

City of Twin Falls Community Strategic Plan 2030





City of Twin Falls Community Strategic Plan 2030

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Introduction

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

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

In times of fiscal constraint, such discipline provided by these processes help retain clarity of purpose from year to year and ensure the most effective application of resources to the most important community issues. A strategic approach helps focus organizational energy avoiding diversion to less critical tasks. It instills discipline in our processes, helping us know when to say "yes" to certain things and "no" to others as we are called upon to

allocate scarce resources. It provides a better understanding of the context and connection to the ultimate purpose for individual actions and budget decisions. It opens potential for partnerships with others who possess a stake in the achievement of the community vision.

As stewards of the community's future, it is incumbent upon the leadership to paint a picture of where we are headed: what this community will be in a designated time frame, say 20 years into the future. This is the vision that has been developed by the Mayor and City Council with a broad range of input from community stakeholders and the general citizenry.

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

Many of us believe that the recent economic upset represents more than a temporary setback with things returning to normal in a few years. Factors, many seemingly far beyond our control, are changing what we do and how we do it. As community leaders, we can allow ourselves to be overcome by these external influences or we can focus clearly on a positive future and then move to align the community's human, physical and fiscal resources to effectively and efficiently move toward that positive vision developed in this process.

Finally, the strategic planning process should not be viewed merely as a single event or a one-time effort that can be put aside when completed, allowing us to return to those activities most familiar and comfortable to each of us. To be most effective, this must be seen as an on-going process, a new way of conducting our affairs and connecting with our constituents.

With a good mix of experienced and new City leadership in place, the City of Twin Falls is in an excellent position to determine its own fate in an uncertain future. Many communities seem frozen in the past, allowing current events to wash over them, resulting in a downward spiral of continuing rounds of reduced budgets and declining levels of service. Others may see this as an opportunity to set a new course and marshal available resources directed at a positive future.

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

A multi-faceted approach to garner community input into the process was used over a nine month period. Interviews with a broad range of stakeholders tapped the views of many who have exercised leadership roles in Twin Falls over the years. More

inclusive strategies were employed using social media to facilitate the input of others in the community who expressed their opinions about the city's priorities. A community forum, with an open invitation to all interested citizens, was held in early May 2012 to allow participants to hear what community leaders, as well as other Twin Falls residents and business people, have to say about their vision for the future.

This input was then synthesized and presented to the Mayor and City Council in the fall of 2012. The Mayor and Council weighed the information gleaned through the process, applied their own perspective and considered the various constraints on what can be realistically achieved as they developed a draft Strategic Plan. Once completed in draft form, the document was made available for public review and comment prior to its formal consideration and adoption by the Mayor and City Council.

The Planning Context – 2012 Conditions:

In this process, the City chose to address the future in a non-traditional way, concentrating on outcomes important to the community rather than according to its organizational structure. Based upon broad community input, several focus areas outlined below were listed. Current conditions were acknowledged and then various goals and initiatives were identified to improve outcomes in those focus areas. These initiatives will be used as a basis for future budget decisions throughout the implementation of the Plan.

Annual updates of the Plan are anticipated so as to ensure it remains current and responds to unforeseen circumstances as they evolve through time.

Healthy Community

2012 Condition: Reflecting national trends, statistics prepared by the South Central Health District demonstrate 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.

Learning Community

2012 Condition: High school graduation rates, as well as the percentage of people possessing a bachelor's degree or higher, are 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.

Secure Community

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 buildings 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.

Accessible Community

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 College of Southern Idaho, with the system focused on student transit.

Environmental Community

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.

Prosperous Community

2012 Condition: Recent, high profile successes in securing significant business investment in Twin Falls have 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.

Responsible Community

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 a lower cost of government.

Internal Organization

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 and 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.

Strategic Plan Format:

The Strategic Plan format has been organized around the eight focus areas that emerged during the dialogue with the community and the city leadership. For each focus area, there is a description of the vision for that topic in the year 2030. Following is a matrix that describes the vision in a series of goals. For each goal there are initiatives, or organizing principles for more specific objectives. Each objective is annotated with its priority, the lead city entity responsible, the resources required in either labor and/or capital expenditures, and the community involvement by either communication and/or active partners.


