

Twin Falls Community Strategic Plan



March 2018

Focus Area 1 – Healthy Community (HC)

2030 Vision: Twin Falls is a community with a broad-based commitment to the long-range health of its citizens and visitors. A wide array of activities exists through private, non-profit, and public entities, as well as partnerships among them, which lead to a healthy, well-rounded community.

Water, sewer and other public facilities function at a high level ensuring the public health benefits of that infrastructure are well-maintained and kept in compliance with acceptable standards. Community design standards facilitate individuals' commitment to maintaining a healthy life-style. Acute care and emergency response programs and infrastructure are maintained at the highest level and an active community-wide consciousness exists to help people make positive choices with respect to substance abuse of all kinds. Recreation, arts, and non-profit organizations contribute to a healthy community, as well. They attract and keep a skilled workforce and round out residents' interests in the outdoors and the arts.

2012 Condition: Reflecting national trends, statistics prepared by the South Central Health District demonstrates that the Twin Falls population continues to face substantial challenges with respect to individual and community health. Relative high incidence of various cancers, diabetes, high blood pressure and smoking suggest long-term health-related problems for the community as well as the growing economic costs associated with such conditions.

The community has worked hard to maintain compliance with regulations for their water and sewerage systems but continuing changes in standards has created facility and cost pressures.

The City and County have been active in the development of a trail system but it remains incomplete and disjointed. The urban design of the community tends to require vehicle use for most activities and discourages walking.

2017 Condition: While still reflecting troubling national trends in health outcomes, a number of independent actions have been taken across the Twin Falls community to start addressing these issues. The community's major healthcare provider, St. Luke's Magic Valley Medical Center, conducted a Community Health Needs Assessment focusing on their broad service area that includes Twin Falls. That assessment highlighted a number of specific health trends that warrant a broad-based community response. Of particular concern is the still-increasing problem of obesity, particularly child obesity. Mental health issues were highlighted as a growing concern with an under-developed response system. The Assessment recognizes that an effective response to the issues identified will require a multi-faceted response from a variety of stakeholders in the community.

In recognition of these challenges, St. Luke's has established a Center for Community Health and has hired a Community Health Manager to coordinate the disparate actions impacting this issue.

Tangible steps have been taken to enhance community infrastructure to facilitate more healthy life-styles. The City has updated its master plan for bicycle and pedestrian facilities and significant investment has been made in expanding those facilities by both local government and community organizations. The City has updated its Comprehensive Land Use Plan with new policies to encourage higher densities where appropriate in support of a less auto-oriented urban design scheme.

The City has invested substantially in improvements to its water and wastewater facilities since 2013. The Twin Falls Fire Department has reoriented that organization's role in emergency medical response as well as providing a new focus on the prevention of unhealthful circumstances.

The need for a community recreation center was highlighted in the 2013 version of the Strategic Plan. A lack of agreement of what such a facility should include stifled progress. Conversations in the community suggest this facility is of widespread interest. This level of expressed interest has prompted the City to establish an Ad Hoc Committee to explore the issue in depth and bring back recommendations to the City Council for their final consideration.

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal HC1: The City will be an effective partner in a broad-based focus on community health.					
Initiative HC1.1: The City will provide and maintain facilities that support healthy lifestyles through the implementation of the Parks and Recreation Master Plan.					
	Objective HC1.1.1: Seek opportunities to expand trail systems (Canyon Rim, Rock Creek, Auger Falls, etc...) as a way to promote healthy and active lifestyles.	○	P&R	💰	✋
	Objective HC1.1.2: Identify and make plans to acquire property for a community park, as defined by the Parks & Recreation Master Plan.	②	P&R	💰	✋
	Objective HC1.1.3: Develop and implement a comprehensive maintenance plan for the City's park and recreation facilities.	①	P&R	💰	✋
	Objective HC1.1.4: Develop and implement a capital improvement plan for desired amenities to existing parks and recreation facilities.	①	P&R	💰	
	Objective HC1.1.5: Work with the development community to acquire future neighborhood park sites that are strategically located to meet the community's needs and the recommendations identified in the Parks & Recreation Master Plan.	○	P&R		✋
Initiative HC1.2: The City will provide facilities, programs, and services that support healthy lifestyles.					
	Objective HC1.2.1: Expand recreation and aquatic programming to meet the needs of our diverse community, including our active adult population (55+).	①	P&R	💰 👤	
	Objective HC1.2.2: Work with partners to promote programs and services designed to build a culture of well-being and target specific health needs.	○	P&R		✋ ⓘ
	Objective HC1.2.3: Continue to gain input and respond to public interest and community partners in emerging healthy lifestyle facilities and activities.	○	P&R		✋ ⓘ
Initiative HC1.3: The City will explore options for creating a community recreation center.					
	Objective HC1.3.1: Work with advisory committee to develop a recreation center feasibility study that identifies community needs and support, potential locations, and potential partners and funding options.	①	P&R	💰	✋ ⓘ

Focus Area 2 – Learning Community (LC)

2030 Vision: Twin Falls is a community that consciously supports an individual’s pursuit of intellectual as well as personal and professional growth. The formal education system is well supported and prepares the youth of the community to effectively function as a contributing member of society and a wide array of public and private institutions support a life-long pursuit of knowledge and skill development. Programs are in place to ensure the maximum level of success possible in meeting educational standards. Twin Falls continues to be known as the training center for our local economy.

2012 Condition: High school graduation rates, as well as the percentage of people possessing a bachelor’s degree or higher, is below comparative outcomes in the state and national data. Future economic viability of the community demands a highly trained and technically competent workforce. High regard exists in the community for both the school system and the community college, yet their efforts to meet evolving demands require enhanced support. Other, non-traditional sources of learning need to be identified and supported.

