



MALAD CITY COMMUNITY REVIEW



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Preface

This document provides an overview of a Community Review requested by Malad City and Oneida County and conducted June 20-22. Its purpose is to present observations and perspectives generated from the review process for use by Malad City's residents, government and civic leaders in future community strategic and planning efforts; it should not be viewed as a substitute for a formal market study or analysis.

The intended audience includes all residents of Malad City and its surrounding area, regional economic and community development professionals and partners, elected officials, business leaders, local government staff and nonprofit and civic organizations.

The document is divided into three sections:

Part one, Introduction, contains a description of the Review process and participants, why it was requested, a brief overview of the community, and its history and strengths.

Part two, Team Reports, presents the heart of the review with a closer look at the requested focus areas. This section reflects the thoughts of the content experts in Infrastructure, Economic Development and Healthcare. The respective team leaders were responsible for writing and organizing each section.

Part three, Summary, Strategies and Next Steps, offers general conclusions and recommendations for further discussion, along with additional biographical and contact information for the visiting team members.

Special thanks to the visiting team members and their sponsoring organizations for their generous contribution of time, focused attention and expertise.

We would also like to express our appreciation to the Idaho State Department of Agriculture for formatting and layout of the report and USDA-Rural Development for printing the report through a Rural Business Opportunity Grant (RBOG).

For more information about this document or the Idaho Community Review Process, contact:

Idaho Rural Partnership

821 West State Street

Boise, Idaho 83702

(208) 334-3131

<http://irp.idaho.gov>

Acknowledgments—Home Team

The Malad community review could not have been completed without the unwavering commitment to the process demonstrated by the Malad home team. These team members coordinated the visiting team's trip to Malad, served as tour guides, shuttled team members, cooked and served meals, endured long days, answered endless questions, and, most of all, served as valuable resources concerning all aspects of Malad and the surrounding area. Home team members included:

Kathy Ray, Chair

Administrator,
Malad City/Oneida County Economic Development

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Infrastructure

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Dallan Nalder
Oneida County Commissioner

Rob Hess
Superintendent, Malad High School

Tom Jenkins
Malad City Councilman

Mike Williams
Malad City Councilman

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Planning & Zoning/Hess Pumice

Susan Witman
City Clerk, Malad City

Julie Williams
Oneida County Coordinator, SEICCA

Acknowledgments—Visiting Team

Visiting team members brought with them a variety of perspectives and areas of expertise. Included in the visiting team were representatives of city governments of other small, southern Idaho towns; private for-profit and non-profit organizations; the faith community; and state and federal government. Visiting team members included:

Community Review Coordinating Team

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Executive Director, Idaho Rural Partnership

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Executive Director, United Way of Southeastern Idaho

Sue Rhodes
Associate Director,
Idaho Area Health Education Center

Dale McFarland
Commissioner, Idaho Commission on Aging

While some members of both teams contributed to the review as part of their “regular” jobs, many others worked tirelessly as volunteers—in some cases even taking vacation time to participate. In all cases, individuals worked long hours, well beyond 8-hour work days. This dedication is to be commended.

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Executive Summary

This document provides an overview of a Community Review conducted for Malad City, Idaho, June 20 - 22, 2006. The review was conducted at the request of Malad City.

This report presents observations and perspectives generated from the review process for use by Malad City government, civic leaders, and residents in future planning efforts. The review is not a formal market study or analysis; it is simply a mirror designed to reflect Malad City's strengths and challenges at one point in time and provide recommendations and resources to assist in capitalizing on those strengths and meeting those challenges head-on.

A participating community can designate three (3) areas upon which it wants the review to focus. Malad City focused on Infrastructure, Healthcare and Economic Development. These topics are outlined in detail in Part II of this report, along with specific observations, recommendations, and resources provided by the visiting team.

Each of the team reports was prepared by the team assigned to that issue. Because of this, a certain amount of overlap appears. This allows each team's report to appear as that team intended, but is also an indication of the importance of an issue. In other instances, different team reports may recommend different ways of resolving the same issue. It is up to the community to choose the path that is right for it. A brief summary of the observations and recommendations for each of the focus areas is below.

Infrastructure: This team analyzed Malad's existing specific functional modes - highways, streets, roads, and bridges; transportation; airport; water supply and water resources; wastewater management; solid-waste treatment and disposal; electric power transmission; telecommunications - and the combined system these modal elements comprise.

Observations

- Malad's current road budget of approximately \$50,000 dollars should increase to meet needs of a larger population.
- Heavy truck traffic damages local roads and creates noise.
- Sidewalk maintenance and upgrading will improve disabled access and access to the Welsh Festival.
- Many of the elderly expressed a need for inter-city transit to Salt Lake, Logan and Pocatello.

Recommendations

- Establish a property tax levy for street improvements and evaluate the benefits of creating a Highway District to fund and operate road improvements.
- Evaluate the possibility of developing an alternate access to the industrial park.
- Develop a community ride sharing program.

Healthcare: This team explored Malad from an "outsider" point of view and visited with Malad citizens for an "insider" point of view in an effort to help Malad citizens see their community through different eyes.

Observations

- Lack of primary care, specialty physicians and mid-level practitioners.
- Limited capacity of current doctors and hospital.
- Urgent need for extensive renovation or complete replacement of the hospital facility.

Recommendations

- Engage the community in assessing feasibility of different options, including renovation of existing hospital building, constructing a new hospital, discontinuation of the hospital and focus on clinic-based services.
- Expand critical services through telehealth and other communication technologies.
- Conduct health fairs for the community, and attract seniors to these fairs.

Economic Development: This visiting team investigated what Malad is doing to encourage the continued prosperity of Malad's business base as well as encourage expansion that is consistent with the community's overall goals and values.

Observations

- Numerous citizens highlighted the need to support local business and industry.
- Malad and the surrounding area has an abundance of natural resources and outdoor activities.
- Malad has a low cost of living, beautiful surroundings, close proximity to the interstate, business friendly tax structure, and a great place to raise a family.

Recommendations

- Revitalize the downtown area, restoring historic buildings.
- Additional signage, particularly for I-15 travelers, is an issue that should be addressed.
- Create an inventory of the various land and assets in Malad valley that would assist businesses looking to locate to the area.

Part I. Introduction & Overview

The Community Review is a partnership between local host communities and visiting teams made of individuals from the public (local, state, and federal), tribal, private, and non-profit sectors. Visiting teams use their expertise to assess identified issues within a community and provide feedback to that community for it to use to increase its own vitality and wealth.

The first Idaho Community Review took place in Heyburn, Idaho, in 2000. Since then 12 additional communities have undergone review; Malad City is the 13th.

Malad City, with its rich heritage and tradition, is the Oneida County seat. The community is nestled snugly on the east side of the Malad Valley, thirteen miles from the Utah/Idaho border along Interstate 15. A community of about 4,100, it has that "*Home Town*" atmosphere, where everyone knows each other by first names and greets each other with a smile.



In June, 2006, a group of volunteers, organized by the Idaho Rural Partnership, traveled to the southeastern town of Malad. City leaders had invited this team of Idahoans to evaluate their town and give an honest, open assessment of the critical needs, challenges and opportunities facing the community.

It didn't take long for this team of outsiders to identify the strengths of Malad. People care about their community, so much so that on two consecutive nights more than 100 residents came out to tell us their concerns, their hopes and their recommendations for a better Malad. We found that Malad:



- Is a beautiful city. It has recreational opportunities, beautiful schools and parks.
- Has a viable base for industry, including a pumice plant, agriculture and retail.
- Is centrally-located between commerce centers in Idaho and Utah.
- Has healthcare services that are sometimes difficult to find in communities of similar size and stature.

Malad also has challenges to overcome:

- Parts of the critical infrastructure are in disrepair, including the hospital, jail and waste treatment center.
- There is division surrounding the jail and jail bond.

- Some members of the community, who want to be contributing members of the town, feel excluded.
- There are concerns about the local government’s response to planning and zoning and business retention issues.

It is the unanimous viewpoint of the Visiting Team that Malad’s strengths easily outweigh any weaknesses. In fact, in Malad weaknesses that have yet to be overcome are obstacles, not barriers.

We are grateful to the community of Malad for the hospitality they showed us while in their city for three days. Words cannot describe the great lengths everyone in the city went to in order to make our stay more pleasant. We hope that the pages that follow will provide insight, helpful advice and thoughtful analysis of the issues facing Malad. And we hope that this document can be used as a living document — a spring from which many more great ideas, inspirations and innovations will emerge.



Part II. Team Reports

The following sections summarize the observations and recommendations of each of the three focus teams. The information and observations are based on team members' experiences during their three-day visit to Malad. During that visit, the team toured the town, listened to people in the community, attended town-hall meetings and reviewed survey data.

Each of the three team reports were prepared by the team assigned to that issue. Because of this, a certain amount of overlap may occur in each team's reports. When overlap occurs, this is an indication of the importance of a particular issue.

Infrastructure

Focus Area 1: Transportation

Description of focus area: This focus area includes a range of concerns regarding the transportation infrastructure, including roadways, sidewalks, and public transportation.

General Observations: During discussions with Home Team members and at the community meeting, there were three major areas of concern identified by Malad residents (discussed in detail on the following pages).

- Road and Sidewalk Deterioration
- Truck Traffic
- Public Transportation

All of these issues are important to the safety and efficiency of transportation in Malad. A concern in addressing these issues is limited funding. The city's \$50,000 is not enough to maintain the existing roads, let alone improve or expand them.



One of the important assets identified in Malad is its close proximity to Interstate 15. This provides easy access to the community for enhanced tourism and access to the Logan and Salt Lake Areas providing opportunities for local residents to access those markets.

Observations, Recommendations, and Resources:

The team solicited input and observations from local residents via conversations with individuals and through the community survey conducted prior to the review. They heard from residents as they toured the community and during the public forums held to gather input. They have then taken that information along with their own knowledge of success stories and resources to develop the summary of observations, recommendations, and resources.

Issue: Road and Sidewalk Deterioration

Infrastructure Team Report

Focus area 1:

Transportation

Observations

During the Visiting Team's tour of Malad it became clear the existing roads and sidewalks are in poor condition and not maintained. In particular, the downtown area sidewalks may require reconstruction. One of our team members found it difficult to maneuver his motorized wheelchair using Malad's sidewalks indicating non-compliance issues with the Americans with Disability Act. Furthermore, if the community desires to expand the Welsh Festival, better pedestrian facilities will be necessary.

Review of the city's budget indicates that the Road Department is under funded at \$50,000 a year. This level of funding is not adequate to maintain existing roads, or repair and reconstruct deficient roads and sidewalks.

Recommendations

The community needs to develop a plan for street improvements. Once in place the city should explore the following options for funding street and sidewalk improvements. Mechanism that have been used in other communities to increase funding include:

- Establish a property tax levy for street improvements.
- Evaluate the benefits of creating a Highway District to fund and operate road improvements for in and around Malad, since the development in the surrounding area impact city streets.
- Apply for funding assistance through state and federal grant programs. Two options are available: 1) The Federal Aid Incentive program for major collectors, and, 2) The Local Rural Highway Investment program for smaller construction projects up to \$100,000. These programs are through the local Highway Technical Assistance Council. State and federal block grants can be applied for through the Idaho Commerce & Labor office for sidewalk improvements and downtown revitalization.



Resources

- Local Highway Technical Assistance Council, <http://www.lhtac.org/> or (208) 344-0565 for funds to improve local roads. http://itd.idaho.gov/Planning/reports/Non-Metropolitan_Consultation_Jan05.pdf
- Idaho Department of Transportation, Ed Bala, Region 5 Engineer, 5151 So. 5th, PO Box 4700, Pocatello, ID 83205-4700, (208) 239-3300 or ed.bala@itd.idaho.gov or <http://www.itd.idaho.gov>.
- Community Development Block Grants, Idaho Commerce and Labor, Andrea Lindberg, Program Specialist, (208) 334-2650, ext. 2173, andrea.lindberg@community.idaho.gov, web <http://community.idaho.gov>.
- USDA Rural Development program, Eastern Idaho Area Office N. Dale Lish, Area Director, (208) 785-5840, 725 Jensen Grove Drive, Suite 1, Blackfoot, Idaho 83221, dale.lish@id.usda.gov, or <http://www.rurdev.usda.gov/id/>

Issue: Truck Traffic

Observations

The Teams examined general traffic patterns. Hess Pumice uses residential streets for access between its mining operations and the plant located in the industrial park. When combined with delivery and farm trucks, residents complain of noise and dust problems.

Recommendations

There are opportunities to alleviate the problems of trucks using residential streets and reduce noise. One alternative could be to create an alternate access point to the industrial park. A designated truck route through or around town will funnel traffic into one area and lower the disturbances throughout town. A second option is to adopt a noise ordinance limiting trucks to certain times of the day, or limit decibels that can be generated. It is important that what ever solution is decided upon conducive to the needs of both the business and residents.

Resources

- A publication by Brooks and Finegold identify model community noise ordinance standards in their document, <http://www.brooks-acoustics.com/BMB-LSF%20ASA-4aNS4%20rev%201.pdf>
- Association of Idaho Cities, 3100 So. Vista Ave., Suite 310, Boise, Idaho, 83705, (208) 334.8594, web www.idahocities.org, has technical expertise and information available for developing and implementing city ordinances.

Issue: Public Transit

Observations

There are currently no public transportation options for Malad residents. Of the many people we interviewed indicated they would like more options for travel to Salt Lake, Logan and Pocatello. This desire was communicated by the elderly in particular, but would also benefit others as the cost of operating a vehicle increases.

Recommendations

There are several low cost suggestions for the city to consider in increasing public transportation opportunities. First create a community ride sharing program. A community bulletin board located at city hall or the city library where people can place travel needs could facilitate this program. Also, the city's web page could be used to help promote ride sharing. Second, Malad might contract with the neighboring cities such as Pocatello or Logan for weekly service to and from other cities for retail and/or medical facilities. One such partnership exists between the Logan Utah Transit District, Idaho Department of Environmental Quality, Franklin County and City of



Preston to provide daily bus service between Preston and Logan as a test project.

Third, working with local partners, the city and private sector could staff a taxi or inter city bus service. Depending on the type of business created funding is available for public transportation, especially if targeted for senior citizens in addition to the general public through Idaho Transportation Department.

Resources

- Idaho Transportation Department, Janet Weaver, Business Manager, Public Transportation Division, (208) 334-8828 or janet.weaver@itd.idaho.gov. The ITD website is <http://www.itd.idaho.gov>.
- Pocatello Public Transportation Department Transit Center, 215 West. Bonneville St., Pocatello, ID 83204, (208) 234-6248, www.pocatellotransit.com
- Logan (Utah) Transit District & Cache Valley Transit District Office, 754 West 600 North, Logan, UT 84321, (435) 752-2877, www.ltdbus.org
- Franklin County/Preston/Idaho DEQ/Logan Transit District Trial bus service, contact (435) 716-9680 or cvtdbus@loganutah.org.
- Area 5 Idaho Commission on Aging, Southeast Idaho Council of Governments, Sister Anthony Marie Greving, Director, PO Box 6079, Pocatello, ID 83205-6079, (208) 233-4032, 1-800-526-8129 or sister@sicog.org, website is <http://sicog.org>
- Idaho Commission on Aging, 3380 Americana Terrace, Suite 120, Boise, ID 83720-0007, (208) 334-3833.

Infrastructure Team Report

Focus area 1:

Transportation

Focus area 2:

Utilities

Focus Area 2: Utilities

Description of focus area: This focus area includes issues related to electrical power, telephone and internet service, water and sewer operations.

General Observations: Utilities are the very core of a vibrant community and are critical to any residential or commercial development. The citizens of Malad shared several concerns with regard to basic infrastructure.

- Unusually high incidence of power outages in the area impacting health care and business operations.
- Weeds impede the waste water facility and irrigation network.
- The water system fails to provide adequate pressure.
- Perception that internet and phone service is too costly.



Observations, Recommendations, and Resources:

Each of these areas of concern are addressed by the visiting team identifying the issues behind the problems, possible remedies and who to contact for assistance.

Issue: High Incidence of Power Outage

Observations

During our visit, there were several electrical interruptions. This was a concern because stable power service is essential to healthcare facilities and businesses. A representative of Rocky Mountain Power, formerly known as Utah Power, informed the group that there have been some upgrades and recent investments in new capacitors which should help reduce the outage problems.

Recommendations

The community should follow up with Rocky Mountain Power representatives to get more information on the services provided to their community. Another recommendation for critical services and businesses that heavily rely on power as a component of their operations is that they invest in un-interruptible power systems such as a back up generators. This region might also be able to benefit from alternative energy sources such as wind, solar or geothermal power.

