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Idaho Transportation Department
DISTRICT 4 ADMINISTRATION BUILDING

FEASIBILITY STUDY
FINAL REPORT



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1.0 INTRODUCTION

The Idaho Transportation Department (ITD) is considering potentially relocating the ITD District 4 Administration Building personnel to a new building. The locations being considered as part of this study are two sites within the existing ITD District 4 property in Shoshone, near their existing administration building, and three sites near the vicinity of the I-84 Twin Falls Interchange in Jerome County.



The two locations being considered in Shoshone, Lincoln County, are:

- 1.1 **Location A** – located immediately adjacent and west of the existing District 4 Administration Building.
- 1.2 **Location B** – located along State Highway 26 on ITD Property adjacent to the Area Maintenance Building where four existing buildings are located (three storage building and one fuel station).

The following map shows the location of Locations A and B within the existing District 4 property located in Shoshone, Idaho:



The three locations being considered near the I-84 Twin Falls Interchange in Jerome County, are:

- 1.3 **Location C** – An existing building located at 492 Ben Drive which is also referred to as the Heritage Plaza Building. This building is located in Crossroads Point Business Center PUD (PUD) which is on the west side of US-93 just northwest of the I-84 Twin Falls interchange. The building and an adjacent lot is owned by a private party. Location A includes Lots 1, and 2 within Block 8 along Ben Drive. The location can be generally described as follows:

- a. Lot 2 contains the existing building and the lot is 1.26 acres. The building has existing sidewalks and is well landscaped. The parking lot is gravel with curb and landscaped islands.
- b. Lot 1, located north of Lot 2, is 1.38 acres and has been rough graded.
- c. Additional lots may be available from the PUD developer.
- d. Total acreage of Lots 1 and 2 is 2.64 acres.

1.4 **Location D** – An existing platted lot located in the northwest corner of the PUD. The lots are owned by a private party and includes Lots 1 and 2 within Block 1. The lots are located along American Avenue and an unnamed cul-de-sac. Both the cul-de-sac and American Avenue adjacent to the lots are not yet constructed. The location can be generally described as follows:

- a. Lot 1, located along American Avenue, is 3.00 acres and has been rough graded.
- b. Lot 2, located north of Lot 1, is 3.10 acres and has been rough graded.
- c. Total acreage of Lots 1 and 2 is 6.1 acres

1.5 **Location E** – A parcel of land owned by ITD located southwest of the interchange. The location can be generally described as follows:

- a. Location E contains 108 acres and is undeveloped property.

The following map shows the location of Parcels C, D, and E properties near the I-84 Twin Falls Interchange:



2.0 PURPOSE OF STUDY

The purpose of this study is to evaluate which location, if any, would be the most suitable for the ITD District 4 Administrative Building. The facility would relocate administration staff from the Shoshone, Twin Falls, and Rupert offices to one location. The Idaho Division of Public Works (DPW) has commissioned this feasibility study for ITD. Keller Associates is the prime consultant leading the study effort with assistance from Slichter Ugrin Architecture.

Included in the study are reports that are all related to the purpose of evaluating ITD's existing Administration Building. These studies and others referenced within them evaluated remodeling the existing building, building on locations within the existing ITD District 4 property in Shoshone, leasing a new building, and building on property near the I-84 interchange, north of the Perrine Bridge. Several points that were highlighted in these reports will be highlighted in Section 6.0 Conclusions & Recommendations. The following is a list of the reports that are available in the referenced Appendix:

- 2.1 Appendix I – “Social Impact Study”, dated July 14, 2017.
- 2.2 Appendix J – “Economic Impact Study”, dated July 14, 2017
- 2.3 Appendix K – “District 2 Administrative Building Report”, dated July 11, 2016

3.0 NEEDS ASSESSMENT

To determine the needs of the Administration Building, multiple interviews were conducted of ITD personnel. A questionnaire was created that addressed work space needs and uses, storage, and yard and parking facility requirements, along with anticipated future employee count and classifications. Answers to the questionnaire can be found in Appendix A – Interview Summary. In addition, a list of administration personnel was provided by ITD District 4 staff.

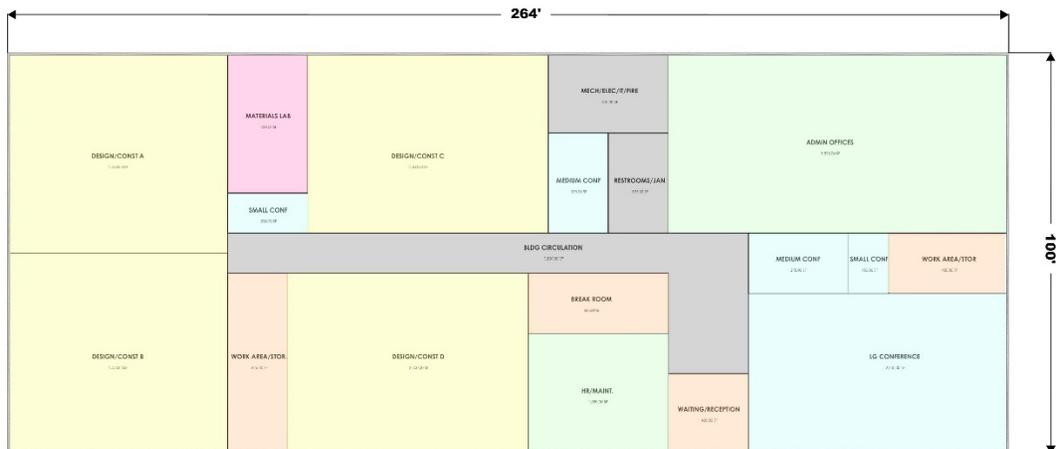
- 3.1 The following represents the space needs of the possible facility:
 - a. Current and Future Staff – Currently, there are 65 administrative employees including management, office administration, engineering, and technicians (vacant positions not yet filled are included in the 65 positions). Based on the interviews, there was a consensus that the number of employees would increase with the population growth. The interviews thought the employee increase would only occur within the design-construct groups. An additional 4 employees for each of the 4 design construct groups was assumed, for a total projected future employee count of 81.
 - b. Office Space Uses – From the interviews, the types of office space were determined. These spaces include:
 - 1 Large conference room, capacity for 100 minimum to 250 maximum people, with a partition wall. Located off the waiting/reception area.
 - 2 Medium size conference rooms, capacity for 25 people
 - 1 Small conference room, capacity for 10-15 people

- Additional 4-person meeting area in managers offices
- Breakroom
- Production/Work/Copy Room
- IT Room
- File Storage
- Material Lab Space with Storage
- Design-Construct Equipment Room
- Waiting/Reception Area with secured access to the rest of the facility
- Vestibule

c. Administration Building Square Footage – Based on the current employee count (65 employees), office space uses, large conference room with a capacity of 100 people, and standard building support factors a building area of 23,548 square feet (SF) would be needed to support today’s operation. If the facility was sized for the projected future employee count (81 employees), the building size would increase a little over 10%, to 26,188 sf. If the large conference room was increase to a capacity of 250 people, the building size would increase by 1,500 sf. For the purposes of this feasibility study, a building area of 26,400 sf is used with a dimension of 264’ x 100’. See Appendix B for Employee Count and Building Area Calculation.

The previous studies (referenced in Appendix K) had estimated the current staff would reside in a 20,000 square foot building, which is 32% smaller than the building size determined in this report.

A concept layout of a single-story building has been created. See Appendix C – Building Concept layout, also shown below.



A 15' wide area around the building to allow for building setbacks which would contain sidewalks and landscaping should also be considered in the overall land space needed for the building. This additional 15' wide setback, would require a building pad area of 294' x 130', for a total pad area of 38,200 sf or 0.88 acres. So, 11,800 sf is necessary for sidewalks and landscaping.

- d. Out Buildings – Two out builds are desired to support the administration facility: 1) a small site maintenance shed to store the snow blower and miscellaneous yard tools and supplies with an estimated size of 10' x 16'; and 2) a dry storage building for active project material samples capable of storing 40 pallets of cores and soil samples with an estimate size of 24' x 44' for a total 1,040 sf. These two buildings could be combined into one weathertight none-heated structure. The total pad area is estimated at approximately 3,500 sf or 0.08 acres.

The previous studies referenced in Appendix K did not include any additional out buildings.

- e. Vehicle Parking – Three types of parking areas are needed; 1) employee parking; 2) visitor parking; and 3) secure parking for the ITD motor pool. Parking for employees and visitors would be in the same parking area. Since the motor pool parking must be secured with fencing, the motor pool parking would be a separate parking lot.

Parking spaces for employees would be 81 stalls. The parking spaces for visitors is estimated based on a total of 100 people attending a meeting in the large conference room of which 20 people are ITD District 4 employees. It is estimate that of the remaining 80 people attending, there will be some carpooling which will reduce the need of visitors parking to 60 parking spaces. An additional 8 stalls will be needed to meet accessibility requirements. Therefore, the employee and visitor parking lot should accommodate approximately 150 stalls. The secured motor pool parking lot would need to accommodate 60 vehicles. The parking areas required for these two parking lots are as follows:

- 1) Each parking stall requires approximately 350 sf of land area (9' x 20' stall with one-half the 24' drive aisle, plus 15-20% for circulation and landscape islands).
 - Employee and Visitor Parking Area = $150 \times 350 = 52,500$ sf = 1.21 acres
 - Secure Motor Pool Parking Area = $60 \times 350 = 21,000$ sf = 0.48 acres
 - Total parking area = 1.69 acres
- 2) The previous studies referenced in Appendix K in some cases did not include any parking space. The studies estimated a total of 60,000 sf of parking and landscaping at the Shoshone site which is 13,500 sf smaller than what is being proposed in this study. In this study we have an additional 11,880 sf of area identified for use for sidewalks and landscaping around the building. So, in total between the parking area and landscaping the studies in Appendix K used an area 42% (85,300 sf vs. 60,000 sf) smaller than this study.

- f. Project Office Trailer and Superpave Trailer (Optional for Locations C, D, and E as Locations A and B already has the space allocated) – There is a desire by some interviewees to have their project trailers stored near the administration building. The office trailers (3 total) are 8' x 20' and the Superpave trailer is 12' x 40'. If the space is available, these could all be parked on site and would require an approximate 3,000 sf or 0.07 acres.
- g. Microwave Tower (Locations B, C, D, and E) – The existing microwave tower located in Shoshone (next to Location A) would need to be relocated with the administration facility. It is assumed tower area would be 50' square = 2,500 sf or 0.06 acres.

The previous studies referenced in Appendix K did not include any costs associated with moving the existing tower.

- h. Exterior Staff Break Areas – Outside employee break facilities should be provided. An appropriate area would be 400 sf or 0.10 acres.

The previous studies referenced in Appendix K in some cases did not include any additional staff break areas.

- i. Expandability – Expandability for operations other than the administration facilities is not part of the feasibility scope. If expandability to support maintenance operations is desired 20-30 acres would be needed. Locations A & B are already on a site that is approximately 30 to 40 acres.

3.2 Summary of minimum Space Needs:

- a. Administration Building Pad Area = 0.88 acres (assumes single story building)
- b. Out Buildings = 0.08 acres
- c. Employee and Visitor Parking = 1.21 acres
- d. Secure Motor Pool Parking = 0.48 acres
- e. Project Office Trailers and Superpave Trailer (Optional for Locations C, D, and E) = 0.07 acres
- f. Microwave Tower (for Locations B, C, D, and E) = 0.06 acres
- g. Exterior Staff Break Facilities = 0.10 acres
- h. **TOTAL MINIMUM LAND AREA REQUIRED = 2.9 to 3.3 acres**

4.0 ASSESSMENT OF LOCATIONS & CONSTRUCTABILITY

In Appendix K the cost to remodel the existing building was \$400,000+ higher than building a new building on the existing District 4 site. This was later confirmed from discussions with Slichter Urgin Architecture. Therefore, the option to remodel the existing building was determined not to be an option going forward.

This section compares the minimum needs to each Location.

4.1 Location A (Site just West of the existing District 4 Administration Office):

- a. This location is very near Location #4 identified in an earlier study completed in 2007.
- b. Land Use, Zoning, or Comprehensive Plans – The development be proposed matches what the existing property was developed for and there should be no restrictions to the new proposed development.
- c. Overall Land Area – The area needed for the new building, parking, and landscaping is all available within the property boundaries of the existing District 4 site. The existing site has been graded and surfaced with either gravel or asphalt. The existing Administration Building will be demolished, filled in, graded, and surfaced to provide landscaped area and parking area for the employees & visitors. The modular buildings will become the property of the contractor.
- d. Off-site street improvements – W “B” Street along the new building will be paved with curb and gutter and sidewalks added. The street construction is approximately 12’ x 570’ in length.
- e. Parking – The new building and site development will displace some of the existing and available parking area and will require a complete new layout to meet the needs:
 - 1) Employee/Visitors – There is approximately 35 existing paved parking areas that will remain. An additional 115 paved parking spaces will be provided around the new building on the east and south sides. This area, 37,400 SF, will receive new subbase, base, and asphalt surfacing along with new pavement markings.
 - 2) Secure Parking – 21,000 sf (0.48 acres) – the proposed secure parking area is already partially fenced and surfaced with gravel. We have assumed the area will finished graded and will not require any additional gravel surfacing. Only require an additional 230’ of fencing.
- f. Utilities – Water, sewer, gas, Idaho Power, and communication services are all available in the surrounding street network and we have assumed they would be extended from the existing connections to the new location that is approximately 175’ from the S. Date Street R/W. Due to the potential restricted fire flow issue in the area we have included a fire pump.

- g. Future Expansion Capability – There is a substantial amount of additional undeveloped property within the District 4 property for future expansion. Also, see paragraph 4.6 Future Land Use Expansion Capabilities Summary.
 - h. Concept Layout – See Appendix G for a concept layout of the administration facilities at Location A.
 - i. Estimated Total Cost – the total estimated cost to provide the new building, parking, and demolish the old building is **\$9.7 million** at today’s construction costs.
- Note: The earlier studies did not include the demolition of the existing Administration Building which is estimated to be \$200,000.

4.2 Location B (Site west and north of the existing District 4 Administration Office):

- a. This location is in the area of the existing Service Station and storage buildings along US Hwy. 26 in the northwest part of the existing District 4 property.
- b. Land Use, Zoning, or Comprehensive Plans – The development be proposed matches what the existing property was developed for and there should be no restrictions to the new proposed development.
- c. Overall Land Area – The area needed for the new building, parking, and landscaping is all available within the property boundaries of the existing District 4 facilities site. Although, to make room for the new building and parking areas the existing buildings in this area must be removed and re-constructed within the District 4 property boundary.
- d. The buildings that require demolition and re-building are the Service Station and three Storage Buildings.
- e. Parking – The existing parking in this area is insufficient to meet the projected needs. The new building and displacement of the existing buildings will require a complete new layout to meet the needs:
 - 1) Employee/Visitors – 52,500 sf (1.21 acres). This area will receive new subbase, base, and asphalt surfacing along with new pavement markings.
 - 2) Secure Parking – 21,000 sf (0.48 acres) – the proposed secure parking area is already partially fenced and surfaced with gravel.
 - 3) Total – 1.69 acres of parking
- f. Utilities – Water, sewer, gas, Idaho Power, and communication services are all available in the surrounding street network. The upgrade on the new water system for fire protection maybe more difficult than we know but we have assumed it will be handled by an extension of the existing connection from the existing building. Some rock excavation is anticipated due to the shallow rock formations around the area. Due to the potential restricted fire flow issue in the area we have included a Fire Pump.

- g. Future Expansion Capability – There is a substantial amount of additional undeveloped property within the District 4 property for future expansion. Also, see paragraph 4.6 Future Land Use Expansion Capabilities Summary.
- h. Concept Layout – See Appendix G for a concept layout of the administration facilities at Location B.
- i. Estimated Total Cost – the total estimated cost to provide the new building, parking, and demolish the old building is **\$13.20 million** at today’s construction costs.

Note: The earlier studies did not include the demolition of the existing Administration Building which is estimated to be \$200,000.

4.3 Location C (existing Heritage Building within the existing Crossroads Point Business Center PUD):

- a. Land Use, Zoning, or Comprehensive Plans – There are currently no restrictions for these parcels preventing the development of the administration facilities. They each are zoned and approved for commercial, light industrial, and professional uses defined in the zoning ordinances of the County of Jerome. The Crossroads Point Business Center is zoned IMP-COMP (City Impact Area, Commercial) which can be found in Chapter 4 of the Jerome County Zoning ordinance.
- b. Existing Heritage Building – An evaluation of the existing building has been conducted and is including in Appendix D – Heritage Building Evaluation. The Heritage Building is 3-stories and has a total area of 13,600 sf. A second 13,600 building would be needed. The second building would need to be either a 2-story or 3-story building. Concept layouts of the existing Heritage Building and a 2-story second building have been created, see Appendix E and F. The land area of the existing building and space to accommodate a second building would be approximately 24,000 sf or 0.55 acres (includes an estimated 15’ setback around each building). Which is only a 0.33-acre reduction from the land area needed for a single-story building. From discussions with the owner, the foundation has spread footings. The design called for some excavation to reach the anticipated finished subgrade but during construction ran into lava rock over a large portion of the building foundation. This impacted the construction schedule as well as costs. Lessons learned here is if they would have done a more thorough foundation investigation they could have avoided these additional costs.
- c. Parking – The existing parking lot is inefficient compared to the land area. The existing parking lot has 71 stalls and covers 32,500 sf, which calculates to 1 stall per every 457 sf. A typical rectangular parking lot has 1 stall per every 350 sf; a difference of 130%. It is anticipated that the second building would have a similar parking arrangement and similar inefficiencies; the configuration of which would only allow for employee and visitor parking around the buildings. It is estimated that the employee and visitor parking area needed around these two buildings would be 1.57 acres, an increase of 0.36 acres over the minimum need. The secure motor pool parking lot would need to be placed away from the buildings in a separate location.

- d. Overall Land Area –The reduction of land area needed for the two buildings (-0.33 acres) and the increase of parking area needed (+0.36 acres) essentially means the total land area needed for the administration facilities is unchanged at 2.9 to 3.3 acres. The area of both Lot 1 and 2 is only 2.4 acres. A third lot would need to be obtained from the PUD developer. Lot 3, located north of Lot 2, is approximately 1.26 acres and would be sufficient for the minimum need.
- e. Utilities – Water and sewer services are stubbed to the lot(s) and provided by the City of Jerome. Power, communications, and natural gas are stubbed to the lot(s).
- f. Future Expansion Capability – The third lot, obtained from the PUD developer would be 1.26 acres. Also, see paragraph 4.6 Future Land Use Expansion Capabilities Summary.
- g. Concept Layout – See Appendix G for a concept layout of the administration facilities at Location C.
- h. Estimated Total Cost – The estimated total cost to buy the existing Heritage Building and the two adjacent lots, and design and construction the minimum facilities is **\$9.9 million** at today’s construction costs.

4.4 Location D (Site in the NW corner of the existing Crossroads Point Business Center PUD):

- a. Land Use, Zoning, or Comprehensive Plans – There are currently no restrictions for these parcels preventing the development of the administration facilities. They each are zoned and approved for commercial, light industrial, and professional uses defined in the zoning ordinances of the County of Jerome. This parcel is also zoned IMP_COMP the same as parcel C.
- a. Overall Land Area – The area of Lot 1 is 3.00 acres which includes the half-street cul-da-sac. The area of Lot 2 is 3.10 acres. Both lots would need to be purchased to meet the administration facility’s minimum land need of 2.9 to 3.3 acres.
- b. Utilities – Water and sewer services are stubbed to the lot(s) and provided by the City of Jerome. Power, communications, and natural gas are stubbed to the lot(s).
- c. Future Expansion Capability – Approximately 2.5 acres would be available for expansion. Also, see paragraph 4.6 Future Land Use Expansion Capabilities Summary.
- d. Concept Layout – See Appendix G for a concept layout of the administration facilities at Location D.
- e. Estimated Total Cost – The estimated total cost to buy the two lots, and design and construct the minimum facilities is **\$10.1 million** at today’s construction costs.

4.5 Location E:

- a. Land Use, Zoning, or Comprehensive Plans – The parcel is owned by the State of Idaho and is not subject to local land use, zoning, or comprehensive plan requirements. The 108 acre parcel is within the Jerome County jurisdiction and according to the zoning map it is CC (Commercial Corridor) which basically has the same requirements as CG (Commercial General). The proposed development will meet these zoning regulations. You can see more detail in Chapter 4 of the Jerome County Zoning ordinance.
- b. Overall Land Area – The overall parcel size is 108 acres; more than sufficient to accommodate the minimum needs of 2.9 to 3.3 acres.
- c. Access – Access from US-93 would be available halfway between Golf Course Road and the I-84 Ramp Terminal signal, which meets ITD’s minimum spacing requirements of 1 mile between intersections. A 1250-foot frontage road would need to be constructed on land owned by the US Bureau of Land Management (BLM). An easement from BLM would need to be obtained.
- d. Utilities:
 - 1) Sanitary sewer facility – Municipal sewer service is not available to the property. An onsite wastewater disposal system would be needed that can dispose of approximately 2000 gallons per day. South Central Public Health District will require the wastewater disposal system be constructed as a large soil absorption system.
 - 2) Water – Municipal water service is not available to the property. However, an existing well capable of supplying up to 200gpm is located on the property. Water rights for domestic consumption up to 2,500 gallons a day (no landscape irrigation) can be obtained. Water rights for none consumptive use would require a new water right or the purchase of an existing.
 - 3) Fire Suppression – It’s anticipated that the building size would require fire sprinklers. To meet fire supply demands, it’s estimated that a 60,000-gallon steel tank and pump system would be needed to supply 500gpm for two hours.
 - 4) Electric Power – There is three-phase power near the property. The exact requirements to obtain power from Idaho Power is unknown and should be investigated further. Idaho Power was contacted to determine availability but has not supplied the requested information.
 - 5) Natural Gas – A high pressure gas main near the property. A pressure reducing station would be needed to supply gas to the property.
 - 6) Communications – Communication facilities are located along US-93.

- e. Existing geological features – the existing site is presently used to pasture livestock and does have some evidence of soil on the surface. Finding these locations will be important to help hold down the capital costs involved with excavation and earthwork. A number of rock outcroppings can be observed at the site. Therefore, it is necessary to obtain a geotechnical analysis of the site during the next phase of study and/or engineering. The previous property owner had obtained permits for septic tank, drain fields, and wells for 1 and 1 ½ acre lots. Also, the subdivision to the west which is primarily 1 to 2 acre parcels obtained septic tank and well permits.
- f. Future Expansion Capability – The existing parcel is 108 acres the maximum space needed by the district to support the administration and possible maintenance operations would be 30 acres. The remaining 78 acres near the I-84 interchange could be sold for development. The value of this 78 acres, designated as commercial property, right off the main highway to Twin Falls and at the I-84 interchange is estimated at \$2.2 million (\$28,500 per acre). The property around interchanges is one of the most sought after pieces of property.
- g. Concept Layout – See Appendix G for a concept layout of the administration facilities at Location E.
- h. Estimated Total Cost – The estimated total cost to design and construct the minimum facilities on Location C is **\$12.5 million** at today's construction costs. This cost could be reduced if the remaining 78 acres is sold.

4.6 Future Land Use Expansion Capabilities Summary

- a. Parcels A & B in Shoshone are all within the City of Shoshone, the county seat for Lincoln County. We assume that ITD's existing facility and any similar improvements are compatible with the existing zoning. Therefore, future land use of this property meets the proposed property development plans.
- b. Parcels C, & D are zoned IMP-COMP (City Impact Area, Commercial). The zoning and restrictions for these two parcels can also be found within the existing Crossroads Point Business Center PUD CC & R (Covenants, Conditions, and Restrictions) which also reference the Jerome County Planning and Zoning.
- c. Parcel E is zoned CC (Commercial Corridor) which has the same requirements as the CG (Commercial General). The purpose is to provide for and encourage the grouping together of businesses, public and semi-public, and other related uses with light industrial uses capable of being operated under such standards as to location and appearance of buildings and treatment of land around them that they will be unobtrusive and not detrimental to surrounding commercial or residential uses. The light industrial uses are those which are clean and quiet and free of hazardous or objectionable elements.
 - 1) ITD's proposed development of commercial and light industrial is a good match for the property.

- d. Parcels C, D, & E locations are more favorable for future land expansion development capabilities for both ITD and other business. Parcel E provides the most options and growth opportunity for ITD.

New Building Recommendations

The new administrative office building should be constructed of durable low maintenance building systems that allow for flexibility in the future. The recommended building systems should include:

- Slab-on-grade
- Cold formed metal framing and structural steel structure
- Long-span metal roof joist
- Masonry, concrete, or metal exterior cladding
- Exterior insulation
- TPO membrane roofing
- Aluminum storefront windows and entrances
- Fire Sprinkler and Fire Alarm systems
- 3-phase power
- Generator
- Cat 6a data cabling
- VRF heating/cooling
- Painted interior gypsum board walls
- Premium grade casework
- Acoustical lay-in ceiling systems
- Carpet tile, LVT, and concrete floors

These types of building systems are appropriate for a new office building with an expected building life span of +50 years. Budgeted costs for this type of building construction should be \$195 per square foot at today's construction costs. The investigation of building costs with Slichter Ugrin Architecture obtained costs from their project bids. In addition, a construction estimate from Starr Corporation was obtained who advised lowering the price from \$215 per square foot to the \$195. The material costs are anticipated to be about the same for all locations. However, we anticipate that sub-contractors will be less willing to travel to Shoshone and will bid higher prices accordingly. Therefore, for parcels A & B an increased cost per square foot of 5% was used for an estimated cost of \$205 per square foot for construction in Shoshone..

The building costs per square foot referenced in the studies in Appendix K varied from \$130 which did not include soft costs (design and project contingency) which were estimated to be an additional 19%. The report indicated at this time every year the project is delayed to add an additional 5% to the total.

In Appendix J which was dated July 2017 the Starr Corporation indicated that \$175 per square foot which included soft costs. If we included the 5% increase per year the cost would be \$150 per square foot. However, this year's construction bids for the 1st and 2nd quarter of 2018 have come in between 20% to 45% higher than the estimates. This would translate to a cost of \$180 to \$210. Therefore, the use of \$195 per square foot appears justified.

5.0 CONCLUSIONS & RECOMMENDATIONS

Based on the findings of this feasibility study, two of the five locations studied are recommended for the location of the new administration facilities. The recommended locations are Location A in Shoshone and Location E south of the Twin Falls interchange. The following highlights the pros and cons of Location A and E:

Location A (Existing Shoshone Site) has the overall lowest estimated construction cost of all locations, at \$9.72 million. In addition, the available existing ITD land and facilities will accommodate the District's current and future uses. If a new building is constructed here, the work can be constructed with minimal impact to existing operations. One disadvantage of this site, is that the existing administration staff located in Twin Falls and Rupert will remain disconnected for the majority of the administration staff. (Note – this study did not evaluate the potential to hire and recruit administration staff willing to travel and work in Shoshone.)

Other studies noted within Appendix K also recommended a building site near Location A.

Location E (South of Twin Falls Interchange) is an acceptable location and offers equal flexibility to ITD as Location A but would be at the highest estimated overall initial construction cost at \$12.46 million which is approximately \$2.74 million higher than Location A. To lower the overall cost, about 70 acres could be sold off for development at a sales price of \$2.0 million (\$28,500 per acre). This potential sale would reduce the overall cost of Location E to \$10.5 million, only \$780,000 more than Location A.

The studies within Appendix's I, J, and K all indicate the population center for ITD District 4 staff is very close to Twin Falls.

In Appendix I, the Social Impact Study, it indicated the employee's largely reported Twin Falls over Shoshone as a place to spend their time for various activities.

Also, Appendix I indicated that if the Administration Building was moved to Twin Falls that the maintenance shop staff, 28, would remain in Shoshone.

In Appendix K it outlines the history of the Administration Building which was built in 1955 with additions made in 1970 and the mid 1980's. The many out building were not addressed in these earlier studies. The studies all note this Appendix K indicate significant physical and environmental deficiencies.

The main goals with this study and the others referenced in the report is to make a decision for improvements and upgrades to the existing building or build a new building on the existing District 4 property or on available property near Twin Falls. The conclusion within Appendix K is – *“By moving District 4 Headquarters south from Shoshone to the outskirts of Jerome or into Twin Falls, the number of potential applicants for replacement of jobs in the targeted occupations used by District 4 HQ rises by five to six times. The number of total workers within a thirty minute commute rises over three times.”* It goes on to say it gives:

- a. Better access to a broad array of retail shopping and services,
- b. Better access to health facilities,
- c. Better access to higher and continuing education at CSI and elsewhere,
- d. Better transportation connections east, west, and via air travel,
- e. Better cultural and entertainment options, such as movies, plays, concerts, museums, golf, etc.,
- f. Better access to water recreation,
- g. Possibly better or more diverse K-12 education options.

These qualitative advantages improve the position of ITD in recruiting key replacement from a significantly larger pool of potential candidates for any of the ITD District 4 Headquarters jobs.

LOCATIONS NOT RECOMMENDED:

Location B (Alternative Site in Shoshone) is an acceptable location but is not recommended.

The following lists some of the pros and cons for this location:

- Cost – approximately \$3.5 million higher than Location A.
- The new location fronts US Hwy. 26 which will give more exposure to the public but on the other hand it may increase the noise level from the increased traffic along the state highway and the close proximity of the railroad.
- The location does provide for future expansion.
- Causes some disruption of the existing operations as several existing facilities must be demolished and replaced prior to beginning construction of this option.
- The existing Administration Building will either need to be demolished or sold.
- Previous studies for this location indicated there may be issues with supplying sufficient fire flow due to existing small diameter water mains.
- Previous studies indicate some shallow rock in some areas on the existing site.
- Previous studies indicate that for this location the northern portion may be in the flood plain. After further research, the area is classified as Zone C – areas of minimal flooding. See attached Flood Insurance Rate Map, Jerome County, (unincorporated areas), PANEL 100 of 200, community-panel number 160228 0100 B, dated September 4, 1985. See Firm Map in Appendix L.

Location C is an acceptable location but is not recommended as a location of the new Administration Building and facilities for the following reasons:

- Cost – approximately \$0.22 million higher than Location A.
- The existing lot sizes are inadequate for the minimum facility needs.
- Future expansion would not be possible with the limited land area.
- The existing building will have higher than normal maintenance costs due to its construction and already has several items that need repaired.
- Having two multi-story buildings will reduce the effectiveness of relocated staff to one location.

Location D is an acceptable location but it is not the most cost effective. This location has two significant issues:

- Cost – approximately \$0.34 million higher than Location A.
- The location is large enough for some administration expansion but is not large enough to provide any meaningful space for ITD's maintenance needs.

POSSIBLE SIXTH LOCATION

A sixth location, discussed here but not analyzed in this Feasibility Study, would be to co-locate the administration facilities with facilities proposed by the Idaho Division of Military. Based on conversations with the Military, their facility would be located southeast of the interchange directly across US-93 from Location C. The property is currently owned by the College of Southern Idaho. Funding for the facility has been allocated by Congress for Fiscal year 2022 with a funding limit of \$12 million. Some cost savings, compared to Location E, would be realized if facilities were co-located. These savings would include shared cost of a traffic signal on US-93, shared water system and tank for fire suppression, and the elimination of a frontage road on BLM property. The construction cost savings over Location E would be approximately \$750,000. If the entire 108-acres of Location E were sold, this sixth location would potentially cost \$8.7 million (assuming that the Military would donate a portion of their property for ITD's use).

INTERVIEW SUMMARY

A. INTERVIEW NOTES

The following is a summary of the interviews with ITD District 4 staff. The interview for each staff consisted of 16 questions with a list of options for answers.

Interview notes from District 4 staff interviewed:

- Devin Rigby, District Engineer
- Justin Price, Design Construction Manager
- Scott Malone, Assistant District Engineer
- Todd Hubbard, Planning Group Manager
- Tony Pirc, ITD Facilities Manager

Q1. Is current staffing level sufficient to complete your work? Multiple answers given:

- Yes there is sufficient staff
- Insufficient staff in the design-construct groups

Q2. Staffing needs in next 5 years will it change? Answer:

- No change

Q3. 10 years from now will you have more or less staff? Multiple answers given:

- 5% increase
- 10-15% increase
- 5% decrease
- Match population growth rate

Q4. Staffing in 50 years from now will it be more or less? Multiple answers given:

- Grow with population estimate 10% growth
- Add 10% growth and changed to maintain existing size.
- No change
- 10% growth

Q5. If you need more staffing what type staffing will you need? Multiple answers given:

- Engineers & Drafting Technicians, para-professional level needed
- 1 engineer, 1 drafter/tech., plus each group will need 1 to 2 admin.
- Engineers, Drafting/Tech., and Construction Admin.
- Drafting/Tech.

Q6. Is workspace arrangement right for your design groups and listed the following:
Private offices, open offices, cubicles, and Silicon Valley space.

- Wants to promote collaboration which allows listening to conversations going on in the area, based on each person's career path, Design – Const. group = 1 manager for each 10 to 12 staff.

- Manager offices, engineers offices, 4 offices per group cubicle, and Source mgr. needs an office
 - Private office for manager assumed to be within work group area.
 - Added the following to the list behind cubicles – similar without cubicle walls. Offices with 4-person meeting table
 - Hybrid – open offices floor plan, bring natural light in to office space with some private offices and breakout space.
- Q7.** How many simultaneous conference room meetings will you have at one time and size of each?
- 3 at same time and from 3 to 20 in each
 - 2 mid-size for training and preconstruction for 25 each and one smaller, and 4 meetings going on at once.
 - 4 meetings simultaneously
 - Up to 5 – one large (75), two medium (40), and 2 smaller (10-15).
- Q8.** Do you have weekly/monthly meetings? How many people need to attend?
- Yes and 20
 - No comment
 - Yes and 25 to 30
 - No comment
 - No comment
- Q9.** What is the largest meeting you will have and how often?
- 100 with chairs only and 50 people with tables
 - 100 with chairs and arrange board meetings in a “U” shape
 - 80 to 90 needed ; fish & game has large room near the interchange, we can use it for big meetings
 - No comment
 - Would like a bigger space, maybe 250 capacity with partitions (this would be a great place for Districts 3, 4, 5, and 6 to meet).
 - All like District 6’s entry with meeting public but would add dividers
- Q10.** What are storage needs?
- Staff member needs, maintain project files, material samples, lab space, and testing equipment space. The main storage needs are to provide adequate space for project files.
 - In addition to listed items included – 8 nuke gauges, testing air pots, 10’ x 15’ area for source records, each design construction project needs a 10’ x 15’ area to store equipment, design file storage area, and lab will require similar size plus storage space.
 - Maintain current space requirements and add space for core samples and certified lab.
 - material samples storage 50’x20 lab storage space.
 - old plan set storage area.

- Consider brine making facility – four 1,000 gallon tanks, storage area 10'x20' plus off load area. *Did not consider at this point but will if during review District wants to identify an area for this.*

Q11. Lunch/Break Room

- Seating – 12 to 20 and last one said 35 to 45
- Microwave
- Dishwasher
- Large fridge or multiple; last one suggest 3
- Cabinet storage
- Other – 3 tables for cards

Q12. Security

- Visitor area
- Panic button for staff to control access into the rest of facility
- Two said not like D5,
- D6 layout entry controlled by front desk similar to
- One liked D3 entry

Q13. Space required for microwave communications tower

- Used – 50'x50' space

Q14. Secretarial

- Center Island facility
- Typical A/E secretarial areas
- Plotters and plan production area
- One said 2 plotters

Q15. Exterior Parking

- ITD vehicles = 60 and will maintain

Q16. List included fencing, walking paths, benches, picnic tables, storage area, smoking area, and out buildings

- Added – out buildings associated with material storage
- one 40' trailer and three 20' office trailers. Also, added 50 years will need a maintenance shed nearby for electricians. Also, will probably expand by one manager and design group.
- Added on outbuildings – space for job trailers
- barbwire for ITD vehicle area; no walking paths; no storage yard; and need out building for snow blowers – small area.

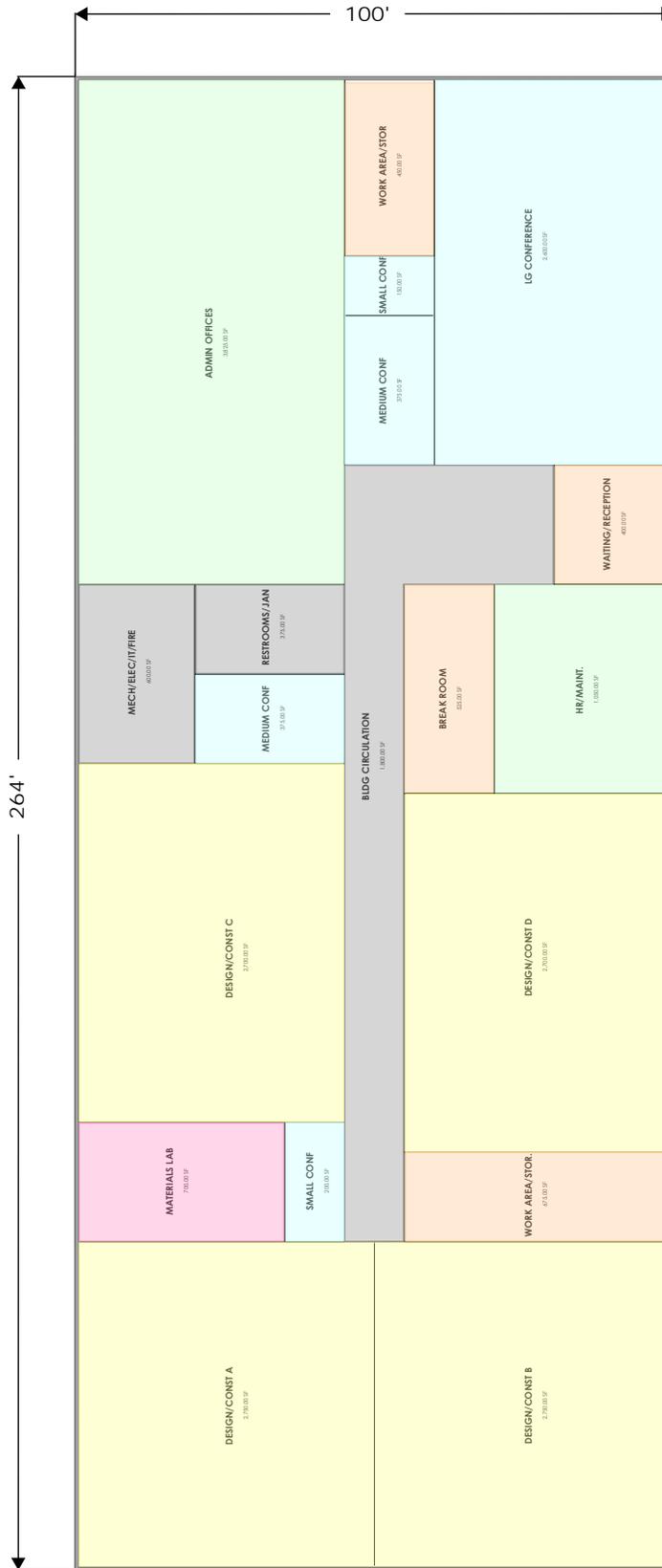
Employee Count and Building Area Calculation

	Current Reporting Station	Job Title	# of Rms	Office SF	Projected Growth
ADMIN					
1	Shoshone	Business Operations Manager		250	
2	Shoshone	IT Information Systems Technician Senior		180	
3	Shoshone	IT Information Systems Technician Senior		180	
4	Shoshone	Manager 3 Engineer		200	
5	Shoshone	Public Information Specialist		150	
6	Shoshone	Records Inspector		150	
7	Shoshone	Safety and Compliance Officer		150	
8	Shoshone	Technical Records Specialist 1		130	
9	Shoshone	Technical Records Specialist 1		130	
10	Shoshone	Technical Records Specialist 1		130	
11	Rupert	Transportation Technician Senior		150	
DESIGN CONSTRUCTION A					
12	Shoshone	Manager 1 Engineer		200	
13	Shoshone	Staff Engineer		150	
14	Shoshone	Staff Engineer		150	
15	Shoshone	Technical 1 Engineer		130	
16	Shoshone	Transportation Staff Engineer Assistant		130	
17	Shoshone	Transportation Technician Principal, Engineering		180	
18	Shoshone	Transportation Technician Principal, Engineering		180	
19	Rupert	Transportation Technician Principal, Engineering		180	
20	Shoshone	Transportation Technician Senior		150	
21	Shoshone	Transportation Technician Senior		150	
22	Shoshone	Transportation Technician Senior		150	
23		FUTURE (5-10 YEAR PLAN)			150
24		FUTURE (5-10 YEAR PLAN)			150
25		FUTURE (5-10 YEAR PLAN)			180
26		FUTURE (5-10 YEAR PLAN)			180
DESIGN CONSTRUCTION B					
27	Shoshone	Manager 1 Engineer		200	
28	Shoshone	Staff Engineer		150	
29	Shoshone	Staff Engineer		150	
30	Shoshone	Technical 1 Engineer		200	
31	Shoshone	Transportation Staff Engineer Assistant		130	
32	Shoshone	Transportation Technician Principal, Engineering		180	
33	Shoshone	Transportation Technician Principal, Engineering		180	
34	Shoshone	Transportation Technician Principal, Engineering		180	
35	Shoshone	Transportation Technician Senior		150	
36	Shoshone	Transportation Technician Senior		150	
37	Shoshone	Transportation Technician Senior		150	
38		VACANT		150	
39		VACANT		150	
40		FUTURE (5-10 YEAR PLAN)			150
41		FUTURE (5-10 YEAR PLAN)			150
42		FUTURE (5-10 YEAR PLAN)			180
43		FUTURE (5-10 YEAR PLAN)			180

	Current Reporting Station	Job Title	# of Rms	Office SF	Projected Growth
DESIGN CONSTRUCTION C					
44	Twin Falls	Manager 1 Engineer		200	
45	Twin Falls	Staff Engineer		150	
46	Twin Falls	Staff Engineer		150	
47	Twin Falls	Staff Engineer		150	
48	Twin Falls	Transportation Staff Engineer Assistant		130	
49	Twin Falls	Transportation Technician Principal, Engineering		180	
50	Twin Falls	Transportation Technician Principal, Engineering		180	
51	Rupert	Transportation Technician Principal, Engineering		180	
52	Twin Falls	Transportation Technician Senior		150	
53	Twin Falls	Transportation Technician Senior		150	
54	Twin Falls	Transportation Technician Senior		150	
55	Twin Falls	Transportation Technician Senior		150	
56		FUTURE (5-10 YEAR PLAN)			150
57		FUTURE (5-10 YEAR PLAN)			150
58		FUTURE (5-10 YEAR PLAN)			180
59		FUTURE (5-10 YEAR PLAN)			180
DESIGN CONSTRUCTION D					
60	Shoshone	Environmental Planner		180	
61	Shoshone	Geographic Information System Analyst		180	
62	Shoshone	Manager 1 Engineer		200	
63	Shoshone	Program Planning and Development Specialist		150	
64	Shoshone	Project Manager		150	
65	Shoshone	Senior Environmental Planner		180	
66	Shoshone	Senior Transportation Planner		180	
67	Shoshone	Staff Engineer		150	
68	Shoshone	Staff Engineer		150	
69	Shoshone	Staff Engineer		150	
70	Shoshone	Transportation Technician Principal, Engineering		180	
71	Shoshone	Transportation Technician Principal, Engineering		180	
72		FUTURE (5-10 YEAR PLAN)			150
73		FUTURE (5-10 YEAR PLAN)			150
74		FUTURE (5-10 YEAR PLAN)			180
75		FUTURE (5-10 YEAR PLAN)			180
HUMAN RESOURCES					
76	Shoshone	Human Resource Associate		150	
77	Shoshone	Program Supervisor		180	
78	Shoshone	Training Specialist		180	
MTCE					
79	Shoshone	Manager 2 Engineer		150	
80	Shoshone	Transportation Staff Engineer Assistant		130	
81	Shoshone	Transportation Staff Engineer Assistant		130	

Current Reporting Station	Job Title	# of Rms	Office SF	Projected Growth
OTHER				
	Large Conference - 100 people (1000 sf option)	1	2500	
	Medium Conference - 25 people (350)	2	700	
	Small Conference - 10-15 people	1	250	
	Break Room	1	500	
	Work/Copy Room	1	350	
	IT Room	1	250	
	File Storage	1	350	
	Material Lab/Storage	1	700	
	Equipment Storage	1	350	
	Waiting/Reception	1	250	
	Vestibule	1	80	
Room SF			16820	
Bldg Support Factor		40%	6728	
Current Bldg Needs			23548	
5-10 Year projected Needs				2640
Projected Bldg Needs				26188

BUILDING CONCEPT LAYOUT



HERITAGE BUILDING EVALUATION

BUILDING REVIEW

The Heritage Building at Location A is a building that was designed in 2008 to replicate the “North Side Inn” once located in Jerome, Idaho. The building construction was started but stopped once the building envelope was mostly completed. The building has stood vacant for several years and is in need of repair and completion.

The building is a three-story building of wood construction with a slab-on-grade first floor and is approximately 13,600 square feet in total. The building has a composite shingle roof, wood windows, and EIFS exterior. There is a wraparound veranda around the entire first floor of the building. The veranda has natural wood, stained soffits and has concrete slab walkway. All exterior eave soffits are natural wood, stained.

Per the building construction documents received, the existing building is to be constructed as a Type V-A (1 Hour fire rated) structure per the 2006 International Building Code. This means that building structure including walls, floors, and roofs need to be 1-hr rated with an approved/tested assembly. The only components in the building not fire rated are the non-bearing interior partition walls. The building is indicated to have both a wet and dry fire sprinkler system as well.

The structure appears to be in good condition with no apparent structural concerns; some floor slab cracking is present that does not appear to be out of the ordinary. A cold joint at the main east entry has lifted and requires remediation.



The EIFS exterior requires remediation as there are numerous locations where the mesh is exposed, cracking has occurred, telegraphing of substrate joints is occurring, and where areas have started coming apart.





The at grade EIFS will likely continue to be a maintenance problem over the life of the building as it is in contact with snow, rain runoff from the building, as well as being damaged due to proximity to traffic areas.

Counter-flashing was not installed at wall to roof transitions and shingles have exposed nails that will likely lead to roof leaking over the life of the building. Crickets behind façade components lend themselves to poor drainage and allow for snow drifting during winter months that puts moisture in direct contact with the EIFS system and often leads to water infiltration into wall and roof assemblies.



EIFS wall caps, window sills, and other areas where water/snow can sit on top without draining away should be avoided as these often lead to areas of water infiltration; there are numerous locations where this exists on this building.



The second-floor outdoor patio is missing counter-flashing at the wall to tile transition and currently the caulk joint that is located at the top of the tile wall base is the method of keeping water from infiltrating the wall and floor systems. These potential leak areas will not be easily located when the building is complete do to the fire-rated structure and the two layers of gypsum board that will be across the bottom of floor joists for the entire building. The second-floor outdoor tile patio currently has a leak around the north most drain.



Minimal electrical and plumbing rough-in exists. The fire sprinkler system is not installed.

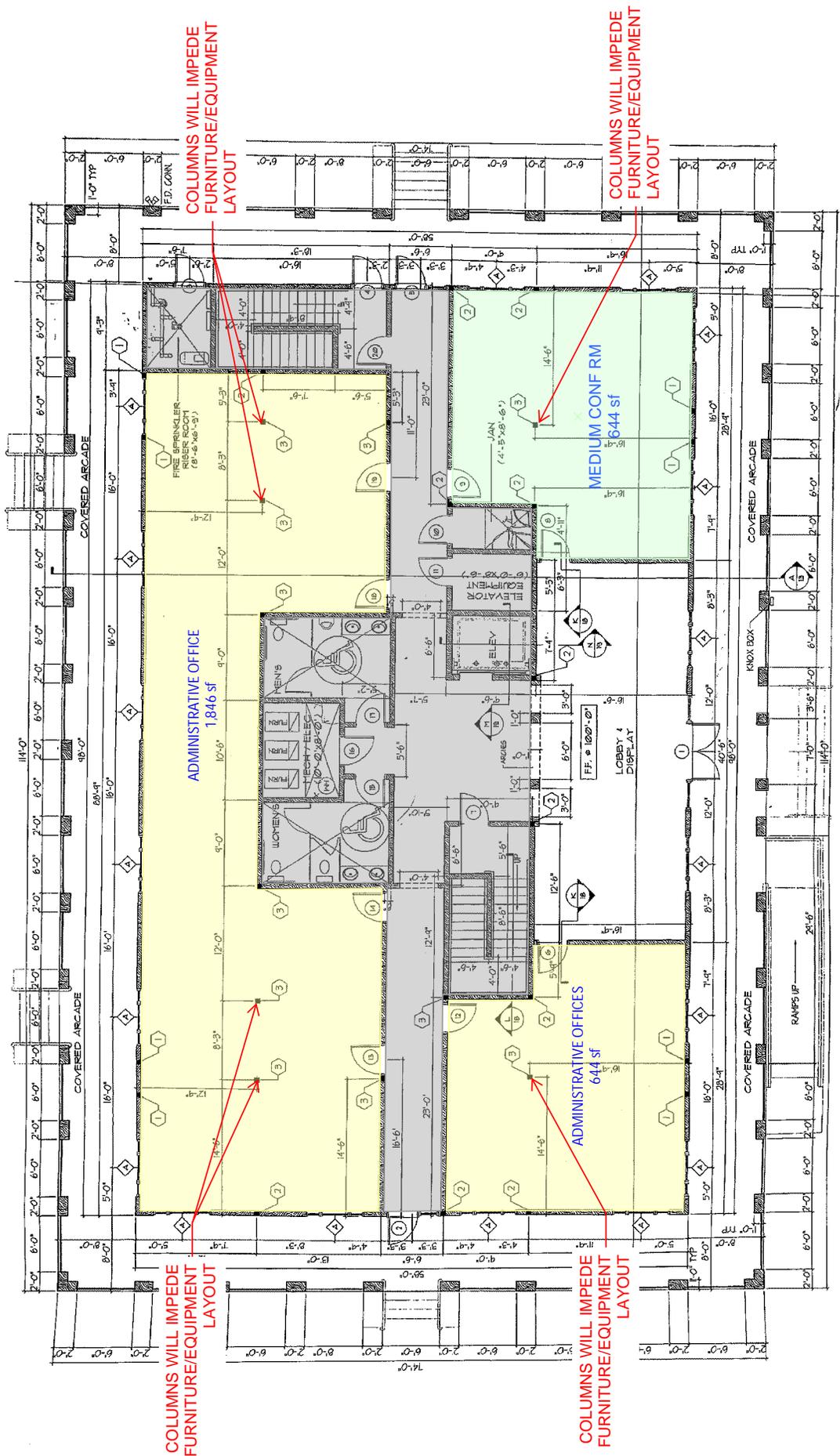
SITE REVIEW

The site is currently partially developed and includes curb, gutter, and sidewalk around the entire building however the parking lot is currently gravel and requires paving. Landscaping areas adjacent to the building have been planted and have gravel beds. Lawn area as well as perimeter landscaping is also installed. It is assumed that an irrigation system for the landscaping has been installed and is in working order. A trash enclosure exists at the northeast corner of the parking area, the enclosure does require completion. The existing building drawings show a total of 71 parking stalls on the property of which 8 are designated as accessible. 2 accessible stalls are shown on both the north and the south and the remaining 4 are shown to be located on the east side. Exterior hand/guard railings have not been installed at the veranda, stairs, or accessible ramp. There are no exterior pole lights at the parking areas.

ANALYSIS

The building is very symmetrical and is intended to replicate a historic building once located in Jerome. The Heritage Building at approximately 13,600 square feet is just over half the size needed for a new District 4 office. Given the need for approximately 25-26,000 square feet of office space, purchase of the adjacent property to the north would need to be considered for construction of a building to reach the necessary building square footage.





