



## Moscow City Council

### Workshop Strategic Planning Update ~Agenda~

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**Monday**  
**November 28, 2022**

**5:00 PM**

**Council Chambers**  
**206 E. Third St.**

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### WORKSHOP AGENDA

1. Welcome - Mayor Art Bettge
2. City Strategic Plan Issue Statement Review and Scoring Results-Bill Belknap, City Supervisor
3. Council Discussion and Comments

### 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.**

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# CITY OF MOSCOW STRATEGIC PLANNING WORKSHOP

MARCH 28, 2022



# STRATEGIC PLANNING

- Strategic planning formalizes desired community goals and objectives and aligns the City's efforts and finite resources toward achieving these outcomes
- It is a continuing and on-going process, to measure the effectiveness of the strategies employed, and reassess and adjust these strategies as necessary to meet changing community needs and desires

# Strategic Planning Cycle



# City of Moscow Mission Statement

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.



# STRATEGIC PLAN DEVELOPMENT PROCESS

- **Project Introduction and Framing** - interviews with the Mayor, Councilors, City Supervisor and City Department Heads (Leadership Team) to understand individual and department needs and objectives and develop common understanding
- **Framework Plan Development** - development of the operational unit strategic plans including members from all levels within the operational unit (Operational Unit Teams)
- **Major Challenge Area Identification** - Leadership Team to identify and articulate major challenge areas with associated goals and strategies

# ISSUE ASSESSMENT

- Is it a Core Responsibility of the City?
- Does it meet the criteria set in the Mission Statement?
- Is the issue controllable? If the issue is not addressed will it exceed our ability to do anything or become financially overwhelming?
- The threat level – is it imminent and acute right now?
- The magnitude of the issue – how big is it?
- The pervasiveness of the issue – does it touch everyone?

# ISSUE STATEMENT DEVELOPMENT

- Participants were asked to identify the issues that keep them up at night
- Issue statements were recommended to be framed in a manner to articulated potential community harm
- Many of the issue statements had negative connotation
- City had limited ability to impact some of the issue statements
- Important to recognize challenges, but also need to focus upon opportunities

# SAMPLE ISSUE STATEMENTS

- Inconsistent Council/Staff Delegation
- Insufficient Revenues Jeopardize Service Levels
- Service Growth Demands are Outpacing Resources
- Insufficient Number of Productive Community Partnerships
- Insufficient Public Information and Community Engagement
- Insufficient Use of Strategic Planning to Inform Management & Budgeting
- Declining Employment Base Weakens the Local Economy
- Too Transient and Uncompetitive Labor Market to Support Local Business
- Lack of Access to Diverse Business Transportation Infrastructure

# STRATEGIC PLANNING TERMS

- Major Challenge Areas vs. Issues
  - Major Challenge Areas (MCAs) are the highest prioritized issues determined by Council
  - MCAs were divided into internal and external MCAs
  - MCAs were ranked as Tier 1-3 based upon importance
  - Issues are important concerns or initiatives, but are not deemed as high-level as MCAs due to the relative magnitude and threat the issue presents to the Community
  - In 2014 there were 94 issues identified, of which 29 were identified as MCAs

# 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

# RECENT STRATEGIC PLANNING EFFORTS

- 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
- March 2022 – Strategic Planning Workshop

# 2016 MAJOR CHALLENGE AREAS

## Exterior Tier 1

- Deteriorating Pavement Conditions
- Declining Enrollment at the University of Idaho Negatively Impacts Moscow
- Inadequate Law Enforcement Radio Infrastructure
- Deteriorating Waste Collection System
- Insufficient Revenue Jeopardizing Service Levels
- Declining Employment Base Weakens the Local Economy

# 2016 MAJOR CHALLENGE AREAS

## Exterior Tier 2

- Poor Aesthetic Condition of City's Main Highway Entryways
- Lack of Access to Diverse Business Transportation Infrastructure
- Aging Downtown Infrastructure
- Aging Storm Drain System
- Declining City Water Supply
- National Pollutant Discharge Elimination System Wastewater Violations

# 2016 MAJOR CHALLENGE AREAS

## Exterior Tier 3

- Inadequate Annual Facility Inspections and Commercial Pre-Plans
- Lack of Backup Power for Drinking Water Wells
- Farmers Market is Currently Unsustainable
- Insufficient Public Information and Community Engagement
- Lack of a Formalized Urban Forestry Program

# 2016 MAJOR CHALLENGE AREAS

## Interior Tier 1

- Insufficient Law Enforcement Staffing To Meet Community Demand
- Deteriorating, Substandard Police Facility
- Inadequate Fleet Facility Reduces Efficiency
- Inadequate Shop Work Space

# 2016 MAJOR CHALLENGE AREAS

## Interior Tier 2

- Insufficient Technology Capacity to Maintain Service Demands
- Aging/Deteriorating Emergency Fire Apparatus/Vehicle Fleet
- High Cost of Aging Equipment
- Inadequate Residential and Training Facilities at Fire Station 2

# 2016 MAJOR CHALLENGE AREAS

## Interior Tier 3

- Service Growth Demands are Outpacing Resources
- Insufficient Use of Strategic Planning to Inform Management & Budgeting
- Inequitable and Non-Compliant Billing Classification System
- Property Owners Responsibility for Utility Billing

# CURRENT MAJOR CHALLENGE AREAS

Previous Priority	New Priority	Description	Score
1	1	Deteriorating Wastewater Collection System	4.350
2	1	Aging Storm Drain System	4.250
2	1	NPDES Wastewater Violations	4.150
1	1	Deteriorating Pavement Conditions	4.150
1	1	Inadequate Radio Infrastructure	4.120
3	2	Lack of Backup Power for Drinking Water Wells	3.950
2	2	Declining City Water Supply	3.900
2	2	Insufficient Capacity to Maintain Service Demands	3.891
4	2	Climate Change Science Highlights Need for Significant Action	3.850
4	2	Insufficient Revenues Jeopardize Service Levels	3.750
2	3	Inadequate Residential and Training at Facilities Station 2	3.742
3	3	Service Growth Demands are Outpacing Resources	3.600
4	3	Lack of Affordable Housing Creates Economic Disadvantages	3.550
3	3	Inadequate Annual Facility Inspections and Commercial Pre-Plans	3.280
2	3	Aging Downtown Infrastructure	3.275
3	0	Lack of a Formalized Urban Forestry Program	3.000
1	0	Inadequate, Aging, and Unsafe City Shop Facility	2.975
2	0	Poor Aesthetic Condition of City's Main Highway Entryways	2.725
4	0	Ball Field Lighting	2.440

# MAJOR CHALLENGE AREA MODIFICATIONS

Description	Potential Action
Deteriorating Wastewater Collection System	Integrated Into CIP - Remove
Aging Storm Drain System	Addressed With Storm Water Utility - Remove
NPDES Wastewater Violations	Integrated Into CIP - Remove
Deteriorating Pavement Conditions	Integrated Into CIP - Remove
Inadequate Radio Infrastructure	Project Underway - Retain Until Completed
Lack of Backup Power for Drinking Water Wells	Integrated Into CIP - Remove
Declining City Water Supply	Project Underway - Retain Until Completed
Insufficient Capacity to Maintain Service Demands	Issue Not Controlable - Remove
Climate Change Science Highlights Need for Significant Action	Project Underway - Retain Until Completed
Insufficient Revenues Jeopardize Service Levels	Issue Not Controlable - Remove
Inadequate Residential and Training at Facilities Station 2	Retain
Service Growth Demands are Outpacing Resources	Issue Not Controlable - Remove
Lack of Affordable Housing Creates Economic Disadvantages	Project Underway - Retain Until Completed
Inadequate Annual Facility Inspections and Commercial Pre-Plans	Operational Issue - Remove
Aging Downtown Infrastructure in the Center of Community Social and	Project Underway - Retain Until Completed
Lack of a Formalized Urban Forestry Program	Continue Consideration
Inadequate, Aging, and Unsafe City Shop Facility	Issue Remains - Need to Promote in Priority
Poor Aesthetic Condition of City's Main Highway Entryways	Project Underway - Retain Until Completed
Ball Field Lighting	Continue Consideration

# PROPOSED PLANNING CYCLE

- Update/Revise the Plan every four years in the Fall of the year following Mayoral elections
- Annual reporting each spring prior to budget development with opportunity to add additional issues that might arise
- New issues are developed and then ranked in priority at the next year's report session
- If a new issue is an unforeseen emergency, the Council can choose to rank at the time of introduction

## NEXT STEPS

- Begin new Strategic Plan Development this Fall
- Council, Mayor and the City's Four operational groups will be requested to identify up to three issue statements for consideration
- Staff will develop scoring/ranking matrix for Council, Mayor and Executive Management Team to score each issue statement
- Conduct a workshop to review the issue statements and scoring
- Mayor & Council will then rank the Major Challenge Areas in relative priority (Tier 1, 2, & 3)

QUESTIONS?

THANK YOU!





FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Bill Belknap

Issue Statement Title: City Shop Facility

**Issue Statement Description:** (Please provide a general description of the issue)

The City's 60-year old shop facility is shared by four different departments including Fleet, Streets, Parks and Facilities. There is insufficient work and project space at the current location shared by Parks and Facilities. Staff currently utilizes 1,365 square feet in the main work area, of which 800 square feet is dedicated to storage. During peak summer hours the Parks and Facilities portion of the shop has up to 22 full-time and part-time 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.

The Fleet Division space 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.

It is a critical necessity that the City address the needs of this facility that serves as the base of operations for some of the City's most critical service operations and provide our staff with safe and professional environment for them to work.

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

The provision of Street, Fleet, Parks and Facilities services is a core responsibility of the City and providing our staff with a safe and professional facility to work is the City's responsibility.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

If this issue is not addressed in the coming years, the City will struggle to effectively provide these critical services, respond during emergency events, and will inhibit Staff recruitment and retention.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

This issue will impact the entire community who rely upon the City for Street, Fleet, Parks and Facilities services.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

This issue has become more severe over the last two decades as the City has grown, creating the need for additional staff, equipment and services that are housed within an increasingly substandard facility. If not addressed, this issue will continue to grow more severe.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

While this is not at a crisis level yet, this issue needs to be addressed as quickly as possible to ensure the safety of City staff and the ability to meet the City's current and future needs.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

The City has the ability to have a meaningful impact upon this issue.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

The future vision of a prosperous community requires that the City is able to provide these essential services to our residents.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Bill Belknap

Issue Statement Title: Emergency Radio Infrastructure Project

**Issue Statement Description:** (Please provide a general description of the issue)

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.

