

COUNCIL MEMBERS

Suzanne	Nikki	Shawn	Chris	Gregory	Chris	Ruth
Hawkins	Boyd	Barigar	Talkington	Lanting	Reid	Pierce
Vice Mayor		Mayor				

**AGENDA**

Meeting of the Twin Falls City Council
Monday, February 13, 2017
City Council Chambers
305 Third Avenue East - Twin Falls, Idaho

5:00 P.M.

PLEDGE OF ALLEGIANCE TO THE FLAG

CALL MEETING TO ORDER

CONFIRMATION OF QUORUM

CONSIDERATION OF THE AMENDMENTS TO THE AGENDA

PROCLAMATIONS: None

GENERAL PUBLIC INPUT

AGENDA ITEMS	Purpose	By:
I. <u>CONSENT CALENDAR:</u>		
1. Request to approve Accounts Payable for February 7 – February 13, 2017.	Action	Sharon Bryan
2. Request to approve the February 6, City Council Minutes.	Action	Sharon Bryan
II. <u>ITEMS FOR CONSIDERATION:</u>		
1. Presentation to recognize the achievements of Firefighters Kyle Eldridge, and Joseph Renaldi for completing their TFFD Level I certifications, and Firefighter Dallas Williamson for completing his TFFD Level II certification.	Presentation	Fire Chief Tim Soule
2. Request to replace the city's Taxicab regulations contained in Chapter 10 of Title 3 of the City Code, to conform with The State's Transportation network company regulations.	Action	Sharon Bryan
3. Request adopt the resolution and to authorize the Mayor to sign State Local Agreement for Project Development of Signals and Turn bay, Shoshone St., Key No. 20295 with a payment of \$2,000 as part of the local match for the project.	Action	Jacqueline D Fields
4. Presentation on the Fire Department Service Delivery and Station Location Analysis and requesting approval to hire an architect for construction of Fire Station #2.	Presentation Action	Tim Soule
5. To provide input to the process to update the City of Twin Falls Community Strategic Plan.	Presentation	Phil Kushlan
6. Public input and/or items from the City Manager and City Council.		
III. <u>ADVISORY BOARD REPORT/ANNOUNCEMENTS:</u>		
6:00 P.M.		
IV. <u>PUBLIC HEARINGS:</u>		
1. Conduct a public hearing to provide the public with opportunity to comment on modifications to the CSI Cheney Drive project.	Public Input	Jacqueline D Fields
V. <u>ADJOURNMENT:</u>		

Any person(s) needing special accommodations to participate in the above noticed meeting could contact Leila Sanchez at (208) 735-7287 at least two working days before the meeting. Si desea esta información en español, llame Leila Sanchez (208)735-7287.

Public Input Procedures

1. Individuals wishing to provide public input regarding matters relevant to the City of Twin Falls shall
 - a. wait to be recognized by the mayor
 - b. approach the microphone/podium
 - c. state their name and address, and whether they are a resident or property owner in the City of Twin Falls, and
 - d. proceed with their input.
2. The Mayor may limit input to no less than two (2) minutes. Individuals are not permitted to give their time to other speakers.

Public Hearing Procedures for Zoning Requests

1. Prior to opening the first Public Hearing of the session, the Mayor shall review the public hearing procedures.
 2. Individuals wishing to testify or speak before the City Council shall wait to be recognized by the Mayor, approach the microphone/podium, state their name and address, then proceed with their comments. Following their statements, they shall write their name and address on the record sheet(s) provided by the City Clerk. The City Clerk shall make an audio recording of the Public Hearing.
 3. The Applicant, or the spokesperson for the Applicant, will make a presentation on the application/request (request). No changes to the request may be made by the applicant after the publication of the Notice of Public Hearing. The presentation should include the following:
 - A complete explanation and description of the request.
 - Why the request is being made.
 - Location of the Property.
 - Impacts on the surrounding properties and efforts to mitigate those impacts.Applicant is limited to 15 minutes, unless a written request for additional time is received, at least 72 hours prior to the hearing, and granted by the Mayor.
 4. A City Staff Report shall summarize the application and history of the request.
 - The City Council may ask questions of staff or the applicant pertaining to the request.
 5. The general public will then be given the opportunity to provide their testimony regarding the request. The Mayor may limit public testimony to no less than two (2) minutes per person.
 - Five or more individuals, having received personal public notice of the application under consideration, may select by written petition, a spokesperson. The written petition must be received at least 72 hours prior to the hearing and must be granted by the mayor. The spokesperson shall be limited to 15 minutes.
 - Written comments, including e-mail, shall be either read into the record or displayed to the public on the overhead projector.
 - Following the Public Testimony, the applicant is permitted five (5) minutes to respond to Public Testimony.
 6. Following the Public Testimony and Applicant's response, the hearing shall continue. The City Council, as recognized by the Mayor, shall be allowed to question the Applicant, Staff or anyone who has testified. The Mayor may again establish time limits.
 7. The Mayor shall close the Public Hearing. The City Council shall deliberate on the request. Deliberations and decisions shall be based upon the information and testimony provided during the Public Hearing. Once the Public Hearing is closed, additional testimony from the staff, applicant or public is not allowed. Legal or procedural questions may be directed to the City Attorney.
- * Any person not conforming to the above rules may be prohibited from speaking. Persons refusing to comply with such prohibitions may be asked to leave the hearing and, thereafter removed from the room by order of the Mayor.

COUNCIL MEMBERS

Suzanne	Nikki	Shawn	Chris	Gregory	Chris	Ruth
Hawkins	Boyd	Barigar	Talkington	Lanting	Reid	Pierce
Vice Mayor		Mayor				

**MINUTES**

Meeting of the Twin Falls City Council
Monday, February 6, 2017
City Council Chambers
305 Third Avenue East - Twin Falls, Idaho

3:30 P.M.

PUBLIC SAFETY ADMINISTRATION AND CITY HALL BUILDING TOUR

5:00 P.M.

PLEDGE OF ALLEGIANCE TO THE FLAG

CALL MEETING TO ORDER

CONFIRMATION OF QUORUM

CONSIDERATION OF THE AMENDMENTS TO THE AGENDA

PROCLAMATIONS: None

GENERAL PUBLIC INPUT

AGENDA ITEMS**Purpose****By:****I. CONSENT CALENDAR:**

1. Request to approve Accounts Payable for January 31-February 6, 2017.
2. Request to approve the January 30, 2017, City Council Minutes.
3. Request to approve the Findings of Fact, Conclusions of Law, and Decision for:
 - a. Zoning District Change & Zoning Map Amendment – Addison Secure Storage
 - b. Vacation for St. Luke's, MVRMC
 - c. Zoning District Change & Zoning Map Amendment for Westpark Partners, LLC.

Action

Sharon Bryan

Action

Sharon Bryan

Action

Rene'e V. Carraway-Johnson

II. ITEMS FOR CONSIDERATION:

1. Swearing in ceremony for the Twin Falls Police Department's newest Police Officers, Justin Clark, Luis Gil Gil, Bradly Wendlandt, Elisha Batteiger, and Powell Eaton; and

Action

Chief Craig Kingsbury
Mayor Shawn Barigar

Presenting Officers Dzevad Mustafic, Anthony Rhoades, Brian Caldwell, Salko Lilic, and Nik Gumeson with their POST Basic Certification; Officers Matthew Gealta, Denis Suljevic, Matthew Guzman, and Eric Strassner with the Intermediate Certification; Officers Aaron Nay, J.P. O'Donnell, and Jason Kelly with their POST Advanced Certification; Detective Brian Maughan and Officer J.P. O'Donnell with their Master Certification, and Lieutenant Terry Thueson with his Management Certification.

Presentation

Captain Matthew Hicks
Captain Anthony Barnhart

2. Request to reappoint Misty McEwen to the Twin Falls Housing Authority as a commissioner to serve a five-year term.

Action

Leanne Trappen/TFHA
Mayor Shawn Barigar

3. Request by Magic Valley YMCA to initiate a renegotiation of the terms of the Concession Agreement with The YMCA of Twin Falls for operation and management of the City Pool.

Action

Wendy Davis

4. Presentation regarding building project updates for City Hall and Public Safety Complex.

Presentation

Michael Arrington
Starr Corp.

5. Request to adopt an Ordinance for a Zoning District Change and Zoning Map Amendment from R-2 to C-1 for 1 (±) acres of undeveloped property located at 2716 Addison Avenue East for Addison Secure Storage (app 2830).	Action	Rene'e V. Carraway-Johnson
6. Request to adopt an Ordinance replacing the City's Taxicab regulations contained in Chapter 10 of Title 3 of the City Code, to conform to the State's Transportation Network Companies regulations.	Action	Sharon Bryan
7. Request to repeal Chapter 2 of Title 3 of the Twin Falls City Code regulating Hotels and Rooming Houses.	Action	Sharon Bryan
8. Public input and/or items from the City Manager and City Council.		
III. <u>ADVISORY BOARD REPORT/ANNOUNCEMENTS:</u>		
6:00 P.M.		
IV. <u>PUBLIC HEARINGS:</u> None		
V. <u>ADJOURNMENT:</u>		

Any person(s) needing special accommodations to participate in the above noticed meeting could contact Leila Sanchez at (208) 735-7287 at least two working days before the meeting. Si desea esta información en español, llame Leila Sanchez (208)735-7287.

Present: Shawn Barigar, Suzanne Hawkins, Nikki Boyd, Greg Lanting, Don Hall, Ruth Pierce
Absent: Chris Talkington

Staff Present: City Manager Travis Rothweiler, City Attorney Fritz Wonderlich, Deputy City Manager Mitchel Humble, Deputy City Manager Brian Pike, Deputy City Clerk Sharon Bryan

City Council convened at 3:30 PM to Tour the Public Safety and New City Hall sites.

PLEDGE OF ALLEGIANCE TO THE FLAG

Mayor Barigar called the meeting to order at 5:00 P.M. He then invited all present, who wished, to recite the pledge of Allegiance to the Flag.

CONFIRMATION OF QUORUM

Mayor Barigar announced that Councilmember Talkington will not be attending and Councilmember Boyd would attend shortly. A quorum is present.

CONSIDERATION OF THE AMENDMENTS TO THE AGENDA – None

PROCLAMATIONS: None

GENERAL PUBLIC INPUT

I. CONSENT CALENDAR:

1. Request to approve Accounts Payable for January 31-February 6, 2017.
2. Request to approve the January 30, 2017, City Council Minutes.
3. Request to approve the Findings of Fact, Conclusions of Law, and Decision for:
 - a. Zoning District Change & Zoning Map Amendment – Addison Secure Storage
 - b. Vacation for St. Luke's, MVRMC
 - c. Zoning District Change & Zoning Map Amendment for Westpark Partners, LLC.

MOTION:

Vice Mayor Hawkins moved to approve the Consent Calendar as presented. Councilmember Pierce seconded the motion. Roll call vote showed all members present voted in favor of the motion. Approved 5 to 0

Councilmember Boyd present.

II. ITEMS FOR CONSIDERATION:

1. Swearing in ceremony for the Twin Falls Police Department's newest Police Officers, Justin Clark, Luis Gil Gil, Bradly Wendlandt, Elisha Batteiger, and Powell Eaton; and

Presenting Officers Dzevad Mustafic, Anthony Rhoades, Brian Caldwell, Salko Lilic, and Nik Gumeson with their POST Basic Certification; Officers Matthew Gealta, Denis Suljevic, Matthew Guzman, and Eric Strassner with the Intermediate Certification; Officers Aaron Nay, J.P. O'Donnell, and Jason Kelly with their POST Advanced Certification; Detective Brian Maughan and Officer J.P. O'Donnell with their Master Certification, and Lieutenant Terry Thueson with his Management Certification.

Chief of Police Kingsbury introduced the newest Police Officers, Justin Clark, Luis Gil Gil, Bradly Wendlandt, Elisha Batteiger and Powell Eaton.

Mayor Barigar swore in the Police Officers.

Chief of Police Kingsbury introduced Frankie the newest drug dog for the Police Department.

Police Officer JP O'Donnell explained the Bomb Squad training he attended.

Captain Hicks and Captain Barnhart introduced the officers.

Mayor Barigar and Chief of Police presented certification certificates to the following officers:

POST Basic Certifications:

Dzevad Mustafic, Anthony Rhoades, Brian Caldwell, Salko Lilic and Nik Gumeson

Intermediate Certification:

Matthew Gealta, Denis Suljevic, and Matthew Guzman

POST Advanced Certification:

Aaron Nay, JP O'Donnell and Jason Kelly

Master Certification:

Brian Maughan and Officer JP O'Donnell

Management Certification:

Terry Thueson

2. Request to reappoint Misty McEwen to the Twin Falls Housing Authority as a commissioner to serve a five-year term.

Mayor Barigar request that the Council confirm the reappointment of Misty McEwen to the Twin Falls Housing Authority as a commissioner to serve a five-year term.

MOTION:

Councilmember Pierce moved to approve the reappointment of Misty McEwen to the Twin Falls Housing Authority as a commissioner to serve a five-year term. Councilmember Reid seconded the motion. Roll call vote showed all members present voted in favor of the motion. Approved 6 to 0

3. Request by Magic Valley YMCA to initiate a renegotiation of the terms of the Concession Agreement with The YMCA of Twin Falls for operation and management of the City Pool.

Haddie Zobot YMCA board member asked City Council to initiate a renegotiation of the terms of the Concession Agreement for operation and management of the City Pool.

YMCA Board meeting.

John Twiss, Twin Falls, said the City Pool has great potential and there needs to be a better vision.

Councilmember Pierce asked for a clarification on if contract needs to work through the contract term or could it be put out for bid earlier.

City Manager Rothweiler gave a clarification on what the YMCA is asking for.

MOTION:

Vice Mayor Hawkins moved to approve the request by Magic Valley YMCA to initiate a renegotiation of the terms of the Concession Agreement with The YMCA of Twin Falls for operation and management of the City Pool. Councilmember Lanting seconded the motion. Roll call vote showed all members present voted in favor of the motion. Approved 6 to 0

4. Presentation regarding building project updates for City Hall and Public Safety Complex.

Jason Derricott, Starr Corp gave an update on the City Hall and Public Safety Complex.

5. Request to adopt an Ordinance for a Zoning District Change and Zoning Map Amendment from R-2 to C-1 for 1 (±) acres of undeveloped property located at 2716 Addison Avenue East for Addison Secure Storage (app 2830).

Deputy City Manager Humble gave staff report.

MOTION:

Councilmember Lanting made a motion to suspend the rules and place Ordinance 2017-006 on third and final reading by title only. Councilmember Boyd seconded the motion. Roll call vote showed all members present voted in favor of the motion. Approved 6 to 0

Deputy City Clerk Bryan read the ordinance by title only:

ORDINANCE NO. 2017-006

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TWIN FALLS, IDAHO, **REZONING** REAL PROPERTY BELOW DESCRIBED; PROVIDING THE ZONING CLASSIFICATION THEREFOR; AND ORDERING THE NECESSARY AMENDMENTS TO THE AREA OF IMPACT AND ZONING DISTRICTS MAP.

MOTION:

Vice Mayor Hawkins made a motion to adopt Ordinance 2017-006. Councilmember Reid seconded the motion. Roll call vote showed all members present voted in favor of the motion. Approved 6 to 0.

6. Request to adopt an Ordinance replacing the City's Taxicab regulations contained in Chapter 10 of Title 3 of the City Code, to conform to the State's Transportation Network Companies regulations.

Vice Mayor Hawkins asked that we postpone Item #6 because City Council was not given a copy of the Ordinance to review.

City Staff agreed that Item #6 be postponed until next Monday, February 13, 2017.

7. Request to repeal Chapter 2 of Title 3 of the Twin Falls City Code regulating Hotels and Rooming Houses.

Deputy City Clerk Bryan reviewed the repeal.

MOTION:

Councilmember Boyd made a motion to suspend the rules and place Ordinance 2017-008 on third and final reading by title only. Councilmember Pierce seconded the motion. Roll call vote showed all members present voted in favor of the motion. Approved 6 to 0

Deputy City Clerk Bryan read the ordinance by title only:

ORDINANCE NO. 2017-007

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TWIN FALLS, IDAHO,
REPEALING CHAPTER 2 OF TITLE 3 OF THE TWIN FALLS CITY CODE
REGULATING HOTELS AND ROOMING HOUSES.

MOTION:

Vice Mayor Hawkins made a motion to adopt Ordinance 2017-007. Councilmember Pierce seconded the motion. Roll call vote showed all members present voted in favor of the motion. Approved 6 to 0.

Mayor Barigar asked Boy Scout Will Preston from Troop 161 to introduce himself.

8. Public input and/or items from the City Manager and City Council.

City Manager Rothweiler gave an update on flooding in the City of Twin Falls.

Vice Mayor Hawkins reported on the Legislative meetings on Friday at the Twin Falls Chamber of Commerce.

III. ADVISORY BOARD REPORT/ANNOUNCEMENTS:

IV. PUBLIC HEARINGS: None

V. ADJOURNMENT:

The meeting adjourned at 6:25 PM

Sharon Bryan, Deputy City Clerk



Date: Monday, February 13, 2017

To: Honorable Mayor and City Council

From: Tim Soule, Fire Chief

Request:

Presentation to recognize the achievements of Firefighters Kyle Eldridge, and Joseph Renaldi for completing their TFFD Level I certifications, and Firefighter Dallas Williamson for completing his TFFD Level II certification.

Time Estimate:

Chief Soule's presentation will take approximately five (5) minutes.

Background:

Chief Soule would like to take this opportunity to recognize the achievements of Firefighters Kyle Eldridge, and Joseph Renaldi for completing their Twin Falls Fire Department Firefighter Level I Certification, and Firefighter Dallas Williamson for completing his Twin Falls Fire Department Level II Certification. Then, Chief Soule would like to ask Mayor Shawn Barigar to present them with their certificates.

Approval Process:

N/A

Budget Impact:

N/A

Regulatory Impact:

N/A

Conclusion:

N/A

Attachments:

N/A



February 13, 2017 City Council Meeting

To: Honorable Mayor and City Council

From: Sharon Bryan

Request:

Consideration of a request to replace the city's Taxicab regulations contained in Chapter 10 of Title 3 of the City Code, to conform with The State's Transportation network company regulations.

Background:

The City of Twin Falls would like to amend our Taxicab regulations to coincide with the State of Idaho's Code.

The Idaho Legislature has enacted a new Chapter 37 of Title 49 of the Idaho Code, which in part, prohibits local governmental entities from regulating transportation network company services (Uber, Lyft, etc). The Idaho Legislation authorizing transportation network services places existing licensed taxicabs at a competitive disadvantage. Attached is the proposed Twin Falls City Ordinance.

In amending the City of Twin Falls Code we would eliminate the competitive disadvantage licensed taxicabs and taxicab drivers have.

Budget Impact:

The Council's approval of this request will not impact the City budget.

Regulatory Impact:

The Council's approval of this request will enable us to conform with 2016 amendments to Idaho Code Chapter 37 of Title 49.

Conclusion:

Staff recommends that the Council approve Ordinance.

Attachments: Ordinance

ORDINANCE NO. 2017-__

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF TWIN FALLS, IDAHO, REPLACING THE CITY'S TAXICAB REGULATIONS CONTAINED IN CHAPTER 10 OF TITLE 3 OF THE CITY CODE, TO CONFORM WITH THE STATE'S TRANSPORTATION NETWORK COMPANY REGULATIONS

WHEREAS, The Idaho Legislature has recently enacted a chapter regulating Transportation Network Companies, which provides comprehensive regulation for those companies, but specifically prohibits local government regulation of said companies, and also excludes taxicabs regulated by local governments; and,

WHEREAS, The City deems it appropriate to regulate taxicabs with the same requirements as provided by the State for Transportation Network Companies.

NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF TWIN FALLS, IDAHO:

Section 1: That Chapter 10 of Title 3 of the Twin Falls City Code regulating Taxicabs is hereby repealed.

Section 2: That Twin Falls City Code is amended by the addition of a new Chapter 10 of Title 3, as follows:

“TAXICABS

3-10-1: PURPOSE. It is the intent of the City Council to regulate taxicabs within the City of Twin Falls to promote safety, reliability and cost-effectiveness of taxicab services, as well as preserve and enhance access to these important transportation options for residents and visitors.

3-10-2: DEFINITION. Taxicabs or motor vehicles used for hire, for the purposes of this Chapter, shall be defined to be any vehicle used for transporting passengers for hire within the corporate limits of the City.

3-10-3: AGENT. All owners of taxicabs must maintain an agent for service of process in the State of Idaho.

3-10-4: FARE CHARGED FOR SERVICES. A taxicab operator shall disclose to passengers the fare calculation, and the option to receive an estimated fare before the passenger enters the taxicab.

3-10-5: TAXICAB COMPANY AND DRIVER INSURANCE REQUIREMENTS. Taxicab owners and their drivers shall comply with all applicable requirements for insurance imposed by Idaho statutes pertaining to automobile liability insurance.

3-10-6: ZERO TOLERANCE FOR DRUG OR ALCOHOL USE.

- (1) The owner of the taxicab shall implement a zero-tolerance policy on the illegal use of drugs or the use of alcohol while a driver is providing services, and shall provide notice of this policy on its website, as well as procedures to report a complaint about a driver whom the passenger reasonably suspects was under the influence of drugs or alcohol during the course of the trip.
- (2) Upon receipt of such passenger complaint alleging a violation of the zero-tolerance policy, the taxicab owner shall immediately suspend such driver, and shall conduct an investigation into the reported incident. The suspension shall last the duration of the investigation.
- (3) The taxicab owner shall maintain records relevant to the enforcement of this requirement for a period of at least two (2) years from the date that a passenger complaint is received.

3-10-7: TAXICAB DRIVER REQUIREMENTS.

- (1) Prior to permitting an individual to act as a taxicab driver on its digital platform, the owner shall:
 - (a) Require the individual to submit an application to the owner, which includes information regarding his or her address, age, driver's license, driving history, motor vehicle registration, automobile liability insurance, and other information required by the owner;
 - (b) Conduct, or have a third-party conduct, a local and national criminal background check for each applicant that shall include:
 - (i) Multistate/multi-jurisdiction criminal records locator or other similar commercial nationwide database with validation (primary source search); and
 - (ii) National sex offender registry database.
 - (c) Obtain and review a driving history research report for such individual.
- (2) The owner shall not permit an individual to act as a driver who:
 - (a) Has had more than three (3) moving violations in the prior three (3) year period, or one (1) major violation in the prior three (3) year period (including, but not limited to, attempting to evade the police, reckless driving, or driving on a suspended or revoked license);
 - (b) Has been convicted, within the past seven (7) years, of driving under the influence of drugs or alcohol, fraud, sexual offenses, use of a motor vehicle to commit a felony, a crime involving property damage, and/or theft, acts of violence, or acts of terror;
 - (c) Is a match in the national sex offender registry database;
 - (d) Does not possess a valid driver's license;
 - (e) Does not possess proof of registration for the motor vehicle(s) used to provide TNC services;
 - (f) Does not possess proof of automobile liability insurance for the motor vehicle(s) used to provide TNC services; or
 - (g) Is not at least nineteen (19) years of age.

3-10-8: NO DISCRIMINATION – ACCESSIBILITY.

- (1) The owner shall adopt a policy of nondiscrimination with respect to passengers and potential passengers and notify drivers of such policy;
- (2) Drivers shall comply with all applicable laws regarding nondiscrimination against passengers or potential passengers;
- (3) Drivers shall comply with all applicable laws relating to accommodation of service animals;
- (4) Taxicabs shall not impose additional charges for providing services to persons with physical disabilities because of those disabilities; and
- (5) Taxicabs shall provide passengers an opportunity to indicate whether they require a wheelchair-accessible vehicle. If a taxicab cannot arrange wheelchair-accessible service in any instance, it shall direct the passenger to an alternate provider of wheelchair-accessible service, if available.

3-10-9: RECORDS. Owners of taxicabs shall maintain:

- (1) Individual trip records for at least two (2) years from the date each trip was provided; and,
- (2) Driver records at least until the one (1) year anniversary of the date on which a taxicab driver's employment has ended."

PASSED BY THE CITY COUNCIL, _____, 2017.

SIGNED BY THE MAYOR _____, 2017.

MAYOR

ATTEST:

DEPUTY CITY CLERK

Publish: February 16, 2017



Date: Monday, February 13, 2017
To: Honorable Mayor and City Council
From: Jacqueline D Fields, City Engineer

Request:

Consideration of a request adopt the resolution and to authorize the Mayor to sign State Local Agreement for Project Development of Signals and Turn bay, Shoshone St., Key No. 20295 with a payment of \$2000 as part of the local match for the project.

Time Estimate:

The presentation will take approximately 5 minutes.

Background:

In October, 2016, the city Council approved the submittal of 3 project application for Local highway Safety Improvement project. Two were awarded for this fiscal year and this is the second project.

This application is a response to accidents as well as the City's need to update signal equipment. It is a joint project with ITD since some of the signals are within ITD's jurisdiction. Most of the signals are archaic.

Approval Process:

City Council adopts the resolution and authorizes the Mayor to sign the state local agreement.

Budget Impact:

The Street fund has a capital improvement project for signal upgrades in the amount of \$154,000. The total local match for this project is estimated at \$39,322 but the portion necessary at this time is \$2000.00

Conclusion:

Staff recommends that the Council adopt the resolution and to authorize the Mayor to sign State Local Agreement for Project Development of Signals and Turn bay, Shoshone St., Key No. 20295 with a payment of \$2000 as part of the local match for the project.

Attachments:

Exhibit

State Local Agreement for project development and Resolution

Shoshone St Signal Upgrade Project

Local Highway Safety Improvement Program (LHSIP) Application

Project Description:

The City of Twin Falls is requesting funds through the Local Highway Safety Improvement Program (LHSIP) to install traffic signal crash reduction countermeasures along the Shoshone St Corridor in Twin Falls, Idaho. By installing traffic signal hardware, left-turn countermeasures, and pedestrian signal countermeasures it is believed that the quantity and severity of injury accidents can be drastically reduced. Shoshone St is currently a 4 lane road between 6th Ave W and 6th Ave N with intermittent left turn lanes. Rear end and turning accidents make up the majority of the accidents between the two intersections. Three of the five intersections interface with ITD owned and operated routes. Refer to the attached ITD letter of support.

Locations:

The mentioned safety improvements are proposed as the following intersections located in Twin Falls. Refer to Figure 1 - Project Location Map.

1. Shoshone St (SH-74) & 6th Ave W
2. Shoshone St (SH-74) & 2nd Ave S (US-30)
3. Shoshone St (SH-74) & 2nd Ave N (US-30)
4. Shoshone St & 4th Ave N
5. Shoshone St & 6th Ave N

Crash Data Trends:

The five year crash data indicates that there have been a total of 28 intersection related crashes, 3 being Type A Injury crashes.

Intersection	Fatal Crash	A Injury Crash	B Injury Crash	C Injury Crash	PDO Crash
6th Ave W	0	0	2	1	3
2nd Ave S	0	0	0	0	0
2nd Ave N	0	0	0	1	0
3rd Ave E	0	1	0	1	1
4th Ave N	0	1	2	2	4
6th Ave N	0	1	0	2	6
Total	0	3	4	7	14

Of the 28 recorded crashes occurring at the above mentioned intersections, 14 of those crashes (50%) were turning related with 9 resulting in injury. The intersection locations are in need of upgraded signal equipment as well as left turning countermeasures installed to aim at reducing the amount of turning-movement related crashes.

Proposed Countermeasures:

As mentioned above, traffic signal hardware as well as left-turning movement countermeasures are needed in order to improve safety and intersection efficiency. Additional proposed countermeasures include:

1. Provide Dedicated Left Turn Lane/Phasing
2. Install Thermal Video Detection
3. Install/Upgrade to LED Luminaires, backplates, LED signal balls/arrows, AGPS push buttons
4. Install Flashing Yellow Left Turn Arrow Heads (Protected/Permissive)
5. Replacing existing pedestrian ramps with ADA compliant pedestrian ramps

Project Cost:

Total Estimated Project Cost: \$1,397,000

City of Twin Falls Match (2 intersections): \$41,016*

*Assumed 2 of the 5 intersections fall in City of Twin Falls jurisdiction, therefore Twin Falls cost is as follows:

$$\text{City of Twin Falls Cost} = \$1,397,000 * \left(\frac{2}{5}\right) * 0.0734 = \$41,016$$

3 of the 5 intersections will be funded through ITD.

$$\text{ITD Cost} = \$1,397,000 * \left(\frac{3}{5}\right) = \$838,200$$

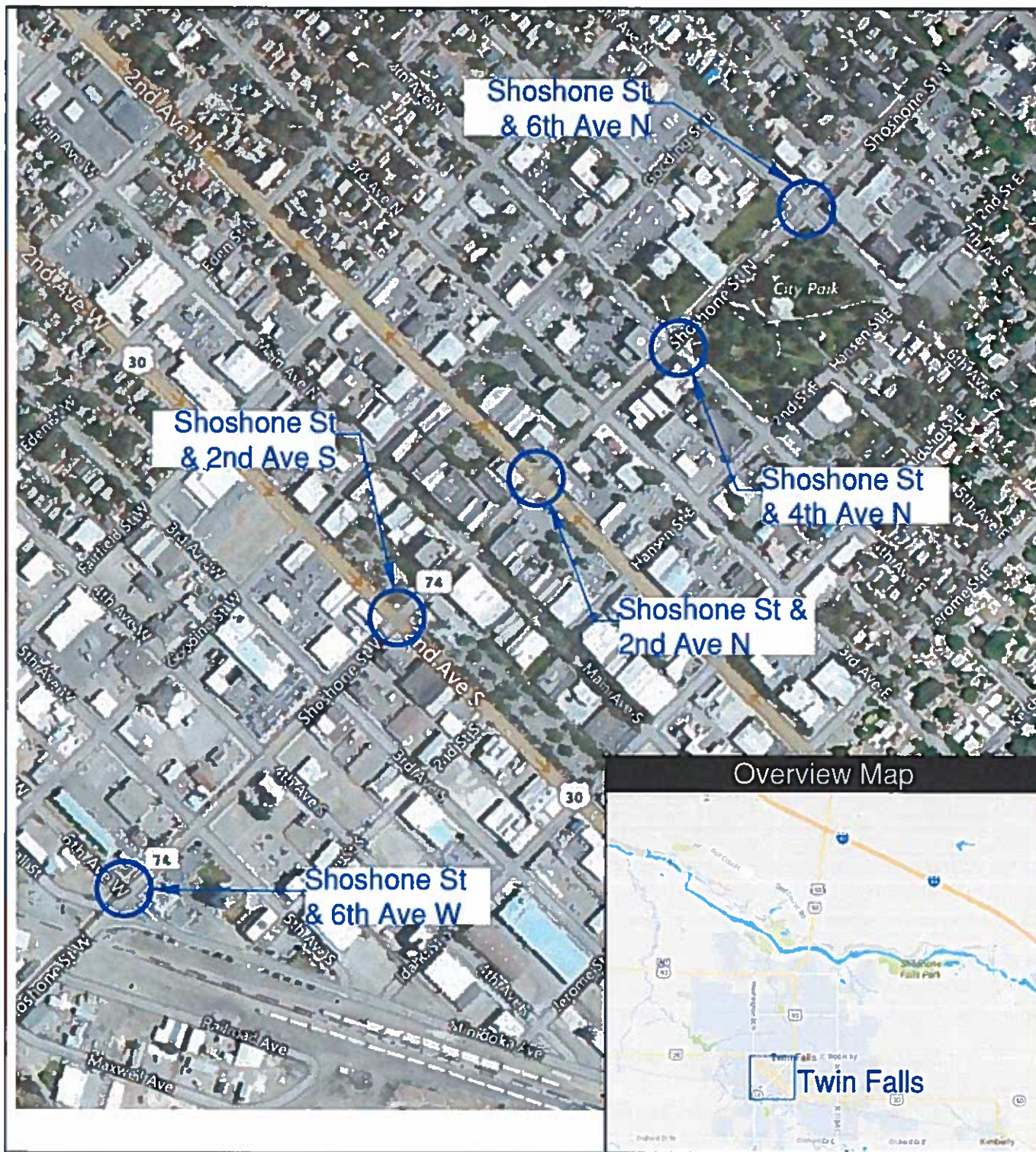


FIGURE 1
PROJECT LOCATION MAP
 Shoshone St Signal Upgrade Project
 Local Highway Safety Improvement Program (LHSIP)



FY 2017 Additional Funding Local Highway Safety Improvement Program Application

Project Cost Adjustments by LHTAC for Approval by Local Highway Jurisdiction

Please respond to the following questions:

Local Highway Jurisdiction:	City of Twin Falls
Contact Person:	Jackie Fields, PE City Engineer
Mailing Address:	324 Hansen St. E Twin Falls Idaho 83301
Phone:	208-735-7273
E-Mail Address:	jfields@tfd.org

- Is this safety project for a single site or a systemic solution?
Systemic; Shoshone Street Signal Upgrades
- How many fatalities have occurred at this site/s in the past 5 years?
0 *Fatal Crashes
- How many serious (A) Injury crashes have occurred at this site/s in the past 5 years?
5 *Serious Injury Crashes
- How many evident injury (B) crashes have occurred at this site/s in the past 5 years?
9 Evident Injury Crashes
- How many crashes with possible injury (C) have occurred at this site/s in the past 5 years?
20 Possible Injury Crashes
- How many crashes involved property damage only (PDO) in the past 5 years?
30 Property Damage Only Crashes

* To be eligible, a project must have at least one Fatal or Type A Injury Accident.

LHTAC Estimate	
PE	\$ 2,000
PL+Enviro	\$ 10,000
PC	\$ 185,000
Project Development Total	\$ 197,000
CN	\$ 850,000
MOB	\$ 85,000
Construction Total	\$ 935,000

Select Countermeasures:

- | Countermeasure 1
(from Toolbox) | Crash Reduction Factor 1
(percentage) | Service Life 1
(years) | *Project Cost 1
(dollars + match) |
|------------------------------------|--|---------------------------|--------------------------------------|
| Install left-turn lane and add t | 58.00% | 20 | \$ 450,000 |
-
- | Countermeasure 2 | Crash Reduction Factor 2 | Service Life 2 | Project Cost 2 |
|--------------------------|--------------------------|----------------|----------------|
| Provide Actuated Signals | 80.00% | 20 | \$ 800,000 |
-
- | Countermeasure 3 | Crash Reduction Factor 3 | Service Life 3 | Project Cost 3 |
|--------------------------------|--------------------------|----------------|----------------|
| Convert permissive to prot/per | 16.00% | 10 | \$ 147,000 |

Cont.	\$ 37,000
CE	\$ 5,000
CL	\$ 42,000
CC	\$ 84,000
Construction Admin. Total	\$ 168,000

Original	8.4 to 1	Benefit-Cost Ratio
Revised:	9.0 to 1	Benefit-Cost Ratio

PROJECT TOTAL	\$ 1,300,000
LHTAC REVISED	

Joint Project between Local Highway Jurisdiction (LHJ) and Idaho Transportation Department (ITD)			
	Yes	x	No
LHJ Portion	40%	\$520,000	
ITD Portion	60%	\$780,000	

Original Estimated LHJ Cost:	\$ 102,540	(7.34% Match)
Revised Estimated LHJ Cost:	\$ 38,168	(7.34% Match)

* Project cost should include environmental, LHTAC, CE&I and State administrative cost. Estimated cost may be adjusted upon receipt and review of application by LHTAC staff.