Resources

- Rocky Mountain Power (formerly Utah Power) 1-888-221-7070, customerservice@rockymtn.net, 825 NE Multnomah, Portland, OR 97232, www.utahpower.net
- Bear River RC&D, Scott Ferguson, Coordinator, 1860 North 100 East, North Logan, UT 84341, (435) 753-3871, Ext. 5 or scott.ferguson@ut.usda.gov, www.bearriverrcd.org
- Idaho Department of Water Resources, Idaho Energy Division (for Community & Commercial Efficiency Programs and for renewable energy programs), 322 E. Front Street, Boise, ID 83720-0098, (208) 287-4800, energyspecialist@idwr.idaho.gov, website is www.idwr.idaho.gov/energy
- Idaho Public Utilities Commission, (208) 334-0300, (for tracking power outages in rural areas, filing concerns, etc.) 472 West Washington, Boise, ID 83642, www.puc.state.id.us

Issue: Weeds

Observations

Weed growth in the waste water facility and irrigation canals was identified as a concern by the community.

Recommendations

Noxious weeds are an important issue statewide. The city should contract with the County Weed Superintendent for weed abatement services. There are also a number of state and federal weed management experts available for consultation.



Resources

- Andy Dawson, Superintendent, Oneida County Weed Control, 10 Court Street, Malad, Idaho 83252, (208) 766-4336.
- USDA Natural Resource Conservation Service, Kyle Tackett, District Conservationist, Oneida SWCD, 137 North 100 West Malad, ID 83252-1343, (208) 766-4748, ext. 110.
- Idaho Weed Awareness Campaign, Batt & Associates, Roger Batt, (208) 888-0988, 55 SW 5th Ave., Suite 100, Meridian, ID 83642, www.idahoweedawareness.net.
- Rauh Panting, Extension Agent, University of Idaho Extension Service, 30 North 100 West, Malad, ID 83252, (208) 766-2243.
- Idaho Department of Agriculture, ISDA Noxious Weed Program, PO Box 790, Boise, ID 83701, (208) 332-8528, or weeds@idahoag.us, website www.agri.state.id.us.
- Rick Vanbebber, Interagency Noxious Weeds Coordinator, Westside Ranger District, PO Box 16, Malad, ID 83252, (208) 766-5907, rvanbebber@fs.fed.us.
- Idaho Transportation Department, Roadside Vegetation Management, Cathy Ford, Roadside Programs Coordinator, (208) 3334-8416, cathy.ford@itd.idaho.gov.

Infrastructure Team Report

Focus area 2:

Utilities

Issue: Water Pressure Problems

Observations

The visiting team heard from residents concerned about the lack of consistent water pressure throughout the city. The visiting team did learn from city that officials efforts are underway to resolve the problem.

Recommendations

If the city is already addressing the water pressure issues, the city needs to communicate to the citizens regarding their efforts to alleviate the problem through news releases, the city website, or an insert in the water bills. It is also important the city communicate not only actions being taken but future plans to solve the water pressure problem and that there is an updated drinking water plan. This recently completed plan is pending implementation. Water conservation programs could be another helpful tool for the city and its residents. Funding for water projects can be sought through federal and state grant programs.

Resources

- USDA Rural Development, Community Programs, Contact Craig Thurgood, Community Specialist, (208) 785-5840 ext.115 or craig.thurgood@id.usda.gov, or Sid Curnow, Community Programs Specialist, at (208) 785-5840 ext.120 or sid.curnow@id.usda.gov, water and sewer programs as well as community loan programs.
- Idaho Commerce & Labor, Idaho Community Development Block Grant (ICDBG) program, Andrea Lindberg, (208) 334-2470, ext. 2173, andrea.lindberg@community.idaho.gov, website <http://community.idaho.gov>.
- Idaho Department of Environmental Quality, Regional Office, Lynn Van Every, Water Quality & Engineering, 444 Hospital Way #300, Pocatello, ID 83201, (208) 236-6160, lynn.vanevery@deq.idaho.gov, website www.deq.idaho.gov/water.

Issue: High Cost of Internet and Phone Service

Observations

Citizens in the community expressed concern regarding the price of internet and telephone service.

Recommendations

The community should request comparable rates from the phone service provider to identify if this issue is a perception of the community or a reality. In our experience high speed internet service throughout much of Idaho approaches \$50 per month.

There may be a business opportunity for a local business, entrepreneur, or in the recruitment of a new business to develop internet service through wireless or satellite mechanisms at a lower cost than currently offered through the existing provider. As internet services improve there is also the possibility of obtaining voice over internet protocol (VOIP) for phone service instead of utilizing traditional landlines, resulting in enhanced competition.

Providing internet access is an excellent opportunity for public/private partnerships. Many communities have successfully partnered between the municipality and a local business to subsidize the cost to the average consumer for high speed internet access. There is also a likelihood the Idaho Legislature will fund additional money for the Rural Broadband program. This is a matching grant that helps private businesses provide access to rural areas. USDA Rural Development Utilities Program also has funding available to help put affordable broadband into rural areas. See the resources listed below for additional information.

Resources

- Idaho Commerce and Labor, Rural Broadband program, Don Dietrich, Administrator, 700 West State Street, Boise, ID 836720, (208) 334-2470, ext. 2114, don.dietrich@business.idaho.gov.
- USDA Rural Development, Utilities Program, Brian Buch, 725 Jensen Grove Drive, Suite 1, Blackfoot, Idaho 83221, (208) 785-5840, ext 118, brian.buch@id.usda.gov.
- Sandoval County, New Mexico. They have created a countywide broadband internet system through public private partnerships.
- Rural Broadband Coalition (RBC), PO Box 873414, Vancouver, WA 98687-3415, (202) 255-0325, or info@ruralbroadbandcoalition.net, website www.ruralbroadbandcoalition.net.

Focus Area 3: Government Services

Description of Focus Area: Government services refers to the city's regulatory authority and provision of public services

General Observations: Comments from the public regarding government services focused on three areas: 1) Code Enforcement 2) Planning and Zoning 3) Recreation. Code enforcement issues related to the lack of compliance for trimming trees, weed removal along sidewalks and homes, abandoned residences and business in disrepair, parked cars, and debris in residential areas. The principal planning and zoning issue is inadequate amount of commercial and industrial zoned land. Residents also expressed concern about the lack of agree-

ment on the city impact area. Some expressed concern that there was inadequate recreational opportunity for all segments of the community. Of particular concern is a lack of activities for those in their teens and the elderly.

Issue: Code Enforcement

Observations

The visiting team noticed a level of neglect in certain areas of the community that may be partly due to an aging housing stock. This included untrimmed trees, weeds growing in common areas, and in some instances accumulated debris on residential lots. This detracts from an otherwise well-kept community that clearly has pride in its appearance.

Recommendations

The Visiting Team's main suggestion is to consider hiring a full or part time code enforcement officer. The salary to pay for the position could be partially or fully recovered by fines collected. It is also important to establish an educational campaign within the community on the issue of code enforcement. Such a campaign could include a city organized Clean Up Malad Day. Many communities in the state do activities to encourage beautification of private property and to create a community effort to help those that are unable to take care of their property on their own. This could even be one day in the spring where downtown merchants and civic organizations come together to clean up vacant buildings, the entry ways into town, and to plant flowers.



Resources

- City of Pocatello, Neighborhood and Community Services Division, (208) 234-6188.
- City of Nampa, Sharee Adkins, (208) 475-5703 or Adkinss@fjc.cityofnampa.us. They hold Brush Up Nampa, and Rake Up Nampa as two events to help beautify the city and increase code compliance.
- Association of Idaho Cities, 3100 So. Vista Ave., Suite 310, Boise, Idaho, 83705 (208) 334-8594, www.idahocities.org has technical expertise and information available for developing and implementing city ordinances.

Issue: Planning and Zoning

Observations

During the community meetings and tour with the Home Team, a common theme was brought up regarding a lack of available land that was zoned for industrial and commercial purposes. The industrial park is essentially full. If opportunities occur to attract new business, Malad will not be competitive with other similar communities that have existing vacant land appropriately zoned.

There were also comments regarding a lack of agreement with the county and city on the city impact area. Related to this issue is whether city residents want to grow or remain as they are today. Many are happy with the rural nature of Malad and would like the city to stay the same as it is now. Others are in favor of more economic activity, but like the idea of economic development through tourism, where people will travel to the area, spend money, and return home.

An Industrial Land study had been commissioned, completed and was being presented to the Malad City Council for their review.

Recommendations

The Visiting Team believes the first priority for Malad is to initiate a community-driven visioning process to determine what residents want the city to look like 20 to 30 years in the future. This is really the first step in revising the city's comprehensive planning and zoning ordinances. These documents should reflect the community's consensus about what Malad should look like in the year 2030.

In southwestern Idaho three communities have gone together to hire one full-time planner to split between the three cities to handle the increase in inquiries that have begun to come into the communities. Pat Engle with Sage Community Resources was involved in helping to organize this project, for more information see the contact information in the resources below. Another idea is to recruit retired professionals with special expertise in this field to work closely with the city on the planning and zoning commission or as a part-time planner. Idaho Commerce and Labor had a grant program in FY2007 to assist rural communities with growth management issues as relates to planning and zoning incorporating both areas of impact and comprehensive planning. This money has been allocated but an opportunity for additional funding may become available in FY2008.

Resources

- Southeast Idaho Council of Governments, PO Box 6079, Pocatello, ID 83205-6079, 1-800-526-8129, website <http://sicog.org>.
- Association of Idaho Cities provides publications, training, and technical assistance for planning and zoning commissions, 3100 So. Vista Ave., Suite 310, Boise, Idaho, 83705 (208) 334-8594, www.idahocities.org.
- Idaho Commerce & Labor, Growth Management Program, Beth Ineck, (208) 334-2470, ext. 2136, beth.ineck@cl.idaho.gov, website www.business.idaho.gov.
- Sage Community Resources, 125 E. 50th St., Garden City, ID 83714, (208) 322-7033, www.sageidaho.com.

Issue: Recreation

Infrastructure Team Report

Focus area 3:

Government Services

Observations

The Visiting Team was impressed with the new park and plans for expansion. In discussion with the Home Team it was clear that there is a lot of opportunity for youth to participate in organized sports activities. It did seem there were less activities geared for teenagers and those less inclined to participate in team sports. There also appears to be some need for organized activities geared towards the elderly. During discussions with the senior citizens at lunch, little mention was made of activities like dances, or other adult avocations.

Recommendations

To increase recreational activities and provide services to a larger area at an affordable price, the Visiting Team suggests evaluating the merits of creating a Recreation District. Recreation Districts are commonly used in communities to create a funding mechanism for recreational activities in the community. Due to the size of Malad the community may also consider working closely with the County to determine if a county-wide district is more feasible than a city district. Malad could also approach Idaho State University Recreation Department to work with an intern from the University to help establish more recreational opportunities. Many resources exist in the state to help communities create greater recreation. See the resources section for a list of agencies available for technical assistance and possible grant funds. Additionally, there are professional staffs in the parks and recreation field in other cities in the region that may be able to provide guidance in the development of a suitably sized recreation district for the City of Malad.



Many resources for establishing recreation opportunities exist within the city itself. Senior center, churches, theatre group, civic organizations, Scout and 4-H programs and the school district can all help to catapult organized activities. Working closely with these organizations, events that attract people of all ages could be organized, such as movie nights or community dances. This would help appeal to those who are not interested in organized sports. One idea to help educate the community on what activities are available is to hold an activity fair. This could be held in the school gym and highlight the various groups or organizations in the community and what activities they help promote.

Resources

- Idaho Parks & Recreation, grant programs for creation and renovation of outdoor recreational activities, www.idahoparks.org/aboutus/grants.aspx, Heather Westenzweig, East Region Grant Specialist, 4279 Commerce Circle, Suite B, Idaho Falls, ID 83401, (208) 525-7121, or hwestenzweig@idpr.state.id.us.
- Blaine County Recreation District, Community Campus, 1050 Fox Acres Rd, #107, Hailey, ID 83333,

website www.bcrd.org.

- Jerome Recreation District, 2032 South Lincoln, Jerome, ID 83338 (208) 324-3389, www.jeromerecreationdistrict.com.
- Western Elmore County Recreation District, PO Box 1347, Mountain Home, ID 83647, (208) 580-2377, www.wecrdgov.org.
- Payette County Recreation District, 1200 North Pennsylvania Ave., Fruitland, ID 83619, (208) 452-3542, www.payettecountyrec.com.
- Parks & Recreation Links in the Northwest, www.irpa-idaho.org/links.shtml

Healthcare

Focus Area 1: Healthcare

Description of Focus Area: Healthcare encompasses all the services used to provide medical, dental and mental health care to the citizens of Malad.

General Observations

Malad has numerous health care assets, such as a critical access hospital with a laboratory, a Computed Axial Tomography (CAT) scan, Emergency Room (ER), a long-term care facility, home health services, dental office, pharmacy, Emergency Medical Technician (EMT) and search-and-rescue services. Along with the assets are challenges, including the condition of facilities, recruitment and retention of health care professionals and low utilization of existing healthcare services.

The community survey, completed prior to review, identified strong dissatisfaction with number of doctors and mental health care availability. Items identified as “neutral” included accommodations for people with disabilities, senior housing, drug & alcohol abuse programs, emergency health care, ambulance service, and hospital service. The information gathered from community meetings elaborated on these issues as well as included a few more. Such as: number of specialists available, communication/marketing of available services, coordination of services among multiple providers (hospital, district health, physicians, dentists, etc.), availability of doctors, and people falling through the service cracks because of income or need.



Areas for the community to focus on for improvement are:

- Lack of primary care, specialty physicians and mid-level practitioners
- Capacity of current doctors and hospital
- Urgent need for extensive renovation or complete replacement of the hospital facility

- Expansion of long-term care services that center on assisted living and home and community based services
- Support of Life Skills training in schools
- Improvement of patient/physician relationship
- Issues with drug and alcohol abuse
- Need to improve the referral systems for services
- Strong support to improve the hospital to keep more services in the community
- Cost of travel to visit doctors out of town
- Expand pharmacy availability – later hours and more days

Issue: Elder/Senior Services

Observations

The community has a number of services for seniors, including a well-maintained long-term care facility, hospices and home-health services. The community is, however, challenged by low utilization of long-term care facility, the perceived competition between services, the lack of specialists (such as vision and diabetes care) and gaps in access.



Recommendations

Identify and coordinate existing elder/senior services through cooperation by all providers. Identify what the needs are for the care of elderly still at home — who are not eligible for Medicaid/Medicare — and engage the community to close the gaps. Provide enrollment assistance to individuals eligible for Medicaid. The hospital, district health office and/or pharmacy need to play a key roll in enrollment assistance for Medicaid and Medicare Part B, C and D programs.

The Centers for Medicaid and Medicare Services (CMS) *Deficit Reduction Act of 2005-Section 5302 Rural PACE Provider Grant Program* released a new grant, soliciting proposals for a pilot Rural PACE (Programs of All-Inclusive Care for the Elderly) Program – proposals were due July 21, 2006 for the first round of funded projects. It may serve Malad well to research some of the programs that are funded to see if this is something the city would like to pursue if further funding becomes available. The announcement number was in the Catalog of Federal Domestic Assistance (CDFA) No. 93.760 .



Resources

- Senior Health Insurance Benefits Advisors (SHIBA), Susan Stricker, SHIBA Regional Coordinator, 353 North 4th Ave., Pocatello, ID 83201, (208) 236-6044 or 1-800-488-5764, www.doi.state.id.us/shiba.
- Area 5 Idaho Commission on Aging, Southeast Idaho Council of Governments, Sister Anthony Marie Greving, Director, PO Box 6079, Pocatello, ID 83205-6079, (208) 233-4032, 1-800-526-8129 or sister@sicog.org, website is <http://sicog.org>
- Idaho Commission on Aging, 3380 Americana Terrace, Suite 120, Boise, ID 83720-0007, (208) 334-3833.

Healthcare Team Report

Utilization of Services/ Facilities

Issue: Utilization of Services/Facilities:

Observations

Oneida County Hospital and long-term care facility offer services that are a great asset for a community of this size. The hospital and supporting systems are major employers in the community and account for a high percentage of the economic activity in Malad and Oneida County.