A further description of this annotation is as follows:


Timeframe

- ① The initiative will be completed or substantially underway within the next 1-5 years.
- ② The initiative will be completed or substantially underway within the next 6-10 years.
- ③ The initiative will be completed or substantially underway after year 10.
- The initiative is underway or an on-going priority of the city.


Lead is the City Department, City Division or specific official that has primary responsibility to carry out the initiative. In many cases there are other city functions that will be involved and in some cases all city departments will have some part in the initiative.

Resources

 Significant people resources are required to implement the initiative beyond the current commitment. This could be accomplished through the re-allocation of existing staff, additional staff, temporary staff or contractual services.

 Additional capital expenses are needed to implement the initiative.

Community

 The initiative will involve communication and community involvement to implement.

 The initiative will require community partners to implement.

City of Twin Falls Community Strategic Plan

April 2013

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.

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			TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal HC1: Improve the health of the community.						
Initiative HC1.1: The City will provide facilities that support healthy lifestyles.						
	Objective HC1.1A: Develop a strategy for connecting the trail system. [SEE ALSO Objective AC2.1Cand EC2.1A]			Plan P&R		
	Objective HC1.1B: Require that bike and walking paths/trails are developed as part of new development. [SEE ALSO EC2.1A]			Plan		

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective HC1.1C: Develop a plan and standards that will ensure that all residents of the city live within a ½ mile distance from a park or an active recreation area. [SEE ALSO Objective EC2.1A]	①	P&R	👤💰	ⓘ✋
	Objective HC1.1D: Develop policies and regulations that discourage sprawl development and reduce vehicle miles traveled.	● ①	Plan	👤	ⓘ
	Objective HC1.1E: Develop a strategy for funding development of a recreation center in partnership with other organizations. [SEE ALSO EC2.1A]	①	P&R	👤💰	✋
	Objective HC1.1F: Develop a response to the public interest in emerging healthy life-style activities such as dog parks and community gardens.	● ①	P&R	👤💰	✋
Initiative HC1.2: The City will provide programs and services that support healthy lifestyles.					
	Objective HC1.2A: Provide affordable healthy lifestyle programs for kids.	● ②	P&R	👤	✋
	Objective HC1.2B: Reduce health risks through expansion of physical activity programs provided by the city and/or in partnership with others.	● ②	P&R	👤💰	✋
	Objective HC1.2C: Focus efforts on mental health issues in partnership with other agencies.	● ①	Police	👤	✋
	Objective HC1.2D: Improve response to drug and alcohol related incidents.	● ①	Police	👤	
	Objective HC1.2E: Maintain and improve roadway systems to optimize emergency vehicle response times.	● ①	E-PW	👤💰	
	Objective HC1.2F: Explore options for maximizing Emergency Medical Services (EMS).	②	Fire	👤	✋
	Objective HC1.2G: Consider requiring that a portion of certain city grants to local agencies be directed to wellness education.	①	Fin	👤	✋

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	Objective HC1.2H: Promote healthy initiatives through communication using utility bill inserts, the city website, and other media.		PIO	
Goal HC2: Maintain the environmental health of the community.				
Initiative HC2.1: The City will maintain water and wastewater quality.				
	Objective HC2.1A: Operate water and wastewater systems to meet federal standards.		E-PW	
	Objective HC2.1B: Improve the storm water system to minimize the health risks associated with standing water.		E-PW	
	Objective HC2.1C: Maintain effective emergency response capability (skill and equipment) in the case of failed infrastructure.		PW	
	[SEE ALSO Initiative EC2.2]			

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.

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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 LC1.1A: Serve as an educational resource on city issues and activities to other agencies and the public, including civic groups and non-profits.	○	CM/ City Council		👏
	Objective LC1.1B: Provide, encourage and financially support lifelong learning programs.	○	P&R	💰	👏
	Objective LC1.1C: Coordinate plans of the city, the library and other educational institutions.	②	CM	👥	👏
	Objective LC1.1D: Create internships programs.	○ ②	HR	👥	👏
	Objective LC1.1E: Participate in education fairs and seminars providing information on local government jobs.	○ ①	HR	👥	👏
	Objective LC1.1F: Support a safe learning environment through support of the school resource program and in partnership with the local colleges.	○	Police		👏
	Objective LC1.1G: Develop educational programs in the schools to address drug use, violence and bullying.	○	Police		👏

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 and individuals and groups of private citizens help ensure broad-based, effective involvement in crime and fire prevention and Build code enforcement efforts. Community education and civil engineering efforts continue to show positive results in traffic, bicycle and pedestrian safety experience.

