City of Twin Falls
Updated Community Strategic Plan
March 2014

Focus Area 1 – Healthy Community (HC)

<u>2030 Vision:</u> 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] *The Parks and Recreation Department and the Magic Valley Trail Enhancement Committee worked together to create the Canyon Rim Trail Plan and presented it to the City Council in October 2013. Four*	⬤	P&R	👪 💰	✋

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future sections of the trail were denoted as priorities to be completed – Pillar Falls, Eastland/Pole Line corner, The Preserve, and the Knievel jump site. A grant was submitted to the Idaho Department of Parks and Recreation to fund the Pillar Falls section in January 2014.				
Objective HC1.1B: Require that bike and walking paths/trails are developed as part of new development. [SEE ALSO EC2.1A] *The Planning and Zoning Department established a task for fiscal year 2014 to ensure zoning ordinances require that bike and walking paths and trails be constructed as part of any new development. The City's zoning ordinance requires developers to construct paths/trails that are identified on the City's adopted "Trails Master Plan." However, while building permits are increasing, land development is still slow.*	❶	Plan	👪	🖐
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] *The Parks and Recreation Department developed a RFQ for a master parks plan. Parks and Recreation staff is still in the process of reviewing it. The RFQ will be released in March 2014, with a contract expected to be awarded in April and the plan completed in October 2014.*	❶	P&R	👪 💰	ⓘ 🖐

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	Objective HC1.1D: Develop policies and regulations that discourage sprawl development and reduce vehicle miles traveled. *The City created the Zoning Ordinance Amendment Committee (ZOAC) in 2013. That committee has been tasked with reviewing and amending the City's zoning ordinance as recommended by the Comprehensive Plan. ZOAC was able to complete several amendments in the last year. Two **proposed** amendments for ZOAC will directly impact sprawl – **the** creation of an Urban Village/Urban Infill zone and the creation of alternative subdivision design standards. Both of these amendments **to** the Comprehensive Plan are recommended to allow mixed uses, higher densities, and other regulations that encourage in-fill development and discourage sprawl.*	**O** ❶	Plan	👪	ⓘ
	Objective HC1.1E: Develop a strategy for funding development of a recreation center in partnership with other organizations. [SEE ALSO EC2.1A] *The Parks and Recreation Department is working with the Boys and Girls Club of Magic Valley to develop a partnership to **fund and** construct a Recreation Center for the City of Twin Falls.*	❶	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.	**O** ❶	P&R	👪 💰	✋

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The City of Twin Falls' first permanent dog park is under construction at the northeast corner of Blake St. N. and Shoup Ave. W. The Parks and Recreation Department worked with the Magic Valley K9 Social Club *and the Twin Falls Community Foundation* on fundraising efforts to complete the park. The irrigation system has been installed along with fencing. This spring the park will be seeded *and* a grand opening is expected in late summer 2014. Currently there is **not a** group leading the charge to develop a community garden on city property. The City has acquired a 3-acre parcel on the west side of town for the purpose of a community garden.				
Initiative HC1.2: The City will provide programs and services that support healthy lifestyles.				
Objective HC1.2A: Provide affordable healthy lifestyle programs for kids. *The Parks and Recreation Department staff provides affordable healthy lifestyle programs for kids through youth soccer, youth basketball, and youth baseball/softball programs. The Recreation program also offers the Hersey Track Meet, Sporties for Shorties programs, Tiny Tyke programs, as well as discounted skiing, pottery, dancing and karate classes. Staff is currently researching options for adding clogging classes and healthy cooking classes.*	⭕ ❷	P&R	🚶‍♂️🚶‍♀️	✋

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	Objective HC1.2B: Reduce health risks through expansion of physical activity programs provided by the city and/or in partnership with others. *The Parks and Recreation Department staff has been working with the American Heart Association to **host** the first ever HeartChase in Twin Falls. HeartChase is a community adventure game. Teams of 2-5 people will compete against other teams in a chase **throughout** the community. Each team will face 10 checkpoint challenges and locate hidden donations all while tracking **their** progress in the HeartChase Mobile Game App. HeartChase will **take place** on June 7, 2014.* *City staff has also been working with St. Luke's Magic Valley Regional Medical Center in creating a healthier community. This **program** is called Activate Twin Falls. SLMV Activate Twin Falls provides a forum for dialogue and education regarding the ongoing healthcare issues that affect local businesses.*	**O** ❷	P&R	👪 💰	✋
	Objective HC1.2C: Focus efforts on mental health issues in partnership with other agencies. *The Police Department continues to work in partnership with our mental health partners in the Magic Valley. The Twin Falls Police Department currently participates with the Region 5 Mental Health Board. The Chief of Police serves as a board member assisting the state*	**O** ❶	Police	👪	✋

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	mental health authority on local mental health needs; collaborating with the region advisory council on substance abuse; and promoting improvements in the delivery of mental health services. *In addition, the Police Department is currently working with the Department of Health and Welfare to improve our response to the mental health crisis. The Department has committed to sending two officers through the Crisis Intervention Team (CIT) training scheduled for March of 2014. This training will serve as a foundation for the officers to become instructors for the CIT Program. This will allow for in-house training related specifically to the needs of the mentally and emotionally disturbed. Increasing awareness in this area is critical to the overall safety and service delivery related to this segment of the population.*				
	Objective HC1.2D: Improve response to drug and alcohol related incidents. *The Police Department has not started working on this objective.*	**O** ❶	Police	👪	
	Objective HC1.2E: Maintain and improve roadway systems to optimize emergency vehicle response times. *The Engineering Department is working within the Zone Maintenance framework. Engineering is calculating quantities for a combination of*	**O** ❶	E-PW	👪 💰	

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	sealing projects. Determination of overlay projects should occur in the next quarter. *Major reconstruction of Orchard from Washington St S to the western city limits is at final design review. Project will address the failing pavement without substantial widening. Eastland South irrigation work was bid, enabling construction by utilities and then roadway reconstruction to begin late this year.* *Reconstruction of a failed lateral at Blake and Heyburn is currently under reconstruction. The lateral is very shallow. In lieu or raising the curb line and roadway to provide adequate cover over the pipe, this intersection will be replaced in concrete. Work is preceded by sewer line replacement.* *The Public Works Department has continuously met this objective in the 1st quarter of 2014 by providing the skilled personnel and equipment necessary to respond to all types of emergency situations and extreme weather events (including emergency call outs by local Police and Fire Departments).*				
	Objective HC1.2F: Explore options for maximizing Emergency Medical Services (EMS).	❷	Fire	👪	✋

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	The City Manager and Fire Department staff met with EMS to explore options for maximizing EMS in the City of Twin Falls, but all options were cost-prohibitive at the time. The Fire Department will continue to explore other options during the two-year time frame.				
	Objective HC1.2G: Consider requiring that a portion of certain city grants to local agencies be directed to wellness education. *This will be included in the MPOG (Municipal Powers Outsource Grant) process for the current fiscal year, to the extent the City continues to have a process for competing for these dollars.*	❶	Fin	👪	✋