The challenges for the hospital is the state of the facility itself. The existing hospital was built in 1970. The building is in need of infrastructure updates, including a new water pipe system, and heating & cooling system. (Minor leaks in the water pipes have caused 1-2 day closures of the facility). The hospital also has asbestos and possibly lead-based paint which complicate and increase the cost of any renovation. Mercury-containing sphygmomanometers in the hospital, as well as the clinic, can pose a hazard (and expensive clean-up) should they break and release the mercury. Mercury-free alternatives are available and a vendor will often take the old mercury-containing sphygmomanometers to dispose of them appropriately at no added cost. The age of the facility and its design indicate that the facility should be replaced. Ideally, replacement would include a freestanding inpatient facility that could support expanded emergency, ambulatory, surgical, obstetric and other specialty services. The expansion of ambulatory care services is especially critical.

Service challenges include balancing the cost of providing specialty or niche care to a small population. As an example, the hospital has all but eliminated labor & delivery services due to low utilization. Commuting to larger neighboring communities with more services and choices will be a challenge for the low-income or senior populations who may be limited in their ability to travel.

The current facility is underutilized, in part, because it cannot support a broad range of inpatient general and specialty services. This has made recruitment and retention of personnel difficult. Patients are seeking and receiving care in alternative settings in other communities. While Critical Access status has afforded a measure of financial relief for the facility it has not been able to help generate enough capital for effective expansion or maintenance. New services demanded by the community cannot be financed under the current set of con-



straints. It is clear that current utilization and referral patterns cannot support either the status quo or further expansion of services. These are serious problems that need to be addressed very rapidly by the community.

Recommendations

Engage the community (all entities involved in health care services, senior citizens, high school students, civic organizations, the public) in assessing the feasibility of different options, including the renovation of the existing hospital building, constructing a new hospital, discontinuation of the hospital and focusing on clinic-based services, etc. This proposed communitywide planning effort must include both city and county elected officials. The county commissioners will be critical in acquiring and ensuring long-term financing for the hospital whether it is replaced or undergoes major renovation. This involvement and support is critical to the construction of a strategic health plan for the county and the continuing viability of the hospital based health care delivery system.

A community needs assessment survey would help the hospital and area health care providers get a better sense of the need and probable utilization for expanded or specialty services. This would help with feasibility, planning and implementation of investing in additional resources and services.



It is also recommended that the hospital dust off the feasibility study that was done several years ago to explore a new construction project. It is unclear whether any action plan was formulated or followed as a result of this study. There seemed to be some sentiment that the study is dated and therefore no longer relevant. The hospital and board are encouraged to take an in-depth look at this study again. If the data that were used to support the study are still accurate, the results from the study, if it was done well, should be just as valid. Revisiting the study would also allow for an update with current figures.



If deemed feasible, a new building could be designed to better meet the community's current and future needs (for example, emphasizing out-patient rather than in-patient care). Early involvement of utilities, such as Utah Power, in the planning and design, would make it easier to take full advantage of energy efficient features, equipment and financial incentives. A new hospital building, especially one incorporating the new "green" guidelines for hospital design, would likely attract both health care professionals and patients.

Another means of expansion of critical services may be through Telehealth and other communications

technologies. The Hospital currently is a Telehealth Idaho partner and is cooperating with the Portneuf Medical Center and Public Hospital Cooperative in several initiatives. These activities should be expanded when appropriate and feasible. This strategy should be specifically addressed in any community planning effort that takes place.

There are many programs available to assist communities in constructing a new facility or implementing major improvements for a hospital. FHA Section 242 Mortgage Insurance for Hospitals Program is one financing option for a new facility or major capital projects. FHA insurance enables clients to enhance their creditworthiness because their debt is backed by the United States Government. Hospitals with Section 242 insurance range from small rural facilities to some of the nation's top urban teaching hospitals. FHA credit enhancement enables clients to obtain bond ratings of AA to AAA and therefore low interest rates. Since the program began in 1968, 343 FHA-insured hospital mortgages totaling nearly \$12 billion have been funded through whole loan placements, GNMA mortgage backed securities and both taxable and tax-exempt bond issuances. Also, the FHA 242 program's website has a Critical Access Hospital Prototype, which assists rural hospitals in the planning, design and construction of a replacement facility.

Healthcare Team Report

Utilization of Services/ Facilities



Resources

- HUD, FHA Section 242 Mortgage Insurance for Hospitals Program, website <http://www.hud.gov/offices/hsg/hosp/hsghospi.cfm>, contact Steven Hunt (202) 708-0614 ext 2003, Department of Housing and Urban Development.
- Office for the Advancement of Telehealth, <http://www.hrsa.gov/telehealth/>
- Bureau of Primary Health Care, <http://www.hrsa.gov/about/org/bphc.htm>
- Bureau of Health Professions, <http://www.hrsa.gov/about/org/bhpr.htm>
- Healthcare Systems Bureau, <http://www.hrsa.gov/hcofconstruction/default.htm>
- Rural Health Policy, <http://ruralhealth.hrsa.gov/RHC/index.htm>
- Idaho Department of Health & Welfare, Stephanie Hansen, Community Resources Coordinator, Office of Rural Health & Primary Care, PO Box 83720, Boise, ID 83720-0036, (208) 332-7363, hansens@idhw.state.id.us, web www.healthandwelfare.idaho.gov.



- Green Guide for Health Care™, is the healthcare sector's first quantifiable sustainable design toolkit integrating enhanced environmental and health principles and practices into the planning, design, construction, operations and maintenance of their facilities. This guide provides the healthcare sector with a voluntary, self-certifying metric toolkit of best practices that designers, owners, and operators can use to guide and evaluate their progress towards high performance healing environments. See "Green Guide for Health Care" at <http://www.gghc.org/> Hospitals for a Healthy Environment (H2E). Information about mercury in health care, and other pollution

- prevention information, <http://www.h2e-online.org/>
- For H2E in Idaho, see http://www.deq.idaho.gov/multimedia_assistance/hospitals/h2e.cfm
 - Asbestos removal, see http://www.deq.idaho.gov/air/prog_issues/pollutants/asbestos.cfm
 - Great Basin Services, Blackfoot (208) 785-1767 or Idaho Abatement and Insulation Supply, Idaho Falls (208) 529-6837.
 - Glen Pond, Regional Community Manager, Utah Power (208) 359-4285 energy efficiency planning and financial incentives.
 - Victoria Alexander, CEO, Steele Memorial Hospital, Salmon (208) 756-4291 ext. 5612. Received a grant from Steele Reece Foundation, plus a bond to build a new hospital; CEO can tell more about what they did, how they did it and what the new building has meant for their business.
 - Idaho AHEC, Mountain States Group, Inc., community needs assessment, development of recruitment and retention plans. Contact Linda Powell, Project Director, (208) 336-5533, ext. 235, or lpowell@mtnstatesgroup.org, or Sue Rhodes (208) 336-5533 ext 278, or srhodes@mtnstatesgroup.org

Issue: Health Professional Workforce Development

Observations

Recruitment and retention of health care professionals, especially family practice physicians, nurses and various specialists, is a problem. Part of the issue seems to be lack of employment (and recreational) opportunities for spouses. A bigger problem is the perception of inadequate inpatient hospital facilities and in-community referral specialty care. This has resulted in substantial out-migration of both patients and providers to neighboring communities.



Recommendations

Partner with area universities and colleges, the local high school and health care providers to develop educational, training, residency and internship opportunities. Market the recreational and community assets as part of recruitment efforts. Develop an integrated retention plan for providers involving multiple community members.

Peer mentoring programs may be available with the state Office of Rural Health and Primary Care. They are also an excellent resource in regards to hospital volunteer coordination, investing resources in health professional workforce development, and distance learning practices.

If there is difficulty finding employment opportunities for spouses of healthcare providers the healthcare community can work with Idaho Commerce & Labor to help spouses find employment.

Resources

- Mary Sheridan, State Office of Rural Health and Primary Care Supervisor, (208) 332-7212, or sheridan@ruralhealth.idaho.gov

dam@idhw.state.id.us.

- Commerce and Labor nursing loan repayment loan, Jeanie Irvine, Grants Management Supervisor, (208) 332-3570 ext 3323, or jirvine@cl.idaho.gov.
- SEARCH, Students/Residents Experience and Rotations in Community Health, program operated by the Idaho Primary Care Association which offers certain categories of clinical students an opportunity to have a rural rotation at an approved rural site, to provide experience and exposure to the demands and rewards of a rural practice. Sarah Henry, IPCA Search Program Coordinator, (208) 345-2335, ext. 816, or shenry@idahopca.org.
- HRSA nursing loan repayment program, <http://bhpr.hrsa.gov/dsa/nsl.htm>
- National Health Service Corps, <http://nhsc.bhpr.hrsa.gov/>, federal program that offers loan repayment to qualified primary care physicians, nurse practitioners, physician assistants, certified nurse midwives, general dentists, registered clinical dental hygienists, clinical, psychologists, licensed clinical social workers, psychiatric nurse specialists, marriage and family therapists and licensed professional counselors. National Health Service Corps also offers scholarships to qualified primary care physicians, family nurse practitioners, nurse midwives, physician assistants and general dentists.
- Idaho Primary Care Office – data collection and analysis (health professional workforce capacity and health statistics), National Health Service Corps liaison, recruitment and retention assistance. Contact Laura Rowen, Primary Care Program Manager, (208) 334-5993, rowenl@idhw.state.id.us.
- The use of university marketing students/ departments to develop resource materials, services manual, community profile on CD for physician recruitment.
- Idaho Alliance of Leaders in Nursing: <http://www.nurseleaders.org/GrantOpps.htm>, grant and scholarship opportunities.
- 3RNet (Rural Recruitment and Retention Network) free web-based recruitment tool for communities and providers to post clinical vacancy positions. It is very important to keep vacancy postings current, and to remove them if they have been filled. The 3RNet reaches a national candidate pool. 3RNet web site www.3rnet.org.
- Rural Health Care Access Program (RHCAP), state-funded grant program that supports community-based projects to increase access to primary medical and dental health care in underserved Idaho communities. Stephanie Hansen, Community Resources Coordinator, (208) 332-7363, hansen@idhw.state.id.us.
- Idaho AHEC, Mountain States Group, Inc., community needs assessment, development of recruitment and retention plans. Sue Rhodes, (208) 336-5533 ext 278, srhodes@mtnstatesgroup.org.
- Idaho Commerce and Labor, Jill Kleist, Manager Pocatello Field Office, 430 N. 5th Ave., Pocatello, ID 83201, (208) 236-6710, jill.kleist@cl.idaho.gov, website www.idahoworks.org.

Healthcare Team Report

Health Professional Workforce Development



Issue: Communication

Observations

Overall the community supported the hospital and local services. The issue that was raised several times throughout the community was communication. The lack of communication or lack of community engagement is prevalent in the plan to expand the hospital, the recruitment of permanent and visiting doctors to the area and the availability of support services.

Recommendations

Community engagement is critical to communicate the services available through the hospital and needs of the hospital. This can be done through a town meeting or through a community based committee to come up with ideas, to better communicate with citizens to insure awareness of services and physicians that are available at the hospital, this in turn will give the community a sense of ownership.

Conduct health fairs for the community, and attract seniors to these fairs. This will help citizens become more informed of programs and services as well as having a feeling of belonging.

Involve the community in the planning process, whether planning for an expansion to the hospital or recruitment of new physicians. If the community is involved up front and able to provide input as well as criticism, they are more likely to be supportive of the project.

The development of a marketing piece, similar to the booklet that the Chamber developed, is another useful tool to make the community aware of all the health care resources available within the community/area. The hospital can also work with the Chamber and other civic organizations to conduct informative presentations to various community groups.

The hospital may also look at developing a comprehensive marketing plan to reach the community. A typical marketing plan identifies the situational analysis, target audience, marketing objectives and strategy, and the budget for the marketing plan. This will provide a clear guideline for the hospital to follow in effectively communicating with the community.

Resources

- Idaho Area Health Education Center (208) 336-5533, they provide education and technical assistance to rural health care providers.
- Mountain States Group, (208) 336-5533 or info@mtnstatesgroup.org.

Economic Development

Focus area 1: Business Retention and Expansion

Description of Focus Area: This focus area offers a look at what Malad is doing to encourage the continued prosperity of Malad's business base as well as encourage expansion that is consistent with the community's overall goals and values.

Observations

One of the consistent comments made by residents of Malad was the need to access livable wage employment within their own community rather than having to drive to Utah or other communities for employment. Numerous citizens commented on the need to “buy locally” and to support the local businesses and industry that exist within Malad valley. It was apparent through the observations of the visiting team members that Malad has a number of successful small businesses and a strong entrepreneurial culture in the community. It was clear that many small businesses work hard to promote their business locally and to survive in a rural economy. In addition, the chief employer of Malad, Hess Pumice, has been successful in recently expanding their operations, bringing additional jobs and economic growth to the community.

While some economic growth and job expansion has occurred in the area, more community members desire increased economic and job expansion in the area. While recruiting new business from outside the area is often viewed as the central strategy in economic development, statistics show that 85 – 95 percent of economic growth in rural communities comes from existing businesses or local community members starting new businesses. The following recommendations outline several options by the visiting team.



Economic Development Team Report

Focus area 1:

Business Retention and Expansion

Recommendations

Downtown Revitalization

One possibility for business retention and expansion is the revitalization of the downtown area. Many community members expressed a desire to see this done and to restore some of the historic buildings. The Evans Co-Op, a historical and prominent building in the downtown area, appears vacant and run-down. It is partially occupied by the local hardware store, however, the Main Street entrance is not used. Minor cosmetic changes to the store front and a more effective plan of the building’s use are two areas that could potentially improve the appearance and economic impact of the building. Other buildings in the downtown area should also be identified that could be revitalized or renovated. Grants are available that will be discussed under the resources section of the report that aid in preventing or eliminating blight in downtown areas.

Even small changes and improvement made to the downtown area are sure to have a positive economic impact. According to one local downtown business owner, more community members who have moved to the Malad valley from out of state are choosing to purchase locally from their store.

As the community and local business owners choose to improve the appearance, accessibility, and vitality of the downtown area, these positive changes will equate to increased satisfaction and local residents making the choice to buy locally. One possibility for determining how to tackle downtown revitalization efforts and other business retention and expansion projects would be to look at community based planning efforts. At the heart of this concept is the ability to engage citizens in the planning process in how they envision their community and how their work together will improve the social and economic fabric of the community. A number of resources and individuals exist to assist with community based planning efforts.

Development of Local Crafts

While the visiting team met with community members, it was also apparent that there is a strong tradition in the community of crafts and handmade goods and products, which provides an income for many home-based workers.



At one point there was a small shop that sold local handmade/homemade goods and products, and the Museum apparently had a small shop to do this at one point. A potential solution would be to create a co-op and facility where local vendors could sell their goods and products.

Economic Development Team Report

Focus area 1:

Business Retention and Expansion

“Buy Malad”

Using the internet to create a community web mall would be another solution to expose more local vendors to consumers across the world. As part of this idea, the concept of “Buy Malad” has already started to be developed through the Chamber of Commerce and their business directory.

A suggestion would be to expand upon this concept of buying Malad by identifying ways to support and purchase local goods whenever possible through unique partnerships and other creative means. The directory could also be organized by category or topic to better assist people looking for particular goods or services. In addition, the directory could be posted on the Internet for more convenient use. Consultants and other partners would also be available to possibly assist in the development of a communication plan to help the city and various stakeholders communicate and work together more effectively.

Lodging

A lack of lodging options was apparent to nearly every visiting team member. It was also cited by numerous community members as a problem, particularly as special events and tourism continue to grow in the area. The one motel that is adjacent to the highway is outdated and unappealing to travelers. While there is a bed and breakfast in town, the current owner of Chantilly noted that she felt there was an opportunity for more bed and breakfast facilities to open, particularly during the summer. Tourists, family members attending events, and general travelers who are pulled off the freeway are all potential economic contributors to the community and may spend more time and money in the community if better lodging facilities were available. The city of Malad and their Gem team may want to look at what options currently exist and what incentives could be created for establishing a motel/hotel in Malad.

Innovative Ideas and Creative Partnerships

While larger economic initiatives can and do happen in rural areas, it’s critical that community leaders and entrepreneurs think creatively and build partnerships to improve economic conditions in Malad. One creative suggestion that could add value to an existing enterprise is to partner with the theater and look at creating a movie theater on evenings or days/evenings when no plays will be held in the theater. A screen and movie projector could be purchased as well as the movies. By far, the most important piece of economic development for Malad is to nurture the existing businesses. Innovative ideas and creative partnerships will not only provide more options for local residents but will also increase local industry and prevent retail leakage.

