

Comprehensive & Land Use Plans Jefferson, Iowa

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2005 Comprehensive and Land Use Plans
City of Jefferson, Iowa

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Introduction

Purpose of Plan

The purpose of this plan is to help the City of Jefferson prepare for future development and improvement projects. Before a plan can be written, a look must be taken at the existing conditions of municipal services, zoning and land use, as well as the citizens' views on what the future holds for their city. Citizen input is used to help the city council set goals to determine what aspects of the community they need to focus on over the next 5 to 10 years.

In addition, within the State of Iowa, the Comprehensive Plan is to record present and future land use within the community. These land uses and their corresponding maps are the legal basis on which zoning decisions are to be made.

Adopting the Plan

The City Council and the Planning and Zoning Commission jointly hold the responsibility for a comprehensive plan. The members of these two bodies have final decision-making power regarding the content of the plan and approval of the goals in this plan. To adopt the plan first the Planning and Zoning Commission must review the plan and determine future land uses for all properties throughout the city. Once the Commission votes to accept the proposed comprehensive plan, the City Council adopts the plan.

Plan Review

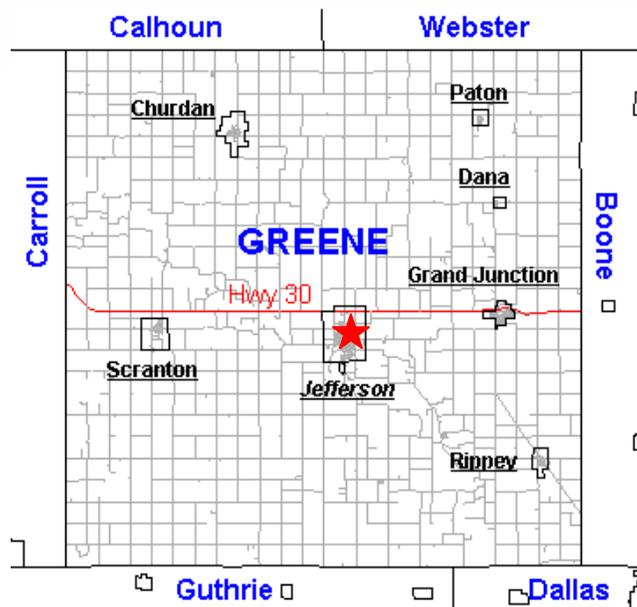
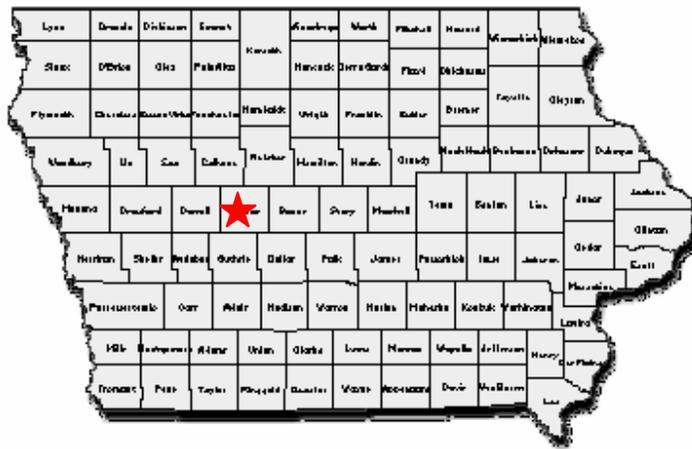
On an annual basis both the City Council and Planning and Zoning Commission should review the plan to assess the progress of each of the goals. They should at that time determine what steps need to be taken to carry out goals that have not yet been met.

Study Area and Location

The Jefferson Comprehensive Plan applies to all areas within the city limits of Jefferson, Iowa. Since Greene County has a zoning ordinance of their own in place, Jefferson’s jurisdiction stops at the city limits; however joint meetings were held in March 2005 with both groups agreeing on current zoning and future land use for the 2-mile area surrounding Jefferson.

Jefferson is located in the west-central region of Iowa. Located on Highway 30, Jefferson is the county seat for Greene County.

Location Map



Chapter 1 Comprehensive Plan

The City Council and the Planning and Zoning Commission jointly hold the responsibility for the Comprehensive and the Land Use Plans. The members of these two bodies set the goals and objectives for the comprehensive plan and make decisions regarding future land uses.

Plan Review

On an annual basis the Planning and Zoning Commission and the City Council need to review the goals in the plan, assess the progress toward achieving each of those goals, and determine what steps need to be taken to carry out that goal. An annual evaluation checklist can be found in Appendix A.

Goals

The following goals were identified through a series of public meetings. They were determined by residents and the business community as ways to enhance the quality of life in the community. The goals are a guide for the City Council to know what the residents want to see achieved over the next 5 years.

- Market Jefferson as a safe, family friendly place to move or locate a business
- Develop housing within the community to encourage an increase in the population
- Increase the number of businesses in Jefferson by creating an entrepreneurial environment and promoting the community's access to the latest technology
- Recognize successes within Jefferson and give credit to those who have earned it, including businesses, volunteers, residents, youth, etc.
- Create a beautification plan focusing on downtown
- Increase the tax base through economic development efforts and by increasing the number of developed lots
- Participate in the Greene Community Foundation to fund community projects and capture wealth that would transfer out of the county and out of Iowa

- Maintain the high quality of life Jefferson currently has
- Continue cooperation between the City, County, Chamber, GCDC and Midwest Partnership to attract new businesses, expand local businesses and help with start-up industries

Housing

The residents of Jefferson feel housing is one of the key issues that will affect the ability of the community to increase in population. Available housing is limited and there is a demand for new housing units. In addition “affordable” housing for low and moderate income families and the elderly is needed. By resolving housing issues for one group some of the issues for another group may indirectly be resolved.

Issue

The City has received some feedback that properties are not being kept up. Complaints have included maintaining yards and junk.

Solution

- ⊘ Chapter 8.12 of the city Code of Ordinances addresses current property upkeep. The city has responded to all formal complaints received to date and will continue to do so. As the city’s zoning ordinance and codes are updated in Spring 2005 more stringent guidelines should be explored. This is an on-going process.
- ⊘ The City Council will implement an educational process to let residents know what types of situations are in violation of the existing code and how to properly file a complaint so the city can look into the property in question. Educational outlets will include news releases, information on the web and neighborhood meetings. This should begin immediately.
- ⊘ The City will continue to participate in the programs offered by Region XII Council of Governments that offer financial assistance to those who qualify and need repairs to their home. This is an on-going project.
- ⊘ The City will continue to promote the financial assistance programs available through the Grow Iowa Foundation, which Greene County is a member of.

Issue

A determination of where new housing is to go and a plan for the infrastructure needs to be created. Having these decisions made will set a precedence of expectations when a new subdivision is being proposed.

Solution

- ⌘ The City Council hired MHF Engineering to begin a series of studies to determine the feasibility of developing specific areas of Jefferson. These studies will include needed upgrades to the city’s utilities before housing can be located in that area. The City Council will have completed reports from MHF by December 2005.
- ⌘ As these studies are completed the Planning and Zoning Commission will determine the city’s responsibilities in extending utilities to newly proposed subdivisions in the Subdivision Ordinance which is being revised in the spring of 2005.
- ⌘ To help encourage growth in areas likely to develop, future infrastructure improvement possibilities will be included in the capital improvement plans. Possible projects that could be included are paving of streets, sidewalks, and extending water & sewer lines.

Community Facilities and Services

Some of the services offered by the City of Jefferson are the library, community center, and social, educational and recreational programs. The City of Jefferson has been willing to adapt as the demands of residents have changed and will consider new facilities and services on a case-by-case basis.

Recreation has become one of the most important quality of life factors to the American public. It is becoming more common for young adults to look at “what there is to do” in a community before deciding if they will move there. Younger generations are “doers” and they like activities they can participate in instead of watching. As Jefferson looks to attract new residents in these age categories, recreational opportunities will play a big factor in their decision.

Issue

The city pool needs to be maintained so it will be operational for many years in the future.

Solution

- ⌘ The city has not made any major financial investments in the swimming pool since the early 1980’s. The pool should be inspected for potential maintenance

issues before opening for the 2005 swim season. The Parks and Recreation Department along with the City Administrator will be responsible for seeing this is done.

- ✧ The city needs to be putting money away for pool maintenance and updates. The City Administrator will consider this as the budget is developed annually.
- ✧ The number of pool users should be increased by promoting activities and events to be held there. This will help to increase revenues that will partially help pay for upkeep and maintenance. The Parks and Recreation Department will consider new promotions and events to hold at the swimming pool on an annual basis to be included in their summer programming.

Issue

Jefferson needs to promote attractions and activities that take place at city owned facilities.

Solution

- ✧ The Parks and Recreation Department will be completing a long-range plan in the spring of 2005; that plan should address the issues and wants the public shared during the comprehensive planning sessions.

Suggestions from the public meetings that the Parks and Recreation Department should consider:

- ✧ Tournaments held at the golf course
- ✧ Promote the ice skating pond and the sledding hill
- ✧ Activities for senior citizens need to be expanded and include: ball teams, dances, card parties, foreign language classes and bus tours.
- ✧ Offer classes that can be more easily accessed by teens on weekends and in the evening

Issue

City owned buildings need to be maintained and the city should be prepared to continue that maintenance with less money if Jefferson's population does not grow and the tax base decreases.

Solution

- ✧ The maintenance of city buildings will be included in all future Capital Improvement Plans. The plan is overseen by the City Administrator with contributions from all departments. The existing plan should be revised in 2006. The plan will also begin to look at what services and facilities the city and county could share starting over the next 20 years.

Economic Development

As the population of Jefferson increases it is important to make sure the business community is viable. The business community not only provides goods and services to the residents of Jefferson but also employment. While Jefferson has a Central Business District downtown, there are also other areas that are just as critical to the economy of the community, such as along Highway 4 and Highway 30. Almost all of the following issues and solutions need to be approached as a joint effort between the City, Greene County Development Corporation (GCDC) and the Jefferson Area Chamber of Commerce with additional help from Midwest Partnership.

Issue

Jefferson lacks one plan to identify areas where development should occur and what type of industries Jefferson should attract.

Solution

- ✧ The City will continue working with GCDC to develop the industrial park. Since “turn around” time is often an important factor for those looking to build, the City Council will develop a plan to extend utilities and streets into the park.
- ✧ The City will work with GCDC should they decide to explore the possibility of building a speculative building to attract a company to move to Jefferson. The City Council as well as the Planning and Zoning Commission will remain in contact with GCDC to see if they need assistance and encourage them to make these developments.

Issue

Jefferson needs to continue recent efforts to attract new companies to the community as well as help existing companies expand their operations.

