Moscow City Council

Strategic Planning Workshop ~Agenda~

www.ci.moscow.id.us

Laurie M. Hopkins
City Clerk

208.883.7015

Tuesday February 16, 2021	**2:00 PM**	**Council Chambers 206 E. Third St.**

WORKSHOP AGENDA

1. **Welcome - Mayor Bill Lambert**

2. **Introduction - Gary J. Riedner, City Supervisor**

3. **Strategic Planning Presentation – Gary J. Riedner**

4. **Council Discussion, Comments and Staff Direction**

ADJOURN

NOTICE: Moscow City Council and committee meetings are televised, videotaped and/or recorded. Individuals attending the meeting who require special assistance to accommodate physical, hearing, or other impairments, please contact the City Clerk, at (208) 883-7015 or TDD 883-7019, as soon as possible so that arrangements may be made.

City of Moscow Strategic Planning Workshop

FEBRUARY 16, 2021

Mission

The City of Moscow delivers quality municipal services while ensuring responsible use of resources. We anticipate and meet the needs of our diverse population in order to build public trust and enhance a sense of community.

Values

As a city government, we believe in a highly efficient and dynamic work environment characterized by professionalism, integrity, honesty, and compassion. We are an ethical, hardworking, knowledgeable, and responsible team, committed to providing consistent, efficient, and community-oriented services. Above all, we are dedicated to sustaining the essential cornerstones of communication, collaboration, understanding and trust as the central foundation for our work with each other, our citizens, and our many private, public and voluntary partners.

Timeline…

- October 2014
  - Strategic Planning Process Began
- May 2015
  - Major Challenge Areas Identified
- 2016 – 2019
  - Annual Updates Provided
- September 2019
  - Envisio Software Implemented
- February 2021
  - Strategic Planning Workshop

Driving Forces and Trends

- Tax Implications
  - Lack of local option
  - Services outpacing resources
  - Aging/Failing infrastructure
  - Lower than average levy rate applied to 50% of property values
  - Competing needs of taxing entities
- University of Idaho Enrollment
  - Moscow's primary economic engine
- Unemployment
  - Effects of Great Recession
- COVID-19

Desired Legacies

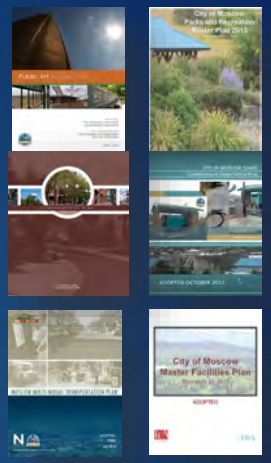
- Communicative and collaborative relationships
- Vibrant business community
- Appropriate affordable housing
- A community known for its safety, good will and collaborative spirit
- Innovative work force
- Citizens and members of the business and professional communities understand and are pleased with city services
- Exceptional public management
- Parks and recreational opportunities that facilitate business and tourism growth
- Improved, durable and cost-effective transportation and utility infrastructure
- Responsible stewardship of the public's financial and environmental resources

City Priorities

- Economic Development
  - Providing for the sustainable growth of Moscow
- Facilities and Infrastructure
  - Reliable utilities, safe streets, pedestrian walkways and accessible public facilities
- Revenue/Resources
  - Expenses to maintain service levels will continue to outpace revenues
- Equipment
  - Providing the equipment and physical tools needed to complement and supplement the current infrastructure, facilities, assets and systems
- Programming/Planning
  - Diligent programming and planning in areas such as service delivery, strategic planning and community relations
- Customer Service
  - City government has broadened and strengthened its commitment to community and customer service

Fact-Driven, Plan-Based Issues

- City of Moscow Master Facilities Plan
- Comprehensive Land Use Plan
- Comprehensive Sewer System Plan
- Comprehensive Water System Plan
- Downtown Revitalization Plan
- Capital Improvement Plan
- Economic Development Strategy Plan
- Multi-Modal Transportation Plan
- Parks and Recreation Master Plan
- Public Art Master Plan
- Sanitation, Water, Sewer and Sanitation Rate Studies
- Long-Term Investment Strategy



Strategic Planning Terms

- Major Challenge Areas vs. Issues
  - MCAs are the highest prioritized issues determined by Council
  - Issues are important initiatives, but are not the deemed as MCAs due to competing priorities
- Decision-Making Questions:
  - Is it part of the Strategic Plan?
  - Is it an emergency or critical opportunity?
  - Has the situation in your business changed since the development of the Strategic Plan?
  - Does it meet the criteria set in the Mission Statement?

Strategic Planning Successes

MCA Adoption Process

- Issues identified by staff or by elected officials
- Comprehensive issue statement developed and assigned to appropriate department
  - Approximately 6 months to 1 year to develop
- Issue vetted by full Council for priority ranking
  - The **impact** of the issue – how much it actually hurts the community or any part thereof.
  - The **magnitude** of the issue – how big is it?
  - The **pervasiveness** of the issue – does it touch everyone?
  - The **threat level** – is it imminent and acute right now?
  - The **frequency** of the issue – does it occur all the time? Is it something the community or employees deal with occasionally or every day?
  - Is the issue **short-term or long term** – does it need to be addressed now or can the issue be put off for a future date.
  - Is the issue **controllable**? If the issue is not addressed will it exceed our ability to do anything or become financially overwhelming?
  - Is the issue a **function of the City** – or does a different group have control that we can be supported by the City's operations?

Major Challenge Areas

Description	Priority
Deteriorating, Substandard Building in Vulnerable, Unsafe Location	1
Inadequate Radio Infrastructure	1
NPDES Wastewater Violations	1
Aging Storm Drain System	1
Deteriorating Pavement Conditions	1
Insufficient Revenues Jeopardize Service Levels	2
Insufficient Capacity to Maintain Service Demands	2
Deteriorating Wastewater Collection System	2
Lack of Backup Power for Drinking Water Wells	2
Declining City Water Supply	2
Climate Change Science Highlights Need for Significant Action	2
Service Growth Demands are Outpacing Resources	3
Inadequate Annual Facility Inspections and Commercial Pre-Plans	3
Inadequate Residential and Training at Facilities Station 2	3
Aging Downtown Infrastructure in the Center of Community Social and Cultural Activity	3
Lack of Affordable Housing Creates Economic Disadvantages	3

Climate Change Science Highlights Need for Significant Action

Climate change science continues to highlight the need for significant attention to making changes in the near term. Policy action at the federal and state level has been non-existent to date. In 2010, the City of Moscow adopted a 2010 City of Moscow Greenhouse Gas Inventory & Energy Efficiency Report committing to achieving a twenty percent (20%) reduction of 2005 Greenhouse Gas levels by the year 2020.

As explained by Dr. Ronald Brunner, Professor Emeritus, Department of Political Science, University of Colorado, Boulder, "More than twenty-five years ago, scientists and policymakers framed climate change as a global problem requiring global solutions. We created the U.N. Intergovernmental Panel on Climate Change (IPCC) and other international institutions to address the problem. Scientists believed that if they reached a consensus on the global impacts of climate change, politicians would act to prevent dangerous concentrations of greenhouse gases in the atmosphere. But despite the progress that's been made in climate science, a lack of political will among national governments has led to policy gridlock. International institutions have made very little difference in reducing net losses and vulnerability to climate change, on both global and national scales."

Progress in this initiative will require commitments at the local level, and strategic planning is an ideal process to address the issue. It is expected that to be successful; local governments will be required to lead the conversation in regards to community policy and funding for solutions.

Climate Change Science Highlights Need for Significant Action

- City's Greenhouse Gas Emissions Reduction Goals Achieved in 2020
- "The consequences of a changing climate, including drought, higher temperatures, altered precipitation patterns, increased forest fires, more plant and animal pests and disease, and increased air pollution, have the potential to increasingly impact all Moscow residents." City of Moscow Resolution, 2018

Lack of Affordable Housing Creates Economic Disadvantages

The definition of affordable housing according to the U.S. Department of Housing and Urban Development Families is housing on which the occupant is paying no more than 30 percent of gross income for housing costs, including utilities (reference: www.hud.gov). In September of 2019, Thomas P. Miller and Associates (TPMA) in collaboration with Palouse Economic Partners (PEP) conducted the Palouse Regional Housing Assessment to determine the extent of the affordable housing issues on the Palouse. TPMA's study found that, "Virtually every region of the United States is struggling to provide a sufficient amount of attainable housing for its citizens and workforce. In some ways, the Palouse Region is no different, but the region also has some unique opportunities and challenges as well." Specifically, the data supporting the issue on the Palouse and in Moscow identified in the TPMA Report includes the following affordable housing concerns:

Recent survey research indicates that over half of the region's residents agree that "affordable, decent housing" is an aspect of the community that needs improvement, ranking among the top three issues in both counties. https://inlandnorthwestinsights.org/community-survey/

According to the United Way, more than half of all households in Whitman and Latah counties are either in poverty or Asset Limited, Income Constrained Employed (ALICE).
https://www.unitedforalice.org/all-reports

A large portion of residents' expenses are due to housing, which are higher than the national average in Pullman and Moscow (by 44% and 34%, respectively). https://www.bestplaces.net/cost-of-living/.

Housing is rapidly becoming less affordable. Nationally, construction cost per square foot for single-family homes has increased 32% since the end of the last recession. (U.S. Census Bureau, Characteristics of New Housing, 2018)

Values are escalating even more rapidly in the Palouse Region. In 2018 Whitman County was among the nation's top 20% in increased cost of single-family homes, and Latah County in the top 40%.
https://www.fhfa.gov/PolicyProgramsResearch/Research/Pages/wp1601.aspx

As noted by numerous realtors and employers, housing quality and costs are noted as regular deterrents for high-talent individuals entertaining job offers in the region.

As identified by PEP on the basis for commissioning the study, "housing plays a pivotal role in determining the well-being and economic security of individuals and families in the Palouse Region." In short, the lack of a healthy housing base for residents and citizens creates economic disadvantages throughout the community while negatively impacting the quality of life throughout the region.

Lack of Affordable Housing Creates Economic Disadvantages

- 2015 City of Moscow Analysis of Impediments to Fair Housing and Fair Housing Action Plan
  - 2019 Action Item Report and Addendum
- 2019 Palouse Regional Housing Assessment

Questions?

THANK YOU!

This page intentionally left blank.

MCA 2020 Report

City of Moscow Strategic Plan

This report contains Major Challenge Areas as prioritized by the Moscow City Council on February 28, 2020. Issues are grouped herein by priority, 1 being the highest priority, then priority 2 and 3 items are grouped and listed.

Report Legend No Update Overdue **Priority**

1

Issue 9.2 1 Progress 0%

Inadequate Radio Infrastructure

Owner: Jesse Flowers

Action/Strategies: 8

Internal/External
External

Statement
There is a lack of radio communication broadcasting compatibility and security. The City's police radio communication system has only one channel and three repeaters for an area of less than seven square miles. Because repeaters aren't trunked or coordinated, officers must hunt for channels to locate the appropriate repeater to transmit calls, this avoidable action places officers at risk for injury or death due to lack of radio communication when needed to call for back up or other support. Officers currently experience a 5-10% transmittal failure due to dead zones throughout the patrol area resulting in delayed notification and delayed officer response, both of which have escalated risk to citizens, officers and property. Overall, the ability to quickly intervene has declined as the communication system has deteriorated and calls for service have increased. In addition, lack of an encrypted radio system results in criminal access to real time police enforcement actions creating an officer safety issue.

Nonexistent Secondary Radio Coverage for Community Events and Emergency Incidents: With only one radio channel for police use, officers cannot communicate without talking over and interfering with other officers during University of Idaho-related sporting games, signature community events and life-threatening emergencies. The Department is not achieving National Incident Management System (NIMS) directives for interoperability. Without an emergency channel during widespread emergencies such as officer-involved shootings, school shootings, riots, major accidents, bomb incidents, etc., officers are unable to communicate effectively with mutual aid responding agencies. This adds risk to both officers and citizens, reduces Department effectiveness, slows response times, creates confusion and ultimately adds cost.

We have received the draft report from the engineer.

Issue 13.2 1 Progress 0%

NPDES Wastewater Violations

Owner: Evan Timar

Action/Strategies: 6

Internal/External
External

Statement
Each summer the City has multiple temperature related violations of its EPA National Pollutant Discharge Elimination System (NPDES) permit that authorizes the release of treated wastewater into Paradise Creek. Since issuance of the permit in March of 1999, the City may not discharge from the wastewater treatment plant if the effluent will raise Paradise Creek above 18 degrees Celsius, yet has exceeded and may continue to regularly exceed this level. Such variances are subject to EPA fines of up to $32,000 per day, and could result in mandated upgrades to remedy the temperature excursions. Solutions identified range in cost from $7M to $12M, meaning that a major capital expenditure is required of the City to obtain consistent compliance with the EPA permit and to avoid potentially damaging fines and lawsuits.

Continued process of Facility Plan Update with JUB Engineers.

Issue 14.1 1 Progress 0%

Aging Storm Drain System

Owner: Steve Schulte

Action/Strategies: 9

Internal/External
External

Statement
The City's aging storm drain system is slowly deteriorating, increasing the number of unplanned repairs and the potential of major failures. With 340,000 linear feet of underground pipe, 52,000 linear feet of open drainage channels, 21 detention ponds, 997 manholes and 2095 drop inlets, maintenance, repairs and renovations are expensive, time consuming, and disruptive to residential and commercial areas. Storm drainage systems required by EPA regulations and the forthcoming NPDES permit program will include mandatory water quality compliance, approved operating practices, and verified enforcement of standards. Insufficient funding for maintenance and capital improvements has reduced the rate of scheduled repair and renovation necessary to return the system to adequate condition so it will comply with EPA standards. In addition to potential penalties under the NPDES permit program, the City's exposure to liability continues to escalate, as does the prospect of commercial and residential disruption due to the potential of failure, flooding, and pollution.

Due to the financial impacts of the COVID-19 Pandemic, the establishment of a Storm Utility was delayed until October 2021. Staff analyzed the permit and identified critical components that had to continue in order to maintain a schedule that will allow for compliance within the terms of the permit, and included funding for certain activities in the FY21 budget.

Issue 15.1 1 Progress 0%

Deteriorating Pavement Conditions

Owner: Steve Schulte

Action/Strategies: 1

Internal/External
External

Statement
City-wide pavement conditions are deteriorating at a rate that is beyond the Department's current ability to maintain and repair. The current funding level ($400,000) is approximately 27% of the $1.4 million needed to maintain a standard treatment and replacement cycle for the City's 77.5 miles of paved roadway. Poor pavement conditions have a detrimental effect on public perception and public safety, are far more costly to maintain, and directly impact economic vitality through loss of new development and increased operating costs for existing businesses. Pavement is also an essential element in city branding, image building, tourism and job growth efforts.

2020 reconstruction projects are complete.

The A Street project was a success and finished just in time for winter to roll in.

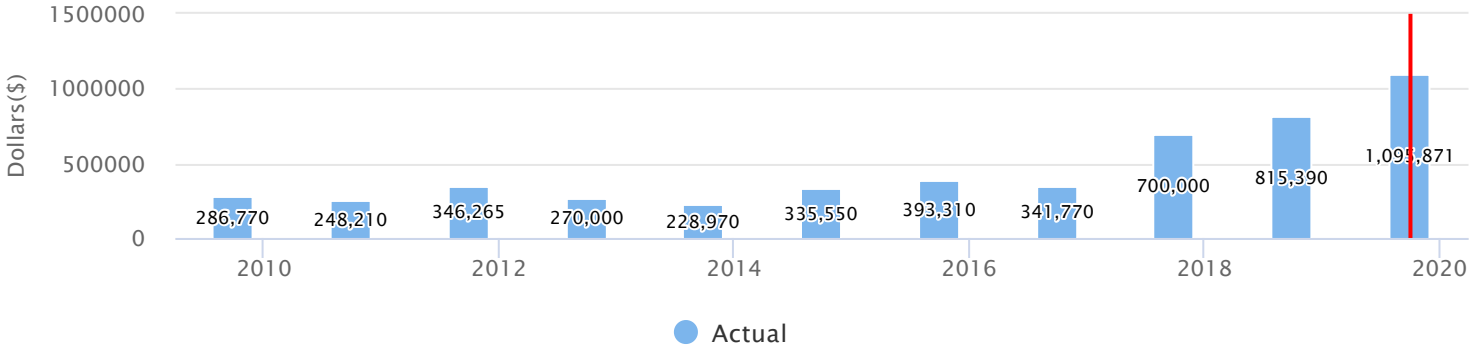
The Almon and First reconstruction project repaired one of our failed roads however there are still many roads in a similar condition. Our Transportation Capital Improvement Plan includes the scheduled replacement of these roads in the coming years and we will do our best to keep them going until they are replaced.

Street Crews are preparing for a busy summer.

Notable 2021 projects; replace Lilly Street between A and 3rd, replace the 6th St bridge, P.M.P. slurry seal project.

Annual City Investment in Streets

Last Update: Nov 15, 2019 19:44:47



2

Issue 1.2 2 Progress 0%

Insufficient Revenues Jeopardize Service Levels

Owner: Gary Riedner

Action/Strategies: 1

Internal/External
External

Statement
The City of Moscow lacks sufficient financial resources to implement many of the programs, projects and policies desired by the City Council and community. As a result, the City's non-enterprise related infrastructure, such as roads and bridges, general facilities, parks and recreation and culture is either deteriorating at a rate exponentially higher than available revenues can fund repair and/or replacement, and new projects cannot be constructed to meet the community's needs. Funds are insufficient to provide acceptable levels of operations and maintenance across most programs. There is a "rob Peter to pay Paul" practice that is utilized to meet the most pressing and immediate needs, but inevitably results in removing resources from other programs which may not ever be replaced.

Of 41 most populous communities in Idaho, Moscow has the 37th lowest levy rate, decreasing over recent years to 60% of the state average. Over 50% of the real property in Moscow is tax exempt, which means that the City serves its population of 24,534 with property tax revenues generated from less than half of the overall property value. State imposed tax limitations and inadequate revenue sharing also combine to limit the City's resources.

Completed actions:

- Provide expanded public outreach, information and education by January 2016 through press releases, public presentations, web-related services and social media regarding decreasing revenues and lack of alternatives which will have a negative impact on City services and service delivery.
- Increase communications with local legislators regarding local government revenue issues from an as requested basis to at least annually.

- Attend Association of Idaho Cities Day (January) at the Capitol and Annual Conference (June) and act as a resource to provide background and information to legislators and local officials.
- Represent the City on the Moscow Chamber of Commerce Legislative Committee, participate in weekly telephone conferences with legislators and attend Chamber Legislative Tour in February to provide information and City perspectives to local legislators.

Issue 9.1 2 Progress 68%

Insufficient Capacity to Maintain Service Demands

Owner: Jesse Flowers

Action/Strategies: 4

Internal/External
Internal

Statement
Over the last five years City departments have become more reliant on technology, evidenced by the growth in helpdesk requests (300% increase), phone calls (25% increase), supported workstations (35% increase) and number of servers (285% increase). The department has added support for radios and pagers for Police, Fire and Public Works, 11 mobile data terminals with cellular connections, 40 tablets, SCADA (supervisory control and data acquisition) systems for Water and Wastewater, computer forensics and support for 24x7x365 operations. Over the past five years IS staffing has not kept pace with the enormous demand (increase from 3.25 to 5 positions), which has reduced the level of customer service, slowed response times, increased backlog, reduced collaboration with other departments and inhibited the City from achieving a higher level of efficiency through technology.

The alternate work schedules continue have created greater issues on staff capacity.

Issue 13.3 2 Progress 0%

Deteriorating Wastewater Collection System

Owner: Evan Timar

Action/Strategies: 6

Internal/External
External

Statement
Over, 60% of the City's 84 miles of sanitary sewer mains are clay or concrete pipe which require enhanced maintenance, are subject to collapse, inflow & infiltration (I & I), and eventually fail, often causing serious damage to commercial and residential property. The mains comprised of these materials are from 35 to 100 years old, with a life expectancy of 40 years. An estimated 60% of the mains are at least 80 years old - double the manufacturer's life expectancy- and are now increasing maintenance costs, disrupting service and are more often creating sanitary sewer overflow (SSO's) with the potential to harm public health, increase insurance claims, and earn fines from regulatory agencies. In addition, the I & I component creates excessive peak flow conditions at the WWTP requiring increased costs associated with constructing new capacity improvements.

Applying an asset condition index to sewer pipes and manholes through Nexgen for consistent capital requests.

Issue 16.1 2 Progress 0%

Lack of Backup Power for Drinking Water Wells

Owner: Mike Parker

Action/Strategies: 3

Internal/External
External

Statement
Three of the five existing drinking water wells for the City of Moscow do not have emergency backup power. In the event of an extended power outage, 71% of the City's total daily water production capability would be off-line. This would virtually eliminate vital response to local fires, exacerbating the potential of injury or death as well as increasing property damage. It would also curtail or eliminate the availability of drinking water, disrupt neighborhood life, and promote serious health issues related to water quality and use.

Well 10 is under construction which will add to our redundancy. Also, the southeast booster will soon be under construction and provide backup power to the storage tank.

Issue 16.2 2 Progress 0%

Declining City Water Supply

Owner: Mike Parker

Action/Strategies: 2

Internal/External
External

Statement
The City's sole water supply, the underground aquifer system, supplies an average of 325,000 gallons per day, but continues to decline at a rate that makes the current water supply unsustainable. Without a sustainable, safe, reliable, and adequate potable water supply the City's growth and vitality will be limited, economic development curtailed, residential development impacted, and fire protection and public health compromised.

Ongoing. PBAC is continuing with options and design.

Issue 19.1 2 Progress 0%

Climate Change Science Highlights Need for Significant Action

Owner: Tyler Palmer

Action/Strategies: 3

Internal/External
External

Statement
Climate change science continues to highlight the need for significant attention to making changes in the near term. Policy action at the federal and state level has been non-existent to date. In 2010, the City of Moscow adopted a 2010 City of Moscow Greenhouse Gas Inventory & Energy Efficiency Report committing to achieving a twenty percent (20%) reduction of 2005 Greenhouse Gas levels by the year 2020.

As explained by Dr. Ronald Brunner, Professor Emeritus, Department of Political Science, University of Colorado, Boulder, “More than twenty-five years ago, scientists and policymakers framed climate change as a global problem requiring global solutions. We created the U.N. Intergovernmental Panel on Climate Change (IPCC) and other international institutions to address the problem. Scientists believed that if they reached a consensus on the global impacts of climate change, politicians would act to prevent dangerous concentrations of greenhouse gases in the atmosphere. But despite the progress that’s been made in climate science, a lack of political will among national governments has led to policy gridlock. International institutions have made very little difference in reducing net losses and vulnerability to climate change, on both global and national scales.”

Progress in this initiative will require commitments at the local level, and strategic planning is an ideal process to address the issue. It is expected that to be successful; local governments will be required to lead the conversation in regards to community policy and funding for solutions.

Background resources:

https://climate.nasa.gov/news/1026/just-5-questions-community-initiatives-against-climate-change/ (https://climate.nasa.gov/news/1026/just-5-questions-community-initiatives-against-climate-change/)

New issue developed per Council direction.

3

Issue 1.3 3 Progress 0%

Service Growth Demands are Outpacing Resources

Owner: Gary Riedner

Action/Strategies: 5

Internal/External
Internal

Statement
Service demands on City departments have continued to increase, creating a strain on employees, facilities, and infrastructure coupled with a lack of confidence by the public in service delivery levels and efficiency. Providing increased services to meet increasing public expectations, while maintaining excellent customer service, has led to a greater and more complex workload, without a corresponding increase in staffing, training, and employee development. Moscow has operated at an average of 5.8 staff members per 1,000 residents since 2009. Staff has managed increased service demands for both enhanced programs and new programs but has reached a tipping point where current staffing levels and expertise cannot assume additional or enhanced services without lost productivity, ineffective programs, longer response times, lower service levels and loss of quality.

The current legislative session is being monitored very closely. Legislation regarding restrictions of property tax, including new construction and foregone tax amounts, is being proposed in rapid succession.

Work to date includes a significant reorganization of the City's structure. Development of 4 groups including Administration, Finance & Public Safety; Public Works & Services; Culture Recreation & Employee Services; and Community Planning & Design. This reorganization has distributed direct reports more efficiently and has provided for a more efficient staffing model to meet current needs.

Issue 4.1 3 Progress 40%

Inadequate Annual Facility Inspections and Commercial Pre-Plans

Owner: Brian Nickerson

Action/Strategies: 5

Internal/External
External

Statement
Based on the community risk and safety need, over 2,000 businesses/facilities within the City of Moscow should be inspected on an annual basis, and some twice a year (461 apartment buildings, 15 daycares, restaurants, hotels, motels, malls, and business offices, places of assembly and 26 fraternities and sororities). Because the current fire inspector position is only a part-time position shared with the Community Development Department, it can only accomplish approximately 550 inspections on an annual basis which includes 200 follow up re-inspections. Other facilities within the City have not been inspected in five years or more. Uninspected facilities pose significant safety concerns for citizens and visitors within the City, and especially for the responding fire personnel. This is also a negative for area business because it hampers economic development and adds unnecessary risk factors to City government. Currently no pre-fire plans exist within an automated Records Management System. Outdated paper copies exist in very limited cases. This situation hampers response times, reduces response effectiveness, jeopardizes response personnel, can complicate insurance claims and reduces overall community safety/security. Pre-Fire Plans are a critical, vital response tool used to gather data on important facility information such as hazardous materials, gas, water, electric, building layout, sprinkler system, alarm system and response data. If not available, Pre-Fire Plans are time consuming to assemble, taking on average one to two hours or over eight hours for properties such as malls or other large facilities.

This is an ongoing issue and discussion with limited staffing challenges.

Issue 4.3 3 Progress 0%

Inadequate Residential and Training at Facilities Station 2

Owner: Brian Nickerson

Action/Strategies: 4

Internal/External
Internal

Statement
There are inadequate training props, burn facility, sleeping space, day room space, and shower accommodations at Station 2, which creates inefficiency, reduces cohesiveness, and hampers day-to-day operations. Space in the facility is significantly limited for residents, which reduces the department’s ability to accommodate personal requirements, which in turn reduces the department’s ability to maintain high standards of safety and response standards for the Moscow community. The training facilities and equipment are inadequate, operate on dated technology, lack space and the necessary design, equipment and props to maintain a highly trained and efficient firefighter staff, reducing the department’s ability to consistently maintain high performance and train to fire service best practice standards.

Ongoing challenge and continue to seek alternatives to trainings moving forward. Looking for long term solution which will take some time.

Issue 17.1 3 Progress 0%

Aging Downtown Infrastructure in the Center of Community Social and Cultural Activity

Owner: Bill Belknap

Action/Strategies: 3

Internal/External
External

Statement
The downtown streetscape was constructed over 30 years ago through the 1981 downtown Local Improvement District (LID). Except for the Friendship square renovation in 2006, the City has placed little investment in the downtown infrastructure, and much of the streetscape is in poor condition and the planters, benches, light poles, and exposed aggregate treatments that were installed in 1981 are dated and deteriorating. Downtown Moscow is a key asset that represents Moscow's unique character and quality of life which can be leveraged to increase local economic activity, and attract new residents, students and business investment.

This project has been delayed due to the COVID-19 Pandemic. Funding for the preliminary design project has been carried forward to the FY2021 Fiscal year.

Issue 17.7 3 Progress 25%

Lack of Affordable Housing Creates Economic Disadvantages

Owner: Bill Belknap

Action/Strategies: 4

Internal/External
External

Statement
The definition of affordable housing according to the U.S. Department of Housing and Urban Development Families is housing on which the occupant is paying no more than 30 percent of gross income for housing costs, including utilities (reference: www.hud.gov). In September of 2019, Thomas P. Miller and Associates (TPMA) in collaboration with Palouse Economic Partners (PEP) conducted the Palouse Regional Housing Assessment to determine the extent of the affordable housing issues on the Palouse. TPMA's study found that, "Virtually every region of the United States is struggling to provide a sufficient amount of attainable housing for its citizens and workforce. In some ways, the Palouse Region is no different, but the region also has some unique opportunities and challenges as well." Specifically, the data supporting the issue on the Palouse and in Moscow identified in the TPMA Report includes the following affordable housing concerns:

- Recent survey research indicates that over half of the region's residents agree that "affordable, decent housing" is an aspect of the community that needs improvement, ranking among the top three issues in both counties. https://inlandnorthwestinsights.org/community-survey/
- According to the United Way, more than half of all households in Whitman and Latah counties are either in poverty or Asset Limited, Income Constrained Employed (ALICE). https://www.unitedforalice.org/all-reports
- A large portion of residents' expenses are due to housing, which are higher than the national average in Pullman and Moscow (by 44% and 34%, respectively). https://www.bestplaces.net/cost-of-living/.
- Housing is rapidly becoming less affordable. Nationally, construction cost per square foot for single-family homes has increased 32% since the end of the last recession. (U.S. Census Bureau, Characteristics of New Housing, 2018)
- Values are escalating even more rapidly in the Palouse Region. In 2018 Whitman County was among the nation's top 20% in increased cost of single-family homes, and Latah County in the top 40%. https://www.fhfa.gov/PolicyProgramsResearch/Research/Pages/wp1601.aspx
- As noted by numerous realtors and employers, housing quality and costs are noted as regular deterrents for high-talent individuals entertaining job offers in the region.

As identified by PEP on the basis for commissioning the study, “housing plays a pivotal role in determining the well-being and economic security of individuals and families in the Palouse Region.” In short, the lack of a healthy housing base for residents and citizens creates economic disadvantages throughout the community while negatively impacting the quality of life throughout the region.

City Staff are initiating work upon the Actions/Strategies which have been delayed due to the COVID-19 pandemic.

This page intentionally left blank.

Issue Report

Department 1 Progress 21%

Administration

Owner: Gary Riedner

Issue: 5 | Action/Strategies: 14

	%	#
On Track	78.57	11
Completed	21.43	3

Issue 1.1 5 Progress 100%

Issue: Inconsistent Council/Staff Delegation

Owner: Gary Riedner

Action/Strategies: 3

	%	#
Completed	100.0	3

Statement

The delegation of authority from City Council to staff is oftentimes inconsistent and confusing. The lack of a formalized policy framework and clear standard operating procedures results in a folkways culture which perpetuates inefficient processes, including Council delegation to the City Supervisor and therefore to the rest of the organization. This results in increased costs in terms of increased time for responses to internal and external requests for service and duplicative or non-existent responsibilities.

Action/Strategies 1.1.1

Ongoing - Nov 27, 2020 | Completed | Progress 100%

Identify and inventory all City processes and procedures and determine which are established as a result of:

Owner: Gary Riedner

Update provided by Gary Riedner on Feb 11, 2021 00:05:18

Status updated to "Completed"

Action/Strategies 1.1.2

Ongoing - Ongoing | Completed

Compile all existing policies into a SOP manual by June 2016, and evaluate current practices for inclusion in the manual

Owner: Gary Riedner

Update provided by Gary Riedner on Feb 10, 2021 23:54:57

Goal has been transferred to operations.

Action/Strategies 1.1.3

Ongoing - Ongoing | Completed

Develop and implement standard operating procedures for budget and contracting authority by June 2016

Owner: Gary Riedner

Update provided by Gary Riedner on Feb 11, 2021 00:32:53

Since the City management restructuring implemented in FY2020, responsibility for Group budgets has been assumed by the City Supervisor and Deputy City Supervisors for those Groups. Utilizing the Strategic Plan to inform the budget process, as has been done since FY2016, over the past two fiscal years, the process has been adjusted to present the Mayor with a balanced budget, which reduces unproductive time in budget preparation. Since FY2020 the City adopted a Capital Improvement Plan, and we have adopted the informal policy of funding the capital improvement plan with annual contributions called for in the plan, which is a stark change from funding capital with unanticipated fund balance, or unlooked-for funds. Although these both remain viable additions to the capital funding, they are not the only source of funds. In FY2021 we are implementing a process which starts in January, which calls for any personnel requests and internal service fund requests to be submitted early. Coupling that process with updated capital requests for funding, this allows those portions of the budget to be taken care of early in the process, which allows focus on non-personnel operational budgets, again, reducing time spent on the budget process. The Finance Director will be taking a more active role in the preliminary preparation of the budget, with the City Supervisor giving direction and reviewing preliminary budgets with the Finance Director.

Action/Strategies 1.2.5

Ongoing - Ongoing | On Track

Annually monitor and report available revenue sources through the budget.

Owner: Gary Riedner

Work Plan
Through the budget process provide background and information on revenues sources and the impact on services.

Update provided by Jen Pfiffner on Nov 15, 2019 19:26:40

Comparison chapter provided in the FY2020 budget includes an overview of revenues resources and limitations for the current fiscal year.

Action/Strategies 1.3.2

Ongoing - Ongoing | On Track

Poll all departments to determine which internal single-situation approval/authorization processes are eligible for policy authorization by December 2015.

Owner: Gary Riedner

Update provided by Frederick Olmos Ceja on Oct 03, 2019 18:24:01

- Reevaluating based upon current process with current council.
- 2017 updates to the plan will include changes to this action item.

Action/Strategies 1.3.3

Ongoing - Ongoing | On Track

Increase the level and quality of the City's public education and outreach relating to services provided by the City of Moscow as evidenced by increased traditional media and social media contacts, including press releases, website searches, Facebook, Twitter, etc., by December 2015.

Owner: Gary Riedner

Update provided by Frederick Olmos Ceja on Oct 03, 2019 18:26:13

- Ongoing enhancement of outreach includes, expanding the City's social media team to include representation of all City services, scope of work for website update has been drafted for review, press releases have included more educational items such as fire and police scam alerts.
- Added Instagram as social media source for the City. Investigated local website development option that ultimately resulted in the need to develop and follow the full RFQ process. Responses received October 29 and are currently being reviewed for a March website launch date.
- In process of design and implementation of City web presence.

Action/Strategies 1.3.4

Ongoing - Ongoing | On Track

Propose five city or department-wide authorization policies for City Council approval by February 2016.

Owner: Gary Riedner

Update provided by Frederick Olmos Ceja on Oct 03, 2019 18:26:39

- 2017 updates to the plan will include changes to this action item.

Action/Strategies 1.3.5

Ongoing - Ongoing | On Track

Develop methods of evaluating progress made on strategic planning issues and goals, including actions that have been successfully implemented by January 2016.

Owner: Gary Riedner

Update provided by Frederick Olmos Ceja on Oct 03, 2019 18:27:17

- This quarterly reporting template is the basis for reporting actions and strategies. Each quarterly template will roll up to an annual report to address progress made on objectives and goals.
- Quarterly reports scheduled for March, June, September and annual report schedule for December/January.
- This annual update is the final reporting to piece to be implemented.
- Quarterly reporting has gone well for the first two reporting periods.

Action/Strategies 1.3.6

Ongoing - Ongoing | On Track

Complete the strategic planning process and integrate it into every phase of city government management and resource allocation by October 2016.

Owner: Gary Riedner

Update provided by Frederick Olmos Ceja on Oct 03, 2019 18:27:51

- With the inclusion of quarterly reporting and consideration of the strategic plan, primarily the MCAs, this action is moving forward very well.
- With annual report in December/January, information will be up to date and available for reference and inclusion in the budget process.
- Quarterly reporting and annual reporting processes have been established. All MCAs are integrated in the budget process, this will continue with upcoming development of the FY2018 budget.

Issue 1.4 5

Insufficient Number of Productive Community Partnerships

Owner: Gary Riedner

Statement

The effectiveness of community-wide programs and initiatives has been hampered in the past due to a lack of productive partnerships with external agencies, including but not limited to, the Moscow Chamber of Commerce, University of Idaho, Latah County, Moscow School District and Idaho state agencies. This lack of community collaboration and cooperation has promoted a fractured and disengaged local image to state, regional and national agencies as well as the community at-large, thereby reducing policy influence to the state legislature and regulators.

Update provided by Gary Riedner on Feb 11, 2021 00:03:55

At this time the City has active partnerships with all sister governmental entities, including the University of Idaho, Moscow School District and Latah County. The CIty and UI participate on several programs, including public safety (for which we contract with UI) and use of the ROW on campus. We have partnered on economic development through the Partnership for Economic Prosperity, which includes Moscow, Latah County and UI as equal funding partners. We have an active relationship with the Moscow Chamber of Commerce, with Mayor Lambert serving as an ex-officio

member of the Board and the City Supervisor currently serves as a member of the at-large executive committee. The City and UI partner on SMART Transit, the local public transit agency. We have good relations with the City of Pullman. The City works with ITD on issues of construction and maintenance of highways 8 and 95. We have an active relationship with Gritman Medical Center and several other non-profit entities.

Issue 1.5 5

Insufficient Public Information and Community Engagement

Owner: Gary Riedner

Statement

Many of the City's services provide limited access to relevant government information, which hampers a department's ability to effectively "tell its story," and often results in public misperception, conflict, loss of credibility and disconnects from the community. Misunderstanding of public policies, programs and services are not routinely addressed in an age of increased demands for governmental transparency. The City of Moscow lacks a unified organizational brand which hampers its ability to present a consistent message. The City regularly misses out on opportunities to engage an interested community to positively affect the image of the organization.

Update provided by Jen Pfiffner on Oct 09, 2019 16:41:19

Current use of materials and the enhancements made to existing platforms, including growth of the social media team, and addition of Instagram as a social media tool as well as the information the team has posted has led to the increased availability of public information. The addition of the Department and Commission logos provide additional tools to promote the City consistently. This issue will continue as an operational activity.

Issue 1.6 5

Insufficient Use of Strategic Planning to Inform Management & Budgeting

Owner: Gary Riedner

Internal/External

Internal

Statement

In the past, City leadership has utilized several annual goal-setting processes, which have met with varying degrees of success, but has been ineffective in producing a unified long-range plan based on documented community needs now and in the future. As a result, some major operational and capital needs have not been addressed, such as rapidly deteriorating infrastructure, inadequate facilities, equipment and staffing needs. Strategic Planning is an integral part of the City's responsibilities to the community In addition, yet the City has historically lacked the ability to assess its performance by means of objective measures, which can lead to misdirected and/or inefficient policy direction and prudent, consistent allocation of limited City resources.

Issue 1.7 5 Progress 0%

Internal Communication & Expectations

Owner: Gary Riedner

Action/Strategies: 5

Statement

Communication regarding increased responsibilities and program/ public demand relative to more and more intense responsibilities and demands on employees has, at times, been ineffective and confusing, lacking important clarity and supporting data. Sufficient information explaining the depth, breadth and cost of services provided by the City has not been developed with hard numeric foundations and shared with the City Council regarding

escalating staff responsibilities and growing citywide requirements, and how both impact the organization. This lack of information results in inconsistent resource allocation, an imbalance between short- and long-term budgeting, fluctuating and often unrealistic expectations set by policy makers, and insufficient focus on fundamental communitywide development.

Action/Strategies 1.7.1

Ongoing - Ongoing | On Track

Provide City Council with a monthly update as to the status of pending and upcoming issues, beginning October 2015.

Owner: Gary Riedner

Update provided by Frederick Olmos Ceja on Oct 03, 2019 18:36:58

- Committee and Council meetings include regular updates from departments.

Action/Strategies 1.7.2

Ongoing - Ongoing | On Track

Provide regular departmental reports to elected officials, staff and the community which address trends in service demand and delivery, and highlighting current services. Each department will report semi-annually as assigned by Administration beginning October 2015.

Owner: Gary Riedner

Update provided by Frederick Olmos Ceja on Oct 03, 2019 18:38:25

- Reporting by departments such as Public Works and Arts have led this process. Additional reports to be schedule for other departments.
- No additional progress. Processing potential reporting models. Target scheduled for launch October 2017.

Action/Strategies 1.7.3

Ongoing - Ongoing | On Track

Respond, from City Supervisor's office, to staff requests for information or direction within a maximum of 10 working days.

Owner: Gary Riedner

Update provided by Frederick Olmos Ceja on Oct 03, 2019 18:38:55

- Assistant City Supervisor has worked to assist in meeting this expectation and to date most requests are met within the 10-day time frame.

Action/Strategies 1.7.4

Ongoing - Ongoing | On Track

Provide an annual City Council general orientation program after election to review roles and expectations, policy and governance processes.

Owner: Gary Riedner

Update provided by Frederick Olmos Ceja on Oct 03, 2019 18:39:37

- With the recent appointment of Council member Taruscio, this orientation process included an intense overview of the background of the elected official position and the opportunity for Council members to participate in facility tours. Regular meeting with the Mayor, Council President and Council Vice-President have met the needs of this action very well.
- After the fall 2016 election, an orientation was held for Council member Bonzo to follow the same format as Council member Taruscio's orientation.
- Commission orientation schedules to complement this action are scheduled for March and April.
- Council orientation to take place in March 2018 to provide development for any newly-elected officials.

Action/Strategies 1.7.5

Ongoing - Ongoing | On Track

Hold an annual City Council orientation and retreat before March each year to review strategic plan status and variance reports from the previous year and to provide direction for upcoming budget preparation.

Owner: Gary Riedner

Update provided by Frederick Olmos Ceja on Oct 03, 2019 18:40:21

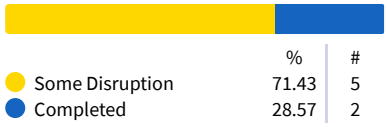
- Given the adoption of the Strategic Plan in November of 2015 this annual event will be held starting in 2017 to
- Include the annual reporting information.
- In November of 2016 an update on the plan was provided.
- This annual report will be provided for the Council's review in April 2017.

Department 2

Progress 77%

Finance

Owner: Sarah Banks



Issue: 4 | Action/Strategies: 7

Update provided by Sarah Banks on Jan 13, 2021 00:47:16

No new update

Issue 2.1

5 Progress 100%

Lack of Investment Process and Planning

Owner: Sarah Banks

Action/Strategies: 1

Internal/External

Internal

Statement

The City is currently holding approximately $44,000,000 in our Local Government Investment Pool (LGIP). This is due to a revamp of our previous investment strategies and processes. The return has been minimal as LGIP sits at 2% interest or less. Our current goal is to establish an investment committee and broker and invest approximately $25,000,000, which is substantially more than the City has in the past. The belief is that this can bring up to $400,000 of earned interest revenue into the City which will go towards current and future capital needs.

Update provided by Sarah Banks on May 28, 2020 18:45:08

Complete

Action/Strategies 2.1.1 5

Ongoing - Jan 31, 2020 | Completed | Progress 100%

Coordinating and formalize City investment plans and processes to support long-range plan.

Owner: Sarah Banks

Checklist (Equal Weighting) : 5/5

- ~~Develop RFP.~~
- ~~Meet with prospective candidates.~~
- ~~Select successful candidate.~~
- ~~Make initial investment.~~
- ~~Operationalize investment processes.~~

Update provided by Sarah Banks on May 28, 2020 18:34:04

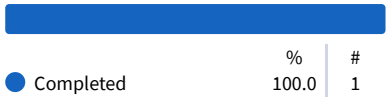
✓Make initial investment.

✓Operationalize investment processes.

Issue 2.2 5 Progress 100%

Need for Long-Range Planning

Owner: Sarah Banks



Action/Strategies: 1

Statement

Coinciding with the change in our investment process, it is very important that in order for our investment processes to be successful, the City must start looking at capital needs individually on an annual basis and projecting out, versus collectively as one big need. Doing this will allow us to safely and adequately invest to get our best returns. A long range plan will not only lay out the City's capital needs on an annual basis for the next 10 plus years, but will also allow us become better equipped to handle unexpected needs without having to scramble for additional funds or substantially increasing our debt ratios.

Update provided by Sarah Banks on May 28, 2020 18:46:03

Complete

Action/Strategies 2.2.1

Ongoing - Mar 31, 2020 | Completed | Progress 100%

Develop long-term capital improvement plan.

Owner: Sarah Banks

Checklist (No Weighting) : 3/3

- ~~Inventory capital needs.~~
- ~~Develop draft plan.~~
- ~~Forecast long-term financial needs.~~

Update provided by Sarah Banks on Jun 29, 2020 17:21:58

Completed

Issue 2.3 5 Progress 95%

Inequitable and Non-Compliant Billing Classification System

Owner: Sarah Banks

Action/Strategies: 2

Statement

There is no formal, acceptable, comprehensive policy/protocol that addresses the process of designating sewer billing classifications for the purpose of assigning accurate and consistent sewer rates. Lack of clarity of protocols and cohesive interpretation has led to miscommunication and conflict among departments, fostered confusion to ratepayers, and created an inefficient and non-productive arena for those responsible for utility billing.

Update provided by Sarah Banks on Jan 13, 2021 00:47:34

No new update

Action/Strategies 2.3.1

Ongoing - Mar 31, 2020 | Some Disruption | Progress 95%

Conduct a meeting with the Public Works, Community Development, Finance, and Administration to develop efficient procedures and protocols necessary to determine appropriate billing classifications.

Owner: Sarah Banks

Update provided by Sarah Banks on Jan 13, 2021 00:47:53

No new update

Action/Strategies 2.3.2

Ongoing - Jul 31, 2020 | Some Disruption | Progress 95%

Determine if a change is necessary to the City Ordinance/Fee Resolution relating to sewer classifications.

Owner: Sarah Banks

Update provided by Sarah Banks on Jan 13, 2021 00:47:59

No new update

Issue 2.4 5 Progress 50%

Property Owners' Responsibility for Utility Billing

Owner: Sarah Banks

Action/Strategies: 3

Internal/External

Internal

Statement

The City's policy that property owners are ultimately responsible for all utility billings may not be legally defensible when rental property billings become delinquent. This uncertainty leaves the City unable to collect on delinquent accounts which adds to conflict with citizens, reduces department productivity, damages the City's image, and prolongs an uncertain and potentially volatile situation.

Update provided by Sarah Banks on Jan 13, 2021 00:47:41

No new update

Action/Strategies 2.4.1

Ongoing - Mar 31, 2020 | Some Disruption | Progress 50%

Conduct a meeting with Public Works, Community Development, Finance, and Administration to develop efficient procedures and protocol necessary to determine property owner responsibility.

Owner: Sarah Banks

Update provided by Sarah Banks on Jan 13, 2021 00:48:07

No new update

Action/Strategies 2.4.2

5

Ongoing - Jul 31, 2020 | Some Disruption | Progress 50%

Determine if a change is necessary to the City Ordinance/Fee Resolution relating to utility billing.

Owner: Sarah Banks

Update provided by Sarah Banks on Jan 13, 2021 00:48:13

No new update

Action/Strategies 2.4.3

5

Ongoing - Oct 01, 2020 | Some Disruption | Progress 50%

Implement the amended Ordinance and Fee Resolution.

Owner: Sarah Banks

Update provided by Sarah Banks on Jan 13, 2021 00:48:20

No new update

Department 3

Progress 38%

Legal

Owner: Mia Bautista

	%	#
On Track	25.0	2
Some Disruption	37.5	3
Completed	37.5	3

Issue: 4 | Action/Strategies: 8

Update provided by Jen Pfiffner on Feb 12, 2021 21:47:54

COVID has brought many challenges. The Legal Department staff has worked extremely well through the past year and continues to make progress in the most important areas. We still face significant challenges, but look forward to continuing work to overcome those.

Issue 3.1

5

Progress 0%

Growth in Electronic Communications

Owner: Mia Bautista

	%	#
Some Disruption	100.0	3

Action/Strategies: 3

Statement

Public records requests have increased from approximately five requests per week to more than ten per week (100% growth since 2012). Growth in electronic communications such as e-mails and text messages creates large volumes of communications subject to public records laws. Similarly, growth in public records requests and the nature of electronic communications has increased the amount of staff time required to respond to such requests and has increased the number of 10-day letters required to allow the necessary time to compile and review electronic information. Growth in electronic communication tasks has reduced time for other critical activities, slowed response times, negatively affecting productivity and limiting the capacity to perform mandated services with the current staff.

Update provided by Jen Pfiffner on Feb 12, 2021 21:44:42

COVID has disrupted progress towards addressing this issue. Processes continue to be reviewed and updated. Plans are being developed for public safety body camera public records management.

Action/Strategies 3.1.1

Jan 01, 2019 - Jan 01, 2021 | Some Disruption

Progress 0%

Develop policies on how to respond to public records requests electronically by January 2021.

Owner: Mia Bautista

Update provided by Jen Pfiffner on Feb 12, 2021 21:38:14

COVID

Action/Strategies 3.1.2

Jan 01, 2019 - Jan 01, 2021 | Some Disruption

Progress 0%

Develop and implement annual training programs for all City departments that handle public records requests by January 2021.

Owner: Mia Bautista

Update provided by Jen Pfiffner on Feb 12, 2021 21:38:27

COVID

Action/Strategies 3.1.4

Jan 01, 2019 - Jan 01, 2021 | Some Disruption

Progress 0%

Increase training/awareness on responding to public record requests by January 2021.

Owner: Mia Bautista

Update provided by Jen Pfiffner on Feb 12, 2021 21:38:34

COVID

Issue 3.2 5

Lack of Legal Review among Departments

Owner: Mia Bautista

Statement

When dealing with contracts, liability, and other legal issues, various City departments do not consistently use the Legal department to review, revise, or draft legal documents to help reduce exposure to liability, minimize cost, and avoid legal frustrations when projects don't proceed or produce anticipated results. This lack of standardized review affects the quality and professionalism of City services which in turn reflects poorly on the City's image. It can also lead to internal conflict, inconsistency, poor decisions, and wasted funds.

Update provided by Jen Pfiffner on Oct 09, 2019 16:48:05

Operationalized

Issue 3.3 5 Progress 100%

Insufficient Office Coverage during Absences

Owner: Mia Bautista

Action/Strategies: 2

Statement

Due to a 20% increase in civil and criminal workload since 2007, the Legal office has insufficient administrative support hours available to complete assigned tasks. Lack of support is especially acute during any absences of the Legal Assistant and overall productivity and responsiveness declines. With only one staff assisting both criminal and civil attorneys, sufficient coverage for when support staff is absent creates a backlog, increases response time, creates potential for more errors and compounds work load for staff and attorneys when they return to work.

Action/Strategies 3.3.1

Jan 01, 2019 - Jan 01, 2021 Completed Progress 100%

Increase the number of cross-training opportunities for support staff; develop cross-training program with administrative and legal support staff by January 2021.

Owner: Mia Bautista

Update provided by Jen Pfiffner on Feb 12, 2021 21:45:34

Status updated to "Completed"

Action/Strategies 3.3.2

Nov 07, 2019 - Jan 01, 2021 Completed Progress 100%

Increase City Prosecutor responsibilities to respond to various City commission requests for assistance by January 2021.

Owner: Mia Bautista

Update provided by Jen Pfiffner on Feb 12, 2021 21:45:33

Status updated to "Completed"

Issue 3.4 5 Progress 33%

External Demands Create Untenable Increase in Case Workload

Owner: Mia Bautista

Action/Strategies: 3

Statement

The involvement of outside agencies and external demands in misdemeanor case resolutions has created a 40% increase in attorney and staff time required to process criminal cases. Local District and Magistrate courts expect the State to use various outside resources in most misdemeanor cases prior to and after final disposition. Seventy percent of misdemeanor cases require working with outside agencies including Alternatives to Violence, Adult Misdemeanor Probation Services, mental health and substance abuse screening evaluators and councilors. This increases the resources and interventions available to and often required by the prosecutor, and ultimately the criminal defendant and/or the victim of a misdemeanor crime. This offers more options for case disposition but extends the life of the case(s), increases legal staff time spent on each case, and increases court expectations related to problem-solving resolutions. In addition, new court rules (effective July 2013) mandate that criminal defendants facing the possibility of jail time (maximum sentencing per statute) must be appointed counsel if indigent -- even if standard local court sentencing often results

in a fine only. It is the maximum potential penalty rather than the actual sentence imposed that dictates whether a person's right to counsel is triggered when he or she cannot afford counsel. To cite key data, Public Defenders were appointed to City cases as follows: 181 in 2012; 286 in 2013; 388 in 2014 (through November). This has increased the number of motions, hearings, court dates, and time and cost demands for attorneys and staff, which has reduced time available per case, added to backlog, increased total workload and reduced overall effectiveness.

Update provided by Jen Pfiffner on Feb 12, 2021 21:46:25

Progress has been made and is continuing, some delays have been realized due to the pandemic.

Action/Strategies 3.4.1

Ongoing - Ongoing | On Track

Start comprehensive review of Moscow City Code by March 2016, for consideration of reclassification of violations of City Code from misdemeanors to infractions.

Owner: Mia Bautista

Update provided by Jen Pfiffner on Feb 12, 2021 21:40:40

Codes amendments have been made as needed, work continues

Action/Strategies 3.4.2

Ongoing - Ongoing | Completed

Increase use of up-to-date case management techniques by October 2016.

Owner: Mia Bautista

Update provided by Jen Pfiffner on Feb 12, 2021 21:46:17

Status updated to "Completed"

Action/Strategies 3.4.3

Ongoing - Ongoing | On Track

Develop more efficient processes between Legal and Police Records for receipt of case files and evidence by June 2016.

Owner: Mia Bautista

Update provided by Jen Pfiffner on Feb 12, 2021 21:41:52

Processes have been improved and are ongoing.

Department 4 Progress 28%

Fire

Owner: Brian Nickerson

Issue: 8 | Action/Strategies: 36

	%	#
On Track	44.44	16
Some Disruption	27.78	10
Completed	27.78	10

Action/Strategies 4.1.2

Ongoing - Ongoing | Completed

Train staff on pre-fire plan data by December 2015.

Owner: Brian Nickerson

Work Plan
With limited staffing still working on pre-planning of facilities.

Update provided by Brian Nickerson on Sep 01, 2020 14:26:52

The current staff has achieved a level of training and detail to complete pre-fire plans utilizing the current records management system. This type of data is ever evolving and will continue to grow as we collect the information for our system. This information and position is vital to the safety of our personnel.

Action/Strategies 4.1.3

Ongoing - Ongoing | Completed

Train staff on pre-fire plan entry and drawings by December 2015.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 14:29:11

The current staff has achieved a level of training and detail to complete pre-fire plans utilizing the current records management system. This type of data is ever evolving and will continue to grow as we collect the information for our system. This information and position is vital to the safety of our personnel. An increase in staffing would assist in the collection and updating the data.

Action/Strategies 4.1.4

Ongoing - Ongoing | Some Disruption

Conduct site visits for all necessary buildings beginning January 2016.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 14:31:36

With limited staff this task will be an ongoing challenge with the amount of businesses. The addition of additional staff would assist in this effort. In addition currently with the COVID-19 challenges inspections are limited to those of higher risk as well as working with the occupants via phone, pictures and other communication as much as possible.

Action/Strategies 4.1.5

Ongoing - Ongoing | Some Disruption

Conduct site visits for commercial businesses for pre-fire plans beginning January 2016.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 14:32:57

With limited staff the organization is still seeking alternatives to streamline the process if at all possible. This will be an ongoing challenge.

Action/Strategies 4.1.7

Ongoing - Ongoing | Some Disruption

Establish a process for completion of inspection for all businesses by October 2016.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 14:34:00

This will be an ongoing challenge with limited staffing to complete all businesses on an annual basis.

Issue 4.2 5

Insufficient Location of Records/File Storage

Owner: Brian Nickerson

Statement
Records for personnel, equipment, etc. are currently located in two separate locations (Stations 1 and 3). Lack of a central records location creates unknowns within the organization regarding personnel matters, some equipment, training records and operational reporting factors. Inadequate storage space and processes reduce management effectiveness, adds time to many transactions, creates confusion, reduces productivity and adds avoidable cost. Without central records storage, locating records and essential information will continue to hamper operations and reduce efficiency throughout the organization.

Update provided by Jen Pfiffner on Oct 09, 2019 16:44:22

Operationalized via Standard Operating Procedure

Action/Strategies 4.3.1

Ongoing - Ongoing | Some Disruption

Conduct an operational and risk assessment of Station 2 to determine all inhibiting factors that impact usability, safety, security, efficiency and productivity by November 2015.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 14:35:32

Efforts are being considered for alternatives for Fire Station 2 and the training facility. Ongoing challenges will be location and funding.

Action/Strategies 4.3.2

Ongoing - Ongoing | Some Disruption

Pending assessment results, research the feasibility of expanding the existing training facility to increase its usability and, if feasible, identify options for remodeling and adding living space at Station 2 from four to ten over the next 3 years by April 2016.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 14:37:39

Results had been completed. Meeting with Community Development will be scheduled in the near future to assist in the discussion of options moving forward with Fire Station 2 and the Training facility. Funding will continue to be a challenge.

Action/Strategies 4.3.3

Ongoing - Ongoing | Some Disruption

Conduct an assessment of Station 2's standard of operation to determine its ability to support response in every situation and identify service gaps and other areas that could limit the Department's ability to serve the public in an emergency by February 2016.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 14:45:06

This is an ongoing issue and discussion into the future. Discussion with Community Development would be beneficial to discuss options in the community as wel as the site moving forward. Accommodations are limited which is a challenge. Funding is a issue moving forward.

Action/Strategies 4.3.4

Ongoing - Ongoing | Some Disruption

Conduct an assessment of existing training locations to determine adequacy and if needed identify options available for improvement by December 2016.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 14:48:06

Discussion moving forward on alternative training locations will need to be discussed. The current training facility is inadequate for the continuing growth of the community as well as the organization. Discussion of options with Community Development can be helpful. Funding will be a challenge.

Issue 4.4 5 Progress 0%

Inadequate Resident Program

Owner: Brian Nickerson

	%	#
Some Disruption	100.0	3

Action/Strategies: 3

Statement

The department's current Resident Program no longer meets growing community requirements to accommodate standards of rapid emergency response and provide comprehensive coverage by the Fire Department Resident Program. The Resident Program currently covers duty evenings and weekends spanning 123 hours per week during an 8-month period, and has the capability to provide a single engine response within the city limits on a rotating shift schedule. The program has gaps in coverage during summer and winter University breaks, which has a tendency to extend response times with volunteers responding from their residence to the station for incident response. Also, with the current model the volunteer staff is reduced by 25% when the residents are on break. This could have a serious impact on emergency response, reduce safety standards with reduction of people, and negatively impact the community when any emergency occurs.

Update provided by Brian Nickerson on Jun 29, 2020 18:52:40

With seeking other alternatives for training and facilities this conversation will be ongoing.

Action/Strategies 4.4.1

Ongoing - Ongoing | Some Disruption

Conduct a full program review with historic information detailing growth in staffing levels vs. service demands during University breaks and what levels are required; provide a summary report to the City Administrator and Mayor by April 2016.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 15:12:25

Several trials have been conducted over the past 1.5 years for coverage challenges during the summer, Thanksgiving break, Christmas break and Spring break. These challenges have yielded a less than favorable results. The volunteers continue to work on alternative ways and discuss options moving forward. Further discussion on alternatives will continue with sharing data collected with the volunteers and discuss the needs.

Action/Strategies 4.4.2

Ongoing - Ongoing | Some Disruption

Develop at least two alternate delivery models that can generate discussion on various new approaches to maintaining volunteer coverage during extended breaks and how the City can continue to accommodate community need during such periods by July 2016.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 15:22:27

This discussion is ongoing with alternatives being discussed.

Action/Strategies 4.4.3

Ongoing - Ongoing | Some Disruption

Develop alternative plans through the volunteer program and resident program for service coverage through the summer and break sessions by August 2016.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 15:23:33

Ongoing discussion with three trials completed with limited success. Discussion continues with volunteers.

Issue 4.5 5 Progress 57%

Insufficient Certification Courses Offered and Advanced Training

Owner: Brian Nickerson

	%	#
On Track	42.86	3
Completed	57.14	4

Action/Strategies: 7

Statement

Department employees and volunteers have too few certification courses offered, which have declined to on average one per year when standards for training require a significant amount more per year. This has reduced overall capability and capacity among newer, less experienced personnel, reduced effectiveness, increased potential for injuries or accidents. Certification courses are critical to personnel and community safety, lead to longer tenure and build a deeper, stronger and certified 'bench' that continuously contributes to the quality and safety of the Moscow community.

Update provided by Brian Nickerson on Jun 29, 2020 18:54:06

Certifications courses continue to be offered to the organization on a regular basis and will continue to evolve.

Action/Strategies 4.5.1

Ongoing - Ongoing | Completed

Provide training to all command staff at a minimum EMT

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 15:25:44

Discussion held with command officers as well as job descriptions completed for Battalion Chief and Captains in July 2020. 8 hours of training to be provided to staff on an annual basis. This is completed at this time.

Action/Strategies 4.5.2

Ongoing - Ongoing | Completed

Require all students of resident program to get at least a EMT certification

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 15:29:06

This will be a option for student residents moving forward. Further discussion in the future is a possibility. Many residents already participate in the EMT class or come in with an EMT certificate. This is completed at this time.

Action/Strategies 4.5.3

Ongoing - Ongoing | On Track

Partner with University of Idaho so members may have option to receive college credits for taking EMT, , Fire I and other classes offered

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 15:32:33

The ongoing changes with the university and can be discussed in the future. The other option for members is to utilize LCSC Fire Program to gain an Associate degree. We will continue to work with the university moving forward.

Action/Strategies 4.5.4

Ongoing - Ongoing | Completed

Provide frequent opportunities for members to become CPR instructors

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 17:00:57

The volunteers have frequent opportunities to attend CPR instructor classes. While these are not held necessarily on a yearly basis opportunities do present themselves to attend this course.

Action/Strategies 4.5.5

Ongoing - Ongoing | On Track

Cross train members, at the least at the basic level, to allow for better teamwork on all types of scenes.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 17:11:52

This is an ongoing situation. The new bylaws will take affect on January 1, 2021. With the station based system all members will be integrated into a station that has both fire and ems staff together. This will assist in bridging the game and separation between individuals and enhance opportunities to work together. This area will be reviewed moving forward and evaluate the teamwork.

Action/Strategies 4.5.6

Ongoing - Ongoing | On Track

Research software available for independent study options for ems, fire and rescue.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 17:17:09

This is ongoing. IFSTA has been a great opportunity for individuals to complete course work for degrees through LCSC in particular as well as gain the knowledge. We will continue to seek other opportunities for EMS and other avenues moving forward.

Action/Strategies 4.5.7

Ongoing - Ongoing | Completed

Create a process to identify and encourage personnel to become instructors for Fire and EMS.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 17:19:09

All staff both volunteer and career are encouraged to attend courses to become instructors and other course work. Recently in 2018 6 volunteers and 1 career completed the instructor course. These courses are offered on a rotating basis.

Issue 4.6 5 Progress 14%

Insufficient Training Resources for EMS (2019)

Owner: Brian Nickerson

	%	#
On Track	85.71	6
Completed	14.29	1

Action/Strategies: 7

Statement

Over half of the department is certified as an EMT, and an additional 11 are Paramedics. In order to maintain licensure and certifications there are strict annual requirements for training hours at a State and National level. With over 70 of our volunteers and City staff having at least a National EMT certification, more emphasis and support is needed by the City to maintain and support EMS training and certification. The Training Captain for the Fire Department manages all department training hours records but the position is primarily dedicated to only coordinating and facilitating Fire Training. EMS training needs more administrative resources dedicated to development of continuous training opportunities for Paramedics and EMT's.

Update provided by Brian Nickerson on Jun 29, 2020 18:54:57

The EMS Division is still working through training opportunities for EMS. This is ongoing moving forward.

Action/Strategies 4.6.1

Ongoing - Ongoing | Completed

Provide EMT Basic class specific for Student Residents

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 17:22:27

Depending on the levels of new incoming residents this could be valuable to the residents. However the residents have the opportunity to attend existing classes currently when not in the firefighter I course. This will be reviewed on a regular basis and if the need should arise a specific course can be added.

Action/Strategies 4.6.2

Ongoing - Ongoing | On Track

Require Student Resident EMT's, Department EMT volunteers to be members of Ambulance Company

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 17:25:12

This will be ongoing. With the current shift in the bylaws and station based program this will need to be addressed. In addition the need for any EMT in the organization will need to meet the requirements as set forth from the medical director. This will be discussed in early 2021 and a date established to transition all members to the requirements set forth.

Action/Strategies 4.6.3

Ongoing - Ongoing | On Track

Explore Paramedic training opportunities

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 17:34:19

This will continue to be evaluated on a as needed basis. Currently staffing is adequate.

Action/Strategies 4.6.4

Ongoing - Ongoing | On Track

Training supplies storage and securtiy

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 17:35:31

This is ongoing and alternatives are still being considered. Funding for additional space is a challenge.

Action/Strategies 4.6.5

Ongoing - Ongoing | On Track

Develop Hybrid Style EMT class as a possibility to get more University of Idaho students and busy professionals in the community, enrolled in EMT class.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 17:36:56

The EMS division is aware of the challenges and is researching alternatives as a hybrid class if possible. This could be a valuable recruiting tool as well. This is ongoing.

Action/Strategies 4.6.6

Ongoing - Ongoing | On Track

More advanced training opportunities for EMT's and Paramedics:

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 17:38:39

This is ongoing with regular opportunities throughout the year on different levels. Alternatives are always considered moving forward.

Action/Strategies 4.6.7

Ongoing - Ongoing | On Track

Partner with University of Idaho so members may have option to receive college credits for taking EMT, Optional Modules, Internships

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 17:39:00

This will be an ongoing discussion once the University has cleared some financial hurdles.

Issue 4.7 5 Progress 50%

Unclear Expectations between the City of Moscow Fire Department and Moscow Volunteer Fire Organization

Owner: Brian Nickerson

Action/Strategies: 4

Statement

Unclear expectations hamper the ability of the City of Moscow Fire Department to provide the best support possible to the Moscow Volunteer Fire Organization as an organization and to members as individuals. This lack of clear and well-communicated expectations for the City of Moscow Fire Department by the Moscow Volunteer Fire Organization has resulted in an ineffective model for making the most efficient use of resources including providing for operations planning and volunteer support by the City of Moscow Fire Department. With the lack of expectations the City of Moscow Fire Department is not able to meet the needs of the Moscow Volunteer Fire Organization in a positive and proactive manner. New issue in 2017.

Update provided by Brian Nickerson on Jun 29, 2020 18:56:50

While this is being addressed in the volunteer strategic planning process, the organizational structure of the volunteers has shifted to a station based system to take effect January of 2021. Some challenges has been addressed in this change.

Action/Strategies 4.7.1

Ongoing - Ongoing | Completed

Develop a report of current position expectations for the entire structure of the City of Moscow Fire Department and Moscow Volunteer Fire Organization for positions that receive pay or a stipend for service.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 17:40:49

Job descriptions have been completed and approved for the positions of Battalion Chief, Captains both Fire and EMS as of July 2020. Further consideration for other positions and job descriptions are being considered moving forward.

Action/Strategies 4.7.2

Ongoing - Ongoing | On Track

Conduct a review and update each position description based on actual and national standards to develop a guidebook of what each position expectations.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 17:42:25

This is somewhat ongoing. The job descriptions are completed for the Battalion Chiefs, Captain of Fire and EMS for the organization. Other areas are currently being considered as the transition continues.

Action/Strategies 4.7.3

Ongoing - Ongoing | Completed

Develop a report of current bylaws and current practices to provide recommendations for updating bylaws to provide a current resource for both the City of Moscow Fire Department and the Moscow Volunteer Fire Organization.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 17:44:58

The new bylaws adopted by the volunteers will transition on January 1, 2021 officially. The volunteers once the new CEO is elected will work on updating the policies, procedures as necessary.

Action/Strategies 4.7.6

Ongoing - Ongoing | On Track

Update the services agreement between the City of Moscow Fire Department and the Moscow Volunteer Fire Organization to better outline expectations for both entities.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 17:45:37

With the by-laws approved one of the next steps is to continue to work on the service agreement between the city and volunteers. The COVID 19 situation has delayed any meetings until further notice.

Issue 4.8

5 | Progress 33%

City of Moscow Fire Department support for EMS is Undefined

Owner: Brian Nickerson

	%	#
On Track	66.67	2
Completed	33.33	1

Action/Strategies: 3

Statement

Given the increase in demands for EMS and paramedic response (over 70% of our responses as an agency), the City of Moscow Fire Department is not supporting the Moscow Volunteer Fire Organization EMS Company proportionately. Given the extremely high level of call volumes and associated administrative, human resources, training requirements for EMS as contrasted to all other types of calls, volunteers, EMS dedicated administrative staff are regularly asked to do more with less. Historically, there has been a division of EMS and Fire volunteers, but also on the City Administrative team as well. There is still a lack of understanding and disproportionate distribution of resources for EMS operations on the Fire Administrative, leadership and command level. New issue in 2017. Updated in 2019

Update provided by Brian Nickerson on Jun 29, 2020 18:57:52

This is going to be ongoing and some challenges addressed in the volunteer strategic planning process and agreement moving forward.

Action/Strategies 4.8.1

Ongoing - Ongoing | Completed

Increase permanent administrative support to the Moscow Volunteer Fire Organization EMS Company to reduce non-call duties for EMS volunteers such as:

Owner: Brian Nickerson

Update provided by Brian Nickerson on Jun 29, 2020 19:48:00

No update needed.

Action/Strategies 4.8.2

Ongoing - Ongoing | On Track

Research existing provisions for other Companies to determine potential areas to enhance support such as:

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 19:47:09

The volunteer strategic plan will address some challenges moving forward.

Action/Strategies 4.8.3

Ongoing - Ongoing | On Track

Pending research results, develop additional options for enhancing support

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 19:47:23

Ongoing issue and is being addressed in the volunteer strategic planning process.

Issue 4.9

5 | Progress 0%

Improved Volunteer Engagement by City of Moscow Fire Department Needed

Owner: Brian Nickerson

	%	#
On Track	100.0	3

Action/Strategies: 3

Statement

Engagement and showing value and appreciation to volunteers is of the upmost importance. Volunteer engagement is critical for reversing the decreasing number of volunteers as seen since 2012 with 100 volunteers to 85 volunteers in 2017. Given that the positions are highly important public safety and public service positions that have considerable demands on the personal lives of those who volunteer, engagement and appreciation is a key factor in providing an experience to encourage retention and provide the foundation for positive and successful recruitment. New issue in 2017.