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

The City has the primary responsibility for Police and Fire Services which both depend upon the emergency radio system.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

If this issue is not addressed in the coming years, the City will be unable to effectively provide Police and Fire services and effectively respond and communicate during emergency events which results in a significant risk to persons and property within the City of Moscow, as well as those responding to the call for service.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

This issue will impact the entire community who rely upon the City for Police, Fire, and Emergency Medical Services.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

This issue has become more severe over the last decade as the City's radio equipment has become older and more antiquated and that will only continue to accelerate until the radio system no longer functions.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

This issue presents a risk to life and property within the city as well as the City's Police, Fire and Emergency Medical personnel.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

The City has the ability to have a meaningful impact upon this issue.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

The future vision of a prosperous community requires that the City is able to provide these essential services to our residents in their time of need and protect the safety of our emergency response personnel.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Bill Belknap

Issue Statement Title: Fire and EMS Services Challenge

**Issue Statement Description:** (Please provide a general description of the issue)

For over a hundred years, the City has been served by a primarily volunteer fire department. Over that time, the that service has evolved to include a student resident program as well as the addition of seven paid command (4) and administrative (3) staff to support the department operations. Historically, the Department relied upon experienced volunteer members to fill the seven command staff positions that cover command shifts during nights and weekends to serve as incident commanders for fire, medical, hazmat, and natural disaster events. Nearly a decade ago, the Ambulance Company also made the decision to increase the level of emergency medical care to ALS/paramedic level care. While this was initially successful, many of the paramedics that were trained through our program were able to secure paid positions and we now struggle to cover EMS calls, and at times the Fire Chief is required to drive the ambulance as no one else is available to respond. Nationally, over the last decade, volunteerism has been on the decline and the Moscow Volunteer Fire Department is no exception. The City is in need of a sustainable model to provide command staff and EMS coverage that the Community requires.

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

The City has the primary responsibility for fire suppression services. The City has no legal obligation to provide EMS services to the community, but I believe the community desires and needs this critical service.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

If this issue is not addressed in the coming years, the City will be unable to effectively provide fire suppression and emergency medical services which results in a significant risk to persons and property within the City of Moscow, as well as those seeking to provide those services with inadequate resources and support.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

This issue will impact the entire community who rely upon the City for fire suppression and emergency medical services.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

This issue has been building over the last decade and at this time we can only anticipate that it will continue. There is a possibility to rebuild the ranks of the volunteer fire department over time, but attracting and retaining paramedic level volunteers will continue to be a challenge.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

This issue presents a risk to life and property within the city. We currently only have 3 of our 7 command positions filled and our paid Administrative staff are now being required to cover evening and weekend shifts in addition to fulfilling their full-time job duties.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

The City has the ability to have a meaningful impact upon this issue.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

The future vision of a prosperous community requires that the City is able to provide these essential services to our residents in their time of need.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Maureen Laflin

Issue Statement Title: Need for affordable housing that meets CAP recommendations.

**Issue Statement Description:** (Please provide a general description of the issue)

Build synergy between the city's commitment to fair and affordable housing and the CAP. Explore whether current zoning code regulations create impediments to building affordable housing. For example, create more diverse building opportunities especially in infill areas states

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

Moscow's Mission Statement provides, "The City of Moscow delivers quality municipal services while ensuring responsible use of resource. We anticipate and meet the needs of our diverse population in order to build public trust and enhance a sense of community." Moscow has an obligation to serve all of our residence including those who need housing. The recent adoption of the CAP reflects the City's commitment to using our resources responsibly.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

- Moscow has identified climate change and affordable housing as major challenge areas. The adoption of the climate action plan recognizes climate change as "a pressing global concern." It "provides a science-based strategy to reduce greenhouse gas emissions." Smaller footprints would also help address the water issues.
- Moscow needs to review its zoning code to determine if it limits or impedes the creation of less expensive housing. Should the code allow more diverse housing in all parts of the city? Should the City advocate the development small lot sizes when exploring infill development. If financially feasible, City needs to create additional incentives to encourage developers, contractors, and homeowners to build more affordable homes and provide education on green housing.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

Affordable housing and climate change affects the entire community.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

It will persist if not addressed.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

Addressing these issues requires thoughtful, strategic, and pragmatic solutions. This will take time and significant amount of work.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

The City must operate within the constraints imposed by the state.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

These issues are embedded in our vision for the future of the community.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Maureen Laflin

Issue Statement Title: Inability to recruit sufficient staff to perform essential functions.

**Issue Statement Description:** (Please provide a general description of the issue)

City's critical services need sufficient staff to perform its responsibilities.

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

City's mission includes delivering quality municipal services.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

Staff from different units are being called to perform critical functions in other units.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

Some units impacted more than others, example waste water and police.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

Hopefully it will be a short term issue through the region. I recongize it is a national problem.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

Fairly urgent

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

National problem which is present in Moscow as well.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

Lack of staffing can impact our ability to deliver services,



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Art Bettge

Issue Statement Title: City Shop Updates

**Issue Statement Description:** (Please provide a general description of the issue)

Moscow is in need of updating its city shop facility (fleet maintenance, parks and recreation operations). The current facility is about 70 years old and hopelessly outdated and inadequate for current operations, much less the future. Proper office space, upgraded utilities and larger maintenance facilities are needed. And soon. With new and larger vehicles (representing efficiency in operation) come on line, larger maintenance space that is out of the weather needs to be provided. Storage for parts and tires (available more economically when purchased in bulk, if there is storage space), internal parking to prolong the life of equipment otherwise parked in the elements all are sorely needed.

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

This is 100% tthe city's responsibility. As part of the city's mission to provide municipal services, having equipment available to address both routine and emergency responses to public works and parks needs in fundamental to the needs of the city.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

Having the ability to properly, efficiently and economically maintain equipment is required. Too many overlapping needs by too many different city departments leads to inefficiencies and competition for too few resources in the current facility. To maximize the impact of every tax dollar, a new facility needs to be constructed.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

This issue directly impacts every citizen in the city who uses city services. Streets, parks, and indirectly water, sewer and sanitation services are all affected by the ability of the staff at the city shop to do their jobs. Staff cannot provide the required services efficiently in the current facility. A total update is required.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

The issue can be of relatively short-term duration. Provision of new facilities mitigates the issue, probably for the next 70 years. When addressed, which it must be, construction of new city shop facilities has immediate benefits.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

Although the project can be delayed, the cost escalates each year due to inflationary construction costs. Delays only "kick the can down the road." The facilities will be an urgent need until they are constructed.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

The city has control over the design, phasing and construction of the facilities. The only item out of the city's direct control is the cost of construction, which can be somewhat controlled through design of the project and its phasing.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

Provision of new city shop facilities insures efficient and economical operation of the backbone of city service vehicles for the foreseeable future.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Art Bettge

Issue Statement Title: Preservation and Enhancement of the Urban Forest

**Issue Statement Description:** (Please provide a general description of the issue)

Attention is needed to protect and enhance the urban forest in Moscow. Originally, Moscow was a treeless city. Every tree in the city has been planted by someone, at some time. The original trees planted in (for example) Fort Russell are aging-out. No clear plan has been put forth to contemplate replacement of these trees. New subdivisions have tree lawns, but many areas of tree lawn are devoid of trees, or the trees there have died and the tree lawn has become a weed patch. No comprehensive assessment of Moscow's trees in terms of location, age, species or condition is available. There is no enforcement or monitoring of the state of Moscow's trees or enforcement action to assure existing and future standards are being met.

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

Maintenance of the urban forest is completely in the purview and responsibility of the city, especially in city right of ways. Most residents do not have a good understanding of their responsibility for trees on their property or within adjacent city right of way. Education and enforcement, as needed, provided by a professional staff arborist is the primary solution.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

Trees provide shade, reduction in air temperatures during the summer, sequester carbon dioxide and provide aesthetic advantages to the entire city. There is no down-side to a healthy urban forest. If aging trees begin to die, the possibility of damage to cars, houses and power lines exists. Providing healthy trees in newer neighborhoods through compliance with current tree lawn requirements and follow-up monitoring by a professional forester is needed to allow the continuation of a healthy urban forest that benefits everyone in the city.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

Old trees predominate in older sections of town. Providing for a healthy continuation of the urban forest into new sections of town allows for an appealing and healthy environment of all citizens.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

This is an ongoing issue that has no end. However, establishment of an urban forest program, headed by a qualified arborist or urban forester, is easily implemented and would address this issue immediately and into the future.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

The urgency isn't upon us yet. However in the next decade or so, older trees will age-out and either fall or be felled. Since trees take a long, long time to fully mature and provide the expected benefits to the community, starting sooner or later to rectify this issue represents the urgency implicit in this issue.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

The city has complete control over the mitigation of this issue and in providing meaningful impact in both the short- and long-term.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

Moscow values its urban forest, having been awarded "Tree City" status for the past 22 years. The urban forest present in town provides an aesthetic legacy to future citizens and makes Moscow a liveable, walkable community far into the future.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Art Bettge

Issue Statement Title: Action on Alternative Water Source Needed

**Issue Statement Description:** (Please provide a general description of the issue)

Moscow draws all of its water from a steadily decreasing aquifer despite conservation measures. Clearly the water supply will be depleted at some point in the future. An alternative water source needs to be developed. In conjunction with the Palouse Basin Aquifer Committee (PBAC), much research has been completed and four initial candidate alternative projects identified. The next few years represent the optimal time to actually take action and implement the initial phases of addressing this existential issue.

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

This is a fundamental, existential challenge to the future of Moscow. Although the project is sufficiently large to necessitate involvement by other municipalities and regional partners, Moscow's future is its own. Action needs to begin sooner than later, considering funding, legal issues (water rights) and real estate acquisition.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

This is an issue that is fundamental to the city and its residents. Without a reliable and sufficient water source(s), the city disappears. This is the most critical issue facing the city and one that has impact far into the future.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

This issue affects every person and institutional entity within the city.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

The lack of diversified water sources is an issue that will be present both now and as far into the future as can be seen. Taking action in the short term and iterative a continuous path forward minimizes the chances of a rushed response in the future.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

PBAC research has gone on for years and with the research results now telling us what we already know from previous research, the time has come to take action. The scale of accessing alternative water sources implies that taking urgent action is needed as a major commitment of resources will be required going forward.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

The city can have a meaningful, leadership role on implementing solutions to this issue. Although the project scale will necessitate participation by other governmental entities, Moscow can take a leadership position in this process.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

The impact of successful access to alternative water sources means that Moscow can continue to grow. Businesses can locate here knowing that water is available for both the business and its employees. As climate changes, Moscow could become a destination for "climate refugees" if water is available to support the additional growth.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Tyler Palmer

Issue Statement Title: Aging City Shop causes inefficiencies and safety concerns

**Issue Statement Description:** (Please provide a general description of the issue)

Moscow's City Shop has long since passed its useful life, and has far outstripped its design capacity. The current facility is over 60 years old and houses Streets, Fleet, and Parks Maintenance. The Shop site also accommodates Fire, Police, Engineering, and Water storage as well as a building that houses the Storm Department. The current space is far too small and antiquated to meet the current and future needs of critical City operations.