Solution

- ⌘ Keep city ordinances, zoning and the land use plan up to date. The Planning and Zoning Commission and the City Council will have all of these documents updated in 2005. These documents should be fully updated again by 2010.
- ⌘ Enforce zoning ordinances so industries and commercial businesses are located in the proper districts and are not a nuisance to residents or neighboring industries. The Planning and Zoning Commission oversees this on an on-going basis.
- ⌘ Have set city policies on the types of incentives they will offer companies, and keep them uniform. The City Council has put a tax increment finance (TIF) policy into place and will continue to use this when reviewing requests. The Planning and Zoning Commission currently reviews requests for property tax abatement and will be reviewing these policies as they update the Code of Ordinances and Zoning Ordinance in the Spring 2005.
- ⌘ Greene County Development Corporation and Midwest Partnership will work to assure there is a defined process for handling company leads. The groups will keep information about available buildings and sites up to date with the Iowa Department of Economic Development (IDED). For this to continue these organizations need to receive funding from the City Council. The budget is reviewed on an annual basis and funds will be allocated by the City Administrator at that time.

Issue

Fill the empty commercial buildings in Jefferson.

Solution

- ⌘ An inventory needs to be taken of the vacant buildings within Jefferson including: zoning for the neighborhood they are located in; and if they are available for sale or rent. GCDC should do this with the help of Midwest Partnership; this is an on-going project.
- ⌘ The collected data will be placed in the Location One Information System (LOIS) database to be marketed through IDED. The staff at city hall will provide the needed information as requested; and GCDC and Midwest Partnership staff will update the information. This is an on-going process.

Issue

Jefferson cannot say “no” to a possible business or industry without a close look at the factors-no matter what the industry is.

Solution

- ✧ When the City receives leads on a potential company looking at Jefferson the information will be passed on to GCDC and Midwest Partnership so all leads are being handled consistently. This will be an on-going process and should be followed by all departments.

Utilities, Infrastructure & Transportation

In order to keep up with the increase in population, Jefferson must be prepared to meet future utility demands. The city currently provides water and sewer services to residents and businesses. These utilities will need to accommodate not only housing but also new business and industry.

Issue

Plans need to be made for new infrastructure that is necessary for development in Jefferson to occur. The plans should include not only installation of new infrastructure, but also maintenance of the existing infrastructure.

Solution

- ✧ An engineering study will be done to determine the most appropriate areas of the community for development and the type of utility services that will be needed. These studies will be completed by MHF Engineering by May 2005 as requested by the City Council.
- ✧ Keep the capital improvement plan up to date to assure the city’s infrastructure is maintained as it should be. The next CIP plan should be developed in 2006. A CIP includes future street, water and sewer projects; timeframes, estimated costs and funding sources.
- ✧ Prepare to use Tax Increment Financing (TIF) to pay for projects that are identified in the CIP, along with other utility and infrastructure projects that may arise over the next 5-10 years.

Issue

If there is a train going through Jefferson there is no access to the other side of the tracks. Residents feel a viaduct over or tunnel under the tracks on Highway 4 could relieve this issue.

Solution

- ✧ Regional XII Council of Governments has been hired to complete a feasibility study looking into the options for going over or under the railroad tracks. This study is currently being performed and should be completed by May 2005.

Issue

Highway 4 south of Jefferson is deteriorating. This makes an impression on people coming to the community and needs to be repaired.

Solution

- ✧ The City should encourage IDOT to update this road. It is the most used route into the community from the south and is essential for delivery of products and merchandise.

Issue

The condition of many streets is deteriorating, while other streets are gravel (having never been paved).

Solution

- ✧ The Capital Improvements Plan, which should be completed in 2006, should include an inventory of the condition of the streets, identify streets that are appropriate for repaving, and streets that are unpaved that will remain that way. A plan for implementing improvements as well as funding sources will also be included.

Issue

Pedestrian and vehicle safety throughout the city needs to be addressed. Problem areas need to be identified and solutions determined on a case-by-case basis. Those solutions should be part of a transportation study or the capital improvements plan.

Solution

- ✧ Explore having a traffic study completed by CTRE (Center for Transportation Research and Education) through Iowa State University. The City Administrator will look into the study by May 2005 with a study being completed during either the summer of 2005 or summer of 2006.

Some potential transportation and pedestrian issues raised by citizens were:

- ✧ Put yield signs at West and State Streets
- ✧ A pedestrian crossing light is needed at the 4-way stop of Lincolnway and Highway 4. The intersection should have stop lights instead of stop signs
- ✧ The stop light on Highway 4 south of Lincolnway should be changed to a 4-way stop
- ✧ More uncontrolled intersections should have stop or yield signs
- ✧ A stop sign is needed to put out by South Grade after sporting events
- ✧ Sidewalks need to continue along every block. There are many places where they just stop or stop and switch sides of the street. These are harder for small children on bicycles or someone pushing a stroller to use
- ✧ Need traffic control by the Alternative School/Parish Center
- ✧ Bicycles should not be allowed on the sidewalks, especially around the square
- ✧ Fix the bump in the road by Dairy Queen
- ✧ Need to continue the sidewalks along Highway 4 in the south part of town by the High School and Greenwood.
- ✧ The speed limit on Highway 4 on the south edge of town by the high school; 45 mph is high to have near a school and in a residential area where there are no sidewalks.
- ✧ Highway 4 north needs to be lowered or a stop light installed now that Fareway and Bomgars are open, many people try to slow down to turn but it can be difficult with higher speed traffic
- ✧ The speed limit on Highway 4 should be 25 mph all of the way through town

Community Development

Community Development is essential to tie all other aspects of this plan together. The main focus of community development is to improve the quality of life within a community. These improvements can only happen by bringing together the business community, residents, and government; and by welcoming visitors. Several tools and opportunities can be presented in a community, but without community-wide involvement they may not be realized. Jefferson has several successful programs and opportunities already in place, the addition of a few new projects will have an even greater impact on the community.

Issue

A beautification project needs to be developed.

Solution

- ✧ A volunteer group has formed and will request RFQ's from engineering/architectural firms to develop a beautification plan for downtown. Following completion of the plans in Summer 2005, funding sources will be sought.
- ✧ The council will begin to set aside money to complete the improvements and renovations identified in the beautification plan. The budget is overseen by the City Administrator and will be reviewed on an annual basis.
- ✧ Jefferson will consider applying for another Community Visioning grant through ISU Extension, Trees Forever and the Iowa Department of Transportation for assistance in developing landscape plans. The City must be the applicant and a local organization responsible for an initial commitment of up to \$1,000 to be used for projects identified. The application will be submitted in October 2005.

Issue

Preparing the community for turnover in future leadership. Many involved with local groups are ready to step down but there is a lack of new volunteers participating in these groups. Many of the long-time volunteers are aging and are ready for younger generations to get involved. To attract volunteers, organizations need to consider what the needs and motivating factors for these individuals. According to an independent survey the following is how/why Americans volunteer:

<i>They were asked</i>	<i>43%</i>
<i>Their organization was involved</i>	<i>41%</i>

<i>A family member or friend would benefit</i>	28%
<i>Sought out activity on their own</i>	21%
<i>Responded to an ad or media information</i>	6%

Solution

- ✧ The City should look into participation in the ‘Hometown Competitiveness’ program through ISU Extension. The program will benefit many groups within the community and help plan for the community’s future. The Council and City Administrator should look into this program immediately.
- ✧ Get information out to newcomers so they get involved with the community. Information could be placed in the newcomer packet given out by Chamber. The staff at City Hall refers new residents to the Chamber Office when they come in to sign up for utility service. These referrals will continue, this will be an on-going project.
- ✧ The Jefferson Area Chamber of Commerce and ISU Extension will continue to offer the Greene Leadership Program every 2-4 years. This has been a successful method for gaining volunteers and will continue to be in the future.

Chapter 2 Land Use

Land Use Authority

The authority to govern land use within the city limits is given to the Planning and Zoning Commission. The Commission also has the power to govern land within two miles of the city limits, provided it does not conflict with land uses designated by the county.

How a parcel of land may be zoned is determined by the land use plan. Any changes that are made to zoning must be made within the guidelines of current or future land use plan. The City of Jefferson has four types of land use in use: agricultural, residential, commercial, and heavy industrial, with each type having subcategories as needed.

Land Use Goals

As outlined in Iowa Code §414.3, zoning regulations must be made “in accordance with a comprehensive plan”. Land uses permitted by zoning that follows guidelines in a comprehensive plan must be designed to:

- Preserve the availability of agricultural land
- Consider the protection of soil from wind and water erosion
- Encourage efficient urban development patterns
- Lessen congestion in the street
- Secure safety from fire, flood, panic and other dangers
- Promote health and the general welfare
- Provide adequate light and air
- Prevent the overcrowding of land
- Avoid undue concentration of population
- Promote conservation of energy resources
- Promote reasonable access to solar energy
- Facilitate the adequate provision of transportation, water, sewerage, schools, parks and other public requirements

Land Use Policies

The following statements were developed by the Jefferson Planning and Zoning Commission to serve as guidelines for growth and development of the city. These policies should be utilized to make decisions on land use and zoning.

1. It shall be a policy of Jefferson to preserve and promote the general health, safety and welfare of the City through strategic planning and development documents, regulations and initiatives which provide for and utilize citizen involvement in order to provide a high quality of life for its population.
2. It shall be a policy of Jefferson that residential uses be developed only on land which is capable of supporting them.
3. It shall be a policy of Jefferson to encourage commercial and industrial development within the designated areas of the city in order to utilize municipal infrastructure such as water and sewer without being detrimental to neighboring uses.
4. It shall be a policy of Jefferson to promote and preserve the conservation of all waterway, river, and drainage systems within the city and the surrounding 2 miles, as a means of preventing soil erosion, to promote passive recreation, to preserve wildlife habitat, and to regulate development within designated floodplain areas.
5. It shall be a policy of Jefferson to promote the preservation of critical areas of ecological, geological, historical and environmental significance. This shall be achieved through the identification of such areas, informing the public of their significance and promoting private or public retention or acquisition for the sole purpose of their preservation and protection.
6. It shall be a policy of Jefferson to encourage coordination and cooperation between Jefferson, Greene County, and the incorporated cities located in close proximity, and where powers and responsibilities are shared.
7. It shall be a policy of Jefferson to encourage development in areas that are contiguous to existing city development.
8. It shall be a policy of Jefferson to allow growth that will use public infrastructure effectively and avoid development that prevents or discourages extension of municipal infrastructure into inappropriate areas

Land Use Strategies

Jefferson has used four categories of land use; agricultural, residential, commercial, and heavy industrial. Before designating the appropriate use for each area surrounding the community, the

Commission took into consideration what the land use designation for land adjacent to these areas was. Another jurisdiction that has land that would affect the City of Jefferson is Greene County. The Greene County Board of Supervisors reviewed the Commission's future land use plans and supports the land use designations as the Commission has identified them.

Residential

Areas designated as residential should include a mix of housing, including single family homes, multiple family dwellings and mobile home parks. These areas may also include other uses that are considered "exception" such as schools, churches, and nursery schools. Residential land use makes up a large amount of land area within Jefferson.

Commercial

Commercial areas in Jefferson include parcels and buildings where goods and services are sold or exchanged. This area includes retail stores, office buildings, service stations, grocery stores, restaurants and lodging. Most of this area is found in the downtown district, along Highway 4, north of Lincolnway and along Highway 30.