Update provided by Brian Nickerson on Jun 29, 2020 18:58:31

These discussions are ongoing and how to support the volunteers.

Action/Strategies 4.9.2

Ongoing - Ongoing | On Track

Research and develop a volunteer engagement plan for the MFD to better support the Moscow Volunteer Fire Organization volunteers.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Jun 29, 2020 19:48:57

These ideas and discussions are ongoing during the strategic planning process.

Action/Strategies 4.9.3

Ongoing - Ongoing | On Track

Continue current engagement events including annual banquets.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 19:48:03

This is ongoing discussions with volunteers. Challenges with COVID has been a struggle for 2020.

Action/Strategies 4.9.4

Ongoing - Ongoing | On Track

Increase City Administrative Support for Customer Service and retention of volunteers and take workload off officer teams.

Owner: Brian Nickerson

Update provided by Brian Nickerson on Sep 01, 2020 19:48:55

This is ongoing. Alternatives are being looked into for the future.

Issue 4.10 5

Aging/Deteriorating Emergency Fire Apparatus/Vehicle Fleet

Owner: Brian Nickerson

Statement

Three vehicles of the City Fire Department Emergency Vehicle fleet are beyond the scheduled replacement date. Based on standards and practices established by the National Fire Protection Association, the replacement for apparatus is recommended every twenty years. Personnel safety and response capability depend on reliable apparatus. Currently, NFPA 1901 standards are not being met, which increases risk, increases liability due to known substandard conditions, slows response times, both due to maintenance issues specifically the inability to make repairs to equipment efficiently due to lack of available parts for aging apparatus; adds unscheduled repair costs, and reduces overall department effectiveness. The estimated vehicle replacement cost for the entire fleet is $3.4 million dollars as estimated through the City fleet procurement process. There is inadequate annual funding for vehicle replacement program for the fire department, and funding relies solely on passing a bond when replacement is needed. Newer and more standardized equipment will reduce maintenance costs while increasing productivity, effectiveness and response readiness.

Update provided by Jen Pfiffner on Oct 09, 2019 17:41:17

Operationalized

Department 5 Progress 0%

Police

Owner: James Fry

	%	#
On Track	83.33	10
Some Disruption	16.67	2

Issue: 9 | Action/Strategies: 12

Update provided by James Fry on Feb 10, 2021 14:23:09

No update.

Issue 5.1 5 Progress 0%

Increasing Property Crime Rates

Owner: James Fry

	%	#
Some Disruption	100.0	1

Action/Strategies: 1

Internal/External

External

Statement

Officers responded to a total of 1,236 criminal offenses in 2014 as reported in the Uniform Crime Report issued by the State of Idaho - an increase of more than 10.5% compared to the 1,119 crimes reported in 2008. Growth in criminal offenses decreases economic vitality, reduces confidence that Moscow is a safe community, hampers City branding efforts, and negatively impacts quality of life.

Moscow has a disproportionate number of property crimes (i.e. burglaries, vehicle theft, larceny, arson, and vandalism) with a total of 969 reported property crimes in 2014, comprising 78% of all offenses. Vehicle prowls, home burglaries and bike thefts accounted for 22% of 985 property crimes reported during 2014. The majority of property crimes that have increased recently include bicycle thefts, home burglaries, and vehicle prowls.

Due to the growing number of forensic criminal offenses, the case backlog has increased 268%, reducing time available for each case which has influenced the capacity for case solvability, victim restitution, rapid response and the recovery of stolen property. This backlog has encumbered Department efficiency, productivity and capacity, which directly impacts community quality of life, and may diminish citizen confidence.

There is a direct connection between growth in personal property crimes and emergent drug use among the population. Unlocked vehicles and homes have contributed substantially to the increase of theft crimes which have contributed to an increase in personal, vehicle, and property insurance rates of approximately 8-10%. The increase of heroin seizures from 12.6 grams to 523.7 grams over the past three years (a 4,056% increase) has been a major dynamic in property crime issues because thieves will barter or sell stolen items for cash or drugs. These combined factors, along with an unstructured atmosphere during summertime and school breaks for teenagers, have all contributed to the increase in property crime rates which hurt the community, decrease property values, and reduce vitality and impact quality of life.

Update provided by James Fry on Feb 10, 2021 14:44:59

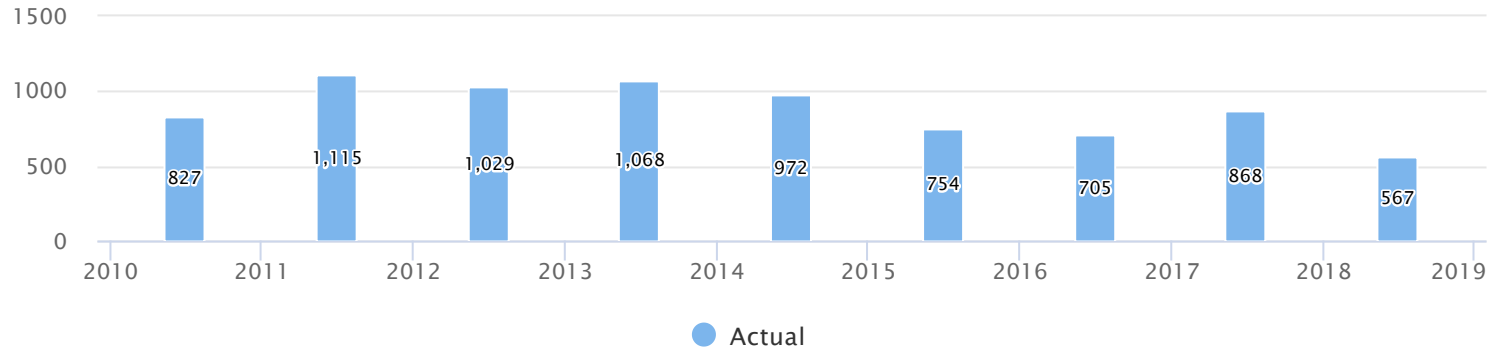
No update.

Issue 5.1 > KPI

Moscow Property Crime Rates

Annual property crime statistics.

Owner: James Fry *Last Update: Feb 25, 2020 18:50:04*



Action/Strategies 5.1.5

Jan 01, 2016 - Dec 31, 2020 | Some Disruption

Progress 0%

Conduct intelligence-led assignments by Operations Division personnel.

Owner: James Fry

Update provided by James Fry on Feb 10, 2021 14:23:52

No progress. Whitcom continues to be short staffed at this time. The Due Date for this action/strategy should be updated to Dec. 31, 2022.

Issue 5.2 5 Progress 0%

Inadequate Emergency Notification System

	%	#
On Track	100.0	3

Owner: James Fry

Action/Strategies: 3

Statement

Insufficient resources in an environment of increasing demands have impacted the City's ability to acquire updated, appropriate equipment as community needs evolve. The Department has no local controls in place to quickly notify citizens of major local incidents (i.e. temporary emergency road closures, missing persons, active shooters, endangered persons, hazardous material incidents, etc.). The transient college student population uses mobile phones instead of landline phones so reverse 911 may only notify 25% of City inhabitants. The emergency alert system recommended by the state is Idaho State Alert and Warning Systems (ISAWS), a subscriber-based program. Currently there is less than a 0.1% subscription rate (51 residents) for widespread emergency notification, leaving 99.9% of the local population at risk for timely critical emergency information. This serious deficiency of information dissemination will continue to adversely impact the community during future critical incidents, reducing efficiency and increasing the likelihood of serious consequences while harmfully affecting officer and/or citizen safety, responsiveness and capability.

Update provided by James Fry on Feb 10, 2021 14:45:09

No update.

Action/Strategies 5.2.1

Jan 01, 2016 - Dec 31, 2022 | On Track | Progress 0%

Determine inter-operability with other notification systems currently available within the region.

Owner: James Fry

Update provided by James Fry on Feb 10, 2021 14:24:06

No update.

Action/Strategies 5.2.2

Jan 01, 2016 - Dec 31, 2022 | On Track | Progress 0%

Develop policies and set up required agreements to send out emergency messages.

Owner: James Fry

Update provided by James Fry on Feb 10, 2021 14:24:15

No update.

Action/Strategies 5.2.3

Jan 01, 2016 - Oct 01, 2025 | On Track | Progress 0%

Acquire a geo-based notification non-subscriber system to reach 70% of the population through Integrated Public Alert and Warning System/Commercial Mobile Alert System (IPAWS/CMAS) technology.

Owner: James Fry

Update provided by James Fry on Feb 10, 2021 14:24:35

No update.

Karen Potter

Action/Strategies 5.2.3 Acquire a geo-based notification non-subscriber system to reach 70% of the population through Int...

Issue 5.3 5

Inadequate and Unsecured Parking

Owner: James Fry

Statement

Patrol car parking is unsecured and marked police vehicles house M4 patrol weaponry that is open and accessible for vandalism and theft. Parking stalls for police cars are environmentally designed with limited sight distance and require backing into a congested bike, pedestrian and vehicle roadway. Employees have reported two preventable accidents in the last eight months as well as multiple near accidents while backing their vehicles. There is inadequate parking for police vehicles or citizens seeking service, which slows response times, adds avoidable risk factors, hampers service to citizens, and adds to the City's liability. The Department has 11 patrol units, two motorcycle units and various other support cars for eight parking spaces. At times, officers and citizens are forced to park a block or more away. There is only one 10-minute loading zone for citizen access the facility. Citizen complaints are routinely received as this single space does not accommodate the average of 33 daily visitors who come to the Department to conduct business, negatively impacting the Department's ability to serve those in need. This area is the least accessible among all City facilities.

Update provided by James Fry on Jan 05, 2021 19:01:39

New building will have secured parking.

Issue 5.5 5

Insufficient Staffing To Meet Community Demand

Owner: James Fry

Statement

There are insufficient patrol officers to maintain service-oriented response times due to a staff shortage of six patrol officers down, cover all duty requirements, counter escalating community crime rates and meet recommended capacity levels. Overall, this has reduced the Department's ability to meet growing community obligations, increased case backlog and time required to work cases, increased response times, and hampered community outreach. The Department currently has a five-minute response time, with an expectation of a decrease to three minutes, in response to a high percentage of emergency service calls, while at the same time keeping a majority of officer time available to respond to citizen needs and work proactively with the community. The Department currently funds 35 sworn officers, 26 who are on patrol. The 35 officer positions provide an average of 1.90 officers per thousand people, one of the lowest in the state. From 2004 to 2014 population has increased by 1.32%, calls for service have increased by 1.14%, and staffing levels have held steady with some minor fluctuations at 42 total. Over the last two years, there has been a 100% increase in transports for mental health services which require a minimum of five-six hours of officer time depending on the mental holding facility location and patient's mandatory return for mandatory court appearances. Officers are participating in more community policing events to meet expectations of community members and businesses and to emphasize the on-going community policing philosophy. The call load in the past nine years has increased by 13%. Demand from the University of Idaho, public schools, technology concerns and area agency assists due to the global threats, and cultural changes, i.e. school shootings, domestic terrorism, and international threats have affected the ability to maintain an adequate standard of service. This low staff rate also significantly impacts shift scheduling, training opportunities and benefit leave since minimum staffing demands must be met for officer safety and service commitments. The Department has transitioned to 12-hour shifts since we can no longer maintain 10-hour shifts with minimum staffing due to turnover.

Update provided by James Fry on Oct 24, 2019 18:12:09

Also Completed: Seek support from public schools to provide funding for three-fourths (3/4) support for School Resource Officer. **Moved to Operational Overview:** Increase volunteer Reserve Program as staffing and interest allows.

Issue 5.6 5

Investigations

Owner: James Fry

Statement

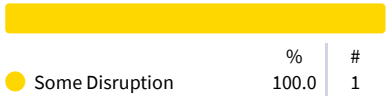
The Department cannot keep up with the ever-increasing demands of forensic investigation of electronic devices. In 2012, detectives performed 22 forensic examinations; in 2013, 81 forensic examinations were conducted; and in 2014 61 forensic examinations were conducted. This constitutes an average increase of 323%. It takes a minimum of one full-time detective to handle this massive computer forensics case load at any given time. Inadequate staffing results in longer timeframes to investigate and to forward to the prosecutor. These factors cause investigative follow-ups to lag or be relegated to a holding pattern without further action being taken. Without proper follow-up, evidence is lost, cases are more difficult to prove in court, errors are made, the case backlog surges, and citizens become angry that they are not receiving adequate service.

Update provided by Jen Pfiffner on Oct 09, 2019 16:52:44

Maintain proficiency within forensic investigations of ever-changing technology to include laptops, tablets, gaming systems and the next generation of cell phones.	Completed. Eric Kjorness is now employed with the State Attorney's office ICAC Task Force which also provides new software and training. His office is housed at the department.
Begin succession planning for the Cybercrime detective position.	Completed. A second ICAC investigator, Lawrence Mowery, has been hired and is employed by MPD.

Issue 5.7 5 Progress 0%

Insufficient Code Enforcement Coverage



Owner: James Fry

Action/Strategies: 1

Statement

The code enforcement officer is on duty from 8:00 a.m. to 4:00 p.m., Monday through Friday. Many calls for this position's services, especially animal-related calls, occur outside of this timeframe. In 2014 there were a total of 995 code enforcement-related calls. The code enforcement officer handled 414 calls (42%) while 581 calls were answered by patrol officers. Officers are pulled from patrol and other urgent matters to deal with animal control or diminutive code enforcement matters. Specifically, dog bite/vicious animal calls require approximately 2.5 hours to conduct a preliminary investigation. Having an officer respond to these types of calls affects quality of life of citizens, reduces Department efficiency, adds unnecessary cost, and inhibits the Department from addressing growing community needs and service requests.

Update provided by James Fry on Feb 10, 2021 14:44:43

No update.

Action/Strategies 5.7.2

Jan 01, 2016 - Jan 01, 2021 | Some Disruption

Progress 0%

Acquire funding source to hire a part-time Code Enforcement officer to work 4:00 p.m. to 10:00 p.m.

Owner: James Fry

Update provided by James Fry on Feb 10, 2021 14:44:07

No update. Funding consideration. New due date consideration: Jan. 01, 2022.

Issue 5.8 5

Insufficient Training and Professional Development

Owner: James Fry

Statement

Lack of law enforcement training results in liability to the citizens, police officers and the City, as well as safety to the citizenry. Insufficient skills also create undue risk and exposure in handling routine and critical incidents for the officer. Unless an officer receives a minimum of 40 hours of POST-accepted professional training every two years, he/ she will be decertified. The struggle to maintain this standard affects staffing and funding. Without required professional training, employee improvement declines, retention is more difficult, legal requirements aren't met, City liability increases, service delivery is reduced, and overall Department effectiveness will be negatively impacted.

Update provided by Jen Pfiffner on Oct 09, 2019 16:53:15

Develop and implement mentoring for new officers through revised FTO manual by February 2019.

Completed. FTO manual is revised and in use.

Provide access to leadership training (annually).

Completed for 2018. 2018 Retreat Leader: Deborah Norum – Myers-Brigg. Personality tests for supervisory staff to enhance cohesion and teamwork.

Per realization of historic cost savings, continue to identify and host training locally for Department and area law enforcement personnel to save travel and per diem costs (Ongoing)

Completed for 2018. Reid School of Interview and Interrogation held in Moscow in May 2018.

Issue 5.9 5

Inadequate Property and Evidence Management System

Owner: James Fry

Statement

The Department's evidence and property room currently houses 7,540 items of property and evidence. Every time there is turnover of property management staff or supervision of that those staff members, a complete inventory of those pieces must be completed in addition to quarterly spot checks of the inventory. Full inventories/audits conducted by the human hand take up to 31 weeks. The lack of technology to process, inventory, locate and destroy evidence results in tracking failures with property management, gross errors, and reduced efficiency. By implementing a barcode system, time spent on the completed inventory process can be reduced to an estimated three days. Additionally, the current inadequate, error-prone system may encourage theft, misuse, and result in the dismissal of criminal cases increase the risk of liability issues for the Department and the City.

Update provided by James Fry on Oct 24, 2019 19:23:42

In May 2018, the barcoding procedures were tested and training was provided to support staff. The system was completely implemented department-wide by February 2019.

Issue 5.10 5 Progress 0%

Lack of Accurate Officer Documentation

Owner: James Fry

	%	#
On Track	100.0	7

Action/Strategies: 7

Statement

The Department lacks adequate coverage for recording interactions that occur beyond the scope of the vehicle-mounted recording system. With its limited lens angle, this system only records 10% of what actually occurs during transactions while in the field. Taking into account recent nationwide events and the potential for City liability, it is critical that police-citizen interactions, inside and outside of patrol cars, be captured to reduce exposure and maintain total transparency. Limited transparency creates a community perspective of discrimination and unfair treatment when questions arise regarding specific occurrences.

Update provided by James Fry on Feb 10, 2021 14:42:35

Body cameras purchased. Setup and training are on track.

Action/Strategies 5.10.1

Jul 01, 2020 - Ongoing | On Track

Discussion with City staff regarding feasibility of cameras and camera storage purchase. Develop possible plan and proposal based on findings.

Owner: James Fry

Work Plan

Meetings with City Supervisor Riedner and Jesse Flowers to determine feasibility.

Update provided by James Fry on Feb 10, 2021 14:26:38

Body cameras have been ordered and received.

Action/Strategies 5.10.2

Ongoing - Ongoing | On Track

Address public record, selective versus mandatory recording, and privacy concerns.

Owner: James Fry

Update provided by James Fry on Feb 10, 2021 14:26:56

Research continues.

Action/Strategies 5.10.3

Ongoing - Ongoing | On Track

Develop policy and procedures using both line and supervisory staff and adopt best practices.

Owner: James Fry

Update provided by James Fry on Feb 10, 2021 14:27:04

Proposed policy to legal for review.

Action/Strategies 5.10.4

Ongoing - Ongoing | On Track

Identify on-site storage requirements for camera footage.

Owner: James Fry

Update provided by James Fry on Feb 10, 2021 14:27:12

IS is involved in this action. No update from PD.

Action/Strategies 5.10.5

Ongoing - Ongoing | On Track

Research camera options and select a vendor which has the optimum technology for Department use.

Owner: James Fry

Update provided by James Fry on Feb 10, 2021 14:28:03

Acquisition of cameras completed.

Action/Strategies 5.10.6

Ongoing - Ongoing | On Track

Acquire appropriate number of cameras using grant opportunities and general budget funding.

Owner: James Fry

Update provided by James Fry on Feb 10, 2021 14:28:23

Acquisition completed.

Action/Strategies 5.10.7

Ongoing - Ongoing | On Track

Provide training to officers using a focus involvement testing plan by December 2020.

Owner: James Fry

Update provided by James Fry on Feb 10, 2021 14:29:15

Officers will be trained after WatchGuard setup. Target date: March / April 2021.

Department 6 Progress 45%

Arts

Owner: Megan Cherry

	%	#
On Track	50.91	28
Some Disruption	1.82	1
Major Disruption	1.82	1
Completed	45.45	25

Issue: 19 | Action/Strategies: 55

Update provided by Megan Cherry on Feb 02, 2021 18:28:46

Adaptation, flexibility, and creativity were the Arts Department's key words for 2020, and that spirit seems to be carrying over to 2021. Perhaps the greatest example of this is the current proposal to modify Artwalk in June. The public health challenges associated with the pandemic have forced a re-imagination of many programs, and Arts staff has discovered many methods that will streamline and improve program offerings even after the pandemic is over.

Regular Moscow Arts Commission meetings as well as subcommittee meetings have all turned an eye toward programming in what all hope will be a more ordinary 2021. Efforts by all to improve the advisory/operational relationship continue to show results. Even during a most challenging time, this team of passionate individuals with diverse perspectives pulled together to produce arts opportunities for the whole community.

The Arts Department's new submissions software has proven its value over and over, as it facilitated the contactless registration for and exhibition of Third Street Gallery and Palouse Plein Air programs in 2020. The program has also served to connect City employees in fun events such as the Ugly Sweater Contest. The Moscow Farmers Market has also begun to use the software to streamline submission and selection processes.

The MAC's Arts & Culture Education subcommittee is currently creating the third edition of the MACtivities Toolbox, this time focused on creating cyanotype prints on fabric. These toolboxes, which contain art supplies and standards-aligned curricula appropriate for multiple age groups, are available via Submittable, with physical pick-up at the Prichard Art Gallery.

The public art program has been thriving, with highlights including the creation of collection inventories, an updated map, and a new maintenance plan for all parts of the collection. Arts staff and the MAC have set an intention to update both the Public Art Guidelines and Master Plan by the end of 2021.

Issue 6.1 5 Progress 50%

Arts Department PR Materials and Practices

Owner: Megan Cherry

Action/Strategies: 4

Statement

The Moscow Arts Commission and the Arts Department have four main focus areas: community events and programs, arts and culture education, public art, and exhibitions at the Third Street Gallery. Programming has expanded greatly over the last decade, and the outreach and promotional efforts have grown organically over time. The result is that graphic design elements used by Arts staff do not present the programs as a visually unified whole. For example, the design work for Entertainment in the Park bears little resemblance to that of Artwalk, making it unclear that both events are promoted by the City. Further, the promotional graphics and images do not accurately reflect the MAC mission and the unique character of Arts Department programming. Creating a unified marketing and outreach strategy would elevate the community's regard for City of Moscow Arts programming and would save on city staff time, allowing for focus on communications with community partners and the orchestration of event details.

There is an enthusiastic audience for many of the Program's events, but through the strategic planning process, staff and the MAC have identified some areas of lower attendance or participation. These include Third Street Gallery reception attendance and responses for public art calls. Both of these areas are being addressed by a reinvigorated use of the City's email distribution list system called Civic Send. In early 2019, staff reorganized these lists, making one for emails related to calls to artists and another for events and programs. In concert with the goal of bolstering the City's internal database of artists in all media, staff efforts to increase membership in these email lists have set a positive trajectory for the future. Membership in these lists has grown from a total of 97 email recipients in January 2019 to 279 in October 2019. Continued growth in this area will increase awareness and attendance for Arts programming across the board.

There is a need to improve the reach, timing, and professionalism of Arts promotions throughout the program, but public art and Third Street Gallery are areas of heightened focus. Public art constitutes a large percentage of the City's investment in art, and sustained efforts to increase awareness about Moscow's1% for the Arts Ordinance, the Public Art Masterplan, and the economic development benefits of art investments are needed. Moscow is an art-loving community, and while that affection certainly does extend to the public collection, it is important to keep acquisition processes as well as the social and economic impact of the arts, central in the City's attention.

In terms of the Third Street Gallery, improved marketing materials and practices could better announce its identity and elicit increased engagement with artists and audience members. Promotional efforts for the gallery in recent years have lacked polish and professionalism, which has led to an antipathy amongst the artist community for showing in the exhibition space. Improvements to gallery promotional strategies will increase reception and speaker event attendance, foster greater artist enthusiasm for showing at the gallery, and bring the Third Street Gallery into alignment with gallery industry standards.

Elevating promotional practices for all MAC and Arts Department efforts is necessary. Not only will the improvements generate greater awareness and attendance for Arts programming, but they will also increase the chances of soliciting grant and sponsorship support for the arts. In this case, the need for improved promotion goes far beyond one newspaper ad or one exhibition postcard; an updated, professional, and unified strategy is needed to definitively announce the Moscow Arts Department as a leader in the arts on the Palouse.

Update provided by Megan Cherry on Feb 02, 2021 18:13:45

There has been significant progress on Arts Department PR practices during FY20, and staffing changes in the Arts Department have set a course for continued success in this area as we begin FY21. Time and consistent application of improved practices have nearly automated these as operational habits. Some remaining actions will be assigned metrics for tracking within this plan, while others will take more time to implement.

Action/Strategies 6.1.1

Ongoing - Ongoing | Completed

- Provide clear and well-designed messaging to the public and present an identity for the Arts Department that is consistent across all programs and promotional efforts.

Owner: Megan Cherry

Checklist (No Weighting) : 6/6

- ~~Contract with a marketing and promotion professional to design and operate.~~
- ~~A unified style guide for Arts Department marketing and outreach materials~~
- ~~Design elements to include logos, colors, and typography~~
- ~~Promotions for Arts programming across a variety of media~~
- ~~Design promotional materials for each individual program or event in alignment with both the comprehensive brand and the unique identity of the event in question.~~
- ~~Establish a plan for maintaining the contemporary appearance of the Arts style guide.~~

Update provided by Megan Cherry on Oct 27, 2020 16:37:36

Improved promotional materials have been rolled out with each program or event in FY20, and there is plan to continue this practice into FY21 and beyond. Style guide maintenance will be part of annual Arts budget requests and operational schedule going forward.

The following items are ongoing practices that have been operationalized:

✓Design promotional materials for each individual program or event in alignment with both the comprehensive brand and the unique identity of the event in question.

✓Establish a plan for maintaining the contemporary appearance of the Arts style guide.

The following items are complete:

✓Contract with a marketing and promotion professional to design and operate:

✓A unified style guide for Arts Department marketing and outreach materials

✓Design elements to include logos, colors, and typography

✓Promotions for Arts programming across a variety of media

Action/Strategies 6.1.2

Ongoing - Ongoing | On Track

Raise awareness of and engagement with the MAC and Arts Department programs.

Owner: Megan Cherry

Checklist (No Weighting) : 3/4

- ~~Study existing promotional structure to analyze the efficacy of the timing and reach of current efforts.~~
- ~~Establish a clear and consistent schedule for promoting events and programs.~~
- ~~Expand and maintain a comprehensive and complete internal database of artists across multiple media.~~
- Increase the use of Civic Send email lists for Events & Programs and Calls to Artists, with a goal of increasing membership by at least 20% each year.

Update provided by Megan Cherry on Feb 02, 2021 17:40:19

The maintenance and expansion of the internal artist database has been adopted into operational habits. The use of Arts Civic Send email lists will be increased over the course of the next couple of years. Membership numbers are currently tracked in the Arts m:drive files; this data will be added to Envisio with the next plan update.

The following items are complete:

✓Study existing promotional structure to analyze the efficacy of the timing and reach of current efforts.

✓Establish a clear and consistent schedule for promoting events and programs.

✓Expand and maintain a comprehensive and complete internal database of artists across multiple media.

Action/Strategies 6.1.3

Ongoing - Ongoing | On Track

Increase the community's knowledge of public art planning, accession, and maintenance processes and develop greater awareness for the aesthetic, economic development, and social benefits of public art.

Owner: Megan Cherry

Checklist (No Weighting) : 2/4

- ~~Contract with a design and marketing professional to create a brochure highlighting works in the City's public collection as well as the 1% for Arts Ordinance and Public Art Master Plan.~~
- ~~Research options for a digital public art app to guide visitors around the City of Moscow public art collection.~~
- Incorporate information about Moscow's public art planning, selection processes, and maintenance practices into promotional efforts for each new project.
- Develop a study of the arts' economic and social impact in Moscow.

Update provided by Megan Cherry on Feb 02, 2021 17:41:07

Digital access, program outreach, and impact studies will be addressed in time.

The end result of the action below may be achieved using other means. An updated public art was created in September 2020. Annual updates to this printed document, paired with the City website and video resources, may accomplish the same goal as adopting a digital public art app.

✓Research options for a digital public art app to guide visitors around the City of Moscow public art collection.

The following item is complete:

✓Contract with a design and marketing professional to create a brochure highlighting works in the City's public collection as well as the 1% for Arts Ordinance and Public Art Master Plan.

Action/Strategies 6.1.4

Ongoing - Ongoing | Completed

Increase artists' enthusiasm for showing at the Third Street Gallery and develop larger audiences for gallery receptions and other presentations.

Owner: Megan Cherry

Checklist (No Weighting) : 4/4

- ~~Create a gallery promotion checklist to standardize information on all exhibition postcards and social media images, including but not limited to: Gallery address, ADA accessible entrances, exhibition locations, relevant dates, curator statement, participant lists.~~
- ~~Design each exhibition's materials to complement the gallery's marketing and outreach materials as well as the form and content of the artworks in each exhibition.~~
- ~~Present exhibitions in a regular schedule of no more than 4 - 6 per fiscal year.~~
- ~~Promote exhibitions locally and regionally using printed postcards, news and radio advertisements, community calendars, City website, social media, and email distribution lists.~~

Update provided by Megan Cherry on Oct 27, 2020 17:21:38

Artist enthusiasm for Third Street Gallery exhibitions has increased greatly due to a variety of factors. In addition to improved curatorial practices in the physical gallery facility, the incorporation of online galleries in 2020 has increased engagement with artists who are eager to share their work despite social distancing limitations. Improvements to promotional strategies have increased the Gallery's service to regional audiences. Recent changes to Arts staffing have allowed for accelerated adoption of design and promotion practices listed below:

✓Create a gallery promotion checklist to standardize information on all exhibition postcards and social media images, including but not limited to: Gallery address, ADA accessible entrances, exhibition locations, relevant dates, curator statement, participant lists.

✓Design each exhibition's materials to complement the gallery's marketing and outreach materials as well as the form and content of the artworks in each exhibition.

✓Promote exhibitions locally and regionally using printed postcards, news and radio advertisements, community calendars, City website, social media, and email distribution lists.

Budget limitations related to Covid-19 have prompted the presentation of fewer exhibitions during the year. Capacity for in-house design work has increased, and with safety-related restrictions on gatherings, the Gallery's FY21 budget can still accommodate four exhibitions. When the pandemic abates, Arts budget requests and operational practices will reflect the standard for exhibitions and receptions established in FY20.

✓Present exhibitions in a regular schedule of no more than 4 - 6 per fiscal year.

Issue 6.2 5 Progress 100%

Definition of Advisory and Operational Roles is Unclear and Inconsistent

	%	#
Completed	100.0	3

Owner: Megan Cherry

Action/Strategies: 3

Statement

The Moscow Arts Commission has been the beating heart of Moscow's arts community since its inception on October 2, 1978. In the 41 years since it was created by ordinance 1370, the group has shared their passion and vision for the arts with the City, often rolling up their sleeves to do the work of creating programs they wished to see in the community. The purpose of the MAC is similar to that of all advisory committees: to advise City Council and staff on the vision and guiding principles of the City's efforts. This citizen involvement is essential precisely because it connects staff with those whose perspectives and voices reflect the values of the community. In the case of the Arts at the City of Moscow, the MAC pre-dated the existence of paid Arts staff, and this sequence of events set a course for some confusion about advisory and operational roles.

Ideally, an advisory committee provides vision, and, with City Council approval, the corresponding staff members provide operational support for bringing that vision to fruition. In the case of the MAC and Arts staff, however, there is an ingrained institutional habit of role reversal, which has resulted in the MAC's disconnection from advisory opportunities and staff's over-reliance on commission members for operational tasks.A lack of clear and well-communicated expectations for the Commission (advisory) and staff (operational) has resulted in an inefficient model for making the best use of resources, primarily operations planning and reporting. MAC members assume a considerable amount of operational planning and decision-making that staff could more appropriately support. This blurring of lines is resulting in the Commission's time being spent focusing on operational activities, which has impacted the time and energy more appropriately allocated to visioning and long-term planning. This lack of long-term planning in turn hampers the operational capacity of staff.

For example, many gallery exhibitions were installed by MAC members in the last ten years, but those same volunteers had limited opportunities to provide vision for the exhibition schedule. Artist communications were often initiated by MAC members, which created confusion for staff and participating artists during the process of developing exhibitions. The spirit of volunteerism that drove this system is admirable, and is undoubtedly in alignment with Moscow's incredible level of civic engagement. Years of this role reversal between staff and commission have, however, created an Arts Department suffering for disconnection from MAC vision and a lack of paid staff to accomplish operational tasks. On one hand, overreliance on MAC members for operational duties has distorted the understanding of the Arts Department's true staffing needs, but even more importantly, Moscow Arts Department programs have lost some of their alignment with the MAC's and the community's vision.

Communication between the MAC and Arts staff is essential for building and maintaining trust as well as for promoting event and program information in the community. In recent years, poor communication of essential information has sapped the MAC's outreach capacity. For example, the MAC has been asked to register participants in the annual Palouse Plein Air painting competition, but because they were not included in the ongoing development of that program's structures, commission members reported an inability to answer the public's questions accurately. Clarity and consistency of information sharing is important, as is the maintenance of a respectful and celebratory tone. After years of messages marked by curtness and brevity, a renewal of the MAC's esprit de corps is dependent on consistent and amiable communications of accurate information from staff. Now is the time to reinvigorate the joyful spirit of collaboration and communication between MAC and Arts staff; enacting this change will result not only in improved team relations but also in greater service to a community that values excellence in the arts.

Update provided by Megan Cherry on Dec 28, 2020 20:29:36

Maintaining clear lines of communication between Arts staff and MAC members will always be a priority, but increased efforts in this area beginning in December 2018 have netted rapid results. The establishment of clear operational and advisory boundaries has happened over the course of countless casual conversations, selection panel gatherings, and subcommittee or regular MAC meetings. In addition, the establishment of the annually-updated Commission Orientation Packet stands to further the health of collaborations between City Arts staff and appointed Commission members. The health of these relations will undoubtedly increase with the return to in-person meetings after pandemic-related restrictions are no longer needed.

2020 has seen the decimation of the arts industry, with examples nationwide and here in Moscow. While discord or miscommunication can snarl the productivity of any group, the shared purpose of promoting the value of the arts continues to unify MAC members and City of Moscow Arts staff.

Action/Strategies 6.2.1

Ongoing - Ongoing | Completed

Create a structure for MAC members to advise on the vision and direction of all Arts Department programs. Increase the quality and consistency of MAC and Arts Department staff communications while clarifying expectations for commission member and staff roles.

Owner: Megan Cherry

Checklist (No Weighting) : 3/3

- ~~Reorganize sub-committees and steering committees to align with all elements of Arts Department programs, events, and initiatives, and create a clear organizational chart for MAC subcommittees.~~
- ~~Identify MAC members to participate in all community steering committees related to Arts Department programming.~~
- ~~Collaborate to create standard operating procedures for delivering MAC and subcommittee meeting reminders and for soliciting agenda items.~~

Update provided by Megan Cherry on Apr 28, 2020 20:12:22

✓Reorganize sub-committees and steering committees to align with all elements of Arts Department programs, events, and initiatives, and create a clear organizational chart for MAC subcommittees.

✓Identify MAC members to participate in all community steering committees related to Arts Department programming.

✓Reorganize sub-committees and steering committees to align with all elements of Arts Department programs, events, and initiatives, and create a clear organizational chart for MAC subcommittees.

✓Identify MAC members to participate in all community steering committees related to Arts Department programming.

✓Collaborate to create standard operating procedures for delivering MAC and subcommittee meeting reminders and for soliciting agenda items.

Action/Strategies 6.2.2

Ongoing - Ongoing | Completed

- Increase knowledge of MAC policies, procedures, and responsibilities in the community.
- Use planning tools like the Strategic Plan and the Public Art Master Plan to articulate clear programming priorities.

Owner: Megan Cherry

Checklist (No Weighting) : 3/3

- ~~Provide introductory training materials and/or informational sessions for new MAC members to introduce MAC SOPs, Public Art Master Plan, 1% for Arts ordinance history and procedures, MAC steering and subcommittee organization, Strategic Plan, open meeting law, and MAC history.~~
- ~~Assign mentors to new commission members in their first year of service to help them learn the commission's policies and procedures.~~
- ~~Communicate how commission members are responsible to the community. Increase awareness of when and where to take action and methods for educating the public about commission procedures when applicable.~~

Update provided by Megan Cherry on Dec 28, 2020 19:57:34

Following the Mayor's round of appointments and re-appointments at the end of 2020, Arts staff prioritized the creation of a Commission Orientation Packet. At the time of the last update, it was anticipated that addressing this area of the Strategic Plan would require a return to in-person meetings, staff has developed a sustainable plan for MAC and Arts staff communications. This packet will be updated at the beginning of each calendar year, and covers topics related to the following actions:

✓Provide introductory training materials and/or informational sessions for new MAC members to introduce MAC SOPs, Public Art Master Plan, 1% for Arts ordinance history and procedures, MAC steering and subcommittee organization, Strategic Plan, open meeting law, and MAC history.

✓Communicate how commission members are responsible to the community. Increase awareness of when and where to take action and methods for educating the public about commission procedures when applicable.

The comprehensive nature of this Orientation Packet, along with staff's plan to update the materials for all members at the beginning of each calendar year, has effectively removed the need for the following strategy:

✓Assign mentors to new commission members in their first year of service to help them learn the commission's policies and procedures.

Action/Strategies 6.2.3

Ongoing - Ongoing | Completed

Encourage full membership and participation on the Commission, with members representing all forms of art media and cultural knowledge. Increase public's understanding of the MAC's role in City of Moscow Arts programming.

Owner: Megan Cherry

Checklist (No Weighting) : 5/5

- ~~Improve community outreach and awareness of the MAC and its responsibilities in the City's Arts program.~~
- ~~Recruit new members when vacancies exist on the MAC with consideration for the need to balance of art forms represented by the Commission.~~
- ~~Create and emphasize service opportunities for younger MAC members.~~
- ~~Track MAC and other community member volunteer hours to enumerate the value of their participation for City Council reports, public outreach, and grant writing purposes.~~
- ~~Track MAC membership from year to year along with the arts and cultural media each member represents.~~

Update provided by Megan Cherry on Dec 28, 2020 20:16:43

At present, the only vacancy on the MAC is the 1-year high school student seat. While recruitment for this position will remain a priority, the increased use of MAC subcommittees beginning in 2019 has adequately answered the following strategy:

✓Create and emphasize service opportunities for younger MAC members.

Arts staff has created an ongoing MAC roster, which tracks members an the media they represent. This document was created by collecting data from City Clerk records from 2011 - present, and while adding records from previous years is an ongoing goal, for the purposes of Strategic Planning, the following is established as an operational process/habit:

✓Track MAC membership from year to year along with the arts and cultural media each member represents.

The following have become well-established as a departmental habits:

✓Track MAC and other community member volunteer hours to enumerate the value of their participation for City Council reports, public outreach, and grant writing purposes.

✓Improve community outreach and awareness of the MAC and its responsibilities in the City's Arts program.

✓Recruit new members when vacancies exist on the MAC with consideration for the need to balance of art forms represented by the Commission.

Issue 6.3 5 Progress 0%

Educational Component of the MAC Core Values is Unfulfilled

Owner: Megan Cherry

Action/Strategies: 1

Statement

Arts and Culture Education

The MAC core values, adopted in May 2018, state that the Commission will "Facilitate and promote the social, educational, and economic value of all art forms and culture in the community." Many MAC members have passion and energy to offer in this area, yet the educational component of the core values has not been fully addressed in recent years. Historically, the MAC and Arts Department staff presented an event called the Young People's Arts Festival, which featured arts educational opportunities for one day in the spring and one day in the fall. Many in the community are eager to see the resurrection of this festival, but there are also reservations due to the difficulty of organizing and staffing this event. Whatever shape the MAC's educational outreach may take, a reinvestment of time and focused energy in arts education is needed to fulfill the MAC's core values.

Update provided by Megan Cherry on Feb 02, 2021 18:14:03

The MAC and Arts staff have begun to address the needs of arts education support in the community, but more is left to do. With recent shifts at the Prichard Art Gallery, City Arts staff will need to pursue additional grant and sponsorship funding while the MAC advises on the creation of new partnerships and initiatives. Work on this issue is still on track, but more remains to be done.

Action/Strategies 6.3.1

Ongoing - Ongoing | On Track

To create an organized and comprehensive approach to arts education leadership, support, and programming.

Owner: Megan Cherry

Checklist (No Weighting) : 2/4

- ~~Create a MAC subcommittee dedicated to advising on existing programs like Moscow Poet Laureate to support the strategic development of more Arts and Culture educational programming.~~
- Consider ways to support arts education for people of all ages, abilities, and levels of accomplishment in the arts field.
- Identify community partners interested in arts education
- ~~Develop methods for soliciting, receiving, and recording suggestions from the public regarding arts education programming opportunities in Moscow.~~

Update provided by Megan Cherry on Feb 02, 2021 17:42:04

MAC members and Arts staff recently launched the second edition of the MACtivites Toolbox, which offers art materials and standards-aligned curriculum designed for multiple age groups. It includes a public input component that can easily be repeated in online surveys in the future. The Prichard Art Gallery has been a partner in this project since its inception in spring of 2020, but with UI's recent shift in funding priorities, that partnership has become shaky. Staffing levels at the Prichard will be reduced by 75% for the next six months, and the future beyond that is undetermined. The MAC's partnerships with the Prichard and the UI College of Art + Architecture have greatly increased its capacity to address the educational component of the mission, so the loss of the Prichard is an enduring concern.

In the last year, other partnerships have begun to develop, but time and the cessation of the pandemic are required to fully explore what's possible.

Though work is progressing in this area, much remains to be done in order to fully address this part of the MAC core values.

The following items are complete and/or operationalized:

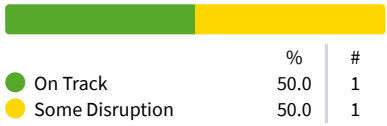
✓Create a MAC subcommittee dedicated to advising on existing programs like Moscow Poet Laureate to support the strategic development of more Arts and Culture educational programming.

✓Develop methods for soliciting, receiving, and recording suggestions from the public regarding arts education programming opportunities in Moscow.

Issue 6.4 5 | Progress 0%

Youth Arts Education Offerings & Funding are Lacking in the Community

Owner: Megan Cherry



	%	#
On Track	50.0	1
Some Disruption	50.0	1

Action/Strategies: 2

Statement

Arts education in Idaho has decreased in consistency in recent decades, and as a result, many elementary age students lack the fluency in art making and viewing appropriate to their grade level. Middle and high school students have more consistent access to arts education in comparison to that provided to younger children, but could still be served by access to additional arts education.

Arts education aids people in developing collaborative skills and emotional intelligence. For example, meaningful engagement with the arts assists at-risk students by providing social-emotional learning, thereby increasing their chances of completing secondary education and continuing on to post-secondary opportunities. There are groups in Moscow that work to address the need for additional arts education for young people, and the MAC may find strength in its own efforts by aligning with existing initiatives. Additionally, there are local and regional models for educational artist-in-residence programs that could provide powerful points of reference. The MAC's mission and values include the promotion of the educational value of all art forms, so addressing the need for increased arts education for youth is well within the Commission's purview.

If the gap in elementary arts education persists, young peoples' lack of fluency in the language of art carries on into their adulthood. Making and viewing art yields benefits in aesthetic and human terms, of course, but learning art making and viewing strategies has also been shown to support learning in other subjects. As the MAC expands its efforts in arts education, it will contribute to students' personal, academic, and professional growth, to the future of the arts field, and to Moscow's identity as a hub for arts and culture in the region.

Update provided by Megan Cherry on Feb 02, 2021 18:14:27

The MAC's focus on building Arts Education support is an issue likely to be ongoing for some time, though operational goals may become more clear as research is conducted and as partnership opportunities arise. While there are certainly pandemic-related challenges that have caused disruption in 2020, the MAC and Arts staff have worked passionately and creatively to address Arts Education concerns during a difficult year.

Action/Strategies 6.4.1

Ongoing - Ongoing | On Track

- Encourage the establishment of art classes, offered at frequent and regular intervals, in Moscow's public spaces and events.
- Support teaching opportunities for experienced artmakers in the region.
- Create an artist-in-residence program to support arts education in Moscow.

Owner: Megan Cherry

Checklist (No Weighting) : 3/6

- Identify grants and community partners that have the potential to support Moscow Arts Department efforts in arts education.
- Align workshop offerings and other arts educational efforts with community partners (e.g. Prichard Art Gallery, 1912 Center, Parks & Rec) to avoid overlapping programming and/or conflicts in the community.
- Research municipal arts educational initiatives offered in other locations in Idaho and throughout the Pacific Northwest and Intermountain West.
- ~~Research artist-in-residence or similar programs that have the potential to benefit both the community's younger artists and the resident artist's career.~~
- ~~Consider the creation of a mobile classroom, or Art Cart, that could be present at arts events or other community functions.~~
- ~~Record attendance at all events to measure community engagement and survey relevant stakeholders to evaluate program effectiveness, as outlined in the Arts Department Operations area of this Strategic Plan.~~

Update provided by Megan Cherry on Feb 02, 2021 17:44:24

The MACtivities Toolbox, an art supply and curriculum package designed for a variety of ages groups in the K-12 range, is now headed toward its third edition, with plenty of momentum to move toward the offering of four new editions in the next year. As events and in-person workshops become more viable, the MAC will be able to fulfill the arts education component of its mission while filling out existing spaces for such programming. In the meantime, Arts staff will continue to seek additional funding sources to offset program reliance on General Fund support. The MAC and Arts staff will work to identify appropriate partners to support these efforts as well, though those relationships will likely time to build and produce results.

The following items are actively in progress:

✓Identify grants and community partners that have the potential to support Moscow Arts Department efforts in arts education.

✓Align workshop offerings and other arts educational efforts with community partners (e.g. Prichard Art Gallery, 1912 Center, Parks & Rec) to avoid overlapping programming and/or conflicts in the community.

✓Research municipal arts educational initiatives offered in other locations in Idaho and throughout the Pacific Northwest and Intermountain West.

The following is an ingrained operation habit:

✓Record attendance at all events to measure community engagement and survey relevant stakeholders to evaluate program effectiveness, as outlined in the Arts Department Operations area of this Strategic Plan.

It has become apparent that the implementation of artist-in-residence or mobile classroom programs is likely outside of the budgetary and operational capacity of the Arts Department. With other opportunities opening up for the MAC to participate in existing educational venues like Adventure Club, Park & Rec, and the Water Department's art-based conservation training, they can work toward their mission for years in those spaces without needing to initiate another standalone Art Ed program run by the City Arts Department. Therefore, staff recommends that the following actions be discontinued or considered complete:

✓Research artist-in-residence or similar programs that have the potential to benefit both the community's younger artists and the resident artist's career.

✓Consider the creation of a mobile classroom, or Art Cart, that could be present at arts events or other community functions.

Action/Strategies 6.4.2

Ongoing - Ongoing | Some Disruption

Connect youth with art exhibitions, performances, or other site-specific programs.

Owner: Megan Cherry

Checklist (No Weighting) : 1/4

- Identify educators and parents in the community likely to facilitate arts-related field trips.
- ~~Connect educators and parents with City of Moscow Arts email lists.~~
- Inventory existing mass transportation options to connect student groups with arts offerings in the region.
- Explore funding options for supporting arts-related field trips for student groups.

Update provided by Megan Cherry on Feb 02, 2021 17:44:53

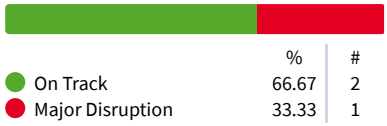
Student, educator, and parent attention to field trip opportunities has been disrupted by Covid-19, but this continues to be an area of interest for the MAC. Third Street Gallery exhibitions like Moscow Middle School's "Connections" and the community mail art show "Dear Moscow" have provided excellent opportunities for connecting with K12 educators, students, and parents.

The following item is ongoing, but part of operational habits:

✓Connect educators and parents with City of Moscow Arts email lists.

Issue 6.5 5 Progress 0%

Moscow Artists Lack Local Opportunities for Professional Development, Community Working Spaces, and Economic Sustainability



Owner: Megan Cherry

Action/Strategies: 3

Statement

Moscow is full of innovative, motivated, and community-minded artists. Many of these valuable community members are either native residents or came to the City as students of the University of Idaho, Washington State University, or New Saint Andrews College. The City brims with creative potential. Artists do struggle to grow their careers on the Palouse, however, and that is due to the lack of local and affordable professional development support as well as the absence of community workshops and studios.

One of Moscow's greatest traits is its regard for the value of the arts and artists. The creative people of the region excel in creating community with one another and with their audiences. Many struggle, however, to expand their careers from emerging artist endeavors to a professional, established artistic practice. Those who do seek professional development training for artists often do so in other cities, and then go on to exhibit or perform their work outside the Palouse region. The MAC could extend its arts and culture education efforts to support these emerging artists in creating stable and growing careers. By offering professional development training and carefully targeted exhibition and performance opportunities, the MAC could help artists to keep their careers rooted in Moscow rather than seeking opportunity in other locations. In addition, these efforts will make Moscow a hub for artists' professional development training and the incubation of creative sector businesses.

Another barrier to economic success for Moscow artists is the lack of community workshop and studio space. This affects the artist community in several ways. For example, artists emerging into the field from various educational institutions often have the skills to make art, but not the space, tools, or financial resources to pursue their work. These artists are likely to move to cities where emerging artist performance spaces, workshops, and community studios are in abundance. In that scenario, Moscow loses the exuberant energy of artists ready to take their practice to the next level. Those who remain may shift to media that fit into home studios or worse, they may even stop their practice altogether. While it is unlikely that the MAC can single-handedly address these barriers to artists' success, it would be wise to stay attuned to community partnership and grant opportunities that could assist in the effort.

In sum, a lack of professional development training and opportunities for emerging artists to advance their practice results in artists' economic instability and, often, artists' departure from Moscow. Arts Department programs, guided by the vision of the MAC, have the potential to lead the community in this regard. By providing professional development and paid opportunities for artists, the City of Moscow will contribute to the sustainability of its creative innovators. Artists, given the proper training, paid opportunities, and working spaces, drive economic development and increase the aesthetic value of the City by creating art in all of its forms.

Update provided by Megan Cherry on Feb 02, 2021 18:14:42

Economic and social challenges posed by Covid-19 have prompted creative thinking about how to support artists working in all media as well as local businesses. Recent research into the expansion of Artwalk explores the way in which the creative economy can support the community as it emerges from the pandemic. While many actions related to this issue remain unaddressed at this point, they will stay in Arts staff and MAC attention.

Action/Strategies 6.5.1

Ongoing - Ongoing | On Track

- Foster an economically-sustainable arts industry in Moscow.
- Build all Moscow Arts Department programs on a standard of fair market compensation for artists' work.

Owner: Megan Cherry

Checklist (No Weighting) : 3/5

- ~~Conduct market research about prices and project/event standards.~~
- ~~Pay all art professionals a fair market value for their service to Moscow Arts Department events and programs.~~
- ~~Share City market research and artist compensation structures with partner organizations in Moscow.~~
- Utilize the MAC's fundraising capacity to administer small grants to support local artists of all ages, media, and stages of art career, thereby assisting them in establishing resume records to support state and national-level grant applications. This could be administered by Arts staff with programming advice from the MAC.
- Provide grant writing training for artists of all ages, media, and stages of art career seeking funds available at local, state, and national levels.

Update provided by Megan Cherry on Feb 02, 2021 17:50:16

The goal of fostering a healthy creative economy in Moscow is likely to be an ongoing one. Strides have been made in terms of the City adopting a standard of market-aligned compensation for artists' work. In other areas of this Strategic Plan, adjustments to events such as Artwalk stand to further create the conditions in which artists and their works can thrive in the community. In the interests of keeping efforts aligned with staff capacity and community need, the following items may be worthy of re-consideration by the MAC and Arts staff:

✓Utilize the MAC's fundraising capacity to administer small grants to support local artists of all ages, media, and stages of art career, thereby assisting them in establishing resume records to support state and national-level grant applications. This could be administered by Arts staff with programming advice from the MAC.

✓Provide grant writing training for artists of all ages, media, and stages of art career seeking funds available at local, state, and national levels.

The following items are established as departmental practices:

✓Conduct market research about prices and project/event standards.

✓Pay all art professionals a fair market value for their service to Moscow Arts Department events and programs.

✓Share City market research and artist compensation structures with partner organizations in Moscow.

Action/Strategies 6.5.2

Ongoing - Ongoing | On Track

- Provide professional development for individual artists, supporting all ages and stages of an art career, from emerging to established.
- Create a variety of exhibition and/or performance opportunities to help artists in establishing a fruitful and sustainable career in Moscow.

Owner: Megan Cherry

Checklist (No Weighting) : 0/5

- Research administrative structures, curricula, community and City department partners, and funding strategies for a MAC Sponsored Artist Education/Lecture Series. Topics could include resume and artist statement writing, portfolio development, photographic strategies, preparation of artwork for shipping and exhibition, and vendor booth design.
- Survey the artist community to evaluate interest in professional development training options as identified in the research described above.
- Consider partnership opportunities with other arts organizations to bring established curricula and instruction packages to Moscow (e.g. Idaho Commission on the Arts Artrepreneur program)
- Increase the quality, variety, and quantity of exhibition and performance opportunities for local/regional artists. Evaluate service provided by existing MAC and Arts Department programs and then add artist opportunities where gaps in programming exist.
- Lead the community in increasing awareness for professional standards in creating a gallery/artist relationship a well as navigating gallery commissions, sales tax, and income tax.

Update provided by Megan Cherry on Feb 02, 2021 17:51:02

Arts staff has recently undertaken research into the viability of an expansion to the Artwalk program. This research pertains to this set of actions because the intent is to bolster the strength of Moscow's creative economy by providing monthly programming from October - June of each year. If surveys reveal this program to be of interest to local artists and businesses, it has the potential to serve the following goals:

✓Increase the quality, variety, and quantity of exhibition and performance opportunities for local/regional artists. Evaluate service provided by existing MAC and Arts Department programs and then add artist opportunities where gaps in programming exist.

✓Lead the community in increasing awareness for professional standards in creating a gallery/artist relationship a well as navigating gallery commissions, sales tax, and income tax.

Action/Strategies 6.5.3

Ongoing - Ongoing | Major Disruption

Create a sustainable community workshop and classroom as a home base for artists' ongoing education and practice.

Owner: Megan Cherry

Checklist (No Weighting) : 0/4

- Survey artist, educational, and business communities to evaluate interest in a community workshop.
- Identify community business partners and artist stakeholders to develop the vision, administrative and operational structures, funding, and reasonable timelines for implementation.
- Inventory existing City spaces (e.g. 1912 Center, City Hall Council Chambers) that are appropriate for workshops and lectures.
- Research and develop a permanent physical space for artist studios, residencies, and workshops, to be marketed as a center for artists' work and continuing education on the Palouse (e.g. "Moscow Arts Institute").

Update provided by Megan Cherry on Feb 02, 2021 17:51:25

Community interest in this project remains high, but financial and staffing limitations prevent further research, design, or implementation at this time.

Issue 6.6 5 Progress 0%

Moscow Poet Laureate Program Requires Greater Operational Structure, MAC Advisory Input, and Alignment with Other Arts Program Areas

On Track

%	#
100.0	3

Owner: Megan Cherry

Action/Strategies: 3

Statement

The Moscow Poet Laureate program began in 2015 with guidance from UI professor, poet, and Moscow Arts Commissioner Alexandra Teague. The program increases awareness of the role that poetry and literature play in the community, creates a record of Moscow's distinctive character, and supports the work of excellent poets in the City. The Moscow Poet Laureate (MPL) writes poems that are reflective of local landscapes, social situations, or events. These are read at City-sponsored events such as the Mayor's Arts Awards or Third Street Gallery receptions. Poets apply for the position by providing a resume and writing samples, which are reviewed by a selection panel. The MPL's contract is for three years, to include three poems written for the city, two readings given at city events, and one workshop taught during each year of service. The MPL also updates the MAC on events and outreach efforts two times per year.

The operational elements of MPL are still developing, as the program is still relatively new to the City. There are no records or anecdotal accounts indicating that MPL contractual parameters and compensation are based on market research. While there are clear contractual terms for payment and services to be rendered, there is no job description outlining the parameters of the Poet Laureate's interactions with the MAC and Arts staff. This has led to a confusion about operational vs. aesthetic ambassadorial roles, which unnecessarily complicates the planning and execution of events. The selection process also requires a more robust structure, as there are no records of selection panel membership or deliberation methods for the selection of the 2015-2018 and 2018-2021 Poets Laureate.

In terms of advisory input, there has been very little in the way of MAC input to guide the MPL's role in the community. There remains room to grow in terms of the MAC's visioning and outreach capacity with the MPL program; many in the community report unfamiliarity with the program's goals and, in some cases, its very existence. The MPL has often been assigned reading and writing assignments without regard to alignment with other MAC programs or contractual obligations. Some of these assignments have been made without regard for situations that will best highlight the MPL's work. The Moscow Poet Laureate program has the potential to add literary value to the City of Moscow Arts Program, and once these operational and advisory challenges are solved, it will be poised to grow into a lasting tradition.

Update provided by Megan Cherry on Feb 02, 2021 18:14:58

Increasing the MAC's advisory role in this program has been beneficial, and the increased honorarium is sure to generate more engagement from the literary community. Improvements to outreach and selection processes will be implemented in FY2021. Actions/strategies 6.6.1-2 should be conclusively accomplished during the lead-up to the MPL 2021-2024 selection process.

Action/Strategies 6.6.1

Ongoing - Ongoing | On Track

Align Moscow Poet Laureate compensation and responsibilities with similar programs in the literary industry.

Owner: Megan Cherry

Checklist (No Weighting) : 1/2

- ~~Research the structure and compensation of other civic and state-level Poet Laureate programs.~~
- Adjust Poet Laureate compensation and responsibilities according to MAC and Staff input, the potential for alignment with other Moscow Arts Program elements, budgetary considerations, and analysis of market standards for poet laureate programs in the region

Update provided by Megan Cherry on Feb 02, 2021 17:51:53

The MPL annual honorarium has been increased from $700 to $1000 during the FY21 budget process. This increase was based on research into compensation for similar programs in the region, most notably the poet laureate program administered by Spokane Arts. Responsibilities of the Moscow Poet Laureate will be informed by advice from the MAC's Arts & Culture Education subcommittee, which is set to examine the RFP and artist contract early in 2021.

The following item is complete:

✓Research the structure and compensation of other civic and state-level Poet Laureate programs.

Action/Strategies 6.6.2

Ongoing - Ongoing | On Track

Improve Moscow Poet Laureate selection and onboarding processes. Clarify the roles and responsibilities of the Poet Laureate and Arts Staff.

Owner: Megan Cherry

Checklist (No Weighting) : 0/4

- Create MPL application with advice from MAC members whose areas of expertise include the literary arts.
- Create a standard structure for selection panel membership, perhaps using the Public Art Guidelines as a model.
- Invite past Moscow Poets Laureate to sit on the selection panel, thereby encouraging a sense of tradition and connection with others in the program.
- Develop a job description for the MPL that clearly delineates Arts staff's operational vs. MPL's outreach roles.

Update provided by Megan Cherry on Feb 02, 2021 17:52:10

Items on this checklist will be completed in the time leading up to selection of the next Moscow Poet Laureate in FY21.

Action/Strategies 6.6.3

Ongoing - Ongoing | On Track

- Increase opportunities for MAC members to provide advice about the MPL program.
- Align MPL program with other events and programs when appropriate.
- Bolster outreach and education efforts about the MPL program.

Owner: Megan Cherry

Checklist (No Weighting) : 2/5

- ~~Create a subcommittee of the MAC to advise on MPL and other Arts and Culture Education components of the Arts Program.~~
- Develop a plan for reaching a widespread and varied audience for the MPL program.
- ~~Establish an operational habit of considering optimal settings and timings for each MPL presentation with particular emphasis on ample advance notice provided to MPL to facilitate preparation, presentation settings with minimal sound distractions, event timings scheduled with respect to typical work days.~~
- Increase community outreach to educate the public about what a Poet Laureate is and why it is important for cities to celebrate poetry and the other literary arts.
- Increase the volume and quality of MPL promotions as outlined in the Arts Department PR Materials and Practices section of this Strategic Plan.

Update provided by Megan Cherry on Feb 02, 2021 17:52:39

The MPL program now has a new logo and program description. These will be deployed over the course of the next year to increase awareness of the program.

The following items are complete:

✓Create a subcommittee of the MAC to advise on MPL and other Arts and Culture Education components of the Arts Program.

✓Establish an operational habit of considering optimal settings and timings for each MPL presentation with particular emphasis on ample advance notice provided to MPL to facilitate preparation, presentation settings with minimal sound distractions, event timings scheduled with respect to typical work days.

Issue 6.7 5 Progress 33%

Entertainment in the Park and the MAC Band

Owner: Megan Cherry

Action/Strategies: 3

Statement

Entertainment in the Park and the MAC Band are featured on Thursday evenings throughout the month of June at Moscow's East City Park. The event consists of two elements: children's entertainment and musical programming, both of which are free and open to the public. The MAC Band also typically plays at the Moscow Farmers Market at least once in June. Magicians, clowns, animal handlers, and other educational entertainers have become favorites among the younger audiences, with the Reptile Man noted as an especially treasured performer. Most of the children's entertainers repeat from year to year, and all are hired from outside the Palouse region. In terms of the musical portion of the event, years of weekly MAC Band performances have established a tradition, but the lack of variety may have eroded the public's interest in attending. The MAC Band director is paid to lead the group in five performances, though the band members play on a volunteer basis.

Partners and sponsors for Entertainment in the Park include the Latah County Library District, which funds half of the children's entertainment as part of their summer reading program. Avista has sponsored the printing of promotional bookmarks for many years, and the University of Idaho Lionel Hampton School of Music provides the rehearsal space for the MAC Band.

The event setting at East City Park is beautiful and accessible, but some practical limitations have developed over the years. The stage faces west, and as a result, sunlight shines directly in the performers' eyes when they play downstage. In 2019, some performers elected to set up a portable stage behind the East City Park stage to avoid the blinding sunlight. The venue has also proven challenging for the MAC Band on rainy days, as the

designated back-up location (the HIRC) is not ideal for big band performances.

Scheduling and promotion for Entertainment in the Park and the MAC Band overlap greatly, though the MAC Band performances at Moscow Farmers Market are challenging to communicate clearly to the public. This promotional difficulty leads to confusion for the public about which performances are being offered at MFM and which are part of Entertainment in the Park. Also in the realm of promotional challenges, the language of the press releases and social media posts for Entertainment in the Park has been the same for the last 10 years, and the appearance of the promotions has centered on clip art from the Library's summer reading program. In terms of both writing and design, a marketing and outreach overhaul would greatly contribute to revitalizing this event.

Attendance records for the event are spotty, but the records that do exist show a range of 200 – 400 audience members for the children's entertainment portion and 50 – 150 attendees for the MAC Band. The disparity in attendance numbers between the two halves of Entertainment in the Park suggest that the musical programming needs to be reconsidered by the MAC and City Arts staff. MAC Band performances at the Moscow Farmers Market during the June show an attendance rate ranging from 40 – 50 audience members.

Entertainment in the Park and the MAC Band are among the Arts Department programs that have gone for years without active input from the Moscow Arts Commission. A focused re-envisioning of the identity and purpose of both program components would increase their capacity to serve artists and audience members in the Moscow community.

Update provided by Megan Cherry on Feb 02, 2021 18:15:18

Quality over quantity is the philosophy guiding the presentation of Entertainment in the Park in 2021. A community consensus-driven shift to presenting two performances rather than four has the potential to address artistic, budgetary, operational, and customer service issues. The Arts and Culture Education subcommittee of the MAC will consider adjustments to event identity and outreach potential as part of the regular event planning process.

Action/Strategies 6.7.1

Ongoing - Ongoing | On Track

Clarify event identity, scheduling, promotion, and budgeting.

Owner: Megan Cherry

Checklist (No Weighting) : 2/4

- Develop a scope and vision statement for Entertainment in the Park.
- ~~Condense the MAC Band and Entertainment in the Park into a single program and budget line item.~~
- Clarify the scheduling and promotion by highlighting only the Thursday evening events in June.
- ~~Improve the quality of promotions as outlined in the Arts Department P.R. Materials and Practices section of this Strategic Plan.~~

Update provided by Megan Cherry on Feb 02, 2021 17:53:32

A wide variety of community stakeholders has come to a consensus on re-scheduling Entertainment in the Park. Going forward, this event will take place on the first and second Thursday of July at East City Park. This shift addresses budget considerations for both the City and the Library District and will make rain cancellations much less likely. It does not interfere with the annual Rendezvous in the Park, and offers promoters of that event and others a chance to connect with families in the audience. At this point, promoters of Rendezvous, UI Children's Drama Camp, and Idaho Repertory Theater have been invited to host information/outreach tables.

As in the previous update, the vision, budget, and promotional timing concerns will be addressed during the planning process for Entertainment in the Park 2021.

The following item is discontinued as a goal, per the FY21 budget process:

✓Condense the MAC Band and Entertainment in the Park into a single program and budget line item.

The following item is complete:

✓Improve the quality of promotions as outlined in the Arts Department P.R. Materials and Practices section of this Strategic Plan.

Action/Strategies 6.7.2

Ongoing - Ongoing | Completed

- Honor and continue the tradition of the Moscow Arts Commission Band.
- Provide variety for audiences and create opportunities for more local and regional musicians.

Owner: Megan Cherry

Checklist (No Weighting) : 4/4

- ~~Work with the MAC Band Director to determine improved performance venues and rain-day plans that do not require performance cancellations.~~
- ~~Research funding sources and fair market values for paying MAC Band members.~~
- ~~Reduce the number of MAC Band performances to 4 total, including 2 at Entertainment in the Park and 2 at Moscow Farmers Market~~
- ~~Engage other local and regional musical artists to perform at the remaining Entertainment in the Park events.~~

Update provided by Megan Cherry on Oct 28, 2020 20:34:00

With the pending adjustment to the Entertainment in the Park schedule, existing funds traditionally appropriated for the MAC Band honorarium will to be sufficient to pay band members and director. Also, shifting the event to July will greatly reduce the need for rain-day contingencies.

The following items are complete:

✓Work with the MAC Band Director to determine improved performance venues and rain-day plans that do not require performance cancellations.

✓Reduce the number of MAC Band performances to 4 total, including 2 at Entertainment in the Park and 2 at Moscow Farmers Market

✓Engage other local and regional musical artists to perform at the remaining Entertainment in the Park events.

✓Research funding sources and fair market values for paying MAC Band members.

Action/Strategies 6.7.3

Ongoing - Ongoing | On Track

Improve program alignment with community needs and interests. Increase MAC outreach efforts to Entertainment in the Park audiences.

Owner: Megan Cherry

Checklist (No Weighting) : 0/2

- Present MAC tabling at every Entertainment in the Park event.
- Survey audiences each year to study preferences for both the children's entertainment and musical programming portions of the event.

Update provided by Megan Cherry on Feb 02, 2021 17:53:44

Entertainment in the Park 2021 is in planning stages, and the two following actions will be addressed during the lead-up to that event:

✓Present MAC tabling at every Entertainment in the Park event.

✓Survey audiences each year to study preferences for both the children's entertainment and musical programming portions of the event.

Issue 6.8

5 | Progress 50%

Structure, Communication, and Evaluation of Arts Events & Programs

Owner: Megan Cherry

	%	#
On Track	50.0	2
Completed	50.0	2

Action/Strategies: 4

Statement

The last decade of programming in the Arts Department reveals incredible growth. Due to the rapid pace of that expansion, however, some areas of programming have lacked input from MAC members and, on the staffing side, have lacked consistent operational structure. Promotional efforts for Arts programs, initiatives, and events have grown organically, resulting in marketing and outreach appearances that do not present the Arts Department as a cohesive whole. Additionally, many events and programs have gone for years without essential data gathering such as attendance and volunteer hour tracking. Audience surveys have also been scanty in the last decade, and while there is a plethora of anecdotal evidence in support of Arts programming, there is little in the way of data to enumerate the success of each program element. Such information is crucial to evaluating the impact of the Moscow Arts Department's and Commission's efforts, which aim to serve the needs of all citizens in the community. Thoughtful development of comprehensive programming depends on consistent promotion, operations, and evaluation methods. These three elements assist the MAC, Arts staff, and City Council in understanding the success and inclusivity of existing programs as well as justifying the allocation of resources for new programs. With a more robust visioning, evaluation, and accountability structure, the Arts Department will have a foundation of consistent process and data analysis to demonstrate its value to City Council and to the community.

Update provided by Megan Cherry on Feb 02, 2021 18:15:34

Progress on this issue continues despite event cancellations and other complications related to Covid-19. Checklist items and operational habits that are based on staff procedures are an area of focus now, and the more public-facing items will be completed as the pandemic subsides.

Action/Strategies 6.8.1

Ongoing - Ongoing | Completed

To provide Arts programs and events that serve the needs of all citizens in the community, including people of all ages, cultures, racial groups, gender and sexual identities, levels of ability, and creative interests.

Owner: Megan Cherry

Checklist (No Weighting) : 4/4

- ~~Analyze existing public art programs in Moscow to determine gaps in services.~~
- ~~Survey the public to study the need and/or desire for programming to fill any gaps identified.~~
- ~~Identify any areas of the program not in compliance with the Americans with Disabilities Act (ADA) and Section 504 accessibility requirements.~~
- ~~Research and develop new programs to grow into new areas of programming.~~

Update provided by Megan Cherry on Dec 28, 2020 23:06:54

Arts staff and MAC members have begun to research new directions for programming such as the expansion of Artwalk and adjustments to Entertainment in the Park. The creation of a comprehensive regional event calendar, while intended only for internal use, has clarified the schedule for City of Moscow Arts events going forward. Surveys related to the MACtivities Toolbox have begun a valuable data-collection practice to support the MAC's Arts Education efforts.

The following are areas that will be ongoing pursuits for the MAC and Arts staff, but are well-ingrained in operational habits. Additionally, shifts to Arts staffing have quickly solidified the practice of these items:

✓Analyze existing public art programs in Moscow to determine gaps in services.

✓Survey the public to study the need and/or desire for programming to fill any gaps identified.

✓Research and develop new programs to grow into new areas of programming.

Finally, recent years' alignment of MAC subcommittees with Arts program offerings has created better collaboration in planning. While the following goal will be an ongoing practice, it is now a standard consideration for MAC and Arts staff working on event planning:

✓Identify any areas of the program not in compliance with the Americans with Disabilities Act (ADA) and Section 504 accessibility requirements.