COLUMNS WILL IMPEDE FURNITURE/EQUIPMENT LAYOUT

HERITAGE BUILDING
FIRST FLOOR

ADMINISTRATIVE OFFICE
1,846 sf

ADMINISTRATIVE OFFICES
644 sf

MEDIUM CONF RM
644 sf

FIRE SPRINKLER RISER ROOM (8'-6" x 6'-9")

WOMEN'S

TECH/ELEC (10'-0" x 18'-0")

RESTROOMS

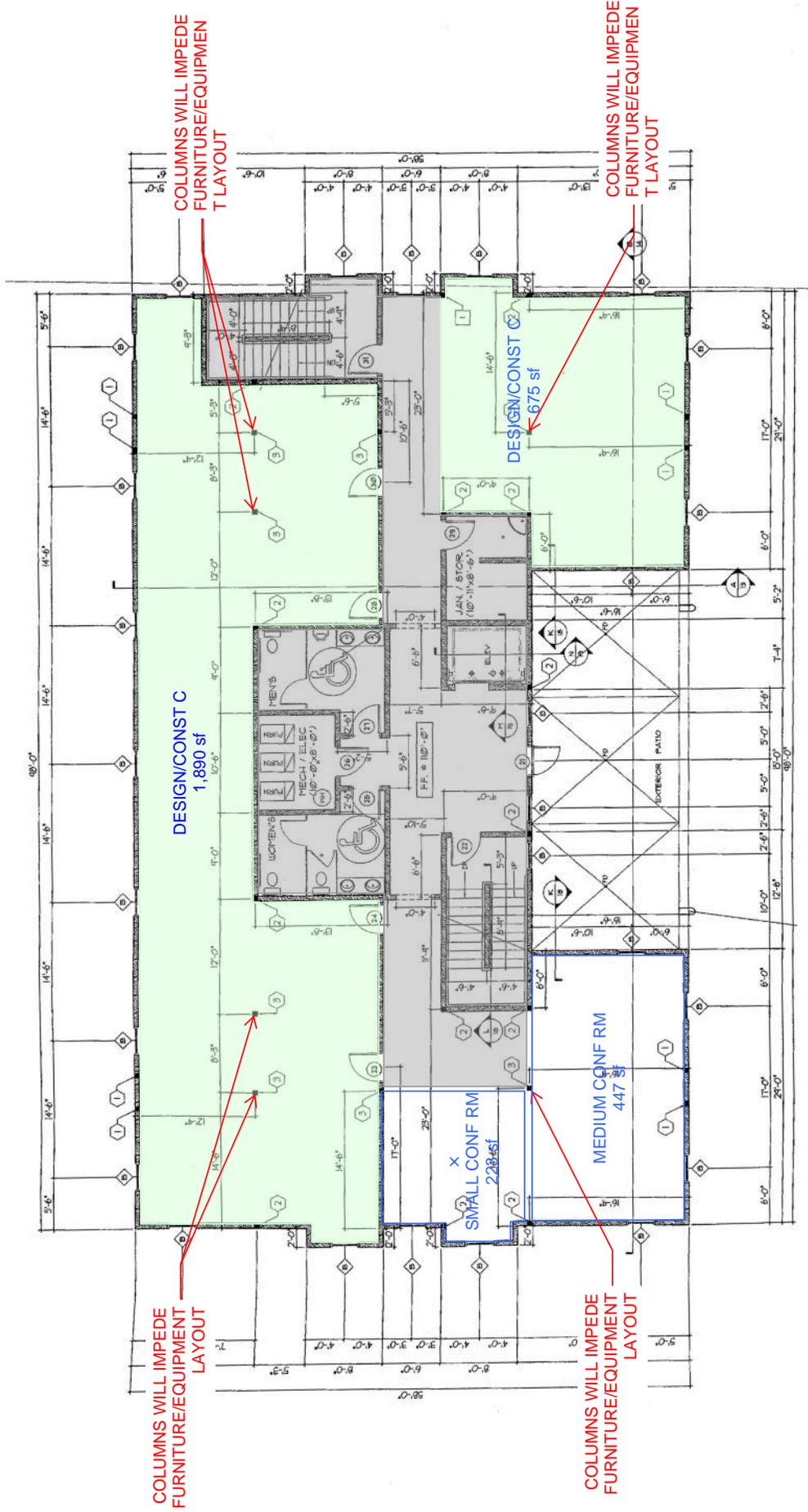
LOBBY & DISPLAY

FF. @ 102'-0"

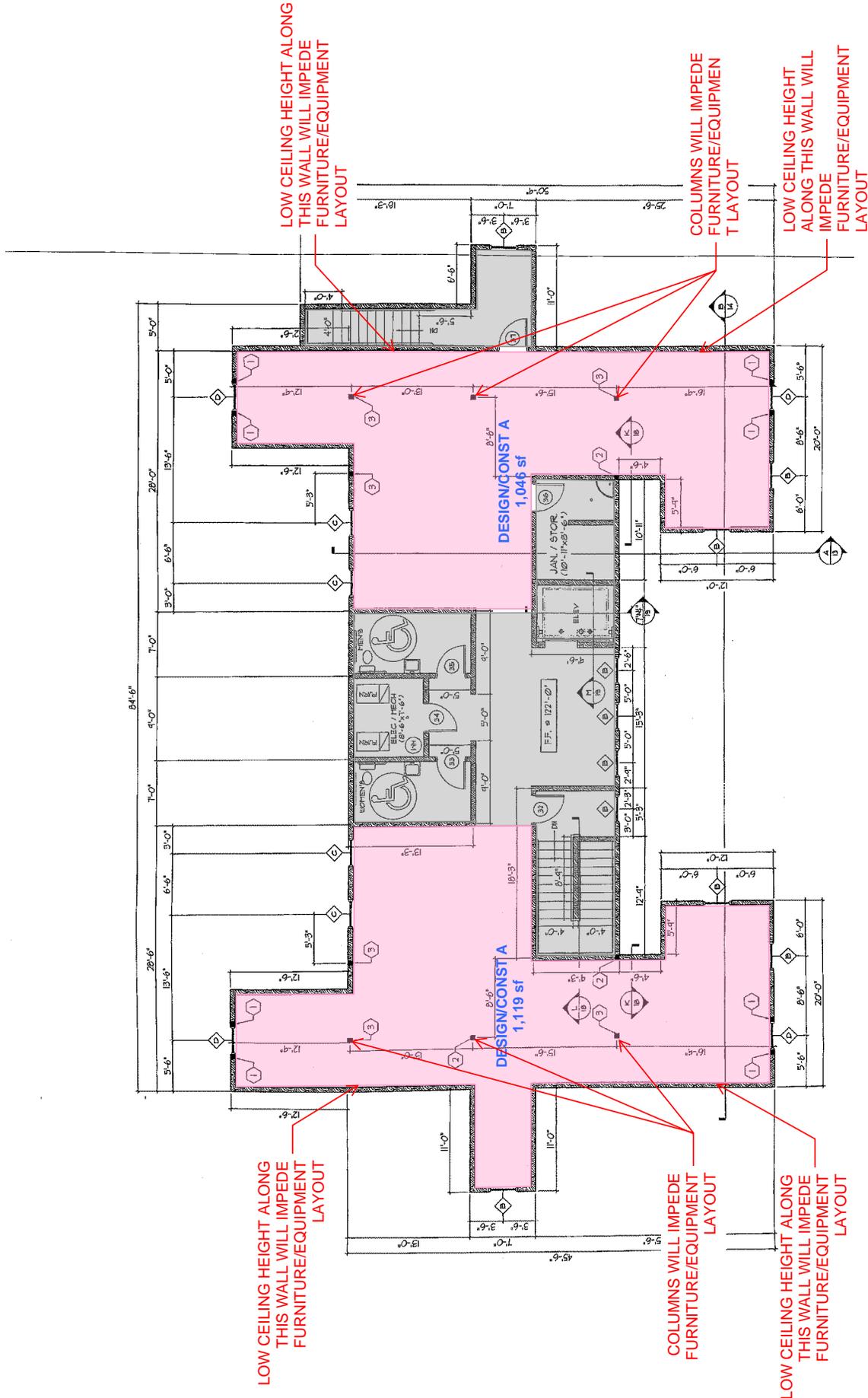
ELEVATOR EQUIPMENT

MAN (4'-5" x 6'-6")

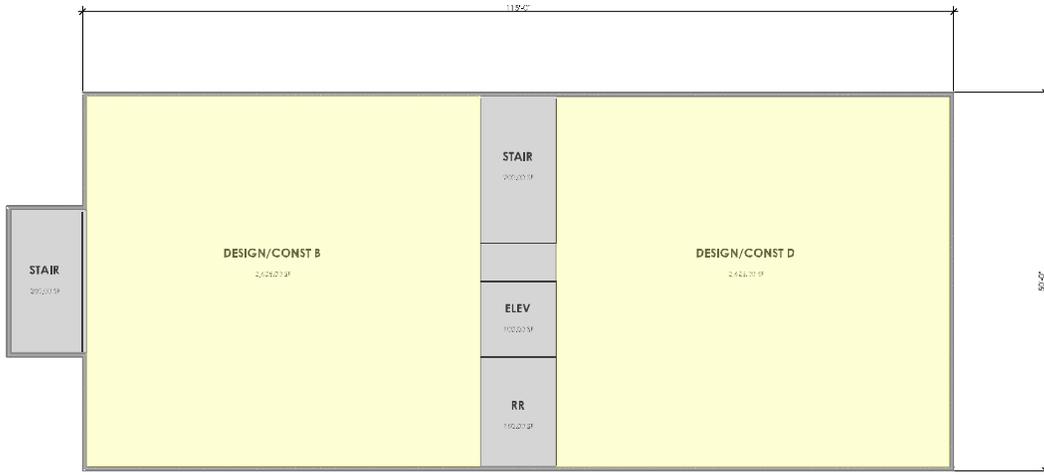
COVERED ARCADE



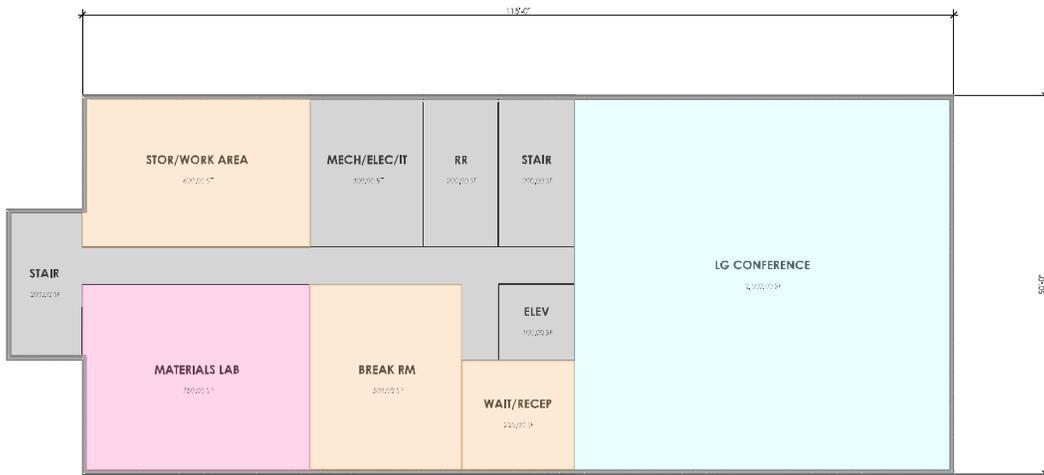
HERITAGE BUILDING
SECOND FLOOR



HERITAGE BUILDING
THIRD FLOOR



TWO-STORY OPTION
TO SUPPLEMENT THE HERITAGE BLDG
SECOND FLOOR



TWO-STORY OPTION
TO SUPPLEMENT THE HERITAGE BLDG
FIRST FLOOR



0 50 100

ENCLOSED STORAGE BUILDING 28'x48'

SECURED MOTOR POOL PARKING

ON-STREET IMPROVEMENTS

EMPLOYEE AND VISTOR PARKING AREA 115 STALLS

EMPLOYEE AND VISTOR PARKING AREA 35 STALLS

1-STORY OFFICE BUILDING 26,400 SF

EXISTING MICRO COMM. TOWER (TO REMAIN)

J:\208106-052 ITD D4 Office\cb_Plan\FEASIBILITY STUDY\CAD\SITE D.dwg DATE: 05/14/2018 TIME: 08:32:47 AM



ITD DISTRICT 4 ADMINISTRATION BUILDING - FEASIBILITY STUDY

LOCATION A CONCEPT LAYOUT

PROJECT NO: 208106-052
FIGURE NO: A



50

NEW FUEL STATION

STREET FRONTAGE LANDSCAPING

MICRO COMM. TOWER (MUST BE PLACED NEXT TO BUILDING)

1-STORY OFFICE BUILDING 26,400 SF

DEMOLISH EXISTING STRUCTURES (INCLUDING FUEL STATION (3 TOTAL))

MOTOR POOL PARKING 60 STALLS

EMPLOYEE AND VISTOR PARKING AREA 110 STALLS

NEW STORAGE BUILDING 9,000 SF

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ITD DISTRICT 4
ADMINISTRATION BUILDING -
FEASIBILITY STUDY

LOCATION B CONCEPT LAYOUT

PROJECT NO:
208106-052
FIGURE NO:
B



0 40 80

SECURED MOTOR
POOL PARKING
27,500 SF

ENCLOSED
STORAGE
BUILDING
28'x48'

MICRO COMM. TOWER
(MUST BE PLACED
NEXT TO BUILDING)

EXISTING
PROPERTY
LINE

2-STORY OFFICE
BUILDING
13,600 SF

LANDSCAPED
SETBACKS

EMPLOYEE
AND VISTOR
PARKING
AREA 150
STALLS

EXISTING
"HERITAGE BUILDING"
3-STORY OFFICE
BUILDING 13,600 SF

EXISTING
PROPERTY
LINE

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ITD DISTRICT 4
ADMINISTRATION BUILDING -
FEASIBILITY STUDY

LOCATION C CONCEPT LAYOUT

PROJECT NO:
208106-052
FIGURE NO:
C



0 50 100

SECURED MOTOR
POOL PARKING
70,000 SF
(1.61 acres)

ENCLOSED
STORAGE
BUILDING
28'x48'

EXISTING PROPERTY
LINE WILL NEED TO
BE VACATED

EXISTING
PROPERTY
LINE

MICRO COMM. TOWER
(MUST BE PLACED
NEXT TO BUILDING)

1-STORY OFFICE
BUILDING
26,400 SF

LANDSCAPED
SETBACKS

EMPLOYEE AND
VISTOR PARKING
AREA 195 STALLS

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ITD DISTRICT 4
ADMINISTRATION BUILDING -
FEASIBILITY STUDY

LOCATION D CONCEPT LAYOUT

PROJECT NO:
208106-052
FIGURE NO:
D



0 200 400

APPROXIMATE BOUNDARY OF 30 ACRES

SEWER DRAINFIELD

ENCLOSED STORAGE BUILDING 28'x48'

1-STORY OFFICE BUILDING 26,400 SF

60,000 GALLON WATER TANK AND FIRE PUMP BUILDING

SECURED MOTOR POOL PARKING AND YARD 198,600,000 SF (4.6 acres)

1300'±

EMPLOYEE AND VISTOR PARKING AREA 195 STALLS

MICRO COMM. TOWER (MUST BE PLACED NEXT TO BUILDING)

1250' FRONTAGE ROAD ON BLM PROPERTY

1200'±

TRAFFIC SIGNAL AND INTERSECTION IMPROVEMENTS (LOCATED 1 MILE NORTH OF GOLF COURSE ROAD)

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ITD DISTRICT 4 ADMINISTRATION BUILDING - FEASIBILITY STUDY

LOCATION E CONCEPT LAYOUT

PROJECT NO: 208106-052
FIGURE NO: E



131 SW 5th Avenue, Suite A Meridian, Idaho 83642
 Phone: 208.288.1992 - kellerassociates.com

Project: Feasibility Study Dist. 4
 Engineer: Marvin Thorne
 Client: DPW
 Printed: 5/29/2018

ENGINEER'S OPINION OF MOST PROBABLE CONSTRUCTION COST - LOCATION "A"

CONSTRUCTION ITEM	QUANTITY	UNITS	UNIT PRICE	COST
NEW BUILDING (26,400 SF)	26,400	SF	\$ 195	\$ 5,148,000
OUT BUILDING - 28'X48' STORAGE BLDG.	1,344	SF	\$ 180	\$ 241,920
DEMOLITION EXIST. ADMIN. BLDG.(BASEMENT & GND. LEVEL - 11,000 SF EACH LEVEL)	1	LS	\$ 200,000	\$ 200,000
BACKFILL BASEMENT WITH GRAVEL - 11,000 SF (110,000 CF)	7,900	TON	\$ 22	\$ 173,800
DEMO MODULARS (CONTRACTOR TO SALVAGE)	1	LS	\$ -	\$ -
LANDSCAPING - 22,800 SF	1	LS	\$ 100,000	\$ 100,000
EXCAVATION - NEW BLDG AREA (24" AVERAGE) & AC PARKING AREA (16")	4,970	CY	5.50	\$ 27,335
AGGR SUBBASE (12") (STAFF&VISITORS PKG & OFF-SITE STREET IMPROVEMENTS - 43,650 SF)	3,120	TON	\$ 18	\$ 56,160
AGG BASE (4' DEPTH FOR STAFF & VISITORS PARKING & OFF-STREET AREAS - 43,650 SF)	1,040	TON	\$ 22	\$ 22,880
PAVER MOBILIZATION/DEMOLIBIZATION	1	LS	\$ 6,000	\$ 6,000
ASPHALT PAVEMENT SP 3 PG 64-34 (2 1/2" DEPTH) (37,400 SF PARKING & 6,250 SF STREET)	43,650	SF	1.75	\$ 76,388
CURB AND GUTTER - OFF-STREET = 570' & AROUND BUILDING = 720'	1,290	LF	\$ 20	\$ 25,800
SIDEWALK - OFF-SITE = 570' & AROUND BUILDING = 720' EACH 8' WIDE	1150	SY	\$ 50	\$ 57,500
PAVEMENT MARKINGS AND STRIPING	1	LS	\$ 4,000	\$ 4,000
SIGNING	1	LS	\$ 5,000	\$ 5,000
UTILITIES - EXTEND FROM EXISTING BUILDING AREA	1	LS	\$ 50,000	\$ 50,000
FIRE PUMP - DUE TO FIRE FLOW ISSUES	1	LS	\$ 100,000	\$ 100,000
FENCE (INCLUDED ENOUGH TO REPLACE EXISTING)	230	LF	\$ 19	\$ 4,370
LIGHTING (ASSUMES 6 NEW LIGHT POLES)	6	EA	\$ 4,000	\$ 24,000
CONSTRUCTION SURVEYING	1	LS	\$ 8,000	\$ 8,000
CONTINGENCY FOR UNKNOWNNS	1	LS	15%	\$ 1,075,000
SUB-TOTAL (Rounded up to the nearest thousand)				\$ 7,406,000
GC MOBILIZATION, BONDING, & INSURANCE			10%	\$ 740,600
CONSTRUCTION CONTINGENCY (CHANGE ORDERS)			5%	\$ 370,300
CONSTRUCTION TOTAL (Rounded up to the nearest thousand)				8,517,000
SOFT COSTS				
DESIGN SURVEYING (TOPO & ROW)	1	LS	\$ 10,000	\$ 10,000
A & E FEES			10%	\$ 851,700
SUB-TOTAL (Rounded up to the nearest thousand)				\$ 862,000
TOTAL COST ESTIMATE (Rounded up to the nearest ten thousand)				\$ 9,380,000

The opinion of most probable cost herein is based on our perception of current conditions at the project location. This estimate reflects our opinion of probable costs at this time and is subject to change as the project design matures. Keller Associates has no control over variances in the cost of labor, materials, equipment, services provided by others, contractor's methods of determining prices, competitive bidding or market conditions, practices or bidding strategies. Keller Associates cannot and does not warrant or guarantee that proposals, bids or actual construction costs will not vary from the costs presented herein.



131 SW 5th Avenue, Suite A Meridian, Idaho 83642
 Phone: 208.288.1992 - kellerassociates.com

Project: Feasibility Study Dist. 4
 Engineer: Marvin Thorne
 Client: DPW
 Printed: 5/29/2018

ENGINEER'S OPINION OF MOST PROBABLE CONSTRUCTION COST - LOCATION "B"

CONSTRUCTION ITEM	QUANTITY	UNITS	UNIT PRICE	COST
NEW BUILDING (26,400 SF)	26,400	SF	\$ 195	\$ 5,148,000
OUT BUILDING - 28'X48' STORAGE BLDG.	1,344	SF	\$ 180	\$ 241,920
DEMOLITION EXIST. ADMIN. BLDG. (BASEMENT & GND. LEVEL - 11,000 SF EACH LEVEL & FILL TO FG)	1	LS	\$ 200,000	\$ 200,000
BACKFILL BASEMENT WITH GRAVEL - 11,000 SF (110,000 CF)	7,900	TON	\$ 22	\$ 173,800
DEMOLISH EXISTING SERVICE STAT. & BURIED TANKS; 3,500 SF BLDG & 5,000 GAL TANKS	47,000	CF	0.85	\$ 39,950
CONSTRUCT NEW SERVICE STAT. & TANKS; RELOCATE WEST OF MAINTENANCE SHOP	3,500	SF	\$ 250	\$ 875,000
DEMOLLISH THREE EXISTING STORAGE BUILDINGS; TOTAL OF 7,500 SF	61,000	CF	0.60	\$ 36,600
CONSTRUCT NEW STORAGE BUILDING TO REPLACE 3 DISPLACED STORAGE BUILDINGS	9,000	SF	\$ 180	\$ 1,620,000
LANDSCAPING - 47,600 SF	1	LS	\$ 200,000	\$ 200,000
EXCAVATION - NEW BLDG AREA (32,000 SF) & PARKING AREA (73,500 SF) EACH A 2' DEPTH	7,800	CY	5.50	\$ 42,900
AGGR SUBBASE (12") (STAFF&VISITORS PKG) - 36,500 SF	2,610	TON	\$ 18	\$ 46,980
AGG BASE (4" DEPTH FOR STAFF & VISITORS PARKING AREAS)	870	TON	\$ 22	\$ 19,140
PAVER MOBILIZATION/DEMOLIBILIZATION	1	LS	\$ 6,000	\$ 6,000
ASPHALT PAVEMENT SP 3 PG 64-34 (2 1/2" DEPTH) (AREA = 36,500 SF FOR NEW PARKING AREA & FOR OVERLAY OF OVERFLOW AREA WEST OF NEW BUILDING - 14,000 SF)	50,500	SF	1.75	\$ 88,375
CURB AND GUTTER - AROUND VISITORS & STAFF PARKING AND BUILDING	900	LF	\$ 20	\$ 18,000
SIDEWALK - 480' X 8'	430	SY	\$ 50	\$ 21,500
PAVEMENT MARKINGS AND STRIPING	1	LS	\$ 4,000	\$ 4,000
SIGNING	1	LS	\$ 5,000	\$ 5,000
UTILITIES - NEW CONNECTIONS IN STREET	1	LS	\$ 120,000	\$ 120,000
FIRE PUMP - DUE TO FIRE FLOW ISSUES	1	LS	\$ 100,000	\$ 100,000
FENCE	140	LF	\$ 19	\$ 2,660
LIGHTING (ASSUMES 10 NEW LIGHT POLES)	10	EA	\$ 4,000	\$ 40,000
RELOCATE EXISTING MICRO COMM TOWER	1	EA	\$ 20,000	\$ 20,000
CONSTRUCTION SURVEYING	1	LS	\$ 8,000	\$ 8,000
CONTINGENCY FOR UNKNOWNNS	1	LS	15%	\$ 1,075,000
SUB-TOTAL (Rounded up to the nearest thousand)				\$ 10,153,000
GC MOBILIZATION, BONDING, & INSURANCE			10%	\$ 1,015,300
CONSTRUCTION CONTINGENCY (CHANGE ORDERS)			5%	\$ 507,650
CONSTRUCTION TOTAL (Rounded up to the nearest thousand)				11,676,000
SOFT COSTS				
DESIGN SURVEYING (TOPO & ROW)	1	LS	\$ 15,000	\$ 15,000
A & E FEES			10%	\$ 1,167,600
SUB-TOTAL (Rounded up to the nearest thousand)				\$ 1,183,000
TOTAL COST ESTIMATE (Rounded up to the nearest ten thousand)				\$ 12,860,000

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ENGINEER'S OPINION OF MOST PROBABLE CONSTRUCTION COST - LOCATION "C"

CONSTRUCTION ITEM	QUANTITY	UNITS	UNIT PRICE	COST
PROPERTY - PURCHASE 2 ADDITIONAL LOTS	2	LS	\$ 300,000	\$ 600,000
PURCHASE OF EXISTING BUILDING (13,600 SF)	1	LS	\$ 1,200,000	\$ 1,200,000
TENANT IMPROVEMENTS TO EXIST. BUILDING	1	LS	\$ 1,500,000	\$ 1,500,000
NEW TWO STORY BUILDING (13,600 SF)	13,600	SF	\$ 195	\$ 2,652,000
OUT BUILDING - 28'X48' STORAGE BLDG.	1,344	SF	\$ 180	\$ 241,920
LANDSCAPING & MISCELANEOUS SITE WORK	1	LS	\$ 120,000	\$ 120,000
AGGREGATE SUBBASE (12" DEPTH) (LOTS 1 & 3 ONLY) ASSUMED LOT W/BLDG. NEEDS NO SUBBASE (5,716 MINUS 1,500=4216)	4,216	TON	\$ 18	\$ 75,888
AGGREGATE BASE (4" DEPTH FOR ALL 3 LOTS)(1,905 MINUS 500=1,405 TON)	1,405	TON	\$ 22	\$ 30,910
PAVER MOBILIZATION/DEMOLIBILIZATION	1	LS	\$ 6,000	\$ 6,000
ASPHALT PAVEMENT SP 3 PG 64-34 (2 1/2" DEPTH) (TOTAL AREA = 52,500 SF + 27,500 SF=80,000 SF)	80,000	SF	1.75	\$ 140,000
CURB AND GUTTER	1,400	LF	\$ 20	\$ 28,000
SIDEWALK	600	SY	\$ 50	\$ 30,000
PAVEMENT MARKINGS AND STRIPING	1	LS	\$ 4,000	\$ 4,000
SIGNING	1	LS	\$ 6,000	\$ 6,000
MICROWAVE TOWER (RELOCATE EXISTING)	1	LS	\$ 60,000	\$ 60,000
FENCE	2,300	LF	\$ 19	\$ 43,700
LIGHTING (ASSUMES 6 LIGHT POLES)	6	EA	\$ 4,000	\$ 24,000
CONSTRUCTION SURVEYING	1	LS	\$ 8,000	\$ 8,000
CONTINGENCY FOR UNKNOWNNS	1	LS	15%	\$ 1,075,000
SUB-TOTAL (Rounded up to the nearest thousand)				\$ 7,846,000
GC MOBILIZATION, BONDING, & INSURANCE			10%	\$ 784,600
CONSTRUCTION CONTINGENCY (CHANGE ORDERS)			5%	\$ 392,300
CONSTRUCTION TOTAL (Rounded up to the nearest thousand)				\$ 9,023,000
SOFT COSTS				
RIGHT-OF-WAY ACQUISITION	1	LS	\$ -	\$ -
DESIGN SURVEYING (TOPO & ROW)	1	LS	\$ 10,000	\$ 10,000
A & E FEES			10%	\$ 902,300
SUB-TOTAL (Rounded up to the nearest thousand)				\$ 913,000
TOTAL COST ESTIMATE (Rounded up to the nearest ten thousand)				\$ 9,940,000

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ENGINEER'S OPINION OF MOST PROBABLE CONSTRUCTION COST - LOCATION "D"

CONSTRUCTION ITEM	QUANTITY	UNITS	UNIT PRICE	COST
PROPERTY - LOTS 1 & 2	1	LS	\$ 595,000	\$ 595,000
NEW BUILDING (26,400 SF)	26,400	SF	\$ 195	\$ 5,148,000
- 28'X48' STORAGE BUILDING	1,344	SF	\$ 180	\$ 241,920
LANDSCAPING & MISCELANEOUS SITE WORK	1	LS	\$ 150,000	\$ 150,000
AGGREGATE SUBBASE (12" DEPTH) (LOTS 1 & 2)	9,870	TON	\$ 18	\$ 177,660
AGGREGATE BASE (4" DEPTH FOR LOTS 1 & 2)	3,290	TON	\$ 22	\$ 72,380
PAVER MOBILIZATION/DEMOBILIZATION	1	LS	\$ 6,000	\$ 6,000
ASPHALT PAVEMENT SP 3 PG 64-34 (2 1/2" DEPTH) (AREA = 68,000 SF or 195 STALLS + 70,000 SF FOR SECURED AREA = 138,000 SF)	138,000	SF	1.75	\$ 241,500
CURB AND GUTTER	3,200	LF	\$ 20	\$ 64,000
SIDEWALK	800	SY	\$ 50	\$ 40,000
PAVEMENT MARKINGS AND STRIPING	1	LS	\$ 4,000	\$ 4,000
SIGNING	1	LS	\$ 6,000	\$ 6,000
MICROWAVE TOWER (RELOCATE EXISTING)	1	LS	\$ 60,000	\$ 60,000
FENCE	800	LF	\$ 19	\$ 15,200
LIGHTING (ASSUMES 10 LIGHT POLES)	10	EA	\$ 4,000	\$ 40,000
CONSTRUCTION SURVEYING	1	LS	\$ 8,000	\$ 8,000
CONTINGENCY FOR UNKNOWNNS	1	LS	15%	\$ 1,075,000
SUB-TOTAL (Rounded up to the nearest thousand)				\$ 7,945,000
GC MOBILIZATION, BONDING, & INSURANCE			10%	\$ 794,500
CONSTRUCTION CONTINGENCY (CHANGE ORDERS)			5%	\$ 397,250
CONSTRUCTION TOTAL (Rounded up to the nearest thousand)				9,137,000
SOFT COSTS				
DESIGN SURVEYING (TOPO & ROW)	1	LS	\$ 5,000	\$ 5,000
A & E FEES			10%	\$ 913,700
SUB-TOTAL (Rounded up to the nearest thousand)				\$ 919,000
TOTAL COST ESTIMATE (Rounded up to the nearest ten thousand)				\$ 10,060,000

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ENGINEER'S OPINION OF MOST PROBABLE CONSTRUCTION COST - LOCATION "E"

CONSTRUCTION ITEM	QUANTITY	UNITS	UNIT PRICE	COST
NEW BUILDING (26,400 SF)	26,400	SF	\$ 195	\$ 5,148,000
OUT BUILDING - 28'X48' STORAGE BLDG.	1,344	SF	\$ 180	\$ 241,920
LANDSCAPING, VEG OPEN AREA TO WEST & MISC SITE WORK	1	LS	\$ 150,000	\$ 150,000
CONSTRUCTION TRAFFIC CONTROL	1	LS	\$ 8,000	\$ 8,000
EXCAVATION (308,000 SF (7.1 ACRES OF THE 108 ACRE PARCEL) -- COMBINED EXC, BORROW, AND BLASTING)	47,500	CY	6.00	\$ 285,000
AGGREGATE SUBBASE (12" - 317,300 SF = 7.3 ACRES) (PARKING AREAS & ACCESS ROAD)	23,200	TON	\$ 18	\$ 417,600
AGGREGATE BASE (4" FOR EMPLOYEE PARKING & 1,250' ACCESS ROAD = 118,700 SF = 2.72 ACRES)	7,730	TON	\$ 22	\$ 170,060
4" Recycled AC (SECURED PARKING AREA - 198,600 SF = 4.6 ACRES)	22,100	SY	\$ 1	\$ 22,100
PAVER MOBILIZATION/DEMobilIZATION	1	LS	\$ 8,000	\$ 8,000
ASPHALT PAVEMENT SP 3 PG 64-34 (2 1/2" FOR STAFF AND VISITORS PARKING & FOR 2,050' ACCESS/LOCAL ROAD - 125,650 SF = 2.9 ACRES))	125,650	SF	1.75	\$ 219,888
CURB AND GUTTER	2,440	LF	\$ 20	\$ 48,800
SIDEWALK	1,200	SY	\$ 50	\$ 60,000
PAVEMENT MARKINGS AND STRIPING	1	LS	\$ 8,000	\$ 8,000
SIGNING	1	LS	\$ 5,000	\$ 5,000
MICROWAVE TOWER (RELOCATE EXISTING)	1	LS	\$ 60,000	\$ 60,000
SEWAGE SYSTEM	1	LS	\$ 90,000	\$ 90,000
WELL PUMP (WELL IS EXISTING)	1	LS	\$ 10,000	\$ 10,000
60,000 GAL WATER TANK AND PUMPS - fire protection	1	LS	\$ 250,000	\$ 250,000
GAS - SPECIAL PRESSURE STATION	1	LS	\$ 60,000	\$ 60,000
3-PHASE POWER	1	LS	\$ 200,000	\$ 200,000
SIGNAL & INTERSECTION UPGRADES @ US 93/1,250' ACC	1	LS	\$ 800,000	\$ 800,000
FENCE (30 ACRES PLUS SECURED PARKING)	5,500	LF	\$ 19	\$ 104,500
LIGHTING (ASSUMES 12 LIGHT POLES)	12	EA	\$ 4,000	\$ 48,000
CONSTRUCTION SURVEYING	1	LS	\$ 10,000	\$ 10,000
CONTINGENCY FOR UNKNOWNNS	1	LS	15%	\$ 1,235,000
SUB-TOTAL (Rounded up to the nearest thousand)				\$ 9,660,000
GC MOBILIZATION, BONDING, & INSURANCE			10%	\$ 966,000
CONSTRUCTION CONTINGENCY (CHANGE ORDERS)			5%	\$ 483,000
CONSTRUCTION TOTAL (Rounded up to the nearest thousand)				\$ 11,109,000
SOFT COSTS				
EASEMENT FOR ACCESS ROAD (1.45 ACRES)	1	LS	\$ -	\$ -
DESIGN SURVEYING (TOPO & ROW)	1	LS	\$ 15,000	\$ 15,000
A & E FEES			12%	\$ 1,333,080
SUB-TOTAL (Rounded up to the nearest thousand)				\$ 1,349,000
TOTAL COST ESTIMATE (Rounded up to the nearest ten thousand)				\$ 12,460,000

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Social Impact Study

Submitted By

Bengal Solutions

Idaho State University

July 14, 2017

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1. Purpose

The purpose of this report is to evaluate the social impacts of either retaining the Idaho Transportation Department's (ITD) District 4 administrative staff in the city of Shoshone or moving them elsewhere. More specifically, this report will focus on identifying those impacts and why they are important with respect to the location of the District 4 Administration Building.

1.1 Intro

The information for this report was primarily gathered from several surveys provided to the ITD employees and the residents of Shoshone. The complete findings of these surveys can be obtained in Appendices B and C.

1.2 Background

Shoshone is a community which has played an important role in the development and history of south-central Idaho. During the early half of the past century, the city hosted many dignitaries including President William Howard Taft and Ernest Hemingway. The city's prominence was historically tied to its proximity to the railway and Sun Valley area.

Unlike many rural communities in Idaho, Shoshone's population is close to its all-time high. However, despite this, the community has been economically and demographically overshadowed by its neighbor, Twin Falls, Idaho.

1.3 Community Social Impact

Shoshone is a small community between the commercial hub of Twin Falls and the resorts of Sun Valley. The town is home to over a thousand residents, is the county seat for Lincoln County, and, most importantly, the ITD District 4 headquarters.

Many of the residents have lived in the area for decades and have seen the location dwindle from a bright hub of the region to one where business after business shuttered with revenue lost to the commercial power of Twin Falls.

The ITD District 4 Headquarters has been a mainstay in the community for over a century. Many people know others who have worked at the office for much of their lives, with one resident stating all her family and neighbors, at one time, worked for the ITD headquarters in Shoshone.

The headquarters went largely unnoticed in Shoshone for decades and it was not until talk of relocation emerged did the department gain intense interest in the community. High schoolers became aware of the opportunities in the building, restaurateurs calculated the business provided by the ITD employees, and community officials discovered that 31 of the ITD employees are due to retire in the next 10 years.



These 31 future available positions are the hanging peg for the hopes and dreams of the present community. Any of the new hires they can attract to the community could bring new talent to city leadership, new children at the schools, and new patronage to the eight area churches. The city has engaged in projects to make itself more attractive to families; a skate park was erected, a park was refurbished, internships were implemented for high school students, and students can earn an associate's degree's worth of credits while still in high school. The chance for a state department to strip the city of its regional office is deemed as another blow against rural Idaho.

The community, and local elected officials, clearly want the headquarters to stay in the city. They want their children to have the chance to work for ITD, and be prepared to do so with high school internships and courses. They know their city is struggling to compete with other communities, and they know keeping ITD will not turn that around, but they feel it will be easier to attract new businesses to the area if the department remained.

The current lot of students in the Shoshone area are generally uninterested in achieving a post-secondary education. This is, in part, due to people earning good wages at the Glanbia factory and other companies demanding few qualifications. ITD is viewed as an option for students to see the need to receive additional education so they can get a better job in the community and have higher-educated role models in the city. If the headquarters are relocated out of the community, the amount of occupations requiring higher education would drop significantly in the city and the portion of low-skilled labor could increase.

The loss of ITD is viewed by some as a potentially fatal blow to the struggling community. They foresee revenue lost to their restaurants and stores. Fewer children will attend their schools and want to achieve a post-secondary education. In addition, Shoshone would be left with a vacant building without a guarantee it would ever see life again. They do not see why the headquarters needs to move as employees from outside of the town are already capable and willing to commute to Shoshone daily for work. Furthermore, the potential gain to Twin Falls or Jerome is viewed as tiny in comparison to the huge loss to the city of Shoshone. They believe the jobs added will go unnoticed in Jerome or Twin Falls, but would be catastrophic if removed from Shoshone and leave a hole in the community without any hope to fill it.

According to Shoshone and surrounding area residents, the community will suffer socially from the relocation of the ITD district 4 headquarters. The following report will outline and explain the effects of ITD moving its district headquarters to another city.

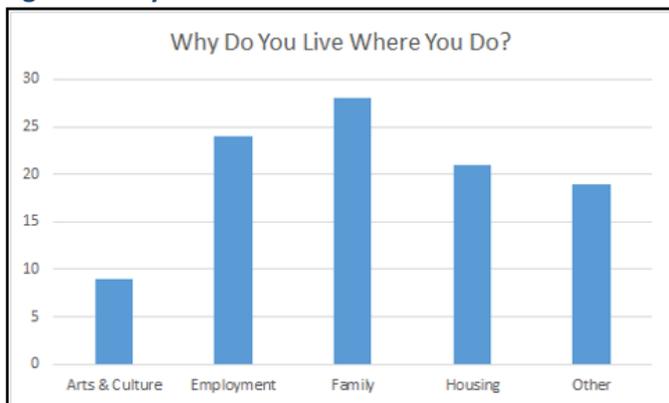
2. Employee Impact

This section will address the social needs of the employees at the ITD’s District 4 Administration Building. It will discuss qualities including: where they live and why, the types of amenities and activities they participate in and where they engage in these activities, and the available amenities and activities in Shoshone, Jerome, and Twin Falls.

2.1 Employee Living Locations

About one fifth of the ITD administration staff live in Shoshone. The remainder primarily live in Twin Falls, followed by Gooding, Rupert, and other communities. The employees reported they live in these communities primarily for family reasons, though employment and housing were considerations not far behind.

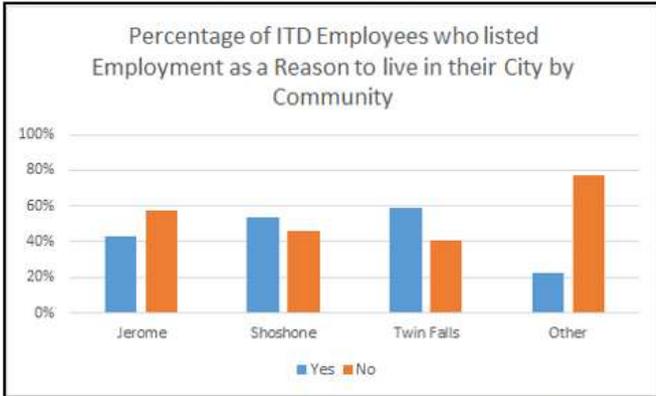
Figure 1 Why Do You Live Where You Do



Source: Employee Survey

There is one anomaly to the reason of “Employment,” because the ITD employees in Twin Falls have a higher rate of reporting “Employment” as a reason to live in city than those in Shoshone. We have no data to determine why this anomaly exists, however, it may be impacted by the Twin Falls residents who work at the ITD office in Twin Falls rather than the Shoshone office.

Figure 2 Percentage of ITD Employees Who Listed Employment as a Reason to live in their City by Community



Source: Employee Survey

2.2 Employee Activity Locations

The employees largely reported to participate in activities in Twin Falls, with Shoshone as a distant second. The only activity Twin Falls did not win on was “Outdoor Activities,” which the employees reported they perform this activity outside of Boise, Jerome, Shoshone, and Twin Falls in Other locations.

Figure 3 Employee Activity Locations



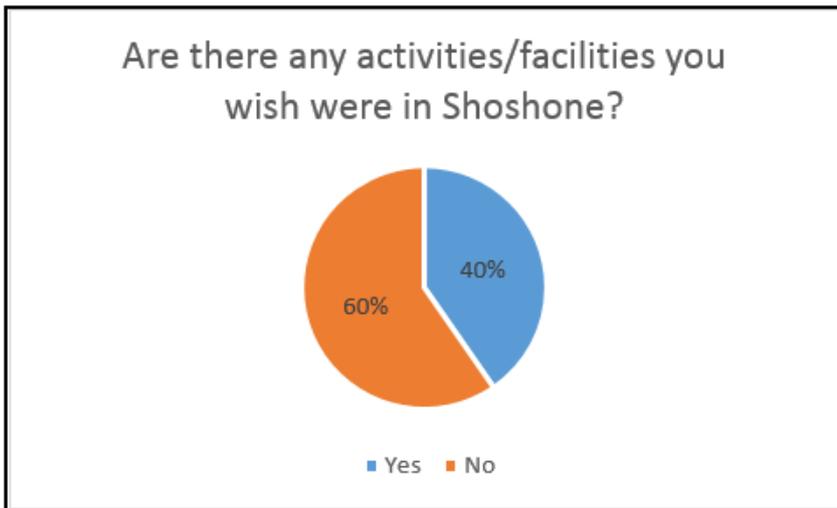
Source: Employee Survey

2.3 ITD Employee Shoshone Desires

The amount of activities in Shoshone was only an issue for two fifths of the employees. These vary from wanting businesses with longer hours to others that had credit card abilities, or to just a desire for the place to be more like Twin Falls.

With three fifths of the employees marking they did not need more activities in Shoshone, the level of content with Shoshone's current establishment can be easily ascertained. **Figure 4** shows the percent of employees wanting more activities and amenities in Shoshone and **Figure 5** shows a word cloud of the types of activities they seek.

Figure 4 Are There Any Activities/Facilities You Wish Were in Shoshone



Source: Employee Survey

Figure 5 Word Cloud of Desired Activities



Source: Employee Survey

2.4 Amenities and Activities Available by City

Table 1 is a list of activities and amenities available in the communities of Shoshone, Jerome, and Twin Falls. This table is not exhaustive, but covers the activities that the employees indicated they participated in the most.

Table 1 Activities Available by County

Activities Available by County (not exhaustive)			
Activity	Shoshone (Lincoln County)	Jerome (Jerome County)	Twin Falls (Twin Falls County)
Church Sponsored Activities	Christian Episcopal, First Baptist, Christian, LDS, Assembly of God, Lutheran	Catholic, Christian, Presbyterian, Evangelical, LDS, Apostolic, Ascension Priory, Renew, Northridge Fellowship, Lutheran, Calvary Chapel, Methodist, Episcopal, Church of Christ	LDS, Catholic, Baptist, Apolistic, Christian, Presbyterian, Centro De Oracion Y Alabaza, Rock Creek, Assembly of God, Community Christian, Episcopal, Calvary, Methodist, Bible Church, Brethren, many other denominations.
Library	Shoshone Public Library	Jerome Public Library	Twin Falls Public Library
Outdoor Recreation	Black Magic Canyon, Shoshone Indian Ice Caves, Idaho's Mammoth Cave, Camping, Hunting, Fishing,	KOA Holiday, hunting, fishing, camping	Zip the Snake, KOA Holiday, Snake River Canyon Rim Trail, Centennial Waterfront Park, Dierkes Lake Park, hunting, fishing, camping
Playing Sports	Youth Sports, Lincoln County Swimming Pool, Mountain View Lanes (bowling),	Youth Sports, martial arts, gymnastics, 93 Golf Ranch, Jerome Country Club, Shooting range	Community sports leagues (adult and youth), martial arts classes, Twin Falls Golf Club, Magic Town (bowling)
Recreation Centers	Lincoln County Rec. Center	Jerome Recreation District	Filer recreation District,
Watching Sports	Local Youth Sports	Jerome High school sports, Local youth sports	College of Southern Idaho sports, High school sports, Indoor Soccer, Youth and Adult City league sports
Movies	Shoshone Show house	Jerome Cinema 4 - Interstate Amusement	Magic Valley Cinema 13, Grand Vu Drive In, Orpheum theatre, Lamphouse Theatre, Twin Cinemas 12
Restaurants	Burrito Lady, Manhattan Café, Shoshone Snack Shack	Garibaldi's Mexican restaurant, Choate's Family Diner, La Campesina, China Garden, Lynn's Kitchen, El Sombrero, Rolberto's, China Village, Burnt Lemon Grill, Tiger Stop, and many fast food restaurants.	Elevation 486, Jakers, Buffalo Café, Idaho Joes, La Fiesta Mexican Restaurant, Scooters, Culvers... not to mention all of the chain restaurants with fast-food and sit-down dining options
Healthcare Facilities	Shoshone Family Medical Center	St. Luke's Clinic-Jerome Family Medicine, St. Benedicts Hospital, many private practice providers available.	St. Luke's Magic Valley Medical Center, Physicians Immediate Care, Twin Falls Center, and various private practice clinics.
School Sponsored Activities	Shoshone School District has two schools: Shoshone Elementary School, and the combined Shoshone Middle/High School.	College of Southern Idaho - Jerome Center, Jerome School District has 1 High school, 1 Middle School, 4 Elementary Schools, and several private and charter schools.	College of Southern Idaho, Twin Falls School District has 3 High Schools, 7 Middle Schools, 9 Elementary Schools, and several private and charter schools.
Airports	None	None	Magic Valley Regional Airport - TWF
Lodging	Governor's Mansion	4-5 different options of varying price and quality	Many Hotel Options - 22 total of different quality and price

Source: Google Search

3. Labor Force

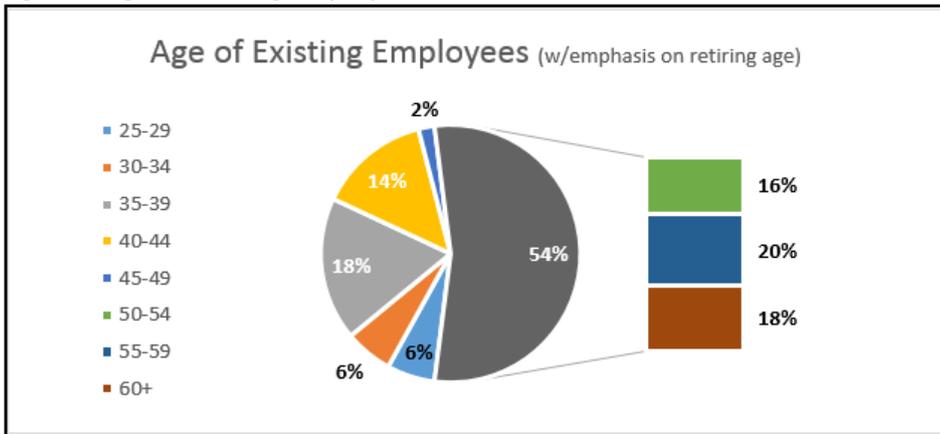
Understanding the labor force is essential in evaluating a change in the location of the ITD administrative building. The labor force section will address the potential for a large retiring workforce at ITD, new employee engagement opportunities, current employee spousal employment needs, cost of living comparison of affected communities, and an analysis the positions that would leave and remain in Shoshone if there were a relocation.

It is important to understand that, according to Jan Roeser, regional economist for the Idaho Department of Labor, both Shoshone and Twin Falls are in the same labor market area. This means that employers in Shoshone can recruit employees from nearby communities including: Twin Falls, Gooding, and Jerome.

3.1 Retiring Workforce

The age of employees affected by the relocation is skewed, with more than half of the employees being 50 years of age or more. Eighteen percent of the employees are 35-39 years of age, and 14% are 40-44 years of age.

Figure 6 Age of Existing Employees



Source: Employee Survey

Eighty-six percent of the ITD employees indicated they will work for ITD over the next five years. The agency predicts that approximately 55.74% of the employees in the positions that would be transferred are eligible for retirement in the next 10 years. The city hopes to attract the replacement hires to live in its community and increase the population and tax base. The survey data shows roughly 10% of the ITD employees moved to Shoshone to work for the department.

3.2 Hiring Opportunities

There are many opportunities to recruit future employees to the ITD. Idaho has many excellent academic institutions and a great talent pool to choose from. Roughly 72% of ITD's current District 4 administrative employees received their degree from an Idaho institution. In keeping with this trend, ITD should participate in the following job and career fairs at Idaho universities and other

local job fairs. **Table 2** outlines the fairs that are happening over the next three months. (See also “Available Institutions for Career Advancement Training and Education” section)

Table 2 Employee Recruiting Opportunities

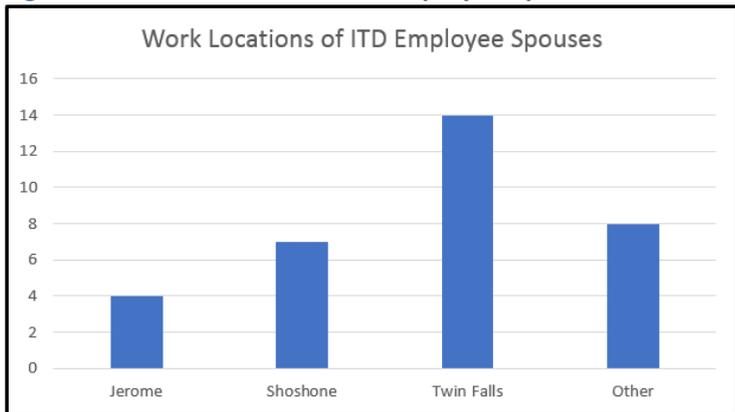
Employee Recruiting Opportunities				
What	Date	Location	Possible Outcome	How to register?
Idaho Job and Career Fair	August 15, 2017 9am to 3pm	Nampa Civic Center. 311 Third St South, Nampa, ID 83651	To attract bright graduates from Boise area	http://www.ibleventsinc.com
Idaho Job and Career Fair	September 6, 2017 9am to 3pm	The Riverside Hotel 2900 W Chinden Blvd Garden City, ID 83714	To attract bright graduates from Boise area	http://www.ibleventsinc.com
Idaho State University Career Fair	August 30, 2017 9am to 1pm	Student union ball room, Idaho State University	Maximize recruiting potential for today, tomorrow, and the future	http://www2.isu.edu/career/airemp.shtml
University of Idaho Career Fair	October 4, 2017 2am to 6pm	ASUI Kibbie Activity Center, University of Idaho	To attract and interview the best students from that institution	http://www.uidaho.edu/current-students/career-services/career-fairs/fall
Boise State University Career Fair	October 18, 2017	Jordan Ballroom, Student Union Building (SUB), Boise State University	To attract and interview the best students from that institution	https://app.joinhandshake.com/career_fairs/1896/employer_preview
College of Idaho Career Fair	October 10th, 2017	Langroise Hall, College of Idaho	To attract and interview the best students from that institution	https://www.collegeofidaho.edu/career-fair-registration

Moreover, there are opportunities to recruit high school students as potential future hires. The Bengal Solutions team conducted a town hall meeting with the city of Shoshone representatives and the topic of internship opportunities for high school students came up. The local school principal informed the team that every year, two or three high school students participate in internships with the ITD District 4 headquarters. This is a great opportunity for the students and for ITD. ITD should continue this program and extend the opportunity to other school districts in the area.

3.3 Trailing Spouse Data

The employment of ITD spouses needs to be taken into consideration when determining the effects of an ITD Administration Building relocation. In the event that the office does move, ITD employee spouses may need to change jobs. Currently, 33 of the 52 employees who surveyed indicated their spouses are currently employed. **Figure 7** shows the locations where those spouses are working. Almost 55% of spouses work in Twin Falls or Jerome, which are the two most likely destinations of the relocation. Thus, the majority of them would be positively affected by the move due to a shorter commute.

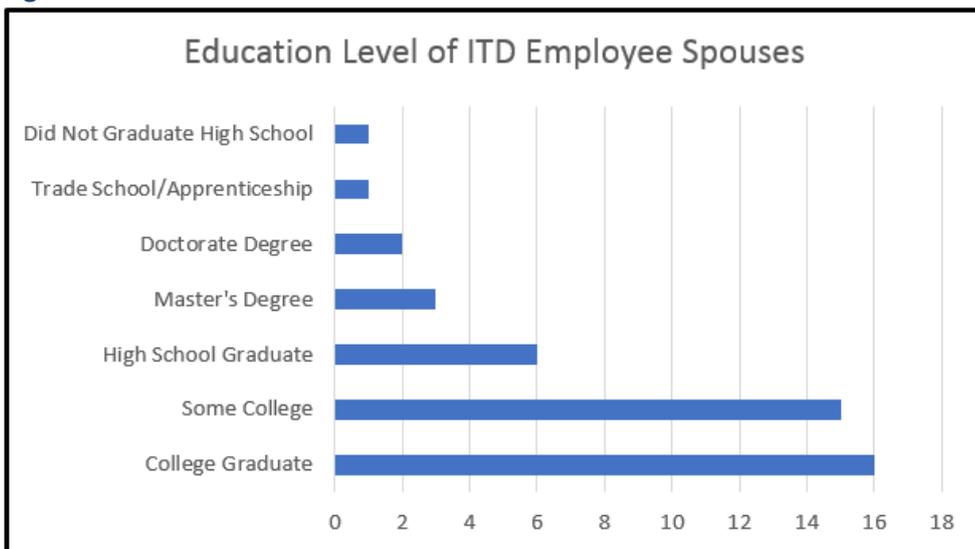
Figure 7 Work Locations of ITD Employee Spouses



Source: Employee Survey

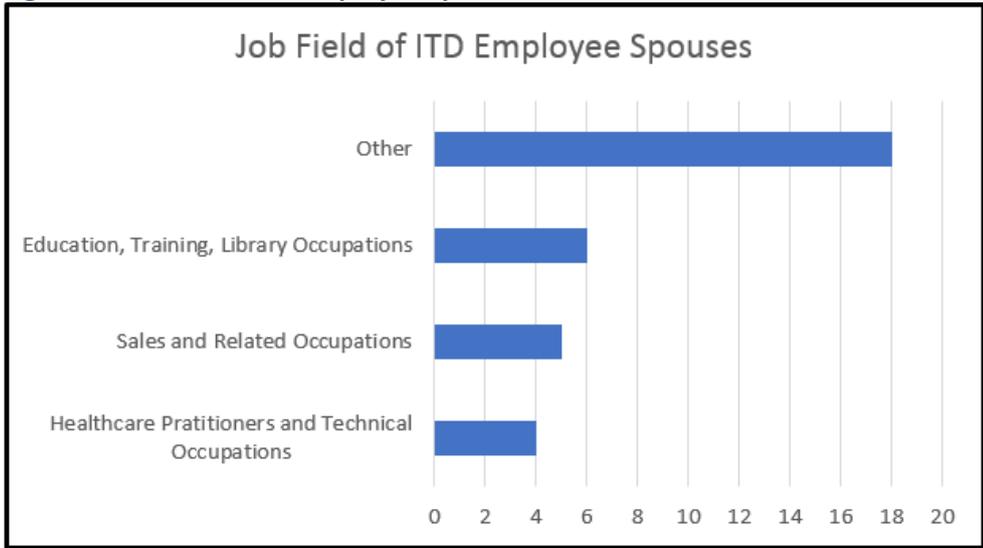
For the other 45%, the possibility for a job change exists. Therefore, they were asked some questions to determine the potential difficulty of obtaining new employment. The education level and field of occupation of ITD employee spouses can be seen in **Figure 8** and **Figure 9** respectively.

Figure 8 Education Level



Source: Employee Survey

Figure 9 Job Field of ITD Employee Spouses



Source: Employee Survey

Over 80% of employee spouses have at least some post-secondary education, with almost 50% having a bachelor’s degree or higher. About 50% also have jobs in high demand fields like education, sales, and healthcare. Given this information, if the need arose for any of them to relocate or change jobs, the difficulty of finding new employment should be fairly low in the current economy.

3.4 Cost of Living Comparison

As shown in **Table 3**, the cost of living in Jerome, Twin Falls, and Shoshone is lower than the national average. The main reason Shoshone and Jerome are below the national average is that the cost of housing is significantly lower than the United States average. While Twin Falls’ housing costs are not as low as Shoshone’s and Jerome’s housing costs, the cost of health care in Twin Falls is much lower than Shoshone’s cost of health care. The cost for miscellaneous goods is also cheaper in Twin Falls and Jerome than in Shoshone. Overall, the costs of living are somewhat similar, however, the cost of living is the least in Jerome.

Table 3 Cost of Living Index by City

Cost of Living Index by City (% of US)				
Category	Jerome, Idaho	Twin Falls, Idaho	Shoshone, Idaho	United States
Overall	87	92	90	100
Grocery	88.5	87.5	102.6	100
Health	91	94	114	100
Housing	69	85	60	100
Utilities	100	99	92	100
Transportation	101	103	106	100
Miscellaneous	96	94	105	100

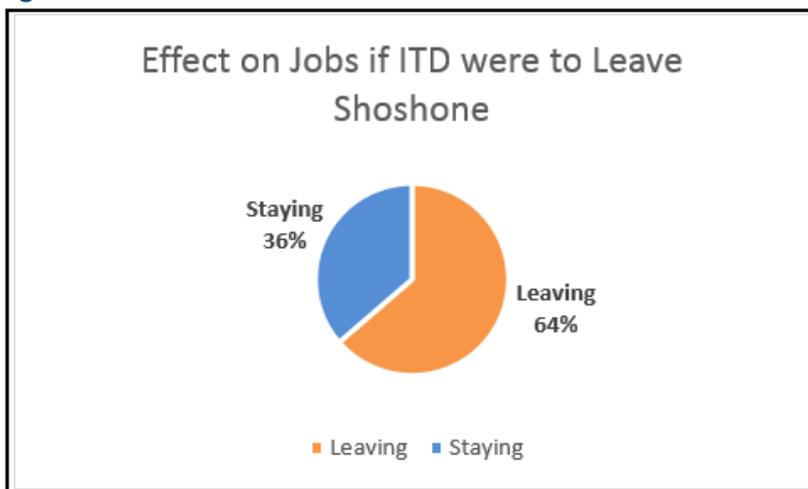
Source: http://www.bestplaces.net/cost_of_living/city/idaho



3.5 Job Effect on Shoshone

The ITD in Shoshone currently employs 89 people. Sixty-one of those individuals work in the Administration Building while 28 of them are employed in the maintenance shop. If the ITD were to move its Administration Building to either the Twin Falls or Jerome area, the maintenance shop, along with all of its jobs, would remain in Shoshone, according to the agency. The percentage of total ITD jobs staying in Shoshone or leaving can be seen in **Figure 10**.

Figure 10 Effect on Jobs if ITD Were to Leave Shoshone



Source: Employee Survey

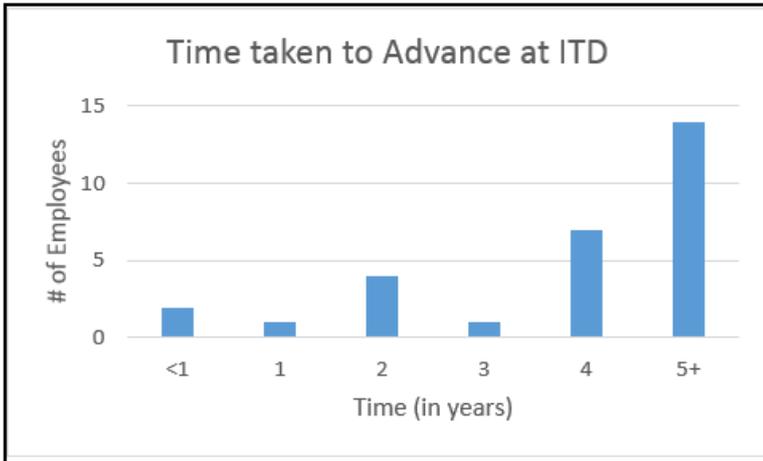
4. Career Advancement

Career advancement is an important factor in evaluating the social needs of the District 4 Administrative Staff. The following addresses current staff promotions, advancement opportunities for employees of ITD, and available institutions for training and education.

4.1 Current Employee Advancement

The horizontal career path that ITD provides encourages employees to pursue yearly training objectives so that they can advance within the department. A survey of existing employees indicates the opportunity to advance exists. Almost 73% of employees believe they have the opportunity to advance in their careers within ITD with 61% of them saying they have already. **Figure 11** shows the number of years it took those employees to advance at ITD.

Figure 11 Time Taken to Advance at ITD



Source: Employee Survey

4.2 Internal Advancement Opportunities

Employees at ITD have the opportunity to advance in their positions by completing trainings. The trainings are designed to evaluate and document the increased skill, knowledge, performance, experience, and constructive behaviors of employees at ITD. For example, there is a program to develop existing maintenance staff. It allows them to advance in the Transportation Technician, Engineer (TTE) Horizontal Career Path. With the exception of a few courses offered online, this program consists of mostly in-classroom courses that provide training and education that helps to further employees along within the company.

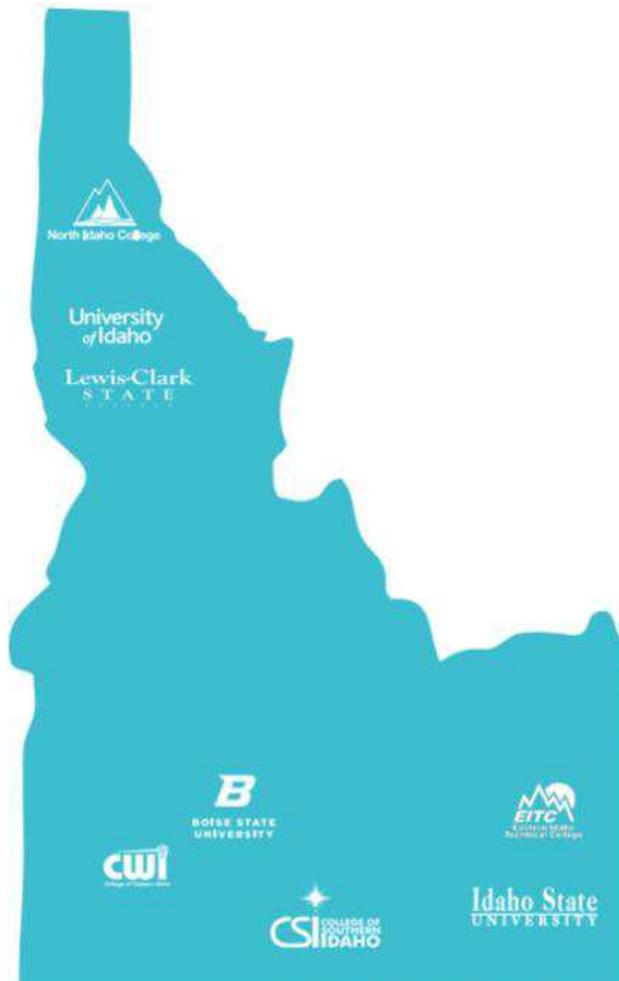
4.3 Available Institutions for Career Advancement Training and Education

The College of Southern Idaho offers an associate’s degree in Drafting and is the closest college to Shoshone for training. Treasure College, Lewis-Clark College, and the Idaho also offer Drafting/Computer State University and offer an associate’s master’s degree in Civil University of Idaho degree through a PhD

ITD is currently College of Southern that align with the advance within ITD.

employees to receive Valley Community College, North Idaho College of Western associate’s degrees in Aided Design. Boise Idaho State University degree through a Engineering, and the offers associate’s in Civil Engineering.

working with the Idaho to design courses training necessary to



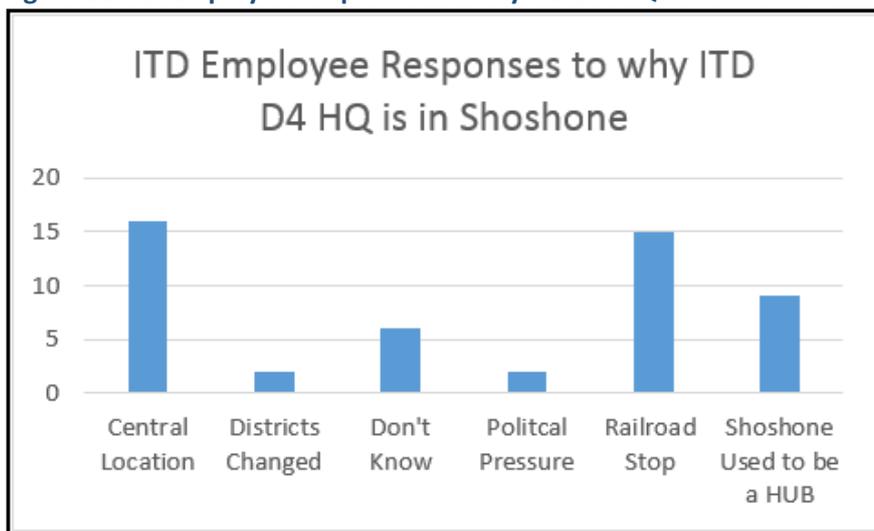


5. Why is ITD in Shoshone?

The purpose of this section is to answer the question “where is the best location to build the new administration building?” In an effort to address this question, a summary of the facts collected will be presented.