Additional Questions:

Does your jurisdiction have a Title VI plan that complies with 28 CFR 35.105 regarding Americans with Disabilities Act and complying with 23 CFR 200, Civil Rights Title VI Program? Yes ☒ No ☐

Who is your point of contact for your plan? Jon Caton jcaton@tfd.org (208) 736-2275

Please include with this Application:

- | | | | | |
|---|-----|---|----|--|
| - A one page project description | Yes | x | No | |
| - A Vicinity Map with Project Area clearly marked | Yes | x | No | |
| - An ITD 1150 Form (financial estimate) | Yes | x | No | |
| - An ITD 1983 Form (right-of-way) | Yes | x | No | |
| - An ITD 2435 Form (Federal-aid project request) | Yes | x | No | |

Project Cost Summary Sheet

Key Number	Project Number	Date
		10/7/2016
Location		District
Shoshone St Signal Upgrade (Twin Falls, Idaho)		4
Segment Code	Begin Mile Post	End Mile Post
		N/A

	Initial App. Estimate	LHTAC Revised Estimate
1a. Preliminary Engineering (PE, PL)	\$ 5,000	\$ 12,000
1b. Preliminary Engineering by Consultant (PC)	\$ 185,000	\$ 185,000
2. Right-of-Way Number of Parcels Number of Relocations	\$ -	\$ -
3. Utility Adjustments: ☐ Work ☐ Materials ☐ By State ☐ By Others	\$ -	\$ -
4. Earthwork	\$ 50,000	\$ 45,000
5. Drainage and Minor Structures	\$ 10,000	\$ 10,000
6. Pavement and Base	\$ 80,000	\$ 80,000
7. Railroad Crossing:	\$ -	\$ -
Grade/Separation Structure _____		
At-Grade Signals ☐ Yes ☐ No		
8. Bridge/Grade Separation Structures:		
☐ New Structure	\$ -	\$ -
Location _____		
Length/Width _____		
☐ Repair/Widening/Rehabilitation		
Location _____		
Length/Width _____		
9. Traffic Items (Delineators, Signing, Channelization, Lighting and	\$ 575,000	\$ 575,000
10. Construction Traffic Control (Sign, Pavement Markings, Flagging	\$ 20,000	\$ 20,000
11. Detours	\$ -	\$ -
12. Landscaping	\$ 5,000	\$ 5,000
13. Mitigation Measures	\$ -	\$ -
14. Other Items (Roadside Development, Guardrail, Fencing,	\$ 115,000	\$ 115,000
15. Cost of Construction (Items 3 through 14)	\$ 855,000	\$ 850,000
16. Mobilization 10 % of Item 15	\$ 86,000	\$ 85,000
17. Construction Engineering and Contingencies 18 % of Items 15 & 16	\$ 169,000	\$ 168,000
18. Total Construction Cost (15 + 16 + 17)	\$ 1,110,000	\$ 1,103,000
19. Total Project Cost (1 + 2 + 18)	\$ 1,300,000	\$ 1,300,000
20. Project Cost Per Mile	N/A	N/A

Prepared By:

**STATE/LOCAL AGREEMENT
(PROJECT DEVELOPMENT)**

**PROJECT NO. A020(295)
SIGNALS AND TURN BAY, SHOSHONE ST.
TWIN FALLS COUNTY
KEY NO. 20295**

PARTIES

THIS AGREEMENT is made and entered into this _____ day of _____, _____, by and between the IDAHO TRANSPORTATION BOARD, by and through the IDAHO TRANSPORTATION DEPARTMENT, hereafter called the State, and the CITY OF TWIN FALLS, acting by and through its Mayor and Council, hereafter called the Sponsor.

PURPOSE

The Sponsor has requested that the State include in its Idaho Transportation Investment Program the Local Highway Safety Improvement Program (LHSIP) Project with Key No. 20295, described install left turn lane, left turn signals, actuated signals, exclusive Ped phasing. Project development is to be performed by Consultant Engineers. The purpose of this Agreement is to set out the terms and conditions to accomplish the project development phase of this project.

NOTE: Securing the services of a consultant for project development services must follow the process outlined in the Idaho Transportation Department Guidelines for Local Public Agency Projects.

Since certain functions under this Agreement are to be performed by the State, requiring the expenditure of funds, and since the State can only pay for work associated with the State Highway System, the Sponsor is fully responsible for all costs incurred by the State related to the project.

Authority for this Agreement is established by Section 40-317 of the Idaho Code.

The Parties agree as follows:

SECTION I. GENERAL

1. It is necessary to develop construction plans and specifications in order that federal participation may be obtained in the construction costs of the project. Federal-aid for project development is available on this project.
2. Federal participation in the project is at the rate of 92.66%; local and state participation is 7.34%. Scheduled funding for this project is listed in the approved Idaho Transportation Investment Program, and subsequent revisions. Current **estimated** funding is as follows:
 - a. **Project Development - \$197,000**
 - (PE-\$2,000, PL-\$10,000, PC-\$185,000)
 - b. **Right-of-Way - \$0**
 - c. **Utilities - \$0**
 - d. **Construction Engineering - \$168,000**
 - (CE-\$5,000, CL-\$42,000, CC-\$84,000, Cont.-\$37,000)
 - e. **Construction - \$935,000**
 - f. **Total Estimated Project Costs - \$1,300,000**
3. The match for this project will be provided as follows:
 - a. Sponsor: Cash in the amount of 7.34% of the Transportation Alternatives funding (\$26,211) and 7.34% of the HSIP-Local funds (\$509,516). Current estimate of match by Sponsor is \$39,322;
 - b. State: Cash in the amount of 7.34% of the HSIP-State funds (\$764,273). Current estimate of match by State is \$56,098.
4. This project shall be designed to State Standards as defined in the current version of the Idaho Transportation Department's Design Manual, or as subsequently revised. The current version of the Design Manual can be viewed at the following web site:
<http://itd.idaho.gov/manuals/ManualsOnline.htm>.

5. All information, regulatory and warning signs, pavement or other markings, and traffic signals required and warranted will be developed as a part of the plans, regardless of whether the work is done as a portion of the contract or by the Sponsor's forces.
6. If the project is terminated prior to completion, the Sponsor shall repay to the State all federal funds received for the project, and shall be liable to the State for any un-reimbursed incidental expenses as provided for in Section II, Paragraph 1 of this Agreement.
7. Funds owed by the Sponsor shall be remitted to the State through the ITD payment portal at:
<https://apps.itd.idaho.gov/PayITD> .
8. Sufficient Appropriation. It is understood and agreed that the State is a governmental agency, and this Agreement shall in no way be construed so as to bind or obligate the State beyond the term of any particular appropriation of funds by the Federal Government or the State Legislature as may exist from time to time. The State reserves the right to terminate this Agreement if, in its sole judgment, the Federal Government or the legislature of the State of Idaho fails, neglects or refuses to appropriate sufficient funds as may be required for the State to continue payments. Any such termination shall take effect immediately upon notice and be otherwise effective as provided in this Agreement.

SECTION II. That the State shall:

1. Provide the following services incidental to the project development:
 - a. Assist Sponsor in the selection of a Consulting Engineer and negotiations as needed, and furnish the Agreement for Engineering Services and any supplements thereto, to be used between the Sponsor and Consultant Engineers on this project.

- b. Review Preliminary Environmental Evaluation and recommend other appropriate environmental documentation.
 - c. Furnish to the engineers copies of materials test reports and other data applying to the project and available to the State.
 - d. Provide a hearing officer to conduct a formal public hearing as necessary.
 - e. File with the Federal Highway Administration applications for exceptions to AASHTO Standards when appropriate.
 - f. If requested by the Sponsor, assist in negotiations with public carriers and utilities for agreements on behalf of the Sponsor.
 - g. Review the Consultant plans, estimates, reports and environmental studies, and issue notice of approval.
 - h. Supply roadway summary sheets and such standard drawings as may be required to supplement the plans.
 - i. Print and assemble plans, special provisions, specifications and contracts.
 - j. Advertise for bids and let the construction contract. Prior to construction, the parties will enter into a separate agreement covering responsibilities of the parties relating to construction.
- 2. Within sixty (60) days of receipt of appropriate documentation from the Sponsor showing expenditure of funds for project development, reimburse Sponsor for eligible expenses at the approved Federal-aid rate.
 - 3. Bill the Sponsor for costs incurred by the State under this Agreement for project development, if those costs exceed the amount set out in Section III, Paragraph 1.

4. Bill the Sponsor for any federal funds to be repaid by the Sponsor if the project is terminated prior to completion, and the Sponsor has been reimbursed with federal funds for preliminary engineering and/or right-of-way acquisition.
5. Appoint the Local Highway Technical Assistance Council as the contract administrator for the State.

SECTION III. That the Sponsor shall:

1. Pay to the State, before the State begins the incidental services referred to in Section II, Paragraph 1, the sum of **TWO THOUSAND DOLLARS (\$2,000)**, estimated to be the total expense to the State. In addition, pay to the State the cost of all incidental services provided by the State upon receipt of the billing provided for in Section II, Paragraph 3.
2. Sponsor warrants that it will repay any federal reimbursements on this project if the project is terminated prior to completion.
3. With the assistance of the State, hire a consultant for development of the project.
4. Make timely payment of all consultant invoices throughout the design of the project. Periodically the Sponsor may submit allowable Consultant invoices and receipts to the State showing payment of same. The State will reimburse the Sponsor for eligible expenses less the Sponsor's match.
5. Advertise for formal public hearing if required.
6. If requested by a utility company, hold hearings before the City Council or Board of Commissioners. The Sponsor will issue orders to the utilities.
7. Acquire all rights-of-way and easements needed to provide for construction and maintenance of the project.

8. Employ an approved certified general appraiser to complete all appraisals and an independent certified general appraiser to review appraisals required for the project.
9. Review the appraisal reviewer's statement of the estimated fair market value and approve an amount to be just compensation for each parcel to be acquired.
10. Provide a monthly right-of-way status report (ITD-2161), and forward it to the project manager.
11. Before initiating negotiations for any real property required for right-of-way, establish, in writing, an amount considered to be just compensation, under Idaho law, Federal Regulations or any other applicable law, and make a prompt offer to acquire the property for the full amount established.
12. Make a good faith effort, in accordance with Real Property Acquisition Policies Act of 1970, to acquire the real property by negotiation. Employ a State Approved Negotiator if necessary.
13. Inform the property owner, in those cases where he indicates a willingness to donate a portion of his real property for rights-of-way, of all his rights including his right to full compensation in money for land and damages, if any, in accordance with Idaho Code.
14. Provide relocation assistance and payments for any displaced person, business, farm operation, or nonprofit organization in accordance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970; 49 CFR 24; 23 CFR 710; the Idaho Real Property Acquisition Act of 1971; Title 40, Chapter 20; and Title 58, Chapter 11; Idaho Code, as amended, and regulations promulgated thereunder. No individual or family shall be displaced until decent, safe and sanitary replacement housing is available to the relocatees for immediate occupancy. In addition, advise the State of any relocations required by the project and upon request of the State, authorize the

State to negotiate on the Sponsor's behalf for all relocation assistance and payments, the cost of which will be assumed by the Sponsor at the time of negotiation.

15. Ensure to the greatest extent practicable that no person lawfully occupying the real property shall be required to move from his home, farm or business without at least ninety (90) days written notice prior to advertisement of the project.
16. Before advertisement for bids, provide a certification that all rights-of-way, easements, permits, materials sources and agreements necessary for the construction of the project have been acquired in accordance with the provisions of this Section. Provide a value of any right-of-way donations obtained, which may be credited as a matching share.
17. Evaluate the impact the project might have on the quality of the human environment and prepare and furnish to the State an environmental evaluation that includes cultural resources and any other documentation required by the National Environmental Policy Act.
18. At all required public hearings, furnish all necessary exhibits and provide for a representative of the Sponsor to describe the project; present information about the location and design, including alternates; discuss the tentative schedules for rights-of-way acquisitions and construction; discuss the Sponsor's relocation assistance program; discuss the economic, sociological, and environmental effects of the project; and answer all questions concerning the project.
19. Comply with Appendix A, Title 49 CFR, Part 21, attached hereto and made a part hereof. By this agreement Sponsor agrees to comply with and be bound to the Civil Rights provisions of Title VI of the Federal Code and to generally insert those provisions in all contracts that it enters into that are federally funded on this project. If property acquired

for this project with Federal financial assistance is transferred, the recipient of the property will be subject to Appendix A if the property is used for the same purpose it was originally acquired or for another purpose involving similar services or benefits to the general public. Sponsor should contact the State prior to disposing of any property acquired under this agreement.

20. Maintain all project records, including source documentation for all expenditures and in-kind contributions, for a period of three (3) years from the date of final acceptance. If any litigation, claim, negotiation, or audit has been started before expiration of the three-year period, the records shall be retained until completion of the action and resolution of all issues that arise from it.
21. Comply with all other applicable State and Federal regulations.

EXECUTION

This Agreement is executed for the State by its Engineering Services Division Administrator, and executed for the Sponsor by the Mayor, attested to by the City Clerk, with the imprinted Corporate Seal of City of Twin Falls.

IDAHO TRANSPORTATION DEPARTMENT

Engineering Services
Division Administrator

ATTEST:

CITY OF TWIN FALLS

City Clerk

Mayor

(SEAL)

By regular/special meeting
on _____.

Reviewed by FS: DW 1-27-17

RESOLUTION

WHEREAS, the Idaho Transportation Department, hereafter called the **STATE**, has submitted an Agreement stating obligations of the **STATE** and the **CITY OF TWIN FALLS**, hereafter called the **CITY**, for development of Signals and Turn Bay on Shoshone St; and

WHEREAS, the **STATE** is responsible for obtaining compliance with laws, standards and procedural policies in the development, construction and maintenance of improvements made to the Federal-aid Highway System when there is federal participation in the costs; and

WHEREAS, certain functions to be performed by the **STATE** involve the expenditure of funds as set forth in the Agreement; and

WHEREAS, The **STATE** can only pay for work associated with the State Highway system; and

WHEREAS, the **CITY** is fully responsible for its share of project costs; and

NOW, THEREFORE, BE IT RESOLVED:

1. That the Agreement for Federal Aid Highway Project A020(295) is hereby approved.
2. That the Mayor and the City Clerk are hereby authorized to execute the Agreement on behalf of the **CITY**.
3. That duly certified copies of the Resolution shall be furnished to the Idaho Transportation Department.

CERTIFICATION

I hereby certify that the above is a true copy of a Resolution passed at a *regular, duly* called special (X-out non-applicable term) meeting of the City Council, City of Twin Falls, held on _____, _____.

(Seal)

City Clerk

Appendix A

Non-Discrimination Agreement for Local Public Agencies

Title VI Program

Organization and Staffing

Pursuant to 23 CFR 200, the Sponsor has designated a Title VI Coordinator who is responsible for monitoring practices, procedures, policies, and documents for compliance with Title VI. This individual is the designated liaison for Title VI program activities and for coordinating compliance monitoring with the Idaho Transportation Department Equal Employment Opportunity Office.

Assurances of Non-Discrimination

49 CFR Part 21.7

The Sponsor hereby gives assurances:

1. That no person shall on the grounds of **race, color, or national origin**, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity conducted by the Sponsor regardless of whether those programs and activities are Federally funded or not. The Federal-aid Highway Transportation Act of 1973 added **sex** to the list of prohibitive factors. **Disability** was added through Section 504 of the Rehabilitation Act of 1973. **Age** was subsequently added in 1975 under the Age Discrimination Act. **Minority populations and low-income populations** were added by Presidential Executive Order 12898. **Limited English proficient persons** was added by Presidential Executive Order 13166.
2. That it will promptly take any measures necessary to effectuate this agreement.
3. That each program, activity, and facility (i.e. lands change to roadways, park and ride lots etc.) as defined at 49 CFR 21.23(b) and (e), and the Civil Rights Restoration Act of 1987 will be (with regard to a program or activity) conducted, or will be (with regard to a facility) operated in compliance with the nondiscriminatory requirements imposed by, or pursuant to, this agreement.

Further assurance is given that the Sponsor will comply with all requirements of **Title II of the Americans with Disabilities Act of 1990 (ADA)** and **Section 504 of the Vocational Rehabilitation Act of 1973**. Public agencies are required to have completed a self-evaluation of all their programs and services (including pedestrian facilities) by 1992. In addition, public agencies with 50 or more employees were required to develop an ADA Transition Plan describing in detail how corrections would be made. If corrections could not be made within one year (or 1993), the Plan was to include a detailed schedule of how corrections would be made (CFR 28 35.105 & 35.150).

4. That these assurances are given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts or other Federal financial assistance extended after the date hereof to the Sponsor by the Idaho Transportation Department (ITD) under the Federally-Funded Program and is binding on it, other recipients, sub-grantees, contractors, sub-contractors, transferees, successors in interest and other participants.
5. That the Sponsor shall insert the following notification in all solicitations for bids for work or material subject to the Regulations and made in connection with all Federally-Funded programs and, in adapted form all proposals for negotiated agreements: *The (Sponsor), in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d to 2000d-4 and Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-assisted programs of the Department of Transportation issued pursuant to such Act, hereby notifies all bidders that it will affirmatively ensure that in any contract entered into pursuant to this*

advertisement, disadvantaged business enterprises as defined at 49 CFR Part 23 will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, national origin, sex, or disability in consideration for an award.

6. That the Sponsor shall insert the clauses of Attachment 1 of this Agreement in every contract subject to the Act and the Regulations.
7. That the Sponsor shall insert the clauses of Attachment 2 of this Agreement, as a covenant running with the land, in any deed from the United States effecting a transfer of real property, structures, or improvements thereon, or interest therein.
8. The Sponsor agrees that the United States has a right to seek judicial enforcement with regard to any matter arising under the Act, the Regulations, and this agreement.

Implementation Procedures

This agreement shall serve as the Sponsor's Title VI plan pursuant to 23 CFR 200 and 49 CFR 21.

For the purpose of this agreement, "Federal Assistance" shall include:

1. grants and loans of Federal funds,
2. the grant or donation of Federal property and interest in property,
3. the detail of Federal personnel,
4. the sale and lease of, and the permission to use (on other than a casual or transient basis), Federal property or any interest in such property without consideration or at a nominal consideration, or at a consideration which is reduced for the purpose of assisting the Sponsor, or in recognition of the public interest to be served by such sale or lease to the Sponsor, and
5. any Federal agreement, arrangement, or other contract which has as one of its purposes, the provision of assistance.

The Sponsor shall:

1. Issue a policy statement, signed by the Sponsor's authorized representative, which expresses its commitment to the nondiscrimination provisions of Title VI. The policy statement shall be circulated throughout the Sponsor's organization and to the general public. Such information shall be published where appropriate in languages other than English.
2. Take affirmative action to correct any deficiencies found by ITD or the United States Department of Transportation (USDOT) within a reasonable time period, not to exceed 90 days, in order to implement Title VI compliance in accordance with this agreement. The Sponsor's authorized representative shall be held responsible for implementing Title VI requirements.
3. Designate a Title VI Coordinator who has a responsible position in the organization and easy access to the Sponsor's authorized representative. The Title VI Coordinator shall be responsible for initiating and monitoring Title VI activities and preparing required reports.
4. Adequately implement the civil rights requirements.
5. Process complaints of discrimination consistent with the provisions contained in this agreement. Investigations shall be conducted by civil rights personnel trained in discrimination complaint investigation. Identify each complainant by race, color, national origin, sex, or disability; the nature of the complaint; the date the complaint was filed; the date the investigation was completed; the disposition; the date of the disposition; and other pertinent information. A copy of the complaint, together with a copy of

the Sponsor's report of investigation, will be forwarded to ITD's EEO Office – External Programs within 10 days of the date the complaint was received by the Sponsor.

6. Collect statistical data (race and sex) of participants in, and beneficiaries of the Transportation programs and activities conducted by the Sponsor.
7. Conduct Title VI reviews of the Sponsor and sub-recipient contractor/consultant program areas and activities. Revise where applicable, policies, procedures and directives to include Title VI requirements.
8. Attend training programs on Title VI and related statutes conducted by ITD's EEO Office.
9. Participate in an annual review of the Sponsor's Title VI Program, the purpose of which is to determine to what extent the Sponsor has complied with Title VI requirements including the ADA. This review is conducted one year from the date of approval of the Non-Discrimination Agreement and then annually on the same date. The format for the Title VI review will be provided each year to the Sponsor for completion. A determination of compliance will be made by ITD's EEO Office based on the information supplied in the review. This review of the Sponsor's Title VI Program may also include an on-site review in order to determine compliance.

Discrimination Complaint Procedure

Any person who believes that he or she, individually, as a member of any specific class, or in connection with any disadvantaged business enterprise, has been subjected to discrimination prohibited by Title VI of the Civil Rights Act of 1964, the American with Disabilities Act of 1990, Section 504 of the Vocational Rehabilitation Act of 1973 and the Civil Rights Restoration Act of 1987, as amended, may file a complaint with the Sponsor. A complaint may also be filed by a representative on behalf of such a person. All complaints will be referred to the Sponsor's Title VI Coordinator for review and action.

In order to have the complaint consideration under this procedure, the complainant must file the complaint no later than 180 days after:

- a) The date of alleged act of discrimination; or
- b) Where there has been a continuing course of conduct, the date on which that conduct was discontinued.

In either case, the Sponsor or his/her designee may extend the time for filing or waive the time limit in the interest of justice, specifying in writing the reason for so doing.

Complaints shall be in writing and shall be signed by the complainant and/or the complainant's representative. Complaints shall set forth as fully as possible the facts and circumstances surrounding the claimed discrimination. In the event that a person makes a verbal complaint of discrimination to an officer or employee of the Sponsor, the person shall be interviewed by the Title VI Coordinator. If necessary, the Title VI Coordinator will assist the person in reducing the complaint to writing and submit the written version of the complaint to the person for signature. The complaint shall then be handled according to the Sponsor's investigative procedures.

Within 10 days, the Title VI Coordinator will acknowledge receipt of the allegation, inform the complainant of action taken or proposed action to process the allegation, and advise the complainant of other avenues of redress available, such as ITD and USDOT.

The Sponsor will advise ITD within 10 days of receipt of the allegations. Generally, the following information will be included in every notification to ITD:

- a) Name, address, and phone number of the complainant.
- b) Name(s) and address(es) of alleged discriminating official(s).
- c) Basis of complaint (i.e., race, color, national origin or sex)
- d) Date of alleged discriminatory act(s).
- e) Date of complaint received by the Sponsor.
- f) A statement of the complaint.
- g) Other agencies (state, local or Federal) where the complaint has been filed.
- h) An explanation of the actions the Sponsor has taken or proposed to resolve the issue raised in the complaint.

Within 60 days, the Title VI Coordinator will conduct an investigation of the allegation and based on the information obtained, will render a recommendation for action in a report of findings to the Sponsor's authorized representative. The complaint should be resolved by informal means whenever possible. Such informal attempts and their results will be summarized in the report of findings.

Within 90 days of receipt of the complaint, the Sponsor's authorized representative will notify the complainant in writing of the final decision reached, including the proposed disposition of the matter. The notification will advise the complainant of his/her appeal rights with ITD, or USDOT, if they are dissatisfied with the final decision rendered by the Sponsor. The Title VI Coordinator will also provide ITD with a copy of this decision and summary of findings upon completion of the investigation.

Contacts for the different Title VI administrative jurisdictions are as follows:

Idaho Transportation Department
Equal Employment Opportunity Office – External Programs
EEO Manager
PO Box 7129
Boise, ID 83707-1129
208-334-8852

Federal Highway Administration
Idaho Division Office
3050 Lakeharbor Lane, Suite 126
Boise, ID 83703
208-334-9180

Sanctions

In the event the Sponsor fails or refuses to comply with the terms of this agreement, the ITD may take any or all of the following actions:

1. Cancel, terminate, or suspend this agreement in whole or in part;
2. Refrain from extending any further assistance to the Sponsor under the program from which the failure or refusal occurred until satisfactory assurance of future compliance has been received from the Sponsor.
3. Take such other action that may be deemed appropriate under the circumstances, until compliance or remedial action has been accomplished by the Sponsor;
4. Refer the case to the Department of Justice for appropriate legal proceedings.

Distribution: EEO Office
Appendix A revised: 03-09, 08-10

Attachment 1

This Attachment is to be inserted in every contract subject to Title VI of the Civil Rights Act of 1964 and associated Regulations.

During the performance of this contract, the contractor/consultant, for itself, its assignees and successors in interest (hereinafter referred to as the “contractor”) agrees as follows:

1. Compliance with Regulations

The contractor shall comply with the Regulations relative to non-discrimination in federally assisted programs of United States Department of Transportation (USDOT), Title 49, Code of Federal Regulations, part 21, as they may be amended from time to time, (hereinafter referred to as the Regulations), which are herein incorporated by reference and made a part of this contract.

2. Non-discrimination

The contractor, with regard to the work performed by it during the contract, shall not discriminate on the grounds of race, color, sex, or national origin in the selection and retention of sub-contractors, including procurement of materials and leases of equipment. The contractor shall not participate either directly or indirectly in the discrimination prohibited by Section 21.5 of the Regulations, including employment practices when the contract covers a program set forth in Appendix B of the Regulations.

3. Solicitations for Sub-contracts, Including Procurement of Materials and Equipment

In all solicitations either by competitive bidding or negotiations made by the contractor for work to be performed under a sub-contract, including procurement of materials or leases of equipment, each potential sub-contractor or supplier shall be notified by the contractor of the contractor’s obligations under this contract and the Regulations relative to non-discrimination on the grounds of race, color, sex, or national origin.

4. Information and Reports

The contractor shall provide all information and reports required by the Regulations or directives issued pursuant thereto, and shall permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the contracting agency or the appropriate federal agency to be pertinent to ascertain compliance with such Regulations, orders and instructions. Where any information required of a contractor is in the exclusive possession of another who fails or refuses to furnish this information, the contractor shall so certify to ITD or the USDOT as appropriate, and shall set forth what efforts it has made to obtain the information.

5. Sanctions for Non-compliance

In the event of the contractor’s non-compliance with the non-discrimination provisions of this contract, the contracting agency shall impose such contract sanctions as it or the USDOT may determine to be appropriate, including, but not limited to:

- Withholding of payments to the contractor under the contract until the contractor complies, and/or;
- Cancellation, termination, or suspension of the contract, in whole or in part

Incorporation of Provisions

The contractor shall include the provisions of paragraphs (1) through (5) in every sub-contract, including procurement of materials and leases of equipment, unless exempt by the Regulations, or directives issued pursuant thereto. The contractor shall take such action with respect to any sub-contractor or procurement as the contracting agency or USDOT may direct as a means of enforcing such provisions including sanctions for non-compliance.

Provided, however, that in the event a contractor becomes involved in, or is threatened with, litigation with a sub-contractor or supplier as a result of such direction, the contractor may request ITD enter into such litigation to protect the interests of the state and, in addition, the contractor may request the USDOT enter into such litigation to protect the interests of the United States.

Attachment 2

The following clauses shall be included in any and all deeds affecting or recording the transfer of real property, structures or improvements thereon, or interest therein from the United States.

GRANTING CLAUSE

NOW THEREFORE, Department of Transportation, as authorized by law, and upon the condition that the state of Idaho will accept title to the lands and maintain the project constructed thereon, in accordance with Title 23, United States Code, the Regulations for the Administration of Federal Aid for Highways and the policies and procedures prescribed by the United States Department of Transportation and, also in accordance with and in compliance with all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in federally assisted programs of the Department of Transportation ITD (hereinafter referred to as the Regulations) pertaining to and effectuating the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252: 42 USC 2000d to 2000d - 4) does hereby remise, release, quitclaim, and convey unto the state of Idaho all the right, title, and interest of the Department of Transportation in and to said land described in Exhibit A attached hereto and made a part thereof.

HABENDUM CLAUSE

TO HAVE AND TO HOLD said lands and interests therein unto the state of Idaho, and its successors forever, subject, however, to the covenants, conditions, restrictions and reservations herein contained as follows, which will remain in effect for the period during which the real property or structures are used for a purpose for which the federal financial assistance is extended or for another purpose involving the provisions of similar services or benefits and shall be binding on the state of Idaho, its successors, and assigns.

The state of Idaho, in consideration of the conveyance of said lands and interests in lands, does hereby covenant and agree as a covenant running with the land for itself, its successors and assigns, that (1) no person shall on the grounds of race, color, sex or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subject to discrimination with regard to any facility located wholly or in part on, over, or under such lands hereby conveyed (,)(and)* (2) that the state of Idaho, shall use the lands and interests in lands so conveyed, in compliance with all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, part 21, Non-discrimination of federally assisted programs of the Department of Transportation - Effectuation of Title VI of the Civil Rights Act of 1964, and as said Regulations may be amended (,) and (3) that in the event of breach of any of the above mentioned non-discrimination conditions, the department shall have a right to reenter said lands and facilities on said land, and the above described land and facilities shall thereon revert to and vest in and become the absolute property of the Department of Transportation and its assigns as such interest existed prior to this instruction.¹

¹ Reverter Clause and related language to be used only when it is determined that such a clause is necessary in order to effectuate the purpose of Title VI of the Civil Rights Act of 1964.



Date: Monday, February 13, 2017

To: Honorable Mayor and City Council

From: Tim Soule, Fire Chief

Request:

Presentation on the Fire Department Service Delivery and Station Location Analysis and requesting approval to hire an architect for construction of Fire Station #2.

Time Estimate:

Chief Soule's presentation will take approximately 30 minutes.

Background:

The purpose of this presentation is to review the ESCI Fire Department Service Delivery and Station Location Analysis and to update council on the current state of Twin Falls Fire Department.

Approval Process:

N/A

Budget Impact: Cost for the architect would be paid from Impact Fees.

Regulatory Impact:

N/A

Conclusion:

Staff recommends approval of the hiring of an architect for the Station #2 relocation project.

Attachments:

ESCI Station Location and Service Delivery Analysis

Twin Falls Fire Department

Idaho

Fire Department Service Delivery and Station Location Analysis

September 2016



Emergency Services Consulting International

Providing Expertise and Guidance that Enhances Community Safety

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Introduction

Emergency Services Consulting International was retained as a sub-contractor to Logan Simpson Design, Inc. to complete a Fire Department Fire Department Service Delivery and Station Location Analysis for the Twin Falls Fire Department (TFFD or Department) as an element of a comprehensive planning process. The study compiles a review of current service delivery and response performance and infrastructure, followed by an assessment of future service demand projections and delivery system approaches.

The study begins with ESCI's Evaluation of Current Conditions, an assessment of baseline elements and current response performance and service delivery analysis as it was found to be upon initiation of the project in the Winter of 2015. Using organizational, staffing, and geographic information system (GIS) models, this phase of the study identifies how the organization is currently operating and provides insight in to how services are being delivered to the community.

Evaluation of Current Conditions

ESCI bases this evaluation on data provided by the agency and collected in the course of ESCI's fieldwork. Where applicable, the information is mirrored against a combination of Idaho State laws and regulations, National Fire Protection Association (NFPA) standards, Commission on Fire Accreditation International (CFAI) self-assessment criteria, health and safety requirements, federal and state mandates relative to emergency services, and generally accepted best practices within the emergency services community, as well as the experience of ESCI's consultants.

The evaluation begins with a baseline review of the agency's organizational composition.

ORGANIZATION OVERVIEW

The Organizational Overview component provides a summary of the agency's configuration and the services that it provides. ESCI combined the data provided by TFFD with information collected in the course of our fieldwork to develop the following overview.

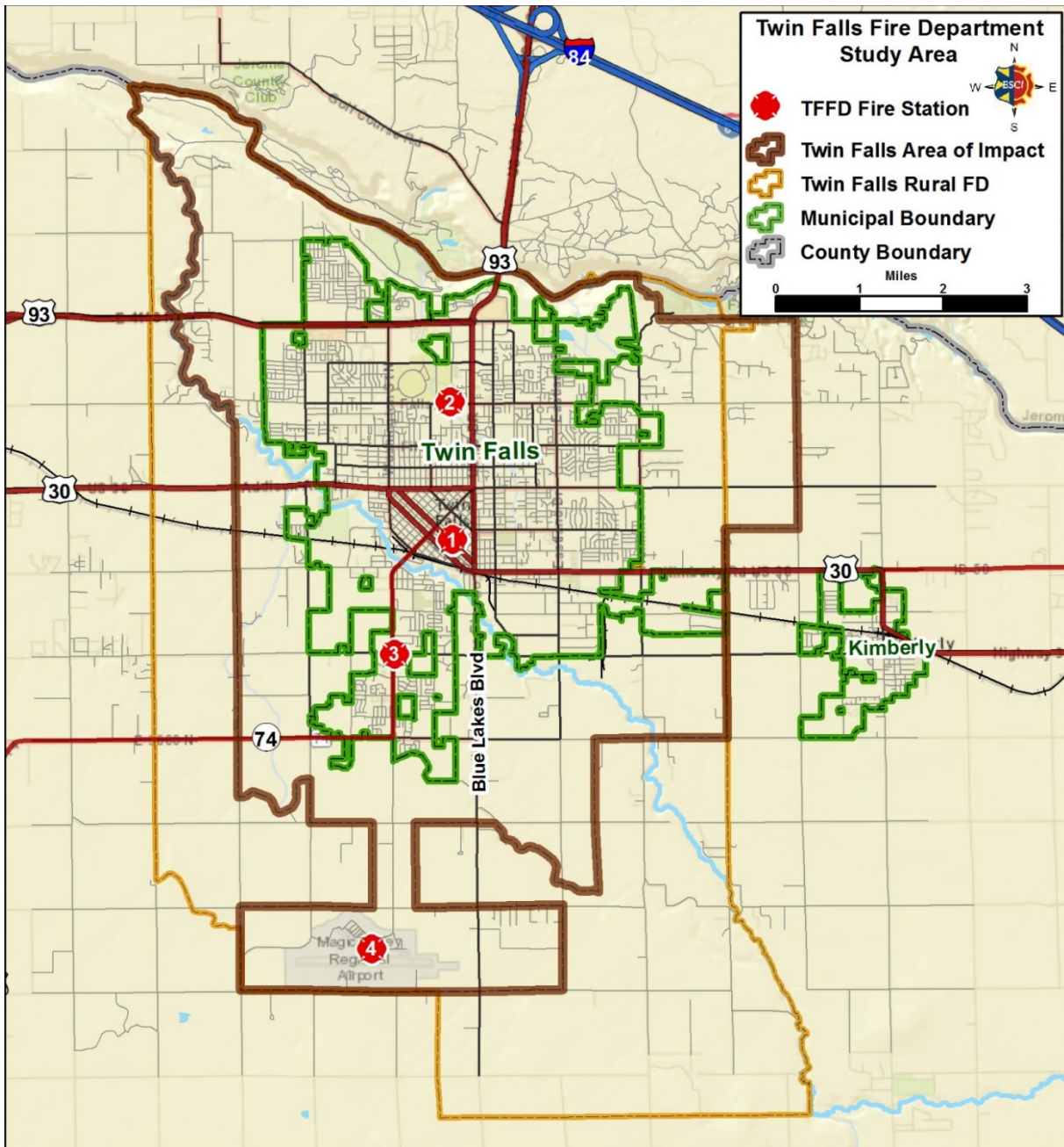
The purpose of this section is two-fold. First, it verifies the accuracy of baseline information along with ESCI's understanding of the agency's composition. This provides the foundation from which the Fire Department Fire Department Service Delivery and Station Location Analysis is developed. Secondly, the overview serves as a reference for the reader who may not be fully familiar with the details of the Department's operations. Where appropriate, ESCI includes recommended modifications to current observations based on industry standards and best practices.

