



2020-2025

Capital Facilities Plan

Adopted by City Council on October 27, 2020

INTRODUCTION/BACKGROUND

The most basic principle of the Capital Facilities Element and the Capital Facilities Plan is that the public facilities provided contribute significantly to the quality of life in Cheney. The quality of roads, parks, and public buildings is a physical reflection of community values. The difficulty faced by the City is meeting the demands for new and enhanced facilities due to growth or changing community needs.

Capital facilities are the basic services that the public sector provides to support the community as it currently exists, and as it is expected to develop over the next twenty years. The state Growth Management Act (GMA) establishes many of the requirements for the capital facilities element. GMA put into law the goal to "ensure that those public facilities and services necessary to support development shall be adequate to serve the development at the time the development is available for occupancy and use without decreasing current service levels below locally established minimum standards" (RCW 36.70A.020).

By law, the capital facilities element must include an inventory of existing publicly owned capital facilities, a forecast of future needs for new or expanded facilities and a six year plan identifying from what sources the future facilities will be financed. GMA defines public facilities to include roadways, street lighting, sidewalks, traffic signals, domestic water systems, storm and sanitary sewer systems, parks and recreation facilities, and schools. On the other hand, public services are defined to include fire protection, law enforcement, public health, education, recreation, environmental protection, and other government services. This Capital Facilities Plan (CFP) is the plan that provides a summary of how and when these basic improvements to facilities and services will be provided to support the future growth the citizens of Cheney have envisioned via the Comprehensive Plan, and how they will pay for them.

The purpose of the capital improvement plan is to identify future needs of public facilities and public services without decreasing current service levels below locally established minimum standards. The purpose of establishing measurable level-of-service for growth is not all that easy to determine without identifying the preservation of current minimum standards. By definition, in order to identify capital needs whether it be meeting current minimum standards or future growth standards, level of service definitions were established:

TYPES OF CAPITAL FACILITIES

The Capital Facilities Plan covers those areas within the current City limits as well as the un-unincorporated portions of the City's urban growth area. The Capital Facilities Plan focuses on the following:

- Fire Safety & Medical Emergencies
- General Government Facilities
- Libraries
- Light and Power
- Parks, Recreation, and Open Space
- Police
- Sewer/Storm-water
- Schools
- Solid Waste
- Transportation
- Water

Table 1 - Public Facilities available in Cheney by Provider

Types and Sources of Public Facilities	
Type	Provider
Fire Safety and Medical Emergencies	Cheney Fire Department Spokane County Fire District #3
General Government Facilities	City of Cheney
Libraries	City of Cheney Spokane County Public Library District
Light and Power	Cheney Light Department
Parks, Recreation, and Open Space	Cheney Parks and Recreation Department
Police	Cheney Police Department Spokane County Sheriff EWU Police Department
Sewer/Storm-Water	Cheney Public Works Department
Schools	Cheney School District Eastern Washington University
Solid Waste & Recycling	Cheney Public Works Department
Transportation	City of Cheney Spokane County Washington State Department of Transportation Spokane Transit Authority
Water	Cheney Water Department

THE CAPITAL FACILITIES PLAN

The Capital Facilities Element contains the goals and policies that will:

- Guide construction of capital improvements to provide new capacity to accommodate growth.
- Ensure that the City's existing infrastructure is maintained.

Cheney's growth over the next twenty years will trigger the need for new facilities like schools, parks, streets, libraries, water, and sewer. The Capital Facilities Plan (CFP) details all of these capital projects needed to maintain the adopted level of service standards for the citizens over the next twenty years. The City Council adopts the CFP as the official framework of long-range spending on public infrastructure. The Capital Facilities Plan must be balanced and all projects must have an identified funding source.

CAPITAL FACILITIES FINANCING STRATEGIES

The Growth Management Act requires the City to identify the sources of funding for each type of capital facility. This section describes in general the available sources for City-funded capital facilities, funding strategies, and the criteria to evaluate proposed capital projects. More detailed information regarding expenditures and revenue sources can be found in the tables at the end of the Capital Facilities Plan.

FUNDING OR FINANCING STRATEGIES

Demand for capital improvements in most cities usually far exceeds the revenues to pay for these projects. In order to fund these projects an approach should ensure that through fiscal constraint immediate needs will be met. Over time, as the economic capacity in the city grows it should have the flexibility to fund additional capital improvements.

Using this approach, the City will fund capital improvements by the following sources first:

1. Restricted funds (enterprise funds) will be allocated to their associated capital projects; however they may include projects that can generate other tax revenues through job creation or expansion of the tax base.
2. Use impact fees for park improvement and acquisition.
3. Use real-estate excise tax (REET) funds for capital improvements
4. Allocate portions of the General Fund for major capital purchases
5. Use new bonds to finance 'must-fund' priority projects where 1 – 3 above are not sufficient.
6. Remaining projects are funded as new tax revenues become available or assistance is provided by Federal, State or private sources.

CAPITAL FACILITIES CRITERIA

The development of the Capital Improvement Program list is an iterative process. The criteria listed are intended to be used to evaluate proposed programs related to implementation of the City's comprehensive plan. The needs of City systems and deficiencies in public facilities are evaluated using the criteria below. In addition, the criteria emphasize a program's impact on enhancing the long-term livability of the community. The Capital Facilities Plan needs to have established criteria which will guide decision making regarding what investments will provide the most public benefit.

The following criteria form the basis for decision-making concerning new and proposed continuing capital budget items for the City of Cheney:

PUBLIC SAFETY: The project is required to address a vital safety risk; the benefit to the environment, or safety of the community should be evaluated. Proposals from departments that are responsible for public safety (e.g. Fire, Police) do not automatically meet this criterion. It is possible that other departments may have proposals that address an obvious safety issue. For example, nearly all street projects address public safety issues, but an intersection that has a documented history of safety concerns should receive a higher priority treatment.