The historical reason the ITD headquarters are located in Shoshone is not fully known by the staff and community. ITD’s presence in the community dates back over 100 years. What is known, however, is that Shoshone used to be an important hub in south-central Idaho with a railroad stop, a busy downtown, and a location central to the region. The department required new hires to live in the city, providing the community new residents with every hire.

Figure 12 ITD Employee Responses to Why ITD D4 HQ Is in Shoshone



Source: Community and Employee Survey

Now, however, Twin Falls is the major regional hub. Shoshone’s downtown is quiet, with many businesses vacated, or open with shorter hours than in the past. New hires are no longer required to live in Shoshone, and now, only one fifth of employees live there, with one third of the employees living in Twin Falls and commuting to Shoshone or working at the ITD branch in Twin Falls.

The ITD management of District 4 feels the current location in Shoshone is a deterrent to finding new hires and a hindrance to business. This is attributed by the management to: distance from airports, few eating options, absence of hotels, limited social outings options, and detachment from Twin Falls. The latter reason is linked to the difficulty to hire new engineers as Twin Falls has more engineers than the rest of the area, and the department has not had an engineer from Shoshone in over a decade.

The new facility for ITD is meant to house all of the administration employees for the department. They are meant to be higher producing than the current output. Part of this process will require additional training through partnering with an existing post-secondary education facility. Shoshone has a small University of Idaho outreach facility, while Twin Falls has the College of Southern Idaho campus in town.

The current location is geographically central to the district it covers. It is not central to the population base ITD is intended to serve, nor its employees. The administration department is in charge of dispatching workers to problems in the district, determining new projects, and measuring transportation data in their counties. Consultants and other businesses that work with ITD are required to stay outside of town, usually in the Twin Falls area. Because of the absence of hotels and an airport in Shoshone, this requires them to add driving times every time they meet in Shoshone.

Shoshone has a designated lot already owned by the department to place a new headquarters building, and a large number of ITD employees are already accustomed to commuting to the city every day for their jobs. The new facility will, however, require all the administration employees to work in one location, and not two, as currently accommodated. So, regardless of the new location, employees who did not commute before will have to commute a longer distance than they are accustomed to.

Many of the aforementioned issues have implications concerning the ITD's 2020 plan (Idaho Transportation Department, 2017). ITD, as a whole, has developed a strategic plan to follow over the next three years. According to the plan, there are some important points to note concerning ITD's mission, vision, and goals moving forward.

ITD is pushing to being more effective and saving costs through increased efficiencies, using partnerships effectively, and valuing teamwork and using it as a tool to improve. In order to do so, ITD personnel has expressed the need to make the administration office more accessible to all administrative employees and contractors. As previously mentioned, a portion of the administrative team works in Twin Falls at a satellite office. They are there because there needs to be a presence where most of the contracting and development work is taking place. Employees at the satellite office indicated through interviews that it is difficult and time consuming to coordinate certain aspects of their operations due to the distance between offices. The District Engineer indicated there is difficulty operating effectively as a virtual team and that a higher level of team functionality would occur if the entire team were under the same roof. Additionally, as stated above, ITD management, staff, and even some Shoshone community members, unanimously indicated the lack of lodging availability and amenities make it difficult to host contractors and ITD personnel when necessary. These visitors are currently lodged in Twin Falls and then bused to Shoshone for meetings.

ITD's vision states they are committed to placing a high value on employees and their development and retention. What is more, a goal of ITD is to become the best organization by continually developing employees and implementing innovative best practices. It has been discussed and is worth mentioning again, ITD is moving toward a horizontal career path for its employees. Through connections with regional universities and technical colleges, ITD employees will be required to enroll in continuing education credit courses and training seminars from such institutions. The District Engineer at ITD mentioned specifically that the College of Southern Idaho has been targeted for these courses and trainings.



In summary, the business climate has changed over the decades and ITD's District 4 administrative needs are different than they once were. The evidence presented in this report suggests that a move from Shoshone would best serve the new needs of the administration building and its employees, however, the move would have a negative economic impact on Shoshone and the surrounding communities in Lincoln County.

Works Cited

Idaho Transportation Department. (2017). FY 2017-2020 Strategic Plan.

https://dfm.idaho.gov/publications/bb/strategicplans/economic/stratplan_transportation.pdf

Appendix A – Legislators Letter

DISTRICT 26
BLAINE, CAMAS, GOODING & LINCOLN COUNTIES

REP. STEVE MILLER
(208) 358-1121

SENATOR MICHELLE STENNETT
MINORITY LEADER
(208) 726-8108

REP. SALLY TOONE
(208) 934-8114



Idaho State Legislature

June 19, 2017

Dear Bengal Solutions,

As the legislators who represent four counties served by Idaho Transportation Department's District 4 and the City of Shoshone, we are contacting you to show our support to keep ITD District 4 headquartered in Shoshone.

The Idaho Transportation Department is a major employer (over 60 jobs) in Shoshone. The geographical center of District 4 is Shoshone. Current personnel are 50% north/50% south depending on one's delineation boundary, demonstrating that all parts of the district are already part of the hiring pool. A new building in Shoshone is \$200,000 cheaper to build than in Jerome or Twin Falls.

The last time the location of a new building for ITD District 4 was discussed, the District 4 board member understood rural challenges and insisted that Shoshone was the proper location. We agree. The importance of ITD to Shoshone cannot be overestimated. With over 60 employees and potentially 30 more hired in the next 10 years to replace those retiring.

Losing this employer would be a substantial economic loss to the community. Idaho has focused on rural economic development in communities like Shoshone. Through the Governor's Workforce Taskforce, the legislature and industry are looking to increase skilled employment including rural areas. It is counterproductive to move a large state employer then spend money through another department to help the community replace local jobs.

We believe an objective evaluation of the building site alternatives will show Shoshone as the logical location for the new building.

We appreciate your serious consideration of our request and we will continue to participate in this process.

Respectfully,

Senator Michelle Stennett

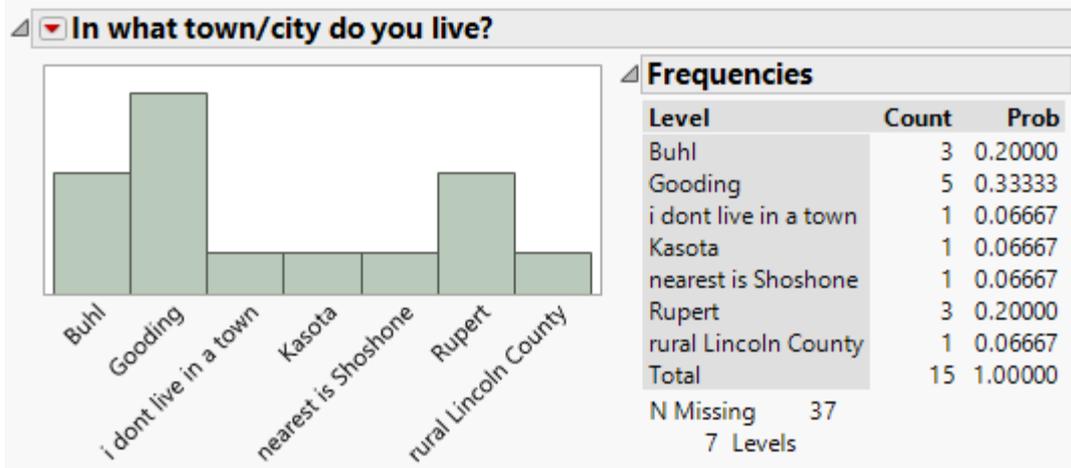
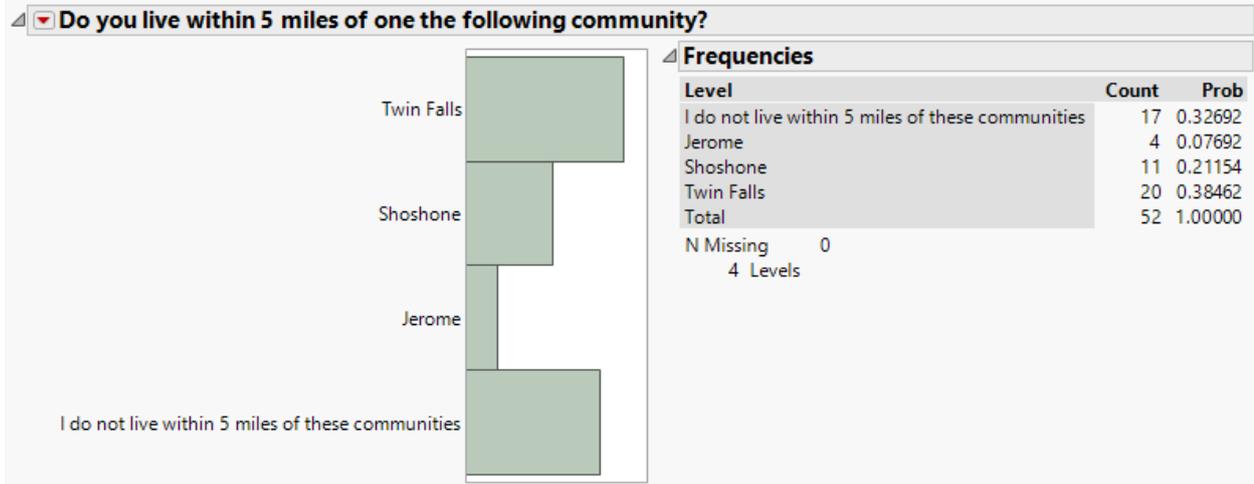
Representative Steve Miller

Representative Sally Toone

Appendix B – Employee Survey Results

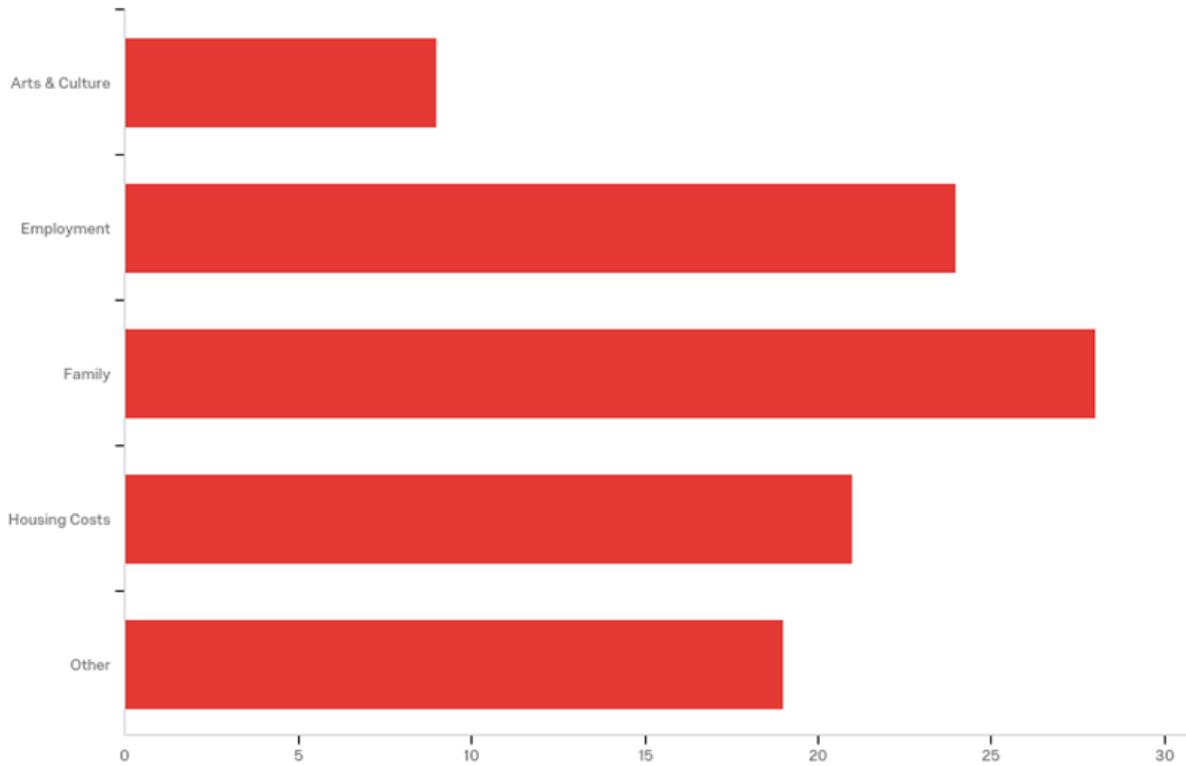
- **Employee Living Locations**

- About two fifths of the ITD employees affected by the relocation live in Twin Falls, one fifth in Shoshone, and about one third that do not live in either Jerome, Shoshone, or Twin Falls. Of these employees, one third of them live in Gooding, which from respondent counts is more common than Jerome at a 5-4 ratio.



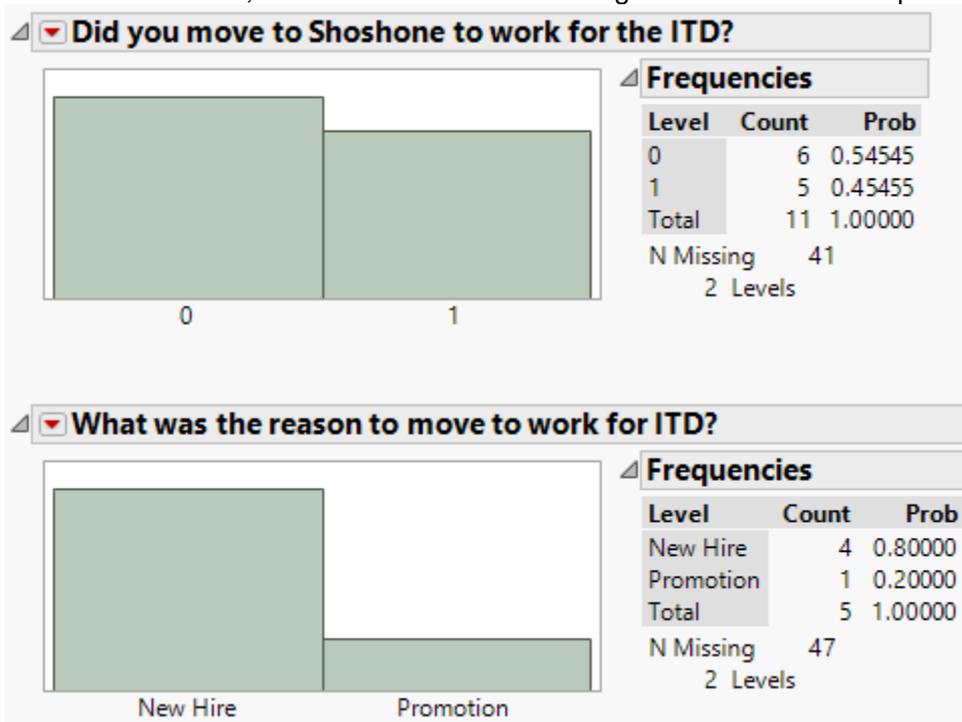
- **ITD Employee Living Location Reasons**

- The ITD employees listed “Family” as most prominent reason to live where they do, “Employment” is second, with “Arts & Culture” deemed the least important.



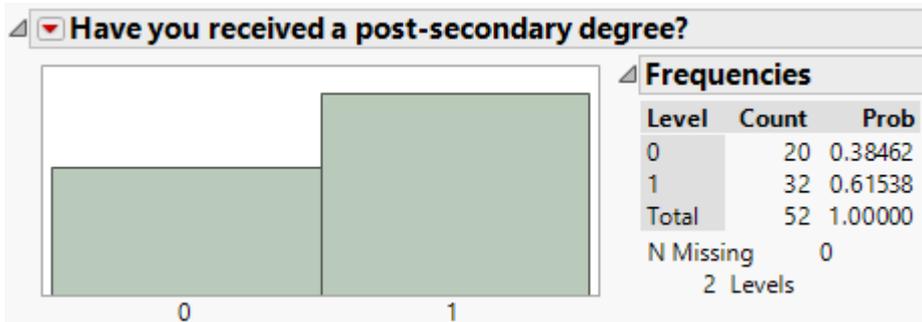
- **ITD Employees Who Live in Shoshone**

- Of the ITD employees that live in Shoshone, 45% of them moved there to work for ITD, with four fifths of them being New Hires to the department.



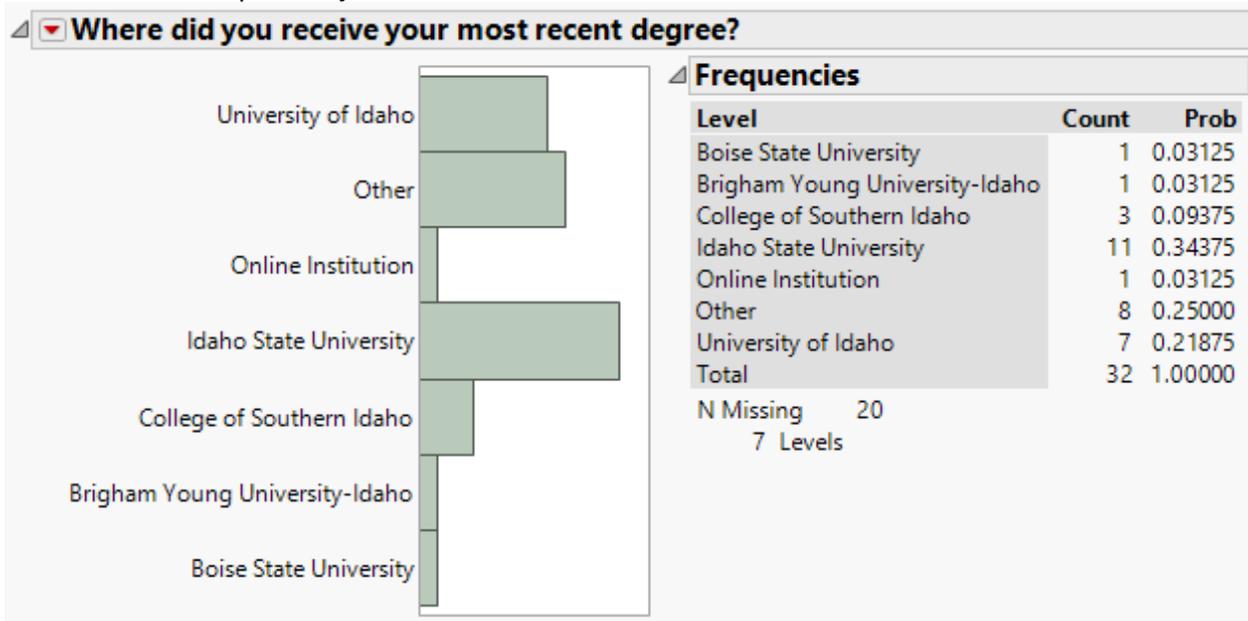
- **ITD Employee Education**

- 61.5% of the ITD employees that would be affected have a post-secondary degree of some kind.



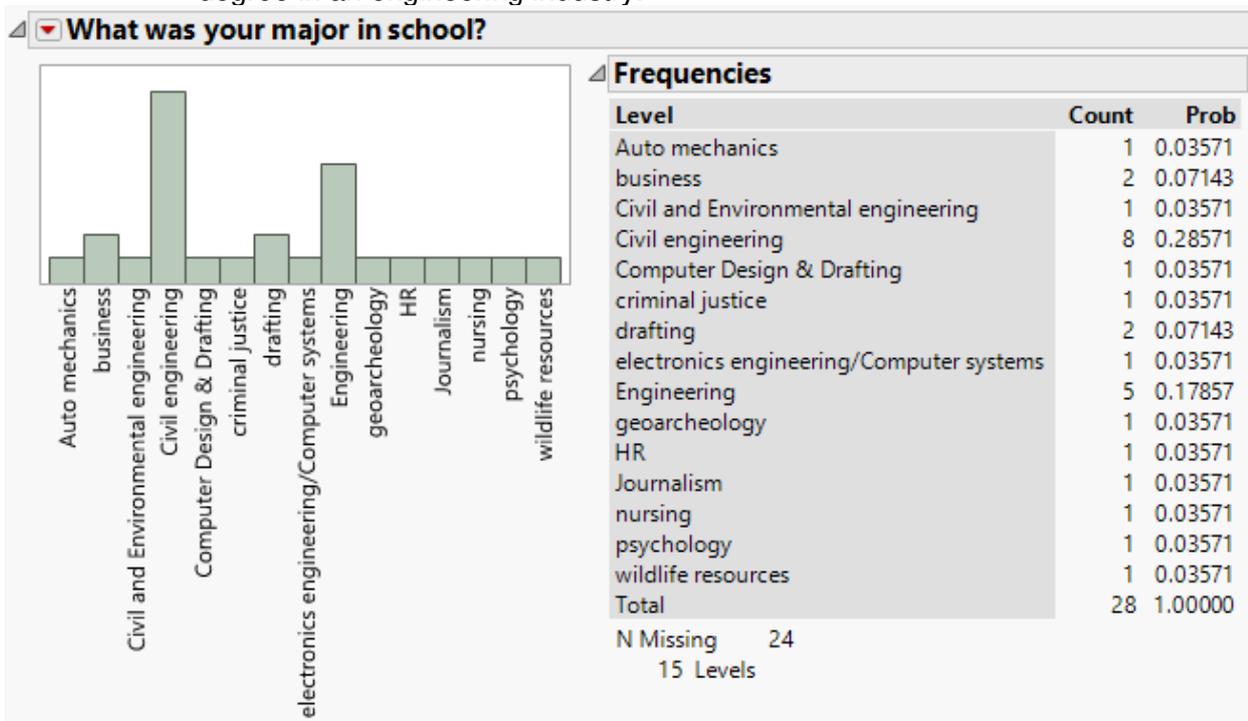
- **Education Degree Institutions**

- Over one third of the employees with a degree earned it from Idaho State University, with Other, and University of Idaho following second and third at 25% and 22% respectively.



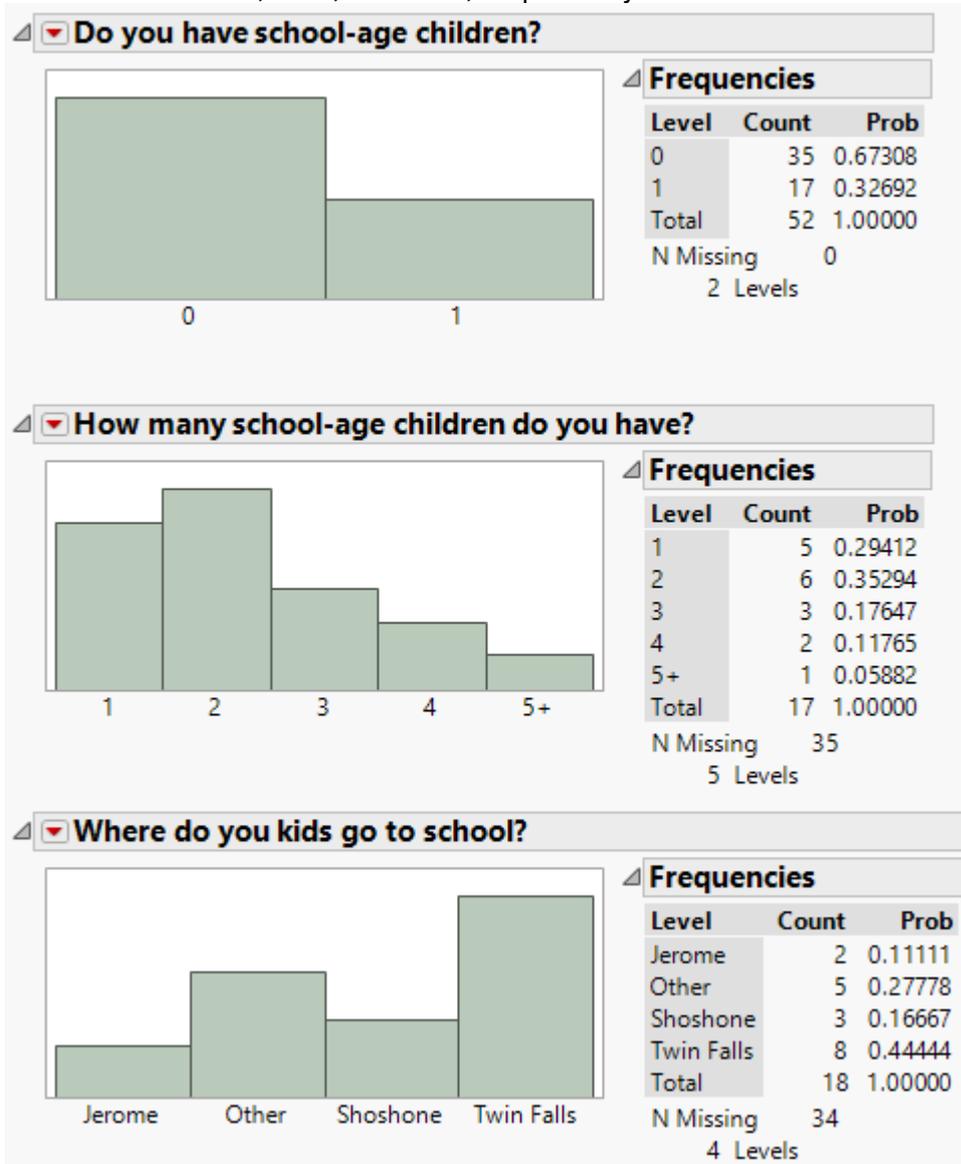
- **Education Majors**

- Over one half of the ITD employees who have a post-secondary degree received a degree in an engineering industry.



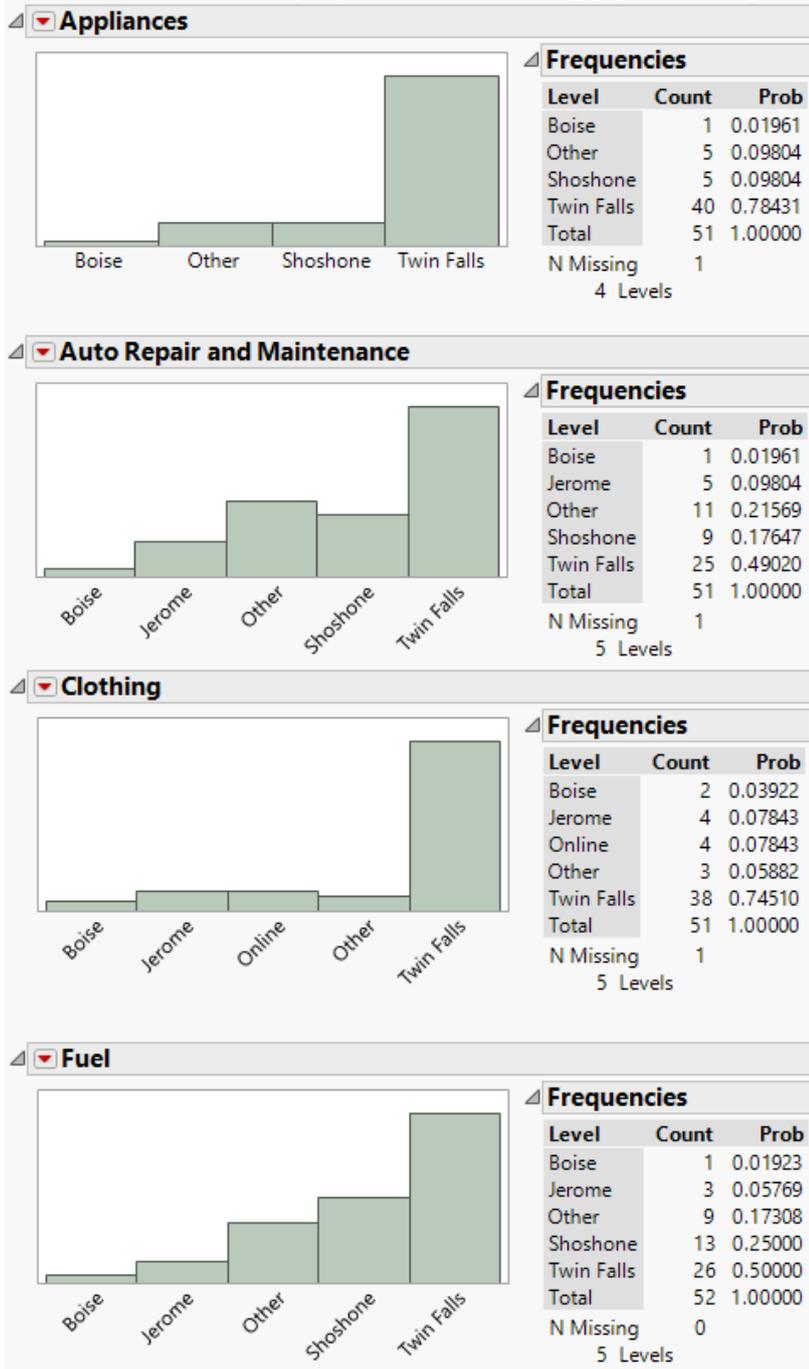
- **Employee School-Age Children**

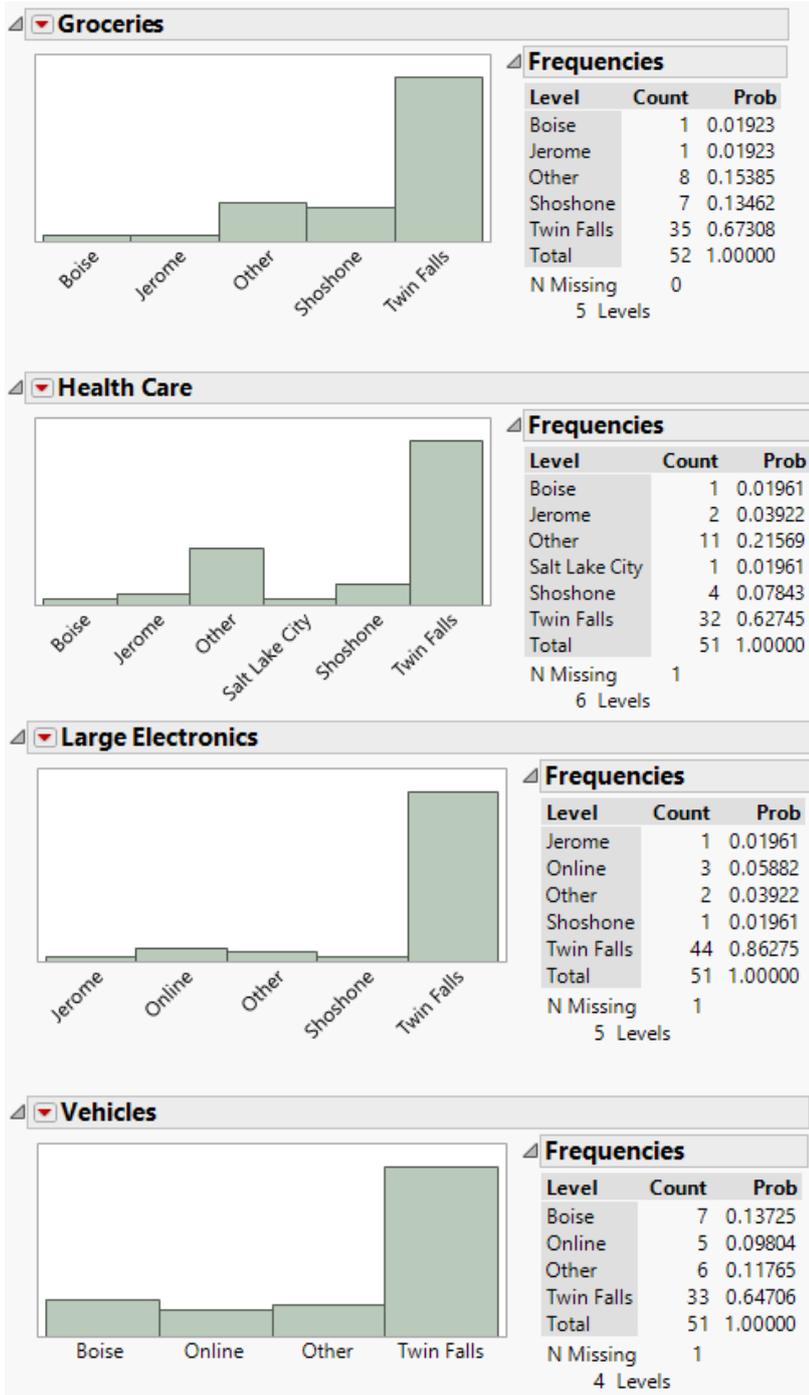
- About one third of the employees affected by the ITD relocation have school-age children. Of these, the most common amount to have is 2, at a rate of 35%. The children attend school in Twin Falls, Shoshone, Other, and Jerome at rates of 44%, 17%, 28%, and 11%, respectively.



- **Employee Spending Locations**

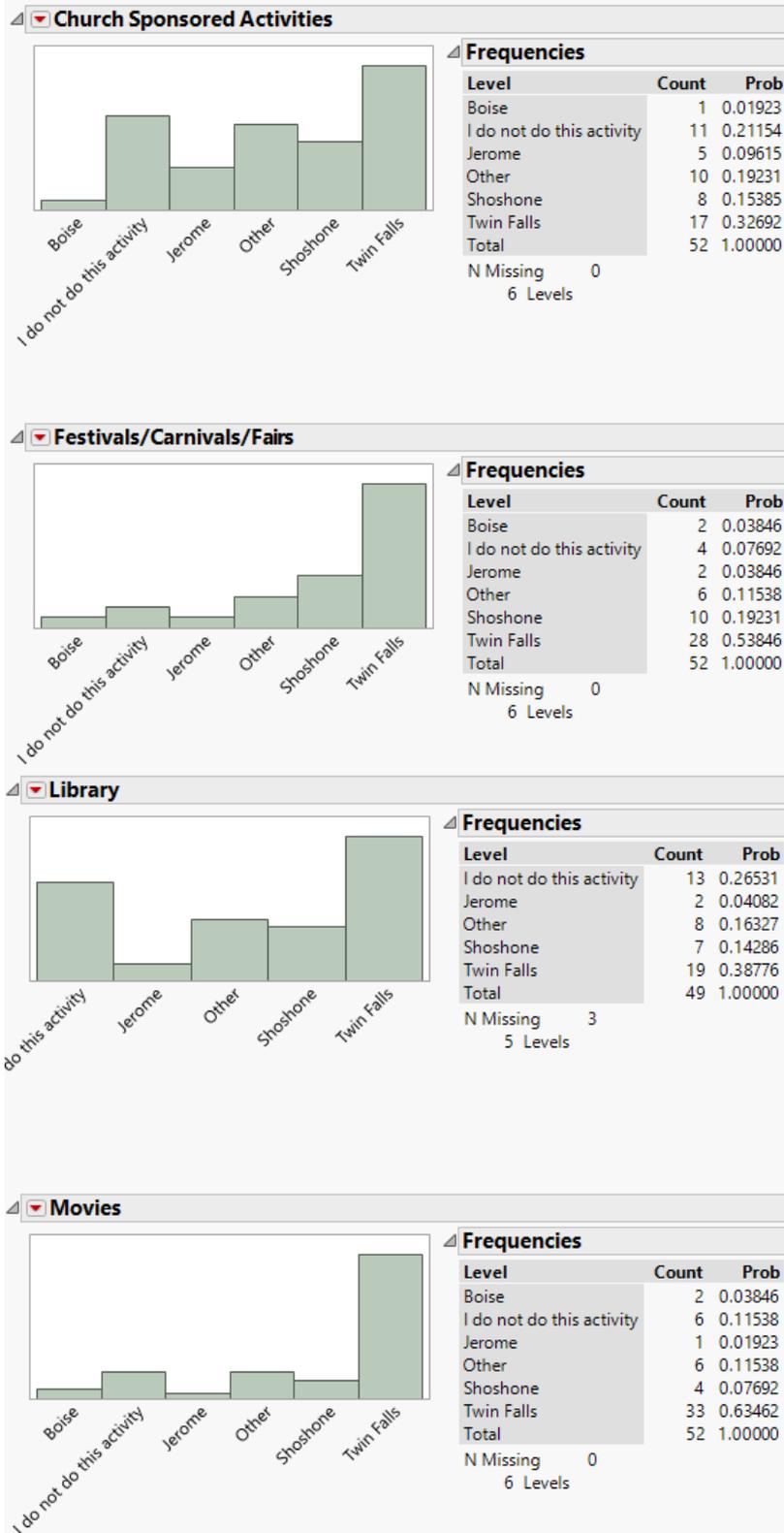
- ITD employees overwhelmingly purchase goods in Twin Falls.

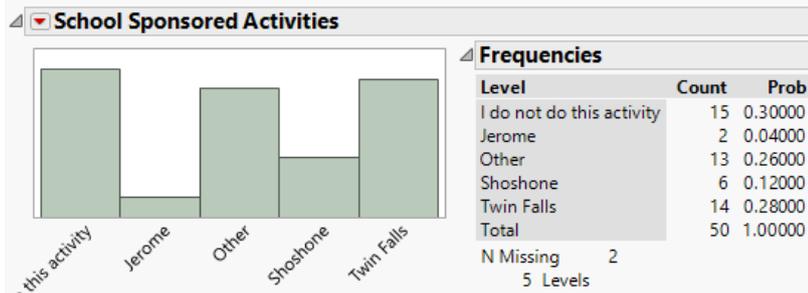
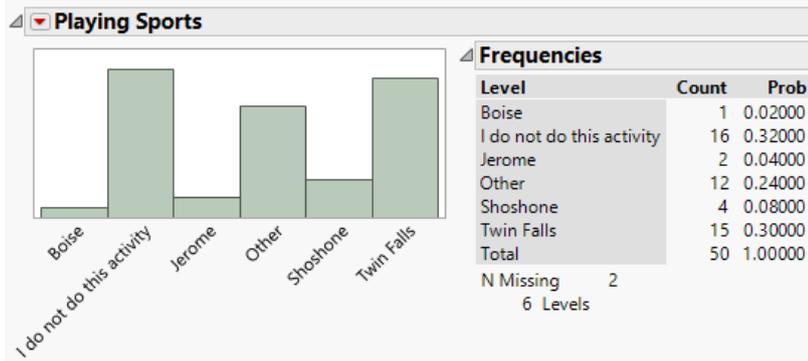
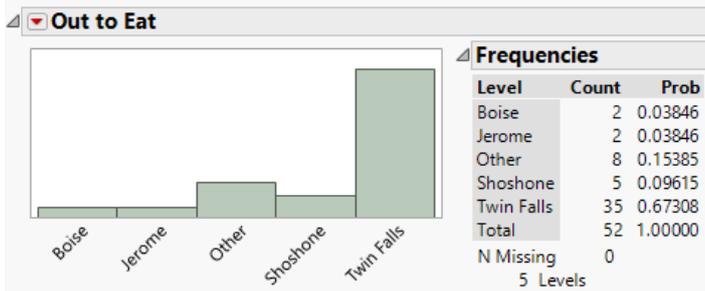
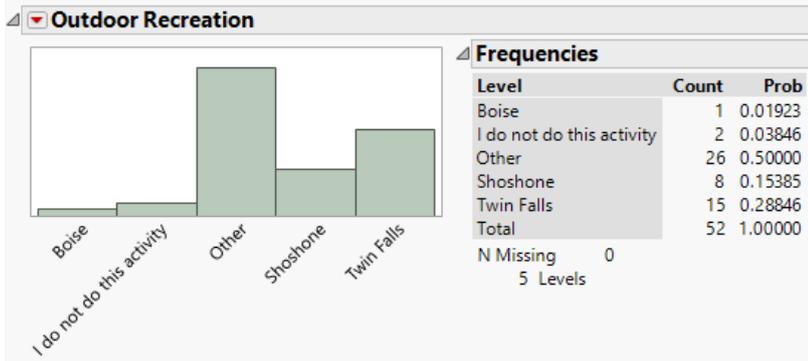


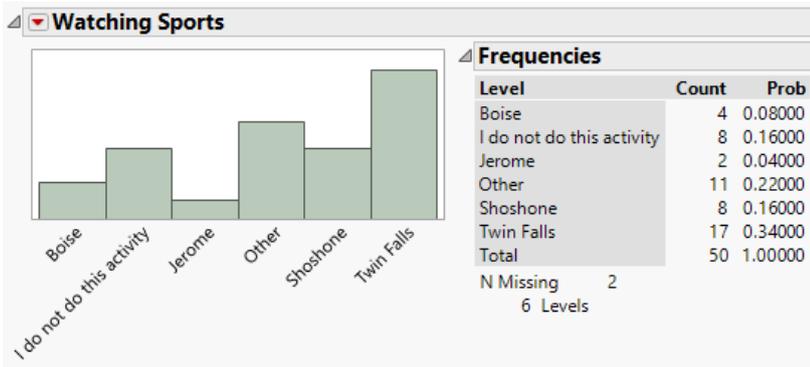


- Employee Hobby/Activity Locations

- Twin Falls is the most common location for employees to complete the listed activities, except for “Outdoor Recreation,” which they do in areas Other than Jerome, Shoshone, or Twin Falls.

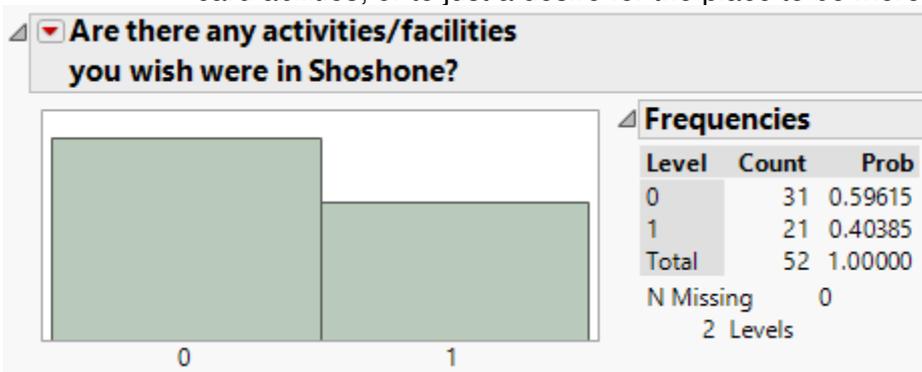






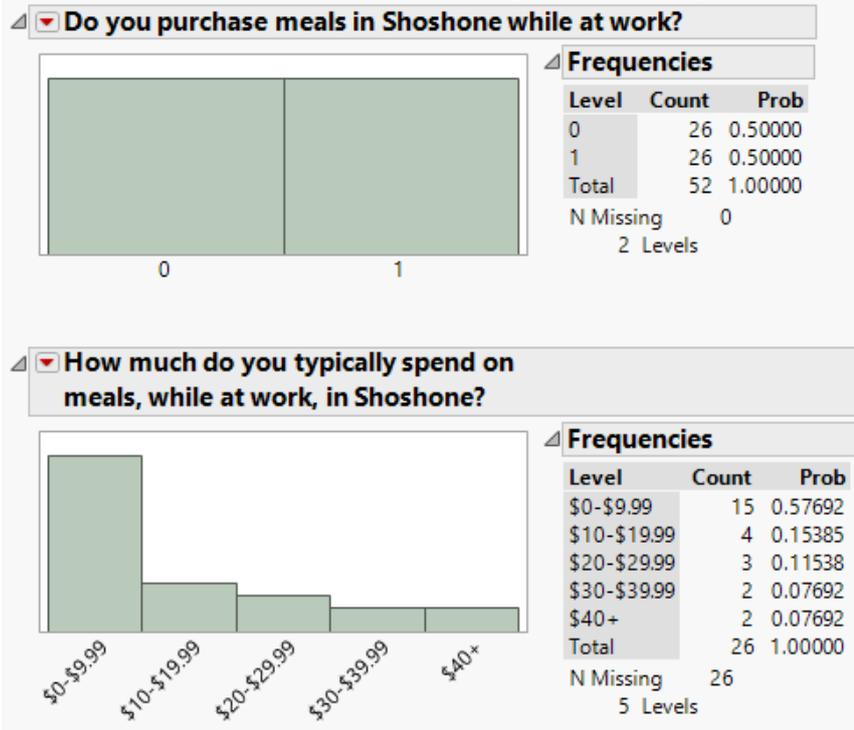
- **Employee ITD Shoshone Desires**

- Two fifths of the employees expressed that they wish certain activities and facilities existed in Shoshone. These vary from businesses with longer areas that had credit card abilities, or to just a desire for the place to be more like Twin Falls.



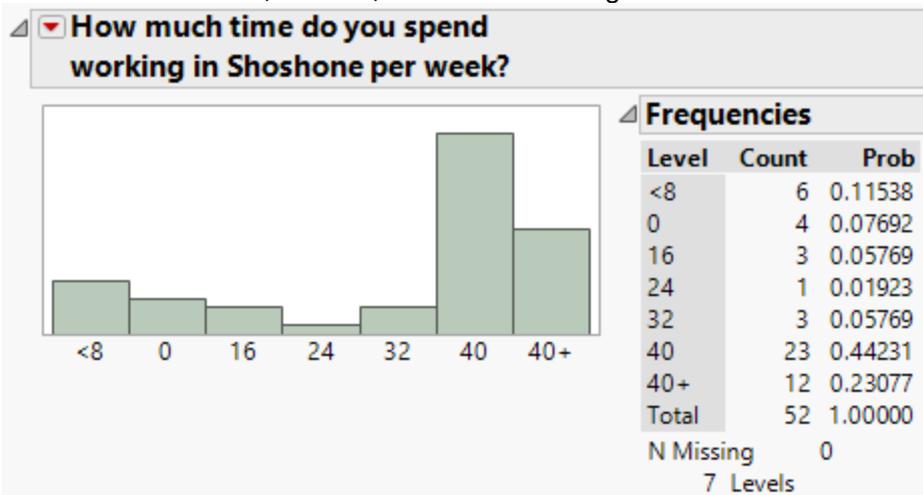
- **Employee Meal Spending**

- One half of the employees affected by the ITD relocation purchase meals in Shoshone. Of those, they most often spend less than \$10 per week.



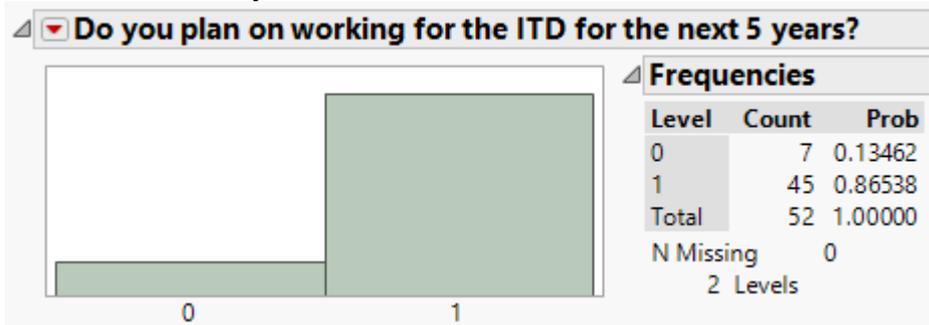
- **Employee Work Hours**

- The most common length for employees to work in Shoshone at ITD is 40 hours a week, at 44%, with 40+ following second at 23%.



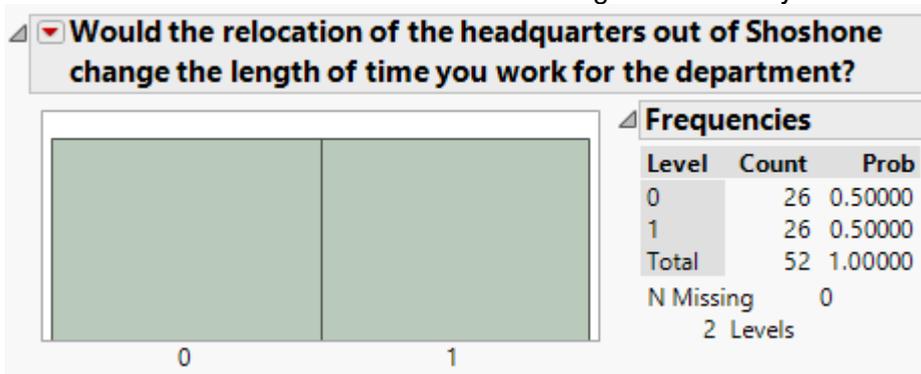
- **Employee Future Work Length**

- Eighty-six percent of the ITD employees indicated they will work for ITD over the next five years.



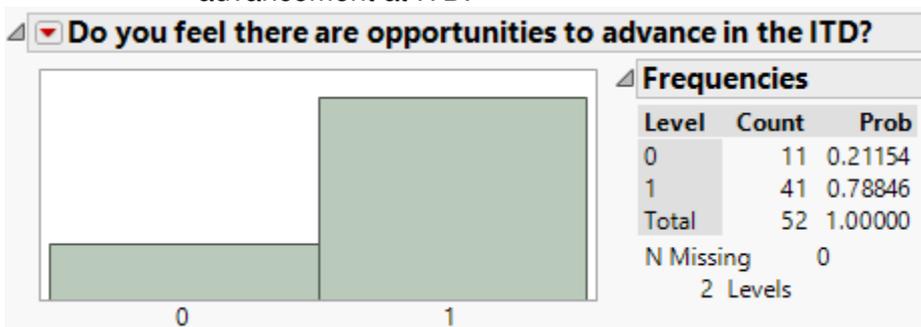
- **Employee Relocation Length of Work**

- One half of the employees indicated the relocation of the ITD headquarters out of Shoshone would affect the length of time they worked for the department.



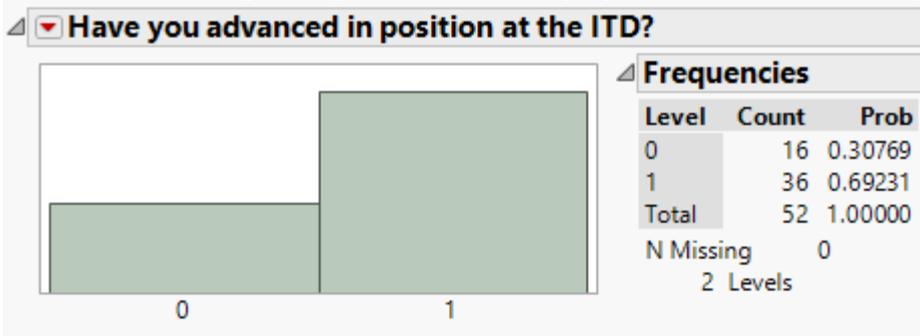
- **Advancement Opportunities**

- Seventy-nine percent of the employees believe there are opportunities for advancement at ITD.



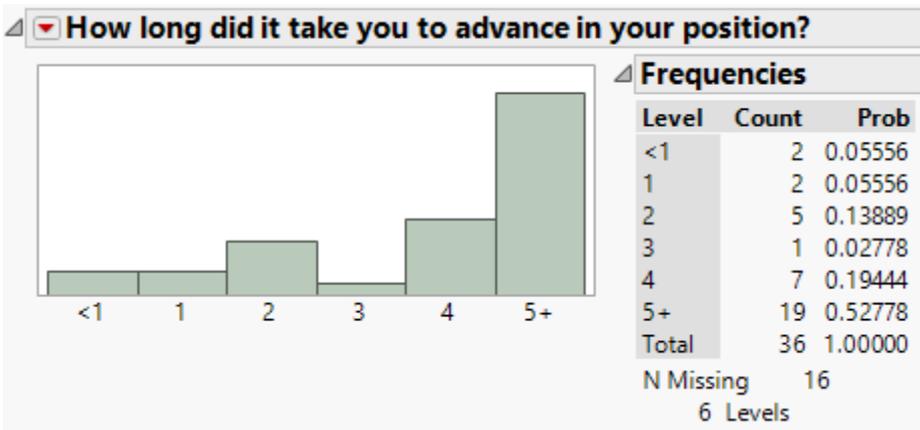
- **Employee Advancement**

- Sixty-nine percent of the employees have advanced in position while at ITD.



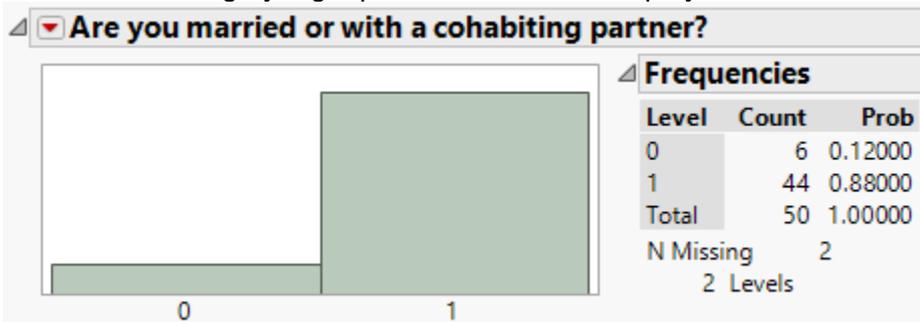
- **Advancement Duration**

- The most common rate of time it took for employees to advance at ITD was 5+ years, at a rate of 53%.



- **Employee Marital Status**

- Eighty-eight percent of the ITD employees are married or with a cohabiting partner.



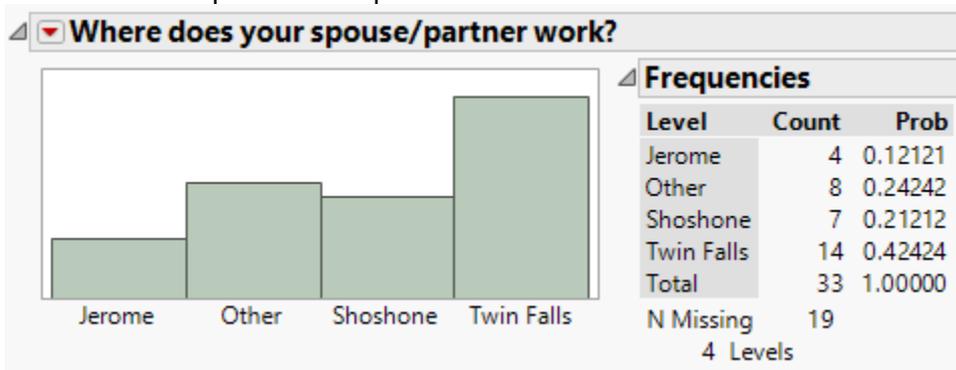
- **Spouse/Partner Work Status**

- Seventy-five percent of the spouses and partners are employed or self-employed.



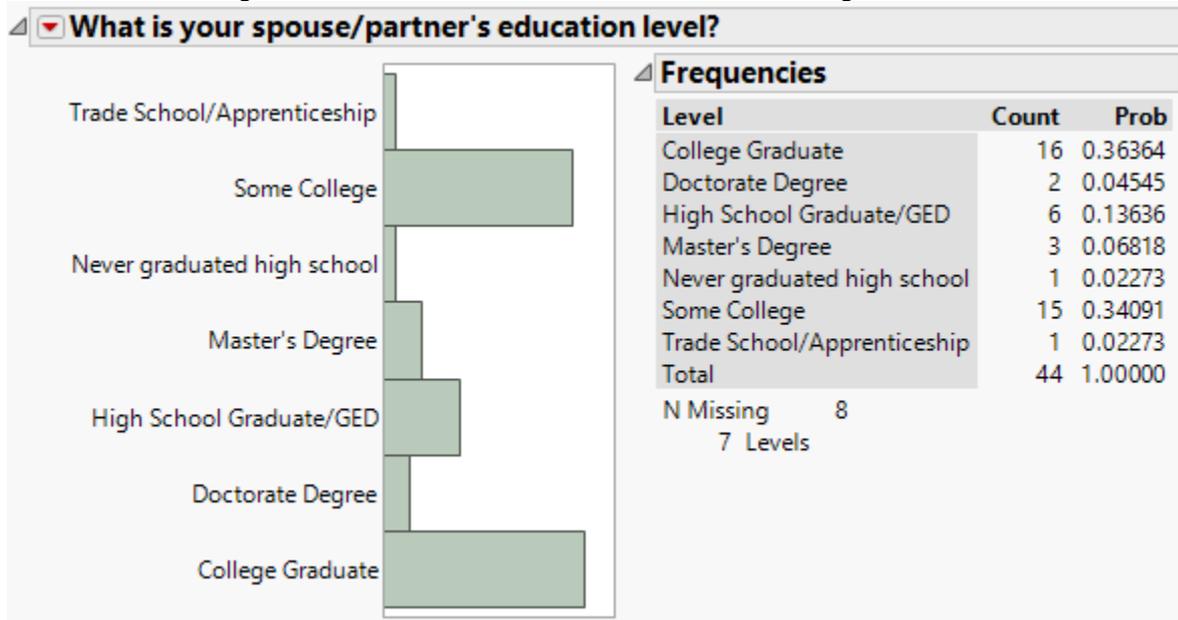
- **Spousal Employment Locations**

- The most common location for the spouses and partners of ITD employees to work is Twin Falls at 42%, with Other trailing at 24%. The least common area for the spouses and partners to work is Jerome at 12%.

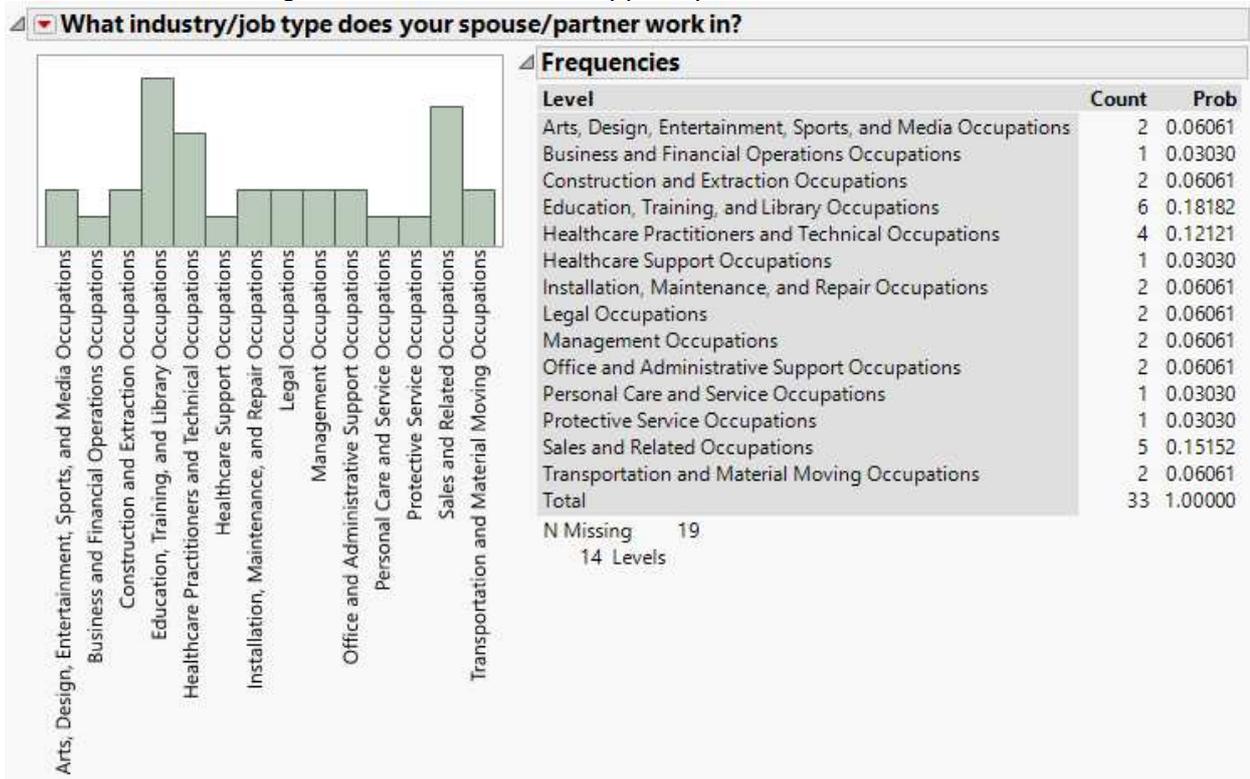


- **Spousal Education**

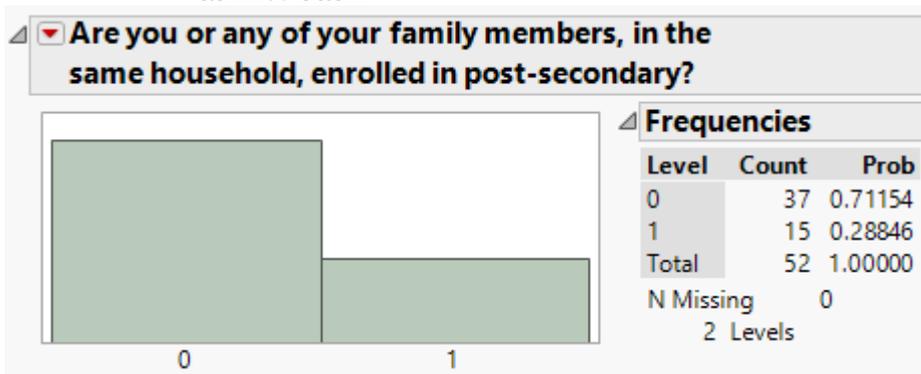
- The large amount of ITD employees' spouses and partners have a "College Degree" or more, at a rate of nearly 48%. Around 34% have "Some College" experience, and 2% went to a "Trade School" or completed an "Apprenticeship." The remainder are "High School Graduates" or "Never Graduated High School."