2017 Condition: Graduation rates remain focused on preparing students for post-secondary opportunities, including work force development and training. Classes for those needing enhanced language skills are not available in locations and at times needed. The community has shown support through voter support of bond issues for new and upgraded schools across the District. The College of Southern Idaho (CSI) remains a venerable institution in the community. New leadership at the Twin Falls Public Library suggests a more collaborative atmosphere, and therefore, an increasing role for that institution. Initial conversations have been held with Idaho Universities regarding the potential for expanded presence in the community.

A new recognition has developed regarding the importance of substantially enhanced levels of communication among the various providers and consumers of knowledge generation in all forms.

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal LC1: Extend the knowledge base of city government in support of a learning community.					
Initiative LC1.1: The City will support efforts of others in creating a well-educated and trained community.					
	Objective LC1.1.1: The City will support the College of Southern Idaho in its effort to educate the community, responding to diverse needs of citizens and responding to workforce needs.	①	EcDev		✋
	Objective LC1.1.2: The City will support the Twin Falls School District (TFSD) in its effort to expand career paths, preparing students for a livable wage employment, ensure future jobs/career needs are being met with a focus on sustainable wages.	①	EcDev		✋
	Objective LC1.1.3: The City will provide mentoring and internship programs.	●	HR		✋
	Objective LC1.1.4: The City will support the community's efforts to ensure local students can stay in the community or return later in life.	●	EcDev		✋
Goal LC2: Maximize capacity of Twin Falls Public Library as community learning center.					
Initiative LC2.1: The City and Library will enter into a memorandum of understanding defining how the Twin Falls Public Library will support the Community Strategic Plan and how the City will support such efforts.					
	Objective LC2.1.1: Library, the College of Southern Idaho (CSI), the TFSD and others, will educate citizens about programs available, including ESL, Adult Basic Education, and others, to be identified.	①	PIO		✋
	Objective LC2.1.2: Twin Falls Library will investigate "Drop-In" classes, in conjunction with CSI, TFSD, and others to be identified. Include information on the City website.	①	Lib		✋
	Objective LC2.1.3: Library will research and provide information on community resources and educational opportunities. The City will work with Library to establish strategic locations, through the use of kiosks, throughout the City to provide this information to citizens.	①	Lib/ PIO	💰	✋

Focus Area 3– Secure Community (SC)

2030 Vision: Twin Falls is a community where people feel safe and, in fact, enjoy a high level of safety. Effective partnerships among the professional public safety organizations, individuals and groups of private citizens help ensure broad-based, effective involvement in crime and fire prevention, building code review and enforcement and quality of life issues. Community education and civil engineering efforts continue to show positive results in traffic, bicycle and pedestrian safety experience.

Continued investment in professional development of our staff as well as in public safety systems, infrastructure and technology has ensured a robust emergency response capability.

2012 Condition: The community invests significantly in systems that ensure the safety and security of inhabitants, businesses and visitors. Police and Fire services are of a high quality and a competent building permit process ensures long-term structural integrity of building constructed in the community. However, a recent period of severe fiscal limitation has strained these systems to maintain the level expected by community members. A primary focus on the basics has resulted in a less than adequate level of communication between the service providers and those relying on them.

2017 Condition: The City has made substantial progress in their efforts to retain highly qualified individuals employed in their public safety services through adopting compensation levels that are more competitive in the statewide market. The Fire Department has completed a Fire Service Master Plan for the community calling for significant investment in those systems to ensure a fully functional organization faced with unprecedented residential, commercial and industrial growth.

The City has constructed a new Public Safety Headquarters through the renovation of the former City Hall. Investments have been made in various technology systems, but further enhancements are needed to help the communications and records system efficiently support the increasing demands on public safety personnel. The economic recovery has produced a significant demand for the services of the Building Department in processing applications and conducting required inspections resulting from the permits issued.

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Goal SC1: Maintain public safety at the highest practical level.					
Initiative SC1.1: The City will be a public safety leader.					
	Objective SC1.1.1: The City will lead regional public safety service interoperability efforts, including accreditation, certification, training and facilities.			FD/PD /CO	
	Objective SC1.1.2: The City will actively engage mutual aid agreements and memoranda of understanding with other public safety entities.			FD/PD /CO	
	Objective SC1.1.3: The City will maintain support for the SRO program in partnership with the Twin Falls School District.			PD	
	Objective SC1.1.4: Foster relationships with other jurisdictions to enhance uniformity in the enforcement of building codes.			BSD	
	Objective SC1.1.5: The City will develop a community response to mental health, drug, and alcohol related issues.			FD/PD /CO	
	Objective SC1.1.6: Address traffic related safety, including bicycles and pedestrians, utilizing existing transportation documents, such as Manual of Uniform Traffic Control Devices (MUTCD).			E/PD	
Initiative SC1.2: Work to realize national response guidelines within our service area.					
	Objective SC1.2.1: Evaluate current response zones for all public safety emergency responses, including EMS.			FD/PD	
	Objective SC1.2.2: Partner with relevant communications centers to develop mechanisms to improve communications and dispatch information.			CO	

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Initiative SC1.3: Maintain an all hazards response Fire Department.					
	Objective SC1.3.1: Maintain rope rescue, hazardous materials, trench rescue training and certification.	○	FD		ℹ️ 👋
	Objective SC1.3.2: Train and certify in new response areas where there is a demonstrated need, like water rescue response.	②	FD	👤👤👤 💰	ℹ️ 👋
Initiative SC1.4: Improve victim outreach, reporting, and victim notification.					
	Objective SC1.4.1: The Police Department will enhance victim outreach through victim notification.	①	PD	💰	
	Objective SC1.4.2: The Police Department will establish a digital evidence submittal system, making crime reporting easier for citizens.	①	PD	💰	
	Objective SC1.4.3: The Police Department will establish online crime mapping and online crime reporting.	①	PD	💰	
Initiative SC1.5: Utilize data driven decisions to drive precision policing strategies.					
	Objective SC1.5.1: The police department will enhance departmental capacity to effectively use data	○	PD	👤👤👤 💰	
	Objective SC1.5.2: The Police Department will use a data based approach to improve officer deployment and resource allocation.	○	PD	👤👤👤 💰	
Initiative SC1.6: Develop and maintain a program to cross train Code Enforcement Officers, Animal Control Officers and Community Service Officers for more efficient and effective customer service.					
	Objective SC1.6.1: Develop regular training on State and City Codes for appropriate staff and community members.	①	CE		ℹ️ 👋