PUBLIC HEALTH: The benefit to the environment and community's public health is of primary concern. This criterion is only used when public health is a matter of necessity and not a matter of choice. For example all water or sewer projects concern public health, but only ongoing health hazards would make a water or sewer project mandatory.

CONFORMANCE WITH ADOPTED COMPREHENSIVE PLAN: Consistency with the City's Comprehensive Plan is important as capital investments facilitate implementation of the twenty year plan. As such, City departments have an obligation to request capital projects that support and implement the stated goals and policies of the plan. Consideration should not be given to any project that does not actively implement the plan, or hampers the City's ability to implement the plan.

LEGAL REQUIREMENT: State or Federal mandates often times require that a particular project be implemented. In other situations, court orders and judgments concerning annexation, property owner's rights, environmental protection, etc. are also legal requirements that may affect how capital projects are prioritized.

RELATED PROJECTS: Frequently projects in one category are critical to the success of capital projects in other categories. Related projects, even though they are proposed by other departments or governmental entities, could result in a savings to a separate project which should be pursued.

NET IMPACT ON FUTURE OPERATING BUDGETS: The cost impact of a proposed capital project on the City's future operating budgets should weigh heavily on the City's decision to fund the project. In some cases, however, a project may generate enough revenue to offset its operating costs (e.g., water, treatment plant, sewer treatment plant, new substation, etc.).

OTHER: There are additional priority factors that departments may include for evaluation. Some of these additional factors for consideration could include public support, level of service, cost savings to the City, and impact on economic development.

OVERVIEW OF CAPITAL FACILITY FUNDING SOURCES

The City's capital facilities are funded by a variety of resources including restricted funding that must be used for capital purposes and unrestricted resources that can be allocated to fund capital projects. Funding comes from the City and other sources originating outside the City such as State, Federal, and contributions from other agencies or organizations. Each of these sources is briefly described below.

IMPACT FEES - State law allows the City to collect fees from owners or developers as development occurs to fund park acquisition, park development and transportation capital projects. The fee amount is determined by estimating the appropriate private sector cost of the capital facilities that are required to meet expected demand and achieve the established service level standard. The appropriate private sector cost is allocated to new development based in its estimated impact on demand.

SYSTEMS DEVELOPMENT CHARGES (SDCS) - Like impact fees, SDCs are collected from owners and/or developers as development occurs to fund improvements to the water and sewer utilities. These funds may be expended on projects that expand utility system capacity and can either pay for debt service on bonds or for direct project expenditures.

REAL ESTATE EXCISE TAX (REET) - State statute authorizes the City to impose two taxes of one quarter percent on the sale of real estate within the city limits. The proceeds of the tax must be used for capital purposes as allowed by State law and as directed by the City Council. The City has implemented both taxes. The proceeds from the first quarter percent are dedicated to local capital projects as defined by RCW 82.46.010(2)(6) Proceeds from the second quarter percent are dedicated solely to financing capital projects specified in the capital facilities plan.

FEDERAL AND STATE GRANTS - The City is very active in applying for grants from various federal and state agencies to fund capital facilities. These grants are typically available for a specific purpose. The City has had the most success in obtaining grants for transportation improvements, parks and trails, and historic preservation improvements. Both state and federal grants typically require the commitment of local funding as a match to the grant. In addition to grants from state or federal agencies, the City may apply for some Community Development Block Grant funding to selected capital projects through the Spokane County Community Development Block Grant (CDBG) Program.

GENERAL OBLIGATION BONDS - Funding for capital facilities projects may be provided by general obligation bonds issued for specific purposes. The source for repayment of the bonds can be from general fund revenue or from other revenue sources City Council dedicates for that purpose. The maximum amount of non-voted debt the City can issue is limited by state law to 1.5% of the City's assessed value.

WATER AND SEWER UTILITY REVENUE BONDS - Revenue bonds issued by the City's water and sewer utilities have been used to fund specific capital projects for the utilities. This funding mechanism was most recently used in the 1970s. The bonds are repaid from user fees charged to the water and sewer utilities customers and from SDCs (see above). Utility revenue bonds are repaid exclusively from utility revenues.

VOTER APPROVED BONDS - Voters can approve a property tax levy to pay for bonds issued to fund capital projects. Any proposed voter approved bond levy requires 60% voter approval and is limited to 2.5% of the City's assessed value. The City currently has no voter approved bonds outstanding.

OPERATING FUNDS - The City may allocate operating or general funds for capital purposes. Operating funds have been used in the past to fund capital facility improvements for transportation and parks and recreation. Operating funds can be used to pay for projects directly or to pay principal and interest on bonds issued to fund capital projects.

ESTABLISHING LEVEL OF SERVICE STANDARDS

State law requires the Capital Facilities Plan to be based on service standards that are measurable and financially feasible for the six fiscal years after plan adoption. This is referred to as Level of Service (LOS).

Because the need for capital facilities is mostly determined by the adopted LOS, the way to influence the Capital Facilities Plan is through the selection of the level of service standards. A community's Level of Service Standards are best considered a measure of quality of life, and the adopted standards should be based on the community's vision of its future and its values. Capital facility needs can then be gauged by comparing existing facility capacity to the amount needed to maintain an agreed upon level of service standard.

Since the values and priorities of a community change and evolve over time, and available funding fluctuates, adjustments to level of service standards will be necessary. The challenge confronting the City is to balance the need for service reliability (e.g. development should be able to count on the timely provision of improvements) with responding to changing conditions.

It is important to note that while level of service standards are measures of facility performance, other goals and policies as well as the Vision Statement should also be considered when making decisions on capital improvement projects and facilities.

LOS standards will influence the timing and location of development by clarifying which areas have excess capacity that may easily support development, and by delaying new development until it is feasible to provide the needed public facilities. In addition, to avoid over extending public facilities, public services may be phased in over time to ensure that new development and projected revenues remain balanced. The City has a LOS standard for domestic water, sanitary sewer, storm water, law enforcement, parks and open space, libraries, and fire and emergency services. These standards are listed in, Table 3, and Table 4 below.