TFFD is established as a municipal subdivision of the City of Twin Falls, Idaho, and has fire and emergency service delivery responsibility for the entirety of the city. In addition to the city, TFFD provides services, by contractual arrangement, to the Twin Falls Rural Fire District. The fire district is established as a Fire Protection District, as outlined in *Idaho State Statutes Title 31 Chapter 14 –Fire Protection Districts*.

The following map reflects the study area.

Twin Falls Fire Department
Fire Department Service Delivery and Station Location Analysis

Figure 1: Study Area Base Map



The Twin Falls Fire Department service area consists of 18.5 square miles that fall within the city, and an additional 50 square miles that are in the fire district, which totals approximately 68.5 square miles in the combined service area. The population served consists of an estimated 46,528¹ in the city and approximately 5,700² in the fire district for a total service area population of 52,228.

¹ Official U.S. Census estimate, July 2014.

² ESCI estimate based on 2010 census blocks.

Governance and Lines of Authority

The very basis of any service provided by governmental or quasi-governmental agencies lies within the policies that give that agency the responsibility and authority upon which to act. In most governmental agencies, including TFFD, those policies lie within the charters, ordinances, and other governing documents adopted by individual municipalities or Idaho State Code, as described below. The following table provides a general overview of the Twin Falls Fire Department's governance and lines of authority elements.

Figure 2: Survey Table – Governance

Survey Components	Twin Falls Fire Department Observations
Responsibilities & Lines of Authority	
A. Governing body	City Council
i) head of governing body	Mayor Shawn Barigar
ii) key employee of governing body	City Manager Travis Rothweiler
iii) meetings	Each Monday at 5:00 PM
B. Elected official authority defined	Via city organizational chart
C. Fire chief position	
i) hired by contract	At will employee
ii) term of contract	N/A
iii) periodic performance evaluation	Annually, by the Deputy City Manager
D. Fire chief/authority defined	Job description only
E. Policy and administrative roles defined	City resolution addresses
Attributes of Successful Organizations	
A. Policy, rules, guiding documents	Collective Bargaining Agreement over personnel. Battalion chiefs and above are not represented. Mission, Vision and Values statement in the fire department and Standard Operating Procedures(SOPs). No rules and regulations.
i) process for revision provided	SOPs reviewed annually internally and revised as needed
B. Legal counsel maintained	Yes
i) consultation available	City attorney and a deputy city attorney in place via contract
ii) labor counsel	Contract attorney
C. Financial controls	
i) financial control system	Purchase order process and purchasing procedures are in place
ii) financial review	Annual audit by external auditor
iii) auditor	Mahlke Hunsaker & Company, PLLC
iv) frequency of review	Annual
D. Governing body minutes maintained	Yes
i) availability of minutes	Posted electronically, meeting broadcast via streaming video

The city of Twin Falls and the Twin Falls Fire Department are typical of municipal organizations in regard to structure and design. The city maintains a human resources department that provides general policy direction to all city departments and maintains personnel rules and regulations. The city hires a fire chief charged with assuring that the fire department meets its prescribed mission. The fire chief reports to a deputy city manager, who subsequently reports to a city manager.

The fire department also provides response services to areas outside of the city limits and within the Twin Falls Rural Fire District by contract. The district is governed by a three-member board of commissioners and the contract between the district and TFFD is administered by the Twin Falls fire chief. The City of Twin Falls owns three brush vehicles that are operated by the fire department. Further, the district owns two pieces of property that were purchased in the past for possible future station locations.

Organizational Design

The organizational design of an emergency services agency is vitally important to the agency's ability to deliver service in an efficient and timely manner while providing the necessary level of safety and security to the members of the organization, whether career, paid-on-call, or volunteer. During an emergency, an individual's ability to supervise multiple personnel is diminished thus industry standards recommend a span of control of four to six personnel under stressed situations. This is a recommendation carried forward from military history and has shown to be effective in emergency service situations.

In addition, employees tend to be more efficient when they know to whom they report and have a single point of contact for supervision and direction. A recent research project conducted by the Columbia University, Northwestern University, and University of Queensland, Australia, found that,

...when there are tasks that require teamwork, people get more done when there are leaders and followers. Without a clear chain of command, members often become sidetracked with grabbing power and lose track of the task at hand.⁵

The following table summarizes the organizational design components observed at TFFD.

Figure 3: Survey Table – Organizational Design

Survey Components	Twin Falls Fire Department Observations
Organizational Structure	
A. Structure type	Traditional top-down hierarchy
B. Descriptions of all jobs maintained	For all positions
i) job descriptions updated	Routinely updated per Human Resources direction
C. Employment agreements	Collective Bargaining Agreement for all positions below Battalion Chief
Chain of Command	
A. Defined Chain of command	Defined via organizational chart
B. Span of control	5:1 ratio of reports to the fire chief
C. Hiring/Firing authority	Fire chief
Formation and History	
A. Organization formed	Approximately 1907
B. History maintained	Not formally
i). Individual or group responsible	N/A

⁵ Inc. September 2012. "Why Hierarchies are Good for Productivity," p 26.

Discussion

The fire department is configured in a top-down hierarchy as is typical of most fire departments. The configuration is defined appropriately in an organizational chart, which reflects an appropriate span of control for the administration.

Service Area and Infrastructure

The size and composition of a fire department's service area affects the type and number of personnel, fire stations, and vehicles that are needed to provide services efficiently. Complex decisions need to be made regarding the deployment strategies employed to properly position resources based on land area, geography, risk, and similar factors. Commendably, the city is directly confronting this challenge by completing this comprehensive planning process. Following is a summary of the TFFD service area and service infrastructure resources.

Figure 4: Survey Table – Service Area and Infrastructure

Survey Components	Twin Falls Fire Department Observations
General Description of Agency	
A. Agency type	Municipal subdivision
B. Area, square miles	18.48 in the city, plus approximately 50 in the district.
C. Headquarters	Station 1 at 345 Second Avenue
D. Fire stations	Four
E. Other facilities	None
D. Population served	52,228
Service Delivery Infrastructure	
A. Emergency vehicles	
i) engines	3
ii) engine, reserve	2
iii) ladder truck	1
iv) water tender	2
v) brush	3
vi) Aircraft rescue	1
B. ISRB rating	3 in the city; 4 within 1,000 feet of a hydrant; 9 elsewhere
C. Total fire department personnel, uniformed and civilian	42
i) administrative and support personnel, full-time	3
ii) administrative and support personnel, volunteer	N/A
iii) operational personnel, full-time	39
iv) operational personnel, volunteer	N/A

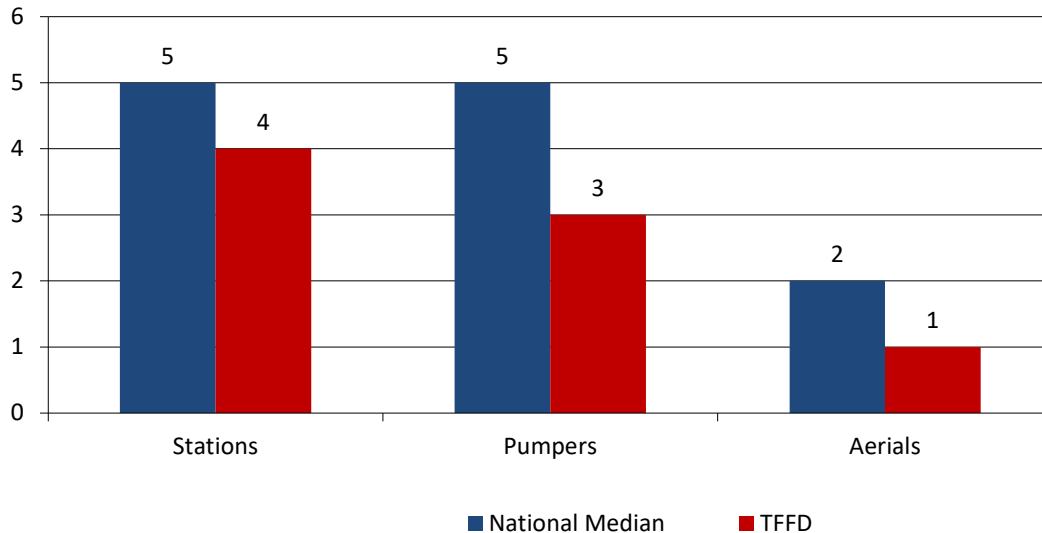
Discussion

The Twin Falls Fire Department operates out of four fire stations located strategically throughout the city. The stations house a fleet of three fire engines, one aerial ladder truck, two water tenders, three brush fire vehicles, an aircraft rescue vehicle, two reserve fire engines and a number of support vehicles. More discussion of the effectiveness of location and response performance is provided in the Service Delivery and Performance section of this report.

Twin Falls Fire Department
Fire Department Service Delivery and Station Location Analysis

A comparison of fire stations, pumpers (engines) and aerial trucks is provided, mirrored against National Median data is provided in the following figure.

Figure 5: Capital Asset Comparison



Relative to national comparators, the TFFD has somewhat fewer fire stations, pumpers, and aerials than similar sized organizations based on population. Benchmark data available through National Fire Protection Association (NFPA) is based primarily on population and does not consider geographical size or population density of the particular area.

Emergency Response Type and Frequency

The department responded to 3,127 incidents in the 2015 reporting year. This includes calls of assistance in the City of Twin Falls, Twin Falls Rural Fire District, and standby coverage at Joslin Field. As is typically found, a high percentage of incidents are of an emergency medical nature; however, the percentage is lower in Twin Falls than in most agencies due to its reduced involvement in EMS service delivery. TFFD's emergency calls for are listed in the following figure.

Twin Falls Fire Department
Fire Department Service Delivery and Station Location Analysis

Figure 6: Survey Table – Emergency Response Type and Frequency, 2015

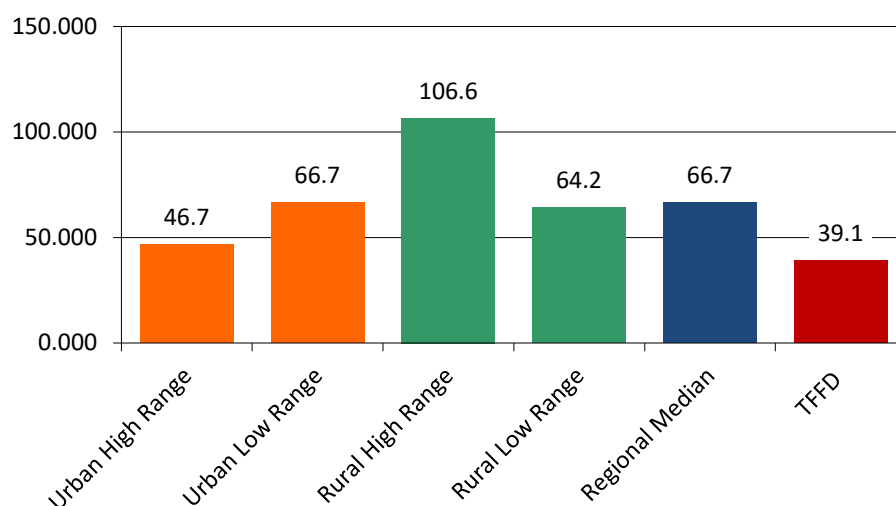
Survey Components	Twin Falls Fire Department Observations	Percent of Total
Incidents		
A. Fire	130	4.2%
B. Rupture or explosion	1	0.0%
C. EMS/rescue	567	18.1%
D. Hazardous condition	1,621	51.8%
E. Service call	162	5.2%
F. Good intent call	248	7.9%
G. False call	316	10.1%
H. Severe weather	4	0.1%
I. Special Incidents/Other	78	2.5%
J. Total	3,127	100.0%
i) value of property exposed to fire, most recent complete data year	\$23,637,010	
ii) value of property lost to fire, most recent complete data year	\$2,256,639	

Discussion

Just over 4 percent of incidents are structural fires, while 18 percent involved response to medical emergencies. A substantial percentage, over 51 percent are classified as “hazardous condition” which is atypical of most fire department incident responses. The reason is that aircraft landings and departures at the airport are recorded in this category, which skews the data. The Service Delivery and Performance section of this report provides additional detail on emergency response, service delivery effectiveness, and response performance.

ESCI compared the number of total emergency incidents to which TFFD responded in 2015 to a variety of regional comparators based on data provided by the National Fire Protection Association (NFPA), as shown in the following figure.

Figure 7: Total Incidents per 1,000 Population - 2015

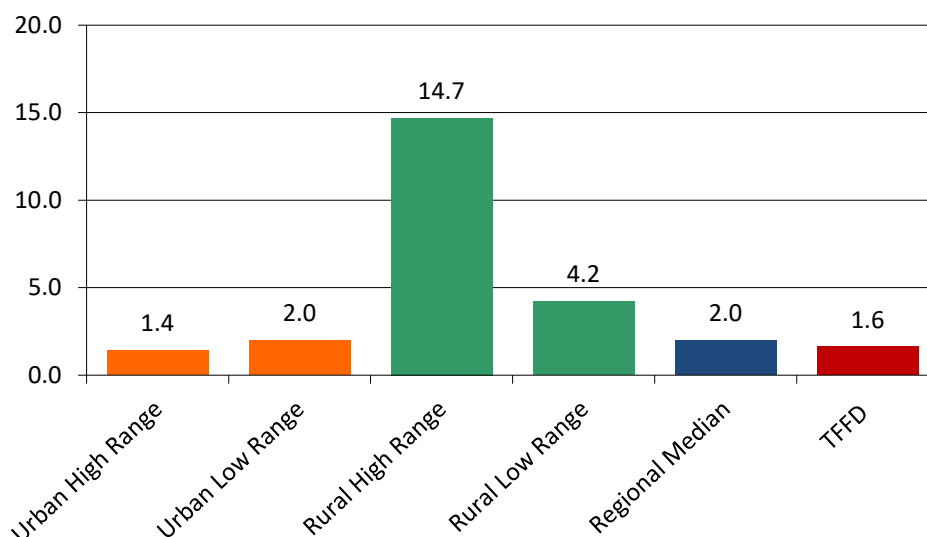


Twin Falls Fire Department
Fire Department Service Delivery and Station Location Analysis

In total emergency incidents, the study area falls in the lower of the comparative range categories. The lesser number is attributed to the fact that TFFD does not respond to EMS incidents as many comparable fire departments do.

A similar comparison is offered in the following figure, but this considers only fires that occurred in Twin Fall's jurisdiction, again based on a per 1,000 population basis.

Figure 8: Fires per 1,000 Population - 2015



The rate of fires is lower than the regional (West) and falls slightly above the urban high range categories. Incident frequency is highly variable based on multiple factors and, in this instance, may be reflective of effective fire prevention efforts, or simply a small data set.

Emergency Response Staffing

It takes an adequate and well trained staff of emergency responders to put the appropriate emergency apparatus and equipment to its best use in mitigating incidents. Insufficient staffing at an operational scene decreases the effectiveness of the response and increases the risk of injury to all individuals involved.

Figure 9: Survey Table – Emergency Response Staffing

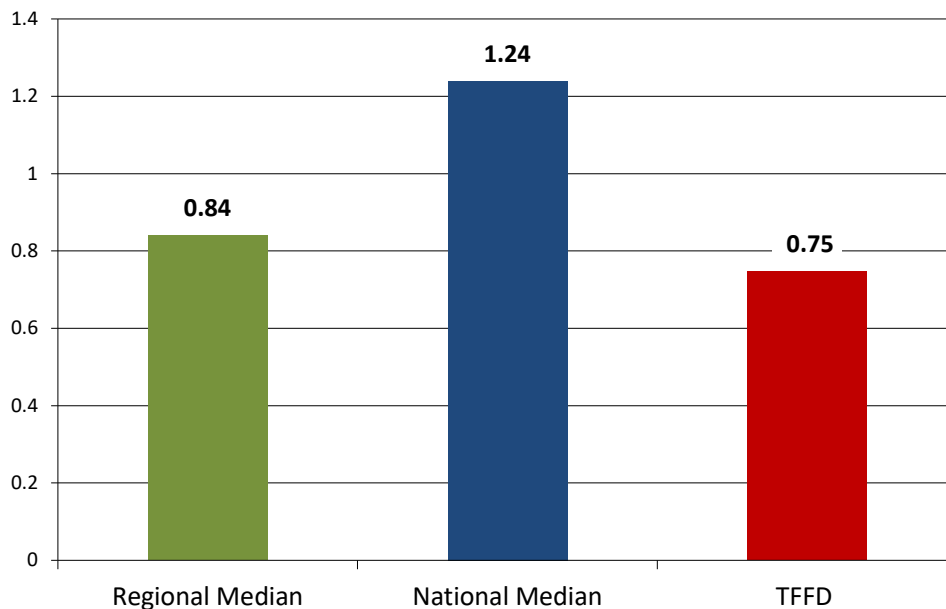
Survey Components	Twin Falls Fire Department Observations
Emergency Service Staffing	
A. Battalion Chief	3
B. Captain	9
C. Driver/Operators	12
D. Firefighters	15
E. Total operational staff	39
F. Fire department total staffing	42
G. Percent of operational officers to firefighters	44%

Discussion

TFFD employs a battalion chief on each shift, along with a captain at each of the stations except the airport station. In addition, there is a total of 12 driver operators and 15 firefighters on the roster. There are a total of 39 operational line staff, exclusive of three administrative personnel.

Based on benchmarks provided by the NFPA, TFFD has a lower level of per 1,000 population personnel than similarly sized communities across the region and the nation as illustrated in the following figure.

Figure 10: Comparison of Operational Personnel – Career



This is not to say that the department is understaffed. What differs in Twin Falls is that the staffing level does not include additional personnel that many fire departments employ to meet the additional workload that comes with being more highly engaged in emergency medical response.

Facilities and Apparatus

Three basic resources are required to successfully carry out the emergency mission of a fire department: trained personnel, firefighting equipment, and fire stations. Because firefighting is an extremely physical task, the training and capacity of personnel resources is a vital concern. However, no matter how competent or numerous the firefighters, the department will fail to execute its mission if it lacks sufficient fire equipment deployed in an efficient and effective manner.

A Service Delivery and Station Location Analysis in Twin Falls would be incomplete if it did not include a review of current fire stations. It will be important that, as the organization moves forward with future station siting decisions, the condition and future viability of the existing facilities be included in those considerations.

Facilities

An essential element affecting a fire department's ability to provide services in a timely manner is the appropriately placement, design and maintenance of fire stations. ESCI observed and reviewed the fire stations operated by TFFD. The observations are summarized in the following pages.

Figure 11: Twin Falls Fire Department Station 1



Twin Falls Station 1 was constructed in 1975 and consists of four back-in style apparatus bays. There are residential quarters for up to five responders and a good sized training and meeting room.

Station 1 is well maintained and serves its current use adequately. However, the facility is at its maximum capacity in terms of space and accommodations. The station is clearly aging and its continued long-term use will necessitate updating.

Structure

Construction type	Masonry.
Date Built	1975
Seismic protection/energy audits	None.
Auxiliary power	An automatically started backup generator is in place.
Condition	Fair but aging.
Special considerations (American with Disabilities Act of 1990 (ADA), mixed gender appropriate, storage, etc.)	Facility is not ADA compliant. Storage and workspace is adequate for current use but is maximized.
Future viability	Facility is aging and, while adequately maintained and functional will necessitate future upgrading for continued long term use.

Facilities Available

Exercise/workout	A good sized exercise room is available to all city employees.
Kitchen/dormitory	A large kitchen is present and four single dorm rooms plus captain's quarters.
Lockers/showers	Available but not configured for dual gender use.
Training/meetings	Classroom has a maximum seating capacity of 47.

Protection Systems

Sprinkler system	The station is fully protected by a fire sprinkler system.
Smoke detection	Smoke detection is provided only in the sleeping areas.
Security	Electric combination locks are on exterior doors.
Apparatus exhaust system	Exhaust removal systems are present on front line apparatus.

Figure 12: Twin Falls Fire Department Station 2



Station 2 is an older facility, constructed in 1961. The building houses one fire engine and a reserve engine in two apparatus bays, one of which is a back-in configuration while the other is a drive-through type. There are quarters for a crew of three. A brush vehicle and a rescue unit are housed in an outdoor storage structure due to lack of space in the station. A hazmat trailer and a FireWise trailer are located in the parking lot.

The station is in fair condition, though aging, and meets current needs adequately. However, the facility is at its maximum capacity and there is no room for expanded future use as currently configured.

Structure

Construction type	Masonry and wood frame.
Date Built	1961
Seismic protection/energy audits	None.
Auxiliary power	None.
Condition	Fair but aging.
Special considerations (American with Disabilities Act of 1990 (ADA), mixed gender appropriate, storage, etc.)	Facility is not ADA compliant. Storage and workspace is adequate for current use but is maximized.
Future viability	That building is older but appears to be well maintained. It is at capacity and there is no room for expanded use.

Facilities Available

Exercise/workout	A very small exercise area is adjacent to the apparatus bays.
Kitchen/dormitory	A small kitchen and day room is present and there are quarters for three responders in separate, single, dorm rooms.
Lockers/showers	Only a single, single restroom with shower is present.
Training/meetings	None.

Protection Systems

Sprinkler system	None
Smoke detection	Smoke detection is provided only in the sleeping areas.
Security	Electric combination locks are on exterior doors.
Apparatus exhaust system	Exhaust removal system is present on the engine.

Figure 13: Twin Falls Fire Department Station 3



Built in 1979, Station 3 is the newest of Twin Falls Fire Department's facilities. It features two, back-in style, apparatus bays that accommodate a fire engine, and a water tender. An additional brush vehicle is stored outside due to lack of space.

The station is small, with quarters for four responders and no room for expanded use. It meets current needs adequately but storage and residential accommodation space is maximized.

Structure

Construction type	Masonry.
Date Built	1979
Seismic protection/energy audits	None.
Auxiliary power	No backup generator is in place.
Condition	Fair.
Special considerations (American with Disabilities Act of 1990 (ADA), mixed gender appropriate, storage, etc.)	Facility is not ADA compliant. Storage and workspace is marginally adequate for current use and is maximized.
Future viability	Structure is older but adequately maintained. It meets current needs but is at maximum capacity.

Facilities Available

Exercise/workout	A small exercise area is in the apparatus bays
Kitchen/dormitory	A small, residential type kitchen is present and three single dorm rooms plus captain's quarters.
Lockers/showers	A single bathroom with two showers is available but not configured for dual gender use
Training/meetings	Day room only.

Protection Systems

Sprinkler system	The station is not protected by a fire sprinkler system.
Smoke detection	Smoke detection is provided only in the sleeping areas.
Security	Electric combination locks are on exterior doors.
Apparatus exhaust system	Exhaust removal systems are present on front line apparatus.

Figure 14: Twin Falls Fire Department Station 4



Station 4 exclusively serves the Joslin Field Airport. It is of concrete block construction with two apparatus bays that are configured for drive-through use. The station houses a single "Aircraft Rescue and Fire Fighting (ARRF) apparatus and a reserve fire engine.

Station 4 is in generally good condition and clearly well maintained. The facility serves its current use adequately.

Structure

Construction type	Masonry.
Date Built	Unknown.
Seismic protection/energy audits	None.
Auxiliary power	None.
Condition	Good.
Special considerations (American with Disabilities Act of 1990 (ADA), mixed gender appropriate, storage, etc.)	Facility is not ADA compliant. Storage and workspace is adequate, but limited due to the small size of the building.
Future viability	Facility is in generally good condition and well cared for. It should serve as a viable station for some time.

Facilities Available

Exercise/workout	A small exercise is in the apparatus bays.
Kitchen/dormitory	There are no residential quarters in the station. A day room area is small and includes some limited kitchen facilities.
Lockers/showers	A single bathroom/shower is present.
Training/meetings	None.

Protection Systems

Sprinkler system	The station is not protected by a fire sprinkler system.
Smoke detection	Smoke detection is not present.
Security	Combination locks are on exterior doors.
Apparatus exhaust system	No exhaust removal systems are present on apparatus.

Discussion

The TFFD stations are in generally fair condition but all are aging and will represent increasing maintenance costs in the future. Space in the facilities is generally maximized and there is limited room for expanded future use at most of the sites, which places limitations on the department in terms of additional needs that may arise in the future.

Twin Falls Fire Department
Fire Department Service Delivery and Station Location Analysis

Apparatus

TFFD maintains a fleet of response vehicles that are generally newer and clearly well maintained. An inventory of fire apparatus, configuration and condition is provided below.

Figure 15: Twin Falls Fire Department Major Apparatus

Station 1 Apparatus							
Apparatus Designation	Type	Year	Make / Model	Condition	Minimum Staffing	Pump Capacity	Tank Capacity
Engine 1	1	2012	BME	Excellent	3	1,500	1,000
Tender 1	1	1996	International	Good	1	750	3,000
Ladder 1	1	1989	Grumman	Good	(Not Staffed)	1,500	200
Attack 1	6	1992	Ford	Good	(Not Staffed)	Not Rated	300
Fire Investigation		1998	Chevy Suburban	Good	(Not Staffed)	N/A	N/A
Fire Chief SUV		1993	Ford Explorer	Good	1	N/A	N/A
Battalion Chief		2012	Ford F-150	Excellent	1	N/A	N/A
Fire Marshal		1998	Chevrolet Lumina	Good	1	N/A	N/A

Station 2 Apparatus							
Apparatus Designation	Type	Year	Make / Model	Condition	Minimum Staffing	Pump Capacity	Tank Capacity
Engine 2	1	2007	BME	Good	3	1,500	1,000
Engine Reserve (E-27)	1	2000	E-ONE	Good	(Not Staffed)	1,500	1,000
Attack 2	4	1991	International	Good	(Not Staffed)	Not Rated	900
Rescue 2/ Confined Space	Rescue	1990	Ford F-350	Poor	(Not Staffed)	N/A	N/A
Pub. Ed. Pickup	Staff	1996	Ford F-350 (Crew Cab)	Good	(Not Staffed)	N/A	N/A
HazMat Trailer	Staff		Charmac (20')	Excellent		N/A	N/A
Pub. Ed. Trailer			Wells Cargo (20')	Excellent		N/A	N/A

Station 3 Apparatus							
Apparatus Designation	Type	Year	Make / Model	Condition	Minimum Staffing	Pump Capacity	Tank Capacity
Engine 3	1	2015	BME	Excellent	3	1,500	1,000
Tender 3	1	1992	Ford L9000	Good	(Not Staffed)	500	3,000
Attack 3	4	1998	Freightliner	Good	(Not Staffed)	Not Rated	900

Twin Falls Fire Department
Fire Department Service Delivery and Station Location Analysis

Station 4 Apparatus							
Apparatus Designation	Type	Year	Make / Model	Condition	Minimum Staffing	Pump Capacity	Tank Capacity
ARFF 4	1	1996	Oshkosh	Good	1	1,500	1,500
Airport Shuttle		1993	Ford Explorer	Good	(Not Staffed)	N/A	N/A
Engine Reserve (E-28)	1	1992	E-ONE	Good	(Not Staffed)	1,500	1,000

Discussion

ESCI observed the vehicles to be well maintained and in good to excellent condition generally. However, some of the older reserve units are approaching or have reached their acceptable service lives. Long-range capital replacement planning is always a challenge and one that every fire department has difficulty in addressing.

Apparatus and Facility Replacement Planning

Fire stations and apparatus are typically unique pieces of equipment, often very customized to operate efficiently in a narrowly defined mission. A pumper may be designed such that the compartments fit specific equipment and tools, with virtually every space on the truck designated in advance for functionality. This same vehicle, with its specialized design, cannot be expected to function in a completely different capacity, such as a hazardous materials unit or a rescue squad. For this reason, fire apparatus is very expensive and offers little flexibility in use and reassignment.

Unfortunately, no mechanical piece of equipment can be expected to last forever. As a vehicle ages, repairs tend to become more frequent, parts more difficult to obtain, and downtime for repair increases. Given the emergency mission that is so critical to the community, this factor of downtime is one of the most frequently identified reasons for apparatus replacement.

Because of the large expense of fire apparatus, most communities find the need to plan ahead for the cost of replacement. To properly do so, agencies often turn to the long-accepted practice of establishing a life cycle for the apparatus that results in a replacement date being anticipated well in advance. Forward thinking organizations then set aside incremental funds during the life of the vehicle so replacement dollars are ready when needed.

TFFD has identified a set of guidelines that are used for planning vehicle replacement. The rotation considered applicable is:

- Engines replaced every 20 years (15 front line, 5 in reserve)
- Ladder trucks replaced every 30 years
- Water tenders replaced every 30 years
- Brush trucks replaced as needed

However, the department and city does not maintain a formal, and funded, schedule that places all apparatus on a specified replacement cycle from date of primary service. ESCI recommends that the TFFD make an effort to develop a vehicle replacement schedule, including a funding strategy that will fully meet future needs. In the future strategies section of this report is additional discussion on the matter.

Service Delivery and Response Performance Analysis

The most important aspect of any emergency services agency is its ability to deliver services when requested. This section of the report evaluates the current and historical service delivery elements of:

- Service demand
- Resource distribution
- Resource concentration
- Response Reliability
- Response performance

The discussion begins with a summary of the current Service Delivery and Performance elements that are in place at TFFD.

Figure 16: Survey Table – Service Delivery and Performance

Survey Components	Twin Falls Fire Department Observations
Service Demand	
A. Current service demand	
i) tracked by incident type and temporal variation	Compiled in a monthly report to fire chief and Board
ii) geographical call distribution	Tracked by response zones- city and rural district
iii) demand zones based on population	Differing population density in city and rural district
Resource Distribution	
A. Facilities	
i) total area protected	TFFD estimates approximately 70 square miles. GIS calculates 18.2 miles in city and approximately 50 in rural district.
B. Number of fire stations	
ii) number of stations staffed	4 (Airport Station 4 staffed 6 AM to 15 minutes after the last scheduled flight, which is typically around 8:30 PM)
iii) number of stations unstaffed	None
C. Apparatus	
iv) apparatus appropriate to risk (fire, medical, special)	Yes, Type 1 engines, truck cross-staffed at Station 1, water tenders for un-hydranted areas.
D. Staffing	
v) adequate for initial attack of predominant risk	Two in – two out policy in place, three-person minimum on engine
Resource Concentration	
A. Effective response force	
i) defined by call type	Alarm assignments in CAD
ii) actual performance monitored	Response performance for full first not monitored
Response Reliability	
A. Workload Analysis	
i) unit hour utilization	UHU is not monitored
ii) failure rate by station area or response zone	Workload by station is monitored

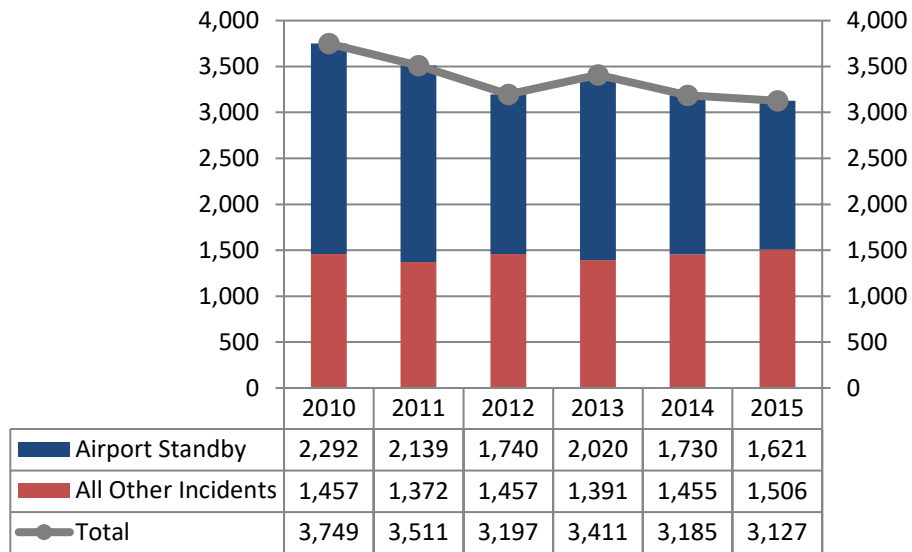
Twin Falls Fire Department
Fire Department Service Delivery and Station Location Analysis

Survey Components	Twin Falls Fire Department Observations
iii) concurrent calls	Concurrent incidents not tracked
Response Performance	
A. Response Performance	
i) call processing time	Available in CAD. Monitored by TFFD informally.
ii) turnout time	Tracked in TFFD RMS. No formal performance standard.
iii) travel time	Available-reported as part of total response time.
iv) total response time	Response performance measured from "Dispatched to "First on Scene"
B. Response time goals	
i) by response zone	Informal response performance goals for city and rural district
ii) by incident type	
iii) actual response performance documented and published	Response performance is monitored but not published or reported with the agency
Mutual/Automatic Aid	
A. Given/Received balance	
	Mutual Aid Received by TFFD: 5 Mutual Aid Given by TFFD: 4
i) automatic aid incorporated in run cards/dispatch procedures	Mutual aid agreement with BLM
ii) inter-agency training and SOPs	Occasional inter-agency training, disaster drills
iii) signed mutual aid agreements and county plan	Signed agreement with BLM
A. Incident Command System	
i) incorporated in all emergency operations	ICS and NIMS incorporated in daily and emergency operations.
ii) addressed in SOP or SOG	Addressed in SOP and annual training.