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

				
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		TIMEFRAME	LEAD	RESOURCES
Goal SC1: Maintain public safety at the highest practical level.				
Initiative SC1.1: The City will train personnel to maintain fire suppression capabilities for the fire service area.				
	Objective SC1.1A: Provide bi-monthly firefighter essentials refresher training for all suppression personnel and conducted by each shift.	○	Fire	
	Objective SC1.1B: Train and certify firefighters to the technician level for special operations rescue and hazardous materials response.	○	Fire	
	Objective SC1.1C: Provide certification and annual refresher training for driver/operators of fire equipment.	○	Fire	
Initiative SC1.2: The City will maintain fire apparatus, equipment and facilities to the highest standards.				
	Objective SC1.2A: Service test all Insurance Services Office (ISO) rated apparatus and equipment annually.	○	Fire	
	Objective SC1.2B: Procure essential equipment for high angle and confined space rescue.	①	Fire	\$

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective SC1.2C: Test 20% of the City’s hydrants each year.	○	Fire		
Initiative SC1.3: The City will maintain a high level of interactive communication with the community on police services.					
	Objective SC1.3A: Conduct surveys of police service with end-users and partners.	○ ①	Police	👤	ⓘ 🤝
	Objective SC1.3B: Support data driven outcomes approaches to crime and traffic safety.	○ ①	Police	👤	ⓘ
Initiative SC1.4: The City will continue to balance perception vs. reality regarding police services.					
	Objective SC1.4A: Improve the relationship with the community by focusing on feedback and outcomes.	○ ①	Police	👤	ⓘ
	Objective SC1.4B: Develop a structured public communication plan.	○ ①	Police/ PIO	👤	ⓘ
	Objective SC1.4C: Educate regarding crime statistics and what the statistics really mean.	○ ①	Police	👤	ⓘ
Initiative SC1.5: The City will improve professional and technical development in the City’s communication system.					
	Objective SC1.5A: Expand communications ability with the most recent technology advances and to provide coverage as the community grows.	○	IS	💰	
	Objective SC1.5B: Become self sufficient on taking care of the city’s communications equipment.	③	IS	👤	
	Objective SC1.5C: Develop the City’s electronic citation and reporting capabilities.	①	Police	💰 👤	
	Objective SC1.5D: Pursue social media, Facetime and Skype for crime reporting and alerts for criminal activity in a specific area.	①	Police	👤	ⓘ
	Objective SC1.5E: Pursue Alert-ID – sharing real-time data with the community.	①	Police	👤	ⓘ

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal SC2: Maintain safe public facilities and parks.					
Initiative SC2.1: The City will ensure that all public facilities are safe.					
	Objective SC2.1A: Develop and implement a plan to improve security in critical city facilities, parks and trails including the use of alarms, lighting and cameras.		IS / Police		
	Objective SC2.1B: Maintain and upgrade the water system to be capable of providing required fire flow. [SEE ALSO Objective PC2.3C]		E-PW		
	Objective SC2.1C Maintain a reliable communications/network to support instrumentation of the water and wastewater systems.		IS/ PW		
	Objective SC2.1D: Maintain security at the airport, including compliance with changing federal regulations.		Air		
	Objective SC2.1E: Incorporate new technology to aid in the airport’s security and safety systems.		Air		
	Objective SC2.1F: Review and update, if needed, street lighting standards.		E		
Initiative SC2.2: The City will maintain public facilities and services during emergencies.					
	Objective SC2.2A: Maintain and implement a disaster preparedness plan.		CM		
	Objective SC2.2B: Obtain redundant operational components to keep critical public facilities and services operating under duress.		PW		
	Objective SC2.2C: Maintain a well-equipped, professional repair shop, with competent employees, to efficiently, quickly and cost-effectively support the city vehicle fleet.		PW		
	Objective SC2.2D: Maintain critical roadways under extreme weather events to ensure timely emergency response.		PW		