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Initiative SC1.7: The City will provide high quality prevention programs and public education.					
	Objective SC1.7.1: The Building Safety Department will maintain and enhance working relationships with the Planning, Engineering, Fire, Police and Code Enforcement Departments to improve code enforcement and plan review.	○	BSD		👋
Goal SC2: Maintain safe public facilities and parks.					
Initiative SC2.1: The City will improve public facility safety.					
	Objective SC2.1.1: Remove or diminish physical hazards at public facilities.	○	All	💰	
	Objective SC2.1.2: Improve security and reduce vandalism at parks and other facilities through the use of lighting, cameras, alarms, trail markers, or other appropriate systems.	1	P&R	💰	
	Objective SC2.1.3: Incorporate new technology to aid in the airport's security and safety systems.	○	Air	💰	👋
	Objective SC2.1.4: The City will enhance child safety through the use of background checks on all coaches and instructors of youth activities.	○	P&R	💰	
	Objective SC2.1.5: The City will increase public awareness of safe vehicle, bike and pedestrian practices on trails, shared use paths, bike lanes and crossings through signage, education and media efforts.	1	P&R	💰	📢 👋
	Objective SC2.1.6: Implement a Safe Routes to Schools (or equivalent) program.	1	Eng	💰	👋
	Objective SC2.1.7: Enhance security at the airport, including compliance with changing federal regulations.	○	Air	💰 👤👤👤	👋

Focus Area 4– Accessible Community (AC)

2030 Vision: Through effective planning and timely investment, the Twin Falls area has kept pace with the mobility requirements of an expanding and changing population. An integrated and balanced system of transportation modes including bicycles and pedestrians, as well as a modern public transportation system supports the traditional street and highway vehicle users. A commitment to high levels of maintenance of these systems ensure the long-term integrity of public investments made and maximizes the convenience of those dependent upon the proper functioning of these systems.

Effective coordination with a wide array of partners has ensured that regional transportation facilities such as state highways, the interstate system and Magic Valley Regional Airport continue to provide an improving level of convenient access to the area for residents, visitors and commercial interests.

2012 Condition: In addition to significant growth within the community, Twin Falls has evolved into a regional retail and trade center for South Central Idaho and Northern Nevada. While notable investment has been made in transportation system improvements by state and local authorities, demand continues to outpace investment in the street and highway system. Maintenance levels had declined but recent enhancements to budget levels for major street programs have produced positive results. Investment in bicycle and pedestrian facilities has been of lower priority leaving those facilities incomplete.

Only minimal investment has been made in a system of public transportation, that being through the College of Southern Idaho, with the system focused on student transit.

2017 Condition: Continued community growth, coupled with a chronic condition of under-funding and an unusually severe winter, strains the various elements of the transportation system. Street maintenance levels have been increased within budget limitations, but adequate funding levels for these services statewide suffer from a lack of resources. On-going maintenance needs compete with capacity and safety improvements. Discussion of the third bridge linking US 93 to I-84 has resurfaced, but funding for such a significant investment remains elusive.

There is widespread recognition that the minimal public transit system operated by Trans IV by the College of Southern Idaho, is inadequate for current needs and system expansion is not possible, with even current service levels in question with available resources. A growing senior population coupled with other transit dependent groups remains unserved by the current system with critical access needs unfulfilled. In response, the City has conducted a study to look at public transportation options both for the near

and longer-term. Given the dispersed development pattern of Twin Falls, the lack of local funding and limited state and federal support, innovative solutions are called for.

Non-motorized means of transportation are gaining stature. A growing investment in pedestrian and bicycle infrastructure has been made and continued. Significant interest was expressed in the community to place greater emphasis in this area. Funding remains a challenge. The City has retained a consultant to develop a Master Transportation Plan that considers all modes along with operations and maintenance obligations for each. Funding will be a challenge here as well.

With the aid of federal grants, the Magic Valley Regional Airport has invested in its terminal facilities and planning continues for additional capital investment. Service remains limited with just four daily flights to a single destination, Salt Lake City. Additional flights to the south and west are desired, but potential loadings remain insufficient to attract additional service from existing or alternate carriers.

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Goal AC1: Expand transportation network to address motorized, bicycle, and pedestrian demands.					
Initiative AC1.1: The City will update and implement the Transportation Master Plan (TMP).					
	Objective AC1.1.1: Evaluate citizen request and new development for opportunities. Make provision for the transportation needs of the future.	○	Eng		ⓘ 🤝
	Objective AC1.1.2: Identify and prioritize needed multi-modal connections and develop a plan to make those connections.	①	Eng		ⓘ 🤝
	Objective AC1.1.3: Implement capacity and multi-modal improvement projects identified in the TMP.	①	Eng	💰	ⓘ
Initiative AC1.2: The City will implement the master trail plan as a critical element of the transportation system.					
	Objective AC1.2.1: The City will continue to expand and connect bicycle facilities.	○	P&R	💰	ⓘ 🤝
	Objective AC1.2.2: The City will continue to expand and connect pedestrian facilities.	○	Eng	💰	ⓘ 🤝
	Objective AC1.2.3: The City will continue to work with community partners to support the implementation of the master trail plan.	○	P&R	💰	ⓘ 🤝
Initiative AC1.3: The City will plan for an increasing demand for public transportation.					
	Objective AC1.3.1: Evaluate the Public Transportation Feasibility Study results.	①	CM		ⓘ 🤝
	Objective AC1.3.2: Work with transportation community partners to find desired transition from current to future public transportation systems.	②	CM	💰	ⓘ 🤝