Industrial

Industrial uses include utilities, manufacturing and the production of other goods that would not normally be sold directly to the consumer at that location. A key factor in industrial land is typically transportation. There is only one area in Jefferson designated for industrial use. This area is located north of the railroad along Highways 4 and 30.

Public

Typically these areas are owned by the city, school district or other government entities and are exempt from paying property taxes. Most of these areas are used as parks, city hall, library, cemeteries, and other land that is open for the public to use. Lands that have been designated as public land use will very rarely change to other uses in the future.

Future Land Use Map

Supplemental Information

Chapter 3 Building Communities for Tomorrow (BCT)

Building Communities Tomorrow is a program conducted by Iowa State University Extension. In 1997, Greene County participated in the program through the Greene County Extension Office. The program helped a committee identify the community's strengths and weaknesses, develop a vision for change, and create strategies and individual skills necessary to accomplish change. Following is the "Jefferson Area Community Vision for 2017" which was developed from that program.

Jefferson Area Community Vision for 2017

In 2017, Jefferson is a growing, thriving community because of the positive cooperation of its citizens toward community development. Jeffersonians believe that if you work, play, worship and live in Jefferson, it is important that you give back to your community so that others may also enjoy it. Regional thinking is embraced; Jefferson knows it is a neighborhood in a larger community and that what is good for smaller Greene County communities is good for all of Greene County. Jefferson finds ways to use the existing population centers to the east and west to its advantage. Jefferson' population is increasing 100 people per year from a 1997 population of 4,292.

Following are seven specific visions of different aspects of the Jefferson area community.

Downtown/Community Retail

The vibrant downtown retail area is filled to capacity with a variety of well-kept, progressive businesses located in an attractive town-square setting. Business establishments are geared toward all segments of the population, offering basic goods and services and unique and intriguing specialty items. The downtown area is easily accessible for all customers and in all weather and seasons. Area residents, businesses, medical facilities, schools and government recognize the importance of supporting area businesses. Enthusiastic renovation of the town square has led to area-wide business renovations.

Some elements of this vision may include:

- ❖ An aesthetically improved square and entrances to downtown: landscaping, storefront renovations, unifying theme (nostalgia?)
- ❖ An aggressive retail recruitment team to survey area needs and recruit and retain commercial and retail businesses
- ❖ Expanding the Tax Increment Financing (TIF) district to include retail areas
- ❖ A courthouse that is used more often for cultural events and is prominent in bringing the community together and attracting visitors
- ❖ Easy shopping on the square in all kinds of weather, including indoor access between stores
- ❖ Retail hours that accommodate working families and commuters
- ❖ Expanded use of technology, such as phone and computer, to make it easier to shop from home and to expand the customer base
- ❖ Anchor stores, including newer & larger Pamida & Fareway stores
- ❖ An upper-scale restaurant on the square or at the country club
- ❖ New & existing businesses catering to the Raccoon River Valley Bike Trail and the Jefferson Community Center
- ❖ An entrepreneurial environment created through incentives and assistance

Government

Greene County operates under city and county governments that support the development of effective local community leaders and act as a stimulus for the implementation of community visions. Jefferson has a competent, responsible, involved government that updates and maintains high-quality infrastructure (streets, utilities, water system) and cleans up distressed areas of town. We are proud of our county and local law enforcement agencies; they are involved in our communities and our schools, they maintain an accessible and friendly demeanor, and they strictly enforce the laws that make our communities safe.

Some elements of this vision may include:

- ❖ Regular town meetings hosted by local government, allowing average citizens to get involved and following-up by requiring participants to help implement solutions

- ❖ An aggressive city council that makes economic growth the number one priority and conveys this to other groups; (“Get involved or get out of the way!”)
- ❖ Using fiber optics to decrease government costs
- ❖ Expanding the Tax Increment Financing (TIF) district to promote development
- ❖ New paving, drainage system and infrastructure improvements north of the US railroad in the city limits
- ❖ Extension of the airport runway and improvements that allow for light commercial access
- ❖ Expanded and adapted county-wide recycling
- ❖ Jefferson city limits expanded and necessary infrastructure extensions put in place
- ❖ Street reconstruction and a street improvement program
- ❖ Improving and utilizing existing transportation systems
- ❖ An aggressive cleanup and enforcement program to make sure property owners keep their property safe and attractive
- ❖ A popular and successful City Parks & Recreation Program that responds to community needs and input

Housing

There is affordable, high-quality housing available to every range of age, income or need, be it rental or owner-occupied. A strong, vibrant housing market is balanced between low, medium, and high value homes. While meeting new housing needs, Jefferson has placed importance on the vitality of existing neighborhoods. Existing housing and new developments encourage community togetherness and interaction.

Some elements of this vision may include:

- ❖ A formal, appointed housing board that works to meet area housing needs
- ❖ The board represents a partnership between city, realtors, builders, banks and concerned citizens
- ❖ The board sets standards for rental housing, helps citizens take advantage of existing housing programs and is concerned and involved with housing in smaller Greene County communities
- ❖ Building 30 new housing units (owner-occupied & rental) a year

- ❖ Residential Tax Increment Financing (TIF) district
- ❖ A community housing rehabilitation network and Revolving Rehabilitation Fund
- ❖ Assisted living housing
- ❖ Senior citizen condominiums at the hospital
- ❖ Low income senior citizen housing

Economic Development

Jefferson has a broad base of quality employers offering everything from skilled and technical opportunities to educated, professional careers, which attract new people to our community while maintaining our present populace and supporting existing industry. Jefferson is willing to do what it takes to attract high caliber businesses that reflect community values and fulfill community visions. Many local alumni now live and work in Greene County as quality jobs have become available through strong cooperation between schools and industry. Emphasis is placed on expansion of existing industry.

Jefferson is a showcase of technology-based business and development while capitalizing on the nostalgia of small-town living. Jefferson takes advantage of technology that allows work to be performed outside of urban centers and is a residence for many stable telecommuters.

Some elements of this vision may include:

- ❖ A local tech board that promotes use of technology in all aspects of community life
- ❖ The board also acts as a consultant for those looking for work who might be suited to work away from a central employer via technology
- ❖ A brilliant marketing strategy emphasizing the benefits of small town living, attracting new residents from all over the world who use technology to work in their professions
- ❖ A locally owned cable franchise with profits reinvested in community development
- ❖ Many new businesses/industries attracted through the use of commercial/ industrial/ technology spec buildings
- ❖ A new office park atmosphere attracting quality people and \$40,000/year jobs for the growing telecommunications industry
- ❖ Building on Mycal's access s to the Intermodal transportation system

- ❖ Employers that invest in improving the community and provide enticing benefits to employees
- ❖ An expanded industrial base through value-added ventures centered on agriculture
- ❖ A successful School-to-Work program that trains local youth from local jobs upon graduation from high school

Quality of Life

Jefferson is a safe, clean & friendly town that exudes small-town atmosphere in its attitude, services, and physical features. Jefferson is a place for living and growing; a place to raise your children and a place to enjoy your grandchildren. Young families come to Jefferson for its family oriented activities, excellent school system, and family friendly employers. New residents are made to feel welcome and integrated quickly into the community. Jefferson's youth are involved in community development and advocate for their wants and needs. Area seniors are motivated and their involvement and wisdom is vital to Jefferson's success. The community networks with all resources to meet the basic needs of elderly, young, single parent and low income families, to encourage intergenerational interaction, and to provide social and cultural opportunities for all.

The first phase of Jefferson's community center was completed as scheduled in 1998 and all phases now are operational, including an indoor playplace for young children. The community center provides not only recreation and wellness opportunities, but is a social gathering point for seniors, youth, young adults, young families and all area residents. The center houses an excellent early childhood education center and various day-care arrangements. The community center is just one of many recreational and cultural activities available in the area.

Jefferson enjoys a unifying sense of community pride that is strong enough to allow for honest discussion of unpleasant or controversial concerns. An attitude of WE, not THEY or YOU, prevails, which strengthens and fosters the idea of "community".

Some elements of this vision may include:

- ❖ A community dinner program that facilitates the interaction of all segments of the community on a regular basis (Invited participants meet with each other in small groups for three dinners in people's homes. The program assigns dinner groups, trains discussion leaders and provides materials for discussion and debate.)
- ❖ Community businesses that provide services to make living easy for two-income, upper income families, eg. housecleaning, dry cleaning, child-care, latch-key programs
- ❖ A high degree of interdenominational unity
- ❖ A decreased poverty level (statistical & perceived) as needs of lower-income are met through community/church cooperation
- ❖ Groomed and landscaped city entrances, tree-lined streets
- ❖ A full service station for elderly and disabled (A user-friendly community)
- ❖ A volunteer senior advocacy group, made up of seniors and other interested people, advocating for the needs of seniors in the community
- ❖ An RSVP (Retired Senior Volunteer Program) to tap our senior resources
- ❖ Leadership training programs for youth & residents
- ❖ State-of-the-art technology incorporated into daily living
- ❖ Expansion of the Raccoon River Valley Bike Trail
- ❖ An indoor golf & driving range
- ❖ The community center pool that is appropriate for use by young children
- ❖ An excellent children's museum/workshop/ science center
- ❖ Band shell for summer concert
- ❖ Computer literate residents and public buildings with Internet access for public use

Education

The local school district is a source of pride and community unity. School district leaders are highly visible in the community and involved in community projects. Area residents are "Community Cheerleaders" and are highly involved in supporting all school events. Parents, residents, school faculty and local government cooperate to ensure that the schools are safe and drug-free.

The school exhibits a high degree of accountability to the student, parent, employee, and taxpayer by motivating the student to achieve and create; informing the parents of progress and problems; providing equitable training and evaluation of all employees; and using tax payer resources wisely. Appropriate technology is employed while ensuring that all graduates qualify for acceptance to any state university or excel in vocational/community college. Graduates of local schools have a strong foundation of reading, writing, science & math.

Jefferson promotes life-long educational opportunities and invests in the everyday education of its citizens. Adult and continuing education is a community priority, as is community leadership training.

Some elements of this vision may include:

- ❖ Buildings that are handicapped accessible
- ❖ Middle school and South Grade improved and made safe
- ❖ Expanded life-long learning program
- ❖ On-going workshops, speaker & forums that promote a safe, drug-free environment
- ❖ Gifted and Talented programs and peer tutoring
- ❖ Access to the Internet for all ages, computer classes for all ages
- ❖ Higher degree education courses offered in Jefferson for Associate, Bachelor and Master's degrees

Health & Wellness

The community health environment includes not only the hospital and clinic facilities, it includes all of the town's resources to promote health and well-being. The quality of local health care is superior because of up-to-date technology and highly-trained professionals. The recovery of residents utilizing health services is enhanced by the support offered by family and friends. Local social and cultural opportunities provide the healthy, well-rounded atmosphere for recreation and entertainment essential for mental and physical well-being. Local medical entities work with residents to keep health care affordable and emphasize prevention.