Action/Strategies 6.8.2

Ongoing - Ongoing | Completed

Create a consistent structure for ensuring that the MAC has the opportunity to provide advice on each event or program produced by the Arts Department. Generate trust with the public and the Commission by maintaining consistent operational approaches to arts events and programs.

Owner: Megan Cherry

Checklist (No Weighting) : 5/5

- ~~Begin work on each program or event earlier in the year to accommodate MAC deliberation and input at regular Commission and Subcommittee meetings.~~
- ~~Provide existing program descriptions and/or histories to all stakeholders annually and facilitate any changes agreed upon by the group.~~
- ~~Designate MAC members from the Events and Programs Subcommittee to attend Community Steering Committee meetings when appropriate (e.g. Artwalk, Entertainment in the Park, Palouse Plein Air).~~
- ~~Maintain and share regularly updated project timelines that communicate important dates and sequences of events.~~
- ~~Create project notes for each event or program to aggregate all MAC, staff, City Council, and public input.~~

Update provided by Megan Cherry on Oct 28, 2020 20:56:44

The following items are firmly rooted in operational practice:

✓Begin work on each program or event earlier in the year to accommodate MAC deliberation and input at regular Commission and Subcommittee meetings.

✓Provide existing program descriptions and/or histories to all stakeholders annually and facilitate any changes agreed upon by the group.

✓Designate MAC members from the Events and Programs Subcommittee to attend Community Steering Committee meetings when appropriate (e.g. Artwalk, Entertainment in the Park, Palouse Plein Air).

✓Maintain and share regularly updated project timelines that communicate important dates and sequences of events.

✓Create project notes for each event or program to aggregate all MAC, staff, City Council, and public input.

Action/Strategies 6.8.3

Ongoing - Ongoing | On Track

Increase public awareness of and audience engagement with each program.

Owner: Megan Cherry

Checklist (No Weighting) : 1/4

- ~~Increase quality and effectiveness of promotions as outlined in the Arts Department P.R. Materials and Practices section of this Strategic Plan.~~
- Establish a baseline measurement of attendance at annual events and programs (e.g. Artwalk, Entertainment in the Park, Palouse Plein Air).
- Evaluate health of each event by considering its baseline attendance.
- Set a goal for increasing attendance at each event where such increase is deemed necessary.

Update provided by Megan Cherry on Feb 02, 2021 17:54:03

Goals for event attendance are consistent with the checklist items, but we will need to wait until pandemic conditions lift to fully establish a baseline for attendance at all events. Staff has worked diligently to research and record tracking documents for all Arts program components, however, so data gathered in the FY21 cycle will be quickly stored and available for analysis.

The following item is complete:

✓Increase quality and effectiveness of promotions as outlined in the Arts Department P.R. Materials and Practices section of this Strategic Plan.

Action/Strategies 6.8.4

Ongoing - Ongoing | On Track

Study the effectiveness of each event or program based on public input, including feedback from artists, performers, and audience members.

Owner: Megan Cherry

Checklist (No Weighting) : 0/4

- Conduct either digital or paper surveys to gather feedback about each event.
- Compile surveys in a concise summary for use as a point of discussion in MAC and Community Steering Committee meetings.
- Shape subsequent presentations of each event based on the survey results whenever possible.
- Conduct similar surveys each year to create an extended record of public input.

Update provided by Megan Cherry on Feb 02, 2021 17:54:31

Arts staff is easing back into the practice of surveying event participants, though the stresses of the pandemic and upcoming election do seem to reduce the number of responses received. These checklist items will be left in "on track" status for a few more update cycles, but are on their way to being operationalized habits.

Issue 6.9 5 Progress 50%

Community Partnership and Outreach Events Require Greater Consideration and Consistency

	%	#
On Track	50.0	1
Completed	50.0	1

Owner: Megan Cherry

Action/Strategies: 2

Statement

The Moscow Arts Commission has a long history of supporting arts and culture programming in the City. Since its creation by Ordinance 1370 on October 2, 1978, the MAC has not only initiated arts events and programs, but has also reached out in support of individual and partner organization efforts and has raised awareness for MAC events, programs, and initiatives. The implementation of these efforts has lacked structure and consistency, however, and requires re-envisioning to more completely address community needs.

The MAC participates in or otherwise supports other organizations' efforts, including Art Affair in July and the Lionel Hampton Jazz Festival in February. These events are not produced by the Commission, but the MAC aims to amplify the goals of their organizers. While participation in Art Affair is relatively simple, MAC involvement has been inconsistent. This event is an opportunity to connect with hundreds of people in the arts community while advancing the goals of multiple MAC subcommittees, so a more organized approach will bring the MAC into greater alignment with its mission. In the case of the Lionel Hampton Jazz Festival, the MAC and City Arts staff have made multiple attempts to support the annual University of Idaho event. The Third Street Gallery has presented the festival's posters for several years running, and in early 2019 there were efforts to create a city-wide project in support of the festival. These attempts at partnership and mutual support have snagged on conflicting interests and varying priorities for resource allocation.

The MAC also celebrates arts and culture excellence by recognizing individuals and organizations in the community at the biannual Mayor's Arts Awards. This event is a longstanding Moscow tradition that began in 1998. The spirit in which this event is intended is aligned with the MAC mission, though its implementation has become disorganized over the years. The public's response to calls for nominations has waned, and the rules governing prize winners are due for re-evaluation by the MAC.

Finally, the MAC has made outreach efforts in the form of table presentations at events such as the Moscow Farmers Market. This type of activity is essential for sharing MAC news and promotional materials with community members throughout the calendar year. It also provides registration support for Palouse Plein Air and raises awareness for Artwalk, Entertainment in the Park, and events at the Third Street Gallery. Poor organization of promotional and other outreach materials has sapped the strength of these tabling efforts in recent years, however, and greater organizational strategy is required to fully serve the public with information about MAC and City arts events.

Update provided by Megan Cherry on Feb 02, 2021 18:15:56

MAC outreach has adapted to pandemic conditions, but many actions/strategies related to this issue will be on hold until in-person outreach is possible. This limitation has provided an opportunity of sorts, as the MAC has been able to invest much more time in the improvement of Mayor's Arts Awards nomination and selection processes.

Action/Strategies 6.9.1

Ongoing - Ongoing | Completed

Build an organized system for tabling and art activity instruction at community events (e.g. Art Affair and Moscow Farmers Market).

Owner: Megan Cherry

Checklist (No Weighting) : 6/6

- ~~Establish a system for providing up-to-date promotions and materials for event tabling and other outreach.~~
- ~~Set tabling event schedules far enough in advance to facilitate MAC volunteer efforts.~~
- ~~Equip all MAC members with knowledge sufficient to perform outreach for all relevant program areas.~~
- ~~Acquire professional tabling materials, including table runner with MAC branding and display fixtures for promotional materials.~~
- ~~Create an easy transportation system for tabling supplies, to be stored in the Arts office and filled with appropriate supplies prior to each tabling event.~~
- ~~Research additional opportunities for MAC tabling throughout the calendar year (e.g. 1912 Winter Market and Latah County Fair)~~

Update provided by Megan Cherry on Dec 28, 2020 23:19:56

Pandemic conditions in 2020 made MAC tabling impossible, but the group has identified potential tabling opportunities in FY21. Between the increase in MAC awareness of programs (due in part to the more robust subcommittee structure) and Arts staff's recent addition of a comprehensive annual calendar, the following actions are operationalized:

✓Set tabling event schedules far enough in advance to facilitate MAC volunteer efforts.

✓Equip all MAC members with knowledge sufficient to perform outreach for all relevant program areas.

The following items are complete:

✓Acquire professional tabling materials, including table runner with MAC branding and display fixtures for promotional materials.

✓Establish a system for providing up-to-date promotions and materials for event tabling and other outreach.

✓Create an easy transportation system for tabling supplies, to be stored in the Arts office and filled with appropriate supplies prior to each tabling event.

With ample opportunities identified for MAC tabling and other forms of event outreach, the following action is being discontinued:

✓Research additional opportunities for MAC tabling throughout the calendar year (e.g. 1912 Winter Market and Latah County Fair)

Action/Strategies 6.9.2

Ongoing - Ongoing | On Track

Improve community and artist engagement with the Mayor's Arts Awards. Elevate the appearance and reverent qualities of the event.

Owner: Megan Cherry

Checklist (No Weighting) : 2/6

- ~~Raise awareness for July – September nomination period using improved promotion strategies outlined in the Arts Department P.R. Materials and Practices section of this Strategic Plan.~~
- Review the rules regarding award eligibility to assess their service to the community and to goals of the event.
- ~~Simplify nomination process to shift the burden of producing supporting materials (e.g. work samples and resumes) from the nominators to the nominees.~~
- Clarify MAC and staff roles in creating the event.
- Establish an elevated standard for promotional materials, awards, event decorations, and refreshments.
- Create a better organizational structure for the event, with clearly established schedules for promotional efforts, nominations, selection process, event logistics, procurement and presentation of awards.

Update provided by Megan Cherry on Feb 02, 2021 17:55:11

The 2021 Mayor's Arts Awards were announced in early January 2021. The pandemic has prevented the MAC and Arts staff from hosting an event, so all checklist items related to improving the event will be on hold until the production of the MAA 2022.

A review of eligibility, award categories, and selection criteria is currently underway, which will be ready for use during the 2022 MAA nomination period.

The following items are complete:

✓Simplify nomination process to shift the burden of producing supporting materials (e.g. work samples and resumes) from the nominators to the nominees.

✓Raise awareness for July – September nomination period using improved promotion strategies outlined in the Arts Department P.R. Materials and Practices section of this Strategic Plan.

Issue 6.10 5 Progress 71%

Artwalk

Owner: Megan Cherry

	%	#
On Track	28.57	2
Completed	71.43	5

Action/Strategies: 7

Statement

Artwalk is a centerpiece of Moscow's summer arts programming, and with 2019 marking the 15th year of the event, it is firmly established as a tradition in the City. It is a season of art displays around the City, with exhibitions typically on display for at least two months. Opening night events have taken center stage in terms of event planning and prioritization in recent years. The event's size, focus, and timing has shifted significantly over time, and in the early years of development the event was produced without a structure for significant input from the MAC or members of the business community. The addition of a community steering committee in 2013 assisted with greater alignment between Arts Department operations and the needs of the community, though the MAC's visioning capacity remains underutilized.

The event consists of artwork displayed in host businesses throughout the City as well as music and other forms of performance, food vendors, and art demonstrations on Main Street. Artwalk's success depends on participation from community businesses and creative partners, and often their experience begins with participant registration. In the early years of the event, Arts staff paired businesses with artists, which produced conflict and dissatisfaction. Artists and host locations are now asked to find one another without the City as intermediary. Once the participants find their partners for the event, the host location is asked to complete the registration. This model has been met with some frustration on the part of both artists and businesses, as many artists wish to register on behalf of their hosts. Similarly, some hosts would prefer for Arts staff to select exhibiting artists for their business. All seem to seek greater simplicity in engaging with the event. It is likely that no single solution will be perfectly agreeable to all involved, but a greater peace may be achieved by clearly communicating the existing procedures.

Over the course of its history, event timing has ranged in length from 10 hours (2010) to 5 hours (2019), and event duration has significant impacts on host locations and other downtown businesses, budgets, and staff. In terms of budget, the event has historically relied on creative labor contracted at compensation levels lower than industry standard. For example, graphic design for the event has been greatly supported by in-kind sponsorship from the designer. Also, the budget for musician contracts stretched thinner with the addition of a second stage in Downtown North in 2015. Ultimately, with Moscow's identification with creative excellence and its recognition of the arts as a driver of economic development, it is essential that artist

compensation is aligned with industry standards (i.e. those whose work spurs prosperity must also have the opportunity to prosper). On the staffing front, compensation practices are fair, but limited and untimely communication of tasks and longer event durations have resulted in flagging enthusiasm. This leads to a display of burnout that does not represent City staff's best face to the public.

Another central feature of Artwalk is the Poster Art selection, which offers a paid publication opportunity to local artists. In 2012, 2013, 2014, 2017, 2018, and 2019 the Third Street Gallery featured exhibitions by the Artwalk Poster artist. The Poster Art application and selection process has traditionally been held in the same calendar year as the corresponding Artwalk, leaving the artist relatively little time to prepare for a full solo exhibition. This short timeline for exhibition development produces stress for the Poster Artist and Arts Department staff as they rush to fill the gallery walls for the June exhibition. Additionally, some artists in the community are reluctant to display work at the Third Street Gallery for a longer exhibition due to the lower foot traffic, a perceived lack of commercial viability, and limited community awareness of the gallery.

Artwalk's Main Street closure footprint has grown over the years, with the 2019 event stretching from A street to 6th on Main. While this expanded footprint does unite the length of Moscow's downtown, it creates a larger space to fill with meaningful programming. The relationship between street closures and parking opportunities has also been discussed in the community and in steering committee meetings. The predominant sentiment is that if the streets are closed, they should be occupied by performances, demonstrations, or other activities. Many businesses would prefer that parking spots remain available to customers in instances when they are not filled with Artwalk programming. Host locations in the greater Moscow area offer yet another perspective; increased focus on Main Street activities decreases the chance that the public will visit locations farther afield.

The accumulated evidence suggests that Artwalk is beloved but that its identity needs to be re-envisioned by the MAC and the Community Steering Committee. There has been some debate about whether the event's focus should be on host locations or on Main Street attractions. Some host locations and artists report frustration with the public's enthusiasm for complementary refreshments which, at times, appears to eclipse any interest in art viewing or purchase. Others note that with a strong presence of music and visual art, other art forms such as dance, theater, and performance art are underrepresented. Artwalk participants are regularly surveyed following the event, but there is no established critical framework for either qualitative or quantitative assessment of Artwalk's success.

The event's identity and scope have grown organically, though the promotional materials have maintained a consistent appearance since Artwalk's inception in 2004. The Moscow-Pullman Daily News has sponsored the printing of the brochure, which is inserted in the paper on the day of Artwalk. Additionally, copies are provided to the Arts Department for distribution throughout the City. Many in the community have commented on both the quality and quantity of these brochures, so public accessibility and design/print style are topics ripe for discussion.

Artwalk is an essential element of Moscow's arts and cultural programming. Attention to the issues identified above will increase alignment with MAC visioning, community needs, and arts industry standards as Artwalk grows into the future.

Update provided by Megan Cherry on Feb 02, 2021 18:16:18

Many improvements to Artwalk have been set in place despite the event's cancellation in 2020. These will be implemented in 2021, allowing participants, the MAC, and community steering committee to reflect on the efficacy of the changes. Research into the expansion of this event to a season stretching from October - June is an exciting prospect. Community surveys show significant interest in this program expansion, which would feature effective promotions without requiring an increase to the overall Artwalk budget. Importantly, the expansion of this program has the potential to increase the health of Moscow's creative economy.

Action/Strategies 6.10.1

Ongoing - Ongoing | Completed

Solidify Artwalk's identity and establish frameworks for measuring the event's success.

Owner: Megan Cherry

Checklist (No Weighting) : 4/4

- ~~Form an Events and Programs subcommittee of the MAC to advise on Artwalk's identity and to recommend program evaluation structures.~~
- ~~Share subcommittee findings with the full MAC and Artwalk community steering committee and move forward with recommendations from each group.~~
- ~~Update City Arts website and other promotional tools to reflect refreshed identity and vision for Artwalk~~
- ~~Create a structure for annual review of Artwalk identity and effectiveness.~~

Update provided by Megan Cherry on Oct 28, 2020 21:23:48

Despite the cancellation of Artwalk 2020, updated promotional materials have been drafted and will be ready to share with the public in 2021. With participant surveys and other informal methods of program self-reflection well on their way to being firmly engrained in institutional practice, the check list items related to this action are complete.

✓Form an Events and Programs subcommittee of the MAC to advise on Artwalk's identity and to recommend program evaluation structures.

✓Share subcommittee findings with the full MAC and Artwalk community steering committee and move forward with recommendations from each group.

✓Update City Arts website and other promotional tools to reflect refreshed identity and vision for Artwalk

✓Create a structure for annual review of Artwalk identity and effectiveness.

Action/Strategies 6.10.2

Ongoing - Ongoing | Completed

Increase the volume, accessibility, and effectiveness of promotional materials.

Owner: Megan Cherry

Checklist (No Weighting) : 5/5

- ~~Re-design the appearance of Artwalk promotions to achieve a more contemporary style.~~
- ~~Create a structure for periodic revision of the Artwalk promotional style.~~
- ~~Study the quantity and function of existing promotional materials, streamlining where possible.~~
- ~~Obtain larger quantities of brochures and establish additional access points for the public to procure these resources.~~
- ~~Simplify the apparatus for host location signage and align its appearance with an updated design.~~

Update provided by Megan Cherry on Dec 28, 2020 23:30:44

Brochure quantities and access points will be resolved during Artwalk 2021. The revision of promotional style will be supported by the FY21 budget, and will be part of regular operations from that point forward.

The following items have been completed or are planned as part of regular operations going forward:

✓Re-design the appearance of Artwalk promotions to achieve a more contemporary style.

✓Create a structure for periodic revision of the Artwalk promotional style.

✓Study the quantity and function of existing promotional materials, streamlining where possible.

✓Simplify the apparatus for host location signage and align its appearance with an updated design.

✓Obtain larger quantities of brochures and establish additional access points for the public to procure these resources.

Action/Strategies 6.10.3

Ongoing - Ongoing | Completed

Increase clarity and efficiency of registration processes. Provide multiple points of access for participating businesses and artists.

Owner: Megan Cherry

Checklist (No Weighting) : 4/4

- ~~Use Submittable for all Artwalk registration and fee collection.~~
- ~~Clarify registration and point-of-contact expectations for host locations.~~
- ~~Invite artists without host locations to present demonstrations on Main Street.~~
- ~~Invite businesses in the greater Moscow area to host art demonstrations on Main Street.~~

Update provided by Megan Cherry on Aug 28, 2020 20:05:45

The following points have been addressed in the planning process for Artwalk 2020. While the event was ultimately canceled, these systems and practices are set in place for Artwalk 2021.

✓Use Submittable for all Artwalk registration and fee collection.

✓Clarify registration and point-of-contact expectations for host locations.

✓Invite artists without host locations to present demonstrations on Main Street.

✓Invite businesses in the greater Moscow area to host art demonstrations on Main Street.

Action/Strategies 6.10.4

Ongoing - Ongoing | On Track

Foster improved interactions between artists and host locations. Improve communications between Arts staff and Artwalk registrants.

Owner: Megan Cherry

Checklist (No Weighting) : 2/4

- ~~Create a promotional campaign to raise awareness for Artwalk registration options and administrative procedures (i.e. introduce Submittable as a registration/content management system).~~
- Host an Artwalk Meetup early in the registration process to acquaint host locations and artist with one another and with the registration process.
- Create a FAQ sheet for Artist/Gallery interactions.
- ~~Use Submittable to clarify and standardize event communications with registrants, including access to promotional materials and sales tax compliance.~~

Update provided by Megan Cherry on Feb 02, 2021 17:57:05

The Artwalk meetup and FAQ sheet are on track for Artwalk 2021.

The following items are complete:

✓Create a promotional campaign to raise awareness for Artwalk registration options and administrative procedures (i.e. introduce Submittable as a registration/content management system).

✓Use Submittable to clarify and standardize event communications with registrants, including access to promotional materials and sales tax compliance.

Action/Strategies 6.10.5

Ongoing - Ongoing | On Track

Design Main Street activity layout to activate the core of the Moscow Downtown Historic District from 1st to 6th, increase event unity, and encourage audience connectivity across Third Street. Increase accessibility and interest for multiple generations and audiences.

Owner: Megan Cherry

Checklist (No Weighting) : 2/4

- Activate gateways to the event with Artwalk-branded signage.
- ~~Hire performers who can travel the length of the event to unify the two halves (e.g. dancers or magicians)~~
- Place high-interest or interactive art demonstrations directly behind the barriers on both sides of Third Street to draw attendees to visit both sides of the event.
- ~~Integrate City of Moscow Public Works features in the layout of 6th to 3rd on Main St.~~

Update provided by Megan Cherry on Feb 02, 2021 17:58:27

The Artwalk 2020 cancellation provided some disruption, but these improvements are on track for implementation in 2021. Per previous updates, the addition of gateway signage is dependent on funding, and art demonstrator placement is contingent on artist interest/registration. Proposed modifications to Artwalk 2021 may cause further delays in the completion of the remaining actions/strategies.

The following checklist items have been addressed:

✓Hire performers who can travel the length of the event to unify the two halves (e.g. dancers or magicians)

✓Integrate City of Moscow Public Works features in the layout of 6th to 3rd on Main St.

Action/Strategies 6.10.6

Ongoing - Ongoing | Completed

Increase the Poster Artist's interest in and ability to create a high-quality solo or small group exhibition. Increase quantity and duration of gallery visits during Artwalk.

Owner: Megan Cherry

Checklist (No Weighting) : 5/5

- ~~Begin the Artwalk Poster Art application period in late July of each year, with a deadline in mid-October.~~
- ~~Complete the selection process by mid-November so that the Poster Artist has six months to craft artwork for the June-July show in the following year.~~
- ~~Clearly articulate all the benefits to participating as the Artwalk Poster artist, including solo exhibition with professional promotions and catering, video about the artist made by City Staff, along with the purchase amount.~~
- ~~Increase the volume and quality of Third Street Gallery promotions as outlined in the Arts Department PR Materials and Practices section of this Strategic Plan.~~
- ~~Improve reception timing and hospitality details as outlined in the Third Street Gallery section of this Strategic Plan.~~

Update provided by Megan Cherry on Apr 28, 2020 21:41:48

✓Begin the Artwalk Poster Art application period in late July of each year, with a deadline in mid-October.

✓Complete the selection process by mid-November so that the Poster Artist has six months to craft artwork for the June-July show in the following year.

✓Clearly articulate all the benefits to participating as the Artwalk Poster artist, including solo exhibition with professional promotions and catering, video about the artist made by City Staff, along with the purchase amount.

✓Increase the volume and quality of Third Street Gallery promotions as outlined in the Arts Department PR Materials and Practices section of this Strategic Plan.

✓Improve reception timing and hospitality details as outlined in the Third Street Gallery section of this Strategic Plan.

Action/Strategies 6.10.7

Ongoing - Ongoing | Completed

Represent all forms of art and culture in Main Street activities, performances, and demonstrations. Align artist contracts and compensation with industry standards appropriate to their field and level of experience.

Owner: Megan Cherry

Checklist (No Weighting) : 4/4

- ~~Work with the MAC and Artwalk Steering Committee to establish a balance of theater, literature, dance, performance, music, and visual art programming.~~
- ~~Add larger scale, paid anchor demonstrators on Main Street (e.g. asphalt roller printmaking, painting demonstration, etc.)~~
- ~~Study industry standards for compensation across a multitude of artmaking media.~~
- ~~Identify funding sources to support programming desired by the public, the MAC, and the Artwalk Steering Committee. These may include general fund resources, grants, and community sponsors or partnerships.~~

Update provided by Megan Cherry on Aug 28, 2020 20:16:37

The Arts Department has received grant funding as part of the CARES Act support for arts organizations. This will be available to support events and programs like Artwalk or the Third Street Gallery. Funding for artist contracts will continue to come from a mix of fee and sponsorship revenues, grant funding, and general fund support.

The following checklist items have been addressed:

✓Work with the MAC and Artwalk Steering Committee to establish a balance of theater, literature, dance, performance, music, and visual art programming.

✓Add larger scale, paid anchor demonstrators on Main Street (e.g. asphalt roller printmaking, painting demonstration, etc.)

✓Study industry standards for compensation across a multitude of artmaking media.

✓Identify funding sources to support programming desired by the public, the MAC, and the Artwalk Steering Committee. These may include general fund resources, grants, and community sponsors or partnerships.

Issue 6.11 5 Progress 50%

Lack of Maintenance Planning for Moscow Public Art Investments

Owner: Megan Cherry

	%	#
On Track	50.0	2
Completed	50.0	2

Action/Strategies: 4

Statement

Public Art

Current policy provides funding for public arts as outlined in the 1% for public art ordinance (2004-30) adopted in 2004. The Public Art Master Plan, adopted in 2015, outlines purposes and strategic locations for public art in Moscow along with guidelines for the process of its acquisition. A draft of a comprehensive inventory is in progress, but revisions are needed to increase its clarity and completeness. At this point, however, neither a maintenance and repair plan nor funding is in place to protect Moscow's investment in public art. This lack of repair and maintenance funding may result in a severe impact on the Moscow public art portfolio. Staffing challenges exist in this area, as there are no members of City staff with the time and/or expertise required to fulfill all of the maintenance and repair needs. City Facilities and Arts staff can consult with independent contractors who complete maintenance tasks for pieces in the collection, but funding is required to contract with these professionals. Creating sustainable and consistent solutions for public art maintenance will not only protect the City's investment in public art for years to come but will also alleviate the financial burden of unexpected repair costs.

Update provided by Megan Cherry on Feb 02, 2021 18:16:31

The creation of Public Art inventories and maintenance plan in FY2020 has set the stage for addressing other actions/strategies related to this issue in FY2021. Many actions/strategies in this issue have or will become ongoing operational habits.

Action/Strategies 6.11.1

Ongoing - Ongoing | Completed

To create and maintain a comprehensive and accurate inventory of all works in the permanent, portable, and temporary public art collections.

Owner: Megan Cherry

Checklist (No Weighting) : 3/3

- ~~Locate/organize photographs of all pieces in permanent collection.~~
- ~~Establish and implement a standardized system for naming all photo files~~
- ~~Create a master inventory list of the entire collection, separated into the following categories: Permanent Collection, Portable Collection, and Temporary Collection.~~

Update provided by Megan Cherry on Aug 28, 2020 20:20:45

Event cancellations related to Covid-19 have allowed for accelerated progress on Public Art inventory projects. The completion of these foundational files has already facilitated improved operations and communications.

✓Locate/organize photographs of all pieces in permanent collection.

✓Establish and implement a standardized system for naming all photo files

✓Create a master inventory list of the entire collection, separated into the following categories: Permanent Collection, Portable Collection, and Temporary Collection.

Action/Strategies 6.11.2

Ongoing - Ongoing | Completed

Plan for preventative maintenance to reduce unanticipated conservation costs associated with caring for Moscow's public art investments.

Owner: Megan Cherry

Checklist (No Weighting) : 4/4

- ~~Create a schedule for inspection and rotation or replacement of exterior temporary works including the vinyl traffic box wraps, bus shelters, and Intermodal Transit Center Sculpture Garden.~~
- ~~Review records of all projects in the permanent collection and complete a Commissioned Artwork Detailed Report to record maintenance requirements and as-built info where possible.~~
- ~~Create an individual maintenance record for all pieces in the permanent collection, listing any past repair costs or maintenance efforts.~~
- ~~Set standard operating procedures in place to support staff in keeping accurate records going forward.~~

Update provided by Megan Cherry on Dec 28, 2020 23:41:36

Arts staff has invested significant time in the development of a maintenance plan for the Public Art program. The implementation of this program will be in 2021, during which time changes and updates to the plan are anticipated. These updates are programmed into the Arts Department's annual calendar, creating a sustainable path for staff's growing understanding of Public Art maintenance needs.

The following tasks are complete and/or operationalized:

✓Review records of all projects in the permanent collection and complete a Commissioned Artwork Detailed Report to record maintenance requirements and as-built info where possible.

✓Create an individual maintenance record for all pieces in the permanent collection, listing any past repair costs or maintenance efforts.

✓Set standard operating procedures in place to support staff in keeping accurate records going forward.

✓Create a schedule for inspection and rotation or replacement of exterior temporary works including the vinyl traffic box wraps, bus shelters, and Intermodal Transit Center Sculpture Garden.

Action/Strategies 6.11.3

Ongoing - Ongoing | On Track

Maintain the structural quality of artworks in the City's portable collection. Increase the public's familiarity with works in the collection

Owner: Megan Cherry

Checklist (No Weighting) : 1/3

- Create a policy for assigning works in the portable collection to City offices.
- Develop guidelines to help staff take appropriate caution with art in their office spaces.
- ~~Display the portable collection works in exhibitions at the Third Street Gallery.~~

Update provided by Megan Cherry on Feb 02, 2021 18:07:56

The City's first public Art Maintenance plan is now in place, and is set to be updated each year until processes and procedures have been fully operationalized. The focus for now is on the maintenance and conservation of artworks installed outdoors, and once the pressing concerns related to those pieces have been addressed, Arts staff will address the following:

✓Create a policy for assigning works in the portable collection to City offices.

✓Develop guidelines to help staff take appropriate caution with art in their office spaces.

The portable collection is the standing contingency plan for exhibitions in the Third Street Gallery. In cases when featured artists' work does not fill the gallery space, staff draws from the Portable Collection to fill out exhibitions. For that reason, and also because the Portable Collection has been the sole focus of several exhibitions in the past, the following action is being retired:

✓Display the portable collection works in exhibitions at the Third Street Gallery.

Action/Strategies 6.11.4

Ongoing - Ongoing | On Track

To increase the availability and quality of resources for public art maintenance and repair.

Owner: Megan Cherry

Checklist (No Weighting) : 0/3

- Align annual budget requests with the maintenance and repair plan for the Moscow public art collection.
- Identify staffing and independent contractors who can assist with maintenance and conservation tasks.
- Support staff with professional development opportunities related to maintenance and conservation of a public art collection.

Update provided by Megan Cherry on Feb 02, 2021 18:09:27

Budgeting and implementation of maintenance and repair of works in Public Art collections is a new practice for Arts staff, and the new Public Art maintenance plan will be a guide for that learning process. It will take several years for the annual cycle of artwork condition assessment, repair plans, and budget recommendations to catch up with the needs of the collection.

In the interim, it would be helpful to engage the services of a professional art conservator to consult on proper maintenance and repair measures for each piece in the collection.

Issue 6.12 5 Progress 0%

Confusion in Identifying Public Art Locations

	%	#
On Track	100.0	2

Owner: Megan Cherry

Action/Strategies: 2

Statement

Space allocation for public art installations throughout Moscow is sometimes stymied by the absence of a policy regarding identification and dedication of public art space in the community. The City of Moscow's Public Art Master Plan (PAMP), adopted on June 1, 2015, includes a Project Prioritization outlining locations prioritized for installation between 2017 – 2026 (26). These were developed over time with input from the public, but the PAMP does not outline a method for pursuing unexpected opportunities that are sometimes identified and prioritized by staff and commission. The PAMP is an invaluable resource, though staff from Arts, Community Development, and Administration all agree that it is a living document in need of periodic revision. The absence of a stated schedule for such revisions presents the PAMP as a rigid policy, while the occasional pursuit of projects not on the plan undermines the PAMP's value as a foundational document. Community and Moscow Arts Commission members as well as City staff often share ideas for new public art projects not on the PAMP, which reveals valuable enthusiasm for the creative and community-building potential of the arts. An example of this is the interest, originating from various quarters of the community, in creating a program to support the creation of murals in the alleyways between Washington and Main Streets. A lack of a structure for receiving and recording these types of citizen suggestions for art not already listed on the Public Art Master Plan has resulted in grave misunderstandings and frustrations for City staff, members of the Moscow Arts Commission, and the community. This state of confusion and consternation results, at least in part, from an inconsistency in the approaches to projects and locations not included on the Public Art Master Plan. Clarifying standard operating procedures in this area will foster an increased trust in the transparency and fairness of the City's Public Art Program.

Update provided by Megan Cherry on Feb 02, 2021 18:16:39

Significant progress on this issue is slated to take place in FY2021.

Action/Strategies 6.12.1

Ongoing - Ongoing | On Track

To prioritize the development and installation of public art in locations outlined in the Public Art Master Plan while increasing the availability of dedicated public arts space.

Owner: Megan Cherry

Checklist (No Weighting) : 0/5

- Review and update current space inventory for public art projects in Moscow.
- Increase public outreach to educate the public about public art locations prioritized in the Public Art Master Plan.
- Research other communities' processes for dedicating space to public art installation.
- Develop standard method for suggesting public art locations to be considered in the next Public Art Master Plan revision.
- Establish a schedule for updates to the Public Art Master Plan.

Update provided by Megan Cherry on Feb 02, 2021 18:09:44

Updates to the Public Art Master Plan are slated to take place in FY2021.

Action/Strategies 6.12.2

Ongoing - Ongoing | On Track

Develop standard operating procedures and an accountability structure for pursuing projects not yet listed as priorities in the Public Art Master Plan.

Owner: Megan Cherry

Checklist (No Weighting) : 0/2

- Create a method of recording community, staff, and MAC suggestions for the pursuit of unplanned public art projects and/or locations between Public Art Master Plan revisions.
- Create a standard operating procedure for the MAC to use in considering the pursuit of projects not listed on the Public Art Master Plan.

Update provided by Megan Cherry on Feb 02, 2021 18:09:53

These considerations should be included in the revision of the Public Art Guidelines, which are one element of the Public Art Master Plan update.

Issue 6.13 5 Progress 0%

Gaps in the Range of Artist Opportunities in the Public Art Program

Owner: Megan Cherry

Action/Strategies: 1

Statement

The Moscow Public Art Program includes both temporary and permanent installations in a range of budgets and locations. While this variety is on a positive trajectory, further work is needed to create a program that provides a range of opportunities for artists at all levels of practice. The Program's first goal must be to tend a collection that serves the public's aesthetic needs while enacting responsible stewardship of funds. The artist's role is also important, however, as the maintenance of a thriving artist community is central to a city's culture and capacity for economic development. At present, the Moscow Public Art Program offers paid opportunities for emerging artists in the form of the Intermodal Transit Center Sculpture Garden and the traffic box vinyl wraps. Calls for larger gateway installations for the permanent public collection typically target fully established, professional artists. There are artists who fall in the gap between those emerging into the field and those firmly established within it. These artists, whether they be community members or recent graduates of the University of Idaho College of Art + Architecture, seek to build their art careers in Moscow, but feel stymied by the lack of access to larger projects and exhibition opportunities. Building a more comprehensive range of artist opportunities will broaden the scope of the public art program and assist in retaining artistic talent in the City of Moscow.

Update provided by Megan Cherry on Feb 02, 2021 18:16:54

This issue will be addressed fully, in due time, as other foundational Public Art documents are created and/or updated.

Action/Strategies 6.13.1

Ongoing - Ongoing | On Track

Create opportunities for public artists moving into established professional practice without sacrificing the aesthetic and structural integrity of the Moscow Public Arts Program.

Owner: Megan Cherry

Checklist (No Weighting) : 0/5

- Work in alignment with the Arts and Culture Education subcommittee's artist development goals to help UI art students bring their skills from school into the community.
- Offer smaller projects with more stringent engineering and oversight components, but looser requirements in terms of portfolio examples (i.e. consider the merits and potential of artists whose past works are of a different scale than the project at hand)
- Build a collection of portable pieces in the public art collection
- Create an art-on-loan program for works to be displayed in public City buildings that offers paid opportunities for artists whose work is not appropriate for display in outdoor settings.
- Share the art-on-loan program model and processes with local organizations that may want to institute a similar program.

Update provided by Megan Cherry on Feb 02, 2021 18:10:02

There has been some community outreach about the professional development course for emerging public artists. Further outreach about this and other strategies listed here will be part of the Public Art Master Plan update, with implementation to follow in the years to come.

Issue 6.14 5 Progress 67%

Public Art Program Requires Connection with Industry Standards and Funding Opportunities

Owner: Megan Cherry

	%	#
On Track	33.33	1
Completed	66.67	2

Action/Strategies: 3

Statement

The City of Moscow is fortunate to have a firmly established public art program, and its presence in the community is an important factor in civic identity and economic development. The development of some program components, such as the vinyl traffic box wraps and the Intermodal Transit Center Sculpture Garden, has been guided by research into the approaches used by other municipal arts programs. Other elements, namely project budget development, art selection, and promotion practices, would benefit from greater alignment with pubic art industry standards. This alignment, coupled with educational outreach about Moscow Public Art selection procedures, will improve the quality of the collection and increase transparency about its growth.

Professional public artists have many options to choose from when it comes to art opportunities, so all public art programs must align with the standards of the market when creating calls for public artworks. The Moscow Arts Program has had low response rates to its requests for proposals, with as few as 5 or 6 artist submissions for major projects like the one at the Moscow Public Library. Other cities in the region report well over one hundred submissions for similar projects, and while quantity does not equate quality, it is beneficial for public art selection panels to have plenty of submissions to consider.

Two key elements that impact a project's visibility and attractiveness to artists are the budget and method of RFQ distribution. Most arts organizations use call-for-entry systems to facilitate content management (e.g. CaFE or Submittable). The Moscow Public Art Program has used social media to promote artist opportunities, but the result has been an audience limited to those who choose to follow the City of Moscow on Facebook. Arts listing and content management services like those listed above not only streamline file handling, but also promote arts opportunities to their large lists of artist subscribers. Adopting the use of this kind of system will certainly reach a larger audience, but it will also increase the pressure the align Moscow public art project budgets with the broader market. When the Moscow Public Art Program aligns with these elements, there may be a need to pursue

additional grant or other partnership funding, but attracting more engagement with public art calls is necessary. Further, the Moscow Arts Program as a whole is in a unique position to be an Idaho leader in arts advocacy and programming, and alignment with industry standards will confirm that leadership role.

Update provided by Megan Cherry on Feb 02, 2021 18:17:08

This issue will be addressed not only by the actions recommended here, but also in other strategic plan sections that are slated to be addressed in FY21.

Action/Strategies 6.14.1

Ongoing - Ongoing | Completed

Align Moscow public art budgets and project parameters with art industry standards.

Owner: Megan Cherry

Checklist (No Weighting) : 3/3

- ~~Research budget, description, and technical requirements of projects of similar scale in other cities within Moscow's public art eligibility area (Idaho, Washington, Oregon, Utah, Wyoming, and Montana).~~
- ~~Adopt a method for analyzing and comparing Moscow Public Art budgets with those offered by other municipal entities.~~
- ~~Present cost per square foot or other relevant price comparisons along with budget recommendations to City Administration and City Council.~~

Update provided by Megan Cherry on Apr 28, 2020 22:51:14

The following methods of reasoning were applied to the public art project at C & Main, and will be utilized in the development of all future public art budget recommendations:

✓Research budget, description, and technical requirements of projects of similar scale in other cities within Moscow's public art eligibility area (Idaho, Washington, Oregon, Utah, Wyoming, and Montana).

✓Adopt a method for analyzing and comparing Moscow Public Art budgets with those offered by other municipal entities.

✓Present cost per square foot or other relevant price comparisons along with budget recommendations to City Administration and City Council.

Action/Strategies 6.14.2

Ongoing - Ongoing | Completed

Improve processes for listing and promotion of public art opportunities. Standardize and clarify selection panel deliberation methods.

Owner: Megan Cherry

Checklist (No Weighting) : 6/6

- ~~Adopt an arts industry-specific call-for-entry system for listing and content management.~~
- ~~Promote public art calls to local artists by using print and social media.~~
- ~~Use RFQ promotions as an opportunity to raise awareness in the community for the standard operating processes that guide public art acquisition.~~
- ~~Create clear, thoughtful, and unhurried methods for selection panel deliberation processes.~~
- ~~Use clear rubrics for evaluating the merits of each applicant's submission.~~
- ~~Provide summarized selection panel notes to artists upon requests to staff.~~

Update provided by Megan Cherry on Apr 28, 2020 22:52:46

The following methods were utilized in the selection of the public artwork for C & Main, and will be applied to all future public art projects:

✓Adopt an arts industry-specific call-for-entry system for listing and content management.

✓Promote public art calls to local artists by using print and social media.

✓Use RFQ promotions as an opportunity to raise awareness in the community for the standard operating processes that guide public art acquisition.

✓Create clear, thoughtful, and unhurried methods for selection panel deliberation processes.

✓Use clear rubrics for evaluating the merits of each applicant's submission.

✓Provide summarized selection panel notes to artists upon requests to staff.

Action/Strategies 6.14.3

Ongoing - Ongoing | On Track

- Clarify funding sources for public art projects as well as any related limitations.
- Create pathways for public/private partnerships in support of public art.
- Pursue grant options to augment public art project budgets.

Owner: Megan Cherry

Checklist (No Weighting) : 0/6

- Clarify the communication between public works, arts, and the MAC in regard to the allocation and usage of 1% funds.
- Dedicate professional development resources for staff training in creating productive and legally-viable public/private partnerships in the arts.
- Identify areas established in the Public Art Master Plan that would benefit from public/private partnership.
- Identify commercial and non-profit partners that share similar goals and vision for public art.
- Apply for smaller grants (e.g. Idaho Commission on the Arts) to support public art budgets when necessary.
- Seek partnerships in the community to apply for larger grants (e.g. NEA Our Town Grant).

Update provided by Megan Cherry on Feb 02, 2021 18:10:25

All elements of this checklist are in progress, to be pursued fully in the next one to two years.

Issue 6.15 5 Progress 50%

Lack of Clear Purpose and Identity for the Gallery

Owner: Megan Cherry

	%	#
On Track	50.0	1
Completed	50.0	1

Action/Strategies: 2

Statement

Third Street Gallery

The Third Street Gallery (TSG) was established on the second and third floors of Moscow City Hall in 1998. Since that time, the TSG has become a community space for sharing the work of local artists as well as traveling exhibitions created by organizations such as the Smithsonian or the Idaho Watercolor Society. The gallery's location in the Moscow City Hall facilitates public viewing and is beneficial as an aesthetic presence in municipal processes. In this way, it is similar to public galleries in other cities in the region; the Spokane, WA and Hayden, ID City Halls both feature public exhibition spaces. While it does have some strengths, the TSG does not have a clear vision for the scope of its programming. This results in an exhibition schedule that lacks comprehensive curatorial vision and, at times, risks overlapping or competing with the efforts of other gallery spaces in the Palouse region. In addition, this lack of a clear identity for the gallery sometimes hinders the pursuit of the MAC mission to enrich the community by celebrating and cultivating the expression of all art forms and cultures. There are underrepresented artists and media in the community, but lacking a mission-aligned curatorial framework, TSG programming sometimes falls short of full inclusivity. Creating a clear purpose and identity for the TSG will not only foster greater alignment with the MAC mission and provide a stronger guide for programming efforts, but will also build healthier relationships with other galleries in the regional arts ecosystem.

Update provided by Megan Cherry on Feb 02, 2021 18:17:24

Online exhibitions, improved promotions, and a reduction in the number of exhibitions per year have all been positive adaptations resulting from the pandemic. While artist surveys and other research will need to wait until the region returns to somewhat more normal operations, the Gallery is continuing to improve its operations.

Issue 6.15 > KPI

Third Street Gallery Attendance

Attendance at Third Street Gallery receptions, openings and other events.

Owner: Megan Cherry

Action/Strategies 6.15.1

Ongoing - Ongoing | On Track

Clarify the Third Street Gallery's niche within the community of art exhibition venues in the region.

Owner: Megan Cherry

Checklist (No Weighting) : 2/4

- Survey regional artists about their needs and desires for exhibition and art viewing opportunities.
- Study the mission and vision statements of other art exhibition venues.
- ~~Draft a Third Street Gallery Scope and Vision statement in the TSG subcommittee of the MAC, to be reviewed annually and approved by the full Commission.~~
- ~~Use the TSG Scope and Vision statement and the MAC mission as a curatorial framework when building annual gallery schedules.~~

Update provided by Megan Cherry on Feb 02, 2021 18:10:54

Artist surveys and regional arts organization research will be conducted in FY21.

The following items are complete:

✓Draft a Third Street Gallery Scope and Vision statement in the TSG subcommittee of the MAC, to be reviewed annually and approved by the full Commission.

✓Use the TSG Scope and Vision statement and the MAC mission as a curatorial framework when building annual gallery schedules.

Action/Strategies 6.15.2

Ongoing - Ongoing | Completed

Create Third Street Gallery exhibition schedules with consideration for the programming at other art exhibition venues in the region. Establish a track record of fully-inclusive and broadly-representative exhibitions.

Owner: Megan Cherry

Checklist (No Weighting) : 4/4

- ~~Study the exhibition schedules of other art exhibition venues.~~
- ~~Create TSG exhibitions that do not compete with those at other venues, or complement other organizations' programming when appropriate.~~
- ~~Develop a checklist of artmaking media and groups to guide each year's gallery schedule planning.~~
- ~~Announce TSG exhibition schedules up to 6 months in advance as a resource for the community and for regional arts organizations.~~

Update provided by Megan Cherry on Dec 29, 2020 00:05:41

The Third Street Gallery subcommittee and the full MAC have, upon recommendation from staff, established a standard annual schedule for exhibitions going forward. This established schedule will present four exhibitions per year, which will bring balance to operational capacity to serve other programs and will become a familiar rhythm for artists and audiences alike. A study of other art venues will be conducted as part of other actions/strategies in this issue, but for the purposes of this area, the following are complete:

✓Study the exhibition schedules of other art exhibition venues.

✓Create TSG exhibitions that do not compete with those at other venues, or complement other organizations' programming when appropriate.

✓Announce TSG exhibition schedules up to 6 months in advance as a resource for the community and for regional arts organizations.

Additionally, following tracking document has been created and adopted as an operational habit :

✓Develop a checklist of artmaking media and groups to guide each year's gallery schedule planning.

Issue 6.16 5 Progress 100%

Artist and Community Engagement with Third Street Gallery Suffers Due to Inconsistent Programming and Operational Strategies

	%	#
Completed	100.0	2

Owner: Megan Cherry

Action/Strategies: 2

Statement

The Third Street Gallery's history of programming stretches over two decades, and in that time there has been a variety of approaches to the curation and scheduling of exhibitions. In recent years, artists and community members report feelings of disconnection from the gallery's purpose, location, and scheduling. Curatorial decisions have lacked artist responsiveness or connection to over-arching vision, leaving the impression that the gallery exists to fill space or provide decoration for those who work at City Hall. Additionally, the timing of exhibitions and related receptions has been irregular, leading to confusion for the public. The lack of scheduling consistency does not give viewers a structure they can count on, and acts as a deterrent for those who might wish to show in the gallery.

Community members have also noted that TSG event hospitality lacks grace and intention. The Moscow arts community appreciates and turns out for events that provide refreshments, with successful examples of such events including the 1912 Center and the Prichard Art Gallery; both provide food and a no-host bar during receptions. The Third Street Gallery has historically offered simpler refreshments for events (e.g. ice water and pretzels), but could benefit from a more polished and consistent approach to this element of the receptions. While it is true that more elaborate catering for events would impact the arts budget, this kind of service would increase artist and audience engagement with the gallery.

Artists report a reluctance to participate in gallery shows because curatorial details have been out of alignment with industry standards. These comments from artists provide at least partial explanation for the inconsistency of attendance at gallery receptions and speaking events. Artists not only provide work for display at the gallery but they also comprise a large percentage of any gallery's viewership, so sub-optimal gallery practices may explain flagging community engagement. Attendance tracking for the Third Street Gallery has fallen out of practice in recent years, though anecdotal reports reveal public reception participation in the single digits.

Addressing these programming and operational concerns will require careful attention over the course of years, but doing so will result in better community and artist relations as well as an elevation of the Third Street Gallery's standing amongst regional arts organizations.

Update provided by Megan Cherry on Oct 29, 2020 20:31:14

Improvements to operational strategies in 2019 and 2020 have greatly increased artist and audience engagement with the Third Street Gallery. These are firmly rooted in staff practices for gallery presentations.

Action/Strategies 6.16.1

Ongoing - Ongoing | Completed

Build public familiarity and engagement with the Third Street Gallery. Establish a baseline average for reception attendance in FY19, and increase that average by 20% each year from FY20 – FY22.

Owner: Megan Cherry

Checklist (No Weighting) : 6/6

- ~~Attract more artists and viewers into the gallery with inventive, inclusive, and well-curated exhibitions; professionally-designed and well-timed promotional materials; catered receptions with no-host bar~~
- ~~Align the gallery's annual exhibition schedule with City of Moscow fiscal calendar, and establish a rotation of 4 - 6 exhibitions per fiscal year.~~
- ~~Establish standard starting and ending times for receptions and the speaking or music portions contained within them.~~
- ~~Schedule gallery receptions closer to beginning of exhibition to draw on the show's novelty and to avoid promotion fatigue in the public.~~
- ~~Condense gallery events (e.g. present a speaker or discussion panel during a reception rather than scheduling two separate events)~~
- ~~Implement a standard operating procedure for counting and recording attendance at each gallery event.~~

Update provided by Megan Cherry on Oct 29, 2020 20:21:39

The MAC and Arts staff have established a schedule with more regular exhibition and reception timing. The gallery will feature regular schedule of exhibitions of no more than 4 per calendar year. Exhibition opening dates and artist receptions are scheduled for the third Thursday of the month, which aligns with the Artwalk expansion currently in research phase. The pursuit of goals for reception attendance will resume when conditions make it safe to host congregational events.

The following items have been completed:

✓Attract more artists and viewers into the gallery with inventive, inclusive, and well-curated exhibitions; professionally-designed and well-timed promotional materials; catered receptions with no-host bar

✓Align the gallery's annual exhibition schedule with City of Moscow fiscal calendar, and establish a rotation of 4 - 6 exhibitions per fiscal year.

✓Establish standard starting and ending times for receptions and the speaking or music portions contained within them.

✓Condense gallery events (e.g. present a speaker or discussion panel during a reception rather than scheduling two separate events)

✓Implement a standard operating procedure for counting and recording attendance at each gallery event.

✓Schedule gallery receptions closer to beginning of exhibition to draw on the show's novelty and to avoid promotion fatigue in the public.

Action/Strategies 6.16.2

Ongoing - Ongoing | Completed

- Increase artist interest in showing at the Third Street Gallery.
- Increase staff focus on customer service to artists (i.e. artists are to be regarded as valued business partners.)
- Reintroduce the Third Street Gallery as a place where artists can build relationships with other creative people in Moscow and the broader North Idaho/Eastern Washington region.

Owner: Megan Cherry

Checklist (No Weighting) : 7/7

- ~~Build a structure for receiving and recording art exhibition ideas from artists, Commission members, and the community.~~
- ~~Establish a workflow for MAC and Arts staff members to set the gallery schedule further in advance.~~
- ~~Begin communications between staff and artists on each exhibition roster earlier to give artists more preparation time.~~
- ~~Improve attention to detail in curating shows by ensuring that artwork hangs level and plumb, and by presenting professional artwork labels.~~
- ~~Serve artists with undivided attention and assistance with artwork load-in, load-out, and shipping.~~
- ~~Engage artists in a broader range of media in larger group shows.~~
- ~~Invite artists from around the region to exhibit works alongside those from Moscow and/or Latah County.~~

Update provided by Megan Cherry on Oct 29, 2020 20:28:18

At the time of the last update, it seemed that increasing the gallery's regional reach was unlikely to happen until after the pandemic. In the intervening weeks, it has become evident that all four of the upcoming exhibitions can be made accessible to both local and regional artists. Between a vastly improved promotional standard and the increased use of Submittable for gallery operations, this broader reach is happening more quickly than anticipated. The timeliness of gallery communications with artists has improved, and curatorial standards have improved significantly. Items in this checklist will be ongoing practices for the Gallery going forward.

The following items are complete:

✓Build a structure for receiving and recording art exhibition ideas from artists, Commission members, and the community.

✓Establish a workflow for MAC and Arts staff members to set the gallery schedule further in advance.

✓Improve attention to detail in curating shows by ensuring that artwork hangs level and plumb, and by presenting professional artwork labels.

✓Serve artists with undivided attention and assistance with artwork load-in, load-out, and shipping.

✓Engage artists in a broader range of media in larger group shows.

✓Begin communications between staff and artists on each exhibition roster earlier to give artists more preparation time.

✓Invite artists from around the region to exhibit works alongside those from Moscow and/or Latah County.

Issue 6.17 5 Progress 100%

Third Street Gallery Communications Lack Clarity and Consistency

Owner: Megan Cherry

Action/Strategies: 2

Statement

Communications for the Third Street Gallery (TSG) are conducted internally among MAC members and Arts staff as well as externally with artists, gallery partners, and the public. Both types of communications have lacked quality and consistency in recent years. Some MAC members report feelings of disconnection from gallery scheduling and events, indicating that such programming lacks their advisory input. This absence of communication between Arts staff and the MAC also hampers commission members' abilities as spokespeople in the community. In terms of communications with artists, some situations have arisen in which artists feel ill-informed about gallery processes, procedures, and schedules.

In the realm of external communications with the public, there is room to grow in terms of interactions with artists and with the viewing audience. Promotions have historically lacked a cohesive, consistent, professional standard, causing upset for artists, MAC members, and arts lovers in the community. Artists feel ill-represented by unattractive or poorly timed promotions, and, in the absence of professional design, audiences do not regard the gallery as a major player in the regional arts community.

These communication challenges have resulted in MAC and community disengagement with the Third Street Gallery. Some are completely unaware of the gallery's presence, others are ambivalent about the exhibitions, and a sector of the public even reports feelings of antipathy toward this area of Arts Department programming. Addressing the internal and external communication issues will not only increase attendance, but will also elevate the gallery's service to Moscow's enthusiastically art-loving public.

Update provided by Megan Cherry on Aug 28, 2020 21:50:02

Communications and marketing for the gallery have been an area of particular focus in 2019 and 2020, which has resulted in the implementation of all actions/strategies related to this issue.

Action/Strategies 6.17.1

Ongoing - Ongoing | Completed

Improve the collaborative quality and consistency of internal communications about Third Street Gallery programming.

Owner: Megan Cherry

Checklist (No Weighting) : 3/3

- ~~Create a TSG subcommittee of the MAC to advise on annual gallery schedule, exhibition rosters, and long-term visioning for City exhibitions.~~
- ~~Elicit formal MAC approval of all gallery schedules.~~
- ~~Utilize the TSG subcommittee and full MAC meetings to distribute gallery promotions and to communicate exhibition updates and changes.~~

Work Plan

Create a TSG subcommittee of the MAC to advise on annual gallery schedule, exhibition rosters, and long-term visioning for City exhibitions.

Elicit formal MAC approval of all gallery schedules.

Utilize the TSG subcommittee and full MAC meetings to distribute gallery promotions and to communicate exhibition updates and changes.

Update provided by Megan Cherry on Apr 29, 2020 00:35:52

✓Create a TSG subcommittee of the MAC to advise on annual gallery schedule, exhibition rosters, and long-term visioning for City exhibitions.

✓Elicit formal MAC approval of all gallery schedules.

✓Utilize the TSG subcommittee and full MAC meetings to distribute gallery promotions and to communicate exhibition updates and changes.

Action/Strategies 6.17.2

Ongoing - Ongoing | Completed

Improve the quality and consistency of external communications about Third Street Gallery programming.

Owner: Megan Cherry

Checklist (No Weighting) : 5/5

- ~~Build exhibition prospectuses containing exhibition statement, important dates, gallery presentation parameters, gallery commission and sales tax standards, and submission requirements for each show.~~
- ~~Assign specific staff members to communicate with artists and other event partners to avoid organizational confusion.~~
- ~~Begin communications between staff and artists on each exhibition roster earlier to give artists more preparation time.~~
- ~~Increase the quality and consistency of Gallery outreach to the art-viewing public by using the City of Moscow Civic Send email lists.~~
- ~~Improve marketing and outreach efforts as outlined in the Arts Department P.R. Materials and Practices section of this Strategic Plan.~~

Update provided by Megan Cherry on Apr 29, 2020 00:36:44

✓Build exhibition prospectuses containing exhibition statement, important dates, gallery presentation parameters, gallery commission and sales tax standards, and submission requirements for each show.

✓Assign specific staff members to communicate with artists and other event partners to avoid organizational confusion.

✓Begin communications between staff and artists on each exhibition roster earlier to give artists more preparation time.

✓Increase the quality and consistency of Gallery outreach to the art-viewing public by using the City of Moscow Civic Send email lists.

✓Improve marketing and outreach efforts as outlined in the Arts Department P.R. Materials and Practices section of this Strategic Plan.

Issue 6.18 5 Progress 33%

Gallery Facilities and Signage are a Barrier to Engagement

Owner: Megan Cherry

	%	#
On Track	66.67	2
Completed	33.33	1

Action/Strategies: 3

Statement

The Third Street Gallery has a long history of investing the public space of City Hall with artwork. The building itself is a beautiful piece of architecture, though some improvements to the facility would improve the quality of gallery programming. Addressing challenges with lighting, display fixtures, signage and sales mechanisms will increase artist enthusiasm for showing in the space and will improve audience engagement.

The gallery visitor's experience begins at the entrances to City Hall, and the lighting conditions vary from a utilitarian fixture on the parking lot entrance, to a single recessed fixture on the Washington Street entrance, to no lighting at all on the Third Street entrance. Lighting inside the gallery is also an issue, as west-facing windows fill the space with natural light. Though beautiful, this direct sunlight poses risks to artworks made from light-sensitive media such as watercolors and other works on paper. In the summertime, this sunlight also raises the temperature in the gallery, making the space uncomfortably warm for viewing and socializing during artist receptions. The light fixtures in the gallery are also less than optimal, and are not available to light artworks on each of the display walls. Artworks on the west wall of the second floor are illuminated only by ambient light. A comprehensive study of the lighting fixtures inside the Gallery and on the building's exterior entrances would create a more functional and beautiful space for art viewers and all visitors to City Hall.

The display fixtures in the gallery have served for many years, and some are showing significant wear while others are unattractive or time-consuming to operate. Pedestals and vitrines are, for the most part, old and worn. Years of re-painting, often done by volunteers, has left the pedestals looking ragged. Many of the vitrines that are fitted to the pedestals are scratched, and some do not fit the pedestals at all. Other vitrines are new, but even those were built in such a way that the glue at the seams distracts from the artwork contained within. The hanging system features a large oak picture rail built to accommodate brass-colored hanging rods. This system is unwieldy and unsightly, which contributes to artists' ambivalence about opportunities to exhibit works in the gallery. Not only is the wide oak rail a visual distraction from the work, but the hanging system also limits the weight and design of artworks that can be shown in the space. Not only would a new system create a more elegant appearance, but it would also create labor savings during gallery installations. Importantly, this hanging system has also been identified as a clear barrier to hosting the City-sponsored Palouse Plein Air exhibition, which requires a speedy installation process.

Audience engagement has been consistently below expectations for the Gallery. While it is a public space in a beautiful building, and events are presented free of charge, receptions have historically had attendance in the single digits. Further, many members of the community report an unfamiliarity with the Gallery's existence and location. Once inside the building, gallery visitors often struggle to connect with the idea that the Gallery offers viewing on both the second and third floors of City Hall. This causes a lack of interest amongst artists about showing on the third floor, many of whom are vocally unenthusiastic about having their artwork placed in this location. The gallery misses opportunities for audience engagement with poorly designed and located signage inside and outside of the building. Also, gallery sales procedures are opaque, leading to the loss of potential sales. This situation is frustrating for artists and would-be collectors alike.

Finding solutions for these concerns about facilities and signage would produce benefits far beyond aesthetic satisfaction. By making the exhibition space more functional in terms of signage, lighting, and display equipment, the Gallery will attract more artist participants. This increased interest on the part of artists will lead to greater audience attendance and engagement.

Update provided by Megan Cherry on Feb 02, 2021 18:17:37

Improvements to the gallery facilities will be ongoing, but updated signage has gone a long way toward generating enthusiasm for the City Hall exhibition space.

Action/Strategies 6.18.1

Ongoing - Ongoing | On Track

Improve the lighting on the exterior of City Hall and inside the gallery.

Owner: Megan Cherry

Checklist (No Weighting) : 0/5

- Install historically-appropriate light fixtures at all three exterior entrances.
- Install blinds on the second floor windows.
- Install lighting fixtures on the west wall of the second floor.
- Research ideal bulbs for energy efficiency and art illumination.
- Analyze color temperature of bulbs in chandelier/pendant lights on the second floor, and if necessary, obtain new bulbs to match the track lighting.

Update provided by Megan Cherry on Feb 02, 2021 18:11:20

Research into products and budgetary considerations is ongoing. The exterior lighting may require collaboration with the Historic Preservation Commission, but remains an important goal for improving the gallery visitor's experience.

Action/Strategies 6.18.2

Ongoing - Ongoing | On Track

Elevate the functional quality and visual appeal of the display fixtures, including hanging system, pedestals, and vitrines.

Owner: Megan Cherry

Checklist (No Weighting) : 0/5

- Research alternate hanging systems for the gallery space on the second and third floors.
- Inventory existing pedestals and vitrines.
- Identify ideal pedestal sizes and coatings.
- Create a funding strategy for replacing hanging system and pedestals.
- Build a system for careful handling and maintenance of all gallery fixtures.

Update provided by Megan Cherry on Feb 02, 2021 18:11:40

The focus for the FY22 budget will be on supporting exhibition costs, so improvements to lighting and display fixtures are likely to remain in their present state until FY23. This will allow time for the Third Street Gallery subcommittee and the MAC to consider options and for Arts staff to research grant funding opportunities.

Action/Strategies 6.18.3

Ongoing - Ongoing | Completed

Increase community and artist engagement with the Gallery.

Owner: Megan Cherry

Checklist (No Weighting) : 7/7

- ~~Reconsider the Gallery's name in the TSG subcommittee and the full MAC.~~
- ~~Install permanent and highly visible gallery signage on the exterior of City Hall.~~
- ~~Develop a practice of using an attractive sandwich board or other temporary signage on the sidewalk to announce receptions and other events.~~
- ~~Improve Gallery signage on the first, second and third floor landings, as well as in the elevator areas of each floor.~~
- ~~Consider an art-on-loan program for the third floor in which local artists groups (e.g. Palouse Watercolor Socius, Artisans at the Dahmen Barn, Palouse Women Artists, etc.) are paid a rental fee to exhibit artworks for longer periods of time.~~
- ~~Invest in a contemporary point-of-sale system for art sales.~~
- ~~Consider the possibility of a gallery office located on the second floor to facilitate gallery staffing, installation, and visitor interactions.~~

Update provided by Megan Cherry on Oct 29, 2020 20:49:51

The addition of the Arts staff office on the third floor has been valuable to Gallery operations. While a location on the second floor would be advantageous, it is not feasible at this time. Similarly, the prospect of having a point-of-sale system for art sales has been determined to be unnecessary, so Arts staff will continue to work with Finance to complete those transactions. The following checklist items have been retired:

✓Consider the possibility of a gallery office located on the second floor to facilitate gallery staffing, installation, and visitor interactions.

✓Invest in a contemporary point-of-sale system for art sales.

After studying the full scope of Arts Department operations, it is clear that adding an art-on-loan program to the work load is unsustainable. Further, the artist community is likely to be better served by the expansion to the Artwalk program, which would promote art displayed in businesses for nine months of the year. The following checklist item was not included in the FY21 budget request:

✓Consider an art-on-loan program for the third floor in which local artists groups (e.g. Palouse Watercolor Socius, Artisans at the Dahmen Barn, Palouse Women Artists, etc.) are paid a rental fee to exhibit artworks for longer periods of time.

The MAC did not recommend changing the name of the Third Street Gallery, and following that, significant improvements to gallery signage have been implemented in the summer months of FY20:

✓Reconsider the Gallery's name in the TSG subcommittee and the full MAC.

✓Install permanent and highly visible gallery signage on the exterior of City Hall.

✓Develop a practice of using an attractive sandwich board or other temporary signage on the sidewalk to announce receptions and other events.

✓Improve Gallery signage on the first, second and third floor landings, as well as in the elevator areas of each floor.

Issue 6.19 5 Progress 25%

Palouse Plein Air

Owner: Megan Cherry

	%	#
On Track	75.0	3
Completed	25.0	1

Action/Strategies: 4

Statement

Palouse Plein Air is an annual painting event that takes place each September. The program was started in 2010 at the suggestion of local plein air artist and MAC member Aaron Cordell Johnson. Since that time, Palouse Plein Air has experienced moderate growth and development. Artist engagement has waned in recent years, partially due to delayed release of event information and registration. In 2017, the event was canceled altogether due to low pre-registration and staffing limitations related to illness. Despite this dip in artist engagement, this event is an excellent example of the MAC's and Arts Department's capacity to partner with other organizations in the community. The City Arts Department leads the registration process and provides funding for artist awards, and the University of Idaho College of Art + Architecture supports the event with Prichard Art Gallery exhibition space and sponsorship of the guest juror.

Registration requirements include a paper application, a notarized release and hold harmless contract, and stamping of all artists' canvases to authenticate the provenance of the works made during the event. Many artists and event organizers identify the notarizing of the release and hold harmless form as a barrier to artist participation, especially for student artists on the University of Idaho campus. There are stamping and registration locations at Moscow Farmers Market, LCSC Center for Arts and History, and the City of Moscow Arts office. Some artists from areas on the north and west boundaries of the region have requested stamping and registration opportunities closer to their location.

Palouse Plein Air has been promoted primarily online, and the appearance and timing of promotions has been identified as a deterrent to participation. The addition of well-known jurors for the exhibition has been a positive change, as they offer demonstrations and workshops for participating artists. Improved promotion of and better locations for the juror's presentations would likely increase artist participation. In addition, cultural tourism is one area of Palouse Plein Air's potential; better scheduling and promotion of juror and exhibition activities would encourage artists from outside the region to plan extended visits to Moscow.

The location and timing of the Palouse Plein Air exhibition has been the center of lively debate in the artist community, with approximately half desiring the Prichard as a location for reception and awards, and the other half preferring the Third Street Gallery. The exhibition was held at the Third Street Gallery between 2010 and 2014, but moved to the Prichard Art Gallery Children's Education Studio for the exhibitions in 2015, 2016, and 2018. The exhibition has typically been of shorter duration than others at the Third Street Gallery, and its timing is at odds with the existing annual gallery schedule. The Third Street Gallery's hanging system is an additional concern, as it does not accommodate the speedy artwork installation that is required for Palouse Plein Air. The Prichard Children's Education Studio represents a rich opportunity for partnership with the University of Idaho, and the parameters of the space allow for faster installation (i.e. artwork can be hung on nails). This space is small, however, and as Palouse Plein Air registrations grow in number, it may become necessary to move to a larger location.

As with other areas of Arts Department programming, Palouse Plein Air was initiated by MAC members. In the intervening years since its inception, however, the event has become disconnected from the Commission's advisory strength. Connecting Palouse Plein Air with community and artist needs as well as with MAC vision is vital to accessing this event's untapped potential.

Update provided by Megan Cherry on Feb 02, 2021 18:17:47

Covid-19 prompted the re-imagining of Palouse Plein Air 2020, but in doing so, staff and MAC members have identified ways to improve the program in the long run. More improvements will be implemented over time, but progress is on track. One indicator of success in this area is that, despite pandemic conditions, the program had strong registration numbers. The post-event survey shows that participants appreciate the program's growth.

Action/Strategies 6.19.1

Ongoing - Ongoing | On Track

Increase MAC, community, and artist input on Palouse Plein Air's scope and vision.

Owner: Megan Cherry

Checklist (No Weighting) : 2/3

- ~~Study and adjust the structure and vision of the event in the full MAC and appropriate subcommittees.~~
- ~~Research similar events in Idaho and Intermountain West annually to align event parameters, registration, and award amounts with industry standards.~~
- Conduct regular surveys of local and regional artists to align program's foundational values and structures with community needs.

Update provided by Megan Cherry on Feb 02, 2021 18:11:53

One to two years are needed to establish a track record of artist surveys about this event.

The following items are complete:

✓Study and adjust the structure and vision of the event in the full MAC and appropriate subcommittees.

✓Research similar events in Idaho and Intermountain West annually to align event parameters, registration, and award amounts with industry standards.

Action/Strategies 6.19.2

Ongoing - Ongoing | Completed

- Improve the appearance and clarity of promotional materials.
- Expand the reach of Palouse Plein Air promotions beyond existing local outreach efforts.

Owner: Megan Cherry

Checklist (No Weighting) : 4/4

- ~~Improve the quality of promotions as outlined in the Arts Department P.R. Materials and Practices section of this Strategic Plan.~~
- ~~Use visually coordinated and well-timed save-the-date and registration promotions to reach artist participants, and exhibition promotions to increase connections with audiences.~~
- ~~Advertise event regionally as well as promoting it to local artists and groups.~~
- ~~Increase post-event promotions and communications to include lists of award winners, photographs of reception and award-winning artworks~~

Update provided by Megan Cherry on Oct 29, 2020 20:55:08

All promotions for Palouse Plein Air 2020 have been created using the actions in the checklist, and shifts to staffing in the Arts Department have accelerated the adoption of these as consistent operational habits.

✓Improve the quality of promotions as outlined in the Arts Department P.R. Materials and Practices section of this Strategic Plan.

✓Use visually coordinated and well-timed save-the-date and registration promotions to reach artist participants, and exhibition promotions to increase connections with audiences.

✓Advertise event regionally as well as promoting it to local artists and groups.

✓Increase post-event promotions and communications to include lists of award winners, photographs of reception and award-winning artworks

Action/Strategies 6.19.3

Ongoing - Ongoing | On Track

Streamline registration and fee payment processes. Improve artist experience with canvas stamping, artwork drop-off, and exhibition.

Owner: Megan Cherry

Checklist (No Weighting) : 3/6

- ~~Utilize Submittable for online registration and fee collection.~~
- ~~Eliminate notarizing requirement from release and hold harmless form.~~
- ~~Establish stamping opportunities at multiple locations within the painting area.~~
- Schedule juror events to complement, not overlap with artwork drop-off time.
- Identify a larger exhibition space that fits the need for quick installation.
- Establish a simpler system for staff to facilitate artwork sales.

Update provided by Megan Cherry on Feb 02, 2021 18:12:06

Planning for Palouse Plein Air 2021 has begun, and the recent de-funding of the Prichard Art Gallery has the potential to complicate exhibition planning as well as the streamlining of artwork sales. Juror events will likely be unaffected, as there is ample space for this type of event on the UI campus and throughout the Moscow community.

Artist responses to the Palouse Plein Air 2020 survey have been largely in support of using online provenance authentication as a standard practice going forward, which accomplishes the following:

✓Establish stamping opportunities at multiple locations within the painting area.