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

Yes, the City is responsible for this issue.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

In addition to daily maintenance on life-sustaining systems, vehicles, and equipment, this facility is often the command center for emergency responses for events like flooding, snow emergencies, and high-wind events. It is an imperative asset for the City.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

Due to the services rendered at this facility, it impacts the entire community.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

This issue will persist if not addressed.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

This should not be delayed any longer than necessary. The existing structure is well beyond its useful life, and the staging required to continue services will necessitate a lengthy construction process.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

This is completely within the City's control

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

No, this is a necessary step in assuring effective maintenance of our City's critical systems.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Tyler Palmer

Issue Statement Title: Inadequate funding to properly maintain streets

**Issue Statement Description:** (Please provide a general description of the issue)

The primary funding source for street maintenance is the gas tax. This tax was never tied to inflation, and has thus consistently lost purchasing power for many decades. During this time, construction costs have outstripped inflation, exacerbating the funding deficit for streets maintenance. In 2011, Moscow implemented a revised pavement management program to best stretch the limited funds, and City Council has worked to augment the funding for the program. Despite these efforts, we still are falling short of the required maintenance levels to maintain current conditions on streets, let alone improve the average condition rating. Without additional funding, Moscow's streets will continue to deteriorate at a pace that we cannot overcome.

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

While the City does bear responsibility for maintaining all City-owned rights-of-way, we do not have control over the primary funding mechanism. The State Legislature sets the rates and determines the distribution model for the gas tax. They are also the body that will need to consider alternate funding mechanisms as more electric vehicles use our road networks. The City has, and can dedicate general fund monies toward street maintenance, but that is challenging given the other demands on a limited general fund.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

There are multiple studies that show the cost to residents and businesses of a poorly-maintained transportation network. It results in delays, increases in emissions, damage to vehicles, and impacts community perception. Every resident and visitor to Moscow uses the transportation network.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

The impact is ubiquitous.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

This is an ongoing issue.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

This has been a problem for decades. This is a case of a consistent, gradual decline, which makes it difficult for this issue to garner attention.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

The City has some internal mechanisms to address this issue. Most of these have been done to some extent. We can assure that every dollar is spent as efficiently as possible, steer any funds that can be made available to this cause, and advocate with the State for more significant structural changes.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

A well-maintained transportation network is a hallmark of a successful community. It is a service that all see and interact with daily.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Tyler Palmer

Issue Statement Title: Declining aquifer is the City's sole-source of water

**Issue Statement Description:** (Please provide a general description of the issue)

The Palouse Basin aquifers have been in decline since they were first tapped around 1900. There is nothing more fundamentally crucial to any city than a sustainable, safe water supply. The City participates with other partners in the Palouse Basin through the Palouse Basin Aquifer Committee (PBAC). PBAC is working on the refinement of identified alternate water supplies, with an eye toward project implementation in the coming years. It is imperative that the City maintains commitment to this process, and vigilantly pursues alternate water supplies and enhanced conservation.

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

The Idaho Division of Water Resources has ultimate responsibility for water supply in the State of Idaho. In order to maintain local influence and control, the pumping entities in the Palouse Basin have worked collaboratively for many decades. Any solution will require both local, state, and potentially federal cooperation.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

A water shortage, while not an immediate threat, could be catastrophic. More immediately, without tangible progress toward a solution, the region could be designated as a Critical Groundwater Management Area. This would result in a loss of local autonomy, as the IDWR Director could deny any application for a proposed use if the point of diversion lies within the designated area.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

Ubiquitous impact.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

This will remain an issue until addressed.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

While we do not run a risk of short-term shortages, the scope, scale, and level of nuance involved in executing projects of this magnitude, requires consistent, diligent work toward a solution.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

The City must be an active participant, advocating for our residents along with the entire basin. There are many externalities with this problem, but the City must maintain an active seat at the table.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

In the most fundamental way possible.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Julia Parker

Issue Statement Title: Multi-modal Transportation and Connectivity

**Issue Statement Description:** (Please provide a general description of the issue)

Moscow's charm rests on easy access to diverse areas of the community including the University of Idaho, parks, recreation centers, homes, health care, businesses, and entertainment. As we grow in both number of residents and in our geographic area, the city should ensure that new neighborhoods continue to have easy connectivity to amenities through multiple modes of transportation including personal vehicles, public transit, safe bike routes, and safe and pleasant walking routes.

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

The city holds primary responsibility for transportation infrastructure.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

A lack of multi-modal connectivity in the city will decrease the cohesive nature of this small town. Poor quality transportation infrastructure causes damage to vehicles (cars, buses, bikes) and creates hazards for pedestrians, bicyclists, and motorcyclists. Reliance on personal vehicles without strengthening other modes of transportation will exacerbate limited parking issues, increase dependence on environmentally and economically costly fossil fuels, decrease the ease of walking and cycling for health benefits.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

At this time, Moscow's distribution of well-maintained multi-modal transportation routes is uneven. As the community grows, this will be exacerbated.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

If Moscow continues to grow and develop, this issue will always have to be addressed.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

Retrofitting connectivity and access to multi-modal transportation is costly and leads to inconsistency and confusion. This has to be addressed as an on-going issue. Tackling this as a priority now will allow the city to focus on smaller issues as they arise from development of new homes and amenities.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

The city has control over much of the issue of multi-modal transportation and connectivity with the exceptions of state highways.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

If keeping our small town charm and sense of community are parts of our vision for the future, then the issue of connectivity and multi-modal transportation is crucial for future development.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Julia Parker

Issue Statement Title: Supporting Local Economic Development

**Issue Statement Description:** (Please provide a general description of the issue)

Moscow is the beneficiary of strong public institutions and a growing diversity of private employers that can support a high quality of living. However, nearly 24% of our residents live below the poverty line and less than 40% of our housing is owner-occupied. Per capita income remains low under \$25,000 per year. Moscow would benefit from a growing diversification of work and amenities provided by locally-engaged economic development including unique downtown businesses that attract and encourage university tourists to come and stay. The city has a role in economic development as it considers city code, amenity development, housing projects, and social support services (even private organizations such as Sojourner's Alliance).

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

The City of Moscow provides a supporting role in local economic development through city code, providing public amenities that make Moscow a city of choice, grant-writing, funding economic development agencies such as the Moscow Chamber of Commerce, CEDA and One Palouse, and promoting funding for public and non-profit institutions such as the University of Idaho and Gritman Medical Center.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

The City of Moscow has a reputation as one of the best small towns in America. We can attract and promote locally invested businesses by promoting healthy economic development. Supporting and diversifying our economic drivers will help increase good employment, higher paying jobs, and more investment in our community.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

Economic development affects the entire community. While some Moscow citizens have great employment that pays well, lower pay in other jobs increases the poverty rate, creates problems with affording housing and leads to the young adults in our city leaving for larger communities.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

This is a long-term issue that will always need to be addressed.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

Economic development is an urgent issue as we continue to see rising poverty rates and increased needs to services. This issue, although broad, has an impact on other problems such as housing, lack of access to healthcare, homelessness, and hunger.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

The City of Moscow can have meaningful impact on local economic development, AND forces outside the City have impacts.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

The continued vision of Moscow as one of the best small towns in America compels the city to continue to look toward the future and develop systems that support a health economy.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Julia Parker

Issue Statement Title: Water: Coming and Going

**Issue Statement Description:** (Please provide a general description of the issue)

In biology, we learn that plants need a variety of nutrients and that one nutrient is usually the limiting factor for life. If Moscow was a plant, it's limiting factor would be water. The City should continue to promote water conservation, provide up-to-date waste water collection and processing, and work with other governmental entities in the region to protect the aquifers.

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

The City of Moscow has primary responsibility for waste water and is part of the regional using the local aquifers.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

If the City does not address water resources and waste water treatment (including reclamation), we will severely limit the ability to sustain our current population.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

This issue affects the entire community and the region.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

This is a long-term issue that will always need to be addressed.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

As we continue to make slow process on water-related issues, the urgency increases. If we continue at a plodding pace or we do not address water issues, they will become urgent.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

The City of Moscow can have a meaningful impact on water resources and waste water treatment. Also, many factors influence this issue from outside the city -- including a changing climate, other municipalities, citizens, state and federal government.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

Decreasing water supplies would greatly disrupt our future existence, not just our "vision" of the future.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Jen Pfiffner

Issue Statement Title: Play Field Rehabilitation and Development

**Issue Statement Description:** (Please provide a general description of the issue)

Investment in City play fields continues to be a high priority for the community. Completion of the MSDCP project that began in the 1990s has provided some relief. Adding field lighting would maximize that space's capacity by allowing more hours of play but still would not meet current needs. Continuing the planned development of the Palouse River Drive ballfields with lighting to meet total demand is a significant need for current and future growth to meet the community field demand. Exploring rehabilitation of existing fields, given concerns regarding aquifer levels and increasing water costs to maintain those fields, is a significant concern. Mountain View Park and Ghormley Park are heavily used fields that would significantly benefit from needed repairs and updates. Of particular importance is the consideration of artificial turf from both a maintenance and facility life span consideration.