Chapter 4 Community & Demographics

Population

Over the past several decades, the population of Jefferson has seen significant change. Jefferson's population hit a peak in 1980 with 4,854 residents. The 1990 census saw a dramatic drop to 4,292 (-562 people), but rebounded by the 2000 Census to 4,735 (+443 people). A closer look at the years between the 1990 and 2000 Censuses show that Jefferson has had a large number of people move into the community.



To see how many new residents moved to Jefferson between the 1990 and 2000 Census' the populations from 1990 and 2000 can be compared along with the total number of births and deaths (natural change). From 1990 to 2000, 775 people moved to Jefferson (Table 4.1). Of the 775 new residents, 665 (86.8%) said they had moved to Jefferson from outside of Greene County; 431 of those were from different counties in Iowa, and 234 from a different state. Of the remaining 110, 92 moved from somewhere else in Greene County and 18 from "elsewhere", possibly different countries.

Population Change 1991-2000 (Table 4.1)

1990 Census Population	4,292	2000 Census Population	4,735
1991-2000 Deaths	-832	<u>Natural Population Change</u>	<u>-3,960</u>
<u>1991-2000 Births</u>	<u>+500</u>	Residents new to Jefferson	775
Natural Population Change	3,960		

Source: Calculations by author based on US Census Data

A trend that took place in many communities throughout Iowa was a growing population until the 1980's when the farm crisis forced many to make major lifestyle and occupational changes. The changes often resulted in Iowans leaving their small towns. By the mid 1990's many communities started to see an increase in their population again. While many people left due to a turn in agriculture and the economy, this is also the point where more Iowans started seeking higher education opportunities, which is reflected in the education levels of residents (discussed more in Chapter 5).

One way to see the population trends over time is to follow the same group of people over several decades. In many communities there was a drop in the population ages 15-34 years between 1980-1990; but from 1990-2000 after this group had a chance to pursue higher education and were ready to start families, they often returned, possibly bringing with them a spouse (Table 4.2). From 1980 to 1990, 198 people age 25-34 moved away from Jefferson. In contrast, from 1990-2000 when the generation was 35-44, the equivalent of 104 of them moved back.

Cohort Population Change (Table 4.2)

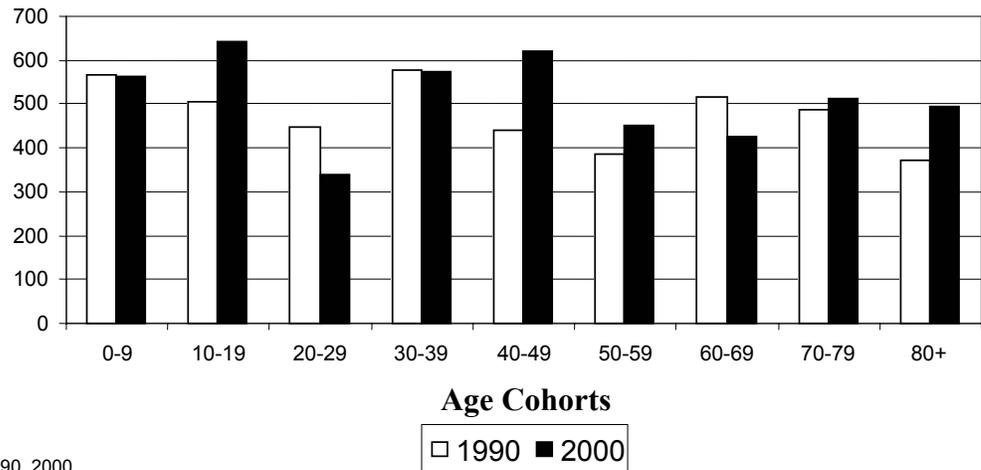
	1980	1990	Change	2000	Change
0-4					
5-14	653				
15-24	732	404	-249		
25-34	639	534	-198	421	17
35-44	457	563	-76	638	104
45-54	466	375	-82	576	13
55-64	516	452	-14	400	25
65-74	506	476	-40	467	15
75-84		435	-71	458	-18
85+				298	-137

Source: Calculations by author based on US Census Data

The Census shows the population of Jefferson has grown from 4,292 in 1990, to 4,626 in 2000. During this time, the generation with the largest increase was those ages 80 and over (+147) (Figure 4.1). The next largest increase was the cohort that was age 20 to 29 in 1990, and 30 to 39 for the 2000 Census. This generation increased by +129. The increase is a combination of

former residents returning to Jefferson after leaving, possibly to attend college, and new residents moving into the community. This generation is one of the age groups that is in their childbearing years, therefore they also affect the population of other cohorts. As this generation gains population so does the cohort age 19 and under, most likely the children of those in their 30's and 40's.

Cohort Totals 1990 vs. 2000 (Figure 4.1)



Source: US Census Bureau, 1990, 2000

As is common in many rural Iowa towns, the smallest age group is those ages 20 to 29. This group is consistently decreasing in rural communities, while it is increasing in urban communities. This shift is caused as young adults graduate from high school and move to other areas to seek employment or further their education.

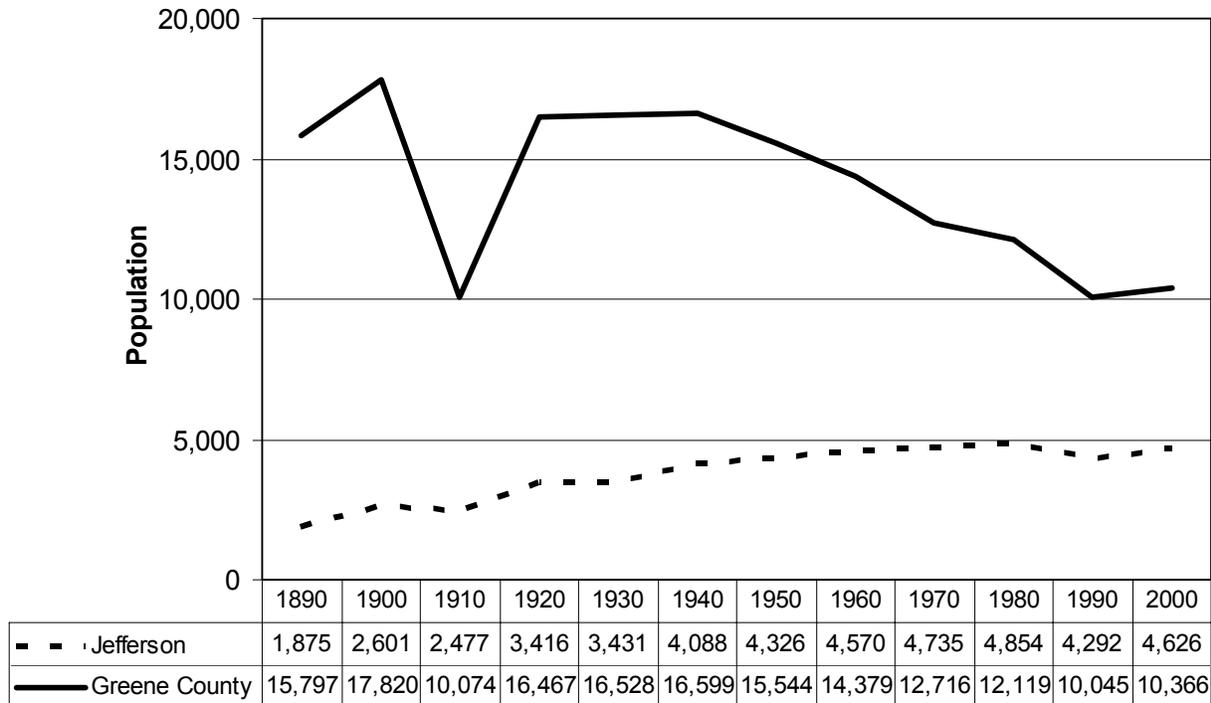
Jefferson's population changes are not at all like those of Greene County as a whole (Figure 4.2). Between the 1990 and 2000 Census, Greene County saw a net gain of 418¹ persons. While Jefferson saw increases in population from 1960 to



¹ During this time the City of Jefferson had a net gain of 448 persons; therefore, the remainder of the county lost population.

1980, then a slight decline from 1990-2000, Greene County has had a continuous decline since the 1960's and now has lost over 4,000 people (almost equivalent to the entire population of Jefferson).

Historical Populations (Figure 4.2)



Source: US Census Bureau

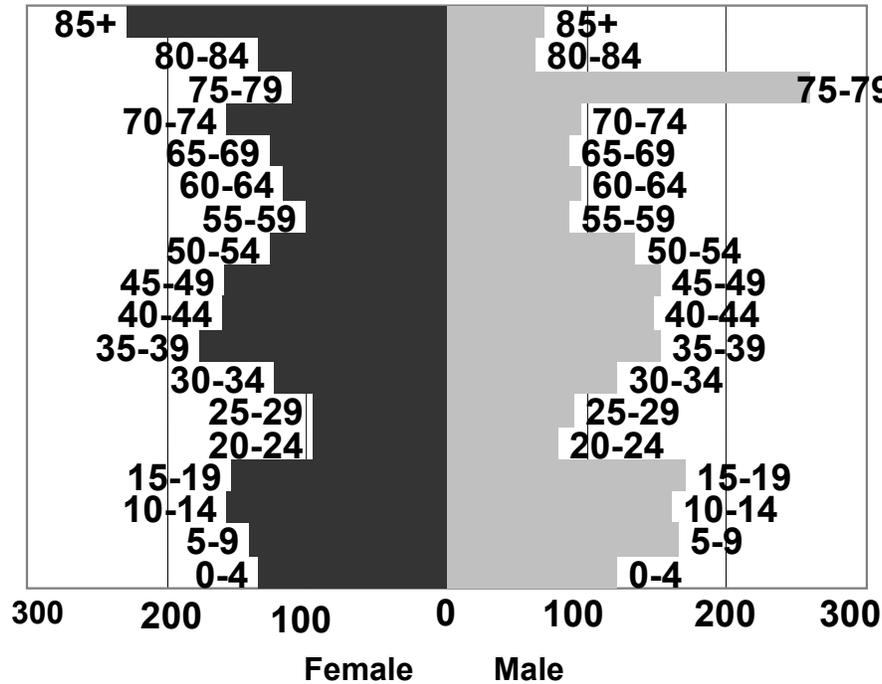
In Jefferson the majority of residents reported their race as White. This group accounts for 98.6% of the total population. Among the different minority racial² groups reported, the largest group identified was American Indian, Eskimo or Alaska Native. Also reported were Black or African American, Asian, and Other.

The balance in gender composition varies by age cohort (Figure 4.3). Overall there are only 243 more females than males, and there are not many age groups where this is easily seen. Starting with the groups age 60 and over it is easier to see differences in female and male populations.

² As of the 2000 Census, Hispanic was reclassified from race to ethnicity by the US Census Bureau. Those identifying themselves as Hispanic jumped from 14 in 1990 to 80 in 2000.

One group where males do outnumber females is the 75-79 cohort (260 vs. 158). Age 80 and over it is easy to see the females outnumber the males (362 vs. 134), this is a larger number than in any other cohorts.