In addition, the following items are complete:

✓Utilize Submittable for online registration and fee collection.

✓Eliminate notarizing requirement from release and hold harmless form.

Action/Strategies 6.19.4

Ongoing - Ongoing | On Track

- Increase artist, juror, and community engagement during the event week.
- Improve quality and timing of artist engagement materials.
- Expand the cultural tourism component of the event.

Owner: Megan Cherry

Checklist (No Weighting) : 1/5

- Establish a Monday Meet-Up for information sharing and artist networking.
- ~~Create gift bags for all participants with commonly used items like sunscreen, hand wipes, local food and beverage gift certificates.~~
- Create a newsletter for participants highlighting arts and culture events in Moscow during Palouse Plein Air week.
- Partner with local hotels to secure block reservations for artist participants traveling to Moscow for Palouse Plein Air.
- Increase registrations by 10 – 15% annually until the event consistently serves 50 artists or more.

Update provided by Megan Cherry on Feb 02, 2021 18:12:28

Palouse Plein Air 2020 included registration gifts for participating artists, which was a positive way to connect with participants in a year of social distancing. The following will be an event standard going forward:

✓Create gift bags for all participants with commonly used items like sunscreen, hand wipes, local food and beverage gift certificates.

The remainder of the items here will not be addressed until Palouse Plein Air 2021.

Department 7 Progress 8%

Moscow Farmers Market

Owner: Amanda Argona

Issue: 5 | Action/Strategies: 14

	%	#
Status Pending	21.43	3
On Track	35.71	5
Some Disruption	7.14	1
Major Disruption	21.43	3
Discontinued	7.14	1
Completed	7.14	1

Issue 7.1 5

Advisory and Operational Expectations are Unclear and Lack Boundaries

Owner: Amanda Argona

Statement

A lack of clear and well communicated expectations for the Commission (advisory) and staff (operational) has resulted in an inefficient model for making the most efficient use of resources, primarily operations planning and reporting for the Market. A considerable amount of operational planning and decision making has been shifted to the Commission that should reside with staff. This shift has resulted in the Commission's time being spent focusing on operational activities, while their role is more appropriately suited to providing overall vision to staff in a long term planning capacity, and staff in turn should be managing the operations within that vision.

Update provided by Amanda Argona on Jan 07, 2021 18:12:11

Significant turnover from both staff and the Commission has allowed for an effective restart and opportunity to better define advisory and operational boundaries. Staff has established four regular ad-hoc and subcommittees with annual appointments taking place in the fall.

- Policies Subcommittee
- Craft and Food Jury Subcommittee
- Fees Subcommittee
- Site Visit Subcommittee
- Special project: Branding Subcommittee

Each Subcommittee's purpose and active periods have been captured in an internal document, along with which members are serving on the subcommittee and the year they were initially assigned. There are plans to publish this on the Commission's webpage as an additional resource.

In addition to the above subcommittees, the Commission assists with special events at the Moscow Farmers Market on an as needed basis and still plays a significant role in the selection of Market poster finalists for public voting.

The Commission is presented with operational issues when there is no clear precedent or guidance from the Handbook for discussion. This has included exceptions for vendors outside the air-mile radius, vendor representation at Market, interpretation of policy, etc. These items are included on monthly agendas as needed and allow room for discussion, but are rarely considered action items. Often times, these issues are then addressed during the Policies Subcommittee meetings.

Issue 7.2 5 Progress 33%

Market Integrity Threatened by Lack of Clear Policies

Owner: Amanda Argona

Action/Strategies: 3

Statement

Market integrity is threatened by a perceived lack of transparency, understanding, compliance and consistency of the policies of the Market and in the recommendation and decision making functions of the Commission and staff due to unclear criteria and reasoning for policies. With demand for space at a premium, outpacing supply of viable space in the Market, the balance of vendor and product mix is also threatened. A lack of clear operational criteria guiding staff's interaction with different types of vendors creates inefficiency and a perception of unfair treatment for many vendors. Animosity is created without clear and well-reasoned definitions, guidelines and policies, decision regarding resale, vendor type and mix, product distance limits and product representation.

Action/Strategies 7.2.5

Ongoing - Mar 27, 2020 | On Track | Progress 0%

- Research and prepare a report for Commission discussion on Market product mix by December 2017:
    - Poll regional Markets on their product mix.
    - Review history of product mix at the Market.
    - Determine matrix for consideration of each vendor type in regards to:
        - Value to Market
        - Draw to Market
        - Contribution to meeting the mission and values of the Market
        - Fit with policies, mission, vision, value

Owner: Amanda Argona

Checklist (No Weighting) : 1/1

- ~~Research and submit a report on Market product mix consideration.~~

Update provided by Amanda Argona on Jan 07, 2021 16:51:03

A letter has been finalized for inclusion in the 2021 season packet regarding re-jury. Applicable vendors will also receive an FAQ on the re-jury process, as well as the current score card for criteria. Next steps include reserving space at the 1912 Center, and convening the Craft and Food Jury subcommittee to determine selection of re-jury (alphabetical, product type, location, etc.). Staff anticipates at least a two-year time period due to COVID-19.

Action/Strategies 7.2.6

Ongoing - Mar 27, 2020 | Completed | Progress 100%

- Refine jury process and education to better support Market product mix guidelines, by March 2018.

Owner: Amanda Argona

Checklist (No Weighting) : 1/1

- ~~Refine jury process based upon determined vision of Commission regarding Market Product mix.~~

Update provided by Amanda Argona on Dec 09, 2020 18:27:20

New scorecard utilized in 2020 for (1) Craft and Food Jury. This scorecard has been adapted for returning vendors wishing to add products outside the scope of their normal offerings. Scorecard continues to be refined with minor edits, but illustrates the Commission's desire to promote local sourcing, environmentally and economically sustainable choices, and continued diversified products that are unique, original, etc.

✓Refine jury process based upon determined vision of Commission regarding Market Product mix.

Action/Strategies 7.2.7

Ongoing - Mar 27, 2020 | On Track | Progress 0%

- Review Market boundary options and implications to clarify Market vendors vs. street vendors by December 2018.

Owner: Amanda Argona

Checklist (No Weighting) : 1/1

- ~~Research and submit a report on Market boundaries and options.~~

Update provided by Amanda Argona on Jan 07, 2021 16:53:58

Staff researched applicable code relating to Cart Vendors and portable signage. It was discovered the portable signage code is being updated due to state changes. The discussion for the Market to have a buffer zone will likely need to include Legal Dept. and Community Development. Currently, there are mechanisms for enforcement that would fall to staff on Saturdays.

✓Research and submit a report on Market boundaries and options.

Issue 7.3 5 Progress 0%

Inequitable and Inefficient Allocation and Distribution of Market Costs

	%	#
On Track	100.0	3

Owner: Amanda Argona

Action/Strategies: 3

Statement

Since 2009, the Market has grown from 6500 square feet to 16,335 square feet and the number of individual vendors' spaces has grown from 42 to 99 in the same time period. This extraordinary growth has added additional staff responsibilities to service the Market, without a proportionate increase in staff numbers. The resulting disparity requires increased support from the City Arts Department functions, as well as support from other City departments. Costs include staff expense, program expense, and City service expenses that include public safety (police and fire), water, streets, engineering, and parks and recreation. These cost considerations also limit the Market's ability to implement and enhance services the Market could provide including expanded programming, such as compost programs, and the like.

The extreme importance of the Market has been documented in the 2016 Community University Strategic Partnership branding initiative as well as University of Idaho Professor Steve Peterson's 2016 economic impact study of the Market. The tremendous economic and social value identified by that study further concludes that the current operational and cost structure of the Market is inadequate to maintain its current model. The lack of a sustainable operational model jeopardizes the character and viability of the Market as it does not efficiently allocate City resources nor does it equitably allocate costs to those who rely upon the Market. The City and Commission desire to maintain the Market as an important community institution.

Action/Strategies 7.3.1

Ongoing - Ongoing | On Track

- Conduct an analysis of the use of resources and revenues associated with the Market by January 2017.
    - Services provided
    - Backstage work to provide services
    - Reporting required by AmeriCorps and grants
    - Operational Overviews data
    - Service needs not being met.
    - Staff health and safety
    - Determine overhead costs associated directly and indirectly with Market

Owner: Amanda Argona

Update provided by Amanda Argona on Jan 07, 2021 17:12:28

Staff continues to evaluate the costs of the Moscow Farmers Market and attribute the appropriate proportion of the Community Events Division budget. 100% of the following GL Codes are associated with the Moscow Farmers Market:

- 120-210-30-670-35 Farmers Market Commission FY21 $1,620
- 120-210-3-632-50 Moscow Farmers Market programming FY21 $11,500
    - Annual Orientation
    - Love Your Farmer, Love Your Food outreach event
    - Annual Poster design
    - Children's programming
    - Live Entertainment contracts
    - Special Events at Market programming
    - Bicycle Benefits reimbursements
    - General advertising and marketing
    - Venue rentals (craft and food juries, etc.)
    - Farm Site visits (travel, meals, etc.)
- 120-210-30-648-10 Dues Subscriptions and Memberships (all associated with Moscow Farmers Market) FY21 $400

100% of the following GL Codes are associated with other Community Event Division responsibilities:

- 120-210-30-642-27 Community Events Programming FY21 $16,900
    - Commission Fair
    - Mayor's Golf Tournament
    - Vandal Town Block Party
    - Moscow Chamber of Commerce Downtown Trick-or-Treat
- 120-210-30-644-10 Advertising and Publising FY21 $1,500

The remaining GL Codes are split 80/20 percent with attribution to Moscow Farmers Market and other Community Events Division responsibilities respectively:

- 120-210-30-642-10 Professional Services contracts FY21 $12,100
- 120-210-30-631-05 Office Supplies FY21 $350
- 120-210-30-631-10 Postage Expenses FY21 $250
- 120-210-30-631-10 Uniforms FY21 $500
- 120-210-30-632-40 Department Supplies FY21 $3,000
- 120-210-30-632-10 Travel and Meetings FY21 $2,100
- 120-210-30-64-10 Professional Development FY21 $1,500
- 120-210-30-658-10 Repair and Maintenance FY21 $1,000
- 120-210-30-669-10 Banking Services FY21 $1,200

Action/Strategies 7.3.2

Ongoing - Ongoing | On Track

- Determine an allocation model to capture a fair representation of the economic and social value of the Market to include City support and vendor fees by January 2017.

Owner: Amanda Argona

Update provided by Amanda Argona on Feb 09, 2021 18:58:16

2017 – Fee structure overhauled to current Tier system

2018 – First year that Tier system is implemented at MFM

2019 – Commission recommends no increase to fees for FY20 to allow another season for vendors to become comfortable with Tier system

2020 – No recommendation from Commission due to pandemic. Staff recommended a temporary reduction in fees to alleviate financial burden to Vendors. No recommendation for change to fees in FY21.

2021 – Fee structure from 2018 still intact. Determination to reduce fees due to pandemic again will be at purview of staff. Fees Subcommittee to bring forward a recommendation to the Farmers Market Commission for FY22.

2022 – TBD

Action/Strategies 7.3.4

Ongoing - Ongoing | On Track

- Adjust and implement fee changes as directed.

Owner: Amanda Argona

Checklist (No Weighting) : 3/4

- ~~Research and submit a report on historical and current resources and revenues associated with the Market.~~
- ~~Research and submit an allocation model to capture and represent stakeholders for both economic and social value.~~
- ~~Develop and present fee proposal for Commission recommendation and City Council consideration.~~
- Develop a multi-year plan and approach to fee recommendations.

Update provided by Amanda Argona on Feb 09, 2021 18:55:40

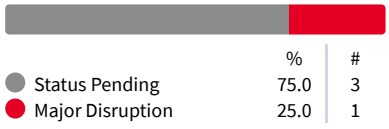
The Fees Subcommittee is scheduled to meet on Feb. 22 to review Strategic Plan and Historical Costs/Expenses of the MFM, with a report scheduled for the March meeting. This will be a standing agenda item until June, with the subcommittee meeting in March, April, and May.

A recommendation will be made to the Commission and City Council regarding FY22 Vendor Fees by July.

Issue 7.4 5 Progress 0%

The Market Faces Immediate and Severe Infrastructure Needs

Owner: Amanda Argona



Action/Strategies: 4

Statement

The Market faces severe and immediate infrastructure needs. Needs include vehicle and bike parking, power throughout, improved access, storage, power, lighting, restrooms, drinking water fountains, gray water disposal, Wi-Fi, shade, etc. Unintended use of the Fountain also creates significant concerns in regards to the ability to provide cooling in a safe and intended manner for Market patrons. Without these infrastructure improvements, retention of current vendors and attraction of new vendors is increasingly difficult. These infrastructure needs negatively impact the number of visitors to the Market and its value to the community.

**See City of Moscow Strategic Plan– Aging Downtown Infrastructure in the Center of Community Social and Cultural Activity*

Update provided by Bill Belknap on Jun 29, 2020 22:19:56

This project has been delayed due to the COVID-19 Pandemic. Funding for the preliminary design project has been carried forward to the FY2021 Fiscal year.

Action/Strategies 7.4.1

Ongoing - Mar 27, 2020 | Major Disruption | Progress 0%

- Develop a plan to address waste audit findings, including compost program for the Market by May 2017.

Owner: Amanda Argona

Checklist (No Weighting) : 0/1

- Research and submit a plan to address waste audit finding and potential compost program by May 2017.

Update provided by Amanda Argona on Mar 31, 2020 00:44:29

Major disruption due to COVID-19 and need to assess market layout and operations.

Action/Strategies 7.4.2

Jan 01, 2020 - Dec 30, 2022 | Status Pending | Progress 0%

- Conduct an inventory of infrastructure needs on Main Street for operations, vendors and patrons in the Jackson Street Parking lot by December 2017.

Owner: Amanda Argona

Checklist (No Weighting) : 0/3

- Research and submit a report of patron amenities desired.
- Research and submit a report of vendor amenities desired.
- Research and submit a report of potential future needs.

Action/Strategies 7.4.3

Jan 01, 2020 - Dec 30, 2022 | Status Pending | Progress 0%

- Develop a model of future needs based on estimated or desired growth as determined through Market product mix, layout considerations, etc. by December 2018.

Owner: Amanda Argona

Checklist (No Weighting) : 0/1

- Research and submit a report of infrastructure needs.

Action/Strategies 7.4.4

Jan 01, 2020 - Dec 30, 2022 | Status Pending | Progress 0%

- Develop a needs assessment of patron amenities sought by Market visitors by December 2017.

Owner: Amanda Argona

Issue 7.5 5 Progress 0%

Market Layout is Unsafe, Restrictive and Limits Growth Decisions

Owner: Amanda Argona

	%	#
Some Disruption	25.0	1
Major Disruption	50.0	2
Discontinued	25.0	1

Action/Strategies: 4

Statement

The current configuration of the Market creates challenges for necessary and required ADA access and compliance. It is necessary to identify and remedy access limitation issues in order to allow meaningful Market participation for all stakeholders and members of the public. The current layout also creates confusion of space allocation among vendors and patrons, which results in occasions of animosity and a perception of unfair treatment and a lack of planning and organization. Additionally, the current configuration can be perceived as a barrier for downtown patrons between the Market and brick and mortar businesses on Main Street, limiting what could be a more enhanced and engaging experience for all stakeholders.

The Market is a public event held on public right of way and the City has a duty to maintain a fair and equitable use of that public space for as many citizens as possible, including hosting the Market. The Market has evolved since 1977. Visitors to the Market were estimated to be 164,892 during 2013, up from 84,084 in 2003. This cumulative increase of 96% is 4.4 times the population of Latah County (37,244) in 2003 or 6.7 times the population of Moscow (25,060). It's important to note the Market moved from the Jackson Street lot parking lot to Main Street in 2012 increasing available vendor spaces from 42 to 99. Total vendors during that time has increased from 116 to 125. Without layout improvements designed to address these issues, potential growth and enhancement of the Market from both a visitor and a vendor perspective will be limited.

Update provided by Jen Pfiffner on Nov 07, 2019 00:58:35

Work on this issue has been delayed due to competing priorities and projects. Timelines have been adjusted for future work.

Action/Strategies 7.5.1

Ongoing - Mar 27, 2020 | Some Disruption | Progress 0%

- Conduct a needs assessment to capture the issues associated with Market layout by May 2018.
    - Market layout being too long.
    - Finding vendors is difficult.
    - Shade and other layout factors are impeding business or shopping.
    - Brick and mortar businesses feel “left out”.
    - Safety concerns in closing and opening streets.
    - Handicap parking requirements and ability to maintain.
    - Traffic patterns and effect on surrounding streets (e.g. traffic lines on Washington, blocking PD parking area while waiting to load and unload).
    - Desire to promote a “linger longer” atmosphere.

Owner: Amanda Argona

Update provided by Amanda Argona on Jan 07, 2021 18:40:16

The COVID-19 pandemic has allowed staff to evaluate some of these issues from a different perspective.

- **Finding vendors is difficult:** Utilize Farmspread more regularly and make available to the public by publishing weekly events and including a website link in press releases and social media posts. Consideration of weekly lists similar to 2020 which were provided for patrons to encourage efficient shopping.
- **Shade and other layout factors are impeding business or shopping:** In 2020, vendors were asked to identify if their product requires shade. This need is part of a larger discussion of the downtown corridor as many trees are aging and need replacement (Moscow Tree Commission). For now, vendors that do not required shade for their products are being shifted to the east side of the Market where space is available.
- **Brick and Mortar businesses feel left out:** Walk-thru spaces have been randomly distributed and are not consistent per block. Walk-thru placement should consider two factors, 1) if it is in front of a downtown business that is open during Market hours and 2) the needs of surrounding Market vendors (typically Tier 3). This need is part of a larger discussion of historical vendor placement in the Market footprint.
- **Safety concerns in closing and opening the streets:** Request is in to the Streets Dept. for more effective signage for the general public, as well as the temporary upgrade of candle stick bollards to screw-in bollards with threading. Ultimate desire is for electronic, recessed bollards.
- **Handicap parking requirements and ability to maintain:** Staff has invested in enough street panels to occupy all spaces in the first bay of the Jackson Street lot. Monitoring is still an issue during Market hours, as well as theft (usually returned by end of season from local fraternity). Currently in discussion with Streets Dept. for permanent recessed holes for more visible post signage.
- **Traffic patterns and effect on surrounding streets:** Staff has implemented some time management in regards to vendors at end of Market day with streets typically not opening until 1:10 pm. With the MPD moving to a new facility, we hope to alleviate emergency access needs, but anticipate vendor and public traffic to still be at odds.
- **Desire to promote a linger-longer atmosphere:** While COVID-19 is an issue, this will not be addressed. The placement of portable picnic tables off the street allows customers to continue congregating as staff preps other items to be put away. However, this desire is in direct conflict with the policies of the Market which requires vendors to be off the street, or packed up in a parking stall properly by 2 pm. To better create 'notice' that Market is coming to a close, staff has moved the paid time slot from 11 am to 1 pm to 10:30 am to 12:30 pm. This still allows

popular acts to have an encore, while providing an audio cue to patrons that Market is coming to a close. This also assists with a more efficient trailer pack-up, allowing music equipment to be put away first, and focusing on other items like chairs and portable picnic tables after.

Action/Strategies 7.5.2

Ongoing - Mar 27, 2020 | Discontinued

- Collect regular data on the items identified in the needs assessment beginning May 2018.

Owner: Amanda Argona

Update provided by Amanda Argona on Mar 31, 2020 00:41:37

Major disruptions due to COVID-19 and need to assess market layout and operations.

Action/Strategies 7.5.3

Nov 01, 2019 - Dec 30, 2022 | Major Disruption | Progress 0%

- Participate in planning discussions with City of Moscow stakeholder departments to provide input to the needs of the Market as relates to downtown infrastructure and Market layout needs, ongoing.

Owner: Amanda Argona

Update provided by Amanda Argona on Jul 21, 2020 16:44:08

Major disruptions due to COVID-19

Action/Strategies 7.5.4

Ongoing - Mar 27, 2020 | Major Disruption | Progress 0%

- Conduct a needs assessment on potential and desirable growth patterns for the Market by December 2018.

Owner: Amanda Argona

Checklist (No Weighting) : 0/1

- Research and submit a report for potential and desirable growth options taking into account decisions regarding Market product mix and the like for the Market.

Update provided by Amanda Argona on Jan 07, 2021 18:45:34

Staff does not recommend that the Moscow Farmers Market footprint does not expand. Evidence shows that expansion leads to vendors feeling left out of the "main action", and development of the 5th Street portion of the Moscow Farmers Market has been arduous. Issues with expansion at this time include: lack of vendor comradery, concern of filling space while still adhering to values and philosophies (prioritizing small, independent, local, and start-up enterprises), and staff capacity to oversee safety and risk issues.

Department 8 Progress 51%

Human Resources

Owner: Jen Pfiffner

	%	#
On Track	60.0	3
Completed	40.0	2

Issue: 3 | Action/Strategies: 5

Update provided by Jen Pfiffner on Feb 12, 2021 21:52:27

COVID has been a challenge, we have continued to improve processes and complete work to address the issues identified in HR.

Issue 8.1 5 Progress 100%

Limited Automation of HR Tasks, Transactions, and Records

Owner: Jen Pfiffner

Action/Strategies: 1

Statement

The City has limited ability to automate HR tasks, transactions, and records. Existing software cannot house critical HR information and does not allow employees/customers to access/input personal data. This results in more HR staff time expended to process paper, retrieve data (if it exists), and store information (usually in a paper format). Records completed by hand are often illegible, resulting in errors that must be corrected later, adding more time and reducing productivity. The lack of electronic databases and little retrievable data results in manual data storage systems that are incomplete or cumbersome to use. Currently, an estimated 35% of HR staff time is spent with manual processes.

Update provided by Jen Pfiffner on Aug 14, 2020 15:32:51

With BS&A coming online as the financial software for the City, these needs are expected to be addressed with that implementation.

Action/Strategies 8.1.1

May 31, 2018 - Mar 27, 2020 Completed Progress 100%

Develop a baseline of needs that could potentially be served by existing software solutions, new yet to be identified solutions, or deem certain processes as not fit for automation.

Owner: Jen Pfiffner

Checklist (No Weighting) : 3/3

- ~~Identify and prioritize processes applicable for automation.~~
- ~~Research existing systems and the potential to automate needed tasks.~~
- ~~Research additional systems to identify potential for task automation.~~

Update provided by Jen Pfiffner on Aug 14, 2020 15:31:43

✓Research additional systems to identify potential for task automation.

With BS&A coming online as the financial software for the City, these needs are expected to be addressed with that implemention.

Issue 8.2 5 Progress 11%

Lack of clarity and standardization of Human Resource policies and procedures.

Owner: Jen Pfiffner

Action/Strategies: 2

Internal/External

Internal

Statement

Many Human Resources standard operating procedures are confusing, inconsistent, inadequate, and unenforced. For several decades, some activities have been decentralized – resulting in different ways of conducting HR transactions – recruitment, personnel action form preparation, performance evaluations, etc. This has created an inconsistent and often non-compliant environment that creates confusion, wastes time, creates conflicts, and reduces City efficiency.

Update provided by Jen Pfiffner on Feb 12, 2021 21:51:38

Progress is being made and will be completed by the spring.

Action/Strategies 8.2.1

Aug 14, 2020 - Apr 30, 2021 | On Track | Progress 22%

Complete an update of the Personnel Policies for the City of Moscow.

Owner: Jen Pfiffner

Checklist (Equal Weighting) : 2/9

- Conduct
- ~~Hiring~~
- Compensation & Benefits
- Time & Attendance
- ~~Leave~~
- Performance
- Disciplinary
- Work Status
- Rules

Work Plan

Each policy will be updated to include where appropriate an accompanying Standard Operating Procedure.

Documents will be drafted by HR and reviewed the Employee Advisory Committee, Risk Management Team, City Attorney, Department Heads, and the City Supervisor

Update provided by Jen Pfiffner on Feb 12, 2021 21:50:07

✓Hiring

✓Leave

Drafts currently in review include:

Compensation & Benefits

Time & Attendance

Drafts prepared for review:

Disciplinary

Action/Strategies 8.2.2

Mar 30, 2020 - Sep 30, 2020 | On Track | Progress 0%

Update the City of Moscow Employee Safety Manual.

Owner: Jen Pfiffner

Checklist (No Weighting) : 0/5

- Health & Safety
- Employee Safety
- Serious Diseases
- Maintenance of Work Areas
- Inventory existing safety manuals throughout City.

Update provided by Jen Pfiffner on Feb 12, 2021 21:50:26

Will be addresses once the Personnel Policies are updated.

Issue 8.3 5 Progress 67%

Current Medical Benefit Model is Unsustainable

Owner: Jen Pfiffner

	%	#
On Track	50.0	1
Completed	50.0	1

Action/Strategies: 2

Statement

The inclusion of multiple generations in the workforce and the significant rises in insurance costs and premiums for both the City and the employee make for an unsustainable model. The City's current medical benefits structure has not changed significantly in 25 years and had resulted in unpredictable annual increases in costs for the service ranging from 5% to 25%. Additionally, the City's experience level has varied from 90% to 120% over the years. While wellness has provided for some mitigation of health issues, catastrophic issues affecting experience levels can be unpredictable

and can result in increases in costs that cannot met given the insufficient financial resources that limit the City. Healthcare costs for both the City and employees has risen year after year. As our employee base becomes more diverse with the various generations and preferences for service the model that has served us well for many years should be reviewed given changes in the healthcare industry as well.

Update provided by Jen Pfiffner on Aug 17, 2020 20:49:14

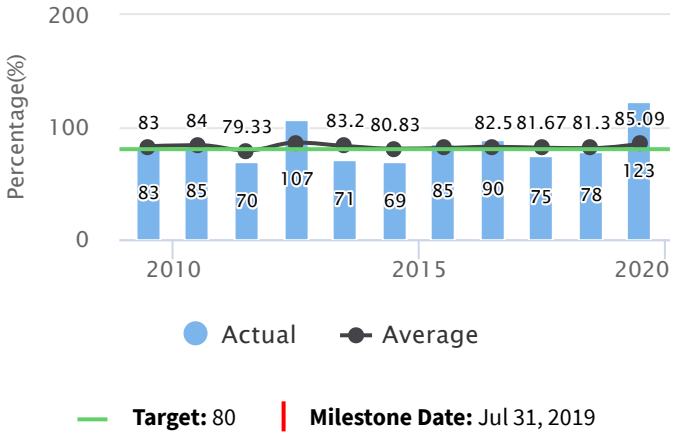
Monitoring of unreliable experience ratings continues, manageable increases (though still not desirable) have been achieved through active plan management. Re-visioning of benefits will commence in September of 2020 with actionable items to be prepared prior to the annual renewal process in 2021.

Issue 8.3 > KPI

Experience Rating

Average annual experience rating for City of Moscow health benefits as reported by Regence via the Murray Group.

Owner: Jen Pfiffner *Last Update: Aug 14, 2020 16:53:30*



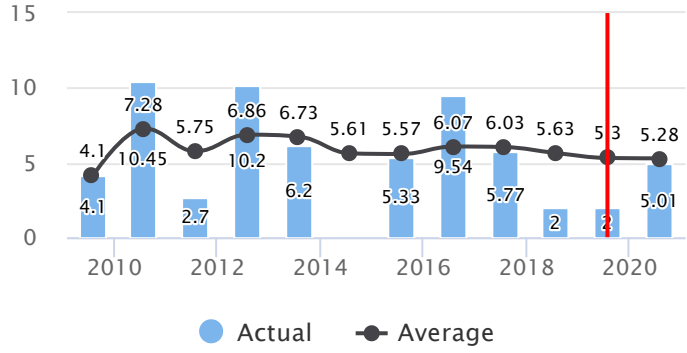
Target: 80 | **Milestone Date:** Jul 31, 2019

Comment
Each data point is an average of monthly experience ratings from August through July, the City's plan year.

Annual Benefit Rate Increase

Annual percent increase for all medical, dental, vision benefits

Owner: Jen Pfiffner *Last Update: Aug 14, 2020 16:57:28*



Action/Strategies 8.3.1

May 31, 2018 - Dec 31, 2020 | Completed | Progress 100%

Evaluate a self-funded model with estimates for impacts, review the data and develop a proposal outlining an Administrative Services Only (ASO) approach with a full and comprehensive review of discussion points and all information needed for a full vetting of the proposal.

Owner: Jen Pfiffner

Checklist (No Weighting) : 3/5

- ~~Self-funded model researched and go-no go decision point reached.~~
- ~~Application developed DOI for self-funding.~~
- ~~Agreements required of self-funding finalized and signed.~~
- Approval from DOI for self-funding received.
- Self-funding in place, Action completed.

Update provided by Jen Pfiffner on Feb 12, 2021 21:51:12

Given the current experience rating for the City's benefits, this project has been tabled indefinitely.

Action/Strategies 8.3.2

Jan 01, 2021 - May 28, 2021 | On Track | Progress 33%

Evaluate alternative benefit models.

Owner: Jen Pfiffner

Update provided by Jen Pfiffner on Feb 12, 2021 21:54:54

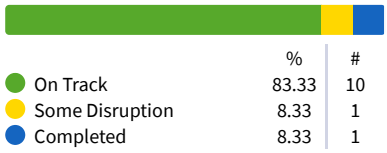
Work with The Murray Group has commenced. Alternative models and offerings for employees are being developed. Approach will include pooled experience, options for reduced premiums, no significant increase in cost to the City.

Department 9

Progress 23%

Information Systems

Owner: Jesse Flowers



	%	#
On Track	83.33	10
Some Disruption	8.33	1
Completed	8.33	1

Action/Strategies: 12

Update provided by Jesse Flowers on Dec 01, 2020 00:15:47

Updated to all issues and actions/strategies posted.

Action/Strategies 9.1.1

Oct 21, 2019 - Jan 01, 2021 | On Track | Progress 60%

Identify ways to increase staff efficiency through a review and assessment of staffing needs, including full-time and part-time staff and contractors by January 2021.

Owner: Jesse Flowers

Update provided by Jesse Flowers on Jan 20, 2021 21:59:59

Continue to evaluate staffing and productivity, due to Covid restrictions have delayed progress.

Action/Strategies 9.1.3

Ongoing - Jan 01, 2021 | On Track | Progress 35%

Create list of deferred maintenance tasks by January 2021.

Owner: Jesse Flowers

Update provided by Jesse Flowers on Jan 20, 2021 22:00:50

Continuing to develop list of deferred tasks.

Action/Strategies 9.1.4

Oct 21, 2019 - Jan 01, 2021 | On Track | Progress 75%

Create an inventory of service areas and identify knowledgeable staff by January 2021.

Owner: Jesse Flowers

Update provided by Jesse Flowers on Jan 20, 2021 22:01:45

Continuing do develop inventory and limited cross training due to covid restrictions.

Action/Strategies 9.1.6

Jan 01, 2020 - Dec 31, 2020 | Completed | Progress 100%

Conduct new IS satisfaction survey in 2020.

Owner: Jesse Flowers

Update provided by Jesse Flowers on Apr 09, 2020 23:03:31

The Information Systems Department Satisfaction surveys is no longer necessary given the frequent feedback received by all departments.

Action/Strategies 9.2.1

Jan 01, 2016 - Oct 01, 2020 | Some Disruption | Progress 0%

Locate or select improved radio repeater sites.

Owner: James Fry

Update provided by James Fry on Dec 01, 2020 16:13:16

No update.

Action/Strategies 9.2.2

Jan 01, 2016 - Dec 31, 2022 | On Track | Progress 0%

Replace outdated radio communication infrastructure.

Owner: James Fry

Update provided by James Fry on Oct 29, 2019 20:26:57

Results of radio consulting firm needed to determine coverage and options. Plan and funding to be determined.

Action/Strategies 9.2.3

Jan 01, 2016 - Dec 31, 2025 | On Track | Progress 0%

Interconnect repeaters for one channel simulcasting. Future action dependent on replacement of radio infrastructure.

Owner: James Fry

Update provided by James Fry on Oct 29, 2019 20:28:01

Prime site to be chosen. This site and radios will be funded and then secondary site determined.

Action/Strategies 9.2.4

Jan 01, 2016 - Dec 31, 2022 | On Track | Progress 0%

Encrypt/scramble radio channels.

Owner: James Fry

Update provided by James Fry on Oct 30, 2019 14:07:00

Once system is in place and running encryption can begin.

Action/Strategies 9.2.6

Jan 01, 2016 - Sep 30, 2023 | On Track | Progress 0%

Appropriate the remaining revenue needed to purchase radio equipment in the FY2021 and FY2022 budget for replacing the outdated infrastructure.

Owner: James Fry

Update provided by James Fry on Oct 29, 2019 20:37:36

Once plan is developed and approved, primary site (and radios) will be funded in one fiscal year and secondary site will be funded in following fiscal year.

Action/Strategies 9.2.8

Jan 01, 2016 - Oct 01, 2020 | On Track | Progress 0%

Identify a mutual aid frequency for City-wide and regional use.

Owner: James Fry

Update provided by James Fry on Feb 18, 2020 16:10:55

No update.

Action/Strategies 9.2.9

Jan 01, 2016 - Dec 31, 2022 | On Track | Progress 0%

Acquire a multi-frequency radio system with a minimum of three radio channels to accommodate regular dispatch, tactical operations, and interoperability for police.

Owner: James Fry

Update provided by James Fry on Oct 29, 2019 20:47:53

Jessee Flowers will meet with Tim Besst to determine County involvement. Action is contingent on research. One system is in place--partners, incident command procedures, trunking system and repeaters, etc. will be determined.

Action/Strategies 9.2.10

Jan 01, 2016 - Dec 31, 2022 | On Track | Progress 0%

Conform to National Incident Management System (NIMS) directives for interoperability during emergencies.

Owner: James Fry

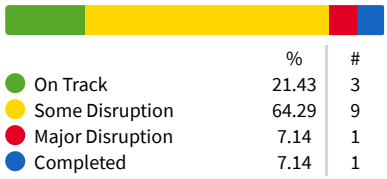
Update provided by James Fry on Oct 29, 2019 20:51:11

NIMS directives will be followed when system is in place.

Department 10 Progress 7%

Parks and Recreation

Owner: Dwight Curtis



	%	#
On Track	21.43	3
Some Disruption	64.29	9
Major Disruption	7.14	1
Completed	7.14	1

Issue: 14 | Action/Strategies: 14

Update provided by Dwight Curtis on Jul 24, 2020 21:18:45

No changes to this issue at this time.

Issue 10.1 5 Progress 0%

Park Development (Master Plan 3.2.1)
GOAL: Complete the development of park properties

Owner: Dwight Curtis

	%	#
On Track	100.0	1

Action/Strategies: 1

Internal/External
External

Statement
For years the City of Moscow has obtained properties through outright purchases and parkland dedications, without a solid plan for developing those properties. A primary obstacle in developing park properties, as one would imagine, was a means to fund those developments. Bringing new undeveloped properties into the park inventory is important, as is having those properties developed for public use. In May, 2017, the Moscow City Council approved the use of $1.9MM remaining Bob Hamilton Estate funds to specifically be used for the purchase and installation of playgrounds and pathways to those playgrounds as a catalyst for the initial development of the City's undeveloped park properties. In 2017-2018, initial efforts under this new plan resulted in the development of Indian Hills Park, Morgan's Orchard Park and the installation of a wheelchair swing (called the "iSwing") in East City Park. Results from the Parks and Recreation Master Plan Update survey clearly show that the citizens desire the development of parks in those underserved areas, and that they consider parks important to the livability of this community.

Action/Strategies 10.1.1

Ongoing - Ongoing | On Track

Continue park property development efforts to meet the needs of underserved areas of Moscow.

Owner: Dwight Curtis

Checklist (No Weighting) : 9/9

- ~~Accomplish the initial development of at least one undeveloped park property each year, using the Hamilton Estate funds.~~
- ~~Bring additional park improvements and amenities to the new parks as other funding allows.~~
- ~~Include forecasting park maintenance and operational needs and costs in the annual budgeting process.~~
- ~~When and where feasible, locate future parks adjacent to linear greenways and planned extenstions of the pathway system so as to maximize their accessibility.~~
- ~~Improve way-finding to parks and public spaces by installing unique directional signage along roadways and at every park entrance so that users and passers-by can easily identify public facilities.~~
- ~~Conduct an inventory of surplus government-owned (City, County, State, and University) property and consider it for parks and/or open space use, particularly if it is within an identified "need area."~~
- ~~Conduct an inventory of vacant lots for possible public uses such as neighborhood gardens or public park space.~~
- ~~Consider establishing a theme for each park to broaden the range of activity types throughout the community. Ideas may include parks for special events, arts and culture, heritage, eco-tourism, x-generation, bird watching, mature adults, and boomers, among others.~~
- ~~Consider exploration of north/south pathways development.~~

Update provided by Dwight Curtis on Feb 10, 2021 21:42:20

Project on track.

Issue 10.2 5 Progress 0%

Environment (Master Plan 3.2.2)
GOAL: Reduce pesticide use in public parks and properties

	%	#
Some Disruption	100.0	1

Owner: Dwight Curtis

Action/Strategies: 1

Internal/External
External

Statement
Moscow has a long history of environmental activism and stewardship. One particular area requiring attention is the City's use of pesticides in its parks, properties and urban forestry operations. For years, the chemicals used by the Parks and Recreation Department have been reviewed for acceptable use by the Sustainable Environment Commission (SEC), along with any recommended changes. However, recently the overwhelming conclusion by the SEC, Parks and Recreation Commission and City staff is that considerably more can and should be done to drastically reduce pesticide use as much as possible. Collaboration on developing a pesticide reduction plan began in 2018. Results from the Parks and Recreation Master Plan Update survey clearly show that the citizens consider this a high priority and desire action. Moscow is also rich with environmental resources including Paradise Creek, Palouse River, ponds and wetlands, prairie areas, prime agricultural lands, and hillsides and steep slopes. These natural features contribute to the character of the community and are a source of recreation and pride. Preservation and protection of these areas is of utmost importance for the purposes of conservation, education, and sustainability. Parks and recreation planning should include the National Pollutant Discharge Elimination System (NPDES) Phase II Permit as part of the process.

Action/Strategies 10.2.1 5

Ongoing - Ongoing | Some Disruption

Develop a policy and process to reduce pesticide usage within the City's public parks, properties, and urban forestry program

Owner: Dwight Curtis

Checklist (No Weighting) : 6/6

- ~~Continue collaboration efforts to develop a City process to reduce pesticide usage within the City's public parks, properties and urban forestry program.~~
- ~~Develop a City pesticide reduction policy to ensure the initiation and on-going process to reduce pesticide usage within the City's public parks, properties and urban forestry program.~~
- ~~Include an on-going review and evaluation of the City's pesticide reduction program~~
- ~~Consider initiating City pesticide reduction program utilizing pilot test areas (presently, Otness Park is being considered as a test area).~~
- ~~Consider developing maps showing relative locations of parkland Wisescapes.~~
- ~~Consider developing maps showing collection/disposal sites through parks system.~~

Update provided by Dwight Curtis on Feb 10, 2021 17:30:44

✓Continue collaboration efforts to develop a City process to reduce pesticide usage within the City's public parks, properties and urban forestry program.

- This will be a several year initiative. The Parks and Recreation Department is working with the Sustainable Environment Commission and conservation staff in the Water Department to identify earmarks to accomplish.

✓Develop a City pesticide reduction policy to ensure the initiation and on-going process to reduce pesticide usage within the City's public parks, properties and urban forestry program.

- As more information is analyzed, a policy will be developed for Council consideration. At this time, more information and analysis is being obtained specifically for the purpose of developing policy.

✓Include an on-going review and evaluation of the City's pesticide reduction program

- This is being done, but not through policy as that has not been officially established.
- All pesticides and chemicals utilized by the Parks and Recreation Department are reviewed annually by the Sustainable Environment Commission.

✓ Consider initiating City pesticide reduction program utilizing pilot test areas (presently, Otness Park is being considered as a test area).

- A pesticide-free pilot program was initiated in Otness Park, including an annual audit of effectiveness. After two-years: staff time has increased because of more manual weed control and weeds have increased. The program will continue to be monitored.

✓Consider developing maps showing relative locations of parkland Wisescapes.

- This has not been initiated as of yet. The Wisescape planning efforts are planned for FY22 or FY23.

✓Consider developing maps showing collection/disposal sites through parks system.

- This has not been initiated as of yet.

Issue 10.3 5 Progress 0%

Water Conservation (Master Plan 3.2.3)
GOAL: Reduce water usage in public parks and properties

Owner: Dwight Curtis

	%	#
Some Disruption	100.0	1

Action/Strategies: 1

Internal/External
External

Statement
In the Moscow domestic area, water is a precious resource. Research to protect the quality water in our aquifer systems is an ongoing venture. While more is learned every day, there are still many unknowns. The City utilizes this precious resource to irrigate its parks, landscaped properties, and fill and maintain water levels in the aquatics center pools. The topic of water conservation in the Parks and Recreation Department has been discussed for years, with public pressure to maintain some emerald-green turf areas as well as to drastically reduce irrigation usage, but no solid plan is in place to aggressively address the issues. Responses to the issue in the Parks and Recreation Master Plan Update survey reveal the public's strong desire that water conservation in the City's parks and properties be a priority. Additional local educational resources on these matters is PBAC, UI Extension, and Latah County.

Action/Strategies 10.3.1 5

Ongoing - Ongoing | Some Disruption

Develop a policy and process for water conservation measures within the City's public parks and properties.

Owner: Dwight Curtis

Checklist (No Weighting) : 5/5

- ~~Utilize collaboration efforts with the Water Department, Sustainable Environment Commission and others to develop a City process to reduce water usage within the City's public parks and properties.~~
- ~~Develop a City water usage reduction policy to ensure the initiation and on-going process to reduce water usage within the City's public parks and properties.~~
- ~~Consider strategic browning of certain parks, specific areas within parks, and other properties.~~
- ~~Consider developing an aggressive xeriscape/Wisescape development plan.~~
- ~~Consider initiating a City water reduction program utilizing pilot test areas within the parks system.~~

Update provided by Dwight Curtis on Feb 10, 2021 17:57:07

✓Utilize collaboration efforts with the Water Department, Sustainable Environment Commission and others to develop a City process to reduce water usage within the City's public parks and properties.

- This is taking place, but at a formal planned out pace. This will be more useful once a plan is developed and implemented.

✓ Develop a City water usage reduction policy to ensure the initiation and on-going process to reduce water usage within the City's public parks and properties.

- This has not been initiated as of yet. Planned for FY22 or FY23. However, discussions are already underway.

✓Consider strategic browning of certain parks, specific areas within parks, and other properties.

- This has not been officially initiated as of yet. Planned for FY22 or FY 23.
- During recent summer seasons with extreme heat and low rainfall, strategic measures were taken to lessen irrigation to allow "some" emeralding, or just above dormancy. This caused no damage to the turf, but did invite public dissatisfaction. Interestingly, green turf also receives negative public responses during droughts.

✓Consider developing an aggressive xeriscape/Wisescape development plan.

- This has not been officially initiated as of yet.
- Using conservation expertise from the Water Department, more mulching is taking place to reduce the need for water usage.
- Formal plan development is scheduled for FY 22 or FY23.

✓Consider initiating a City water reduction program utilizing pilot test areas within the parks system.

- This will take place with the water reduction plan, scheduled for FY22 or FY23.

Issue 10.4 5 Progress 0%

Accessibility (Master Plan 3.2.4)
GOAL: Provide access in all City parks and facilities

	%	#
Some Disruption	100.0	1

Owner: Dwight Curtis

Action/Strategies: 1

Internal/External
External

Statement

Moscow's parks are a tangible reflection of the quality of life in our community. They provide identity for our citizens and are a major factor in the perception of the quality of life in any given community. Parks and recreation services are often cited as one of the most important factors in surveys of how livable communities are. Parks provide gathering places for families and social groups, as well as for individuals of all ages and economic status. Parks and recreation facilities and programs are supposed to provide places for health and well-being that are accessible by persons of all ages and abilities, especially for those with disabilities. Moscow has been making steady progress for years to ensure its parks, facilities and programs are accessible; however, there is a need for an updated accessibility assessment and strategy plan to upgrade any deficiencies.

Action/Strategies 10.4.1 5

Ongoing - Ongoing | Some Disruption

Develop an Accessibility Master Plan for the City's public parks, facilities and recreational programs.

Owner: Dwight Curtis

Checklist (No Weighting) : 5/5

- ~~Inventory existing City parks and facilities for accessibility. Note: pathways are considered parks, and "facilities" includes all City-owned buildings.~~
- ~~Evaluate all recreational programs for accessibility~~
- ~~In collaboration with the City's ADA Coordinator and local professional accessibilityspecialty organizations, develop an Accessibility Master Plan for the City's parks, facilities, and recreational programs.~~
- ~~Consider including an annual review for compliance.~~
- ~~Consider specialty training for recreation programming staff.~~

Update provided by Dwight Curtis on Feb 10, 2021 18:06:13

✓Inventory existing City parks and facilities for accessibility. Note: pathways are considered parks, and "facilities" includes all City-owned buildings.

- This has been done and is complete.

✓Evaluate all recreational programs for accessibility

- This has not been initiated formally. At present, programs have been adjusted to accommodate upon request. There have been very few requests over the last 18 years.
- It is listed in the activities brochure that accommodations, if possible, will be made.

✓In collaboration with the City's ADA Coordinator and local professional accessibility specialty organizations, develop an Accessibility Master Plan for the City's parks, facilities, and recreational programs.

- This is presently under development. Other than recreation programs, it is complete.

✓Consider including an annual review for compliance.

- Once the Accessibility Master Plan is adopted, an annual review will be initiated.

✓Consider specialty training for recreation programming staff.

- Staff training does take place via professional conferences.
- Once our new Recreation Manager is in place, this will be made a priority.

Issue 10.5 5 Progress 0%

Alternative /Renewable Energy Resources and Savings (Master Plan 3.2.5)
GOAL: Reduce dependency on fossil fuels

	%	#
On Track	100.0	1

Owner: Dwight Curtis

Action/Strategies: 1

Internal/External
External

Statement

The City of Moscow has a long history of conservation and supporting sustainable energy practices. There are a multitude of park and recreational facilities in Moscow that require electricity and gas for lighting and heating, air conditioning, and heating water. In the past there have been some in-house assessments on alternative energy sources which have shown that the cost savings didn't justify the investments in alternative energy. The primary target of these assessments is the Hamilton-Lowe Aquatics Center, a major consumer of gas for heating the pools. However, there are multiple smaller facilities and amenities throughout the City's parks system that utilize electricity which could possibly utilize alternative power sources, helping to offset the larger users such as the aquatics facilities. Examples of these could be park shelters, restrooms, pathway lighting, parking lot lighting, etc. With advances in technology, a professional assessment of alternative energy uses is needed. Responses in the Parks and Recreation Master Plan Update survey clearly show a strong desire by the community to explore this issue and take action.

Action/Strategies 10.5.1 5

Ongoing - Ongoing | On Track

Assess the City's parks and facilities for alternative energy sources and savings.

Owner: Dwight Curtis

Checklist (No Weighting) : 1/5

- ~~Inventory all parks and facilities energy users.~~
- Have inventory professionally assessed for power alternatives to include cost recovery projections.
- Collaborate with applicable City staff, Commissions, and local energy experts to develop an investment/implementation plan based on assessment report.
- Produce annual cost/savings analysis report.
- Consider mandatory energy assessment of all future City parks and facility developments

Update provided by Dwight Curtis on Feb 10, 2021 18:39:46

✓Inventory all parks and facilities energy users.

This has not been formally initiated as of yet. Initiation is scheduled for FY22 or FY23.

There have been a number of assessments of the Hamilton-Lowe Aquatics Center by Admin Interns. As technology improves, the feasibility might improve.

Issue 10.6 5 Progress 0%

Parkland Dedication Evaluation (Master Plan 3.2.6)
GOAL: Establish a fair and equitable parkland dedication structure

	%	#
Some Disruption	100.0	1

Owner: Dwight Curtis

Action/Strategies: 1

Internal/External
External

Statement
New housing developments are necessary to keep up as the City of Moscow grows. The increase in new housing increases the impact on existing parks and recreational resources. To assist in offsetting this impact, the City implemented a Parkland Dedication Code requiring that developers provide compensation toward that offset. The compensation comes in the form of either dedication of parkland, a fee in lieu of that parkland, or a combination of the two. The process itself has been working well for several years. However, the actual formula for determining the fee in lieu of parkland has been a topic of discussion and confusion for about the same amount of years that program has been established in Moscow. Though this topic was not in the Parks and Recreation Master Plan Update survey, it is a topic that continues to fester and needs to be examined and addressed.

Action/Strategies 10.6.1 5

Ongoing - Ongoing | Some Disruption

Assess and revise the City's Parkland Dedication valuation structure.

Owner: Dwight Curtis

Checklist (No Weighting) : 1/5

- ~~Review undeveloped land valuation formula and process.~~
- Review “Fee in Lieu Of” land formula and process.
- Consider an analysis team to include City staff, elected officials and local developers to determine any changes.
- Recommend City Code changes for City Council consideration.
- Consider a review of the formulas on a 5-year cycle.

Update provided by Dwight Curtis on Feb 10, 2021 18:40:59

✓Review undeveloped land valuation formula and process.

The evaluation process is scheduled to begin in 2021, but has not begun as of yet.

Issue 10.7 5 Progress 0%

Overhaul of City's Parks and Facilities Standards (Master Plan 3.2.7)
GOAL: Establish parks and facilities standards unique to Moscow

	%	#
Major Disruption	100.0	1

Owner: Dwight Curtis

Action/Strategies: 1

Internal/External
Internal

Statement
The City of Moscow Parks and Recreation Department follows the National Recreation and Parks Association (NRPA) Parks and Facilities Standards to guide its own standards. The NRPA has now adopted a more generalized approach to parks and facility standards. There is now a clear understanding that one standard does not fit all communities. The NRPA has now adopted the approach that each community should develop its own unique standards, using the NRPA’s old standards as a reference. The City of Moscow needs to reevaluate its own needs and produce a set of parks and facilities standards to match.

Action/Strategies 10.7.1 5

Ongoing - Ongoing | Major Disruption

Assess and develop parks and facilities standards to match Moscow's uniqueness and guide the Parks and Recreation department operations into the future.

Owner: Dwight Curtis

Checklist (No Weighting) : 1/7

- ~~Produce an updated inventory of Moscow's parks and recreational facilities.~~
- Using community stakeholders, review and compare the NRPA standards to Moscow's inventory.
- Produce a parks and recreational facilities standards master document for Council adoption.
- The parks and facility standards overhaul should begin immediately and be completed within one year. A Needs Assessment and Implementation Plan cannot be developed until after the new parks and facility standards are adopted.
- The Needs Assessment should be completed within one year of the adoption of the parks and facilities standards.
- The Implementation Plan should be developed within one year of completing the Needs Assessment, followed by the systematic implementation of operations based on the new standards and needs assessment.
- Review and update every five years.

Update provided by Dwight Curtis on Feb 10, 2021 18:43:40

✓Produce an updated inventory of Moscow's parks and recreational facilities.

With the loss of our intern due to budget cuts (COVID related), this action has been on hold. It will be time consuming. If possible, the inventory update will take place in 2021, but likely 2022.

Issue 10.8 5 Progress 0%

Other Areas of Needed Action (Master Plan 3.2.8)

Owner: Dwight Curtis

	%	#
Some Disruption	100.0	1

Action/Strategies: 1

Statement

The previous six Actionable Items were of issues of possibly higher visibility, but there were also other issues illuminated via the Parks and Recreation Master Plan Update survey that deserves attention in this Master Plan Update.

Action/Strategies 10.8.1 5

Ongoing - Ongoing | Some Disruption

Explore the possibilities of the following items: covered or indoor playground; bubble the aquatics facility for year round use.

Owner: Dwight Curtis

Work Plan
Covered or indoor playground-

-Explore options for a covered or indoor playground

-Parks and Recreation Commission consider community desire, need, cost and make recommendation.

Bubble the aquatics facility for year round use-

-Explore options

-Parks and Recreation Commission consider community desire, need, feasibility, cost and make recommendation to City Council.

Update provided by Dwight Curtis on Feb 10, 2021 18:44:41

This initiative is scheduled for FY22 or FY 23.

Issue 10.9 5 Progress 0%

Pathways, Greenways, and Linear Connections. (Master Plan 3.2.9) GOAL: A comprehensive network of paths and linear parks connecting all parts of Moscow

	%	#
Some Disruption	100.0	1

Owner: Dwight Curtis

Action/Strategies: 1

Internal/External
External

Statement
Paradise Path, Bill Chipman Palouse Trail and the Latah Trail exemplify the City's proactiveness and commitment to creating a livable and healthy community. These linear pathways offer the benefits of recreation, exercise, nature observance, environmental education, community mobility, and neighborhood cohesiveness. Collaboration between regional agencies should remain strong. Continued development of linear parks and greenways, pathways, and pedestrian connections are of great value, as evidenced by their use and popularity. Therefore, it should be considered that each new development must contribute to the community's connectivity through dedicated open space, greenway development, and provision of access to pathways, which could possibly be accomplished through the dedication of open space and public access easements.

Update provided by Dwight Curtis on Nov 06, 2019 17:28:31

The Parks and Recreation Master Plan *Update* 2019, was adopted by the City Council in June 2019. One of the Actionable Items of the *Update* is the Development of Parks and Facilities Standards unique to the City of Moscow. This changes the entire previous dynamics of the City's parks and facilities needs. The Parks and Recreation Commission's goal is to complete the new standards by the end of 2020. The results of the new standards will detail if and what parks and facilities we are actually short. Until the new standards are developed, the old Issue 10.01 Actions and Strategies are discontinued and new replacement Actions and Strategies are being developed.

At the October 24th, 2019 Parks and Recreation Commission meeting, a sub-committee was formed to work out a pre-draft standards document. This committee consists of two Commission members (Sara Zaske and Ted Kisha), and two staff (Dwight Curtis and Dave Schott). A working draft would be prepared for sub-committee review and discussion in February, 2020.

Action/Strategies 10.9.1 5

Ongoing - Ongoing | Some Disruption

A comprehensive network of paths and linear parks connecting all parts of the community.

Owner: Dwight Curtis

Checklist (No Weighting) : 4/10

- ~~Continue to acquire necessary rights-of-way or easements for construction of the primary pathway network.~~
- Seek to complete the secondary pathway system by constructing pathway and sidewalk connectors in order to maximize accessibility to the citywide system.
- Amend the subdivision regulations to require pedestrian easements where appropriate to provide direct connections to the primary and secondary pathway networks.
- Integrate cyclist- and pedestrian-sensitive planning guidelines into all street improvement projects, such as minimum clearances, obstruction avoidance, signage, and maintenance.
- ~~Place appropriate lighting along existing segments of the paths and at the time of constructing new paths.~~
- ~~Establish policies and design standards for pedestrian tunnels beneath significant barriers (where possible) such as S.H. 8, U.S. 95, the railroad, and other major roadways, as well as the proposed greenbelt roadway corridor around the perimeter of the City~~
- ~~Consider planning for strategically placed public drinking fountains along trails that include water bottle-refilling and dog bowls.~~
- Continue to seek state and federal funding assistance for trail development, such as Rivers, Trails, and Conservation Assistance (RTCA), Recreational Trails Program (originally authorized by the Transportation Equity Act for the 21st Century), and transportation enhancements through Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU).
- Repurpose pathway corridors as multi-functional linear parks with activity areas such as exercise circuits, playscapes, and eco-destinations.
- Identify possible access linkages to the existing pathway system, which may include a sidewalk, bike lane, and/or path for all new publicly dedicated parks.

Update provided by Dwight Curtis on Feb 10, 2021 18:55:36

✓Continue to acquire necessary rights-of-way or easements for construction of the primary pathway network.

- This is an on-going initiative. No specific plan is in place, though the Pathways Commission is always investigating possibilities.

✓Place appropriate lighting along existing segments of the paths and at the time of constructing new paths.

- In FY21, new pathway lighting will be installed from Highway 95 east to Berman Creekside Park. Extension beyond that will occur as funding is available.

✓Establish policies and design standards for pedestrian tunnels beneath significant barriers (where possible) such as S.H. 8, U.S. 95, the railroad, and other major roadways, as well as the proposed greenbelt roadway corridor around the perimeter of the City

- A pedestrian/bike underpass was constructed at the Styner/Hwy 8 intersection. Another is planned for The Hwy 95/Hwy 8 intersection.

✓Consider planning for strategically placed public drinking fountains along trails that include water bottle-refilling and dog bowls.

- All future drinking fountains in parks or along pathways will include bottle fillers and dog bowls.
- The new drinking fountain placed in the new Blackbird Station along the Latah Trail is equipped with the bottle filler and dog bowl. Unfortunately, because of the COVID epidemic all park drinking fountains have remained shut off.

Issue 10.10 5 Progress 0%

Cultural enhancement. (Master Plan 3.2.10). GOAL: Broadened development of Moscow's cultural infrastructure and its integration into park sites and recreational programs

	%	#
Some Disruption	100.0	1

Owner: Dwight Curtis

Action/Strategies: 1

Internal/External

External

Statement

The City has been recognized as one of the "100 Best Small Art Towns in America" by John Villani. The strength of the arts community is a source of pride and should have an increased presence in the park system. A benefit of being a university town is the availability of cultural events and activities. As such, the community is cognizant of its history and both values and supports development of the arts. A cultural venue for visual art displays,

performances, demonstrations, and exhibits is the City's parks and public spaces. The current formulated program serves to enliven the park experience while giving an opportunity for creative expression to local, regional, and statewide talents.

Update provided by Dwight Curtis on Nov 06, 2019 17:35:11

The Actions/Strategies to resolve Issue 10.2 Recreational Program Assessment Tool, is complete and now an operational item.

Action/Strategies 10.10.1 5

Ongoing - Ongoing | Some Disruption

Broaden development of the community's cultural infrastructure and its integration into park sites and recreational programs.

Owner: Dwight Curtis

Checklist (No Weighting) : 1/13

- ~~Adapt unused or underutilized spaces to create neighborhood gardens, plazas, landscape malls, and common open spaces for the beautification and enjoyment of residents and visitors.~~
- Explore the possibilities of incorporating museums, monuments, and markers as park amenities and destinations for tourists and visitors.
- Build historic and cultural value into parks and public open spaces through programs, festivals, and activities held within the parks.
- Provide a place in each park for the display of public art and/or notices of scheduled performances.
- Work with the Arts Department/Commission to develop a public art walking tour for viewing of pieces on display in parks, open spaces, and along community pathways.
- Expand the educational interpretation program, like that along the Chipman Trail, Paradise Path, and Latah Trail through signage, kiosks, monuments, and expressive way-finding.
- Work with the Art Department/Commission to utilize the "art-in-the-park" program to attract heritage tourists, which, together with eco-tourism, is the fastest growing national tourism economy.
- Partner with the Arts Department/Commission to expand arts programming, such as a summer arts program, to complement recreational activities.
- Enhance interpretation to highlight historic figures and events, including a heritage walk and living history displays at each park.
- Continue to support and expand the Farmers Market and other festivities in and around Main Street and Friendship Square.
- Consider integration of a public stage/amphitheater near the Downtown Urban Renewal area for showing independent films and other live performances. Also, consider a public art plaza for rotating art displays (similar to that in City Hall) with a highly unique space design.
- Consider developing map showing artful elements around town.
- Consider the idea of artistic elements that can be integrated into functional pieces, such as artful benches, etc.

Update provided by Dwight Curtis on Feb 10, 2021 19:00:07

✓Adapt unused or underutilized spaces to create neighborhood gardens, plazas, landscape malls, and common open spaces for the beautification and enjoyment of residents and visitors.

- This is an on-going initiative.

Issue 10.11 5 Progress 0%

Convenience and Accessibility of Public Parks, Recreational Areas, and Public Open Spaces. (Master Plan 3.2.11)
GOAL: Even and equal distribution of park spaces, activities, and facilities to meet the diversity of Moscow.

On Track

%	#
100.0	1

Owner: Dwight Curtis

Action/Strategies: 1

Statement

Other than the University of Idaho's fields, most of which are not open for everyday public use, a majority of the City's parks are on the east side. Also, due to the requirement of land dedication only (not including park development), many of the parks intended to serve the newer neighborhoods are undeveloped. As a result, there are large areas of town that are not within close proximity to public park space. Therefore, the fully developed parks, such as East City Park, are heavily utilized, bordering on overuse at certain times. In addition to park spaces, there is also a need to diversify the types of activities and facilities available, helping to meet the needs of the adult and senior populations.

Update provided by Dwight Curtis on Feb 10, 2021 21:46:32

This is an on-going initiative. Opportunities are continuously sought.

Action/Strategies 10.11.1 5

Ongoing - Ongoing | On Track

Even and equal distribution of park spaces, activities, and facilities to meet the diversity of local areas.

Owner: Dwight Curtis

Checklist (No Weighting) : 6/11

- When and where feasible, locate future parks adjacent to linear greenways and planned extensions of the pathway system so as to maximize their accessibility.
- ~~Adopt a practice of neighborhood design charrettes to gather resident input on the design of nearby parks and the types of facilities and equipment desired to serve its users.~~
- ~~Continue to utilize the newly adopted policy requiring a development "plan" for each park property within 2 years of new acquisitions and all existing undeveloped park properties within 5 years of adoption of this Master Plan. Each park property development plan will include at a minimum a design plan, development and funding strategy plan, and ongoing maintenance and operations plan. The development plans should include, if necessary, phasing elements such as adjacent street improvements, to allow development to begin sooner and still assure the public of future improvements. This would increase the likelihood of ensuring a systematic and timely development of existing and new park properties.~~
- Adopt prototypical park development standards to identify minimum improvements within all parks, with unique consideration of the location relevant to user population characteristics.
- ~~Adopt National Recreation and Park Association (NRPA) standards for establishing park service areas.~~
- Improve way-finding to parks and public spaces by installing unique directional signage along roadways and at every park entrance so that users and passers-by can easily identify public facilities.
- Conduct an inventory of surplus government-owned (City, County, State, and University) property and consider it for parks and/or open space use, particularly if it is within an identified "need area."
- Conduct an inventory of vacant lots for possible public uses such as neighborhood gardens or public park space.
- ~~Amend the City's leash ordinance to allow off-leash time periods in suitable existing parks other than the Dog Park.~~
- ~~The Parks and Recreation Department recently completed a draft City Parks, Facilities and Lands Historic Guide. This document, once officially accepted, should be updated annually and made accessible to the public.~~
- ~~Review the City's interpretation of accessible play structures and equipment in every park.~~

Update provided by Dwight Curtis on Feb 10, 2021 21:56:12

This is an on-going initiative. Opportunities are continuously sought. Budgetary constraints can play a significant part in this.

✓Adopt a practice of neighborhood design charrettes to gather resident input on the design of nearby parks and the types of facilities and equipment desired to serve its users.

- This is done for all park designing efforts.

✓Continue to utilize the newly adopted policy requiring a development "plan" for each park property within 2 years of new acquisitions and all existing undeveloped park properties within 5 years of adoption of this Master Plan. Each park property development plan will include at a minimum a design plan, development and funding strategy plan, and ongoing maintenance and operations plan. The development plans should include, if necessary, phasing elements such as adjacent street improvements, to allow development to begin sooner and still assure the public of future improvements. This would increase the likelihood of ensuring a systematic and timely development of existing and new park properties.

- This is currently being accomplished.

✓Adopt National Recreation and Park Association (NRPA) standards for establishing park service areas.

- This is no longer the case. NRPA no longer provides park standards, but rather state that each community should develop their own standards based on the uniqueness of their community. This is a separate issue in this strategic plan.

✓Amend the City's leash ordinance to allow off-leash time periods in suitable existing parks other than the Dog Park.

- The City has established Mountain View Park field area as an off-leash area during non-programmed time periods.

✓The Parks and Recreation Department recently completed a draft City Parks, Facilities and Lands Historic Guide. This document, once officially accepted, should be updated annually and made accessible to the public.

- This is updated annually through the Parks and Recreation Admin office.

✓Review the City's interpretation of accessible play structures and equipment in every park.

- This is accomplished regularly through the training of parks staff as certified playground safety inspectors (CPSI).

Issue 10.12 5 Progress 0%

Diversity and Availability of Recreational Programs and Activities . (Master Plan 3.2.12) GOAL: Maximum availability and utilization of recreation programming

	%	#
Some Disruption	100.0	1

Owner: Dwight Curtis

Action/Strategies: 1

Internal/External
External

Statement
In addition to providing outdoor park areas and facilities, the Parks and Recreation Department is also responsible for the community's recreational programming. A broad variety of programs is available to the residents of Moscow, which may be further expanded to include programming for nature/outdoors, culture, and added sports. Continued development of the City's recreational programming is necessary to provide indoor opportunities, and to supplement the outdoor facilities and spaces.

Update provided by Dwight Curtis on Jul 24, 2020 21:21:51

No changes to this issue at this time.

Action/Strategies 10.12.1 5

Ongoing - Ongoing | Some Disruption

Maximum availability and utilization of recreational programming.

Owner: Dwight Curtis

Checklist (No Weighting) : 1/8

- Expand the number and hours of activities available for the participation of youth and teens.
- ~~Emphasize program values for healthy active lifestyles, implementing the newly focused programs within two years of adoption of this Master Plan.~~
- Increase emphasis on recreational programs for both young and mature adults, including fitness and exercise classes, visual and performing arts, etc.
- Conduct a comparative analysis of recreational program fees and revenues generated by comparable cities throughout the region and the state, and make adjustments as warranted.
- Conduct an advertising campaign to solicit programmatic participation by residents.
- Explore expanding, renovating and providing new facilities that are available for recreational programs so as to increase the type and numbers of activities and to attract new users.
- In an effort to expand and strengthen the performing arts, work closely with the Arts Department/Commission to offer additional programs that cater to and solicit the involvement of residents in performing arts, including theater, motion pictures, music, dance, opera, magic, and the marching arts, such as brass bands.
- Expand upon the recreation and sports programs already offered with varying levels of training and new, supplemental program offerings.

Update provided by Dwight Curtis on Feb 10, 2021 21:59:36

This is an on-going initiative. There has been staff turnover in this area, so the initiative is behind. With the new staff coming on board this spring, we are confident that we'll be back on track with these endeavors.

✓Emphasize program values for healthy active lifestyles, implementing the newly focused programs within two years of adoption of this Master Plan.

- This is done through program planning as well as heavily marketed through the activities brochures.

Issue 10.13 5 Progress 100%

Effective Management, Administration, and Partnerships. (Master Plan 3.2.13) GOAL: Maximize the efficient use of resources to develop and maintain a first-class system of parks, public open spaces, and recreational facilities and improvements.

Owner: Dwight Curtis

Action/Strategies: 1

Internal/External
External

Statement
Generally, the Parks and Recreation Department is heralded for its efforts to acquire, develop, manage, and maintain a good system of parks and recreational facilities. However, there are growing funding pressures and fewer sources of outside funds than in years past. Presently, there are 339.87 acres of City parkland, which includes 160 acres for the Virgil Phillips Farm Park outside the City. Shared maintenance cost agreements have worked well for the Latah Trail, the Chipman Trail and Virgil Phillips Farm Park.

Update provided by Dwight Curtis on Feb 10, 2021 21:38:14

This issue was established as an all-inclusive effort to improve management, administration and partnerships. The item lacks clear substance and is difficult to work into an accomplishable strategic planning objective. Therefore it is being dropped.

Action/Strategies 10.13.1

Ongoing - Ongoing | Completed

Maximize the efficient use of resources to develop and maintain a first-class system of parks, public spaces, and recreational facilities and improvements.

Owner: Dwight Curtis

Checklist (No Weighting) : 0/6

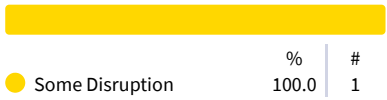
- Explore the feasibility and value of contracting for some park maintenance activities that may be handled more cost effectively by the private sector.
- Explore organization of an adopt-a-park program to solicit the participation of local clubs and groups to undertake park improvement projects under the guidance of the City.
- Continue to submit applications for state and federal grants-in-aid programs, as well as to private foundations, to maximize the leverage of the City's financial resources.
- Explore the formation of mutually beneficial relationships with other area communities, public and semi-public agencies, groups, and organizations for combining resources to acquire, develop, and maintain public land and other significant capital investments. The collaborative efforts between Pullman and Moscow in the development of the Chipman Trail are a highly visible and successful example of what can be accomplished.
- Explore the feasibility of establishing programs for lease/purchase, tax incentives, and public maintenance to entice private sector participation in park system development.
- A facilities/staffing needs assessment was approved in 2015.

Update provided by Dwight Curtis on Feb 10, 2021 21:38:13

Status updated to "Completed"

Issue 10.14 5 Progress 0%

Explore designation of City's parks and properties as nicotine-free. (Master Plan 3.2.14) Goal: Maximize health benefits of nicotine-free public outdoor recreational spaces and reduction of nicotine product litter in City parks and properties.



	%	#
Some Disruption	100.0	1

Owner: Dwight Curtis

Action/Strategies: 1

Internal/External
Internal

Statement
Moscow's City parks and open spaces improve our physical and psychological health, strengthen our community, and make our city and neighborhoods more attractive places to live and work. They are the jewels of our community. Nicotine-free parks enhance visitor enjoyment of clean air, natural beauty and healthy activities. These policies protect all park visitors from the harmful effects of exposed secondhand smoke, reduce tobacco product litter, and sends a positive message to the community that nicotine product use is not compatible with active, healthy lifestyles, and can help steer youth away from their use. These policies also reduce maintenance costs and fire risks. There are currently 1,260 U.S. municipalities that have smoke-free parks, and it is estimated that annual cleanup costs for tobacco–related litter is between $3MM-$16MM with 175 million pounds per year for cigarette butts alone

Update provided by Dwight Curtis on Jul 24, 2020 21:22:05

No changes to this issue at this time.