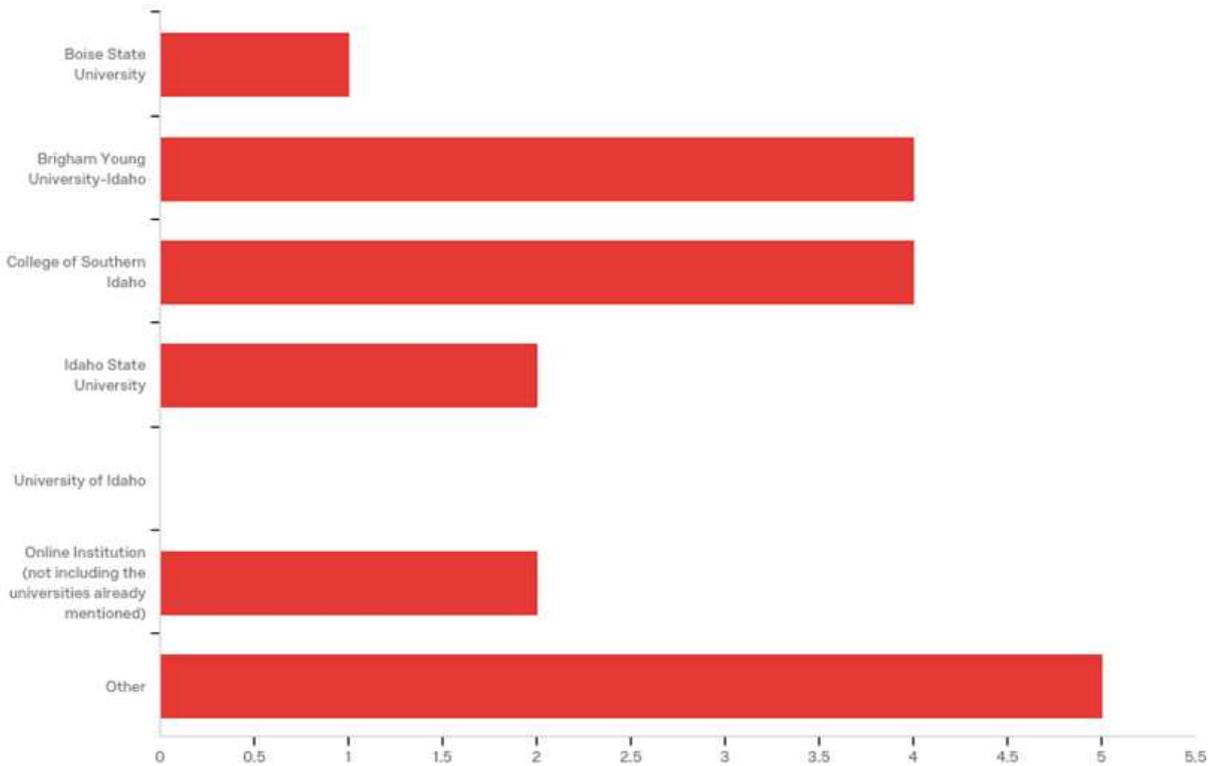


- **Spousal Employment Industries (according to Bureau of Labor Statistics Identifications)**
 - The spouses and partners of ITD employees work in a variety of fields, however, over one third of them work in either an “Education” or “Healthcare” position. “Sales and Related Occupations” is the next most common category at 15%, followed by “Management and Business Support” positions.



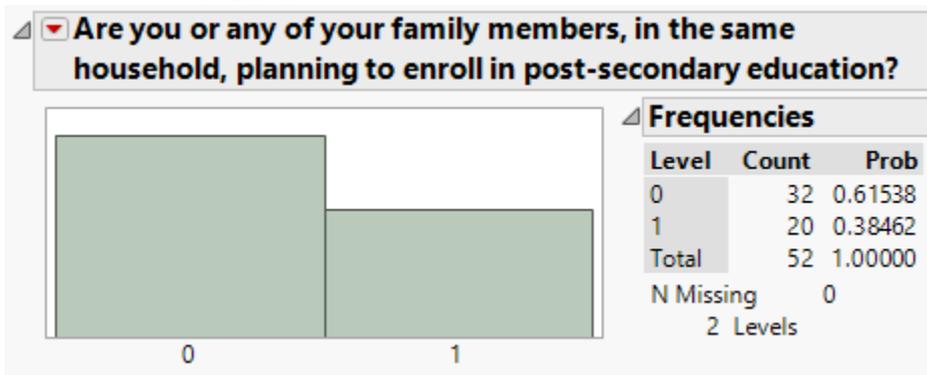
- **Employee Education Attendance**
 - Twenty-eight percent of the employees or their families affected by the ITD relocation are enrolled in a post-secondary program, with the Other being the most common at 28%. Brigham Young University-Idaho and College of Southern Idaho follow behind at 22% each.

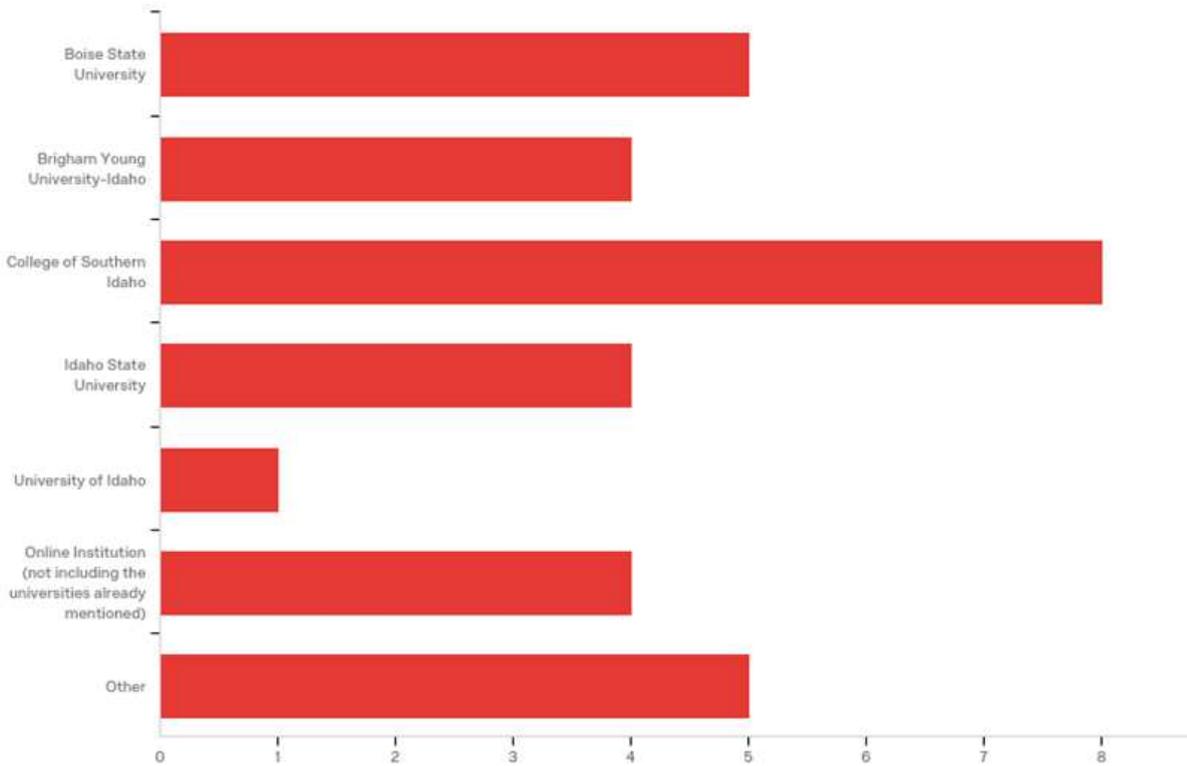




- **Employee Education Plans**

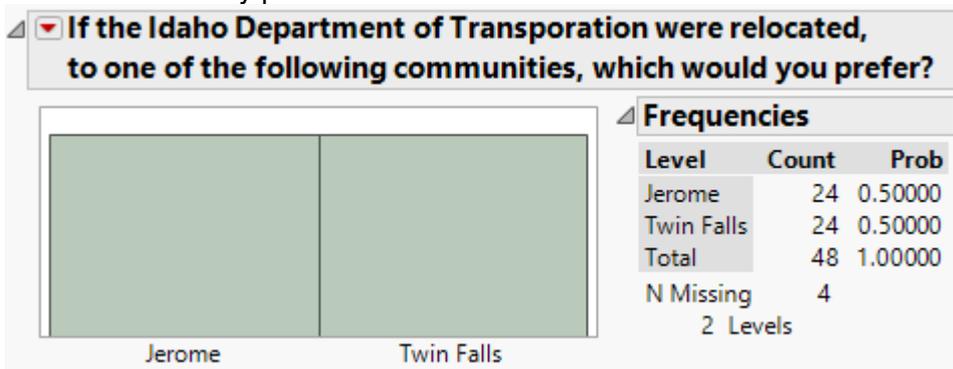
- Thirty-eight percent of the employees or their families plan on getting a post-secondary degree with the College of Southern Idaho being the most common choice at 26%.





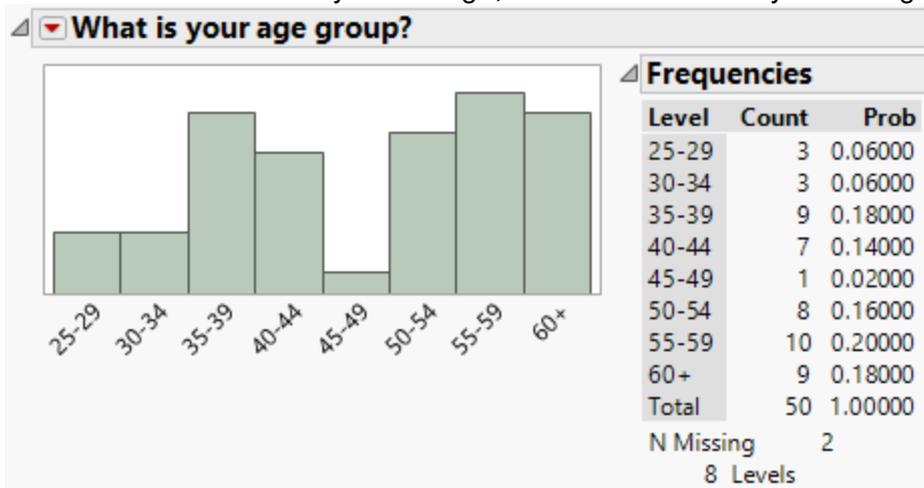
- **Employee Relocation Preference**

- If the ITD headquarters did relocate, the employees are split evenly in which location they prefer: Jerome or Twin Falls.



- **Employee Age**

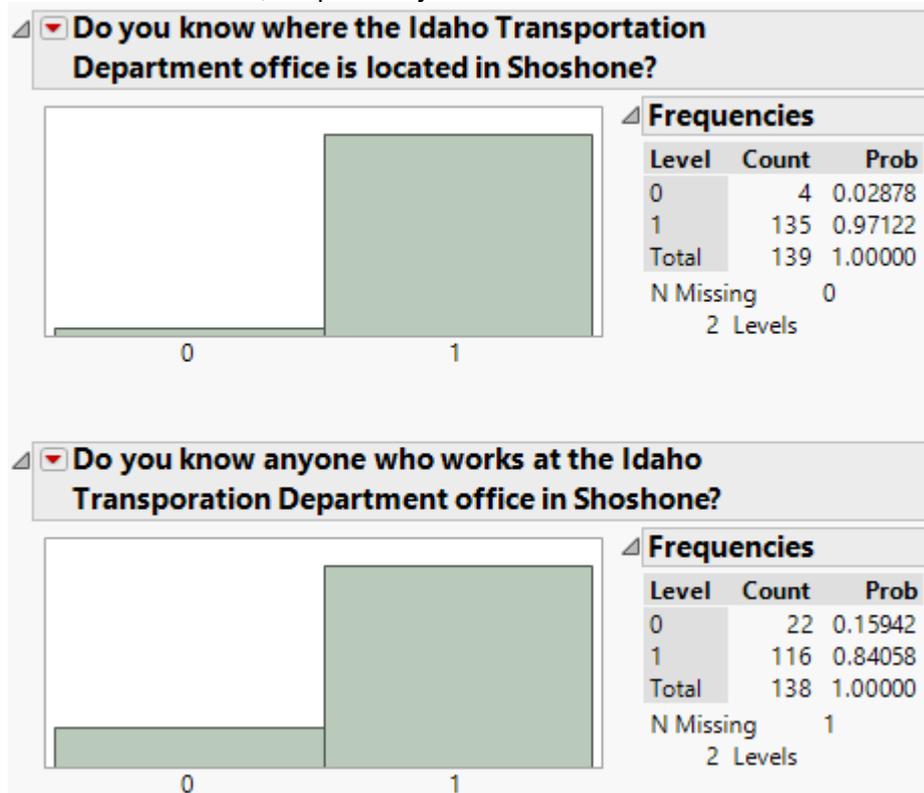
- The age of employees affected by the relocation is skewed right, with more than half of the employees being 50 years of age or more. Eighteen percent of the employees are 35-39 years of age, and 14% are 40-44 years of age.



Appendix C – Community Survey Results

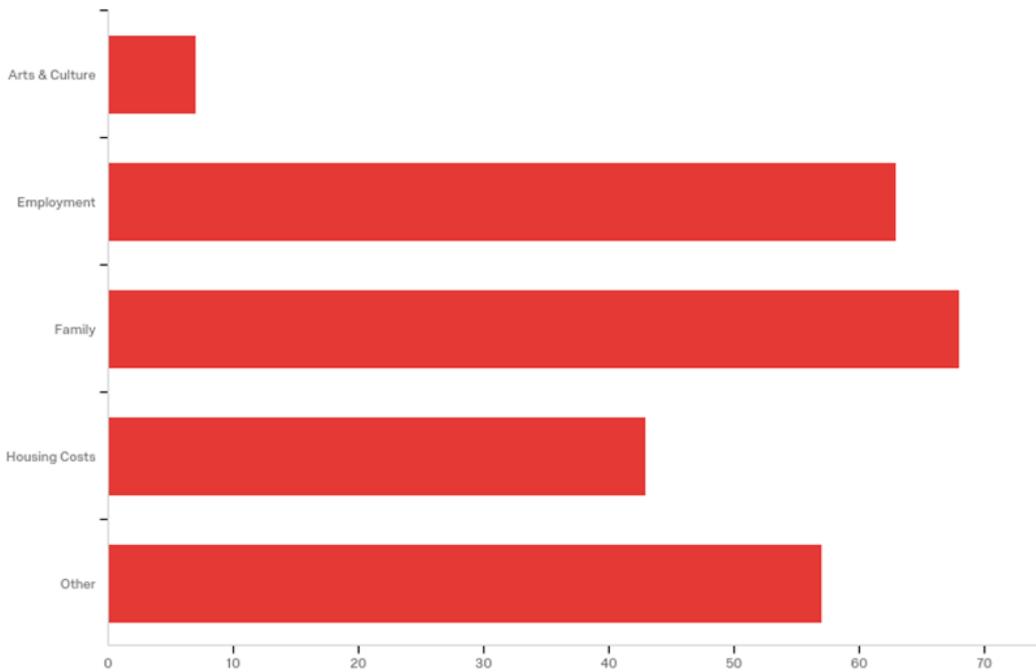
- **ITD headquarters relative to Shoshone**

- The vast majority of Shoshone residents know where the ITD headquarters is located in Shoshone and know at least one person who works there, at rates of 97% and 84%, respectively.



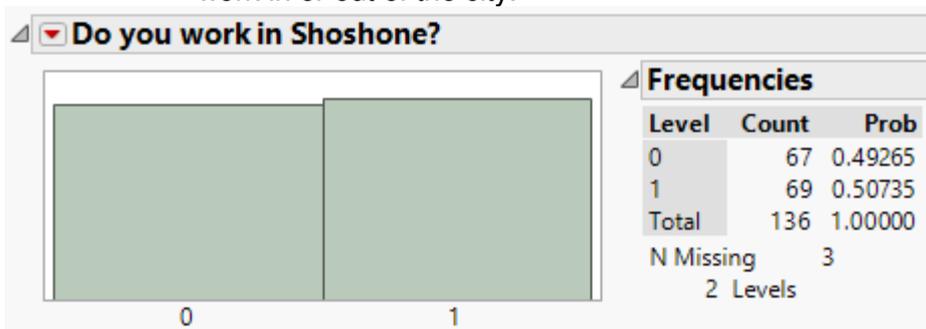
- **Shoshone Resident Reasons to Live in Shoshone**

- Nearly one fourth of the residents live in Shoshone due to reasons of “Family,” “Employment,” or “Other.” “Other” includes the small town feel, the community, and other factors.



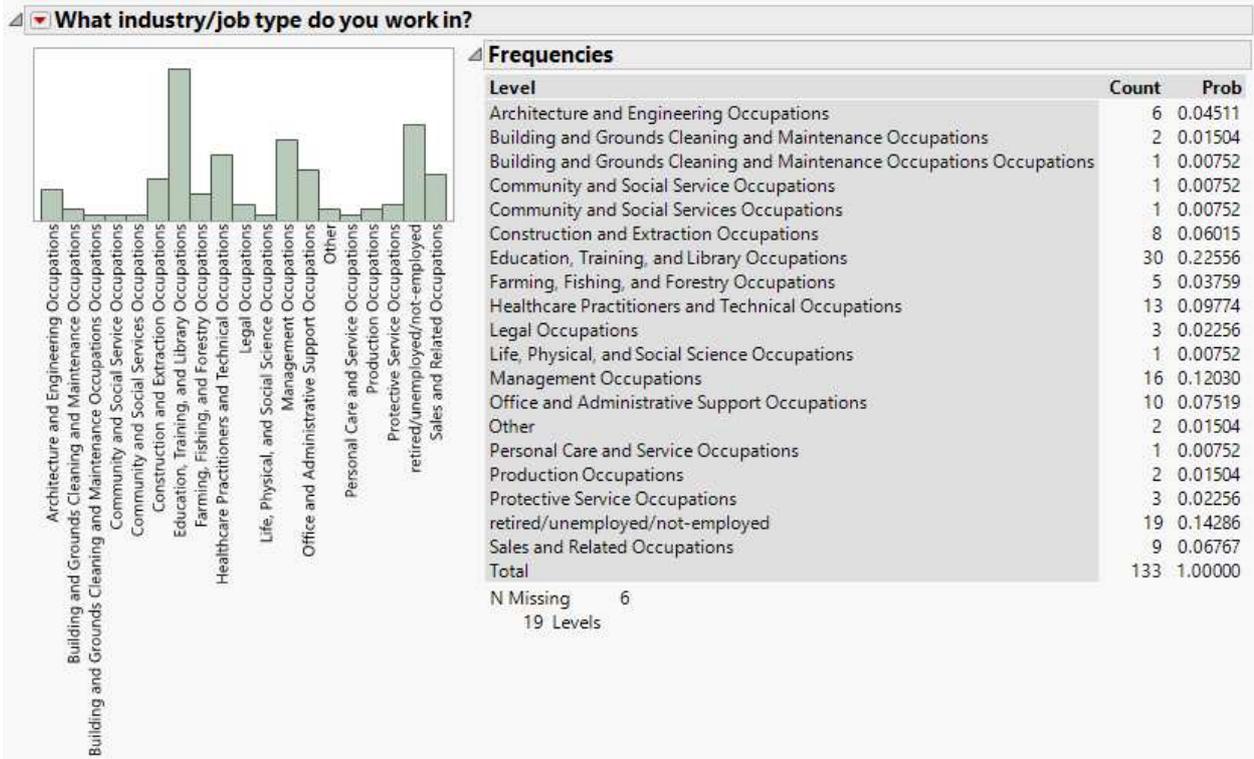
- **Shoshone Resident Employment Location**

- There is an almost 50-50 split between whether or not the residents of Shoshone work in or out of the city.



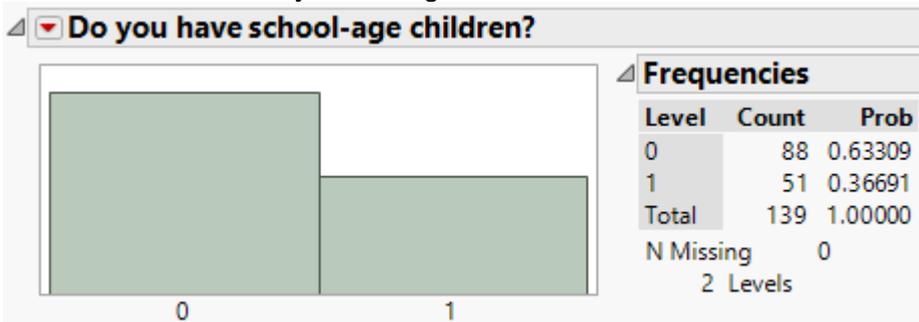
- **Shoshone Resident Occupation Industries**

- A large percentage of the respondents to the survey work in the “Education” industry at nearly 23%, with the second most common group being “Retired, Unemployed, or Not-Employed” at 14%.



- **Shoshone Resident Rate of School-age Children**

- Respondents reported that about one third of the residents have children between 5 and 18 years of age.



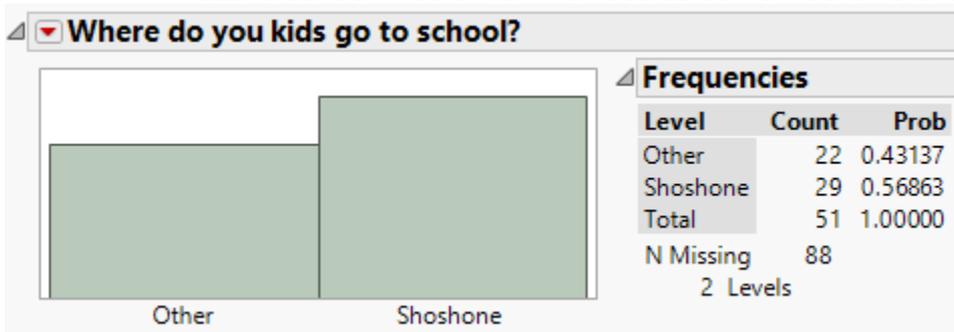
- **Most Common Amount of School-age Children in a Family**

- Of the respondents with school-age children, three fifths of them have either one or two in their household.



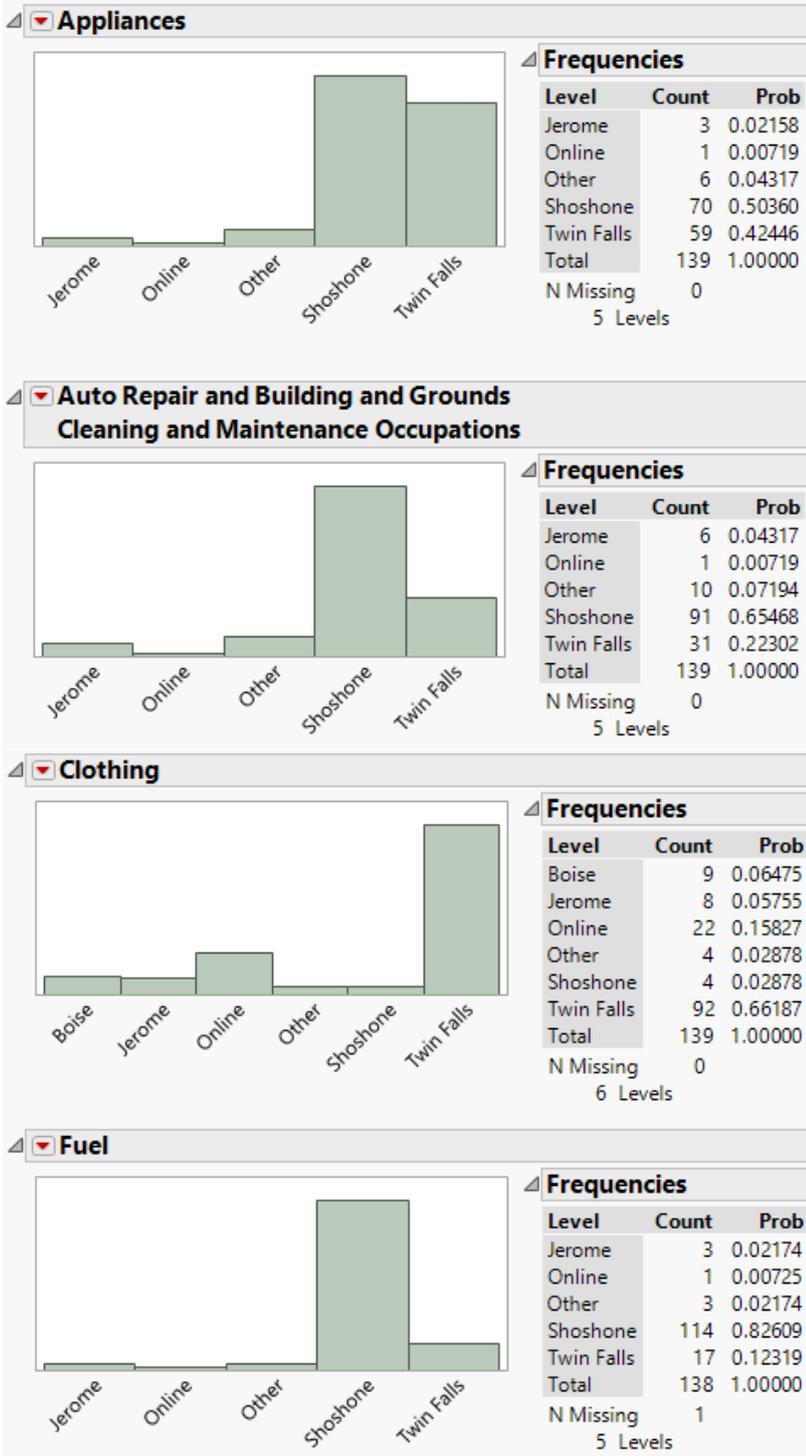
- **Where do the Children Attend School**

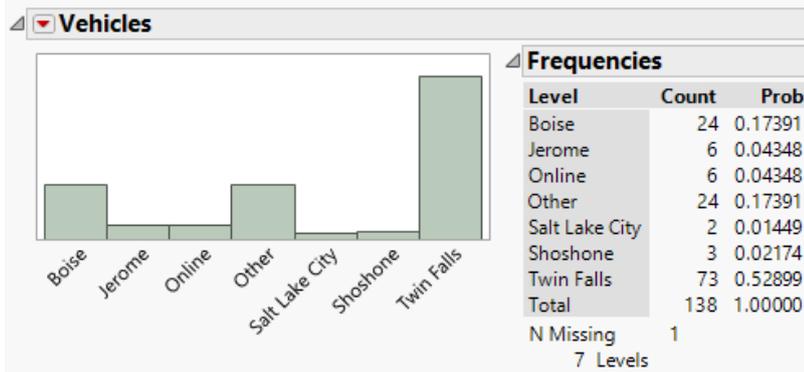
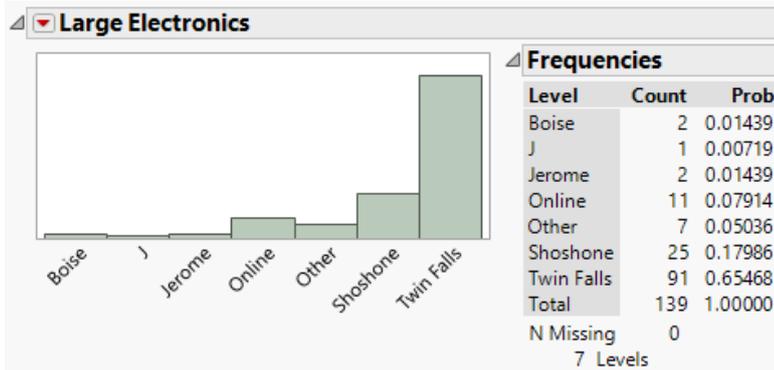
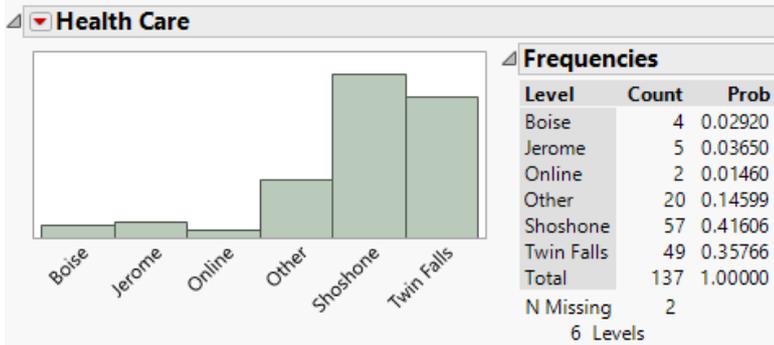
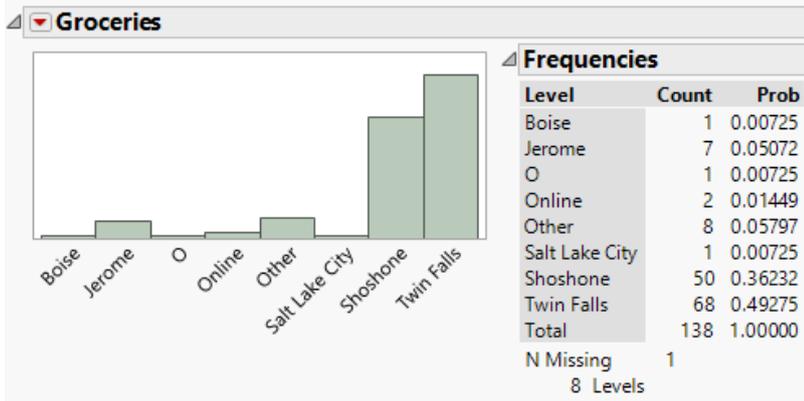
- The school-age children predominantly attend school in Shoshone, while two fifths attend school in other communities aside from Jerome and Twin Falls.



- **Shoshone Resident Consumption Locations**

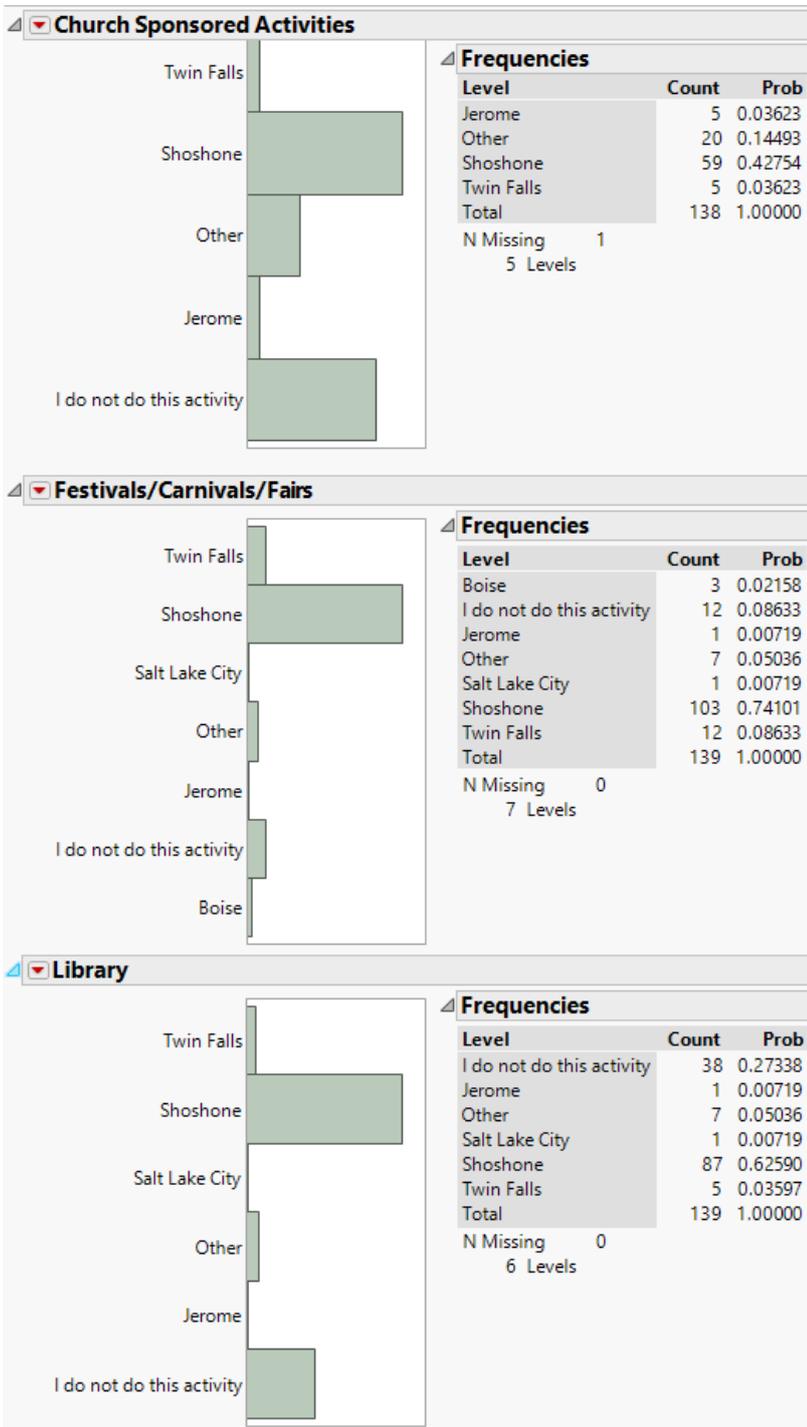
- The majority of Shoshone residents purchase “Auto Repair and Maintenance Service” and “Fuel” in Shoshone, while “Groceries” and “Healthcare” are split closely between Shoshone and Twin Falls. “Clothing,” “Large Electronics,” and “Vehicles” are typically purchased by Shoshone residents in Twin Falls.

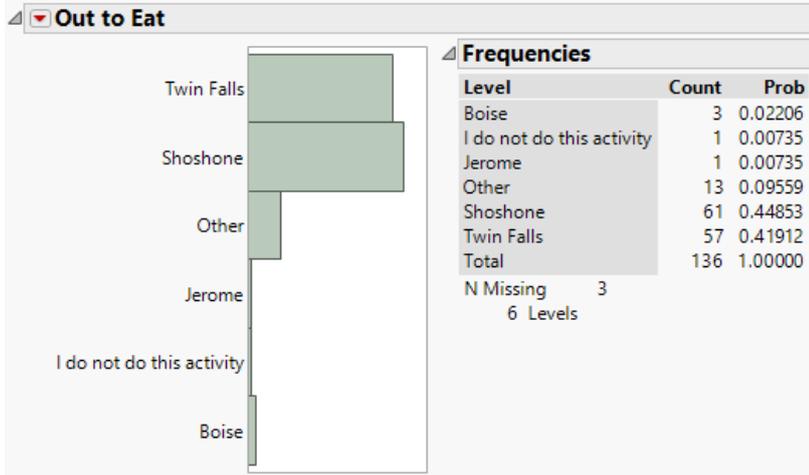
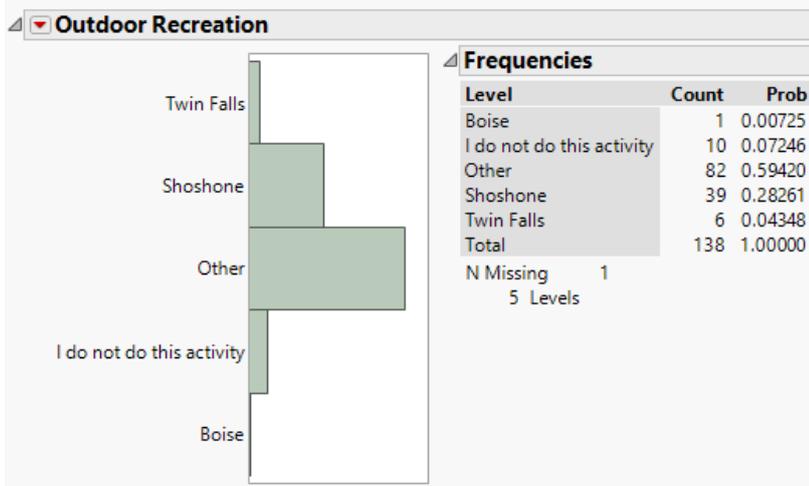
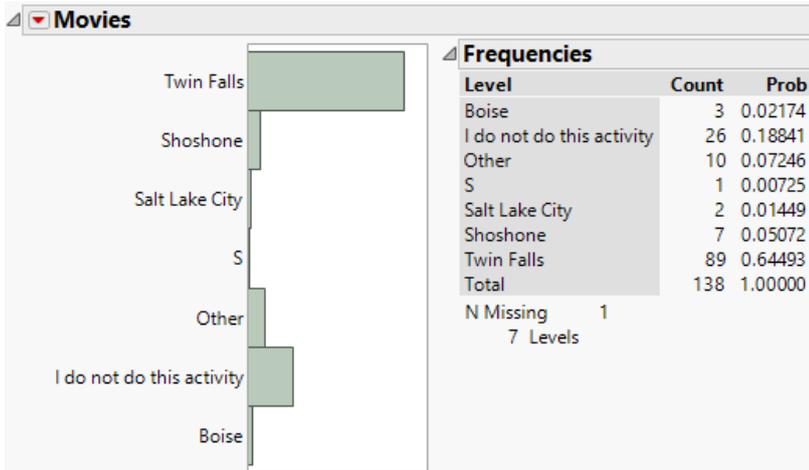


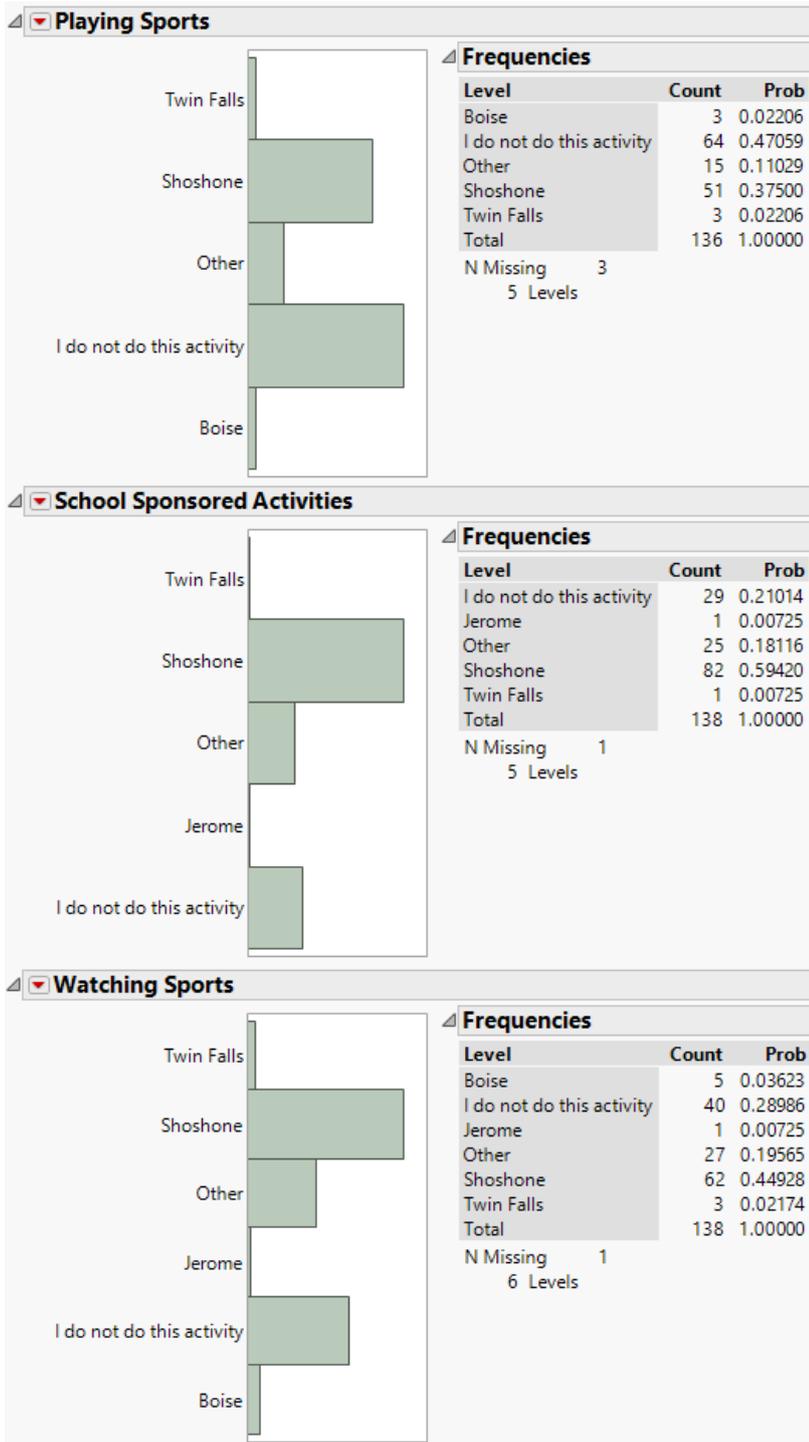


- Shoshone Resident Activity Locations

- Shoshone residents primarily complete these activities in Shoshone. The only activities that they predominantly completed outside of Shoshone are: “Movies” and “Outdoor Recreation,” in Twin Falls and Other, respectively.

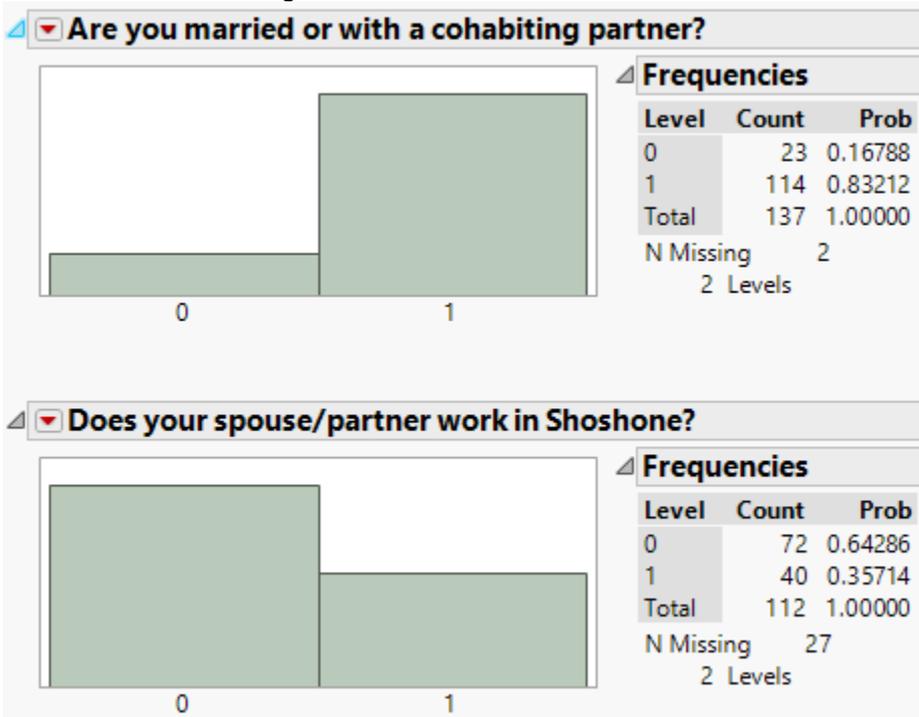






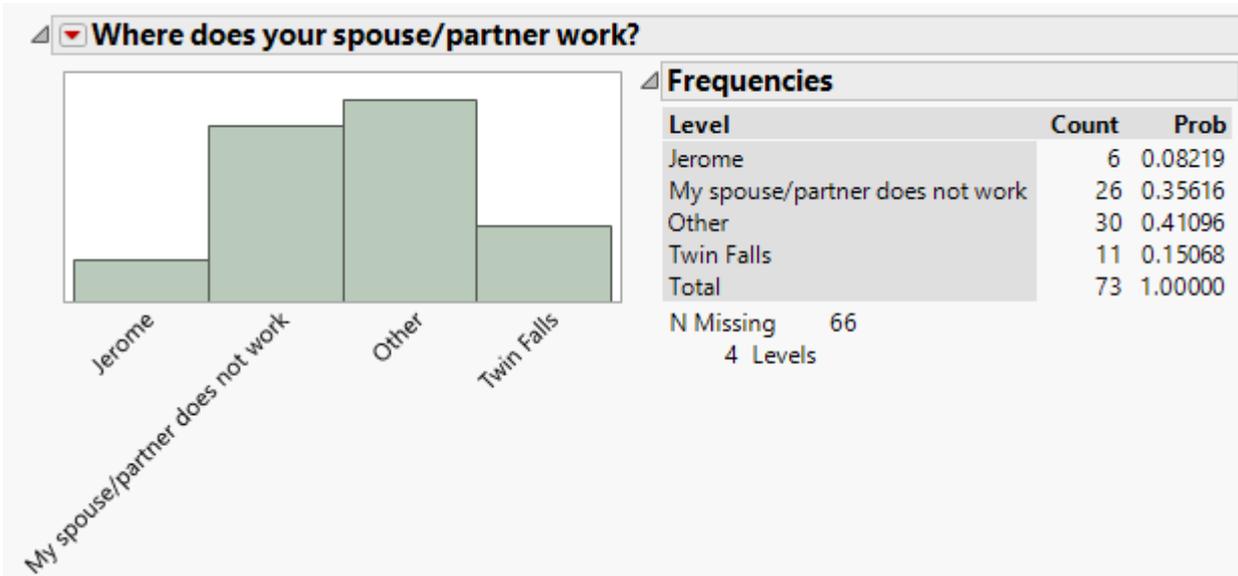
- Shoshone Respondent Marital Status and Employment

- Over four fifths of the respondents are married, with over one third of their spouses working in Shoshone.



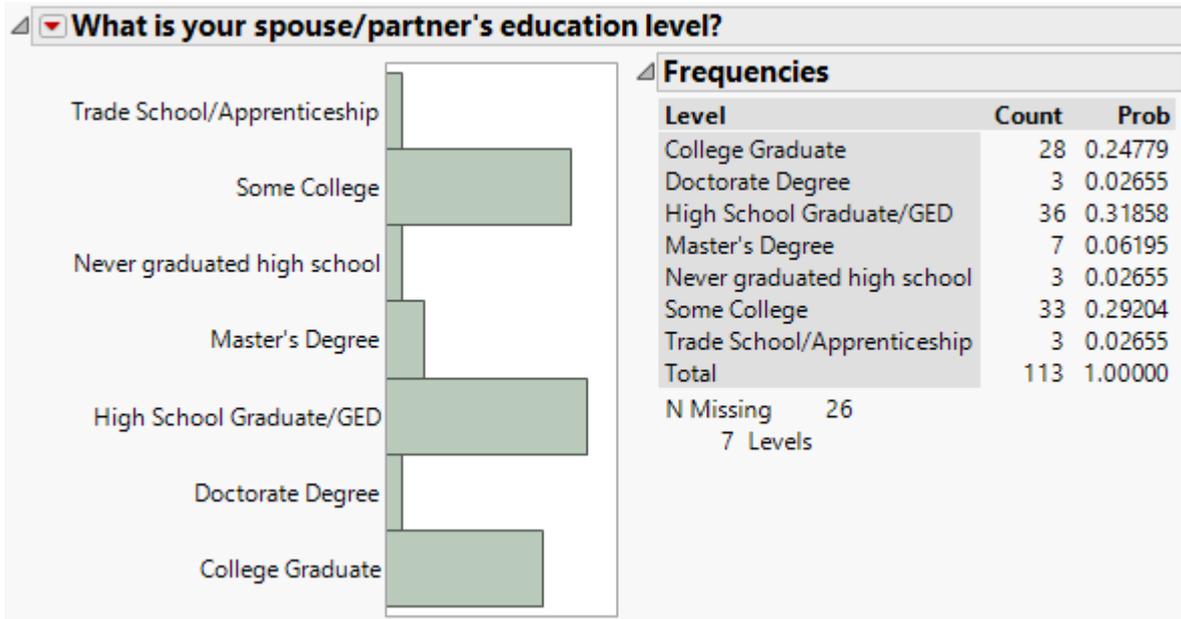
- **Other Spousal Employment Locations**

- About two fifths of the spouses and partners that do work in Shoshone work in locations other than Twin Falls and Jerome. About one third do not work.



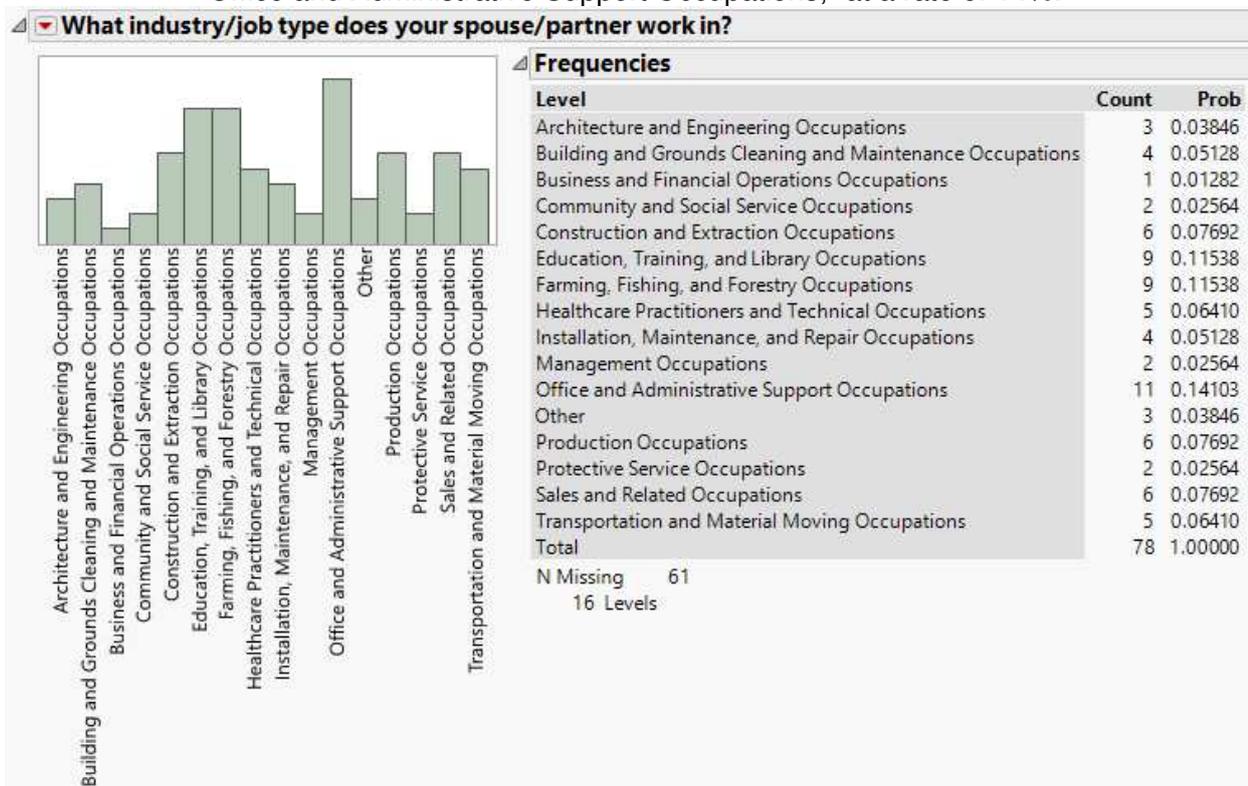
- **Spousal Education**

- Over one third of the spouses and partners have a “College Degree” or higher in Shoshone. “High School Graduate/GED” and “Some College” have about one third each.

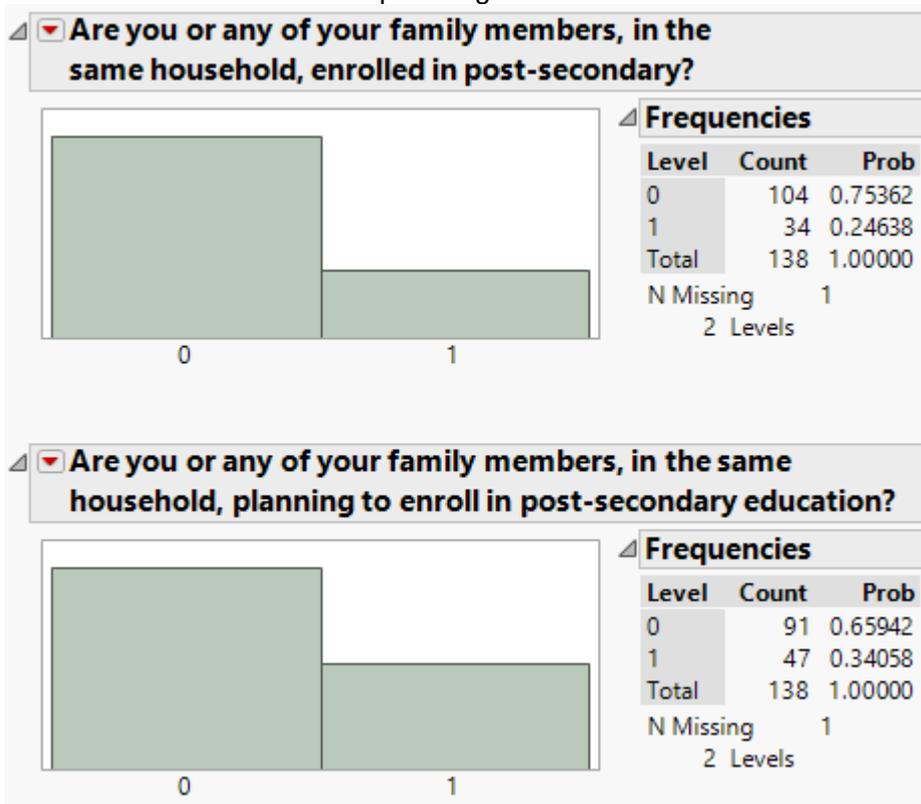


- **Spouse/Partner Employment Industries**

- The most common field for the respondents' spouses and partners to work in is “Office and Administrative Support Occupations,” at a rate of 14%.

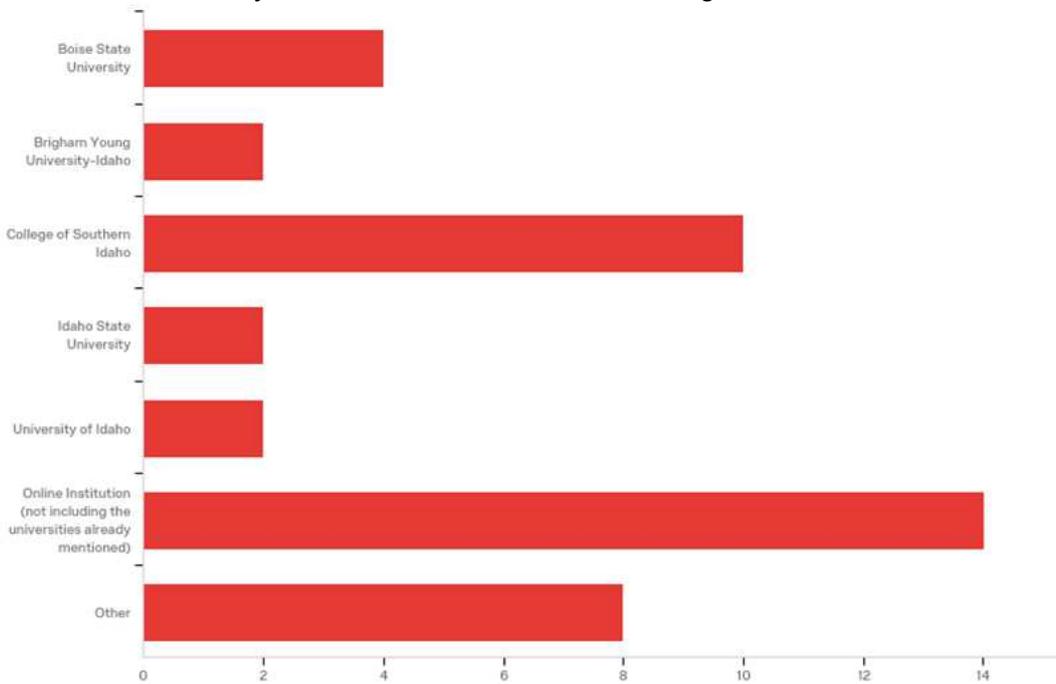


- **Shoshone Resident Post-Secondary Education Plans/Current Attendance**
 - Nearly one fourth of Shoshone respondents or their family members are attaining a postsecondary educational degree. One third of the respondents or their family members are planning to attain one.