Resources

- USDA Rural Development, Business Programs. Contact Person: Brian Buch, Business Loan Specialist (208) 785-5840, ext. 118 or brian.buch@id.usda.gov.
- Partners for Prosperity E-commerce Working Group. This group looks particularly at using e-commerce in rural/frontier communities as an economic development tool. Contact Person: Delverne Seaman, Community Development Specialist (208) 785-0059.

- Small Business Administration, Boise Office, 1020 Main St., Suite 290, Boise, ID 83702, (208) 334-1696, www.sba.org.
- Developing a Bed and Breakfast business plan, Michigan State University Extension, <http://web1.msue.msu.edu/imp/modtd/33420035.html>
- Tom Hudson, Hudson Company, 33 East Idaho Ave., Meridian, ID 83642, (208) 888-4433, consulting organization dedicated to rural economic and community development planning.
- Buy Idaho, Dale Peterson, Executive Director; 404 South 8th Street, Boise, ID 83702 (208) 343-2582 www.buyidaho.org.
- 4 CASI Economic Development, Richard Westerberg, (208) 852-4009
- Tech Connect East, Idaho Innovation Center, 2300 N. Yellowstone, Idaho Falls, ID. 83401, (208) 523-9898
- Idaho Commerce and Labor, GEM Grant program, Jerry Miller, (208) 334-2470, ext. 2143 jerry.miller@cl.idaho.gov and the Starting a Business in Idaho, www.idahoworks.com/publications

Economic Development Team Report

Focus area 1:

Business retention and expansion

Focus area 2:

Tourism & Ag

Focus area 2: Tourism and Agriculture

Description of Focus Area: This focus area looks at the historical and ongoing influence of the agriculture economy on Malad and surrounding community, and growth of the tourism industry in southeastern Idaho.

Observations

In just two short days conducting the community review, it was clear to all visiting team members that Malad and the surrounding area has an abundance of natural resources and outdoor activities. Many outdoor recreational opportunities have the potential to draw outdoor enthusiasts from across the country. Nearby reservoirs, lakes, fishing, hunting, wildlife watching, photography, snowmobiling, and boating are just some of the examples of tourist activities that could be promoted in Malad and the surrounding area. Although these recreational assets serve as a strong attraction to tourists, very few signs or promotional materials exist that help promote these areas to people outside of the community.

Many times, the visiting team heard from community members of their desire to see more local jobs and an improved local economy, while still maintaining a rural, safe and small town atmosphere. As one of Malad's greatest assets, taking advantage of the recreational opportunities and promoting these recreational gems could be a valuable economic tool, while still maintaining a small-town feel and safe community.



Another observation by the visiting team was the wonderful cultural and historic heritage that has attracted locals and non-locals alike, to special events in Malad. In addition, many of the buildings in the downtown area provide a wealth of historic architecture. The Welsh Festival serves as an excellent example of how the community has promoted its culture and heritage. In talking with the Welsh Festival organization committee, it was clear that they have created a vision for the Festival and have plans for gradually expanding the event over the next several years. While the Welsh Festival has been very successful and is looking to expand in future

years, more opportunities exist within Malad to promote the culture, heritage, and history of the area.

While it is clear that Malad is going through a transformative period in relation to the reliance on agriculture as a main driver of the economy, it still remains an important component of the economic vitality of the area. As the visiting team spoke with many different members of the agricultural community, it was apparent that most had other forms of employment to supplement their earnings. In addition, some had either thought about or developed unique forms of agritourism that provided added economic potential for their farming, ranching, or agricultural business.

**Economic
Development
Team Report**

Focus area 2:

**Tourism and
Agriculture**

Recommendations

Way Finding

Additional signage is a key issue that needs to be addressed, particularly for I-15 travelers. This additional signage is needed to pull travelers off the interstate and take advantage of the recreational resources as well as local business, particularly in the downtown area. Currently, very few travelers from I-15 travel the extra distance into the downtown area because there are no signs or information to direct them into that area. Additional signage and information is also critical to alert travelers of the recreational/tourist opportunities that exist in the area. Grants currently exist that can assist with signage for tourism efforts.



Branding Malad for Tourism

Another recommendation is to work together with the local visitors' center to determine a more focused strategy on tourism efforts. For example, the slogan of Malad as the "Gateway to Idaho" doesn't really tell the story. Thought should be given in working to describe and explain exactly why people should stop in Malad since it is the "gateway" to Idaho. One of the first recommendations would be to determine as a community what it is that Malad wants to promote about itself, creating a more palatable identity that resonates with tourists and people looking to stop. The Welsh heritage is one example of the identity of the area, but it doesn't tell the whole story. What else is there that Malad can promote and describe about itself that would attract tourists? In addition, thought should be given to working with the visitors' center to determine what could be promoted best and what recreational, historical, and cultural assets Malad wants to capitalize on. Marketing and promotional efforts could then be determined and other partnerships explored.



Historical Tourism

Malad has just scratched the surface in promoting its cultural and historic heritage. While the Welsh festival has had great success, and is obviously a key event for the community, more could be done to capitalize on this event. Further partnerships to expand and market the event will add to its value and economic capacity for the community. Thought should also be given to various types of funding and fundraising efforts that could expand the festival. In addi-

tion, other festivals or events that showcase the history and culture of the area can be explored. The Idaho Humanities Council is one potential source of funding for presentations or workshops on local history.

The historic architecture could also be documented and promoted in walking and driving tours. The rural, agricultural areas of the county could participate in this idea with tours of historic barns and other structures. Becoming a Certified Local Government and working with the State Historic Preservation office on documenting historic buildings and making owners aware of the preservation tax credits are two tactics that could be easily pursued.

The Pioneer Museum and Theatre Guild are two additional assets that have the potential for increasing tourism and educating the public about the history and culture of the area. The museum is often the first stop for visitors in learning about the unique elements and history of the area. It was expressed by a museum volunteer that people often come in looking for a “western” town and become disappointed when they don’t find it. The museum has the opportunity to educate visitors about the area’s settlement, Mormon pioneer history and living agricultural heritage. In addition, the museum can serve as an impetus in referring tourists to other businesses and areas of interest that will provide more economic impact for the community. The theatre guild and their shows are one example that could attract not just local residents, but also tourists and people passing through.



In capturing more of the history and culture of the Malad valley, a potential partner would be the Bear River Heritage Area (BRHA), a seven-county region in Southeast Idaho and northern Utah that is being promoted for its unique heritage and culture. The ultimate purpose of the heritage area is economic development through tourism. In addition, opportunities are currently being pursued for development: signage, promotion and other avenues. The visitors’ center and city of Malad should look at ways to more effectively partner with BRHA and promote the heritage and culture that is germane to their community and the surrounding area. BRHA is currently working toward designation by Congress as a national heritage area, which will provide access to major funding for promotion, technical assistance and resources that can be used by Oneida County for tourism development.

Agriculture

In terms of agriculture, one recommendation would be to determine ways in which agriculture could continue to expand into new markets and diversify its typical operations. Expanding typical farming and ranching activities into new areas or operations can be one way to bolster economic vitality for farmers and ranchers. Specialized crops and livestock, organic products, and specialty crops are all that could be considered. One example of this is a local farm family who branched out and started sod farming on part of their acreage. With the escalated housing growth in Utah, they have done well and even expanded their operations.

Agri-tourism, or entertainment farming, is another option. Guided hunts, Dude ranches, farm and ranch tours, and other unique ideas provide a second funding stream for farmers and ranchers. With 30 percent of Oneida County’s agricultural land as conservation land, there is an excellent opportunity to promote outdoor recreation, trail rides, ATV trails, guided hunting and fishing trips, bird watching and other activities to the general public.

Resources

- Idaho Commission on the Arts, 2410 N. Old Penitentiary Rd, Boise ID 83712
Delta James, Community Development Director (208) 334- 2119
www.arts.idaho.gov.
- National Endowment for the Arts, 1100 Pennsylvania Ave. NW, Washington
DC 20506 (202) 682-5400 www.arts.gov.
- Idaho Humanities Council, 217 W. State St., Boise ID 83702, (208) 345-5346
www.idahohumanities.org
- Idaho Historic Preservation Office, Idaho State Historical Society, 2205 Old
Penitentiary Road, Boise ID 83712 (208) 334-2682,
www.idahohistory.net/shop.html
- Certified Local Government Program, Idaho State Preservation Office. Information handbook available
www.idahohistory.net/programs.html. Technical assistance, including Heritage Cities Program, and grants
for surveys and planning related to historic preservation.
- Idaho Heritage Trust, P.O. Box 830, Weiser, Idaho 83672 (208) 549-1778. Web www.idahoheritage.org.
Contact Gaetha Pace. Technical assistance and grant funding for renovation/restoration of historic build-
ings in public ownership.
- Bear River Heritage Area, c/o Bear River Association of Governments, 170 N. Main St., Logan UT 84321
(435) 752-7242. Web www.bearriverheritage.com. Contact Cindy Hall Bilskie, Economic Development
Director, BRAG. An initiative to promote cultural and heritage tourism as a means of economic develop-
ment in the four southeastern Idaho Counties and three northern Utah Counties.
- Idaho Association of Museums. Web www.idahomuseums.org.
- Idaho Division of Tourism Development, 700 West State Street, P.O. Box 83720, Boise, ID 83720-0093
(208) 334-2470, web www.tourism.idaho.gov. Annual conference, funding, technical assistance.
- Pioneer Country Travel Council, PO Box 669, Lava Hot Springs ID 83246, 1-888-201-1063, web
www.seidaho.org.
- Idaho Outfitters & Guides Association, P.O. Box 95, Boise ID 83701 (208) 342-1919, web www.ioga.org
provide training workshops and information.
- National Sustainable Agriculture Information Service, P.O. Box 3657, Fayetteville AR 72702, 800-346-
9140. Web site www.attra.org/attra-pub/entertainment.html.
- Center for Sustainable Environments, Northern Arizona University, PO Box 5765, Flagstaff AZ 86011
(928) 523-0637 web www.environment.nau.edu.
- Idaho State Department of Agriculture, Farm and ranch tourism, Shelby Kerns (208) 332-8678,
www.agri.idaho.gov/categories/marketing/12004farmranch.php.
- Keystone Agriculture Innovation Center, <http://kaic.psu.edu/marketingoptions/agritourism.htm>.
- Sustainable Agriculture Research and Education. Entertainment Farming and Agri-Tourism,
www.sare.org/publications/marketing/market03.htm.
- SHOW ME THE MONEY publication available on the website www.comunity.idaho.gov.

Focus Area 3: Business Recruitment

Description of Focus Area: This focus area looks at the opportunities and avenues to recruit new businesses to Malad while retaining the high quality of life enjoyed by Malad residents.

Observations

It was apparent to visiting team members that Malad has a number of assets that would be attractive to new businesses looking to relocate or start their business. Some of these assets include: a low cost of living, beautiful surroundings, close proximity to the interstate, business friendly tax structure, and a great place to raise a family. The visiting team felt that because Malad had many of these qualities and amenities, there was strong potential to recruit new businesses and create jobs.

When talking to members of the community, a number of individuals were concerned and felt that Malad had lost out on bringing new plants of various types into the community and that those businesses chose to locate in Utah or other areas. Some citizens also felt that Idaho, and Oneida County in particular, had an abnormally high tax burden compared to Utah and other surrounding Counties in Idaho.

Other issues raised include a feeling by some that the “town is closed to growth,” “newcomers are not easily accepted,” and that the “community needs to do more to attract new business.” In general, community members felt that while Malad has a number of resources and assets to offer potential businesses, there were barriers and potential obstacles that may be preventing these businesses from locating in the Malad valley.

Recommendations

Inventory Assets

A number of recommendations were made by the visiting team in regards to increasing and enhancing business recruitment. One recommendation is to create an inventory of the various land and assets in Malad valley that would assist businesses looking to locate or relocate to the area. In addition, a comprehensive list of incentives could be compiled that describe the benefits of locating/re-locating in Malad. Creating both an inventory of land and assets as well as list of incentives would require strategic relationships and partnerships with local business owners, government officials and other stakeholders who could provide important information and work together.

The inventory should include the availability, capacity, and location of current or projected water, wastewater, transportation, electricity, natural gas, telecommunications utilities as well as zoning and right of way. This information should be gathered and collected with stakeholders across the community and should also address challenges facing the community. One example is the lack of space in the current industrial park that was mentioned by community members a number of times. Working across the community and with partners should be the community’s goal in building a powerful network in which all are working toward the same goal of recruiting business and promoting the Malad valley.



Enhanced Telecommunications

Malad should work towards more accessible and affordable broadband Internet services. Many rural and frontier communities lack high speed internet connection that is vital to creating, retaining, and attracting new business. One suggestion that was provided by the community was to form a partnership between the business

community, hospital, and school system to share the cost of the infrastructure component. Not only will affordability and access to a solid broadband infrastructure appeal to new business, it will also increase the capacity of small businesses, micro-entrepreneurs and cottage industries within the community. The community will be able to take advantage of new technology and a broader market through e-commerce.

Develop Marketing Strategy

A final recommendation by the visiting team is to create a marketing strategy and plan for recruiting business. Part of this process could incorporate the communication plan and how to better communicate across the community and create external awareness of the Malad area. The marketing plan should be developed by a committee with representation from different stakeholders and factions of the community. Particular emphasis should be placed on marketing the assets and strengths of the community through the work of the committee. In addition, the marketing committee should focus on a plan that helps to market the assets of the area in a controlled and unified approach that is inclusive of the citizens. A number of responses from community members discussed the need to have better communication with the leaders of the area and to seek moderate and controlled growth rather than the urban sprawl “down south”. Providing a forum for input and communication between elected officials, business leaders, and citizens is a critical component for success.

Part of the role of the marketing process should also be to educate both the community itself and outsiders about misconceptions. For example, a misconception expressed many times is the Idaho State tax burden versus Utah. Numerous citizens mentioned the fact that they felt taxes were higher in Malad than Utah. According to the visiting team research, Utah’s tax and fee burden is 15.32 % compared to Idaho at only 14.67%. In addition, the sales tax in Utah is 16th highest in the nation, while Idaho ranks 19th. The percentage of property tax burden in Utah is 38th highest in the nation, while Idaho ranks 30th and will likely decrease due to changes in school funding. Clearly the overall tax burden for citizens is lower in Idaho than Utah, but many citizens believe it is the opposite as other businesses have located in Utah rather than Idaho. More research and investigation should also be done in determining why businesses have made the decision to locate in other communities. If it’s not the tax burden, what other possible reason may there be? Reasons may include available labor pool or local and state incentives.

Resources

- Idaho Commerce & Labor, Kit Kamo, Business Development, (208) 334-2470 ext. 2130, or kit.kamo@cl.idaho.gov.
- Idaho Commerce & Labor, Scott Hobdey, Region V Economist, Pocatello Office (208) 236-6710.
- USDA Rural Development, Brian Buch, Business Program Specialist, (208) 785-5840 ext. 118 or brian.buch@id.usda.gov.
- Economic Development Administration (EDA), U.S. Department of Commerce, Rick Tremblay, Federal Bldg., Room 146, 304 North 8th Street, Boise, ID 83702 (208) 334-1521, rtremblay@eda.doc.gov.
- Idaho Small Business Development Center, ISU, Matt Creamer (208) 232-4921.



Economic Development Team Report

Focus area 3:

Business Recruitment

Strategies, Next Steps & Conclusions

Through the act of applying for a Community Review, Malad City & Oneida County took a powerful step toward increasing community wealth and vitality and controlling the community's destiny. Malad decided *it* would decide what it would become in the future, rather than let outside forces decide for it.

However, a first step is not enough. Challenges lie ahead.

Malad is changing and will continue to change. It is growing. Agriculture and natural resources are not driving the economy in the way they once did. While local support for this growth is mixed, Malad is bound by a sense of community spirit and pride in its heritage. These shared sentiments can bring the community of Malad together as it seeks to maintain and improve infrastructure, provide the best possible healthcare for citizens, retain and attract business and plan for the future.

Caution: Change Ahead

No one disputes that Malad will grow and change, perhaps significantly, over the next few years. With any change comes new challenges. While not always easy, planning for change and meeting challenges head-on allows a community to set its own destiny. Some of the challenges observed by the visiting team include:



- The need for improved communication among city, county, and other leaders, and between leaders and citizens.
- The need to explore new revenue generating options to finance road and sidewalk improvements.
- The need to recruit and keep well-paying jobs in Malad (economic development).
- The need for long-term strategic planning on all levels.
- The need to maintain, develop, and sustain partnerships.
- The need to include all members of the community in community life and decisions.