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

The City does have primary responsibility for this issue, however community partnerships would be an important consideration in addressing development.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

Damage concerns are not significant as a whole due to the lack of additional fields. Mountain View Fields continue to deteriorate at an exponentially rapid pace due to the soil make up and irrigation issues at that location. Palouse River Drive with recent development is expected to encounter base layer and weed growth issues.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

This impacts of this issue from a recreational standpoint affect a smaller segment of the population - however, the audience and demographic that benefit from field space is significant.  
A general impact to the community as a whole is the potential economic development returns for expended tournaments and tourism related to the facilities.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

This will persist if not addressed. The only alternative for those needing field space is to go outside of the community.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

Some delay, Mountain View will continue to deteriorate and Palouse River Drive growth with recent activity will continue to worsen requiring significant staff time to keep the areas as functional for as long as possible.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

The City can meaningfully impact the issue. Project cost is the main force beyond the City's control at this time.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

Fields and recreation in Moscow absolutely support the vision and future of Moscow as a Community. Recent experiences with regional tournaments in our area have proven to be great economic drivers. We simply don't have the capacity to capitalize on that activity and we can barely meet the needs of our local community.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Jen Pfiffner

Issue Statement Title: Recruitment and Retention

**Issue Statement Description:** (Please provide a general description of the issue)

Personnel is the City's most significant resource. The City of Moscow is a traditional service-based organization. Everything the City does is powered by people, such as providing clean drinking water, ensuring waste water is carried away and adequately managed, answering every 911 call, and providing quality-of-life amenities. Each of these functions is supported by another level of personnel as well. Current hiring conditions have brought additional challenges not experienced in the past. An "employees market" by which job seekers have more positions available to them than ever with remote work options and being open to relocating for different opportunities is the antithesis of local government work. Particularly the positions the City is currently struggling the most to fill, public safety and utility operators. These positions require in-person front-line work, the opposite of remote and transitory options. Public safety faces perception challenges fueled by other agency issues and national media attention. Recruitment of utility operators is a struggle due to the nature of the work and the investment of time over the years to realize the full potential of a long-term career

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

Yes, there is not other entity that can address this issue.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

Without proper staffing levels - service delivery is at risk. Of highest concern is public safety and utility service delivery.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

Widespread - every citizen and visitor in Moscow could be affected if the City is unable to critical City services.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

This will persist if not addressed.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

Recruitment specifically can not be deferred. Current vacancy rates for police and water are of the highest concern at this time.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

There are forces that make it difficult to address this issue, but the City is the only entity that can positively impact the issue and has the means to do in a many ways.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

Yes. Disruption of service to the community directly impacts and disrupts the vision for the community.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Community Development-Cody Riddle

Issue Statement Title: City Gateway Aesthetics/Beautification

**Issue Statement Description:** (Please provide a general description of the issue)

Moscow's gateways, the highway entrances to the City, have been identified as a concern for a number of years. The desire to improve the aesthetics of each entryway was a goal of City Council in 2012, and identified again in the 2015 Strategic Plan. While some improvements have been made, primarily to the northern and southern gateways, opportunities for enhancements remain.

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

While private development contributes to aesthetics at the entryways, the City has the majority of responsibility for improvements. This includes enhancements in the public right-of-way and regulations/enforcement on private property.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

The City's entrances are not in terrible condition, but opportunities for enhancement exist. Improvements would benefit the entire community, increasing a sense of pride for current residents, and leaving a positive, lasting impression on guests.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

While subtle, aesthetics, including the entrways, impact the entire community.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

This is a relatively short-term issue that could be addressed with targeted improvements.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

Entryway beautification is not an emergency. It could be addressed in phases, along with other infrastructure improvements.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

The City's gateways are all located on state highways. While this will require careful coordination with the Idaho Transportation Department, improvements outside the travel lanes are largely within the City's control.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

Aesthetics are a key element of the community's identity. They contribute to a sense of pride for existing residents, and in the case of visitors, leave a lasting impression.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Community Development-Cody Riddle

Issue Statement Title: Housing Availability

**Issue Statement Description:** (Please provide a general description of the issue)

A growing number of families and individuals are struggling to find housing. This impacts residents of all ages as well as businesses, institutions, and government agencies like the City, looking to attract and retain employees.

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

The availability (and affordability) of housing is a complex issue. The problem is compounded by the fact that no single entity is responsible for, or has the ability, to solve the problem. The City is one of numerous local, state, and federal agencies, along with private organizations, that have influence on housing availability.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

If not addressed, the lack of housing could impact the community for years. Rents will continue to increase at rates exceeding wages. Absent generational wealth, home ownership will be unattainable for youth. Those on fixed incomes will find it increasingly difficult to stay in their homes. And, businesses will struggle to recruit and retain employees across an increasing number of industries.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

The attainability of housing is impacting a greater percentage of the population. On a national level, there has been a steady increase in the number of families spending more than 30% of their income on housing. The housing situation is no longer a challenge only for those at lower income levels.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

The issue of housing availability will worsen if not addressed.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

There is an increasing urgency around the housing issue. There is not a single, short-term solution to the challenge, so incremental changes should begin immediately.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

The City cannot address the issue alone. However, there are opportunities to have a meaningful impact. For example, the City could take a more active role in advocating for legislation at the state level. More specifically, the City can continue to explore opportunities to streamline the permitting process, amend zoning standards to allow a greater variety of housing by right, and introduce incentives (height, density, etc.) to facilitate housing starts in specific locations.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

The attainability of housing is a critical component to ensure Moscow remains an inclusive community, with opportunities for everyone.



FY2023 STRATEGIC PLANNING: ISSUE STATEMENT FORM

Name: Community Development-Cody Riddle

Issue Statement Title: Deteriorating Downtown Streetscape & Infrastructure

**Issue Statement Description:** (Please provide a general description of the issue)

With the exception of Friendship Square, the downtown streetscape was constructed over 30 years ago. The above-ground features (paving, planters, benches, trees, etc.) are showing their age from an aesthetic perspective. Beyond aesthetics, the failing paving presents challenges from a safety and accessibility standpoint. Many of the below-grade utilities are even older than the streetscape and present their own challenges.

Downtown is a significant area that represents the community's unique character and quality of life. It serves an important role in economic activity and vibrancy for the entire City.

**Does the City have primary responsibility for this issue:** (Please address if you believe this issue is the primary responsibility of the City of Moscow or does another entity have primary responsibility?)

The City is responsible for the condition of the downtown streetscape and infrastructure. Funding of improvements could be shared with the Moscow Urban Renewal Agency, formation of a Local Improvement District (LID), or a combination of both.

**Issue Impact Assessment:** (Please provide descriptions below regarding how you believe the issue impacts the community.

- Impact/Magnitude (How significant is the damage that is caused to the community or any part thereof? Does it create a great deal of damage or could it if not addressed?):

If not addressed, the safety, accessibility, and aesthetics of Downtown will continue to deteriorate. This will negatively impact community character and economic vitality. Failing street and sidewalk surfaces could also expose the City to a degree of liability.

- Pervasiveness (Does the issue affect the entire community or only a small segment? How widespread is the impact and how many people are affected?):

While the geography is limited, Downtown is a critical component to the success of the entire City and County.

- Duration/Frequency (Is this a short-term issue that will pass or is this something that will persist if not addressed?):

The issue will persist and slowly, but steadily, worsen if not addressed.

- Urgency (Can this be delayed or deferred to a later date, or must it be addressed in an urgent manner?)

The necessary improvements can be phased over a limited number of years. Should the City look to the Urban Renewal Agency for assistance, a portion of the work will need to begin soon to maximize their contribution.

- Controllability (Can the City have a meaningful impact on the issue, or are there forces beyond the City's control that limit our ability to address the issue?):

The City can have a meaningful impact on the issue. Financial constraints are the biggest challenge.

- Legacy (Does the issue impact or disrupt our vision for the future of the community?):

Downtown is key component of the community's character. If investments aren't made, conditions will slowly worsen, and the long-term vibrancy of the entire City could be jeopardized.

Major Challenge Area	Impact/Magnitude	Pervasiveness	Duration/Frequency	Urgency	Controllability	Legacy	Total Score	Preliminary Priority Rank
Action on Alternative Water Source Needed	0.955	0.975	0.955	0.932	0.841	0.977	5.634	1
Fire and Emergency Medical Services Staffing Shortage	0.932	0.932	0.886	0.932	0.886	0.886	5.455	2
Substandard Emergency Communications System	0.864	0.886	0.841	0.886	0.975	0.886	5.339	3
Aging City Shop Causes Inefficiencies and Safety Concerns	0.864	0.750	0.909	0.841	0.977	0.864	5.204	4
Inability to Recruit Sufficient Staff to Perform Essential Functions	0.773	0.704	0.705	0.773	0.795	0.818	4.568	5
Inadequate Funding to Properly Maintain City Streets	0.727	0.727	0.800	0.700	0.773	0.795	4.523	6
Deteriorating Downtown Streetscape & Infrastructure	0.659	0.682	0.727	0.682	0.886	0.841	4.477	7
Preservation and Enhancement of the Urban Forest	0.704	0.614	0.727	0.614	0.864	0.750	4.273	8
Lack of Affordable Housing	0.727	0.750	0.795	0.659	0.545	0.750	4.227	9
Multi-modal Transportation and Connectivity	0.614	0.568	0.636	0.636	0.727	0.636	3.818	10
City Gateway Aesthetics/Beautification	0.545	0.500	0.523	0.432	0.818	0.636	3.454	11
Play Field Rehabilitation and Development	0.450	0.500	0.545	0.386	0.841	0.614	3.336	12
Supporting Local Economic Development	0.500	0.523	0.545	0.455	0.455	0.591	3.068	13

Q1: Impact/Magnitude: How significant is the damage if not addressed?							
		Significant Damage	Moderate Damage	Low Damage	No Damage	Total	Weighted Average
1	Action on Alternative Water Source Needed	81.82% 9	18.18% 2	0.00% 0	0.00% 0	11	1.36
2	Fire and Emergency Medical Services Staffing Shortage	72.73% 8	27.27% 3	0.00% 0	0.00% 0	11	1.55
3	Substandard Emergency Communications System	72.73% 8	9.09% 1	9.09% 1	9.09% 1	11	1.82
4	Aging City Shop Causes Inefficiencies and Safety Concerns	54.55% 6	36.36% 4	9.09% 1	0.00% 0	11	2
5	Inability to Recruit Sufficient Staff to Perform Essential Functions	18.18% 2	72.73% 8	9.09% 1	0.00% 0	11	2.73
6	Lack of Affordable Housing	27.27% 3	45.45% 5	18.18% 2	9.09% 1	11	2.82
7	Inadequate Funding to Properly Maintain City Streets	27.27% 3	36.36% 4	36.36% 4	0.00% 0	11	2.82
8	Preservation and Enhancement of the Urban Forest	18.18% 2	45.45% 5	36.36% 4	0.00% 0	11	3
9	Multi-modal Transportation and Connectivity	18.18% 2	18.18% 2	54.55% 6	9.09% 1	11	3.36
10	Deteriorating Downtown Streetscape & Infrastructure	0.00% 0	63.64% 7	36.36% 4	0.00% 0	11	3.36
11	City Gateway Aesthetics/Beautification	0.00% 0	27.27% 3	63.64% 7	9.09% 1	11	3.82
12	Supporting Local Economic Development	9.09% 1	9.09% 1	54.55% 6	27.27% 3	11	3.91
13	Play Field Rehabilitation and Development	0.00% 0	0.00% 0	80.00% 8	20.00% 2	10	4.2