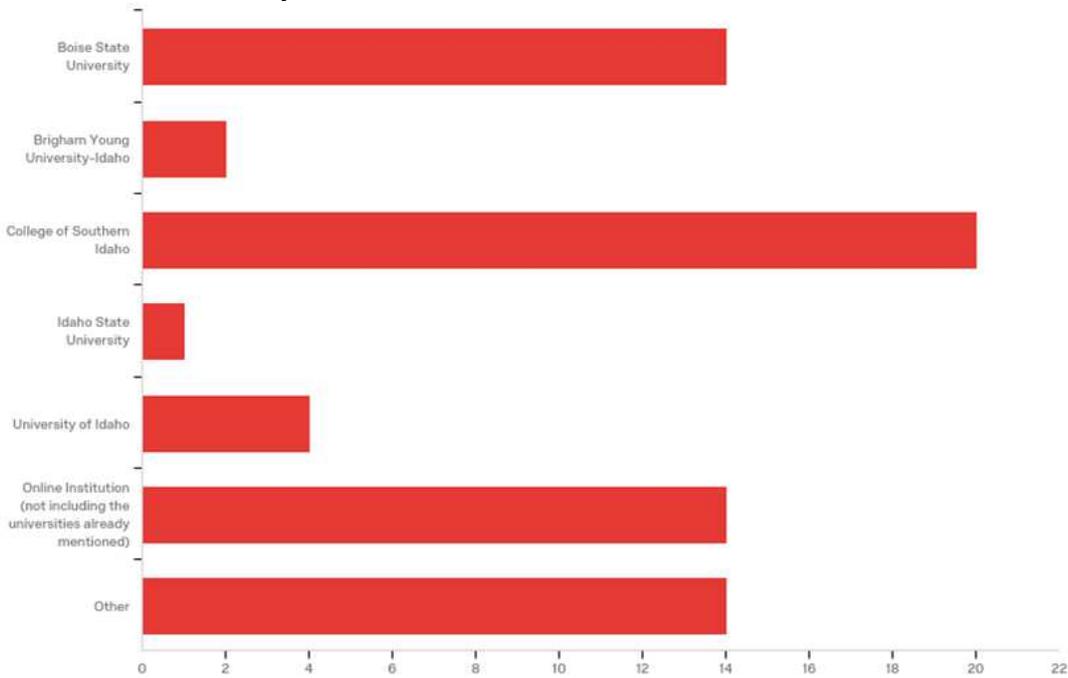
- **Shoshone Resident Post-Secondary Education Currently Attending Institutions**

- Nearly one third of respondents and/or their family members that are obtaining a post-secondary degree attend an online institution other than the ones listed on the survey while one fourth attend the College of Southern Idaho.



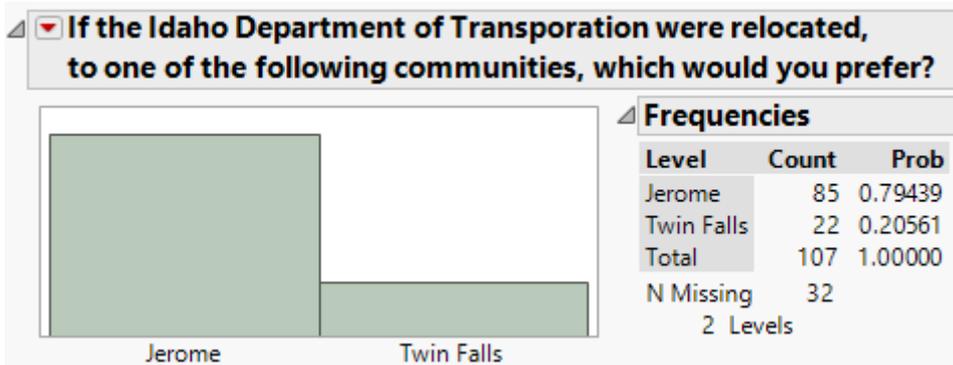
- **Shoshone Resident Post-Secondary Education Planned Institutions**

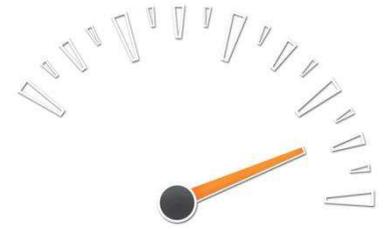
- The planned locations for post-secondary educational degrees of the respondents and/or their family members is more varied than the prior. However, the College of Southern Idaho still leads at over one fourth of the respondents, with Boise State University, other online institutions, and other universities not listed following closely at nearly one fifth each.



- **Shoshone Resident ITD headquarter relocate out of Shoshone Preference**

- If the ITD headquarters was relocated out of Shoshone, the residents prefer Jerome over Twin Falls at a 4-1 ratio.





Economic Impact Study

Submitted By

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July 14, 2017

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1. Purpose

The purpose of this report is to evaluate the economic impact of moving the District 4 Administration Building and its current administration staff from the city of Shoshone, Idaho, located in Lincoln County, to either the cities of Twin Falls or Jerome, Idaho. Moreover, this study will present the current estimated financial impact to both the city of Shoshone and Lincoln County as a result of the relocation.

1.1 Intro

The information for this report was primarily gathered from several surveys provided to the Idaho Transportation Department (ITD) employees and the residents of Shoshone. The complete findings of these surveys can be obtained in Appendices C and D.

1.2 Background

Shoshone is a community which has played an important role in the development and history of south-central Idaho. During the early half of the past century, the city hosted many dignitaries including President William Howard Taft and Ernest Hemingway. The city's prominence was historically tied to its proximity to the railway and the Sun Valley area.

Unlike many rural communities in Idaho, Shoshone's population is close to its all-time high. However, despite this, the community has been economically and demographically overshadowed by its neighbor, Twin Falls, Idaho.

1.3 Commuter Data

Shoshone, Idaho, like many small towns in Lincoln County, is considered a bedroom community. Bedroom communities are residential suburbs inhabited largely by people who commute to a nearby city for work. For both the city of Shoshone and Lincoln County overall, the top three cities residents travel to for work are Twin Falls, Hailey, and Ketchum, Idaho. **Table 1** describes the extent to which Shoshone and Lincoln County function as bedroom communities.

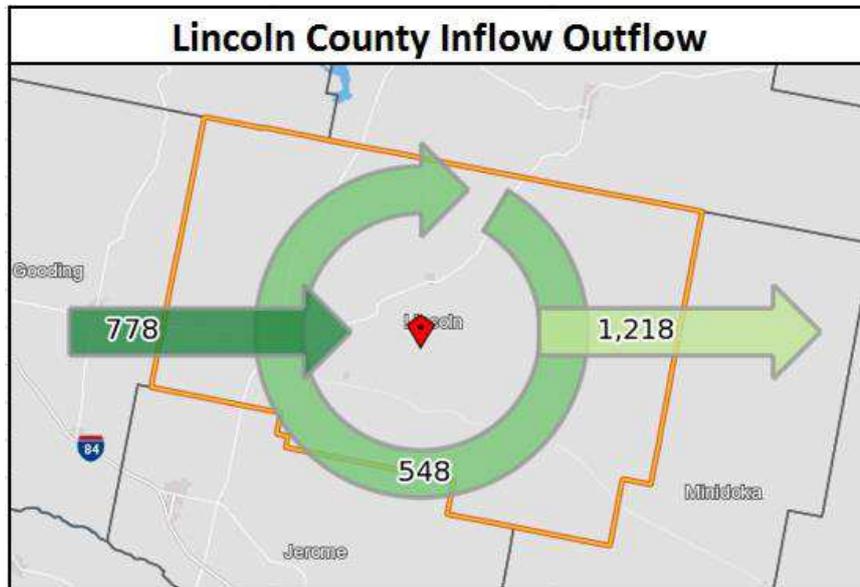
Table 1 Commuter Data 2014

On the Map Commuter Data 2014			
Selection Area	Employed in Selection Area but Living Outside	Living and Employed in Selection Area	Living in Selection Area but Employed Outside Area
Shoshone	529	82	569
Lincoln County	778	548	1218
Twin Falls (City)	14662	10638	7767

Source: <https://onthemap.ces.census.gov/>

Table 1 shows commuter data for Shoshone, Lincoln County, and Twin Falls (City). The “Employed in Selection Area but Living Outside” column shows the number of individuals who work but do not live within the given area. The “Living and Employed in Selection Area” column provides the number of individuals who both live and work within the given area. Finally, the “Living in Selection Area but Employed Outside Area” column provides the number of employed individuals who live but do not work within the given area.

Figure 1 Lincoln County Inflow Outflow



Source: <https://onthemap.ces.census.gov/>

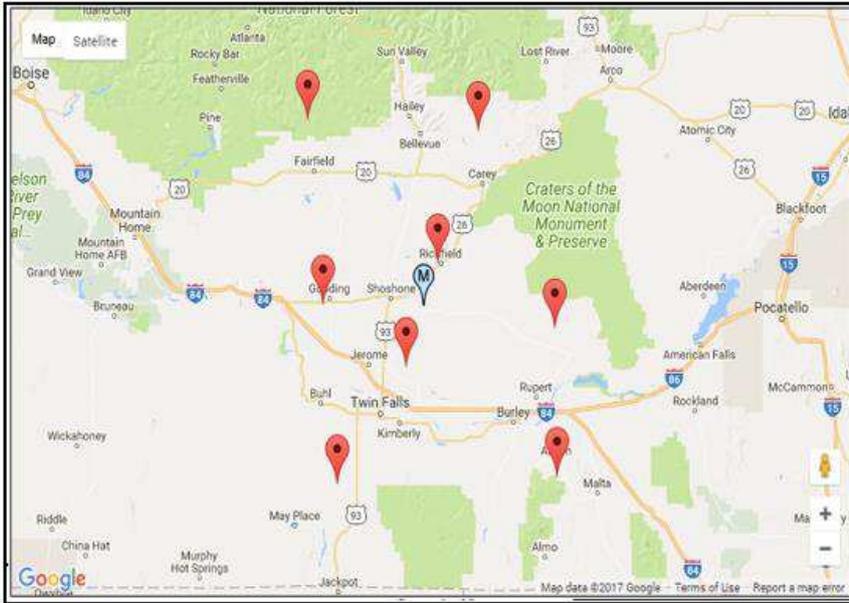
1.4 Central Location

Typically, administrative offices are located where they would best be able to serve the needs of its customers. Additionally, companies need to have access to the local labor markets and be in a

location that would give them the optimal position for future growth. Considering the aforementioned characteristics, a geographic center, a population center, and a current employee population center all need to be addressed.

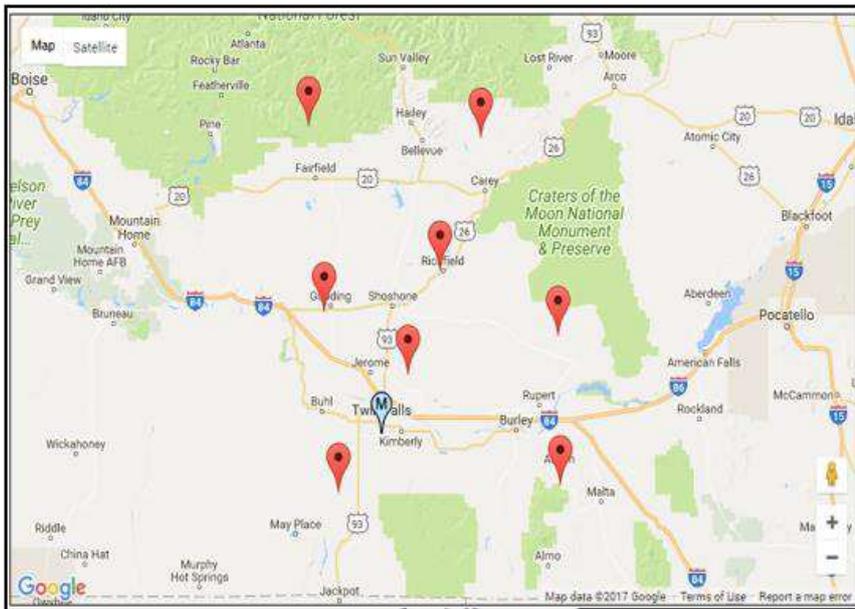
ITD District 4 Geographic Center

Figure 2 Geographic Center Location



The geographic center of District 4 is slightly east of the current location, in Shoshone, ID.

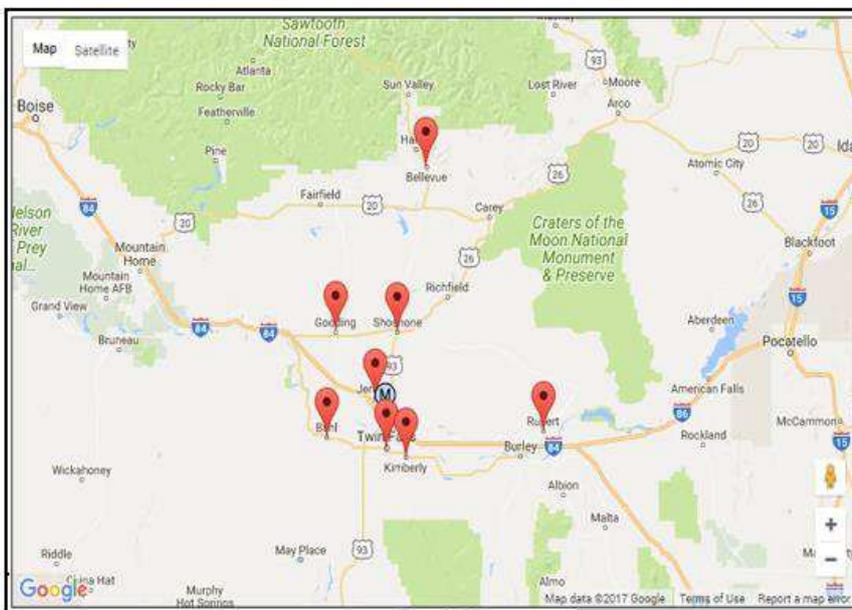
ITD District 4 Population Center
Figure 3 Population Center Location



Source: <http://www.geomidpoint.com/>

The population center of District 4 lies near Twin Falls, ID.

ITD District 4 Current Employee Population Center
Figure 4 Employee Population Center Location



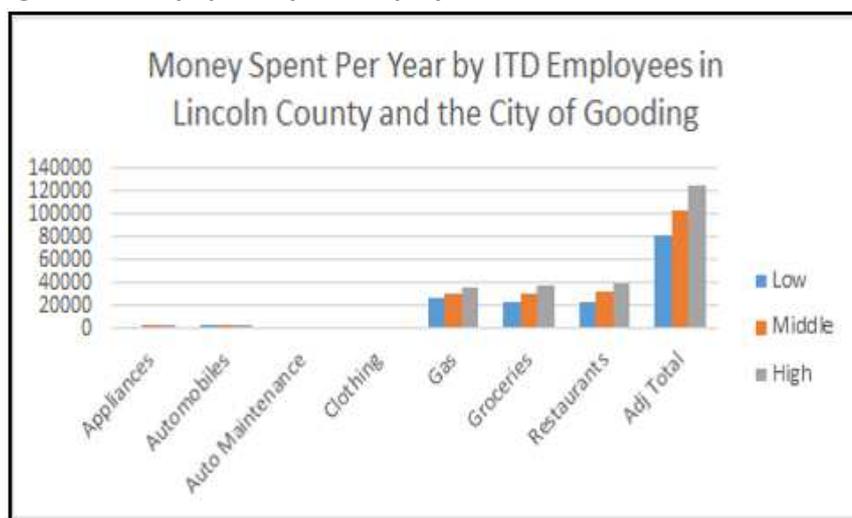
Source: <http://www.geomidpoint.com/>

The center of the current ITD administration employees lies between Twin Falls and Jerome at the Crossroads location.

2. Economic Impact

The potential relocation of the ITD District 4 Headquarters out of Shoshone is estimated to result in a loss of \$80,000 and \$125,000 in revenue to Lincoln County each year. The city of Shoshone will lose between \$30,000 and \$55,000 each year in revenue, while Gooding City will lose \$25,000 - \$40,000. This loss will come from sales declines in restaurants, grocery stores, gas stations, and more. Further, this loss of revenue could result in the closing of various business locations and loss of jobs as a result of these closures. Additionally, the loss of 61 full-time jobs will extend to the average wage and per capita income statistics for the affected area (see Appendix A for more detail).

Figure 5 Money Spent by ITD Employees



Source: Employee Survey

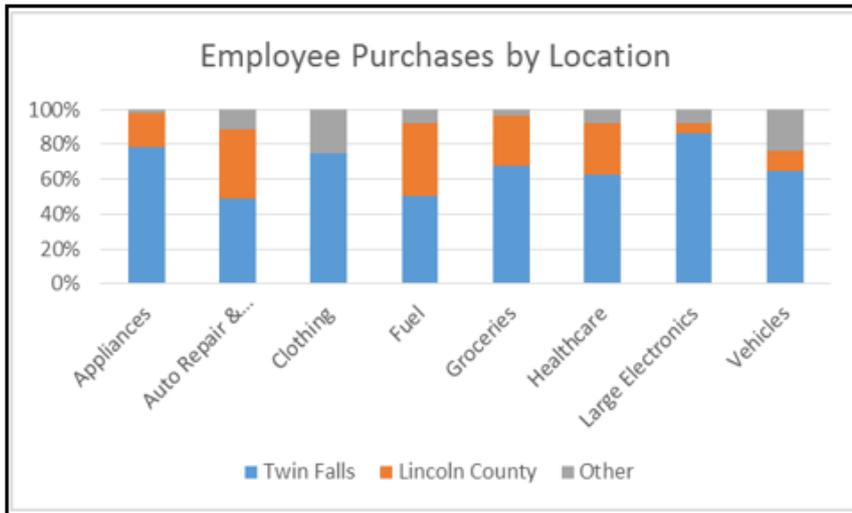
The 61 full-time jobs are the greater concern to the community of Shoshone. The agency predicts that approximately 55.74% of the employees in the positions that would be transferred are eligible for retirement in the next 10 years. The city hopes to attract the replacement hires to live in its community and increase the population and tax base. The survey data show roughly 10% of the ITD employees moved to Shoshone to work for the department.

Of the survey respondents, five people and their households would likely relocate. No children are expected to leave the Shoshone schools if the headquarters are relocated. Therefore, the relocation will have no effect to the local school districts' enrollment. Also, 15% of the spouses or partners of the ITD employees, affected by the relocation, work in Shoshone. It is unknown whether the spouses or partners would switch jobs if the ITD office relocated.

With regard to vendors, according to ITD District 4 personnel, the administrative office does not utilize any outside sources to satisfy the needs of any segment within its internal operations. However, they do hire cleaning services locally. Simply put, the majority resources (materials or labor) used for contract work are obtained from outside Lincoln County.

Survey results indicate ITD employees overwhelmingly purchase goods in the city of Twin Falls. **Figure 6** outlines their spending.

Figure 6 Employee Purchases by Location



Source: Employee Survey

The city of Shoshone has already dealt with the loss of some Bureau of Land Management (BLM) positions and the community has descended from being a hub of the area to watching Twin Falls grow in size and prominence. In an effort to shift gears, the city of Shoshone has plans to develop and revitalize the downtown core as well as some new housing.

The information mentioned above suggests a negative economic impact on the city of Shoshone and Lincoln County over the short-term and long-term horizons.

3. Housing and Transportation

The housing and transportation section will outline the age, cost, and availability of homes in the region, current employee commute times, the mean travel time for people living in the counties of Lincoln, Jerome, and Twin Falls, and transportation options between the aforementioned communities.

3.1 Housing Comparison

Real estate agents were contacted in the cities of Shoshone, Jerome, and Twin Falls in order to better understand the expectations for the housing market in each community. They were asked to comment on their three to five-year housing projections and the availability of rental properties in the communities. According to the agents, the real estate market is similar in Jerome and Twin Falls while Shoshone has distinctively different characteristics and, therefore, is a unique market. Heidi Casdorff, of Gateway Real Estate in Twin Falls, said:

It is hard to speculate on what the market will do in Twin Falls over the next few years mostly due to interest rates. At the moment, interest rates are low, which makes for a better market.

If the Fed increases the prime rate, the growth over the next few years will slow down. It is currently a sellers' market in Twin Falls as there is a shortage of homes above \$175,000. This is partly due to the fact that there is also a shortage of rentals in Twin Falls which, combined with low interest rates and friendly financing terms, push the local residents towards buying rather than renting. The median price of a home in Twin Falls is \$198,000 while the rental of a three bedroom, one bathroom home ranges between \$750 and \$850 depending on location.

Jim Kinsey, of Canyon Trail Realty in Jerome said:

The real estate market in Jerome is expected to see slow but sustainable growth over the next three to five years. One of the unique characteristics of the city of Jerome is that its economy is buffered from the overall economy due to the local dairy industry; as most of the local businesses (Jerome Cheese, Glambia, Chobani, Clif Bar, to name a few) deal mostly in commodities, their revenues vary little and that trickles down, thus creating a stable market. The median price of a home in Jerome is \$212,000 currently and the rent for a three bedroom, one bathroom home averages \$750.

Finally, Craig S. Hadden, of Craig S. Hadden Real Estate in Shoshone, said:

There are not many houses for sale in Shoshone currently, nor is there much of a demand for homes within city limits. There is new construction happening in the outskirts of town and buyers are more likely to purchase those. It is expected that building will continue to increase over the next few years. There is a shortage of rental properties in Shoshone, rendering it very difficult to determine a rental price point.

3.2 Community Housing Data

Lincoln County Profile

- Lincoln County is comprised of mostly older houses with some newer ones built between 2000 and 2009. Seventy-one percent of the homes are owned, however, there is a 17% vacancy rate on the properties, which is higher than the other two counties.
- Home values predominately run between \$100,000 and \$200,000 with monthly owner costs running under the other two counties and the state average.

Jerome County Profile

- Jerome County has the least amount of owned homes and highest amount of rented homes.
- The vacancy percentage of this county is 7%, which is less than Twin Falls County.
- Monthly owner costs are higher here than the other two counties and the state average.
- Near one fourth of the homes in Jerome were built from 1970 to 1979, however, there are recent constructions to push houses built after 2010 to 2% of the total amount.
- Forty-five percent of the houses in Jerome are valued between \$100,000 and \$200,000.

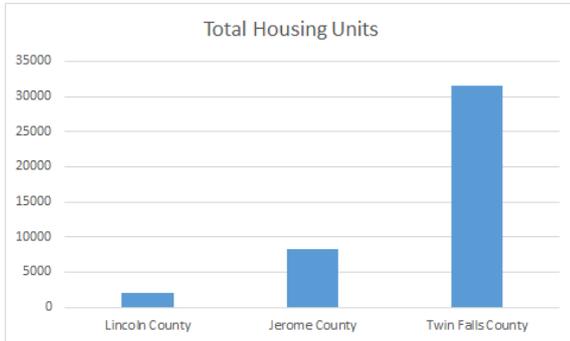
Twin Falls County Profile

- Nearly one fourth of houses in Twin Falls were built in 2000 or later.
- The vacancy rate for Twin Falls County is 8% with one fourth of rent payers supplying

between 20-30% of their incomes for their rented space.

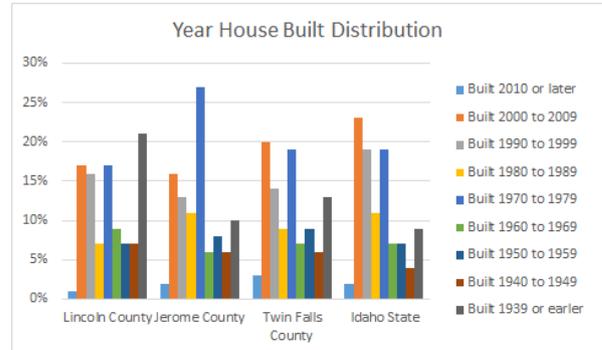
- Two fifths of homeowners pay between \$300 and \$700 a month on their property, of which, nearly half are valued between \$100,000 and \$200,000.
- Twin Falls County has the largest number of housing units with nearly 32,000 houses.

Figure 7 Total Housing Units



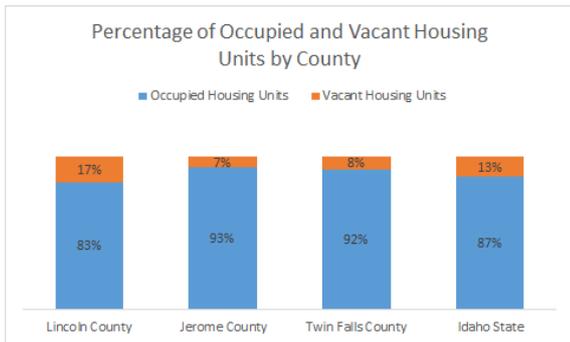
Source: <http://www.towncharts.com>

Figure 8 Year House Built Distribution



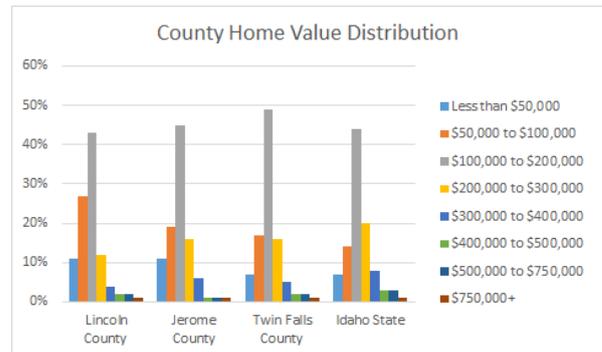
Source: <http://www.towncharts.com>

Figure 9 Percentage of Occupied and Vacant Housing



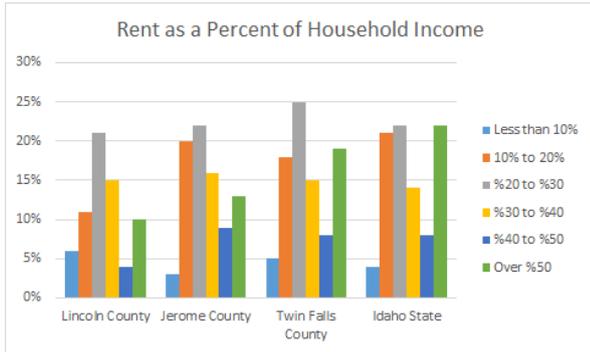
Source: <http://www.towncharts.com>

Figure 10 County Home Value Distribution



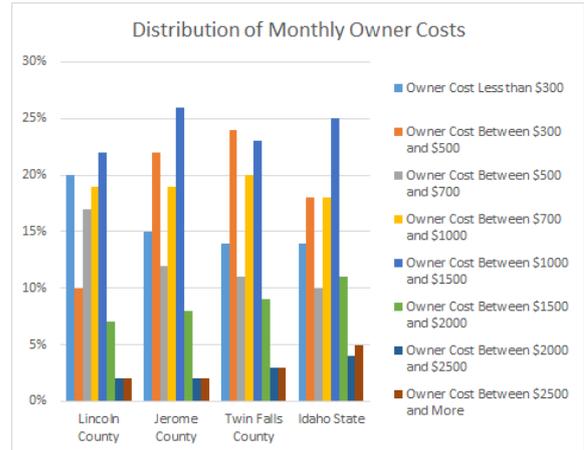
Source: <http://www.towncharts.com>

Figure 11 Rent as a Percent of Household Income



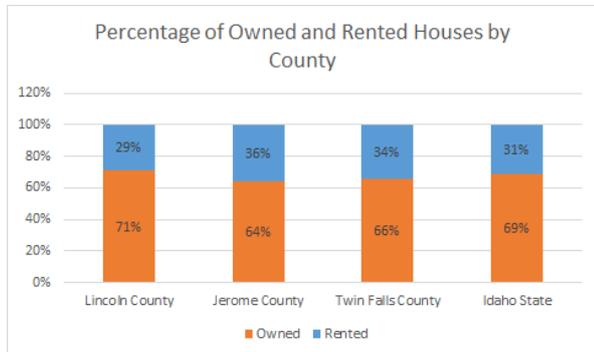
Source: <http://www.towncharts.com>

Figure 12 Distribution of Monthly Owner Costs



Source: <http://www.towncharts.com>

Figure 13 Percentage of Owned and Rented Houses by County



Source: <http://www.towncharts.com>

3.3 Commute Time

The combined commute times, by location, of the current ITD administration employees, indicate that a new center in Twin Falls would have the least amount of overall commute miles with a total of 955 miles and an average of 18.4 miles per employee. The Crossroads location is a close second with a total of 963 miles and an average of 18.5 miles per employee.

The Shoshone location has the highest amount of commute time with a total of 1,221 miles and an average of 23.5 miles per employee.

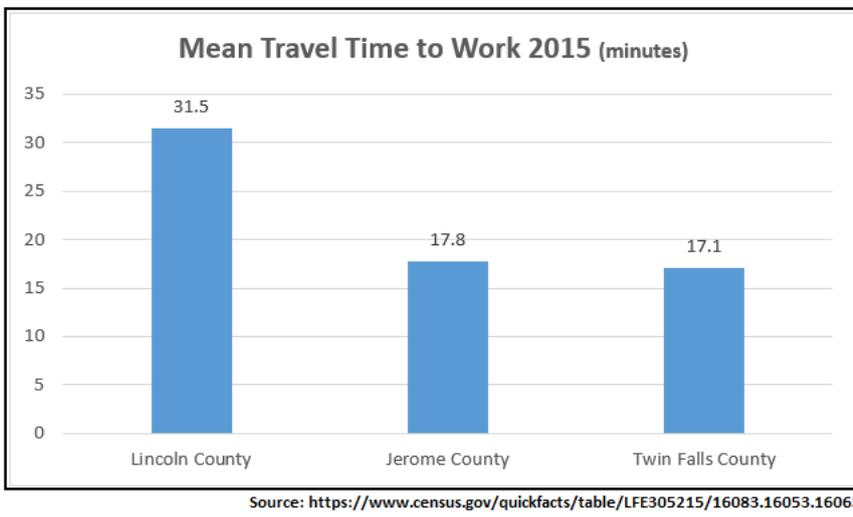
Table 2 Commute Times of Current Employees

Commute Times of Current Employees (in minutes)				
City Name	Crossroads	Jerome	Shoshone	Twin Falls
Bellevue	58	57	38	64
Buhl	60	63	120	48
Gooding	270	198	153	315
Jerome	36	0	76	60
Kimberly	30	48	70	14
Rupert	215	265	270	220
Shoshone	180	171	0	234
Twin Falls	114	285	494	0
Total	963	1087	1221	955

Source: <http://www.towncharts.com>

Mean travel time indicates the average time people in the region commute to work. The mean travel time for Lincoln County is 31.5 minutes while the mean travel time for Jerome County is 17.8 minutes and the mean travel time for Twin Falls County is 17.1 minutes. One reason that the commute time for Lincoln County is significantly higher than Jerome County and Twin Falls County is that a large portion of the community works outside of Shoshone.

Figure 14 Mean Travel Time to Work



3.4 Transportation

There are no alternative modes of transportation, such as a bus or train, available between locations. A personal mode of transportation is necessary to travel around this area. Employees of ITD must

either have a personal vehicle or arrange a carpool to travel to and from work. As shown in **Table 3**, there is a high chance of traffic during early morning hours, between 7:30 a.m. to 8:30 a.m. The situation is similar between 4:30 p.m. and 5:30 p.m. During the specified time frames, one can expect to increase travel times by 5-7 minutes. This information can be assumed for traveling to and from Shoshone.

Table 3 Travel Distance and Time from Shoshone Using US-93

Travel distance and time from Shoshone using US-93 (By Car)			
Destination	Distance	Time of Travel	Expected time to arrive at the destination
Jerome	18.8 miles	7.30-8.30 am [Going to work]	21 minutes* [+ 5-7 minutes based on traffic]
		4.30-5.30 pm [Going back to home]	
Twin Falls	26.3 miles	7.30-8.30 am [Going to work]	32 minutes* [+ 5-7 minutes based on traffic]
		4.30-5.30 pm [Going back to home]	

Reference: Google maps

4. Pay Scale Comparison

This section is an evaluation of the ITD District 4 Administration Office employee wages. Specifically, it reports on employee pay rates in relation to the same positions elsewhere. The comparison is broken up into geographical regions: Twin Falls, South Central Idaho, and the United States. It worth noting that according to the Idaho Department of Labor’s regional economist, Jan Roeser, both Shoshone and Twin Falls are in the same labor market.

Table 4 provides the median wages per hour for the positions held by employees at ITD’s administration building in Shoshone. Also, information about position availability is included.

Table 4 ITD Positions Median Wages

ITD Positions Median Wages (OES)			
Position	Twin MicSA Median Wage	South Central Idaho Median Wage	National Median Wage
Engineer, Manager 1-3	\$ 57.10	\$ 61.56	\$ 63.72
Engineering Technicians, Assistants, and Associates	\$ 20.29	\$ 22.33	\$ 23.68
Business and Operations Manager	N/A	\$ 36.53	\$ 43.29
Safety & Compliance Officer	N/A	\$ 27.75	\$ 34.09
Human Resource Associate	\$ 24.27	\$ 24.80	\$ 28.06
Program Planning/Development Specialist, Training Specialist	\$ 22.58	\$ 22.97	\$ 28.06
Right-Of-Way Agent	N/A	\$ 21.98	\$ 21.20
Geographic Information Systems Analyst	\$ 32.54	\$ 33.07	\$ 40.90
IT Information system technician	\$ 31.72	\$ 32.07	\$ 37.30
Civil Engineer	\$ 35.40	\$ 38.96	\$ 39.17
Environmental Planner	\$ 23.15	\$ 24.60	\$ 32.40
Transportation Planner	insuff. Data	insuff. Data	\$ 36.68
Public Information Specialist	\$ 21.62	\$ 21.18	\$ 23.74
Records Inspector	N/A	\$ 20.77	\$ 26.12
Technical Records Specialist	\$ 15.23	\$ 15.27	\$ 18.26

Source: <https://www.bls.gov/oest/>

4.1 Twin Falls

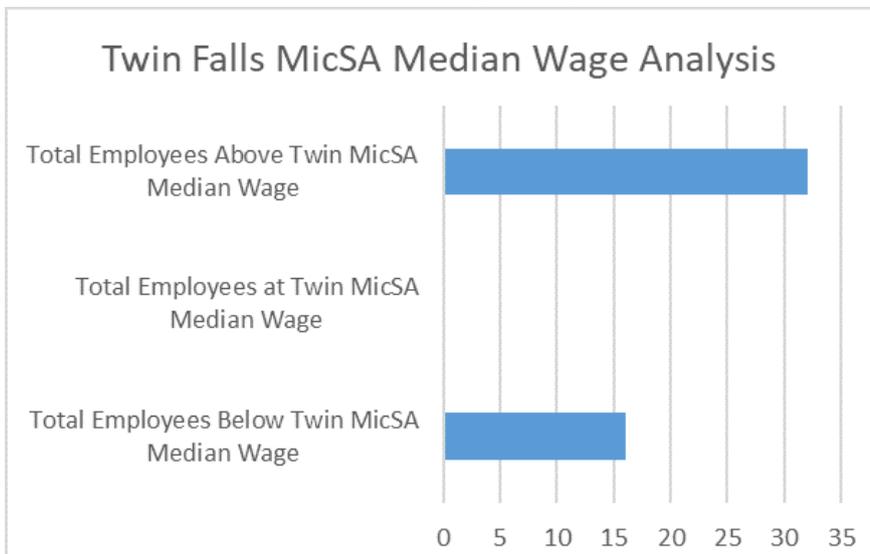
With respect to Twin Falls, ITD pays most of its employees above the median wage of their respective jobs in Twin Falls. **Table 5** shows the job positions that fall below the median wage for Twin Falls as well as the positions in Twin Falls that are above the median wage. The Twin Falls median wage is found using Occupational Employment Statistics (OES) data and is specific to the Standard Occupational Classification (SOC) of an employee’s respective job title. **Figure 15** shows the number of employees below, at, or above the Twin Falls median wage for their respective positions.

Table 5 Median Wage Comparison Chart for ITD Positions

Median Wage Comparison Chart for ITD Positions (Twin Falls)		
Positions Below Twin MicSA Median Wage	Positions Above Twin MicSA Median Wage	Unavailable Data
TECH RECORDS SPEC 1	Engineer Staff (2/4)	Records Inspector *
Planner, Trans, SR	Planner, Environmental	Business Operations MGR*
Planner, Env, SR	Transportation Tech SR	Safety & Compliance Offcr, ITD*
Engineer Staff (2/4)	Transp Tech Prin, Engnrng	Right-of-way Agent, Sr*
PUBLIC INFO SPEC	Engineer -In-Training	
ENGINEER, MANAGER 1	Engineering Asst, Transp	
ENGINEER, MANAGER 2	Engineer Associate	
ENGINEER, MANAGER 3	Engineer Technical 1 (1/2)	
Engineer Technical 1 (1/2)	Program Plng/Devpmt Spec	
HUMAN RESOURCE ASSOCIATE	Training Spec	
Geographic Inf Sys An		
IT Info Syst Tech, Sr		

Source: <https://www.bls.gov/oes/>

Figure 15 Twin Falls MicSA Median Wage Analysis



4.2 South Central Idaho

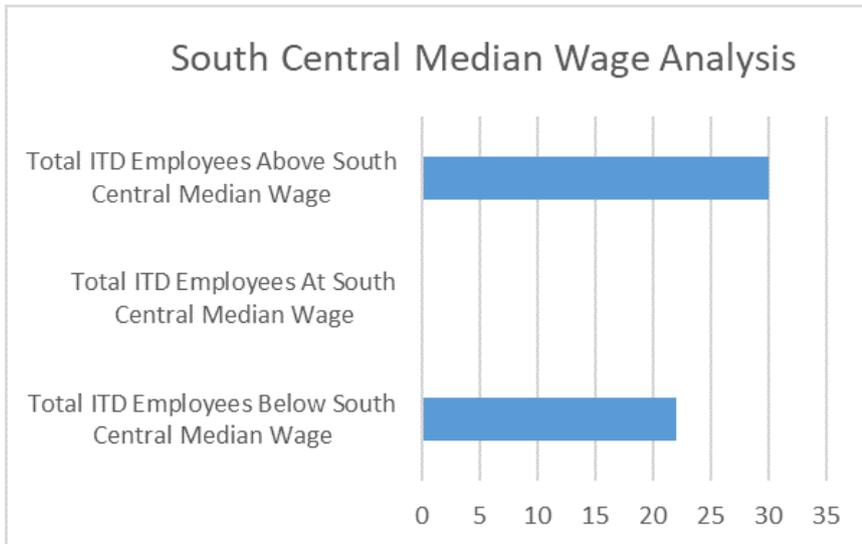
With Respect to South Central Idaho, ITD pays most of its employees above the median wage of their respective jobs in South Central Idaho. The South Central Idaho median wage is found using OES data and is specific to the SOC classification of an employee’s respective job title. **Table 6** shows the job positions that fall below the median wage for South Central Idaho as well as the positions in South Central Idaho that are above the median wage. **Figure 16** shows the number of employees below, at, or above the South Central Idaho median wage for their respective positions.

Table 6 Median Wage Comparison Chart for ITD Positions

Positions Below South Central Idaho Median Wage	Positions Above South Central Idaho Median Wage
Tech Records Spec 1 (1/2)	Tech Records Spec (1/2)
Public Info Spec	Records Inspector *
PLANNER, ENVIRONMENTAL	TRANSP TECH PRIN,ENGNRNG (9/11)
PLANNER,ENV SR	ENGINEER-IN-TRAINING
PLANNER,TRANS SR	ENGINEERING ASST,TRANSP
TRANSP TECH PRIN,ENGNRNG (2/11)	ENGINEER ASSOCIATE
ENGINEER, STAFF	TRANSPORTATION TECH SR
ENGINEER, TECHNICAL 1	TRAINING SPEC
PROGRAM PLNG/DEVPMT SPEC	RIGHT-OF-WAY AGENT,SR *
IT INFO SYST TECH, SR	GEOGRAPHIC INF SYS AN
HUMAN RESOURCE ASSOCIATE	SAFETY & COMPLIANCE OFFCR, ITD *
ENGINEER, MANAGER 1	BUSINESS OPERATIONS MGR *
ENGINEER, MANAGER 2	
ENGINEER, MANAGER 3	

Source: <https://www.bls.gov/oes/>

Figure 16 South Central Median Wage Analysis



4.3 Nationally

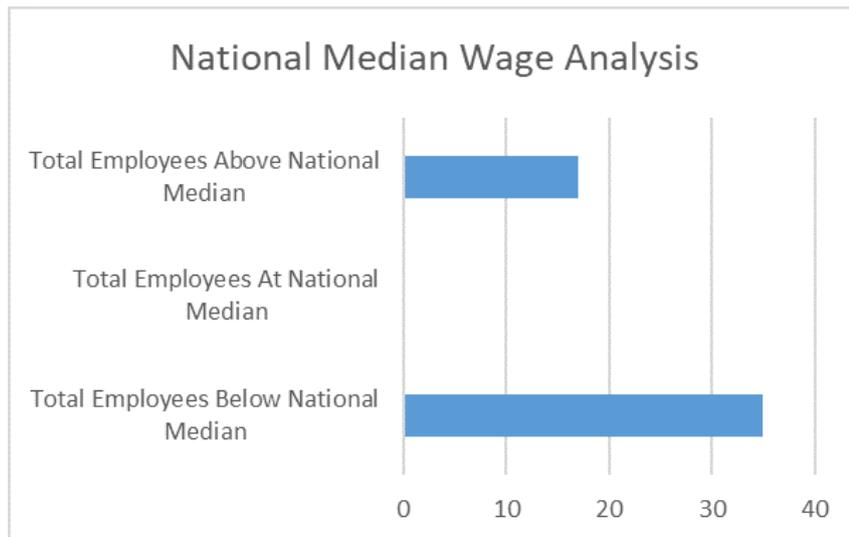
Table 7 Median Wage Comparison of ITD Positions

Median Wage Comparison of ITD Positions (National)	
Positions Below National Median Wage	Positions Above National Median Wage
TECH RECORDS SPEC 1 (1/2)	TECH RECORDS SPEC 1 (1/2)
PUBLIC INFO SPEC	PLANNER, ENV SR
PLANNER, ENVIRONMENTAL	PLANNER, TRANS SR
TRANSP TECH PRIN, ENGNRNG (6/11)	TRANSP TECH PRIN, ENGNRNG (5/11)
ENGINEERING ASST, TRANSP (2/5)	ENGINEERING ASST, TRANSP (3/5)
ENGINEER ASSOCIATE (1/2)	ENGINEER ASSOCIATE (1/2)
TRANSPORTATION TECH SR (2/5)	TRANSPORTATION TECH SR (3/5)
ENGINEER-IN-TRAINING (1/2)	ENGINEER-IN-TRAINING (1/2)
ENGINEER, STAFF	
ENGINEER, TECHNICAL 1	GEOGRAPHIC INF SYS AN
BUSINESS OPERATIONS MGR *	RECORDS INSPECTOR, ITD *
SAFETY & COMPLIANCE OFFCR, ITD *	RIGHT-OF-WAY AGENT, SR *
HUMAN RESOURCE ASSOCIATE	
ENGINEER, MANAGER 1	
IT INFO SYST TECH, SR	
TRAINING SPEC	
ENGINEER, MANAGER 2	
ENGINEER, MANAGER 3	

Source: <https://www.bls.gov/oes/>

With respect to the rest of the United States, ITD pays most of its employees below the median wage of their respective jobs in the United States. The national median wage is found using OES data and is specific to the SOC classification of an employee’s respective job title. **Table 8** shows the job positions that fall below the median wage for the United States as well as the positions in that are above the median wage. **Figure 17** shows the number of employees below, at, or above the National median wage for their respective positions.

Figure 17 National Median Wage Analysis



4.4 Position Availability

Table 8 Statewide Position Availability for ITD Positions

Statewide Position Availability for ITD Positions			
Job Title	Statewide Annual Openings	Statewide Total Employed	2014-2015 completers
ENGINEER, MANAGER 1	54	1050	25
ENGINEER, MANAGER 2	54	1050	25
ENGINEER, MANAGER 3	54	1050	25
BUSINESS OPERATIONS MGR	59	1360	358
SAFETY & COMPLIANCE OFFCR, ITD	13	340	9
HUMAN RESOURCE ASSOCIATE	69	1650	69
PROGRAM PLNG/DEVPMT SPEC	41	890	98
TRAINING SPEC	41	890	98
RIGHT-OF-WAY AGENT, SR	55	820	n.a.
GEOGRAPHIC INF SYS AN	106	1810	358
IT INFO SYST TECH, SR	11	340	79
ENGINEER, TECHNICAL 1	96	1700	73
ENGINEER, STAFF	96	1700	73
TRANSP TECH PRIN, ENGRNG	17	350	4
TRANSPORTATION TECH SR	17	350	4
ENGINEERING ASST, TRANSP	17	350	4
ENGINEER ASSOCIATE	17	350	4
ENGINEER-IN-TRAINING	17	350	4
PLANNER, ENVIRONMENTAL	9	250	10
PLANNER, ENV SR	9	250	10
PLANNER, TRANS SR	9	250	10
PUBLIC INFO SPEC	29	560	258
RECORDS INSPECTOR, ITD	215	6490	n.a.
TECH RECORDS SPEC 1	14	650	n.a.

Source: <https://www.bls.gov/oes/>

Table 8 shows the positions that ITD employees have in the administrative office. It also shows the state-wide annual openings, state-wide total employees, and the 2014-2015 completers for their respective positions. The data show the number of openings in the state that each of their positions has each year as well as the current total number of employees.

5. Cost Options of Building

The ITD District 4 Administration Office located at 216 South Date Street in Shoshone, Idaho is no longer meeting the needs of the workforce nor its constituents. Information gathered from a previous report suggests that a building with a minimum of 20,000 square feet and a parking lot of 60,000 square feet will be needed to replace the existing ones.

There are three possible locations being considered to build the new ITD building.

1. Build new in Shoshone near the current location. ITD currently owns property where the new building would be built if it were to be built in Shoshone. There would be no costs associated with land acquisition. It is unknown if there would be costs incurred in the development of this land (i.e., utilities).
2. Build in a location directly south of Shoshone called the Crossroads Point Business Center. Land would have to be purchased at this location. This parcel of land is estimated to cost between \$294,900 and \$310,000. Land development is included in this price.
3. Build on a piece of land somewhere in the area of Jerome or Twin Falls. If the building was to be built at this location, the land would be acquired through a land swap with the Bureau of Land Management (BLM). There would be costs associated with extending utilities, power, water, and sewer for about a fourth mile to this location.

Starr Corporation was contacted to request estimates for this report. Starr Corporation has built many facilities in the south-central region of Idaho including the Cassia County Judicial Center and the College of Southern Idaho’s Health and Human Services building on campus. When speaking with the owner, Michael Arrington, he mentioned they were in the process of bidding on the construction of an office building that would be located in the Crossroads Point Business Center. The office building mentioned would be on a one and a half acre site and would be about 12,000 square feet. Mr. Arrington said that the numbers for this building are scalable for our purposes and that prices of construction would be the same no matter the location of the building site.

The cost estimate per square foot is \$175. This includes engineering, architecture, permits, testing, project management, earthwork, landscaping, and parking lot paving. This does not include land acquisition or interior furnishings (desks, tables, chairs, etc.). **Table 9** shows the estimates for each location.

Table 9 Building Estimates by Location

Building Estimates by Location			
Location	Building	Land	Total
Shoshone	\$ 3,500,000	\$ -	\$ 3,500,000
Crossroads Point	\$ 3,500,000	\$ 310,000	\$ 3,810,000
BLM land swap location	\$ 3,500,000	\$ -	\$ 3,500,000

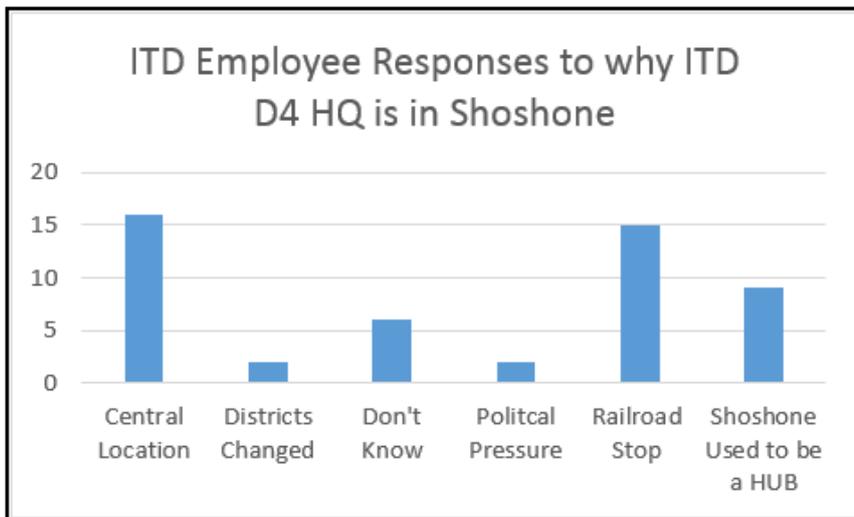
BLM land swap location does not include utility extension costs.

6. Why Is ITD in Shoshone?

The purpose of this section is to answer the question “where is the best location to build the new administration building?” In an effort to address this question, a summary of the facts collected will be presented.

The historical reason the ITD headquarters are located in Shoshone is not fully known by the staff and community. What is known, however, is that Shoshone used to be the hub of the region with a railroad stop, a busy downtown, and a location central to the region. The department required new hires to live in the city, providing the community new residents with every hire.

Figure 18 ITD Employee Responses to Why ITD D4 HQ is in Shoshone



Source: Community and Employee Survey

Now, however, Twin Falls is the regional hub. Shoshone’s downtown is quiet, with many businesses vacated or with shorter hours than in the past, and only the centralized location remains. New hires are no longer required to live in Shoshone, and now, only one fifth of employees live there, with one third of the employees living in Twin Falls and commuting to Shoshone or working at the ITD branch in Twin Falls.

The ITD management of District 4 feels the current location in Shoshone is a deterrent to finding new hires and a hindrance to business. This is attributed by the management to: distance from airports, few eating options, absence of hotels, limited social outings options, and detachment from Twin Falls. The latter reason is linked to the difficulty to hire new engineers as Twin Falls has more engineer residents than the rest of the area, and the department has not had an engineer from Shoshone in over a decade.

The new facility for ITD is meant to house all of the administration employees for the department. They are meant to be higher producing than the current output. Part of this process will require additional training through partnering with an existing post-secondary education facility. Shoshone

has a University of Idaho outreach facility while Twin Falls has the College of Southern Idaho campus in town.

The current location is geographically central to the district it covers. It is not central to the population ITD is intended to serve, nor its employees. The administration department is in charge of dispatching workers to problems in the district, determining new projects, and measuring transportation data in their counties. Consultants and other businesses that work with ITD are required to stay outside of town, usually in the Twin Falls area. Because of the absence of hotels and an airport in Shoshone, this requires them to add driving times every time they meet in Shoshone.

Shoshone has a designated lot already owned by the department to place a new headquarters building, and a large number of ITD employees are already accustomed to commuting to the city every day for their jobs. The new facility will, however, require all the administration employees to work in one location, and not two, as currently maintained. So, regardless of the new location, employees who did not commute before will have to commute a longer distance than they are accustomed to.

Many of the aforementioned issues have implications concerning the ITD's 2020 plan (Idaho Transportation Department, 2017). ITD, as a whole, has developed a strategic plan to follow over the next three years. According to the plan, there are some important points to note concerning ITD's mission, vision, and goals moving forward.

ITD is pushing to being more effective and saving costs through increased efficiencies, using partnerships effectively, and valuing teamwork and using it as a tool to improve. In order to do so, ITD personnel has expressed the need to make the administration office more accessible to all administrative employees and contractors. As previously mentioned, a portion of the administrative team works in Twin Falls at a satellite office. They are there because there needs to be a presence where most of the contracting and development work is taking place. Employees at the satellite office indicated through interviews that it is difficult and time consuming to coordinate certain aspects of their operations due to the distance between offices. The District Engineer indicated there is difficulty operating effectively as a virtual team and that a higher level of team functionality would occur if the entire team were under the same roof. Additionally, as stated above, ITD management, staff, and Shoshone community members unanimously indicated the lack of lodging availability and amenities make it difficult to host contractors and ITD personnel when necessary. These visitors are currently lodged in Twin Falls and then bused to Shoshone for meetings.

ITD's vision states that they are committed to placing a high value on employees and their development and retention. What is more, a goal of ITD is to become the best organization by continually developing employees and implementing innovative best practices. It has been discussed and is worth mentioning again, ITD is moving toward a horizontal career path for its employees. Through connections with regional universities and technical colleges, ITD employees will be required to enroll in continuing education credit courses and training seminars from such institutions. The District Engineer at ITD mentioned specifically that the College of Southern Idaho has been targeted for these courses and trainings.

In conclusion, the information in this report suggests there would be a negative impact on Shoshone

and the communities that surround it if ITD District 4 headquarters were to relocate.

Works Cited

Idaho Transportation Department. (2017). FY 2017-2020 Strategic Plan.

https://dfm.idaho.gov/publications/bb/strategicplans/economic/stratplan_transportation.pdf

Appendix A – Revenue Lost by Location Calculation

Bengal Solutions conducted a survey of the ITD administration office employees. Survey results indicated the following information about the revenue lost in Lincoln County and the city of Gooding.

Revenue Lost by Location								
City Name	Automobiles	Auto Maintenance	Appliances	Clothing	Restaurants	Groceries	Gas	Grand Total
Dietrich Bottom	0	0	0	0	661.4941667	0	0	661.4941667
Gooding Bottom	0	616.7102083	308.34875	305.3375	4390.425	10664.24667	9201.085833	25486.15396
Richfield Bottom	0	0	0	0	0	0	0	0
Shoshone Bottom	0	934.4339583	762.5308333	0	12467.20583	6376.510833	10241.3675	30782.04896
Other areas in Lincoln	3177.096042	254.179375	1143.775417	1372.805	5288.649167	6611.1175	7271.149167	25118.77167
Bottom Total	3177.096042	1805.323542	2214.655	1678.1425	22807.77417	23651.875	26713.6025	82048.46875
Dietrich Mid	0	0	0	0	991.5804167	0	0	991.5804167
Gooding Mid	0	725.5426042	385.424375	473.91875	5851.4625	12785.45667	10992.20958	31214.01448
Richfield Mid	0	0	0	0	0	0	0	0
Shoshone Mid	0	1081.800313	916.6820833	0	18551.10292	9628.672083	12173.18375	42351.44115
Other areas in Lincoln	3494.798021	285.9438542	1270.846042	1525.1525	6278.907917	8001.80875	8261.407917	29118.865
Mid Total	3494.798021	2093.286771	2572.9525	1999.07125	31673.05375	30415.9375	31426.80125	103675.901
Dietrich Top	0	0	0	0	1321.666667	0	0	1321.666667
Gooding Top	0	834.375	462.5	642.5	7312.5	14906.66667	12783.33333	36941.875
Richfield Top	0	0	0	0	0	0	0	0
Shoshone Top	0	1229.166667	1070.833333	0	24635	12880.83333	14105	53920.83333
Other areas in Lincoln	3812.5	317.7083333	1397.916667	1677.5	7269.166667	9392.5	9251.666667	33118.95833
Top Total	3812.5	2381.25	2931.25	2320	40538.33333	37180	36140	125303.3333

Source: Employee Survey

The table represents the spending habits of the ITD employees. It is the amounts generated by their typical spending in the following communities over a year's time.

Each employee was asked how much they spend in each category, in each community, with different amounts of money and time. For "Restaurants", it was in amounts of \$0.01-\$10.00, \$10.01-\$20.00, etc. per week, while "Auto Maintenance" had options of \$0.01-\$50.00, \$50.01-\$100.00, etc. per month. These amounts were then multiplied into three categories to get the variance of each category since we could not get an exact number.

For each category, we created a "Top", "Mid", and "Bottom" total. The "Bottom" was made out the lowest amount they could spend while still staying true to their answer, for example; the "Bottom" estimate for \$0.01-\$10.00 would be \$0.01.

This process was continued for "Top" and "Mid" totals, while the "Top" for the \$0.01-\$10.00 would be \$10, and the "Mid" would be \$5.005.

These amounts were then multiplied to equal a year's worth of spending for each category.

Each cell of the table is either the "Top", "Mid", or "Bottom" total of how much the ITD employees spend in that community with each consumer category per year.

The amount of spending did have to be increased because of the lack of 100% response to the survey, so the 48 responses we received had to be multiplied to equal the 61 positions that are leaving. They were also adjusted to not reflect the five employees who live in Shoshone and Gooding who reported they would not leave their communities if the headquarters relocated. This is done to show how much money will leave the communities and not the total of how much is spent in them.

Appendix B – Legislature Letter

DISTRICT 26
BLAINE, CAMAS, GOODING & LINCOLN COUNTIES

REP. STEVE MILLER
(208) 358-1121

SENATOR MICHELLE STENNETT
MINORITY LEADER
(208) 726-8106

REP. SALLY TOONE
(208) 934-8114



Idaho State Legislature

June 19, 2017

Dear Bengal Solutions,

As the legislators who represent four counties served by Idaho Transportation Department's District 4 and the City of Shoshone, we are contacting you to show our support to keep ITD District 4 headquartered in Shoshone.

The Idaho Transportation Department is a major employer (over 60 jobs) in Shoshone. The geographical center of District 4 is Shoshone. Current personnel are 50% north/50% south depending on one's delineation boundary, demonstrating that all parts of the district are already part of the hiring pool. A new building in Shoshone is \$200,000 cheaper to build than in Jerome or Twin Falls.

The last time the location of a new building for ITD District 4 was discussed, the District 4 board member understood rural challenges and insisted that Shoshone was the proper location. We agree. The importance of ITD to Shoshone cannot be overestimated. With over 60 employees and potentially 30 more hired in the next 10 years to replace those retiring.

Losing this employer would be a substantial economic loss to the community. Idaho has focused on rural economic development in communities like Shoshone. Through the Governor's Workforce Taskforce, the legislature and industry are looking to increase skilled employment including rural areas. It is counterproductive to move a large state employer then spend money through another department to help the community replace local jobs.

We believe an objective evaluation of the building site alternatives will show Shoshone as the logical location for the new building.

We appreciate your serious consideration of our request and we will continue to participate in this process.