Action/Strategies 10.14.1 5

Ongoing - Ongoing | Some Disruption

Explore designation of City's parks and properties as nicotine-free.

Update provided by Dwight Curtis on Feb 10, 2021 19:03:56

This has not been initiated as of yet. Scheduled for FY21, but this may be delayed until FY22.

Owner: Dwight Curtis

Checklist (No Weighting) : 0/6

- Explore development of a nicotine-free City park and property policy for consideration.
- Implement red-flags project to identify severity of tobacco-product litter in Moscow's parks.
- Consider options such as all City parks and properties, certain ones, or zones within particular parks.
- Consider aggressive educational campaign
- Explore successes of other municipalities with nicotine-free parks and properties.
- Consider whether to make this enforceable or not.

Department 11 Progress 0%

Public Utility - Fleet

	%	#
Status Pending	9.09	1
On Track	9.09	1
Some Disruption	81.82	9

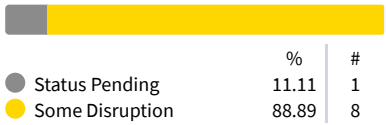
Owner: Karl Riedinger

Issue: 3 | Action/Strategies: 11

Issue 11.1 5 Progress 0%

Inadequate Fleet Facility Reduces Efficiency

Owner: Tyler Palmer



Action/Strategies: 9

Internal/External
Internal

Statement
The Fleet Division operates out of a 60 year-old facility which is undersized, outdated, and inadequate to maintain the size and variety of City Fleet vehicles and equipment. The minimum industry standard for fleet operations is 1.5 bays per technician. With three technicians and only 2.5 bays, none of which are pull-through bays, the City cannot meet this standard which prevents efficient scheduling, limits bay availability for emergency repairs, and creates unsafe working conditions due to the limited space and inadequate large vehicle lift systems. Repair and maintenance schedules are delayed, on-site training is infeasible and City departments must schedule around Fleet's ability to fit work into the facility. The inadequate, poorly designed, and undersized facility adds unplanned maintenance costs, reduces operating safety, limits efficiency, and actually reduces overall productivity.

Update provided by Dwight Curtis on Jul 24, 2020 21:11:59

No changes to this issue at this time.

Action/Strategies 11.1.1

Ongoing - Ongoing | Some Disruption

Conduct an analysis of all equipment and vehicle repairs to determine if they are impacted by the condition of the existing premises or other factors by January 2016.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:45:47

This has not been formally conducted

Action/Strategies 11.1.3

Ongoing - Ongoing | Some Disruption

Summarize types of impacts and estimate cost increases associated with each impact by May 2016.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:46:12

Not formally done.

Action/Strategies 11.1.6

Ongoing - Ongoing | Some Disruption

Implement the facility upgrade plan by August 2016.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:47:13

Ongoing

Action/Strategies 11.1.8

Ongoing - Ongoing | Some Disruption

Study results of implementation by December 2016.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:48:05

Not formally conducted.

Action/Strategies 11.1.17

Ongoing - Ongoing | Some Disruption

Conduct an analysis of all equipment and vehicle repairs to determine if they are impacted by the capacity of the existing facility by April 2016.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:49:54

Not formally conducted

Action/Strategies 11.1.18

Ongoing - Ongoing | Some Disruption

Summarize types of impacts and estimate cost increases associated with each impact by May 2016.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:50:07

Not formally conducted

Action/Strategies 11.1.22

Ongoing - Ongoing | Some Disruption

Implement the facility upgrade plan by September 2016.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 23:02:10

In progress. We have a re-sheeting of the current facility lined up for this year. We also are working on plans for moving Fleet into a re-purposed Moscow Recycling Building, if that comes to fruition. We can then remodel the current Fleet space to help better accommodate Streets, Storm, and Parks.

Action/Strategies 11.1.24

Ongoing - Ongoing | Some Disruption

Study results of implementation by December 2016.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 23:02:37

Pending

Action/Strategies 11.1.27

Ongoing - Ongoing | Status Pending

Joint Actions/Strategies

Owner: Tyler Palmer

Cloned from Action/Strategies 15.2.24

Issue 11.2 5 Progress 0%

Inadequate Fleet resources impacts repair response time

Owner: Tyler Palmer

Action/Strategies: 2

Statement

The wide variety of highly complex equipment and increasingly complicated modern engines maintained by the Fleet Division requires specialized tools and training which is not readily available from external shops in the region. Without these resources certain components of the Fleet could not be repaired in a timely and cost effective manner which would result in delays in returning critical units to operation.

Action/Strategies 11.2.5

Ongoing - Ongoing | Some Disruption

Prepare a cost-benefit analysis of training or other skill acquisition processes by November 2017.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 23:04:40

Not formally conducted.

Action/Strategies 11.2.11

Ongoing - Ongoing | On Track

Implement acquisition plan by October 2017.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 23:05:44

Done, with ongoing replacement as needed.

Issue 11.3 5

High Cost of Aging Equipment

Owner: Tyler Palmer

Internal/External

Internal

Statement

Public Works manages the maintenance, repair, and replacement of 200 vehicle and equipment units collectively worth approximately $12.7 million, and even with a formalized Fleet Replacement Program that plans for and funds regular replacement, unit replacements are not occurring in a consistent, timely, or predicable manner due to funding limitations. This results in having to maintain aging units beyond their program life that require more extensive and frequent maintenance, higher repair costs and budgets, additional staffing resources, greater time in the repair bays, and displacement of other vehicles scheduled for maintenance. These reduced efficiency units have added fuel costs and can compromise operational response time or availability for critical services provided by police, fire, and public works. The cumulative effect of replacement deferrals has created an ever-increasing backlog for equipment acquisition, increased acquisition costs, and potentially, an inability of the City to acquire the necessary equipment without outside financing.

Department 12

Public Utility - Sanitation

Owner: Tyler Palmer

Issue: 2

Issue 12.1 5

Insufficient Expansion Capacity at Moscow Recycling Center

Owner: Tyler Palmer

Statement

Recycling volumes at the Moscow Recycling Center have grown from 2,424 tons annually in 1995 to 3,644 tons in 2013, a 50% increase since the Center was opened. According to the U.S. Census Bureau, Moscow's end-user population has grown 24% since 1995 (19,821 to 24,767). Operating with the original 1993 design, warehouse storage and safe public access at the Recycling Center is becoming inadequate and will become more so as the population grows and recycling expands. This situation has reduced the level of employee and public safety, increased wait times, and limited options for expansion in the current location. With growing recycling material tonnage, community participation and the implementation of single stream curbside recycling collection, overall recycling tonnage will far outstrip the Recycling Center's ability to meet the City's future requirements without an entirely new design, location or recycling approach.

Issue 12.2 5

Theft of Service

Owner: Tyler Palmer

Statement

Theft of service is common due to individuals depositing solid waste in containers without authorization by the owner or individual responsible for the container service. This is exacerbated by the lack of protocols and enforcement guidelines that would curtail theft and illegal usage. This situation fosters public complaints, which are forwarded to law enforcement and adds to the workload of staff already dedicated to critical public safety tasks. This creates conflicts between the victims and the departments due to unclear guidelines regarding responsibilities and lack of resolution to these illegal activities.

Update provided by Jen Pfiffner on Oct 09, 2019 17:00:30

Operationalized

Department 13 Progress 0%

Public Utility - Sewer

Owner: Evan Timar

	%	#
Some Disruption	47.83	11
Major Disruption	52.17	12

Issue: 3 Action/Strategies: 23

Update provided by Evan Timar on Jan 26, 2021 18:50:27

The Facility Plan Update will consolidate the NPDES violations and the unsafe chemicals in the treatment processes. Capital meetings will take place in February to address collection system issues.

Issue 13.1 5 Progress 0%

Wastewater Treatment Chlorine Process Potentially Unsafe/Unsupported

	%	#
Major Disruption	100.0	7

Owner: Evan Timar

Action/Strategies: 7

Statement

The wastewater treatment plant's purification system uses highly toxic and volatile chlorine gas, but the industry is migrating to ultraviolet and other alternatives. Because chlorine gas is toxic and often fatal when inhaled, a major chlorine leak could pose a serious health threat to plant operators and the public. Since the industry is rapidly moving to safer technology, there is high likelihood that the EPA will mandate discontinuation of this type of chlorine system, so there is concern about liability and public health if the system fails, growing risk as the system ages, and the prospect of mandated system updates that will add considerable unbudgeted cost.

Update provided by Evan Timar on Jan 26, 2021 18:39:37

We completed a water reclamation and reuse facility plan scoping meeting with JUB Engineers that is driven by our need to meet our effluent temperature limitations. Elements of the plan will include alternative analysis with ultraviolet disinfection. This is in coordination with our future temperature compliance project.

Action/Strategies 13.1.1

Ongoing - Ongoing | Major Disruption

Engage consulting engineering firm for disinfection alternatives study by July 2017.

Owner: Tyler Palmer

Update provided by Evan Timar on Feb 25, 2020 18:45:13

We completed a water reclamation and reuse facility plan scoping meeting with JUB Engineers that is driven by our need to meet our effluent temperature limitations. Elements of the plan will include alternative analysis with ultraviolet disinfection. This is in coordination with our future temperature compliance project.

Action/Strategies 13.1.2

Ongoing - Ongoing | Major Disruption

Identify preferred replacement method by January 2018.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 21:53:10

This work has been suspended as coordination with the potential to deal with future projects to address temperature requirements.

Action/Strategies 13.1.3

Ongoing - Ongoing | Major Disruption

Secure funding for design and construction of alternative disinfection system by March 2018.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 21:54:04

Funding is being accumulated toward an eventual project.

Action/Strategies 13.1.4

Ongoing - Ongoing | Major Disruption

Engage a design firm by January 2019.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 21:54:16

This work has been suspended as coordination with the potential to deal with future projects to address temperature requirements.

Action/Strategies 13.1.5

Ongoing - Ongoing | Major Disruption

Complete design by January 2020.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 21:54:26

This work has been suspended as coordination with the potential to deal with future projects to address temperature requirements.

Action/Strategies 13.1.6

Ongoing - Ongoing | Major Disruption

Solicit and process bids by May 2020.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 21:54:35

This work has been suspended as coordination with the potential to deal with future projects to address temperature requirements.

Action/Strategies 13.1.7

Ongoing - Ongoing | Major Disruption

Construct improvements by October 2021.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 21:55:23

.

Action/Strategies 13.2.3

Ongoing - Ongoing | Major Disruption

Complete the WWTP Phase V predesign study by October 2018.

Owner: Tyler Palmer

Update provided by Evan Timar on Feb 25, 2020 18:29:18

We completed a water reclamation and reuse facility plan scoping meeting with JUB Engineers that is driven by our need to meet our effluent temperature limitations.

Action/Strategies 13.2.4

Ongoing - Ongoing | Major Disruption

Select design consultant by December 2018.

Owner: Tyler Palmer

Update provided by Evan Timar on Feb 25, 2020 18:29:55

We completed a water reclamation and reuse facility plan scoping meeting with JUB Engineers that is driven by our need to meet our effluent temperature limitations.

Action/Strategies 13.2.5

Ongoing - Ongoing | Some Disruption

Secure funding for construction of temperature reduction Capital Improvement project by October 2019.

Owner: Tyler Palmer

Update provided by Evan Timar on Feb 25, 2020 18:30:26

Funding needed is programmed into the CIP.

Action/Strategies 13.2.6

Ongoing - Ongoing | Major Disruption

Complete project design by December 2019.

Owner: Tyler Palmer

Update provided by Evan Timar on Feb 25, 2020 18:31:35

We completed a water reclamation and reuse facility plan scoping meeting with JUB Engineers that is driven by our need to meet our effluent temperature limitations.

Action/Strategies 13.2.7

Ongoing - Ongoing | Major Disruption

Solicit and process bids by March 2020.

Owner: Tyler Palmer

Update provided by Evan Timar on Feb 25, 2020 18:31:44

We completed a water reclamation and reuse facility plan scoping meeting with JUB Engineers that is driven by our need to meet our effluent temperature limitations.

Action/Strategies 13.2.8

Ongoing - Ongoing | Major Disruption

Construct improvements by December 2021.

Owner: Tyler Palmer

Update provided by Evan Timar on Feb 25, 2020 18:34:42

We completed a water reclamation and reuse facility plan scoping meeting with JUB Engineers that is driven by our need to meet our effluent temperature limitations.

Action/Strategies 13.3.4

Ongoing - Ongoing | Some Disruption

Generate cost estimate and identify funding by September 2016.

Owner: Tyler Palmer

Update provided by Evan Timar on Feb 25, 2020 18:59:55

Cost estimate is still in progress. Working with design consultants to generate cost estimates in University Heights area.

Action/Strategies 13.3.5

Ongoing - Ongoing | Some Disruption

Develop and execute multiyear implementation plan by October 2016.

Owner: Tyler Palmer

Update provided by Evan Timar on Feb 25, 2020 19:00:08

We are in the process of implementation

Action/Strategies 13.3.6

Ongoing - Ongoing | Some Disruption

Coordinate plan with Water and Streets Divisions by December 2016.

Owner: Tyler Palmer

Update provided by Evan Timar on Feb 25, 2020 19:03:06

All divisions have been in coordination with their CIP updates.

Action/Strategies 13.3.7

Ongoing - Ongoing | Some Disruption

Select project design firms annually by April.

Owner: Tyler Palmer

Update provided by Evan Timar on Feb 25, 2020 19:03:59

This process is being updated with the reorganization work.

Action/Strategies 13.3.8

Ongoing - Ongoing | Some Disruption

Review project designs annually by November.

Owner: Tyler Palmer

Update provided by Evan Timar on Feb 25, 2020 19:04:08

This process is being updated with the reorganization work.

Action/Strategies 13.3.9

Ongoing - Ongoing | Some Disruption

Construct improvements annually - replacement program output to replace approximately 200,000 feet of antiquated sewer main by 2055.

Owner: Tyler Palmer

Update provided by Evan Timar on Feb 25, 2020 19:04:38

This process is being updated with the reorganization work.

Issue 13.4 5

Deteriorating Manhole System

Owner: Evan Timar

Statement

The sanitary sewer system contains 1962 manholes, of which approximately 40% (784) are constructed of clay brick or concrete block and subject to advanced deterioration. Decomposition and failure of the bricks or blocks and the mortar that binds them to create a watertight seal causes increased I & I into the conveyance system, confined space entry concerns, and conveyance system failures leading to sanitary sewer overflows (SSOs), cross connections, increased insurance claims, and negative impact on public health. These conditions reduce treatment capacity at the WWTP, decrease operator safety during system maintenance activities, and increase chances of sanitary sewer overflows, cross connections, insurance costs, and serious public health concerns.

Update provided by Evan Timar on Jan 26, 2021 18:45:05

Prioritizing manholes for another manhole rehabilitation project in summer of 2021

Issue 13.5 5 Progress 0%

Insufficient Sewer System Access

	%	#
Some Disruption	100.0	4

Owner: Evan Timar

Action/Strategies: 4

Statement

Of the 84 miles of sanitary sewer mains in Moscow, 21 miles (25%) are not located on public rights of way or easements, or do not have adequate public access rights. As a result, maintenance operations cannot be performed, leading to more rapid aging of the conveyance system, sanitary sewer overflows (SSOs), and failures, thus increasing service costs to City customers, raising costs for insurance coverage, and elevating the potential of conflict with property owners who will not allow access.

Update provided by Evan Timar on Jan 26, 2021 18:46:22

Working with Great West Engineers to continue in early 2021 with an established plan to move sewer infrastructure into the right of way in the University Heights area.

Action/Strategies 13.5.1

Ongoing - Ongoing | Some Disruption

Identify all city owned sanitary sewer mains and manholes for which the city has no public easement or right of way by December 2017.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 07, 2019 17:14:14

We have made significant progress on this front, but there is still some verification needed to finalize the list.

Action/Strategies 13.5.2

Ongoing - Ongoing | Some Disruption

Prioritize easements for acquisition with Engineering Division by May 2018.

Owner: Tyler Palmer

Update provided by Evan Timar on Feb 25, 2020 19:19:51

We have a majority of easements identified, but there is more work to do.

Action/Strategies 13.5.3

Ongoing - Ongoing | Some Disruption

Enhance the public relations program to explain the challenges the City faces with system access and how lack access adds to failure rates and slowed response to emergencies by December 2018.

Owner: Tyler Palmer

Update provided by Evan Timar on Feb 25, 2020 19:20:10

This has seen some significant progress, but more remains to be done.

Action/Strategies 13.5.4

Ongoing - Ongoing | Some Disruption

Procure identified easements as funding and workload allow by October 2020.

Owner: Tyler Palmer

Update provided by Evan Timar on Feb 25, 2020 19:20:42

Ongoing, much to do here still.

Department 14

Progress 0%

Public Utility - Storm

Owner: Steve Schulte

	%	#
On Track	66.67	6
Some Disruption	33.33	3

Action/Strategies: 9

Update provided by Steve Schulte on Jun 30, 2020 20:19:30

Due to the financial impacts of the COVID-19 Pandemic, the establishment of a Storm Utility was delayed until October 2021. Staff analyzed the permit and identified critical components that had to continue in order to maintain a schedule that will allow for compliance within the terms of the permit, and included funding for certain activities in the FY21 budget.

Action/Strategies 14.1.4

Ongoing - Ongoing | Some Disruption

Implement new maintenance plan by October 2018.

Owner: Tyler Palmer

Update provided by Steve Schulte on Feb 25, 2020 19:16:25

This will largely kick-off in 2020 with the launch of a Storm Maintenance Division.

Action/Strategies 14.1.5

Ongoing - Ongoing | Some Disruption

Identify and inventory potential system risks by the end of Year 1.

Owner: Tyler Palmer

Update provided by Steve Schulte on Feb 25, 2020 19:17:02

The initial system inventory and inspection process (rapid assessment) will identify potential system risks. This will begin when the Stormwater staff is brought on.

Action/Strategies 14.1.6

Ongoing - Ongoing | On Track

Assess City field operations by the end of Year 1.

Owner: Tyler Palmer

Update provided by Steve Schulte on Feb 25, 2020 19:23:11

An assessment of existing field operations is currently underway.

Action/Strategies 14.1.7

Ongoing - Ongoing | Some Disruption

Develop maintenance plan addressing identified issues by the end of Year 1.

Owner: Tyler Palmer

Update provided by Steve Schulte on Feb 25, 2020 19:24:08

Will occur with the launch of the Storm Division.

Action/Strategies 14.1.8

Ongoing - Ongoing | On Track

Implement maintenance plan in Year 2.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 23:13:26

.

Action/Strategies 14.1.12

Ongoing - Ongoing | On Track

Create storm water utility with dedicated funding mechanism during Years 1-3.

Owner: Tyler Palmer

Update provided by Steve Schulte on Feb 25, 2020 19:11:39

Staff conducted a Stormwater Workshop for City Council on February 18th.

Action/Strategies 14.1.13

Ongoing - Ongoing | On Track

Hire and train additional staff during Years 2-4.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 07, 2019 17:26:25

We are on track to complete this task.

Action/Strategies 14.1.14

Ongoing - Ongoing | On Track

Develop and implement a public outreach program during Years 2-5.

Owner: Tyler Palmer

Update provided by Steve Schulte on Feb 25, 2020 19:14:00

Public outreach has been initiated by city staff. We will schedule meetings with major stakeholders in the near future.

Action/Strategies 14.1.15

Ongoing - Ongoing | On Track

Acquire additional equipment during Years 3-5.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 07, 2019 17:27:09

We are on track to complete this item.

Department 15

Progress 0%

Public Utility - Streets

Owner: Steve Schulte

	%	#
Status Pending	5.26	1
On Track	52.63	10
Some Disruption	42.11	8

Issue: 3 | Action/Strategies: 19

Update provided by Steve Schulte on Jan 29, 2021 16:57:24

2020 reconstruction projects are complete.

The A Street project was a success and finished just in time for winter to roll in.

The Almon and First reconstruction project repaired one of our failed roads however there are still many roads in a similar condition. Our Transportation Capital Improvement Plan includes the scheduled replacement of these roads in the coming years and we will do our best to keep them going until they are replaced.

Street Crews are preparing for a busy summer.

Notable 2021 projects; replace Lilly Street between A and 3rd, replace the 6th St bridge, P.M.P. slurry seal project.

Action/Strategies 15.1.13

Ongoing - Ongoing | On Track

Report annually the state of the streets given established acceptable baselines for pavement conditions.

Owner: Steve Schulte

Update provided by Jen Pfiffner on Nov 15, 2019 19:27:47

Funding for street repairs continues via the annual budgeting process.

Issue 15.2

5

Progress 0%

Inadequate, Aging, and Unsafe City Shop Facility

Owner: Tyler Palmer

	%	#
Status Pending	5.56	1
On Track	50.0	9
Some Disruption	44.44	8

Action/Strategies: 18

Internal/External
Internal

Statement
City Shop - Streets: Inadequately sized and out of compliance with state and federal regulations. The lack of proper facilities fosters premature deterioration of equipment and materials, increases response time, adds avoidable operating cost, hampers productivity and efficiency, and contributes to greater vulnerability to illness due to environmental contamination, and exposes the City to greater risk of regulatory actions and fines.

City Shop - Fleet: The Fleet Division operates out of a 60 year-old facility which is undersized, outdated, and inadequate to maintain the size and variety of City Fleet vehicles and equipment. The minimum industry standard for fleet operations is 1.5 bays per technician. With three technicians and only 2.5 bays, none of which are pull-through bays, the City cannot meet this standard which prevents efficient scheduling, limits bay availability for emergency repairs, and creates unsafe working conditions due to the limited space and inadequate large vehicle lift systems. Repair and maintenance schedules are delayed, on-site training is infeasible and City departments must schedule around Fleet's ability to fit work into the facility. The inadequate, poorly designed, and undersized facility adds unplanned maintenance costs, reduces operating safety, limits efficiency, and actually reduces overall productivity.

City Shop - Parks: There is insufficient work and project space at the current location shared by two divisions within Parks. Staff currently utilizes 1365 square feet in the main work area, of which 800 square feet is dedicated to storage. During peak summer hours the shop has up to 22 FTE and PTE workers. The crowded space leaves virtually no area for building projects, work breaks, team discussions, group planning, computer work, or basic office functions. Overcrowding has created bay scheduling conflicts, project delays, and added an increasing number of health and safety risk factors. The employee break area is in the same room as work space, with inadequate ventilation and counter space, which has increased traffic congestion and more environmental risk factors and safety concerns (e.g. paint, glue, CO and CO2 fumes, sharp objects, materials on floor, etc.). In addition, inadequate space for personal storage has created unsafe and inefficient work surfaces. This facility has had no significant upgrades in 30 years, yet staff and project utilization has increased by well over 100%, especially during peak summer hours.

City Shop - Parks Equipment: The department's inventory includes 32 vehicles and equipment, of which 95% is exposed to inclement weather due to outdoor storage through four seasons, experiencing sub-zero to high temperatures, winter moisture, and sun degradation. The harsh effects of the sun, rain and cold winter temperatures and moisture lead to corrosion, freeze-related breakage, and overall decline of all vehicles and machinery, which reduces program effectiveness and limits the City's ability to maintain consistently high service levels. With diesel equipment, employees must use alternative methods to keep engine heaters plugged in, adding staff time and cost and slowing response times.

Update provided by Dwight Curtis on Jul 24, 2020 21:12:23

No changes to this issue at this time.

Action/Strategies 15.2.9

Ongoing - Ongoing | Some Disruption

Generate operations based proposal for a new facility and present to Administration by February 2018.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:35:05

We have made progress, but have had new information, like the potential for the reuse of the Moscow Recycling building update ideas on this issue.

Action/Strategies 15.2.14

Ongoing - Ongoing | Some Disruption

Select the most cost effective and efficient alternatives for inclusion in a new facility proposal by August 2016.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:36:41

In progress. Much of the work conducted through the facilities planning process.

Action/Strategies 15.2.15

Ongoing - Ongoing | Some Disruption

Generate operations based proposal for a new facility and present to Administration by February 2017.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:37:23

Given the prohibitive costs of the comprehensive facility plan, we are working on a more realistic approach.

Action/Strategies 15.2.17

Ongoing - Ongoing | Some Disruption

Prioritize these factors by impact to employees, operational efficiency, and risk exposure by February 2016.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:41:19

This has not been formally conducted, but has been addressed informally.

Action/Strategies 15.2.21

Ongoing - Ongoing | Some Disruption

Select the most cost effective and efficient alternatives for inclusion in a new facility proposal by August 2016.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:43:00

This was largely completed in the PW Facility plan. With the prohibitive cost, we have been working for more feasible alternatives.

Action/Strategies 15.2.22

Ongoing - Ongoing | Some Disruption

Implement plan by October 2016.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:44:11

We have taken some steps, especially with Water and Sewer. We have some plans for Streets, and Fleet, but, with Storm coming, and uncertainty about the recycling center, we need to do more work in that area.

Action/Strategies 15.2.23

Ongoing - Ongoing | Some Disruption

Generate operations based proposal for a new facility and present to Administration by February 2017.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:44:51

This is ongoing, but in a decentralized manner, addressing each Department's needs separately.

Action/Strategies 15.2.24

Ongoing - Ongoing | Status Pending

Joint Actions/Strategies

Owner: Tyler Palmer

Cloned as Action/Strategies 11.1.27

Action/Strategies 15.2.25

Ongoing - Ongoing | On Track

Upon completion of the City Facilities Study and accepted by the City Council, planning task force to determine time line for addressing needs; create planning task force by September 2016.

Owner: Dwight Curtis

Update provided by Dwight Curtis on Jul 24, 2020 21:13:25

No changes to this issue at this time.

Action/Strategies 15.2.26

Ongoing - Ongoing | On Track

Prepare costs estimates by March 2017.

Owner: Dwight Curtis

Update provided by Dwight Curtis on Jul 24, 2020 21:14:01

No changes to this issue at this time.

Action/Strategies 15.2.28

Ongoing - Ongoing | Some Disruption

Implement yard improvements by August 2017.

Owner: Dwight Curtis

Update provided by Dwight Curtis on Jul 24, 2020 21:14:23

No changes to this issue at this time.

Action/Strategies 15.2.29

Ongoing - Ongoing | On Track

Pursuant to the City of Moscow Facilities Study, create a planning task force to determine timeline for addressing additional needs; initiate by January 2016.

Owner: Dwight Curtis

Update provided by Dwight Curtis on Jul 24, 2020 21:15:07

No changes to this issue at this time.

Action/Strategies 15.2.30

Ongoing - Ongoing | On Track

Pursue feasibility of converting the old Ghormley Pool House into a new facilities shop by December 2016.

Owner: Dwight Curtis

Update provided by Dwight Curtis on Jul 24, 2020 21:15:36

No changes to this issue at this time.

Action/Strategies 15.2.31

Ongoing - Ongoing | On Track

Develop alternative storage plan for existing storage at Ghormley by January 2016.

Owner: Dwight Curtis

Update provided by Dwight Curtis on Jul 24, 2020 21:15:57

No changes to this issue at this time.

Action/Strategies 15.2.32

Ongoing - Ongoing | On Track

Develop utilization of space plan for proposed facilities shop by January 2016.

Owner: Dwight Curtis

Update provided by Dwight Curtis on Jul 24, 2020 21:16:17

No changes to this issue at this time.

Action/Strategies 15.2.33

Ongoing - Ongoing | On Track

Prepare costs estimates for remodeling by February 2016.

Owner: Dwight Curtis

Update provided by Dwight Curtis on Jul 24, 2020 21:16:35

No changes to this issue at this time.

Action/Strategies 15.2.34

Ongoing - Ongoing | On Track

Submit budget proposal for remodel by March 2016.

Owner: Dwight Curtis

Update provided by Dwight Curtis on Jul 24, 2020 21:16:55

No changes to this issue at this time.

Action/Strategies 15.2.35

Ongoing - Ongoing | On Track

Remodel Ghormley Pool house as a facilities shop by March 2017. If funding is approved.

Owner: Dwight Curtis

Update provided by Dwight Curtis on Jul 24, 2020 21:17:11

No changes to this issue at this time.

Issue 15.3 5

Declining Service Coverage

Owner: Steve Schulte

Statement

Since 1996, the quantity of infrastructure maintained by the Streets Division has expanded by 18% with new or elevated service levels in several areas including snow removal, a tree trimming program, a banner program, greater sweeping frequency, a pavement maintenance program, and greater involvement with completing capital projects. Staffing levels, which remain at 1996 levels, have not kept up with demand, which has contributed to less effective services, diminished work quality, a high employee burn-out rate, and more rapid deterioration of the existing street system, which in turn will cost more to repair in the future.

Update provided by Jen Pfiffner on Oct 09, 2019 16:55:15

Streets added a Maintenance Worker position in FY19. This position has helped with workload distribution for a heavily taxed group. The impacts of our Phase II Storm permit will influence staffing needs for Streets, so FY20 will provide an opportunity to better distribute the workload.

Issue 15.4 5

Inadequate Bicycle/Pedestrian/Transit Facilities

Owner: Steve Schulte

Statement

According to the Moscow Multimodal Transportation Plan the City's inadequate bicycle/pedestrian facilities and limited public transit system result in fewer citizens using alternative modes of transportation, contributing to increased vehicular traffic congestion, negative environmental impacts, increased accidents involving vehicles and bicycles/ pedestrians, increased road maintenance, increased community transportation costs, and a lowered quality of life.

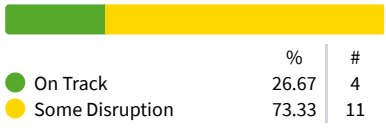
Update provided by Jen Pfiffner on Oct 09, 2019 16:55:53

The City continued to implement the 2016 bike plan, with a significant amount of the plan installed in FY18. We will continue installation in FY19. The addition of the underpass at HWY8 and White Avenue was a boon to our system. In addition, we will install a bike/ped bridge over Paradise Creek on Third Street this spring.

Department 16 Progress 0%

Public Utility - Water

Owner: Mike Parker



	%	#
On Track	26.67	4
Some Disruption	73.33	11

Issue: 3 | Action/Strategies: 15

Update provided by Mike Parker on Jan 25, 2021 18:26:00

During the month of January we have been focused on snow removal and lite maintenance. We are down two employees and working through short staffing during the holidays.

Action/Strategies 16.1.5

Ongoing - Ongoing | Some Disruption

Selection of design firm by September 2018.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 07, 2019 17:55:01

Ongoing

Action/Strategies 16.1.6

Ongoing - Ongoing | Some Disruption

Complete project design by February 2019.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 07, 2019 17:55:50

Ongoing. Funding and the need to address the structure of pump buildings has delayed this work.

Action/Strategies 16.1.7

Ongoing - Ongoing | Some Disruption

Start construction of improvements by June 2019.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 07, 2019 17:56:45

Work has yet to commence. We will add backup power with the development of Well #10 next summer, and will proceed with plans for Well #6 shortly.

Action/Strategies 16.2.2

Ongoing - Ongoing | Some Disruption

Analyze options presented through studies by January 2019.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:58:13

This is ongoing. PBAC is completing a Legislative, Executive, Administrative, Public (LEAP) Analysis, and has an RFP out for a project manager to work through the options analysis and public involvement process.

Action/Strategies 16.2.3

Ongoing - Ongoing | Some Disruption

Select most feasible option by January 2020.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:58:50

This is ongoing. PBAC is completing a Legislative, Executive, Administrative, Public (LEAP) Analysis, and has an RFP out for a project manager to work through the options analysis and public involvement process.

Issue 16.3 5 Progress 0%

Deteriorating Fire Hydrants

Owner: Mike Parker

	%	#
On Track	100.0	3

Action/Strategies: 3

Statement

The City maintains 855 fire hydrants, of which 30% are at least 30 years old (some exceed 50 years) and 60% are obsolete or inconsistent with the current City standard hydrant. Failure due to age is common, creating a major service disruption and requiring additional staff time. Parts for service and repair on hydrants of this age and variety are difficult, if not impossible, to acquire, doubling repair costs and extending repair times. More critically, hydrant failure during a firefighting event could result in injury, death and extensive property damage that could have been avoided, which adds to the City's exposure to liability claims.

Update provided by Mike Parker on Jan 25, 2021 18:36:24

We have identified several hydrants that are difficult to operate and will be replacing them Spring of 2021.

Action/Strategies 16.3.2

Ongoing - Ongoing | On Track

Prioritize replacement sequence by May 2018.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:23:10

Done

Action/Strategies 16.3.3

Ongoing - Ongoing | On Track

Implement a replacement plan by June 2018.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:23:18

Done

Action/Strategies 16.3.4

Ongoing - Ongoing | On Track

Replace approximately 26 hydrants by October 2018 and 130 antiquated fire hydrants by 2020.

Owner: Tyler Palmer

Update provided by Mike Parker on Apr 27, 2020 18:35:28

Completed an update evaluation and cost summary.

Issue 16.4 5 Progress 0%

Aging/Deteriorating Water System

Owner: Mike Parker

	%	#
Some Disruption	100.0	6

Action/Strategies: 6

Statement

The City's water distribution system contains over 200,000 linear feet of water mains (40% of system) that are over 40 years old; and over 300,000 linear feet (60%) of the system mains are secured with lead-joint fittings that, due to caustic soil conditions, have a life expectancy of less than 50 years. Since 2013, the system has required an average of 26 repairs per year with increased unplanned cost and staff time. The system's age is continuing to foster water main failures, which in turn damage private property, increase insurance costs and promote serious public health risks. Based on industry and regulatory trends, lead joints could be subject to more strict future regulation which would mandate a large scale replacement project.

Update provided by Mike Parker on Jan 25, 2021 18:37:41

Water lines and system components have been identified and will be re-assessed for the new Capitol Improvement planning.

Action/Strategies 16.4.5

Ongoing - Ongoing | Some Disruption

Generate cost estimate and identify funding by March 2018.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:25:21

Cost estimation is in progress, CIP and funding is updated.

Action/Strategies 16.4.6

Ongoing - Ongoing | Some Disruption

Coordinate plan with Sewer and Streets Divisions by September 2018.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:25:46

Coordination in progress with the update to the CIP

Action/Strategies 16.4.7

Ongoing - Ongoing | Some Disruption

Develop and execute multiyear implementation plan by October 2018.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:26:11

This is in progress, and will happen shortly.

Action/Strategies 16.4.8

Ongoing - Ongoing | Some Disruption

Select project design firms annually by September.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:26:37

Some of this has started, will continue.

Action/Strategies 16.4.9

Ongoing - Ongoing | Some Disruption

Review project designs annually by January.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:27:30

We are close to establishing a good process for this. With the reorganization, we will have this in place in the next year.

Action/Strategies 16.4.10

Ongoing - Ongoing | Some Disruption

Construct improvements annually by December - program to replace approximately 200,000 feet of antiquated water main by 2050.

Owner: Tyler Palmer

Update provided by Tyler Palmer on Nov 06, 2019 22:27:41

We are close to establishing a good process for this. With the reorganization, we will have this in place in the next year.

Issue 16.5 5 Progress 0%

Inadequate, Dated Water Meter System

Owner: Mike Parker

	%	#
On Track	100.0	1

Action/Strategies: 1

Statement

Over 2000 (35%), of the City's water system meters, are manually read each month when there are other, more efficient and cost-effective reading methods available. This results in an ongoing high-labor, high cost process that is inefficient and produces less accurate data. These inefficiencies have led to lost revenue, poor customer relations and an increased workload at a time when funding is tight and efficiency is being promoted.

Update provided by Mike Parker on Jan 25, 2021 18:38:38

We are waiting on the shipment of new meters to arrive. We are on hold until this shipment arrives.

Action/Strategies 16.5.1 4

Ongoing - Ongoing | On Track

Meter reading software (MVRS) has reached its end of life.

Owner: Mike Parker

Update provided by Mike Parker on Jan 25, 2021 18:39:25

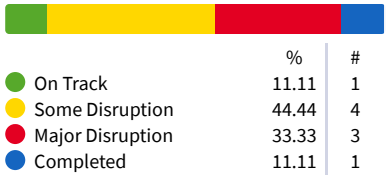
The software and equipment has been ordered. We are waiting on the order to arrive.

Department 17 Progress 11%

Community Development

Owner: Bill Belknap

Issue: 5 | Action/Strategies: 9



	%	#
On Track	11.11	1
Some Disruption	44.44	4
Major Disruption	33.33	3
Completed	11.11	1

Action/Strategies 17.1.1

Ongoing - Ongoing | Major Disruption

Increase the condition of public infrastructure in downtown Moscow by collaborating with the Public Works Department and other stakeholders to develop a downtown streetscape renovation plan by February 2016.

Owner: Bill Belknap

Update provided by Bill Belknap on Feb 09, 2021 18:05:59

This project has been delayed due to the COVID-19 Pandemic. Funding for the preliminary design project has been carried forward to the FY2021 Fiscal year.

Action/Strategies 17.1.2

Ongoing - Ongoing | Some Disruption

Partner with the Arts Department to implement the downtown public art installations identified in the 2015 Public Art Master Plan.

Owner: Bill Belknap

Update provided by Bill Belknap on Feb 09, 2021 17:56:17

The Arts Department has requested to delay the 3D on Main project until 2021 and URA funding has been carried forward to the FY2021 Fiscal Year.

Action/Strategies 17.1.3

Ongoing - Ongoing | Major Disruption

Prepare and submit a downtown enhancement Community Development Block Grant application in fall of 2016.

Owner: Bill Belknap

Update provided by Bill Belknap on Feb 09, 2021 18:06:23

This item is pending direction from the Administration Department.

Issue 17.2 5 Progress 0%

Poor Aesthetic Condition of City's Main Highway Entryways

Owner: Bill Belknap

Action/Strategies: 1

	%	#
Some Disruption	100.0	1

Internal/External
External

Statement
The appearance of Moscow's main highway entryways have been identified as substandard for over 40 years. In 2012, the Moscow City Council identified improvement of the city's entryways as a Council goal. The uninviting appearance of the City's entryways presents a negative first impression to travelers and visitors, negatively impacts business and student recruitment, and generally hampers overall economic development.

Update provided by Bill Belknap on Jun 29, 2020 22:34:48

The City is currently constructing sidewalk and landscape improvements in association with the C and Main public art installation as identified within the 2015 City Entry Beautification Plan. Additional beautification projects have been included and programmed within the recently completed Capital Improvement Plan.

Action/Strategies 17.2.1

Ongoing - Ongoing | Some Disruption

Update community surveys to collect information regarding community satisfaction with the appearances of the City entryways.

Owner: Bill Belknap

Update provided by Bill Belknap on Feb 09, 2021 18:07:19

This item is scheduled for the next Citizen Survey.

Issue 17.3 5

Negative Development Community Perception of Difficult and Costly Development Process

Owner: Bill Belknap

Internal/External
External

Statement
There is a perception within the local development community that Moscow's development processes and regulations are overly restrictive and difficult to navigate. This perception contributes to the potential for unpermitted construction activity and lost private investment of developers choosing to develop in other communities.

Update provided by Bill Belknap on Jun 29, 2020 22:41:46

Complete

Issue 17.4 5

Low Community Awareness and Satisfaction with Planning and Zoning Services

Owner: Bill Belknap

Internal/External
External

Statement

When asked to rate their perceptions of planning and zoning services on the City's biennial Citizen Survey, the majority of respondents has historically rated these services poorly, (with a low score of 45 on a 100-point scale in 2006 to a high score of 57 in 2012). However a 27% non-response rate to this question indicates a lack of awareness and understanding of the City's planning and zoning services. Residents continue to rate their overall satisfaction of the quality of life (upon which planning and zoning services have a significant impact) highly, with 94% of respondents rating the "overall quality of life" in Moscow as "good or "excellent." Lack of awareness of planning and zoning services can result in a lack of community support, a lack of compliance (because residents don't understand the reasons for zoning standards), and a negative image for the City.

Update provided by Bill Belknap on Jun 29, 2020 22:42:06

Complete

Issue 17.5 5

Antiquated and Poorly Structured Zoning Code

Owner: Bill Belknap

Internal/External
External

Statement
The existing zoning code is outdated, convoluted, and poorly structured which results in inefficiency, over-reliance on staff interpretation and historical knowledge, and confusion for the general public. The two-column format does not allow for easy insertion of charts and/or diagrams that would significantly increase understanding of code requirements. Outdated definitions result in varying interpretations and misunderstandings by residents regarding what they are able to do on their property. The convoluted structure of the code creates inefficiencies due to the need to search multiple code sections to make a final determination.

Update provided by Jen Pfiffner on Oct 09, 2019 16:42:56

Completed and moved to ongoing operations.

Issue 17.6 5 Progress 0%

Slow Transition to Digital Record Storage

Owner: Bill Belknap

Action/Strategies: 1

Internal/External
Internal

Statement
Most permit records and plans are currently retained on paper. Hard copy record storage is inefficient, costly, causes a significant (300%) increase in time required to research records and respond to public records requests, and limits public access to those records. It also requires increasing amounts of physical space; current storage facilities have no thermal controls, fire protection systems or other protection from environmental issues detrimental to required long-term records storage, and the available space is nearly exhausted.

Update provided by Bill Belknap on Jun 29, 2020 22:34:56

This item is still pending the establishment of a city wide electronic document management system.

Action/Strategies 17.6.1

Ongoing - Ongoing | Major Disruption

Transition to electronic record storage for all permit records and building plans when City-Wide document management system is available.

Owner: Bill Belknap

Update provided by Bill Belknap on Feb 09, 2021 18:06:47

This action is on hold pending the selection and deployment of a City-wide electronic document management system.

Action/Strategies 17.7.1

Ongoing - Ongoing | Some Disruption

Explore the possibility of a cost reduction program for attainable housing projects (Attainable Housing Program/Incentives, Grants and Sponsorship)

Owner: Bill Belknap

Update provided by Bill Belknap on Feb 09, 2021 17:58:00

This item has been assigned to the Fair and Affordable Housing Commission for review. Delayed due to COVID-19 meeting cancellations.

Action/Strategies 17.7.2

Ongoing - Ongoing | Completed

Assess zoning around the University of Idaho campus for student housing opportunities (Student Housing Districting)

Owner: Bill Belknap

Update provided by Bill Belknap on Jun 29, 2020 22:12:59

The Planning and Zoning Commission reviewed this issue and found that no actions were deemed necessary.

Action/Strategies 17.7.3

Ongoing - Ongoing | Some Disruption

The City can partner with housing developers to pursue grant funding to assist with affordable housing development (Incentives, Grants and Sponsorship)

Owner: Bill Belknap

Update provided by Bill Belknap on Feb 09, 2021 18:00:46

This item has been assigned to the Fair and Affordable Housing Commission for review. Delayed due to COVID-19 meeting cancellations.

Action/Strategies 17.7.4

Ongoing - Ongoing | On Track

Increase accessibility and clarity of development standards on websites, including the use of charts and infographics including possible training workshops (Improved Clarity of Development Standards)

Owner: Bill Belknap

Update provided by Bill Belknap on Feb 09, 2021 18:03:55

The City has completed updates to the construction documents and handouts and conducted three training events for contractors and developers regarding building code updates and the construction process

Department 18 Progress 0%

Engineering

Owner: Bill Belknap

Issue: 6 | Action/Strategies: 4

	%	#
Some Disruption	25.0	1
Major Disruption	75.0	3

Issue 18.1 5

Workload/Resource Disparity

Owner: Bill Belknap

Statement

Engineering workload scope and complexity has increased dramatically since 2008 with limited additional resources to address multiple competing demands. Employees are responsible for design, inspection, and construction administration of over 20 capital improvement projects per year equating with a total value ranging from $1M to $10M, as well as thorough/timely plan review and construction inspection of private development projects, maintaining rapid response to requests for permits, information, and technical support from the public, developers, and other City departments. Complex design work and other longer-duration processes are frequently interrupted, reducing efficiency, causing project schedules to slip, and making timely project delivery difficult. The diversion of technical resources reduces the ability to improve capital improvement project delivery times identified in comprehensive plans for water, sewer, and transportation. The net result is a continued gradual decline in the value of City infrastructure, increased maintenance costs, growing traffic congestion, and more conflicts with developers requesting services, as well as disconnects between economic development plans and reality.

Update provided by Bill Belknap on Nov 07, 2019 23:05:41

Per the 2019 City reorganization, the Engineering division will be adding three additional engineering technicians and one additional staff engineer to support the completion of the project identified within the City's Capital Improvement Plan and reduce expenditures upon consulting engineers.

Issue 18.2 5

Ineffective, Inefficient Engineering Facilities

Owner: Bill Belknap

Statement

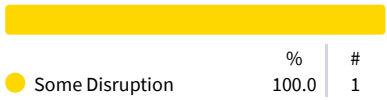
The Engineering office is confined, inadequately sized, poorly designed, and physically deteriorating. These constraints limit productivity, efficiency, and the capacity to fulfill existing and new project/service requirements. The current size and configuration of the Engineering division’s work area does not offer confidentiality to management, limits storage, slows response times, and creates an atmosphere of constant interruptions/ distraction that hampers the work of City staff.

Update provided by Bill Belknap on Nov 07, 2019 23:08:39

Through the 2019 General Obligation Bond Election, the current Police Services Facility on Fourth Street will be remodeled to accommodate the Community Planning and Design Group in 2021.

Issue 18.3 5 Progress 0%

Inadequate, Inefficient GIS System



Owner: Bill Belknap

Action/Strategies: 1

Statement

GIS data is being accumulated, but the system is underdeveloped, and therefore of limited use. The system is currently only usable by a small number of City staff. It has some components, but remains piecemeal and not fully functional, thus reducing efficiency, extending project timelines, slowing customer service responses, and generally weakening, rather than strengthening, City services. A functional and widely accessible system would be a

great asset for all City departments as well as the community, increasing the efficiency of infrastructure planning, design, maintenance operations, and community development processes by providing special data for decision makers, an ability to quickly query maps and data, efficient customization of maps, and facilitated sharing of information among and between departments and with the public.

Update provided by Bill Belknap on Jun 29, 2020 22:39:04

The City continues to make good progress on updating our GIS software and data resources. Within the reporting period staff has completed the migration of GIS data to the new enterprise GIS server and has begun development of on-line mapping products.

Action/Strategies 18.3.12

Ongoing - Ongoing | Some Disruption

Make data/maps available online to the public by August 2019.

Owner: Bill Belknap

Update provided by Bill Belknap on Feb 09, 2021 18:05:18

Limitations upon staff time and resources has delayed this item to October 1, 2021.

Issue 18.4 5

Non-Compliance with the Americans with Disabilities Act (ADA)

Owner: Bill Belknap

Statement

The City is responsible for maintaining and upgrading approximately 2,300 pedestrian curb ramps, of which over 2,000 are non-compliant with adopted ADA standards. The 2013 estimated cost of upgrading the ramps was $9.4M. To bring the entire sidewalk system into compliance was $14.8M. Allowing these deficiencies to remain unaddressed will lead to injuries, fines, and liability for the City and its citizens.

Update provided by Bill Belknap on Nov 07, 2019 23:11:46

Engineering is currently working with the Grants Manager and Administration Intern to update the 2014 ADA Transition Plan to address non-compliant facilities within the public right-of-way. That plan update is scheduled to be completed by March of 2020.

Issue 18.5 5

Inadequate Codes/ Ordinances to Support City Development

Owner: Bill Belknap

Statement

Essential Public Works related ordinances are out of date and inadequate to guide and support the City's current plans and development efforts. These include ordinances dealing with sewer, water, streets, stormwater, and subdivision development, and all have negative impacts on progressive community development, infrastructure improvements, and departmental effectiveness and flexibility. In their current state, most of the referenced codes do not adequately support or address the City Administration directive regarding enforcement of requirements for public improvements and improved processing of development applications, thus creating conflict, reducing predictability, and limiting economic development efforts.

Update provided by Bill Belknap on Nov 07, 2019 23:10:09

This project has been completed.

Issue 18.6 5 Progress 0%

Inability to Complete Planned/ Mandated Sidewalk Program

	%	#
Major Disruption	100.0	3

Owner: Bill Belknap

Action/Strategies: 3

Statement

There is insufficient staff to implement the 10-year mandatory hazard repair component of the sidewalk program scheduled to begin in 2015. While participants in the voluntary property owner assistance component of the Sidewalk Program have been pleased with the program, the relatively low level of citizen participation has allowed the program to remain manageable. However, more robust participation to address repairs to approximately 12,000 L.F. of sidewalk and over 90% of the ADA ramps in the system would overwhelm the Division's ability to administer the program, respond to requests for information, prepare designs & estimates, and perform on-site inspections. This could lead to poor oversight of the projects, a reduction in the service quality, an unsatisfactory finished product, and significant delays in making the repairs, all of which would foster noncompliance and citizen dissatisfaction.

Update provided by Bill Belknap on Jun 29, 2020 22:36:21

This has been placed on hold pending adequate staff resources to manage this program effectively. In the interim, the City has continued to manage the voluntary sidewalk repair program and addressed complaint locations as they arise.

Action/Strategies 18.6.1

Ongoing - Ongoing | Major Disruption

Fully identify the issues and challenges with this program and develop a benchmark process to help maintain oversight according to specific parameters that can be monitored by Engineering by December 2015.

Owner: Bill Belknap

Update provided by Bill Belknap on Feb 09, 2021 17:59:27

This has been placed on hold pending adequate staff resources to manage this program effectively.

Action/Strategies 18.6.2

Ongoing - Ongoing | Major Disruption

Identify priority routes to comprise the targeted 10% per year for repair, and update the sidewalk condition survey along those routes to identify deficiencies by August 2017.

Owner: Bill Belknap

Update provided by Bill Belknap on Feb 09, 2021 17:58:36

This has been placed on hold pending adequate staff resources to manage this program effectively.

Action/Strategies 18.6.3

Ongoing - Ongoing | Major Disruption

Notify the property owners with deficient walks on the priority routes each year that they have two years to complete the repairs by October 2017.

Owner: Bill Belknap

Update provided by Bill Belknap on Feb 09, 2021 17:58:25

This has been placed on hold pending adequate staff resources to manage this program effectively.

Department 19 Progress 0%

Public Utility - Environmental Services Group

Owner: Tyler Palmer

Action/Strategies: 3

	%	#
Status Pending	100.0	3

Action/Strategies 19.1.1

Ongoing - Ongoing | Status Pending

Staff to research and recommend the next reduction goal by December 31, 2020

Owner: Tyler Palmer

Action/Strategies 19.1.2

Ongoing - Ongoing | Status Pending

Research potential savings in significant sectors in the City of Moscow in areas such as the WRRF, transitioning fleet to electric, recycling programs and more.

Owner: Tyler Palmer

Action/Strategies 19.1.3

Ongoing - Ongoing | Status Pending

Research and present potential for carbon-neutral utility services and potential CIP implications.

Owner: Tyler Palmer

This page intentionally left blank.

Completed Issues

Department 1 Progress 100%

Administration

Owner: Gary Riedner

Issue: 5 | Action/Strategies: 31

	%	#
Completed	100.0	17

Issue 1.2 4 Progress 100%

Insufficient Revenues Jeopardize Service Levels

Owner: Gary Riedner

Action/Strategies: 5

	%	#
Completed	100.0	4

Internal/External

External

Statement

The City of Moscow lacks sufficient financial resources to implement many of the programs, projects and policies desired by the City Council and community. As a result, the City's non-enterprise related infrastructure, such as roads and bridges, general facilities, parks and recreation and culture is either deteriorating at a rate exponentially higher than available revenues can fund repair and/or replacement, and new projects cannot be constructed to meet the community's needs. Funds are insufficient to provide acceptable levels of operations and maintenance across most programs. There is a "rob Peter to pay Paul" practice that is utilized to meet the most pressing and immediate needs, but inevitably results in removing resources from other programs which may not ever be replaced.

Of 41 most populous communities in Idaho, Moscow has the 37th lowest levy rate, decreasing over recent years to 60% of the state average. Over 50% of the real property in Moscow is tax exempt, which means that the City serves its population of 24,534 with property tax revenues generated from less than half of the overall property value. State imposed tax limitations and inadequate revenue sharing also combine to limit the City's resources.

Update provided by Jen Pfiffner on Oct 09, 2019 16:39:05

Completed actions:

- Provide expanded public outreach, information and education by January 2016 through press releases, public presentations, web-related services and social media regarding decreasing revenues and lack of alternatives which will have a negative impact on City services and service delivery.
- Increase communications with local legislators regarding local government revenue issues from an as requested basis to at least annually.
- Attend Association of Idaho Cities Day (January) at the Capitol and Annual Conference (June) and act as a resource to provide background and information to legislators and local officials.
- Represent the City on the Moscow Chamber of Commerce Legislative Committee, participate in weekly telephone conferences with legislators and attend Chamber Legislative Tour in February to provide information and City perspectives to local legislators.

Issue 1.3 3 Progress 100%

Service Growth Demands are Outpacing Resources

	%	#
Completed	100.0	1

Owner: Gary Riedner

Action/Strategies: 6

Internal/External
Internal

Statement
Service demands on City departments have continued to increase, creating a strain on employees, facilities, and infrastructure coupled with a lack of confidence by the public in service delivery levels and efficiency. Providing increased services to meet increasing public expectations, while maintaining excellent customer service, has led to a greater and more complex workload, without a corresponding increase in staffing, training, and employee development. Moscow has operated at an average of 5.8 staff members per 1,000 residents since 2009. Staff has managed increased service demands for both enhanced programs and new programs but has reached a tipping point where current staffing levels and expertise cannot assume additional or enhanced services without lost productivity, ineffective programs, longer response times, lower service levels and loss of quality.

Update provided by Jen Pfiffner on Feb 26, 2020 22:34:12

The current legislative session is being monitored very closely. Legislation regarding restrictions of property tax, including new construction and foregone tax amounts, is being proposed in rapid succession.

Work to date includes a significant reorganization of the City's structure. Development of 4 groups including Administration, Finance & Public Safety; Public Works & Services; Culture Recreation & Employee Services; and Community Planning & Design. This reorganization has distributed direct reports more efficiently and has provided for a more efficient staffing model to meet current needs.

Issue 1.4 5 Progress 100%

Insufficient Number of Productive Community Partnerships

	%	#
Completed	100.0	4

Owner: Gary Riedner

Action/Strategies: 4

Statement
The effectiveness of community-wide programs and initiatives has been hampered in the past due to a lack of productive partnerships with external agencies, including but not limited to, the Moscow Chamber of Commerce, University of Idaho, Latah County, Moscow School District and Idaho state agencies. This lack of community collaboration and cooperation has promoted a fractured and disengaged local image to state, regional and national agencies as well as the community at-large, thereby reducing policy influence to the state legislature and regulators.

Update provided by Jen Pfiffner on Oct 09, 2019 16:40:42

Work with partner agencies has become the standard.

Issue 1.5 5 Progress 100%

Insufficient Public Information and Community Engagement

	%	#
Completed	100.0	4

Owner: Gary Riedner

Action/Strategies: 4

Statement

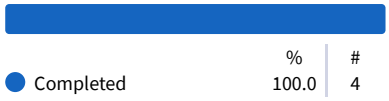
Many of the City's services provide limited access to relevant government information, which hampers a department's ability to effectively "tell its story," and often results in public misperception, conflict, loss of credibility and disconnects from the community. Misunderstanding of public policies, programs and services are not routinely addressed in an age of increased demands for governmental transparency. The City of Moscow lacks a unified organizational brand which hampers its ability to present a consistent message. The City regularly misses out on opportunities to engage an interested community to positively affect the image of the organization.

Update provided by Jen Pfiffner on Oct 09, 2019 16:41:19

Current use of materials and the enhancements made to existing platforms, including growth of the social media team, and addition of Instagram as a social media tool as well as the information the team has posted has led to the increased availability of public information. The addition of the Department and Commission logos provide additional tools to promote the City consistently. This issue will continue as an operational activity.

Issue 1.6 3 Progress 100%

Insufficient Use of Strategic Planning to Inform Management & Budgeting



Owner: Gary Riedner

Action/Strategies: 4

Internal/External

Internal

Statement

In the past, City leadership has utilized several annual goal-setting processes, which have met with varying degrees of success, but has been ineffective in producing a unified long-range plan based on documented community needs now and in the future. As a result, some major operational and capital needs have not been addressed, such as rapidly deteriorating infrastructure, inadequate facilities, equipment and staffing needs. Strategic Planning is an integral part of the City's responsibilities to the community In addition, yet the City has historically lacked the ability to assess its performance by means of objective measures, which can lead to misdirected and/or inefficient policy direction and prudent, consistent allocation of limited City resources.

Department 3 Progress 100%

Legal

Owner: Mia Bautista

Issue: 4 Action/Strategies: 17

Issue 3.1 5 Progress 100%

Growth in Electronic Communications

Owner: Mia Bautista

Action/Strategies: 4

Statement

Public records requests have increased from approximately five requests per week to more than ten per week (100% growth since 2012). Growth in electronic communications such as e-mails and text messages creates large volumes of communications subject to public records laws. Similarly, growth in public records requests and the nature of electronic communications has increased the amount of staff time required to respond to such requests and has increased the number of 10-day letters required to allow the necessary time to compile and review electronic information. Growth in electronic communication tasks has reduced time for other critical activities, slowed response times, negatively affecting productivity and limiting the capacity to perform mandated services with the current staff.

Issue 3.2 5 Progress 100%

Lack of Legal Review among Departments

Owner: Mia Bautista

Action/Strategies: 1

Statement

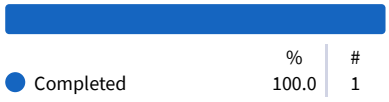
When dealing with contracts, liability, and other legal issues, various City departments do not consistently use the Legal department to review, revise, or draft legal documents to help reduce exposure to liability, minimize cost, and avoid legal frustrations when projects don't proceed or produce anticipated results. This lack of standardized review affects the quality and professionalism of City services which in turn reflects poorly on the City's image. It can also lead to internal conflict, inconsistency, poor decisions, and wasted funds.

Update provided by Jen Pfiffner on Oct 09, 2019 16:48:05

Operationalized

Issue 3.3 5 Progress 100%

Insufficient Office Coverage during Absences



Owner: Mia Bautista

Action/Strategies: 3

Statement

Due to a 20% increase in civil and criminal workload since 2007, the Legal office has insufficient administrative support hours available to complete assigned tasks. Lack of support is especially acute during any absences of the Legal Assistant and overall productivity and responsiveness declines. With only one staff assisting both criminal and civil attorneys, sufficient coverage for when support staff is absent creates a backlog, increases response time, creates potential for more errors and compounds work load for staff and attorneys when they return to work.

Issue 3.4 5 Progress 100%

External Demands Create Untenable Increase in Case Workload

Owner: Mia Bautista

Action/Strategies: 9

Statement

The involvement of outside agencies and external demands in misdemeanor case resolutions has created a 40% increase in attorney and staff time required to process criminal cases. Local District and Magistrate courts expect the State to use various outside resources in most misdemeanor cases prior to and after final disposition. Seventy percent of misdemeanor cases require working with outside agencies including Alternatives to Violence, Adult Misdemeanor Probation Services, mental health and substance abuse screening evaluators and councilors. This increases the resources and interventions available to and often required by the prosecutor, and ultimately the criminal defendant and/or the victim of a misdemeanor crime. This offers more options for case disposition but extends the life of the case(s), increases legal staff time spent on each case, and increases court expectations related to problem-solving resolutions. In addition, new court rules (effective July 2013) mandate that criminal defendants facing the possibility of jail time (maximum sentencing per statute) must be appointed counsel if indigent -- even if standard local court sentencing often results in a fine only. It is the maximum potential penalty rather than the actual sentence imposed that dictates whether a person's right to counsel is triggered when he or she cannot afford counsel. To cite key data, Public Defenders were appointed to City cases as follows: 181 in 2012; 286 in 2013; 388 in 2014 (through November). This has increased the number of motions, hearings, court dates, and time and cost demands for attorneys and staff, which has reduced time available per case, added to backlog, increased total workload and reduced overall effectiveness.

Department 4

Progress 100%

Fire

Owner: Brian Nickerson

Issue: 5 | Action/Strategies: 44

	%	#
Completed	100.0	8

Issue 4.1

3

Progress 100%

Inadequate Annual Facility Inspections and Commercial Pre-Plans

Owner: Brian Nickerson

Action/Strategies: 7

	%	#
Completed	100.0	2

Internal/External

External

Statement

Based on the community risk and safety need, over 2,000 businesses/facilities within the City of Moscow should be inspected on an annual basis, and some twice a year (461 apartment buildings, 15 daycares, restaurants, hotels, motels, malls, and business offices, places of assembly and 26 fraternities and sororities). Because the current fire inspector position is only a part-time position shared with the Community Development Department, it can only accomplish approximately 550 inspections on an annual basis which includes 200 follow up re-inspections. Other facilities within the City have not been inspected in five years or more. Uninspected facilities pose significant safety concerns for citizens and visitors within the City, and especially for the responding fire personnel. This is also a negative for area business because it hampers economic development and adds unnecessary risk factors to City government. Currently no pre-fire plans exist within an automated Records Management System. Outdated paper copies exist in very limited cases. This situation hampers response times, reduces response effectiveness, jeopardizes response personnel, can complicate insurance claims and reduces overall community safety/security. Pre-Fire Plans are a critical, vital response tool used to gather data on important facility information such as hazardous materials, gas, water, electric, building layout, sprinkler system, alarm system and response data. If not available, Pre-Fire Plans are time consuming to assemble, taking on average one to two hours or over eight hours for properties such as malls or other large facilities.

Update provided by Brian Nickerson on Feb 25, 2020 16:20:19

Continuing to work on annual facility inspections and commercial pre-plans. This is a large task for minimal staff, however small strides are being made.

Issue 4.2

5

Progress 100%

Insufficient Location of Records/File Storage

Owner: Brian Nickerson

Action/Strategies: 1

	%	#
Completed	100.0	1

Statement

Records for personnel, equipment, etc. are currently located in two separate locations (Stations 1 and 3). Lack of a central records location creates unknowns within the organization regarding personnel matters, some equipment, training records and operational reporting factors. Inadequate storage space and processes reduce management effectiveness, adds time to many transactions, creates confusion, reduces productivity and adds avoidable cost. Without central records storage, locating records and essential information will continue to hamper operations and reduce efficiency throughout the organization.

Update provided by Jen Pfiffner on Oct 09, 2019 16:44:22

Operationalized via Standard Operating Procedure

Issue 4.7 5 Progress 100%

Unclear Expectations between the City of Moscow Fire Department and Moscow Volunteer Fire Organization

Owner: Brian Nickerson

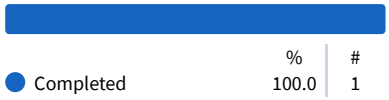
Action/Strategies: 6

Statement

Unclear expectations hamper the ability of the City of Moscow Fire Department to provide the best support possible to the Moscow Volunteer Fire Organization as an organization and to members as individuals. This lack of clear and well-communicated expectations for the City of Moscow Fire Department by the Moscow Volunteer Fire Organization has resulted in an ineffective model for making the most efficient use of resources including providing for operations planning and volunteer support by the City of Moscow Fire Department. With the lack of expectations the City of Moscow Fire Department is not able to meet the needs of the Moscow Volunteer Fire Organization in a positive and proactive manner. New issue in 2017.

Issue 4.9 5 Progress 100%

Improved Volunteer Engagement by City of Moscow Fire Department Needed



Owner: Brian Nickerson

Action/Strategies: 4

Statement

Engagement and showing value and appreciation to volunteers is of the upmost importance. Volunteer engagement is critical for reversing the decreasing number of volunteers as seen since 2012 with 100 volunteers to 85 volunteers in 2017. Given that the positions are highly important public safety and public service positions that have considerable demands on the personal lives of those who volunteer, engagement and appreciation is a key factor in providing an experience to encourage retention and provide the foundation for positive and successful recruitment. New issue in 2017.

Issue 4.10 5 Progress 100%

Aging/Deteriorating Emergency Fire Apparatus/Vehicle Fleet

Owner: Brian Nickerson

Action/Strategies: 2

Statement

Three vehicles of the City Fire Department Emergency Vehicle fleet are beyond the scheduled replacement date. Based on standards and practices established by the National Fire Protection Association, the replacement for apparatus is recommended every twenty years. Personnel safety and response capability depend on reliable apparatus. Currently, NFPA 1901 standards are not being met, which increases risk, increases liability due to known substandard conditions, slows response times, both due to maintenance issues specifically the inability to make repairs to equipment efficiently due to lack of available parts for aging apparatus; adds unscheduled repair costs, and reduces overall department effectiveness. The estimated vehicle replacement cost for the entire fleet is $3.4 million dollars as estimated through the City fleet procurement process. There is inadequate annual funding for vehicle replacement program for the fire department, and funding relies solely on passing a bond when replacement is needed. Newer and more standardized equipment will reduce maintenance costs while increasing productivity, effectiveness and response readiness.

Update provided by Jen Pfiffner on Oct 09, 2019 17:41:17

Operationalized

Department 5 Progress 100%

Police

Owner: James Fry

Issue: 8 | Action/Strategies: 40

	%	#
Completed	100.0	29

Update provided by James Fry on Feb 21, 2020 23:41:56

No update.

Issue 5.1 5 Progress 100%

Increasing Property Crime Rates

Owner: James Fry

Action/Strategies: 7

	%	#
Completed	100.0	6

Internal/External
External

Statement
Officers responded to a total of 1,236 criminal offenses in 2014 as reported in the Uniform Crime Report issued by the State of Idaho - an increase of more than 10.5% compared to the 1,119 crimes reported in 2008. Growth in criminal offenses decreases economic vitality, reduces confidence that Moscow is a safe community, hampers City branding efforts, and negatively impacts quality of life.

Moscow has a disproportionate number of property crimes (i.e. burglaries, vehicle theft, larceny, arson, and vandalism) with a total of 969 reported property crimes in 2014, comprising 78% of all offenses. Vehicle prowls, home burglaries and bike thefts accounted for 22% of 985 property crimes reported during 2014. The majority of property crimes that have increased recently include bicycle thefts, home burglaries, and vehicle prowls.

Due to the growing number of forensic criminal offenses, the case backlog has increased 268%, reducing time available for each case which has influenced the capacity for case solvability, victim restitution, rapid response and the recovery of stolen property. This backlog has encumbered Department efficiency, productivity and capacity, which directly impacts community quality of life, and may diminish citizen confidence.

There is a direct connection between growth in personal property crimes and emergent drug use among the population. Unlocked vehicles and homes have contributed substantially to the increase of theft crimes which have contributed to an increase in personal, vehicle, and property insurance rates of approximately 8-10%. The increase of heroin seizures from 12.6 grams to 523.7 grams over the past three years (a 4,056% increase) has been a major dynamic in property crime issues because thieves will barter or sell stolen items for cash or drugs. These combined factors, along with an unstructured atmosphere during summertime and school breaks for teenagers, have all contributed to the increase in property crime rates which hurt the community, decrease property values, and reduce vitality and impact quality of life.

Update provided by James Fry on Feb 18, 2020 15:50:58

No update.

Issue 5.3 5 Progress 100%

Inadequate and Unsecured Parking

Owner: James Fry

Action/Strategies: 1

	%	#
Completed	100.0	1

Statement

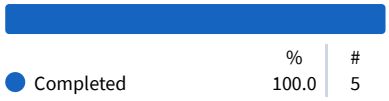
Patrol car parking is unsecured and marked police vehicles house M4 patrol weaponry that is open and accessible for vandalism and theft. Parking stalls for police cars are environmentally designed with limited sight distance and require backing into a congested bike, pedestrian and vehicle roadway. Employees have reported two preventable accidents in the last eight months as well as multiple near accidents while backing their vehicles. There is inadequate parking for police vehicles or citizens seeking service, which slows response times, adds avoidable risk factors, hampers service to citizens, and adds to the City's liability. The Department has 11 patrol units, two motorcycle units and various other support cars for eight parking spaces. At times, officers and citizens are forced to park a block or more away. There is only one 10-minute loading zone for citizen access the facility. Citizen complaints are routinely received as this single space does not accommodate the average of 33 daily visitors who come to the Department to conduct business, negatively impacting the Department's ability to serve those in need. This area is the least accessible among all City facilities.

Update provided by James Fry on Nov 07, 2019 22:18:13

New building will have secured parking.

Issue 5.4 1 Progress 100%

Deteriorating, Substandard Building in Vulnerable, Unsafe Location



Owner: James Fry

Action/Strategies: 5

Internal/External
Internal

Statement
The police building is located in downtown Moscow at the end of a cul-de-sac with the only egress being an alley and a one-way major highway for all north-bound traffic. Due to this location, egress for emergency responses, risks for others in roadway, and slower-than-necessary response times for those involved in an emergency cause significant risks to officers and citizens. Specific issues include:

Lack of Secure Location. Due to increasing global and domestic terrorism as well as the daily hazards of police work, the building is in a location which makes it unsafe and open to attack. This structure is situated within ten feet of a major highway and is exposed to vehicle and hand-delivered IEDs and other chemical, biological and radiological devices. Windows and doors are not bullet proof and the front lobby has no means to protect personnel or visitors from an individual intent on harm. There are multiple vulnerable points of entry into the building, including the roof, through which criminal activity may infiltrate.

Lack of Space. Overcrowding, partial compliance with disability standards, lack of storage space, and design issues have negatively impacted efficiencies to service delivery, productivity, and effectiveness. As stated in the City of Moscow's Master Facility Plan of April 7, 2014, the building currently has 7,377 sq. feet which provides space for 42 people. This is an average of 176 square feet per person. According to this proposed Facility Plan, 14,847 feet will be needed for 53 employees, amounting to 280 square feet per person. This is a substantial increase of 115%. This building is structurally inadequate with increasing maintenance costs to maintain plumbing, heating and cooling issues and leaks in the roof. In addition the structure is non-compliant with ADA standards which require, at minimum, a wheelchair ramp for admittance into the front lobby area for community members. Partial ADA compliance prohibits easy access to Departmental services for the City's diverse population which increases liability and affects citizen perception of Departmental availability to every community member.