SERVICE DEMAND

In the service demand study, ESCI reviews current and historical service demand by incident type and temporal variation for the study area and the participating jurisdictions. GIS software is used to provide a geographic display of demand within the overall study area. The data is derived from incident data recorded in the Twin Falls Fire Department records management software and submitted to the National Fire Incident Records System (NFIRS). The following figure displays historical service demand from 2010 through 2015.

Figure 17: TFFD Historical Service Demand, 2010-2015



As displayed in this figure, scheduled and unscheduled standby incidents at the Magic Valley Regional Airport represent over 50 percent of TFFD service demand annually. In general, the number of standby incidents at the airport decreased during the time period displayed. However, service demand in the rest of the TFFD service area has increased by over 8 percent from 2013 through 2015. The next figure examines the nature of service demand, summarized by NFIRS incident category, during 2015.

Figure 18: TFFD Service Demand by NFIRS Category, 2015

Service Demand by NFIRS Category- Non Airport Standby Incidents	
NFIRS Category	Percentage
Fire	8.6%
Explosion	0.1%
EMS	37.6%
Hazmat	1.9%
Service Call	10.8%
Good Intent	16.5%
False Alarm	21.0%
Severe Weather	0.3%
Other	5.2%

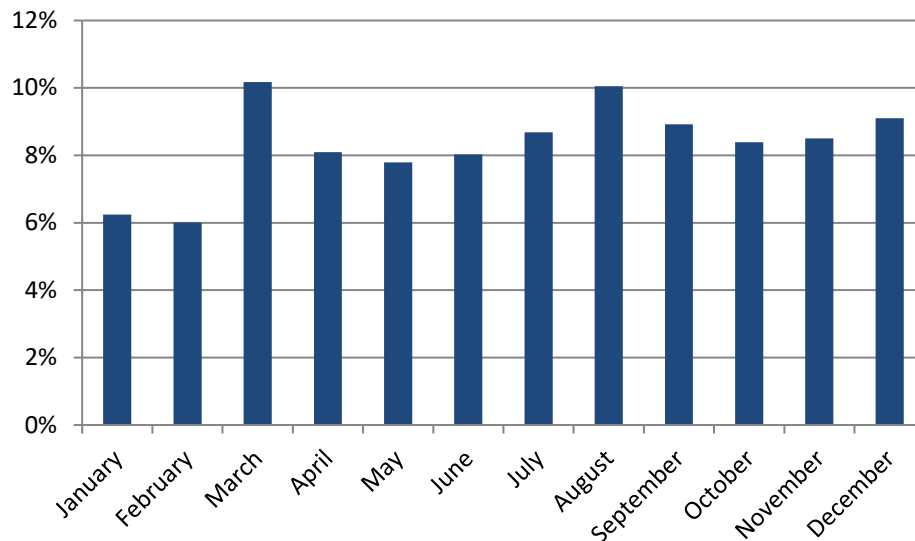
Note that TFFD responded to approximately 1,600 airport standby incidents in 2015. These incidents are removed from the data set in the figure above to prevent skewing the results. This figure displays a different picture of service demand from that displayed in Figure 6, earlier in this report. EMS incidents represent the largest percentage (37.6 percent) of TFFD service demand. EMS incidents include incidents such as motor vehicle accidents, search and rescue incidents, and medical assists; motor vehicle accidents represent the most common EMS incident in the TFFD service area. TFFD does not provide medical

transport, however the department responds with the regional transport agency, when requested. Actual fires comprise 8.6 percent of 2015 service demand.

Temporal Variation

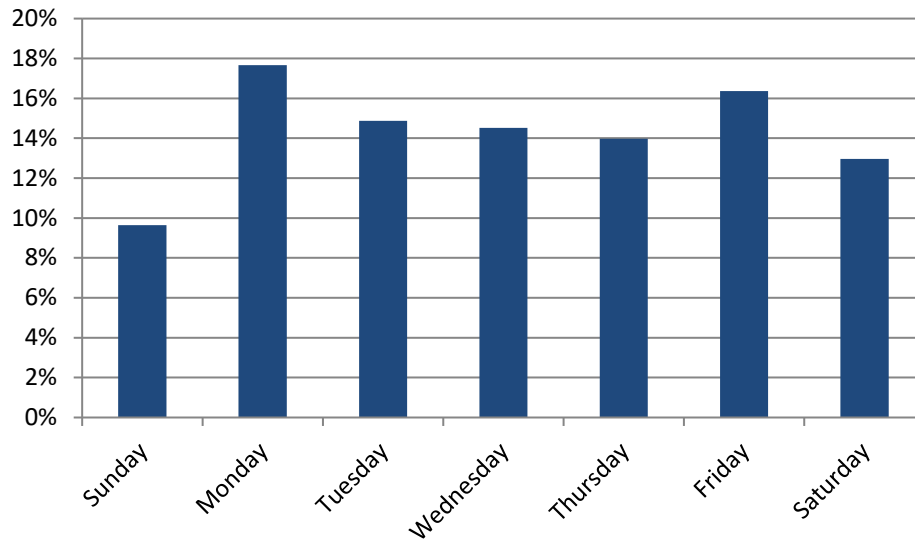
Service demand is not static, and workload varies by temporal variation. The following figures illustrate how service demand varied by month, day of week, and hour of day during 2015 in order to identify any periods of time that pose significantly different risks and hazards. Once again, airport standby incidents have been removed from the data set.

Figure 19: TFFD Service Demand by Month, 2015



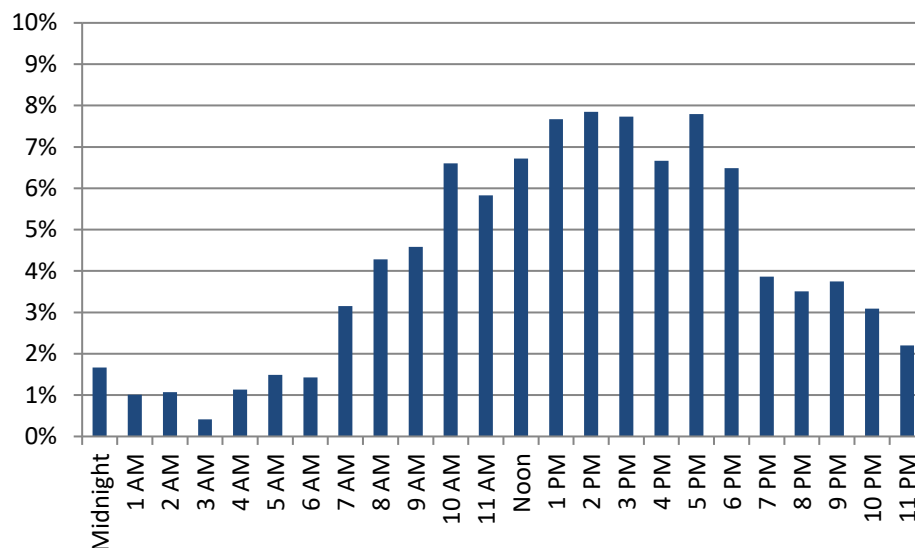
Monthly service demand varies in the TFFD service area. January and February demonstrate the lowest service demand, while March and August demonstrate the highest service demand. The next figure examines service demand by day of the week.

Figure 20: TFFD Service Demand by Day of the Week, 2015



Based on the 2015 data, Saturdays and Sundays experience the lowest demand for TFFD services. The highest service demand occurs during the work week. Specifically, Mondays and Fridays demonstrate the highest service demand during the work week. The final temporal analysis examines service demand by hour of the day.

Figure 21: TFFD Service Demand by Hour of the Day, 2015

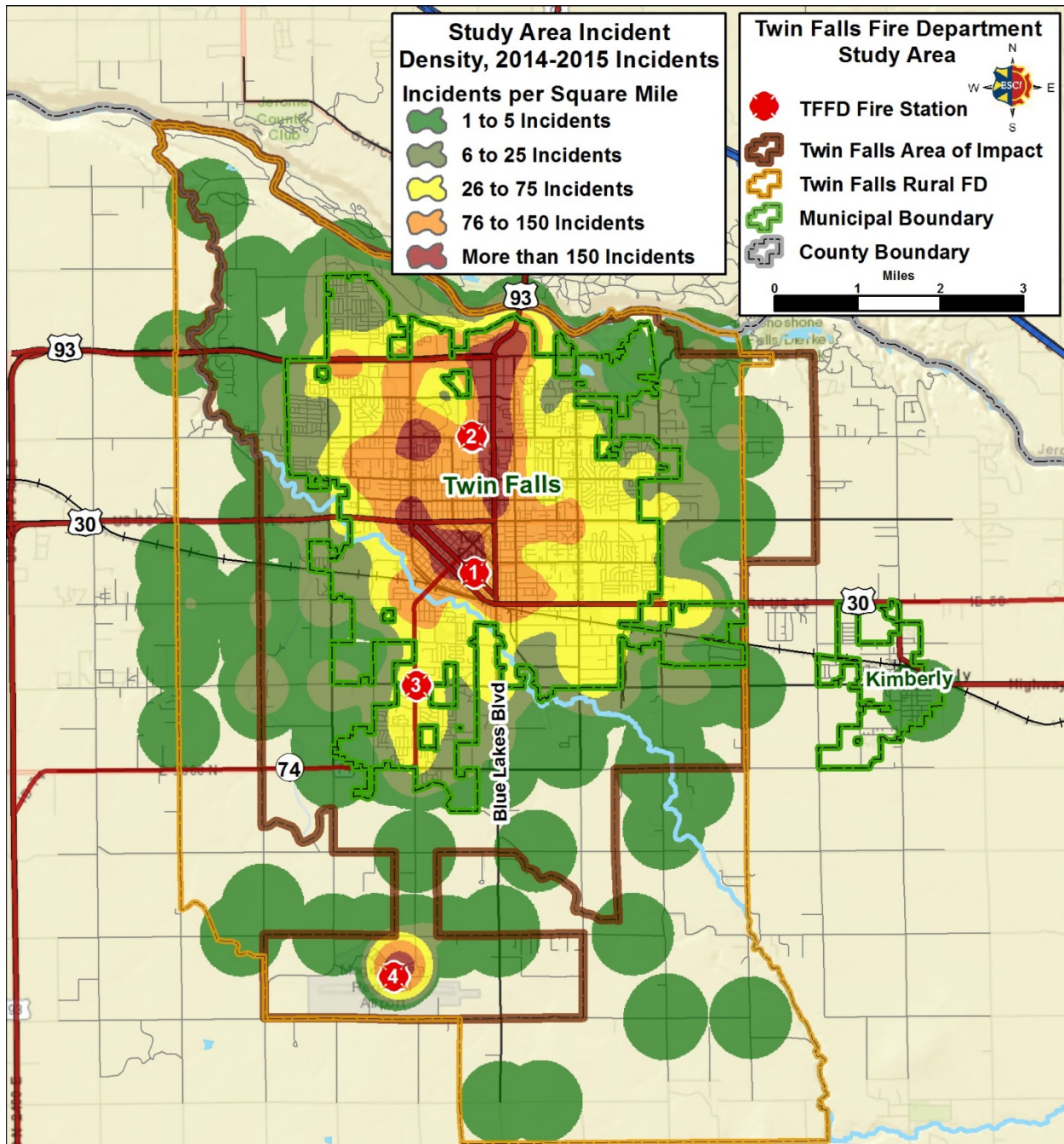


Generally, service demand correlates with the activity of people, with demand increasing during the workday and decreasing in the late evening and early morning hours. Over 76 percent of TFFD service demand in 2015 occurred between 8 AM and 8 PM. The increase in service demand during the day is significant and predictable.

Geographic Service Demand

In addition to the temporal analysis of workload, it is useful to examine the geographic distribution of service demand. ESCI uses geographic information systems software (GIS) to plot the location of incidents within the TFFD study area during 2014 and 2015 and calculates the mathematical density of incidents in the study area.

Figure 22: TFFD Geographic Service Demand, 2014-2015

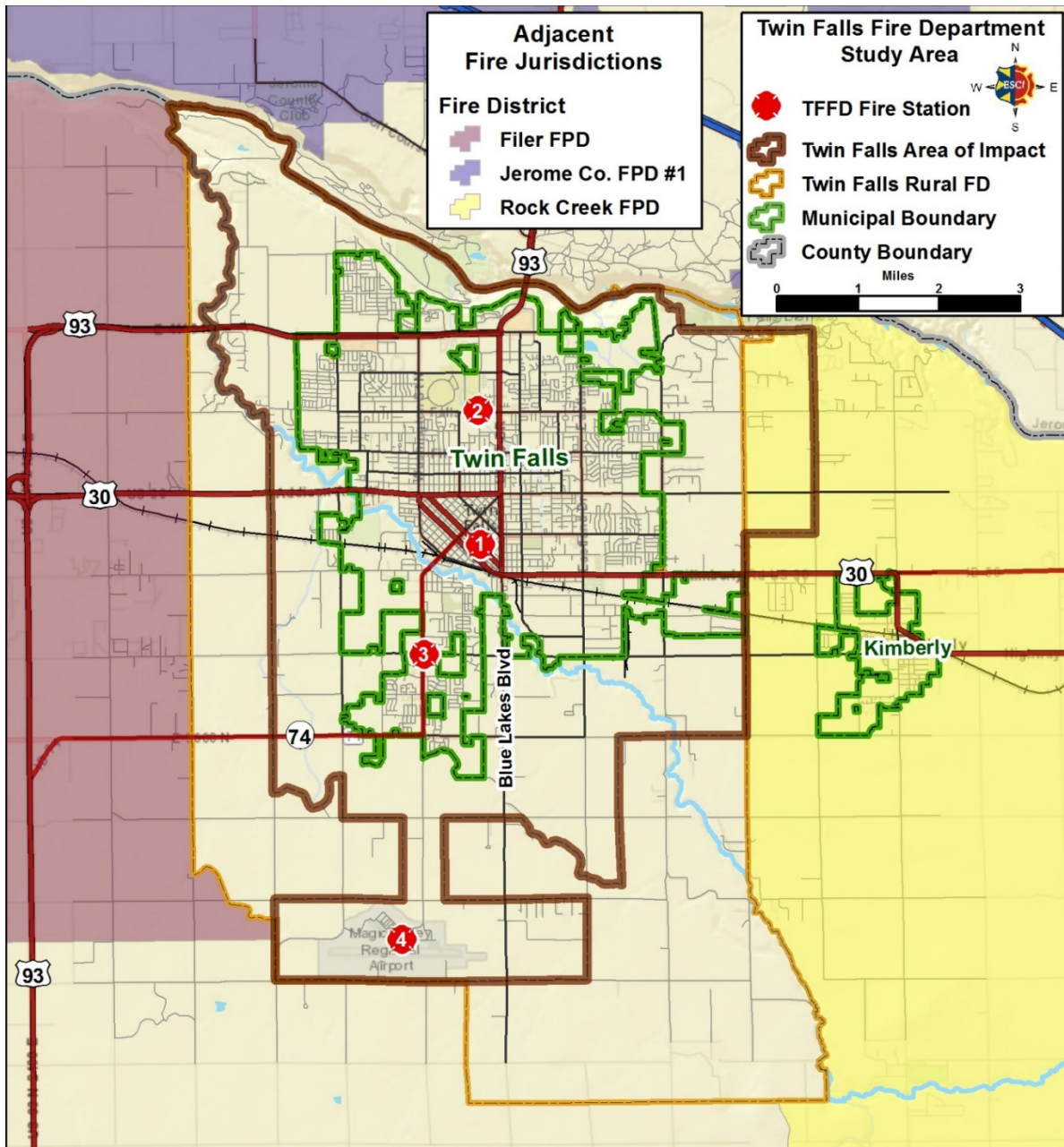


TFFD service demand is concentrated inside the city of Twin Falls. Pockets of higher incident density occur in the downtown core area, near the College of Southern Idaho, and along Blue Lakes Boulevard (Highway 93). The current TFFD fire stations are well located to serve the areas of high service demand within the city. Note that airport standby incidents are included in this analysis.

RESOURCE DISTRIBUTION

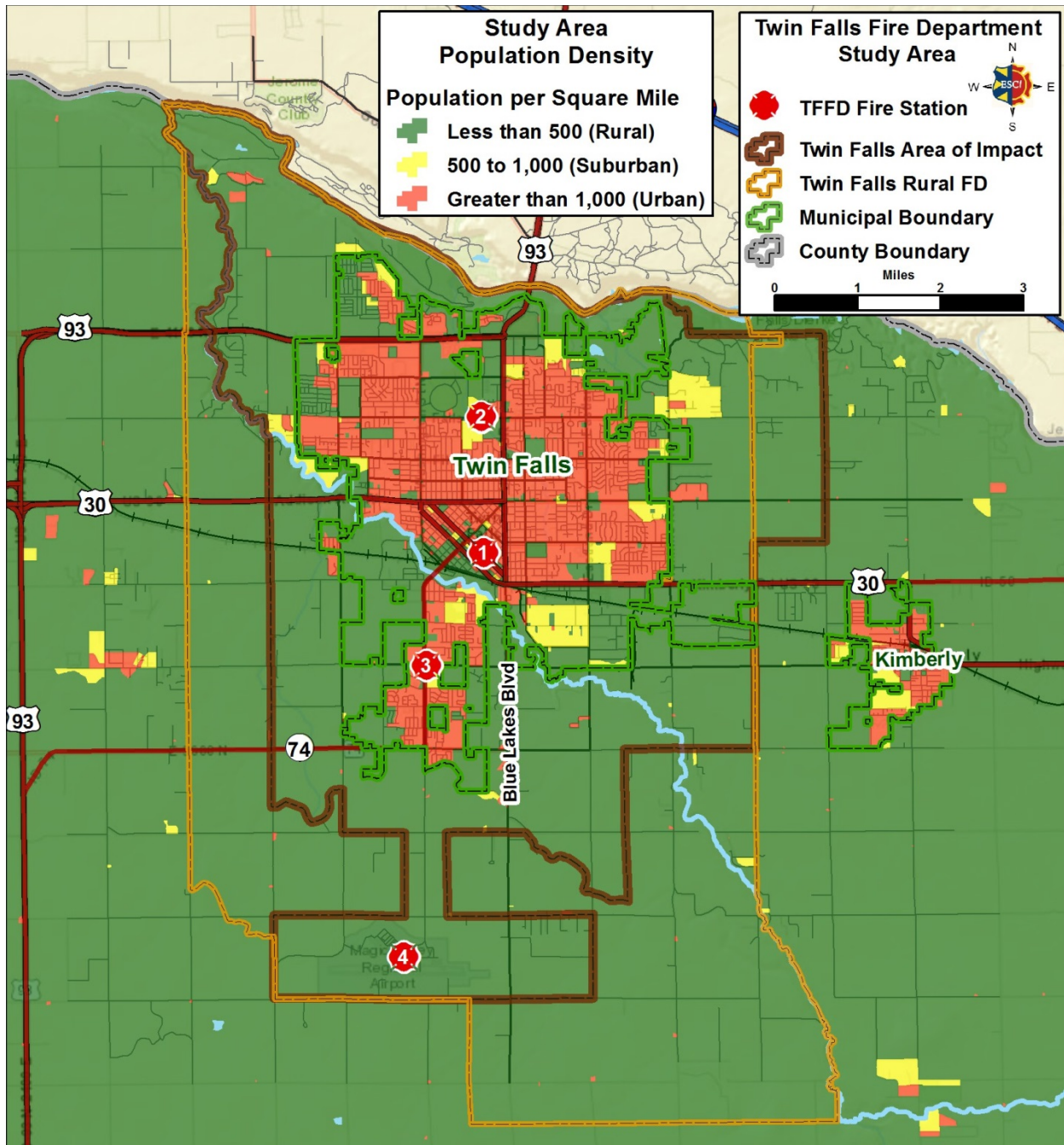
The distribution analysis presents an overview of the current distribution of fire department resources within the TFFD service area. Figure 23 displays the TFFD service area and the adjacent fire jurisdictions.

Figure 23: TFFD Service Area and Adjacent Fire Jurisdictions



TFFD operates from three fire stations located within the city of Twin Falls; and a fourth station located at the Magic Valley Regional Airport. Adjacent fire jurisdictions include Filer Fire Protection District, Jerome County Fire Protection District #1, and Rock Creek Fire Protection District. The following figure uses 2010 U.S. Census Bureau data to display population density in the TFFD study area.

Figure 24: TFFD Study Area Population Density, 2010 Census Blocks

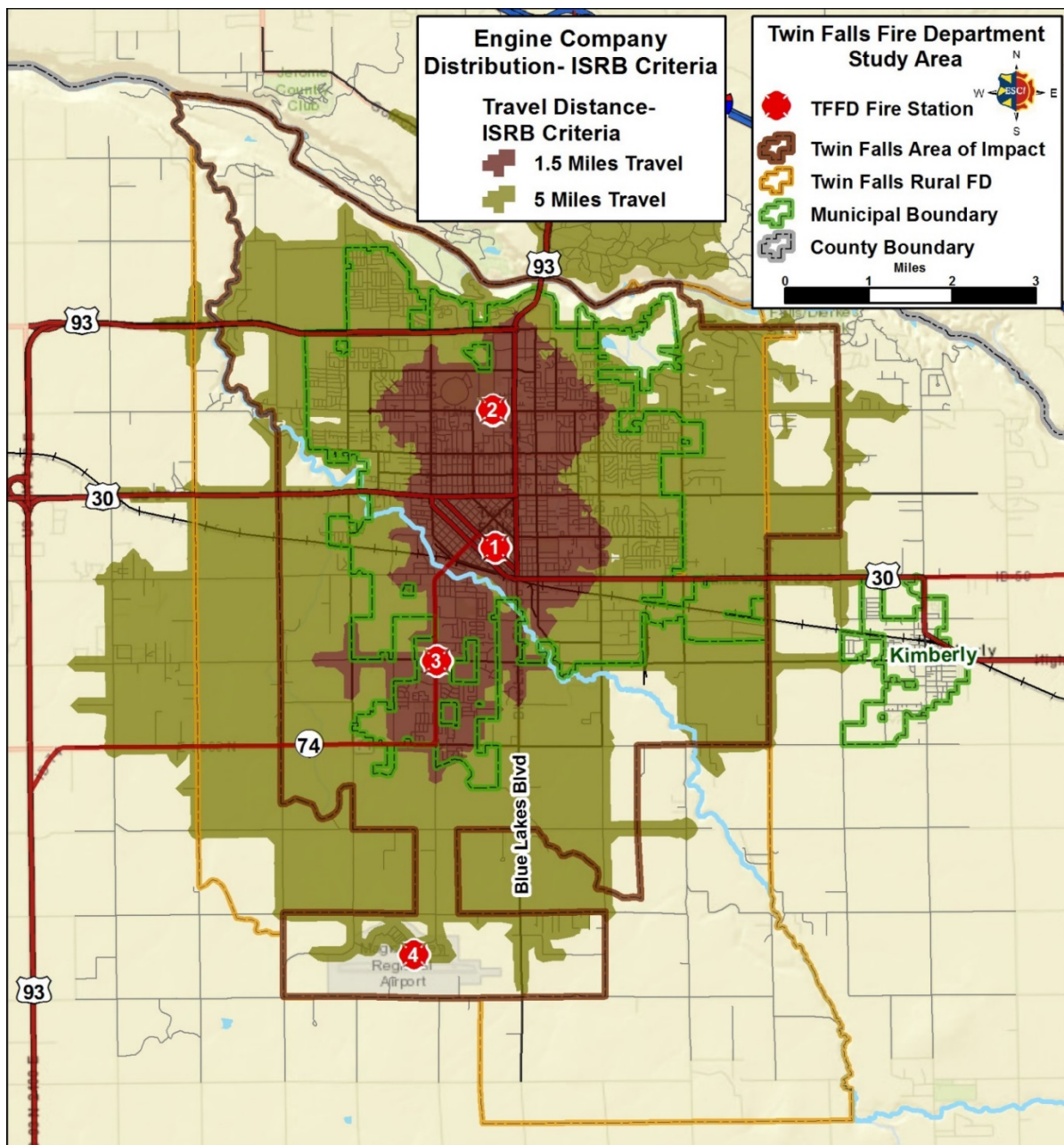


The city of Twin Falls encompasses approximately 18.5 square miles and the Twin Falls Fire Protection District (TFFPD) an additional 50 square miles surrounding Twin Falls. Using National Fire Protection Association (NFPA) criteria, ESCI summarizes the Census Bureau data as rural, suburban, and urban population densities. The Census Bureau estimates the population of Twin Falls at 46,528 as of July 2014 (most recent estimate available). Using the 2010 census block data, ESCI estimates the population of TFFPD at approximately 5,700. Combined, the Twin Falls Fire Department serves a population of approximately 52,228 in a service area of approximately 68.5 square miles.

Twin Falls Fire Department
Fire Department Service Delivery and Station Location Analysis

The Idaho Surveying and Rating Bureau (ISRB) is a state insurance industry organization that evaluates fire protection for communities in Idaho. A jurisdiction's ISRB rating is an important factor when considering fire station and apparatus distribution, since it can affect the cost of fire insurance for individuals and businesses. To receive maximum credit for station and apparatus distribution, ISRB recommends that in urban areas, all "built upon" areas in a community be within 1.5 road miles of an engine company. Additionally, ISRB recommends that in rural areas fire stations should be distributed such that the majority of structures are within five miles travel of a fire station. The following set of figures examines current TFFD station and apparatus distribution based on the ISRB criteria.

Figure 25: TFFD Station Distribution, ISRB Criteria

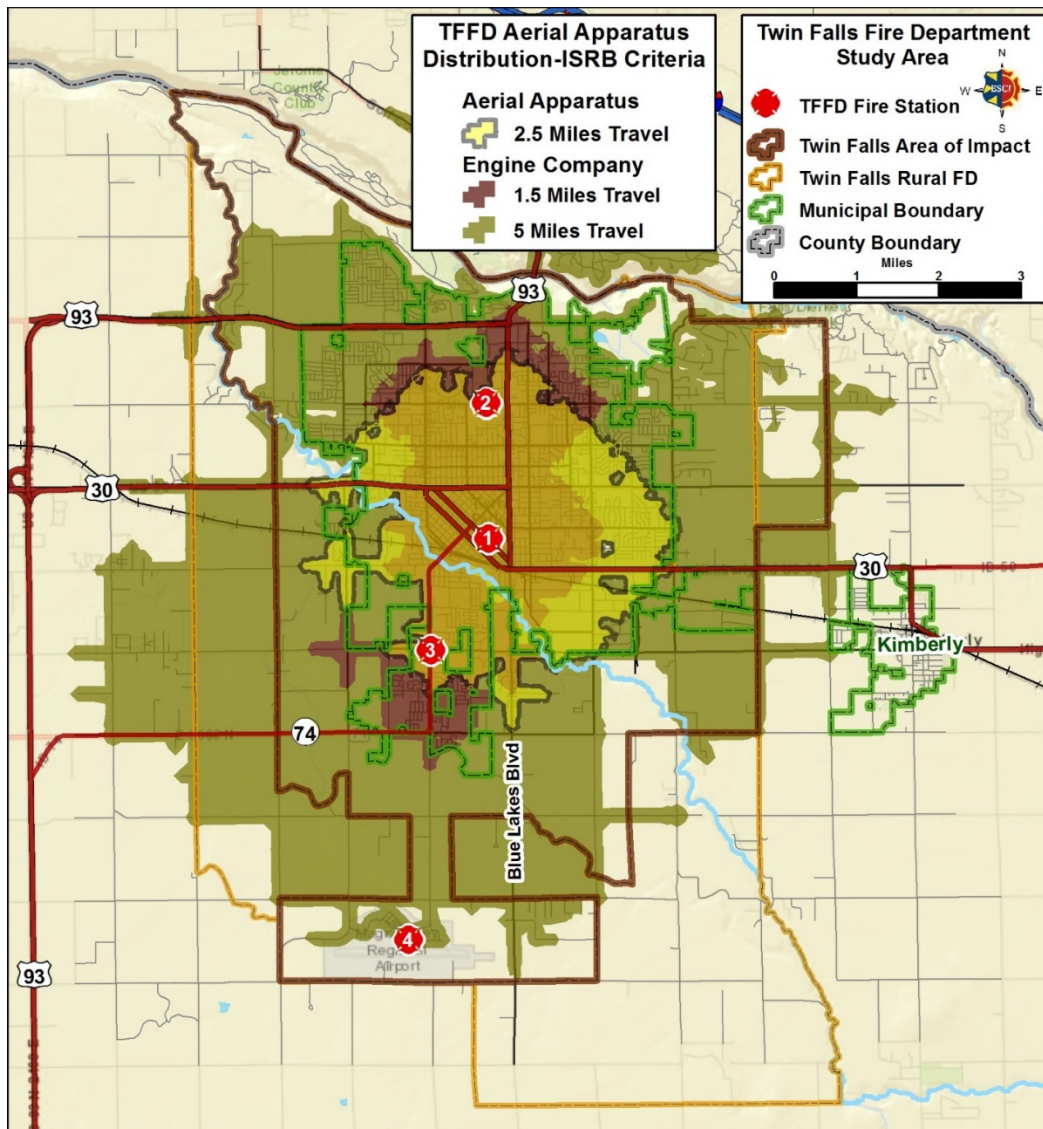


Twin Falls Fire Department
Fire Department Service Delivery and Station Location Analysis

Approximately 61 percent of the properties in Twin Falls are within 1.5 miles travel of a TFFD fire station. Nearly 76 percent of properties in the Twin Falls I Fire Protection District are within five miles travel of a TFFD fire station. Note that TFFD Station 4 is not included in this analysis, since the specialized Aircraft Rescue and Fire Fighting (ARFF) apparatus at this station does not meet ISRB engine company criteria.

Similar to engine company criteria, ISRB recommends that truck companies (aerial apparatus) be placed at 2.5-mile intervals in areas with buildings over three stories and high fire suppression water flow requirements. The following figure demonstrates the 2.5-mile service area for the TFFD aerial apparatus housed at Station 1.

Figure 26: Aerial Apparatus Distribution



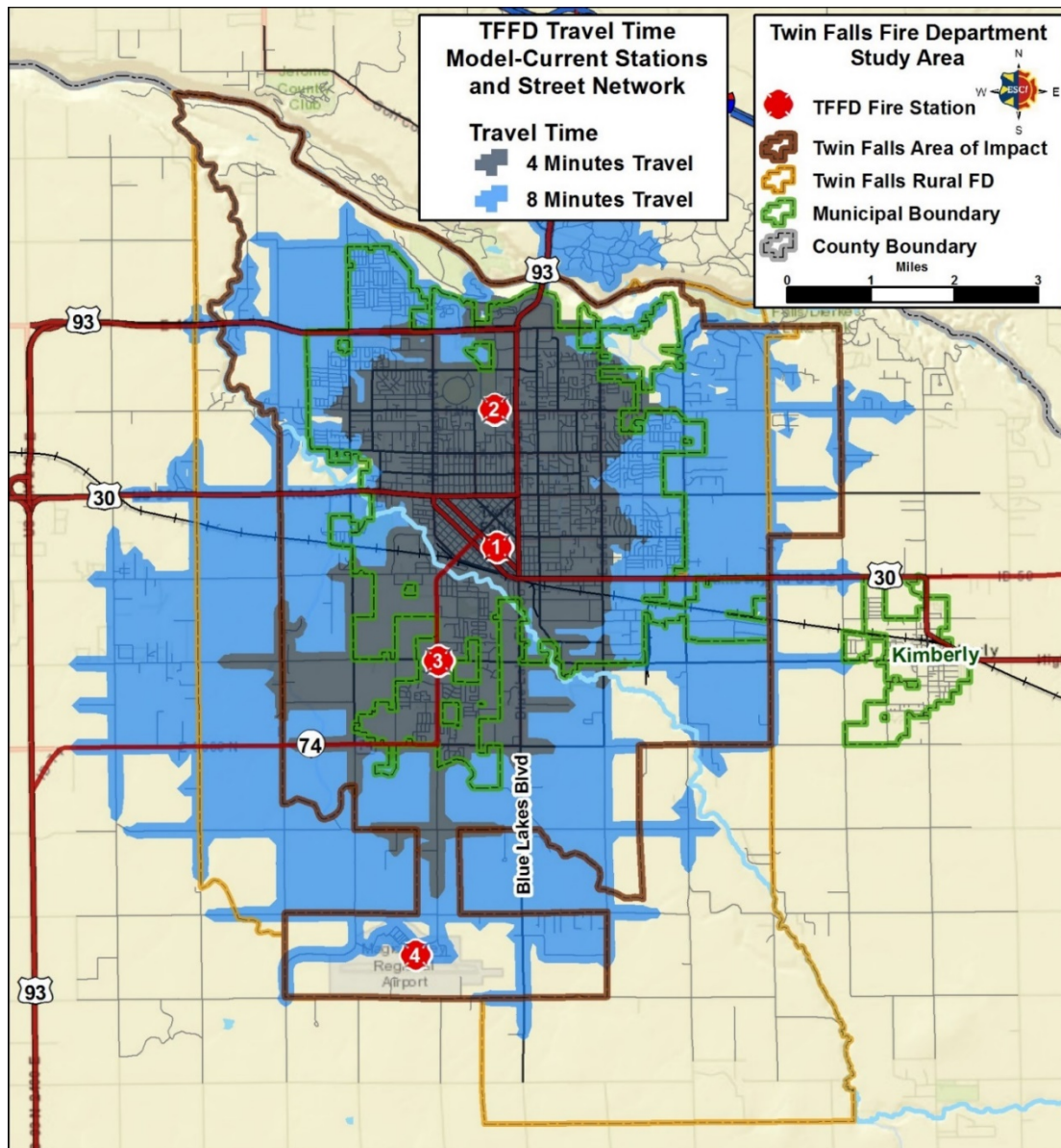
The aerial apparatus at Station 1 is located appropriately to provide aerial coverage for the structural risk located in the downtown core area and the commercial properties along Blue Lakes Boulevard.