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	Objective HC1.2H: Promote healthy initiatives through communication using utility bill inserts, the city website, and other media. *The Public Information Officer has not started working on this objective.*	⬤ ❶	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. *In order to continue to operate the wastewater system in a manner that meets **federal** standards, maintenance improvements were designed and the last component, the dewatering facility, **has been started with** the demolition that precedes new construction. In addition, the design of capacity improvements is well underway and is nearing procurement.* *The Engineering Department continues to work toward completion of the Chobani pre-treatment facility and revision to that wastewater permit. Engineering staff is also re-permitting the City of Kimberly and will soon begin the re-permitting **process for** other industries based on their permit expiration date. Finally, Engineering has met the requirement to provide notice to EPA of future permit expiration.*	⬤ ❶	E-PW	👪 💰	ⓘ

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	*The Wastewater Department's Zone Maintenance plays a critical role in preventative maintenance of the system. This winter the City participated in a discounted demonstration project to rehabilitate an existing sewer using a trenchless technology called Cured in Place Piping (CIPP). This innovative pipe rehabilitation allows the complete restoration of an existing sewer pipe without trenching. **This avoids significant costs in surface repair. This pilot** project replaced approximately 330 ft. of 8" sewer pipe under a state highway (Washington St. S.) for $12,000. This was more than half the cost of traditional pipe replacement. This technique will be used in future Zone Maintenance Program projects.* *Also as a part of preventative maintenance, the latest camera technology for TV sewer inspection and condition assessment is being investigated. There is funding in the current budget for the purchase a new camera. Sewer Model is currently being updated and calibrated to provide for a more accurate sewer design.* *Manholes were replaced as a part of the Eastland Overlay in October 2013. The Department is currently assessing the condition of existing Manholes in Zone 2 and has identified manholes that need to be repaired in main arterials. Zone 2 sewer lines have been designed and Zone 3 **sewer lines are** currently in design.*					

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	Objective HC2.1B: Improve the storm water system to minimize the health risks associated with standing water. *The Engineering Department continuously meets this objective by identifying problem areas and providing the equipment and trained personnel necessary to maintain and make improvements, where necessary, to the current system.*	❷	E-PW	👨‍👩‍👧 💰	ⓘ
	Objective HC2.1C: Maintain effective emergency response capability (skill and equipment) in the case of failed infrastructure. *The Public Works Department completed the installation of the Blue Lakes Generator Project, and the Harrison Tank Condition continues to be monitored.* **Water Superintendent** *Robert Bohling is in the process of updating the Wellhead Protection Plan. J-U-B Engineers is updating the Water Facility Plan to include an analysis of existing redundancy issues in the water distribution system, storage facilities and backup power generation. Public Works continues to provide 24-7 On-Call service.*	⬤❶	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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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: Contribute city educational resources and/or training to other agencies and the public. *The City Manager is presenting at training workshops and will participate in discussions at several venues in the Spring of 2014, including the Mountain West Regional Clerks Institute in Boise where he will cover sustainable budgeting practices.* *He will also present to the Mountain Plains Region of ICMA in Dallas on creating a more nimble organization that can respond to the changing needs of a growing, prosperous and sustainable city.*	⬤	CM		✋
	Objective LC1.1B: Provide, encourage and financially support lifelong learning programs.	⬤	P&R	💰	✋

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		The Parks and Recreation Department staff is currently in process of educating coaches and families on the benefits of recreation at all levels. A wellness page will be added to the 2014 Spring/Summer Recreation Guide, focusing on the importance of parents supporting their children in recreational activities. Staff is also working with the BLM on re-starting the Be Outside program. This program, which encourages families to "unplug" and be outside, typically runs in the spring. Because of poor weather and lack of indoor recreational space, it will likely be held in the summer.				
		Objective LC1.1C: Coordinate plans of the city, the library and other educational institutions. *The City Manager has not started working on this objective.*	❷	CM	🚶‍♂️🚶‍♀️	✋
		Objective LC1.1D: Create internships programs. *Several inquiries have been referred to the appropriate department for consideration. Mike Lenker began a part-time, 3-month internship on March 3, 2014 with PIO Josh Palmer.*	⭕ ❶	HR	🚶‍♂️🚶‍♀️	✋
		Objective LC1.1E: Participate in education fairs and seminars providing information on local government jobs.	⭕ ❶	HR	🚶‍♂️🚶‍♀️	✋

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		In April 2013, the City participated in the C.S.I. Career Fair. In September 2013, Human Resources participated in a panel discussion with other large local employers for a community forum sponsored by the Center for the Blind. Human Resources is also considering participating in the Idaho Business League's spring career fair in Boise in April 2014.				
		Objective LC1.1F: Support a safe learning environment through support of the school resource program and in partnership with the local colleges. *The Police Department has a strong and healthy relationship with the Twin Falls School District. The Police Department considers the School District a strategic partner in providing law enforcement services and educational programs to the children of this community.* *This year, in partnership with the District, the Department added one (1) additional School Resource Officer. This position will help expand the Department's ability to provide a safe learning environment for the District's students.* *The Police Department maintains a strong relationship with the College of Southern Idaho, and, more specifically, the Law Enforcement Program. The Police Department plans to expand its relationship with*	⭕	Police		✋

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	the college and considers them a strategic partner in providing a safe learning environment.				
	Objective LC1.1G: Develop educational programs in the schools to address drug use, violence and bullying. *The Police Department has been able to maintain a strong educational program related specifically to bullying and school violence. SRO Steven Gassert has developed this program in conduction with the Twin Falls School District. Below are some of the activities he has conducted:* 　• *Held three school-wide assemblies addressing bullying - how to prevent it, report it and help other students.* 　• *Planned and executed "Unite Against Bullying Day" at Robert Stuart Middle School.* 　• *Continues to use the "Bullying Bucket" to report bullying.* 　• *Developed the "Robert Stuart Middle School Bully Free Bears" program.* *Officer Gassert received an award from the Idaho Council of Domestic Violence and Victim Assistance for his work on bully prevention.*	O	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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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. *The Fire Department provides regular, on-going training to all of its firefighters as part of the Department's established training program.*	⬤	Fire		
Objective SC1.1B: Train and certify firefighters to the technician level for special operations rescue and hazardous materials response. *The eight members of the special operations team completed 30 hours of high angle rescue training in November 2013. In addition, the ten*	⬤	Fire		

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	members of the special operations hazardous materials response team completed 80 hours of hazmat technician training in June/July 2013.				
	Objective SC1.1C: Provide certification and annual refresher training for driver/operators of fire equipment. *The Fire Department conducts regular training for all drivers and operators of fire equipment. This is an ongoing process that is part of the Fire Department's established training program to ensure continuous improvement.*	⭘	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. *The Fire Department tests all ISO-rated devices and equipment according to Department policy. This is an ongoing process that the Fire Department will continue.*	⭘	Fire		
	Objective SC1.2B: Procure essential equipment for high angle and confined space rescue. *This essential equipment has been purchased throughout the last fiscal year and current fiscal year.*	❶	Fire	💰	