Insufficient Storage and Evidence Space. The Property Technician is currently responsible for 7,540 items of property and evidence. In 2014 alone, this technician received 2,442 items and released only 1,642, increasing storage needs by 67% in one year. Evidence and property is housed in three places: the main evidence room, two converted jail cells and a storage container at the City Shop. The first two locations are inside the police Department and account for 80% of all evidence storage and encompass 11,584 cubic feet. The storage container at the City Shop is inadequate, inconvenient and vulnerable to tampering. Evidence and property storage is at capacity. Inadequate storage space coupled with a growing number of items received and the requirement to keep evidence (five years for felony cases and one year for misdemeanors) has caused serious over-crowding in the property room creating greater potential for misplaced items, added time to locate evidence for court, and increased time to store and retrieve evidence. All of these factors add to City liability, reduce productivity, and foster growing inefficiency.

Update provided by James Fry on Oct 24, 2019 17:03:45

The bond was proposed, a construction site has been identified and purchased, a public relations campaign was conducted. The bond passed.

Issue 5.5 4 Progress 100%

Insufficient Staffing To Meet Community Demand

	%	#
Completed	100.0	8

Owner: James Fry

Action/Strategies: 8

Statement

There are insufficient patrol officers to maintain service-oriented response times due to a staff shortage of six patrol officers down, cover all duty requirements, counter escalating community crime rates and meet recommended capacity levels. Overall, this has reduced the Department's ability to meet growing community obligations, increased case backlog and time required to work cases, increased response times, and hampered community outreach. The Department currently has a five-minute response time, with an expectation of a decrease to three minutes, in response to a high percentage of emergency service calls, while at the same time keeping a majority of officer time available to respond to citizen needs and work proactively with the community. The Department currently funds 35 sworn officers, 26 who are on patrol. The 35 officer positions provide an average of 1.90 officers per thousand people, one of the lowest in the state. From 2004 to 2014 population has increased by 1.32%, calls for service have increased by 1.14%, and staffing levels have held steady with some minor fluctuations at 42 total. Over the last two years, there has been a 100% increase in transports for mental health services which require a minimum of five-six hours of officer time depending on the mental holding facility location and patient's mandatory return for mandatory court appearances. Officers are participating in more community policing events to meet expectations of community members and businesses and to emphasize the on-going community policing philosophy. The call load in the past nine years has increased by 13%. Demand from the University of Idaho, public schools, technology concerns and area agency assists due to the global threats, and cultural changes, i.e. school shootings, domestic terrorism, and international threats have affected the ability to maintain an adequate standard of service. This low staff rate also significantly impacts shift scheduling, training opportunities and benefit leave since minimum staffing demands must be met for officer safety and service commitments. The Department has transitioned to 12-hour shifts since we can no longer maintain 10-hour shifts with minimum staffing due to turnover.

Update provided by James Fry on Oct 24, 2019 18:12:09

Also Completed: Seek support from public schools to provide funding for three-fourths (3/4) support for School Resource Officer. **Moved to Operational Overview:** Increase volunteer Reserve Program as staffing and interest allows.

Issue 5.6 5 Progress 100%

Investigations

	%	#
Completed	100.0	2

Owner: James Fry

Action/Strategies: 2

Statement

The Department cannot keep up with the ever-increasing demands of forensic investigation of electronic devices. In 2012, detectives performed 22 forensic examinations; in 2013, 81 forensic examinations were conducted; and in 2014 61 forensic examinations were conducted. This constitutes an average increase of 323%. It takes a minimum of one full-time detective to handle this massive computer forensics case load at any given time. Inadequate staffing results in longer timeframes to investigate and to forward to the prosecutor. These factors cause investigative follow-ups to lag or be relegated to a holding pattern without further action being taken. Without proper follow-up, evidence is lost, cases are more difficult to prove in court, errors are made, the case backlog surges, and citizens become angry that they are not receiving adequate service.

Update provided by Jen Pfiffner on Oct 09, 2019 16:52:44

Maintain proficiency within forensic investigations of ever-changing technology to include laptops, tablets, gaming systems and the next generation of cell phones.	Completed. Eric Kjorness is now employed with the State Attorney's office ICAC Task Force which also provides new software and training. His office is housed at the department.

Begin succession planning for the Cybercrime detective position.	Completed. A second ICAC investigator, Lawrence Mowery, has been hired and is employed by MPD.

Issue 5.7 5 Progress 100%

Insufficient Code Enforcement Coverage

Owner: James Fry

Action/Strategies: 2

Statement

The code enforcement officer is on duty from 8:00 a.m. to 4:00 p.m., Monday through Friday. Many calls for this position's services, especially animal-related calls, occur outside of this timeframe. In 2014 there were a total of 995 code enforcement-related calls. The code enforcement officer handled 414 calls (42%) while 581 calls were answered by patrol officers. Officers are pulled from patrol and other urgent matters to deal with animal control or diminutive code enforcement matters. Specifically, dog bite/vicious animal calls require approximately 2.5 hours to conduct a preliminary investigation. Having an officer respond to these types of calls affects quality of life of citizens, reduces Department efficiency, adds unnecessary cost, and inhibits the Department from addressing growing community needs and service requests.

Update provided by James Fry on Feb 18, 2020 15:51:15

No update.

Issue 5.8 5 Progress 100%

Insufficient Training and Professional Development

Owner: James Fry

Action/Strategies: 3

Statement

Lack of law enforcement training results in liability to the citizens, police officers and the City, as well as safety to the citizenry. Insufficient skills also create undue risk and exposure in handling routine and critical incidents for the officer. Unless an officer receives a minimum of 40 hours of POST-accepted professional training every two years, he/ she will be decertified. The struggle to maintain this standard affects staffing and funding. Without required professional training, employee improvement declines, retention is more difficult, legal requirements aren't met, City liability increases, service delivery is reduced, and overall Department effectiveness will be negatively impacted.

Update provided by Jen Pfiffner on Oct 09, 2019 16:53:15

Develop and implement mentoring for new officers through revised FTO manual by February 2019.

Completed. FTO manual is revised and in use.

Provide access to leadership training (annually).

Completed for 2018. 2018 Retreat Leader: Deborah Norum – Myers-Brigg. Personality tests for supervisory staff to enhance cohesion and teamwork.

Per realization of historic cost savings, continue to identify and host training locally for Department and area law enforcement personnel to save travel and per diem costs (Ongoing)

Completed for 2018. Reid School of Interview and Interrogation held in Moscow in May 2018.

Issue 5.9 5 Progress 100%

Inadequate Property and Evidence Management System

	%	#
Completed	100.0	3

Owner: James Fry

Action/Strategies: 3

Statement

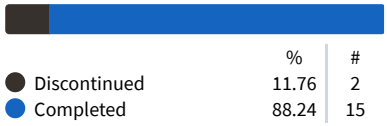
The Department's evidence and property room currently houses 7,540 items of property and evidence. Every time there is turnover of property management staff or supervision of that those staff members, a complete inventory of those pieces must be completed in addition to quarterly spot checks of the inventory. Full inventories/audits conducted by the human hand take up to 31 weeks. The lack of technology to process, inventory, locate and destroy evidence results in tracking failures with property management, gross errors, and reduced efficiency. By implementing a barcode system, time spent on the completed inventory process can be reduced to an estimated three days. Additionally, the current inadequate, error-prone system may encourage theft, misuse, and result in the dismissal of criminal cases increase the risk of liability issues for the Department and the City.

Update provided by James Fry on Oct 24, 2019 19:23:42

In May 2018, the barcoding procedures were tested and training was provided to support staff. The system was completely implemented department-wide by February 2019.

Department 6 Progress 100%

Arts



	%	#
Discontinued	11.76	2
Completed	88.24	15

Owner: Megan Cherry

Issue: 3 Action/Strategies: 72

Issue 6.1 Progress 100%

Moscow's Farmers Market is Currently Unsustainable

	%	#
Completed	100.0	8

Owner: Megan Cherry

Action/Strategies: 8

Internal/External

External

Update provided by Jen Pfiffner on Oct 09, 2019 17:36:00

The Moscow Farmers Market is also being proposed in the FY2018 budget to become a separate division within the Parks, Arts and Culture special revenue section of the budget. This adjustment is a direct reflection of the issue identified in this strategic plan. Additionally, the Moscow Farmers Market Commission has developed and adopted a Moscow Farmers Market Strategic Plan which encompasses this issue outlined here in a more detailed manner. That plan will replace this issue in the City's Strategic Plan.

Issue 6.2 Progress 100%

Arts Department Structure/Staffing Cannot Meet City Art Program Needs

Owner: Megan Cherry

Action/Strategies: 7

Internal/External
Internal

Update provided by Jen Pfiffner on Nov 07, 2019 16:08:03

This issue will continue to be addressed in the redeveloped Moscow Arts Commission Strategic Plan to be presented to Council in December 2019.

Issue 6.3

The City's Public Art Program has Unfulfilled Potential

Owner: Megan Cherry

Action/Strategies: 2

Internal/External
External

Department 7 Progress 100%

Moscow Farmers Market

Owner: Amanda Argona

Issue: 4 Action/Strategies: 27

Issue 7.1 5 Progress 100%

Advisory and Operational Expectations are Unclear and Lack Boundaries

Owner: Amanda Argona

Action/Strategies: 6

Statement
A lack of clear and well communicated expectations for the Commission (advisory) and staff (operational) has resulted in an inefficient model for making the most efficient use of resources, primarily operations planning and reporting for the Market. A considerable amount of operational planning and decision making has been shifted to the Commission that should reside with staff. This shift has resulted in the Commission's time being spent focusing on operational activities, while their role is more appropriately suited to providing overall vision to staff in a long term planning capacity, and staff in turn should be managing the operations within that vision.

Issue 7.2 5 Progress 100%

Market Integrity Threatened by Lack of Clear Policies

Owner: Amanda Argona

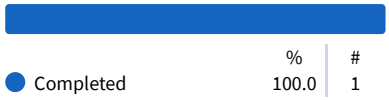
Action/Strategies: 7

Statement

Market integrity is threatened by a perceived lack of transparency, understanding, compliance and consistency of the policies of the Market and in the recommendation and decision making functions of the Commission and staff due to unclear criteria and reasoning for policies. With demand for space at a premium, outpacing supply of viable space in the Market, the balance of vendor and product mix is also threatened. A lack of clear operational criteria guiding staff's interaction with different types of vendors creates inefficiency and a perception of unfair treatment for many vendors. Animosity is created without clear and well-reasoned definitions, guidelines and policies, decision regarding resale, vendor type and mix, product distance limits and product representation.

Issue 7.3 5 Progress 100%

Inequitable and Inefficient Allocation and Distribution of Market Costs



Owner: Amanda Argona

Action/Strategies: 4

Statement

Since 2009, the Market has grown from 6500 square feet to 16,335 square feet and the number of individual vendors' spaces has grown from 42 to 99 in the same time period. This extraordinary growth has added additional staff responsibilities to service the Market, without a proportionate increase in staff numbers. The resulting disparity requires increased support from the City Arts Department functions, as well as support from other City departments. Costs include staff expense, program expense, and City service expenses that include public safety (police and fire), water, streets, engineering, and parks and recreation. These cost considerations also limit the Market's ability to implement and enhance services the Market could provide including expanded programming, such as compost programs, and the like.

The extreme importance of the Market has been documented in the 2016 Community University Strategic Partnership branding initiative as well as University of Idaho Professor Steve Peterson's 2016 economic impact study of the Market. The tremendous economic and social value identified by that study further concludes that the current operational and cost structure of the Market is inadequate to maintain its current model. The lack of a sustainable operational model jeopardizes the character and viability of the Market as it does not efficiently allocate City resources nor does it equitably allocate costs to those who rely upon the Market. The City and Commission desire to maintain the Market as an important community institution.

Issue 7.5 5 Progress 100%

Market Layout is Unsafe, Restrictive and Limits Growth Decisions

Owner: Amanda Argona

Action/Strategies: 6

Statement

The current configuration of the Market creates challenges for necessary and required ADA access and compliance. It is necessary to identify and remedy access limitation issues in order to allow meaningful Market participation for all stakeholders and members of the public. The current layout also creates confusion of space allocation among vendors and patrons, which results in occasions of animosity and a perception of unfair treatment and a lack of planning and organization. Additionally, the current configuration can be perceived as a barrier for downtown patrons between the Market and brick and mortar businesses on Main Street, limiting what could be a more enhanced and engaging experience for all stakeholders.

The Market is a public event held on public right of way and the City has a duty to maintain a fair and equitable use of that public space for as many citizens as possible, including hosting the Market. The Market has evolved since 1977. Visitors to the Market were estimated to be 164,892 during 2013, up from 84,084 in 2003. This cumulative increase of 96% is 4.4 times the population of Latah County (37,244) in 2003 or 6.7 times the population of Moscow (25,060). It's important to note the Market moved from the Jackson Street lot parking lot to Main Street in 2012 increasing available vendor spaces from 42 to 99. Total vendors during that time has increased from 116 to 125. Without layout improvements designed to address these issues, potential growth and enhancement of the Market from both a visitor and a vendor perspective will be limited.

Update provided by Jen Pfiffner on Nov 07, 2019 00:58:35

Work on this issue has been delayed due to competing priorities and projects. Timelines have been adjusted for future work.

Department 8 Progress 100%

Human Resources

Owner: Jen Pfiffner

Issue: 1 | Action/Strategies: 10

Update provided by Jen Pfiffner on Nov 07, 2019 01:24:37

With the recent restructure - the HR department looks forward to bringing on a new HR Manager. With limited office space, this hire isn't anticipated to occur until spring of 2020.

Issue 8.3 5 Progress 100%

Current Medical Benefit Model is Unsustainable

Owner: Jen Pfiffner

Action/Strategies: 6

Statement

The inclusion of multiple generations in the workforce and the significant rises in insurance costs and premiums for both the City and the employee make for an unsustainable model. The City's current medical benefits structure has not changed significantly in 25 years and had resulted in unpredictable annual increases in costs for the service ranging from 5% to 25%. Additionally, the City's experience level has varied from 90% to 120% over the years. While wellness has provided for some mitigation of health issues, catastrophic issues affecting experience levels can be unpredictable and can result in increases in costs that cannot met given the insufficient financial resources that limit the City. Healthcare costs for both the City and employees has risen year after year. As our employee base becomes more diverse with the various generations and preferences for service the model that has served us well for many years should be reviewed given changes in the healthcare industry as well.

Update provided by Jen Pfiffner on Nov 07, 2019 01:27:41

Annual review of benefits and comparison of options to benefit employees will happen every year. The current self funding application is on hold given current experience ratings.

Department 9 Progress 100%

Information Systems

Owner: Jesse Flowers

	%	#
Completed	100.0	19

Issue: 5 | Action/Strategies: 31

Update provided by Jesse Flowers on Feb 03, 2020 19:25:56

Updates added to actions and strategies.

Issue 9.1 2 Progress 100%

Insufficient Capacity to Maintain Service Demands

Owner: Jesse Flowers

	%	#
Completed	100.0	2

Action/Strategies: 6

Internal/External

Internal

Statement

Over the last five years City departments have become more reliant on technology, evidenced by the growth in helpdesk requests (300% increase), phone calls (25% increase), supported workstations (35% increase) and number of servers (285% increase). The department has added support for radios and pagers for Police, Fire and Public Works, 11 mobile data terminals with cellular connections, 40 tablets, SCADA (supervisory control and data acquisition) systems for Water and Wastewater, computer forensics and support for 24x7x365 operations. Over the past five years IS staffing has not kept pace with the enormous demand (increase from 3.25 to 5 positions), which has reduced the level of customer service, slowed response times, increased backlog, reduced collaboration with other departments and inhibited the City from achieving a higher level of efficiency through technology.

Update provided by Jesse Flowers on Feb 26, 2020 22:20:21

Colton has started in the department and he is being brought up to speed with our systems and processes.

Issue 9.2 4 Progress 100%

Growing Difficulty of Staying Current with Evolving Security Challenges

Owner: Jesse Flowers

	%	#
Completed	100.0	7

Action/Strategies: 7

Statement

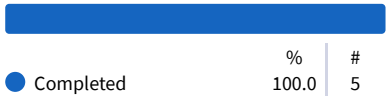
Cyber-attacks are increasing in quantity, complexity and severity and a successful attack against the City could result in a complete shutdown of all City computer systems. In November 2014 the City security systems blocked 74,513 attacks and the email filter identified and blocked 70% of all incoming email as being unsolicited messages, spyware and viruses. In 2014 the average cost of a data breach to organizations in the United States was $5.85 million, an increase of 9% over 2013 (Ponemon Institute Research Report, 2014 Cost of Data Breach Study: Global Analysis). The City must follow industry guidelines, including mandated Criminal Justice Information Systems (CJIS) and Payment Card Industry (PCI) Compliance standards. Failure to follow FBI standards for CJIS will result in the Police Department losing access to FBI databases, which would significantly hinder the Police Department's ability to close cases and identify criminals. Failure to follow PCI Compliance standards would result in fines levied against the City of Moscow by MasterCard and Visa of $25,000 monthly. Overall, the City has created no Long-Term plan for extending its security capacity to mitigate the growing level of risk, which has increased the prospect of a serious security breach.

Update provided by Jen Pfiffner on Oct 09, 2019 16:46:19

Operationalzed

Issue 9.3 5 Progress 100%

Inadequate Policies and Master Plan to Guide Technology Services



Owner: Jesse Flowers

Action/Strategies: 5

Statement

The City does not have formalized policies or plans that govern the use of technology. Departments have many standard technology practices but they are neither consistent nor enforced, resulting in changing priorities and employees lacking understanding of IS decisions. Overall, this reduces the City's technology effectiveness, hampers responsiveness, reduces system security, lowers productivity and limits City programs that could be more effective and efficient through suitable use of technology.

Update provided by Jen Pfiffner on Oct 09, 2019 16:46:53

Operationalized

Issue 9.4 5 Progress 100%

Lack of Mobility Plan, Protocols and Management

Owner: Jesse Flowers

Action/Strategies: 3

Statement

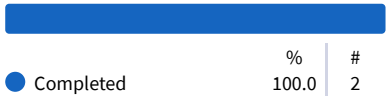
Demand for mobility is growing. The lack of a plan and policy framework inhibits the City's ability to improve efficiency, limits productivity and reduces program effectiveness. There are over 300 employee-owned or City-issued mobile devices connected to the City's network that are not actively managed. The inability to manage mobile devices increases the City's exposure to security breaches and reduces the ability for employees to effectively use mobile devices to achieve desired efficiency. In a 2013 survey, 60% of organizations experienced a lost or stolen phone, 47% reported lost productivity and 26% reported financial loss associated with a mobile security incident (Lookout, Inc.). The City could achieve significant new efficiency levels through mobile technology, but is failing to do so.

Update provided by Jen Pfiffner on Oct 09, 2019 16:47:19

Project Completed

Issue 9.5 1 Progress 100%

Inadequate Radio Infrastructure



Owner: Jesse Flowers

Action/Strategies: 10

Internal/External

External

Statement

There is a lack of radio communication broadcasting compatibility and security. The City's police radio communication system has only one channel and three repeaters for an area of less than seven square miles. Because repeaters aren't trunked or coordinated, officers must hunt for channels to locate the appropriate repeater to transmit calls, this avoidable action places officers at risk for injury or death due to lack of radio communication when needed to call for back up or other support. Officers currently experience a 5-10% transmittal failure due to dead zones throughout the patrol area resulting in delayed notification and delayed officer response, both of which have escalated risk to citizens, officers and property. Overall, the ability to quickly intervene has declined as the communication system has deteriorated and calls for service have increased. In addition, lack of an encrypted radio system results in criminal access to real time police enforcement actions creating an officer safety issue.

Nonexistent Secondary Radio Coverage for Community Events and Emergency Incidents: With only one radio channel for police use, officers cannot communicate without talking over and interfering with other officers during University of Idaho-related sporting games, signature community events and life-threatening emergencies. The Department is not achieving National Incident Management System (NIMS) directives for interoperability. Without an emergency channel during widespread emergencies such as officer-involved shootings, school shootings, riots, major accidents, bomb incidents, etc., officers are unable to communicate effectively with mutual aid responding agencies. This adds risk to both officers and citizens, reduces Department effectiveness, slows response times, creates confusion and ultimately adds cost.

Update provided by Jesse Flowers on Feb 25, 2020 17:12:09

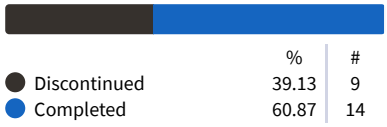
The City has entered into an a contract with Hatfield & Dawson Consulting Engineers, LLCto help assess how to best move forward to meet the current and future demands. The Kick off meeting is anticipated to be scheduled in March.

Department 10 Progress 100%

Parks and Recreation

Owner: Dwight Curtis

Issue: 7 | Action/Strategies: 44



	%	#
Discontinued	39.13	9
Completed	60.87	14

Issue 10.1 4

Shortage of Recreation Facilities

Owner: Dwight Curtis

Action/Strategies: 6

	%	#
Discontinued	100.0	6

Statement

The City has insufficient recreational facilities, with only one dual-use gymnasium with two basketball courts that is used during peak hours and two designated volleyball courts that are striped over the basketball courts; there are only two lighted dual-use adult/youth softball fields and too few dedicated multipurpose rooms available for recreation programs. This deficiency reduces the opportunity for citizens to participate in recreational programs, reduces community service levels, and frustrates citizen customers because demand is growing (Moscow's population has grown 23% since 1990). Meeting basic demand has required creative scheduling and reliance on an accommodating public, but community groups want services at a time when facilities are maxed, overused and under-maintained.

Update provided by Dwight Curtis on Nov 06, 2019 17:28:31

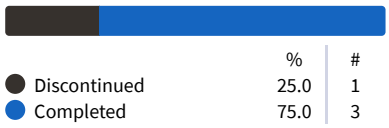
The Parks and Recreation Master Plan *Update* 2019, was adopted by the City Council in June 2019. One of the Actionable Items of the *Update* is the Development of Parks and Facilities Standards unique to the City of Moscow. This changes the entire previous dynamics of the City's parks and facilities needs. The Parks and Recreation Commission's goal is to complete the new standards by the end of 2020. The results of the new standards will detail if and what parks and facilities we are actually short. Until the new standards are developed, the old Issue 10.01 Actions and Strategies are discontinued and new replacement Actions and Strategies are being developed.

At the October 24th, 2019 Parks and Recreation Commission meeting, a sub-committee was formed to work out a pre-draft standards document. This committee consists of two Commission members (Sara Zaske and Ted Kisha), and two staff (Dwight Curtis and Dave Schott). A working draft would be prepared for sub-committee review and discussion in February, 2020.

Issue 10.2 5 Progress 100%

Recreational Program Assessment Tool

Owner: Dwight Curtis



	%	#
Discontinued	25.0	1
Completed	75.0	3

Action/Strategies: 4

Statement

There is an insufficient assessment tools available through the internet or paper methods to measure recreational needs. Without these tools the Department has no reliable way of obtaining customer feedback on recreation programs and facility rentals. Without sufficient feedback, there is little ability to correctly assess need and satisfaction of recreation programs and activities. The Department's main function is customer service for the citizens but it has no means of receiving feedback or suggestions on programs. In 2014, Moscow Parks and Recreation offered 367 programs and only surveyed 104 programs which represented 28% of the programs offered; of those 104 programs surveyed the return rate was only 5%. Parks and Recreation has over 15,000 participants annually.

Update provided by Dwight Curtis on Nov 06, 2019 17:35:11

The Actions/Strategies to resolve Issue 10.2 Recreational Program Assessment Tool, is complete and now an operational item.

Issue 10.3 5 Progress 100%

Limited On-Line Presence

Owner: Dwight Curtis

	%	#
Completed	100.0	2

Action/Strategies: 2

Statement

There is insufficient online public presence to fully showcase the parks and recreation department. Parks and Recreation has a limited, convoluted and somewhat antiquated way of disseminating public information regarding recreation program opportunities and facility rental opportunities. Only 15% of the Department's external communications avenues are on a social network. Pew Research found that 74% of adults were on a social network as of January 2014. Without an adequate online presence, Parks and Recreation will see a decline in usage.

Update provided by Dwight Curtis on Nov 06, 2019 17:37:22

Using data from the City's social media outlets, this item is resolved and is now considered operational

Issue 10.5 5 Progress 100%

Declining Facility Maintenance Efficiency/ Effectiveness

Owner: Dwight Curtis

	%	#
Completed	100.0	2

Action/Strategies: 4

Internal/External

Internal

Statement

Insufficient manpower has created inefficiencies relative to preventive or predictive maintenance practices, response times, and overall effectiveness. Reactive maintenance often results in immediate outside contractor assistance, adding unscheduled cost for repairs or replacement. Two Maintenance FTE's are responsible for the operation, maintenance, and repair of eight primary facilities and have additional maintenance responsibilities for four other facilities. They also provide maintenance support to the Parks division as well as 'on-call' support to the Public Works divisions. Since 2003 the City has added three large facilities (ITC, Fire Station#3, HIRC) that are maintained exclusively by the Facilities Division. Current duties range from general building maintenance and support to plumbing, electrical, lighting, recycling, HVAC, carpentry, pool operation, lock/key systems maintenance and management, painting, snow removal, and all phases of construction and renovations. The lack of manpower has created an inefficient preventive maintenance program, added costs for repairs or replacement, slowed response times, hampered the ability to provide quality work, and has reduced overall effectiveness.

Issue 10.6

5 Progress 100%

Inadequate Facility Maintenance Efficiency

Owner: Dwight Curtis

Action/Strategies: 9

Internal/External

Internal

Statement

The City has no system for efficiently and effectively tracking and generating work orders, controlling inventory, providing facility data, and scheduling preventive maintenance for all structures. Work history is not documented efficiently, maintenance is delayed or missed, verbal service requests are often overlooked or delayed, and projects or maintenance tasks often require additional time to complete because additional site visits are required to obtain information that a computer maintenance management system (CMMS) would provide. Overall, maintenance is inefficient, slow, difficult to track, costly and prone to crisis management.

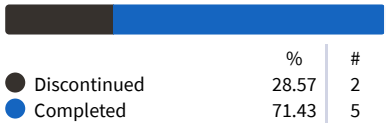
Update provided by Dwight Curtis on Nov 06, 2019 18:02:39

An additional facilities maintenance employee was hired in June of 2019. This will allow progress on this issue to begin. Also, staff is preparing a proposal for a facility work order system for the FY21 budget.

Issue 10.8

3 Progress 100%

Lack of a Formalized Urban Forestry Program



Owner: Dwight Curtis

Action/Strategies: 9

Internal/External

External

Statement

There is no designated forestry division in the parks department. The tree workload consists of surveying, inspecting, and maintaining rights-of-way, parks and downtown trees, none of which is ever comprehensively completed on an annual basis. The Community Forestry Administrator also receives over 100 tree-related inquiries per year regarding plantings, removals, trimming, diseases, insects, hazard trees, and public education, which there isn't physically enough time to get to it all by the Forestry Administrator. This reduces program efficiency and diminishes the urban forestry program, thereby inhibiting the City's ability to manage a successful urban forest.

Update provided by Dwight Curtis on Feb 25, 2020 15:32:40

The needed arborist position will not be funded in the FY21 budget. Existing staff is continuing to train in arboriculture.

Issue 10.9 5 Progress 100%

Park System Lacks Cohesive Landscape Planning & Execution

	%	#
Completed	100.0	1

Owner: Dwight Curtis

Action/Strategies: 1

Statement

Planning and execution of landscape improvements, flower beds, and tree/shrub plantings is insufficient due to the lack of available staff resources and appropriate off-season planning. Insufficient staff reduces the ability to provide careful planning, installation of new landscaping projects, and provide maintenance required to maintain current landscaped areas. The benefit of a professional horticulturist would be a beautification of City parks, facilities, and downtown area, with increased pride to all residents, visitors, and City employees.

Update provided by Dwight Curtis on Nov 06, 2019 18:18:24

The City has hired a parks maintenance staff with a specialty in horticulture. This is not a new position, but rather a new skill set for an existing position.

Department 11 Progress 100%

Public Utility - Fleet

	%	#
Completed	100.0	30

Owner: Karl Riedinger

Issue: 3 Action/Strategies: 41

Issue 11.1 5 Progress 100%

Inadequate Fleet Facility Reduces Efficiency

	%	#
Completed	100.0	18

Owner: Tyler Palmer

Action/Strategies: 27

Internal/External

Internal

Statement

The Fleet Division operates out of a 60 year-old facility which is undersized, outdated, and inadequate to maintain the size and variety of City Fleet vehicles and equipment. The minimum industry standard for fleet operations is 1.5 bays per technician. With three technicians and only 2.5 bays, none of which are pull-through bays, the City cannot meet this standard which prevents efficient scheduling, limits bay availability for emergency repairs, and creates unsafe working conditions due to the limited space and inadequate large vehicle lift systems. Repair and maintenance schedules are delayed, on-site training is infeasible and City departments must schedule around Fleet's ability to fit work into the facility. The inadequate, poorly designed, and undersized facility adds unplanned maintenance costs, reduces operating safety, limits efficiency, and actually reduces overall productivity.

Issue 11.2 5 Progress 100%

Inadequate Fleet resources impacts repair response time

	%	#
Completed	100.0	9

Owner: Tyler Palmer

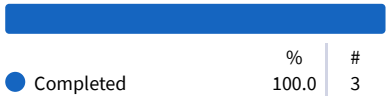
Action/Strategies: 11

Statement

The wide variety of highly complex equipment and increasingly complicated modern engines maintained by the Fleet Division requires specialized tools and training which is not readily available from external shops in the region. Without these resources certain components of the Fleet could not be repaired in a timely and cost effective manner which would result in delays in returning critical units to operation.

Issue 11.3 2 Progress 100%

High Cost of Aging Equipment



Owner: Tyler Palmer

Action/Strategies: 3

Internal/External
Internal

Statement
Public Works manages the maintenance, repair, and replacement of 200 vehicle and equipment units collectively worth approximately $12.7 million, and even with a formalized Fleet Replacement Program that plans for and funds regular replacement, unit replacements are not occurring in a consistent, timely, or predicable manner due to funding limitations. This results in having to maintain aging units beyond their program life that require more extensive and frequent maintenance, higher repair costs and budgets, additional staffing resources, greater time in the repair bays, and displacement of other vehicles scheduled for maintenance. These reduced efficiency units have added fuel costs and can compromise operational response time or availability for critical services provided by police, fire, and public works. The cumulative effect of replacement deferrals has created an ever-increasing backlog for equipment acquisition, increased acquisition costs, and potentially, an inability of the City to acquire the necessary equipment without outside financing.

Department 12 Progress 100%

Public Utility - Sanitation

Owner: Tyler Palmer

Issue: 2 Action/Strategies: 3

Issue 12.1 5 Progress 100%

Insufficient Expansion Capacity at Moscow Recycling Center

Owner: Tyler Palmer

Action/Strategies: 1

Statement
Recycling volumes at the Moscow Recycling Center have grown from 2,424 tons annually in 1995 to 3,644 tons in 2013, a 50% increase since the Center was opened. According to the U.S. Census Bureau, Moscow's end-user population has grown 24% since 1995 (19,821 to 24,767). Operating with the original 1993 design, warehouse storage and safe public access at the Recycling Center is becoming inadequate and will become more so as the population grows and recycling expands. This situation has reduced the level of employee and public safety, increased wait times, and limited options for expansion in the current location. With growing recycling material tonnage, community participation and the implementation of single stream curbside recycling collection, overall recycling tonnage will far outstrip the Recycling Center's ability to meet the City's future requirements without an entirely new design, location or recycling approach.

Issue 12.2 5 Progress 100%

Theft of Service

Owner: Tyler Palmer

Action/Strategies: 2

Statement

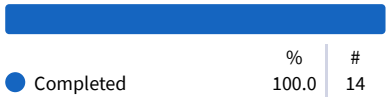
Theft of service is common due to individuals depositing solid waste in containers without authorization by the owner or individual responsible for the container service. This is exacerbated by the lack of protocols and enforcement guidelines that would curtail theft and illegal usage. This situation fosters public complaints, which are forwarded to law enforcement and adds to the workload of staff already dedicated to critical public safety tasks. This creates conflicts between the victims and the departments due to unclear guidelines regarding responsibilities and lack of resolution to these illegal activities.

Update provided by Jen Pfiffner on Oct 09, 2019 17:00:30

Operationalized

Department 13 Progress 100%

Public Utility - Sewer



Owner: Evan Timar

Issue: 3 Action/Strategies: 37

Issue 13.2 2 Progress 100%

NPDES Wastewater Violations

Owner: Evan Timar

Action/Strategies: 8

Internal/External

External

Statement

Each summer the City has multiple temperature related violations of its EPA National Pollutant Discharge Elimination System (NPDES) permit that authorizes the release of treated wastewater into Paradise Creek. Since issuance of the permit in March of 1999, the City may not discharge from the wastewater treatment plant if the effluent will raise Paradise Creek above 18 degrees Celsius, yet has exceeded and may continue to regularly exceed this level. Such variances are subject to EPA fines of up to $32,000 per day, and could result in mandated upgrades to remedy the temperature excursions. Solutions identified range in cost from $7M to $12M, meaning that a major capital expenditure is required of the City to obtain consistent compliance with the EPA permit and to avoid potentially damaging fines and lawsuits.

Update provided by Evan Timar on Feb 25, 2020 18:51:27

We completed a water reclamation and reuse facility plan scoping meeting with JUB Engineers that is driven by our need to meet our effluent temperature limitations.

Issue 13.3 1 Progress 100%

Deteriorating Wastewater Collection System

Owner: Evan Timar

Action/Strategies: 9

	%	#
Completed	100.0	3

Internal/External

External

Statement

Over, 60% of the City's 84 miles of sanitary sewer mains are clay or concrete pipe which require enhanced maintenance, are subject to collapse, inflow & infiltration (I & I), and eventually fail, often causing serious damage to commercial and residential property. The mains comprised of these materials are from 35 to 100 years old, with a life expectancy of 40 years. An estimated 60% of the mains are at least 80 years old - double the manufacturer's life expectancy- and are now increasing maintenance costs, disrupting service and are more often creating sanitary sewer overflow (SSO's) with the potential to harm public health, increase insurance claims, and earn fines from regulatory agencies. In addition, the I & I component creates excessive peak flow conditions at the WWTP requiring increased costs associated with constructing new capacity improvements.

Update provided by Evan Timar on Feb 25, 2020 19:10:03

With the update of our CIP list of prioritized pipe replacement we will have developed the next 10 years of our infrastructure replacement.

Issue 13.4 5 Progress 100%

Deteriorating Manhole System

Owner: Evan Timar

Action/Strategies: 9

	%	#
Completed	100.0	9

Statement

The sanitary sewer system contains 1962 manholes, of which approximately 40% (784) are constructed of clay brick or concrete block and subject to advanced deterioration. Decomposition and failure of the bricks or blocks and the mortar that binds them to create a watertight seal causes increased I & I into the conveyance system, confined space entry concerns, and conveyance system failures leading to sanitary sewer overflows (SSOs), cross connections, increased insurance claims, and negative impact on public health. These conditions reduce treatment capacity at the WWTP, decrease operator safety during system maintenance activities, and increase chances of sanitary sewer overflows, cross connections, insurance costs, and serious public health concerns.

Update provided by Evan Timar on Feb 25, 2020 19:34:29

In 2019 we completed a significant manhole rehabilitation project in the Southgate district that utilized three separate companies. The consistency in manhole conditions for this project allowed for a thorough investigation into the best liner technology to proceed with on future projects.

Department 14 Progress 100%

Public Utility - Storm

Owner: Steve Schulte

Issue: 1 Action/Strategies: 15

	%	#
Completed	100.0	6

Issue 14.1 2 Progress 100%

Aging Storm Drain System

Owner: Steve Schulte

Action/Strategies: 15

	%	#
Completed	100.0	6

Internal/External

External

Statement

The City’s aging storm drain system is slowly deteriorating, increasing the number of unplanned repairs and the potential of major failures. With 340,000 linear feet of underground pipe, 52,000 linear feet of open drainage channels, 21 detention ponds, 997 manholes and 2095 drop inlets, maintenance, repairs and renovations are expensive, time consuming, and disruptive to residential and commercial areas. Storm drainage systems required by EPA regulations and the forthcoming NPDES permit program will include mandatory water quality compliance, approved operating practices, and verified enforcement of standards. Insufficient funding for maintenance and capital improvements has reduced the rate of scheduled repair and renovation necessary to return the system to adequate condition so it will comply with EPA standards. In addition to potential penalties under the NPDES permit program, the City's exposure to liability continues to escalate, as does the prospect of commercial and residential disruption due to the potential of failure, flooding, and pollution.

Update provided by Steve Schulte on Feb 25, 2020 19:33:50

City Staff conducted a Stormwater Workshop for City Council on February 18th.

City staff has ramped up public outreach associated with the stormwater permit.

Department 15 Progress 100%

Public Utility - Streets

Owner: Steve Schulte

Issue: 4 Action/Strategies: 61

	%	#
Discontinued	2.38	1
Completed	97.62	41

Issue 15.1 1 Progress 100%

Deteriorating Pavement Conditions

Owner: Steve Schulte

Action/Strategies: 13

	%	#
Completed	100.0	12

Internal/External

External

Statement

City-wide pavement conditions are deteriorating at a rate that is beyond the Department’s current ability to maintain and repair. The current funding level ($400,000) is approximately 27% of the $1.4 million needed to maintain a standard treatment and replacement cycle for the City’s 77.5 miles of paved roadway. Poor pavement conditions have a detrimental effect on public perception and public safety, are far more costly to maintain, and directly impact economic vitality through loss of new development and increased operating costs for existing businesses. Pavement is also an essential element in city branding, image building, tourism and job growth efforts.

Update provided by Steve Schulte on Feb 25, 2020 19:56:09

While many of the individual actions of this category have been completed, there is still a need to improve the overall condition of our roads. We will continue to maximize the effect of the pavement management program with the funding provided.

Issue 15.2 1 Progress 100%

Inadequate, Aging, and Unsafe City Shop Facility

Owner: Tyler Palmer

	%	#
Discontinued	5.88	1
Completed	94.12	16

Action/Strategies: 35

Internal/External
Internal

Statement
City Shop - Streets: Inadequately sized and out of compliance with state and federal regulations. The lack of proper facilities fosters premature deterioration of equipment and materials, increases response time, adds avoidable operating cost, hampers productivity and efficiency, and contributes to greater vulnerability to illness due to environmental contamination, and exposes the City to greater risk of regulatory actions and fines.

City Shop - Fleet: The Fleet Division operates out of a 60 year-old facility which is undersized, outdated, and inadequate to maintain the size and variety of City Fleet vehicles and equipment. The minimum industry standard for fleet operations is 1.5 bays per technician. With three technicians and only 2.5 bays, none of which are pull-through bays, the City cannot meet this standard which prevents efficient scheduling, limits bay availability for emergency repairs, and creates unsafe working conditions due to the limited space and inadequate large vehicle lift systems. Repair and maintenance schedules are delayed, on-site training is infeasible and City departments must schedule around Fleet's ability to fit work into the facility. The inadequate, poorly designed, and undersized facility adds unplanned maintenance costs, reduces operating safety, limits efficiency, and actually reduces overall productivity.

City Shop - Parks: There is insufficient work and project space at the current location shared by two divisions within Parks. Staff currently utilizes 1365 square feet in the main work area, of which 800 square feet is dedicated to storage. During peak summer hours the shop has up to 22 FTE and PTE workers. The crowded space leaves virtually no area for building projects, work breaks, team discussions, group planning, computer work, or basic office functions. Overcrowding has created bay scheduling conflicts, project delays, and added an increasing number of health and safety risk factors. The employee break area is in the same room as work space, with inadequate ventilation and counter space, which has increased traffic congestion and more environmental risk factors and safety concerns (e.g. paint, glue, CO and CO2 fumes, sharp objects, materials on floor, etc.). In addition, inadequate space for personal storage has created unsafe and inefficient work surfaces. This facility has had no significant upgrades in 30 years, yet staff and project utilization has increased by well over 100%, especially during peak summer hours.

City Shop - Parks Equipment: The department's inventory includes 32 vehicles and equipment, of which 95% is exposed to inclement weather due to outdoor storage through four seasons, experiencing sub-zero to high temperatures, winter moisture, and sun degradation. The harsh effects of the sun, rain and cold winter temperatures and moisture lead to corrosion, freeze-related breakage, and overall decline of all vehicles and machinery, which reduces program effectiveness and limits the City's ability to maintain consistently high service levels. With diesel equipment, employees must use alternative methods to keep engine heaters plugged in, adding staff time and cost and slowing response times.

Update provided by Jen Pfiffner on Feb 26, 2020 22:37:34

Staff has been looking at consolidation vs. multiple facilities, as well as reuse of facilities such as the current recycling center building.

Issue 15.3 5 Progress 100%

Declining Service Coverage

Owner: Steve Schulte

	%	#
Completed	100.0	8

Action/Strategies: 8

Statement

Since 1996, the quantity of infrastructure maintained by the Streets Division has expanded by 18% with new or elevated service levels in several areas including snow removal, a tree trimming program, a banner program, greater sweeping frequency, a pavement maintenance program, and greater involvement with completing capital projects. Staffing levels, which remain at 1996 levels, have not kept up with demand, which has contributed to less effective services, diminished work quality, a high employee burn-out rate, and more rapid deterioration of the existing street system, which in turn will cost more to repair in the future.

Update provided by Jen Pfiffner on Oct 09, 2019 16:55:15

Streets added a Maintenance Worker position in FY19. This position has helped with workload distribution for a heavily taxed group. The impacts of our Phase II Storm permit will influence staffing needs for Streets, so FY20 will provide an opportunity to better distribute the workload.

Issue 15.4 5 Progress 100%

Inadequate Bicycle/Pedestrian/Transit Facilities

Owner: Steve Schulte

Action/Strategies: 5

Statement

According to the Moscow Multimodal Transportation Plan the City's inadequate bicycle/pedestrian facilities and limited public transit system result in fewer citizens using alternative modes of transportation, contributing to increased vehicular traffic congestion, negative environmental impacts, increased accidents involving vehicles and bicycles/ pedestrians, increased road maintenance, increased community transportation costs, and a lowered quality of life.

Update provided by Jen Pfiffner on Oct 09, 2019 16:55:53

The City continued to implement the 2016 bike plan, with a significant amount of the plan installed in FY18. We will continue installation in FY19. The addition of the underpass at HWY8 and White Avenue was a boon to our system. In addition, we will install a bike/ped bridge over Paradise Creek on Third Street this spring.

Department 16 Progress 100%

Public Utility - Water

Owner: Mike Parker

Issue: 5 Action/Strategies: 26

Issue 16.1 3 Progress 100%

Lack of Backup Power for Drinking Water Wells

Owner: Mike Parker

Action/Strategies: 7

Internal/External

External

Statement

Three of the five existing drinking water wells for the City of Moscow do not have emergency backup power. In the event of an extended power outage, 71% of the City's total daily water production capability would be off-line. This would virtually eliminate vital response to local fires, exacerbating the potential of injury or death as well as increasing property damage. It would also curtail or eliminate the availability of drinking water, disrupt

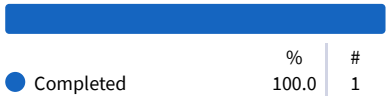
neighborhood life, and promote serious health issues related to water quality and use.

Update provided by Mike Parker on Feb 25, 2020 15:10:35

The Well 10 project bid process is underway. Our hope is to have Well 10 operational by the end of year 2020.

Issue 16.2 2 Progress 100%

Declining City Water Supply



Owner: Mike Parker

Action/Strategies: 3

Internal/External
External

Statement
The City's sole water supply, the underground aquifer system, supplies an average of 325,000 gallons per day, but continues to decline at a rate that makes the current water supply unsustainable. Without a sustainable, safe, reliable, and adequate potable water supply the City's growth and vitality will be limited, economic development curtailed, residential development impacted, and fire protection and public health compromised.

Update provided by Jen Pfiffner on Feb 26, 2020 22:36:32

Multiple workshops have shown support for pursuing a surface water reservoir concept. A project through the Idaho Department of Water Resources is being pursued.

Issue 16.3 5 Progress 100%

Deteriorating Fire Hydrants

Owner: Mike Parker

Action/Strategies: 4

Statement
The City maintains 855 fire hydrants, of which 30% are at least 30 years old (some exceed 50 years) and 60% are obsolete or inconsistent with the current City standard hydrant. Failure due to age is common, creating a major service disruption and requiring additional staff time. Parts for service and repair on hydrants of this age and variety are difficult, if not impossible, to acquire, doubling repair costs and extending repair times. More critically, hydrant failure during a firefighting event could result in injury, death and extensive property damage that could have been avoided, which adds to the City's exposure to liability claims.

Update provided by Mike Parker on Feb 25, 2020 15:24:48

Work is in progress. We are in process of testing and identifying fire hydrants in need of replacement.

Issue 16.4 5 Progress 100%

Aging/Deteriorating Water System

Owner: Mike Parker

Action/Strategies: 10

	%	#
Completed	100.0	4

Statement

The City's water distribution system contains over 200,000 linear feet of water mains (40% of system) that are over 40 years old; and over 300,000 linear feet (60%) of the system mains are secured with lead-joint fittings that, due to caustic soil conditions, have a life expectancy of less than 50 years. Since 2013, the system has required an average of 26 repairs per year with increased unplanned cost and staff time. The system's age is continuing to foster water main failures, which in turn damage private property, increase insurance costs and promote serious public health risks. Based on industry and regulatory trends, lead joints could be subject to more strict future regulation which would mandate a large scale replacement project.

Update provided by Mike Parker on Feb 25, 2020 15:28:50

In process of identifying priority list of water mains based on age and breaks/ repairs made to pipe. We are also determining which aged water mains have the potential to cause severe damage to property if failure occurs.

Issue 16.5 5 Progress 100%

Inadequate, Dated Water Meter System

Owner: Mike Parker

Action/Strategies: 2

	%	#
Completed	100.0	2

Statement

Over 2000 (35%), of the City's water system meters, are manually read each month when there are other, more efficient and cost-effective reading methods available. This results in an ongoing high-labor, high cost process that is inefficient and produces less accurate data. These inefficiencies have led to lost revenue, poor customer relations and an increased workload at a time when funding is tight and efficiency is being promoted.

Update provided by Mike Parker on Feb 25, 2020 15:31:13

In process of replacing failing and inadequate water meters that do not record "low flow". We are in year two of this meter replacement program and it showing great results so far.

Department 17 Progress 100%

Community Development

Owner: Bill Belknap

Issue: 4 Action/Strategies: 19

	%	#
Completed	100.0	10

Issue 17.2 2 Progress 100%

Poor Aesthetic Condition of City's Main Highway Entryways

Owner: Bill Belknap

Action/Strategies: 2

	%	#
Completed	100.0	1

Internal/External
External

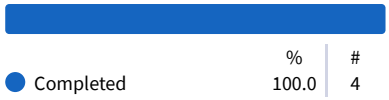
Statement
The appearance of Moscow's main highway entryways have been identified as substandard for over 40 years. In 2012, the Moscow City Council identified improvement of the city's entryways as a Council goal. The uninviting appearance of the City's entryways presents a negative first impression to travelers and visitors, negatively impacts business and student recruitment, and generally hampers overall economic development.

Update provided by Bill Belknap on Nov 07, 2019 23:08:05

Within 2020 the City will be constructing sidewalk and landscape improvements in association with the C and Main public art installation as identified within the 2015 City Entry Beautification Plan.

Issue 17.3 5 Progress 100%

Negative Development Community Perception of Difficult and Costly Development Process



Owner: Bill Belknap

Action/Strategies: 4

Internal/External
External

Statement
There is a perception within the local development community that Moscow's development processes and regulations are overly restrictive and difficult to navigate. This perception contributes to the potential for unpermitted construction activity and lost private investment of developers choosing to develop in other communities.

Update provided by Jen Pfiffner on Oct 09, 2019 16:42:38

Meetings and regular interactions with stakeholders have completed. Maintenance of relationships ongoing and completed.

Issue 17.4 5 Progress 100%

Low Community Awareness and Satisfaction with Planning and Zoning Services

Owner: Bill Belknap

Action/Strategies: 2

Internal/External
External

Statement
When asked to rate their perceptions of planning and zoning services on the City's biennial Citizen Survey, the majority of respondents has historically rated these services poorly, (with a low score of 45 on a 100-point scale in 2006 to a high score of 57 in 2012). However a 27% non-response rate to this question indicates a lack of awareness and understanding of the City's planning and zoning services. Residents continue to rate their overall satisfaction of the quality of life (upon which planning and zoning services have a significant impact) highly, with 94% of respondents rating the "overall quality of life" in Moscow as "good or "excellent." Lack of awareness of planning and zoning services can result in a lack of community support, a lack of compliance (because residents don't understand the reasons for zoning standards), and a negative image for the City.

Update provided by Jen Pfiffner on Oct 09, 2019 16:43:13

Completed and moved to ongoing operations.

Issue 17.5 5 Progress 100%

Antiquated and Poorly Structured Zoning Code

Owner: Bill Belknap

Action/Strategies: 3

Internal/External
External

Statement
The existing zoning code is outdated, convoluted, and poorly structured which results in inefficiency, over-reliance on staff interpretation and historical knowledge, and confusion for the general public. The two-column format does not allow for easy insertion of charts and/or diagrams that would significantly increase understanding of code requirements. Outdated definitions result in varying interpretations and misunderstandings by residents regarding what they are able to do on their property. The convoluted structure of the code creates inefficiencies due to the need to search multiple code sections to make a final determination.

Update provided by Jen Pfiffner on Oct 09, 2019 16:42:56

Completed and moved to ongoing operations.

Department 18 Progress 100%

Engineering

Owner: Bill Belknap

Issue: 6 Action/Strategies: 46

Issue 18.1 5 Progress 100%

Workload/Resource Disparity

Owner: Bill Belknap

Action/Strategies: 7

Statement
Engineering workload scope and complexity has increased dramatically since 2008 with limited additional resources to address multiple competing demands. Employees are responsible for design, inspection, and construction administration of over 20 capital improvement projects per year equating with a total value ranging from $1M to $10M, as well as thorough/timely plan review and construction inspection of private development projects, maintaining rapid response to requests for permits, information, and technical support from the public, developers, and other City departments. Complex design work and other longer-duration processes are frequently interrupted, reducing efficiency, causing project schedules to slip, and making timely project delivery difficult. The diversion of technical resources reduces the ability to improve capital improvement project delivery times identified in comprehensive plans for water, sewer, and transportation. The net result is a continued gradual decline in the value of City infrastructure, increased maintenance costs, growing traffic congestion, and more conflicts with developers requesting services, as well as disconnects between economic development plans and reality.

Update provided by Bill Belknap on Nov 07, 2019 23:05:41

Per the 2019 City reorganization, the Engineering division will be adding three additional engineering technicians and one additional staff engineer to support the completion of the project identified within the City's Capital Improvement Plan and reduce expenditures upon consulting engineers.

Issue 18.2 5 Progress 100%

Ineffective, Inefficient Engineering Facilities

Owner: Bill Belknap

Action/Strategies: 6

Statement

The Engineering office is confined, inadequately sized, poorly designed, and physically deteriorating. These constraints limit productivity, efficiency, and the capacity to fulfill existing and new project/service requirements. The current size and configuration of the Engineering division's work area does not offer confidentiality to management, limits storage, slows response times, and creates an atmosphere of constant interruptions/ distraction that hampers the work of City staff.

Update provided by Bill Belknap on Nov 07, 2019 23:08:39

Through the 2019 General Obligation Bond Election, the current Police Services Facility on Fourth Street will be remodeled to accommodate the Community Planning and Design Group in 2021.

Issue 18.3 5 Progress 100%

Inadequate, Inefficient GIS System

Owner: Bill Belknap

Action/Strategies: 13

Statement

GIS data is being accumulated, but the system is underdeveloped, and therefore of limited use. The system is currently only usable by a small number of City staff. It has some components, but remains piecemeal and not fully functional, thus reducing efficiency, extending project timelines, slowing customer service responses, and generally weakening, rather than strengthening, City services. A functional and widely accessible system would be a great asset for all City departments as well as the community, increasing the efficiency of infrastructure planning, design, maintenance operations, and community development processes by providing special data for decision makers, an ability to quickly query maps and data, efficient customization of maps, and facilitated sharing of information among and between departments and with the public.

Update provided by Bill Belknap on Nov 07, 2019 23:09:53

The City continues to make good progress on updating our GIS software and data resources. Within this reporting period staff has updated Arc Server to the latest version and has begun the migration of GIS data to the new enterprise GIS server.

Issue 18.4 5 Progress 100%

Non-Compliance with the Americans with Disabilities Act (ADA)

Owner: Bill Belknap

Action/Strategies: 7

Statement

The City is responsible for maintaining and upgrading approximately 2,300 pedestrian curb ramps, of which over 2,000 are non-compliant with adopted ADA standards. The 2013 estimated cost of upgrading the ramps was $9.4M. To bring the entire sidewalk system into compliance was $14.8M. Allowing these deficiencies to remain unaddressed will lead to injuries, fines, and liability for the City and its citizens.

Update provided by Bill Belknap on Nov 07, 2019 23:11:46

Engineering is currently working with the Grants Manager and Administration Intern to update the 2014 ADA Transition Plan to address non-compliant facilities within the public right-of-way. That plan update is scheduled to be completed by March of 2020.

Issue 18.5 5 Progress 100%

Inadequate Codes/ Ordinances to Support City Development

Owner: Bill Belknap

Action/Strategies: 9

Statement

Essential Public Works related ordinances are out of date and inadequate to guide and support the City's current plans and development efforts. These include ordinances dealing with sewer, water, streets, stormwater, and subdivision development, and all have negative impacts on progressive community development, infrastructure improvements, and departmental effectiveness and flexibility. In their current state, most of the referenced codes do not adequately support or address the City Administration directive regarding enforcement of requirements for public improvements and improved processing of development applications, thus creating conflict, reducing predictability, and limiting economic development efforts.

Update provided by Bill Belknap on Nov 07, 2019 23:10:09

This project has been completed.

Issue 18.6 5 Progress 100%

Inability to Complete Planned/ Mandated Sidewalk Program

Owner: Bill Belknap

Action/Strategies: 4

Statement

There is insufficient staff to implement the 10-year mandatory hazard repair component of the sidewalk program scheduled to begin in 2015. While participants in the voluntary property owner assistance component of the Sidewalk Program have been pleased with the program, the relatively low level of citizen participation has allowed the program to remain manageable. However, more robust participation to address repairs to approximately 12,000 L.F. of sidewalk and over 90% of the ADA ramps in the system would overwhelm the Division's ability to administer the program, respond to requests for information, prepare designs & estimates, and perform on-site inspections. This could lead to poor oversight of the projects, a reduction in the service quality, an unsatisfactory finished product, and significant delays in making the repairs, all of which would foster noncompliance and citizen dissatisfaction.

Update provided by Bill Belknap on Nov 07, 2019 23:13:08

This has been placed on hold pending adequate staff resources to manage this program effectively. In the interim, the City has continued to manage the voluntary sidewalk repair program and addressed complaint locations as they arise.

Department 19 Progress 100%

Public Utility - Environmental Services Group

Owner: Tyler Palmer

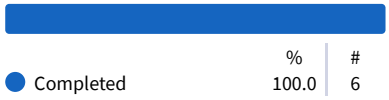
Issue: 1 | Action/Strategies: 9

Issue 19.1 4 Progress 100%

Climate Change Science Highlights Need for Significant Action

Owner: Tyler Palmer

Action/Strategies: 9



Internal/External
External

Statement
Climate change science continues to highlight the need for significant attention to making changes in the near term. Policy action at the federal and state level has been non-existent to date. In 2010, the City of Moscow adopted a 2010 City of Moscow Greenhouse Gas Inventory & Energy Efficiency Report committing to achieving a twenty percent (20%) reduction of 2005 Greenhouse Gas levels by the year 2020.

As explained by Dr. Ronald Brunner, Professor Emeritus, Department of Political Science, University of Colorado, Boulder, “More than twenty-five years ago, scientists and policymakers framed climate change as a global problem requiring global solutions. We created the U.N. Intergovernmental Panel on Climate Change (IPCC) and other international institutions to address the problem. Scientists believed that if they reached a consensus on the global impacts of climate change, politicians would act to prevent dangerous concentrations of greenhouse gases in the atmosphere. But despite the progress that’s been made in climate science, a lack of political will among national governments has led to policy gridlock. International institutions have made very little difference in reducing net losses and vulnerability to climate change, on both global and national scales.”

Progress in this initiative will require commitments at the local level, and strategic planning is an ideal process to address the issue. It is expected that to be successful; local governments will be required to lead the conversation in regards to community policy and funding for solutions.

Background resources:

https://climate.nasa.gov/news/1026/just-5-questions-community-initiatives-against-climate-change/ (https://climate.nasa.gov/news/1026/just-5-questions-community-initiatives-against-climate-change/)

Update provided by Jen Pfiffner on Feb 26, 2020 00:03:01

New issue developed per Council direction.

This page intentionally left blank.

MCA - Climate Change

Issue 19.1 2 Progress 0%

Climate Change Science Highlights Need for Significant Action

	%	#
Status Pending	100.0	3

Owner: Tyler Palmer

Action/Strategies: 3

Internal/External
External

Statement
Climate change science continues to highlight the need for significant attention to making changes in the near term. Policy action at the federal and state level has been non-existent to date. In 2010, the City of Moscow adopted a 2010 City of Moscow Greenhouse Gas Inventory & Energy Efficiency Report committing to achieving a twenty percent (20%) reduction of 2005 Greenhouse Gas levels by the year 2020.

As explained by Dr. Ronald Brunner, Professor Emeritus, Department of Political Science, University of Colorado, Boulder, “More than twenty-five years ago, scientists and policymakers framed climate change as a global problem requiring global solutions. We created the U.N. Intergovernmental Panel on Climate Change (IPCC) and other international institutions to address the problem. Scientists believed that if they reached a consensus on the global impacts of climate change, politicians would act to prevent dangerous concentrations of greenhouse gases in the atmosphere. But despite the progress that’s been made in climate science, a lack of political will among national governments has led to policy gridlock. International institutions have made very little difference in reducing net losses and vulnerability to climate change, on both global and national scales.”

Progress in this initiative will require commitments at the local level, and strategic planning is an ideal process to address the issue. It is expected that to be successful; local governments will be required to lead the conversation in regards to community policy and funding for solutions.

Background resources:

https://climate.nasa.gov/news/1026/just-5-questions-community-initiatives-against-climate-change/ (https://climate.nasa.gov/news/1026/just-5-questions-community-initiatives-against-climate-change/)

Update provided by Jen Pfiffner on Feb 26, 2020 00:03:01

New issue developed per Council direction.

Action/Strategies 19.1.1

Ongoing - Ongoing Status Pending

Staff to research and recommend the next reduction goal by December 31, 2020

Owner: Tyler Palmer

Action/Strategies 19.1.2

Ongoing - Ongoing Status Pending

Research potential savings in significant sectors in the City of Moscow in areas such as the WRRF, transitioning fleet to electric, recycling programs and more.

Owner: Tyler Palmer

Action/Strategies 19.1.3

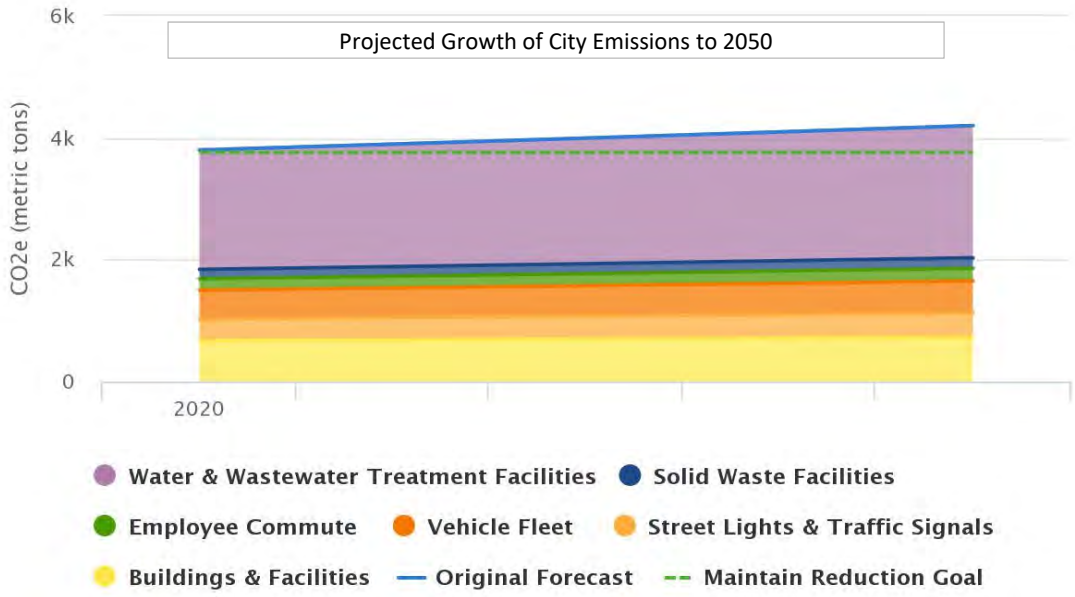
Ongoing - Ongoing | Status Pending

Research and present potential for carbon-neutral utility services and potential CIP implications.

Owner: Tyler Palmer

This page intentionally left blank.

Planned and Potential Projects that Affect Emissions by Sector
Report Prepared for Strategic Planning Workshop
February 16, 2021



Planned & Potential Projects Key:

Effect

+ will reduce greenhouse gas emissions

- will increase greenhouse gas emissions

Expected Impact

*	< 10 MT CO_2e
**	10 MT CO_2e < x < 80 MT CO_2e
***	80 MT CO_2e < x < 120 MT CO_2e
****	> 120 MT CO_2e

Cost

$	< $1000
$$	$1,000 - $9,999
$$$	$100,000 - $999,999
$$$$	$1,000,000 +

Planned and Potential Projects that Affect Emissions by Sector						
Buildings & Facilities						
Project	**Description**	**Outcome**	**Effect**	**Expected impact**	**Cost**	**Planned for**
Indian Hills Park Restroom	Installation of a single user precast restroom facility at Indian Hills Park and association utility and pathway connections	Addition of restroom facilities at park in accordance with the park masterplan development; increased energy consumption	-	* approx. 3 MTCO2e	$$$	2022/2023
Lola Clye Park Restroom Construction	Installation of single user precast restroom facilitiy at Lola clyde Park and associated utility and pathway connections	Addition of restroom facilities at park in accordance with the park masterplan development; increased energy consumption	-	* approx. 3 MTCO2e	$$$	2026/2027
Itani Park Restroom	Installation of single user precast restroom facility at Itani Park and associated utility and pathway connections	Addition of restroom facilities at park in accordance with the park masterplan development; increased energy consumption	-	* approx. 3 MTCO2e	$$$	2026/2027
HLAC Pool Heater Replacement	Replacement of the pool heaters at the Hamilton Lowe Aquatics Center	Maintenance of facilities amenities to maintain user recreation opportunities and experience; increased energy efficiency of heaters leads to reduced energy consumption	+	*	$$$	2032
Police Services Facility Project	Construction of a new 15,300 sq ft Police Services Facility including a 3,000 square foot outbuilding, secured parking area and associated site improvements	Improved and more efficient police services delivery to the community; impacts to ghg tbd	-	**	$$$$	ongoing
Haddock Building Remodel Project	Remodel of the 7500 sq ft Haddock Building to house the Community Planning and Design staff that are currently located in the Mann Building and The Annex buildings	Project will provide necessary office, conference, reception and storage space for the operations of the Community Planning and Design staff; impacts to ghg tbd	-		$$$	2021
Mann Building Remodel Project	Remodel of the Mann Building to stabilize exterior masonry cracking, install a new roof and other minor renovations to accommodate the Information Systems Department Staff that are currently housed in the Eggan Youth Center	Building Stabilization and extension of serviceable life; impacts to ghg tbd	-		$$	2021
City Hall- Roof Replacement Project	Replacement of the existing metal roof on City Hall	Maintenance/Extension of building life; impacts to ghg tbd	+		$$$	2026/2027
HIRC Parking lot Replacement Project	Replacement of deteriorating parking lot paving at the HIRC	Maintenance/Extension of building life; potential solar project	+	**	$$$	2021/2022
HIRC HVAC Replacement Project	Replacement of HVAC system reaching end of serviceable life at the Hamilton Indoor Recreation Center	Maintenance/Extension of building life; upgraded HVAC efficiency reduces energy consumption	+		$$$	2023/2024
HIRC Roof Replacement Project	Replacement of roofing shingles reaching end of serviceable life at Hamilton Indoor Recreat Center	Maintenance/Extension of building life; potential increase in energy efficiency; potential solar project;	+		$$$	2033/2034
Solar Project: HIRC/HLAC	Install solar on/at the HIRC/HLAC. Options could include roof mount on the HIRC and/or HLAC OR a Ground mounted system that creates shade structures in the parking lot.	Supplements Grid electricity, reducing emissions associated with grid energy consumption	+	**-***	$$$-$$$$	No current plans
Solar Project: Police Station	Install solar on the Police Station	Supplements Grid electricity, reducing emissions associated with grid energy consumption	+		$$$-$$$$	No current plans
Window Replacement: City Hall	upgrade windows at city hall to improve energy efficiency, while maintaining historic aspect of the windows	reduced consumption of natural gas for heating and electricity for cooling	+		$$$	No current plans
Solar Project: Eggan	Install solar on Eggan	Supplements Grid electricity, reducing emissions associated with grid energy consumption	+		$$$	No current plans
Main Fire Station LED retrofit	upgrade lighting at Main fire station to LED	reduced electrical consumption	+	*	$$	No current plans

Streetlights & Traffic Signals						
Project	**Description**	**Outcome**	**Effect**	**Expected impact**	**Cost**	**Planned For**
Paradise Path Lighting Project Phase I	Installation of energy efficient LED pathway lighting on Paradise Path from South Main to Berman Creekside Park	Enhanced pathway lighting to improve safety and expand use of the pathway system use during periods of limited daylight hours	-	*	$$	2021
Pardise Path Lighting Project Phase II	Installation of energy efficient LED pathway lighting on Paradise Path from Berman Creekside Park to pedestrian underpass at	Enhanced pathway lighting ti improve safety and expand use of the pathway system use during periods of limited daylight hours	-	*	$$	2029/2030
LED Conversion Project	Replacement of City-owned streetlights with new high-efficiency LED light fixtures	Reduction of energy use and associated greenhouse gas emissions and associated financial savings	+	**	$$$	2019/2022
Ghormley Pickleball Courts	Removal of existing serverely deteriorated tennis courts and construction of four new lighted pickleball courts and associated amenities	adding lighting increases energy consumption	-	*	$$$	2021
Third & Sixth Street Safety improvement Project	Reconstruction of ADA non-compliant sidewalks and pedestrian ramps, curb extensions and corridor lighting improvements	Increased pedestrian safety and ADA compliance and accident reduction within the corridor;	+	*	$$$	2021
South Couplet Beautification Project	Installation of street trees, landscaping, lighting and other streetscape improvements at the South Couplet intersection	Enahnced Pedestrian facilities, traffic calming and City beautification	-	*	$$$	2022/2023
Lieuallen Beautification Project	Installation of street trees, landscaping, lighting and other streetscape improvements at the Lieuallen intersection	Enhanced Pedestrian facilities, traffic calming and City beautification	-	*	$$$	2025/2026
South Main Beautification Project	Installation of street trees, landscaping, lighting and other streetscape improvements at the South Main and Palouse River Drive intersection	Enhanced Pedestrian facilities, traffic calming and City beautification	-	*	$$$	2027/2028
Mountain View Beautification Project	Installation of street trees, landscaping, lighting and other streetscape improvements at the Troy Highway and Mountain View intersection	Enhanced Pedestrian facilities, traffic calming and City beautification	-	*	$$$	2029/2030
Avista Streetlight Changeout	Convert remaining Avista-owned streetlights to LED	Reduced energy consumption	+	**	< $	2021

Vehicle Fleet						
Project	**Description**	**Outcome**	**Effect**	**Expected impact**	**Cost**	**Planned For**
402	Transition standard Police Interceptor SUV to Hybrid SUV	reduce fuel consumption	+	*		2020/2021
403	Transtion standard Interceptor Sedan to Hybrid model	reduce fuel consumption	+	*		2020/2021
404	Transition standard Police Interceptor SUV to Hybrid SUV	reduce fuel consumption	+	*		2020/2021
405	Transition standard Police SUV to Hybrid SUV	reduce fuel consumption	+	*		2020/2021
407	Transition standard Police SUV to Hybrid SUV	reduce fuel consumption	+	*		completed 2020
409	Transition standard Police SUV to Hybrid SUV	reduce fuel consumption	+	*		2020/2021
102	transition standard vehicle to EV	reduce fuel consumption	+	**		completed 2020
117	tranistion standard vehicle to EV	reduce fuel consumption	+	**		completd 2020
101	Hybrid	reduce fuel consumption	+	*		2025
109	Hybrid	reduce fuel consumption	+	*		2024
110	Hybrid	reduce fuel consumption	+	*		2024
111	Hybrid	reduce fuel consumption	+	*		2023
112	EV	reduce fuel consumption	+	*		2027
114	EV	reduce fuel consumption	+	*		2026
128	EV	reduce fuel consumption	+	*		2024
130	Hybrid	reduce fuel consumption	+	*		2026
137	EV	reduce fuel consumption	+	*		2024
204	Hybrid	reduce fuel consumption	+	*		2024
205	Hybrid	reduce fuel consumption	+	*		2022
207	Hybrid	reduce fuel consumption	+	*		2026
208	Hybrid	reduce fuel consumption	+	*		2024
310	EV	reduce fuel consumption	+	*		2028
311	EV	reduce fuel consumption	+	*		2021
312	EV	reduce fuel consumption	+	*		2026
313	EV	reduce fuel consumption	+	*		2021
314	EV	reduce fuel consumption	+	*		2021
401	Hybrid	reduce fuel consumption	+	*		2024
406	Hybrid	reduce fuel consumption	+	*		2024
408	Hybrid	reduce fuel consumption	+	*		2023
410	Hybrid	reduce fuel consumption	+	*		2022
411	Hybrid	reduce fuel consumption	+	*		2026
413	Hybrid	reduce fuel consumption	+	*		2022
414	Hybrid/PHEV	reduce fuel consumption	+	*		2027
421	EV	reduce fuel consumption	+	*		2023
482	Hybrid/PHEV	reduce fuel consumption	+	*		2022
483	Hybrid/PHEV	reduce fuel consumption	+	*		2026
484	Hybrid/PHEV	reduce fuel consumption	+	*		2025
485	Hybrid/PHEV	reduce fuel consumption	+	*		2024
486	Hybrid/PHEV	reduce fuel consumption	+	*		2030
504	Hybrid	reduce fuel consumption	+	*		2021
505	Hybrid	reduce fuel consumption	+	*		2025
702	Hybrid	reduce fuel consumption	+	*		2027
703	Hybrid	reduce fuel consumption	+	*		2030
705	Hybrid	reduce fuel consumption	+	*		2021
719	Hybrid	reduce fuel consumption	+	*		2028
901	EV	reduce fuel consumption	+	*		2027
902	EV	reduce fuel consumption	+	*		2030
907	EV	reduce fuel consumption	+	*		2027

Employee Commute						
Project	**Description**	**Outcome**	**Effect**	**Expected impact**	**Cost**	**Planned For**
Alternative Transportation incentive	Rewarding employees who use alternative transportation to get to work: carpool, bus, walking, biking, etc.	Reduced fuel use	+	*/**		not currently planned
Telecommuting	Expand/make permanent some telecommuting where possible and practical	Reduced fuel use	+	*/**		not currently planned

Solid Waste Facilities						
Project	**Description**	**Outcome**	**Effect**	**Expected impact**	**Cost**	**Planned For**
Sustainable Purchasing Guideline update	Update sustainable purchasing guidelines	Reduced landfill waste	+	*	$	not currently planned
Improved Waste Tracking	Better tracking of actual weight of material produced versus the estimates; Pair with periodic waste audits	improved data tracking	+/-	*/**	$	not currently planned

Water & Wastewater Treatment Facilities						
Project	**Description**	**Outcome**	**Effect**	**Expected impact**	**Cost**	**Planned for**
SE Booster ATS and MCC Project	Replacement, repair and modernization of water production, distribution and storage facilities. Includes the Well #6 backup power generator and automatic transfer switch installation.	Enahnce reliability, reduced maintenance/operational costs and reduced energy use/consumption	+		$$$	2021
Moser & Vista Pressure Zone Intertie	Moser and Vista pressure zone interconnection- Installation of 550' of 8" water main from Third Street to Jansen	Installation of new pressur main to interconnect the Moser and Vista high pressure zones to allow the decommission of the Moser water booster station that is reaching end of life; Decommissioning should lead to decreased electrical consumption	+		$$$	2023
Booster Stations Phase II	Replacing two below-grade booster stations located on Indian Hills Drive and Ponderosa Drive	Replacement of water boosters stations reaching end of life and unable to provide required fire flow for the fire suppression; increased pump efficiency could result in reduced energy consumption	+		$$$$	2021
Well #6 Generator/ATS Installation Project	Replacement, repair and modernization of water production, distribution and storage facilities. Includes the Well #6 backup power generator and automatic transfer switch installation.	Enhance reliability, reduced maintenance/operational costs and reduced energy use/consumption	+		$$$	2021
Well #6 Building Replacement	Project includes the reconstruction of the Well 6 building which is structural deficient due to wood rot and deterioration within the building walls	Replacement of deteriorated well house building to maintain safe and sanitary operating conditions; reduced energy consumption for heating but increased energy consumption for cooling	+/-	*	$$$	2021
Well #10 Phase II	Development of Well #10 includeing the installation of pump, controls, backup power generation and all supporting systems and structures	Development of additional water source supply to meet State of Idaho production water source redundancy requirements	-		$$$$	2021
Well 2 & 3 Filter Plant Rehabilitiation	Project includes the rehabilitation of the sand filter system located within the Well 2&3 pump house. Project will include assessment of backwash water reclamation improvements to reduce water waste during backwash operations	Rehabilitation of existing sand filter system for wells 2 and 3 to maintain/improve water quality, allow continued use of recharging shallow aquifer source and reduce backwash water waste; reduced energy consumption due to reduced water consumption for backwash needs	+		$$$	2026
South Lift Station Force Main Upgrade	Upgrade of south main force main new pressure main to allow for decreased velocities in the pipeline, lower pump hoursepower requirements, and pipeline redundancy which would allow continued lift station operation during pressure main maintenance or repair.	Reduced Horsepower requirements may reduce energy consumption	+		$$$	2020
WRRF Phase V Project	Phase V improvements include treatment facility improvements to meet effluent discharge temperature standards to address current permit violations during warmer summer months. Options may include full land application or installation of chillers. It is anticipated to be largely funded with Revenue bond debt.	Chiller will increase energy consumption.	-		$$$$	2022/2024
WRRF UV Treatment System Project	This project includes transition from chlorine disinfection to UV treatment to improve effluent to Class A to allow expanded effluent reuse and reduce residual chlorine levels	UV system will increase energy consumption, however expanded reuse may reduce water pumping which decreases energy consumption	-/+		$$$$	2026/2028
WRRF Energy Control and Supply Improvement Projects	This item includes various energy and controls repair, replacement and enhancements to increase energy conservation, redundancy and system controls	Reduced energy consumption	+		$$$	2025/2027

This page intentionally left blank.