These “challenges” are *good* challenges. Their very nature indicates Malad is a quality place to live and is looking toward the future. For instance, the need to recruit and keep jobs wouldn't be as much of an issue if there weren't youth who wanted to live in Malad as adults, providing they can find work. The need to broaden the participation of all members of the community wouldn't be an issue if Malad did not have diverse groups within the community.

These issues are broad and weave themselves throughout this document; some relate specifically to one or more of Malad's three focus areas (Infrastructure, Healthcare and Economic Development), while others do not.

Strategies

Below we briefly outline the strategies highlighted in this report that can help Malad plan for, and respond to, the broad challenges listed above. Strategies specific to Malad's three focus areas are outlined in detail in *Part II: Team Reports*; however, many of the strategies listed below mirror or complement those of the specific focus areas.

Communication

Home team and visiting team members alike recognized the need for improved communication among city, county, and other leaders, and between leaders and citizens.

Even before the Community Review, efforts were underway to improve communication between the Malad and its citizens. The city has its own Web page (<http://www.maladidaho.org/>), which serves as a central location where residents and visitors alike can find information about what is happening in the community. The Web site is particularly important in communicating with members of the greater Malad community who are not citizens of Malad City *per se*, as many other methods of communication (e.g., newsletters in utility bills) only reach those who live within the city limits.

The number of citizens who attended the community meetings is a terrific testament to the communication infrastructure in place. Organizers used a variety of means to reach out to the community. In turn, the community responded well to an opportunity to be involved in a long-range planning process the community review provides.

These efforts are a great start, and the fact that they were implemented before the Community Review indicates that leaders already recognized communication as an important issue.

This, however, is only part of the equation. Continued and improved relations and communication among city, county, and other leaders (faith community, chamber of commerce, school board, other cities, etc.) is a must. These organizations and their leaders must work in concert to leverage resources and provide consistent policies. A good place to start is for the city to invite other leaders (e.g., multi-denominational churches, county commissioners, school board members) to appoint members to serve as liaisons with the city council and for the city to offer to do the same with other organizations. These liaisons would attend meetings and provide input related to the organization they represent.

A third aspect of this issue is that of communicating to, and serving the needs of, visitors and new residents. Simply providing quality customer service at local businesses, and cultivating knowledgeable front-line employees, goes a long way to improve relations and communication: a friendly smile, a warm welcome to a stranger, an offer to help, and the knowledge to be able to do so. Providing customer service classes to employees, that not only teach skills, but also teach about local resources, can be a valuable investment.

Create a Sense of Community & Identity

Malad is a many-faceted place. It truly is a farming community, a manufacturing community, a recreational haven. A well thought-out identity can encompass all of those facets of Malad's personality.

Solicit input from citizens as you seek to establish sense of an inclusive community. Consider forming a community-based council or group that is assigned to this project and then recruit citizens, community leaders, businesspeople, the agricultural community, the faith community, and other stakeholders to serve on this council. Ultimately, the identity should be able to articulate what Malad is, what it has to offer, and what it expects to become. Once an identity is established, it can be used as a basis for marketing what Malad has to offer.

Economic Development

As with most small communities, economic development and jobs fall hand-in-hand with most other aspects of community development. The visiting team continually heard comments from citizens and youth that long-term, living-wage jobs were a key to Malad's survival. We agree. Many youth, in particular, stated that they would like to stay in, or return to, Malad to live and raise a family, but cannot without jobs. The fact that youth have the desire to grow old in Malad says a lot about the community: it is up to that community to recruit employers that allow youth to stay or return. Tourism and recreation development, downtown revitaliza-

tion, and the improvement or development of many community amenities can all play an important role in supporting ongoing and future economic development efforts.

Long-Term Strategic Planning

Malad is a well-planned community, and has been since its inception. Strategic planning, on all levels—regional, county, city, district—will allow Malad to control its growth and its destiny. It is imperative that strategic planners from different agencies work together to create plans that complement each other and provide for consistent treatment of growth issues.

Partnerships

Partnerships leverage resources; they allow for more or higher quality goods and services than can be accomplished alone; they build alliances. Build momentum upon the success collaboration generates to create new partnerships to bring about new and exciting initiatives. Establish partnerships to market the identity of Malad. Work with Oneida County to collaboratively market the area. Encourage the Malad Chamber of Commerce and the Gem Community team to work together to increase economic development efforts.

Inclusiveness

Many “outsiders” looking in see most rural Idaho communities as homogenous: they assume everyone looks the same, thinks the same, *is* the same. This is not the case. Malad is home to a diversity of individuals: farmers, businesspeople, students, retirees; Mormon, Catholic, protestant, atheist; young, old, middle-aged; Caucasian, Hispanic, Native American; long-term residents and newcomers; those who look forward to growth and those who want to hold on to what Malad “used to be.” Like most people, Malad residents don’t mind change; they just don’t want to **be** changed.

Malad’s residents are its backbone. However, as is the case in many locations, a few individuals end up doing much of the community work. This can not only cause the “burn-out” of those volunteers, but also limits the community vision to that of those few who are willing to do the work. Malad should strive to include all members of the community in its efforts.

Now is the perfect time to start to recruit new voices and new energy into decision-making and into the day-to-day running of a community, as the Community Review process and Malad’s Welsh Festival provide vehicles for recruiting new volunteers into community life.

Two “groups” of Malad citizens appear to be especially needed and available for contribution: youth & newcomers. Make a pro-active effort to include these groups in community decisions and programs. They are the adults of tomorrow; including them now not only allows them to have a say in what their community will become, but also provides them with the tools necessary to lead the community when their time comes.

Several of the people who attended the town hall meetings sponsored by the review team were “newcomers.” Yet, these individuals demonstrated a commitment to their new community by showing up to learn and contribute. They expressed a willingness to volunteer. Tap into these individuals; welcome them, and their energy and new ideas, to the community. Put them to work.

Next Steps

The Community Review offers many, many recommendations, ideas, and resources. It is now Malad’s job to sift through these, weigh their costs and benefits, and decide how to proceed. The visiting team does not expect you to follow-through with every suggestion and idea. To attempt to do so would be impossible. The key to success is to work methodically—plan, prioritize, evaluate, and, if necessary, re-group.

Start With a Plan. Decide on community priorities, then develop a plan of how to reach them, complete with goals and objectives. Make sure your objectives are timely and measurable and support your goals. Continually refer to your objectives and “check” them off as they are completed.

The plan does not have to be a formal document, but does need to be well thought out and bought into by the appropriate players. Use the plan to guide decisions on specific actions, such as recommendations from this report.

Establish Priorities and Create a Timeline. Once you have developed a plan and decided which recommendations or other actions you plan to pursue, it is time to prioritize them and develop a timeline for their implementation. Not everything can, or should, be done immediately. When prioritizing and developing your timeline, ask these questions:

Have we done our planning first? With few exceptions, nothing should be done until a plan is in place.

Does this fit into the big picture? Does the project fit into the plan? No matter how easy, fun, or inexpensive a project is, or how much community support it has, consider first whether it will help achieve goals and objectives. A project that does not meet plan goals can be useless, create an inconsistent community image, or draw resources from other projects.

How much will it cost? Can we afford it? Small, inexpensive changes can make a big impact—a lot of money is not always necessary to achieve goals. However, avoid doing projects just because they are inexpensive and don't avoid projects just because they are expensive. If something will help you meet your goals, it is worth pursuing. For expensive projects, consider applying for grants or building partnerships to leverage resources.

How long will it take to implement? Quick changes can often make a big impact. Just be sure they fit into larger program goals.

How quickly will we see the benefits? Quick fixes can be good, especially in the short term, but longer-term fixes also often take a longer time to realize. Don't let a slower return on investment deter you from undertaking a worthwhile project. When feasible, consider starting these types of projects first so they can be slowly "doing their thing" while you undertake other projects.

Does something else have to happen before we can do this? Consider the overall timeline. Does a plan need to be in place before something can happen (always a good idea)? Do voters need to be involved? Do you need to get permission? Jumping the gun can slow things down in the long run.

Does this have to happen before we can do something else? If something else is waiting on the outcome of your project, consider this in your time frame. A project that may not seem important may need to take priority to allow something else to happen.

Are there external time frames we need to fit into? When are grant requests due? If partnering, what are the other partners' time frames? You may need to begin a planning or grant application process long before you are ready to do the work.

Evaluate Progress and Stay on Track. Plans are great tools, but once developed and the "real" work begins, they are often relegated to collecting dust on shelves. Use your plans (this report and the plan(s) you put together as a result) as roadmaps. Refer to them often. Continually compare projects against your goals and objectives and ask:

- Are we still working toward our goals and objectives?
- If not, do we need to refocus our energies or do we need to reconsider our goals?
- Are we using resources toward projects that don't lead us toward our goals and objectives?
- If so, how can we change that?
- Which objectives have we met?
- Is meeting our objectives getting us closer to our goals?
- Which objectives have we not met? Why?
- Do we need new or additional objectives to meet our goals?

Conclusions

Malad is a city on the cusp. Opportunities abound. Now is the time to develop the Malad of the future in a way that future residents will look back and be grateful for what happened in 2006.

Use the recommendations and resources provided in this report. Expand upon them. Do not limit yourselves to these suggestions or resources, but always feel free to call upon any of your visiting team members for support. We'll be back to check on your progress. Malad itself can mold its future to determine if growth will enhance the local economy, quality of life, and unique identity, or detract from it. Malad is in alignment with the world and is prepared to stay that way. The future is in your hands. Good luck.

The key to success is alignment. Staying in alignment with a world that will be characterized by complexity, diversity, and pace of change.

Ed Barlow, President, Creating the Future, Inc.

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Idaho Community Review Application A Community Visitation Program

Offered in Partnership by the
Association of Idaho Cities, Idaho Rural Partnership,
Idaho Department of Commerce, Idaho Housing & Finance Association, Boise State University, & U.S. Department
of Housing & Urban Development

Please submit the answers to the following questions to the Association of Idaho Cities, 3314 Grace Street, Boise, ID, 83703. Cities with populations under 10,000 are eligible to apply.

The community review program is an excellent in-kind value for its cost. Idaho Cities such as Heyburn, Jerome, Hayden, Kooskia, Priest River, Weiser, and Buhl have conducted successful community reviews for under \$2,500. Estimated costs for a community review through a private consulting firm, including salary, travel, lodging, site visit, data collection, and report fees, is well over \$20,000 for equivalent expertise from 15-18 community development professionals.

Your community must agree to accept the following responsibilities to ensure the success of the review:

- Arrange for large and small group meeting sites throughout the review with community leaders and citizens
- Appoint a home team leader for each of the three focus areas you identify who is willing to work with the visiting team leaders to plan and coordinate the community review
- Arrange community tours and meeting agendas in the three focus areas you identify
- Pay for group transportation during the community tours and all team meals (many communities have partnered with school districts and civic groups to share transportation and meal costs)
- Make lodging reservations for the visiting team
- Publicize the community review to maximize community participation
- Assist with survey data collection prior to the community review
- Provide one or two individuals during the review to assist with data entry
- Designate at least two community members to facilitate the follow-up process

Community: Malad City

Main Contact Person: Kathy Ray

Address/City/State/Zip: 59 Bannock Street, Malad ID 83252

Phone, Fax, Email: 208-766-9230 or 208-766-4010, ecodevp@atcnet.net or maladcity@hotmail.com, fax - 208-766-4315

Names/phone numbers/Email addresses of the three Focus Area Team Leaders:

1. Mayor Spence Horsley, 146 W. 300 N., Malad City, ID 83252, 208-766-2622, horsleyfuneralhome@hotmail.com
2. Terrill Schwartz, 595 W. 700 N., Malad City, ID 83252, 208-766-4472, terrills@ccb-idaho.com
3. Dr. Gerald Goodenough, 4885 E. Hwy 36, Malad City, ID 83252, 208-766-2505

Appendix A-Application

- 3) Circle, or write in, the three focus areas that your community would like to emphasize.
Focus areas might include some combination of the following:

Local Economic Development	Housing
Infrastructure	Community Design & Identity
Land Use Planning	Education
Health Care	Arts, Historic, and Recreation Resources
Seniors and Youth	Civic Life and Community Involvement

In the Focus Areas identified, what specific issues does your community want to address?

1.) Infrastructure: The demands for increased services and roads for both city and county, expansion of current industrial park, increase of subdivisions in rural areas, and improvements to Malad City Park to enhance retirement community attraction.

2.) Health Care: Physician recruitments and hospital expansion. We are losing one doctor and our other doctor is close to retirement. We need more doctors. Also the hospital is in need of a new building in the future.

3.) Economic development: Expansion of industrial park and help with Hess Pumice for future expansion of plant and fostering of the business climate (downtown area).

What is the best possible outcome resulting from a community review in your town? The best possible outcomes would be for the city and county to be able to adequately provide services for the steady population growth, as well as the city and county being able to foster the business climate by promoting existing and potential spin off businesses.

What strategic planning, business development, enhancement, revitalization, clean-up, contracted or consulting efforts have occurred in your community in the last one to three years? (attach additional sheets, documentation, brochures, or report summaries as necessary)
Hess Pumice has expanded their production and built another plant. Malad City has secured an ICDBG and Gem Implementation grant to help with the expansion and railroad services. Hess Pumice is using Workforce Development monies to train employees. Oneida County is in the process of developing a new landfill. We are in constant contact with SICOG, Utah Power, and Richard Westerberg with the Four-County Alliance.

Appendix A-Application

process of developing a new landfill. We are in constant contact with SICOG, Utah Power, and Richard Westerberg with the Four-County Alliance.

What other projects has your community completed in the last one to three years? (attach additional sheets or information as necessary). Malad City is currently involved in a water study with the DEQ, and Malad City and an ad hoc committee developed an annual Welsh Heritage Festival that was held July 1-2 (see enclosed brochure). Oneida County has implemented a garbage pick up service to individual residents to help curb landfill violations. A site has been selected for a new landfill. Also, the county is in the planning stage of building a new jail that will house federal and state inmates.

Has your community completed and implemented a Gem Plan? If so, please describe to what extent and attach a copy of the Gem Plan to this application. We have a Gem Community Team that has been active since 1990. We complete and implement an action plan every year.

2005 Gem Community Action Plan

Long Term:

- Downtown Revitalization
- Building a Community Center
- Continued involvement with the Bear River Heritage
- Business expansion
- Expansion of the industrial park
- Assistance with recruitment of healthcare professionals and outreach for the long-term care facility.

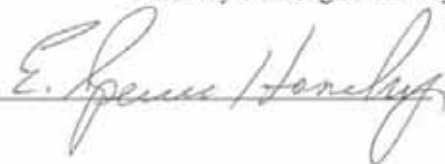
Short Term:

- Development and funding of new landfill
- Promote Welsh Day's celebration by working with the city's ad hoc committee.
- Coordinate city and county for the Certified Local Government historic preservation program.
- Continue to seek grants for the city park and amphitheatre
- Sustainment of the BLM and Forest Service Offices in Malad

What possible dates do you propose for a community review?

Any time between these dates: October 24 through November 11
December 12 through January 5
February 6 through February 24

Mayor's Signature:



Date:

9-30-05

Appendix B-Survey

Please use the following scale to rate your level of agreement.

1= Strongly Disagree (SD), 2= Disagree (D), 3= Neither Agree nor Disagree (N), 4= Agree, 5= Strongly Agree (SA)

Section I.

Infrastructural Issues	SD	D	N	A	SA
1. Streets and roads are in good condition.	1	2	3	4	5
2. The airport and landing strip meet the needs of our community.	1	2	3	4	5
3. The city has a sufficient water supply.	1	2	3	4	5
4. The city provides quality water.	1	2	3	4	5
5. The city provides adequate flood control.	1	2	3	4	5
6. The city provides adequate parks and playgrounds for families.	1	2	3	4	5
7. Schools are in good condition.	1	2	3	4	5
8. The city provides adequate garbage collection and disposal.	1	2	3	4	5

Section II.

Health Care	SD	D	N	A	SA
1. The areas ambulance service meets the needs of the area.	1	2	3	4	5
2. Emergency health care is available in the area.	1	2	3	4	5
3. Access to hospital services is available in the area.	1	2	3	4	5
4. There are an adequate number of doctors available in the area.	1	2	3	4	5
5. Mental health care is available in the area.	1	2	3	4	5
6. Senior housing is available in the area.	1	2	3	4	5
7. Adequate accommodations are available for people with disabilities.	1	2	3	4	5
8. Child care is available for area children.	1	2	3	4	5
9. Senior programs are available in the area.	1	2	3	4	5
10. Drug and alcohol abuse programs are available in the area.	1	2	3	4	5

Appendix B-Survey

Section III.