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	Objective SC1.2C: Test 20% of the City's hydrants each year. *The Fire Department fulfills this objective annually by testing 20 percent of the hydrants in the community, which is roughly 650 hydrants.*	⬤	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. *The Police Department has not started working on this objective. However, results of the 2014 Citizen Survey (currently being conducted by the City of Twin Falls) as well as the 2011 survey will serve as a base for the evaluation of police services.*	⬤ ❶	Police	🚶	ⓘ ✋
	Objective SC1.3B: Support data driven outcomes approaches to crime and traffic safety. *The Police Department is attempting to implement Data-Driven Approaches to Crime and Traffic Safety (DDACTS). Captain Anthony Barnhart has been working with GIS Specialist Robin Wilson to create an overlay of crimes and traffic accidents to determine specific areas of enforcement. This has taken a number of months to develop, primarily due to difficulties extracting the raw data from the Records Management System.*	⬤ ❶	Police	🚶	ⓘ

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		The Police Department will use this information to direct the activity of patrol officers. It will identify areas of the city that represent the highest percentage of criminal activity and traffic accidents. It will provide a visual representation of the impact of Blue Lakes Boulevard on traffic accidents. Analyzing data in this manner will allow the Department to focus its resources in high crime and traffic accident areas to maximize efforts. The Department plans to start directing patrols in the first quarter of 2014.				
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. *The Police Department has not started working on this objective.*	⬤ ❶	Police	👪	ⓘ
		Objective SC1.4B: Develop a structured public communication plan. *The Police Department has not started working on this objective.*	⬤❶	Police/ PIO	👪	ⓘ
		Objective SC1.4C: Educate regarding crime statistics and what the statistics really mean.	⬤❶	Police	👪	ⓘ

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	The Police Department has not started working on this objective. The Data-Driven Approach to Crime and Traffic Safety (DDACTS), once functioning, will allow data to be extracted from the Records Management System. The Department will explore ways to distribute this information throughout the community. *There is a reliable and consistent data base through the State of Idaho entitled Crime in Idaho. The State publishes crime statistics and other relevant information related to providing public safety in the community. The Department is looking for a mechanism to share this information within the community on a quarterly basis. This mechanism will also explain what the numbers mean and how they are used to further law enforcement strategies.*				
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. *The Information Services Department recently installed a new radio tower near the Police Department Gun Range, which has greatly enhanced radio communication in the Snake River Canyon and other areas of the City of Twin Falls.*	⬤	IS	💰	

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	The Information Services Department will continue to explore new opportunities to expand communications and explore new advances that have been tested and are appropriate for the City.				
	Objective SC1.5B: Become self-sufficient on taking care of the city's communications equipment. *The Information Services Department has not started working on this objective.*	❸	IS	👪	
	Objective SC1.5C: Develop the City's electronic citation and reporting capabilities. *The Twin Falls Police Department continues to work on this objective; however, no additional progress has been made.*	❶	Police	💰 👪	
	Objective SC1.5D: Pursue social media, Facetime and Skype for crime reporting and alerts for criminal activity in a specific area. *The Police Department continues to build social media platforms. The Department's Facebook presence continues to grow; there are currently 2,416 followers. While the Department's Twitter presence is growing, the real-time nature of the platform presents a unique set of challenges.*	❶	Police	👪	ⓘ

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Currently, the Communications Specialists are tweeting relevant information when time allows. This service should not distract them from primary duties. However, the Department recognizes the value of sharing real-time information related to accidents, traffic construction, and other pertinent information.				
	Objective SC1.5E: Pursue Alert-ID – sharing real-time data with the community. *The Police Department went "live" with this technology in the summer of 2013. To date, membership continues to grow. There are currently 332 members of the community receiving alerts through the Alert ID partner. Initially, these numbers were considered low; however, when compared to other police departments in Idaho, these numbers are quite high. For example, the Idaho Falls Police Department only has 199 followers and the Pocatello Police Department has 290. Given these numbers, the Department is pleased with the initial rollout, but is focused on increasing the number of followers and the ability of the Department to share this valuable information with the community.*	❶	Police	👪	ⓘ

Goal SC2: Maintain safe public facilities and parks.
Initiative SC2.1: The City will ensure that all public facilities are safe.

		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	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.	⬤ ❶	IS /	💰	

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	The Police Department has not started working on this objective.		Police/ P&R		
	Objective SC2.1B: Maintain and upgrade the water system to be capable of providing required fire flow. [SEE ALSO Objective PC2.3C] *Working within the Zone Maintenance framework, Engineering has designed improvements to the distribution system in Zone 1. Specifically the South Park area (Diamond) which will provide substantial enhancement to the fire flows. Public Works Director Jon Caton secured professional services to work on water system improvement in Zone 2 in the area bounded by Addison, Rock Creek, Washington St, and Blake St. Engineering is currently designing water system improvements in Zone 3 in the area immediately east of Washington St. N and south of Falls Ave. This is a huge step for the City in making much needed improvements to the fire flows and/or to aged and undersized distribution system. This is also a significant step for the Zone Maintenance framework. The City is collectively moving towards not only an organized approach to improvements, but an organized execution of the work.* *The City has secured the land and has negotiated a contract to design a 5 million gallon reservoir just north of Kimberly Road on Hankins. This will provide storage that will be greatly beneficial for regular operation of the system as well during emergencies.*	⬤	E-PW	💰	

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	*The Water Department's Facility Plan projects future needs and identifies areas that need improved fire flow. McClure Engineering completed an energy efficiency study of the Blue Lakes Well Pumps, **identifying** a potential $60,000 Idaho Power Rebate geared toward replacing inefficient pumps. JUB is currently designing the new pump and the intent is to purchase **and install this pump** as soon as design is complete later this fiscal year. Zone Maintenance continues to focus on distribution system inadequacies and to coordinate mainline replacement with major road reconstruction. Zone 3 and Zone 4 water improvements are in design. Zone 2 improvements are currently in construction – approximately 5,000 feet of undersized water main is being replaced **under** Diamond Ave.*				
	Objective SC2.1C Maintain a reliable communications/network to support instrumentation of the water and wastewater systems. *Two physical water servers were consolidated into one virtual server.* • *Faster backup and restores* • *Better performance* • *Increased reliability* • *Hardware redundancy*	⭘ ❶	IS/ PW	💰	

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	TIMEFRAME	**LEAD**	**RESOURCES**	**COMMUNITY**
Configuration of new switches to get fiber connected at Wills Booster, Hankins Pump Station, and Eldridge Pump Station. • *Faster connectivity* • *More reliable connection* *Configuration and installation of new SCADA server.* • *New hardware* • *Better performance* • *Upgraded software* *Setup and configuration of CityWorks for faster response to work-orders and service requests.* *Acquired, configured, and deployed new laptops and iPads with cellular service to the Water Department.* • *CityWorks access* • *SCADA access* • *Network access*				
Objective SC2.1D: Maintain security at the airport, including compliance with changing federal regulations.	⬤ ❶	Air	👪 💰	✋