Aging Infrastructure. Some of Cheney's capital facilities are aging and will require repairs and replacement over the next twenty years. The costs of replacing utility infrastructure and roads are substantial and take years for planning and implementation. Likewise, facilities such as parks and municipal buildings require ongoing maintenance, improvements, or replacement. City departments maintain plans and strategies for funding and building necessary improvements.

Table 2- LOS for Facilities not subject to concurrency

	Current Levels of Service Guideline
Libraries	0.6 sf per capita
Parks and Open Space	3.7 acres per 1,000 pop. ¹
General Government Facilities	
City Hall	Based on age of building
Utility Building	Based on age of building
Community Buildings (Wren Pierson)	Based on age of building
Public Safety Buildings (Police & Fire)	
Police	Based on age of building
Fire	Based on age of building

Table 3-LOS for Facilities subject to concurrency

	Current Levels of Service Guidelines
Light & Power	Voltage level +/- 5%. Availability 99.9954, top quartile nationally.
Public Transit	As adopted by the STA Board
Public Schools	Determined by Cheney School District Capital Facilities Plan
Sanitary Sewer	20-year pop. projections as well as Dept. of Ecology Criteria
Storm water	New development shall treat and not increase pre-development flow
Solid Waste & Recycling	0.5 tons per capita

Table 4- LOS for Services subject to concurrency

	Current Levels of Service Standards
Fire & Emergency Services	3-4 minutes, 90% of the time.
Law Enforcement	2-15 minutes depending on the “priority” of the call
Transportation	Min. LOS D
Water (potable) ERU	339 gallons ADD ² /610 MDD ³ per ERU ⁴

The City does not determine a specific LOS standard for public transit or schools as that is supplied by those organizations.

DETERMINING AND EVALUATING FUTURE LEVEL OF SERVICE (LOS) NEEDS:

¹ This figure does not include parks and playfields shared with schools or the future 50-acre Betz Road Park

² ADD – Average Daily Demand

³ MDD – Maximum Daily Demand

⁴ ERU – Equivalent Residential Unit

"Concurrency" occurs when adequate public facilities, services or strategies are in place to serve new development at the time the development is ready to be occupied. Concurrency requirements seek to prevent new development from outpacing local government's ability to provide system improvements needed to serve the new development including streets, public transportation, sidewalks, parks, schools, and utilities. The additional demand from the new development can result in congestion or overcrowding of existing facilities that will impact new and existing residents alike, if improvements are not made in time. In the case of transportation facilities, Washington's Growth Management Act (GMA) defines "concurrent with the development" to mean that improvements or strategies are in place at the time of development, or that a financial commitment is in place to complete the improvements or strategies within six years (RCW 36.70A.070 (6) (b)).

The GMA does not specifically require concurrency for facilities other than transportation facilities. However, GMA goals, the Washington Administrative Code (WAC), subdivision statutes, and case law encourage or require provision of a broader range of facilities and system improvements prior to development approval. For instance, the subdivision statute requires local jurisdictions to find that "appropriate provision" is made for "open spaces, drainage ways, streets or roads, alleys, other public ways, transit stops, potable water supplies, sanitary wastes, parks and recreation, playgrounds, schools and school grounds," sidewalks and other facilities, prior to subdivision approval (RCW 58.17.110). Building code statutes require evidence of an adequate water supply before a building permit may be issued (RCW 19.27.097).

GENERAL GOVERNMENT FACILITIES

General Government Facilities include city-owned public buildings like, Community Center, Sterling Moorman House, Fire Station, and Police Department Building.

CITY HALL - City Hall is located in the City Center and is owned by the Cheney Light Department that is leased to City Administration, the Finance Department, Information Technology, and the Municipal Court functions. Built in the 1950s and funded by the Light Department, City Hall conveniently held all City operations. During the past five decades it has been highly modified and now struggles to meet current needs. Over the next twenty years, staffing increases necessary to meet the needs of population growth, aging building systems, and ADA accessibility are but a few of the structure's issues that need to be addressed. In the short term, limited improvements may help with status-quo problems but provide no solutions for growth over the next ten years. There is currently no strategy or reserve fund for replacement.

During the 2021-23 calendar years, the City is looking to complete a Facility Services Analysis, that will look at the space needs for public safety, aquatics, and City Hall

Table 5 – City Hall Future Needs and Costs

Time Frame		Facility Needs
0 to 6 Years	Description	Cost
	<ul style="list-style-type: none"> Limited improvements to targeted areas 	\$50K - \$250K
7 to 20 Years		

UTILITY BUILDING - The Utility Building, built in 1973, contains the Light Department, and the Public Works Department (building, code enforcement, planning, sewer, water, streets and vehicle shop). A substantial expansion and remodel of the Utility Building occurred in 2009 – 2010 providing improved customer service areas, office space, public meeting rooms and storage for important public records. The existing building can meet the current needs of the community.

COMMUNITY CENTER - The Wren Pierson Building, built in the 1930’s, has historically housed the Parks and Recreation Department, Community/Senior Center, Food/Clothing Bank, and the Cheney Historical Museum. Severe storm damage during the winter of 2008-2009 forced the building’s closure, but the City rebuilt it at the current location in the City Center in 2011-2012. The existing building can meet the current needs of the community.