Economic Development	SD	D	N	A	SA
1. The downtown area has an attractive appearance.	1	2	3	4	5
2. Public buildings have an attractive appearance.	1	2	3	4	5
3. Neighborhoods have an attractive appearance.	1	2	3	4	5
4. There is an adequate amount of homes available for purchase.	1	2	3	4	5
5. Homes available for purchase are in good condition.	1	2	3	4	5
6. An adequate amount of rental housing is available (apartments and houses).	1	2	3	4	5
7. Available rental housing is in good condition.	1	2	3	4	5
8. Community members are accepting of newcomers.	1	2	3	4	5
9. Community members are accepting of minorities.	1	2	3	4	5
10. Local stores provide a variety of goods.	1	2	3	4	5
11. Local stores provide quality goods.	1	2	3	4	5
12. There are an adequate number of restaurants in the community.	1	2	3	4	5
13. There are an adequate number of banking and financial services in the area.	1	2	3	4	5
14. There are an adequate number of hotel/motel accommodations in the area.	1	2	3	4	5
15. Quality high speed internet access is available in the community.	1	2	3	4	5

1. What are the assets or positive things in your community that you feel make it a good place to live?

2. What do you contribute to the community that people may or may not know about?

3. Name one or two things that have been effective in improving or enhancing your community over the last few years.

Appendix B-Survey

Malad Community Review Survey

Executive Summary

The Malad Community Review (MCR) was done to indicate the satisfaction and/or dissatisfaction with services and assets of the community. This survey can serve as a means with which to focus attention on bringing about positive change in the community. It is important to remember that a community must be viewed holistically. Change in one area will most likely affect another. By concentrating resources on areas that correlate with other issues, the community is able to leverage their resources. The street conditions (an infrastructure issue) have correlation to many economic issues within the community. Caution should be taken when evaluating correlates. Few issues had high correlations and resulting correlates could possibly be a result of an ecological fallacy.

The community values the appearance of their public and private properties. The respondents view appearance as a major economic factor. The public parks, greenway and veterans memorial have been identified as a source of pride for the community. There were several comments on the youth of the community as well. Some respondents feel that there are not enough youth programs or activities for the youth. Other respondents indicated that they were very proud of the youth programs and education that existed in the community. The high reference to the youth of the community seems to indicate that youth are an important factor to be considered. The quantitative survey did not include youth programs, but the remarks in the open-ended questionnaire might warrant further inquiry.

The community seems to be conflicted with the issues of growth. Many respondents would like to keep the community limited in size. Many respondents would also like to see an increase in business opportunities. This dilemma is not unique to the Malad community. The qualitative benefits identified by respondents (i.e. safety, knowing the neighbors, little traffic) are difficult to maintain with substantial growth in the community. The quantitative benefits (i.e. diverse employers, shared burden of taxes, more social/community programs) indicated as needed by respondents can be achieved with growth in the community. Efforts to plan for growth should include community input.

The results of the survey indicate that the community is fairly satisfied with the infrastructure provided. The primary concern tends to be economic issues. The large number of neutral issues would seem to indicate that the community agrees with the current progress and direction of those issues. With the exceptions of the number of doctors and mental health care, the respondents are satisfied with health care in the community.

The survey data analysis was completed through a partnership with Idaho State University, Partners for Prosperity and Idaho Rural Partnership by ISU student Paul Hathaway.

Appendix B-Survey

Section I.

This section includes narrative analysis results of the Malad Community Review (MCR)

The Malad Community Review (MCR) has identified two issues that the respondents identify as being satisfied (Garbage collection/disposal and Parks/Playgrounds). These issues are both in the infrastructure category and have high enough means that even when the standard deviation is accounted for will not change to dissatisfied.

The survey identifies nine issues with which the respondents report being dissatisfied (Neighborhood appearance, Rental housing availability, Water supply, Number of doctors, Mental health care, Condition of homes on the market, Rental housing conditions, Hotel/Motel accommodations, and Street/road conditions). These issues have a low enough means that even when the standard deviation is accounted for will not change to satisfied.

The analysis used descriptive measures to determine the mean scores of responses. Taking the standard deviation into account there are few issues that would remain in one classification (satisfied or dissatisfied). This indicates that several issues are heterogeneous in satisfaction. Street conditions and hotel accommodations are examples of which the community is homogenous in their classification of the issue.

Several issues correlate with at least .300 Pearson's r correlation. This indicates that addressing one issue will most likely result in an increase in satisfaction with other issues. The correlation crosses categories (infrastructure issues correlate with economic development issues). This makes identification of a single most important issue difficult. Street conditions have numerous economic development issues correlated with the issue. It should be noted that any correlation indicated in section II of the report is at least .300. This explains less than 10 percent of the variation in the dependent variable. However, the correlate's significance is at .01 indicating a 1 percent chance of error.

Open ended responses consistently identify small town/community atmosphere, safety, friendly people and good schools as positive assets of the community. Hess Pumice was noted several times as a positive asset to the community.

Youth programs, elderly residents are identified consistently as community contributions. Helping/welcoming newcomers to the community are also identified, but with less consistency.

The park and greenbelt, downtown beautification, veterans memorial, garbage collection and the Welsh festival are identified consistently as having improved the community over the last few years.

Dissatisfaction with elected officials was noted several times as was references to religious affiliation creating an out-group.

There were conflicting statements about increasing the size of the community. The overwhelming support/appreciation of a small community is in juxtaposition with the statements of wanting more job opportunities available in the community.

Appendix B-Survey

I. Issue Classification- Satisfaction

*Correlate issues listed include those with a Pearson correlation higher than .300 and are significant at the 0.01 level

Category- Infrastructure

Issue- **Garbage collection, disposal**

Mean- 4.11

Std. Deviation- .661

Correlate issues- Parks and playgrounds

Narrative- This issue has the highest satisfaction rating in the survey. It also has a low standard deviation. This indicates that citizens of the community are satisfied with the refuse issue. The lack of correlation with housing conditions and appearance might indicate that citizens are viewing those issues in light of structure (i.e. paint, landscaping) rather than refuse.

Issue- **Parks and Playground**

Mean- 4.01

Std. Deviation- .847

Correlate issues- Garbage collection, availability of homes for purchase

Narrative- This issue also shows high satisfaction and low standard deviation. This indicates that an overwhelming number of respondents are satisfied with the parks and playgrounds in the community.

II. Issue Classification- Dissatisfaction

*Correlate issues listed include those with a Pearson correlation higher than .300 and are significant at the 0.01 level

Category – Infrastructure

Issue- **Street and Road Condition**

Mean- 2.31

Std. Deviation-1.051

Correlate issues- Downtown appearance, Public building appearance, Neighborhood appearance, Condition of homes on market, rental housing conditions, quality of goods provided.

Narrative- This infrastructure issue correlates to 40% of the economic issues indicated in the survey. Addressing this issue will also address many economic issues. It should be noted that this issue, even with the standard deviation, can not reach satisfaction levels (see frequency table).

Issue- **Water supply**

Mean- 2.93

Std. Deviation- .961

Correlate issues- Water quality, flood control and condition of homes on the market.

Narrative- The only out of category issue that correlates with water supply is condition of homes on the market. This could be due to landscape appearance issues.

Category – **Health Care**

Issue- Mental health availability

Mean- 2.79

Std. Deviation- .826

Correlate issues- Number of doctors, senior housing, disability accommodations and condition of homes on the market.

Narrative- Again the only out of category issue that correlates with this issue is condition of homes on the market. This could be due to the occupant's mental health.

Issue- **Number of doctors**

Mean- 2.83

Std. Deviation- .995

Correlate issues- Emergency health care, Mental health care, Condition of homes on the market, Rental housing condition, Businesses provide a variety of goods, Quality of goods provided, Number of restaurants,

Narrative- The large number of economic issues that correlate to this is interesting. The recruitment and retention of medical professionals may be the underlying correlate to the economic issues indicated (i.e. Doctors move to and remain in locations with better homes available, goods availability, etc..)

Category- Economic Development

Issue- **Hotel/motel accommodations**

Mean- 2.37

Std. Deviation- 1.049

Correlate issues- Mental health care, Disability accommodations, Neighborhood appearance, Condition of homes on the market, Rental housing availability, Rental housing condition, Businesses provide a variety of goods, and Number of restaurants.

Narrative- The economic development associated with this variable appears widespread. This issue is also high in disagreement among the community as indicated by the standard deviation of 1.049. Further inquiry

into the specific correlates would be suggested due to what appears as a face-value validity issue. The correlate between mental health care and hotel accommodations are suspect. Because this issue is highly correlated with a larger number of issues, further analysis of this issue is recommended.

Issue- **Rental housing condition**

Mean- 2.70

Std. Deviation- .857

Correlate issues- Street conditions, Flood control, Number of doctors, Downtown appearance, Public building appearance, Neighborhood appearance, Condition of homes on the market, Rental housing available, Acceptance of newcomers, Acceptance of minorities, Number of restaurants, Hotel accommodations

Narrative- This issue correlates to many economic issues. The dissatisfaction and relatively low variance indicate that it is an issue common among many citizens in the community. Several issues are extremely highly correlated with issue (see correlations table).

Issue- **Condition of homes on the market**

Mean- 2.77

Std. Deviation- .913

Correlate issues- Street conditions, Water supply, Number of doctors, Mental health care, Downtown appearance, Public building appearance, Neighborhood appearance, Rental housing condition, Hotel accommodations.

Narrative- This issue appears to correlate most with the appearance of the community. As expected, this issue highly correlates with rental housing condition (.518). This could indicate that citizens are dissatisfied with the condition of non-owner occupied housing. A cautionary note however would be whether the homes on the market are occupied or vacant. The data does not indicate this issue.

Issue- **Rental housing available**

Mean- 2.97

Std. Deviation- .995

Correlate issues- Flood control, Rental housing condition, Hotel accommodations.

Narrative- This issue has an obvious correlate to the rental housing condition. The worse the housing condition, the less likely it is to be considered available. Once again, the hotel accommodations issue is correlated. This again calls for further examination into the accommodation issue.

Issue- **Neighborhood appearance**

Mean- 2.99

Std. Deviation- .995

Correlate issues- Street conditions, Condition of schools, Downtown appearance, Public buildings appearance,

Condition of homes on the market, Rental housing condition, Acceptance of newcomers, Acceptance of minorities, Hotel accommodations

Narrative- This issue correlates with many obvious issues (downtown, public building appearance as well as condition of occupancy structures). It is interesting to note that this issue has a high correlation to acceptance of minorities and newcomers. It may indicate some bias against outside groups. To further examine this, ethnicity of respondents would be needed to confirm bias.

III. Issue Classification- Neutral

*Correlate issues listed include those with a Pearson correlation higher than .400 and are significant at the 0.01 level

** The change in threshold is due to the significant numbers that the neutral issues correlate with at .300 (see correlations table).

Category- Infrastructure

Issue- **Flood Control**

Mean- 3.28

Std. Deviation- .731

Correlate issues- Water quality

Issue- **Airport**

Mean- 3.41

Std. Deviation- .830

Correlate issues- None

Issue- **Water quality**

Mean- 3.41

Std. Deviation- .934

Correlate issues- Flood control

Issue- **Condition of schools**

Mean- 3.55

Std. Deviation- .944

Correlate issues- None

Category- Health Care

Issue- **Disability accommodations**

Mean- 3.03

Std. Deviation- .928

Correlate issues- Senior programs, Acceptance of minorities

Issue- **Senior housing**

Mean- 3.38

Std. Deviation- .932

Correlate issues- Disability accommodations, Senior programs

Issue- **Child care**

Mean- 3.40

Std. Deviation- .802

Correlate issues- None

Issue- **Drug, alcohol abuse programs**

Mean- 3.44

Std. Deviation- .867

Correlate issues- Senior programs

Issue- **Senior programs**

Mean- 3.57

Std. Deviation- .786

Correlate issues- Senior housing, Disability accommodations, Drug/Alcohol abuse programs

Issue- **Emergency health care**

Mean- 3.76

Std. Deviation- .819

Correlate issues- Ambulance service, Hospital services

Narrative- As expected, this issue highly correlates with hospital services (.618).

Issue- **Ambulance service**

Mean- 3.84

Std. Deviation- .744

Correlate issues- Emergency health care, Hospital services

Issue- **Hospital services**

Mean- 3.89

Std. Deviation- .713

Correlate issues- Ambulance service, Emergency health care

Narrative- see narrative for Emergency health care

Category- Economic Development

Issue- **Acceptance of minorities**

Mean- 3.00

Std. Deviation- 1.067

Correlate issues- Disability accommodations, Acceptance of newcomers, Quality of goods provided

Narrative- The correlation between this issue and acceptance of newcomers is extremely high (.777). This might indicate that the perception of newcomers are minorities. Further analysis would require ethnicity of respondents.

Issue- **Number of restaurants**

Mean- 3.02

Std. Deviation- 1.088

Correlate issues- None

Issue- **Acceptance of newcomers**

Mean- 3.05

Std. Deviation- 1.110

Correlate issues- Acceptance of minorities

Narrative- This issue is extremely highly correlated with acceptance of minorities (.777) (see narrative of Acceptance of minorities)

Issue- **Businesses provide variety of goods**

Mean- 3.12

Std. Deviation- 1.058

Correlate issues- Quality of goods provided, Banking/financial services

Issue- **High speed internet availability**

Mean- 3.13

Std. Deviation- 1.063

Correlate issues- None

Issue- **Public buildings appearance**

Mean- 3.2

Std. Deviation- .990

Correlate issues- Downtown appearance, Neighborhood appearance, Condition of homes on the market, Quality of goods provided

Narrative- This issue is extremely highly correlated with downtown appearance (.711). This could be due to the location of public buildings being in downtown area.

Issue- **Downtown appearance**

Mean- 3.37

Std. Deviation- 1.079

Correlate issues- Public buildings appearance, Neighborhood appearance

Narrative- See narrative for public buildings appearance.

Issue- **Quality of goods provided**

Mean- 3.43

Std. Deviation- .895

Correlate issues- Public buildings appearance, Acceptance of minorities, Businesses provide variety of goods,

Narrative- This issue is highly correlated with businesses provide variety of goods (.687).

Issue- **Banking/financial services**

Mean- 3.69

Std. Deviation- .809

Correlate issues- Businesses provide variety of goods

Issue- **Availability of homes for purchase**

Mean- 3.95

Std. Deviation- .838

Correlate issues- None

Appendix C-Community Review Itinerary

Malad Community Review

Tuesday, June 20 (Home and visiting team members)

7:00 pm: Dinner at Me N Lou's (visiting team meals courtesy of Malad City and Oneida County) Open house with civic leaders, home and visiting teams, news/media people, and citizens

Wednesday, June 21 (Home and visiting team members)

8:00 Breakfast – Me n Lou's

8:30 Welcome from mayor

8:45 History of the area (Rhonda and Jared Crowther)

9:00 Introduction of team members and instructions – Kathy Ray

Community Tours: Meet buses at Malad High School

Infrastructure (Mayor Spence Horsley)

9:30 – 10:30 Hess Pumice and Malad Industrial Park (please note this is subject to change)

10:30 – 11:30 Review of Parks (City Park, Veterans Memorial Park)

11:30 – 12:00 Jail Facilities at Courthouse

12:00 – 1:00 Lunch Senior Citizens

1:00 – 2:00 Water systems

2:00 – 3:00 Sewer ponds and expansion of industrial park site

3:00 – 4:00 City Hall - city and county planning and zoning committees

Local Economic Development (Denton Sonke)

9:30 - 10:30 Hess Pumice and Malad Industrial Park

10:30 – 12:00 Downtown businesses, Pioneer Museum and businesses by the freeway exit

12:00 – 1:00 Lunch Senior Citizens

1:00 – 2:30 Welsh Festival and Chamber of Commerce

2:30 – 3:00 Idaho Milling and Grain

3:00 – 4:00 Visit ranches and agricultural areas

Appendix C-Community Review Itinerary

Health Care

9:30 – 10:30 Oneida County Hospital and Long-Term Care Facility

10:30 – 11:00 Medical Clinics (MVC and OC Clinic)

11:00 – 12:00 Q & A OCH

12:00 – 1:00 Lunch Senior Citizens

1:00 – 1:30 Dental office tour

1:30 – 2:00 Allen Drug and South Apts

2:00 – 2:30 Ambulance/EMT

2:30 – 3:00 District Health Dept

3:00 – 4:00 Search & Rescue bldg final Q&A

4:00 – 5:30 Break

5:30 – 6:30 Dinner catered at Malad High School by Paula Bradford

6:30 Mayor's state of the city report at Malad High School

6:45 Commissioner's state of the county address

7:00 Team/Citizen Discussion

Thursday, June 22, 2006

8:00 – 9:00. Breakfast – Catered at Malad City Park (Home and Visiting Teams)

9:00 – 4:00 Work Sessions – Malad High School Commons (Visiting teams only)

12:00 – 1:00 Lunch at Tillies

4:00 – 5:00 Break

6:00 – 7:00 Dinner Catered at Malad High School

7:00 – 8:30 Community Town Hall Meeting Malad High School Commons/Gym (Home and Visiting Teams)

Friday, June 23, 2006 (Visiting Teams)

8:00 – 9:00 Breakfast Catered at Malad City Park

LOGISTICS:

Rooms are reserved at Chantilly B&B, Myron Jones' Cabins and Village Inn.