Q2: Pervasiveness: How widespread is the impact?							
		Very Widespread Impact	Widespread Impact	Narrow Impact	No Impact	Total	Weighted Average
1	Action on Alternative Water Source Needed	90.00% 9	10.00% 1	0.00% 0	0.00% 0	10	1.2
2	Fire and Emergency Medical Services Staffing Shortage	72.73% 8	27.27% 3	0.00% 0	0.00% 0	11	1.55
3	Substandard Emergency Communications System	81.82% 9	0.00% 0	9.09% 1	9.09% 1	11	1.64
4	Aging City Shop Causes Inefficiencies and Safety Concerns	27.27% 3	45.45% 5	27.27% 3	0.00% 0	11	2.73
5	Lack of Affordable Housing	27.27% 3	45.45% 5	27.27% 3	0.00% 0	11	2.73
6	Inadequate Funding to Properly Maintain City Streets	18.18% 2	54.55% 6	27.27% 3	0.00% 0	11	2.91
7	Inability to Recruit Sufficient Staff to Perform Essential Functions	18.18% 2	45.45% 5	36.36% 4	0.00% 0	11	3
8	Deteriorating Downtown Streetscape & Infrastructure	0.00% 0	72.73% 8	27.27% 3	0.00% 0	11	3.27
9	Preservation and Enhancement of the Urban Forest	9.09% 1	27.27% 3	63.64% 7	0.00% 0	11	3.45
10	Multi-modal Transportation and Connectivity	18.18% 2	0.00% 0	72.73% 8	9.09% 1	11	3.55
11	Supporting Local Economic Development	9.09% 1	9.09% 1	63.64% 7	18.18% 2	11	3.82
12	Play Field Rehabilitation and Development	0.00% 0	9.09% 1	81.82% 9	9.09% 1	11	4
13	City Gateway Aesthetics/Beautification	0.00% 0	27.27% 3	45.45% 5	27.27% 3	11	4

Q3: Duration/Frequency: Is this a short-term issue that will pass or will it persist?							
		Very Persistent Issue	Moderately Persistent Issue	Short Term Issue	Very Short Term Issue	Total	Weighted Average
1	Action on Alternative Water Source Needed	81.82% 9	18.18% 2	0.00% 0	0.00% 0	11	1.36
2	Aging City Shop Causes Inefficiencies and Safety Concerns	63.64% 7	36.36% 4	0.00% 0	0.00% 0	11	1.73
3	Fire and Emergency Medical Services Staffing Shortage	63.64% 7	27.27% 3	9.09% 1	0.00% 0	11	1.82
4	Substandard Emergency Communications System	72.73% 8	0.00% 0	18.18% 2	9.09% 1	11	1.91
5	Lack of Affordable Housing	36.36% 4	45.45% 5	18.18% 2	0.00% 0	11	2.45
6	Inadequate Funding to Properly Maintain City Streets	30.00% 3	60.00% 6	10.00% 1	0.00% 0	10	2.5
7	Preservation and Enhancement of the Urban Forest	9.09% 1	72.73% 8	18.18% 2	0.00% 0	11	3
8	Deteriorating Downtown Streetscape & Infrastructure	0.00% 0	90.91% 10	9.09% 1	0.00% 0	11	3.09
9	Inability to Recruit Sufficient Staff to Perform Essential Functions	0.00% 0	81.82% 9	18.18% 2	0.00% 0	11	3.18
10	Multi-modal Transportation and Connectivity	18.18% 2	27.27% 3	45.45% 5	9.09% 1	11	3.27
11	Supporting Local Economic Development	9.09% 1	18.18% 2	54.55% 6	18.18% 2	11	3.73
12	Play Field Rehabilitation and Development	0.00% 0	27.27% 3	63.64% 7	9.09% 1	11	3.82
13	City Gateway Aesthetics/Beautification	0.00% 0	27.27% 3	54.55% 6	18.18% 2	11	3.91

Q4: Urgency: Can this be delayed or deferred, or must it be addressed in an urgent manner?							
		Severe Urgency	Moderate Urgency	Issue Could Wait	No Urgency	Total	Weighted Average
1	Fire and Emergency Medical Services Staffing Shortage	72.73% 8	27.27% 3	0.00% 0	0.00% 0	11	
2	Action on Alternative Water Source Needed	72.73% 8	27.27% 3	0.00% 0	0.00% 0	11	
3	Substandard Emergency Communications System	81.82% 9	0.00% 0	9.09% 1	9.09% 1	11	
4	Aging City Shop Causes Inefficiencies and Safety Concerns	45.45% 5	45.45% 5	9.09% 1	0.00% 0	11	
5	Inability to Recruit Sufficient Staff to Perform Essential Functions	18.18% 2	72.73% 8	9.09% 1	0.00% 0	11	
6	Inadequate Funding to Properly Maintain City Streets	10.00% 1	60.00% 6	30.00% 3	0.00% 0	10	
7	Deteriorating Downtown Streetscape & Infrastructure	0.00% 0	72.73% 8	27.27% 3	0.00% 0	11	
8	Lack of Affordable Housing	18.18% 2	36.36% 4	36.36% 4	9.09% 1	11	
9	Multi-modal Transportation and Connectivity	18.18% 2	27.27% 3	45.45% 5	9.09% 1	11	
10	Preservation and Enhancement of the Urban Forest	0.00% 0	54.55% 6	36.36% 4	9.09% 1	11	
11	Supporting Local Economic Development	9.09% 1	9.09% 1	36.36% 4	45.45% 5	11	
12	City Gateway Aesthetics/Beautification	0.00% 0	9.09% 1	54.55% 6	36.36% 4	11	
13	Play Field Rehabilitation and Development	0.00% 0	0.00% 0	54.55% 6	45.45% 5	11	

Q5: Controllability: Can the City have a meaningful impact on the issue or is it beyond control?							
		Significant Impact	Moderate Impact	Low Impact	Beyond Control	Total	Weighted Average
1	Aging City Shop Causes Inefficiencies and Safety Concerns	90.91% 10	9.09% 1	0.00% 0	0.00% 0	11	1.18
2	Substandard Emergency Communications System	90.00% 9	10.00% 1	0.00% 0	0.00% 0	10	1.2
3	Fire and Emergency Medical Services Staffing Shortage	63.64% 7	27.27% 3	9.09% 1	0.00% 0	11	1.82
4	Deteriorating Downtown Streetscape & Infrastructure	54.55% 6	45.45% 5	0.00% 0	0.00% 0	11	1.91
5	Preservation and Enhancement of the Urban Forest	54.55% 6	36.36% 4	9.09% 1	0.00% 0	11	2
6	Action on Alternative Water Source Needed	45.45% 5	45.45% 5	9.09% 1	0.00% 0	11	2.18
7	Play Field Rehabilitation and Development	45.45% 5	45.45% 5	9.09% 1	0.00% 0	11	2.18
8	City Gateway Aesthetics/Beautification	45.45% 5	36.36% 4	18.18% 2	0.00% 0	11	2.27
9	Inability to Recruit Sufficient Staff to Perform Essential Functions	27.27% 3	63.64% 7	9.09% 1	0.00% 0	11	2.55
10	Inadequate Funding to Properly Maintain City Streets	27.27% 3	54.55% 6	18.18% 2	0.00% 0	11	2.64
11	Multi-modal Transportation and Connectivity	18.18% 2	63.64% 7	9.09% 1	9.09% 1	11	2.91
12	Lack of Affordable Housing	9.09% 1	18.18% 2	54.55% 6	18.18% 2	11	3.73
13	Supporting Local Economic Development	9.09% 1	9.09% 1	36.36% 4	45.45% 5	11	4.09