Twin Falls Fire Department
Fire Department Service Delivery and Station Location Analysis

The ISRB Public Protection Classification criteria only address fire suppression activity and are primarily concerned with geographic coverage of property. Equally as important is the distribution of resources in comparison to where requests for fire department services occur and the time required to respond to a request for service.

The following figures present a travel time model from the current TFFD stations over the existing road network. Travel time is calculated using the posted speed limit and is adjusted for negotiating turns, intersections, and non-connected travel routes.

Figure 27: TFFD Travel Time Model, Four and Eight Minutes Travel

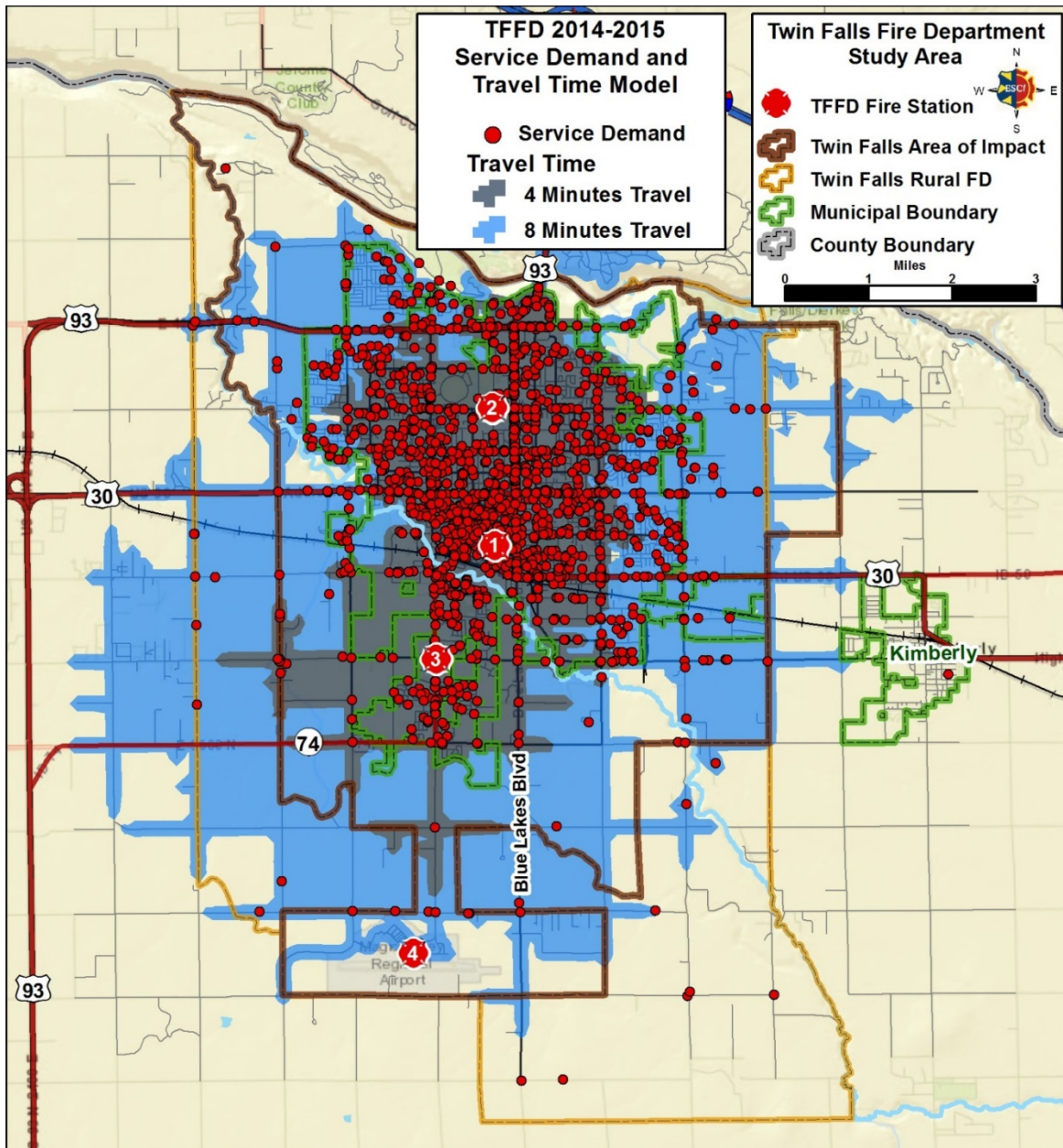


The majority of the TFFD service area within the city limits is within four minutes travel or less of a fire station. Much of the rural fire district around Twin Falls is within eight minutes travel of a TFFD station.

Twin Falls Fire Department
Fire Department Service Delivery and Station Location Analysis

The following figure demonstrates the percentage of current service demand (2014-2015) that is within four or eight minutes travel of a fire station.

Figure 28: TFFD Travel Time Model and Service Demand, 2014-2015



Not surprisingly, the majority of TFFD service demand occurs within the city of Twin Falls; approximately 87 percent of the incidents displayed in the figure above occurred in the city. National consensus standards, such as *NFPA 1710*,³ specify that career staffed, urban fire departments deploy resources such

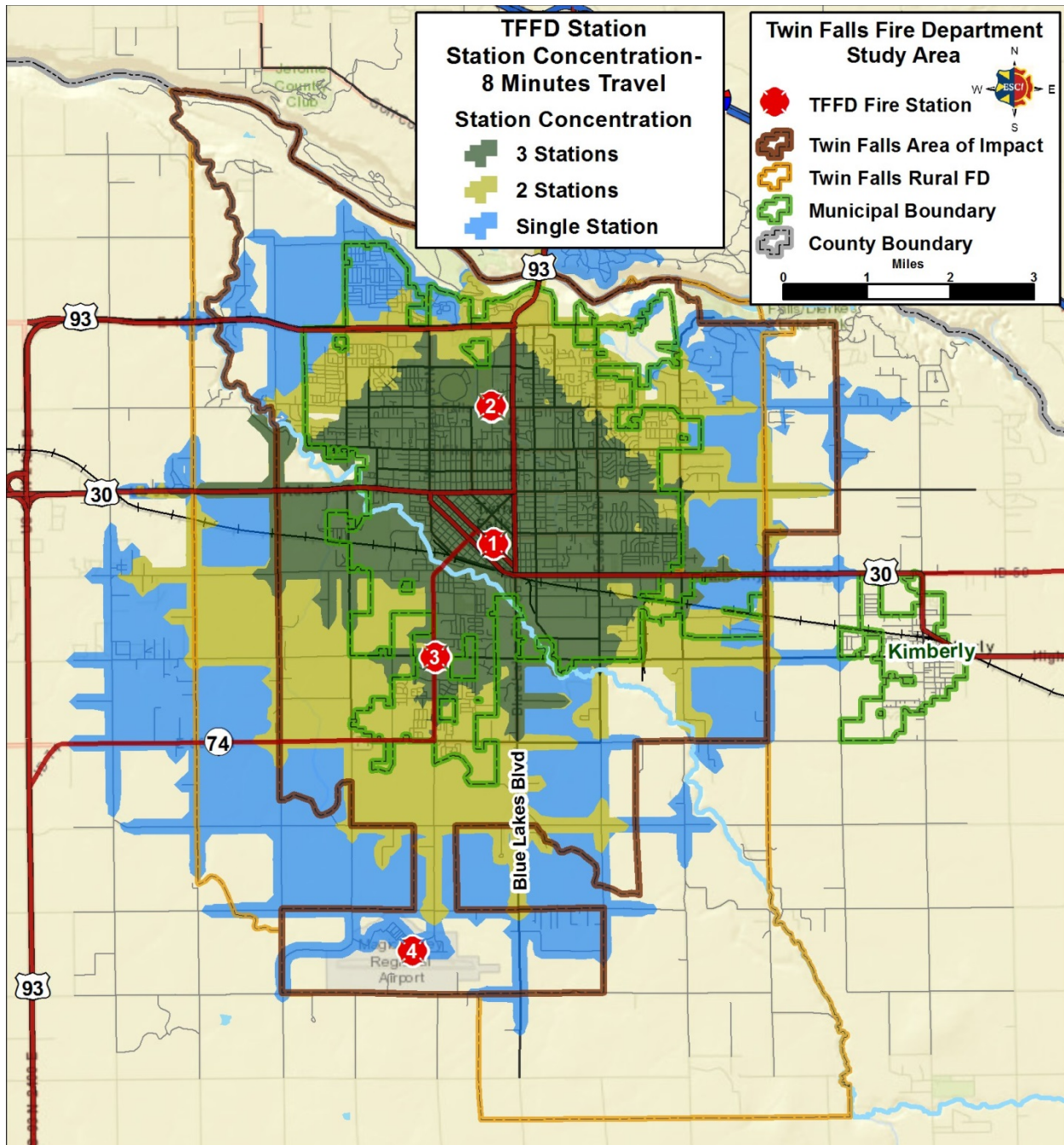
³ *NFPA 1710, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments* (National Fire Protection Association 2010).

that 90 percent of emergency service demand can be reached in four minutes travel or less. Figure 28 demonstrates that approximately 88 percent of service demand within the Twin Falls city limits occurred within four minutes travel or less of a TFFD fire station. Over 98 percent of incidents outside of Twin Falls in the rural district were within eight minutes travel or less of a fire station. This analysis only measures potential travel time, actual travel time and response time performance is discussed in the Response Performance Analysis. Note that airport standby incidents are not included in the data set. Also travel time is not modeled from Station 4, since the ARFF apparatus at this station is neither equipped nor suitable for responses outside of its specialized mission at the airport.

RESOURCE CONCENTRATION

Accepted firefighting procedures call for the arrival of the entire initial assignment (sufficient apparatus and personnel to effectively deal with an emergency based on its level of risk) within a reasonable amount of time. This is to ensure that enough people and equipment arrive soon enough to safely control a fire or mitigate any emergency before there is substantial damage or injury. In the following figure ESCI examines the ability of TFFD to assemble multiple resources across the study area.

Figure 29: TFFD Station Concentration, Eight Minutes Travel



The figure above demonstrates that nearly all of the City of Twin Falls is within eight minutes travel of two TFFD fire stations. The areas identified in Figure 22 as experiencing the highest service demand (downtown core, Blue Lakes Boulevard, and the area around the college campus); are within eight minutes travel or less of three TFFD stations. Appropriately, the highest concentration of TFFD resources occurs in the portions of the service area experiencing the greatest service demand.

RESPONSE RELIABILITY

The workload on emergency response units can also be a factor in response time performance. The busier a given unit, the less available it is for the next emergency. If a response unit is unavailable, then a unit from a more distant station must respond, increasing overall response time. The figure below illustrates the percentage of concurrent (simultaneous) incidents experienced by TFFD during 2015.

Figure 30: TFFD Concurrent Incidents, 2015

Concurrent Incidents	
Single Incident	85.2%
2 Incidents	13.4%
3 or More Incidents	1.4%

The majority of TFFD service demand occurred as a single incident (85.2 percent). In 2015, 13.4 percent of the time TFFD resources were committed to two different incidents. Three or more incidents were in progress simultaneously approximately 1.4 percent of the time. Note that airport standby incidents at Station 4 are not included in the analysis above since these incidents do not affect the availability of apparatus at the other TFFD stations.

Unit hour utilization (UHU) analyzes the amount of time that a unit is *not* available for response because it is already committed to another incident. The larger the number, the greater its utilization and the less available it is for assignment to subsequent calls for service. The following figure displays the time TFFD operational apparatus were committed to an incident in 2015 and expresses this as a percentage of the total hours in a year. The average time committed to an incident is also displayed in this figure.

Figure 31: TFFD First-Out Apparatus Unit Hour Utilization, 2015

Apparatus	Average Time Committed	UHU
Engine 1	32:36	4.27%
Engine 2	31:30	5.77%
Engine 3	29:12	3.61%
Battalion Chief	33:46	2.87%
Airport Standby	46:44	13.18%

Fire service publications⁴ suggest that UHU rates in the range of 25 to 30 percent can negatively affect response performance and lead to personnel burnout issues. As displayed in the figure above, TFFD apparatus do not currently demonstrate excessive UHU rates. Note that this figure only displays unit hour utilization for the first out TFFD apparatus and airport standbys. Other apparatus and staff vehicles are not included; ESCI examined data for these apparatus and found that all other apparatus experienced UHU rates of less than 1 percent.

⁴ Center for Public Safety Excellence/Commission on Fire Accreditation (CPSE/CFAI) *Standards of Cover, 5th Edition*

It does not appear that the number of concurrent incidents or the workload of emergency apparatus is currently at a level that may negatively affect response time performance within the TFFD service area. However, as the UHU rate increases, fire department personnel are less able to perform other duties such as training, public education, station and apparatus maintenance, or engine company inspections.

RESPONSE PERFORMANCE SUMMARY

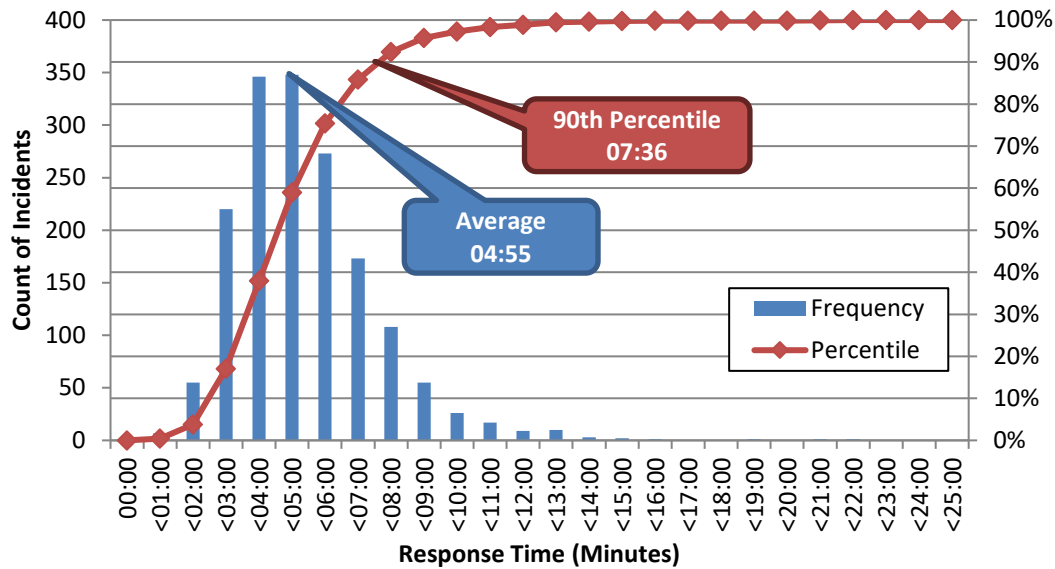
Perhaps the most publicly visible component of an emergency services delivery system is response performance. Policy makers and citizens want to know how quickly they can expect to receive emergency services. In the performance analysis, ESCI examines emergency response performance within the TFFD service area. The data used for this analysis is 2014 and 2015 emergency responses extracted from the TFFD records management software (RMS). Non-emergent incidents, mutual/automatic aid incidents outside the TFFD service area, incidents cancelled prior to arrival, data outliers, and invalid data points are removed from the data set.

Response time is measured from the time the fire department is notified of the emergency to when the first TFFD apparatus arrives at the scene of an emergency. Response performance is calculated using “percentile” measurement. The use of percentile calculations for response performance follows industry best practices and is considered a more accurate measure of performance than “average” calculations.

Higher percentile measurements are normally used for performance objectives and performance measurement because they show that the large majority of the data set has achieved a particular level of performance. This can then be compared to the desired performance objective to determine the degree of success in achieving the goal.

For this analysis, ESCI calculates average and 90th percentile response performance for TFFD emergency responses. The following figure displays the frequency of emergency response times within one minute increments and the cumulative percentage (percentile measurement) of response times.

Figure 32: TFFD Emergency Response Time Frequency, 2014-2015



The most frequently recorded response time occurs between four and five minutes. The average emergency response time is 4 minutes 55 seconds. The first TFFD apparatus arrived on the scene of 90 percent of emergency incidents in 7 minutes 36 seconds or less. The response time performance displayed above is comprised of several components:

- Processing Time – The time involved in receiving and dispatching an emergency call in the 911 center
- Turnout Time – The time interval between when units are notified of the incident and when the apparatus are enroute.
- Travel Time – The amount of time the responding unit actually spends travelling to the incident.
- Total Response Time – Total Response Time equals the combination of “Processing Time,” “Turnout Time,” and “Travel Time.”

Tracking the individual pieces of total response time enables jurisdictions to identify deficiencies and areas for improvement. In addition, knowledge of current performance for the components listed above is an essential element of developing response goals and standards that are relevant and achievable. Fire service best practice documents recommend that fire jurisdictions monitor and report the components of total response time.⁵

The *NFPA 1710* standard includes performance goals for the various components of total response time. The 1710 standard is not mandated or codified; however, the standard is a national consensus standard

⁵ *NFPA 1710, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments (2010), NFPA 1720, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments (2014), Center for Public Safety Excellence/Commission on Fire Accreditation (CPSE/CFAI) Standards of Cover, 5th Edition.*

and industry best practice which should be viewed as a desirable goal. The figure below provides a synopsis of the *NFPA 1710* recommendations.

Figure 33: NFPA 1710 Response Performance Recommendations⁶

Response Element	NFPA Recommendation
Call Processing ⁷	60 Seconds @ 90 th Percentile
Turnout Time	60 Seconds @ 90 th Percentile for EMS 80 Seconds @ 90 th Percentile for Fire
Travel Time (First unit on scene-Fire or EMS)	4 Minutes @ 90 th Percentile
Travel Time-Full First Alarm (Moderate risk-structure fire)	8 Minutes @ 90 th Percentile

Note that the *NFPA 1710* guidelines include a performance goal for call processing time-the interval from when a call is received at the 911 Center to when the fire department is notified of the emergency. The data provided to ESCI did not include the time when the 911 Center received the emergency call; therefore, call processing performance could not be calculated. ESCI encourages TFFD to work cooperatively with the Twin Falls Dispatch Center to monitor and report call processing time. The following figure demonstrates TFFD performance for the various components of total response time.

Figure 34: TFFD Performance-Components of Total Response Time, 2014-2015

	Turnout Time	Travel Time	Response Time
Average	01:16	03:37	04:55
90th Percentile	01:59	06:10	07:36

As displayed in the figure above, TFFD's emergency response performance does not meet the *NFPA 1710* recommendations. This is not to infer that TFFD is performing poorly. It is ESCI's experience that the *NFPA 1710* performance goals are very aggressive; few fire jurisdictions are able to consistently meet the NFPA recommendations for the various components of total response performance. ESCI notes that TFFD response performance compares favorably to similar fire jurisdictions with comparable service demand and service areas.

The *NFPA 1710* standard primarily addresses urban areas and does not take into account jurisdictions such as TFFD that serve large service areas with varying risk levels and population densities. The following figure examines the difference between TFFD response performance inside the city of Twin Falls and inside the Twin Falls Rural Fire District.

Figure 35: TFFD 90th Percentile Response Performance, City of Twin Falls and Twin Falls RFD

	City of Twin Falls	Twin Falls RFD
Turnout Time	01:56	02:23
Travel Time	05:47	08:55
Response Time	07:10	10:20

⁶ *NFPA 1710, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments (2010).*

⁷*NFPA 1221: Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems.*

The figure above demonstrates the effect that a single component of response performance can have on total response performance. Measured at the 90th percentile, travel time increases by over three minutes in the rural district. This results in a three-minute increase in total response time in the rural areas. Fire service best practices documents such as the CPSE/CFAI *Standards of Cover*⁸ recommend that fire departments establish risk zones with appropriate response performance goals based on population density, actual baseline performance, and community expectations. This methodology enables fire jurisdictions that meet the needs of their constituents and are fiscally responsible. Further discussion of risk zones and performance goals occurs in the Future Delivery Systems section of this report.

⁸ Center for Public Safety Excellence/Commission on Fire Accreditation (CPSE/CFAI) *Standards of Cover*, 5th Edition.

Future System Demand Projections

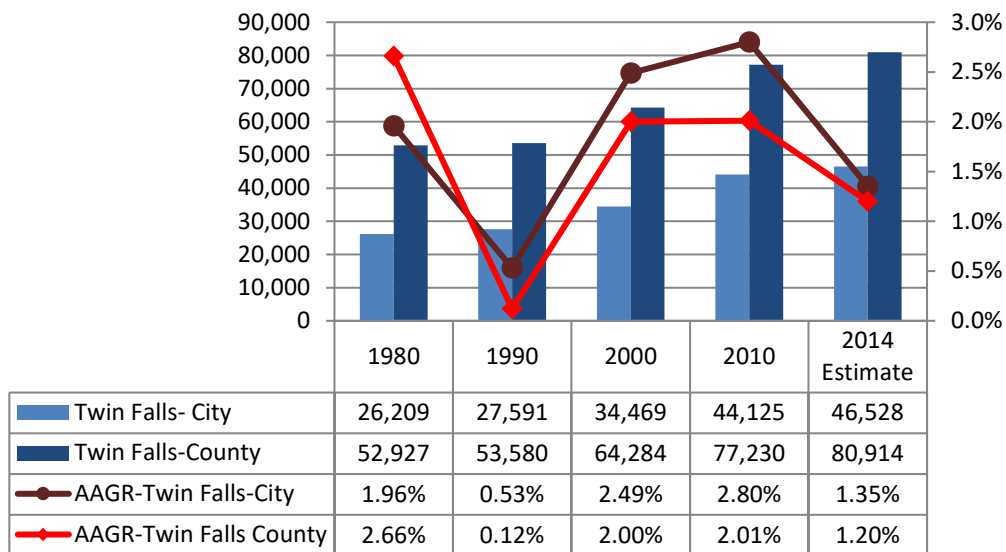
Future demand for fire department services is largely dependent on changes over time to population, economics, and local conditions. ESCI examines data from the U.S. Census Bureau and local planning and demographic data to examine possible future service demand in the Twin Falls Fire Department service area.

SERVICE DEMAND PROJECTIONS

Population History

The following figure demonstrates historical population growth in the City of Twin Falls and Twin Falls County from 1980 through 2014.

Figure 36: Historical Population Growth, 1980-2014 (US Census Bureau)

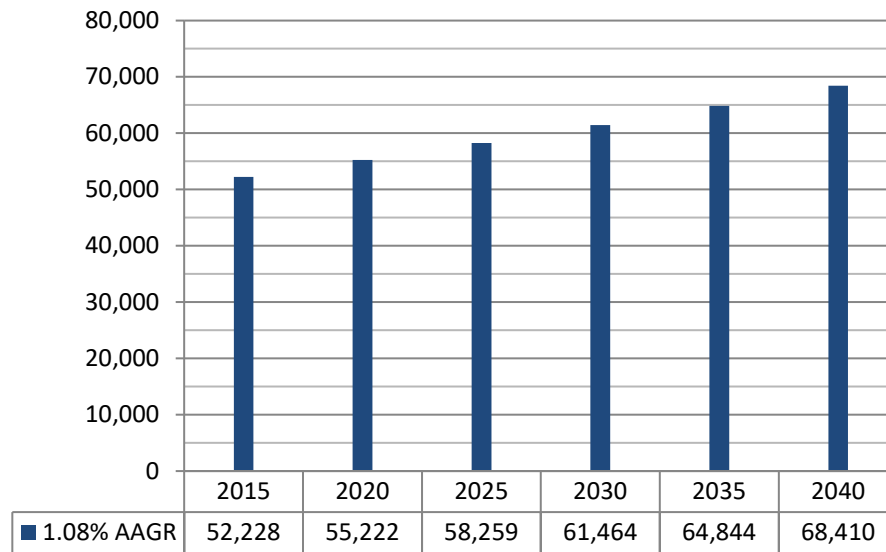


The population within the city grew by over 77 percent in the time period displayed. The county grew by nearly 53 percent in the same time period. Annual population growth in the city averaged 2.3 percent while the average growth rate in the County was 1.6 percent during the same time period.

Population Projection

The population in the TFFD service area has steadily increased over the last 35 years. The greatest increase in population occurred from 1990 to 2010. The average annual growth rate has decreased since 2010. However, the population of the area is projected to increase over the next 20-25 years. The following figure displays a projection of population growth through 2040 in the TFFD service area.

Figure 37: TFFD Service Area Population Projection, 2015-2040

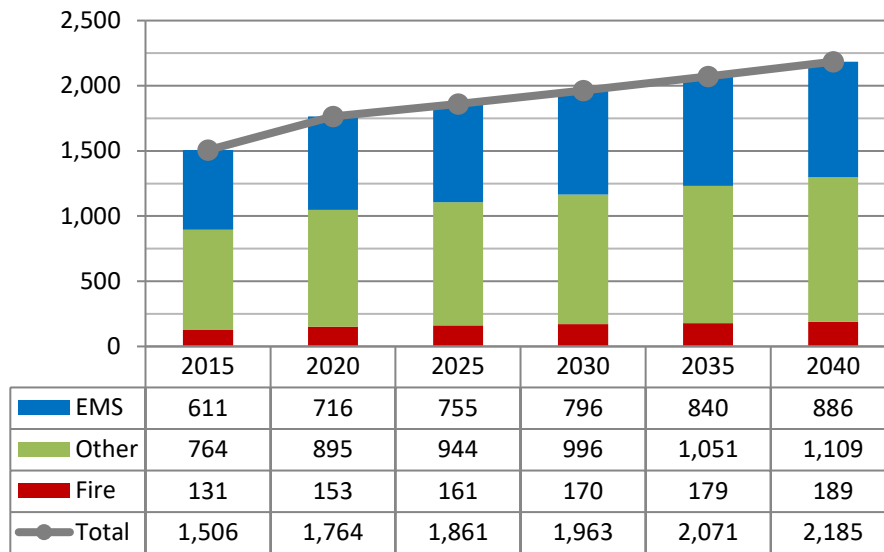


As discussed in the Service Delivery Analysis, ESCI estimates the current population in the TFFD service area (city of Twin Falls and Twin Falls Rural Fire District) as approximately 52,228. Using this estimate as a base, ESCI applies an average annual growth rates (AAGR) of 1.08 percent to provide a picture of possible future population growth. The source for the 1.08 percent AAGR is the 2015 update to the *City of Twin Falls Comprehensive Plan* (Leland Consulting Group for Logan Simpson).

Service Demand Projection

For the purposes of this study, ESCI utilizes the population projection presented in Figure 37 and multiplies this by a per capita incident rate derived from current TFFD service demand. Incidents are classified into three primary categories of ‘Fires’, ‘Emergency Medical’ responses, and ‘Other’ incidents, which includes alarms, service calls, public assists, hazmat (including clean-up from MVAs), and all other incident types.

Figure 38: TFFD Service Demand Projection, 2015-2040



This figure illustrates that based on population growth, TFFD service demand increases by slightly over 45 percent over the next 25 years. Note that aircraft standby incidents handled by the single TFFD firefighter stationed at Magic Valley Regional Airport are not included in the service demand projection. TFFD recorded over 1,600 aircraft standby incidents in 2015. However, these incidents are handled without affecting the availability of emergency resources stationed in the three operational stations in Twin Falls. Examination of the most recent update to the Joslin Field, Magic Valley Regional Airport Master Plan (December 2012) reveals that current TFFD staffing of the Aircraft Rescue and Fire Fighting (ARFF) equipment at Joslin Field meets the current and future needs at the airport.

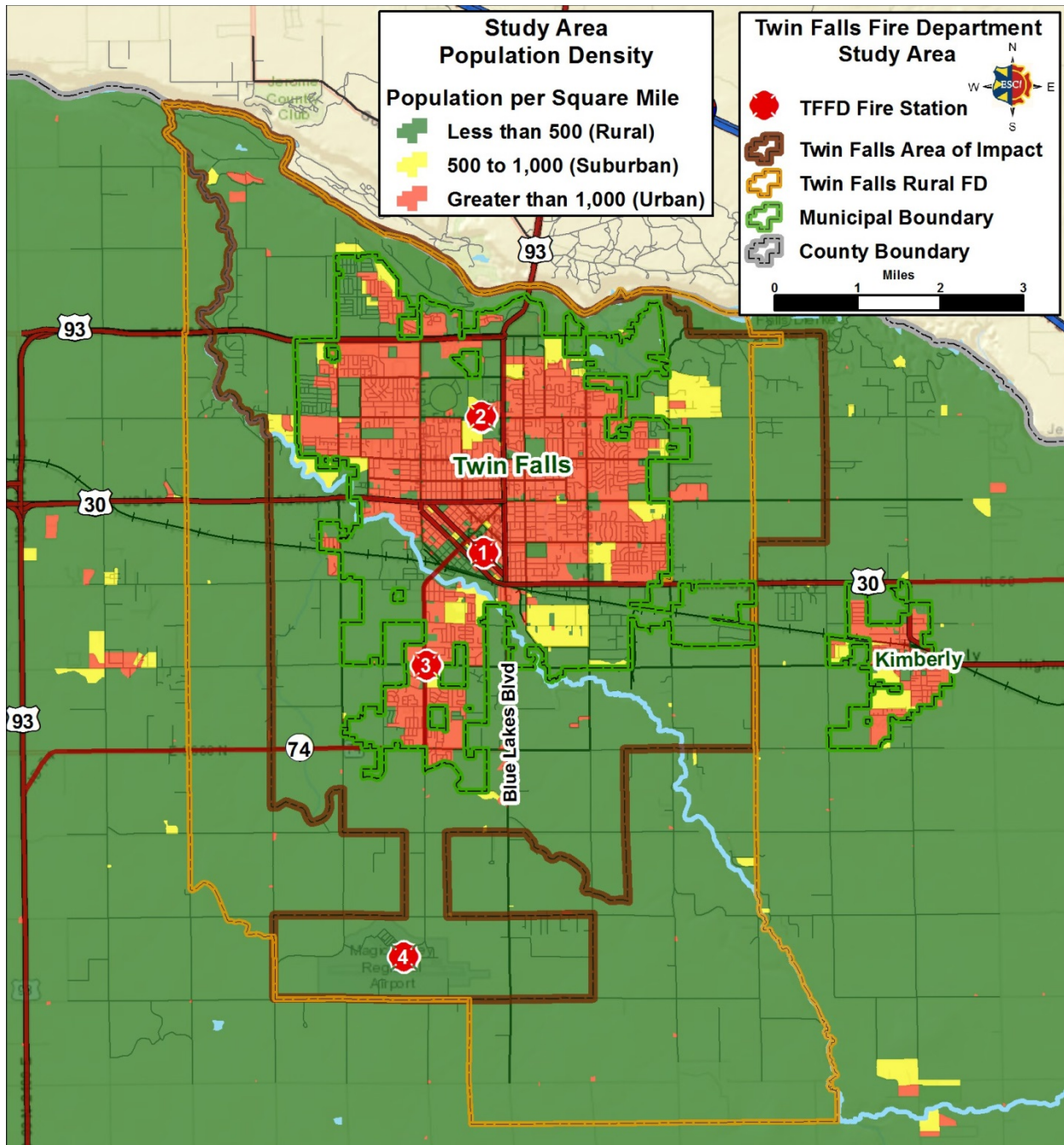
It is not the intent of this study to be a definitive authority for the projection of future population in the service area but rather to base recommendations for future fire protection needs on a reasonable association with projected population growth. Although population projections can vary, and may change over time, it is clear that the Twin Falls Fire Department will continue to be an emergency service provider to a growing population. ESCI encourages TFFD to work with local officials to monitor population growth and adjust future predictive models as necessary in regard to resource deployment.

COMMUNITY RISK ANALYSIS

Community risk is typically assessed based on a number of factors: population and population density, the demographics of the population served, current and future local land use, and the geography and natural risks present within the service area. These factors affect the number and type of resources (both personnel and apparatus) necessary to mitigate an emergency.

In the following figure, ESCI re-examines the population density map from the Service Delivery Analysis.

Figure 39: TFFD Service Area Population Density, 2010 Census Data

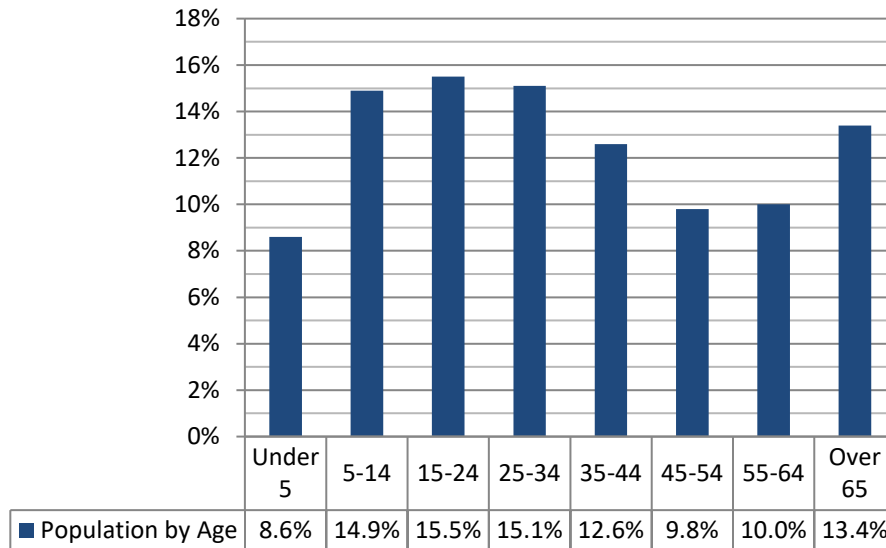


Population density varies throughout the TFFD service area. Approximately 50 percent of the service area inside the City of Twin Falls demonstrates a population density greater than 1,000 individuals per square mile. The Twin Falls Fire Protection District is predominantly rural. The overall population density inside the city is over 2,500 per square mile. The population density of the rural district is approximately 117 per square mile.

Demographic Risk Factors

The demographics of the service area population can affect the amount of service demand and the nature of risk within a community. The following figure illustrates the distribution of population by age group in Twin Falls.

Figure 40: City of Twin Falls Population by Age Group, 2014 Census Data



Examination of census data reveals that the median age in Twin Falls is approximately 32. This is slightly lower than the median age for either Twin Falls County (34) or the state of Idaho (35). The population over 65 is the fastest growing age group in the United States; this age group is expected to grow to represent over 15 percent of the population in Twin Falls by 2020.

The following figure displays various components of housing in Twin Falls.