Respectfully,

Senator Michelle Stennett

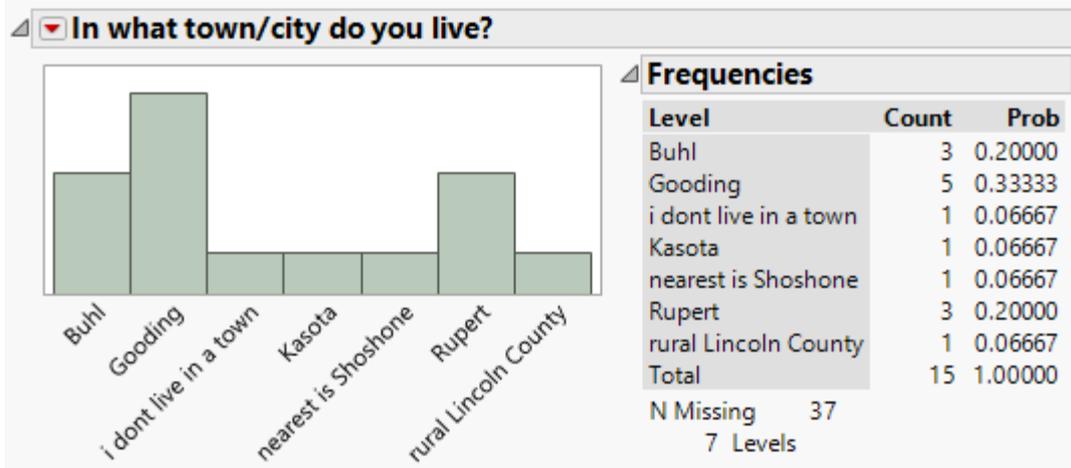
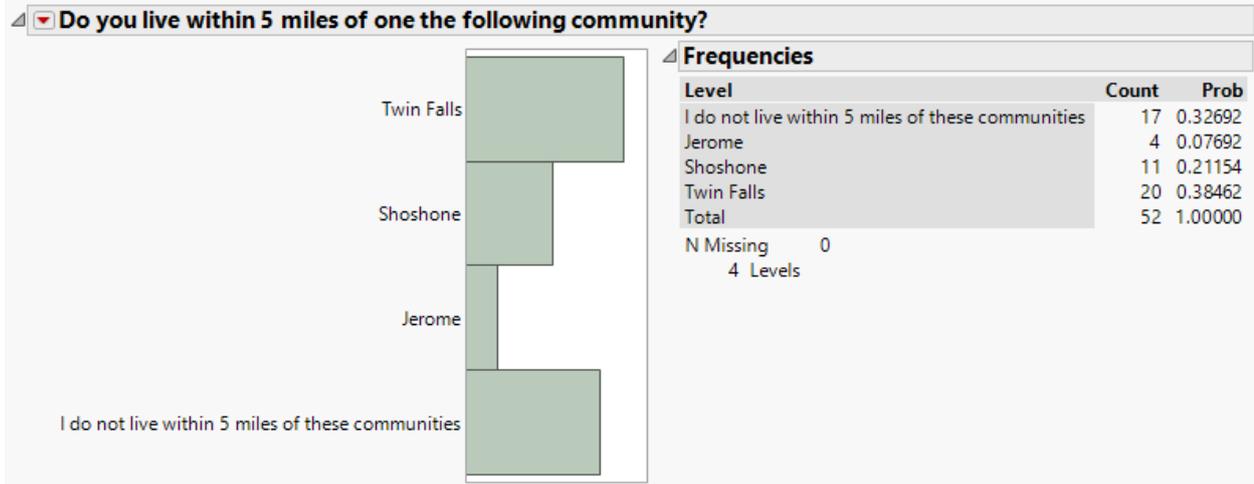
Representative Steve Miller

Representative Sally Toone

Appendix C – Employee Survey Results

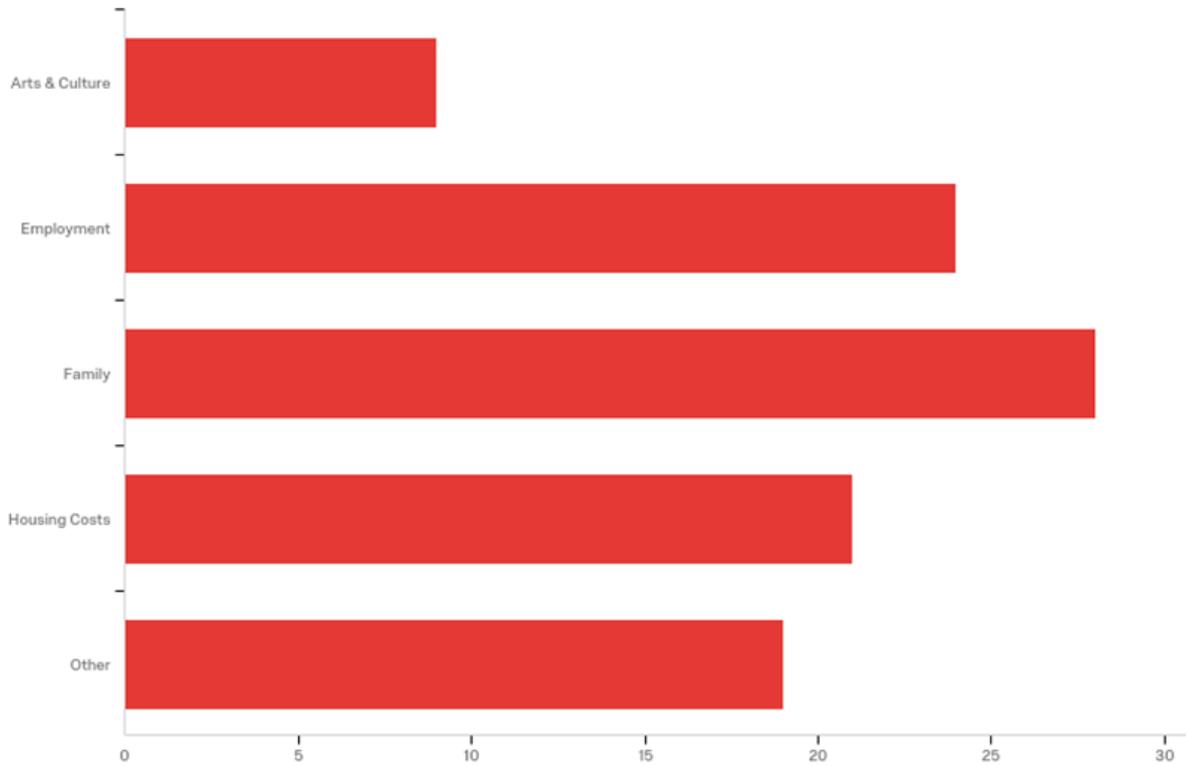
- **Employee Living Locations**

- About two fifths of the ITD employees affected by the relocation live in Twin Falls, one fifth in Shoshone, and about one third that do not live in either Jerome, Shoshone, or Twin Falls. Of these employees, one third of them live in Gooding, which from respondent counts is more common than Jerome at a 5-4 ratio.



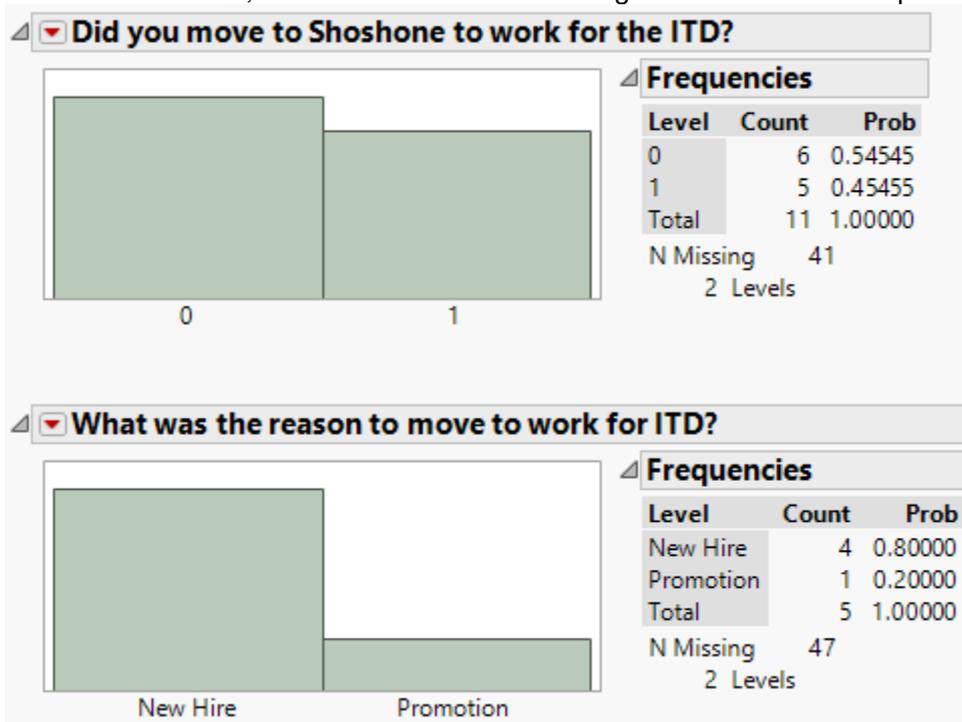
- **ITD Employee Living Location Reasons**

- The ITD employees listed “Family” as most prominent reason to live where they do, “Employment” is second, with “Arts & Culture” deemed the least important.



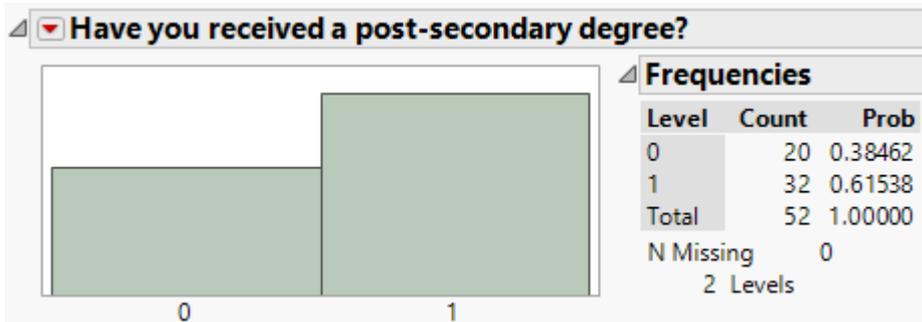
- **ITD Employees Who Live in Shoshone**

- Of the ITD employees that live in Shoshone, 45% of them moved there to work for ITD, with four fifths of them being New Hires to the department.



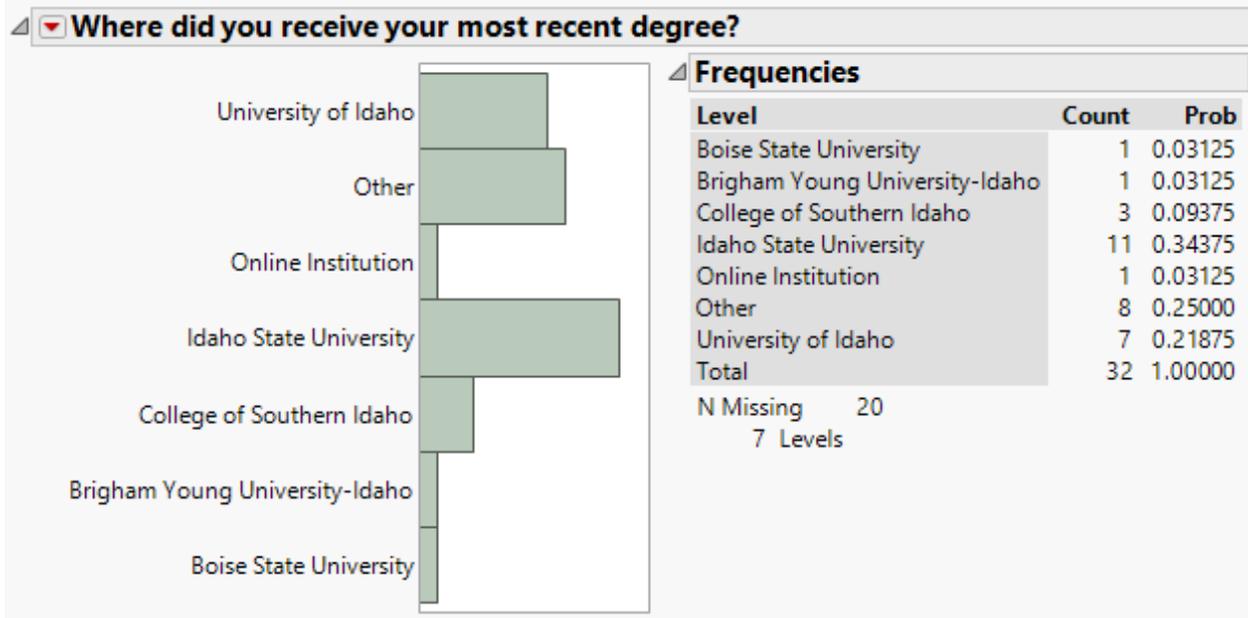
- **ITD Employee Education**

- 61.5% of the ITD employees that would be affected have a post-secondary degree of some kind.



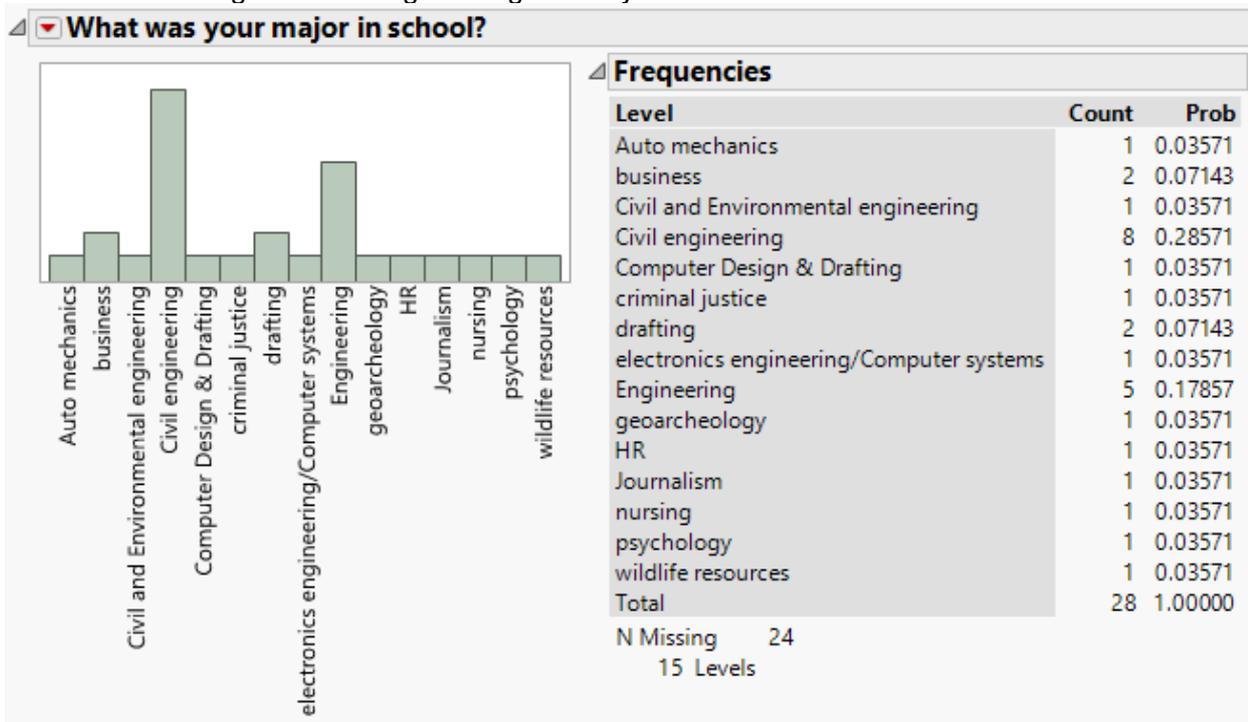
- **Education Degree Institutions**

- Over one third of the employees with a degree earned it from Idaho State University, with Other, and University of Idaho following second and third at 25% and 22% respectively.



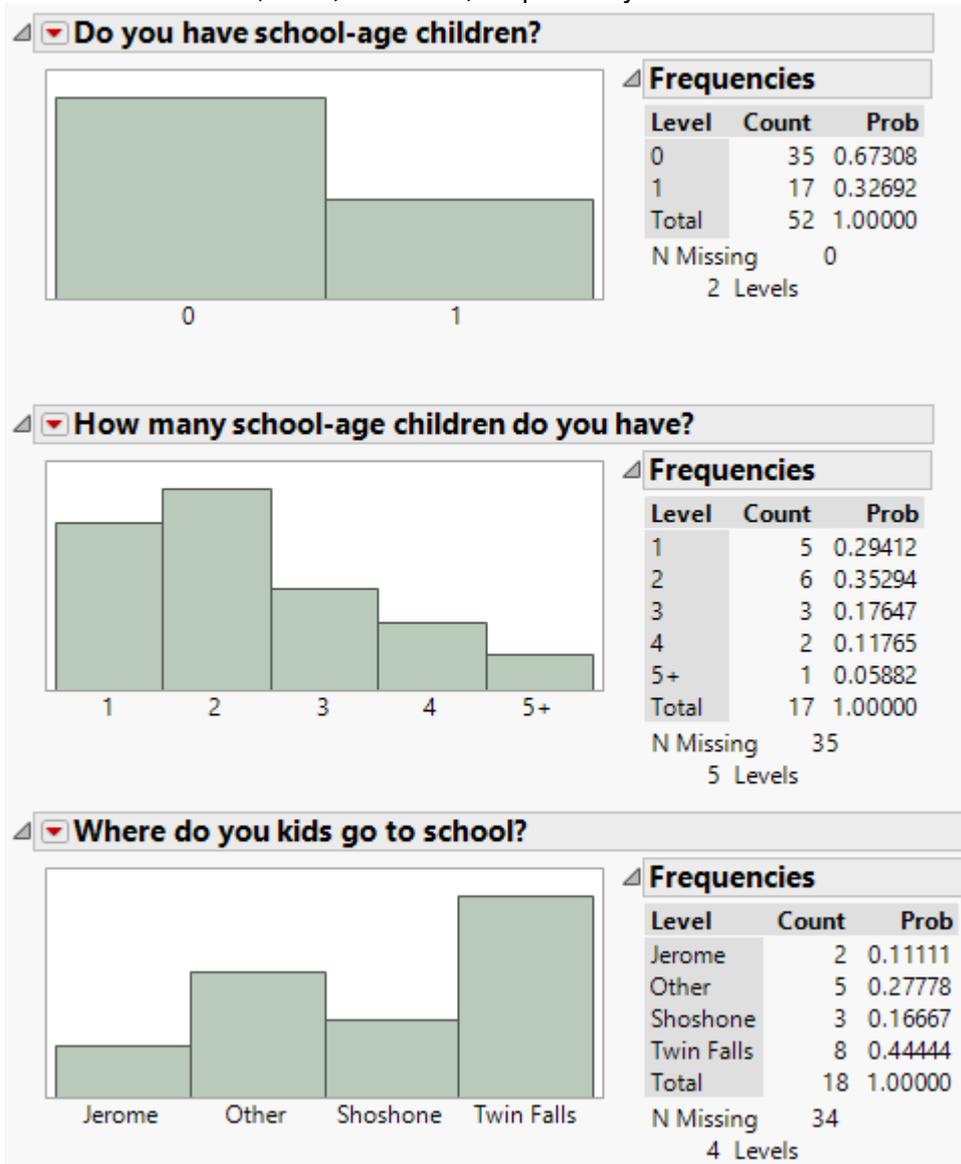
- **Education Majors**

- Over one half of the ITD employees who have a post-secondary degree received a degree in an engineering industry.



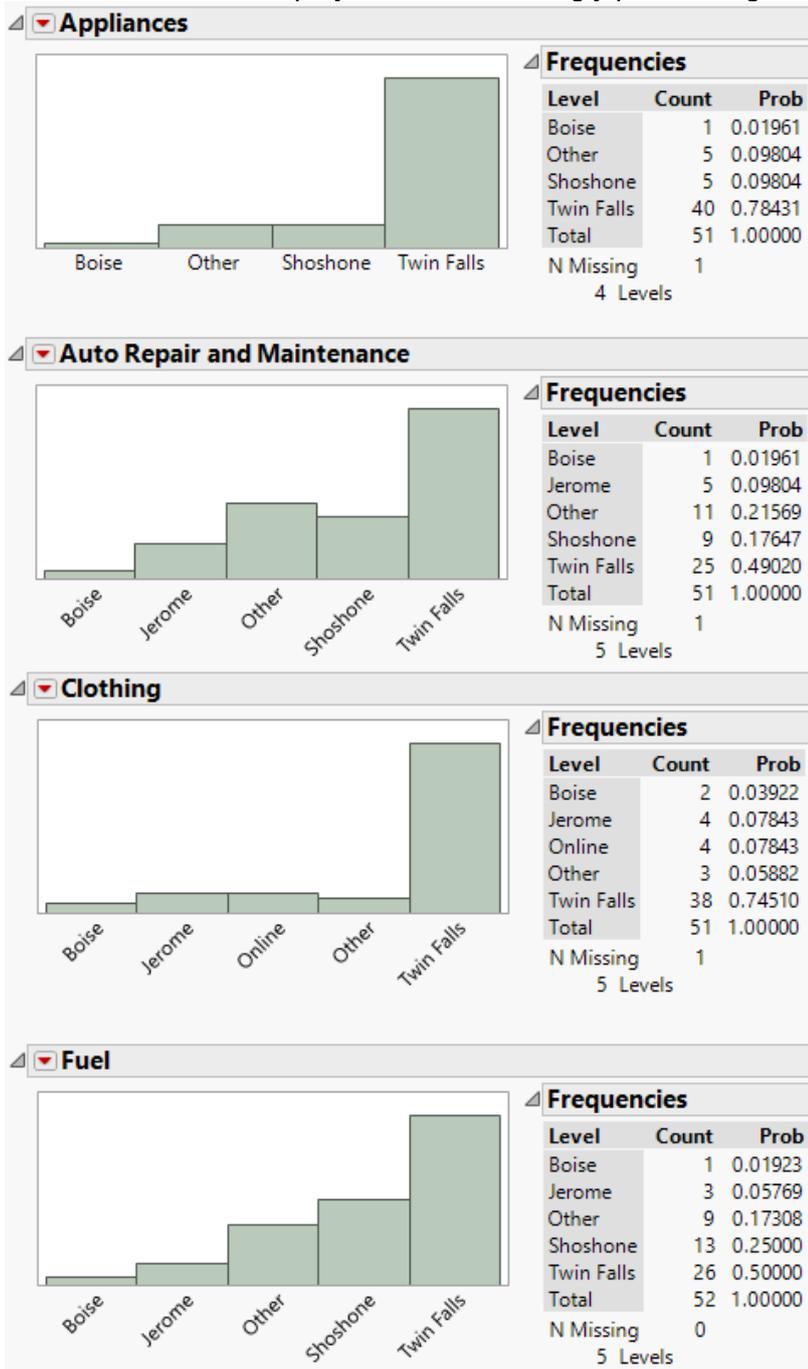
- **Employee School-Age Children**

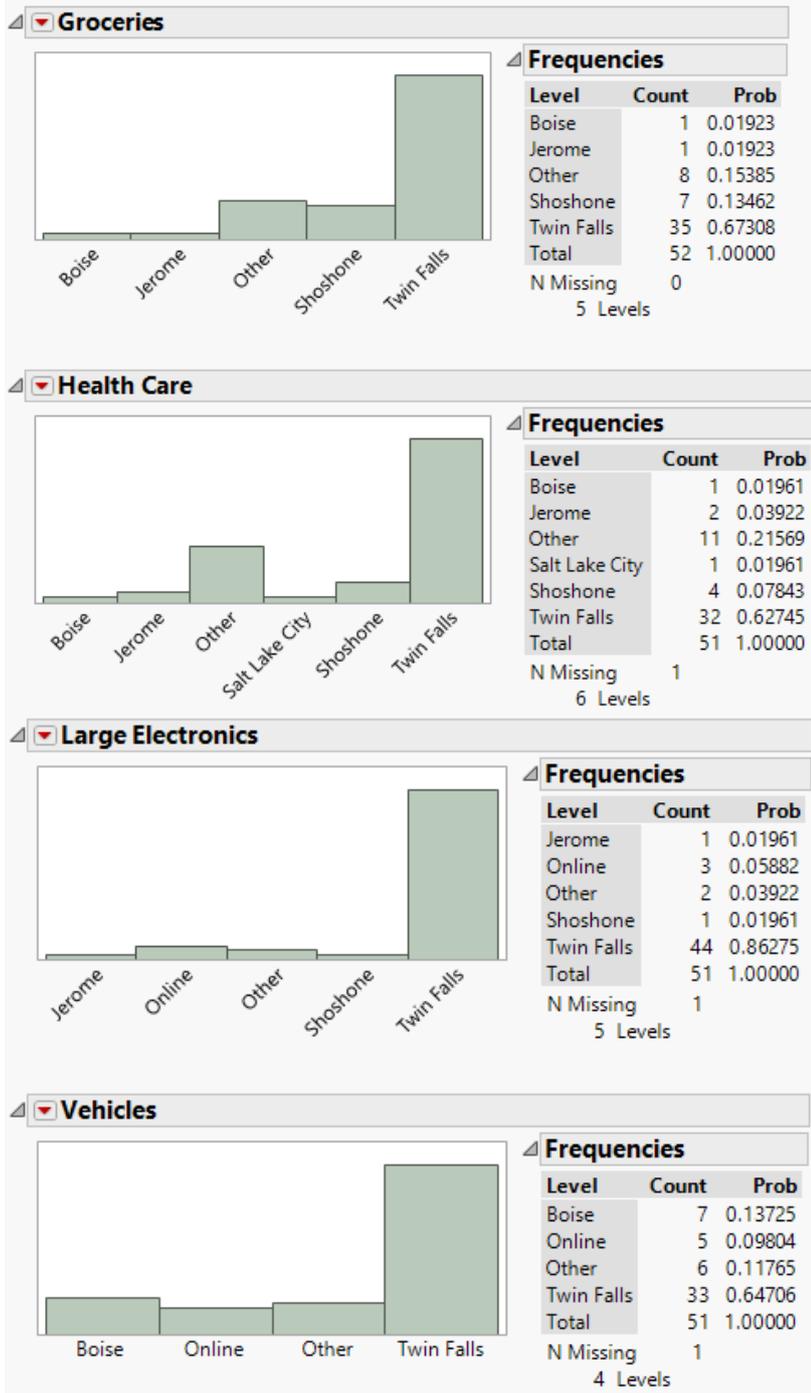
- About one third of the employees affected by the ITD relocation have school-age children. Of these, the most common amount to have is 2, at a rate of 35%. The children attend school in Twin Falls, Shoshone, Other, and Jerome at rates of 44%, 17%, 28%, and 11%, respectively.



- **Employee Spending Locations**

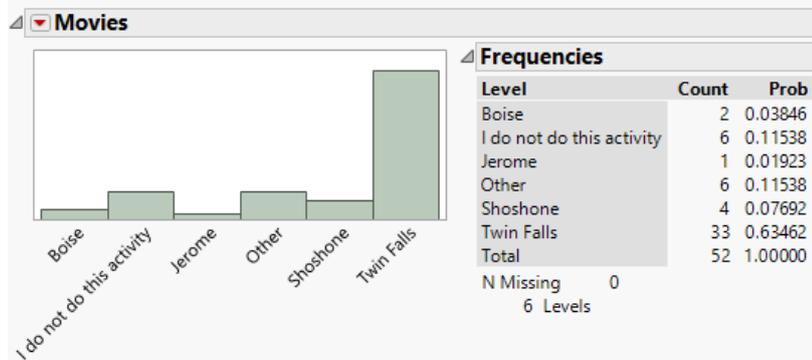
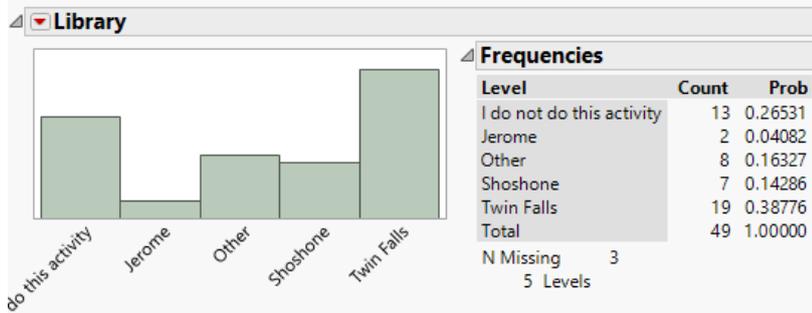
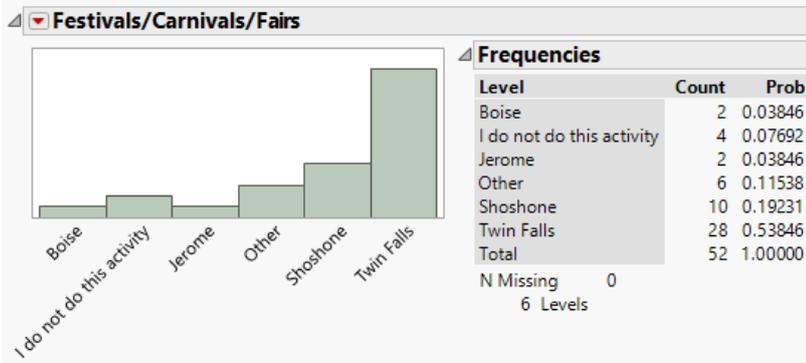
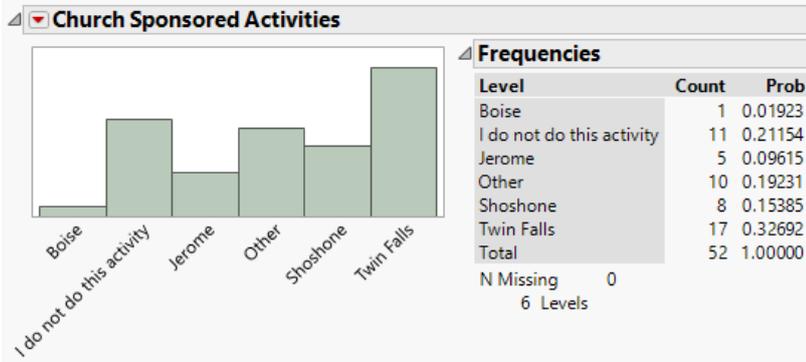
- ITD employees overwhelmingly purchase goods in Twin Falls.

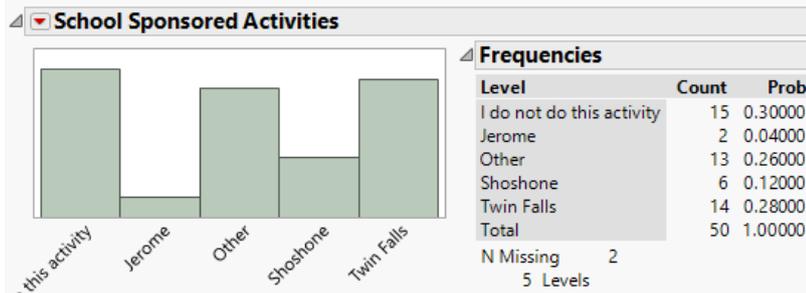
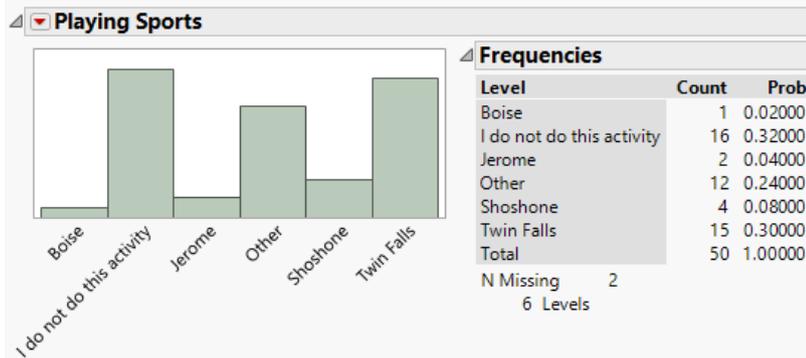
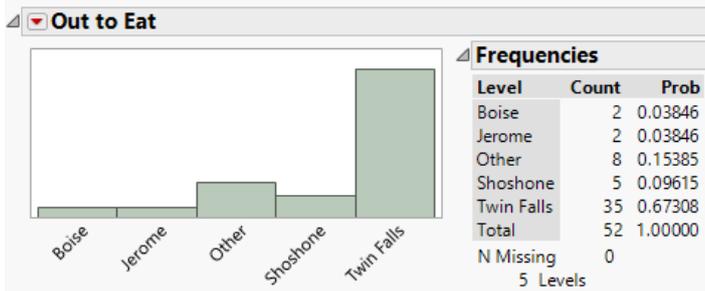
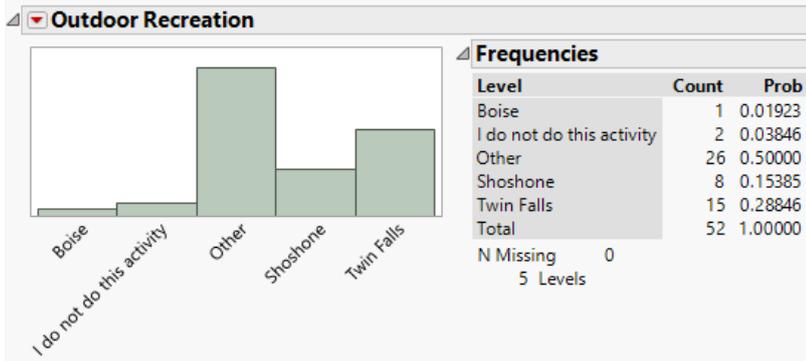


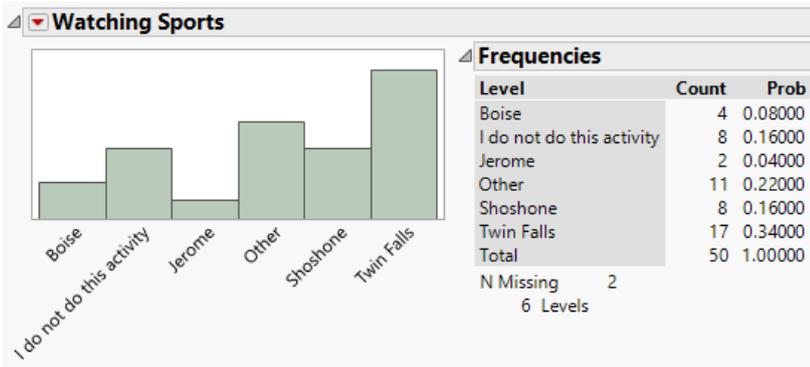


- **Employee Hobby/Activity Locations**

- Twin Falls is the most common location for employees to complete the listed activities, except for “Outdoor Recreation,” which they do in areas Other than Jerome, Shoshone, or Twin Falls.

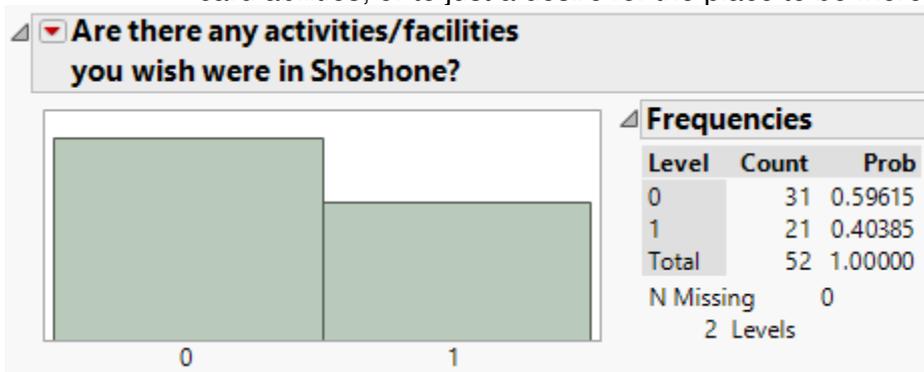






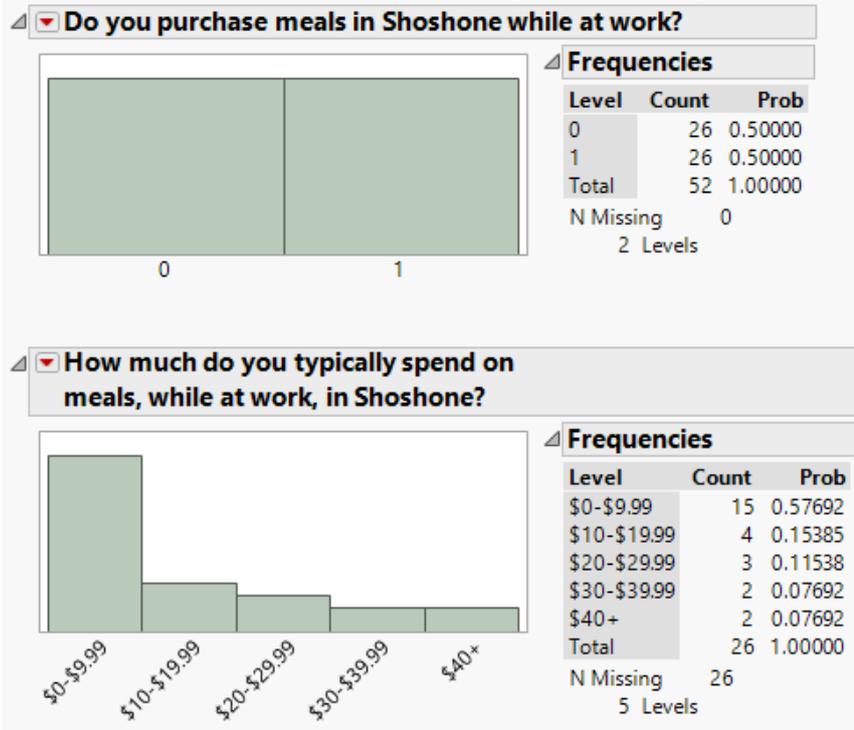
- **Employee ITD Shoshone Desires**

- Two fifths of the employees expressed that they wish certain activities and facilities existed in Shoshone. These vary from businesses with longer areas that had credit card abilities, or to just a desire for the place to be more like Twin Falls.



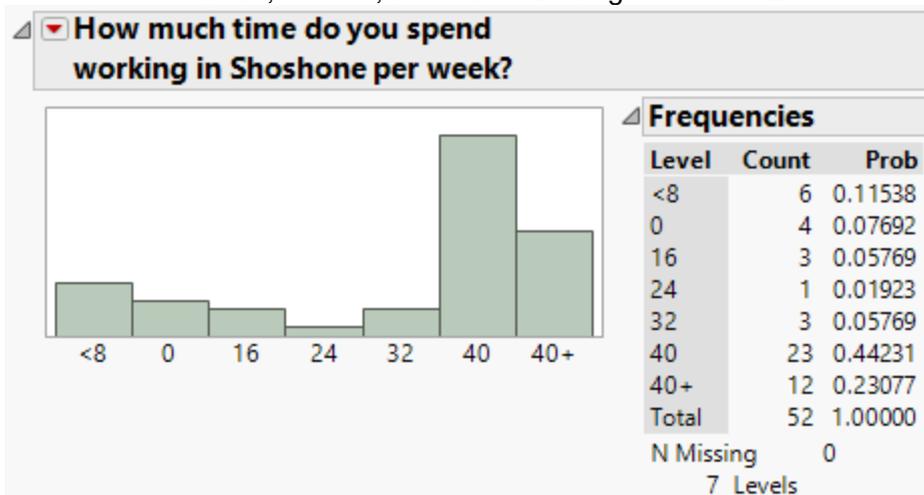
- **Employee Meal Spending**

- One half of the employees affected by the ITD relocation purchase meals in Shoshone. Of those, they most often spend less than \$10 per week.



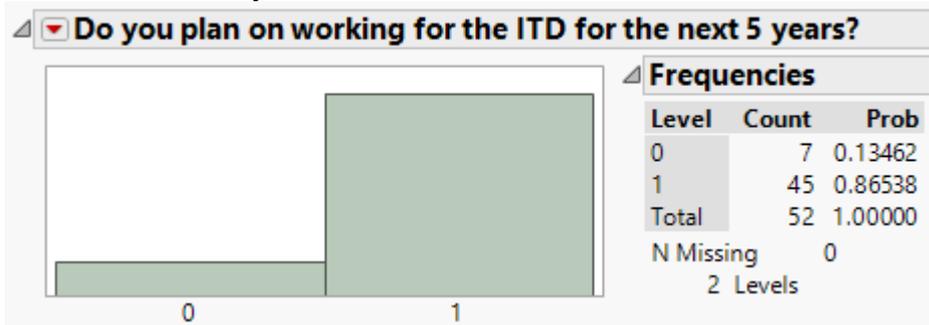
- **Employee Work Hours**

- The most common length for employees to work in Shoshone at ITD is 40 hours a week, at 44%, with 40+ following second at 23%.



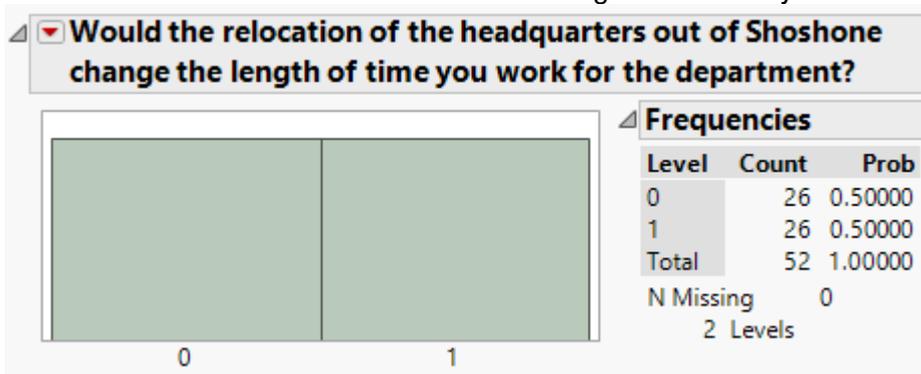
- **Employee Future Work Length**

- Eighty-six percent of the ITD employees indicated they will work for ITD over the next five years.



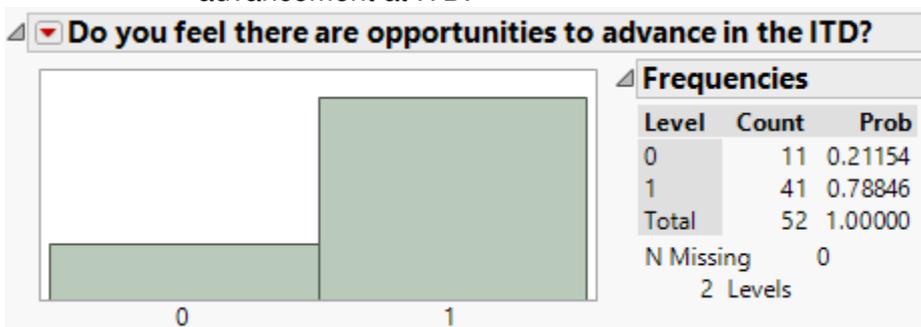
- **Employee Relocation Length of Work**

- One half of the employees indicated the relocation of the ITD headquarters out of Shoshone would affect the length of time they worked for the department.



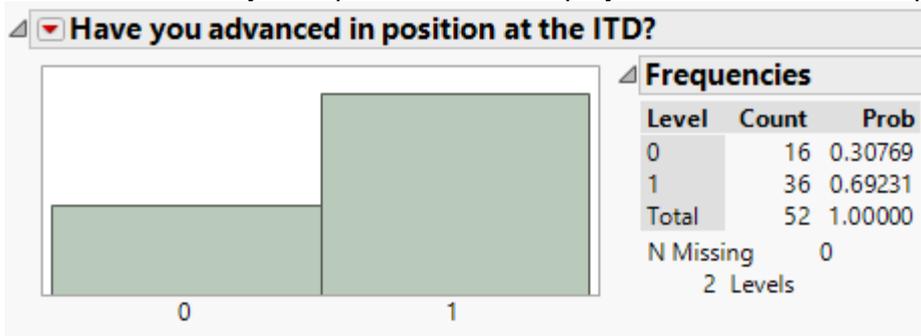
- **Advancement Opportunities**

- Seventy-nine percent of the employees believe there are opportunities for advancement at ITD.



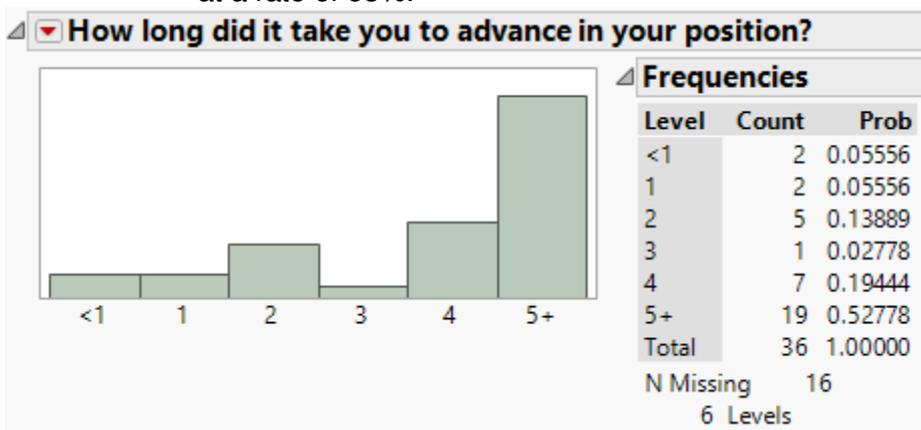
- **Employee Advancement**

- Sixty-nine percent of the employees have advanced in position while at ITD.



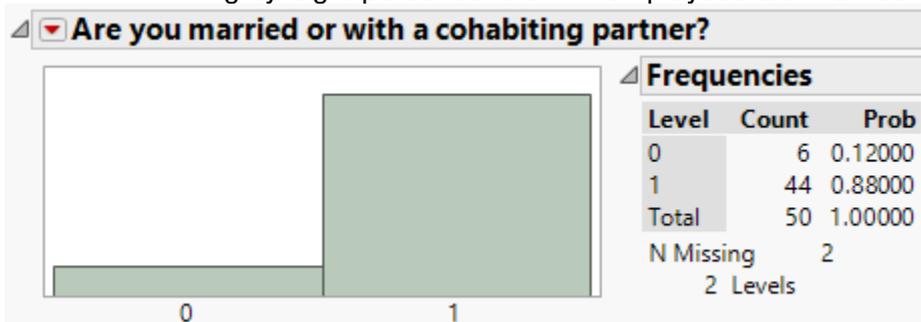
- **Advancement Duration**

- The most common rate of time it took for employees to advance at ITD was 5+ years, at a rate of 53%.



- **Employee Marital Status**

- Eighty-eight percent of the ITD employees are married or with a cohabiting partner.



- **Spouse/Partner Work Status**

- Seventy-five percent of the spouses and partners are employed or self-employed.



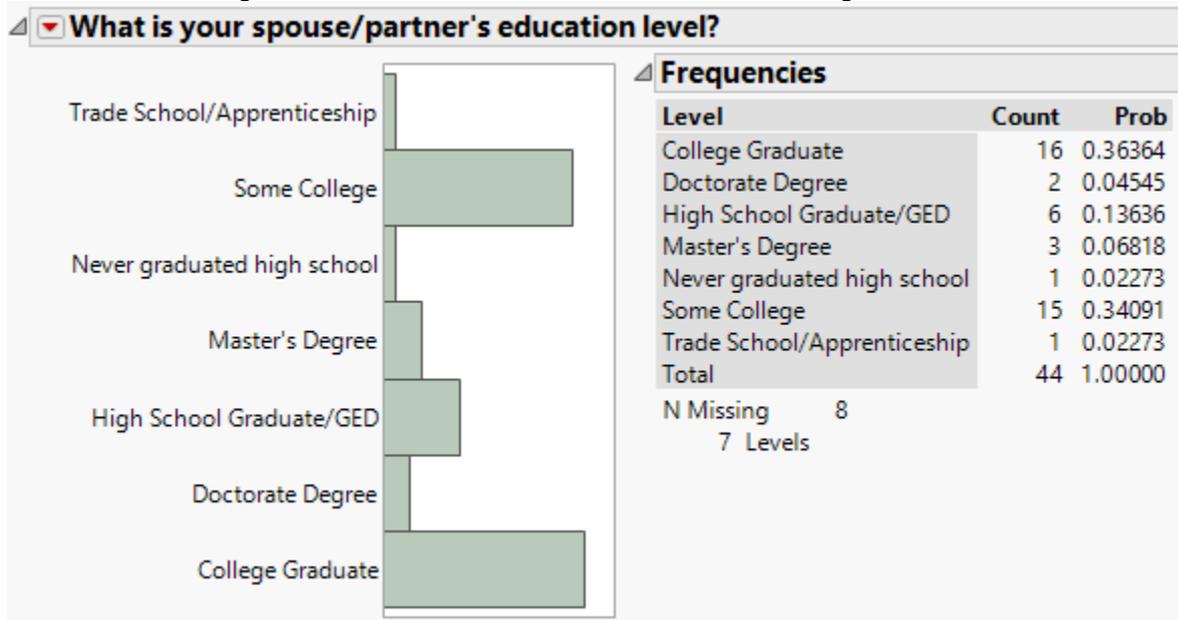
- **Spousal Employment Locations**

- The most common location for the spouses and partners of ITD employees to work is Twin Falls at 42%, with Other trailing at 24%. The least common area for the spouses and partners to work is Jerome at 12%.

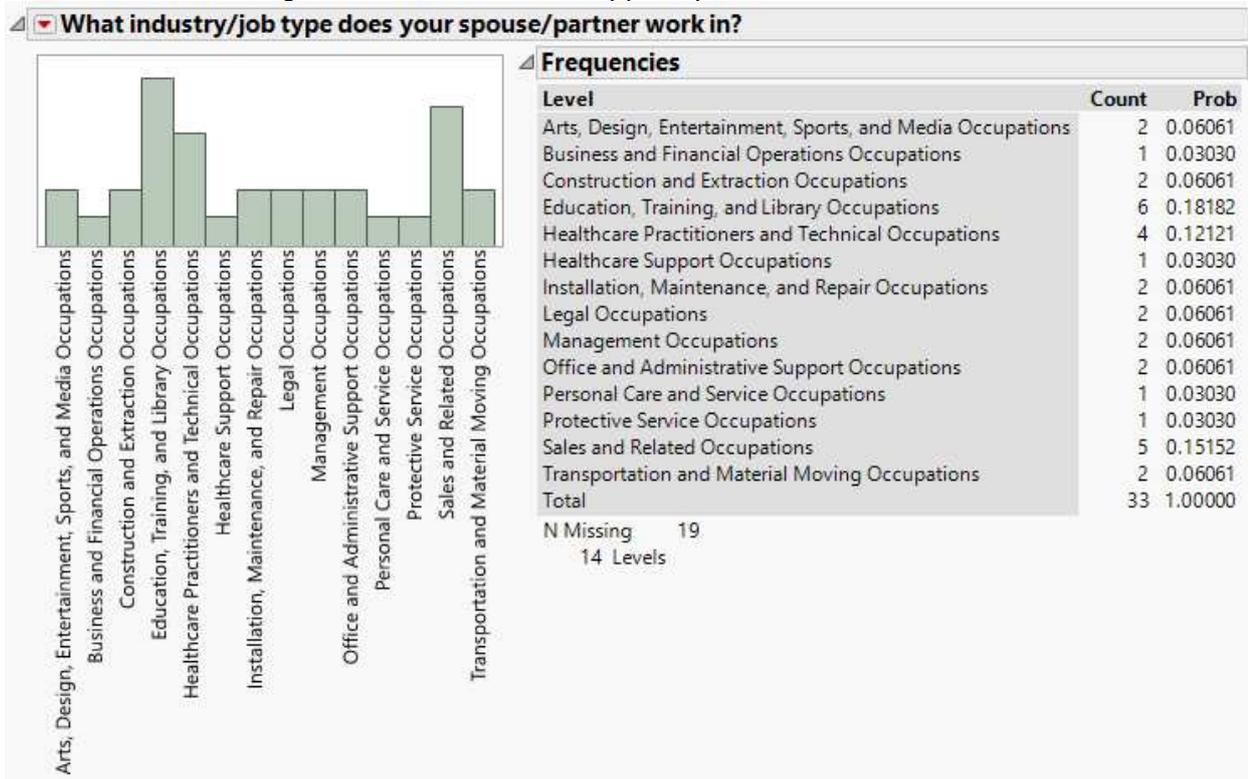


- **Spousal Education**

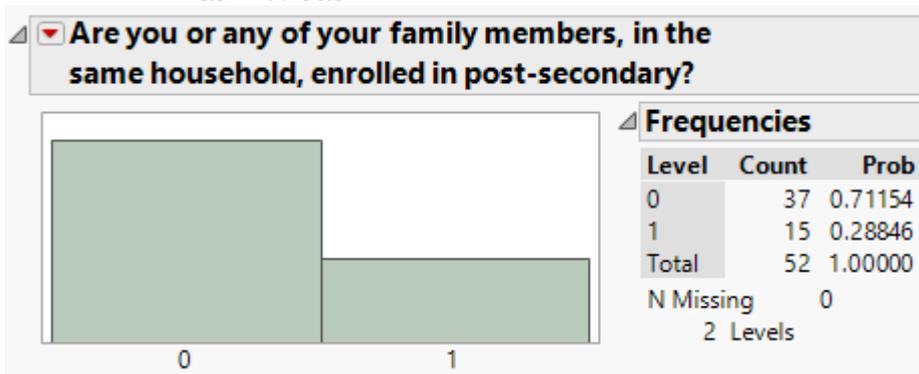
- The large amount of ITD employees' spouses and partners have a "College Degree" or more, at a rate of nearly 48%. Around 34% have "Some College" experience, and 2% went to a "Trade School" or completed an "Apprenticeship." The remainder are "High School Graduates" or "Never Graduated High School."

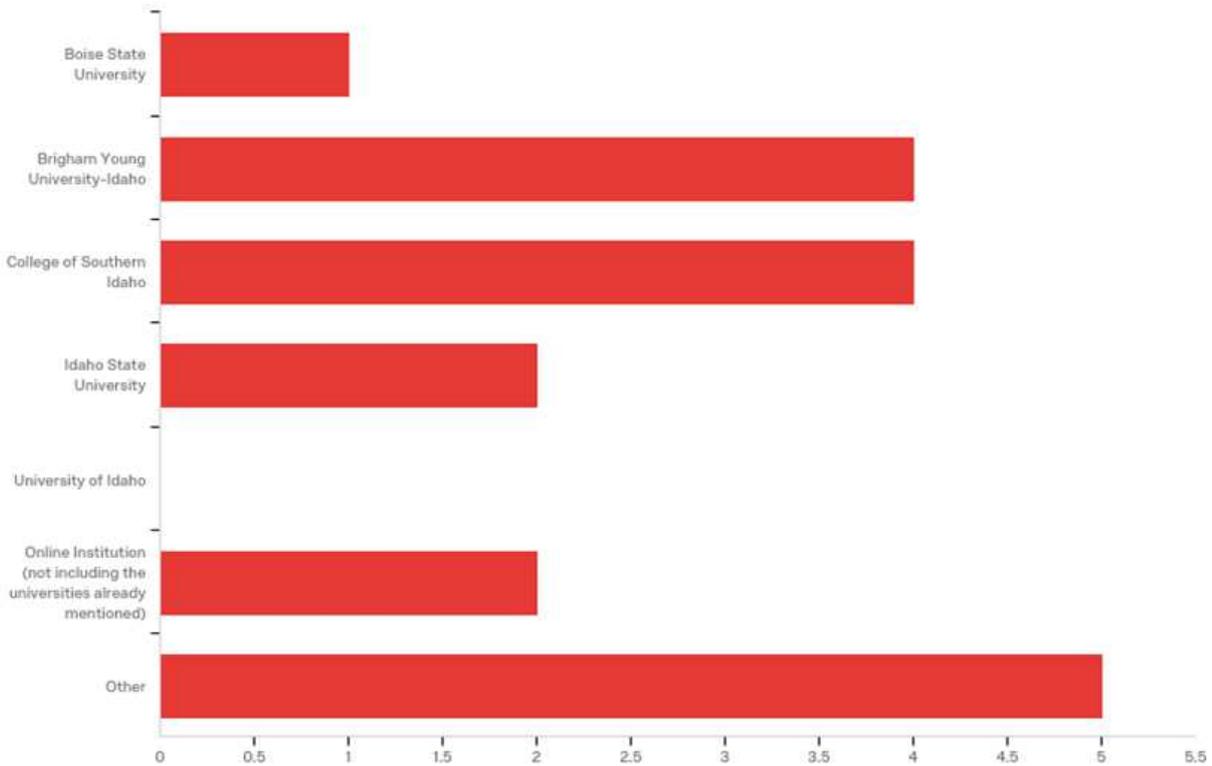


- **Spousal Employment Industries (according to Bureau of Labor Statistics Identifications)**
 - The spouses and partners of ITD employees work in a variety of fields, however, over one third of them work in either an “Education” or “Healthcare” position. “Sales and Related Occupations” is the next most common category at 15%, followed by “Management and Business Support” positions.



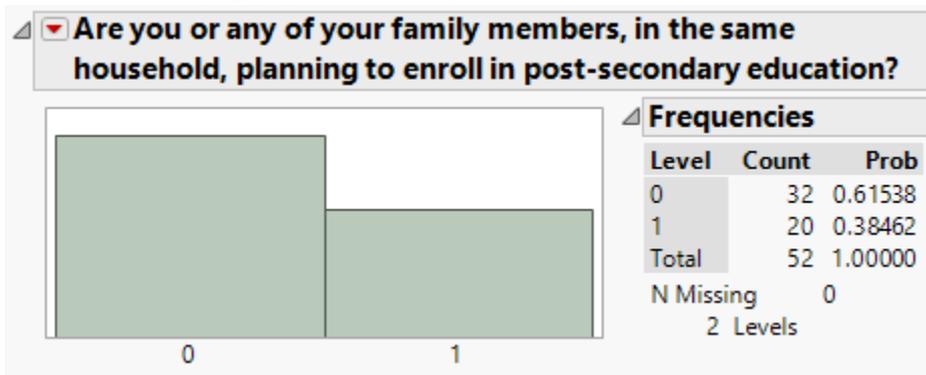
- **Employee Education Attendance**
 - Twenty-eight percent of the employees or their families affected by the ITD relocation are enrolled in a post-secondary program, with the Other being the most common at 28%. Brigham Young University-Idaho and College of Southern Idaho follow behind at 22% each.