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Initiative AC1.4: The City will implement the updated Comprehensive Master Plan policies that support multi-modal transportation options.					
	Objective AC1.4.1: Rewrite Title 10 to accommodate Comprehensive Plan recommendations.	①	P&Z	💰	ⓘ ✋
Goal AC2: Maintain our transportation assets.					
Initiative AC2.1: The City will continue to improve the condition and operation of its streets.					
	Objective AC2.1.1: Continue to utilize our current zone maintenance program.	○	PW	💰	
	Objective AC2.1.2: Perform regular Pavement Condition Index (PCI) "Micropaver" scans of City streets to track pavement condition changes and to prioritize construction and reconstruction of roadways.	○	PW	💰	
	Objective AC2.1.3: Maintain traffic signals, illumination, signing, and striping to meet established standards.	○	PW	💰	
Initiative AC2.2: The City will continue to improve the condition and operation of its sidewalks.					
	Objective AC2.2.1: Continue implementation of the ADA Transition Plan by reconstructing or modifying sidewalk curb ramps.	○	Eng	💰	ⓘ ✋
	Objective AC2.2.2: Continue to offer the sidewalk replacement 50% grant program, and consider expanding the program to non-residential properties.	○	PW	💰	ⓘ ✋
	Objective AC2.2.3: Develop and implement a sidewalk maintenance plan.	①	PW	💰 👤	ⓘ ✋
	Objective AC2.2.4: Maintain roadways and optimize emergency vehicle response during extreme weather and special events.	○	PW	💰	✋

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Initiative AC2.3: The City will continue to improve the condition and operation of its trails.					
	Objective AC2.3.1: Develop and implement a zone maintenance program for trails.	①	P&R	💰	
	Objective AC2.3.2: Enhance trail facilities with support amenities, such as parking, signage, restrooms, benches, water fountains.	○	P&R	💰	ⓘ 👤
Goal AC3: Maintain and improve the Airport.					
Initiative AC3.1: The City will continue to maintain and improve the airport facilities.					
	Objective AC3.1.1: Work with the County and City to maintain protective zoning around the airport, restricting incompatible land uses within the areas impacted by airport operations.	○	Air		ⓘ 👤
	Objective AC3.1.2: Implement the Airport's FAA Master Plan and Capital Improvement Process, and the FAA funded Airport Improvement Program (AIP).	○	Air	💰	ⓘ 👤
	Objective AC3.1.3: Implement the Airport FAA Capital Improvement Plan (CIP) for timely maintenance and development projects.	○	Air	💰	ⓘ 👤
Initiative AC3.2: The City will maintain and improve airport service.					
	Objective AC3.2.1: The City will work closely with air service partners to ensure continued level of service.	○	Air		ⓘ 👤
	Objective AC3.2.2: The City will develop strategies to expand passenger air service through both frequency and destinations.	①	Air	💰	ⓘ 👤

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Goal AC4: Twin Falls will be a leader in the region for transportation planning.					
Initiative AC4.1: The City will prepare for our upcoming Metropolitan Planning Organization (MPO) designation.					
	Objective AC4.1.1: The City will research the impacts of the MPO designation and build partnerships with other affected organizations.	①	CM		ⓘ 🤝
Initiative AC4.2: The City will be aware of and advocate for regional transportation improvements.					
	Objective AC4.2.1: The City will continue to participate in the Southeast Corridor Study process.	②	Eng		ⓘ 🤝
	Objective AC4.2.2: The City will participate in the processes surrounding a third bridge crossing the Snake River Canyon.	②	Eng		ⓘ 🤝
	Objective AC4.2.3: The City will advocate for rerouting US Highway 30 (2 nd Avenues) around downtown.	●	EcDev	💰	ⓘ 🤝

Focus Area 5– Environmental Community (EC)

2030 Vision: Twin Falls exists in an unparalleled natural setting that provides recreational opportunities, solace and inspiration for residents and visitors alike. An on-going commitment to maintaining the natural heritage acknowledges the significance placed upon this aspect of community life by Twin Falls residents. The business community also recognizes the essential role this commitment to our natural setting and proximity to outdoor activities plays in sustaining and expanding the region’s economic vitality.

The community’s commitment to maintaining clean water and clean air continues to set Twin Falls apart from those places allowed to degrade in the face of a growing population.

2012 Condition: The natural setting in which Twin Falls exists is viewed as a precious resource by those who reside in the community. The Snake River and Rock Creek Canyons provide a significant and irreplaceable amenity for the community. Balancing community interest and private property rights in these areas will be a challenge that requires clear vision and broad communication. Maintaining water and air quality in the face of a growing population and business demands has proven difficult. Short-term actions produce long-term consequences. Investment in preserving those things that are valued by the community has proven difficult in a period of significant fiscal restraint.

2017 Condition: The voters of Twin Falls, with an impressive 80% majority, approved a bond issue to upgrade the City’s wastewater treatment plant and associated infrastructure. The work authorized nears completion ensuring the City’s ability to meet its obligations under its discharge permit will continue to be met in the face of unprecedented growth.

A highly successful recycling program has been initiated and continues to prove beneficial to the community at large. Investment in the 600-acre Auger Falls Park in the Snake River Canyon continues at a measured, but limited pace due to resource limitations. However, many people find the minimal development situation as an asset for this large publicly owned space. Access to the Auger Falls area is challenged by a growing traffic demand on an inadequate roadway with conflicts increasing each year.

The industrial pretreatment plant serving the Lamb Weston facility had experienced a series of sewage discharges exceeding permit limits. Negotiations among the company, the City, the Idaho Department of Environmental Quality and the Twin Falls Urban Renewal Agency has seen ownership and operational responsibility transferred to Lamb Weston. This unitary control of the system has resulted in reduced discharges into Rock Creek.

As the community approaches the threshold of 50,000 population a new standard for pollution loading from the City's storm drainage system will come into play. The City will need to meet higher water quality standards at numerous points throughout the community. Much of the City is served by aging and undersized storm water facilities and no dedicated funding source has been identified for an effective response.