STERLING MOORMAN HOUSE - The Sterling-Moorman House is a historic 1884 structure acquired by the City in 2006. Located at the edge of the downtown commercial district, it will be restored for a contemporary use which respects the quality construction and craftsmanship that was held by the original builder. To the greatest extent possible, interior finishes, furnishings and landscaping will express the building’s pre-World War I character and heritage, while providing a clean, interesting and hospitable site for activities which are consistent with the scale, character and historic integrity of the building. Although the City retains ownership, a nonprofit corporation, the Sterling-Moorman House Foundation of Cheney, has been established to help oversee restoration and operation of the structure. Donations, grant funds and volunteer hours have supported the relocation of the original structure and foundation work (2006-2007), development of a historic structure report and preservation plan (2008), stabilization of the front porch (2010-2012), exterior paint (2013), retaining wall (2014), masonry chimney restoration (2014), and installation of a decorative bench at the corner nearest the Post Office (2015). Future plans for the Sterling-Moorman House include maintaining the structure as an interpretive center depicting pre-World War I lifestyles and living on the West Plains, as well as making the building available as a conference meeting space for City and community groups throughout the year.

LIGHT DEPARTMENT

The City of Cheney Light Department is a municipal electric utility serving approximately 5,500 customers in the Cheney community. Cheney Light was formed in 1931 when the electric utility was purchased from the local utility owners. The utility does not pay dividends to stockholders, but retains all net income for operation, maintenance and expansion of the electric distribution system and maintenance and renovation of City Hall. Cheney Light has a contract with Bonneville Power Administration to provide Tier One power needs through 2028. Load Growth or Tier Two power is provided from other sources. Bonneville also provides transmission service to Cheney Light by way of a separate contract. Based on a projected population increase of 3,275 residents in the next 20 years the City will be purchasing additional power to accommodate approximately 1,200 new connections while maintaining the current voltage LOS.

Telecommunication services to both residents and business have been provided by Century Link (telephone and internet provider) and Davis Communications (cable TV and broadband internet provider). Currently, the City signed on a new telecommunications provider to provide services to City Hall. The City's municipal buildings are connected to a central hub at City Hall over a public-owned fiber-optic network. Most municipal buildings have an Ethernet local area network (LAN), and many buildings have wireless networks for added convenience. The existing 100 MB wiring in most of the municipal buildings is being upgraded by the new provider, to a 1 GB cable (10 times faster), which will be the City-wide standard. While the City does not have a current LOS standard for technology, it is anticipated that as technology improves and/or changes the City will look at incorporating technological changes into city services that are prudent and economical.

PARKS & OPEN SPACE

Park and recreation facilities and open spaces are essential to a community's well-being. Parks and open spaces help mitigate urban development, provide important ecological functions as well as providing essential recreation opportunities for citizens and visitors.

The Countywide Planning Policies for Spokane County require all jurisdictions to adopt a Level of Service (LOS) standard for parks. The City has the flexibility and freedom to establish a LOS standard for parks that reflects the expressed need and desire of the community. The City also has the obligation to ensure that the operation and maintenance needs of existing parks are met. Level of service standards for park and recreation facilities are normally expressed as a ratio of total park acreage to the size of the community's population (acres per thousand residents). The City of Cheney has established a LOS standard of 3.7 acres per thousand residents broken down as follows:

- **Neighborhood Parks:** 1 acre/1000 residents;
- **Local Parks:** 2.8 acres/1000 residents;
- **Large Urban Park:** 4.7 acres/1000 residents;
- Other nearby parklands and open space which include the Columbia Plateau/Fish Lake Trail, Williams Lake Plunge Pool, State Park and Turnbull National Wildlife Refuge

Table 6 - Parks and Open Space Current vs. Future Needs

	2015	2030	Need
Parks and Open Space	42.2 acres	51.70 acres	9.5 acres (developed) Cheney Currently has 79.22 acres

Cheney currently provides 3.8 acres per 1,000 residents. The 50-acre Betz Park will provide the future Large Urban Park needs for the anticipated population projections of approximately 3,275 people; thereby maintaining the service level of 3.7 acres of parks and open space per 1,000 population.

Having a major university in the community provides a greater number of recreational opportunities and open space for residents. The EWU campus contains gym facilities for racquet sports, swimming, basketball, rock climbing, ice skating, and more. For a fee, all of these facilities are available to the community, but were not included in the LOS calculation. The Parks, Recreation and Open Spaces Plan is hereby adopted by reference as a part of the Capital Facilities Plan. For more detailed information on Parks and Open Space and for details on needed future capital facilities and the future financing plan contact the Parks and Recreation Department.

PUBLIC SAFETY

LAW ENFORCEMENT

Community resources, needs, expectations, and values determine the level of law enforcement services and facilities. Generally, the higher the density and intensity of land use, the greater the demand for law enforcement services to address the safety of the citizens and maintain the peace. Capital facilities associated with police services include vehicles, office and police equipment, as well as a firing range, which are provided through general funds and grants and determined on an annual basis. Projected capital facility requirements are based on officer response times to different types of “priority” level calls that are received. As the City grows, and response times rise, the need for additional officers will increase, as well as the need for additional police equipment and facilities.

LEVEL OF SERVICE

The existing facility for the Police Department is beyond capacity. Present personnel include 16.5 police officers and 6.5 police dispatchers. The current shortage of space is due to inadequate size building and growth in personnel (7 officers), and does not include the need for ancillary space for uses like conference and training, general storage, evidence storage, and weapons cleaning and storage. The 2008 facility study described the Police Department building and its deficiencies as a result of its insufficient size. The building is at capacity and was designed and built for the need in 2003 and offers no room for growth related to personnel or evolving technology. Based on the current square footage of the facility and the number of personnel, additional space is, and will be needed in future years.

Currently the Cheney Police Department operates and maintains 11 marked police vehicles and 5 unmarked vehicles all of which are intended for use by commissioned officers. The ‘Volunteers In Policing’ program is assigned 1 marked patrol vehicle dedicated to routine patrol duties. The current Police Department parking lot lacks sufficient space for both police and visitor parking. Moreover, the Police Department lacks secured parking for patrol and administrative vehicles.