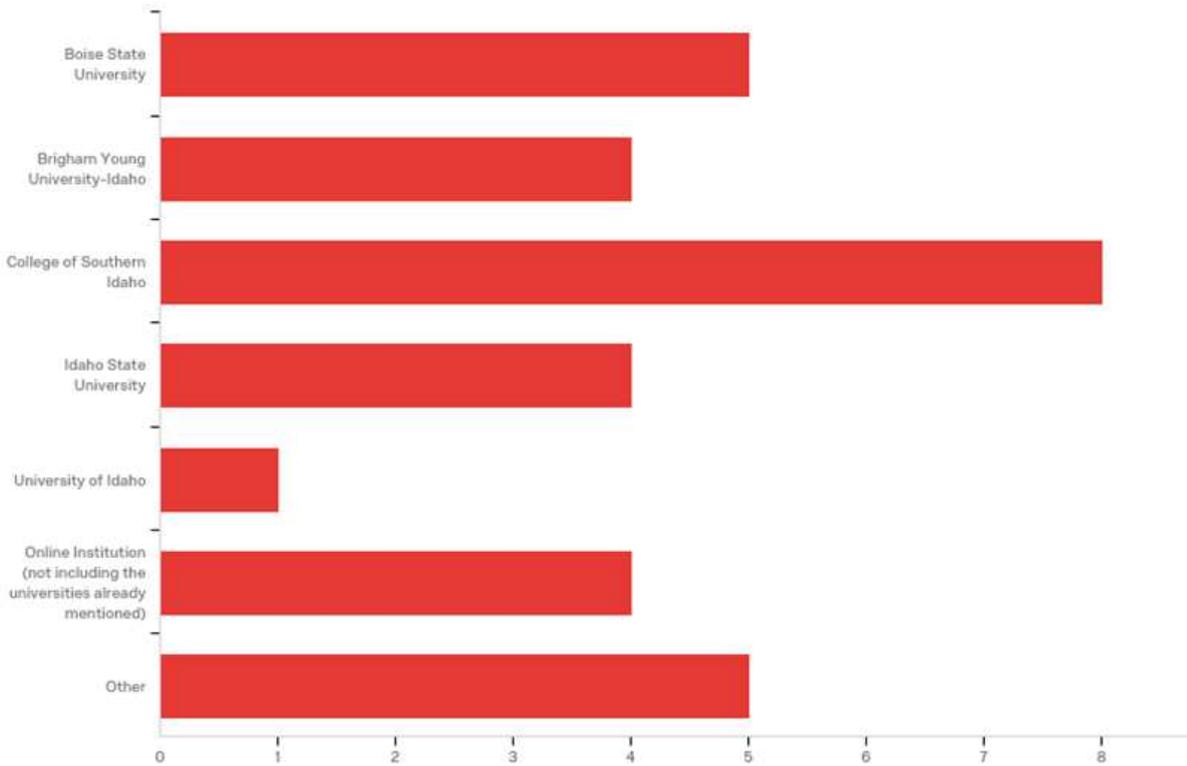




- **Employee Education Plans**

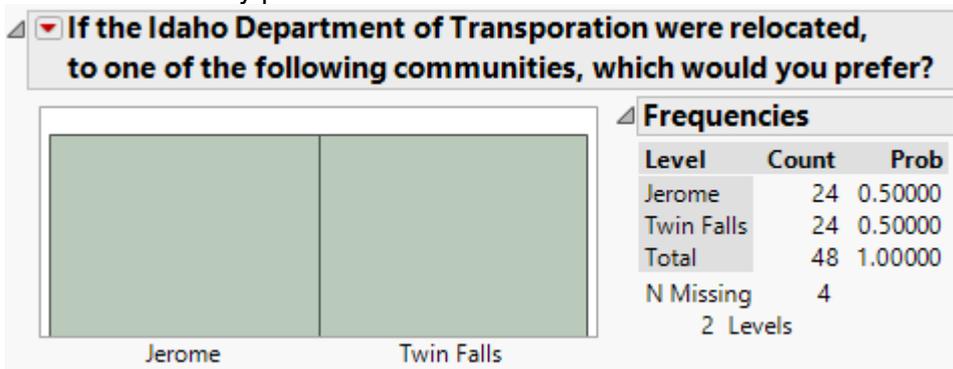
- Thirty-eight percent of the employees or their families plan on getting a post-secondary degree with the College of Southern Idaho being the most common choice at 26%.





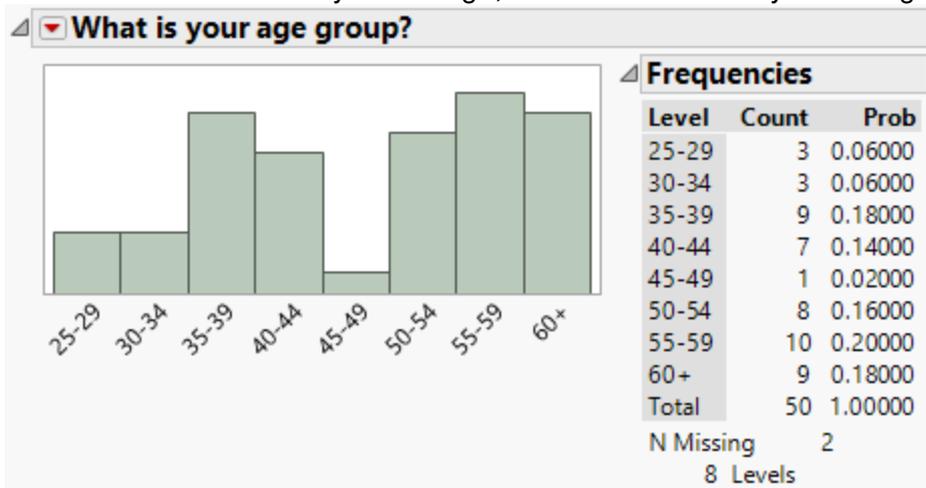
- **Employee Relocation Preference**

- If the ITD headquarters did relocate, the employees are split evenly in which location they prefer: Jerome or Twin Falls.



- **Employee Age**

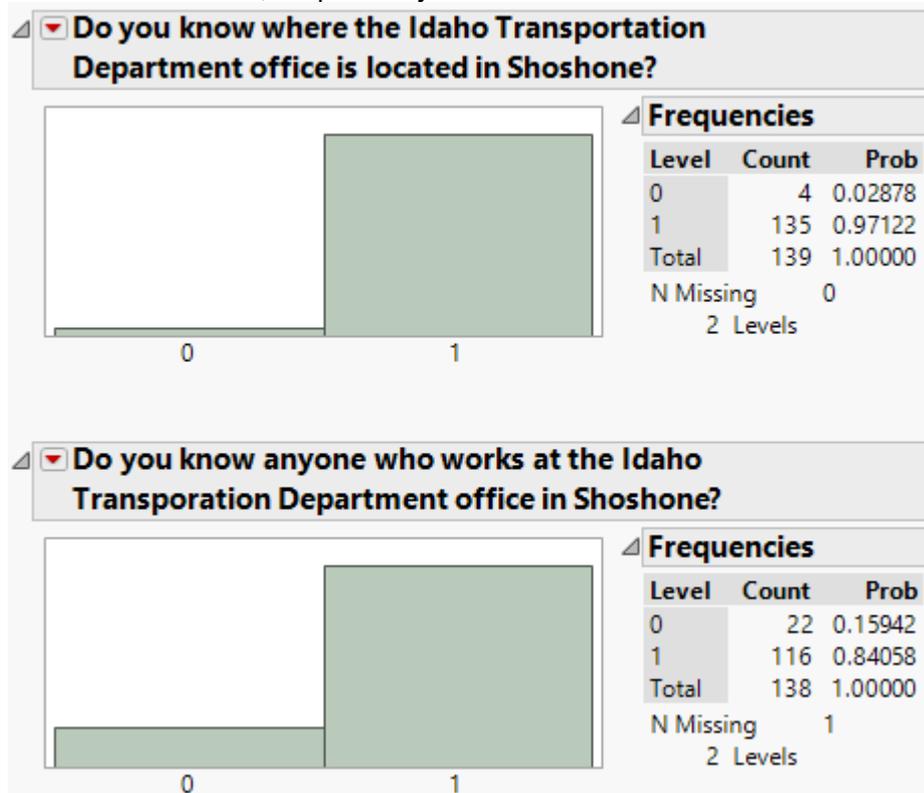
- The age of employees affected by the relocation is skewed right, with more than half of the employees being 50 years of age or more. Eighteen percent of the employees are 35-39 years of age, and 14% are 40-44 years of age.



Appendix D – Community Survey Results

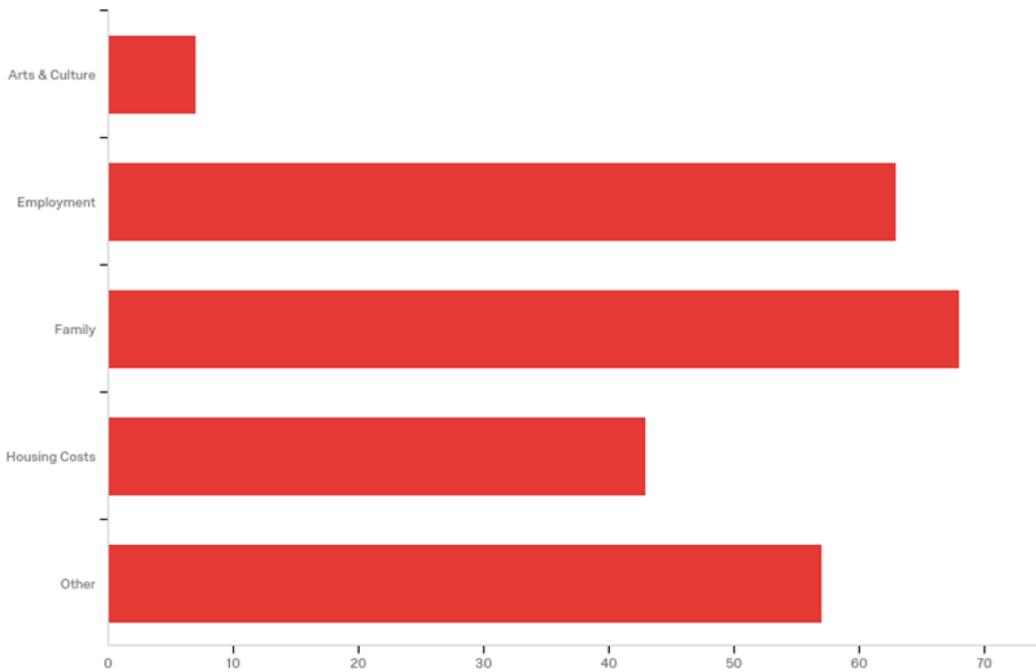
- **ITD headquarters relative to Shoshone**

- The vast majority of Shoshone residents know where the ITD headquarters is located in Shoshone and know at least one person who works there, at rates of 97% and 84%, respectively.



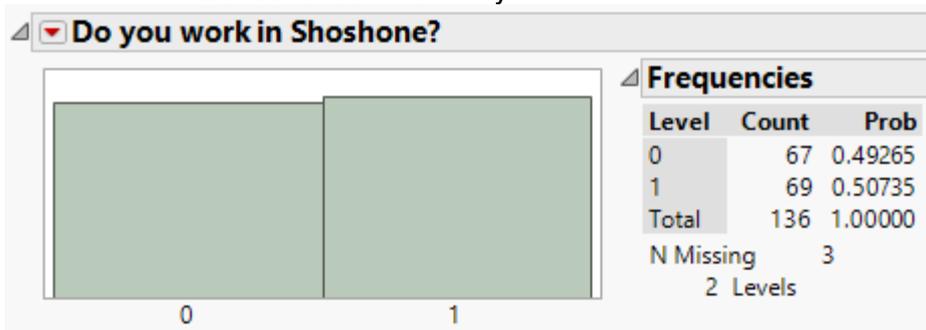
- **Shoshone Resident Reasons to Live in Shoshone**

- Nearly one fourth of the residents live in Shoshone due to reasons of “Family,” “Employment,” or “Other.” “Other” includes the small town feel, the community, and other factors.



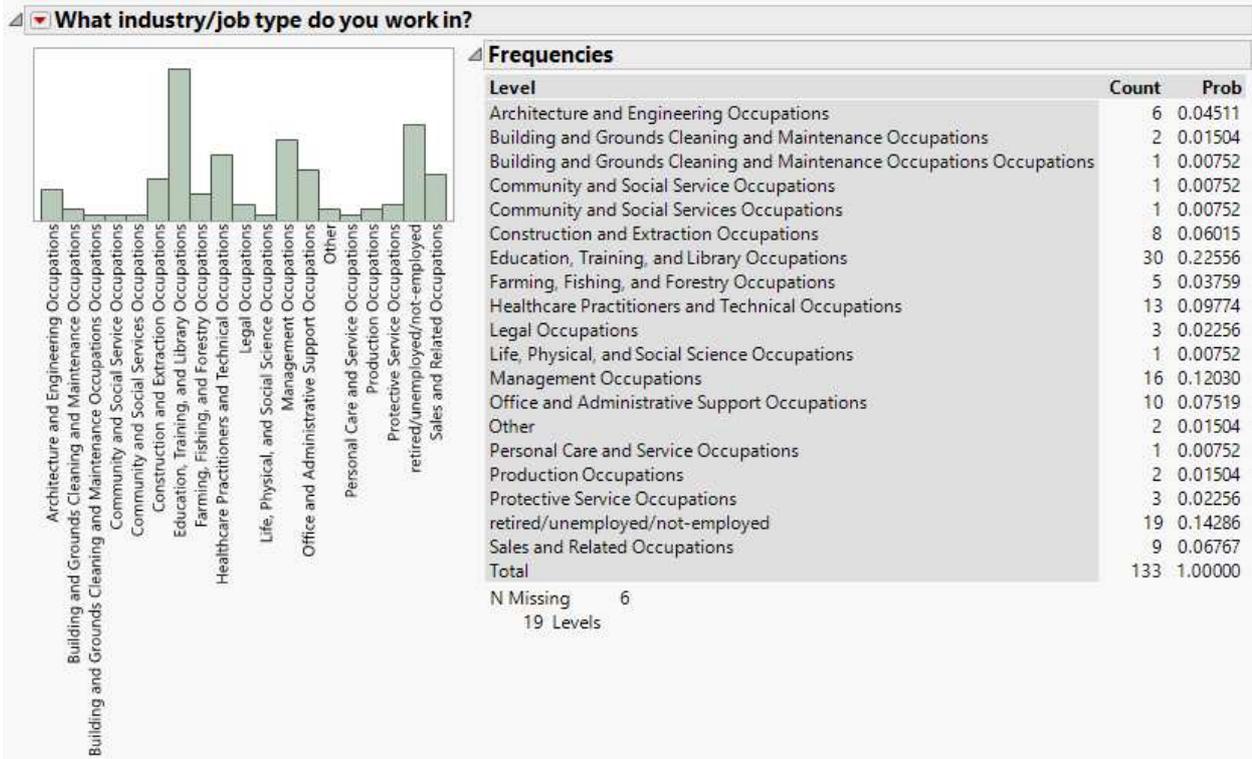
- **Shoshone Resident Employment Location**

- There is an almost 50-50 split between whether or not the residents of Shoshone work in or out of the city.



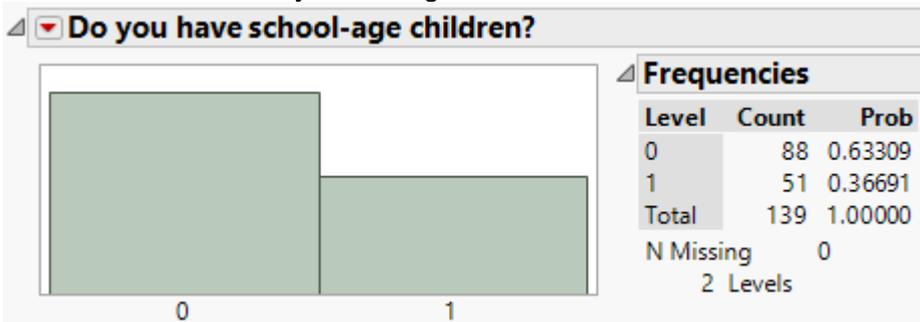
- **Shoshone Resident Occupation Industries**

- A large percentage of the respondents to the survey work in the “Education” industry at nearly 23%, with the second most common group being “Retired, Unemployed, or Not-Employed” at 14%.



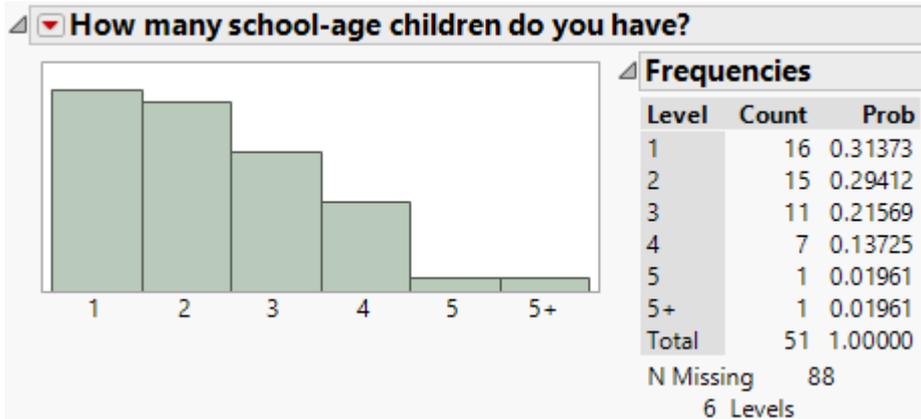
- **Shoshone Resident Rate of School-age Children**

- Respondents reported that about one third of the residents have children between 5 and 18 years of age.



- **Most Common Amount of School-age Children in a Family**

- Of the respondents with school-age children, three fifths of them have either one or two in their household.



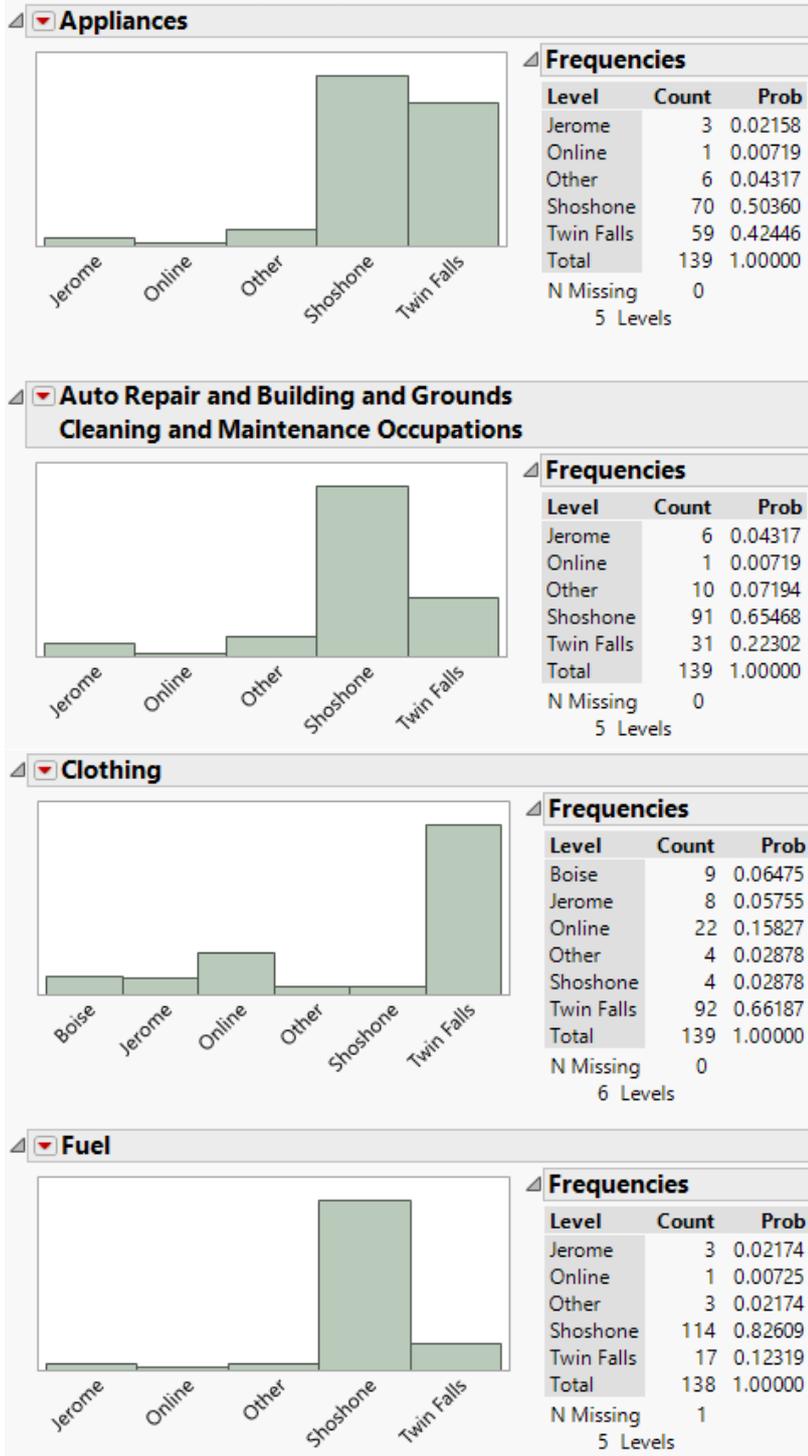
- **Where do the Children Attend School**

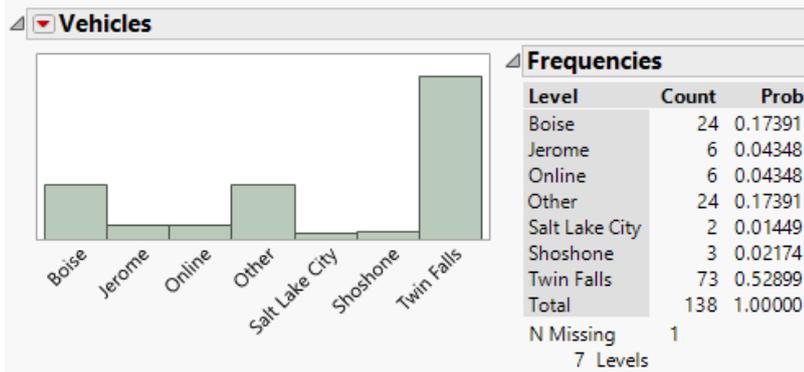
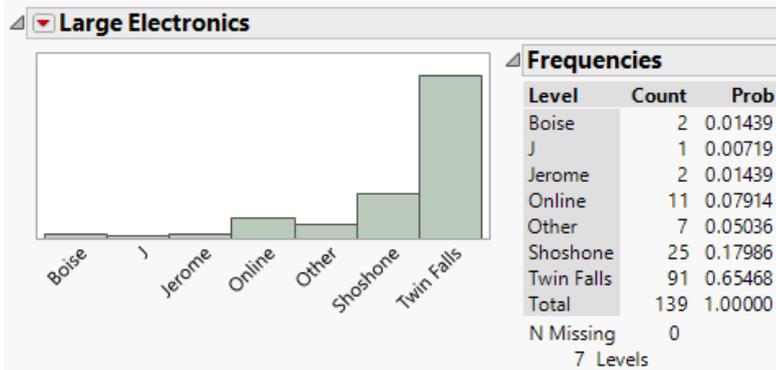
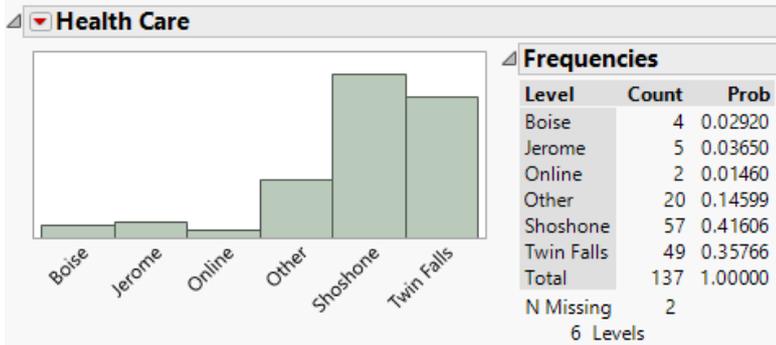
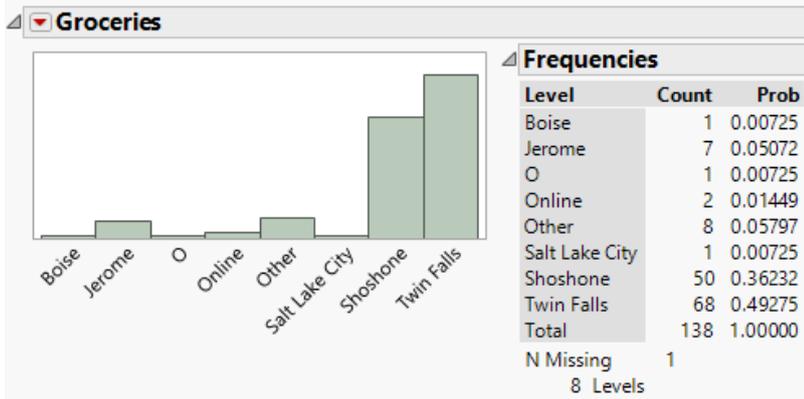
- The school-age children predominantly attend school in Shoshone, while two fifths attend school in other communities aside from Jerome and Twin Falls.



- **Shoshone Resident Consumption Locations**

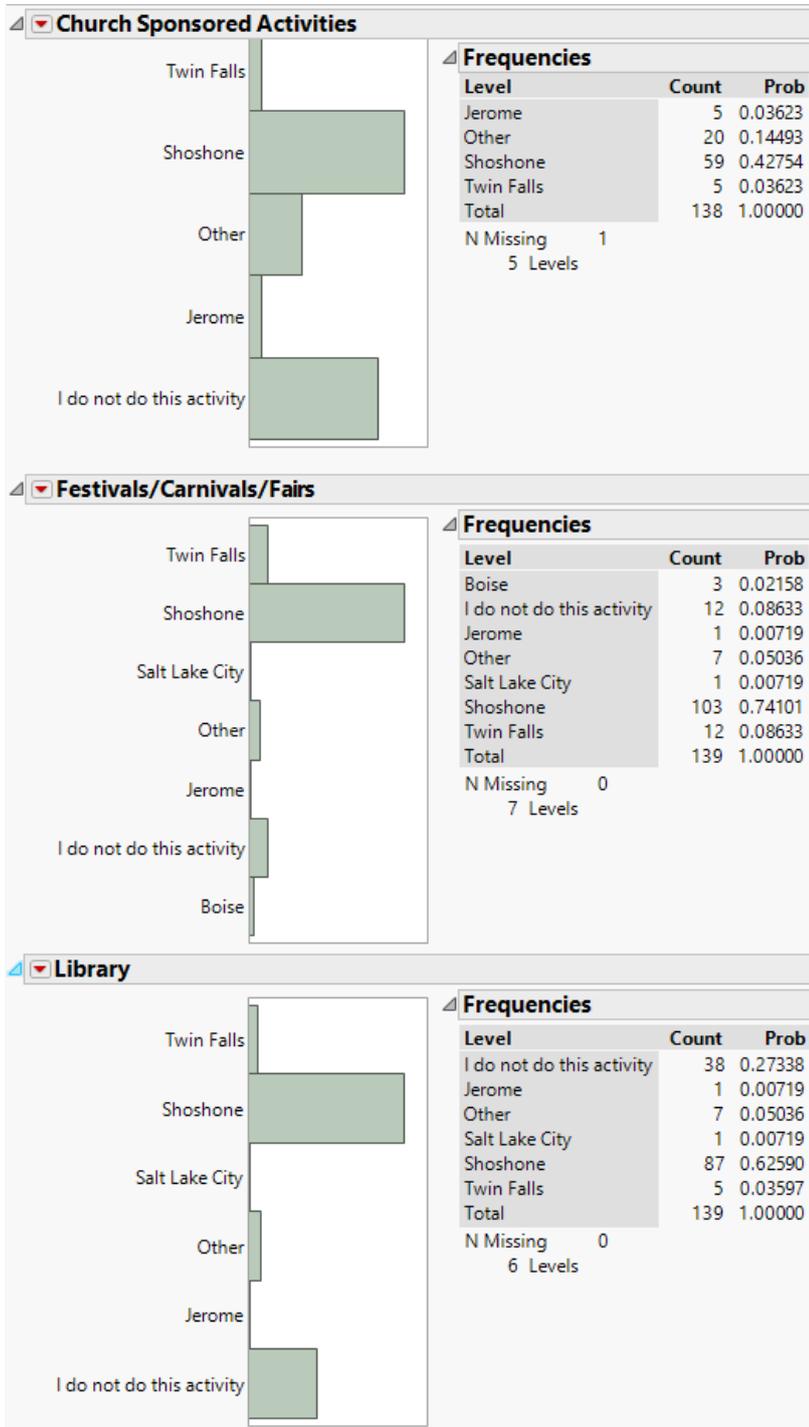
- The majority of Shoshone residents purchase “Auto Repair and Maintenance Service” and “Fuel” in Shoshone, while “Groceries” and “Healthcare” are split closely between Shoshone and Twin Falls. “Clothing,” “Large Electronics,” and “Vehicles” are typically purchased by Shoshone residents in Twin Falls.

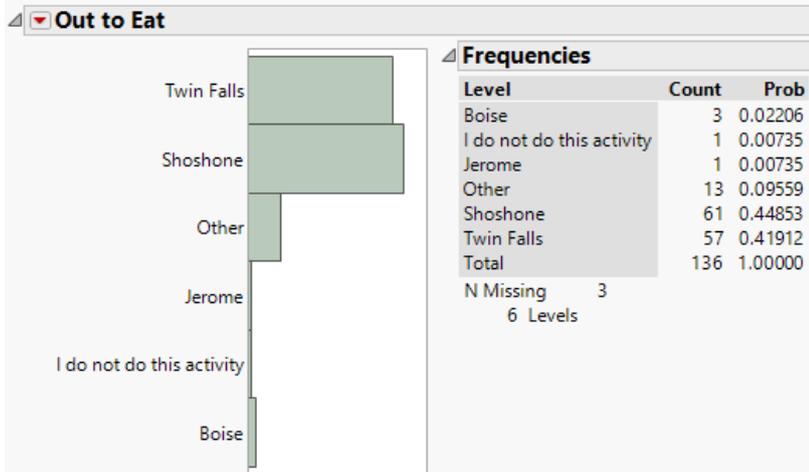
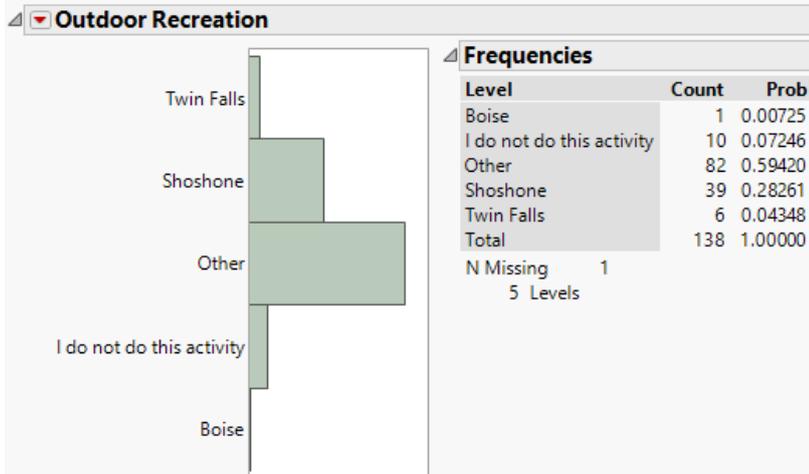
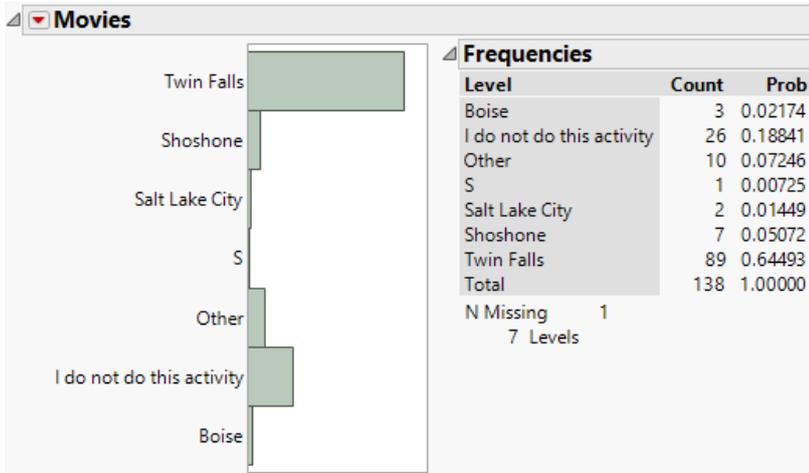


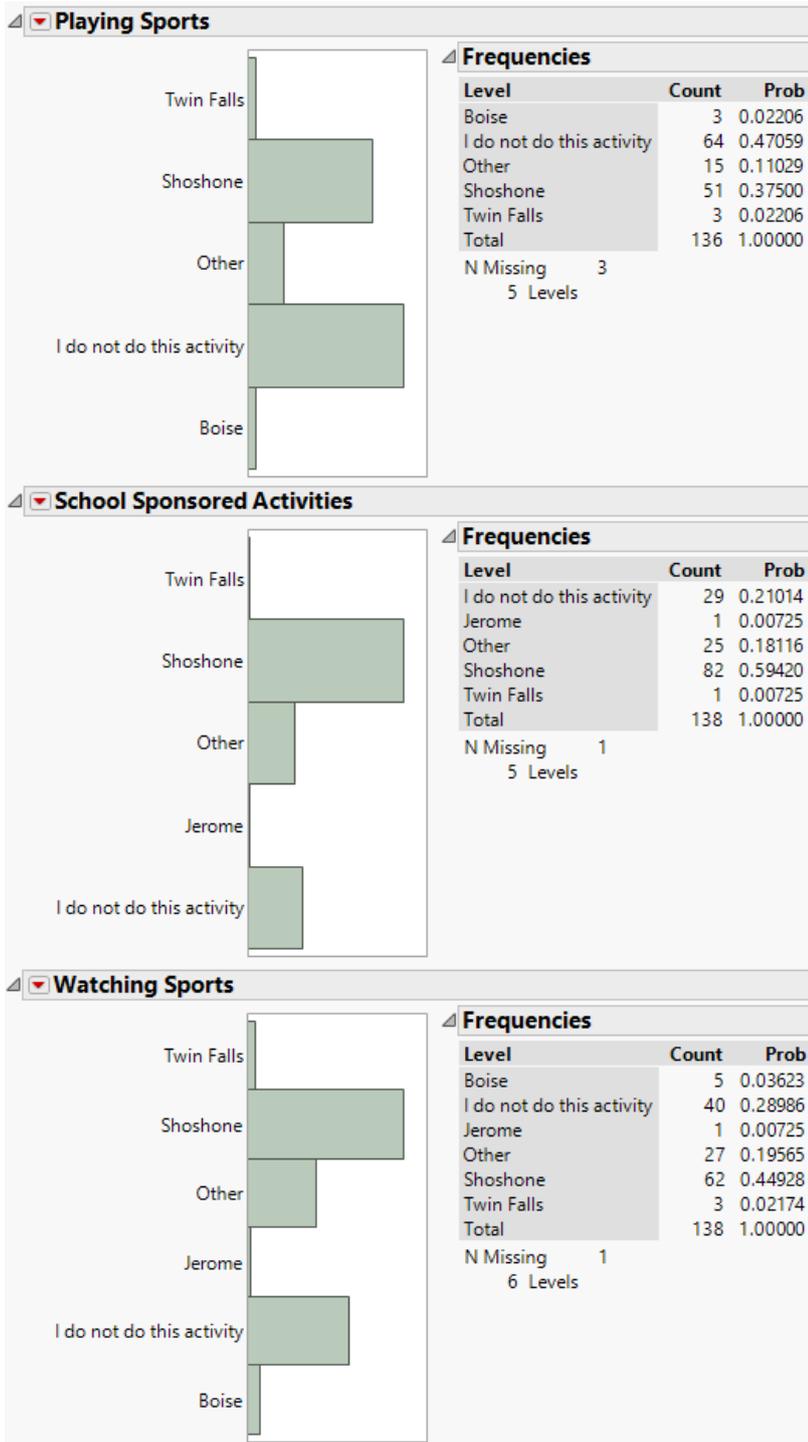


- **Shoshone Resident Activity Locations**

- Shoshone residents primarily complete these activities in Shoshone. The only activities that they predominantly completed outside of Shoshone are: “Movies” and “Outdoor Recreation,” in Twin Falls and Other, respectively.

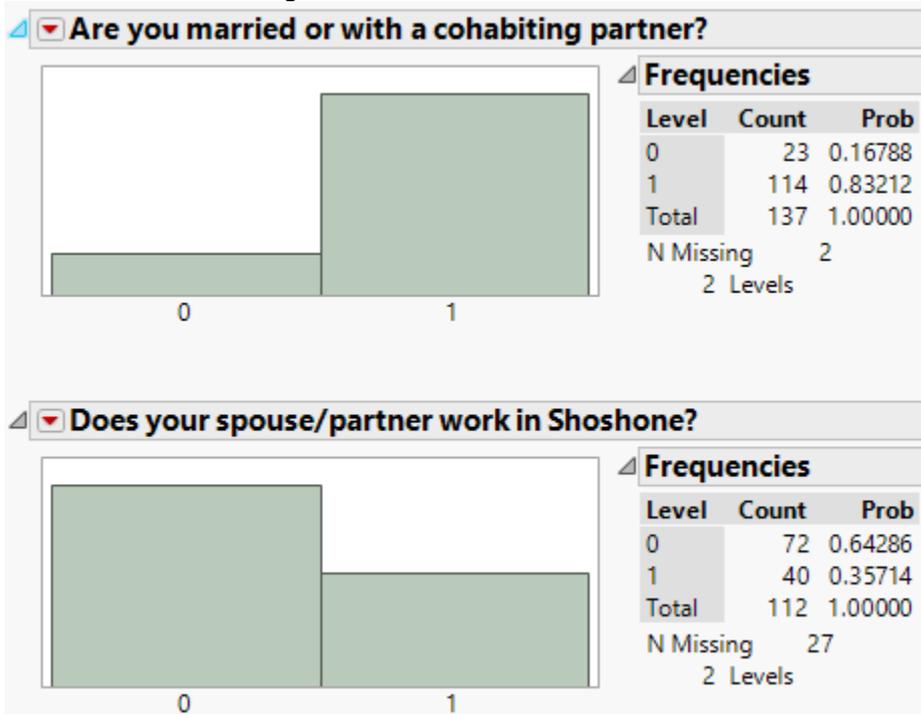






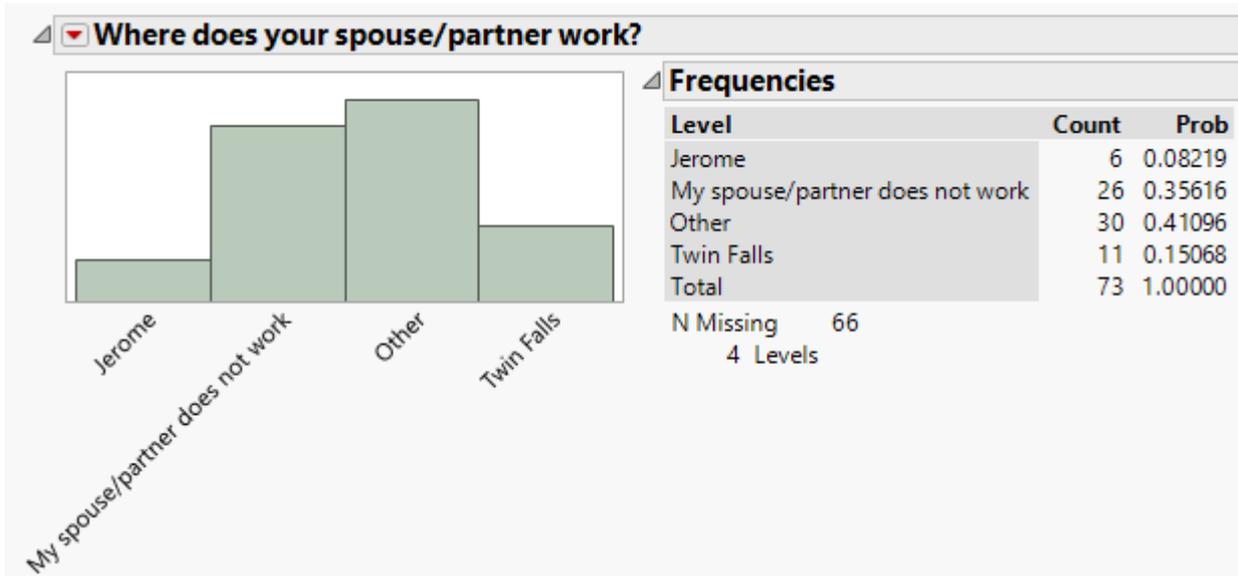
- **Shoshone Respondent Marital Status and Employment**

- Over four fifths of the respondents are married, with over one third of their spouses working in Shoshone.



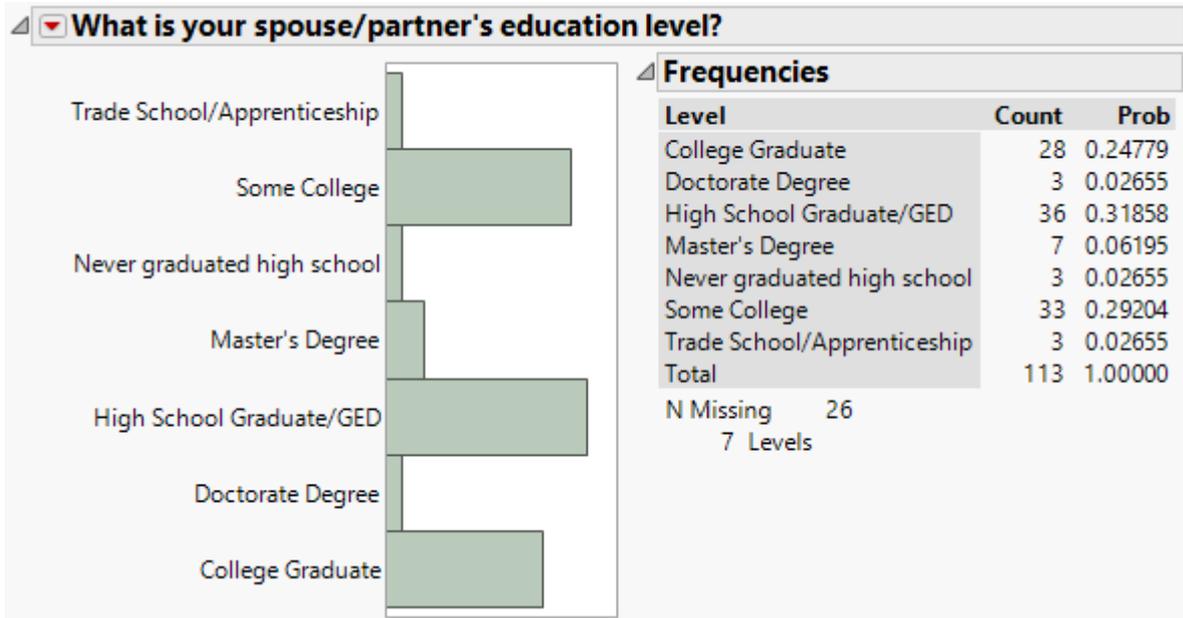
- **Other Spousal Employment Locations**

- About two fifths of the spouses and partners that do work in Shoshone work in locations other than Twin Falls and Jerome. About one third do not work.



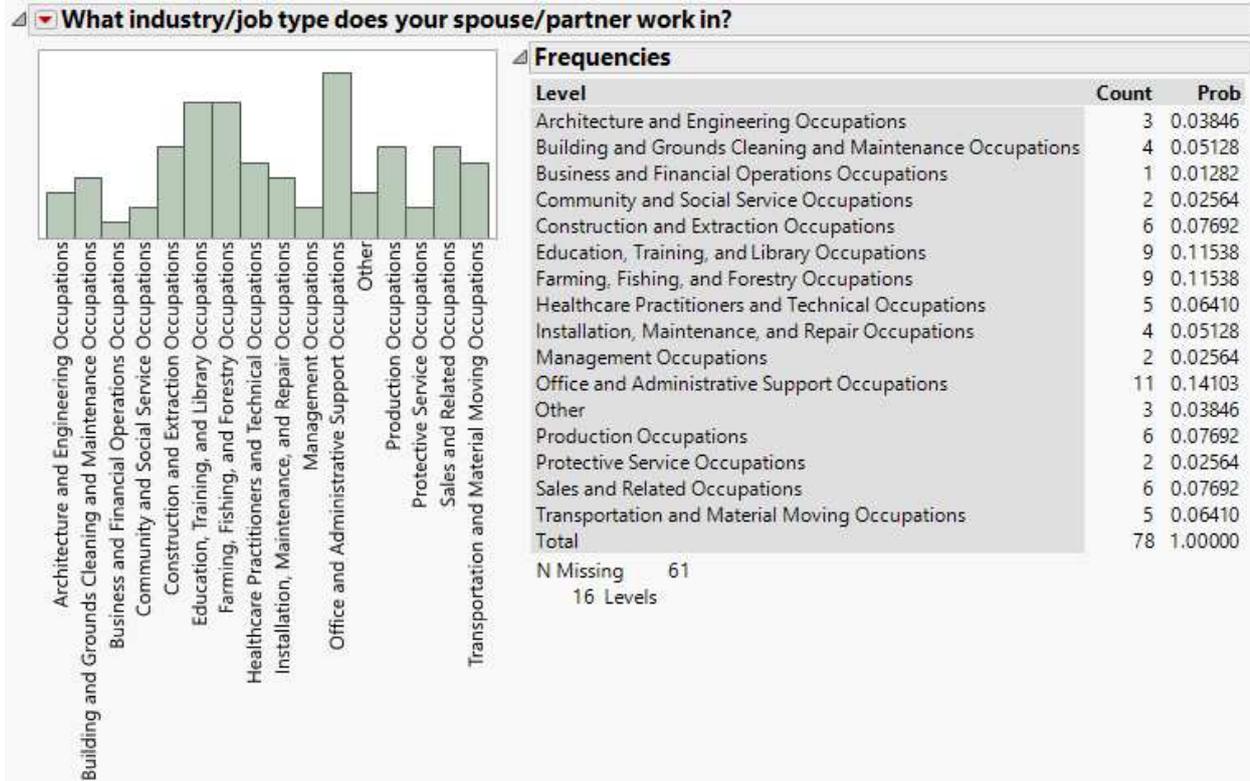
- **Spousal Education**

- Over one third of the spouses and partners have a “College Degree” or higher in Shoshone. “High School Graduate/GED” and “Some College” have about one third each.

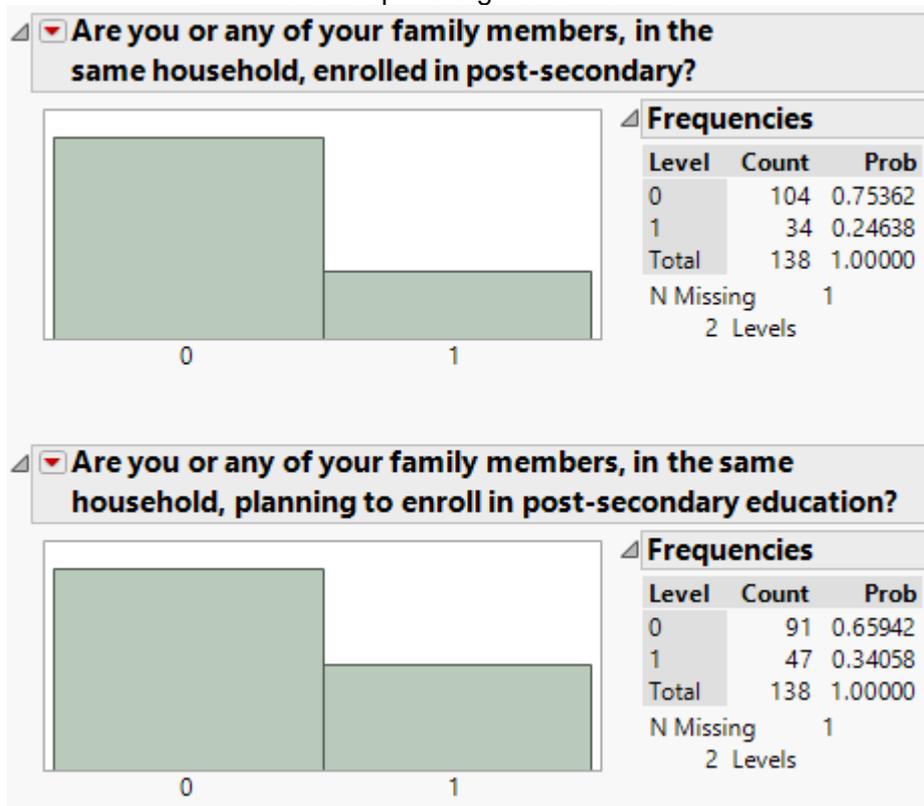


- **Spouse/Partner Employment Industries**

- The most common field for the respondents' spouses and partners to work in is “Office and Administrative Support Occupations,” at a rate of 14%.

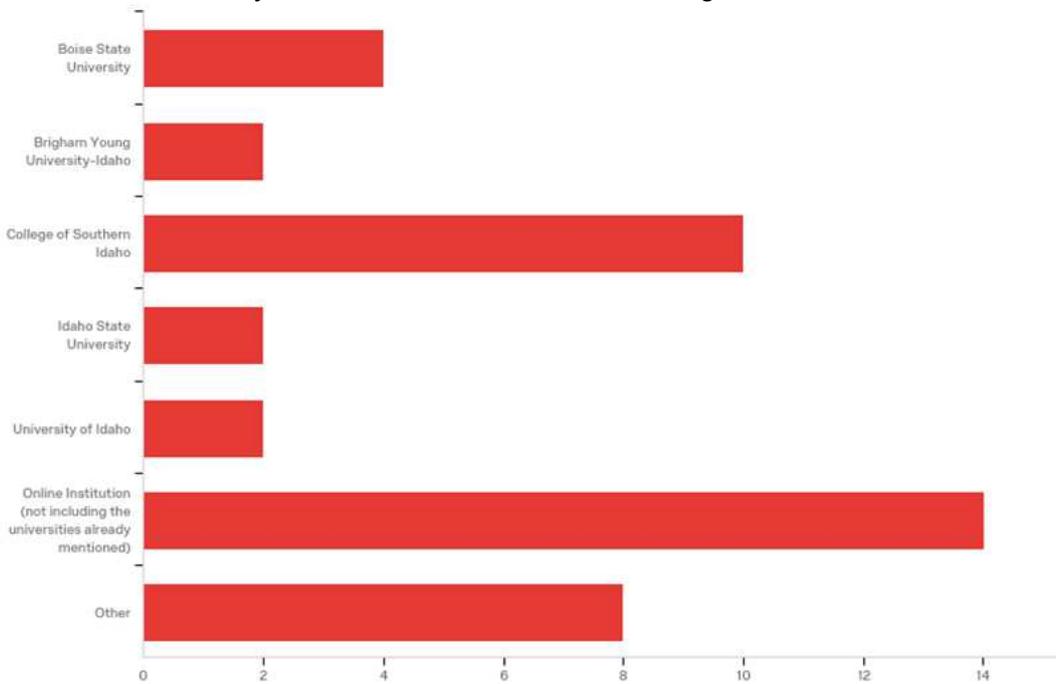


- **Shoshone Resident Post-Secondary Education Plans/Current Attendance**
 - Nearly one fourth of Shoshone respondents or their family members are attaining a postsecondary educational degree. One third of the respondents or their family members are planning to attain one.



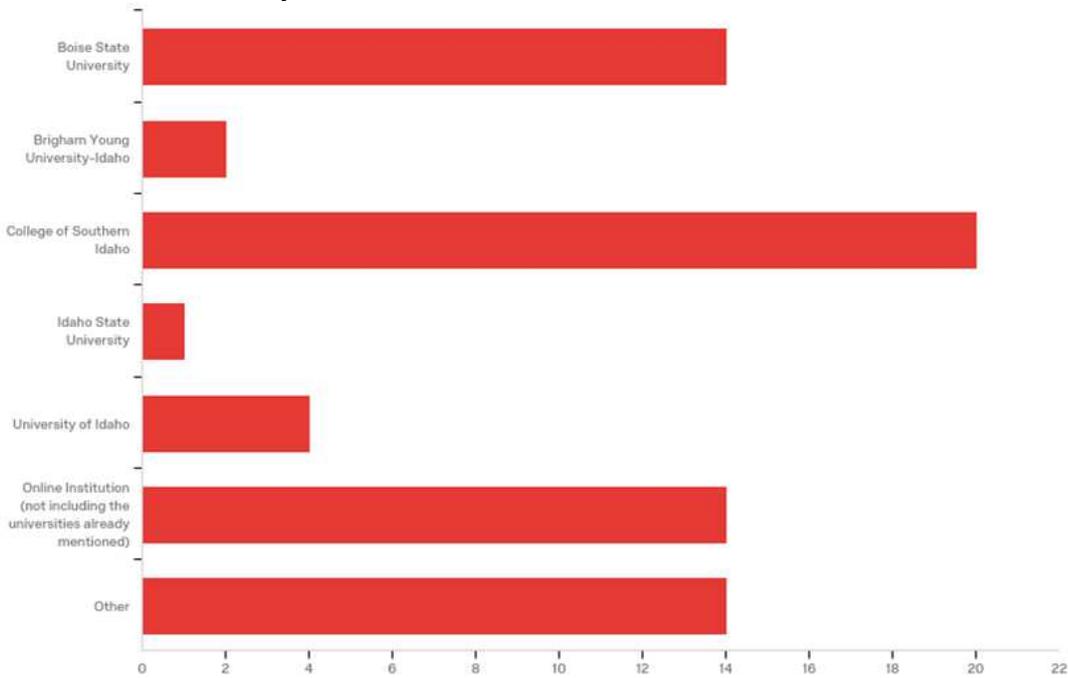
- **Shoshone Resident Post-Secondary Education Currently Attending Institutions**

- Nearly one third of respondents and/or their family members that are obtaining a post-secondary degree attend an online institution other than the ones listed on the survey while one fourth attend the College of Southern Idaho.



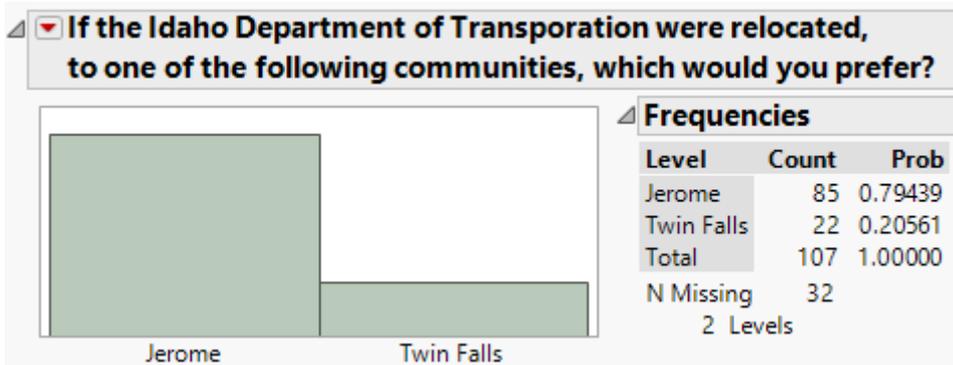
- **Shoshone Resident Post-Secondary Education Planned Institutions**

- The planned locations for post-secondary educational degrees of the respondents and/or their family members is more varied than the prior. However, the College of Southern Idaho still leads at over one fourth of the respondents, with Boise State University, other online institutions, and other universities not listed following closely at nearly one fifth each.



- **Shoshone Resident ITD headquarter relocate out of Shoshone Preference**

- If the ITD headquarters was relocated out of Shoshone, the residents prefer Jerome over Twin Falls at a 4-1 ratio.



District 4 Administrative Building Report

7/11/2016
Idaho Transportation Department

Prepared by

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HEADQUARTERS BUILDING REPORT

June 30, 2016

At the center of this report is a vision of District 4 Management to provide a higher level of efficiency in the workplace and a professional level of customer service through the development of structure improvements. It is well known fact that buildings decline in effectiveness with time in spite of the human element that tends to adapt and continue to thrive, meet deadlines, and conduct business on an acceptable level in the surroundings provided. District 4 Management has for several years held a vision to improve the workplace environment for employees and customers by pursuing, at some level, the physical improvement of the administrative offices at District 4. With that vision in mind, this report will examine the past efforts to determine a direction for improvements, analyze the cost benefits of remodel vs. a new build structure, provide a lease vs. build analysis, and discuss issues related to the physical location of current and future improvements.

Additional analysis of the District 4 workforce and an economic analysis are provided in the appendix section of this report. Both of these analytical works were provided by Dr. Richard Gardner of Bootstrap Solutions.

Background

Currently, Idaho Transportation Department (ITD) administrative staff reside in a 20,706 SF, two-level building located at 216 S. Date Street in Shoshone, Idaho. That office space is complimented with a 1,960 SF modular structure constructed in 2000. The original building was constructed in 1955 with an addition in 1970, and another addition in the mid 1980's. Several other outbuildings are included in the District 4 Shoshone campus including shops, maintenance storage sheds, sand sheds, and various other storage facilities. These outbuilding structures are not considered in this report and are mentioned only to note that the property as a whole is currently the center of District 4 operations in Shoshone. Additional office space is available and partially staffed at the Twin Falls Maintenance facility (626 Eastland Avenue) both in the main office, and in a modular that is on the premises (30 miles south of Shoshone).

Additional upgrades recently completed in the District 4 Administrative office structure include improved rest rooms on both levels, energy efficient lighting throughout, reconfiguration and upgrading to management offices, and a conference room update. Several major components

Idaho Transportation Department

of the building are currently in need of replacement include the HVAC system, window upgrades, flooring, and improved ADA access.

Over the past 13 years, several studies have been completed that examined a variety of issues related to building improvements. In 2002 a feasibility study was completed by Alderson, Karst, and Mitro, architects. This study reviewed available space in the main office building and attempted to reconfigure office space to match the existing organizational chart and maximize allowable office space. Although the consultant presented six alternative options for consideration, only one came forward as a viable option and over the past 13 years only a few of the improvements have been implemented.

In 2005, Cole & Poe performed a statewide assessment of Administrative Offices occupied by ITD with a goal of prioritizing the replacement and locations of the respective district offices. The District 4 office was analyzed in detail and the recommendation was to build new at the current Shoshone location just west of the current administrative building.

In 2007, Hauf & Associates prepared an analysis of the District 4 Administrative Headquarters Building in conjunction with a RFQ under the direction of the Idaho Department of Public Works (Project # 07-570). The RFQ was based on the criteria that a new District Office would be constructed somewhere on the Shoshone campus. A follow up bridging document was provided in January of 2008, but unfortunately funding had been prioritized elsewhere and the project was discontinued.

All of the reports and analysis that have been completed over years will agree that the existing building is deficient to various levels as a physical structure, and have inherent inefficiencies from a "human engineering" perspective. In response to previous findings, the District now has the opportunity to decide to remodel the existing structure, or build new; and if the decision to build new is determined, where to build is a necessary consideration. Additionally, a leased facility should be brought into the discussion to adequately explore all options available to the Department.

Purpose and Need.

The purpose of this report is to examine what has been considered in past reports, analyze current construction and lease information, and determine best locations for a District 4 Administrative office to assist District Management and the Idaho Transportation Board in decision making. The goal of this report is to provide a history of the existing conditions, explore available data, and provide an economic overview, so management can make an informed decision.

The need is to provide District 4 personnel the best work environment possible so ITD Strategic Goals can be met and perpetuated for many years. Remodel, Build New and lease alternatives presented in this report are based on a consistent district workforce and organizational structure that will meet the 2020 workforce plan for ITD. The district office

currently has 61 full-time administrative positions of which 4 are vacant and another 8 positions are assigned work stations away from the Shoshone campus. Sufficient square footage of an office building will require a minimum of 20,000 square feet with another 60,000 square feet needed for parking and landscaping. It is assumed that the workforce that is currently in place will remain static for the foreseeable future. There are distinct advantages to having the entire District 4 Administrative/Professional team under one roof. The ultimate goal is to provide a pleasant and inviting physical work environment that will promote a constructive work culture. ITD has a common goal to provide a results-driven work environment where employees have respect for one another and strive to develop themselves personally and professionally to support the team effort. The District 4 Team is currently transforming towards the 2020 workforce plan to meet the needs of the future and will require an efficient and professional workplace to succeed as a team and provide a positive customer service experience for those visiting District 4.