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective SC2.2E: Produce signs and barricades to assist police and traffic control in emergency situations.	●	PW	💰 👤	
	Objective SC2.2F: Improve the storm water system to minimize the risks from flooding.	●	PW	💰 👤	✋
Goal SC3: Prevent crime, fire events, and life safety hazards.					
Initiative: SC3.1 The City will provide high quality prevention through code enforcement, plan reviews, and public education programs.					
	Objective SC3.1A: Prevent crimes through improved environmental design.	●	Plan		ⓘ
	Objective SC3.1B: Maintain and enforce the most recently adopted regulations that support removal, remodel, or redevelopment of dangerous buildings and dilapidated sites.	●	Plan/ Fire		ⓘ
	Objective SC3.1C: Review building plans and conduct on-site inspections to ensure construction is meeting the Fire Code and Life Safety Code requirements.	●	Fire/ Build		
	Objective SC3.1D: Conduct annual Fire Code inspections of businesses.	●	Fire		
	Objective SC3.1E: Provide fire prevention education including fire extinguisher training to businesses and programs to the grade schools.	●	Fire		ⓘ
	Objective SC3.1F: Provide fraud training and education.	●	Fin/ Police		ⓘ
	Objective SC3.1G: Expand background checks on all coaches and instructors for youth activities.	● ①	P&R/ Police	👤	ⓘ

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal SC4: Focus efforts on specific public safety issues.					
Initiative SC4.1: The city will increase traffic, bicycle and pedestrian safety.					
	Objective SC4.1A: Support the Traffic Safety Commission.		Police		
	Objective SC4.1B: Maintain a traffic team for education and enforcement.		Police		
	Objective SC4.1C: Expand Driving Under the Influence (DUI) education and enforcement.		Police		
	Objective SC4.1D: Encourage pedestrian sidewalks that are separated from the travel or parking lane.		E		
	Objective SC4.1E: Explore and implement options for increasing pedestrian and bicycle safety through signage, and street and intersection design that comply with federal standards for persons with disabilities.		PW		
	Objective SC4.1F: Maintain bike routes, crosswalks and school zones to ensure public safety and decrease accidents/injuries.		PW		
	Objective SC4.1G: Implement a Safe Routes to Schools (or equivalent) program.		P&R		
Initiative SC4.2: The City will improve community response to drug and alcohol issues.					
	Objective SC4.2A: Proactively respond to the changing trends in illegal drug use and prescription drug abuse.		Police		
	Objective SC4.2B: Support strong educational programs on drug and alcohol abuse.		Police		
	Objective SC4.2C: Focus on street-level drug problems and users.		Police		

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 the 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.

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		TIMEFRAME	LEAD	RESOURCES
COMMUNITY				
Goal AC1: Expand multi-modal choices.				
Initiative AC1.1: The City will ensure that the city’s sidewalks are walkable and safe.				
	[SEE Initiative SC4.1]			
Initiative AC1.2: The City will expand and maintain pedestrian and bicycle trails.				
	Objective AC1.2A: Provide funding for annual trail maintenance.	○	P&R	👤💰🤝
	Objective AC1.2B: Adopt roadway design policies and standards that include non-motorized components and require implementation as part of new development.	①	E	👤
	Objective AC1.2C: Sign bike paths and identify bike lanes with striping on roads where it is appropriate.	○	E-PW	💰

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective AC1.2D: Develop partners to advocate for bike trails and support bike programs.	○ ②	P&R	👤	ⓘ ✋
	Objective AC1.2E: Identify priorities for vehicular capacity, bike paths and parking that balances competing uses and costs.	①	E	👤 💰	
	SEE ALSO Objectives HC1.1A andHC1.1B.				
Initiative AC1.3: The City will explore a public transportation system.					
	Objective AC1.3A: Research opportunities to fund public transportation.	②	Finance	👤 ✋	
Initiative AC1.4: The City will explore land use patterns that support multi-modal transportation options.					
	Objective AC1.4A: Adopt code provisions that encourage mixed use and in-fill development.	①	Plan	👤	
	Objective AC1.4B: Educate the community on the relationship between a more compact land use pattern and optimizing pedestrian and bicycle transportation.	○ ②	Plan	👤	ⓘ
	Objective AC1.4C: Work with County and City to maintain protective zoning around the airport restricting incompatible land uses within the airport environs.	○	Air		✋
	[SEE ALSO Objective HC1.1D]				
Initiative AC1.5: The City will continue to improve the condition and operation of its streets.					
	Objective AC1.5A: Support the street re-construction program.	○	E-PW	💰	
	Objective AC1.5B: Improve signalization program assessing cost vs. level of service. [SEE ALSO Objective AC2.1A]	○	E	💰	
	Objective AC1.5C: Balance the cost of responding to increased congestion. [SEE ALSO Objective AC2.1A]	②	E	👤	