Population by Age Cohort and Sex (Figure 4.3)



Source: US Census Bureau, 2000

Projected Population

According to Iowa Workforce Development and the US Census Bureau, the population of Greene County³ will begin to decrease again. They forecast that by 2010 the population of Greene County will fall to 9,550 (from 10,366 in 2000) and to 9,200 by 2020.

By using these numbers, the City of Jefferson and other local organizations can take preventative measures to try to keep the population from decreasing. While organizations like Greene County Development Corporation (GCDC) and Midwest Partnership take an active role in recruiting

³ Population projects are not available for individual cities, therefore county estimates are used.

new business and industry, there also needs to be an active effort to recruit residents. Often former residents and school alumni are the best target market.

Income Characteristics

In 1999, the median income of all households was \$32,818; however this number varies greatly by demographics. Those who are classified as a family earn far more. The median family income in 1999 was \$42,754, up from \$30,232 in 1989. Gender also dictates a difference in income earned. Men working full-time, year-round have a median income of \$32,206; while women with the same employment status have a median of only \$21,359.

Household Composition

In 2000, the U.S. Census Bureau identified 1,451 households, holding 4,400 people. Out of those households 71.7% consider themselves a “family” (Table 4.3). Within those families, 869, are married couples (with and without children). The remaining are households with either a male or female head, no spouse present.

The remaining 197 people are living in group quarters. Of those, 191 are living in nursing home facilities while the remaining 6 are in correctional institutions. Females make up a greater part of the population living in nursing homes. In 2000, 149 (78%) of those living in nursing facilities are women while only 42 (22%) of the residents are male.

Household Composition (Table 4.3)

Family	1,041	
	<i>Married couple</i>	869
	<i>Male head</i>	69
	<i>Female head</i>	103
Non Family	410	
Total Households	1,451	

Source: US Census Bureau, Census 2000

Chapter 5 Housing

Supply and Condition

The 2000 Census shows Jefferson has 2,094 housing units. The median year of all housing units is 1949. A breakdown of units built between 1990 and 2000 shows there were 142 new units; 109 are owner-occupied and 33 are renter-occupied (Table 5.1). While these homes were built, there also had to be some units being demolished. When comparing the total number of housing units in 1990 to 2000, there is a net change of only +65 (Table 5.2).

Tenure by Year Structure Built (Table 5.1)

Owner-Occupied	
Year Built	Number of Units
1999- March 2000	5
1995-1998	35
1990-1994	69
Total Units	109

Source: US Census Bureau

Renter-Occupied	
Year Built	Number of Units
1999- March 2000	0
1995-1998	19
1990-1994	14
Total Units	33

Source: US Census Bureau

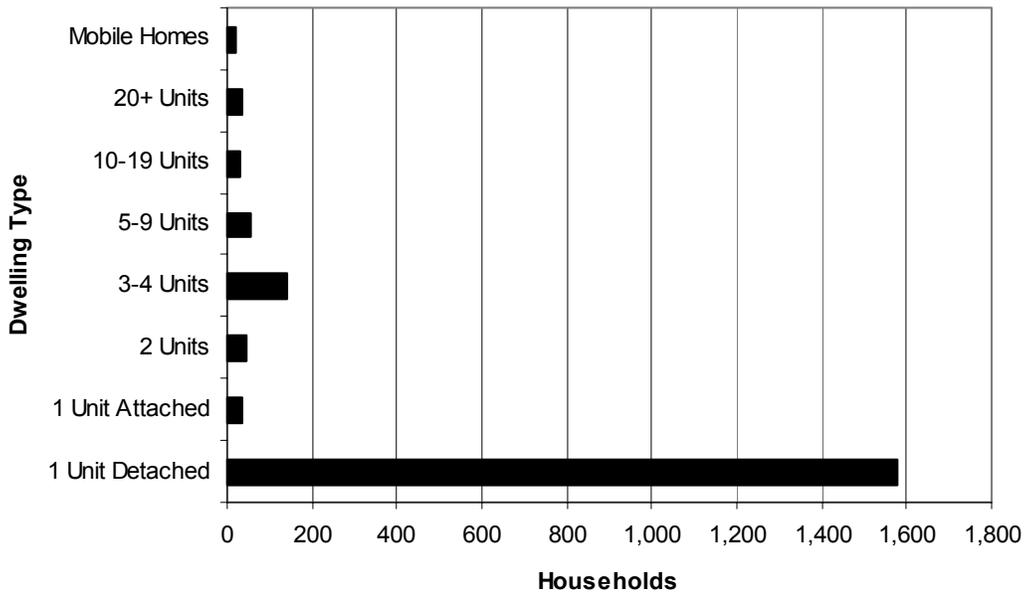
Home Occupancy (Table 5.2)

	1990	2000
Total Units	2,029	2,094
Occupied Units	1,861	1,954
<i>Owner Occupied</i>	<i>1,378</i>	<i>1,471</i>
<i>Renter Occupied</i>	<i>483</i>	<i>483</i>
Vacant Units	168	140

Source: US Census Bureau

The majority of occupied housing units in Jefferson, 1,579, are 1-unit detached dwellings. Dwellings with 3 or 4 attached units are the next popular style of housing with 142 units; and dwellings with 10 or more units account for 66 households (Figure 5.1).

Households by Dwelling Type (Figure 5.1)



Source: US Census Bureau, 2000



Age of Housing Stock

Just over half of the homes in Jefferson were constructed prior to 1960. Of 2,007 housing units reported in the 2000 Census, 1,150 (57.2%) were built in 1959 or before. A correlation can be seen in the age of the structure versus rental or ownership. “Older” units are occupied fairly equally between renters and owners. The majority of renters are occupying units built between 1970 and the mid-1980’s, with new units almost exclusively owner occupied.

Vacancy Rates

Vacancy rates in Jefferson have been increasing in units that are meant to be owner occupied and decreasing in rental units. In 1990 units that are intended for owner occupancy had a vacancy rate of 1.5% and in 2000 that rate grew to 2.7%. Rental units saw a large decrease from 1990 to 2000. In 1990, 13.8% of all rental units were vacant; by 2000 only 7.3% were vacant.

Values

The value of homes in Jefferson is concentrated under \$100,000. In 2000, 1,159 of 1,308 units (88.6%) were valued at under \$100,000. While this is the majority of dwellings, there are several valued higher. The median value for a home in 2000 was \$58,900.

Needs Assessment

In 1998 a Housing Needs Assessment for Greene County and the communities located within the county was completed by Regional XII Council of Governments. The assessment looked at existing housing, the condition of the housing stock, changes in population, income levels of residents and unmet housing needs. The final report also includes an 'Action Plan' for the City of Jefferson to address the identified housing needs.

In 1998 when the data was collected, there were 2,960 housing units. Of the units at that time 890 (30%) were in excellent condition while 1,007 (34%) were in need of major repair and 179 (6%) were dilapidated.

The survey also identified three major areas of concern the residents of Jefferson have in regard to housing:

1. Lack of senior housing
2. Lack of rental housing
3. Lack of available lots for residential development

To help the City of Jefferson address these issues, five action steps were outlined in the plan:

1. Down-payment assistance and other financial incentives for low and moderate income families
2. Investigation into possible lot development sites and actual development lots
3. Multi-family housing development containing rental units
4. Construct new or renovate existing structure for senior/assisted living facilities
5. Rehabilitation of existing homes for future use

To date, the city has not directly addressed any of these action steps. However, they do refer interested residents to Region XII Council of Governments for programs such as down-payment assistance. In addition, GCDC has recently begun efforts to find a developer who would offer speculative houses on in-fill lots.

Demand

There has been a slight increase in home ownership since the 1990 Census. While the percentage of increase was not very large (only 1%), when compared with the increase in the total occupied units (93), it shows that many of the new units are being built as single family homes and occupied by their owners.

The housing stock currently available in Jefferson is adequate, however future population growth is limited if more homes are not built (Table 5.3). The projected populations for Greene County⁴ show a decrease in population, building more housing is one way to encourage growth instead of accepting this projected decline.

Available Housing Units (Table 5.3)

Total Vacant Units	140
<i>For Rent</i>	<i>38</i>
<i>For Sale</i>	<i>41</i>
<i>Sold, but not yet occupied</i>	<i>13</i>
<i>Seasonal, Recreational, etc.</i>	<i>6</i>
<i>Migrant Work</i>	<i>0</i>
<i>Other</i>	<i>42</i>

Source: US Census Bureau, 2000

⁴ Population projects are not available for individual cities, therefore county estimates were used.

Chapter 6 Employment

Education Levels



The education level of residents in Jefferson is increasing (Table 6.1). The number of persons age 25 and over who graduate from high school (includes receiving equivalency) and those who have college education, continues to increase. The greatest growth was among residents who have some college, but no degree. From 1990 to 2000, 183 more residents fell in this category. In 1990, 13.3% (470) of the population

over the age of 25 had some college but no degree. By 2000 that number had grown to 20.4% (653). There was also growth over the decade in those earning a bachelor's degree.

Education Levels (Table 6.1)

	1990	2000
Persons 25 years and over	3,072	3,207
Less than high school	504	498
High school graduate	1,333	1,325
Some college, no degree	470	653
Associate Degree	259	232
Bachelor's Degree	363	373
Graduate or professional degree	143	126

Source: US Census Bureau, 1990, 2000

The decline in certain age groups within the population supports the increase in the number of people attaining education beyond high school. The decline of residents ages 20 to 24 would indicate people are leaving town after high school to pursue schooling or training. The increase seen in older age groups and the increase in the education levels for the community, indicate that

many former residents move back to Jefferson after completing their education or gaining some work experience.

Occupations

Education and healthcare were the two largest occupations identified by the US Census Bureau that employ residents of Jefferson. The majority of those employed in education are employed by local school districts in and around Jefferson. Jefferson is home to the Greene County Medical Center as well as two nursing homes; these businesses employ many of the health care workers reported.

Other large employment sectors are sales and office occupations, transportation, and material moving as well as construction. All of these positions fit into the economy and types of businesses located in Jefferson. There are many service-related businesses such as insurance and finance. The presence of manufacturing in the community also creates opportunities for employment in the transportation industry; the Union Pacific Rail Road is one example of this.

Occupations based on education levels

Iowa Workforce Development has also prepared estimates of occupations that will be filled over a ten-year period (1996 to 2006) based on education levels. For those who have less than a high school diploma and are living in Greene County the jobs with the most openings per year will be cashier (55), sales/retail (45), food preparation (25) and nurse aide or orderly (25). Occupations that will have several openings over that decade for those with a high school diploma include truck driver (40), slaughterer or butcher (15) and bookkeeping or accounting clerk (10).

As would be expected occupations that require more training will be filled by residents that have a higher level of education. The most openings for someone with some post secondary education will be as a marketing/sales supervisor (20 openings/year), followed by registered nurse (15) and a four-way tie between food service and lodging, licensed nurse practitioner, clerical supervisor and secretary (10 openings each). Positions requiring specific certification, such as teaching and certified accountant are positions that will be filled by those with bachelors or graduate degrees.

Collectively, despite education levels, the positions that will need to be filled the most will be in teaching.