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	The Magic Valley Regional Airport will upgrade some of the older access gates this fiscal year.				
	Objective SC2.1E: Incorporate new technology to aid in the airport's security and safety systems. *The Magic Valley Regional Airport is currently in discussions with Informations Services on the possible inclusion of a CCTV system during the terminal re-model analysis.*	❷	Air	💰 👪	✋
	Objective SC2.1F: Review and update, if needed, street lighting standards. *The Engineering Department has not started working on this objective.*	⬤ ❶	E	💰	ⓘ
Initiative SC2.2: The City will maintain public facilities and services during emergencies.					
	Objective SC2.2A: Maintain and implement a disaster preparedness plan. *The City of Twin Falls has worked in conjunction with Jackie Frey, Twin Falls County Local Emergency Planning Coordinator, to provide the validation of resources that were included in the County's plan. The City Manager also has representatives attending monthly meeting with the emergency planning group.*	⬤ ❶	CM	👪 💰	✋

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective SC2.2B: Obtain redundant operational components to keep critical public facilities and services operating under duress. *The Public Works Department is continuing its Gate Valve program, which ensures that the City can isolate problems during water line breaks and continue to provide service to residents and businesses.* *The Facility Plan will also help the Department consider various options to potentially address lack of power, instrumentation and controls, storage or distribution issues.* *Approximately 5 acres of land was purchased in December 2013 at the corner of Hankins and Kimberly Rd. for a future water reservoir.* *The Department also continues to monitor the Harrison Tank Condition.*	❶	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. *The Public Works Department recently hired a new employee from Stutzman Inc. that is very experienced in hydraulics and provides a needed skill set within the Shop.*	⭕❶	PW	💰 👫	

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	The completion of the new Public Works building and the vacation of the Wastewater Collections Department's old space have provided the Shop with much needed additional work bays. The need for additional tools and equipment will be budgeted for **in the next fiscal year.**				
	Objective SC2.2D: Maintain critical roadways under extreme weather events to ensure timely emergency response. *The Public Works Department has not started working on this objective.*	⭕ ❶	PW	👪	ⓘ
	Objective SC2.2E: Produce signs and barricades to assist police and traffic control in emergency situations. *The Public Works Department has not started working on this objective.*	⭕	PW	💰 👪	
	Objective SC2.2F: Improve the storm water system to minimize the risks from flooding. *This objective is continuously met by the Public Works Department by identifying problem areas and providing the equipment and trained*	⭕	PW	💰 👪	✋

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	personnel necessary to maintain and make improvements, where necessary, to the current system.				
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. *The Planning and Zoning Department addresses crime prevention through environmental design as building plans are submitted. This is done by evaluating aspects such as landscaping, lighting and 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. *The Planning and Zoning Department, Code Enforcement and Building Department work individually with property owners to address these issues. Planning and Zoning is currently working with one of these cases on Addison Avenue West.*	⬤	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		

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	This is an ongoing activity in the Building Department and represents the primary day-to-day activities of the Department. A full-time plans examiner, who also has mechanical plans examiner certification, was added to the Building Department in July 2013. *In addition, The Building Department has become more involved with the Code Compliance Officers and Police Department when securing abandoned buildings. The Department is also becoming more involved with several organizations, such as South Central Community Action Partnership and Valley House, which provide housing and assistance for those in need. Staff is also actively involved with state advisory boards concerning code adoption and with the Idaho Association of Building Officials, High Desert Chapter, which is a local association of the ICC (International Code Council).*				
	Objective SC3.1D: Conduct annual Fire Code inspections of businesses. *This is an ongoing effort by the Fire Department. In 2013, the Department performed 560 inspections of area businesses, schools, nursing homes, daycares and hospitals.*	⬤	Fire		
	Objective SC3.1E: Provide fire prevention education including fire extinguisher training to businesses and programs to the grade schools.	⬤	Fire		ⓘ

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	The Fire Department is actively engaged in teaching fire prevention and safety to local businesses and elementary schools. The 'Learn Not to Burn' program is presented to nearly all second grade students in the Twin Falls School District four times each year. The program teaches fire prevention and safety. The Fire Department is working with City Grant Writer Mandi Thompson to pursue grant funds for the purchase of equipment to augment current fire education programs. *The Department also participates in large safety fairs at area businesses such as Walgreens and Lynwood Shopping Center to promote fire prevention awareness.*				
	Objective SC3.1F: Provide fraud training and education. *The Police Department provides on-going fraud training and education through the Criminal Investigations Division. As outlined in the Strategic Plan, personnel from Finance will be incorporated into this program in an effort to expand training and educational opportunities.*	⬤	Fin/ Police		ⓘ
	Objective SC3.1G: Expand background checks on all coaches and instructors for youth activities. *The Parks and Recreation Department is currently implementing this objective and will have it operational by the 2014 baseball/softball*	⬤ ❶	P&R/ Police	👪	ⓘ

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	season. In conjunction with background checks, an identification (ID) system will also be implemented in FY 2014. The system, AlphaCard Endro+, is a single-sided ID card system and printer. In order to ensure continued safety of youth participants, coaches will be issued an ID card once they have successfully completed a police background investigation. ID badges will clearly identify all individuals that are eligible to coach youth programs. All coaches on the bench/field must present their coaches ID badge to the scorekeeper/field supervisor prior to the start of the game. If a coach does not display and/or have in their possession their coaches ID badge, they will not be allowed to coach that game. If a coach is deemed ineligible to coach, their badge will be revoked and they will be placed on the "Coaches ID Badge Revocation List." These individuals will not be able to receive a new badge until their coaching status is reviewed. This revocation list will be maintained by the Twin Falls Parks and Recreation office.				
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. *The Police Department continues to support the Traffic Safety Commission. Captain Anthony Barnhart is the Department liaison to the Commission and continues to work in partnership with its members.*	**O**	Police		

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Captain Barnhart is working with the Traffic Safety Commission to identify ways of improving safety at the intersection of Blue Lakes Boulevard North and Falls Avenue.				
	Objective SC4.1B: Maintain a traffic team for education and enforcement. *The Police Department maintains a Traffic Team to provide specific enforcement of driving infractions, traffic/pedestrian safety and education within the community. The possibility of restarting the Traffic Safety School is being explored, along with the possibility of deploying officers to high-crash/accidents areas as determined from data extracted from the DDACTS program.*	⭕	Police		ⓘ
	Objective SC4.1C: Expand Driving Under the Influence (DUI) education and enforcement. *The Police Department has not started working on this objective.*	⭕ ❶	Police	👪 💰	ⓘ
	Objective SC4.1D: Encourage pedestrian sidewalks that are separated from the travel or parking lane. *The Engineering Department has not started working on this objective.*	❶	E	💰	ⓘ

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	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. *The Engineering Department is working with the Parks and Recreation Department and a citizens' committee to develop a plan for signing streets that are attractive for bicyclists. Engineering is also working with the Twin Falls School District to develop a plan to improve the conflict between parental parking in the bike lanes and accessible ways for child-bicyclists. Currently, without extensive and regular enforcement, the before and after school transit scenario is unattractive for child-bicyclists (others, too) at a few locations.* *Engineering secured a grant to* **make ADA-***accessible ramp improvements to various locations where city streets intersect the state highway. The funding will be available in July 2014. In addition, all major reconstruction, mill and overlay, and gravity irrigation projects that effect on* **the ramps are being reconstructed to conform** *to current standards.*	⭘ ❶	PW	💰	ⓘ
	Objective SC4.1F: Maintain bike routes, crosswalks and school zones to ensure public safety and decrease accidents/injuries. *This is an ongoing priority for the Public Works Department.*	⭘	PW	👪 💰	✋