With this update to the Comprehensive Plan the Police Department has moved away from the traditional Level of Service Standard (LOS) of “x” number of officers per 1,000 population. The new LOS standard is based upon response times depending on the “priority” level of the call, and the number of officers needed to respond appropriately. Based on a projected population increase of 3,275 additional residents in the next 20 years while maintaining the same LOS, the City will need to hire additional officers to maintain desired LOS response times. The City’s minimum law enforcement LOS is a 2-3 minute response time for a Priority Level 1 request.

Table 7 - LOS Standards for Law Enforcement

Priority Level	Type of Incident	Recommended # of Officers	Response Time Goal
Priority 1	In progress or just occurred calls involving threats to a person	2 Officers or more	2 minutes
Priority 2	In progress or just occurred calls involving threats to property	2 Officers or more	5 minutes
Priority 3	“Routine” calls for service, non-urgent police activity	1 Officer	15 minutes
Priority 4	Officer initiated such as traffic stops with potential officer safety implications	2 Officers or more	N/A
Priority 5	Administrative in nature (i.e. report writing) with no officer safety implications	N/A	N/A

FUTURE FACILITY NEEDS

Table 8 – Police Facilities Future Needs & Costs

Time Frame	Facility Needs	
0 to 6 Years	Description	Cost
	<ul style="list-style-type: none"> Office Space Training/Conference Room 	\$120k
7 to 20 Years	<ul style="list-style-type: none"> Renovation/Replacement of Police Station 	Limited - \$1.5M – \$2M Intermediate - \$2M – \$2.5M Full - \$6M - \$8M

FIRE SERVICE

The City of Cheney Fire Department provides a complete range of services to the City and to Eastern Washington University that includes fire responses, paramedic emergency medical services, fire code plan review and enforcement to both businesses and residents alike. Cheney's Fire Department is rated by the Washington Survey and Ratings Bureau which ranks the class of fire protection provided in a jurisdiction. This ranking is then used to calculate insurance rates. The City is currently maintaining a Class 5 rating on a scale of 1 (High) to 10 (Low).

In 2019 the fire department received 1,541 calls for fire and emergency medical services and we have shown an annual steady increase of 2.5% in emergency call volume over the past decade. The majority of the calls (73%) were for medical responses and the balance (27%) being calls for fire-related emergencies. The presence of a major university and a large student population brings a unique challenge for emergency services that cities of similar size and population do not face.

Table 9 - Fire Facilities Current

Facility	Facility (age)
Station 1	Built in 1973
Fire Apparatus	Number of Units
ENGINE: 2019 Rosenbauer 1500 GPM/750 gallon Class-A Pumper	1
PUMPER/LADDER: 2005 Spartan 1500 GPM/300 Gallon, 109' Aerial	1

LEVEL OF SERVICE

Fire protection level of service (LOS) is primarily influenced by call volume, staffing and response times. Service level is constrained by station location(s), quantity of stations, number of trucks/units, number of firefighters, qualifications and training, weather, and road congestion. Cheney's Fire Station is located in the City Center within a few blocks of City Hall and is staffed 24-hours a day with a minimum of two full-time firefighters and two part-time firefighters in the evenings and weekends. The City's LOS standard for Fire and Emergency Services follows the National Fire Protection Association 1710 standard of a 300 second response, 90% of the time for medical calls and a 320 second response, 90% of the time for fire responses.

The department currently meets both its fire facility and apparatus service levels although response times have diminished over the years. Cheney's Fire and Emergency Service response times for 2019 averaged 370 seconds at an 83% compliance which, does not meet the LOS national standard. Additionally, areas across the railroad tracks can experience a further drop in response times because of crossing delays caused by either Union Pacific or BNSF train traffic. Service levels are becoming constrained due to call volume increase and multiple simultaneous calls. There has been an average of over 200 doubled-up calls since 2017 which, required other agencies to respond to the City. With a trend analysis projecting future increased annual call volume, there is a need for a second service unit and adequate staffing in order meet minimum quality of service demands.

FUTURE FACILITY AND APPARATUS NEEDS

In order to maintain the current LOS to support new growth, improved facilities and equipment replacement will be critical within the next six years. A facility analysis completed in 2008 identified the fire station as a small and outdated facility from which to deliver public safety services.

Table 10 – Fire Department Future Needs & Costs

Time Frame	Facility and Apparatus Needs	
0 to 6 Years	Description	Cost
7 to 20 Years	Description	
	<ul style="list-style-type: none"> • Fire Station Upgrade / Expansion • Replacement of Pumper / Ladder Aerial Truck • 10-yr Shelf Life SCBA Packs replacement (2029) • Type-V Wildland Apparatus replacement 	\$ 750K - \$ 3.5M \$ 1.1M – 1.4M \$130 - \$140K \$120 - \$160K

SEWER

A sanitary sewer system handles the sewage needs for the City. Public sewer services are currently provided to all of Cheney by the City’s Public Works Department.

The sewage collection system serves the developed residential and commercial areas of the city, including Eastern Washington University, through a series of collection sewers, trunk sewers and interceptors. The majority of the sewer system is gravity fed to the entrance of the Wastewater Treatment Plant. There are currently about 2,800 residential connections to the sewer collection system. There are plans to allow beneficial use of the wastewater effluent for irrigation and water reuse, which will help preserve ground water resources for the highest and best use.

The City's minimum LOS standard is to provide sanitary sewer service to all new development. New systems shall be designed to safely pass the wastewater flow under the future 20-year development scenario, as determined by full site build out or by the Sewer System Plan. The current 2006-2026 Sewer System Plan is based on 20-year projections of population growth as well as criteria established by the State Department of Ecology. The plan shows that the current sewage collection system has the capacity to adequately serve the population needs over the next 20-years. The existing sanitary sewer plan is hereby adopted by reference as a part of this Capital Facilities Plan. Further information about the Sewer System Plan can be found by contacting the City of Cheney Public Works Department.