Cost Analysis (Remodel Option)

A remodel to the District Administration office will be extensive. The scope of the remodel will be limited by some of the physical characteristics of the existing building, primarily CMU (Concrete Masonry Units) exterior and interior walls on approximately 60% of the building. These walls cannot be altered without impacting the physical integrity of the building which limits the configuration options for office space. John Julian with the Idaho Department of Public Works (DPW) was interviewed to get his perspective of a remodel on the district administrative office building. Mr. Julian was directly involved in the previous analysis of the office building in the 2007 and 2008 reports. In his experience with state agency buildings across Idaho, he estimated the cost to remodel the existing building to be between \$90 and \$120/ SF for the interior structure including wiring, plumbing, amenities, and wall alterations. Central heating and cooling can add another \$25- \$30/SF to the total cost of the remodel. Other issues that would need to be considered are asbestos and lead paint testing (\$3.75/ sf) and mitigation, upgrading to meet current fire, electrical, and plumbing code, and interruption to the workforce during construction. Also to be considered are the "soft costs" of a building remodel (approximately 19% of construction costs) which include, engineering, architectural drawings, permits, and project management. On the positive side of a remodel, there is little or no site improvement to consider, no cash outflow for land acquisition, and there can be substantial utility rebates for electrical and heating systems upgrades. It is assumed in this report that existing parking spaces will be utilized to meet demand, and no additional cost is incurred to develop parking spaces. In Table 1 below, the costs to remodel are presented based on the assumptions noted in the Purpose and Needs discussion.

REMODEL COST ESTIMATE

Table 1

ITEM	UNIT	UNIT COST(\$)	SUBTOTAL(\$)	TOTAL(\$)
Building Remodel	20,706 sf	120	2,484,720	
HVAC upgrade	20,706 sf	30	621,180	
Asbestos/Lead*	20,706 sf	3.75	77,650	
Land Acquisition	0	0	0	
Site Development	0	0	0	
Soft Cost(Eng/permits)	1 (ls)	605,000	605,000	
Contingency (10%)	1 (ls)	378,900	378,900	
TOTAL				4,167,500

*Does not include cost to mitigate if hazardous materials exist.

Cost Analysis (New Construction Option)

The new construction option for the District 4 Administrative Building has two sub-options; build on a site within the Shoshone campus, or relocate and build at a new location (locations are discussed later in this report). Both sub-options need to consider full construction costs, soft costs, and amenity improvements. Under the new construction option, the assumption is that a 20,000 sf office building is needed to meet the current and future needs of District 4. Again, John Julian of DPW was consulted to calculate the building costs represented in this options. Mr. Julian noted recent buildings on the Idaho State University Campus that would be similar to the office space District 4 is considering ran \$115 to \$130/ sf for new construction. These buildings were not “top end” office complexes, but represent a visual pleasing and very functional office environment with infrastructure that will meet future technology and ergonomic requirements. Site improvements for utilities typically will run from \$6- \$10 a square foot of the improvement. A new building on the Shoshone site will present foundation challenges due to rock that is at the surface. Parking lot requirements are 650 sf for each vehicle. District 4 estimates that a total of 85 spaces are required for employees, staff vehicles, and visitor parking. Costs for parking lot paving have been estimated by ITD staff to be \$2.30/ sf. Soft costs for engineering, architectural renderings, permits, testing, and project management were estimated by Mr. Julian to be 19% of project costs. Tables 2 will show the cost estimate for new construction at the Shoshone campus and Table 3 will give the cost breakdown of new construction at a new site.

COST ESTIMATE- NEW CONSTRUCTION IN SHOSHONE

Table 2

ITEM	UNIT	UNIT COST(\$)	SUBTOTALS(\$)	TOTALS (\$)
Construction	20,000 sf	130	2,600,000	
Land Acquisition	0	0	0	
Site Development*	20,000	6.00/sf	120,000	
Parking Spaces	55,250 sf	2.30	127,100	
Landscaping	1 (ls)	25,000	25,000	
Soft Costs (19%)	1 (ls)	545,700	545,700	
Contingency (10%)	1 (ls)	341,800	341,800	
TOTAL				3,759,600

*Considered at the low end of the estimate due to location in Shoshone.

COST ESTIMATE- NEW CONSTRUCTION AT NEW SITE

Table 3

ITEM	UNIT	UNIT COST(\$)	SUBTOTALS(\$)	TOTALS (\$)
Construction	20,000 sf	130	2,600,000	
Land Acquisition	2.0 (acre)	30,000	60,000	
Site Development	20,000	10.00/sf	200,000	
Parking Spaces	55,250 sf	2.30	127,100	
Landscaping	1 (ls)	25,000	25,000	
Soft Costs (19%)	1 (ls)	572,300	572,300	
Contingency (10%)	1 (ls)	358,500	358,400	
TOTAL				3,942,800

Items not included in the costs in Tables 2 and 3 above include environmental assessments, demolition of existing structures, Geo-technical investigation, materials testing, and temporary utility fees.

It should also be noted that every year that the project is postponed, an additional 5% should be added to the previous year's estimate regardless of a remodel project or new construction.

Below is a Cost Estimate Summary in Table 4 that compares the relative costs to remodel the existing District 4 Shoshone Administrative office, build a new office in Shoshone, and the cost to build a new administrative office at a new site.

Cost Estimate Summary

Table 4

Cost Consideration	Total Cost
Remodel Cost Estimate	\$4,167,500
New Construction in Shoshone	\$3,759,600
New Construction at new site	\$3,942,800

Lease vs Purchase Option

To attain viable information on the Lease vs Purchase Option, Linda Miller (MBA), the Statewide Leasing Manager from the Idaho Department of Public Works was contacted. Ms. Miller provided a Lease vs Purchase Analysis (see Exhibit 'A') based on the criteria used in the New Build option of this report; a 20,000 SF Administrative building complex with 2.0 acres of land. The lease scenario is predicated on a 5-year lease agreement, triple net lease (tenant pays all overhead costs) with an inflation factor of 3% tied to the Consumer Price Index (CPI). The cost to purchase (build) criteria is based on \$150/SF building cost, slightly higher than in the Build New discussion previously, but includes all costs, including the HVAC system, so is considered comparable. Land costs are slightly higher than anticipated in the earlier Build New discussion due to some inherent assumptions programmed into the analysis. However, the analysis can still be utilized as a viable comparison in this framework. The end result of this analysis is to compare the costs experienced over the course of a lease as compared to the purchase of a building and represent those findings in a Net Present Value (NPV). The NPV reveals the discounted cash flow dollar amount paid today to realize the future benefits of either a lease or purchase of an administrative building. Ms. Miller noted that the important number in this analysis is the Cost Ratio over the full life of the building (40 years) and as noted in the analysis, "If the cost ratio is below 1.00, the acquisition of a facility should be considered". For this report, the cost ratio is .6622 which would indicate the purchasing a facility would be advantageous to the Department.

LEASE/PURCHASE ANALYSIS		Agency, City:	City Code:	Street:
Lease Information:		Department of Transportation, Shoshone	B1	TBD
Express \$ in annual costs per square foot, unless	Agency Pays Directly Building Retrofit For If Known Actual Cost			
Net Rentable Sq Ft:	20,000	For The Following Response	Show Cost	D.P.W. Est.
Current Base Rent, w/all rent increases:	\$ 12.00	or Supplies Its Own:	Per Sq Ft	of Costs
Lease Expiration Year:	2020	1. PARKING (Spaces)	NO	\$ -
Lease Expiration Year of Renewal Option:		2. Janitorial(Agency Space)	NO	\$ -
Space Type(P=office or retail, W=warehouse)	P	3. Maintenance On Agency	NO	\$ -
Year of Analysis	2015	4. Security(Agency Space)	NO	\$ -
Future Rent Increases Shown in Lease (\$/SF):		5. Property Taxes on Bldg	NO	\$ -
2018		6. Insurance on Bldg	NO	\$ -
2019		7. Maintenance (on Bldg)	NO	\$ -
2020		8. Bldg Utilities	NO	\$ 1.50
2021		9. Building Janitorial	no	\$ 0.80
2022		10. Management Fees	NO	\$ 0.60
2023		11. Miscellaneous	NO	\$ 0.13
If CPI is Capped, Show % of Cap:	3%	Operating Exp Escalation (Increases)	\$ -	\$ -
CPI Increase Based upon Lease Rate	\$ 12.00	Operating Expense Incurred	\$ -	\$ -
Show the Specific Years CPI is Effective	"Yes or No"	NOTES:		
2018	NO	Percent of office:	100%	\$ 150.00
2019	NO	Percent of warehouse:	0%	\$ 85.00
2020	NO	TRIPLE NET LEASE?	yes	\$ 0
2021	NO	FULL SERVICE LEASE	TI pd by lessee	\$ -
2022	NO	Management Fee:	5%	\$ -
Building Expenses, Billed to You by Lessor:		Tenant Finish Amortization, Conference Rm Rental, Add'l Parking, Etc.)		
Property Taxes	\$ -	Land Cost	\$148,500	Land Cost: \$ 150
Building Insurance	\$ -	Building Cost	\$3,300,000	Bldg Cost: \$ 150.00
Building Maintenance	\$ -	Depreciable Life of Bldg	75	Land Ratio: \$ 4.50
Building Utilities	\$ -	Building's Gross Sq Ft	22,000	
Building Janitorial	\$ -	Year of Acquisition	2020	
Management Fees	\$ -	# of Yrs For Analysis	40	
Miscellaneous	\$ -	Total Operating Costs	\$ -	
Other Lease Costs/Sq Ft:	\$ -	Tenant Improvements	\$ -	Deleted from both Lease and Purchase Comparison to Obtain NNN Rate.
Construction and		Capital Replacements	\$ -	
Operating Costs: (Use Net Rentable Sq Ft)		Sq Ft per FTE	250	
		Base Number of FTE	80	
		Interest Rate (Percentage)	5.10%	
		Soft Costs of Financing (Per Years Financed)	10.00%	
		Discount Rate	5.60%	
		Lease \$(NNN)	\$ 13.20	
		Prepayment Discount	0.0%	
		Moving Cost	Moving Expenses (Per FTE) \$250.00	Moving Expenses Total \$28,500.00
			Furniture (Per FTE) \$50.00	
			Telephone (Per FTE) \$25.00	
Inflation Assumptions		Facility:	Land Value	2.00% Not Compounded
			Building Value	1.00%
			Construction Costs	2.00%
		Expenses:	Operating Costs	2.00%
			Tenant Improvements	2.00%
			Capital Replacement Reserv	2.00%
		Space Needs:	Projected Agency Growth	0.00%
		Lease Costs:	Lease Costs	2.00%
		Moving Cost:	Moving Expenses (Per FTE)	2.00%
Net Present Value Analysis		LEASING	16 Yr Cost of Leasing	\$14,304,000
		ALTERNATIVE	Net Present Value - L	\$5,150,877
		PURCHASE (ISBA OR Other Funding Source)		
		ALTERNATIVE	16 Yr Cost of Purchase	
			Tenant Finish	\$0
			Amortization Costs	\$6,361,718
			Moving & Equipment	\$28,500
			Residual Value	(\$4,825,700)
			Building Retrofit For Sale f	(\$1,410,000)
			16 Yr Cost-Purchase	\$2,974,618
		Net Present Value of Purchase		
			Tenant Finish	\$0
			Amortization Costs	\$3,769,909
			Moving & Equipment	\$27,083
			Residual Value	(\$545,762)
			Building Retrofit For Sale f	(\$153,464)
			Net Present Value - P	\$3,410,634
		Break-Even Year		2.040
		Cost Ratio-16 Yr		0.6622
Difference Between Purchase and Leasing:				
Cash Basis Over 16 Years	\$11,329,382			
NPV Basis Over 16 Years	\$1,740,184			
*Cost Ratio: The Lease/Purchase Analysis was developed as a tool to determine whether it is more cost effective to lease or to acquire buildings. If the cost ratio is below 1.00, the acquisition of a facility should be considered. If the cost ratio is a negative number, the Lessor is subsidizing the Lessee and is receiving less than what it actually costs to operate the building. Generally, the Division of Public Works recommends that lessees with a Cost Ratio below 1.00 limit their lease terms to three years so the agency has more flexibility with its space needs. The ratio is calculated by dividing the net present value of the acquisition alternative by the net present value of the leasing alternative.				

Exhibit 'A'

Locational Analysis

When considering the cost of either remodel, new construction, or a lease, the discussion must consider whether the existing location in Shoshone is most beneficial for the department and the employees, or should a new location for the administrative office be considered. The Location Analysis discussion involved in this report will focus on the geographic center of the district, how travel distances of employees are impacted, and population centers of the district. Please refer to Figure 1, "Centroid Data" Map as a reference for this discussion.

Geographic Center. The center of the geographic area (by district boundary), or service area of ITD, is approximately 15 miles southeast of Shoshone. This factor is important in respect to the most logical office location based on travel to any given service area of the district. Essentially, the closer to the geographic center of the district, the more effectively we can reach out to our customers. Given the fact that most of the administrative employee's work station location is currently located in Shoshone, although they may reside elsewhere, it is established that ITD has served its customers well from this location. ITD has been a part of the Shoshone and Lincoln County community for over 60 years and has supported the local economy.

From a New Build perspective, the current Shoshone location is made attractive from the perspective of 'least cost' when you consider the site is owned and infrastructure services are readily available. There still remain some site challenges due to the subsurface rock, but generally costs could potentially be reduced if it is decided to build on the current campus location.

Employee Center. The employee center (where employees reside) was considered in the Locational Analysis. The center of total miles currently driven to work at Shoshone is east of Jerome and slightly north of the SH-25 junction as represented on the Centroid Data Map (Figure 1). While the current Employee Center is based on the existing location in Shoshone, two other models were developed to see the impacts of total employee miles driven if the work station location were changed. Below is Table 4 that shows the existing condition in Shoshone (model 1), an administrative site located east of Jerome near the SH-25 junction (model 2), and an administrative site in Twin Falls (model 3). As determined in the model, the further south a location is selected in the district, the fewer total miles employees are required to travel to their assigned work station, although the distance has a limit of diminishing return as noted between Model 2 and Model 3 not having the same divergence in total miles driven or average mileage as Models 1 and 2.

It should be noted that the Employee Center has shifted further south in comparison to the 2005 Cole & Poe locational analysis. Since the 2005 study, employees have been hired that reside further south from the existing Shoshone location, a trend that is expected to continue as District 4 anticipates a 50% employee attrition rate over the next five years. It can be expected that the Employee Center will continue to shift southward in the next five years.

Based on the Employee Center determined on the Centroid Data Map, and the trend of future hiring in the district, a location south and east of Jerome would be a preferred location for an administrative office. Assuming property could be purchased for the Build New option, or a suitable lease agreement secured in the area, it would provide the best locational option from an employee travel perspective.

Table 5										
<u>MODEL SUMMARY</u>										
Location of Workforce										
CITY	Bellevue	Dietrich	Buhl	Gooding	Jerome	Kimberly	Rupert	Shoshone	Twin Falls	total employees
% of workforce	1.72%	1.72%	6.90%	20.69%	6.90%	3.45%	8.60%	18.97%	31.03%	58
<hr/>										
MODEL 1	miles driven	avg mileage	MODEL 2	miles driven	avg mileage	MODEL 3	miles driven	avg mileage		
(Shoshone)	1,403	24.19	(Jerome)	1,304	22.48	(Twin Falls)	1,267	21.84		
<hr/>										

Population Center. The population center (refer to Centroid Data Map, page 10) of the district considers the 2010 census on all incorporated towns in District 4. The significance of the population center is to look at available services required by ITD, services ITD provides to the populace, and the impacts of available workforce on District 4.

The population center of the Centroid Data Map is located approximately 15 miles east of Jerome. Although the point is not near any larger city in the district, its relative location in comparison to the geographic center is an indicator the population tends to pull more naturally towards the Jerome/Twin Falls area. It can also be argued that there is significance in the relative close proximity of the Population Center and the Employee Center. Services that District 4 can fully take advantage of in the southern area of the district include availability of lodging, information services, food services, and college level education facilities. In the current location, these services are limited or non-existent which forces visiting trainers, consultants, and other service providers to travel to these services rather than having them readily available. Additionally, the services ITD provides to local contractors, consultants, and other agencies, to a certain degree would receive quicker response to service requests if located in a more southerly location in the district.

When considering the Population Center of the district, it needs to be noted that the closer the administrative offices are located to the available workforce pool, the more effectively District 4 can hire and train employees (discussed previously in the *Employee Center* section). District 4's administrative workforce profile is primarily professional/technical which includes many specialized services. The Idaho Department of Labor (IDL) was contacted to investigate the availability of adequate workforce for the district and to determine the effects on hiring that may result from the current location of the administrative office. Jan Roeser, Regional Economist for IDL reviewed data for professional/technical workforce but found data to be inconclusive. Dr. Richard Gardner of Bootstrap Solutions was hired to look more in depth into the hiring capabilities of District 4 and the Economic Impacts associated with the District 4 Administrative workforce. His findings are documented in the Appendix of this report.

APPENDIX

September 2, 2016

Technical Appendix to D4 Headquarters Building Report
ITD, June 30, 2016

Workforce Impacts of Moving D4 Headquarters Building

Bootstrap Solutions was asked to analyze two things in relation to a potential move of the administrative and engineering staff offices (D4 Headquarters) from Shoshone to Jerome or Twin Falls, Idaho. A separate Technical Appendix addressed the economic impacts of such a move. Here the impacts on the labor pools for replacement hires is addressed. The following analysis was made possible with the assistance of labor economist Ethan Mansfield of the Idaho Department of Labor.

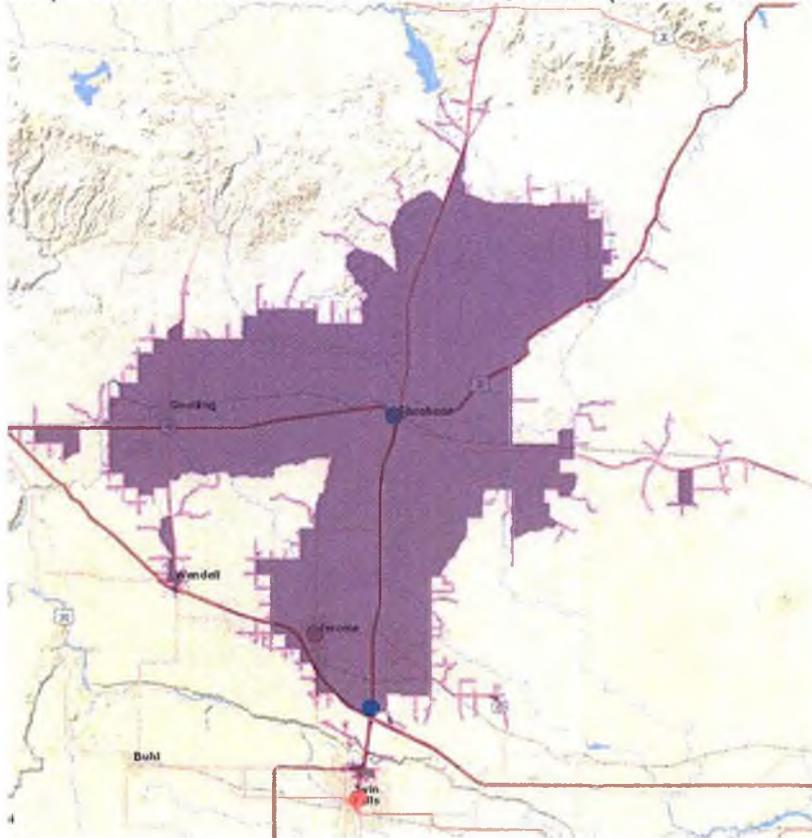
Four potential locations of the D4 Headquarters were analyzed:

1. Shoshone, Idaho – the existing location,
2. Jerome @ Crossroads – the Jerome business park near the northwest intersection of I-84 and Hwy 93
3. Jerome Downtown – the intersection of Lincoln and Main Streets
4. Twin Falls – the intersection of Addison and Blue Lakes Boulevard

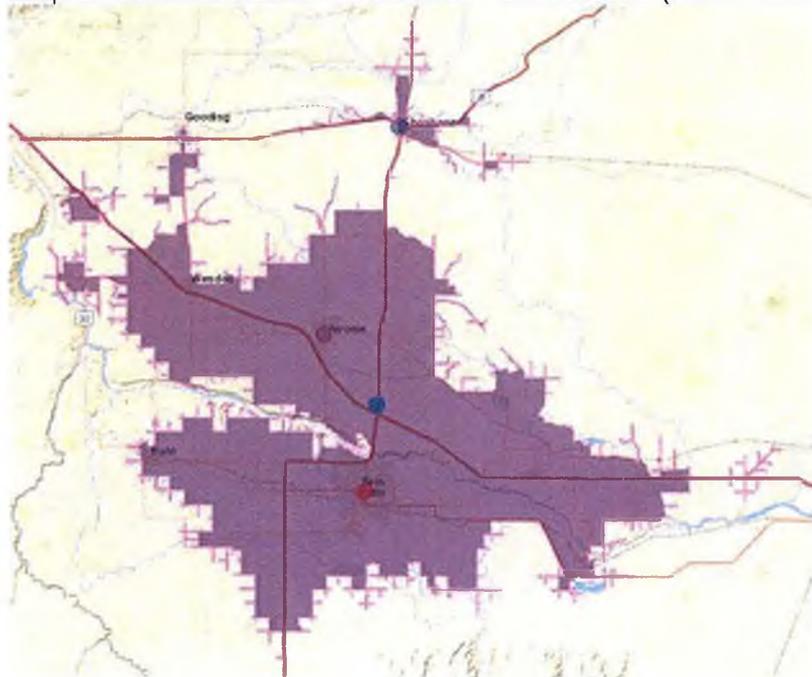
Commute Zones of thirty minute rural drive times were determined using ESRI-ArcView software. ESRI is a private vendor of demographic projections and GIS software. Maps 1 – 4 show these areas from which labor pools are estimated. Each contains the four colored dots representing the locations analyzed.

Close study reveals that the Shoshone Commute Zone does not reach south to Twin Falls, nor does the Twin Falls commute extend to Shoshone. The Twin Falls Commute Zone does not extend to Gooding either. However, it does cover the cities of Buhl, Kimberly, Hansen, and Murtaugh. Only the Jerome -Crossroads Commute Zone includes Twin Falls, Jerome, Shoshone, Gooding, Buhl, Kimberly, Hansen, and Murtaugh. This is why Table 1 will demonstrate that the Jerome – Crossroads location is viable for the largest number of job candidates.

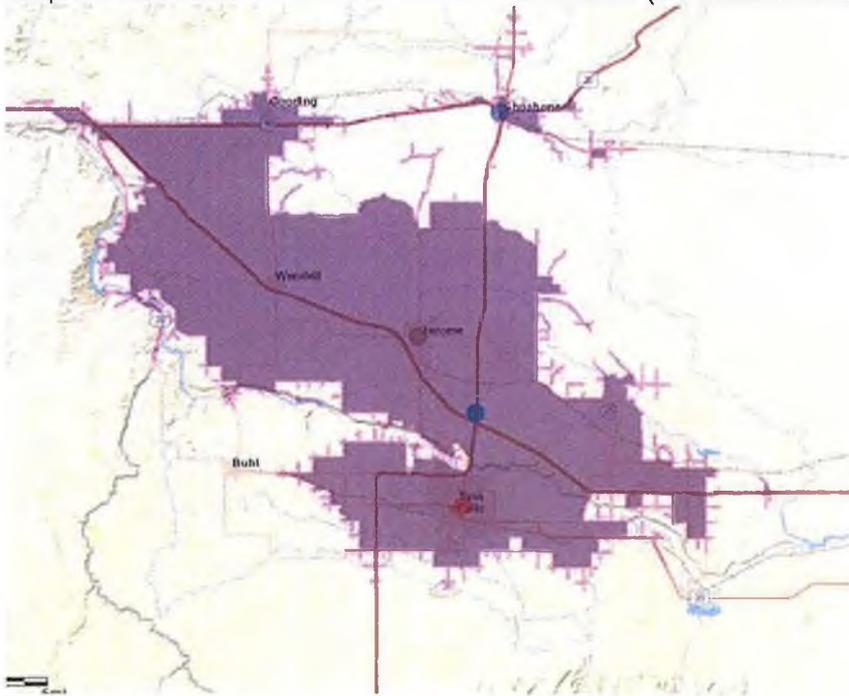
Map 1: Commute Zone for Shoshone, Idaho (30 minute rural drive time)



Map 2: Commute Zone for Jerome - Crossroads (30 minute rural drive time)



Map 3: Commute Zone for Jerome - Downtown (30 minute rural drive time)



Map 4: Commute Zone for Twin Falls (30 minute rural drive time)

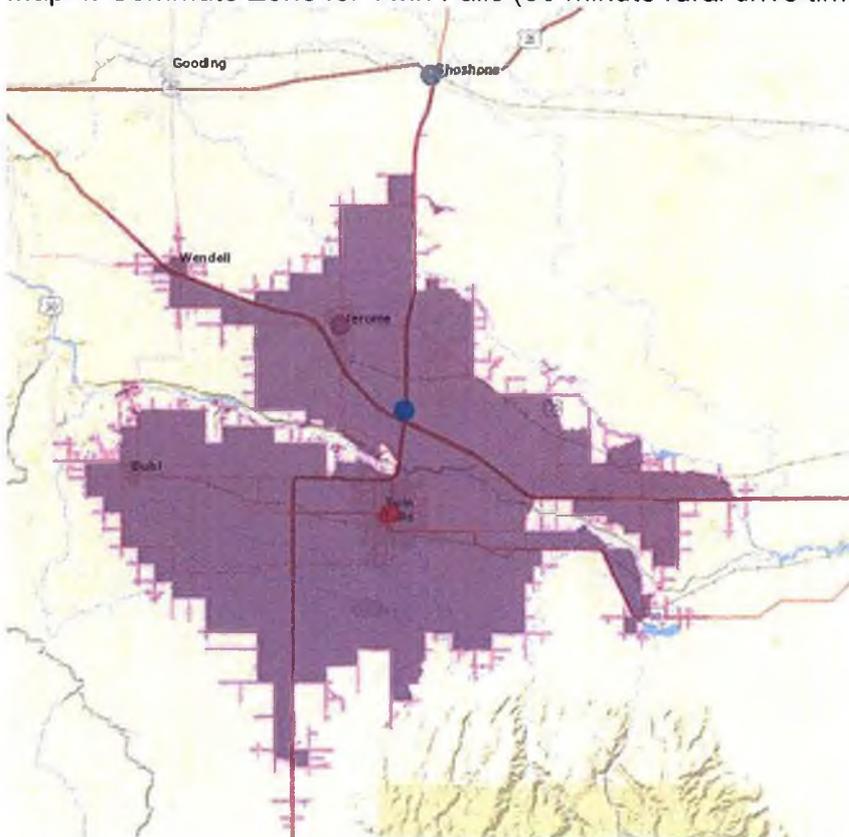


Table 1.

Labor Pool Comparisons

Location	Associates Degree or Higher	Bachelors Degree or Higher	Target Occupations	Total Workforce
Shoshone	4,139	2,760	341	14,044
Jerome - Crossroads	17,511	10,925	2,016	46,792
Jerome - Downtown	17,058	10,671	1,890	45,184
Twin Falls - Blue Lakes	17,196	10,700	2,028	45,463
Increases in Labor Pool				
Shoshone	N/A	N/A	N/A	N/A
Jerome - Crossroads	13,372	8,165	1,675	32,748
Jerome - Downtown	12,919	7,911	1,549	31,140
Twin Falls - Blue Lakes	13,057	7,940	1,687	31,419
Percentage Increases in Labor Pool				
Shoshone	N/A	N/A	N/A	N/A
Jerome - Crossroads	423%	396%	591%	333%
Jerome - Downtown	412%	387%	554%	322%
Twin Falls - Blue Lakes	415%	388%	595%	324%

Notes:

- 1) Target occupations are the sum of a) architects and engineers, b) life, physical and social scientists, and c) business and financial occupations.

The next column measures all who have a Bachelors' Degree or higher. The third column is a compilation of occupations that are likely targets of future ITD Headquarters replacement hires. This column sums the number people working in Architecture and Engineering (which includes draftspersons), Life, Physical, and Social Scientists, and Business and Financial. All data comes from the Census American Community Survey and is updated by ESRI to 2015 estimates. Note that Twin Falls is slightly superior here due to higher education levels.

Conclusion. While this data is not as good as the employment data collected by the Idaho Department of Labor, the conclusions are inescapable, even for one as sympathetic to rural Idaho as the author. By moving the D4 Headquarters south from Shoshone to the outskirts of Jerome or into Twin Falls, the number of potential applicants for replacement jobs in the targeted occupations used by D4 HQ rises by five to six times. The number of total workers within a thirty minute commute rises over three times.

In addition, any of the new locations offers these qualitative improvements in lifestyle that will appeal to younger and more urban-oriented applicants:

- a) Better access to a broad array of retail shopping and services,
- b) Better access to health care,
- c) Better access to higher and continuing education at CSI and elsewhere,
- d) Better transportation connections east, west, and via air travel,
- e) Better cultural and entertainment options, such as movies, plays, concerts, museums, golf, etc,
- f) Better access to water recreation
- g) Possibly better or more diverse K-12 education options

Four different labor pools are estimated for comparison within the four location commute zones. While having an advanced degree is the exception, rather than the rule, for the current ITD staff who are not engineers, it is expected and assumed here that future hires will have more formal education. For instance, a draftsperson will have an Associates' Degree, rather than having learned their craft on the job over time. Property managers may have a Bachelors' Degree in Business Administration.

Therefore the first column in Table 1 is measuring all persons living within the commute zone who have an Associates' Degree or higher.

These qualitative advantages improve the position of ITD in recruiting key replacements from a significantly larger pool of potential candidates for any of the ITD D4 Headquarters jobs.

September 2, 2016

Technical Appendix to D4 Headquarters Building Report

ITD, June 30, 2016

Economic Impacts of Moving D4 Headquarters Building

Bootstrap Solutions was asked by ITD to estimate the economic impacts of a move of the Region 4 Headquarters (or Administration) Building from Shoshone, Idaho in Lincoln County to either Jerome or Twin Falls. A secondary task was an analysis of changes in the workforce pool of potential candidates for replacement hires for D4 HQ jobs. The first task will be accomplished in several discrete steps:

1. Estimate the direct economic impacts of current District 4 (D4) administrative unit operations on the economy of the State of Idaho. These impacts will be the same regardless of D4 HQ location.
2. Estimate the direct economic impacts of District 4 (D4) administrative unit operations on the economy of Lincoln County. These are the lost direct impacts to Lincoln County of a D4 HQ move.
3. Explore the potential positive direct impacts to Lincoln County if adaptive re-use of the Shoshone admin building can occur.
4. Estimate the one-time direct economic impacts of constructing a new D4 HQ building.
5. Estimate the indirect and induced economic impacts of Steps 1-4 above, using the IMPLAN model for Idaho and for Lincoln County.

Methods and Approach. An *economic impact study* looks at the change in economic activity within a region, typically resulting from the expansion of a business, or the construction of a new project, the start of a new program, or a change in the location of some project or activity. It looks at the marginal change in the economy from a base condition. In this case, we are measuring and comparing the impact of the Idaho Transportation Department Region 4 Administrative Unit on the State of Idaho economy and on Lincoln County, with and without a move of that unit from Shoshone, Idaho to Jerome or Twin Falls, Idaho.

This study relies on an input-output model, whose underlying theory was developed by Leontief in the 1950s. An input-output model is essentially a snapshot of the economy at a point in time. I-O models are constructed based on the concept that all industries within an economy are linked together: the output of one industry becomes the input of another industry until all final goods and services are produced. It portrays all the economic linkages between sectors of the economy in a large data matrix. The columns in the matrix might be described as the "recipe" of goods and services that are required as inputs to produce another good or service.

This study relies on IMPLAN (Impact Analysis for Planning), a model and set of county-specific data maintained by the Minnesota IMPLAN Group, Inc. The data is from the year 2013 and is corrected for inflation to 2016 dollars. It includes data for 505 separate sectors of the U.S. economy.

Figure 1: Elements of Total Economic Impacts

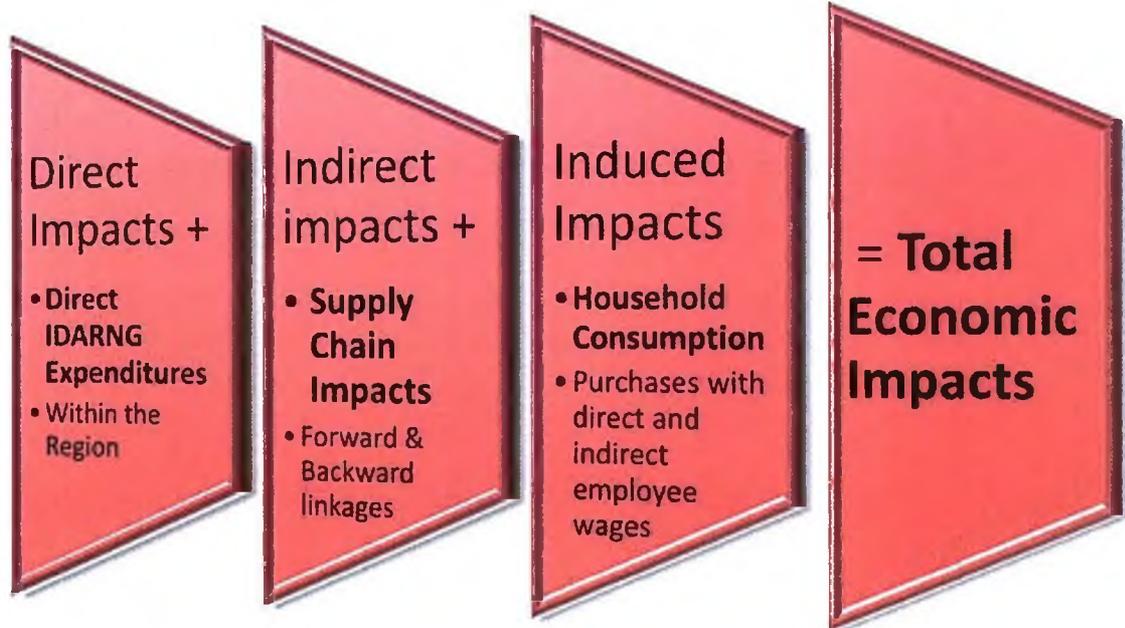


Figure 1 shows how economic impacts are comprised of direct, indirect, and induced impacts:

- ◇ *Direct Impacts* are changes in economic activity associated with the project or program being studied. In this case, they are the expenditures made to support the ITD Region 4 Admin Unit.
- ◇ *Indirect Impacts* are changes in economic activity made by the businesses providing goods and services to, or using the goods and services of, the project or program. Here it is the expenditures made by businesses providing goods and services to the ITD Region 4 Admin Unit or using ITD services.
- ◇ *Induced Impacts* are changes in economic activity that flow from employees using their wages to purchase goods and services needed in their households.

It is the indirect and induced impacts that form what are commonly called the “multiplier or ripple effects,” and these are estimated by the input-output model. A multiplier is calculated as the direct impacts divided by the total impacts. Contrary to the public pronouncements of many non-economists, multipliers typically fall into the range of 1.75 – 2.40.

An example might help communicate these concepts. Consider a factory that makes car engines. The expenditures to hire the employees, buy the engine parts, and operate the factory are the direct effects. Indirect effects can be backward or forward linkages. Backward linkages are the provision of engine parts and the electricity, water, and telecommunications services to keep the factory operating. Forward linkages include the car assembly plants that combine the engine into a complete vehicle and

the car dealers who sell the finished cars to customers. Forward and backward linkages make up the indirect impacts. Finally, the employees of both the car engine factory and the forward- and backward-linked businesses receive wages and spend them in the economy to support their families. These household consumption expenditures are called the induced impacts.

Note that a study only measures the economic activity which occurs within a defined region. This economic impact study has defined the State of Idaho as the region for the scenario that includes a move of this ITD unit. A comparison will be made with the impacts on the economy of Lincoln County with and without the move. Purchases that are made to firms outside the State or Lincoln County are not counted as impacts, but are considered *leakage* from the regional economy. The more an economy leaks, the smaller the economic multipliers. And in general, the smaller the region, the more an economy will leak. This makes sense as the United States economy produces nearly all the goods and services required, while a given rural county may not have any businesses in one or more industries, e.g. car manufacturing. Thus, we expect Lincoln County to have far greater leakage and far smaller impacts than those captured within the entire State of Idaho. In turn, a state like California or New York will have larger multipliers than Idaho.

It is the direct impacts that must be specified into the IMPLAN model. This study has gathered all direct expenditures from the ITD Region 4 Admin Unit for the most recent two fiscal years, FY2014 and FY2015. These expenses are broken into those which occur within Lincoln County, and those which occur within Idaho, and those which occur outside Idaho and may be excluded from this analysis.

Most of the expenditures that leak out of Lincoln County can be assumed to be expended within Jerome or Twin Falls counties. That is the nature of the relationship between small retail centers like Shoshone, and their regional centers in Jerome and then Twin Falls. While Jerome has more shopping opportunities, health care services, and the like, than Shoshone, Twin Falls has an even broader array of goods and services, such as a regional medical center and a community college. A few expenditures, such as specialty medical treatment or travel to state conferences, will occur in the Boise metro area. (Note that the IMPLAN model automatically separates expenditures into different economic sectors. It also separates the cost of goods produced outside Idaho from the local costs and profits relating to an Idaho business.)

Lastly, this study estimates impacts of one-time expenditures, such as the construction of the new ITD Region 4 Administrative unit's new headquarters. Both types of impacts make meaningful impacts to the State economy, but the operations impacts tend to create permanent jobs with recurring impacts.

Estimating Direct Impacts to the State of Idaho. Table 1 summarizes the direct impacts of the ITD Region 4 Administrative Unit on the economy of Idaho. There are 61 ITD employees within the Administrative Unit of Region 4. It is generously assumed that all of the wages and salaries of these employees are spent within Idaho. In reality, a portion of those wages are paid out in federal taxes. However, Idaho has long received more than a dollar in federal benefits for each tax dollar sent to Washington, DC. In fact, the latest estimate by the Tax Foundation is that Idaho receives \$1.21 for every dollar of federal taxes paid (<http://taxfoundation.org/article/federal-taxes-paid-vs-federal-spending-received-state-1981-2005>). So this is an example of false leakage. A more real form of leakage would be employee savings, both as PERSI contributions and other savings vehicles. In both

cases, the vast majority of these funds are ultimately invested out-of-state, but they will return to the employee at some point in the future upon retirement. To a degree these savings are anticipated by the IMPLAN model.

Health insurance is one benefit that is assumed to be expended entirely within the State of Idaho. However, the State’s contributions of over three-quarters of a million dollars to PERSI retirement, Social Security, Medicare, unemployment insurance, and workers' compensation are all assumed to be invested outside of Idaho. Operations and utility expenses are all assumed to be spent within the Idaho. One tiny exception are the several hundred dollars spent on travel outside Idaho.

Table 1 shows that of the \$5.01 million in average expenditures in the last two complete fiscal years by the Region 4 Admin Unit, \$4.25 million are estimated to be direct impacts to the Idaho economy.

Table 1.

ITD Region 4 Administrative Unit Operations Direct Economic Impacts to Idaho

Category	Total Expenditures FY2014-15 Average	Total Direct Impacts
Personnel Salary	\$3,256,282	\$3,256,282
Health Insurance	\$683,200	\$683,200
Retirement & Other Benefits	\$760,016	\$0
Operations & Maintenance	\$267,392	\$267,392
Utility Expenses	\$47,656	\$47,656
TOTAL	\$5,014,546	\$4,254,530

Notes: Assumes retirement and other benefits are exported for investment out-of-state.

The IMPLAN program can more accurately estimate total economic impacts if large expenditures can be broken into spending categories. Each economic sector has its set of linkages within the economy, and therefore its own multiplier. Table 2 disaggregates the \$267,000 operations budget shown in Table 1 into six sectors.

The first observation is that 60% of the operations budget is used to pay for computer hardware and software. Another 18% goes for office equipment and furniture. Twelve percent goes to office supplies. Building maintenance has been kept to a minimum in anticipation of a move or remodel.

Table 2.

Sectoral Analysis of O & M Expenditures

Sector	FY14-15 Ave.	FY14-15 Ave %
Computer hardware/software	\$159,394	60.0%
Office equipment/furniture	\$48,503	17.6%
Office and other supplies	\$30,868	11.9%
Building maintenance & repair	\$2,231	0.8%
Travel expenses	\$21,263	7.9%
Professional services	<u>\$5,133</u>	<u>1.9%</u>
TOTAL	\$267,392	100.0%

Total Economic Impacts to the State of Idaho. Table 3 summarizes the total economic impacts of the ITD Region 4 administrative unit on the economy of the State of Idaho. The 61 employees in the unit lead to another 18 jobs being created indirectly through linkages to ITD business and another 18 jobs induced through the spending of labor earnings on local goods and services. The \$3.26 million in direct ITD payroll found in Table 1 ripples through the economy to create a total labor earning effect of \$5.24 million. Finally, the \$4,255,000 in total direct impacts creates a total economic output increase of \$7,069,000.

Note that the multipliers for employment, labor income, and economic output are all about 1.6. For instance, every dollar in labor income paid directly by ITD leads to another \$0.61 coming indirectly from backward and forward linkages or induced by the spending of paychecks on local goods and services. That is a relatively low multiplier. They reflect the fact that most of the products used in Idaho are manufactured outside the state. Then the only amount that multiplies is the profit margin over and above the cost of importing that good into Idaho.

Table 3.

State of Idaho Economic Impacts of ITD Region 4 Administrative Unit Operations

<u>Impact Type</u>	<u>Employment</u>	<u>Labor Income</u>	<u>Output</u>
Direct Impacts	61	\$3,256,000	\$4,255,000
Indirect Impacts	18	\$1,010,000	\$1,487,000
<u>Induced Impacts</u>	<u>18</u>	<u>\$973,000</u>	<u>\$1,327,000</u>
TOTAL IMPACTS	97	\$5,239,000	\$7,069,000
Multiplier	1.59	1.61	1.66

Direct Impacts to Lincoln County. It would appear a simple matter to sum up employee salaries as the economic impacts of a move away from Shoshone. However, it's more important to look at where the salaries are spent, than at where they are earned. Only seven of the 61 employees currently reside within Lincoln County (in the City of Shoshone). One can assume that the majority of their spending

will occur within Lincoln County, though even these seven are likely to conduct shopping trips to Jerome or Twin Falls. We have generously assumed their local spending to be 75% of their salaries. (Remember the rule of thumb that roughly a third of household budgets are spent on housing alone.)

The remaining 54 employees are assumed to spend 5% of their salaries, or an average of \$54 per week, in Shoshone near their place of work. This includes things like buying lunch or breakfast, shopping for groceries to bring home after work, haircuts or beautician's visits, etc. Similarly, these 54 employees are assumed to spend 10% of their health insurance benefit in Shoshone at the doctor or dentist offices.

Table 4 shows that (ignoring retirement and other benefits for the non-resident employees) of the \$4.3 million in expenditures by the Admin unit, only \$535,000 accrues locally.

Table 4.

ITD Region 4 Administrative Unit Operations Direct Economic Impacts to Lincoln County

Category	Total Expenditures FY2014-15 Average	Total Direct Impacts
Personnel Salary - Shoshone Residents	\$351,666	\$263,749
Health Insurance	\$78,400	\$39,200
Retirement & Other Benefits	\$82,079	\$0
Personnel Salary - Non-residents	\$2,904,616	\$145,231
Health Insurance - Non-residents	\$604,800	\$60,480
Operations & Maintenance	\$267,392	\$3,517
Utility Expenses	\$23,162	\$23,162
TOTAL	\$4,312,114	\$535,339

Notes:

- 1) Assumes 75% of Shoshone residents' salary spent locally.
- 2) Assumes 50% of Shoshone residents' health insurance spent locally.
- 2) Assumes 5% of non-resident gross salary spent locally. This equals \$54 per week per employee.
- 3) Assumes 10% of non-resident health insurance benefits spent locally.
- 4) Assumes City of Shoshone, Idaho Power, Intermountain Gas, and Raft River Irrig Dist costs accrue locally.

Total Economic Impacts to the Lincoln County. Those seven employees and \$535,000 in economic activity generate the total impacts shown in Table 5. The presence of the ITD Region 4 Admin unit generates a total of 9 jobs, with \$404,000 in labor income, and \$655,000 in economic activity. The multiplier effects of economic activity in Lincoln County are based on a set of IMPLAN data specific to the economic relationships in Lincoln County. The multipliers are very low, for instance one dollar of economic output only generates another 22 cents of activity within the county before leaking out. Again, this is due to very limited services available within Lincoln County, and the presence of big box stores and regional services in things like health care and higher education just a few miles away in Twin Falls and Jerome. From Table 2 there are enumerated expenditures. Because they are classified as retail expenditures, the Computer Hardware/Software, Office Equipment/Furniture, Office and Other Supplies, and Travel Expenses are margined, with only gross profits accruing locally.

Table 5.

Economic Impacts of ITD Region 4 Admin Unit Operations on Lincoln County

<u>Impact Type</u>	<u>Employment</u>	<u>Labor Income</u>	<u>Output</u>
Direct Impacts	7	\$351,700	\$535,400
Indirect Impacts	1	\$34,400	\$74,600
<u>Induced Impacts</u>	<u>1</u>	<u>\$17,900</u>	<u>\$44,900</u>
TOTAL IMPACTS	9	\$404,000	\$654,900
 Multiplier	 1.29	 1.15	 1.22

Economic Impacts to Lincoln County After Admin Unit Move. It is important to examine what economic impacts will remain due to the Admin Unit, after it moves out of Lincoln County to Jerome or Twin Falls counties. Table 6 demonstrates that all impacts from operations and utilities, as well as expenditures by non-resident employees, will cease. However, the seven Shoshone residents are unlikely to move as a result of the workplace move, and will instead commute to work and bring their paychecks home with them. Table 6 assumes that their local spending will decline from 75% to 60%, which allows for increased shopping in the more urban location of their job. These employees are also likely to keep their existing primary health care providers. The result is that direct impacts drop to 47% of the level with the Shoshone work location, or \$250,200. Similarly, total economic impacts fall in the same proportion, to \$305,500. In other words, Lincoln County retains nearly half the positive impacts after the Admin Unit leaves.

Table 6.

ITD Region 4 Administrative Unit Operations Direct Economic Impacts to Lincoln County After a Move Out of County

<u>Category</u>	<u>Total Expenditures FY2014-15 Average</u>	<u>Total Direct Impacts</u>
Personnel Salary - Shoshone Residents	\$351,666	\$210,999
Health Insurance	\$78,400	\$39,200
Retirement & Other Benefits	\$82,079	\$0
Personnel Salary - Non-residents	\$2,904,616	\$0
Health Insurance - Non-residents	\$604,800	\$0
Operations & Maintenance	\$267,392	\$0
Utility Expenses	\$23,162	\$0
TOTAL	\$4,312,114	\$250,199

Notes:

- 1) Assumes 75% of Shoshone residents' salary spent locally.
- 2) Assumes 50% of Shoshone residents' health insurance spent locally.
- 3) Assumes 5% of non-resident gross salary spent locally. This equals \$54 per week per employee.
- 4) Assumes 10% of non-resident health insurance benefits spent locally.
- 4) Assumes City of Shoshone, Idaho Power, Intermountain Gas, and Raft River Irrig Dist costs accrue locally.

Economic Future of Old Admin Building. A key question in this analysis is what might happen to the old building vacated in Shoshone. Though it is not ADA-compliant, and it badly needs HVAC improvements, this is an attractive building in a central location that could bring some sort of new tenant.

Whether and what type of new tenant might be attracted is debatable. Shoshone emptied a small school in the past, which became the office of the Big Wood Canal Company. The old hospital in Gooding became a youth-at-risk facility, but the old TB hospital remained vacant for many years and now has only a small portion occupied.

For this analysis, a small public or private business with ten employees was assumed to occupy a portion of the Admin building. Being small, fewer improvements would be required. Table 7 illustrates the direct impacts that might flow from such a business. Allowing for half of the employees to reside outside Lincoln County and with other conservative assumptions, the business still generates \$270,000 in direct impacts to Lincoln County. Adding indirect and induced impacts leads to total economic impacts of \$330,300. If one adds these impacts to those of the remaining Shoshone residents after the Admin move (Table 6), the direct impacts remain at \$520,000 versus \$535,000 previously. Similarly, total economic impacts fall slightly from \$654,900 to \$636,800, or 97.2% of the existing condition impacts. It should also be noted that should ITD sell the Admin property to a private entity, then its value would be assessed for ad valorem taxes. Both the City of Shoshone and Lincoln County would receive new property tax revenue as an on-going result.

Table 7.

**Direct Economic Impacts of Operations
to Lincoln County of a Business in Old Admin Building**

Category	Total Expenditures	Total Direct Impact
Personnel Salary - Shoshone Residents	\$175,000	\$131,250
Benefits	\$43,750	\$10,938
Personnel Salary - Non-residents	\$175,000	\$8,750
Benefits	\$43,750	\$2,188
Operations & Maintenance	\$100,000	\$100,000
Utility Expenses	\$21,764	\$17,223
TOTAL	\$559,264	\$270,348

Notes:

- 1) Assumes a new business of 10 employees locates within existing ITD admin building.
- 2) Assumes 75% of 5 Shoshone residents' salary spent locally.
- 3) Assumes 5% of 5 non-residents' salary spent local. This equals \$54 per week per employee.
- 4) Assumes 10% of health ins benefits accrue locally for non-residents.

One-time Construction Impacts. Lastly, the construction of a new ITD Region 4 Admin/Engineering building in Jerome or Twin Falls does cause positive economic impacts. A big difference is that these impacts occur only one-time, as compared to the on-going effects of admin operations. Table 8 summarizes the direct impacts. The construction costs are drawn from ITD D4 Headquarters Report. Only the land costs are increased from \$30,000 to \$50,000 per acre. The direct impacts total \$3.98 million. Using the IMPLAN multipliers for non-residential commercial construction, one-time total economic impacts are \$6.67 million.

Table 8.

**ITD Region 4 Admin One-time Direct
Economic Impacts of Construction to Idaho**

ITEM	UNIT	UNIT COST(\$)	TOTALS(\$)
Construction (Sq. Ft.)	20,000	\$130	\$2,600,000
Land Acquisition (Acres)	2.0	\$50,000	\$100,000
Site Development (Sq. Ft.)	20,000	\$10	\$200,000
Parking Spaces (Sq. Ft.)	55,250	\$2	\$127,100
Landscaping	1 (ls)	\$25,000	\$25,000
Soft Costs (19%)	1 (ls)	\$572,300	\$572,300
Contingency (10%)	1 (ls)	\$358,500	\$358,400
TOTAL			\$3,982,800

Notes

1) Assumes design, engineering, and construction sourced in Idaho.

Summary. This analysis can be summarized with several main points:

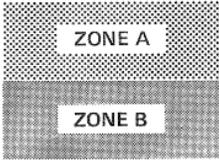
1. The direct impacts of the ITD Region 4 Admin Unit to the State of Idaho are estimated to be \$4.25 million. Total economic impacts are \$7.07 million. Most of these impacts can safely be assumed to occur within Jerome and Twin Falls counties.
2. The economic impacts to the State of Idaho will not change with a move away from Shoshone.
3. Though the unit is sited in Shoshone, the impacts to Lincoln County are a small fraction of those to Idaho. Lincoln County received direct impacts of \$535,000, while total economic impacts are estimated to be \$654,900, or 9.3% of the total impacts to the State.
4. If the ITD Region 4 Admin Unit is moved from Shoshone to a site closer to Jerome, the total economic impacts to Lincoln County will only drop by half to \$250,200. These impacts accrue from the spending of the Shoshone residents who now commute to work in Twin Falls or Jerome.
5. If any sort of public or private business enterprise relocates into the old Admin building, Lincoln County is likely to have economic impacts that equal or exceed the ITD impacts, e.g. \$520,000 versus \$535,000 current direct impacts in the conservative example shown.
6. Construction of the new ITD Region 4 HQ will cause one-time direct impacts of \$4.0 million and total economic impacts of \$6.67 million within the economy of the State of Idaho.

Report Summary

The goal of this report is to provide the best information available to enable District 4 Management and the Idaho Transportation Board to make a decision on the future of the District 4 Administrative office. Hopefully, by reviewing past information, presenting new and current data to consider, and reviewing the socio-economic impacts of ITD on the community, an informed and beneficial decision can be made for the district employees and the public it serves. It is apparent from information gathered for this report that it is in the best interest of the district and State to improve the current work environment and fulfill not only the ITD Strategic Plan, but provide a constructive work culture that will continue to prosper for many years.

KEY TO MAP

SPECIAL FLOOD HAZARD AREA



- Base Flood Elevation Line With Elevation In Feet** 513
- Base Flood Elevation in Feet Where Uniform Within Zone** (EL 987)
- Elevation Reference Mark RM7x
- Zone D Boundary
- River Mile •M1.5

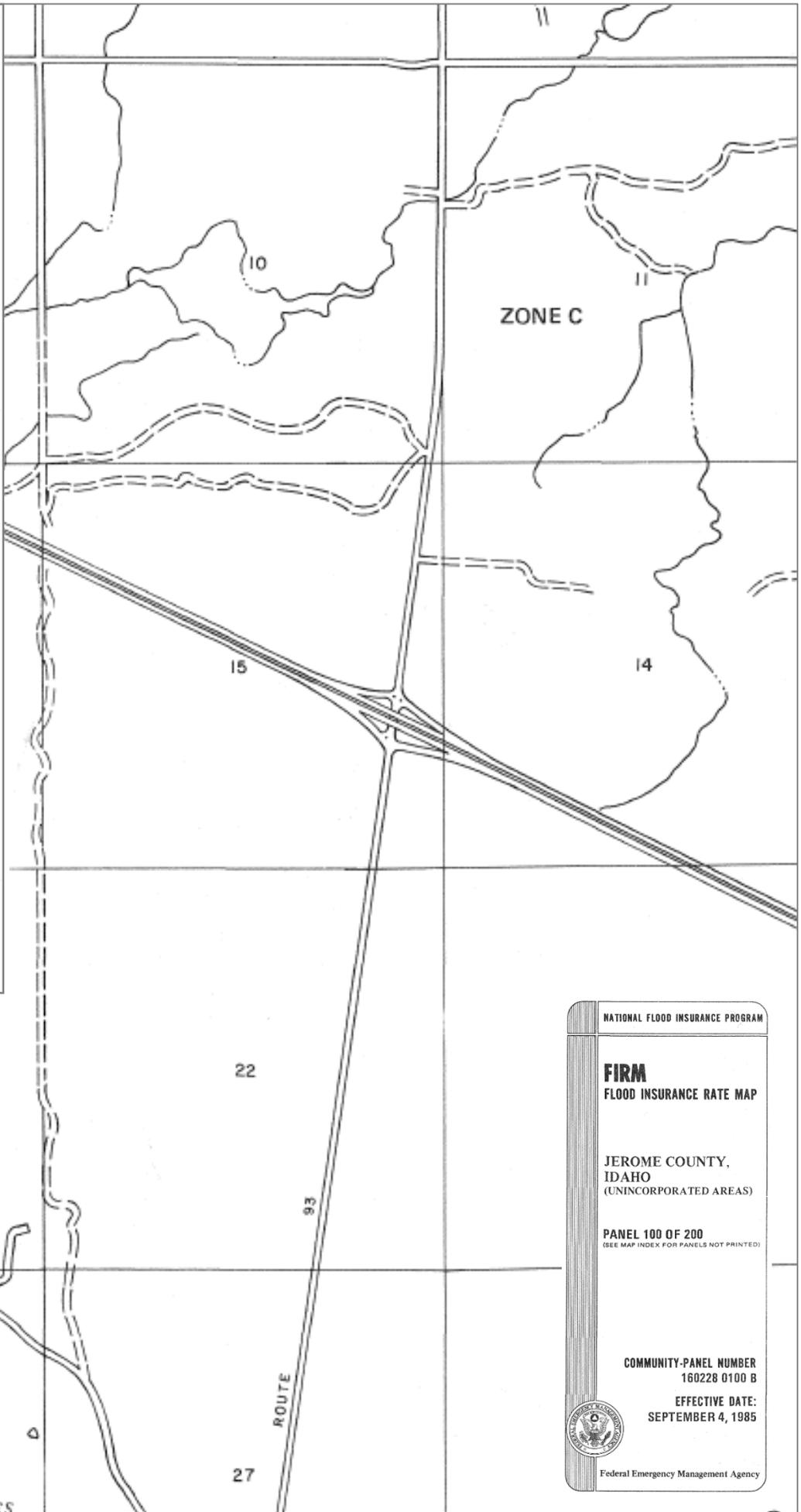
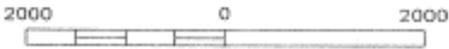
**Referenced to the National Geodetic Vertical Datum of 1929

EXPLANATION OF ZONE DESIGNATIONS

ZONE	EXPLANATION
A	Areas of 100-year flood; base flood elevations and flood hazard factors not determined.
A0	Areas of 100-year shallow flooding where depths are between one (1) and three (3) feet; average depths of inundation are shown, but no flood hazard factors are determined.
AH	Areas of 100-year shallow flooding where depths are between one (1) and three (3) feet; base flood elevations are shown, but no flood hazard factors are determined.
A1-A30	Areas of 100-year flood; base flood elevations and flood hazard factors determined.
A99	Areas of 100-year flood to be protected by flood protection system under construction; base flood elevations and flood hazard factors not determined.
B	Areas between limits of the 100-year flood and 500-year flood; or certain areas subject to 100-year flooding with average depths less than one (1) foot or where the contributing drainage area is less than one square mile; or areas protected by levees from the base flood. (Medium shading)
C	Areas of minimal flooding. (No shading)
D	Areas of undetermined, but possible, flood hazards.
V	Areas of 100-year coastal flood with velocity (wave action); base flood elevations and flood hazard factors not determined.
V1-V30	Areas of 100-year coastal flood with velocity (wave action); base flood elevations and flood hazard factors determined.



APPROXIMATE SCALE IN FEET



NATIONAL FLOOD INSURANCE PROGRAM

FIRM
FLOOD INSURANCE RATE MAP

JEROME COUNTY,
IDAHO
(UNINCORPORATED AREAS)

PANEL 100 OF 200
(SEE MAP INDEX FOR PANELS NOT PRINTED)

COMMUNITY-PANEL NUMBER
160228 0100 B

EFFECTIVE DATE:
SEPTEMBER 4, 1985



Federal Emergency Management Agency