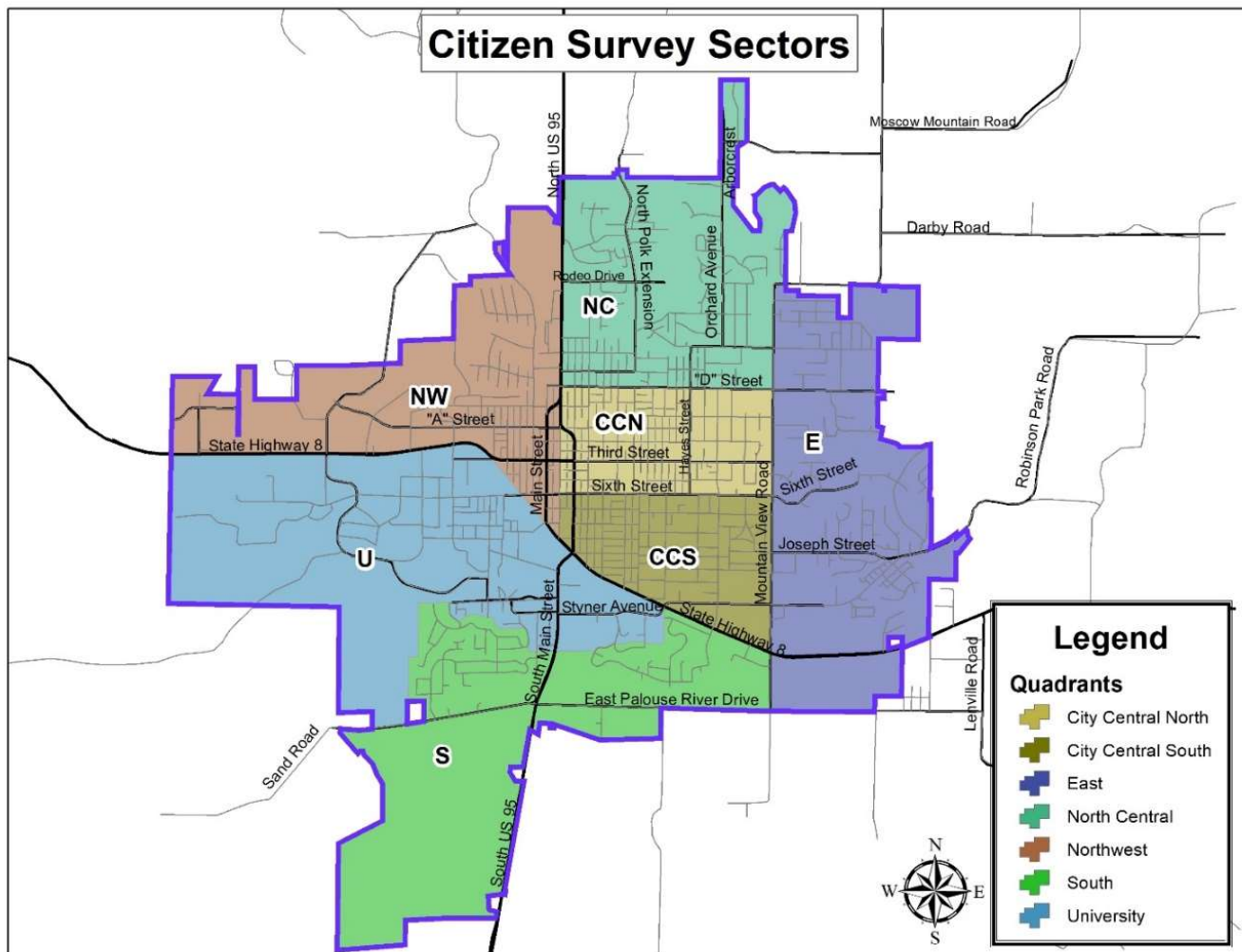
Q6: Legacy: Does it impact or disrupt our vision for the future of the community?							
		Significant Impact	Moderate Impact	Low Impact	No Impact	Total	Weighted Average
1	Action on Alternative Water Source Needed	90.91% 10	9.09% 1	0.00% 0	0.00% 0	11	
2	Substandard Emergency Communications System	81.82% 9	0.00% 0	9.09% 1	9.09% 1	11	
3	Fire and Emergency Medical Services Staffing Shortage	63.64% 7	27.27% 3	9.09% 1	0.00% 0	11	
4	Aging City Shop Causes Inefficiencies and Safety Concerns	63.64% 7	27.27% 3	0.00% 0	9.09% 1	11	
5	Deteriorating Downtown Streetscape & Infrastructure	54.55% 6	27.27% 3	18.18% 2	0.00% 0	11	
6	Inability to Recruit Sufficient Staff to Perform Essential Functions	27.27% 3	72.73% 8	0.00% 0	0.00% 0	11	
7	Inadequate Funding to Properly Maintain City Streets	18.18% 2	81.82% 9	0.00% 0	0.00% 0	11	
8	Lack of Affordable Housing	27.27% 3	54.55% 6	9.09% 1	9.09% 1	11	
9	Preservation and Enhancement of the Urban Forest	27.27% 3	45.45% 5	27.27% 3	0.00% 0	11	
10	Multi-modal Transportation and Connectivity	18.18% 2	18.18% 2	63.64% 7	0.00% 0	11	
11	City Gateway Aesthetics/Beautification	9.09% 1	45.45% 5	36.36% 4	9.09% 1	11	
12	Play Field Rehabilitation and Development	9.09% 1	45.45% 5	27.27% 3	18.18% 2	11	
13	Supporting Local Economic Development	9.09% 1	36.36% 4	36.36% 4	18.18% 2	11	



# 2022 City of Moscow Citizen Survey

Please complete this questionnaire if you are the adult (age 18 or older) in the household who most recently had a birthday. The adult's year of birth does not matter. Your responses are anonymous and will be reported in group form only.

Quadrant map for reference



1. Please check the box that comes closest to your opinion of how you would rate each of the following questions:

	Excellent	Good	Neutral	Poor	Very Poor	Don't Know
a. The overall quality of life in Moscow	39%	54%	6%	1%	0%	0%
b. The overall quality of your neighborhood	34%	53%	8%	4%	0%	0%
c. Moscow as a place to raise children	42%	39%	6%	0%	0%	12%
d. Moscow as a place to live	36%	56%	6%	2%	0%	0%
e. Moscow as a place to retire	25%	38%	17%	5%	2%	13%

	Poorest Rating		Greatest Rating	
The overall quality of life in Moscow	University	76	City Central North	85
The overall quality of your neighborhood	University	68	South East	84
Moscow as a place to raise children	University	82	City Central South	87
Moscow as a place to live	University	73	City Central North	87
Moscow as a place to retire	Northwest	66	City Central North	76

HISTORICAL 100-POINT SCALE RATINGS											
	2002	2004	2006	2008	2010	2012	2014	2016	2018	2022	Average
Quality of Life	81	80	80	81	82	81	84	83	84	83	81.9
Quality of Neighborhood	77	75	76	76	77	76	78	78	78	79	77
Raising Children	82	81	82	81	83	82	85	84	86	85	82.8
Place to Live	80	78	79	80	81	79	82	83	83	82	80.7
Place to Retire	68	61	67	66	69	66	70	73	70	73	68.3

2. Please rate each of the following characteristics as they relate to Moscow as a whole:

	Excellent	Good	Neutral	Poor	Very Poor	Don't Know
a. Overall appearance of the City	18%	68%	11%	3%	0%	0%
b. Quality of K – 12 schools in Moscow	15%	36%	14%	4%	1%	30%
c. Opportunities to attend cultural activities	31%	44%	18%	3%	1%	3%
d. Shopping opportunities	7%	33%	32%	25%	4%	0%
e. Air quality	12%	58%	22%	6%	1%	0%
f. Recreation opportunities	23%	51%	19%	6%	1%	0%
g. Job opportunities	6%	44%	26%	13%	3%	9%
h. Access to affordable housing	3%	12%	26%	41%	14%	5%
i. Openness and acceptance of the community towards people of diverse backgrounds	14%	44%	24%	12%	3%	3%
j. Entryways to Moscow (Hwy 95 - north and south, Hwy 8 - east and west)	9%	51%	28%	11%	2%	0%

The top “Excellent” characteristic is Opportunities to attend cultural activities

The top “Good” characteristic is Overall Appearance of the City

The top “Neutral” characteristic is Shopping Opportunities

The top “Poor” characteristic is Access to Affordable Housing

The top “Very Poor” characteristic is Access to Affordable Housing

	Poorest Rating		Greatest Rating	
Overall appearance of the City	South	71	Northwest City Central South	78
Quality of K – 12 schools in Moscow	University	63	City Central North	78
Opportunities to attend cultural activities	North Central	70	City Central South University	79
Shopping opportunities	Northwest	49	City Central South	58
Air quality	University	59	East Northwest	71
Recreation opportunities	University	59	East North West	76
Job opportunities	North Central	55	City Central South	68
Access to affordable housing	East	30	University	47
Openness and acceptance of the community towards people of diverse backgrounds	University	58	City Central North East	66
Entryways to Moscow (Hwy 95 - north and south, Hwy 8 - east and west)	North Central	57	University	70

HISTORICAL 100-POINT SCALE RATINGS											
	2002	2004	2006	2008	2010	2012	2014	2016	2018	2022	Average
Overall appearance of the City	71	72	71	71	72	73	72	73	73	75	72.3
Quality of K – 12 schools in Moscow	71	73	69	69	71	71	70	70	72	71	70.7
Opportunities to attend cultural activities	76	77	76	77	75	76	78	76	76	76	76.3
Shopping opportunities	58	53	53	54	50	53	56	47	50	53	52.7

Air quality	74	72	74	78	76	70	75	79	75	69	74.2
Recreation opportunities	70	71	71	72	71	71	74	73	74	73	72
Job opportunities	49	43	45	48	41	45	50	50	53	60	48.4
Access to affordable housing	53	48	44	49	50	50	51	50	46	36	47.7
Openness and acceptance of the community towards people of diverse backgrounds	70	66	66	71	70	73	77	73	70	64	70.0
Entryways to Moscow (Hwy 95 - north and south, Hwy 8 - east and west)	Question not asked								63	63	

PRELIMINARY RESULTS

3. Please rate how safe you feel from the following occurring to you in Moscow:

	Very Safe	Fairly Safe	Not Safe or Unsafe	Somewhat Unsafe	Very Unsafe	Don't Know
a. Violent crimes (e.g. robbery, assault)	59%	35%	1%	4%	0%	1%
b. Property crimes (e.g. burglary, theft)	32%	56%	4%	6%	1%	1%
c. Fires	39%	48%	7%	3%	0%	2%

	POOREST RATING		GREATEST RATING	
<b>Violent Crimes</b>	University	74	City Central North	93
<b>Property Crimes</b>	University	63	City Central North	84
<b>Fires</b>	South University	76	City Central North	86

HISTORICAL 100-POINT SCALE RATINGS											
	2002	2004	2006	2008	2010	2012	2014	2016	2018	2022	Average
<b>Violent Crimes</b>	88	84	82	84	86	85	88	87	85	87	85.6
<b>Property Crimes</b>	79	76	73	76	77	74	76	76	79	78	76.4
<b>Fires</b>	81	82	81	82	83	81	84	84	77	81	81.6

4. Please rate how safe you feel walking alone at night:

	Very Safe	Fairly Safe	Not Safe or Unsafe	Somewhat Unsafe	Very Unsafe	Don't Know
a. In your neighborhood	52%	39%	3%	3%	1%	1%
b. In downtown areas	41%	45%	6%	4%	1%	3%
c. In City parks outside your neighborhood	25%	45%	14%	6%	2%	8%
d. Current levels of street lighting	25%	43%	13%	12%	5%	2%

	POOREST RATING		GREATEST RATING	
<b>In your Neighborhood</b>	University	70	City Central North	91
<b>In Downtown Areas</b>	University	78	City Central North	87
<b>In City Parks Outside Your Neighborhood</b>	University	61	City Central North	81
<b>Current Levels of Street Lighting</b>	University	58	City Central North East	73

HISTORICAL 100-POINT SCALE RATINGS											
	2002	2004	2006	2008	2010	2012	2014	2016	2018	2022	Average
<b>In your Neighborhood</b>	84	83	81	82	83	83	86	85	84	85	83.6
<b>In Downtown Areas</b>	81	77	77	79	81	82	83	83	81	81	80.5
<b>In City Parks Outside Your Neighborhood</b>	69	67	67	68	69	69	71	71	66	74	69.1
<b>Current Levels of Street Lighting</b>	66	62	62	60	65	66	67	65	73	68	65.4

5. To what degree are the following problems in the City of Moscow:

	Extreme Problem	Major Problem	Important Problem	Minor Problem	Not a Problem	Don't Know
a. Traffic	6%	11%	31%	37%	13%	1%
b. Drug abuse	2%	8%	33%	17%	6%	35%
c. Alcohol abuse	2%	9%	26%	24%	6%	33%
d. Taxes	8%	11%	21%	23%	24%	14%
e. Loitering youth	0%	1%	6%	27%	51%	15%
f. Growth	7%	16%	35%	15%	22%	5%
g. Crime	0%	1%	22%	45%	20%	11%
h. Domestic violence	1%	5%	25%	13%	7%	48%
i. Run down houses and buildings	3%	8%	21%	48%	17%	4%

From this list it appears the most “Extreme Problem” is Taxes followed by Growth. After the most “Major Problems” are Growth, Taxes and Traffic.