Tour transportation will be two buses from Oneida School District and the hospital van; drivers are Larry Thomas and Spence Horsley for the buses.

Appendix D-Community Review and Town Hall Meeting Promotional

Malad City & Oneida County Community Review June 21-22, 2006 SURVEY & COMMUNITY MEETINGS

Tuesday, May 30

Greetings,

Oneida County and Malad City are preparing for a Community Review June 21 & 22. We've asked for the Review through Idaho Rural Partnership to plan for long-term success in economic development, healthcare and infrastructure in our community. Your involvement in the Review is very important.

Idaho Rural Partnership (IRP) is assembling a group of experts from throughout our region to assess our strengths and provide resources to plan for the future. The Review is provided free of charge by IRP and its partners. You can learn more about IRP and the Community Review at <http://irp.idaho.gov>.

Assessing perceptions about our community is the first step in the Review process. Enclosed is a short survey and self-addressed-stamped envelope. We would appreciate you spending a few minutes to thoughtfully complete the survey then drop it in the mail before June 10.

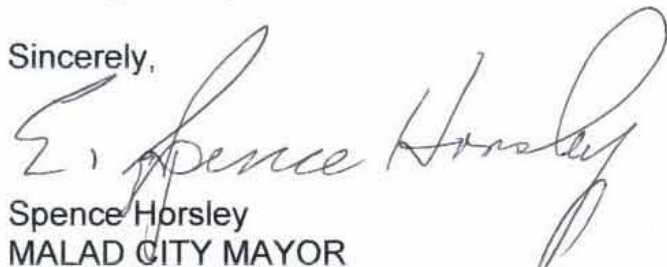
Your involvement during the Community Review is also important. Please mark your calendar and plan to join us for the following meetings:

- **Wednesday, June 21, 6:30 p.m.:** *State of the City & County, community meeting*
- **Thursday, June 22, 7:00 p.m.:** *Community Review initial report and recommendations*

Both meetings are at the Malad High School Commons. The meetings offer you an opportunity to give input and make comments about our community.

Thank you for your involvement.

Sincerely,



Spence Horsley
MALAD CITY MAYOR



Dr. Gerald Goodenough
ONEIDA CO. COMMISSIONER

Appendix D-Promotional Materials

Public Is Encouraged To Attend A
Community Meeting
*Sponsored by Malad City and Oneida
County Economic
Development Foundation*
Wednesday, June 21, 6:30 p.m.
M.H.S. Commons
Community Review To Address:
• Health Care
• Economic Development
• Infrastructure
- Everyone's Input Is Needed -
Follow-up Meeting
Thursday, June 21, 7:00 p.m.
*Team of professionals will present findings
and recommendations to help the community
grow in the right direction.*



Community support is needed for Community Review next week

Malad City and Oneida County residents will have an opportunity to voice their input and suggestions concerning community health care, economic development and infrastructure issues during the upcoming Malad Community Review.

Citizens are urged to attend two public meetings on Wednesday, June 21, at 6:30 p.m. and Thursday, June 22, at 7:00 p.m. Both meetings will be held at the Malad High School Commons. Refreshments will be served.

"We need your help at these two community meetings," said Kathy Ray, Secretary of the Oneida County Economic Development Foundation and event chair. "We want your ideas on healthcare, infrastructure and local economic development."

Malad City Council and Oneida County Commissioners have teamed with the Idaho Rural Partnership, and have arranged for 24 professional leaders from communities and organizations all over Idaho to come to Malad City and investigate the community. These leaders will focus on healthcare facilities, infrastructure needs, and local economic development.

The Wednesday meeting is for citizens to present their ideas to the professionals, county commissioners, mayor and city council members, as well as several members of the community who have volunteered their time to help with the review.

Thursday's meeting is for citizens to hear the professionals' reports on their findings and recommendations. It will be extremely beneficial for residents to attend both meetings.

The professionals are donating their time and services free of charge. Generally, the cost for these services run between \$60,000 to \$70,000. The Malad City/Oneida County Economic Development Foundation, Inc. has offered to pay for their meals and transportation needs while in the community.

During the day on Wednesday, the professionals and 15 members of the community will form three



The Chairman and Team Leaders of the Community Review say, "We need you!" the citizens of Oneida county, to participate in this important process next week. Kathy Ray (front) is chairing the event. Team Leaders (L-R) are Dr. Gerald Goodenough, Denton Sonke and Mayor Spence Horsley.

teams and tour Malad City and parts of Oneida County. They will meet with the Malad Area Chamber of Commerce, the Welsh Foundation and Society, and city and county planning and zoning committees. They will dine with the Senior Citizens' at noon.

"The teams will also stop and ask questions to residents, business people and anyone who will talk with them," Ray said. "They are interested in knowing your recommendations on how to improve your community."

Team directors and members are:
Infrastructure: Mayor Spence

Horsley, Rob Hess, Tom Jenkins, Mike Williams, Scott Danielson, Susan Wittman, Julie Williams and Dallan Nalder.

Local Economic Development: Denton Sonke, Marvin Hess, Rahn Panting, Richard Westerberg, Lance Tripp, JaLyn Weeks, Rita Martin and Joe Daniels.

Healthcare: Dr. Gerald Goodenough, Dr. Mark Udy, P.A.; Todd Winder, Sherri Harrison, Louis Dredge, and Dr. Ed Thorpe, D.D.S.

On Thursday, the teams will spend their time compiling information and developing recommendations to present at the evening

meeting. Within three to four months, team members will compile a very extensive written report on their findings and plans. The commissioners, city council members and residents will then have a guide to glean for future planning strategies. Two other communities in southern Idaho, Ashton and Rexburg, have hosted reviews and found the reports extremely beneficial in developing projects and improving their communities.

For more information or questions, call Kathy Ray at 766-9230 or 766-4010.

We need you!
**Together we can plan
the future of your
community!**



- Are **you** concerned about water issues?
- How about the roads?
- Do **you** want more businesses?
- Are **you** concerned about subdivisions?
- What do **you** think about healthcare?

**Malad City Council, Oneida County
Commissioners, Chamber of Commerce and
Economic Development **urge you** to attend
the Malad Community Review public
meetings:**

**Wednesday, June 21 at 6:30
Thursday, June 22 at 7:00
Malad High School Commons**

**Questions call Kathy Ray at
766-9230 or 766-4010**



Review helps Malad gauge strengths, weaknesses

Agencies steer community through self-assessment process

By Debbie Bryce
Journal Writer

MALAD — Representatives from more than a dozen state and federal agencies were in Malad Wednesday to identify challenges facing the city and help officials build on its strengths.

Kathly Ray, economic administra-

tive assistant, said the review, conducted by Idaho Rural Partnership, will provide an objective view of problem areas in Malad and Oneida County and direct city and county officials to resources that are available to fix them.

The review will be used to plan for fu-

ture growth and economic development.

Idaho Rural Partnership spokesman Dale Dixon said the agency conducts two reviews a year at the request of city and county officials.

"We're holding up a mirror to the community," he said.

See MALAD, A6

"There is no 'one-size-fits-all,' each community has its own challenges."

— Dale Dixon, Idaho Rural Partnership spokesman

Malad

Continued from A1

Idaho Rural Partnership was created in the 2002 Farm Bill and incorporates state and federal agencies to help rural communities develop future planning strategies.

The review will direct local leaders to grant money and resources to bolster economic development.

"There is no 'one-size-fits-all,' each community has its own challenges," he said.

Agencies involved in the review included the Department of Environmental Quality, the Department of Transportation, Health and Welfare, Partners for Prosperity, Idaho Housing and Urban Development, the Area Agency on Aging, Southeast Idaho Council of Governments and Sen. Larry Craig's office.

The group divided into three teams and toured the city to assess the infrastructure, health care and economic development in the rural community.

A public discussion was set for Wednesday night and the group will disclose its findings during a special presentation tonight.

The city will receive an official report in about three months.

Ray said Hess Pumice, the city's main industry, is located on the south side of Malad, but the company's mines are on the north side, which means hauling the material through the town's center.

Malad officials will look for ways to deal with the truck traffic and the damage the commercial vehicles do to the city streets.

Keeping qualified staff mem-

bers at Malad's rural hospital is another concern.

"We're going to have to rebuild our hospital within the next 10 to 20 years," Ray said.

The aging facility can no longer deliver babies because it lacks emergency equipment, she said.

Improving the city's water system is also crucial to future growth.

"In Southeast Idaho, water is always an issue," she said. "We're on water restriction right now, some areas don't have enough pressure, other have too much."

The city passed a bond to upgrade its water system, but failed to secure an additional bond needed to start the project.

Ray said the city will apply for the bond again next year.

Meeting the needs of Oneida County's aging population is a growing problem for city and county officials.

Currently 25 percent of the county's population is over 65. While the county has a long-term care center, Ray said, officials believe an assisted living center would benefit the community.

As well as identifying problems, the review lets county and city leaders see what other communities are doing.

Dixon said the two-day review process is not intended as a cure-all, but provides networking opportunities and outside support in rural communities.

Debbie Bryce is the regional reporter for the Journal. She can be reached at 239-3132 or by e-mail at dbryce@journalnet.com.

Appendix G-Home Team Biographies & Contact Information

Malad Community Review Home Team Members

Health Care Home Team Members

Dr. Gerald Goodenough, MD, MSPH, currently serves as an Oneida County Commissioner and is a retired physician, medical administrator of HealthWest, and Professor of Family Practice. He received a BA from University of Washington, MD from University of Colorado and MSPH from U of U. He is concerned with the about the community support for a full-service hospital and the workforce needed to provide adequate medical care to the community.

Todd Winder, CEO of Oneida County Hospital, has been active in health care for over 20 years. He is married to Brenda, and has four children and one grandchild. He received a bachelor's degree from BYU and masters degree from American Intercontinental University.

Sherri Harrison manages the human resources for Oneida County Hospital. She received an associates Degree from Dixie College in St. George, Utah in 1975, and then a Bachelors Degree in Psychology, Child Development and Family Relations from BYU in Provo. She lives in Idaho Falls with her husband, Marc, and has 7 sons and 4 grandchildren.

Louis Dredge, OCH Board of Trustee's chairperson and treasurer for the Oneida County Ambulance, holds a BS from BYU and is certified as an Advanced EMT-I. Louis has 7 children and is married to Marla.

Economic Development Home Team Members

Denton Sonke is married to Anita, and has two children. He attained a BA from Whittier College where he said he majored in basketball and baseball. Bishop California benefited from his service as the Chamber of Commerce Executive Director for 12 years. He retired from Morgan Stanley in 2002 as a financial advisor for 17 years, and now currently serves as a real estate agent with Mountain Valley Realty. All and all, Denton has been heavily involved in community work for over 30 years.

Marvin Hess, owner of Hess Pumice since 1970, holds a BS in Civil Engineering form the U of U. He is registered as a Professional Civil Engineer in the State of Idaho as well as a Resident Engineer for the department of highways. Marvin served as the president of the Malad Valley Chamber of Commerce as well as the mayor of Malad City. Currently is oversees the Oneida County Translator Board. Marvin is married and has three children and several grandchildren.

Richard Westerberg has held position of Four County Economic Specialist for five years. In January 2007, he will add Franklin County Commissioner to his resume.

Appendix G-Home Team Biographies & Contact Information

Richard is married to Julie, has six children and one grand daughter. He retired from PacifiCorp AKA Utah Power as Manager.

Rauhn Panting holds both a BA and MS in Animal Science from USU. Currently he is the U of I extension agent from Oneida County, a position he has held for 28 years. Oneida County benefits from his heavy involvement in the 4-H livestock program and several civic. He is married with 4 children.

JaLyn Weeks devotes hundreds of hour to improve the lives of many young people from Malad. She is the Oneida Youth Coalition supervisor as well as owner and operator of a preschool. JaLyn earned a BA in Elementary Education from ISU as well a degree in Early Childhood Education. She is married to Bill and has two children.

Lance Tripp established and operates the Tripp Upholstery business in Malad. He is an active participant in the Malad Area Chamber of Commerce where he serves as Vice President. Lance is married to Stacy and they have three children.

Rita Martin, owner of the Malad Dollar Daze, has been a business owner in the area for years. She served and chaired a number of civic organizations, such as the chamber of commerce, as well as being the camp host for the Malad Summit Camp grounds. Rita is married to Neal and has helped raise ten children. She also proudly talks about her 24 grandchildren and 2 great grandchildren.

Kathy Ray, administrative assistant for Malad City/Oneida County Economic Development for 11 years, earned a BA from ISU in Secondary Education. Kathy served as a VISTA Volunteer for four years and is a graduate of the Northwest Community Development Institute. She is active with civic responsibilities, and is married to Scott and they have four children.

Infrastructure Home Team Members

Mayor Spence Horsley, Malad City Mayor, has helped move Malad City forward for the past three terms. He graduated from ISU with a BS in Speech Pathology and Audio logy. For the past 30 years, Mayor Horsley has owned and operated the Horsley Funeral Home. He also serves as the Oneida County Coroner, which he has done for 28 years. He married and has six children and several grandchildren.

Tom Jenkins, Malad City Councilman for the past six years, earned a BS in Business Information Systems/Information Systems Management from USU. He has worked for ATK Thiokol, Inc. as a Computer System Analyst for 20 years. He is married and has several children, as well as being active in civic organizations.

Julie Brewster has given 25 years to Utah Power as the Community and Economic Development Manager. She resides in SLC, Utah, but her responsibilities cover the communities located in Utah, Southeast Idaho and Wyoming. She earned a BS in business from U of U. Julies is married with two children and one grandchild.

Appendix G-Home Team Biographies & Contact Information

Scott Danielson is the Control System Engineer for Hess Pumice. Scott graduated from University of Arizona with a BS in Electrical Engineering. He married to Tricia and together they have two children.

Rob Hess has kept the city in working order as the Superintendent of Public Works for 3 years. He earned certifications as Drinking Water Operator Class 1 and Waste Water Operator Collection Class 1. He is married to Kathy and has two children and one foster child.

Susan Wittman, a certified Municipal City Clerk for 18 years, basically runs Malad City. She has been employed with the city for over 27 years and has an extensive knowledge base. She is married to John and has four girls and two young sons.

Dallan Nalder serves as the Oncida County Commissioner and has done so for the past two years. He is native born to Holbrook where her currently farms and ranches. His wife's name is Cindy. Together they have four children and five grandchildren.

Mike Williams, Malad City Councilman for the past four years, received a BS in Agriculture Economics. Mike is the spearhead for the Malad Welsh Festival as well as serving in other community aspects. He is married to Tammy and has five children.

Larry Thomas is co-owner of Thomas Electric and has served as a city councilman for nine years. He received an associate's degree from Utah Technical College. Larry is married to Wendy and has six children and one grandchild on the way.

Julie Williams is the coordinator for the Southeastern Idaho Community Action Agency (SEICAA) and has served as such for the past four years. She holds a Family Development Specialist Certification and is an Endangered Youth Seminar graduate. In her spare time, she keeps the Malad Chamber of Commerce on track as their secretary. Julie is married and is raising two children.

Appendix H-Visiting Team Biographies

Aaron Scheff

Infrastructure Visiting Team

Brownfields Specialist

Idaho Department of Environmental Quality

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Aaron has Bachelor's degrees in geology and marketing from Miami University (Oxford, Ohio) as well as a M.Ed. from Arizona State University. His experience includes teaching secondary school and university science courses, private environmental consulting, and managing the Idaho Division of Health's Environmental Health Education and Assessment Program (EHEAP). Aaron's work with EHEAP focused primarily on mitigating the potential impact of environmental contaminants on community health through outreach and education. As DEQ's Brownfield Specialist, Aaron assists local governments and communities with their efforts to inventory, assess, clean up, and redevelop contaminated properties (Brownfields). In the past, he also worked in DEQ's source water assessment program. The purpose of this program is to identify and protect against potential sources of public drinking water contamination.