SOLID WASTE AND RECYCLING

The Public Works Department Solid Waste Division is responsible for the collection and disposal of the City's solid waste and recyclables. As of December 31, 2009, the City of Cheney ended its contract with a private provider of collection and disposal services, opting to finance the capital and operational expenditures needed to run the program. The Solid Waste Fund is used for the Division's capital needs, including vehicle upgrades and replacements, facilities, and additional capital purchase as need exists. Current LOS standards identify adequate capacity to collect solid waste.

Table 11 – Solid Waste Future Needs and Costs

Time Frame	Facility Needs	
0 to 6 Years	Description	Cost
	• Commercial Front-End Loader	\$160K
	• Roll-Off Truck	\$200K
7 to 20 Years	• Replacement Residential Truck	\$300K
	• Solid Waste Transfer Facility	\$1.3M

The system management capital items as well as the update to the Solid Waste Facility are all related to addressing capacity needs for the operation. These will be funded through City solid waste rate revenues, recycling center income, and other miscellaneous revenues.

The current LOS for solid waste collection is 0.5 tons (1,000 pounds) per capita. Based on a projected population increase of 3,275 additional residents in the next 20 years while maintaining the same LOS, the City will need to fund capacity expansion to collect an additional 1,680 tons of solid waste.

In 2020, the City of Cheney will update its waste plan via a renewed a contract for disposal services with the City of Spokane.

STORM WATER

Surface water (storm water) management deals with the retention and movement of water on the surface of the ground, typically associated with storm water. The control of storm water is essential to preventing property damage due to flooding and to prevent the degradation of water quality. The developments within the City have historically committed substantial resources to providing adequate storm water management facilities.

The City's existing minimum LOS standard for surface water drainage requires that all private or public on-site or off-site storage, conveyance and treatment facilities result in no degradation of Minnie Creek or groundwater supplies. As development both in and around the City continues, strategies will need to be devised to address storm water detention and water quality so that area residents and business will not be adversely impacted. Stormwater is serviced by the City of Cheney. The City of Cheney has adopted the "Spokane Regional Stormwater Manual" (SRSM) as its standard for the design and construction of

stormwater collection and disposal facilities. It is anticipated that changing regulatory environment in 2017 will mean Cheney may need to comply with State-mandated requirements to provide municipal storm water infrastructure and treatment through a Department of Ecology Phase II Stormwater discharge permit.. Potential funding sources for improvements would be rate payers, the general fund, and storm water utility assessment fees.

WATER

Water facilities, such as water mains, production wells, water storage reservoirs, and pump stations provide for safe and efficient delivery of water to the community. Public water services are currently provided to the majority of the City by the city's Public Works Department as well as some locations outside the city limits, but within the Future Service Area. The City's six-year water plan identifies all funding sources and capital projects needed to maintain the current LOS, accommodating growth for the next six years. The Six-Year Comprehensive Water Plan is adopted by reference as a part of this Capital Facilities Plan.

PUBLIC SCHOOLS

Cheney and its surrounding area is served by the Cheney Public School District, which provides both primary and secondary education. The District operates one high school, one middle school, and two elementary schools located within the city limits. The district also operates an alternative high school, a middle school, and three elementary schools located outside the city limits.

The City neither sets nor controls the level of service standards for area schools. The Cheney School District is charged with ensuring there is adequate facility space and equipment to accommodate existing and projected student populations. The LOS for public schools is determined by the individual school district Capital Facility Plan. The funding sources for public schools are federal, state, and local funds. Please refer to the Cheney School District Capital Facility/Comprehensive Planning documents for specific information.

TRANSPORTATION

The Growth Management Act (GMA) requires jurisdictions to adopt Level of Service (LOS) standards for both highway and transit services. The GMA requires that each jurisdiction's LOS standards be coordinated within the region and be supported by local regulations. The City of Cheney utilizes the Spokane County level of service calculations which are based upon travel delay and is expressed as letters "A" through "F", with "A" being the highest or best travel condition and "F" being the lowest or worst condition.

TRANSPORTATION IMPROVEMENT PROGRAM

Cheney is required under RCW 35.77.040 to prepare and adopt a comprehensive transportation improvement program (TIP) for the ensuing six calendar years. These six-year TIPs are to be consistent with the city and county comprehensive plan transportation element. This includes any proposed road and bridge construction work or other transportation facilities and programs deemed appropriate, including any

new or enhanced bicycle or pedestrian facilities identified pursuant to RCW 36.70A.070(6) or other applicable changes promoting non-motorized transit. TIPs also must contain information on how a city or county will act to preserve railroad rights-of-way in the event a railroad ceases to operate in its jurisdiction. Furthermore, a six-year TIP is intended to set forth those projects and programs of regional significance for inclusion in the transportation improvement program within that region.

Each year, in accordance with RCW 35.77, the Cheney Streets and Transportation Division presents a proposed list of street and sidewalk improvements covering a six year horizon. The program focuses on residential and arterial street and sidewalk improvements. Please refer to the current Cheney Six-Year TIP for a complete listing of the needed residential and arterial street and sidewalk improvements and the financing plan. The six year TIP is adopted by reference as a part of this Capital Facilities Plan.

CAPITAL IMPROVEMENT PROGRAM

The City's Capital Improvement Programs (CIP) for transportation, water, wastewater, solid waste, street equipment, parks, Light, Public Safety, and Sterling Moorman House and provide much more detail and emphasize the first six years of projects of the larger twenty year CFP. The CIP includes projects and improvements, a timeline for construction, and the identified funding source. The CIP can also include maintenance, repair, and replacement projects that do not add new capacity but rather maintain existing infrastructure. In addition, the CIP may contain projects that are necessary but still unfunded.