	POOREST RATING		GREATEST RATING	
Traffic	North West East	56	South	66
Drug Abuse	East South	51	City Central North	63
Alcohol Abuse	East	53	City Central North	66
Taxes	East South	56	University	82
Loitering Youth	City Central South	86	City Central North	94
Growth	East	48	North West	71
Crime	University East North Central	71	City Central North	77
Domestic Violence	City Central North	51	University	70
Run Down Houses and Buildings	North West	63	University	71

HISTORICAL 100-POINT SCALE RATINGS											
	2002	2004	2006	2008	2010	2012	2014	2016	2018	2022	Average
Traffic	68	65	68	71	70	68	70	70	66	60	67.6
Drug Abuse	64	62	60	62	59	61	60	61	51	57	59.7
Alcohol Abuse	60	55	57	58	54	55	57	60	54	59	56.9
Taxes	69	63	66	66	72	67	66	70	66	63	66.8
Loitering Youth	79	82	81	84	84	83	86	85	87	88	83.9
Growth	69	64	61	66	70	74	73	72	71	57	67.7
Crime	75	74	74	76	77	74	76	75	73	74	74.8
Domestic Violence	67	68	67	68	65	66	66	66	60	59	65.2
Run Down Houses and Buildings	68	69	68	68	66	67	66	67	65	68	67.2

Most of these issues appear to be going in a downward trend except for run down houses, and loitering youth.

PRELIMINARY RESULTS

6. Please evaluate the rate of growth in the following areas in Moscow over the past 5 years:

	Much too Slow	Too Slow	Right Amount	Too Fast	Much too Fast	Don't Know
a. Population growth	0%	3%	39%	35%	12%	11%
b. Business/retail growth	6%	39%	45%	3%	0%	8%
c. Jobs growth	9%	31%	33%	1%	0%	26%

2018 SURVEY RESULTS						
	Much Too Slow	Too Slow	Right Amount	Too Fast	Much Too Fast	Don't Know
<b>Population Growth</b>	2%	9%	51%	17%	4%	17%
<b>Business/Retail Growth</b>	11%	41%	32%	2%	0%	13%
<b>Jobs Growth</b>	14%	41%	21%	0%	0%	24%

Most comments at the end of the survey revolved around a negative impact of the upcoming housing developments and the insufficient water supply for them.

PRELIMINARY RESULTS

7. Please rate the following statement:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a. The City does a good job of planning for the growth of our community	2%	28%	30%	22%	7%	11%

	POOREST RATING		GREATEST RATING	
The City does a good job of planning for the growth of our community	North Central	43	City Central South	57

HISTORICAL 100-POINT SCALE RATINGS											
	2002	2004	2006	2008	2010	2012	2014	2016	2018	2022	Average
The City does a good job of planning for the growth of our community	52	42	41	42	44	50	49	52	53	49	48.4

PRELIMINARY

8. In the last 12 months, about how many times have you or other household members done the following things:

	Once/ Never	Twice	3 – 12 Times	13 – 26 Times	> 26 Times	Don't Know
a. Used the Moscow Public Library or services	41%	10%	29%	12%	9%	0%
b. Participated in a recreation program or activity	42%	13%	31%	6%	6%	1%
c. Visited a City park	6%	9%	37%	23%	26%	0%
d. Recycled used paper, cans or bottles from your home	7%	3%	9%	14%	66%	1%
e. Volunteered your time to some group/activity in Moscow	43%	14%	18%	9%	15%	1%
f. Attended an event at the 1912 Center	43%	23%	25%	4%	3%	2%

GREATEST VALUES					
	Once/Never	Twice	3-12 Times	13-26 Times	>26 Times
Used the Moscow Public Library or services	Northwest University	City Central North	East	North Central	University
Participated in a recreation program or activity	Northwest University	City Central North	South	South	University
Visited a City park	University	University	City Central South	South	City Central North
Recycled used paper, cans or bottles from your home	University	Northwest	University	East	City Central North
Volunteered your time to some group/activity in Moscow	East	Northwest	City Central North	South	City Central North
Attended an event at the 1912 Center	University	South	City Central South	City Central North	City Central North

9. How do you rate the quality of each of the following City of Moscow services:

	Excellent	Good	Neutral	Poor	Very Poor	Don't Know
a. Police services	30%	49%	11%	3%	2%	5%
b. Fire services	40%	42%	7%	1%	0%	11%
c. Emergency medical services/ambulance	34%	44%	6%	2%	0%	14%
d. Garbage collection	29%	52%	12%	5%	1%	0%
e. Recycling	27%	46%	14%	7%	3%	2%
f. Water services	22%	52%	11%	8%	4%	5%
g. Sewer services	24%	51%	14%	3%	1%	8%
h. Library services	37%	34%	8%	3%	1%	18%
i. Recreation facilities	27%	44%	14%	3%	2%	12%
j. Recreation programs and classes	16%	35%	14%	3%	2%	31%
k. Park maintenance	36%	54%	5%	1%	0%	3%
l. City parks	42%	49%	5%	1%	0%	3%
m. Street maintenance	11%	40%	25%	15%	8%	0%
n. Cleanliness of streets	14%	62%	18%	6%	1%	0%
o. Snow removal	11%	49%	18%	13%	6%	2%
p. Street lighting	11%	47%	22%	16%	4%	1%
q. Amount of public parking	6%	29%	26%	30%	9%	1%
r. Ease of car travel in the City	10%	48%	29%	10%	3%	0%
s. Enforcement of traffic laws	10%	39%	27%	9%	2%	13%
t. Planning and zoning	5%	22%	32%	14%	5%	22%
u. Sidewalk maintenance	4%	32%	30%	21%	11%	2%
v. ADA accessibility in public places	8%	27%	20%	8%	2%	36%

The top 3 "Excellent" services are City Parks, Fire, and Library.

The top 3 "Good" services are Cleanliness of Streets, Park Maintenance, Garbage Collection and Water.

The top 3 "Neutral" services are Planning & Zoning, Sidewalk Maintenance, Ease of Car Travel.

The top 3 "Poor" services are Public Parking, Sidewalk Maintenance, and Street Lighting

The top 3 "Very Poor" services are Sidewalk Maintenance, Public Parking, and Street Maintenance.

	POOREST RATING		GREATEST RATING	
Police Services	North Central	71	City Central South	83
Fire Services	East	80	City Central North	89
Emergency/Medical Services Ambulance	North Central	76	City Central North	87
Garbage Collection	University North Central	67	City Central South South	81
Recycling	University	54	City Central South	82
Water Services	University	60	East	78
Sewer Services	Northwest University	71	East	80
Library Services	Northwest	76	East	86
Recreation Facilities	North Central	72	East	78
Recreation Programs and Classes	North Central	69	University	79
Park Maintenance	University	80	Northwest	85

	East			
City Parks	University	80	City Central South South	86
Street Maintenance	North Central	51	City Central South	63
Cleanliness of Streets	North Central	67	City Central North	74
Snow Removal	Northwest	56	East	67
Street Lighting	University	55	City Central North	66
Amount of Public Parking	Northwest East	45	South	52
Ease of Car Travel in the City	University	56	South	66
Enforcement of Traffic Laws	University	52	South	69
Planning and Zoning	Northwest	48	City Central South	58
Sidewalk Maintenance	Northwest	45	University	54
ADA Accessibility in Public Places	North Central	59	City Central North	67

HISTORICAL 100-POINT SCALE RATINGS											
	2002	2004	2006	2008	2010	2012	2014	2016	2018	2022	AVG
Police Services	73	74	74	78	78	78	78	82	80	77	77.2
Fire Services	83	83	84	83	83	83	85	85	84	84	83.7
Emergency/Medical Services Ambulance	80	80	81	82	81	82	83	84	83	82	81.8
Garbage Collection	79	79	80	79	78	81	79	82	80	76	79.3
Recycling	83	81	83	80	79	79	74	80	66	72	77.7
Water Services	73	65	67	68	68	69	69	69	70	71	68.9
Sewer Services	75	73	74	75	75	74	74	76	76	76	74.8
Library Services	79	78	78	79	81	79	80	79	82	81	79.6
Recreation Facilities	71	72	72	74	75	70	74	76	76	76	73.6
Recreation Programs and Classes	71	70	70	71	71	69	70	71	71	72	70.6
Park Maintenance	78	77	78	76	79	78	77	79	81	82	78.5
City Parks	79	77	78	77	79	79	79	80	82	84	79.4
Street Maintenance	60	57	58	55	60	59	58	55	56	58	57.6
Cleanliness of Streets	67	67	67	62	70	67	70	67	69	70	67.6
Snow Removal	63	55	58	50	55	54	59	59	61	62	57.6
Street Lighting	61	56	57	56	58	59	61	58	57	61	58.4
Amount of Public Parking	51	48	49	53	51	54	55	51	47	48	50.7
Ease of Car Travel in the City	60	58	59	64	64	62	65	64	63	63	62.2
Enforcement of Traffic Laws	64	63	64	65	67	66	68	69	66	63	65.5
Planning and Zoning	54	48	45	48	52	57	55	55	57	52	52.3
Sidewalk Maintenance	55	54	52	49	54	51	53	51	50	49	51.8
ADA Accessibility in Public Places	N/A	64	65	66	67	64	67	64	64	62	64.8

**10. Overall, how would you rate:**

	Excellent	Good	Neutral	Poor	Very Poor	Don't Know
a. The quality of services provided by the City of Moscow	16%	64%	14%	3%	0%	2%

	POOREST RATING		GREATEST RATING	
The quality of services provided by the City of Moscow	University North Central	69	East City Central South	76

HISTORICAL 100-POINT SCALE RATINGS											
	2002	2004	2006	2008	2010	2012	2014	2016	2018	2022	Average
The quality of services provided by the City of Moscow	70	70	70	70	73	72	72	75	74	73	71.9