Andrea Graham

Economic Development Visiting Team

Member, Board of Directors

Idaho Commission on the Arts

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Andrea Graham is an independent folklorist based in Pocatello, Idaho, where she provides consulting, planning, research, fieldwork and writing services and undertakes independent projects. Clients include the South Dakota Arts Council, the Nevada Arts Council, the Idaho Commission on the Arts, the Bear River Heritage Council (Logan, UT), the Great Basin Heritage Area (Utah and Nevada), Ink People Center for the Arts (Eureka, CA), the University of South Dakota Institute for American Indian Studies, the Idaho Transportation Department, the Utah Humanities Council, and the Western Folklife Center (Elko, NV). Ms. Graham served as the Folk Arts Program Coordinator for the Nevada Arts Council from 1990 through 2000, where she conducted field research with folk artists and communities throughout the state, oversaw the Nevada Folk Arts Apprenticeship Program, produced public presentations of folk arts including festivals, exhibits and publications, maintained an archive, and served as a resource and advocate for traditional arts and artists. Prior to her time at the Nevada Arts Council, Ms. Graham worked as a folklife consultant in Nevada, and before that worked for regional and state folklife programs in Virginia, Tennessee and Florida. Her research interests focus on rural western traditions and communities, particularly material and occupational culture. She is currently an At-Large Member of the Idaho Commission on the Arts, and served for three years as co-convenor of

the Public Programs Section of the American Folklore Society. She holds an M.A. in Folklore and Folklife from the University of Pennsylvania, and has worked in public folklore since 1980.

Brian Dale

Coordinating Team

Operations Specialist

U.S. Dept. of Housing & Urban Devl.

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Brian has been involved with the Idaho Community Review process since its inception, participating in nine reviews. He was a co-team leader for the Rexburg review. Brian is currently a member of Idaho's Governor's Coordinating Council for Families and Children. Additionally, he has worked with numerous local, regional, and national disability councils, advisory committees, and coalitions, and he served as Executive Director of the Utah Statewide Independent Living Council. A certified community developer (CCD), Brian has a B.A. from Westminster College (in Missouri) and attended Community Builder training at the John F. Kennedy School of Government at Harvard University.

Brian Miller

Infrastructure Visiting Team

State & Federal Aid Manager

Idaho Department of Parks & Recreation

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Brian has been employed by the Idaho Department of Parks and Recreation for more than 28 years. He worked in park operations for 10 years, serving as a Park Ranger, Assistant Park Manager and Park Manager. In those positions, Brian worked in seven state parks, culminating his service as Manager of Three Island Crossing State Park. Brian has been working in grants with IDPR for 19 years, first as the Program Coordinator for the Idaho Recreational Vehicle Program, and in his current position as State and Federal Aid Manager. In this position he supervises a staff of 4 in the administration of all granting activities for the Department.

Brian received a B.S. in Recreation from the University of Idaho in 1975, and M.S. in Recreation Resources Management from Slippery Rock University in 1976.

Dale Dixon

Coordinating Visiting Team

Executive Director

Idaho Rural Partnership

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Dale is an Idaho native and lives with his wife and two children in Nampa. He was named executive director of Idaho Rural Partnership in January, 2005. The organization operates under a Federal Statute and Governor's Executive Order with a mission to join diverse public and private resources in innovative collaborations to strengthen communities and improve life in rural Idaho.

Dale has 16-years of broadcast news and media communication experience working in radio and for CBS, ABC, & NBC-TV affiliates. Dale has traveled extensively covering a variety of stories ranging from humanitarian efforts in Romania to refueling B1 Bombers over Canada en-route to Bosnia.

Dale is an Associated Press and Idaho Press Club award winner and was named an Idaho Business Review 2004 Accomplished Under 40 recipient.

Dale Lish

Economic Development Visiting Team

Business Loan Specialist

USDA - Rural Development

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I was born and raised on a dry farm/cow-calf operation in Southeast Idaho and graduated from Marsh Valley High School. I attended Utah State University, Logan Utah and graduated with a B.S. degree in Agricultural Education/Business. My wife (Nickie) and I have 4 children and we reside near Arimo. I began my career with USDA as an Agricultural Credit Officer (Farmers Home Administration (FmHA)) working in both the Jerome and Preston offices (5 years). I then transferred to USDA Rural Development as a Community Development Specialist (Pocatello) and worked in the single family housing program area (2 years). In 1997 I transferred to the Blackfoot office as a Business Loan Specialist (8 years) where I worked with both private businesses and rural communities on economic development projects. I am currently an Area Director (Rural Development - Blackfoot) and have responsibilities for the 16 eastern counties of Idaho.

Dale McFarland

Health Care Visiting Team

Chairman

Area Agency on Aging

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NO BIO PROVIDED

Dr. Neill Piland

Health Care Visiting Team

Research Professor

Idaho State University

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Neill F. Piland, Dr. P.H. is Research Professor at the Institute of Rural Health at Idaho State University and previous to that, Director of the Medical Group Management Association (MGMA) Center for Research. A Health Economist and Health Services Researcher, he received his Doctorate in Health Services Administration from UCLA and also holds Masters Degrees in Public Health and in Economics. He has been Principal Investigator for more than thirty-five major research and demonstration projects including evaluation of quality of care in

Arizona's Medicaid managed care experiment (AHCCCS); the New Mexico project for the Community Intervention Trial for Smoking Cessation (COMMIT) and a national study of Physician Profiling supported by the Robert Wood Johnson Foundation. He has authored or coauthored over ninety peer reviewed journal articles, four books and numerous book chapters on health care delivery, health promotion and health care financing. He currently is Principal Investigator for the Idaho Bioterrorism and Emergency Preparedness Program (IBAPP) and is directing economic analysis for the Institute of Rural Health's Telehealth, Real Choices, National Center for Child Traumatic Stress and Health Information Technology programs.

Julie Brewster

Infrastructure Visiting Team

Community Development Manager

Rocky Mountain Power (formerly Utah Power)

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A Community Development Manager for PacifiCorp's Utah, Wyoming and Idaho service territories, Julie Brewster works with communities to increase capacity for economic development through organization and leadership development training, infrastructure and industrial park development, business retention and expansion and strategic planning. She has worked in this capacity for 17 years.

Julie is a professional meeting facilitator, trained in Cambridge, Mass. by Interaction Associates. She has conducted strategic planning, visioning and community development planning efforts in over 80 communities in Utah, Idaho, and Wyoming. Julie worked with consulting engineers to develop a comprehensive Industrial Site Evaluation Feasibility Study and has sold the product to 38 communities in Utah, Idaho and Wyoming. She assisted in developing a companion product to help communities plan and visualize an industrial park on paper.

Julie has assisted on several major projects, including:

Helping the Wyoming Business Council develop criteria and direction for state economic development

Helping the Salt Lake Council of Governments, which included mayors and county commissioners, develop a funding plan to rebuild the I-15 corridor

Working with Salt Lake County Commissioners and the SL County Council of Governments to put a light rail funding initiative on the ballot Julie began her career with Utah Power in 1980 as a Home Energy Advisor and has worked in community development since 1989. She graduated from the University of Utah with a B.S. degree in Consumer Studies and a minor in Business. She holds an active real estate license.

Julie Neff

Infrastructure Visiting Team

Single Family Housing Specialist

USDA-Rural Development

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Julie has been employed by USDA Rural Development for 15 years. As a Single Family Housing Specialist for USDA Rural Development she works with private lenders, Realtors, contractors, and Non-profit entities in communities throughout Bannock, Bingham, Bonneville, Butte, Custer, Oneida, and Power Counties and the Fort Hall Indian Reservation. Julie's focus is helping individuals finance, build, or repair their homes.

Kit Kamo

Economic Development Visiting Team

Business Development Specialist

Id. Dept. of Commerce & Labor

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Kit Kamo is a Business Development Specialist for Idaho Commerce & Labor covering regions IV, V, and VI and one county in region III. Kit was previously involved in rural community and economic development in Eastern Oregon for over 9 years. She holds a Bachelor of Science Degree in Ag-Business Management and Natural Resource Management. Kit has lived in the Western Treasure Valley since 1976.

Lance Holmstrom

Infrastructure Visiting Team

Deputy Administrator

Local Hwy Technical Assistance Council

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Lance has an undergraduate degree from BSU in Public Administration, and a Masters degree in Urban Planning from the University of Oregon. He has been a practicing planner for more than 20 years in Idaho, Oregon and Washington. He has experience in housing, economic development, and land use planning, but has specialized in transportation planning for the last 15 years. Lance grew up in Midvale Idaho, and graduated from high school with a class of 19. His great grandparents homesteaded in the Middle Valley as it was then known in 1876. Last year he moved to Boise to become the Deputy Administrator for the Local Highway Technical Assistance Council. Prior to joining LHTAC, Lance spent nine years in the Idaho Falls area as the senior transportation planner for the Idaho Transportation Department's District 6 office. He helped develop ITD's corridor planning process and worked closely with local officials to solve transportation problems.

Laura Rowen

Health Care Visiting Team

Primary Care Program Manager

Id. Dept. of Health & Welfare

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Laura Rowen has held the position of the Primary Care Program Manager with the Idaho Department of Health and Welfare since April of 2000. She works closely with state and community partners and health care

professionals to identify resources, provide technical assistance, and strengthen health care delivery in primary medical, dental and mental health care services. Through the Primary Care Program, data is collected to describe the primary health care infrastructure, and to identify where health disparities and barriers to access to care exist throughout the state.

Prior to her position with the State of Idaho, Laura worked for the American Refugee Committee on the Thai/Cambodia border, as the Health Education Coordinator for a displaced population of 35,000. She collaborated with local health officials, other non-profit groups, Thai government agencies and camp authorities to assure appropriate health resources, health education and disease control were in place for the refugee population and surrounding community.

Laura received her Masters in Public Health from Tulane School of Public Health and Tropical Medicine, and her B.S. in Physiology from Michigan State University.

Liisa Itkonen

Health Care Visiting Team

Senior Env. Projects/H2E Coord.

Id. Dept. of Environmental Quality

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Liisa has a Ph.D. in Environmental Sociology from Washington State University as well as a MA in Social Policy from the University of Helsinki, Finland. She is a native of Finland and has lived in Idaho for the past 13 years. During her studies she conducted research on feasibility and effects of community energy projects, community impacts of logging, and on citing of a regional landfill. She currently coordinates the Department of Environmental Quality's Hospitals for a Healthy Environment (H2E) project in Idaho. She assists health care facilities through outreach, education and technical support. During her tenure with DEQ, Liisa has also worked with small community compliance assistance issues, agency strategic planning, and policy development and analysis.

Lori Benfiet

Health Care Visiting Team

Community Development Representative

Zions Bank

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Lori Benfiet is the Community Development Representative for Zions Bank . She works with in the state of Idaho to make sure Zions is meeting the needs of all citizens. She also works to develop capacity and to help create and maintain affordable housing projects, support small business development, and community devel-

opment . In addition, Lori offers assistance to non-profit entities in board development, strategic planning, financial management and project development.

Lori has 15 + years of experience in banking. Her experience also includes being a licensed real estate agent, licensed general contractor and controller.

Margaret Ganyo

Health Care Visiting Team

Executive Director

United Way of Southeastern Idaho

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Margaret Ganyo grew up in a small farming community in west central Minnesota and completed her undergraduate studies in Political Science and Spanish at Central College in Pella, Iowa. She spent three years in the mid-1980's studying and working in Granada, Spain. Part of her work was for a Deputy of the European Parliament prior to the Parliament gaining legislative authority.

Margaret received her law degree from Santa Clara University School of Law in northern California and practiced law for six years in Washington State and Utah. Margaret is the executive director of the United Way of Southeastern Idaho in Pocatello. Prior to her current position, Margaret's experience includes being Director of Pro Bono Services for Utah Legal Services; an adjunct professor at the University of Utah's College of Law; and community resource developer for Pocatello Neighborhood Housing Services.

Margaret is married to Mike Denning, a native of Grant, Idaho and graduate of the Idaho State University School of Business. Mike is the general manager of Pacific Steel in Pocatello. The couple has two sons—twenty-one year old Adam who studies and works in Pullman, Washington, and fifteen year-old Taylor who is a rollercoaster enthusiast and Internet-based advice columnist.

Rodney Ashby

Economic Development Visiting Team

International Trade Analyst

Id. Dept. of Commerce & Labor

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Rodney holds a BS in Communications from Brigham Young University-Idaho and is pursuing a Master of Public Administration degree from Boise State University, emphasizing courses in Community and Regional Planning, as well as Economic Development. He has been with Idaho Commerce and Labor since January of 2005 and serves as the state's international trade analyst. Rodney helps small businesses in rural Idaho deter-

mine international market feasibility and assists them in becoming globally competitive.

Steve Brown

Economic Development Visiting Team

Regional Director

U.S. Senator Larry Craig

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Steven Brown resides in Pocatello where he serves as the Regional Director for United States Senator Larry Craig. He has worked as the liaison between the Senator and his constituents, government officials at all levels, groups and organizations, business and industry.

Steve loves the variety of people he gets to work with; from ranchers to rocket scientists, miners to intelligent interface technicians and construction workers to life experienced seniors. There is never a shortage of topics to deal with and everyday is a new adventure.

Steve also owns and operates a graphic design and marketing company which specializes in booklet and newsletter formats and production, direct mail, fund-raising and political campaigns.

He currently serves as chairman of the Pocatello Development Authority, a board which stimulates and builds economic development in Pocatello. He is chairman of the Bannock County Republican Party, a member of the school board for the Academy Charter School and is a member of the Southeast Idaho Veterans Advisory Committee. Steve is currently being appointed to sit on the Board of Directors for the Bannock Development Corporation,

Steve is married to the former and still gorgeous Julia Dixon. They have two beautiful daughters, Sarah and Rachel and three mostly handsome boys, Bryson, Joshua and Nathan. As much as he loves working for Senator Craig, he loves fishing and spending time with his family in the great outdoors just a tad bit more.

Sue Rhodes

Health Care Visiting Team

Associate Director

Idaho Area Health Education Center

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Sue Rhodes joined Idaho Area Health Education Center (AHEC), a program of Mountain States Group, in 2004. She serves as Associate Director of the Center and coordinates rural health professional recruitment and

retention efforts for Idaho through a grant with the Idaho State Office of Rural Health and Primary Care. She is a member of the Idaho Public Workforce Development Project and is editor of the Idaho AHEC publication, Frontier Footnotes. Sue is the Idaho liaison to the National Recruitment and Retention Network (3RNET). She served as a member of the planning committee for the Northwest Regional Rural Healthcare Conference in Spokane and is also a member of the Elder Abuse Summit planning committee. Sue has eight years of experience at Boise State University's Department of Nursing as Management Assistant to the Department Chair. Sue received her BS degree in Community Health with an emphasis in gerontology and a minor in Music from the University of Northern Colorado in Greeley. Sue's professional research interests include gerontology, music therapy, and health professional shortages in rural Idaho.

Susan Lorenz

Infrastructure Visiting Team

Economic Development Director

Southeast Idaho Council of Govts.

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Susan is the Economic Development Director for Southeast Idaho Council of Governments (SICOG). She has been with SICOG for five years, providing services to cities and counties in the seven counties of Southeast Idaho. Services include project development, creation of funding packages, grant writing, administration of grants and other funds, comprehensive development plans, environmental reviews, resolve issues with governmental agencies, drive projects when human capital is in short supply, conduct workshops and other "as needed" projects.

Susan has a Bachelor of Administration with double major in Marketing Management and Organization along with a Masters Degree in Public Administration. She is a graduate of Northwest Community Development Institute. Susan has an extensive background in insurance and health care.

Tom Putnam

Economic Development Visiting Team

Community Development Manager

Partners for Prosperity

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Tom has worked with Partners for Prosperity for the past two years, during which time he has been engaged in community development work and research at a grassroots level. His experience has been in researching and addressing the issues and indicators associated with poverty. His current job position requires community development work, especially organizing and developing viable working groups across Eastern Idaho. Tom then works with these regional groups to discuss and address the issues of poverty as it affects the region.

Wayne Hoffman

Coordinating Visiting Team

Special Assistant to the Director

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