The purpose of the capital improvement plan is to identify future needs of public facilities and public services without decreasing current service levels below locally established minimum standards. The purpose of establishing measurable level-of-service for growth is not all that easy to determine without identifying the preservation of current minimum standards. By definition, in order to identify capital needs whether it be meeting current minimum standards or future growth standards, level of service definitions were established:

Capital Improvement Level of Service (LOS):

- 1) Deficiency: addresses a technical or regulatory deficiency or requirement.
- 2) Preservation: preserves existing facility or system component.
- 3) Growth: Serves to accommodate growth of a facility or system component through new development or expansion.

Table 12 - Capital Facilities Plan: Transportation Projects

Revenues	2020	2021	2022	2023	2024	2025
Electrical and Natural Gas Tax	\$150,000	\$426,600	\$458,800	\$440,300	\$449,600	\$517,800
Grants	\$750,000	\$112,800	\$1,238,900	\$930,300	\$488,100	
Transportation Impact Fees		\$75,200	\$360,000	\$284,400		
Total	\$900,000	\$614,600	\$2,057,700	\$1,655,000	\$937,700	\$517,800

Replacement Requests	*LOS	2020	2021	2022	2023	2024	2025
Arterial Street Overlay Program	2	\$900,000	\$188,000	\$1,676,600	\$1,280,700	\$542,400	
Annual Residential Street Overlay Program	2	\$0	\$391,600	\$346,100	\$339,300	\$360,300	\$482,800
Annual Sidewalk Replacement Program	2	\$0	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Capital Replacement Request Total		\$900,000	\$614,600	\$2,057,700	\$1,655,000	\$937,700	\$517,800

*CIP Level-of-Service

- 1 Deficiency: Addresses a technical or regulatory deficiency or requirement
- 2 Preservation: Preserves existing facility or system component.
- 3 Growth: Serves to accommodate growth of a facility or system component through new development or expansion.

Table 13 - Capital Facilities Plan: Water Projects - 402

Revenue Source	2020	2021	2022	2023	2024	2025
Rate Revenue			\$253,530	\$569,058	\$268,041	\$74,887
Loans						
Grants			\$222,175	\$223,417	\$223,417	\$165,113
Total Sources	\$0	\$0	\$475,705	\$792,475	\$491,458	\$240,000

Project Title	2020	2021	2022	2023	2024	2025
BPS No. 1 (High School Zone) Upgrade				\$65,564		
Annual Water Main Replacement Program			\$240,000	\$240,000	\$240,000	\$240,000
N 4th Street, Elm to Oakland			\$235,705	\$242,777		
N 5th Street, Elm to Oakland				\$244,134	\$251,458	
Total Funded Project	\$0	\$0	\$475,705	\$792,475	\$491,458	\$240,000

*CIP Level-of-Service

- 1 Deficiency: Addresses a technical or regulatory deficiency or requirement
- 2 Preservation: Preserves existing facility or system component.
- 3 Growth: Serves to accommodate growth of a facility or system component through new development or expansion.

Table 14 - Capital Facilities Plan: Waste Water Fund – 404

Revenues	2020	2021	2022	2023	2024	2025
Rate Revenue		\$140,000	\$465,000	\$460,000	\$520,000	\$250,000
Loans	\$350,000	\$2,200,000	\$1,000,000			
Grants	\$350,000	\$2,000,000	\$1,000,000			
Total	\$700,000	\$4,340,000	\$2,465,000	\$460,000	\$520,000	\$250,000

Capital Replacement Requests	*LOS	2020	2021	2022	2023	2024	2025
I & I Abatement	2				\$100,000	\$100,000	\$100,000
Replace Vector Combination Truck	2			\$325,000			
Replace Loader # 621E	2				\$260,000		
Rotary Fine Screen #1 Replacement	2		\$140,000				
Rotary Fine Screen #2 Replacement	2			\$140,000			
Polymer Make-up System Addition	2					\$70,000	
Pista Grit System Rehabilitation	2				\$100,000		
Equipment Storage Building	2					\$350,000	
WTRP Sump Pump Replacements	2						\$150,000
Water Reclamation Design Engineering	2	\$700,000	\$700,000				
Water Reclamation Construction - Production	2		\$3,500,000	\$2,000,000			
Capital Replacement Request Total		\$700,000	\$4,340,000	\$2,465,000	\$460,000	\$520,000	\$250,000

*CIP Level-of-Service

- 1 Deficiency: Addresses a technical or regulatory deficiency or requirement
- 2 Preservation: Preserves existing facility or system component.
- 3 Growth: Serves to accommodate growth of a facility or system component through new development or expansion.

Table 15 - Capital Facilities Plan: Solid Waste Projects – 403

Revenues	2020	2021	2022	2023	2024	2025
Capital Reserves		\$270,000				
Grants						
Total	\$0	\$270,000	\$0	\$0	\$0	\$0

Replacement Requests	*LOS	2020	2021	2022	2023	2024	2025
Recycling Forklift	2		\$40,000				
Yard Waste Site Expansion	2		\$230,000				
Capital Replacement Request Total		\$0	\$270,000	\$0	\$0	\$0	\$0

- *CIP Level-of-Service
- 1 Deficiency: Addresses a technical or regulatory deficiency or requirement
 - 2 Preservation: Preserves existing facility or system component.
 - 3 Growth: Serves to accommodate growth of a facility or system component through new development or expansion.

Table 16- Capital Facilities Plan: Street Equipment Fund – 107

Revenues	2020	2021	2022	2023	2024	2025
Reserves			\$150,000		\$60,000	
Grants						
Loans			\$150,000			
Total	\$0	\$0	\$300,000	\$0	\$60,000	\$0

Replacement Requests	*LOS	2020	2021	2022	2023	2024	2025
Sweeper Replacement # 225	2			\$300,000			
Pavement Roller Replacement # 226	2					\$60,000	
Capital Replacement Request Total		\$0	\$0	\$300,000	\$0	\$60,000	\$0

- *CIP Level-of-Service
- 1 Deficiency: Addresses a technical or regulatory deficiency or requirement
 - 2 Preservation: Preserves existing facility or system component.
 - 3 Growth: Serves to accommodate growth of a facility or system component through new development or expansion.