Unemployment

Greene County's⁵ unemployment rate has been fairly steady from 1995 to 2002, staying within a 1.6% range. The annual average unemployment for 2000 was 3.4% or 170 of the 4,880 people in the labor force. By 2002 the labor force had increased to 5,100 (+220) workers. While the total number employed increased (+210), the unemployment rate rose only 0.1% to 3.5%. During that same time the state unemployment rate rose to 4.0%.



⁵ Unemployment information is not available for individual cities, therefore county statistics were used.

Chapter 7 Economic Analysis

Business and Industry

The types of businesses that are in Jefferson tell a lot about the local economy and if the community is, or has the potential to be self-supporting. When comparing the industries in Jefferson the nature of their business can be broken into two categories, basic or non-basic. Basic industries are those who rely on outside economic markets or in other words, export their products outside of the area. The other type of businesses are non-basic, these businesses produce products that are consumed locally.

The majority of businesses in Jefferson fall into the non-basic (locally consumed) sector. These types of industries include things like finance & insurance, construction, retail and real estate. There are still many establishments in Jefferson that produce goods with the intention of sending them out of the community. Other local industries such as trucking and transportation can also benefit from these industries by hauling those products to their destination.



Industry Summary for Jefferson (Table 7.1)

	Number of Establishments by Employment-size class						
	Total Establishments	1-4	5-9	10-19	20-49	50-99	100+
Total	197	117	35	28	12	1	4
Forestry, fishing, hunting and agriculture	3	3	0	0	0	0	0
Mining	1	1	0	0	0	0	0
Utilities	2	0	0	1	1	0	0
Construction	27	21	3	3	0	0	0
Manufacturing	8	2	0	3	1	0	2
Wholesale Trade	7	3	1	2	1	0	0
Retail trade	32	12	9	7	4	0	0
Transportation & warehousing	9	7	2	0	0	0	0
Information	5	3	0	2	0	0	0
Finance & insurance	14	10	2	1	1	0	0
Real estate & rental & leasing	4	3	1	0	0	0	0
Professional, scientific & technical services	15	11	2	2	0	0	0
Management of companies & enterprises	1	0	1	0	0	0	0
Admin, support, waste mgmt, remediation services	4	4	0	0	0	0	0
Health care and social assistance	19	11	2	1	2	1	2
Arts, entertainment & recreation	3	3	0	0	0	0	0
Accommodation & food services	15	5	3	5	2	0	0
Other services (except public administration)	27	17	9	1	0	0	0

Source: US Census Bureau, 2001

Retail Trade Market Analysis (RTMA)

According to the Iowa Department of Revenue and Finance the number of retail firms in Jefferson has declined over the past three decades⁶. A high of 221 firms was reported in FY80. Over the last 20 years, there has been a slow decrease in the number of firms and as of FY03 Jefferson was down to 187 firms.

⁶ Retail Firms are based on the number of sales tax permits issued by the Iowa Department of Revenue and Finance.

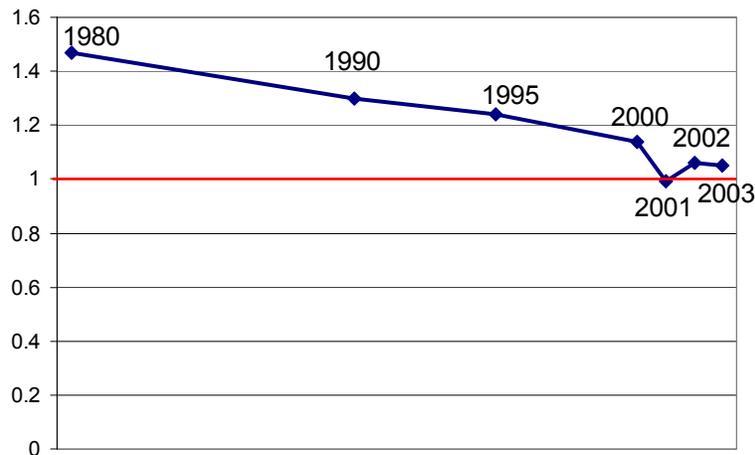
Actual vs. Potential Sales

Looking at ‘Constant Total Retail Sales’ shows a picture of the local economy. This figure is adjusted each year to compensate for inflation. According to the Constant Total Retail Sales, Jefferson hit its height for retail dollars around 1980 with \$73.79 million. By 1990, that number took a sharp fall to \$51.26 million; and continued to fall in FY01 to \$45.56 million. Sales for FY02 were higher at \$48.54 million, but fell again in FY03 back to \$46.24 million. In Jefferson the industries that bring in the most sales are general merchandise followed by service and then by building stores⁷.

Pull Factor

Pull factor compares the spending capacity of an area with the amount of retail sales actually taking place. When the pull factor is greater than 1, it indicates more consumers are shopping in the community than live there. According to the Office of Social and Economic Trend Analysis at Iowa State University the FY03 pull factor for Jefferson was 1.05, up from 0.99 in FY01 (Figure 7.1).

Pull Factor (Figure 7.1)



Source: Office of Social and Economic Trend Analysis, Iowa State University, 2004

Over the past 20 years Jefferson has been losing retail sales from its own residents to other communities. Because the pull factor is so close to one, it would indicate that an almost equal

⁷ Data not reported for all industries to protect business confidentiality.

number of people shop in Jefferson as the number of people who live there. Knowing that additional customers are picked up from those passing by, visiting or living in the rural areas outside of the city limits, it is likely that more local residents are shopping out of town than what the pull factor indicates. It is also likely people who leave Jefferson to work in other communities, such as the Des Moines Metro Area, Ames and Carroll are shopping there and the community “loses” those retail dollars.



Retail Threshold

Iowa State University defines an industry’s threshold level as “the number of people per business, which can be used as a general guide for determining the ‘critical mass’ necessary to support a business”. In other words, how many customers it would take for an establishment to remain in business.

When looking at the number of customers needed to survive and the population of Jefferson (4,626) the table indicates Jefferson has the population to support the businesses it has and should be able to support some it currently does not (Appendix A). Knowing the threshold levels of particular businesses is useful to anyone considering starting a new business to see approximately how many customers are typically needed to support that type of business.

Economic Development

Economic development activities in Jefferson are carried out jointly by the City of Jefferson, Jefferson Area Chamber of Commerce, Greene County Development Corporation (GCDC) and Midwest Partnership. In addition the groups work with the Iowa Department of Economic Development (IDED). Together they market and promote opportunities in Jefferson such as available lots, buildings and quality of life amenities.

The City of Jefferson offers either Tax Increment Financing (TIF) or property tax abatements to qualified development projects on a case-by-case basis. When using TIF, the city may help the developer with land acquisition, utility expansion and connections, building costs or other improvements. The newly generated property taxes are used to pay for those improvements. Property tax abatements are offered for three years on the value of new improvements made to properties or buildings.



Chapter 8 Transportation

Roads

Almost all roads in Jefferson are considered local streets. The main purpose of them is to carry residents to and from their home. These roads do not receive high volumes of traffic on a regular basis. Within Jefferson 90% of the roads are paved and provide easy access to other communities via arterials. There are three arterials dissecting Jefferson, Highway 4 and Lincolnway each go through the community and Highway 30 borders on the north. The heaviest volume of traffic is centered on Highway 30, with over 4,200 vehicles a day (Figure 7.1).

Rail



Currently the rail line running through Jefferson is owned by Union Pacific and used strictly for freight. West Central Co-op and Micro Soy are the only current users of the rail line in Jefferson. The option of property along the rail and Highway 30 makes Jefferson an ideal location for manufacturers or distributors.

Airport

Jefferson Municipal Airport is a public airport providing service to the local area. It opened in 1944 and is located on the east edge of Jefferson. The airport offers hangar space and a terminal building. The closest commercial airport services offered are in Des Moines and Omaha.

Public Transportation

Western Iowa Transit System has headquarters in Jefferson to serve Greene County. They offer daily service to those needing rides to congregate meals, clinics, the grocery store or school. WITR contracts with Head Start and Genesis to serve their clients.

Average Daily Traffic Count (Figure 8.1) Source: Iowa Department of Transportation

Chapter 9 Community Resources and Public Facilities

Health Facilities

Hospitals

Greene County Medical Center was established in 1950, expanded in 1993 and another addition is being constructed in 2005. Currently there are 28 beds and over 60 employees. Greene County Medical Center is a member of the Association of Iowa Hospitals and Health Systems, as well as the American Hospital Association and is an entity of Greene County.

Clinics

Adjacent to Greene County Medical Center is McFarland Clinic. The clinic offers out-patient services to residents of Greene County as well as surrounding counties. Jefferson is a satellite location for McFarland which is based out of Ames, and offers adult and family medicine.

Elderly Care/Nursing Homes

There are three options available in Jefferson for senior living. GCMC offers long term care at the hospital to approximately 75 residents and independent living at Ever Greene Ridge where there are 33 units. There is also a traditional nursing home, Jefferson Manor which is privately owned.

Ambulance Service

Ambulance service in Jefferson is privately owned and operated by Greene County Emergency Medical Services, Inc.

Education

Jefferson is located in the Jefferson-Scranton School District. The school district includes the towns of Jefferson and Scranton as well as the surrounding rural areas.

The certified enrollment for Jefferson-Scranton according to the Iowa Department of Education for the 2001-2002 school year was 995.5 students⁸. The school district had 112 students open enroll out of the district while 7 tuition out to other school districts and 5 tuition out to community colleges. During the same school year, 23 open enrolled into the district. This makes the actual “total served enrollment” for the district 894.3 students.

Parks and Recreation

There are many recreation opportunities within Jefferson and Greene County. Activities available include walking/jogging, picnicking, swimming and playground areas (Table 9.1). There are also local museums and tourist attractions that are open to the public.



Within Jefferson there are eight public parks and play areas as well as a trail head for the Raccoon River Valley Trail. The city swimming pool is located within Chautauqua Park. The pool is maintained and operated by the city.

Recreation Areas (Table 9.1)

	hiking/walking/ jogging	shelter house	restrooms	playground equipment	swimming	skateboard/ roller blade	ice skating	biking
Raccoon River Valley Trail	X							X
Kelso Park		X	X					
Russell Park		X	X	X				
Head Park		X	X	X				
Chautauqua Park		X	X	X	X		X	
Washington Park		X	X	X				
Daubendiek Park		X	X					X
Roller Hockey Rink						X		
Greene County SK8						X		

Source: Jefferson Area Chamber of Commerce

⁸ The “.5” indicates that a student is receiving only a portion of their education from J-S Schools, and the remainder from another educational institution.

Tourist Attractions

Within Jefferson there are many attractions and businesses that draw people into the community. The Jefferson Area Chamber of Commerce produces brochures, a website and participates in many marketing promotions to advertise these attractions. In addition the Chamber plans personalized tours for charter buses and groups.

One of the most notable attractions is the Mahanay Bell Tower, located on the square. The tower houses a carillon and stands 162 feet high. Visitors can get a bird's eye view from an observation room at the top of the tower. The Lincoln Highway also brings many people to the community. The original Lincoln Highway runs through downtown, paralleling today's Highway 30. There is memorabilia on display at the Lincoln Highway Museum located just west of the square on Lincolnway.