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal AC2: Improve connectivity.					
Initiative AC2.1: The City will improve connectivity within and between transportation modes.					
	Objective AC2.1A: Develop a Master Plan of Transportation for all modes of transportation.	①	E	👤	ⓘ
	Objective AC2.1B: Analyze connectivity within and between different modes in terms of what is reasonable and where the connections should be located.	● ②	E	👤	
	Objective AC2.1C: Complete the trail system from Dierkes Lake to Rock Creek Canyon and Meander Point on the rim, and expand the trail in the bottom of both Rock Creek and Snake River canyons. [SEE ALSO EC2.1A]	③	P&R	💰	ⓘ ✋
	Objective AC2.1D: Maintain a coordinated effort to improve roadway connectivity to the airport such as the southeast by-pass loop and a third bridge.	● ③	E	💰	✋
Goal AC3: Maintain and improve the Airport.					
Initiative AC3.1: The City will continue to maintain and improve the airport facilities.					
	Objective AC3.1A: Implement the Airport’s Federal Aviation Administration (FAA) Master Plan and Capital Improvement Process, and the FAA funded Airport Improvement Program (AIP).	● ①	Air	💰	✋
	Objective AC3.1B: Follow the airport’s FAA Capital Investment Plan (CIP) for timely maintenance and development projects.	● ①	Air	💰	✋
Initiative AC3.2: The City will improve airport service.					
	Objective AC3.2A: Advocate for the regional airport needs to be addressed through use of Magic Valley Regional Airport.	● ②	Air		✋

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.

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal EC1: Improve the environmental standards of the community.					
Initiative: EC1.1: The City will reduce negative impacts of noise.					
	Objective EC1.1A: Explore establishing noise limits on crushing and construction operations.	3	E	👥	i
Initiative: EC1.2: The City will employ sustainable land use policies.					
	Objective EC1.2A: Update land use regulations to discourage leap frog development and land divisions that impact viable agricultural land uses.	○ 1	Plan		
	Objective EC1.2B: Encourage the maintenance of agriculture production on lands that are part of a phased development.	○ 2	Plan		
	Objective EC1.2C: Update the development codes (Title 4 and 10) to reflect best practices.	○ 1	Plan Build	👥	
	Objective EC1.2D: Review and update city policies and regulations to balance public access with private property rights along the canyon rims.	○ 1	Plan	👥	i

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Initiative: EC1.3 The City will enhance property maintenance levels in the community.					
	Objective EC1.3A: Maintain safe and healthy private property conditions through adequate codes, enforcement, public education, and certified and trained employees. [SEE ALSO Initiative SC3.1]	● ②	Plan	👤	ⓘ
Initiative EC1.4: The City will support efforts to maintain air quality.					
	Objective EC1.4A: Explore strategies for maintaining air quality including standards for odor and particulates.	②	E-PW	👤	ⓘ
	Objective EC1.4B: Provide for more trees to be planted in appropriate locations throughout the city.	● ①	P&R	💰	ⓘ
	[SEE ALSO Goal AC1and Objective EC2.2E]				
Goal EC2: Support environmental stewardship.					
Initiative EC2.1 The City will develop its assets to support environmental stewardship.					
	Objective EC2.1A: Adopt a Master Plan with funding mechanisms and development standards for parks, recreation, trails and natural features.	①	P&R	💰 👤	
Initiative EC2.2 The City will manage its assets to support environmental stewardship.					
	Objective EC2.2A: Explore the opportunity to expand the recycling program throughout the city and to all uses, and encourage residents to mulch yard wastes on their property.	③	Fin	👤	ⓘ
	Objective EC2.2B: Improve the management of the storm water discharged into rivers and streams to protect public safety and the environment. [SEE ALSO SC2.2F]	③	E		
	Objective EC2.2C: Co-operate with the Twin Falls Canal Company to enhance water quality and meet regulatory requirements for shared water systems.	●	E-PW	💰	✋