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective SC4.1G: Implement a Safe Routes to Schools (or equivalent) program. *The Parks and Recreation Department has not started work on this objective, but intends to begin work shortly.*	❷	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. *Beyond normal investigations and patrol work, the Police Department has not started working on this objective.*	○ ❶	Police	👪	ⓘ ✋
	Objective SC4.2B: Support strong educational programs on drug and alcohol abuse. *The Police Department is just starting to explore various options with the Twin Falls School District. Realistically, the Department hopes to start drug and alcohol-related educational programs at the start of the 2014 Fall Semester.*	○ ❶	Police	👪	ⓘ ✋
	Objective SC4.2C: Focus on street-level drug problems and users. *The Police Department believes that street-level enforcement of drugs dealers and users is one of the most effective drug enforcement tools.*	○ ❶	Police	👪	✋

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			TIMEFRAME	LEAD	RESOURCES	COMMUNITY
		This is a proactive approach to these types of crimes and a direct shift in philosophy. In the past, the Narcotics Unit would primarily work covertly using a number of proven law enforcement strategies; however, a direct, aggressive, and proactive approach has proven to be more effective in the long run and results in more productive case management of mid-level drug investigations. The Department is just beginning to implement this approach and expects significant results in the next six months. *During the months of October, November and December 2013, the Narcotics Unit made 40 drug arrests, completed 23 proactive interviews, executed 4 search warrants and performed 161 traffic stops. These actions resulted in the seizure of 125.2 grams of various drugs, 38 pieces of paraphernalia and 172 prescription pills.*				

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. *The Parks and Recreation Department has developed a spreadsheet that tracks all scheduled maintenance of the trails – when each section is due for a sand slurry application, sweeping, and repairs. Funds are requested as needed in the budget for maintenance and/or repairs of trails.*	O	P&R	👨‍👩‍👧 💰	✋

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	Objective AC1.2B: Adopt roadway design policies and standards that include non-motorized components and require implementation as part of new development. *The Engineering Department has not started working on this objective.*	❶	E	👪	
	Objective AC1.2C: Sign bike paths and identify bike lanes with striping on roads where it is appropriate. *The Engineering Department, in conjunction with the Parks and Recreation Department, has started the process of identifying paths and bike lanes that may need to be striped to increase trail connectivity in the community. Josh Baird is identifying various types of striping and possible options for making the City of Twin Falls more accessible to cyclists and pedestrians.*	⭕	E-PW	💰	
	Objective AC1.2D: Develop partners to advocate for bike trails and support bike programs. *The City hosted a bike forum in October 2013 to seek information from the bicycle community on how to provide better opportunities for citizens to commute to work or for recreation. This information is being compiled to identify the primary routes the bicycling community*	⭕ ❷	P&R	👪	ⓘ ✋

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	uses and where they are going. Various options are being investigated, including identifying certain streets as "Bike Friendly" or "Bike Preferred" routes. Once these "routes" have been approved, maps can be developed and signage and painting can occur. *A grant application for technical assistance was submitted to ITD Transportation Performance Division in February 2014. If funded, a consultant will assist City staff and the community in developing a comprehensive bicycle connectivity plan.*				
	Objective AC1.2E: Identify priorities for vehicular capacity, bike paths and parking that balances competing uses and costs. *The Engineering Department has not started working on this objective.*	❶	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. *The City Manager is working with the City Grant Writer to seek funding through two grant programs to create a Transit Development Plan. This plan will outline the current and future public transit needs of Twin Falls, identify various options for a fix-route system and ways to*	❶	CM	🚶‍♂️🚶‍♀️	✋

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	work with current operators. The plan will also explore the financial implications for the City as well as possible funding sources.				
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. *The Planning and Zoning Department is communicating and coordinating with other City departments and community entities to encourage mixed use and in-fill developments.*	❶	Plan	👪	
	Objective AC1.4B: Educate the community on the relationship between a more compact land use pattern and optimizing pedestrian and bicycle transportation. *The Planning and Zoning Department has not started working on this objective.*	⬤ ❷	Plan	👪	ⓘ
	Objective AC1.4C: Work with County and City to maintain protective zoning around the airport restricting incompatible land uses within the airport environs. *The Airport Manager is working with state & local officials, along with a cross section of aviation businesses in Idaho, to pass new legislation requiring future municipal comprehensive plan updates to assess airports in their jurisdiction and plan for compatible land uses around*	⬤	Air		✋

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	them. Currently, Twin Falls has good zoning protections through existing agricultural zoning in place.				
	[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. *Working within the Zone Maintenance framework, the Engineering Department is calculating quantities for a combination of sealing projects. Determination of overlay projects should occur in the next quarter.* *Major reconstruction of Orchard from Washington St S to the western City limits is at final design review. This project will address the failing pavement without substantial widening. Eastland South irrigation work bid in February, enabling construction by utilities and then roadway reconstruction to begin late this year.* *Reconstruction of a failed lateral at Blake and Heyburn is currently under reconstruction. The lateral is very shallow. In lieu or raising the curb line and roadway to provide adequate cover over the pipe, this intersection will be replaced in concrete. Work is preceded by sewer line replacement.*	⬤	E-PW	💰	

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective AC1.5B: Improve signalization program assessing cost vs. level of service. [SEE ALSO Objective AC2.1A] *The Engineering Department is currently working to incorporate flashing yellow left turn arrows in accordance with current MUTCD (Manual of Uniform Traffic Control Devices) recommendations. A suitable alternative is being sought to the currently obsolete controllers throughout the system.* *Signal timing is an ongoing action item based on changes in traffic patterns to improve or maintain safety.* *Signal projects at US-30 and 3250 (Chobani) and at the intersection of Fillmore and North College are nearing the completion of construction. The design for the signal at Addison and Carriage is progressing through the federal aid process with little to no delay.*	⬤	E	💰	
	Objective AC1.5C: Balance the cost of responding to increased congestion. [SEE ALSO Objective AC2.1A] *The Engineering Department has not started working on this objective.*	❶	E	👪	
Goal AC2: Improve connectivity.					