Figure 41: TFFD Service Area Housing Demographics, 2014 Census Data

Housing Demographics			
	City of Twin Falls	Twin Falls County	State of Idaho
Occupied Housing Units	92%	91%	87%
Vacant Housing Units	8%	9%	13%
Owner Occupied	59%	67%	69%
Renter Occupied	41%	33%	31%
Median Home Price (Occupied)	\$168,225	\$174,609	\$185,773

Both the city and county demonstrate a slightly higher percentage of occupied housing units than the state of Idaho. Of those occupied housing units, the percentage of renter occupied homes in Twin Falls is higher than either Twin Falls County or the state of Idaho. The median price for occupied housing units in Twin Falls is slightly lower than the median home price in Twin Falls County and over \$17,000 lower than the median price of the occupied home price in the state.

As discussed previously, the population in the TFFD service area is growing. According to 2014 Census Bureau estimates, Twin Falls County is the sixth fastest growing county in Idaho. From 2010 to 2014 population growth in Twin Falls has outpaced the annual growth rate for the state of Idaho, the Magic Valley region, and Twin Falls County.⁹

Zoning/Land Use Risk Factors

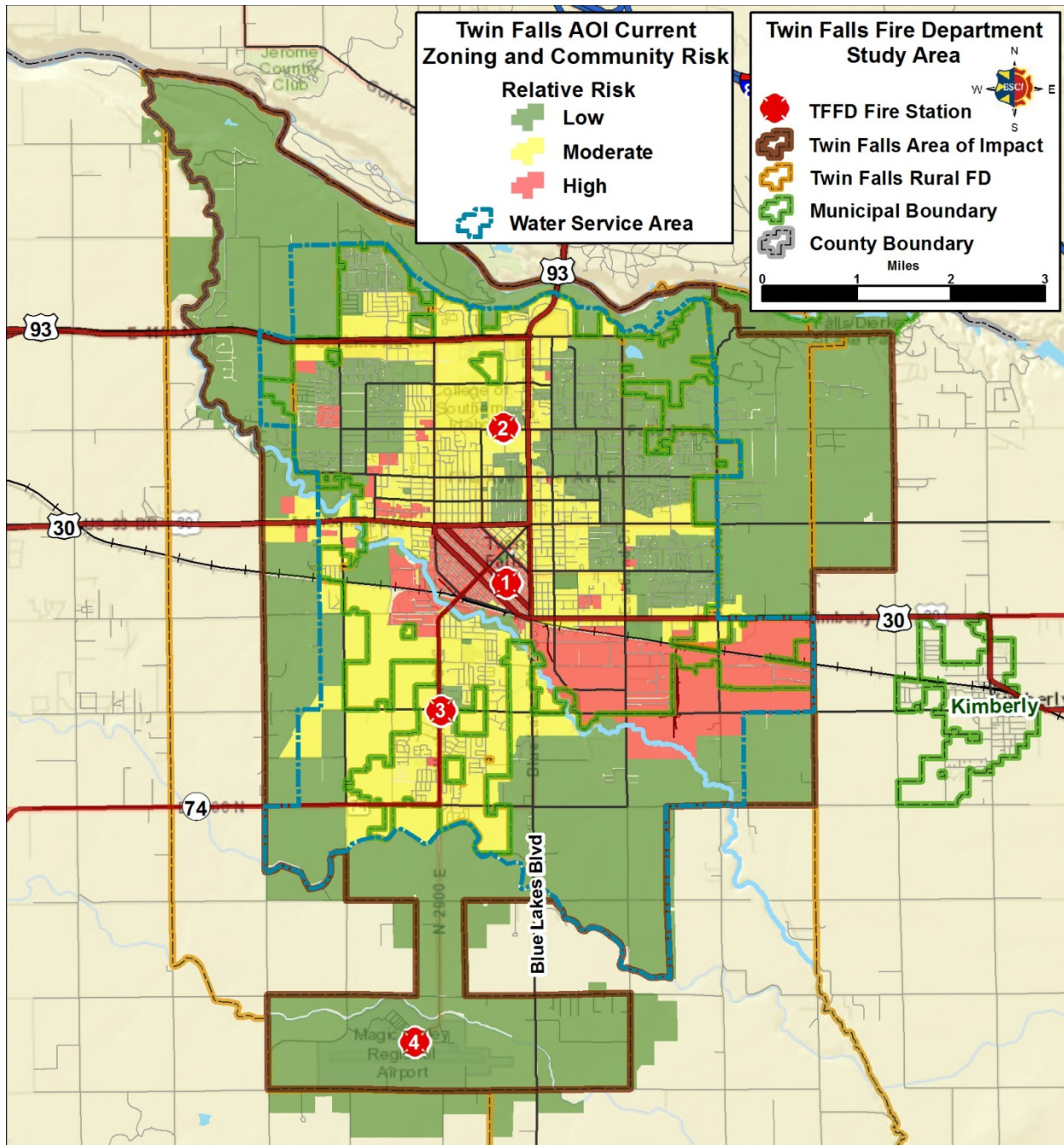
ESCI uses GIS software and current zoning classifications in the Twin Falls Area of Influence (AOI) to examine current zoning and land use. Risk is assigned to the zoning classifications to present a view of relative community fire and life risk.

- **Low Risk** – Areas zoned and used for agricultural purposes, open space, low-density residential and other low intensity uses.
- **Moderate Risk** – Areas zoned for medium-density single family properties, small commercial and office uses, low-intensity retail sales, and equivalently sized business activities.
- **High Risk** – Higher-intensity business districts, mixed use areas, high-density residential, industrial, warehousing, and large mercantile centers.

The following map displays community risk within TFFD service area using the criteria listed above.

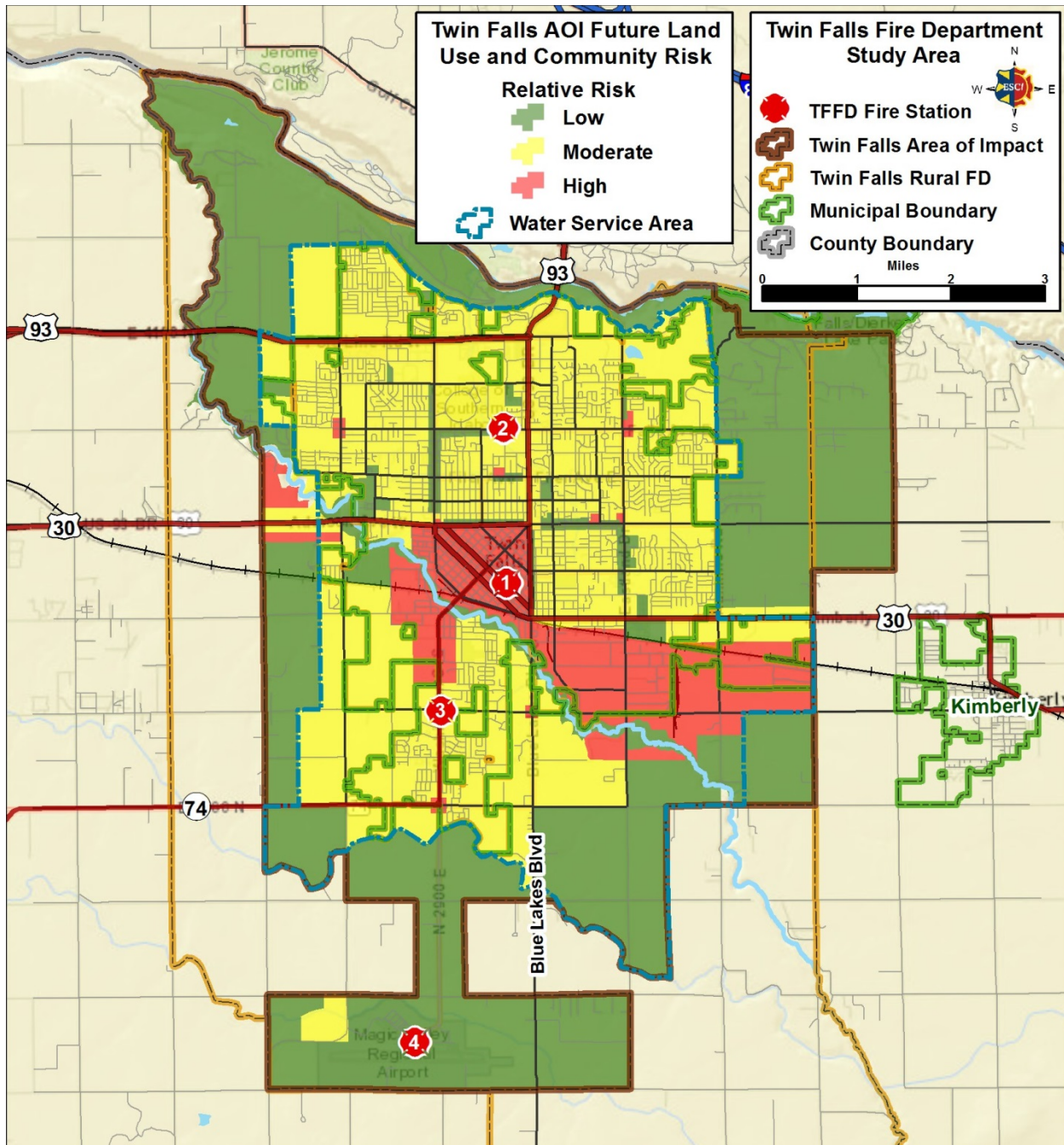
⁹ Housing Snapshot, 2015 Twin Falls Comprehensive Plan Update, Leland Consulting Group.

Figure 42: Twin Falls Area of Influence (AOI) Zoning and Community Risk



The TFFD service area is a mix of low, moderate, and high risk properties. Areas classified as low risk are primarily zoned for low density residential properties, rural residential, and agricultural land use. Medium density residential and commercial properties are classified as moderate risk. Areas classified as high risk include properties currently zoned for industrial/manufacturing uses, the downtown core area, and high density residential and mixed used areas. The following figure illustrates future land use within the Twin Falls Area of Impact (AOI).

Figure 43: Twin Falls Area of Influence (AOI) Future Land Use and Community Risk



It is evident that future land use goals and development will change the nature of community risk in the TFFD service area. The current *City of Twin Falls Comprehensive Plan* calls for future growth and development in the Twin Falls AOI to be concentrated inside the Water Service Area boundary, which is displayed in the figure above. Areas currently zoned for low density residential development, become available for medium density residential and higher density mixed commercial/residential use according to future land use goals in the *Twin Falls Comprehensive Plan*. The most significant change in the risk displayed above, is the amount of currently undeveloped or lightly developed land within the Water

Service Boundary that will become available for development and in fill in the future. Projected population growth in the TFFD service area and increased development within Twin Falls to meet the needs of the future population will no doubt change the nature and amount of service demand in the TFFD service area.

Other Risk Factors

The *Twin Falls County Emergency Operations Plan (EOP)* provides an overarching strategy for responding to natural and human caused hazards that may affect the residents of Twin Falls County and provides a plan for dealing with these emergencies. The *Twin Falls County All Hazard Mitigation Plan (AHMP)* is utilized in the EOP to identify and provide a risk severity ranking of the identified risks. The city of Twin Falls has signed a memorandum of understanding (MOU) to support and participate in the EOP.

Wildfire, floods, hazardous material spills and severe weather events are categorized as high or moderate risk hazards in the AHMP. These hazards are likely to affect TFFD operations when they occur. Twin Falls is identified as a community within the wildland urban interface (WUI) in the *Twin Falls County Urban Interface Fire Mitigation Plan*. TFFD works cooperatively with state and federal agencies during initial attack operations. ESCI encourages TFFD to participate pro-actively in wildland fire prevention and education projects as part of the *Twin Falls County Urban Interface Fire Mitigation Plan*.

The TFFD service area experiences seasonal and weather related flooding primarily along Rock Creek which runs through the service area from southeast to northwest. The Perrine Coulee also experiences flooding from storm run-off. Federal flood insurance rate maps (FIRM) are published which display flood plains within Twin Falls County and the city of Twin Falls. TFFD should utilize available flood risk data to identify areas prone to flooding, which may affect fire department emergency operations.

The Twin Falls Fire Department is a first responder for hazardous materials incidents within the TFFD service area. TFFD operates a hazardous materials trailer equipped to handle incidents beyond the capabilities of a single engine. Regional hazmat response teams are available for incidents beyond the capability or training of TFFD personnel. The county AHMP identifies over 50 “Tier II” facilities in Twin Falls County (many in the TFFD service area). These facilities have sufficient quantities of hazardous materials on site that regulations require they report to appropriate state and local agencies. TFFD should continue to identify and preplan buildings where hazardous materials are stored or used.

Summary

The purpose of the community risk assessment presented above is to provide an overview of the nature of community risk in the TFFD service area. ESCI recommends that TFFD develop a Community Risk Assessment Plan that includes the following components:

- Identification of risks
- Categorization of risks (Low, Moderate, High)
- Development of strategies and tactics to mitigate risks
- Determination of the appropriate level of department resources (apparatus and personnel)
- Monitoring, evaluation, and modification of the Community Risk Plan

Future Delivery System Models

DEVELOPMENT OF RESPONSE STANDARDS AND PERFORMANCE TARGETS

To effectively identify and develop future system demand models and long range strategies, it is first necessary to establish response standards and targets that will be used to establish an appropriate deployment of physical resources. Response standards should be developed by the individual community, based on the expectations of elected officials and citizens balanced against the financial aspect of what a community is able and willing to afford.

Twin Falls Fire Department has not adopted formal response standards or response time performance goals. ESCI provides the following sample statements that may be considered representative of community expectations for various common types of emergency incidents in the TFFD service area.

Figure 44: Emergency Response Objectives-Community Expectations¹⁰

Service	Community Outcome Expectations
Fire Suppression (Structural)	For all fire incidents, responders shall arrive in a timely manner with sufficient resources to stop the escalation of the fire and keep the fire to the area of involvement. An effective concentration of resources shall arrive within time to be capable of containing the fire, rescuing at-risk victims, and performing salvage operations, while providing for the safety of the responders and general public.
Fire Suppression (Wildland)	For all wildfire incidents, the department shall arrive in a timely manner with sufficient resources to first protect homes and other buildings, then to begin controlling the rate of fire spread.
Emergency Medical Services	For emergency medical incidents, the department shall arrive in a timely manner with sufficient trained and equipped personnel to provide medical services that will stabilize the situation, provide care and support to the victim, and reduce, reverse, or eliminate the conditions that have caused the emergency while providing for the safety of the responders.
Hazardous Materials Response	For all hazardous materials incidents, responders shall arrive in a timely manner with sufficient resources to stabilize the situation and establish an action plan for the successful conclusion of the incident. For incidents requiring more extensive technician-level functions, personnel will call for and support additional specially trained and organized regional resources to perform the necessary containment, stabilization, and/or clean-

¹⁰ Based on examples provided in the publication Commission on Fire Accreditation International, Inc. (now Center for Public Safety Excellence), *Creating and Evaluating Standards of Response Coverage for Fire Departments*, 5th edition.

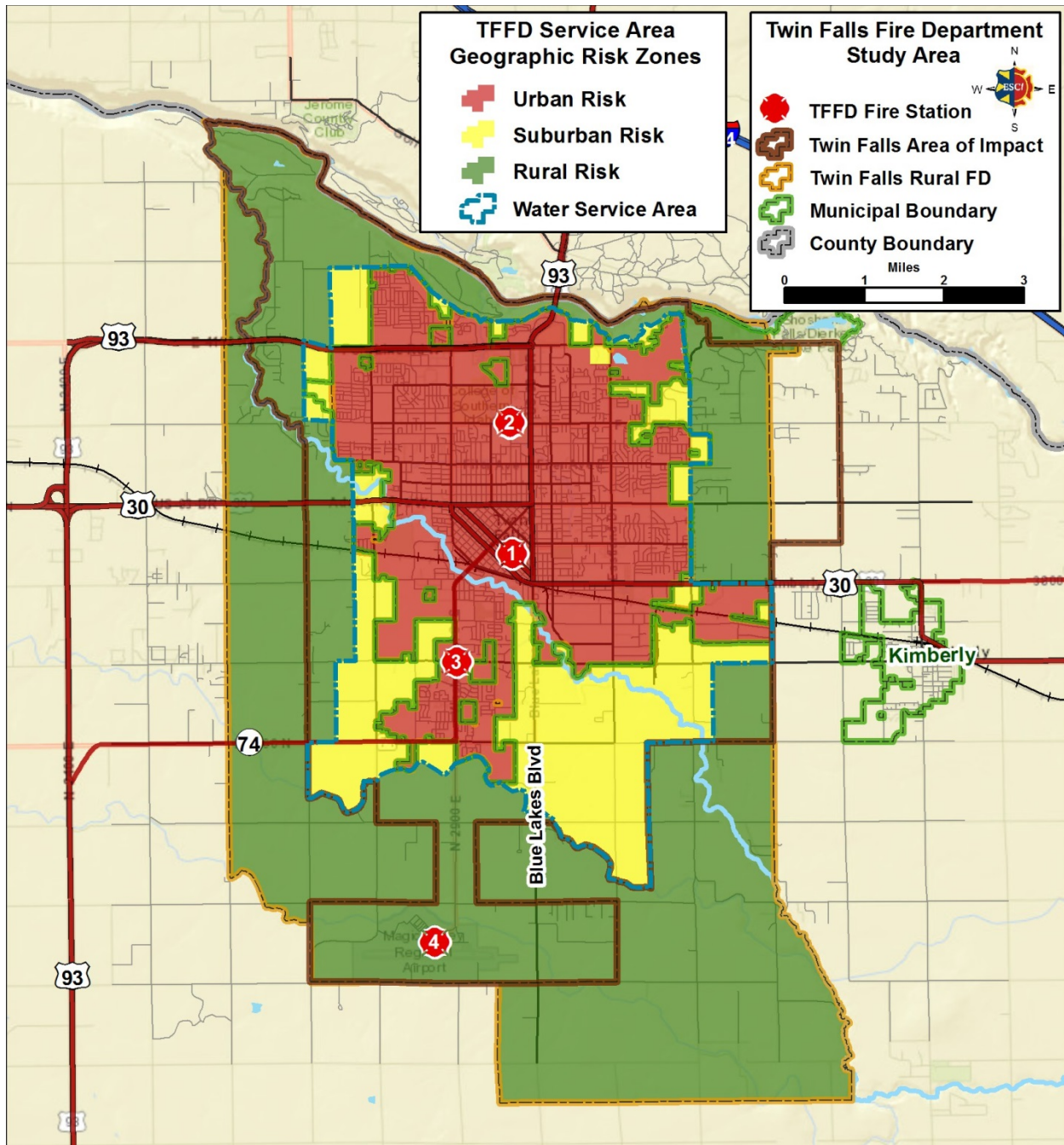
Twin Falls Fire Department
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Service	Community Outcome Expectations
	up functions while providing for the safety and security of the responders, public, and the environment.
Vehicle Extrication	For vehicle accidents where rescue of victims is required, responders shall arrive in a timely manner with sufficient resources to stabilize the situation and extricate the victim(s) from the emergency situation without causing further harm to the victim, responders, public, and the environment.

Note that the response objectives presented in Figure 44 do not address specific staffing or response time performance. Defining and identifying the critical tasks, the staff, and the response time necessary to meet the response goals is something that should be accomplished by the TFFD.

As discussed in the Response Performance Summary, national organizations such as the NFPA or CPSE/CFAI provide guidance for establishing fire department emergency response time performance standards. *NFPA 1710* provides a single set of performance goals without consideration for differing levels of risk within the community served. The CPSE/CFAI Standards of Cover document recommends that response performance goals are developed considering baseline performance, population density and risk, and community expectations. Additionally, the CPSE/CFAI suggests that fire jurisdictions develop risk zones based on the geography, population density, and the nature of the risk present within the service area. The use of risk or “demand” zones provides a more accurate picture of service delivery performance. This is especially relevant for jurisdictions with a large and diverse service area such as TFFD. In the following figure, ESCI displays proposed geographic risk zones for the TFFD service area.

Figure 45: TFFD Proposed Geographic Risk Zones



In this figure ESCI partitions the TFFD service area into three risk zones consisting of urban, suburban, and rural levels of risk. The urban risk zone includes all areas within the city of Twin Falls and inside the Water Service Area (WSA) boundary. The suburban risk zone consists of the area outside of the city limits but within the WSA. The *Twin Falls Comprehensive Plan* calls for increased development and population growth within the WSA. The rural risk zone includes the portions of the Twin Falls Rural Fire District outside of the Water Service Area.

In the Service Delivery analysis, ESCI modeled travel time at four and eight minutes; which represents the travel time recommendations of the *NFPA 1710* standard. As discussed, approximately 88 percent of the current service demand (2014 and 2015) inside the city was within four minutes travel of a TFFD station. TFFD actual travel time performance does not reflect the modeled travel time performance. The following figure displays TFFD actual travel time and response time performance.

Figure 46: TFFD Travel Time and Response Time Actual Performance (90th Percentile), 2014-2015

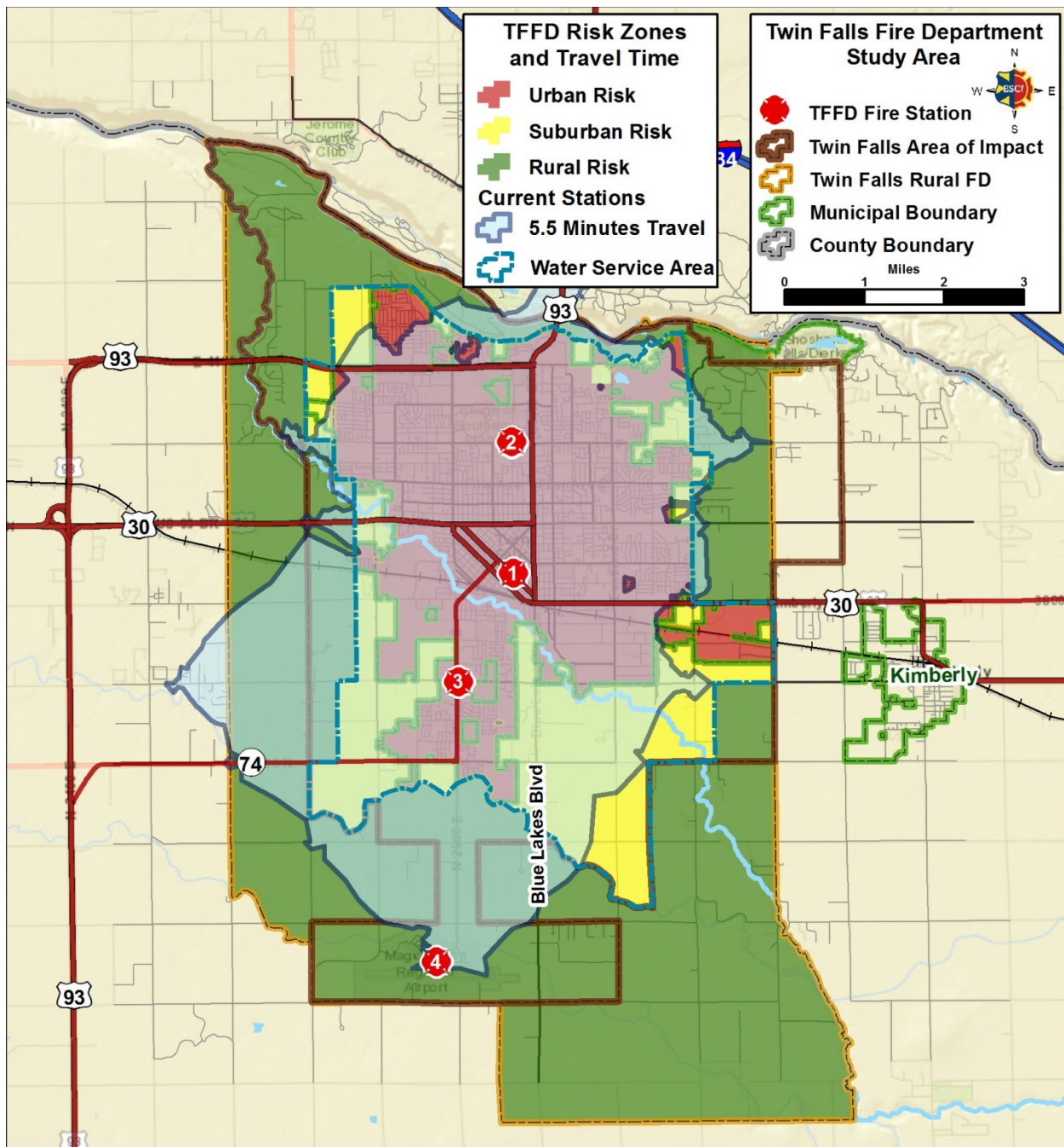
	City of Twin Falls	Twin Falls RFD
Travel Time	05:47	08:55
Response Time	07:10	10:20

The figure above demonstrates that actual TFFD travel time performance exceeds the predicted travel time. Additionally, travel time performance exceeds the recommendations of the *NFPA 1710* standard. While the *NFPA* standard is a national consensus standard and should be considered a desirable goal; it is not mandated or codified. As discussed previously, other industry best practice documents¹¹ recommend using baseline performance and geographic risk zones to establish response performance standards. This methodology is utilized by numerous fire departments across the country to establish response performance standards that meet the unique needs (community expectations) and capabilities of the particular jurisdiction.

The following figure demonstrates the portions of the TFFD service area within 5.5 minutes travel time of the currently staffed TFFD fire stations.

¹¹ Center for Public Safety Excellence/Commission on Fire Accreditation (CPSE/CFAI) *Standards of Cover, 5th Edition*.

Figure 47: TFFD Risk Zones and Travel Time, Current Stations- 5.5 Minutes Travel



This figure demonstrates TFFD travel time capabilities modeled at 5.5 minutes travel. Examination of the GIS data reveals that approximately 90 percent of the current road network within the Water Service Area (WSA) boundary and over 98 percent of current service demand (inside the WSA) is within 5.5 minutes travel of the current TFFD stations. A travel time goal of 5.5 minutes within the WSA boundary (urban and suburban risk zones) and 8 minutes travel in the rural risk zone outside of the WSA represents a good measurement of current TFFD baseline capabilities. It is reasonable to utilize the travel time parameters above (5.5 minutes and 8 minutes), as the baseline performance standard, since this is the level of service

currently experienced by the community. As previously discussed, establishing geographic risk zones and response performance standards within those risk zones follows the recommendations of the CPSE/CFAI Standard of Cover document.

ESCI recommends that TFFD establish geographic risk zones and establish emergency response time goals based on the travel time parameters discussed above. The following figure demonstrates response time goals for the first apparatus on scene.

Figure 48: TFFD First Due Emergency Response Time Goal (90th Percentile)

Response Zone	Turnout Time	Travel Time	Total Response Time
Inside WSA Boundary (Urban/Suburban Risk Zone)	1.5 minutes	5.5 Minutes	7.0 Minutes
Outside WSA Boundary (Rural Risk Zone)	1.5 minutes	8.0 Minutes	9.5 Minutes

Total Response Time represents the time from when TFFD is notified of an emergency to when the first TFFD apparatus arrives on scene. Performance is measured at the 90th percentile, meaning the goal is for the first apparatus to arrive in less than 7 minutes (Urban/Suburban) or 9.5 minutes (Rural) for 90 percent of emergency incidents. Due to the forecasted development and infill in the suburban risk zone, ESCI recommends that TFFD continue to utilize the same travel time and total response time goals for both the urban and suburban risk zones.

The process of setting response time performance objectives is a uniquely local decision which should reflect the following considerations:

1. What are the expectations of the community in regard to initial response time of the fire department to an emergency incident? What is the public's perception of quality emergency service where response time is concerned?
2. What response time performance would be reasonable and effective in containing fire, reducing damage, and saving lives when considering the types of incidents and fire risks faced in the TFFD service area?

Establishing response standards and response time performance goals should be viewed as a strategic planning tool for community risk control. ESCI encourages the City of Twin Falls and TFFD leaders to begin the process as soon as feasible to assist with planning for the future needs of the fire department and the community.

RECOMMENDED FUTURE STATION LOCATION STRATEGIES

The analysis of long-range future resource deployment will be an ongoing process, not one that is decided at one point in time and remains static. Circumstances are sure to change as the Twin Falls Fire Department service area grows. The deployment options presented should be reviewed and modified as needed.

The options presented on the following pages are intended to provide general guidelines for future station deployment based on existing conditions and future growth and development in the service area.

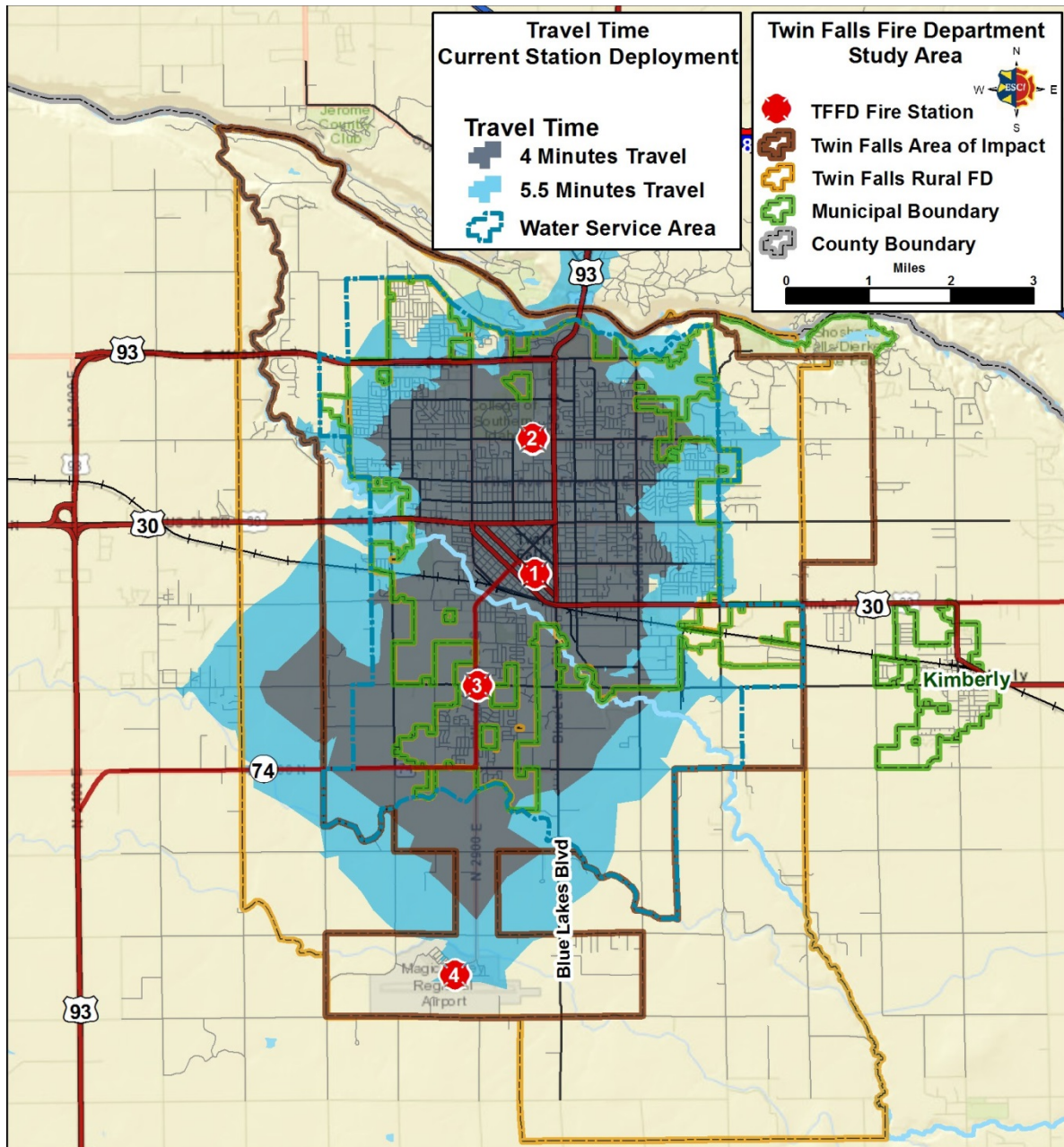
In the following analysis, ESCI models travel time at four minutes travel from various station locations in order to identify optimum station locations (NFPA 1710 travel time). In addition, travel time is modeled at 5.5 miles travel time. Note that although the airport station (Station 4) is displayed in the figures, it is not included in the analysis since the primary focus of this analysis is the coverage of emergency scene calls. The percentage of 2014 and 2015 incidents within four minutes travel or less is calculated to determine the degree of coverage provided by each option. Additionally, ESCI calculates the percentage of area covered by each option, since future growth and activity will undoubtedly change the location of future service demand. The analysis focuses on the portions of the service area within the WSA boundary, since this area demonstrates the highest service demand, population density, and level of risk. In addition, GIS analysis reveals that only small portions of the service area categorized as Rural risk are beyond eight minutes travel of a fire station.

Future Resource Deployment

Option 1: Status Quo-Continue responding from current station locations.

As discussed in the Service Delivery Analysis, the TFFD fire stations are generally adequately located to serve current service demand within the TFFD response area. Approximately 92 percent of current service demand occurred within the Water Service Area and 87 percent of that demand was within four minutes travel of a TFFD fire station. The following figure models travel time at four and 5.5 minutes from the current stations.