**11. What do you feel is the level of service you receive versus the amount you pay for the following:**

	Excellent	Good	Neutral	Poor	Very Poor	Don't Know
a. Garbage collection	21%	48%	17%	7%	1%	6%
b. Water services	17%	44%	17%	9%	5%	9%
c. Sewer services	19%	42%	21%	6%	2%	10%
d. Parks & Recreation programs	20%	39%	15%	4%	1%	21%

	POOREST RATING		GREATEST RATING	
Garbage collection	University	64	City Central North City Central South	74
Water services	Northwest	60	City Central South	70
Sewer services	North Central	63	University	79
Parks & Recreation programs	North Central	66	University	84

HISTORICAL 100-POINT SCALE RATINGS											
	2002	2004	2006	2008	2010	2012	2014	2016	2018	2022	Average
Garbage collection	74	74	72	72	71	71	70	72	71	71	71.8
Water services	69	59	60	62	61	63	63	61	64	66	62.8
Sewer services	71	68	67	67	69	69	68	68	69	70	68.6
Parks & Recreation programs	70	71	69	68	71	71	71	71	72	73	70.7

**12. In the last 12 months, about how many times have you or other household members done the following things:**

	Once/ Never	Twice	3 – 12 Times	13 – 26 Times	> 26 Times	Don't Know
a. Accessed Council or Commission agendas, public hearing notices, the City Code and/or other information from the City's website	55%	15%	22%	4%	1%	3%
b. Read a legal notice in the newspaper	52%	14%	19%	9%	3%	2%
c. Attended a City Committee or Commission meeting	87%	6%	4%	2%	0%	1%
d. Provided oral or written testimony at a public meeting	96%	2%	2%	0%	0%	0%
e. Contacted the Mayor or City Supervisor regarding City policy and/or process	89%	8%	3%	0%	0%	0%
f. Contacted a City Council member regarding City policy or process	83%	11%	5%	0%	0%	0%
g. Contacted City staff regarding City policy and/or process	77%	14%	8%	0%	0%	0%
h. Watched a City Council meeting on TV	83%	9%	7%	1%	0%	0%

<b>GREATEST VALUES</b>					
	Once/Never	Twice	3-12 Times	13-26 Times	>26 Times
Accessed Council or Commission agendas, public hearing notices, the City Code and/or other information from the City's website	University	East	City Central South	City Central North	Northwest
Read a legal notice in the newspaper	University	City Central South	South	City Central South	South
Attended a City Committee or Commission meeting	University	South	City Central North	North Central	None
Provided oral or written testimony at a public meeting	University City Central South	South	East	None	None
Contacted the Mayor or City Supervisor regarding City policy and/or process	University	East	City Central North	None	None
Contacted a City Council member regarding City policy or process	University	City Central South	City Central North	City Central North	None
Contacted City staff regarding City policy and/or process	University	City Central South	City Central North	South	North Central
Watched a City Council meeting on TV	University	North Central	City Central South	Northw est	None

PRELIMINARY RESULTS

**13. How often do you currently obtain information related to City governmental activities?**

	Very Often	Often	Neutral	Rarely	Very Rarely	Don't Know
a. In person from City staff	2%	7%	4%	20%	61%	6%
b. By phone	2%	7%	6%	16%	63%	7%
c. Local newspaper	14%	26%	13%	14%	29%	3%
d. City's governmental cable channel (Channel 18)	1%	3%	5%	8%	72%	11%
e. City's website ( <a href="http://www.ci.moscow.id.us">www.ci.moscow.id.us</a> )	9%	24%	14%	20%	28%	6%
f. City sponsored social media efforts	7%	20%	12%	10%	42%	9%

2012 RESULTS	Very Often	Often	Neutral	Rarely	Very Rarely	Don't Know
a. In person from City staff	2%	6%	9%	21%	49%	11%
b. By phone	1%	6%	11%	22%	47%	10%
c. Local newspaper	20%	35%	11%	12%	17%	5%
d. City's governmental cable channel (Channel 18)	3%	12%	9%	14%	51%	7%
e. City's website ( <a href="http://www.ci.moscow.id.us">www.ci.moscow.id.us</a> )	5%	19%	13%	18%	33%	9%
f. City sponsored social media efforts	Did not ask					

VERY OFTEN + OFTEN							
PLATFORM	18-24 YRS	25-34 YRS	35-44 YRS	45-54 YRS	55-64 YRS	65-74 YRS	75+ YRS
In Person	9%	9%	9%	4%	13%	43%	9%
Phone	5%	5%	10%	5%	24%	29%	19%
Newspaper	0%	7%	14%	10%	22%	28%	13%
TV	0%	0%	22%	0%	22%	56%	0%
Website	8%	13%	16%	16%	15%	22%	6%
Social Media	9%	16%	24%	17%	13%	16%	4%

GREATEST VALUES					
	Very Often	Often	Neutral	Rarely	Very Rarely
In person from City staff	City Central South	City Central North	North Central	City Central South	University
By phone	East	City Central South	Northwest	City Central South	University
Local newspaper	City Central North	City Central South	University	North Central	University
City's governmental cable channel (Channel 18)	East	Northwest	City Central South	East	University
City's website ( <a href="http://www.ci.moscow.id.us">www.ci.moscow.id.us</a> )	South	City Central North	South	North Central	University
City sponsored social media efforts	City Central North	Northwest	South	South	University

14. Please rate the following statements by checking the box that most closely represents your opinion:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know
a. I am pleased with the overall direction that the City is taking	6%	48%	24%	15%	3%	3%
b. I am well informed on major issues in the City of Moscow	7%	35%	37%	15%	4%	2%
c. The City government welcomes citizen involvement	11%	40%	24%	5%	3%	17%
d. The City considers citizen's opinion in decisions	8%	32%	24%	8%	5%	24%
e. I am well informed about City process and procedures	3%	26%	33%	20%	6%	12%
f. The City provides adequate access to public information related to governmental activities	6%	41%	25%	9%	2%	17%

	POOREST RATING		GREATEST RATING	
I am pleased with the overall direction that the City is taking	South	56	Northwest City Central South	65
I am well informed on major issues in the City of Moscow	University	45	City Central North	64
The City government welcomes citizen involvement	Northwest	57	City Central North	76
The City considers citizen's opinion in decisions	North Central	51	City Central North	68
I am well informed about City process and procedures	University	32	City Central South	57
The City provides adequate access to public information related to governmental activities	University North Central	55	City Central North	68

HISTORICAL 100-POINT SCALE RATINGS											
	2002	2004	2006	2008	2010	2012	2014	2016	2018	2022	Average
I am pleased with the overall direction that the City is taking		58	54	54	58	60	61	65	63	63	59.6
I am well informed on major issues in the City of Moscow		53	55	55	55	51	55	53	53	61	54.6
The City government welcomes citizen involvement		58	62	61	64	63	67	66	65	69	63.9
The City considers citizen's opinion in decisions		51	55	53	57	57	60	59	59	66	57.4
I am well informed about City process and procedures		47	50	49	50	48	49	48	48	57	49.6
The City provides adequate access to public		56	61	60	62	63	63	62	62	64	61.4

information related to governmental activities											
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*The following questions are about your household. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.*

**15. Are you currently employed?**

- 34% No
- 15% Part-time
- 52% Full-time

**16. Are you currently enrolled at a local university?**

- 88% No
- 3% Part-time
- 10% Full-time

**17. What one method of transportation do you usually use for the longest distance of your commute to travel to work or school?**

- 78% Motorized vehicle (e.g. car, truck, van, motorcycle, etc.)
- 8% Bicycle
- 6% Walk/Run
- 4% Work at home
- 4% Other:

**18. If you checked the motorized vehicle box in 17, do other people (adults or children) usually ride with you to or from work?**

- 23% Yes                      71% No

**19. How many years have you lived in Moscow?**

- 10% Less than 2 years
- 17% 2-5 years
- 17% 6-10 years
- 16% 11-20 years
- 40% More than 20 years

**20. How many people live in your household?**

- 23% 1                      10% 4
- 45% 2                      5% 5
- 13% 3                      3% More than 5

**21. Which best describes the building you live in?**

- 65% One family house detached from any other houses
- 11% One family house attached to one or more houses (e.g. duplex or townhouse)
- 21% Building with two or more apartments or condominiums
- 3% Mobile home
- 1% Other:

**22. Do any children 12 or under live in your household?**

- 21% Yes                      79% No

**23. Do any teenagers between 13 and 17 live in your household?**

- 11% Yes                      89% No

**24. Are you or any other members of your household age 65 or older?**

- 38% Yes                      62% No

**25. Does any member of your household have a physical disability?**

- 14% Yes                      86% No

**26. What is the highest degree or level of school you have completed (mark one box):**

- 0% 12<sup>th</sup> or less, no diploma
- 5% High school diploma
- 17% Some college, no degree
- 6% Associate's degree (e.g. AA, AS)
- 26% Bachelor's degree (e.g. BA, AB, BS)
- 45% Graduate or professional degree

**27. What is your gender?**

50%	Female	42%	Male
1%	Other	7%	Decline

**28. How much do you anticipate your household's total income before taxes will be for the current year?**

14%	Less than \$24,999
22%	\$25,000 to \$49,999
35%	\$50,000 to \$99,999
29%	\$100,000 or more

**29. What is your race or ethnicity? (Mark one or more races to indicate what race or ethnicity you consider yourself to be.)**

2%	American Indian or Alaska Native
3%	Asian or Pacific Islander
0%	Black, African American
2%	Hispanic, Spanish, Latino
90%	White, Caucasian
2%	Other:

**30. In which category is your age?**

9%	18-24 years	13%	25-34 years
16%	35-44 years	12%	45-54 years
15%	55-64 years	24%	65-74 years
12%	75 years or older		

**36. What do you feel will be the single most important issue facing the City of Moscow over the next several years? (Please choose just one issue.)**

**Summary of top responses:**

1. Water Supply especially with new developments coming
2. Christ Church influence and presence downtown
3. Lack of Affordable Housing
4. Over Population / Growth
5. Traffic through town and poorly maintained intersections that caused backed up traffic
6. Downtown Business preservation
7. High Property Taxes
8. Lack of public Parking
9. Street/Sidewalk Maintenance including cracks, potholes, and snow removal

**31. Are you registered to vote in Moscow?**

57%	Yes	7%	No
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**32. Did you vote in the most recent City election?**

44%	Yes	19%	No
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**33. Did you vote in the most recent general election?**

54%	Yes	10%	No
-----	-----	-----	----

**34. Are you likely to vote in the next City election?**

54%	Yes	9%	No
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**35. Are you likely to vote in the next general election?**

60%	Yes	4%	No
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PRELIMINARY RESULTS