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
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. *The Engineering Department has not started working on this objective.* *The City Grant Writer is seeking funding through two grant programs to create a Transit Development Plan. This plan will outline the current and future public transit needs of Twin Falls, identify various options for a fix-route system and ways to work with current operators. The plan will also explore the financial implications for the City as well as possible funding sources.*	❶	E	🚻	ⓘ
	Objective AC2.1B: Analyze connectivity within and between different modes in terms of what is reasonable and where the connections should be located. *The Engineering Department has not started working on this objective.*	**O** ❷	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] *The Parks and Recreation Department developed a RFQ for a master parks plan. Parks and Recreation staff is still in the process of reviewing it. The RFQ will be released in March 2014, with a contract*	❸	P&R	💰	ⓘ ✋

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	expected to be awarded in April and **the plan** *completed in October 2014.*				
	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. *The Engineering Department has not started working on this objective.*	⬤ ❸	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). *The Airport Manger has completed the annual update to the FAA 5-Year AIP and it is* **included** *in the development recommendations of the Master Plan.*	⬤ ❶	Air	💰	✋
	Objective AC3.1B: Follow the airport's FAA Capital Investment Plan (CIP) for timely maintenance and development projects. *The Airport Manager has been working with the FAA to update the 5-Year Capital Plan. The plan includes the near-term development*	⬤ ❶	Air	💰	✋

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY

		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	concepts: terminal modifications, pavement maintenance, a new fire truck, and development of a new cross wind runway.				
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. *Current marketing efforts focus on the convenience of the home-town airport. Because the airport experiences market leakage to Boise and Salt Lake, the marketing effort is aimed at helping to retain air service travelers.*	⬤ ❷	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. *The Engineering Department has not started working on this objective.*	❸	E	👪	ⓘ
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. *The Planning and Zoning Department has not started working on this objective.*	⬤ ❷	Plan		

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective EC1.2B: Encourage the maintenance of agriculture production on lands that are part of a phased development. *The Planning and Zoning Department has not started working on this objective.*	O ❷	Plan		
	Objective EC1.2C: Update the development codes (Title 4 and 10) to reflect best practices. *The City created the Zoning Ordinance Amendment Committee (ZOAC) last year. This committee has been tasked with reviewing and amending the City's zoning ordinance as recommended by the Comprehensive Plan. The ZOAC was able to complete several amendments in the last year. Two amendments that are on the list of upcoming projects for the ZOAC will directly impact sprawl. Those are the creation of an Urban Village/Urban Infill zone and the creation of alternative subdivision design standards. Both of these amendments in the Comprehensive Plan are recommended to allow mixed uses, higher densities, and other regulations that encourage in-fill development and discourage sprawl.*	O ❶	Plan Build	👪	
	Objective EC1.2D: Review and update city policies and regulations to balance public access with private property rights along the canyon rims.	O ❶	Plan	👪	ⓘ

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	The ZOAC completed a review of the City's Canyon Rim Overlay District. In that review, the ZOAC found the District to be appropriately written to protect both the canyon rims' and private property owners' rights. The ZOAC recommended no change to the City Council. The City Council subsequently reviewed and accepted the ZOAC recommendation.				
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] *The Planning and Zoning Department has not started working on this objective.*	⬤ ❷	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. *The Planning and Zoning Department has not started working on this objective.*	❷	E-PW	👪	ⓘ
	Objective EC1.4B: Provide for more trees to be planted in appropriate locations throughout the city.	⬤ ❶	P&R	💰	ⓘ

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Parks and Recreation Department staff plants approximately 20-30 new trees in various parks and on other city properties each year. Parks staff will be requesting funds to re-implement the Tree Enhancement Program that was developed by the Tree Commission several years ago. This program would allow 10 homeowners to receive a new tree to be planted in the City's right-of-way in their front yard.				
	[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. *The Parks and Recreation Department developed a RFQ for a master parks plan. Parks and Recreation staff is still in the process of reviewing it. The RFQ will be released in March 2014, with a contract expected to be awarded in April and the plan completed in October 2014.*	❶	P&R	💰 👥	
Initiative EC2.2 The City will manage its assets to support environmental stewardship.					

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	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. *A team, including Josh Palmer, Mike Williams and Bill Baxter, were involved in working with PSI to understand the limitations and parameters of expanding the recycling program. The team looked at not only beefing up the existing use of recycling carts, but also explored a "green" recycling program where homeowners could recycle yard waste (leaves, grass clippings, etc). Cost and marketing were two of the big items to confront, but also the uncertainties of what people put on their lawns and gardens. (i.e. what diseases, chemicals and other issues yard waste recycling involved.) This type of recycling involves special carts, trucks, and a separate location to manage the waste for mulching and distribution.* *Bill Baxter has a brochure from the City of Tacoma, where they actually sell bag or bulk mulch processed from the sewage treatment plant. It is called "Tagrow." He will be checking into it, and providing additional information in a future update.*	❸	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]	❸	E		

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			TIMEFRAME	LEAD	RESOURCES	COMMUNITY
		The Engineering Department has not started working on this objective.				
		Objective EC2.2C: Co-operate with the Twin Falls Canal Company to enhance water quality and meet regulatory requirements for shared water systems. *The City completed the initial phase of basins at the Gun Range and Auger Falls to address sediment removals from irrigation returns. While the total amount removed is less than expected, the percentage removed is stellar.* *Similarly, the pipeline for "original" Auger Falls wetlands projects is nearing completion and development of the ponds is expected to commence next quarter. This will divert treated wastewater from the treatment plant to the area as a water source for the wetlands.*	⬤	E-PW	💰	✋
		Objective EC2.2D: Continue the recycling of roadway materials using the latest technology and equipment. *The Engineering Department has engaged a materials engineer to help develop standards and appropriate testing for use of alternate materials in the roadway sections.*	⬤	E-PW		

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	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. *The Public Works Department continues to explore the replacement of salt/sand with the latest liquid deicing agents to produce a corresponding improvement in air and water quality. In the past month, the Streets Department started street sweeping of the sand accumulated from the few times it was applied this winter.*	⭘	PW		
	Objective EC2.2F: Optimize water capacity and wastewater use through conservation, broader use of the pressure irrigation system and protection of resources. *The City is currently leasing 1,000 irrigation shares to SW Irrigation District. Water Superintendent Robert Bohling is working with PIO Josh Palmer to develop a water conservation media campaign for the public in anticipation of a dry summer. An Irrigation Update from the Canal Company has been requested to verify the location and quantity of irrigation shares in an effort to optimize their usage.*	⭘	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. *Along with other staff and Council members, the Economic Development Director has met with downtown merchants and leaders to review potential proposals and new developments downtown.*	❶	ED	👪 💰	✋

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Staff and Council members have also met with downtown stakeholders to look at a downtown/Main Street organization as well with various potential businesses or non-profits who have expressed interest in a downtown location. A formal organization that is led by the downtown property owners and merchants and supported by organizations such as the Chamber of Commerce and the City would be helpful for continued downtown revitalization. There are at least one or more informal groups that work toward their own goals but it is not clear how they coordinate.				
	TFURA hired JUB Engineering in November 2012 to perform an assessment of OT/DT infrastructure to determine what infrastructure needs are required for continued downtown redevelopment.				
	The assessment was completed in August 2013. A group consisting of staff, Council members, and TFURA board members met on November 5 to review the assessment and discuss the process moving forward to identify a vision and a capital improvement plan. The group asked for TFURA revenue projections over the next eight years and cost estimates for 5-7 critical engineering projects identified by Jackie Fields. The group hopes to meet again in March to discuss this information.				