June 16, 2020

Climate Change Impacts Assessment for Moscow, Idaho

"The consequences of a changing climate, including drought, higher temperatures, altered precipitation patterns, increased forest fires, more plant and animal pests and disease, and increased air pollution, have the potential to increasingly impact all Moscow residents."

City of Moscow Resolution, 2018

Climate Change Assessment Team

Report Authors

Dr. Jeffrey Hicke, Professor, Department of Geography, University of Idaho
Dr. Michael Jennings, United States Forest Service, retired
Dr. Kristin Haltinner, Professor, Department of Sociology, University of Idaho, Sustainable Environment Commission

Scientific Experts

Dr. Jeffrey Hicke, Professor, Department of Geography, University of Idaho
Dr. Michael Jennings, United States Forest Service, retired

Climate Action Working Group Members

Ilan Carter, Moscow Sustainable Environment Commission; Moscow High School Environmental Club
Robbie Cooper, Moscow Parks and Recreation Commission
Mary DuPree, Moscow Transportation Commission; Citizens Climate Lobby
Cassandra Goodmansen, Moscow Sustainable Environment Commission
Jonathan Gradin, Moscow Pathways Commission
Kristin Haltinner, Moscow Sustainable Environment Commission
Tina Hilding, Moscow Sustainable Environment Commission
Russ Moore, Moscow Sustainable Environment Commission
Al Poplawsky, Sierra Club
Elizabeth Stevens, Moscow Human Rights Commission
Amber Ziegler, Moscow Sustainable Environment Commission

Photo courtesy of City of Moscow

"Eleven Years"

A poem by Young Brown Clevenger, Age 12, Moscow Middle School

---

11 years.

That's what the United Nations stated in March 2019.

11 YEARS at this rate until climate change is irreversible. Our lives wasted in 11 years.

In 11 years, I will be 23. 23!

And that was last year. Last year was the warning, by this point we have 10 years.

These ten years will go by in a snap, and if we don't do anything about it, we are screwed.

And this is your fault. My fault. OUR fault.

But these are not going to be our last moments, our last memories. WE CAN CHANGE THIS, together.

Together, we can save the polar bears, the tigers, the elephants.

Together we can save those in poverty and sickness. We can save this Earth, OUR Earth.

Because, without this Earth, without each other, where would we be?

Because we need time and time needs us to heal. To fix the mistakes we made so we can live and die, knowing we did right.

We have 10 years to fix what we've done. Not 10 years to live. 10 year to fix our mistakes.

Executive Summary

Climate change is happening now and is expected to continue into the future. Understanding the magnitude of climate change and how it impacts Moscow and the surrounding landscapes is critical for justifying actions that will reduce greenhouse gas emissions ("mitigation") and minimize any negative effects ("adaptation"). This Climate Change Impacts Assessment of the Palouse Region reports on a) the extent that the climate has changed over the past several decades, b) the changes expected in the future, and c) the effects climate change has had and will have on the people and ecosystems of the Palouse Region.

Air temperatures have increased in Moscow over the last 100 years, and depending on future societal choices about greenhouse gas emissions, it is projected to continue increasing for decades to come. Warming will occur in all seasons, and heatwaves are expected to increase in severity and frequency. Precipitation has increased slightly since 1950; projections indicate that future annual precipitation will increase, but that summer precipitation will decrease. As a result of warming, precipitation will shift toward more rain and less snow, and snowpack will decline and melt earlier. The reduced snow season will mean longer, drier summers, with resulting increases in fire season length and more fires and reduced summer streamflow that will affect aquatic ecosystems and water quantity and quality for human uses. Human health will be affected through additional smoke from more wildfires, increased heat-related morbidity and mortality, more pollen and ozone pollution, and expansion of vectors of disease. Agriculture will be affected both positively (through carbon dioxide fertilization and longer growing seasons) and negatively (through reduced summer soil moisture and increased pest outbreaks). Some forests at higher elevations in northern Idaho could benefit from longer growing seasons, and lower-elevation forests may decline because of additional moisture stress.

The impacts described in this assessment will provide input to the next step, a Climate Action Plan, that will be undertaken to identify specific areas and sectors of the Moscow region that will be susceptible to climate change and outline a plan to adapt to and mitigate the impacts of climate change.

Data Used in this Report

Historical Data

Statements about historical (the last 100-150 years) climate change are best made with the longest, most reliable observations possible. In the United States, those are from the Historical Climatology Network (HCN), a set of high-quality stations with long-term records and minimal gaps. Temperature and precipitation (rain plus snow) have been recorded since about 1900 (varies by station). Although the HCN stations are somewhat sparsely distributed geographically, the HCN station nearest to Moscow is located at the University of Idaho.

Projection Data

Climate projections are produced by running a climate model with a prescribed "scenario" of greenhouse gas emissions (see box at right). Climate model outputs are analyzed for different periods in the future, typically near-term (next decade), mid-century, and end-of-century. Because of variability in climate model complexity, projections from multiple models are often presented, with the average among models often assumed to be most representative.

Impact Data

The information in this report is drawn from the peer-reviewed scientific literature and summaries, syntheses, and reviews of climate change in local, national, and international assessment reports (see end of document). Idaho examples are provided where available; some findings may be based on regional (US Northwest) studies of impacts; in cases where local or regional studies are not available, information is based on the best scientific understanding of climate influences.

How climate models work

A variety of inputs to climate models is included when making projections about future climate change. The most difficult input to determine is any change in human behavior that may affect the emissions of greenhouse gases. Therefore, scientists have developed different scenarios for use that are not predictions but rather possible future pathways. These scenarios span the range from low emissions in the future that minimize future climate change (such as "RCP4.5") to moderate emissions scenarios to high emissions scenarios (such as "RCP8.5") that project continued emissions growth and a higher amount of climate change. Different emissions scenarios (e.g., low versus high) associated with different possible societal choices, population growth, and socioeconomics result in different amounts of climate change and illustrate the effects of reducing emissions. Recent greenhouse gas emissions have been most similar to the RCP8.5 scenario.

For more information see:
"Climate Models" by NOAA
https://www.climate.gov/maps-data/primer/climate-models
"Evaluation of Climate Models" by IPCC
https://www.ipcc.ch/site/assets/uploads/2018/02/WG1AR5_Chapter09_FINAL.pdf

University of Idaho Arboretum by Kristin Haltinner, 2014

Climate Change Impacts in the Palouse Region

Temperature Changes

Recent climate change has been caused in large part by increasing greenhouse gases in the earth's atmosphere, which trap more heat than would otherwise escape to space, causing the earth to warm[1]. The amount of climate change is not the same across the earth due to variability in land features and air and water circulation patterns[1]. This section looks at the historical and projected temperature changes for Moscow, Idaho, and the region.

Climate station records indicate that temperatures in our region have already increased. From 1900 to 2018, the average annual temperature increased by 1-1.5 ºF[2]. Due to the impacts of other environmental factors–such as snowpack and water–the increase in average temperature is not evenly distributed over the year. Rather, the increase in warming has been slightly greater in the winter than in the summer: the coldest temperature of the year has increased by 2-5 ºF[3] while the warmest temperature of the year did not change significantly.

Climate model projections using higher emissions scenarios (RCP8.5) suggest that Moscow will continue warming by another 6-12 ºF through 2070-2099[4,5] (Figures 2 and 3). In the Northwest region, warming of 3.7 ºF (lower emissions scenario, RCP4.5) to 4.7 ºF (higher emissions scenario, RCP8.5) is projected by mid-century, with warming of 5-8.5 ºF by late century[3].

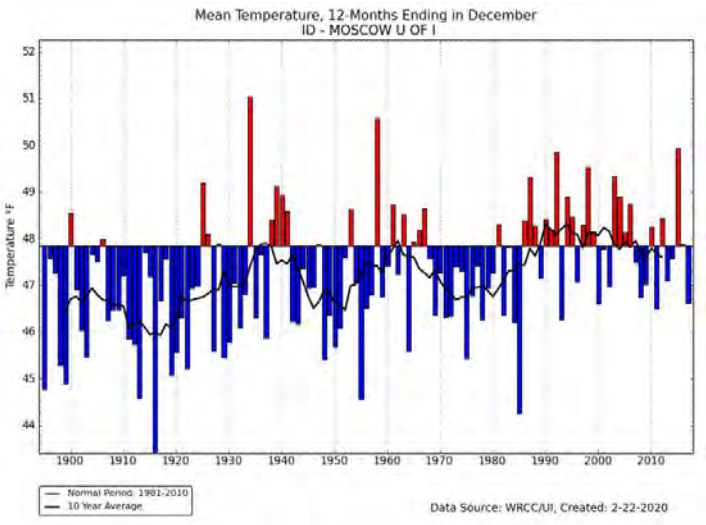


Figure 1. Observed average annual temperature for Moscow, ID, recorded by the Moscow HCN climate station. Blue bars are below the average temperature, red bars are above.

Since 1900 annual average temperatures have increased 1-1.5 ºF. They are expected to increase another 6-12 ºF by 2099.

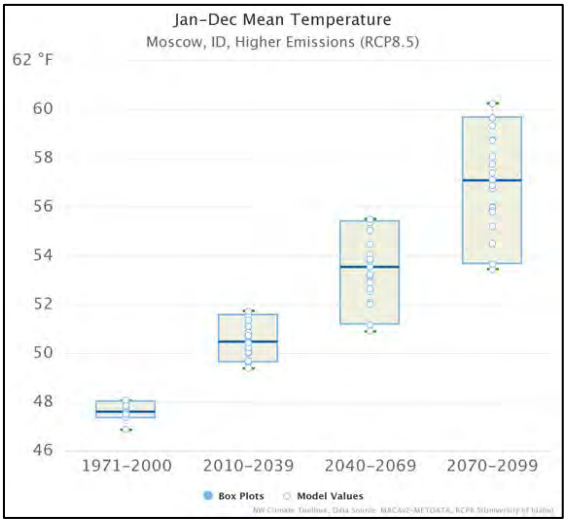


Figure 2. Projected average annual temperature for Moscow, ID, using the higher emissions scenario (RCP8.5). For each time period, dots indicate different climate model results, the black line indicates the median temperature, and the green box indicates the 25-75 percentile range of models.

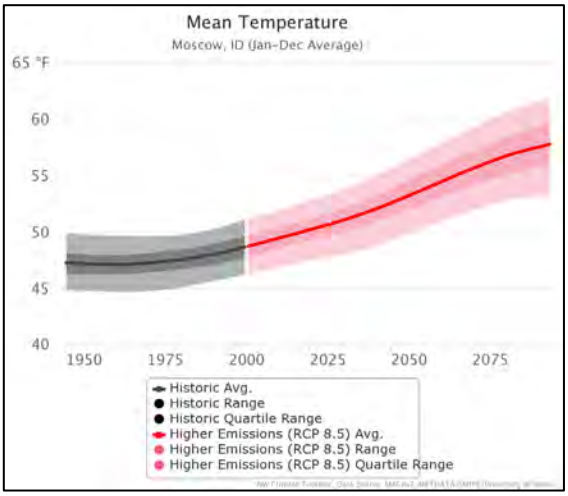


Figure 3. Projected average annual temperature for Moscow, ID, using the higher emissions scenario (RCP8.5). Black lines indicate model results for historical period, red lines indicate model projections into the future; bands indicate range of results from different climate models.

Summer Temperatures

Summer maximum temperatures are expected to increase by 12 ºF.

Summer temperatures in Moscow are projected to increase significantly. Currently summer high temperatures average around 80 ºF (Figure 4)[4]. Considering all climate model results, summer temperatures are projected to increase to 92 ºF by the last decades of the century. Regional trends are similar: the warmest day is projected to increase by 6 ºF by mid-century. Heat waves will also become more intense: the temperature of the most extreme (1-in-10 year) heat waves (5-day warm conditions) is expected to increase by 12 ºF[4]. The number of days with a heat index (a measure of "apparent temperature" that combines temperature and relative humidity) above 90 ºF is projected to increase from fewer than 10 today to more than 50 by 2070-2099 (Figure 4). Extremely hot days (temperatures above 100 ºF or 105 ºF) are also expected to increase. These conditions are rare today but are projected to occur frequently by the end of this century (Figure 4)[4].

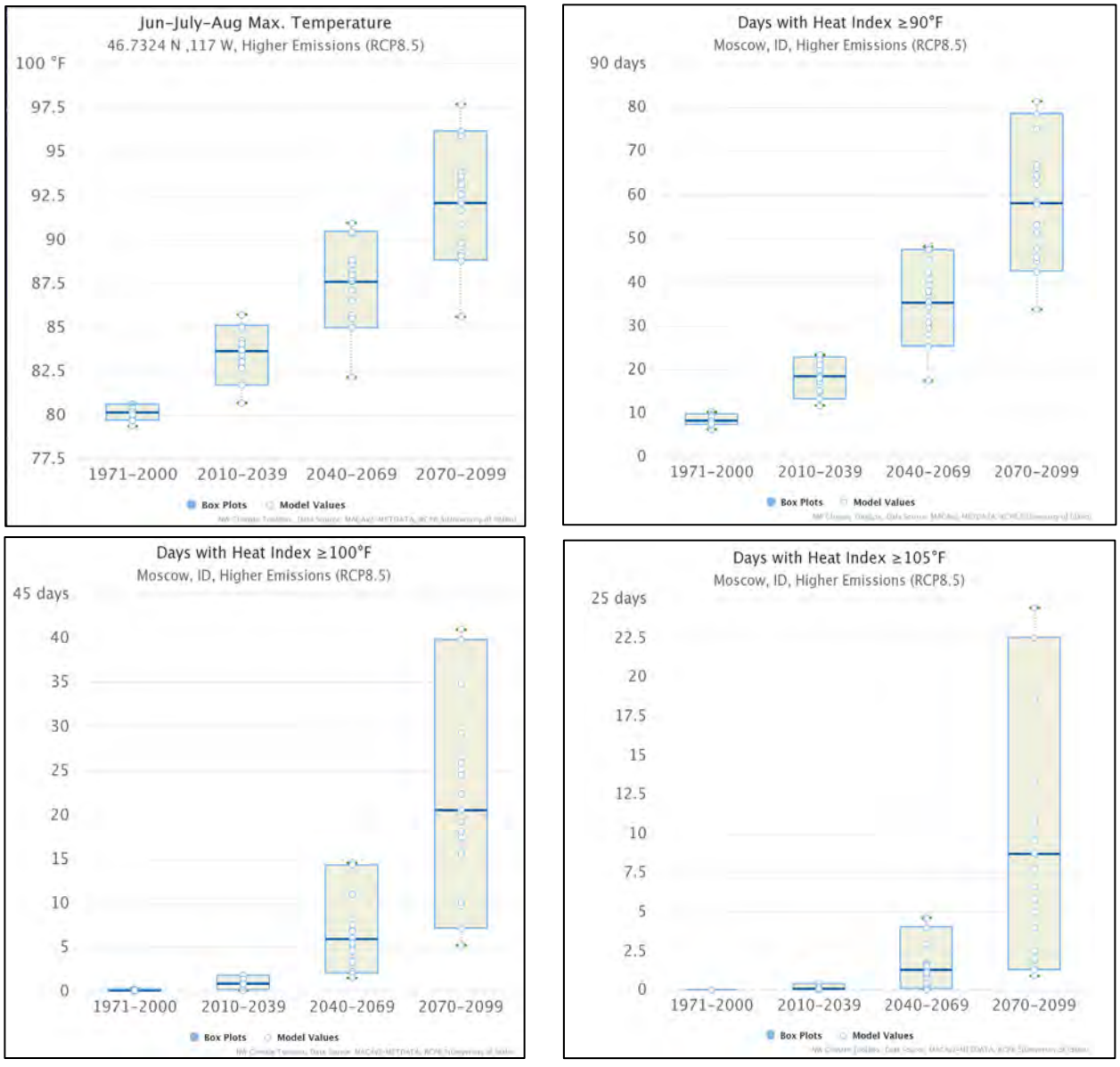


Figure 4. Projected summer temperatures (upper left) and heat indices (upper right, lower left, lower right) for Moscow, ID, using the higher emissions scenario (RCP8.5). See Figure 2 for more details about box plots.

Winter Temperatures

Winter temperatures are expected to rise from below freezing to 41 ºF. The annual number of days above freezing will increase from 240 to 330 by 2100.

Winter temperatures in Moscow are also projected to increase. Average winter (December-January-February) temperature is projected to increase from below freezing to 41 ºF by late century (Figure 5)[4]. This change is particularly significant as it will influence whether precipitation falls as snow or rain and will impact the amount and duration of snow cover. The number of days with minimum temperature above freezing will increase from a current average of 240 to 330 by the end of the century (Figure 6). The temperature of the coldest day of the year for the Northwest is projected to increase by 7 ºF by mid-century, and the temperature of extreme cold snaps (5-day temperatures for 1-in-10 year events) is expected to increase by 11 ºF[3].

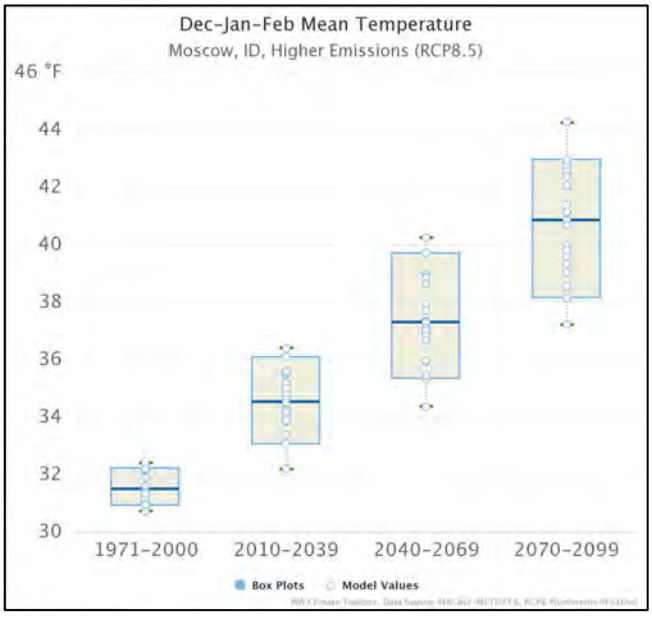


Figure 5. Projected winter (December-January-February) temperature for Moscow, ID, using the higher emissions scenario (RCP8.5). See Figure 2 for more details about box plots.

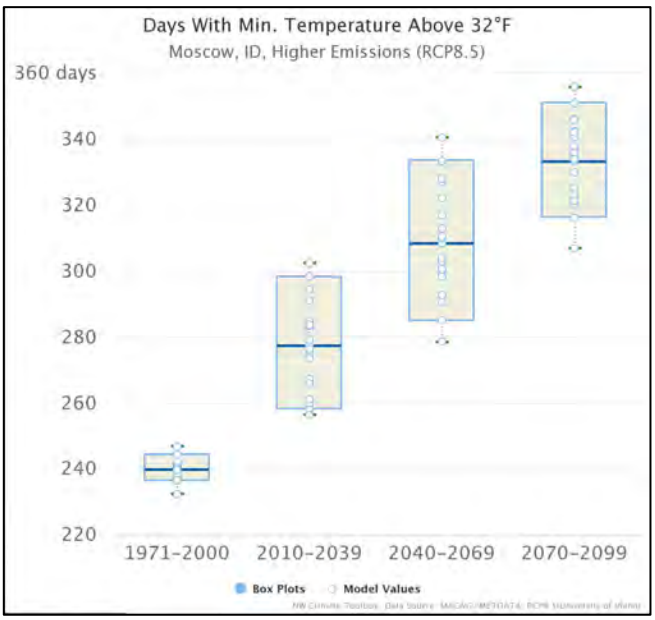


Figure 6. Projected number of days with minimum temperature above freezing (32 ºF) for Moscow, ID, using the higher emissions scenario (RCP8.5). See Figure 2 for more details about box plots.

Paradise Ridge by Kristin Haltinner, 2014

Precipitation Changes and Water Impacts

In addition to changes in temperature, climate change will also alter precipitation patterns[1].

Northern Idaho has experienced slightly higher annual precipitation in the last 100 years, with decreases in fall and winter precipitation and increases in spring and summer precipitation (Figure 7). Since 1900, total annual precipitation has increased slightly, with most of the increase occurring in the last 50 years (Figure 8)[2]. Between 1900 and 2018, summer precipitation–important for plant growth–has varied greatly and demonstrated little long-term trend (Figure 9). In the Northwest region, extreme precipitation events have increased somewhat in frequency in the 20th century, although the total amount of extreme precipitation has not varied significantly[3].

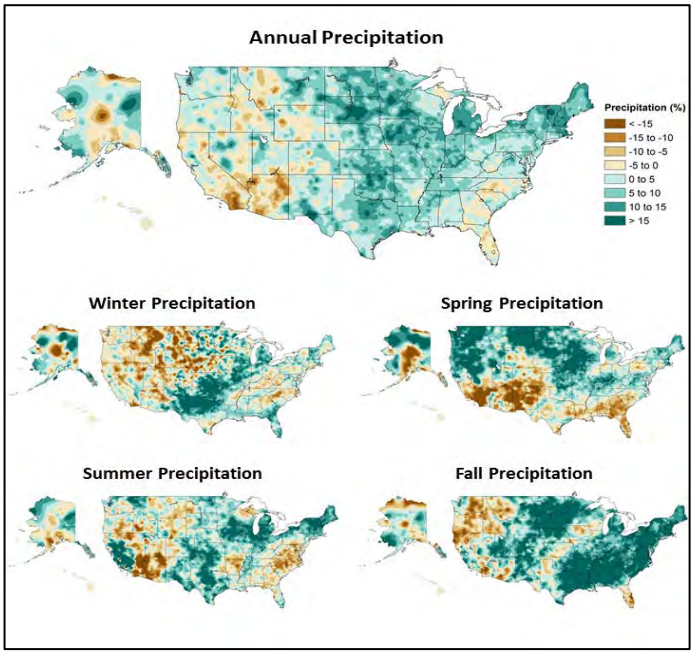


Figure 7. Annual and seasonal changes (1986-2015 average minus 1901-1960 average divided by 1901-1960 average) in precipitation. From USGCRP, 2017.

The intensity of precipitation is projected to increase throughout the region.

Climate models project that annual precipitation for Moscow will increase overall. Model results from both high and low emissions scenarios project an increase from 27" of annual precipitation in recent years to between 28 and 29" by late century (Figure 10)[4]. The largest increases are expected to occur in winter and spring, and summer precipitation is projected to decrease by 0.5" (14%), from 3.7" to 3.2" (Figure 11).

The intensity of precipitation is projected to increase across the Northwest region. The amount of precipitation during extreme events is expected to increase by 9-19%, depending on time period and emissions scenario. Model results using the highest emissions scenario project an increase in the frequency of extreme precipitation events by a factor of 2-3[3]. Extreme precipitation events can lead to flooding and soil erosion[6].

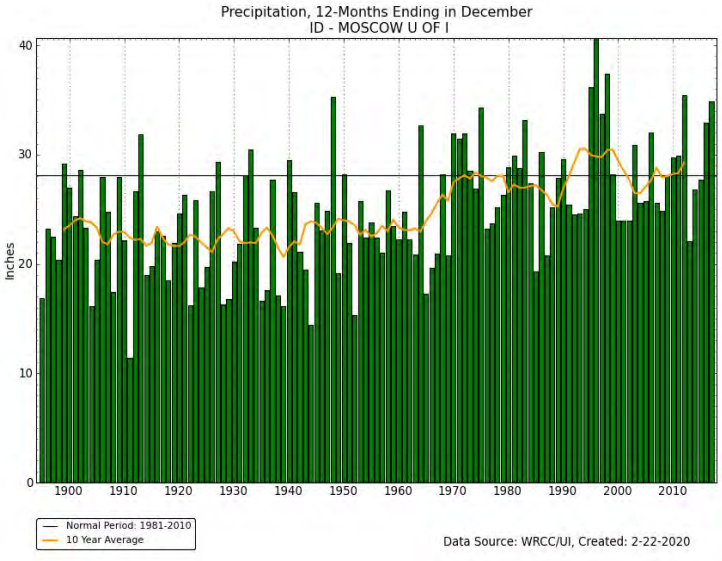


Figure 8. Observed annual precipitation for Moscow, ID, recorded by the HCN climate station. Horizontal black line indicates average during 1981-2010; orange line indicates running 10-year average.

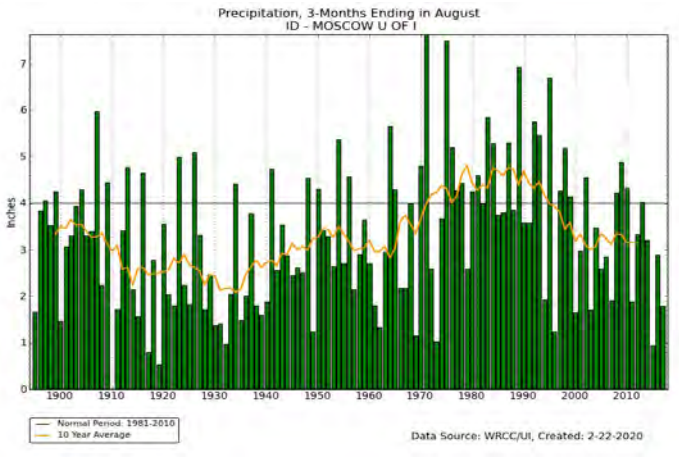


Figure 9. Observed summer (June-July-August) precipitation for Moscow, ID, recorded by the HCN climate station. Horizontal black line indicates average during 1981-2010; orange line indicates running 10-year average.

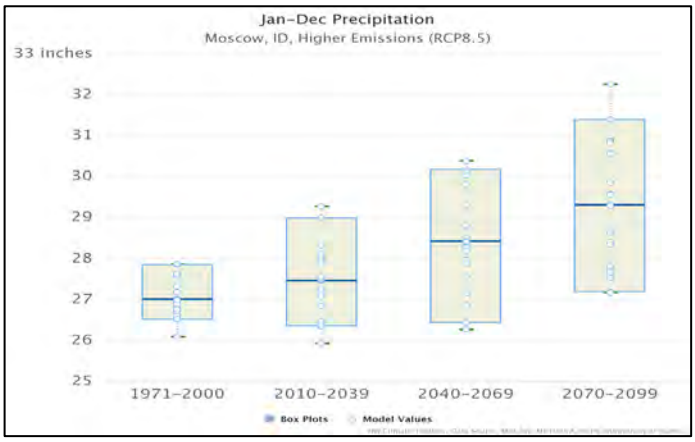
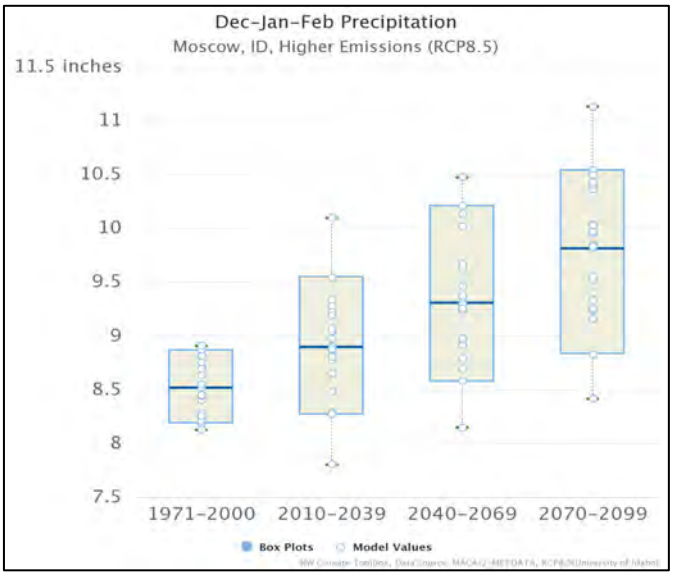
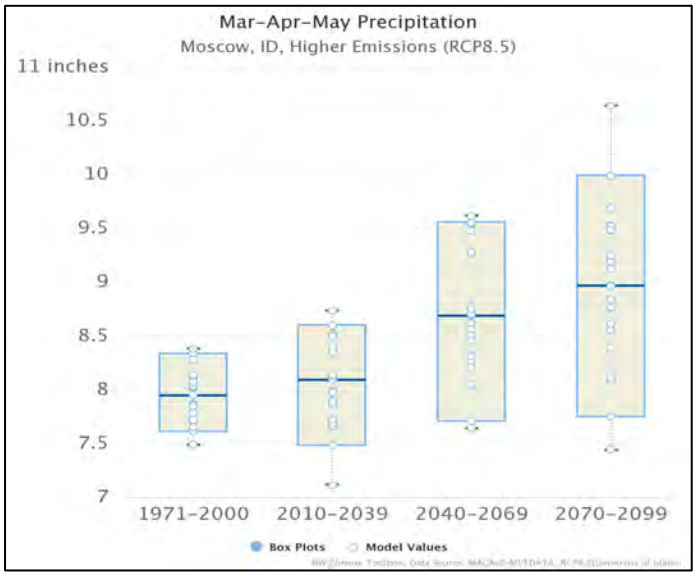
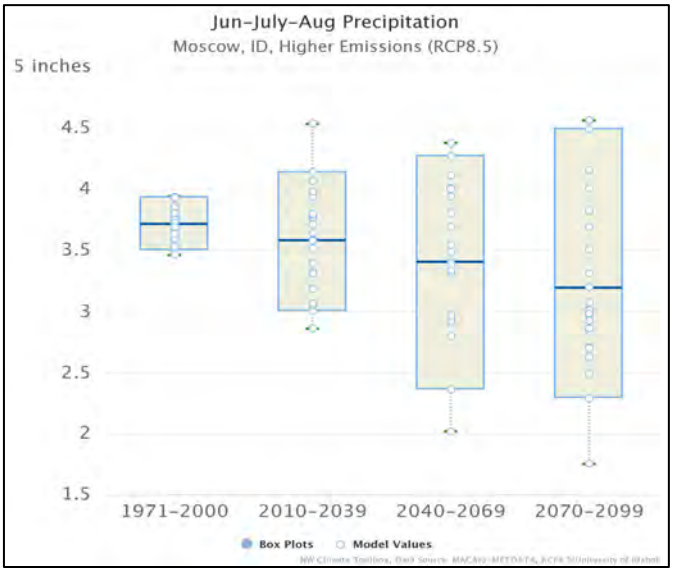


Figure 10. Projected annual precipitation for Moscow, ID, using the higher emissions scenario (RCP8.5). See Figure 2 for more details about box plots.







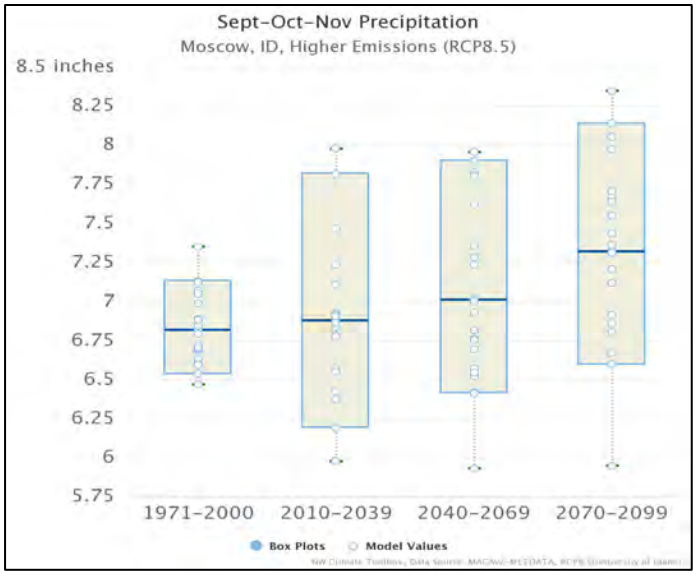


Figure 11. Projected precipitation for winter, spring, summer, and fall for Moscow, ID, using the higher emissions scenario (RCP8.5). See Figure 2 for more details about box plots.

Local Experiences with 2019 Flooding

by Al Poplawsky

I have lived in Moscow since 1988 and during that period have observed major flooding several times, with the worst occurring in 1996 - until last year.

These previous floods were classic “rain on snow” events which occurred when a “pineapple express” (warm rainstorm) came roaring into the region in the late winter with lots of snow on the ground. These events are very predictable and are generally forecast by the National Weather Service (NWS) several days in advance.

From 1988 until 2019 I had never heard of a flash flood in our region and I thought of these more in terms of the Southwest of our country. However, in 2019, we experienced the effects of two flash floods locally. The first, in April 2019, occurred with no snow on the ground.

I walked at mid-afternoon in the driving rain from the UI Ag Science building a few blocks to the Sixth Street Greenhouse and noticed torrents of water running in the street gutters into the storm sewers. I was a bit confused. I am a weather nut and had just checked the NWS website which predicted showers but nothing major, and there were no warnings up.

After spending an hour at the greenhouse, I came out the door to return to the Ag Science building and was amazed by what I found. The pavement on Sixth Street and Stadium Way from the intersection to 20-30 yards in all directions was completely underwater! The storm sewers had been overwhelmed in a very short period of time. The NWS now had flood warnings up on their website.

When I rode my bike home an hour later water was up to the axles at the intersection of Sixth and Washington in downtown Moscow. There was also major flooding in north Moscow near North Main and D Streets, and east of Mountain View on D Street. In the latter location, several residents suffered major losses because they had no warning and thus no time to move their belongings to higher ground. In Pullman, Grand Avenue turned into Grand River.

There was a second, smaller flash flood just east of Moscow less than a month later, which deposited large quantities of mud on the Latah Trail. Neither of these floods had been predicted by the NWS because they were caused by unpredictable, intense rain events. These were the first such events I had ever experienced during 30 years in Moscow.

Flooding in Moscow by Randy Stuart, 2019

After the Storm by David Harlan, 2020

Snowpack

During the latter part of the 20th century, warming caused declines in snowpack and earlier snowpack melt across the western United States[7]. Moscow, Idaho shows similar trends: snow water equivalent (a measure of snowpack) at Idaho sites near Moscow decreased by 40-80% between 1955 and 2016[7].

In recent decades, as melting has occurred earlier, Idaho streamflow peaks associated with snowmelt have also come earlier. The volume of water has also been reduced[8,9]. Historically, the watersheds that are influenced by snowpack experience peak streamflow volume in June. During the 60 years between 1948 and 2008, the annual percentage of streamflow that occurs in June has decreased in northern Idaho watersheds by 1-15%[8]. This shift indicates that snowmelt is occurring earlier, that the amount of snowmelt is reduced and, as a result, there is less streamflow during summer. Projections also indicate reduced future winter (December-February) snowpack in Idaho, particularly at lower elevations, with more reductions associated with greater warming in later years[3]. As a result, summer streamflows near Moscow are projected to decrease by 20-40% by the 2040s under a moderate greenhouse gas emissions scenario[8].

Reduced snowpack can have consequences for fire season, agriculture, and winter recreation. For example, the length of the ski season in northern Idaho is projected to decrease by 50% or more by 2050[10].

"Hello Walk", University of Idaho, by Kristin Haltinner, 2019

Streamflows in northern Idaho have decreased since the mid-1900s, and summer streamflows are expected to decrease 20-40% by the 2040s.

Snake River, by Kristin Haltinner 2016

Soil Moisture

Despite projections of increased precipitation in the winter, spring, and fall, summer soil moisture is expected to decrease[3] and annual water deficit (an indicator of plant stress) is expected to increase (Figure 12)[11] as a result of decreased summer precipitation and increased evaporation rates associated with higher projected temperatures. These increasingly drier conditions will have impacts on agriculture and fire seasons.

Water Quantity and Quality

As described above, observations and projections indicate reductions in snowpack amount, timing of spring runoff, and streamflow throughout the year. These alterations indicate the likelihood of significant impacts to fisheries and aquatic ecosystems, dam operations, hydropower, and farm irrigation. In addition, lower summer water flows and higher air temperatures will increase summer water temperature, and higher air temperatures will increase water temperature in lakes and streams. The last 50 years have brought a 1.5 ºF increase in water temperature for the North Fork of the Clearwater River[9]. Higher water temperature affects freshwater ecosystems, including fish, and increases the potential for harmful algae blooms[12].

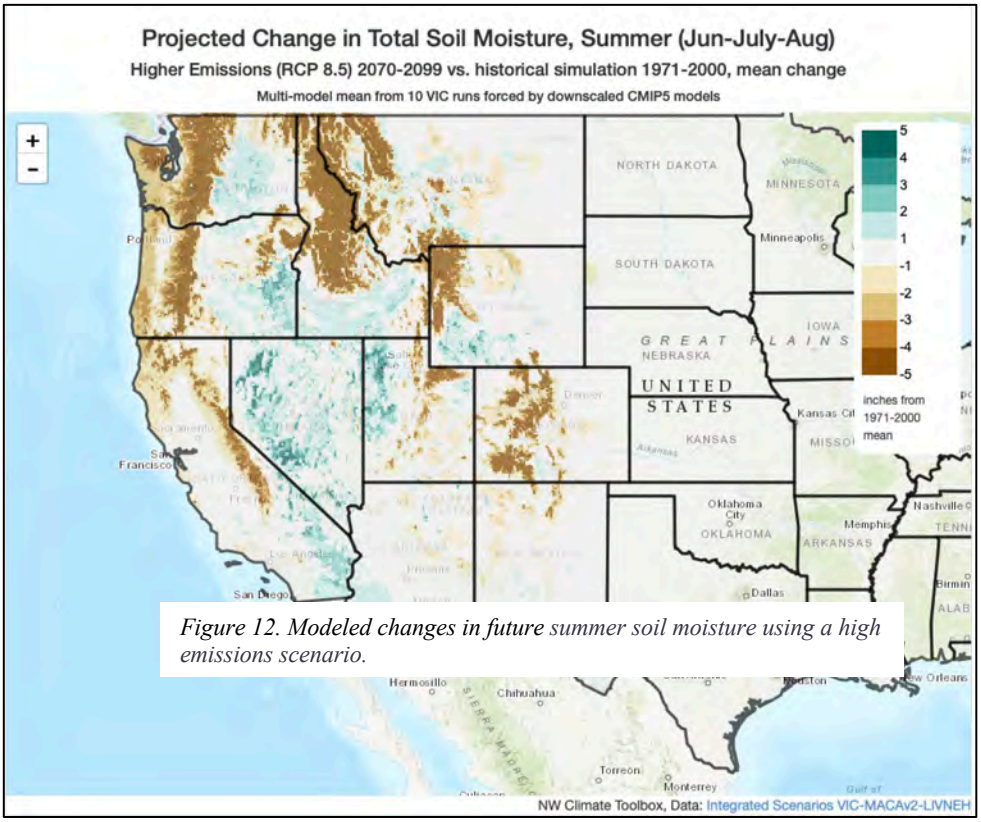


Figure 12. Modeled changes in future summer soil moisture using a high emissions scenario.

Wildfires

Over the past 30 years the western US has experienced a warming and drying climate that has led to a greater prevalence of dry fuel for forest fires and subsequent increase in area burned[13]. In the past 25 years, Idaho fire seasons have lengthened by 47 days[9].

The annual area burned is expected to increase by a factor of 10 by 2050.

The number of large fires has also increased in recent years. Across the Rocky Mountains, the number of large fires between 1984 and 2011 rose from less than 20 fires per year in the 1980s to more than 40 per year in the 2000s[3]. However, there was substantial variability from year to year.

Future projections indicate that forest fires will continue to increase throughout Idaho, including near Moscow. The annual area burned is expected to increase by a factor of 10 by 2050 (using a moderate greenhouse gas emissions scenario) with additional increases by 2100[14]. For Moscow, the number of extreme fire danger days is projected to double by 2050 from 11 to 22 (under the high emissions scenario; Figure 13)[4]. Increasing fire frequency and size will have significant negative impacts on the community. We will face additional losses related to infrastructure (structural damage), injury and deaths due to fire, the effects of reduced air quality from smoke on human health, economic costs of fire suppression, recreational land closures because of higher fire risk, and soil degradation and siltation of streams after burns.

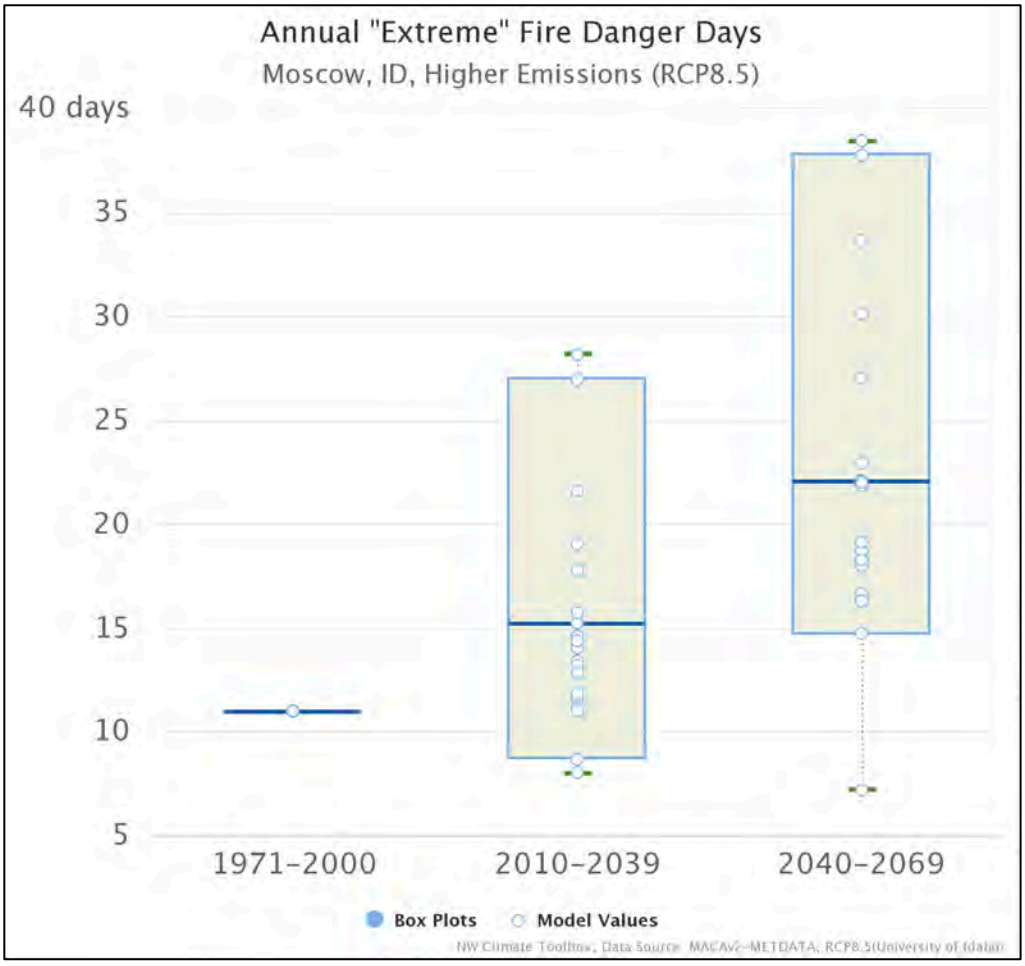


Figure 13. Modeled changes in future number of days with extreme fire danger using a high emissions scenario. See Figure 2 for more details about box plots.

Public Health

Climate change is expected to have profound impacts on public health.

First, the increase in wildfire activity is expected to cause a decrease in air quality. Decreased air quality is correlated with a rise in respiratory and cardiovascular illnesses[15]. Respiratory problems are also likely to increase as a result of increased ozone and pollen[8]. People with asthma or weakened immune systems, the very young, the very old, and those who lack health care are at greater risk of negative effects of poor air quality and therefore these impacts of climate change[15].

Second, the rising temperatures in the summer and increase in heat waves are likely to cause a rise in hyperthermia (overheating) and heat-related deaths throughout the region[8]. High air temperature is also correlated with cardiovascular illnesses, respiratory illnesses, kidney function, mental health, and premature childbirth[16]. These problems are exacerbated in the very young and the very old.

Projected warming is expected to lead to a reduction in cold-related mortality in Idaho that may outweigh the increase in heat-related deaths, possibly resulting in a reduction in overall climate-related human mortality[17]. However, this conclusion is subject to some uncertainty because of confounding factors such as humidity and air quality as well as inconsistent and underreported experiences with both hyperthermia and hypothermia[16].

Third, the rising water temperatures resulting from increased temperature and earlier snowmelt are expected to lead to an increase in water-borne illnesses. Two such illnesses of local concern are caused by *Cryptosporidium* and *Giardia*[18]. Surface water for human consumption is at risk for contamination as a result of pathogens or toxic algae blooms[18].

Fourth, vector-borne illnesses are expected to spread across the region as conditions warm, affecting the range and seasonal activity of insects, such as ticks, and other vectors[19]. The number of days that it is warm enough for disease carrying mosquitoes to survive, termed “disease danger days,” increased from 113 to 126 in the Lewiston area between 1970 and 2017[20]. West Nile virus occurs in Idaho[21], and projections indicate an increased probability of the virus occurring as temperatures increase[22]. Studies of the responses of such diseases to increasing temperatures are unavailable for Moscow.

Local child at Moscow’s Rural Fire Station by Kristin Haltinner, 2017

Agriculture and Food

Multiple impacts of climate change to agriculture could occur; however, detailed scientific understanding is currently incomplete. Generally, the impact on wheat farming is expected to be positive, with an increase in wheat yields projected as a result of CO_2 fertilization and warmer temperatures[17,23,24]. Yield increases are expected to plateau or yields to decline by the end of the century, depending on scenario and location[24]. For other crops, the impact of warmer temperatures and decreased soil water is likely to decrease growth[25]. Climate change will also lead to a change in the best locations for crops to grow. For example, higher temperatures may lead to an expanded area of conditions suitable for growing perennial crops such as almonds[26]. Carbon dioxide fertilization may lead to lower nutritional value for some crops important for human food[27].

Insects, pathogens, and weed pests may increase in response to climate change, thereby offsetting some projected yield increases[24].

Climate change is also projected to impact livestock. Domestic animal foraging may increase because of a longer grazing season and shorter period of winter feeding of animals[28,29]. However, hotter summers are expected to lead to greater heat stress of livestock, which reduces productivity[30].

Higher temperatures and precipitation changes will also impact local fish populations and fisheries. As temperatures rise, fish become stressed, leading to fish die-offs or poor migratory returns, which may impact recreational fishing and related tourism in the region.

Experience of Local Farmers by Ian Clark

As dryland farmers, we gamble on future favorable weather every time we put a crop in the ground.

Here in the Palouse, we have been very fortunate to live in a relatively stable climate which has been excellent for producing grains, legumes and other crops. Climate change threatens this stability and the crops that depend on it.

An increase in unstable and volatile weather (which is predicted for this area) has the potential to devastate the current farm economy as we know it. Extreme weather events such as drought, flooding, temperature swings, heat, or hail can ruin a crop overnight.

Winter wheat, the backbone of dryland PNW ag, takes over 10 months from seeding to harvest. This means that for over 80% of the year our wheat is susceptible to extreme weather.

Adaptation and resilience is a necessity as things are always changing but climate change has the potential to strain local farmers past what they are capable of.

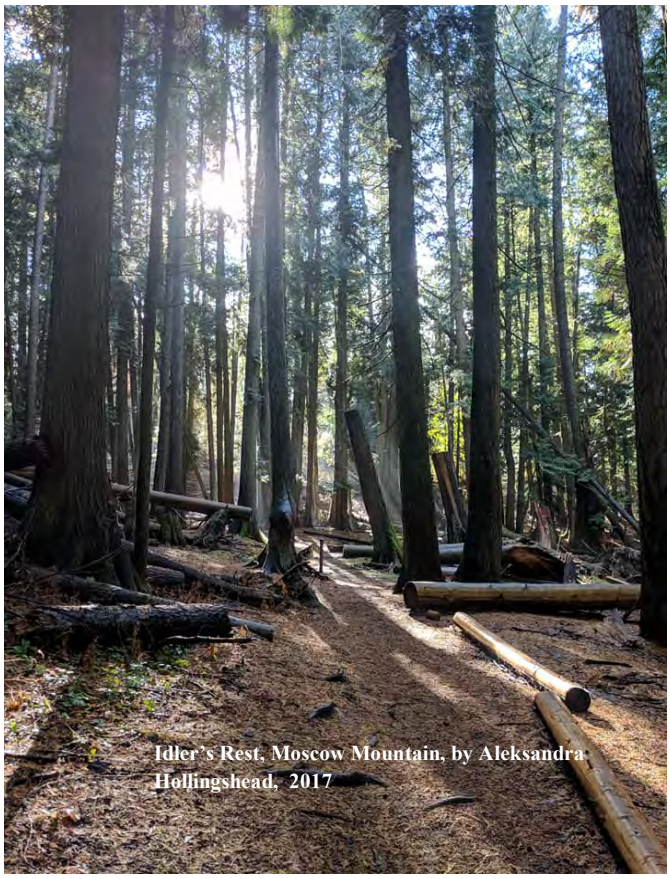
The existence of a changing climate is not what we should be asking in agriculture, it is are we ready, willing, and able to adapt quick enough to continue to make a living farming on the Palouse.

Ian Clark

Photo courtesy of Ian Clark

Forestry

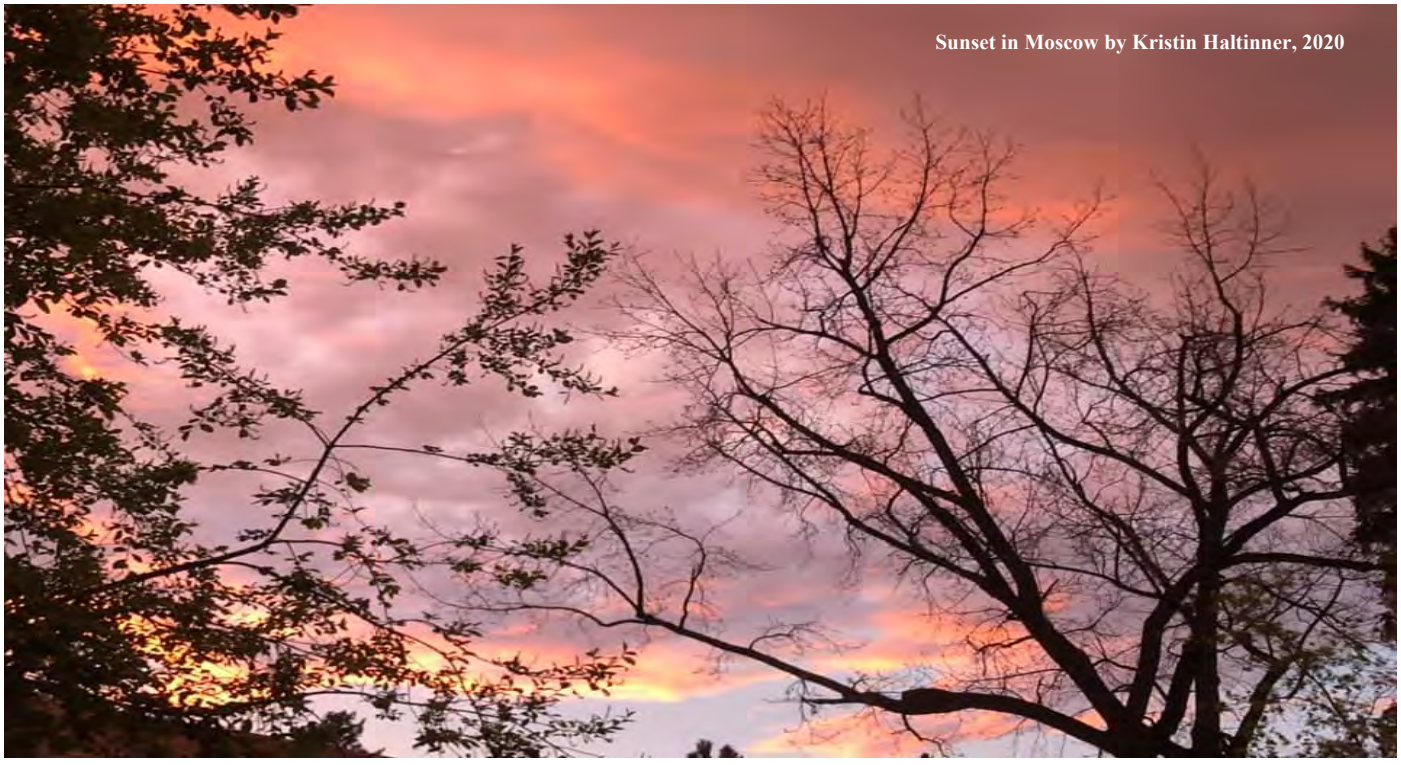
Idaho has 20.5 million acres of federally designated forest land, covering about 40% of the state[31]. Climate change is expected to impact forests in our region. Tree species that have adapted to lower-elevation and moisture-limited landscapes, such as Douglas-fir or ponderosa pine, will be stressed more by warming[32]. Higher-elevation spruce and larch may be eliminated from many landscapes as conditions become too warm or dry[33]. Forests are also threatened by an increasing likelihood of forest fires.



Idler's Rest, Moscow Mountain, by Aleksandra Hollingshead, 2017

Forests are also expected to be impacted by an increase in insects and pathogens. Tree mortality from bark beetles has already resulted in a loss of 1.5 million acres of trees in the last several decades[34]. Bark beetles thrive in warmer, drier climates as do some forest pathogens[35-38], and as a result, bark beetle outbreaks are expected to increase with warming[35].

As a result of a changing climate, Idaho is likely to experience shifts to non-forest vegetation types (e.g., shrublands) where hotter, drier conditions can no longer support forest vegetation[33]. Projections also indicate that southern Idaho will see the expansion of deserts and the northern part of the state may experience the loss of forests[33].



Sunset in Moscow by Kristin Haltinner, 2020

Economic Impacts

Economic impacts of climate change are difficult to predict. The results presented here are incomplete and subject to some uncertainty. A forthcoming report by the University of Idaho McClure Center will describe the economic impacts of climate change throughout Idaho in greater detail[39].

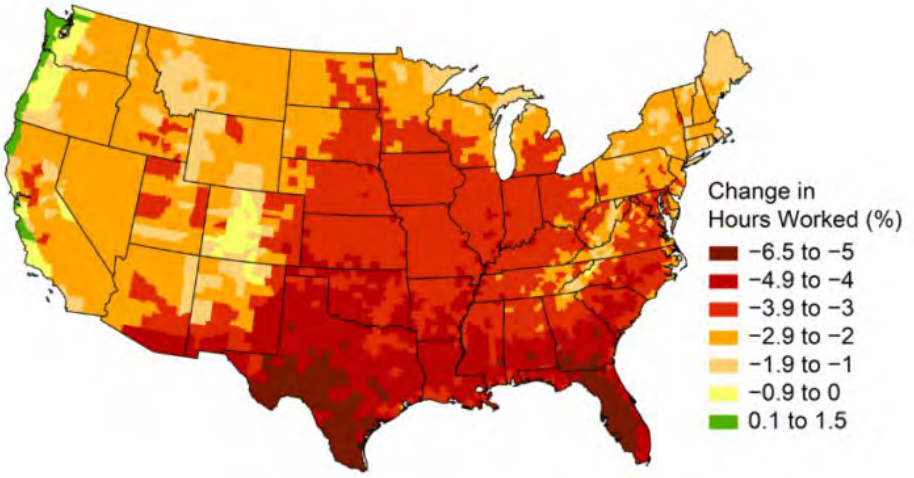


Figure 15. Percent change in hours worked in 2090 in response to projected warming using a higher emissions scenarion (RPC8.5) for high-risk industries only (which are defined as agriculture, forestry, and fishing; hunting, mining, and construction; manufacturing, transportation, and utilities). Source: USGCRP, 2018.

Overall, climate change is expected to have a negative impact on global and US economies. Increased costs are projected to cover damaged infrastructure, property loss, loss of work/labor (Figure 15), and community vitality. Because Idaho's economy relies on natural resources (Figure 16), job loss and financial loss from sales may impact the state. Additionally, costs associated with meeting increased energy demands (i.e., cooling), wildfires, and public health crises will impact local communities[25]. Crime rates may also increase[17]. Other studies suggest that costs of energy and cold-related mortality will be reduced[17].

Figure 16. Natural resources are a key part of Idaho's economy. Sales for agriculture, forestry, and fisheries sectors based on 2015 data. Source: USDA Forest Service and Boise State University and USGCRP, 2018.

There is some indication that climate change will positively impact crop production in Idaho for several decades into the future[17,23,24]. However, other climate change effects including increased pests and reduced summer streamflow and irrigation[25] were not included in these studies. Warming may decrease livestock productivity[25].

Other potential expenses, for which there is little data for analysis, include replacing infrastructure as a result of destructive fires or floods, flood cleanup, and managing the waste-water system in light of regional, seasonal floods. These findings will be clarified in the McClure Center Report scheduled for release in 2021.

Additional Resources

EPA, What Climate Change Averages for Idaho, August 2016, EPA 430-F-16-014, 2 pp. https://19january2017snapshot.epa.gov/sites/production/files/2016-09/documents/climate-change-id.pdf

Fourth National Climate Assessment, Northwest Chapter: May C., C. Luce, J. Casola, M. Chang, J. Cuhaciyan, M. Dalton, S. Lowe, G. Morishima, P. Mote, A. Petersen, G. Roesch-McNally, and E. York, 2018: Northwest. In *Impacts, Risks, and Adaptation in the United States: Fourth National Climate Assessment, Volume II* [Reidmiller, D.R., C.W. Avery, D.R. Easterling, K.E. Kunkel, K.L.M. Lewis, T.K. Maycock, and B.C. Stewart (eds.)]. U.S. Global Change Research Program, Washington, DC, USA, pp. 1036–1100. doi: 10.7930/NCA4.2018.CH24

NOAA National Centers for Environmental Information, State Summaries 149-ID

Third National Climate Assessment, Northwest Chapter: Mote, P., A. K. Snover, S. Capalbo, S. D. Eigenbrode, P. Glick, J. Littell, R. Raymondi, and S. Reeder. 2014. Chapter 21: Northwest. Pages 487-513 *in* J. M. Melillo, T. C. Richmond, and G. W. Yohe, editors. Climate Change Impacts in the United States: The Third National Climate Assessment. U.S. Global Change Research Program.

Works Cited

1 IPCC. *Climate Change 2013: The Physical Science Basis. Working Group I Contribution to the IPCC Fifth Assessment Report of the Intergovernmental Panel on Climate Change (eds Stocker, T.F., D. Qin, G.-K. Plattner, M. Tignor, S.K. Allen, J. Boschung, A. Nauels, Y. Xia, V. Bex & P.M. Midgley)*. (Cambridge University Press, 2013).

2 Historical Climatology Network station at University of Idaho; wrcc.dri.edu/wwdt/time.

3 USGCRP. *Climate Science Special Report: Fourth National Climate Assessment, Volume I (eds Wuebbles, D.J., D.W. Fahey, K.A. Hibbard, D.J. Dokken, B.C. Stewart, and T.K. Maycock)*. (U.S. Global Change Research Program, 2017).

4 climatetoolbox.org/tool/future-boxplots; data from Abatzoglou and Brown 2012.

5 Abatzoglou, J. T. & T. J. Brown. A comparison of statistical downscaling methods suited for wildfire applications. *International Journal of Climatology* **32**, 772-780, doi:10.1002/joc.2312 (2012).

6 Gowda, P., J. L. Steiner, C. Olson, M. Boggess, T. Farrigan & M. A. Grusak. Agriculture and Rural Communities. In *Impacts, Risks, and Adaptation in the United States: Fourth National Climate Assessment, Volume II* (eds D.R. Reidmiller, C.W. Avery, D.R. Easterling, K.E. Kunkel, K.L.M. Lewis, T.K. Maycock, & B.C. Stewart) pp. 391–437 (U.S. Global Change Research Program, 2018).

7 Mote, P. W., S. Li, D. P. Lettenmaier, M. Xiao & R. Engel. Dramatic declines in snowpack in the western US. *npj Climate and Atmospheric Science* **1**, 2, doi:10.1038/s41612-018-0012-1 (2018).

8 Mote, P., A. K. Snover, S. Capalbo, S. D. Eigenbrode, P. Glick, J. Littell, R. Raymondi & S. Reeder. Chapter 21: Northwest. In *Climate Change Impacts in the United States: The Third National Climate Assessment* (eds J. M. Melillo, T. C. Richmond, & G. W. Yohe) pp. 487-513 (U.S. Global Change Research Program, 2014).

9 Klos, P. Z., J. T. Abatzoglou, A. Bean, J. Blades, M. A. Clark, M. Dodd, T. E. Hall, A. Haruch, P. E. Higuera, J. D. Holbrook, V. S. Jansen, K. Kemp, A. Lankford, T. E. Link, T. Magney, A. J. H. Meddens, L. Mitchell, B. Moore, P. Morgan, B. A. Newingham, R. J. Niemeyer, B. Soderquist, A. A. Suazo, K. T. Vierling, V. Walden & C. Walsh.

Indicators of Climate Change in Idaho: An Assessment Framework for Coupling Biophysical Change and Social Perceptions. *Weather, Climate, and Society* **7**, 238-254, doi:10.1175/wcas-d-13-00070.1 (2015).

10 Wobus, C., E. E. Small, H. Hosterman, D. Mills, J. Stein, M. Rissing, R. Jones, M. Duckworth, R. Hall & M. Kolian. Projected climate change impacts on skiing and snowmobiling: A case study of the United States. *Global Environmental Change* **45**, 1-14 (2017).

11 climatetoolbox.org/tool/climate-mapper; data from climate.northwestknowledge.net/IntegratedScenarios.

12 Dalton, M. M., P. W. Mote & A. K. Snover. Climate Change in the Northwest: Implications for Our Landscapes, Waters, and Communities. pp. 230 (Island Press, 2013).

13 Abatzoglou, J. T. & A. P. Williams. Impact of anthropogenic climate change on wildfire across western US forests. *Proceedings of the National Academy of Sciences* **113**, 11770-11775 (2016).

14 Littell, J. S., D. McKenzie, H. Y. Wan & S. A. Cushman. Climate Change and Future Wildfire in the Western United States: An Ecological Approach to Nonstationarity. *Earths Future* **6**, 1097-1111, doi:10.1029/2018ef000878 (2018).

15 Fann, N., T. Brennan, P. Dolwick, J. L. Gamble, V. Ilacqua, L. Kolb, C. G. Nolte, T. L. Spero & L. Ziska. Chapter 3: Air Quality Impacts. In *The Impacts of Climate Change on Human Health in the United States: A Scientific Assessment* pp. 69–98 (U.S. Global Change Research Program, 2016).

16 Sarofim, M. C., S. Saha, M. D. Hawkins, D. M. Mills, J. Hess, R. Horton, P. Kinney, J. Schwartz & A. S. Juliana. Chapter 2: Temperature Related Death and Illness. In *The Impacts of Climate Change on Human Health in the United States: A Scientific Assessment* pp. 69–98 (U.S. Global Change Research Program, 2016).

17 Hsiang, S., R. Kopp, A. Jina, J. Rising, M. Delgado, S. Mohan, D. J. Rasmussen, R. Muir-Wood, P. Wilson, M. Oppenheimer, K. Larsen & T. Houser. Estimating economic damage from climate change in the United States. *Science* **356**, 1362-1369, doi:10.1126/science.aal4369 %J Science (2017).

18 Trtanj, J., L. Jantarasami, J. Brunkard, T. Collier, J. Jacobs, E. Lipp, S. McLellan, S. Moore, H. Paerl, J. Ravenscroft, M. Sengco & J. Thurston. Chapter 6: Climate Impacts on Water-Related Illness. In *The Impacts of Climate Change on Human Health in the United States: A Scientific Assessment* pp. 69–98 (U.S. Global Change Research Program, 2016).

19 May, C., C. Luce, J. Casola, M. Chang, J. Cuhaciyan, M. Dalton, S. Lowe, G. Morishima, P. Mote, A. Petersen, G. Roesch-McNally & E. York. Chapter 24: Northwest. In *Impacts, Risks, and Adaptation in the United States: Fourth National Climate Assessment, Volume II* (eds D.R. Reidmiller, C.W. Avery, D.R. Easterling, K.E. Kunkel, K.L.M. Lewis, T.K. Maycock, & B.C. Stewart) pp. 1036–1100 (U.S. Global Change Research Program, 2018).