A few other notable attractions and events are:

Greene County Courthouse- architectural style and painted murals inside

Abraham Lincoln Statue on courthouse lawn

Lindsey Memorial

Greene County Historical Museum-depicting the history of Greene County

Jefferson Telephone Museum-depicting the progression of telecommunications

Bell Tower Festival-held the 2nd weekend of June annually

Red Bard Craft Fair & Sale-held the 3rd weekend of September annually

Greene County Fair



Chapter 10 City Government

City Council/Employees

The City of Jefferson elects a five-member city council and a mayor. Overseeing the daily operations is the city administrator. The council and administrator are responsible for city policies and their administration. In addition, Jefferson has the following city departments:

- Water
- Wastewater
- Parks/Recreation
- Cemetery
- Police
- Streets
- Sanitation
- Recycling
- Library
- Administration (City Hall)

The departments have paid staff to oversee their operations.

Jefferson also has regulatory boards and commissions that have specific areas of jurisdiction. The planning and zoning commission and zoning board of adjustments are two of those boards.

There is also:

- Library Board of Trustees
- Parks/Recreation Commission
- Airport Commission
- City Council
- Planning and Zoning Commission
- Board of Adjustment

Police Protection

The Jefferson Police Department currently employs 7 officers and provides law enforcement services within the city limits. The Police Department is housed with the Greene County Sheriff's Department at the Law Enforcement Center (LEC) in Jefferson.

Fire Protection

Jefferson has a volunteer fire department that is made up of 30 members. They respond to fires and other emergencies within the city limits as well as the rural areas surrounding Jefferson.

Water Supplies and Sewage Disposal

Today Jefferson's water originates from city-owned wells. The city has an elevated water tower that holds 1,000,000 gallons. The capacity of the water plant is 2,600,000 and residents use on average 500,380 gallons of water a day.

Jefferson uses a waste activated sludge treatment process that serves 98% of all properties located in the community. The treatment facility has a design capacity of 2,400,000 gallons and is capable of serving a population of up to 6,650 residents as well as industrial use.

Library Facilities

The current Jefferson Library building was partially paid for with a contribution from the Carnegie Foundation in 1903. The library is a service provided by the city, governed by its own board, and accredited by the State Library of Iowa. Currently the library houses over 35,000 items. There are computers available for public use including internet access.

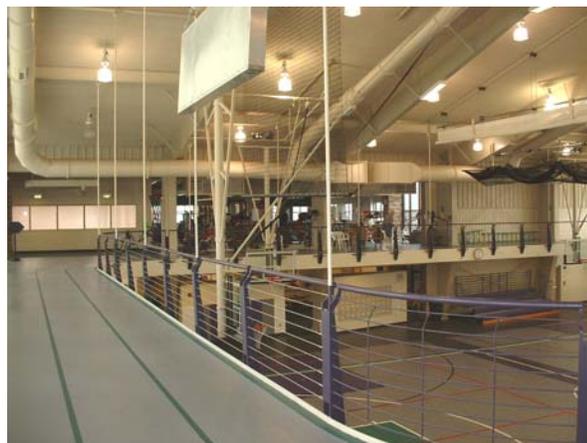
Property Taxes

Like most cities, Jefferson relies heavily on property taxes as a main source of income for the general budget. The current breakdown of property taxes paid in Jefferson is below (Table 10.1)

Property Tax Breakdown (Table 10.1)

County Levy	School (General)	Debt Service	Area V	City (General)	Emp. Benf. Emergency	Debt Service	Insurance	Total Rate
\$9.92	\$15.13	\$1.91	\$0.75	\$8.10	\$3.94	\$4.21	\$0.30	\$44.26

Source: Greene County Auditor's Office, 2005



**Appendix A
Annual Plan Review**

Housing	Who	2005	2006	2007	2008	2009	2010	Complete
<i>Respond to formal complaints received concerning property upkeep</i>								
<i>Implement an educational program to inform residents of code requirements</i>	City Administrator							
<i>Implement an educational program to inform residents of complaint procedures</i>	City Administrator							
<i>Continued participation in Region XII COG housing assistance programs</i>	Council							
<i>Completed engineering studies by MHF to determine future utility needs</i>	Council							
<i>Determine procedure for city's utility extension responsibilities to new subdivisions</i>	Planning & Zoning							
<i>Include future utility needs in areas that could potentially be residential in CIP</i>								

Community Facilities and Services

<i>Inspect pool for potential maintenance issues prior to swim season</i>	Parks & Rec							
<i>Dedicate funds for needed and potentially needed pool repairs</i>	City Admin/Council							
<i>Develop new promotions to increase the number of users at the pool</i>	Parks & Rec							
<i>Complete a long-range plan for the Parks and Recreation Department</i>	Parks & Rec							
<i>Complete a Capital Improvements Plan</i>	City Admin/Council							

Economic Development

<i>Identify areas to be industrial or business parks</i>	Planning & Zoning							
<i>Work with GCDC if they explore a speculative building to attract industry</i>	City Council							
<i>Keep Zoning Ordinance up to date</i>	Planning & Zoning							
<i>Keep Land Use Plan up to date</i>	Planning & Zoning							
<i>Keep City Code up to date</i>	City Council							
<i>Maintain allowable uses within properly zoned areas of the community</i>	Board of Adjustment							
<i>Develop a written policy outlining the incentives/assistance the city will offer businesses & industry</i>	City Council							
<i>Develop a written policy outlining the incentives/assistance the city will offer residential</i>	City Council							
<i>Continue funding GCDC and Midwest Partnership to carry out economic development activities</i>	City Admin/Council							
<i>Inventory vacant buildings, zoning/allowable uses & if available to market</i>								
<i>Provide current community information to GCDC/MP to update LOIS database for IDED</i>	All Departments							
<i>Contact GCDC/MP when leads are received from potential developers and industry</i>	All Departments							

Utilities, Infrastructure & Transportation

<i>Use the engineering studies completed by MHF to determine necessary utilities for development</i>								
<i>Investigate a viaduct over or tunnel under Union Pacific Railroad Tracks</i>	City Administrator							
<i>Encourage IDOT to maintain Highway 4 south of Jefferson</i>	City Admin/Council							
<i>Inventory condition of the streets that need to be paved for the CIP</i>								
<i>Explore having a traffic study completed by CTRE</i>	City Administrator							

Community Development

<i>Accept RFQ's for a downtown beautification/streetscape plan</i>	Committee							
<i>Apply for landscaping technical assistance through the 'Community Visioning' program</i>	Committee							
<i>Begin designating funds for future beautification/streetscape improvements</i>	City Admin/Council							
<i>Explore the 'Hometown Competitiveness' Program to help recruit volunteers and future leaders</i>								
<i>Continue referring new utility customers to the Chamber for a newcomer/welcome pack</i>	City Hall Staff							
<i>Continue offering the Greene Leadership Program (every 2-4 years)</i>	Extension/Chamber							

**Appendix B
Retail Thresholds**

**STATE OF IOWA PER CAPITA TAXABLE RETAIL SALES &
THRESHOLD LEVELS FOR SELECTED GOODS AND SERVICES**
FY04: APRIL 1, 2003 TO MARCH 31, 2004

Threshold level refers to the number of people per business, which can be used as a general guide for determining the "critical mass" necessary to support a business. These are broad averages for the state as a whole and do not reflect differences in income, tourism, agglomeration, establishment, etc. Further, the business counts are based on the number of sales tax returns filed and are converted to "full-time equivalents." Multiplying people per business by sales per capita yields average sales per firm.

<i>Business Activity / Store Type</i>	<i>People Per Business</i>	<i>Sales Per Capita</i>
Utilities & Transportation Group		
Communication Utilities	3,335	\$453.26
Electric & Gas Utilities	5,485	\$647.84
Water & Sanitation Utilities	3,232	\$128.90
Transportation Companies	3,153	\$39.18
<i>Utilities Group Total</i>		<u>\$1,269.19</u>
Building Materials Group		
Building Material Dealers	4,278	\$618.39
Paint & Glass Stores	19,086	\$24.14
Hardware Stores	7,124	\$82.36
Garden Supply Store	6,528	\$24.51
Mobile Home Dealers	73,144	\$1.11
<i>Building Materials Group Total</i>		<u>\$750.52</u>
General Merchandise Group		
Department Stores	10,667	\$1,270.60
Variety Stores	19,117	\$49.80
Misc. General Merchandise Stores	2,156	\$287.52
<i>General Merchandise Group Total</i>		<u>\$1,607.92</u>
Food Dealers Group		
Grocery Stores	2,951	\$427.02
Specialized Groceries	5,204	\$20.44
<i>Subtotal</i>		<u>\$447.47</u>
<i>X Adjustment for Untaxed Items</i>		<u>x 3.2</u>
<i>Food Group Total</i>		<u>\$1,431.89</u>
Motor Vehicles Group		
Automobile Dealers	3,822	\$165.68
Automobile Parts	2,284	\$165.73
Gas Stations	2,462	\$161.33
Recreational Vehicles	8,038	\$50.30
<i>Motor Vehicles Group Total</i>		<u>\$543.04</u>

<i>Business Activity / Store Type</i>	<i>People Per Business</i>	<i>Sales Per Capita</i>
Apparel Group		
Clothing & Clothing Accessories Stores	2,579	\$200.92
Shoe Stores	12,581	\$39.72
<i>Apparel Group Total</i>		\$240.65
Home Furnishings & Appliances Group		
Furniture Stores	5,626	\$126.03
Home Furnishings Stores	5,728	\$61.57
Appliance, Entertainment Equipment Stores	3,030	\$249.70
<i>Home Furnishings Group Total</i>		\$437.30
Eating & Drinking Places Group		
<i>Eating & Drinking Group Total</i>	446	\$874.78
Specialty Retail Stores Group		
Drug Stores	4,535	\$83.03
Liquor Stores	26,054	\$15.86
Used Merchandise Stores	1,745	\$26.34
Sporting Goods Store	2,277	\$81.19
Books & Stationery Stores	7,060	\$59.13
Jewelry Stores	6,102	\$55.65
Hobby & Toy Stores	1,048	\$58.92
Gift & Novelty Stores	2,860	\$49.84
Mail Order Stores	23,935	\$6.01
Vending Machines	8,184	\$27.43
Direct Selling	3,098	\$36.48
Fuel & Ice Dealers	33,266	\$11.52
Florists	5,924	\$20.50
Other Specialty Shops	693	\$215.89
<i>Specialty Group Total</i>		\$747.80
Services Group		
Finance, Insurance and Real Estate	2,621	\$45.46
Hotels & Other Lodging Places	3,125	\$170.87
Laundry & Cleaning	3,525	\$36.97
Photographic Studios	3,667	\$22.79
Beauty/Barber Shops	530	\$87.74
Shoe Repair Shops	65,424	\$0.81
Funeral Homes	7,022	\$26.41
Other Personal Services	4,138	\$20.82
Building Maintenance	2,818	\$40.26
Employment Agencies	26,169	\$10.75
Other Business Services	888	\$194.21
Automobile Rental & Storage	19,117	\$22.50
Automobile Repair & Services	687	\$237.36