The City maintains a system for pressurized irrigation (PI) in parts, but not all, of the community. The PI system, where employed, avoids using treated potable water to keep lawns green. A long-term strategy leading to a more robust water conservation ethic will help the City make better use of a scarce and increasingly costly commodity.

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Goal EC1: Improve the environmental standards of the community.					
Initiative: EC1.1: The City will reduce negative impacts of noise and light.					
	Objective EC1.1.1: The City will explore establishing noise limits including road noise, sewer lids and limiting construction activities to certain hours.	③	Eng/ P&Z		ⓘ
	Objective EC1.1.2: The City will develop and implement a policy that balances the needs between safe illumination and light pollution.	②	Eng	💰	ⓘ
Initiative: EC1.2: The City will employ sustainable land use policies.					
	Objective EC1.2.1: The City will explore the opportunities to increase the use of Xeriscape landscaping.	①	P&Z	💰	ⓘ 👤
	Objective EC1.2.2: The City will implement Land Use Goals from the Comprehensive Plan to protect agricultural lands, the natural environment, and encourage locally productive mixed use/mixed housing developments.	○	P&Z		ⓘ
Initiative: EC1.3: The City will enhance property maintenance levels in the community.					
	Objective EC1.3.1: The City will seek to improve the safety and health of private property conditions through adequate codes, enforcement, public education, and certified and trained employees.	○	CE	👥 💰	ⓘ
	Objective EC1.3.2: The City will emphasize crime prevention through environmental design.	②	P&Z/ CE	💰	ⓘ 👤
Initiative EC1.4: The City will support efforts to maintain air quality.					
	Objective EC1.4.1: The City will create a tree management and replacement plan to increase tree population and ensure appropriate placement throughout the city to reduce conflicts with infrastructure.	①	P&R	💰	👤

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective EC1.4.3: The City will continue to monitor collection systems for odors and mitigate through infrastructure improvements, code modification, education, and community partner relationships.	○	Eng/ PW	💰	ⓘ ✋
	Objective EC1.4.4: The City will explore creating standards for monitoring air quality particulate saturation and associated enforcement policies.	②	Eng	💰	ⓘ ✋
Goal EC2: Support environmental stewardship.					
Initiative EC2.1: The City will develop its assets to support environmental stewardship.					
	Objective EC2.1.1: The City will optimize currently owned surface water rights and explore additional areas throughout the city to convert to pressure irrigation systems.	①	Eng/ PW	💰	ⓘ ✋
	Objective EC2.1.2: The City will explore additional water supply sources to alleviate demand on Blue Lakes Wells and explore opportunities to acquire new rights and mitigate existing protested rights.	①	Eng/ PW	💰	ⓘ ✋
Initiative EC2.2: The City will manage its assets to support environmental stewardship.					
	Objective EC2.2.1: The City will re-examine its water fee structure to reflect the true costs of ongoing and future operations and maintenance.	①	PW/ Fin	💰	ⓘ ✋
	Objective EC2.2.2: The City will optimize City irrigation practices by converting current city parks to pressure irrigation systems and optimizing potable watering techniques to reduce over usage.	②	Eng/ PW	💰	ⓘ ✋
	Objective EC2.2.3: The City will evaluate its recycling program while exploring further opportunities to expand similar types of programs.	○	Fin	💰	ⓘ ✋
	Objective EC2.2.4: The City will increase public outreach and education on proper irrigation practices and times.	○	PW/ PIO	💰	ⓘ ✋

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective EC2.2.5: The City will expand Auger Falls' capacity to include reclaimed wastewater and explore additional opportunities for TSS pond expansion and nutrient removal.	②	Eng	💰	👤
	Objective EC2.2.6: The City will continue partnership and collaboration with Twin Falls Canal Company to enhance water quality and meet regulations.	①	Eng/ CM	💰	📢 👤
	Objective EC2.2.7: The City will continue recycling roadway materials using the latest technology and equipment.	○	PW	💰	
	Objective EC2.2.8: The City will reduce the use of salt and sand through replacement of the latest liquid de-icing agents, producing a corresponding improvement in air and water quality.	○	PW	💰	
	EC2.2.9: The City will maintain and improve existing non-potable pressurized irrigation facilities.	○	PW	💰	
Initiative EC2.3: The City will implement the Water, Wastewater Collections and Treatment System Master Plans.					
	Objective EC2.3.1: The City will continue to develop budgeting strategies in order to fund infrastructure projects.	○	Fin	💰	
	Objective EC2.3.2: The City will evaluate and develop appropriate system-wide redundancies and security.	○	PW	💰	
	Objective EC2.3.3: The City will evaluate and develop appropriate storage capacity.	○	Eng/ PW	💰	
	Objective EC2.3.4: The City will operate, maintain, and improve its systems to meet federal, state, and local standards and to realize the full utilization/lifespan of the facility.	○	PW	💰	

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective EC2.3.5: The City will maintain effective emergency response capability in the case of failed infrastructure or natural disaster.		PW		
	Objective EC2.3.6: The City will continually evaluate system efficiency and make improvements when appropriate.		PW		
	Objective EC2.3.7: The City will continue to appropriately fund the zone maintenance program and support workloads through adequate staffing/contracting levels.		PW		
	Objective EC2.3.8: The City will increase the support and development of GIS/Cityworks.		IS		
	Objective EC2.3.9: The City will develop and improve SCADA instrumentation and controls for key infrastructure points.		IS/ PW		
	Objective EC2.3.10: The City will research, develop, and implement conservation and water reuse policies and procedures.		Eng/ PW		
	Objective EC2.3.11: The City will develop and enhance current and future regional partnerships for water conservation and water/wastewater quality efforts.		Eng/ PW		

Focus Area 6– Prosperous Community (PC)

2030 Vision: A consistent commitment ensuring community residents have access to employment that supports personal and family well-being has resulted in a robust economy based upon the traditional agricultural base of the region as well as an expanded economic base from new fields of endeavor. A balanced focus by a variety of regional partners on preparing the local labor force to effectively function in an era of changing skill requirements as well as on-going investment in required infrastructure has allowed locally based businesses to expand as their business needs dictate while accommodating new industries and businesses into the marketplace.