20 Langer, J., A. Dufoe & J. Brady. U.S. faces a rise in mosquito 'disease danger days'. 5 (Climate Central, 2018).

21 https://healthandwelfare.idaho.gov/Health/DiseasesConditions/WestNileVirus/tabid/112/Default.aspx.

22 Harrigan, R. J., H. A. Thomassen, W. Buermann & T. B. Smith. A continental risk assessment of West Nile virus under climate change. *Global Change Biology* **20**, 2417-2425 (2014).

23 Karimi, T., C. O. Stöckle, S. Higgins & R. Nelson. Climate change and dryland wheat systems in the US Pacific Northwest. *Agricultural Systems* **159**, 144-156, doi:https://doi.org/10.1016/j.agsy.2017.03.014 (2018).

24 Stöckle, C. O., S. Higgins, R. Nelson, J. Abatzoglou, D. Huggins, W. Pan, T. Karimi, J. Antle, S. D. Eigenbrode & E. Brooks. Evaluating opportunities for an increased role of winter crops as adaptation to climate change in dryland cropping systems of the US Inland Pacific Northwest. *Climatic Change* **146**, 247-261 (2018).

25 USGCRP. Impacts, Risks, and Adaptation in the United States: Fourth National Climate Assessment, Volume II. 1515 (U.S. Global Change Research Program, Washington, DC, USA, 2018).

26 Parker, L. E. & J. T. Abatzoglou. Projected changes in cold hardiness zones and suitable overwinter ranges of perennial crops over the United States. *Environmental Research Letters* **11**, 034001 (2016).

27 Myers, S. S., A. Zanobetti, I. Kloog, P. Huybers, A. D. B. Leakey, A. J. Bloom, E. Carlisle, L. H. Dietterich, G. Fitzgerald, T. Hasegawa, N. M. Holbrook, R. L. Nelson, M. J. Ottman, V. Raboy, H. Sakai, K. A. Sartor, J. Schwartz, S. Seneweera, M. Tausz & Y. Usui. Increasing CO_2 threatens human nutrition. *Nature* **510**, 139-142, doi:10.1038/nature13179 (2014).

28 Reed, R. A., M. E. Finley, W. H. Romme & M. G. Turner. Aboveground net primary production and leaf-area index in early postfire vegetation in Yellowstone National Park. *Ecosystems* **2**, 88-94 (1999).

29 Hufkens, K., T. F. Keenan, L. B. Flanagan, R. L. Scott, C. J. Bernacchi, E. Joo, N. A. Brunsell, J. Verfaillie & A. D. Richardson. Productivity of North American grasslands is increased under future climate scenarios despite rising aridity. *Nature Climate Change* **6**, 710-714, doi:10.1038/nclimate2942 (2016).

30 St-Pierre, N. R., B. Cobanov & G. Schnitkey. Economic Losses from Heat Stress by US Livestock Industries1. *Journal of Dairy Science* **86**, E52-E77, doi:https://doi.org/10.3168/jds.S0022-0302(03)74040-5 (2003).

31 USDA Forest Service. *National Forests in Idaho*. https://www.fs.usda.gov/Internet/FSE_DOCUMENTS/stelprd3852339.pdf.

32 Littell, J. S., E. E. Oneil, D. McKenzie, J. A. Hicke, J. A. Lutz, R. A. Norheim & M. M. Elsner. Forest ecosystems, disturbance, and climatic change in Washington State, USA. *Climatic Change* **102**, 129-158, doi:10.1007/s10584-010-9858-x (2010).

33 Rehfeldt, G. E., N. L. Crookston, M. V. Warwell & J. S. Evans. Empirical analyses of plant-climate relationships for the western United States. *International Journal of Plant Sciences* **167**, 1123-1150 (2006).

34 Hicke, J. A., A. J. H. Meddens & C. A. Kolden. Recent tree mortality in the western United States from bark beetles and forest fires. *Forest Science* **62**, 141-153 (2016).

35 Buotte, P. C., J. A. Hicke, H. K. Preisler, J. T. Abatzoglou, K. F. Raffa & J. A. Logan. Recent and future climate suitability for whitebark pine mortality from mountain pine beetles varies across the western US. *Forest Ecology and Management* **399**, 132-142, doi:https://doi.org/10.1016/j.foreco.2017.05.032 (2017).

36 Sturrock, R. N., S. J. Frankel, A. V. Brown, P. E. Hennon, J. T. Kliejunas, K. J. Lewis, J. J. Worrall & A. J. Woods. Climate change and forest diseases. *Plant Pathology* **60**, 133-149 (2011).

37 Kolb, T. E., C. J. Fettig, M. P. Ayres, B. J. Bentz, J. A. Hicke, R. Mathiasen, J. E. Stewart & A. S. Weed. Observed and anticipated impacts of drought on forest insects and diseases in the United States. *Forest Ecology and Management* **380**, 321-334, doi:10.1016/j.foreco.2016.04.051 (2016).

38 Weed, A. S., M. P. Ayres & J. A. Hicke. Consequences of climate change for biotic disturbances in North American forests. *Ecological Monographs* **84**, 441-470 (2013).

39 University of Idaho. *How Climate Change Impacts Idaho's Pocketbook*, https://www.uidaho.edu/news/climate-change/economics (2019).

This page intentionally left blank.

MCA - Affordable Housing

Action/Strategies 8.3.2

Jan 01, 2021 - May 28, 2021 | On Track | Progress 33%

Evaluate alternative benefit models.

Owner: Jen Pfiffner

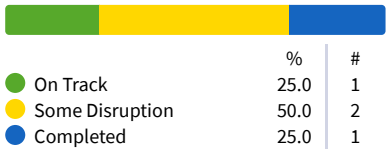
Update provided by Jen Pfiffner on Feb 12, 2021 21:54:54

Work with The Murray Group has commenced. Alternative models and offerings for employees are being developed. Approach will include pooled experience, options for reduced premiums, no significant increase in cost to the City.

Issue 17.7 3 Progress 25%

Lack of Affordable Housing Creates Economic Disadvantages

Owner: Bill Belknap



	%	#
On Track	25.0	1
Some Disruption	50.0	2
Completed	25.0	1

Action/Strategies: 4

Internal/External

External

Statement

The definition of affordable housing according to the U.S. Department of Housing and Urban Development Families is housing on which the occupant is paying no more than 30 percent of gross income for housing costs, including utilities (reference: www.hud.gov). In September of 2019, Thomas P. Miller and Associates (TPMA) in collaboration with Palouse Economic Partners (PEP) conducted the Palouse Regional Housing Assessment to determine the extent of the affordable housing issues on the Palouse. TPMA's study found that, "Virtually every region of the United States is struggling to provide a sufficient amount of attainable housing for its citizens and workforce. In some ways, the Palouse Region is no different, but the region also has some unique opportunities and challenges as well." Specifically, the data supporting the issue on the Palouse and in Moscow identified in the TPMA Report includes the following affordable housing concerns:

- Recent survey research indicates that over half of the region's residents agree that "affordable, decent housing" is an aspect of the community that needs improvement, ranking among the top three issues in both counties. https://inlandnorthwestinsights.org/community-survey/
- According to the United Way, more than half of all households in Whitman and Latah counties are either in poverty or Asset Limited, Income Constrained Employed (ALICE). https://www.unitedforalice.org/all-reports
- A large portion of residents' expenses are due to housing, which are higher than the national average in Pullman and Moscow (by 44% and 34%, respectively). https://www.bestplaces.net/cost-of-living/.
- Housing is rapidly becoming less affordable. Nationally, construction cost per square foot for single-family homes has increased 32% since the end of the last recession. (U.S. Census Bureau, Characteristics of New Housing, 2018)
- Values are escalating even more rapidly in the Palouse Region. In 2018 Whitman County was among the nation's top 20% in increased cost of single-family homes, and Latah County in the top 40%. https://www.fhfa.gov/PolicyProgramsResearch/Research/Pages/wp1601.aspx
- As noted by numerous realtors and employers, housing quality and costs are noted as regular deterrents for high-talent individuals entertaining job offers in the region.

As identified by PEP on the basis for commissioning the study, "housing plays a pivotal role in determining the well-being and economic security of individuals and families in the Palouse Region." In short, the lack of a healthy housing base for residents and citizens creates economic disadvantages throughout the community while negatively impacting the quality of life throughout the region.

Update provided by Bill Belknap on Jun 29, 2020 22:36:09

City Staff are initiating work upon the Actions/Strategies which have been delayed due to the COVID-19 pandemic.

Action/Strategies 17.7.1

Ongoing - Ongoing | Some Disruption

Explore the possibility of a cost reduction program for attainable housing projects (Attainable Housing Program/Incentives, Grants and Sponsorship)

Owner: Bill Belknap

Update provided by Bill Belknap on Feb 09, 2021 17:58:00

This item has been assigned to the Fair and Affordable Housing Commission for review. Delayed due to COVID-19 meeting cancellations.

Action/Strategies 17.7.2

Ongoing - Ongoing | Completed

Assess zoning around the University of Idaho campus for student housing opportunities (Student Housing Districting)

Owner: Bill Belknap

Update provided by Bill Belknap on Jun 29, 2020 22:12:59

The Planning and Zoning Commission reviewed this issue and found that no actions were deemed necessary.

Action/Strategies 17.7.3

Ongoing - Ongoing | Some Disruption

The City can partner with housing developers to pursue grant funding to assist with affordable housing development (Incentives, Grants and Sponsorship)

Owner: Bill Belknap

Update provided by Bill Belknap on Feb 09, 2021 18:00:46

This item has been assigned to the Fair and Affordable Housing Commission for review. Delayed due to COVID-19 meeting cancellations.

Action/Strategies 17.7.4

Ongoing - Ongoing | On Track

Increase accessibility and clarity of development standards on websites, including the use of charts and infographics including possible training workshops (Improved Clarity of Development Standards)

Owner: Bill Belknap

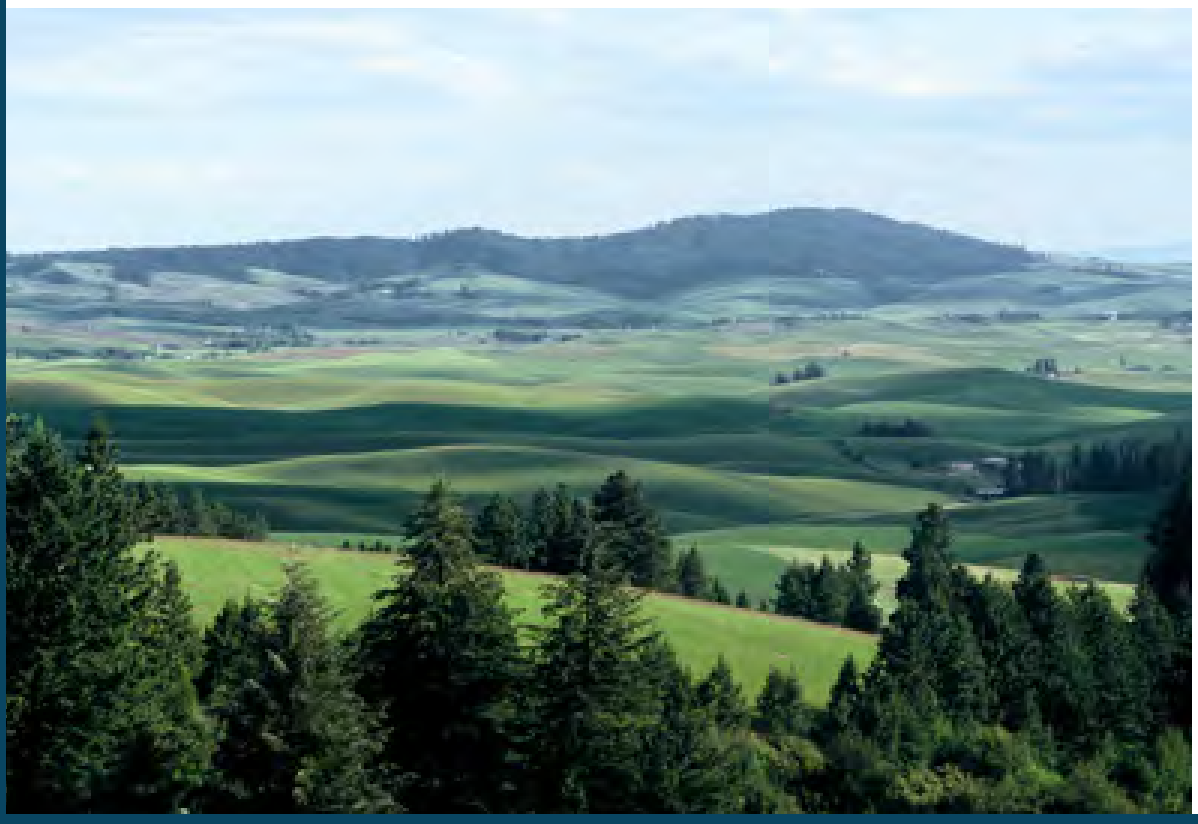
Update provided by Bill Belknap on Feb 09, 2021 18:03:55

The City has completed updates to the construction documents and handouts and conducted three training events for contractors and developers regarding building code updates and the construction process

This page intentionally left blank.

Fair & Affordable
Housing Commission

City of Moscow Analysis of Impediments to Fair Housing & Fair Housing Action Plan



Adopted December 21, 2015

This page intentionally left blank.

Table of Contents

1.0 Introduction 1

2.0 Executive Summary 2

3.0 Background and Plan Preparation 4

4.0 Housing Stock Profile 6

5.0 Survey Analysis 9
- 5.1 Data
- 5.2 Sampling Method
- 5.3 Survey Results Summary

6.0 Analysis of Impediments and Action Plan 16
- 6.1 Public Sector Review
- 6.2 Private Sector Review

7.0 Fair Housing Enforcement 27

8.0 Affordable Housing 28

9.0 Conclusion 30

Appendix A - Fair Housing Survey Results

Index of Action Items

Action Item No. 1: City Comprehensive Plan	18
Action Item No. 2: City Zoning Code	20
Action Item No. 3: City Zoning Code	20
Action Item No. 4: Tax Policy	23
Action Item No. 5: Survey	25
Action Item No. 6: Training	26

Graphic Credit: Max Cowan, Associated Students of the University of Idaho

1.0 Introduction

The Federal Fair Housing Act, 42 U.S.C. §3601 et seq., prohibits discrimination in the sale or rental of housing on the basis of race, color, religion, sex, national origin, handicap, and familial status (presence of children under age eighteen). Furthermore, the Idaho Human Rights Act, I.C. 67-5901 et seq., also prohibits discrimination on the basis of race, color, religion, sex, national origin, and disability in all real estate transactions in the State of Idaho. The City of Moscow passed Ordinance No. 2013-06 in April 2013 which provides that the City prohibits housing discrimination on the basis of sexual orientation or gender expression/identity. For Moscow, this prohibition is in addition to state and federal laws.

The State of Idaho has adopted the Idaho Fair Housing Plan (Analysis of Impediments to Fair Housing Choice), which was revised in May 2012. The Idaho Fair Housing Plan was prepared by the Idaho Department of Commerce in cooperation with the Idaho Housing and Finance Association on behalf of the State of Idaho. The impetus for the Idaho Fair Housing Plan came from the United States Department of Housing and Urban Development (hereinafter "HUD"). Since 1983, the Community Development Block Grant (hereinafter "CDBG") program has required recipients of CDBG funding certify that they will affirmatively promote fair housing. Since 1995, HUD has required grantees to certify that they will affirmatively promote fair housing by preparing an analysis of impediments to fair housing choice within their jurisdiction, implement actions to overcome the effects of any impediments identified by the analysis and maintain records of all relevant activities and actions taken.

Similarly, the City of Moscow Analysis of Impediments to Fair Housing and Fair Housing Action Plan (hereinafter "Plan" or "the Plan") is the City's endeavor to fulfill the CDBG requirements instituted by HUD and to promote compliance with the federal Fair Housing Act. HUD requires entitlement cities of the CDBG program to regularly update their Plan. The City of Moscow is not an entitlement city since the population is less than 50,000, however this analysis and action plan assists Moscow in being a good candidate for state-administered CDBG funds. Completing this analysis and development of an action plan publishes Moscow's efforts to promote fair housing and provides direction to the efforts of the Moscow Fair and Affordable Housing Commission (hereinafter "the Commission"). The first City of Moscow Plan was prepared by the Commission and was adopted by the City Council in 2003, with an addendum in 2005. The duties of the Commission, as established by the Moscow City Council are to further fair and affordable housing practices and education of the public, housing providers, and other individuals involved in the housing industry with respect to fair housing and the requirements of the relevant laws and regulations.

2.0 Executive Summary

The current City of Moscow Analysis of Impediments to Fair Housing and Fair Housing Action Plan was adopted in 2003; this document replaces the 2003 Plan. By completion and adoption of this plan, the City of Moscow is certifying that it will affirmatively promote fair housing within its jurisdiction, implement actions to overcome the effects of any impediments identified by the analysis of impediments, and maintain records of all relevant activities and actions taken.

The work completed in developing this Plan included an analysis of the private and public sector, involving the collection of data and review of City Codes, policies and plans to identify impediments to fair housing choice for Moscow's residents. The Moscow Fair and Affordable Housing Commission contracted with the Department of Geography of the University of Idaho in order to conduct a mailed survey to further explore impediments to fair housing that may exist in the private sector. The survey results showed very little diversity among the respondents in regard to race, nationality and sexual orientation. However, three conclusions are drawn from the survey results: 1) there is a perception of housing discrimination in the community among individuals who indicated they have never personally felt discriminated against; 2) there is a clear perception of income discrimination in Moscow (although income discrimination is not prohibited by the Fair Housing Act); and 3) the annual renter income to rental expense ratio for renters who responded to the survey reaches "housing-cost burden" levels. These conclusions can be drawn from the data, however it is important to note that the response rate for the survey is not considered to be a statistically valid sampling for the community. The survey process, summary and further discussion of results is found in Section 5.0.

An analysis of impediments to fair housing within the City of Moscow Municipal Code, the Comprehensive Plan, the International Building Code, City Employment Manuals, and hearing policies is found in Section 6.0 of this Plan. Rather than provide for a separate fair housing action plan, fair housing action items are included within the analysis section of this plan beginning on page 16.

Each action item is set out individually in a text box detailing the particular impediment identified and the proposed action to resolve the impediment. Identified action items are as follows:

1. **City Comprehensive Plan:** Research and development of programs and partnership opportunities for maintaining affordable housing.
2. **City Zoning Code:** Amend nonconforming code section.
3. **City Zoning Code:** Amend definition of day care facility to no longer include foster homes.
4. **Tax Policy:** Create educational materials to increase awareness of tax credit programs.
5. **Survey:** Survey private sector to identify training needs for community.
6. **Training:** Promote and co-sponsor fair housing educational opportunities.

The action items described in Section 6.0 of this Plan either address existing impediments to fair housing or encourage the provision and maintenance of affordable housing. It is the goal of the Fair and Affordable Housing Commission to address each action item within three years from the adoption date of this Plan and provide an addendum to the Plan documenting steps taken and actions completed.

Section 7.0 of the Plan provides details concerning the state of fair housing enforcement in Idaho, and examines the enforcement entities that provide these services. Information regarding fair housing complaints that have been filed with the various enforcement entities is included. Finally, Section 8.0 presents information regarding the state of affordable housing in Moscow and its relationship to fair housing.

According to the 2014 Statewide Housing Needs Survey conducted by BBC Research & Consulting, the top barriers that limit fair housing opportunities for Idaho residents (as indicated by stakeholders surveyed) are lack of affordable housing near employment, low wages, lack of jobs, land costs, and Not-in-My-Backyard syndrome (NIMBYism). Stakeholder suggestions for improving the fair housing environment included education (seminars/trainings) and increased awareness/outreach. Along with the action items identified within this Plan, the Commission acknowledges that one of the best ways to improve the fair housing environment, reduce impediments and fair housing complaints, and affirmatively promote fair housing within Moscow is to continually educate and raise awareness of fair and affordable housing practices.

3.0 Background and Plan Preparation

In 1998, the Mayor and City Council of the City of Moscow enacted an ordinance amending Title 3, Chapter 6 of the Moscow City Code to create the Moscow Fair Housing Commission. The Commission was empowered to "review, on at least an annual basis, the City Code Analysis and [sic] Impediments to Fair Housing and Action Plan and shall make recommendations to the Mayor, the City Council and the City's Fair Housing Resource Representatives for amendments or changes to such Plan as it deems necessary." Moscow City Code, Title 3, Chapter 6, §6-2(E).

In 1999, another ordinance was enacted to amend Moscow City Code Title 10, Chapter 14. The new ordinance, designated the Moscow Fair and Affordable Housing Ordinance, created the position of Fair Housing Program Resource Representative to assist the Moscow Fair Housing Commission in the execution of its duties.

The Commission began updating the 2003 Analysis of Impediments document in early 2013. In preparation of the updated Plan, the Commission worked on data collection and co-sponsored a number of events to provide various training and educational opportunites to the public and to hear from community members any concerns regarding the provision of fair housing within the City. The Commission contracted with the University of Idaho Geography Department to conduct a mailed survey in March 2014. The survey was randomly distributed to residents of Moscow to collect new data and information regarding demographics and housing discrimination (as prohibited by the Fair Housing Act) within the City of Moscow. The first event co-sponsored by the Commission was a Social Justice Forum with the Moscow Human Rights Commission in September 2014. In early 2015, the Commission co-sponsored a series of workshops that were held on the University of Idaho campus, entitled "Leases and Landlords". These workshops involved outreach to students and were setup with a panel of experts from the University of Idaho Legal Aid Clinic and a local landlord. And finally, the Commission co-sponsored a fair housing training

in April 2015, with the Intermountain Fair Housing Council where experts on the Fair Housing Act presented information to realtors, housing providers, and the general public.

In addition to the survey and the series of events co-sponsored by the Commission, City of Moscow's codes, Comprehensive Plan, and other city regulations and policies, were reviewed and analyzed to identfy any existing impediments to fair housing within the public sector.

The draft Plan was presented at a noticed public meeting at the regularly scheduled meeting of the Commission on November 5, 2015. The plan was made available for public comment through December 4, 2015. After receipt and consideration of public comments, the Commission presented the final draft plan to the Moscow City Council which duly adopted the Plan on December 21, 2015.

This Analysis of Impediments to Fair Housing and Fair Housing Action Plan was prepared by the City of Moscow Fair Housing Commission. The Commission is currently composed of the following individuals:

Randy Baukol – Chair
Jill Maxwell – Vice Chair
Jamal Lyksett – Secretary
Jeff Dodge – Commissioner
Patrick Johnson - Commissioner
Stetson Holman – Commissioner
Art Bettge - City Council Liaison
Rebecca Couch - City Staff Liaison

4.0 Housing Stock Profile

This profile of housing stock examines the types of housing currently available in Moscow and some of the factors that influence housing availability. This profile is not meant to provide an exhaustive analysis, but rather to give a broad overview of the housing inventory currently existing in Moscow in light of the historic trends that have affected the makeup of the housing stock.

Over the years, available private housing has developed in direct response to immediate demands and has resulted in a mix of housing types and locations that meets the current housing needs of residents. However, various factors have led to periodic temporary shortages of available housing and a tight rental market. Historically, Moscow has experienced a cyclical housing start trend consisting of seven (7) to ten (10) year boom-bust housing construction. Due to the transient nature of a small university town, rental housing makes up a large percentage of the housing units. The rental and sale of housing in Moscow is very competitive as a result of a diversity of ownership. With regard to rentals, no large dominant housing providers are able to influence rental rates. Pricing of rental housing is based on supply and demand, as well as on costs associated with the provision of housing (i.e., interest rates, taxes, insurance, construction material costs, etc.). In the past, rental housing has been provided by local builders and developers who have constructed new housing based on current needs. This has resulted in a variety of small housing projects and very few larger complexes with on-site managers. This process of building smaller projects has served to deter large out-of-town developers from over-building during times of rising demand.

Demand is almost exclusively dependent on the University of Idaho (hereinafter “University”) and its staff and student numbers, a phenomenon that has existed for over 100 years in Moscow. Historically, the University has had steady growth with only occasional dips or spikes. This is contrary to the boom-bust cycle of housing construction in Moscow. Despite this, the two factors of supply and demand have been well balanced, on average, with only temporary periods of shortage

or surplus. Vacancy rates typically are very low (1% or less) during peak occupancy in the fall, but can be 10-20% in student-occupied properties during the summer.

The experience of the last 35 years typifies the historic trends in Moscow. In the early 1980's, the state of Idaho was experiencing an economic recession. Although the country as a whole was also experiencing an economic downturn, the western region was particularly hard hit by the recession. As is often the case during a recession, demand for higher education continued to grow. However, interest rates were very high in the early 1980's and this factor discouraged new construction. In 1986, a tax reform package was enacted by the federal government which, among other things, extended the allowable depreciation period for rental housing. This served to make investing in rental property less attractive. By the end of the 1980's, Moscow was experiencing a housing shortage. This situation began to correct itself in the early 1990's, however, when rising demand drove rental prices up and lower interest rates again made building investment property attractive, returning balance to the housing market.

The Moscow rental market remained reasonably balanced until 1995 when a doubling of out-of-state fee rates mandated by the Idaho State Board of Education went into effect. The resulting two percent drop in enrollment at the University was almost exclusively the result of a loss of out-of-state students, which led to a housing surplus. The effect of this change began to moderate as enrollment grew again at a slow rate. By 2001, a balanced market was again achieved. However, continued growth in 2002 and various changes in University housing resulted in a shortage in the housing supply. Housing construction increased significantly between 2003 and 2009 with over 1,300 units permitted for construction during this time period. Since 2009, single-family home construction has remained at approximately half of historical numbers while multi-family construction has held much closer to historical rates. This activity has resulted in a re-balancing of the market.

While the cost of rental housing in Moscow is higher than many small towns in Idaho where employment and population is limited by a weak resource-based economy, it is very comparable to the housing costs currently existing in major cities in Idaho such as Boise, Coeur d'Alene, and Pocatello.

Housing in Moscow is divided into four main categories: 1) private and rental single-family homes; 2) two-family (duplex) residential structures; 3) commercial multi-family buildings containing more than three dwelling units per building; and 4) on-campus housing (both University-owned and privately owned).

According to the 2013 U.S. Census American Community Survey, there are 10,092 total housing units within the City of Moscow. Single-family homes currently make up just over 37% of the total housing units with 3,769 single-family homes in the community. Interviews with property managers have revealed that the great majority (in excess of 95%) of these homes are owner-occupied. Mobile homes represent only 6.4% of the total housing units with 648 units located within mobile home parks in Moscow. Mobile homes are generally occupied by both owners as well as tenants, although the exact percentages of each are unknown. Two-family residential structures represent just under 10% of the total housing units with 996 two-family dwellings in the City. This category is largely tenant-occupied. Commercial multi-family housing represents the largest share of the total dwelling units at 4,268 units or just over 42% of the total dwelling units in the City. The majority of these properties are located in close proximity to the University and therefore house mostly university students. On-campus housing is available in three categories: 1) fraternities and sororities, which have a maximum occupancy of 1,516 persons; 2) residence halls, which have a maximum occupancy of 2,020 persons; and 3) apartment units, which are made available to university students in special categories, such as family housing and students who are age 19 and older. These units total 225 apartments, ranging in size from studios to three bedrooms.

5.0 Survey Analysis

In March 2014, the Commission contracted with the University of Idaho Department of Geography to prepare a demographic profile of Moscow's population and conduct a mailed survey of selected portions of the city to further explore impediments to fair housing that may exist in the private sector. The survey directed different questions toward homeowners, renters, and students on campus to pinpoint housing qualities specific to different groups. This survey style expanded on the 2003 Analysis of Impediments survey by allowing respondents to rate experiences and include multiple answers to questions regarding housing choice and factors impeding housing decisions. The data was analyzed to identify any impediments to fair housing choice that may have been encountered by residents of private housing in Moscow. For the services performed, pursuant to the agreement for survey design and analysis between the City and University, the University was compensated approximately $5,800.

5.1 Data

Population data used for this project was derived from the U.S. 2010 Census Redistricting File and census block polygons are from U.S. Census TIGER files. ESRI Arc view 3.2 and Statistical Package for the Social Sciences (hereinafter "SPSS") software were used to process the census data. Address information for survey recipients was geocoded from the full residential address list provided by the City to the University for this project. Homeowner's exemption data, which is included in the parcel database and owned by Latah County, was utilized to form three clusters of parcels for mailing the survey.

5.2 Sampling Method

After visualizing the data and discerning that the demographic data split itself along the N-S and E-W axes of the City, a fishnet was used in ArcGIS to create a quadrant grid. These quadrants are a larger sampling resolution than was used in the 2003 study, but smaller resolution was difficult to obtain as the entire pool of residential addresses was sampled from, not just certain blocks. Three clusters emerged from the block-level census data and the parcel data provided by the City after running K-means clustering and the clusters generally split along homeowner, renter and income lines. Homeowners were determined by the presence of maximum homeowners exemptions claimed by a parcel, a value found on the Latah County Tax Assessor's website. The City printed and mailed 400 surveys, implementing a color scheme based on the quadrant grid to determine which section of the City from which surveys returned. A link was provided within the cover letter of the mailed survey to give recipients the option to respond online. The link to

the online survey was emailed to 1,995 University of Idaho student email addresses. Those who completed the survey online selected which quadrant of the City they reside in from a map that was provided with the survey. The following data types were considered in the original statistical assessment: female-head of household, racial demographics, median income, renter-occupied, taxable amount, and homeowner's exemptions.

The number of addresses pulled from each cluster was determined by the ratio of addresses in each cluster to the whole number of residential addresses, related to the 400 addresses for mailing. The amount of surveys mailed to each cluster was determined according to the proportion of the total residential addresses each cluster represented, ArcGIS's random number generator tool was utilized to complete this step. The random number generator was used to create the 400 mailing addresses. The 1,995 student addresses were provided by the University Registrar's Office. The Registrar's Office has a limit of 2,000 email addresses that can be provided for survey type purposes, 5 individuals previously opted out of SurveyMonkey emails, resulting in the 1,995 email addresses that were sent the survey.

5.3 Survey Results Summary

Of the 400 surveys mailed, 87 were completed for a response rate of 22%. Of the 1,995 surveys emailed, 68 were completed for a response rate of 3%. The overall response rate for the survey was 6%, with a total of 155 responses. The number of individuals that responded to each question varied and many respondents skipped questions. The full compilation of survey results including the total number of respondents to each question is shown on the Fair Housing Survey Results, Appendix A. The 22% response rate from mailed surveys is statistically valid, but when combined with the 3.4% response rate from emailed surveys it results in an invalid 6% overall response rate for the survey. Additionally, the results show very little diversity among respondents in regard

to race, nationality and sexual orientation.

There were 42 total questions, with some questions specific to renters, homeowners and students only. The majority of survey respondents were in the age ranges of 18-24 and 25-34, but responses were received from all age ranges (see Figure 1). The average household size of respondents is 2.4 people and a greater number of respondents rent their home (63%) than own their home (37%), the distribution of renters and owners within each quadrant is shown in Figure 2.

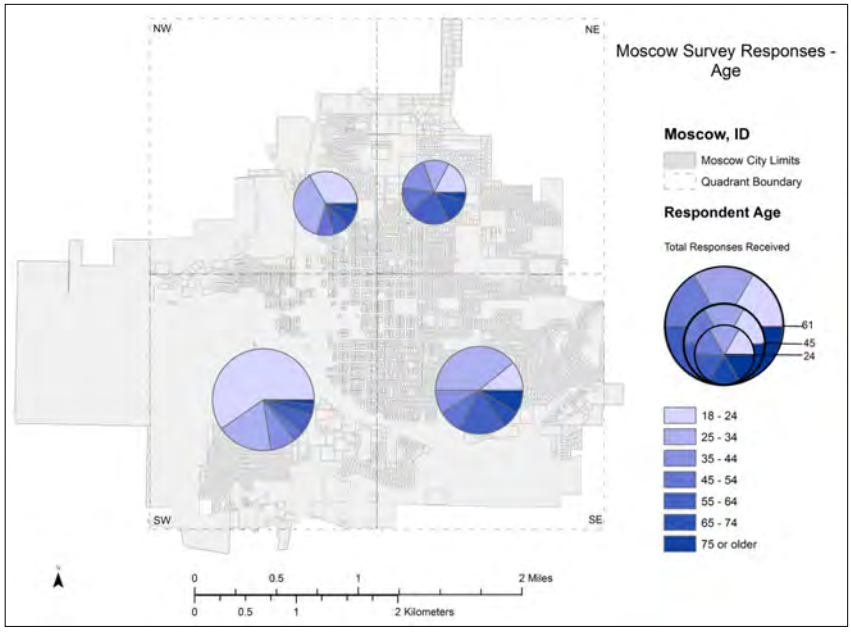


Figure 1: Distribution of respondents by age within each quadrant.

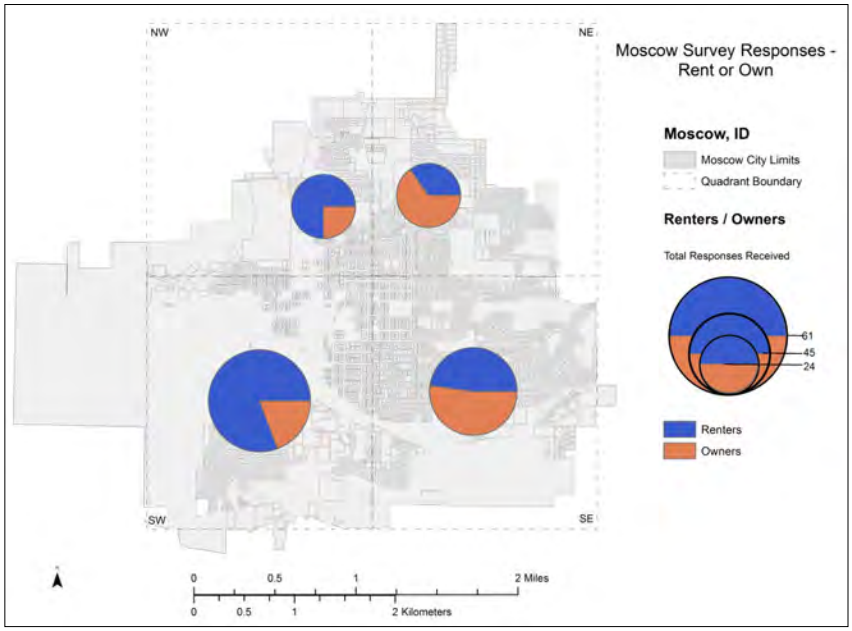


Figure 2: Distribution of renter and owner respondents within each quadrant.

Of the 155 households that responded, 17 (11%) have an individual in the household with a disability. 37% of respondents have a monthly net (take-home) income of less than $1,000/month, with 20% taking home more than $3,000/month. Tables 1 through 7 below provide respondent data regarding race, national origin, sexual orientation, gender identity/expression, religion, having minor children, and being a university student (see Figure 3 for the distribution of students within each quadrant).

Table 1. What is your race?						
Hispanic or Latino	White	Black or African American	Native Hawaiian or Other Pacific Islander	Asian	American Indian or Alaska Native	Two or more races
1%	93%	1%	0%	2%	1%	2%

Table 2. Are you a U.S. Citizen?	
Yes	No
98%	2%

Table 3. What is your sexual orientation?			
Bisexual	Heterosexual	Homosexual	Other
5%	92%	2%	1%

Table 4. What is your gender identity/expression?			
Male	Female	Transgender	Other
43%	56%	1%	0%

Table 5. What is your religion?						
None	Christian	Islam	Judaism	Atheist	Agnostic	Other
27%	58%	0%	1%	9%	2%	0%

Table 6. Do you have minor children?	
Yes	No
21%	79%

Table 7. Are you a university student?		
No	Undergraduate	Graduate
45%	33%	22%

Survey respondents were asked to rate the importance of eleven different factors from 0 (no effect) to 5 (significant effect) in limiting their choice of housing in Moscow. This question was asked first of all respondents, then homeowners and renters were asked separately to identify any differences among the two groups. Each time the same factors were rated by the three different groups, income was identified as having the highest significant effect on limiting one's choice of housing. Specific to renters, the second and third highest impediments were having pets and being a student. The majority of respondents indicated that the factors listed either had no effect (0) or were not applicable (N/A).

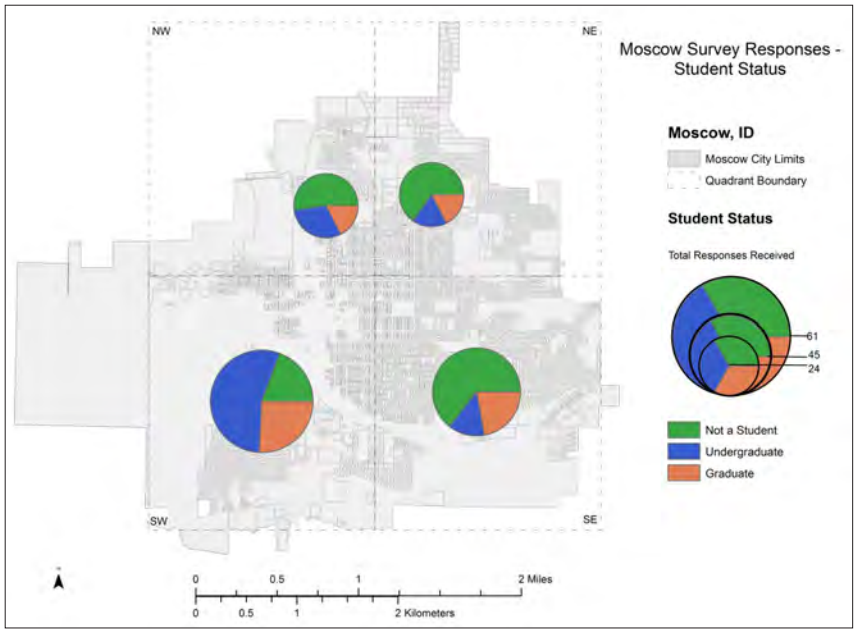


Figure 3: Distribution of student respondents within each quadrant.

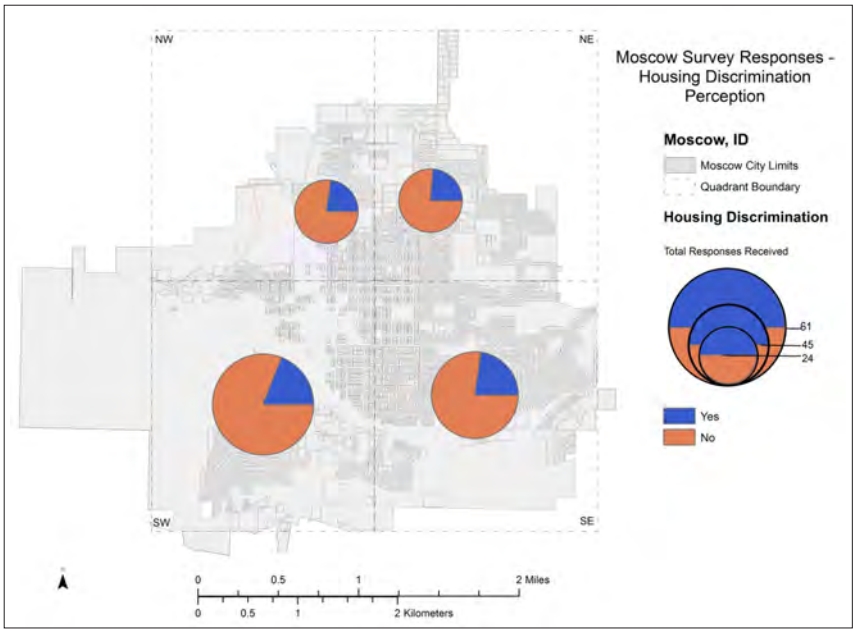


Figure 4: Distribution of responses to the question "do you think housing discrimination is an issue in Moscow?" within each quadrant.

Nearly all survey respondents (147 out of 155) answered the question of whether or not they think housing discrimination is an issue in Moscow, with 21% responding 'yes'. Figure 4 reflects that the perception of housing discrimination among respondents is fairly equal throughout each of the four quadrants. Interestingly, only 5% of total survey respondents (8 individuals) indicated that they have personally felt discriminated against. One individual indicated they

had felt discriminated against due to being a minority household, and one also for being in a female-headed household; two individuals felt discriminated against for 'other' reasons. 6% of respondents indicated that they are aware of zoning or land-use laws that create barriers to fair housing or encourage housing segregation (explanations from those respondents are found in Table 3 of Appendix A). The majority of respondents who answered the question regarding lenders targeting specific groups felt that lenders target minority households (67% of 15 individuals) and female-headed households (13% of 15 individuals).

The majority of survey respondents found their current housing unit by looking online (30%) or with the help of a realtor (22%). Nearly all respondents (151 out of 155) answered the survey question that allowed them to select factors that influence their choice of housing. The results from this question, ranked from greatest influence to least influence are shown in Table 8 below.

Table 8. **What factors influence your choice of housing? (mark all that apply)**	
Price	89%
Size of housing unit	70%
Condition of property	68%
Proximity to work, daycare, or school	62%
Safety of neighborhood	52%
Accessibility	40%
Pet-friendly	38%
Family-friendly community	34%
Proximity to parks	22%
Proximity to nightlife	16%
Provision for children or dependents	16%
Availability of transportation	10%

When asked if they could/would move to any other part of the city if the housing was available and affordable for them, 62% of respondents said 'yes' and 38% said 'no'. Of those who said 'no', the top factors influencing their decision to not move were proximity to work, daycare or school; condition of the property; safety of the neighborhood; price, and size of the housing unit. Access to public transportation is available to 74% of respondents, but the majority of respondents drive their own car (53%) for transportation. 33% walk and 10% ride bikes.

Among homeowners who responded to the survey, 61% indicated their annual net (take-home) household income is more than $42,000/year. The majority of homeowners indicated that it was easy to secure a home loan, and that they have owned a home previously (43% of the previously owned homes were in Moscow).

Of the respondents who rent their home, 62% share their home or apartment with at least one other person, but the majority of "roommates" are not related. There were 48 renters who provided a response to the annual net household income question. 55% of those (26 individuals) indicated an annual net (take-home) household income of less than $18,000/year. The average annual rent payment for responding renters was $7,060; 39.2% of an $18,000 annual income. All but two of the individuals who answered the question about annual net household income were students. The income to rent ratio is obviously skewed because of the number of student renters who responded and the fact that students may not have any (or very little) source of income. The type of rental that renters live in is split between a traditional apartment complex (51%) and a house/duplex (41%). 80% of responding renters are not first-time renters, with the majority (70%) having had a former rental located in Moscow.

48% of student respondents live on campus, with 50% of those living in a residence hall, 31% living in a sorority or fraternity house, and 19% responding "other" which could include family housing on-campus apartments. Factors that affect the student's choice of on-campus housing include price/rent (50%), proximity to campus resources (31%), and 'other' (19%).

In summary, the survey results indicate that there is a perception of housing discrimination in Moscow, and a perception of income discrimination. Additionally, the renter income to expense ratio for renters who responded reaches "housing cost-burden" levels. However, due to the low response rate of this survey and the lack of diversity among respondents there are no strong conclusions that can be inferred from the data indicating there is or is not a housing discrimination issue in Moscow, as regulated by the Fair Housing Act.

6.0 Analysis of Impediments and Action Plan

6.1 Public Sector Review

In preparing the review of the public sector, the Commission examined the City of Moscow Municipal Code, the Comprehensive Plan, International Building Code, City Employment Manuals, and hearing policies for possible impediments to fair housing.

6.1.1 Comprehensive Plan

Chapter 2 of the City of Moscow Comprehensive Plan (hereinafter "the Plan"), adopted in 2009, states a goal for the housing element of the Plan as follows: "Encourage a variety of housing types to meet the needs of residents of all ages and economic ability." The Plan contains objectives and implementation actions that acknowledge the need to provide a variety of housing types to meet the diverse needs of the community, as well as the need to develop zoning that allows for accessory dwelling units, identify areas for residential infill opportunities, and to include a variety of regulatory incentives for the creation of affordable housing opportunities. Many of these concepts have been addressed within the Zoning Code since the adoption of the Plan.

The housing element (Section 2.2) within the Plan includes an overview of housing types currently available in Moscow, and provides projections for population growth and anticipated increases in housing demand in the future. It also discusses potential opportunities and strategies for creating, maintaining and incentivizing affordable housing in the community. The Plan advises that often the most easily implemented strategies are those that can be controlled through land use and development codes, such as allowance of infill development and accessory units which provide more housing options by increasing densities (lowering the cost of land associated with a dwelling unit), and supplement a homeowner's mortgage payment. The Plan suggests incentives to be built into codes that encourage developers to construct affordable housing by allowing

density bonuses, alternate housing types, additional height, reduced fees, or priority plan review. Additionally, zoning could be amended to require the provision of affordable housing within new developments, a technique that is often called inclusionary zoning. The Plan cautions against being overly restrictive with zoning codes so as to not inadvertently pose impediments to the development or maintenance of affordable housing by increasing costs. Regulations that limit the ability for potential home buyers to obtain a loan on a property due to a nonconforming status of the lot, structure, or use can be an impediment to affordable housing in a community. The Plan describes that the establishment of programs and enforcement are necessary to be effective in maintaining affordable housing when a property is sold. A mechanism is needed to restrict the unit from being sold at market rate. Additionally, programs can be developed to fund the construction and rehabilitation of affordable units through trust funds. The Plan outlines other options including deed restrictions or the creation of land trusts – arrangements in which a private non-profit organization holds ownership of the land, and/or community housing funds that can reduce the purchase price to home ownership providing housing buy downs that are repaid upon the future sale of the property. The Plan recognizes that these types of programs require third party involvement and therefore partnerships between local government and other public or private organizations.

The Comprehensive Plan Land Use Designation Map reflects diversity in location of housing and in particular, multi-family housing. Areas designated as Auto-Urban Residential, Medium Density (multiple-family lots and manufactured homes) are primarily concentrated south of the central S.H. 8 corridor and in the northwest region of the City. The existing zoning of these areas is largely R-3, Medium Density Residential and R-4 Multiple-Family Residential. Urban Residential, Medium Density are generally located in neighborhoods that abut downtown where there is a high incidence of multiple-family dwellings. Multiple-Family Residential (R-4) is the current zoning of these areas. Suburban Residential and Auto-Urban Residential areas that primarily consist of single family dwelling lots (varying in parcel sizes), are located in the northern and eastern regions of the community.

The differences in distribution of low-, medium-, and high-density residential areas are important because only multi-family units that house four separate families or more are covered under the U.S. Department of Housing and Urban Development building guidelines. Single family residential homes are more likely to be exempt from the other Fair Housing Act protections.

ACTION ITEM NO. 1: City Comprehensive Plan

The City of Moscow's Comprehensive Plan adequately addresses the need for varying types of housing within the City and also provides an array of opportunities and ideas for advancing affordable housing within the community, some of which have been completed since the adoption of the 2009 Plan. However, there are several suggestions and actions outlined within the Plan that have not been implemented that could provide tremendous benefit to the City of Moscow in terms of providing and maintaining affordable housing.

Actions to be taken in response to this impediment includes research and development of appropriate programs and partnership opportunities that will assist in the provision and maintenance of affordable housing, as suggested in the Comprehensive Plan. Programs may include enforcement policies to ensure resale of affordable housing properties below market rates, funding programs for construction and rehabilitiation of affordable units, or third party arrangements including deed restrictions and creation of land trusts that reduce the purchase price of home ownership. Research conducted should include examination of such programs within other municipalities and should advise on the potential level of success for such incentives in Moscow.

6.1.2 Zoning Code

The City of Moscow Zoning Code promotes the creation of affordable housing while preserving the property rights and quality of life of the city's residents. Many code provisions exist that assist with creating, maintaining and incentivizing affordable housing in Moscow such as smaller lot size requirements, the reduction of street widths, and set back requirements and flexibility through the Planned Unit Development process. The Planned Unit Development section of the Zoning Code allows the creation of higher-density, innovative and economical developments upon single lots or in subdivisions that would not be allowed by the underlying zoning district. Other related and recent Zoning Code amendments include the allowance of accessory dwelling units in all zones, and residential uses being permitted above or behind commercial uses in the Motor Business and Commercial Business Zones to encourage infill development. These changes assist in reducing the typical housing development cost and have provided flexibility in development methods to lower the cost of housing and increase the variety of housing that is available.

The Zoning Code defines a nonconforming structure as a lawful structure that exists on the effective date of adoption or amendment of the Zoning Code that could not be built under the terms of the Zoning Code by reason of standards for area, lot coverage, height, yards, the structure's location on the lot, or other requirements concerning the structure. The Zoning Code allows such structure to be retained if it remains otherwise lawful, subject to the provision that should the nonconforming structure be destroyed by any means to an extent of more than 70% of the replacement cost of the whole structure at the time of destruction, it shall not be reconstructed except in conformity with the provisions of the Zoning Code. This code provision may limit the ability for potential home buyers to obtain a loan on a property due to a nonconforming status of the structure, and can be an impediment to affordable housing in the community.

The Zoning Code definition of "Day Care Facility" could be considered an impediment to fair housing. The definition of "Day Care Facility" includes foster homes, which subjects foster homes to zoning and location limitations that may violate the spirit of the Fair Housing Act's prohibition against discrimination based on familial status.

ACTION ITEM NO. 2: City Zoning Code

The nonconforming structure provision within the Zoning Code may limit the ability for potential buyers to obtain a loan on a property due to a nonconforming status of the structure, and can be an impediment to affordable housing in the community.

Action to be taken in response to this impediment includes amending the nonconforming section of the Zoning Code to allow for the reconstruction of a nonconforming structure, as it existed prior to destruction.

ACTION ITEM NO. 3: City Zoning Code

The definition of "Day Care Facility" within the Zoning Code specifically includes foster homes, thereby subjecting foster homes to zoning and location limitations. Such limitation may violate the Fair Housing Act should it be enforced to prevent the location of a foster home outside of specific portions of the city.

Action to be taken in response to this impediment includes amending the Zoning Code so that the definition of "Day Care Facility" no longer includes foster homes.

6.1.3 Subdivision Code

The Subdivision Code regulates the division and development of land within the city and the related required public improvements such as streets, sidewalks and public utilities. All developments, regardless of type or density, are required to provide future residents with adequate public improvements including streets, sidewalks, utilities, stormwater detention systems and parkland dedications. These public improvement standards are applied uniformly throughout the community to ensure the delivery of equitable public services. No impediments to fair housing were identified within the Subdivision Code.

6.1.4 Building Codes

The City of Moscow was required by the State of Idaho to adopt the International Building Code (hereinafter "IBC"). The IBC states that it "better reflect[s] the requirements of both the ADA [Americans with Disabilities Act] and the FHA [Fair Housing Act]."

While the IBC does provide a closer alignment with many elements of the Americans with Disabilities Act and the Fair Housing Act, the IBC also includes a more stringent fire sprinkler requirement for residential care/assisted living facilities. Fire sprinklers are required in such facilities as outlined in IBC Sections 310 & 903, the adoption of which is mandated by the State of Idaho. Such sprinklers add a cost of between $2.00 and $2.50 per square foot to the cost of construction of a facility. Therefore, this requirement results in an increase in cost of about $3,000 to $3,750 for a 1,500 square foot facility. While this requirement may present an additional cost to the development of residential assisted living facilities, the additional safety of such improvements would appear prudent in such facilities. Because the City does not have the ability to lessen the life safety-related requirements of the IBC, no impediments to fair housing were identified within the building codes.

6.1.5 Municipal Services

The Fair Housing Act promotes the non-discriminatory distribution of public services such as parks, streets, public transportation, recreational opportunities, police protection, fire protection, street lighting and trash collection throughout the community. Service response times of the fire department appear to be equally as rapid to multiple family housing developments as to single family homes and police services are equitably provided throughout the community. Therefore, no impediments to fair housing were identified related to public services.

6.1.6 Employment, Housing and Transportation

Public transit service in Moscow is ADA accessible and the majority of multiple family housing is located in areas near the transit route and local employers. The Commission found no significant impediments to fair housing related to the housing and employment transportation linkage.

6.1.7 Administrative Policies

Resolution 2001-05, passed by the City Council in February of 2001, provides that the City of Moscow will assist all persons who feel they have been discriminated against because of race, color, religion, sex, national origin, disability or familial status to promote compliance with the Fair Housing Act under federal and state laws by filing a complaint with the U.S. Department of Housing and Urban Development, Office of Fair Housing and Equal Opportunity, Compliance Division. This resolution represents a commitment by the City to encourage property owners, developers, and builders to become aware of their respective responsibilities and rights under the federal fair housing laws and amendments.

Ordinance No. 2013-06, passed by the City Council in April of 2013, provides that the City of Moscow prohibits housing discrimination on the basis of an individual's sexual orientation or gender expression/identity. This prohibition is in addition to state and federal laws that prohibit housing discrimination on the basis of race, color, age, sex, national origin, familial status, veteran's status, and/or disability.

Furthermore, from 2009 to 2015, the City of Moscow distributed funds to organizations and programs that work to promote/provide affordable housing, an amount totaling $43,965. The most recent recipient of these funds in 2015 was The Moscow Affordable Housing Trust. No impediments to fair housing were identified with regards to the City of Moscow's administrative policies.

6.1.8 Property Tax Policies

Property tax policies are controlled by the State of Idaho and locally administered and collected by Latah County. Established property tax relief programs such as the State of Idaho Tax Commissions Property Tax Reduction Program are administered within the community by the Latah County Assessor. Tax policies may have a significant effect on the construction of housing, and have the potential to increase or reduce the development of multifamily housing in the community.

ACTION ITEM NO. 4: Tax Policy

Tax policies have the potential to reduce the development cost of accessible and affordable housing in Moscow.

Action to be taken in response to this impediment includes increasing awareness of State of Idaho affordable housing tax credit programs that are available by creating educational materials and distributing them accordingly.

6.1.9 Planning and Zoning Commission and Board of Adjustment

The Planning and Zoning Commission and Board of Adjustment members are selected in compliance with State of Idaho and City Code. Members are appointed by the Mayor with the advice and approval of the Council without respect to political affiliation. The Planning and Zoning Commission and Board or Adjustment consist of members that reflect the diversity of the community's population. The Commission and Board meetings are open to the public with accommodations for persons with disabilities made available. Therefore, the Commission finds no impediments to fair housing within the Planning and Zoning Commission and Board of Adjustment.

6.1.10 Private Sector Review

The Fair Housing Commission conducted a survey during the summer of 2001 of the following five local groups of fair housing stakeholders: 1) architects, builders, contractors, developers, and engineers; 2) lenders; 3) property managers and landlords; 4) realtors and real estate brokers;

and 5) service agencies. The Commission surveyed between five and twenty-five percent of the individuals included in each of these stakeholder groups. The purpose of the survey was to identify what, if any, impediments to fair housing exist in the private sector in the Moscow area. Detailed questions concerning individuals' understanding of and experience with fair housing issues were posed. Although a majority of the stakeholders surveyed (22 of 33) indicated that their knowledge of the Fair Housing Act requirements as they relate to their particular jobs was "moderate" or "substantial," approximately one-half (16 of 33) also indicated that their need for more information regarding the Fair Housing Act requirements was "moderate" or substantial." These survey results reveal that while numerous stakeholders involved in Moscow's housing market indicated that they have received fair housing training and that they feel comfortable with their knowledge and understanding of the Fair Housing Act, a majority of those surveyed perceived a need for further education. This implies that in 2001 an impediment to fair housing existed in the private sector due to a lack of education. No follow-up survey of the private sector has been completed since 2001.

In 2001, the Commission also contacted local publishers that advertise housing in order to acquire information regarding any policies or procedures that each publisher may employ in screening the content of housing advertisements.

The Commission took action promptly upon review and summary of the survey results from 2001. The Commission now every couple of years co-sponsors a fair housing training with the Intermountain Fair Housing Council. Experts on the Fair Housing Act present information at these trainings to realtors, housing providers, and the general public who are all invited to attend via mass mailings, advertisements, and flyers distributed throughout town. Additionally, Fair Housing Design Manuals (published by the United States Department of Housing and Urban Develop-

ment) have been purchased and the Commission provides them to University of Idaho students within the college of Art and Architecture upon request.

In 2014, the Commission began working on education and information dissemination for landlords and tenants regarding tenant/landlord laws in Idaho and rights and responsibilities of both parties. Workshops have been held on campus as they are co-sponsored by the Associated Students of the University of Idaho (ASUI). Attendees are invited to ask questions of the panel of professionals, including representatives from Idaho Legal Aid Clinic at the University of Idaho and local landlords. At present there has not been a focus on fair or affordable housing topics at these workshops. Information sharing in regards to the Fair Housing Act should also be provided at these sessions to raise awareness among the college student population of fair housing practices.

ACTION ITEM NO. 5: Survey

A survey of professionals in the private sector (architects, engineers, contractors, realtors, lenders, property managers, etc.) has not been conducted since 2001. A survey of these professionals informs whether or not additional or different fair housing related training is necessary for the community of Moscow to ensure these professionals have the knowledge to provide services in accordance with the Fair Housing Act, and the Fair Housing Design Manual.

Action to be taken includes conducting a survey of the private sector, similar to the survey completed in 2001 in order to be aware of training needs in our community and areas where the Commission can assist in providing better information dissemination.

ACTION ITEM NO. 6: Training

To raise awareness and increase education about fair housing practices and to ensure the City of Moscow is providing housing services to the community in accordance with the Fair Housing Act, it is essential for training opportunities to be made available on an annual or biennial basis.

Action to be taken includes the promotion of educational opportunities for housing providers, lenders, realtors, fair housing advocates, and the general public, including the continuation of annual or biennial training sessions in cooperation with the Intermountain Fair Housing Council and Idaho Housing and Urban Development, as well as tenant/landlord informational sessions including information on fair housing practices.

7.0 Fair Housing Enforcement

The Fair Housing Act protects individuals from housing discrimination throughout the entire country. The Act protects citizens from housing discrimination on the basis of race, color, religion, sex, national origin, familial status, and disability. The Act designates the U.S. Department of Housing and Urban Development (HUD) as the government agency that is empowered to enforce the requirements of the Act. This federal agency receives fair housing complaints, investigates complaints, and attempts to conciliate an out-of-court settlement. If the matter cannot be resolved through settlement, HUD may file a court complaint on behalf of the complainant and thereby seek a judicial remedy by referring the complaint to the U. S. Department of Justice for litigation. The requirements of the Act may also be enforced through private litigation.

To assist with education and outreach and intake of complaints, HUD provides grants to non-profit fair housing organizations throughout the country. In Idaho, HUD helps to fund the Intermountain Fair Housing Council (IFHC) located in Boise. The Council, established in 1996, conducts education and outreach activities concerning the requirements of the Fair Housing Act throughout the state, receives and investigates complaints from individuals, and refers complaints to HUD for further investigation. Between 2009 and 2015, 80 fair housing related calls were received by IFHC from Moscow. Of those calls, 55 were jurisdictional fair housing cases, meaning that they met the criteria to prove a violation of the Fair Housing Act. All but four of the calls were regarding rental housing, two of the cases were design and construction related and two were related to the sale/purchase of a home. The basis for the violations were predominantly disability accommodations, then familial status, and race. IFHC refers cases to HUD if the case is determined to be a violation of the Fair Housing Act and cannot be conciliated or mediated in any other way. Complaints that are not filed with HUD are most often handled in one of two ways: the complainant elects to handle the issue privately, or it is determined by IFHC that there is no violation of the Fair Housing Act and staff assists in mediating the issue with the housing provider.

Within the last five years (2010 - 2015), approximately 350 fair housing cases were filed with HUD for the State of Idaho. Ten of the state-wide complaints (2.8%) were located in Moscow. Of those, five were regarding failure to make reasonable accomodations for a disability. Three cases were regarding familial status including refusal to rent, discrimination in terms, conditions, or services, and discriminatory advertising. Two of the cases were three-fold with the bases for the complaint being race, familial status, and color. The issue with these cases included discriminatory refusal to rent and discrimination in services and facilities relating to rental.

8.0 Affordable Housing

In Idaho, individuals are also protected from housing discrimination under the Idaho Human Rights Act. The Human Rights Act protects individuals from housing discrimination on the bases of race, color, religion, sex, national origin, and disability. The Human Rights Act empowers the Idaho Human Rights Commission as the state enforcement agency. The Commission receives and investigates complaints to determine if the complaint is justified (violates the Fair Housing Act). If a complaint is justified, the Commission attempts to conciliate an out-of-court settlement of the complaint. If the complaint cannot be settled, the Commission may file a court complaint on behalf of the complainant and thereby seek a judicial remedy.

The issue of affordability implicates fair housing rights because it directly affects housing choice. Financial limitations affect a person's choice of the type and location of housing which may constitute a significant impact on community diversity due to the disparity of per capita income between the various racial and ethnic groups, and the disabled and non-disabled populations.

According to the 2014 Statewide Housing Needs Survey for Idaho, conducted by BBC Research & Consulting, the majority of stakeholders who responded (73%) felt that affordable housing needs had increased over the previous three years. Stakeholders surveyed included representatives from many industries and organizations in lending, residential sales, rental property owners, local government, landlord/tenant services, affordable housing development, and property management. When asked how homeless needs had changed in the previous two to three years, 32% of stakeholders believed homeless needs had stayed the same, while 63% felt that homeless needs had increased during the previous years. Survey respondents identified the greatest unmet housing needs in their area and half (50%) of the responding stakeholders felt that rental housing for households at 30 percent of the area median income (AMI) or less was a top unmet housing need. Other important unmet housing needs identified by stakeholders were homeownership opportunities for low-income residents (42%), rental housing for households at 80 percent AMI or

less (38%), and housing for homeless families (29%). Stakeholders who indicated more opportunities for home ownership should be a priority for HUD block grant funding elaborated on types of housing that should be available as follows: low income housing (specifically for families), single family homes between $100,000 and $150,000, and assistance with loans and down payments. And finally stakeholders identified the following barriers to affordable housing: regulations, lack of affordable housing, waiting lists, costs and availability of land, and education.

The lack of available affordable housing in a community may constitute a formidable barrier to fair housing and promote a segregated community. Affordable housing is defined as that for which a family spends no more than 30 percent of their income. According to HUD, families who spend more than 30% of the total household income on housing are considered to be "cost-burdened".

The Moscow Affordable Housing Trust (MAHT) completed a housing market analysis for the City of Moscow and Latah County in January 2015. This analysis shed light on the fact that housing costs in the City and County are rising faster than median family income, with the average sale price of a home increasing 55% over the last decade (2004 - 2014). Fair market rent per month for a 3-bedroom rental has increased 64.5% while median family income for Latah County has only increased 18.4% during that same time period. Additionally, the analysis discovered that Moscow's challenge in providing workforce housing is more similar to the resort communities in the state than the larger metropolitan areas because there is limited supply of affordable home-ownership opportunities. The City of Moscow is aware of this problem and has been researching and taking action for a decade because of data indicating a significant number of households are housing cost-burdened. A survey of citizen perceptions of affordable housing costs corroborated the data. There is a pent-up demand for affordable ownership opportunities among the City's renters. The absorption rate for affordably priced single family homes can be estimated based on projected population growth at eight homes per year and based on industry professional estimates between five and ten homes per year. Key findings of this survey include that there appears to be more households able to qualify for a mortgage of $150,000 - 170,000 than there are houses for sale in this price range. Further, many prospective buyers are willing to consider a smaller "starter" home that they would outgrow and they expect to own this "starter" home about ten years. There appears to be a market for multiple formats of this smaller home, including attached/detached and single/multiple story with either private yard or common open space.

9.0 Conclusion

This Analysis of Impediments to Fair Housing and Fair Housing Action Plan was prepared over a two-year period beginning in early 2013. It is the result of a comprehensive study of both the public and private sectors in Moscow, Idaho to determine whether impediments to fair housing exist and to develop a plan by which any impediments identified can be remedied.

The work on the plan was accomplished by the members of the City of Moscow Fair Housing Commission and a team of demographers from the University of Idaho Department of Geography. The analysis was completed through the collection of data and direct examination of city documents and demographic data.

The results of this analysis found very few systemic impediments to fair housing exist in the public sector. Action items included in this plan either address existing impediments to fair housing or encourage the provision and maintenance of affordable housing. Some impediments to fair housing were identified within the City of Moscow's ordinances, codes, policies and procedures. In the private sector it was observed that additional data collection will be necessary to determine types and amount of training the Commission can assist in providing to the Moscow community of housing professionals. The Commission's recent actions of co-sponsoring fair housing trainings have been positive and need to continue in order to increase awareness of the protections provided by the Fair Housing Act for both tenants and housing providers.

Where impediments were identified, action items were developed aimed at resolving the impediments. The task of resolving these impediments will be the ongoing work of the Fair Housing Commission. An additional challenge for the Commission will be to find an effective educational method to deepen the understanding of the Fair Housing Act and to attract individuals to those educational opportunities and to improve access to necessary fair housing resources.

This page intentionally left blank.

City of Moscow Analysis of Impediments Action Item Report and Addendum - May 31, 2019

ACTION ITEM NO. 1: City Comprehensive Plan

The City of Moscow's Comprehensive Plan adequately addresses the need for varying types of housing within the City and also provides an array of opportunities and ideas for advancing affordable housing within the community, some of which have been completed since the adoption of the 2009 Plan. However, there are several suggestions and actions outlined within the Plan that have not been implemented that could provide tremendous benefit to the City of Moscow in terms of providing and maintaining affordable housing. Acton's to be taken in response to this impediment includes research and development of appropriate programs and partnership opportunities that will assist in the provision and maintenance of affordable housing, as suggested in the Comprehensive Plan. Programs may include enforcement policies to ensure resale of affordable housing properties below market rates, funding programs for construction and rehabilitation of affordable units, or third party arrangements including deed restrictions and creation of land trusts that reduce the purchase price of home ownership. Research conducted should include examination of such programs within other municipalities and should advise on the potential level of success for such incentives in Moscow.

Action Item Status Update: *The City of Moscow has jointly funded a regional housing study being completed by Thomas P. Miller and Associates which will analyze the local housing market and provide recommendations regarding affordable housing programs and policies the City might consider. The housing htudy is anticipated to be completed in the summer of 2019 after which the Fair and Affordable Housing Commission will review the report and provide a recommendation to the City Council. The Fair and Affordable Housing Commission also developed a City Resolution entitled Principles for Affordable Housing, articulating the City's support for affordable housing development within the community. The Principles for Affordable Housing Resolution was adopted by the City Council as Resolution 2018-06 on April 16, 2018.*

ACTION ITEM NO. 2: City Zoning Code

The nonconforming structure provision within the Zoning Code may limit the ability for potential buyers to obtain a loan on a property due to a nonconforming status of the structure, and can be an impediment to affordable housing in the community. Acton to be taken in response to this impediment includes amending the nonconforming section of the Zoning Code to allow for the reconstruction of a nonconforming structure, as it existed prior to destruction.

Action Item Status Update: *On November 21, 2016, the City Council adopted Ordinance 2016-15 amending the nonconforming structure provisions of the Zoning Code allowing the reconstruction of nonconforming structures should they be unintentionally destroyed by fire or other means. This Action Item has been completed.*

ACTION ITEM NO. 3: City Zoning Code

The definition of "Day Care Facility" within the Zoning Code specifically includes foster homes, thereby subjecting foster homes to zoning and location limitations. Such limitation may violate the Fair Housing Act should it be enforced to prevent the location of a foster home outside of specific portions of the city. Acton to be taken in response to this impediment includes amending the Zoning Code so that the definition of "Day Care Facility" no longer includes foster homes.

Action Item Status Update: T*o address this issue, the Planning and Zoning Commission is currently preparing a Zoning Code Amendment that will amend the definition of a child care facility to exclude group and foster homes. It is anticipated this code amendment will be completed in the Fall of 2019.*

ACTION ITEM NO. 4: Tax Policy

Tax policies have the potential to reduce the development cost of accessible and affordable housing in Moscow. Acton to be taken in response to this impediment includes increasing awareness of State of Idaho affordable housing tax credit programs that are available by creating educational materials and distributing them accordingly.

Action Item Status Update: *The City Community Development Department continues to seek potential affordable tax credit housing developers and direct them to the Idaho Housing and Finance Association for additional information. This Action Item is on-going.*

ACTION ITEM NO. 5: Survey

A survey of professionals in the private sector (architects, engineers, contractors, realtors, lenders, property managers, etc.) has not been conducted since 2001. A survey of these professionals informs whether or not additional or different fair housing related training is necessary for the community of Moscow to ensure these professionals have the knowledge to provide services in accordance with the Fair Housing Act, and the Fair Housing Design Manual. Acton to be taken includes conducting a survey of the private sector, similar to the survey completed in 2001 in order to be aware of training needs in our community and areas where the Commission can assist in providing better information dissemination.

Action Item Status Update: *The City Community Development Department will conduct a training seminar survey in conjunction with the fall 2019 fair housing training event to assess the effectiveness of the annual fair housing training. This Action Item is ongoing.*

ACTION ITEM NO. 6: Training

To raise awareness and increase education about fair housing practices and to ensure the City of Moscow is providing housing services to the community in accordance with the Fair Housing Act, it is

essential for training opportunities to be made available on an annual or biennial basis. Acton to be taken includes the promotion of educational opportunities for housing providers, lenders, realtors, fair housing advocates, and the general public, including the continuation of annual or biennial training sessions in cooperation with the Intermountain Fair Housing Council and Idaho Housing and Urban Development, as well as tenant/landlord informational sessions including information on fair housing practices.

Action Item Status Update: *The City of Moscow continues to affirmatively promote fair housing practices through the annual fair housing proclamation, Farmer's Market tabling, annual fair housing training events and a biennial housing fair event. This Action Item is ongoing.*

This page intentionally left blank.