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective EC2.2D: Continue the recycling of roadway materials using the latest technology and equipment.	○	E-PW		
	Objective EC2.2E: Reduce the use of salt and sand through replacement of the latest liquid deicing agents, producing a corresponding improvement in air and water quality.	○	PW		
	Objective EC2.2F: Optimize water capacity and wastewater use through conservation, broader use of the pressure irrigation system and protection of resources.	○	E-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.

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal PC1: Revitalize the downtown.					
Initiative PC1.1: The City will provide leadership in the creation of partnership for revitalizing downtown.					
	Objective PC1.1A: Develop and implement a program for re-vitalization of downtown.	①	ED	👤 💰	🤝
	Objective PC1.1B: Protect the historic character of the downtown.	● ①	Plan	👤	🤝
Initiative PC1.2: The City will improve access and eliminate barriers to downtown.					
	Objective PC1.2A: Address the impact of U.S. Highway 30 on downtown and determine how we can work with partners such as ITD to improve the system. [SEE ALSO Objective PC2.1B]	②	E	👤	🤝

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective PC1.2B: Develop a strategy for downtown and Old Town parking that supports growth, and amend the zoning code parking standards accordingly.	● ①	Plan	👤 💰	🤝
Goal PC2: Provide public services and facilities that support economic prosperity.					
Initiative PC2.1: The City will determine the needs for infrastructure to support future growth.					
	Objective PC2.1A: Update facility plans that assess current and future needs, costs, and resources.	①	E	👤 💰	
	Objective PC2.1B: Review transportation infrastructure, including truck routes, that supports industrial land uses to determine how the City can work with the region to improve the systems.	①	E	👤	🤝
	Objective PC2.1C: Enhance fire flow standards to ensure that in the land use development process, adequate fire flows or water use is required for all possible land uses in the zone.	①	E	👤	
Initiative PC2.2: The City will seek opportunities for air service improvements and economic development opportunities associated with the airport.					
	Objective PC2.2A: Improve air service as a critical component to the economic development of the region.	●	Air	💰	🤝
	Objective PC 2.2B: Expand utilities to support economic development around the airport.	②	E-PW	💰	💰
	[SEE ALSO Initiative AC3.1]				

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Goal PC3: Expand the opportunities for business and tourism.					
Initiative PC3.1: The City will develop a business marketing strategy.					
	Objective PC3.1A: Identify three to five industry sectors that fit the community to create job diversity including more technology jobs, while retaining the focus on agricultural based economy.		ED		
	Objective PC3.1B: Develop and maintain an inventory of industrial buildings and sites.		ED		
Initiative PC3.2: The City will use tourism as a tool in economic development.					
	Objective PC3.2A: Develop a strategy for funding the development of community facilities that support cultural, recreational and entertainment activities in partnership with other organizations.		P&R		
	Objective PC3.2B: Use existing and potential tourism activities as a tool for economic development efforts.		ED		
Initiative PC3.3: The City will serve as the focal point for economic development efforts.					
	Objective PC3.3A: Focus on both business retention and expansion efforts.		ED		
	Objective PC3.3B: Create and support partnerships in pursuit of economic development objectives and strategic plan goals.		ED		
	Objective PC3.3C: Explore the viability of establishing an incubator for start-up businesses and entrepreneurial activity.		ED		
	Objective PC3.3D: Explore mechanisms to enhance access to capital for new and expanding businesses.		ED		

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.