Twin Falls has continued to serve as the regional retail and professional service center for South Central Idaho and North East Nevada.

2012 Condition: Recent high profile successes in securing significant business investment in Twin Falls has produced needed jobs and tax revenue. Future successes in this area are endangered by certain factors that require attention and investment. Water and sewer capacity does not currently exist to support either industrial or significant residential expansion. Enhanced capacity in the workforce to effectively compete in a more technically oriented labor environment must be pursued.

The historic downtown is highly valued in the community, but it has languished in recent years with expanded commercial competition from other areas in the community. Solutions have been frustratingly difficult to find and implement.

2017 Condition: Significant investment in the City’s wastewater treatment facility and improvements to the water supply system have solved the community’s capacity problems, at least in the near-term. Capacity issues in the water distribution and sewage collection system remain problematic in certain parts of the City.

A major investment in Downtown Twin Falls by the Twin Falls Urban Renewal Agency is underway. Five blocks of Main Avenue have been fully renovated and utilities upgraded. The Downtown Commons will be constructed adjacent to the new City Hall location at Main Avenue and Hansen Street. New investment is being made in the buildings in the downtown area and interest has been sparked among private developers in providing urban density housing in the areas adjacent to downtown. Mechanisms for assisting existing businesses in the downtown with physical improvements are desired as well as creating an organization to manage the maintenance and programming issues of the areas as its popularity expands.

While the investment in the community by two large industrial concerns has boosted employment and overall economic activity, this success has resulted in a severe labor shortage. A major focus on both long and short-term strategies for developing the community’s

workforce is needed. This may be best developed as part of a comprehensive economic development policy and plan involving various segments of the community bringing their unique skills and needs to the table.

One major concern with a potential growing workforce is the current critical shortage of affordable housing to meet even current demands. The issue is addressed in the City's Comprehensive Plan but a concerted effort from all stakeholders will be required if an effective response is to be developed to this problem that is faced by most cities in the western US.

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal PC1: Create and implement a comprehensive economic development plan.					
Initiative PC1.1: Create a process for community input supporting the development of the economic development plan.					
	Objective PC1.1.1: The City will develop a stand-alone digital platform for economic development initiatives.	①	EcDev	💰	ⓘ
	Objective PC1.1.2: The City will support ongoing maintenance of digital platforms to ensure up-to-date information.	○	EcDev		ⓘ 👤
	Objective PC1.1.3: The City will provide resources to conduct effective business and retention and expansion activities.	②	EcDev	💰	
Initiative PC1.2: Create and implement a housing action plan.					
	Objective PC.1.2.1: The City will survey local associations to establish baseline assessment for existing inventory.	①	EcDev		👤
	Objective PC1.2.2: The City will meet with key employers to discuss anticipated needs.	①	EcDev		👤
	Objective PC1.2.3: The City will collaborate with regional service providers to develop a written strategy.	②	EcDev	💰	👤
Initiative PC1.3: Create and implement a workforce development plan.					
	Objective PC1.3.1: The City will leverage state and federal resources to implement the correct programs locally.	○	EcDev		ⓘ 👤
	Objective PC1.3.2: The City will connect local education resources to meet industry needs.	○	EcDev		ⓘ 👤
	Objective PC1.3.3: The City will partner with businesses and organizations to promote talent attraction to Twin Falls.	①	EcDev	💰	👤

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective PC1.3.4: The City will explore mechanisms to enhance planned agricultural research centers to include business and entrepreneurship.	③	EcDev		ⓘ ✋
Initiative PC1.4: Support economic development by working with partners to implement infrastructure improvement projects.					
	Objective PC1.4.1: Create and support stakeholder groups with common interests in system improvements.	②	EcDev	💰	✋
Goal PC2: Revitalize the downtown.					
Initiative PC2.1: The City will provide leadership in the creation of partnership for revitalizing downtown.					
	Objective PC2.1.1: The City will adopt and amend appropriate building and zoning codes that support revitalization of historic structures.	①	P&Z		ⓘ
	Objective PC2.1.2: The City will create forums in which the downtown business community can come together to plan and coordinate with one another.	①	EcDev		ⓘ ✋
	Objective PC2.1.3: The City will continue to support events which activate and enliven downtown.	●	EcDev		ⓘ ✋
Goal PC3: Provide public services that support travel and tourism.					
Initiative PC3.1: The City will seek opportunities for air service improvements and economic development opportunities associated with the airport.					
	Objective PC3.1.1: The City will expand utilities to support economic development around the airport.	②	Eng/ PW	💰	✋

Focus Area 7 – Responsible Community (RC)

2030 Vision: The Twin Falls community has retained its human face as it has grown over time. New residents are welcomed and made to feel part of the tightly knit community. A vital aging population is an active segment of the population.

The community is actively engaged in the various public, private, civic, arts and religious institutions serving the area through volunteerism and involvement in neighborhood and local government activities.

2012 Condition: Communities function best when supported by a committed and involved citizenry working in tandem with responsive and transparent community institutions. Voter participation has been low in recent years and surveys have suggested a need for enhanced levels of communication between government entities and the public they serve. Better understanding regarding what can be expected of government versus what can be best achieved through personal initiative and responsibility can result in a better community and lower cost of government.

2017 Condition: The City has continued its participation in the National Citizen Survey, seeking direct input from the community on services provided. This survey is conducted every two years. However, effective communication of City challenges and successes remains an elusive goal. Voter turnout is low, reflecting national trends for local government. Improving that level of communication is a goal of City officials.

The City has initiated a series of “City Fairs” held in association with other community events allowing City departments to highlight current issues and events. These events have been well attended and need to become a regular part of community dialogues.