<i>Business Activity / Store Type</i>	<i>People Per Business</i>	<i>Sales Per Capita</i>
Electrical Repair	5,338	\$28.09
Watch, Jewelry Repair	77,988	\$1.10
Furniture Repair	8,206	\$3.15
Miscellaneous Repairs	1,257	\$77.82
Motion Picture Theaters	16,871	\$28.29
Amusement Parks & Services	1,753	\$125.25
Education Institutions	19,433	\$12.64
Other Services	2,511	\$46.83
<i>Services Group Total</i>		<u>\$1,240.11</u>
Wholesale Goods Group		
Motor Vehicle	15,234	\$22.84
Furniture & Home Furnishings	97,324	\$10.98
Construction Material	2,713	\$264.01
Farm & Construction Machinery	1,519	\$294.22
Miscellaneous Durable Goods	18,173	\$14.72
Apparel, Piece Goods	261,694	\$0.46
Groceries & Farm Products	14,521	\$21.12
Miscellaneous Nondurable Goods	2,080	\$129.91
<i>Wholesale Group Total</i>		<u>\$758.26</u>
Miscellaneous Group		
Agriculture Production & Services	1,232	\$84.29
Mining	14,309	\$25.00
General Contractors	1,985	\$109.14
Plumbing & Heating Contractors	2,239	\$100.11
Painting Contractors	5,547	\$9.93
Electrical Contractors	3,733	\$38.28
Carpentry Contractors	6,390	\$23.46
Other Special Trade Contractors	2,702	\$99.80
Food Manufacturers	12,927	\$20.74
Apparel & Textile Manufacturers	97,324	\$1.09
Furniture, Wood, & Paper Manufacturers	9,059	\$35.52
Publishers/Commercial Printers	5,314	\$42.92
Nonmetallic Product Manufacturers	9,879	\$65.18
Industrial Equipment Manufacturers	6,267	\$79.44
Miscellaneous Manufacturers	5,131	\$55.76
Temporary Retailers	33,937	\$7.86
<i>Miscellaneous Group Total</i>		<u>\$798.54</u>
Other		\$168.37
Grand Total		<u>\$9,883.93</u>

**Appendix C
2005-2006 City Council Retreat
Goals and Action Plan**

The following goals and action steps were developed specifically for the Jefferson City Council at a board retreat held in March 2005.

GOAL #1 – PROVIDE INCREASED HOUSING OPTIONS			
GOAL #1A – PROVIDE NEW HIGH AND MEDIUM END HOUSING (\$150,000 – 225,000 and \$250,000 +)			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Access the need.	HC	March 2005	
2. Inventory land for availability. Prioritize.	HC	March 2005	
3. Feasibility Study done to show utility needs to a particular area (SW)	City Engineer	May 2005	
4. Who owns the land and is the land available for sale?	HC	April 2005	
5. Assist to market area for development or request purchase of property for use	HC, City	June 2005	
6. Process of Annexation, Preliminary Plat and Final Plat Approval	P&Z, City	May 2005	

GOAL #1B – PROVIDE BEGINNER FAMILY HOUSING (\$110,000 - \$140,000)			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Access the need.	HC	March 2005	
2. Inventory land for availability and feasibility for beginner housing (close to schools, parks, recreation center, library, etc.). Prioritize.	HC	March 2005	
3. Feasibility Study done to show utility needs to a particular area (SE)	City Engineer	July 2006- October 2006	
4. Who owns the land and is the land available for sale?	HC	April 2005	
5. Assist to market area for development or request purchase of property for use	HC, City	October 2006	
6. Process of Annexation, Preliminary Plat and Final Plat Approval	P&Z, City	October 2006	

GOAL #1C – PROVIDE RENTAL HOUSING			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Investigate the need w/ area developers and real estate professionals.	HC	April 2005	
2. Inventory Land Available for Rental Units. Who owns the land and is it for sale?	HC	March 2005	
3. Market needs to area developers for sale and construction	HC	April 2005	

GOAL #1D – REHABILITATE HOMES, UPGRADING			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Inventory Property	HC, BI	March 2005	
2. Meeting to select a project area/location	HC	April 2005	
3. Request funds from GCDC to secure land	HC	May 2005	
4. Purchase or market need	HC	May 2005	
5. Meet to put together a scope of services	HC	May 2005	
6. Put out RFP for Contract Services	HC	June 2005	
7. Bid Project and Award	HC	August 2005	

GOAL #1DA – PROPERTY OWNER TO REHABILITATE HOMES			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Initiate letter of violation; asking to inspect	CE	At time of violation	
2. If not, contact attorney to get a court order for inspection	CE	14 days after receipt of letter	
3. Do inspection and file a report	CE, PD, City Engineer	Week 3	
4. Send letter requesting removal within reasonable time and provide rehab list of sources	CE	Week 4	
5. If not, get court order	CE, City Atty	6 weeks after violation	
8. Clean-up and seed lot	Street, Park	12 weeks after violation	
9. Assess back to property owner	CA	Immediately after clean-up	

GOAL #1E – REMOVAL AND INFILL/DEMOLISH AND CLEAN-UP			
1. Initiate letter of violation; asking to inspect	CE	At time of violation	
2. If not, contact attorney to get a court order for inspection	CE	14 days after receipt of letter	
3. Do inspection and file a report	CE, PD, City Engineer	Week 3	
4. Send letter requesting removal within reasonable time and provide rehab list of source	CE	Week 4	
5. If not, get court order	CE, City Atty	6 weeks after violation	
6. Write scope of services for demolition work and put out for bid	HC, BI	May-July 2005	
7. Bid and award	BI	7 weeks after violation	
8. Clean-up and seed lot	Street, Park	12 weeks after violation	
9. Assess back to property owner	CA	Immediately after clean-up	

GOAL #1F – REGULATE BY HOME INSPECTION PROGRAM, INCLUDING RENTAL PROPERTY			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Investigate the process with cities that have one established, i.e. South Sioux City, NE	BI, CA	May-July 2005	
2. Provide new codes and language to City Attorney while codifying	BI	July 2005	
3. Establish flow chart process and timeline	BI	July 2005	
4. Educate the public	BI	August 2005	
5. Enforce	BI, CA	August – On-going	5. Enforce
6. Send letter providing rehab list of sources			

GOAL #1G – PLAN INFRASTRUCTURE SUBDIVISION READY			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Indicate in Comprehensive Plan where Subdivisions are likely	CA, Council	April 2005	
2. Prepare study for utility feasibility	City Engineer	April 2005, July 2006	
3. Indicate project in CIP and prioritize	DH, CA	September 2005, Annually	
4. Seek funding for infrastructure	DH, CA	On-going	
5. Budget	DH, CA	December 2005, Annually	
6. Design and Bid	City Engineer	March-December 2006	

GOAL #2 – TO IMPROVE THE CITY’S INFRASTRUCTURE; IMPLEMENT C.I.P.			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Define infrastructure	DH, LT	April 2005	
2. Inventory location, condition, age	DH	September 2005, Annually	
3. Identify problems & needs	DH	September 2005, Annually	
4. Prioritize	DH, LT	September 2005, Annually	
5. Find solutions & funding sources	DH	On-going	
6. Define Cap Improvement Plan, Equipment and Vehicle Replacement Plan	DH	April 2005	
7. Inventory each dept, identify needs, prioritize/timeline	DH	September 2005, Annually	

GOAL #3 – REVITALIZE & BEAUTIFY DOWNTOWN JEFFERSON			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Hire consulting firm to help with plan.	DSP Steering Committee, LT	July 2005	
2. Seek funding sources	GDCD, Chamber, CA	On-going	
3. Set up grant and revolving loan program for store fronts	CA	July 2005	
4. Implement Plan	DH	On-going	

GOAL #4 – CONTINUE TO PROVIDE QUALITY SERVICES WITH LIMITED RESOURCES			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Just do it! (with a smile)	DH, Staff	On-going	
2. Training & development of staff-effective management	DH, Staff	On-going	
3. Hire right people-got right people on the bus	DH, CA	On-going	
4. Customer Satisfaction Survey	CA	July 2005	
5. Technology-email-bills online-complaints online	DH	May 2005	
6. Collaborate with other city's & county's	DH, CA	On-going	

GOAL #5 – BETTER PROMOTE & MARKET THE CITY			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Plan which areas, places, features, etc. need to be marketed and by which means is the most effective for these areas	DH, CA	May 2005	
2. Advertisement-newspaper-radio	DH, CA	On-going	
3. Website	DH, CA	May 2005	
4. Fliers-Promotions	DH, CA	On-going	
5. Promote the Bell Tower-Murals-Museum-Bike Trail-Depot	Chamber, GCDC	May 2005, Annually	
6. Billboard	Chamber, GCDC, City	March -July 2006	

GOAL #6 – IMPLEMENT CITY’S COMPREHENSIVE PLAN			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Get to Council for reviews	MP	April 2005	
2. Integrate engineers feasibility studies	City Engineer	April 2005	
3. Ensure that Comp Plan is actively used, reviewed annually in January by P & Z	DH, CA	On-going	
4. Wide publicity & education of the plan, maps in public places	CA	May 2005	
5. Ensure that all stakeholders are informed & given appropriate documents	CA	May 2005	

GOAL #7 – ADDRESS NOISE ABATEMENT, CODE & NUISANCE ISSUES			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Code update in process	P & Z, City Attorney	June 2005	
2. Codes to Council for approval	CA	May 2005	
3. Train code enforcers & staff	CE, BI, CA	June 2005	
4. Massive public education on new/changes to get codes enforced	CA	June 2005	
5. Do it	DH, CA	On-going	

GOAL #8 – INCREASE DAYCARE SERVICE AVAILABLE			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Form Committee	MP, GCDC, LT	October 2004	
2. Survey county & gather results	Board of Directors	February/ March 2005	
3. Explore options-private building, government, development	Board of Directors	April 2005	
4. Education Public	Board of Directors	May 2005 & on-going	
5. Enlist support	Board of Directors	On-going	

GOAL #9 – ENSURE THE CITY’S FINANCIAL STABILITY-NEW & EXISTING REVENUE STREAMS-CAPTURING WEALTH			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Identify current revenue sources & costs & are costs covering services	DH, CA	April 2005	
2. Identify non-fee services & educate if fees should be charged	DH, CA	April 2005	
3. Explore & pursue grants, fees, fundraising & capturing wealth	DH, CA	On-going	
4. Encourage innovative solutions & recognize	DH, CA	On-going	

GOAL #10 – PROACTIVELY AND EFFECTIVELY MANAGING THE CITY’S GROWTH			
Action Steps	Staff Responsible	Target Dates	Progress Check
1. Inventory growth and issues	DH	August - Annually	
2. Review Comp Plan	CA	September - Annually	
3. Update CIP	DH	September - Annually	
4. Explore financing	CA	On-going	