Figure 49: Travel Time Model (4 and 5.5 Minutes), Current Station Locations



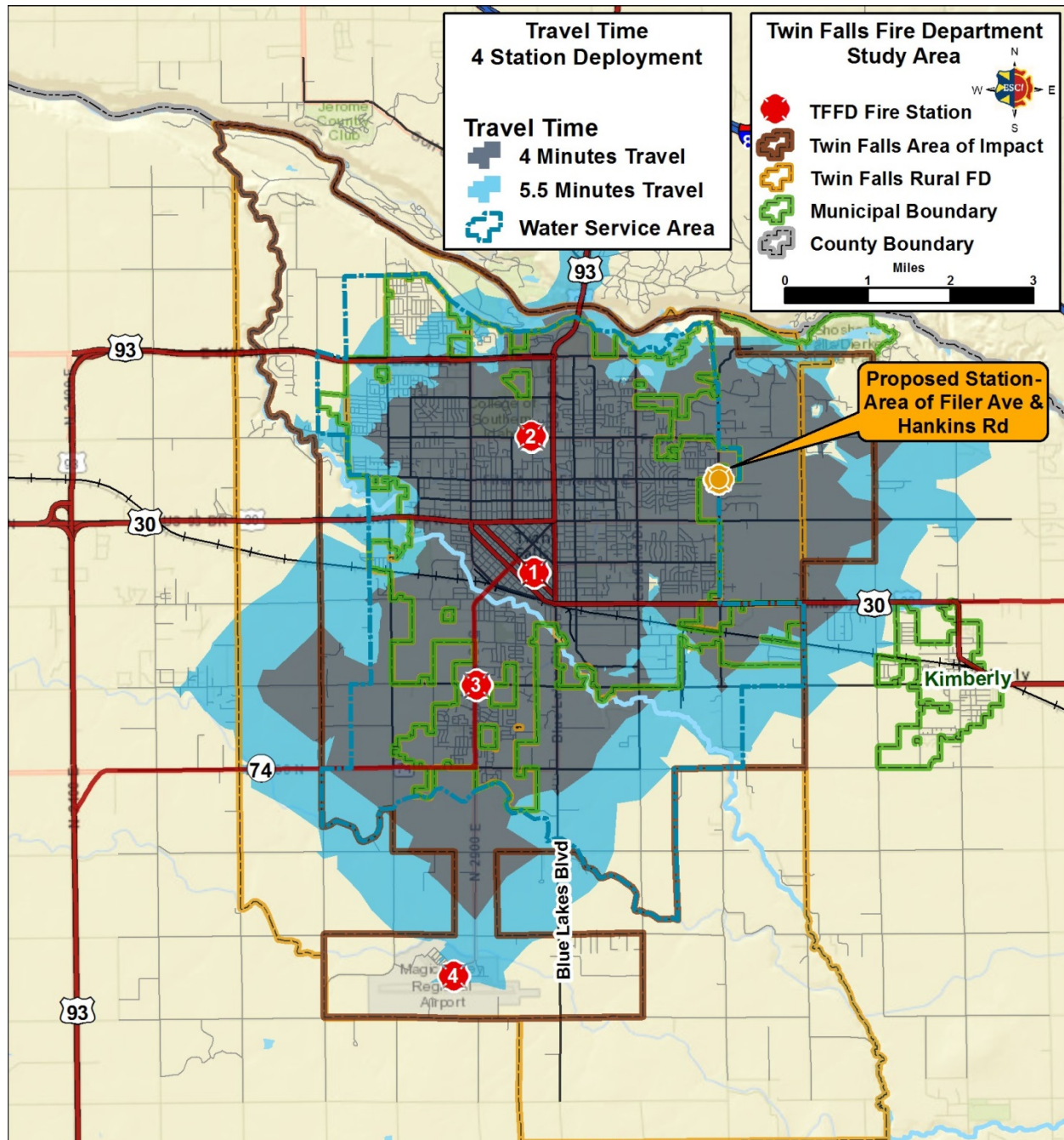
The current TFFD fire stations are laid out on a north south axis along the major transportation route through the service area. The stations are well located to serve the commercial/retail development in the downtown core area and along Blue Lakes Boulevard. The area between Station 1 and the Perrine Bridge demonstrates the highest incident density within the urban area. As Twin Falls grows to the east and the west, response time performance will be negatively affected. GIS analysis reveals that 68 percent of the current road network (within the WSA) is within four minutes travel or less of a current TFFD fire station. 90 percent of the road network and over 98 percent of service demand within the WSA is within 5.5 minutes travel of the current TFFD fire stations.

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ESCI ran multiple three station travel time models. However, there was no three-station model that produced better coverage than the current station locations. While the current stations provide adequate coverage within the service area; all three operational stations are at capacity for apparatus and personnel. This limits the fire department's ability to increase staffing or alter apparatus deployment.

Option 2: Place an additional station in the area of Filer Avenue and Hankins Road.

Figure 50: Travel Time Model (4 and 5.5 Minutes), Proposed Four Station Deployment Model

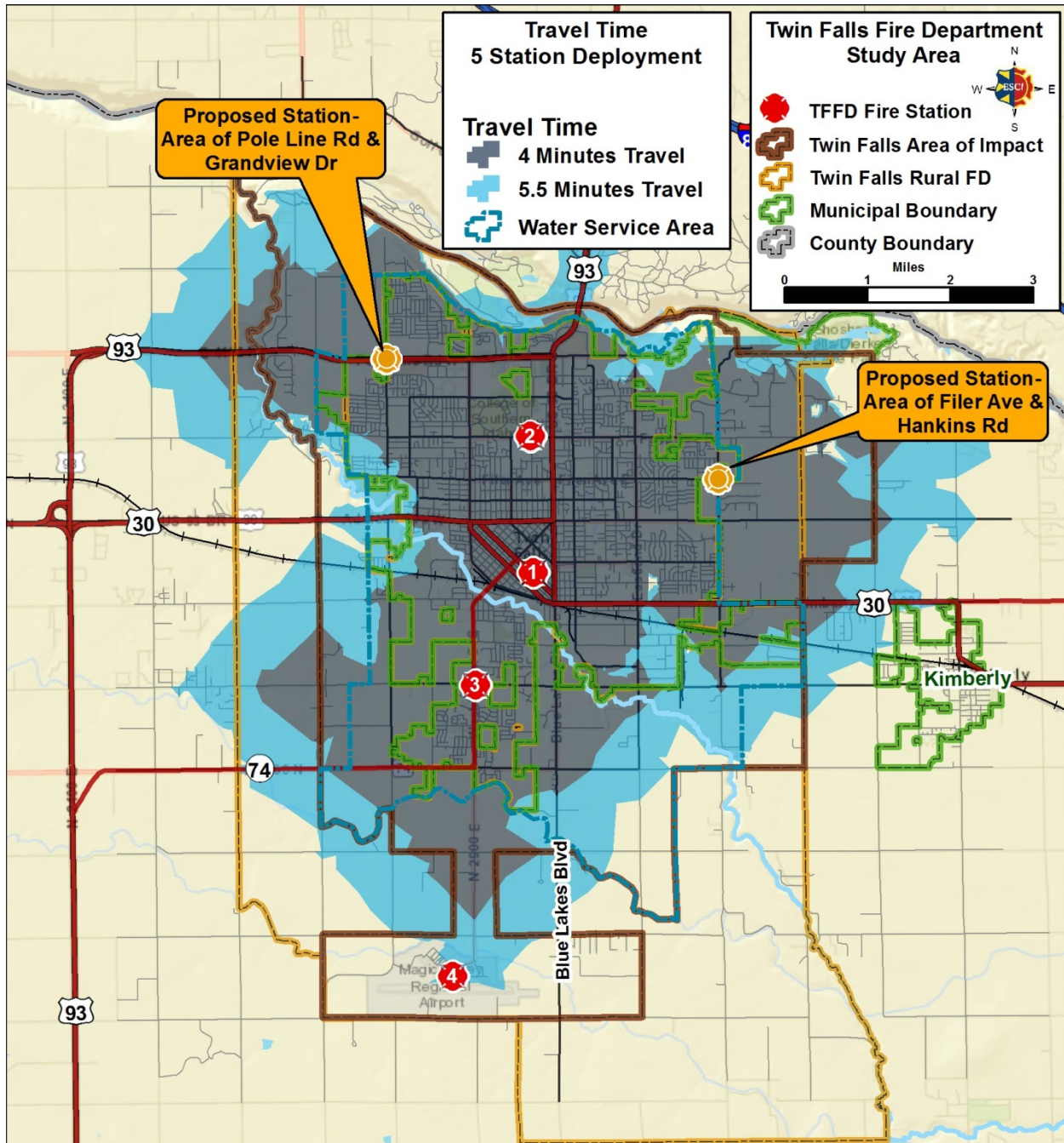


GIS analysis reveals that approximately 92 percent of current service demand is within four minutes travel of the four operational stations displayed in this figure. Approximately 78 percent of the road network inside the WSA can be reached in four minutes travel or less. Nearly 100 percent of current service demand and the road network within the WSA is within 5.5 minutes travel of a TFFD station. The proposed station is located with good access into the core area of Twin Falls. The new station is located in an area projected to experience increased development and in-fill. This facility would serve an area currently beyond four minutes travel of the current stations. The area includes a mix of low and medium density residential, commercial, and industrial properties. In addition to reducing travel time performance for the first apparatus on scene in the eastern portions of the TFFD service area, an additional staffed station increases the concentration of resources available to mitigate high risk incidents beyond the capabilities of a single engine company.

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Option 3: Place a fifth station in the area of Pole Line Road and Grandview Drive.

Figure 51: Travel Time Model (4 and 5.5 Minutes), Proposed Five Station Deployment Model



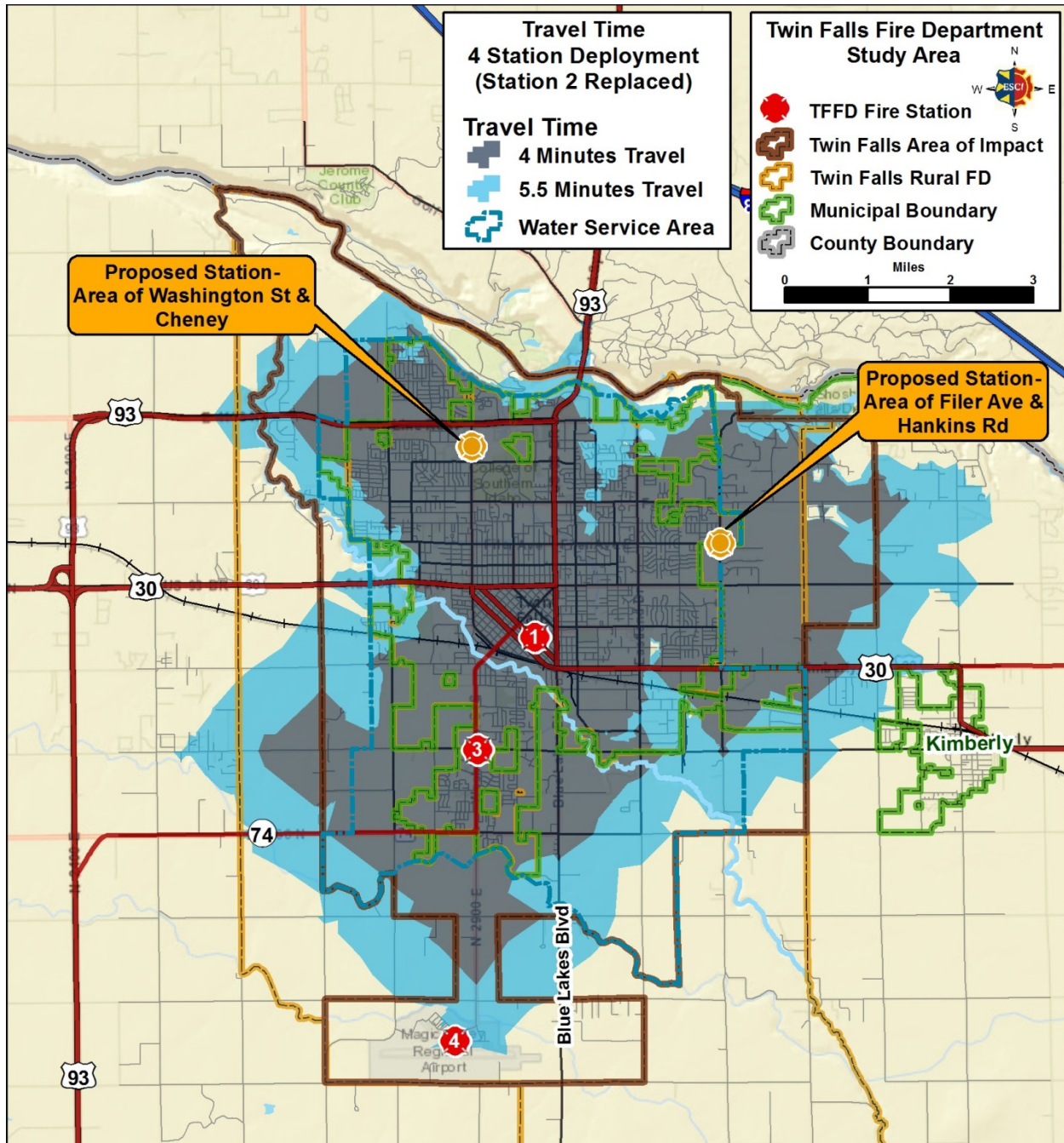
This option adds an additional station to the station deployment plan presented in the previous figure. The proposed station is located in the area of Pole Line Road (Highway 93) and Grandview Drive. As with the previous scenario, this station would serve an area underserved by the current stations. Approximately 97 percent of current service demand is within four minutes travel of the five stations displayed in this figure. Over 90 percent of the road network inside the WSA is within four minutes travel of a fire station. Nearly all of current service demand and the road network within the WSA is within 5.5

minutes travel of a fire station in this proposed station deployment. There is good access in all directions from the proposed station. The area is comprised of a mix of residential and commercial properties. Saint Luke's Magic Valley Medical Center is also located in this area. As with all of portions of the TFFD service area within the city of Twin Falls or the WSA, new development is projected. Assuming a minimum staffing level of three personnel per station, the five station scenario would provide an effective response force (ERF) of 15 plus a command officer for higher risk incidents. This meets the recommendations of fire service best practices documents such as *NFPA 1710* or the *CPSE/CFAI Standards of Cover* document.

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Option 4: Alternative Four Station Deployment

Figure 52: Travel Time Model (4 and 5.5 Minutes), Alternative Four Station Deployment



The figure above displays a four station strategy for TFFD which replaces the current Station 2 with a new station located in the area of Washington Street and Cheney Drive West. The station locations displayed in this figure provide nearly the same amount of coverage as the five-station deployment previously discussed. Over 95 percent of service demand within the WSA is within four minutes travel of a TFFD fire station in this scenario. Approximately 87 percent of the road network can be reached in four minutes travel or less. The proposed station located in the area of Filer and Hankins demonstrates good access

into the core area of Twin Falls and the commercial and industrial area along Kimberly Road (Highway 30). With four stations staffed with a single three person company, the effective response force available would be twelve personnel plus a command officer. This represents an improvement over the nine personnel currently available. Construction of facility large enough to house multiple companies at either or both of the proposed stations provides TFFD with an opportunity to deploy additional resources to improve the concentration of resources available in the service area.

Observations

The station deployment options presented above improve the potential distribution of resources throughout the Twin Falls Fire Department service area. Significant new development outside of current travel time capabilities of the department, increased service demand, increased simultaneous incidents, individual station workload, poor response time performance, and increased fire loss are indicators of the need for additional resources (stations and personnel).

The question that Twin Falls must address is when to add an additional station or otherwise change the current station deployment. The problem comes in identifying a quantifiable trigger point for adding resources; since it can vary from community to community or even within a specific jurisdiction. While there is an abundance of opinion, there is very little definitive guidance in fire service literature on how to this should be accomplished. One way to identify variables and decision points in deciding whether an additional station area is needed would be to place them into a matrix. The following figure is an example and is not meant to recommend response time parameters or given decision points.

Figure 53: New Station Deployment Decision Matrix

Action Choices	Travel Distance	Criterion		
		Response Time Parameter	Out of Area Calls	Building/Risk Inventory
Maintain status quo	All risks within 1.5 miles.	First due company is within 4 Minutes travel, 90 percent of the time.	100 percent of calls in station area.	Existing inventory and infill.
Temporary facilities and minimal staffing	Risks 1.5 to 3 miles from existing station.	First due company exceeds 4 minutes travel time 10% of the time, but never exceeds 8 minutes.	More than 10% of calls are in adjacent area.	New area has 25% of same risk distribution as in initial area.
Permanent station needed	Risk locations exceeding 4 miles from the station.	First due company exceeds 4 minutes travel time 20-25% of the time.	More than 20-25% of calls are in outlying area.	New area has 35% of same risk distribution as in initial area of coverage.

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Action Choices	Travel Distance	Criterion		
		Response Time Parameter	Out of Area Calls	Building/Risk Inventory
Permanent station essential	Outlying risk locations exceeding 5 miles from any station.	First due company exceeds 4 minutes travel time 30% of the time.	More than 30% of calls are in outlying area.	New area has 50% of same risk distribution as in initial area.

In general, more than one of the measures displayed in this matrix must be slipping to initiate the decision to position another station. For example, it is not uncommon to have new commercial and industrial occupancies protected by automatic fire protection systems outside of a station's coverage area. Simply because an area is out of the range of the response standard does not trigger a new fire facility. It is ESCI's experience that multiple elements of response performance and risk need to be out of balance, along with having additional economic resources to justify additional stations or staffing.

Similar to the previously discussed performance goals, the decision of when or where to deploy additional resources is a distinctively local decision that should be tailored to match community expectations, community conditions, and the ability of the community to fund the additional resources.

ESCI makes the following recommendations:

- The City of Twin Falls and the Twin Falls Fire Department should establish and officially adopt response performance goals based on current baseline performance within geographic risk zones as previously discussed. Performance goals and actual response performance should be reported at least annually to city policy makers and the public.
- Future planning should focus on retaining, at a minimum, the current levels of service received by the public in the face of additional growth, annexation, or redevelopment.
- TFFD should consider improvements to the level of service delivery (NFPA 1710 standard), that are fiscally responsible.

If the TFFD moves forward with a station construction plan, the department should insure that stations are designed to meet current industry best practices for essential facilities. Additionally, facilities should be large enough to house multiple apparatus and sufficient personnel to meet future needs. Since procuring funding, acquiring land, building facilities, and recruiting personnel can take years to accomplish, planning should begin now.

Conclusion

This document provides a considerable amount of technical data, much of which was provided by the Twin Falls Fire Department and Twin Falls Rural Fire District, and allows the reader to gain a clear understanding of the services provided by TFFD as well as an indication of how those services may be provided in the future. This document is not intended to be a critical evaluation of the organization but rather provide department personnel and city policymakers with information from which to make informed decisions about the future of the department.

Based on information obtained throughout this process, TFFD is functioning at a level commensurate with community expectations. While there is always room for improvement, the department is serving its citizens well. Given the method of funding the fire department, the organization is well resourced and is commended for undertaking this project to initiate a formal plan for future service delivery.

ESCI began collecting data and information for this project in January 2016, and the analysis presented in this report is comprised of months of data review and evaluation including one-on-one interviews with fire department and district representatives and an assessment of current service delivery. It is ESCI's sincere hope that the information contained within this document is found to be useful and provides policymakers with the information necessary to meet the future emergency services needs of the citizens of Twin Falls and the Twin Falls Rural Fire District.

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SERVICE DELIVERY AND STATION LOCATION ANALYSIS



Service Delivery and Station Location Analysis

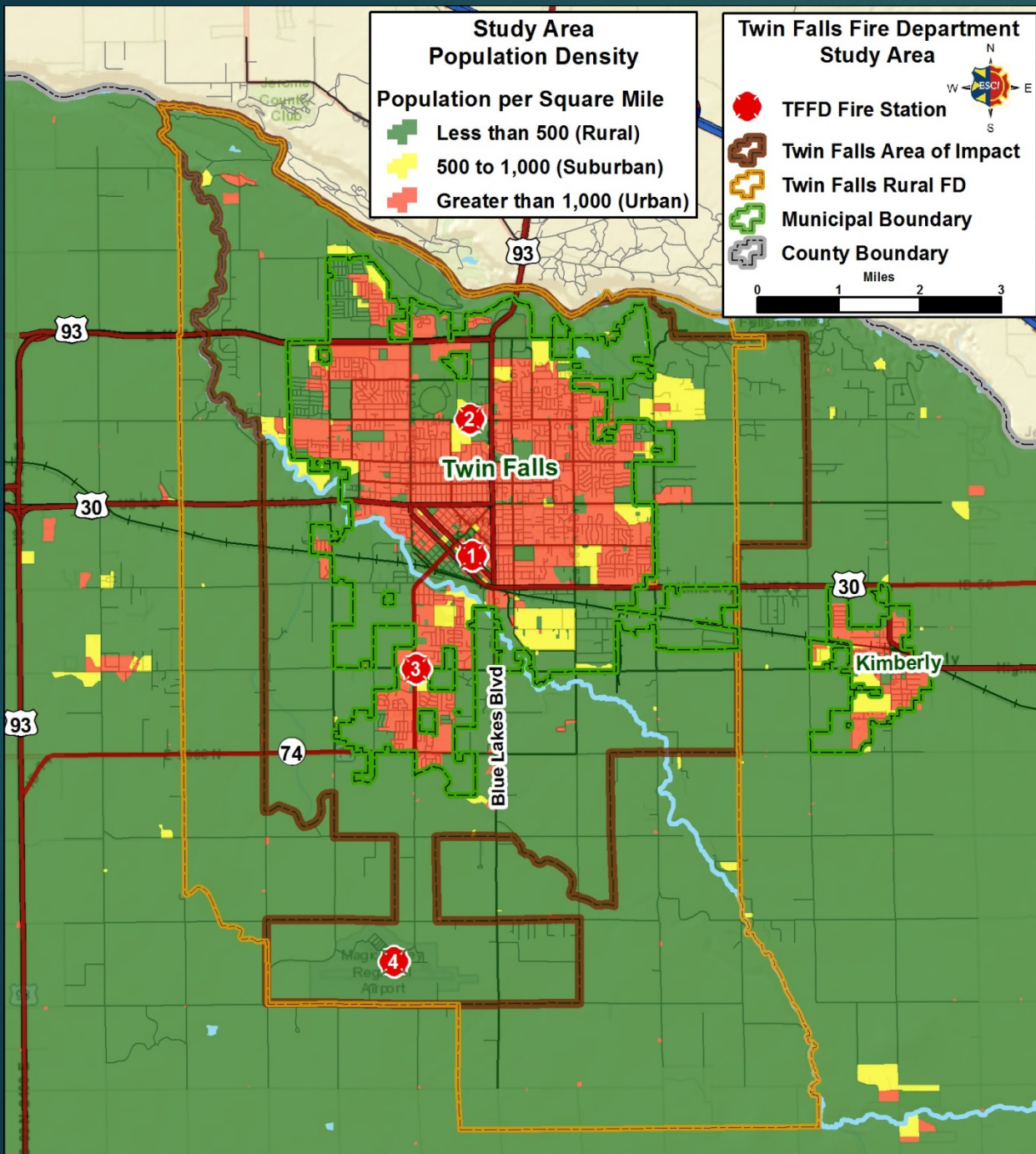
- ▶ Emergency Services Consulting International (ESCI) was retained to review data from 2015/2016 as it related to:
 - ▶ Service delivery
 - ▶ Response performance
 - ▶ Infrastructure
- ▶ And to assess future service demand projections and delivery system approaches.

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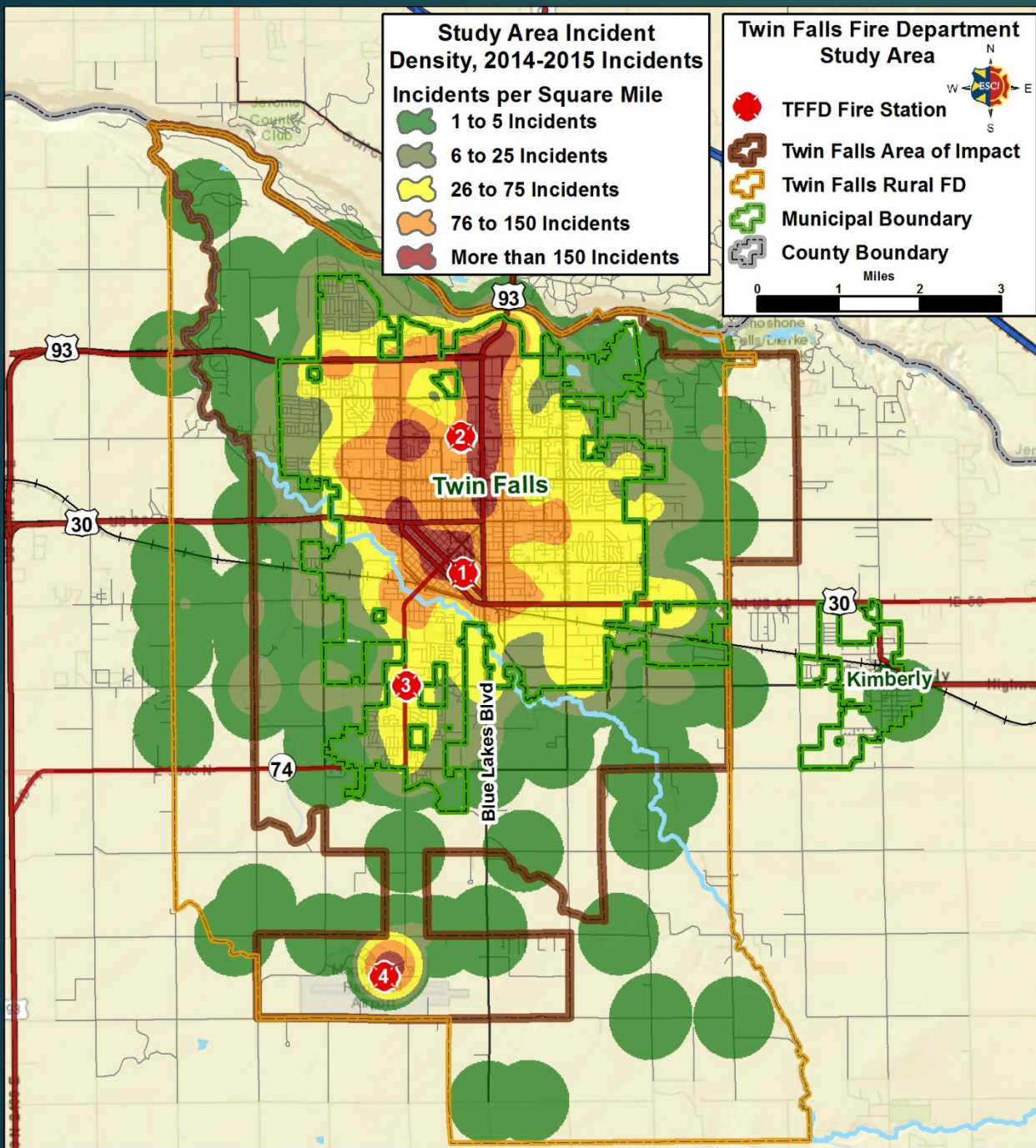
- ▶ Data was evaluated against a combination of Idaho State laws and regulations, National Fire Protection Association (NFPA) standards, Commission on Fire Accreditation International (CFAI) self-assessment criteria, health and safety requirements, federal and state mandates relative to emergency services, and generally accepted best practices within the emergency services community, as well as the experience of ESCI's consultants.

Strengths

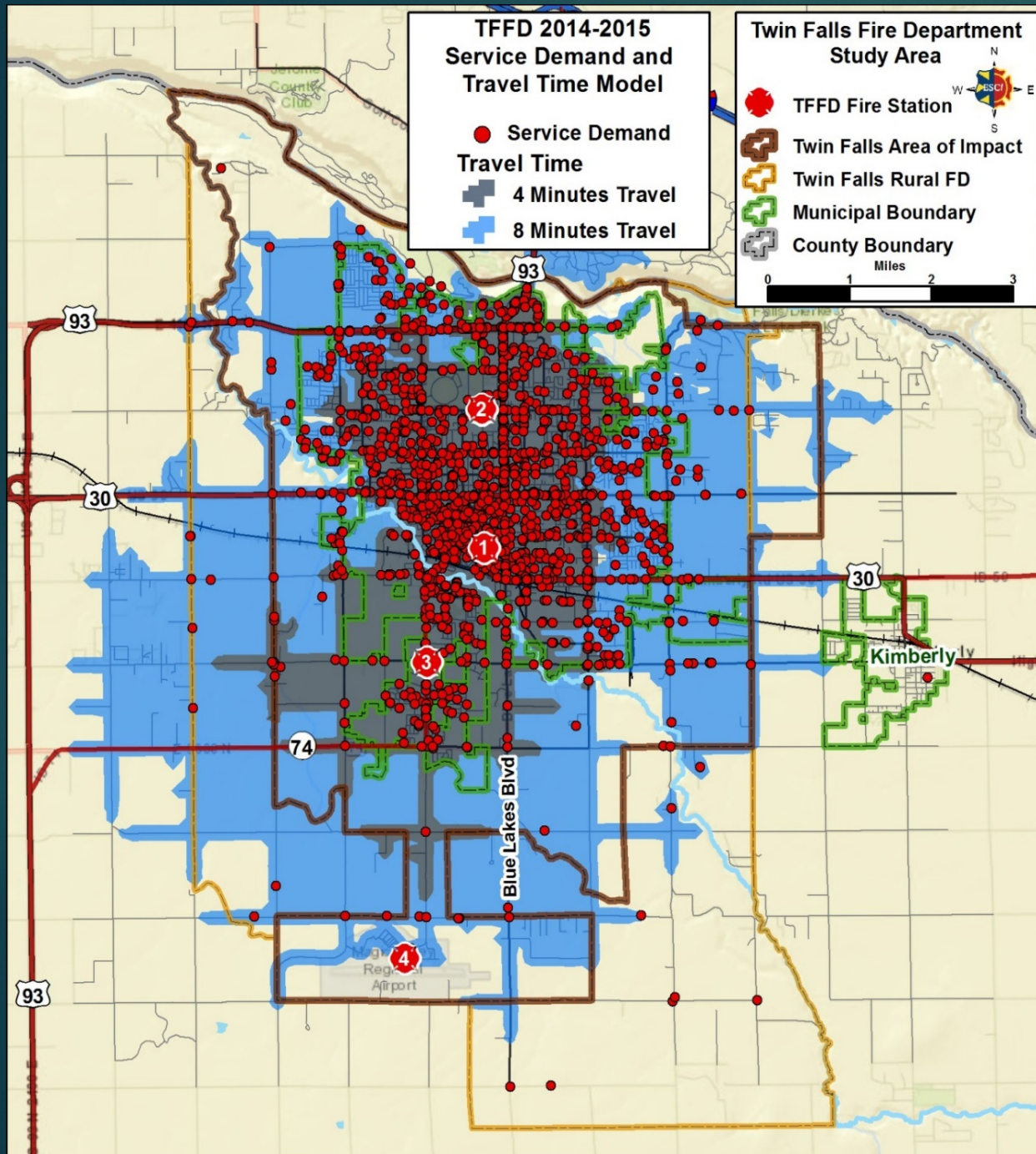
- ▶ Current station placement works well as compared to criteria developed by the Idaho Surveying and Rating Bureau (ISRB).
 - ▶ 61% of city properties are within 1.5 miles and 76% of rural properties are within 5 miles of a TFFD station.
 - ▶ The majority of the City limits are within four minutes travel and much of the rural District is within eight minutes travel of a TFFD station.
 - ▶ 88% of service demand occurred within 4 minutes travel distance in the City and 98% of service demand in the rural District occurred within 8 minutes travel distance.
 - ▶ The majority of the City is within 8 minute travel distance of two TFFD stations and the areas with the highest service demand or within 8 minutes travel distance of three TFFD stations.



TFFD Response Area Population Density



Response Concentration



Travel Time Modeling and Service Demand

Why is this important?

- ▶ Getting the right people with the right training with the right equipment in the right time is what is required to ensure high-quality fire and emergency medical protection for the citizens of Twin Falls.
- ▶ Moves closer to National Standards and regional expectations.
- ▶ Provides for the greatest safety for our first responders.

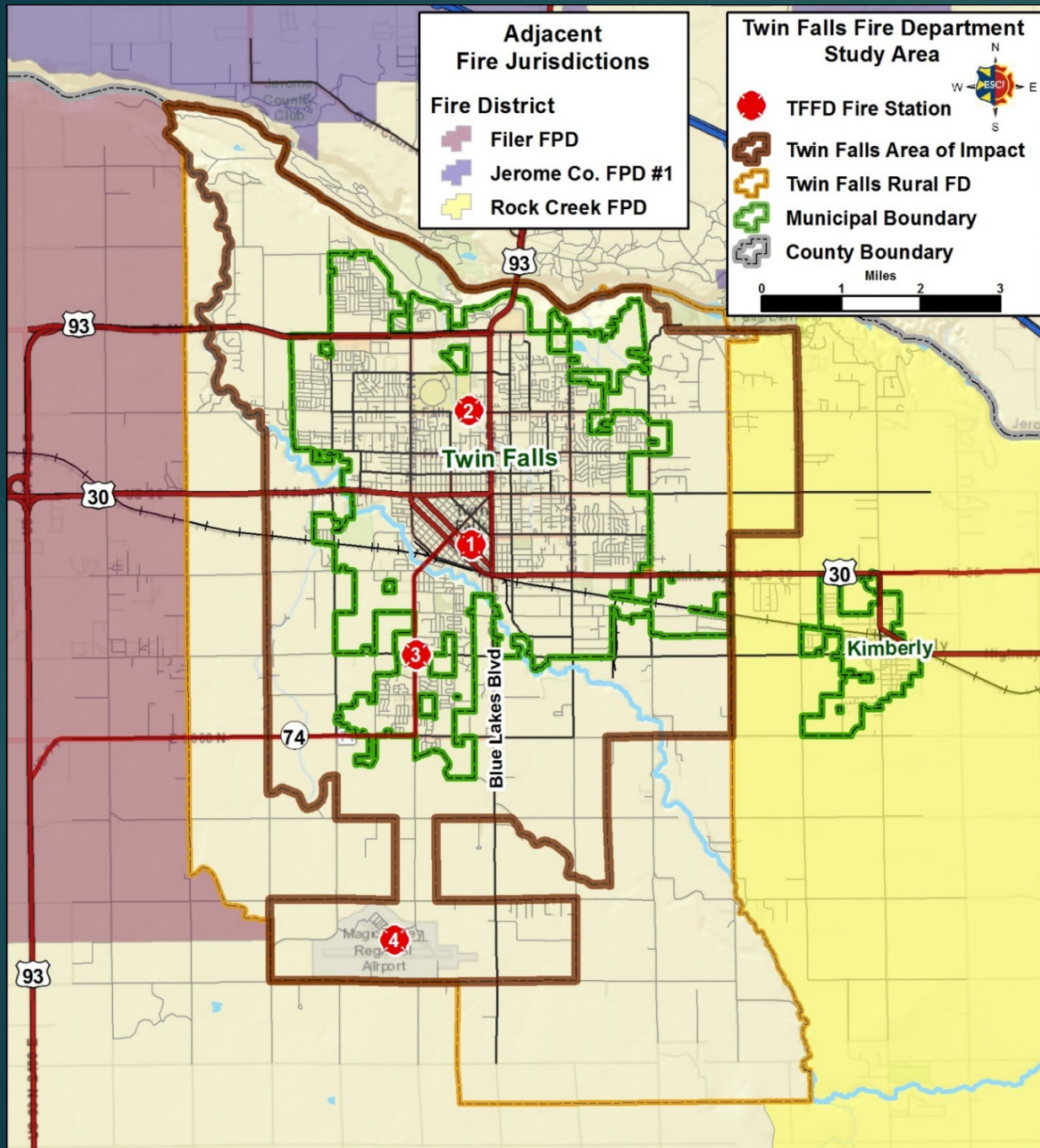
NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments

Its's all about:

- Ensuring high-quality fire and emergency medical protection for all citizens
- Performing a risk analysis of unique local demands – then planning appropriately
- Allowing local leaders to make decisions about finite resources based on *hard data*

1710's key provisions – fire

- ▶ Calls for four people (on one vehicle *or* multiple vehicles) to arrive at a fire scene *within five minutes*, 90% of the time
- ▶ Five-minute figure includes one minute to get into gear
- ▶ Calls for 14 or 15 people to arrive at a “Full Alarm Assignment” *within nine minutes*, 90% of the time
- ▶ Nine-minute figure includes one minute to get into gear



TFFD Service Area and Adjacent Fire Jurisdictions

“Two –in/Two-out” rule: OSHA 29 CFR 1910.155 (c)(26)

- ▶ Federal law requires that a minimum of two fire fighters work as a team inside the structure, and that a minimum of two fire fighters be on standby outside the structure to provide assistance or perform rescue.
- ▶ If initial attack personnel find a known life hazard situation where immediate action could prevent the loss of life, deviation from the two-in/two-out standard may be permitted, as an exception to the fire department’s organizational plan.