There is broad recognition that the community needs identified in this planning process are extensive and are beyond the capability of any individual institution. Strategies for creating effective collaboration among those who have a stake in the outcomes are essential. A means to better align the City’s policy development process with the Strategic Plan might be considered.

Recognizing the on-going competition for limited funding for local government in Idaho, a comprehensive financial plan, exploring all available sources and mechanisms will help support the community dialogue moving toward implementation of the Plan elements.

There is widespread commitment to maintaining existing services and facilities while new demands increase the competition for personnel and financial resources. Mechanisms should be in place to honor commitments to on-going operations as choices are made for resource allocation.

There is widespread belief that the upcoming 2020 census will show that Twin Falls will have surpassed the 50,000 population threshold. As the Central City in the Twin Falls Standard Micropolitan Statistical Area, that threshold will have significant impact upon how the City does business. The impact of that threshold will extend well beyond the corporate limits of the City of Twin Falls, as the region becomes a “Metropolitan Statistical Area”. As such, new requirements will accrue to all public entities within that area that will include Twin Falls County and the cities within it. Jerome County and City are also likely to become part of that Metropolitan Area with all its attendant requirements. It is important for the City, as a regional leader, to develop a clear understanding of the impacts of this change in designation and assist the other entities that may not be aware of the implications for them to prepare. One can assume that the final certification of the new population numbers and the re-designation will not occur until 2022, but early notification and preparation will ensure an easier transition when the time comes.

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal RC1: Engage and Involve the Community.					
Initiative RC1.1: The City will seek the community's involvement in carrying out its responsibilities.					
	Objective RC1.1.1: The City will partner with public events to facilitate "City Fairs."	○	EMT		✋
	Objective RC1.1.2: The City will identify target audiences for specific community involvement efforts. Partner with civic groups and service organizations to communicate openings on commissions and boards, to help fill those vacancies.	○	EMT		ⓘ
	Objective RC1.1.3: The City will enhance and improve City's website to make more "user friendly" and intuitive.	①	IS/ PIO	💰	ⓘ
Initiative RC1.2: Engage our customers and community partners to evaluate the quality of service we provide.					
	Objective RC1.2.1: The City will continue to maintain a strong presence on social media.	○	EMT		ⓘ
	Objective RC1.2.1: Departments will present annual reports to the council and our community.	○	EMT		ⓘ
	Objective RC1.2.3: The City will continue conducting citizen surveys.	○	CM	💰	ⓘ
	Objective RC1.2.4: The City will take advantage of other communication tools to improve customer outreach and to solicit customer feedback.	○	EMT		ⓘ
	Objective RC1.2.5: Collaborate with stakeholders to evaluate customer service processes and discuss possible changes in services offered.	○	EMT		ⓘ

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal RC2: The City will create a focus on the needs of an aging community.					
Initiative RC 2.1: The City will revive and support the community dialogue regarding issues impacting this population.					
	Objective RC2.1.1: The City will partner with citizens from the Twin Falls Senior Center, Office on Aging, St. Luke's Geriatrics, etc., to identify specific needs. Partnerships will be developed with existing organizations to assist with solving senior issues.	①	CM		ⓘ 🤝
	Objective RC2.1.2: The Twin Falls Public Library to offer "Drop-In" classes for senior citizens.	①	Lib		
	Objective RC2.1.3: The Recreation Department will work with CSI and senior groups to provide recreation opportunities, IE: Active Aging.	①	P & R		ⓘ 🤝
Goal RC3: The City will further enhance its fiscal stewardship.					
Initiative RC3.1: The City Council will initiate sessions focusing on the financial policies of the City for staff and elected officials.					
	Objective RC3.1.1: The City Council will identify policies for broader explanation, and Finance will provide training, clarification and transparency.	①	CM / FIN		
Initiative RC3.2: Create and execute sound fiscal plans and accompanying policies that ensure financial resources are allocated in a manner designed to achieve the strategic goals and objectives.					
	Objective RC3.2.1: The City will continue the Long-term Planning Committee review of the Strategic Plan, and the formation of a 5-year spending plan.	○	EMT		

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal RC4: The City will focus on the development and support of community partnerships in response to issues.					
Initiative RC 4.1 The City Manager's Office will identify all issues included within the Strategic Plan where external partnerships will contribute to successful implementation and actively seek effective relationships.					
	Objective RC4.1.1: Create a written partnership plan for execution and annual review.	①	CM		
Goal RC 5: The City will provide regional leadership and support on issues impacting the broader community.					
Initiative RC 5.1: The City will establish and support a regional forum among local government entities to discuss evolving issues that transcend jurisdictional boundaries.					
	Objective RC5.1.1: The City will investigate issues of regional interest (i.e. Water quality standards, watershed, ground water, adequate housing, etc...) and join or form appropriate partnerships.	○	EMT		✋
Goal RC 5: Align Advisory Board Structure with Strategic Plan.					
Initiative RC 5.1: The City will review its system of advisory boards to ensure policy advice is properly aligned with the adopted Community Strategic Plan.					
	Objective RC5.1.1: The City will evaluate and review current advisory boards for alignment with the strategic plan.	②	EMT		ⓘ
	Objective RC5.1.2: The City will prepare Code amendments as needed to implement identified alignment changes.	②	EMT		ⓘ