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	TFURA has requested the City Council to transfer a City-owned vacant, undeveloped parcel that is adjacent to a building owned by TFURA to offer as one package for redevelopment. The City Council will consider a resolution to begin that process and set a public hearing at their Feb. 3 meeting. *The community celebrated the grand opening of Glanbia Foods USA new headquarters and R&D center on 4th Ave So in August. Since those 100 employees moved in, many Main Avenue and other downtown spaces have gained new tenants. There is a very strong sense that downtown has turned a corner.* *TFURA and the City completed a design, construction plans, and bid proposal for a new pocket park in Old Town on 4th Ave So. Bids were advertised in January and will be opened on Feb. 3. Staff prepared a bid packet and reviewed it with TFURA board at the Feb. 10 board meeting. A contract has been awarded. The Parks and Recreation Department has been closely involved in this project.*				
	Objective PC1.1B: Protect the historic character of the downtown. *The Historic Preservation Commission reviews all building permits for remodeling of downtown structures to protect the historic character of*	O ❶	Plan	👪	✋

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Historic Downtown Twin Falls. The commission applied for and received a grant for historic guidelines for buildings around City Park.				
Initiative PC1.2: The City will improve access and eliminate barriers to downtown.					
	Objective PC1.3A: Review how U.S. Highway 30 negatively impacts downtown and consider alternatives. [SEE ALSO Objective PC2.1B] *The Engineering Department has not started working on this objective.*	❶	E	👫	✋

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective PC1.3B: Develop a strategy for downtown and Old Town parking that supports growth, and amend the zoning code parking standards accordingly. *The Planning and Zoning Department has not started working on this objective.*	⬤ ❶	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. *This objective relates to the TFURA plan under PC1.1A.*	⬤ ❶	E	👪 💰	
	Objective PC2.1B: Review transportation infrastructure, including truck routes, which support industrial land uses to determine how the City can work with the region to improve the systems. *The Idaho Transportation Department (ITD) has initiated a review of the Southeast Twin Falls Alternate Study using the Greater Twin Falls Area Transportation Committee (GTFATC) as the team for review. The GTFATC subcommittee is the City Engineer, a Highway District Commissioner and the GTFATC chair (who was the City Engineer until he retired). Currently, the State has developed a scope and is negotiating with a firm from the ITD roster.*	❶	E	👪	✋

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	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. *The Engineering Department has not started working on this objective.*	❶	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. *The Magic Valley Regional Airport is working with SkyWest to utilize a Department of Transportation grant to attract additional service. The Airport is also working closely with the Twin Falls Chamber of Commerce to market existing air service.*	⭘	Air	💰	✋
	Objective PC 2.2B: Expand utilities to support economic development around the airport. *The Engineering Department has not started working on this objective.*	❶	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. *In 2013 the Ready Team opted to put this initiative on hold **temporarily** due to lack of resources to implement a marketing plan once the analysis is complete. The data from a target market analysis has a short shelf life, as part of it is based on companies currently looking to expand or relocate.*	❶	ED	👫👫	✋	
	Objective PC3.1B: Develop and maintain an inventory of industrial buildings and sites. *The Twin Falls Economic Development Director has an informal list of industrial sites available through contacts with Realtors and property owners. The department's goal in 2014 is to make an inventory list accessible to others who are interested in development or redevelopment in the City of Twin Falls.*	**O**	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.	❷	P&R	👫👫 💰	✋	

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	The Parks and Recreation Department has not started working on this objective.				
	Objective PC3.2B: Use existing and potential tourism activities as a tool for economic development efforts. *The Economic Development Department is evaluating opportunities, such as Ride Idaho, as potential tourism activities that may assist in economic development efforts in Twin Falls.*	⬤	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. *City staff has visited with over fifteen businesses since April 2013. The Chamber of Commerce, Idaho Department of Labor, and CSI also have business visitation initiatives.*	⬤ ❶	ED	👪	✋
	Objective PC3.3B: Create and support partnerships in pursuit of economic development objectives and strategic plan goals. *City staff continues to work with federal, state, regional and local partners to help retain and create jobs, and to continue with downtown revitalization. A recently added partner is Select USA, the federal agency tasked to help with direct foreign investment.*	⬤ ❶	ED	👪	✋

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	Objective PC3.3C: Explore the viability of establishing an incubator for start-up businesses and entrepreneurial activity. *The Economic Development Department has not started working on this objective.*	❷	ED	👪 💰	✋
	Objective PC3.3D: Explore mechanisms to enhance access to capital for new and expanding businesses. *The Economic Development Department has not started working on this objective.*	❷	ED	👪	✋

Focus Area 7 – Responsible Community (RC)

<u>2030 Vision:</u>

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. *The City of Twin Falls has expanded community outreach to more segments of the community by investing in new or expanding communication mediums such as social media, a Vimeo channel and both live and archived video of all public meetings.* *The City also converted its website to accommodate more than 52 different languages and has been promoting the website as the*	❶	CM	👨‍👩‍👧	ⓘ

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	primary source for information about the City of Twin Falls' activities and mission. *The City is also participating with the directors of both Southern Idaho Tourism and the Twin Falls Area Chamber of Commerce on an economic development planning team. This team will help the City market and promote its tourism and lifestyle.*				

	Objective RC1.1B: Educate and involve youth in community service projects and strengthen the Youth Council.
	
	The Mayor's Youth Council has taken on three major projects this year, which include:
	
	    1) Alternative Energy Awareness - Kite Days
	    2) Suicide Prevention Awareness and Education
	    3) Adopt-a-Trail with the City's Park and Rec Dept.
	
	The City Council has worked with all of the public and private schools within the city limits to increase membership and educate students on possible opportunities.
	
	The City Council has spoken at various schools to help educate students on city government and civic. Council members have also
		⬤	City Council		ⓘ

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	participated in Rhyme Time at the Twin Falls Public Library as guest readers.				
	Objective RC1.1C: Expand promotion and education efforts with other governments and non-profits. *The City of Twin Falls works closely with the Twin Falls Area Chamber of Commerce, Southern Idaho Economic Development Organization, Business Plus, Idaho Department of Commerce and Southern Idaho Tourism to promote economic development, tourism and civic engagement.*	⭘ ❶	CM	👪 💰	ⓘ
	Objective RC1.1D: Conduct a communications audit to assess the City's current outreach efforts. *The City of Twin Falls is currently conducting a citizen survey that asks participants where they receive their information on city activities, objectives and goals.* *In addition, the Public Information Officer uses analytics to show the number of people who view live and archived video of public meetings, archived production videos on the City's Vimeo channel and all website and social media platforms.*	⭘ ❶	PIO	👪 💰	

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective RC1.1E: Continue City's participation in the National Citizen Survey and respond to issues identified in the Survey. *The City of Twin Falls is continuing its participation in the National Citizen Survey, which will be used to identify strengths and weaknesses in the organization's services to the community. The City is currently conducting the 2014 National Citizen Survey and expects to release the results in the Spring 2014.*	⭕	CM	💰	
	Objective RC1.1F: Sponsor forums on strategic plan focus areas. *The City Manager conducted public forums on the creation of the Strategic Plan in 2013 and has continued to present the plan to the City Council, civic groups and during public discussion.* *The City Manager will continue to host forums and identify progress and updates on the Strategic Plan.*	❶	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.	❶	PIO	♟ 💰	ⓘ