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
Goal RC1: Involve the Community.					
Initiative RC1.1: The City will seek the community’s involvement in carrying out its responsibilities.					
	Objective RC1.1A: Develop a community engagement program that expands community outreach to all segments of the community, using education efforts, marketing and promotional opportunities.	①	CM PIO	👤 ⓘ	ⓘ
	Objective RC1.1B: Educate and involve youth in community service projects and strengthen the Youth Council.	●	City Council		ⓘ
	Objective RC1.1C: Conduct a communications audit to assess the City’s current outreach efforts.	● ①	PIO	👤 💰	
	Objective RC1.1D: Continue City’s participation in the National Citizen Survey and respond to issues identified in the Survey.	●	CM	💰	
Initiative RC1.2: The City will support citizen responsibility.					
	Objective RC1.2A: Develop a campaign of messaging that educates citizens on their responsibilities on the use and maintenance of private and public property.	①	Plan PIO	👤 💰	ⓘ

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective RC1.2B: Develop “Welcome Packet” for new residents/ utility customers.	1	Fin/ P&R	👤👤👤 💰	ⓘ
	Objective RC1.2C: Expand the use of volunteers.	○ 2	CM	👤👤👤	ⓘ
	Objective RC1.2D: Provide presentations to high school civic classes on how local government works.	○ 2	CM/City Council		ⓘ
	Objective RC1.2E: Develop a Government Citizens Academy to educate adults on how local government works and on responsible citizenship.	2	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.

OUR EMPLOYEES

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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 empower, educate, and equip its employees with the knowledge, skills, and abilities as well as facilities and tools that are required for them to succeed.					
	Objective IO1.1A: Attract, recruit, retain and train the most qualified employees.	● ①	HR	👤	
①	Objective IO1.1B: Continue to educate and invest in our employees through training and career development.	● ①	HR	💰	
	Objective IO1.1C: Provide a good, safe working environment through developing work place violence and harassment policies, and performing background checks.	● ①	HR	👤 💰	

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective IO1.1D: Operate under a shared and common vision that moves collectively to eliminate barriers, empower employees, and build relationships with its internal and external partners.	①	CM	👤	
	Objective IO1.1E: Research the use of technology to provide services to customers in the most effective manner.	○ ①	IS	👤 💰	
Initiative IO1.2The City will be a leader and example for the community in promoting employee wellness.					
	Objective IO1.2A: Identify the opportunities, costs, staffing, and funding sources for an employee wellness program.	①	HR	👤	
	Objective IO1.2B: Develop an incentive program for employees to participate in the wellness program.	①	HR	👤 💰	
	Objective IO1.2C: Develop a program of safety procedures and training to prevent employee accidents.	○ ①	HR	👤	
Goal IO2: Treat our employees fairly.					
Initiative IO2.1: The City of Twin Falls will build a strong, informed, and committed workforce through fair compensation, good treatment, and professional development programs.					
	Objective 1O2.1A: Create and maintain a market competitive compensation plan and benefits program.	○ ①	HR	💰	
	Objective 1O2.1B: Identify training opportunities that can be accessed and developed for in-house employee development, including new employee orientations, new supervisor training.	○ ①	HR	💰	
	Objective 1O2.1C: Encourage and support employees in continuing their education and knowledge base by a continued commitment to professional education programs and, tuition assistance.	○ ①	HR	💰	
	Objective 1O2.1D: Develop a mentoring and cross-training program that recognizes productivity coupled with experience and retention, along with	②	HR	👤	

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		TIMEFRAME	LEAD	RESOURCES
	knowledge, skills, and abilities.			COMMUNITY

OUR RESOURCES

Goal IO3: The City of Twin Falls will continue to be a financially strong and viable.					
Initiative IO3.1: 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 IO3.1A: Develop a performance measurement system that ensures that the city continues pursuit of cost-effective and cost efficient processes and activities that meet public requirements.	○ 1	CM	👥 💰	
	Objective IO3.1B: Develop a prioritized and funded capital investment plan.	1	CM/Fin	👥	
	Objective IO3.1C: Develop Financial Policies for Council consideration.	1	FIN	👥 💰	
Goal IO4: The City of Twin Falls will plan responsibly for the future.					
Initiative IO4.1: The City of Twin Falls will prepare for growth through developing and updating critical Plan documents, collaborating with local/regional partners, and finding ways to match resources to increasing demand for services and state and federal mandates.					
	Objective IO4.1A: Partner with other government entities to collaborate on local and regional issues.	1	CM/City Council	👥	👋
	Objective IO4.1B: Develop framework to monitor and influence state-level decision-making on matters that affect City authority and resources.	○	CM/City Council	👥	👋