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			TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal RC 6: Align Municipal Powers Outsource Grant (MPOG) process with Strategic Plan.						
Initiative RC 6.1: The City will publish annual Strategic Plan Goals to be addressed through MPOG program allocations.						
	Objective RC6.1.1: The City will review its MPOG process to align with the Strategic Plan.			CM/ Fin		
Goal RC 7: The City of Twin Falls will plan responsibly for the future.						
Initiative RC 7.1: The City of Twin Falls will prepare for growth by developing and updating critical plan documents, collaborating with local/regional partners, and matching resources to state & federal mandates and increasing demands for service.						
	Objective RC7.1.1: The City will develop a Pressurized Irrigation and storm water management plans and appropriate modeling tools.			Eng/ PW		
	Objective RC7.1.2: The City will develop and implement a City Fleet Master Plan.			PW		
	Objective RC7.1.3: The City will review growth, and update the Wastewater Facility Plan and Transportation Master Plan.			Eng/ PW		
	Objective RC7.1.4: The City will maintain the wastewater collection and water distribution system models, and utilize these models in the review and update to the Water System and Wastewater Collection Master Plans.			Eng/ PW		
	Objective RC7.1.5: The City will review growth, and update the Comprehensive Plan as scheduled or as changing circumstances warrant.			P&Z		
	Objective RC7.1.6: The City will review and update the Parks Master Plan as scheduled or as changing circumstances warrant.			P&R		
	Objective RC7.1.7: The City will review and update the Airport Master Plan as scheduled or as changing circumstances warrant.			Air		

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal RC 8: The City will measure and report on the advancements of the Strategic Plan.					
Initiative RC 8.1: The City will regularly measure Strategic Plan progress by implementing a formalized performance measurement plan, and reporting that progress to the City Council.					
	Objective RC8.1.1: The City will initiate a program for the ongoing review of progress on Strategic Plan Goals and initiatives.	①	CM	💰	
	Objective RC8.1.2: The City will prepare and publish a report on the Strategic Plan performance at least annually with presentation to the City Council in April as an initial step in the annual budget process.	①	CM	💰	

Focus Area 8 - Internal Organization (IO)

2030 Vision: The City of Twin Falls strives to carry out its mission with unquestioned integrity, and the highest ethical standards. In its role as stewards of the community assets it focuses on the proper use of available resources, continually assessing programs and processes to ensure maximum effectiveness. In pursuit of shared obligation for community livability, opportunities are made available to citizens for direct involvement in civic affairs and transparency in decision-making.

In support of the desired effectiveness, the elected leadership works in close partnership with appointed professionals carrying out clear policy directives. A high level of competency is provided from a lean, properly compensated and respected core staff.

Maximum effort is expended in ensuring authorities granted through state legislation are maintained and expanded.

2012 Condition: Twin Falls is one of the few cities in Idaho operating under the Council-Manager form of government. This professional approach to municipal administration working in close concert with elected policy leadership has produced high levels of service with relatively low costs. This has been produced through constantly analyzing operations for new efficiencies, investing in a skilled and respected city workforce supported by an unequivocal commitment to integrity.

While recent years have presented major fiscal challenges, a focus on the long-range has avoided much of the dramatic degradation of service experienced by many communities throughout the country.








2017 Condition: The City's commitment to the "One City" concept remains the keystone of organizational development efforts. Off-site training has been augmented by annual training sessions in Twin Falls, bringing the relevant concepts to a larger audience at a more affordable cost. The City has restructured its organization to better align its management staff to accomplish the vision created in the Strategic Plan. A substantial commitment to creating and maintaining a competitive compensation structure has helped the City retain talented and committed employees who are dedicated to the values of the City organization.

There is broad and clearly articulated commitment to the service needs of the citizens.

All organizations, regardless of size and complexity, struggle with the need for effective internal communication. This is especially important during periods of organizational change. A continuing commitment to enhancing communication among all levels of the organization is essential for continued success.

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal IO1: Provide effective, professional, high quality services to City residents, businesses, industries, and visitors.					
Initiative IO1.1: The City of Twin Falls will equip its employees to succeed.					
	Objective IO1.1.1: Annually assess staffing levels, infrastructure, equipment, and tools to identify opportunities, develop strategic improvements, and plan for areas that will be underserved due to growth, economic sustainability and quality of product.		EMT		
	Objective IO1.1.2: Assess the growth patterns and subsequent service delivery needs to determine opportunities for partnerships and property acquisition(s).		EMT		
	Objective IO1.1.3: Collaborate with internal experts to provide guidance and options on new city projects to meet capabilities and needs that may be desired in the future.		CM		
Initiative IO1.2: The City will be a leader and example for the community in promoting employee wellness.					
	Objective IO1.2.1: Provide facilities, learning opportunities, and activities designed to support the health and wellness of our employees.		HR		
	Objective IO1.2.2: Create flexibility and opportunity for the pursuit of health and wellness habits.		HR		
	Objective IO1.2.3: Explore fitness and health standards to encourage the productivity and safety of the City's work force.		HR		

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Initiative IO1.3: The City will assist in developing and expanding career paths.					
	Objective IO1.3.1: Knowledge and competencies will be communicated and opportunities will be created to help prepare and mentor employees.		HR		
	Objective IO1.3.2: Provide the education and training to employees that ensures a competent, technical, accredited and professionally prepared workforce.		EMT		
Initiative IO1.4: The City will continue advancing the One City and the High Performance concepts.					
	Objective IO1.4.1: Develop opportunities for employees to collaborate, take appropriate risks, make decisions and propose recommendations arrived at through consultative and consensus systems.		CM		
	Objective IO1.4.2: Continue to focus on and expand organizational development efforts including supervisor training, Myers-Briggs Type Indicator (MBTI) and Onboarding Processes.		HR		
	Objective IO1.4.3: Establish, educate, and expand process review efforts to enhance efficiencies and effectiveness.		EMT		
	Objective IO1.4.5: Provide the clarity of the vision and mission to empower employees to engage and lead at every level of the organization.		CM		

					
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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal IO2: Employees are recognized as trusted and contributing members of our team and model the Organizational Values.					
Initiative IO2.1: The City of Twin Falls will build a valued, respected, and committed workforce.					
	Objective IO2.1.1: Provide a market competitive and sustainable full compensation package that demonstrates the organization's commitment to the employee.		HR		
	Objective IO2.1.2: Engage in open, ongoing, and multi-directional communication that is transparent and informative.		All		
	Objective IO2.1.3: Employees are engaged and committed to realizing the goals and objectives of the Strategic Plan.		All	