Why do we need 14 or 15 people for a full alarm?

- ▶ 1 - Incident Commander
- ▶ 1 - Pump operator
- ▶ 2 - Fire fighters on attack lines
- ▶ 2 - Fire fighters on backup lines
- ▶ 1 - Fire fighter for attack line support
- ▶ 1 - Fire fighter for backup line support
- ▶ 2 - Fire fighters for search and rescue
- ▶ 2 - Fire fighters for ventilation
- ▶ 2 - Fire fighters to serve as IRIC
- ▶ 14 - Total if aerial device not in operation
- ▶ 1 - Aerial device operator
- ▶ 15 - Total if aerial device is operational

1710's key provisions – EMS

- ▶ Unless otherwise directed by the state, 1710 calls for two basic life support (BLS) and two advanced life support (ALS) providers for ALS incidents
- ▶ NFPA 1710 calls for five-minute and nine-minute EMS response times
- ▶ There is no “and/or” provision for EMS response times

Cardiac Arrest Survival Rates

- ▶ a 4-minute fire department response– with CPR initiated in 5 minutes, defibrillation in 6 minutes, and ACLS in 7 minutes– results in patient survivability rates of over 34%.

VS.

- ▶ a 9-minute response time means that CPR is not initiated until at least 10 minutes have elapsed from the time of cardiac arrest; 11 minutes have elapsed before defibrillation; and 13 minutes have elapsed before ACLS care is initiated, resulting in an expected patient survival rate of only 4.6%.

Additional Strengths

- ▶ Apparatus

- ▶ The current fleet is generally newer and well maintained (with the exception of our wildland apparatus).

- ▶ Personnel

- ▶ Highly proficient, dedicated personnel
 - ▶ Trained in structural fire suppression, wildland fire response, technician level hazardous materials response, high angle technical rescue and confined space technical rescue
 - ▶ Recently increased level of training to include EMT- basic certification

Concerns

- ▶ Age, condition and utilization of the stations
 - ▶ “...designed to meet current industry best practices for essential facilities. Additionally, facilities should be large enough to house multiple apparatus and sufficient personnel to meet future needs. Since procuring funding, acquiring land, building facilities, and recruiting personnel can take years to accomplish, planning should begin now”.
 - ▶ Currently, TFFD houses three apparatus, the hazmat trailer and two response support vehicles outside.
 - ▶ Stations are not gender neutral and do not have the living or dorm space for additional personnel.
 - ▶ Stations 2 and 3 are not designed as “essential facilities” lacking automatic generators and meeting space for the public.
 - ▶ “adequate” is not a standard...

Station 1

Date built: 1975

Condition: Fair but aging

Special considerations: Current space is maximized (although this will change with the City Hall project completion) and is not suitable for mixed gender occupancy.

Recommendation: Remodel as a part of the Public Safety Complex project.



Station 2

Date built: 1961

Condition: Fair but aging

Special considerations: Current space is maximized and is not suitable for mixed gender occupancy. Apparatus is stored outside.

Recommendation: Build a new station 2 as a public-private partnership with St. Lukes Hospital, College of Southern Idaho, The Twin falls Rural Fire District and City of Twin Falls



Station 3

Date built: 1979

Condition: Fair

Special considerations: Current space is maximized and is not suitable for mixed gender occupancy. Apparatus is stored outside.

Recommendation: Remodel as a part of the Public Safety Complex project.



Station 4

Date built: Unknown

Condition: Good

Special considerations: Current space is maximized and is not suitable for mixed gender occupancy.



Twin Falls Fire 1977 vs. 2017

- ▶ 1977
 - ▶ 43 personnel
 - ▶ Approximately 25,500 population in the city
 - ▶ 460 calls for service
- ▶ 2017
 - ▶ 42 personnel
 - ▶ Approximately 55,000 population in city and rural fire district
 - ▶ 4,200 calls for service (estimated)

Run volume comparison: January 2016 vs 2017

- ▶ In 2016:
 - ▶ 96 calls (excluding aircraft standby's)
 - ▶ 6 Fire
 - ▶ 30 EMS
 - ▶ 60 Other (service calls, good intent, false alarms, etc...)
- ▶ In 2017:
 - ▶ 400 calls (excluding aircraft standby's)
 - ▶ 12 Fire
 - ▶ 291 EMS
 - ▶ 97 Other (service calls, good intent, false alarms, etc...)

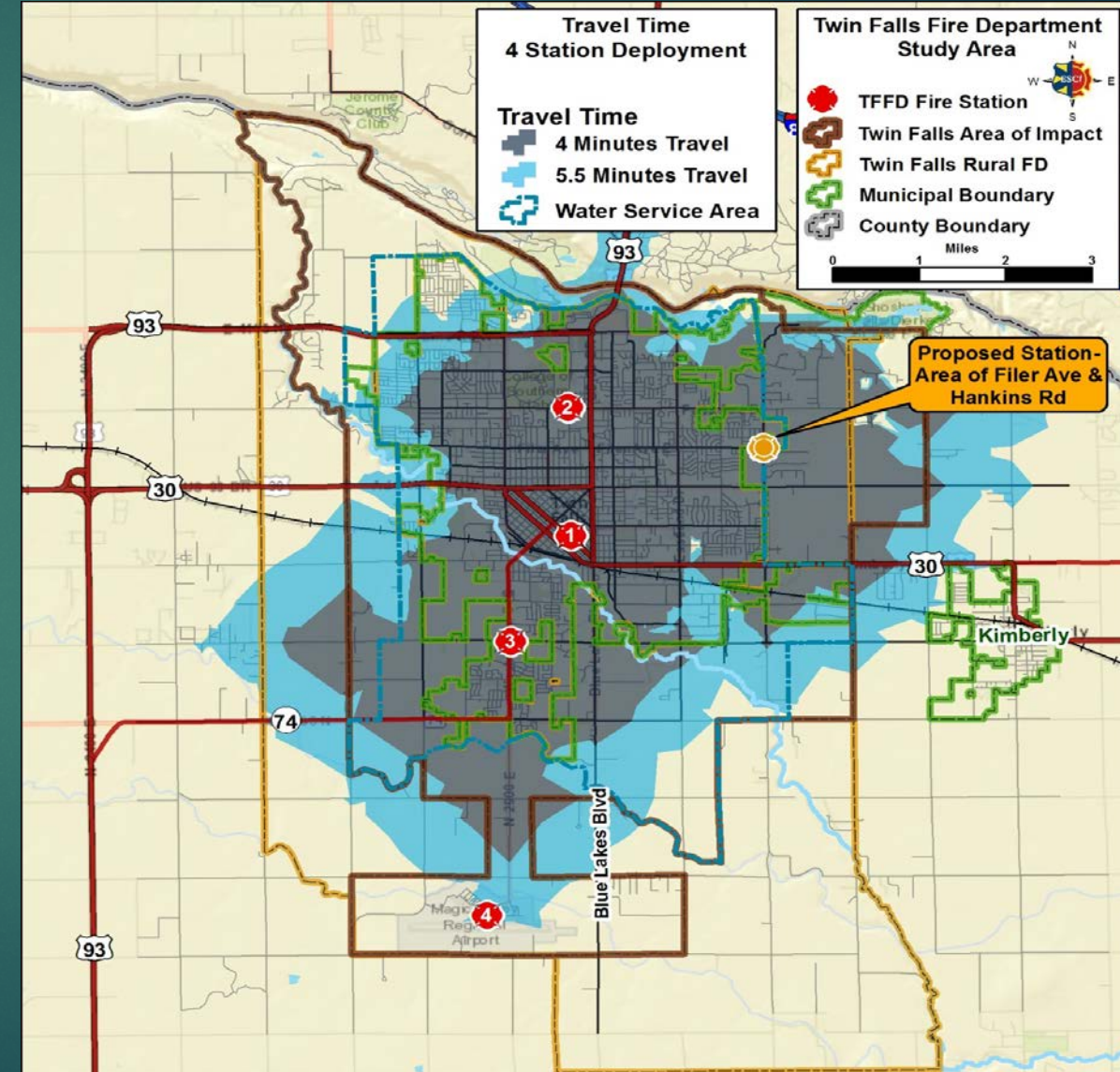
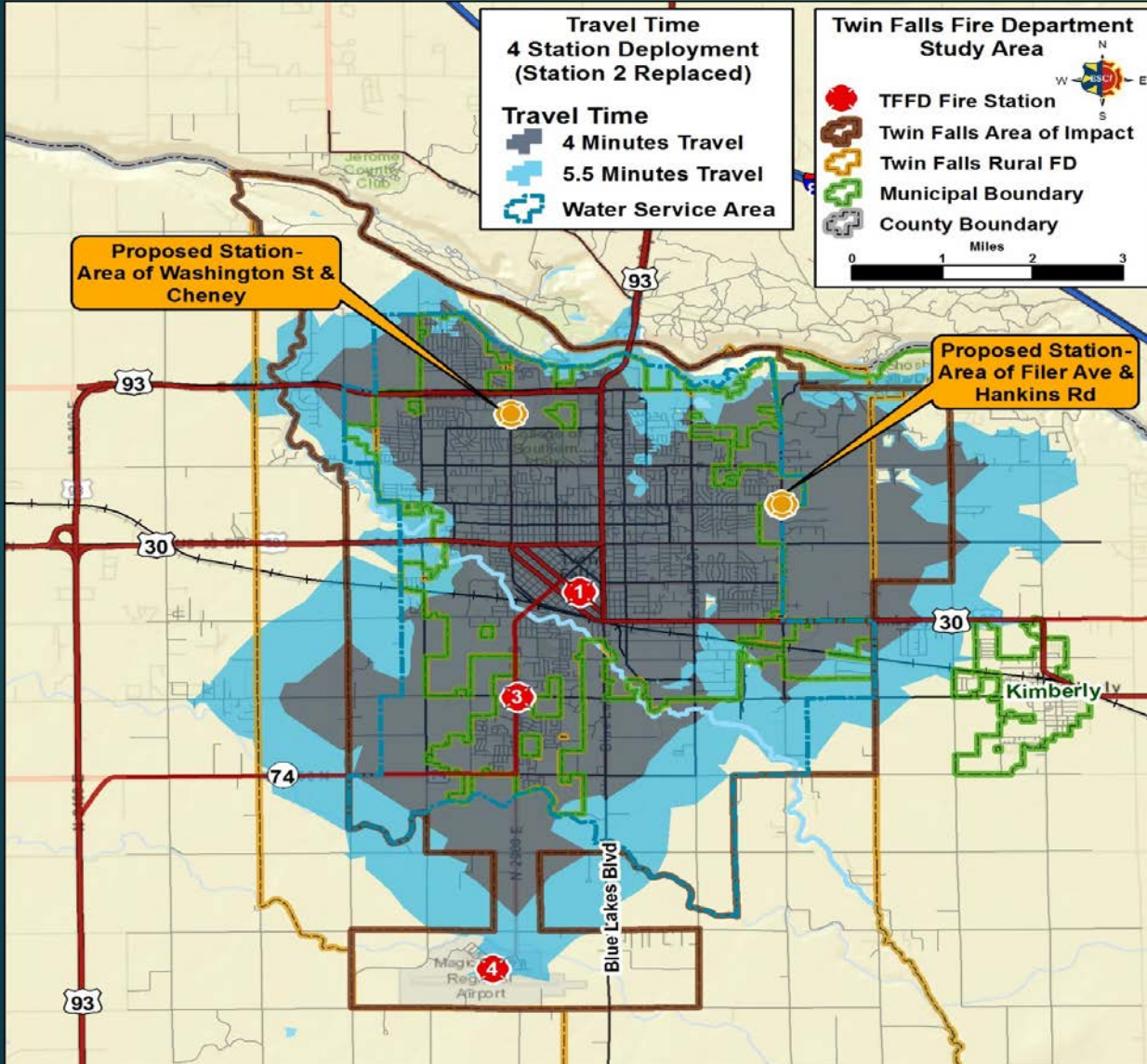
Additional Concerns

- ▶ Need for additional personnel
 - ▶ Increasing population
 - ▶ Increasing demand for service
 - ▶ Simultaneous incidents occurred 14.8% in 2015
 - ▶ Increased safety for personnel
 - ▶ Desire to move closer to NFPA 1710
 - ▶ Loss of one person per shift to the airport stand-by
- ▶ Need to develop a formal and funded replacement schedule for apparatus

What's the Plan?

- ▶ Ask approval from Council to hire an architect to provide cost estimates for the construction of station 2 (due to relocation) and the renovation to stations 1 and 3.
- ▶ Develop schedules for proposed renovation/construction based upon priority and need.
- ▶ Propose hiring additional personnel on a SAFER grant in FY 18/19
- ▶ Develop “triggers” to guide decision making on new fire station implementation.

Station Location Comparison



Opportunities

- ▶ Collaboration with St. Lukes, College of Southern Idaho, and the Twin Falls Rural Fire District to relocate station 2
- ▶ SAFER grant
 - ▶ 75% of personnel cost year one and two, 25% year three
- ▶ Impact fees and reserve funds
- ▶ County EMS levy funds
- ▶ Increased funding from the Twin Falls Rural Fire District
- ▶ Land for future Station 5 purchased near Filer and Hankins

ESCI recommendations

- ▶ The City of Twin Falls and the Twin Falls Fire Department should establish and officially adopt response performance goals based on current baseline performance within geographic risk zones as previously discussed. Performance goals and actual response performance should be reported at least annually to city policy makers and the public.
 - ▶ Standards of Cover Document
- ▶ *Future planning should focus on retaining, at a minimum, the current levels of service received by the public in the face of additional growth, annexation, or redevelopment.*
 - ▶ *Station and personnel planning*
- ▶ *TFFD should consider improvements to the level of service delivery (NFPA 1710 standard), that are fiscally responsible.*
 - ▶ *All-risk/EMS delivery*



Questions?



Date: February 13, 2017

To: Honorable Mayor and City Council

From: Phil Kushlan, Kushlan | Associates

Request:

To provide input to the process to update the City of Twin Falls Community Strategic Plan.

Background:

In 2012, the City of Twin Falls retained Kushlan | Associates to assist them in creating a new strategic plan intended to guide City decision-making through the year 2030. Recognizing that the environment in which we function changes over time, a periodic review of the specifics of the plan was built into the process. The first such comprehensive review and update is now underway.

When we went through the initial process, the City sought to ensure broad public input into the development of the Plan. During that effort, I interviewed over 30 City officials and staff along with a variety of community members seeking input on the issues facing Twin Falls.

Attached you will find a memorandum explaining the backgrounds and process in more detail and including a summary of the existing Plan document. In essence, it requests your review of the summary document and asked four questions:

- Are the eight Focus Areas still relevant in 2017?
- Have we made progress on the Focus area?
- Have any new issues, not recognized in the initial plan, evolved over the intervening years that should be considered for inclusion in this update?
- Is the identified vision for each Focus Area still the desired condition for the city in the future?

We hope that you will spend some time to formulate responses to the questions noted above so that your perspectives can influence the final result.

Approval Process: None

Budget Impact: None

Attachments: Strategic Plan 2017 Update

Memorandum to: Twin Falls Community Strategic Plan Update Participants
From: Phil Kushlan, Strategic Plan Consultant, Kushlan | Associates
Subject: Strategic Plan Update
Date: February 13, 2017

In 2012, the City of Twin Falls retained the services of Kushlan | Associates to assist the City in the development of a new Strategic Plan. The intent of the Plan is to identify a desired future vision of the City in 2030, and provide guidelines for City decision-making that would achieve that vision. The plan was adopted by the City in 2013 and has provided direction for the City, especially in decisions on the annual budget and City priorities.

The process for developing the plan included an analysis of the conditions as they existed in 2012 and participation in that process and included all City departments as well as a broad array of community stakeholders. During the early part of 2012, more than 30 interviews were held with people involved in the community in various roles. Several community forums were held to invite further input from interested citizens.

While effective strategic planning is essentially long-term, the City recognizes that communities exist in a dynamic environment. While much of what is envisioned for 2030 will remain static over time, new issues, unforeseen at the time the plan was developed can arise. External influences may demand revised priorities. It is with this knowledge that the City of Twin Falls has requested that the Strategic Plan be updated to ensure that it remains the vital guidepost it has been during its initial five-year period.

In keeping with the original commitment to a community-based process, we have expanded the extent of participation, both internally and externally so that more voices can be heard and accommodated. Input from more individuals is being sought. Meetings with the Chairs of City Boards and Commissions will again bring their informed perspective to the conversation. Dialogue with other public agencies in the area is being planned, and a broader base of employee input is expected.

Attached to this memorandum you will find a summary of the existing Strategic Plan with the major Focus Areas, along with Goals and Initiatives for each Focus Area. In addition to this summary information, the full Strategic Plan document provides specific objectives, priorities and Lead Departments. For the sake of brevity, the full document was not provided to you, but certainly can be accessed at www.tfid.org/DocumentCenter/View/779 to anyone seeking that level of detail. However, for our purposes here, we wanted to focus on the high-level issues facing the Twin Falls community.

We would appreciate your review of the eight Focus Areas adopted in 2013 with these questions in mind:

- Are these eight Focus Areas still relevant in 2017?
- How have the 2012 Conditions noted in the current plan changed? Has the situation described improved, degraded or remained the same?
- Have any new issues, not recognized in the existing Plan, evolved over the intervening years that should be considered for inclusion in this update?
- Is the identified 2030 Vision for each Focus Area still the desired condition for the city in the future?

We greatly appreciate the time you will spend on this effort. Effective governance requires a committed City Council supported by an effective staff. The essential third leg of this stool is an engaged citizenry. Your participation will strengthen the process in which we are currently engaged, ensuring the Plan remains relevant to the needs and interests of Twin Falls citizens.

City of Twin Falls

Community Strategic Plan

2017 Update

Focus Area 1 – Healthy Community (HC)

2012 Condition:

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

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

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

2030 Vision:

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

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

Goal HC1: Improve the health of the community.

- **Initiative HC1.1: The City will provide facilities that support healthy lifestyles.**
- **Initiative HC1.2: The City will provide programs and services that support healthy lifestyles.**

Goal HC2: Maintain the environmental health of the community.

- **Initiative HC2.1: The City will maintain water and wastewater quality.**
-

Focus Area 2 – Learning Community (LC)

2012 Condition:

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

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.

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.**
-

Focus Area 3 – Secure Community (SC)

2012 Condition:

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

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.

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.
- Initiative SC1.1: The City will maintain fire apparatus, equipment and facilities to the highest standards.
- Initiative SC1.3: The City will maintain a high level of interactive communication with the community on police services.
- Initiative SC1.4: The City will continue to balance perception vs. reality regarding police services.
- Initiative SC1.5: The City will improve professional and technical development in the City's communication system.

Goal SC2: Maintain safe public facilities and parks.

- Initiative SC2.1: The City will ensure that all public facilities are safe.
- Initiative SC2.2: The City will maintain public facilities and services during emergencies.

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.

Goal SC4: Focus efforts on specific public safety issues.

- Initiative SC4.1: The City will increase traffic, bicycle and pedestrian safety.
 - Initiative SC4.2: The City will improve community response to drug and alcohol issues.
-

Focus Area 4 – Accessible Community (AC)

2012 Condition:

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

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

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.

Goal AC1: Expand multi-modal choices.

- Initiative AC1.1: The City will ensure that the city's sidewalks are walkable and safe.
- Initiative AC1.2: The City will expand and maintain pedestrian and bicycle trails.
- Initiative AC1.3: The City will explore a public transportation system.
- Initiative AC1.4: The City will explore land use patterns that support multi-modal transportation options.
- Initiative AC1.5: The City will continue to improve the condition and operation of its streets.

Goal AC2: Improve connectivity.

- Initiative AC2.1: The City will improve connectivity within and between transportation modes.

Goal AC3: Maintain and improve the Airport.

- Initiative AC3.1: The City will continue to maintain and improve the airport facilities.
 - Initiative AC3.2: The City will improve airport service.
-

Focus Area 5 – Environmental Community (EC)

2012 Condition:

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

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.

Goal EC1: Improve the environmental standards of the community.

- Initiative EC1.1: The City will reduce negative impacts of noise.
- Initiative EC1.2: The City will employ sustainable land use policies.

- Initiative EC1.3 The City will enhance property maintenance levels in the community.
- Initiative EC1.4: The City will support efforts to maintain air quality.

Goal EC2: Support environmental stewardship.

- Initiative EC2.1: The City will develop its assets to support environmental stewardship.
 - Initiative EC2.2: The City will manage its assets to support environmental stewardship.
-

Focus Area 6 – Prosperous Community (PC)

2012 Condition:

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

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

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.

Goal PC1: Revitalize the downtown.

- Initiative PC1.1: The City will provide leadership in the creation of partnership for revitalizing downtown.
- Initiative PC1.2: The City will improve access and eliminate barriers to downtown.

Goal PC2: Provide public services and facilities that support economic prosperity.

- Initiative PC2.1: The City will determine the need for infrastructure to support future growth.
- Initiative PC2.2: The City will seek opportunities for air service improvements and economic development opportunities associated with the airport.

Goal PC3: Expand the opportunities for business and tourism.

- Initiative PC3.1: The City will develop a business marketing strategy.

- **Initiative PC3.2: The City will use tourism as a tool in economic development.**
 - **Initiative PC3.3: The City will serve as the focal point for economic development efforts.**
-

Focus Area 7 – Responsible Community (RC)

2012 Condition:

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

2030 Vision:

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

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

Goal RC1: Involve the Community.

- **Initiative RC1.1: The City will seek the community's involvement in carrying out its responsibilities.**
 - **Initiative RC1.2: The City will support citizen responsibility.**
-

Focus Area 8 - Internal Organization (IO)

2012 Condition:

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

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

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.

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.
- Initiative IO1.2: The City will be a leader and example for the community in promoting employee wellness.

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.

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.

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.



Date: Monday, February 13, 2017
To: Honorable Mayor and City Council
From: Jacqueline D Fields, City Engineer

Request:

Conduct a public hearing to provide the public with opportunity to comment on modifications to the CSI Cheney Drive project.

Background:

The CSI Cheney Drive project (exhibit 1) was developed as a result of the expansion of the campus to the north side of North College Road. When CSI platted the land, a platting requirement was to construct the south ½ of Cheney Drive across the property as a collector road. Since collectors are 4 lanes wide, CSI was obligated to construct 2 lanes of pavement. Exhibit 2 shows the partial development of the campus on the north side of North College Road.

Through the design process for the federal aid project, Key 11495 CSI Cheney Drive, the Engineer affirmed the projected demand for the road warranted a 2 lane roadway. However, in order to make provisions for the logical progression of traffic, the full width of the intersection of Cheney Drive at Washington St North would be constructed. Exhibit 3 shows the intersection of Cheney Drive and Washington St. N.

The federal aid project was a 5 lane configuration for 150 feet (at Washington St N and Cheney Drive), followed by a two lane section for 3550 feet to the end of the project, near the new intersection of North College Rd and Cheney Drive, with a left and right turn lane for the last 1150 feet of the project. Exhibit 4

When construction began, SunWest, which is the development to the north of the CSI campus, indicated an interest in advancing the roadway construction for their plat. SunWest was required to build the north ½ of the collector road, plus right turn bays into their development. This work occurred north of the right-of-way and was constructed under a separate contract. The goal was to minimize inconvenience to the public. Exhibit 5

City staff then reviewed its budget and decided to meet its commitment to CSI to construct 2 lanes along the Perrine Coulee. This work was accomplished by change order within the existing, environmentally cleared right of way. Exhibit 6

The remaining portion of 2 lane road is within the Lazy J property which was not ready to develop at the time of construction. When the parcel develops, this section of the collector will be constructed. Exhibit 7

A public hearing is required by the FHWA to identify the work within the project that modified the original scope, as well as the work outside of the project by an adjacent developer, and to seek public comment on that work.

Approval Process:

City Council conducts a public hearing to gather public input on the additional construction: the 2 lanes on the SunWest property, that were later dedicated as right of way on the plat, and the 2 lanes along the Perrine coulee. Staff will compile and address the comments for the record and the project file.

Attachments:

Exhibit 1-7

REVISIONS			
NO.	DATE	BY	DESCRIPTION
1			
2			
3			
4			
5			

SCALES SHOWN ARE FOR 11" X 17" PRINTS ONLY	CADD FILE NAME 11:03.mldbldoc	DRAWING DATE:
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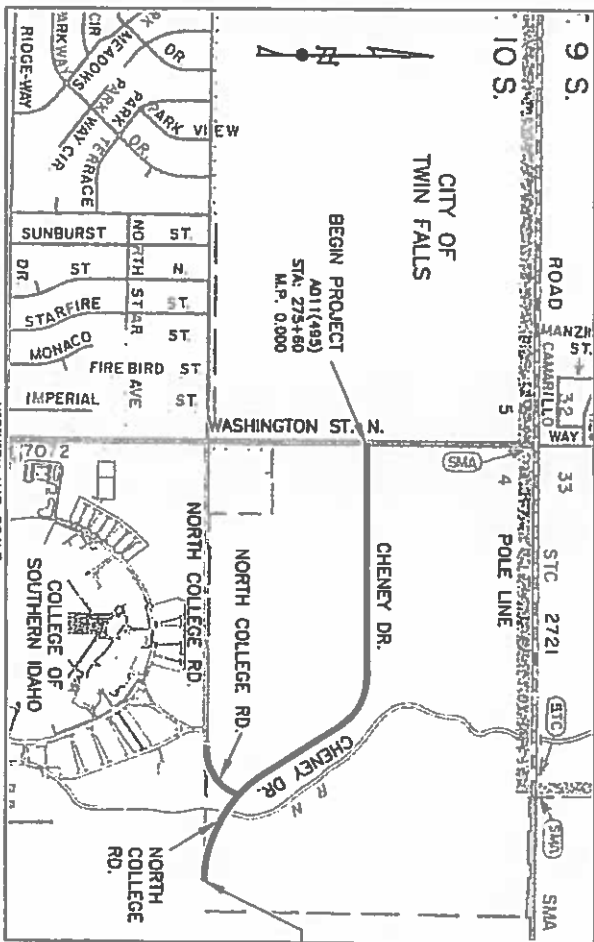
PROJECT NO.
AD11(495)

English
COUNTY TWIN FALLS
KEY NUMBER 11499

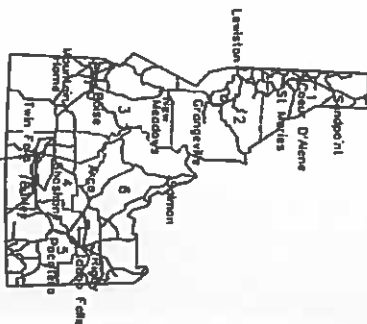
Approved by Bill Hume
3/27/85
Date Approved

KEY NO. 11495
TWIN FALLS

November, 2013



DESIGN DESIGNATION	
ADT (20'4)	2,300
ADT (20'3+)	4,154
DHV (20'4)	230
DHV (20'3+)	415
0	60740 x
V	35 MPH
TRUCKS:	
ADT (20'4)	69
ADT (20'3+)	125
DHV (20'4)	7
DHV (20'3+)	12



ADJ114951 -
CHENEY DR, WASHINGTON ST N
TD N COLLEGE RD, CSI
M.P. 0.000 - M.P. 0.727

EXHIBIT 1



Washington St N & N College Rd

Imagery Date: 9/8/2013 42°35'19.11" N 114°28'29.06" W elev 3656 ft eye alt 7064 ft

Google Earth

EXHIBIT 2

dark line is generally
the original property line

SunWest North 1/2
CSI South 1/2

match intersection @ Cheney & W & St N



Imagery Date: 9/8/2013 42°35'18.95" N 114°28'47.37" W elev 3648 ft eye alt 4264 ft

Google Earth

EXHIBIT 3

as of 2013 (pre project)

Wal-Mart : Washington St N
builds intersection

dark line generally shows the

CSI Cheney project would pave
full width of Washington St N : taper to 2 lanes on CSI property
dedicated



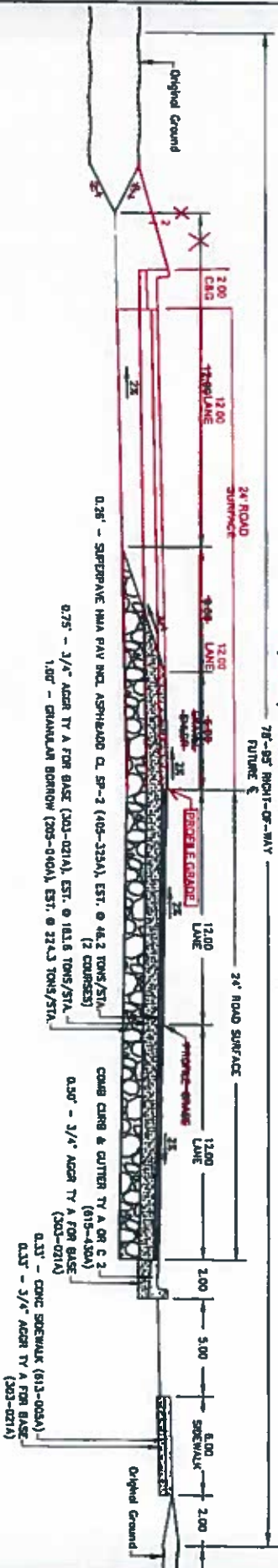
SunWest accelerates their plan to build N 1/2 across that plot by separate contract.

Builds in accordance w/ PUD agreement, Code & TMP (transportation master plan).

NOTES:
1. DIMENSIONS SHALL BE IN FEET UNLESS OTHERWISE NOTED.

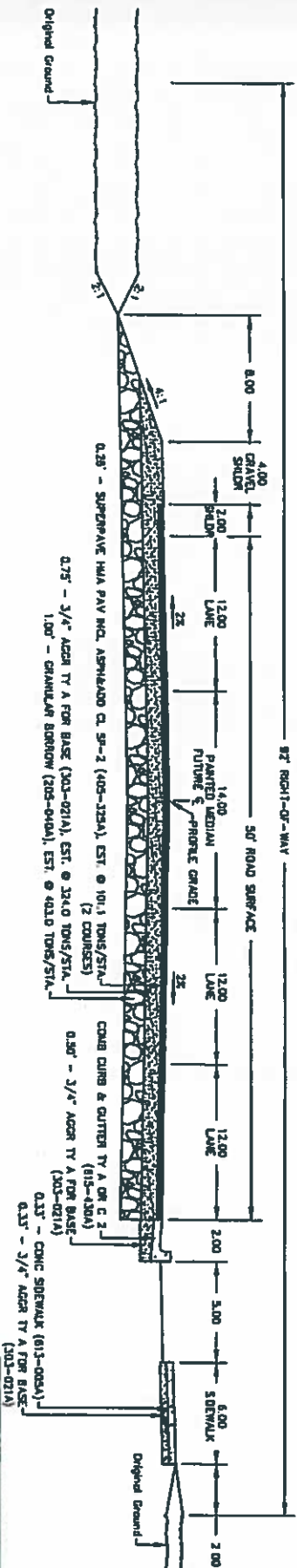
TYPICAL SECTION C

N.T.S.
Cheney Dr. Transition Sta. 202+11.84 to Sta. 203+10.84
201+41.13 Sta. 202+11.84 to Sta. 203+10.84
Upon or by Transition Sta. 202+37.75 to 203+10.84
78'-85' RIGHT-OF-WAY
FUTURE



TYPICAL SECTION D

N.T.S.
Cheney Dr. Transition Sta. 302+11.84 to Sta. 306+36.00, T
Transition Sta. 302+11.84 to Sta. 306+36.00, T
Sta. 306+36.00 to Sta. 307+40.53 Sta. 310+40.53



REVISIONS				DESIGNED		SCALES SHOWN	
NO.	DATE	BY	DESCRIPTION	DATE	BY	SCALE	SCALE
1	4/28/13	CM	REVISED TYPICAL FROM B TO A			AS SHOWN	1" = 17'
2	7/20/13	CM	REVISED TYPICAL B PROFILE			PRINTS ONLY	
3	10/17/16	ALB	REVISED TYPICAL C TO D TRANS				
4	04/18/17	AL	REVISED TYP C TO 4 LANES W/				
5		CM					
				DESIGN CHECKED		AS SHOWN	
				DRAFTER		1" = 17'	
				DATE		SCALE	
				DRAWING CHECKED		SCALE	
				DATE		SCALE	
				DRAWING DATE		SCALE	
				APRIL 2015		SCALE	
IDaho							
TRANSPORTATION							
DEPARTMENT							
REDESIGN ENGINEERING, INC.							
PROJECT NO.							
A011(495)							
TYPICAL SECTION SHEET							
CHENEY DR. WASHINGTON ST N							
TO N COLLEGE RD, CSI							
COUNTY							
TWIN FALLS							
KEY NUMBER							
11495							
SHEET							
6 OF 61							
C							
11829							
STATE OF IDAHO							
TWIN FALLS							



Exhibit C



Remains
2 lane to
built when
last
develops.

General limits of work
PAID BY CITY ON COF

THIS SECTION IS collector width
of pavement