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	The Public Information Officer has not started working on this objective.				
	Objective RC1.2B: Develop "Welcome Packet" for new residents/ utility customers. *The Utility Billing team is working on this project with other city employees. One of the options being explored is using the "Welcome Home" group packet that is delivered to new residents. However, there is a fee for this service. The group is still gathering information and pooling ideas.*	❶	Fin/ P&R	🚶🚶 💰	ⓘ
	Objective RC1.2C: Expand the use of volunteers. *The City Manager has not started working on this objective.*	⬤ ❶	CM	🚶🚶	ⓘ
	Objective RC1.2D: Provide presentations to high school civics classes on how local government works. *The Twin Falls City Council and the City Manager have both provided presentations to the high school civics classes at schools in Twin Falls. This will continue to be an ongoing effort to help educate students in the City of Twin Falls.*	⬤	CM/City Council		ⓘ

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Objective RC1.2E: Develop a Government Citizens Academy to educate adults on how local government works and on responsible citizenship. *The City Manager has not started working on this objective.*	❶	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. *Since the beginning of FY 2014, Human Resources has completed four recruitment processes and one promotional process. Seven new employees have been added to the organization and several*	⬤ ❶	HR	👪	

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	positions are in their final selection phase. An aggressive radio ad campaign began in December and will run through March in an effort to attract people interested in a law enforcement career. The recruitment process for the new City Attorney is in its initial stage of discussion and design.				
	Objective IO1.1B: Continue to educate and invest in our employees through training and career development. *80% of all employees and supervisors (the required minimum) recently completed the ICRMP training program which included in-house and several on-line courses. One member of the Human Resources team, along with others from senior staff, will be attending the LEAD program offered at the University of Virginia in March.*	**O** ❶	HR	💰	
	Objective IO1.1C: Provide a good, safe working environment through developing work place violence and harassment policies, and performing background checks. *The focus of this objective is on-going. These issues are covered during all new employee orientation presentations. Additionally, the recent ICRMP program requires two safety training programs, harassment training and supervisory training as well. Human*	**O** ❶	HR	👪 💰	

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	Resources provided an overview at a department head meeting during which the City's losses were compared with other entities insured by ICRMP and a discussion ensued as to how we can improve. Background checks are a standard practice for all new employees.				
	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. *The City Manager regularly holds department meetings with City staff to build relationships and eliminate barriers between staff and the City Manager. He also holds regular meetings with department leaders to build a common vision among departments as an organization.* *In addition, the City Manager is sending employees to the University of Virginia to participate in the LEAD program, which will help the City build cross functional teams to explore solutions – such as long-term planning – and assist the City in moving forward with a common vision.* *In leadership meetings, the heads of each department are having conversations about issues that are internal and they are starting to*	❶	CM	👫	

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	examine the City's organizational structure with Phil Kushlan. The outcomes will be tied to the City's strategic plan.				
	Objective IO1.1E: Research the use of technology to provide services to customers in the most effective manner. *A new wireless network was researched, acquired and implemented.* • *Better performance* • *Better management* • *Updated technology*	⬤ ❶	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. *New equipment was added to the City's weight room at the beginning of FY 2014. Utilization of the room has increased as a result of the upgrades. Unexpected dollars captured through a reduction in the Blue Cross renewal **process** allowed $30,000 to be added to the City's wellness budget.*	❶	HR	👪	
	Objective IO1.2B: Develop an incentive program for employees to participate in the wellness program.	❶	HR	👪 💰	

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	*On-going incentive **challenges continue to be coordinated** through Human Resources. The most recently completed incentive was for employees who maintained their weight from the Health Fair through the holidays. 22 employees successfully achieved the goal and were awarded $25. Employees interested in serving on the wellness committee have been recruited and Human Resources is waiting for final guidelines issued through the Affordable Care Act before launching a specific program designed to increase the overall wellness of City employees. The Blue Cross - Healthy Measurers program was added to the City's plan at renewal and efforts are in process to implement the program organization-wide.*				
	Objective IO1.2C: Develop a program of safety procedures and training to prevent employee accidents. *Dialogue with department leaders regarding accidents and job related injuries is on-going. Statistics are being provided and general awareness is being heightened. For the last two years, City employees have been required to participate in the ICRMP Discount program which combines education regarding high risk behaviors with a 5% premium discount for completion. Human Resources has been asked to put together a safety committee, and will do so after reviewing best practices and program recommendations from other cities.*	⬤ ❶	HR	👪	

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
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. *As of October 4, 2013, the City's salary table was adjusted by 2%. Following a re-design of the performance evaluation, employees receiving a favorable evaluation were awarded with a 3.5% performance adjustment. Target (compression) adjustments for eligible employees continue to be awarded as outlined by policy. All benefit renewals were completed October 1, 2013. Both health insurance and dental insurance policies renewed with no premium increase or plan changes. Market competitiveness is being monitored through salary surveys and Department of Labor statistics.*	⬤ ❶	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. *New employee orientation programs are scheduled as needed. The program is continually revised as material or policies change. New*	⬤ ❶	HR	💰	

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		TIMEFRAME	LEAD	RESOURCES	COMMUNITY
	supervisors are encouraged to attend training as it becomes available. Suggestions and funding are provided through Human Resources.				
	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. *The City's tuition reimbursement program has currently assisted nine employees enrolled in job related college courses with request for dollars.*	⭘ ❶	HR	💰	
	Objective 1O2.1D: Develop a mentoring and cross-training program that recognizes productivity coupled with experience and retention, along with knowledge, skills, and abilities. *Human Resources has been asked to co-lead the Long Term Planning group that is currently working on the next five year long term plan. The cross section of employees engaged in this project provides some with a broader exposure to the organization as a whole and the City's budget process. In addition, it provides departments with an opportunity to recognize and discuss potential areas where collaboration of efforts can be achieved.*	❷	HR	👥	

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. *The City Manager is in the process of submitting data for an annual report, which is due to ICMA by mid-March. The City Manager anticipates having more information about the next steps in creating a performance measurement system in late-June.*	❍ ❶	CM	👪 💰	
	Objective IO3.1B: Develop a prioritized and funded capital investment plan. *The Finance Department has compiled financial policies. The team continues to add to them and will review them on an annual basis.* *Preparation of a CAFR (Comprehensive Annual Financial Report). For the fiscal year that ended September 30, 2013, the City of Twin Falls will complete the steps necessary to move the annual audit to a CAFR.*	❶	CM/Fin	👪	
	Objective IO3.1C: Develop Financial Policies for Council consideration. *The Finance Department has not started working this objective.*	❶	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: Continue to explore and implement options to align revenues with costs to the fullest extent possible. *The City Manager and his staff are actively engaged in long-term planning to pursue options to better align revenues with costs. The Long-Term Planning Committee consists of staff and department leaders.*	◗	CM		
	Objective IO4.1C: Partner with other government entities to form a "Magic Valley Public Service Partnership". *The City Manager and City Council have not started working on this objective.*	❶	CM/City Council	👥	✋
	Objective IO4.1D: Develop an on-going program to monitor and influence state-level decision-making on matters that effect City authority and resources. *The City Manager and members of the City Council work with the Idaho Association of Cities (AIC).*	◗	CM/City Council	👥	✋