Table 17 - Capital Facilities Plan: Park Projects

Revenues	Revenue Source	2020	2021	2022	2023	2024	2025
Local	Real Estate Excise Tax			\$60,000			
local	Park Impact Fees	30,000	\$180,000	\$160,000	\$45,000	\$30,000	\$85,000
External	Spokane Parks Foundation Grant		\$100,000	\$50,000			
External	Department of Commerce Energy Grant		\$100,000				
External	Parks / Recreation Grant			\$250,000			
Total		\$30,000	\$380,000	\$520,000	\$45,000	\$30,000	\$85,000

Replacement Requests (LOS)	2020	2021	2022	2023	2024	2025
Splash Pad		\$250,000				
Pool Refurbishment/Enhancement		\$100,000	\$500,000			
Parks Infrastructure	\$30,000	\$30,000	\$20,000	\$30,000	\$30,000	\$85,000
Wren Update				\$15,000		
Capital Replacement Request Total	\$30,000	\$380,000	\$520,000	\$45,000	\$30,000	\$85,000

- *CIP Level-of-Service
- 1 Deficiency: Addresses a technical or regulatory deficiency or requirement
 - 2 Preservation: Preserves existing facility or system component.
 - 3 Growth: Serves to accommodate growth of a facility or system component through new development or expansion.

Table 18 - Capital Facilities Plan: Light

Revenue Source	2020	2021	2022	2023	2024	2025
Cheney Electrical Rates Revenue	\$255,000	\$555,000	\$560,000	\$310,000	\$260,000	\$260,000
Total Sources	\$255,000	\$555,000	\$560,000	\$310,000	\$260,000	\$260,000

Project Title	2020	2021	2022	2023	2024	2025
College Hill Part 1 (3 phase power section)		\$30,000				
College Hill Part 2 (Single phase/Cheney Gardens)		\$20,000				
Direct Bury Replacement		\$80,000				
Downtown Primary			\$50,000			
Bethany-Cambridge Loop tie		\$50,000				
Direct Buried Wire Scenic Heights			\$50,000			
Reconductor old copper lines		\$100,000	\$60,000	\$60,000	\$60,000	\$60,000
Pole Replacements		\$100,000	\$100,000	\$200,000	\$200,000	\$200,000
Fiber Optic Line move Jensen Road	\$10,000					
1st St. & College Hill - Upgrade				\$50,000		
Cheney Substation Upgrade	\$100,000	\$100,000	\$200,000			
Industrial Park 10 Mw Loop	\$60,000					
SCADA upgrade of Substations			\$25,000			
Light Shop Space/SCADA Improvements			\$75,000			
UB Light Storage Building North Wall Construction	\$10,000					
UB Overhead Door Work	\$25,000					
UB Parking Lot Resurface	\$25,000					
UB Shop Heater	\$25,000					
City Hall Diesel Generator Upgrade		\$25,000				
City Hall Finance Office Improvements		\$50,000				
Total Funded Project	\$255,000	\$555,000	\$560,000	\$310,000	\$260,000	\$260,000

- *CIP Level-of-Service
- 1 Deficiency: Addresses a technical or regulatory deficiency or requirement
 - 2 Preservation: Preserves existing facility or system component.

- 3 Growth: Serves to accommodate growth of a facility or system component through new development or expansion.

Table 19 - Capital Facilities Plan: General Government

Revenue Source	2020	2021	2022	2023	2024	2025
REET		\$84,000	\$84,000	\$82,000		
Total Sources	\$0	\$84,000	\$84,000	\$82,000	\$0	\$0

Project Title	2020	2021	2022	2023	2024	2025
Facility Service Analysis		\$84,000	\$84,000	\$82,000		
(Public Safety, Aquatics & City Hall)						
Total Funded Project	\$0	\$84,000	\$84,000	\$82,000	\$0	\$0

- *CIP Level-of-Service
 - 1 Deficiency: Addresses a technical or regulatory deficiency or requirement
 - 2 Preservation: Preserves existing facility or system component.
 - 3 Growth: Serves to accommodate growth of a facility or system component through new development or expansion.

Table 20 - Capital Facilities Plan: Public Safety

Revenues	2020	2021	2022	2023	2024	2025
Real Estate Excise Tax						
Sales Tax						
Gas Tax						
Grants						
Total Sources	\$0	\$0	\$0	\$0	\$0	\$0

Replacement Requests	*LOS	2020	2021	2022	2023	2024	2025
Incident Command Vehicle	3		\$52,000	\$25,000			
Replace Pumper Ladder 2026	2	\$162,500	\$162,500	\$162,500	\$162,500	\$162,500	\$162,500
Type-V Wildland Apparatus replacement	2	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000	\$26,000
Total Funded Projects		\$188,500	\$240,500	\$213,500	\$188,500	\$188,500	\$188,500
SURPLUS (DEFICIT) of Resources		(\$188,500)	(\$240,500)	(\$213,500)	(\$188,500)	(\$188,500)	(\$188,500)

*CIP Level-of-Service

1	Deficiency:	Addresses a technical or regulatory deficiency or requirement
2	Preservation:	Preserves existing facility or system component.
3	Growth:	Serves to accommodate growth of a facility or system component through new development or expansion.

Table 21– Sterling Moorman House

Revenues	2020	2021	2022	2023	2024	2025
Grants	\$8,210	\$11,500	\$18,000	\$5,500	\$10,000	\$22,000
Donations	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
REET						
Total	\$14,210	\$17,500	\$24,000	\$11,500	\$16,000	\$28,000

Replacement Requests	*LOS	2020	2021	2022	2023	2024	2025
Electrical & Permitting	2	\$14,210					
Carriage House	2		\$17,500	\$17,500			
Mechanical	2			\$6,500	\$6,500		
Thermal & Moisture	2				\$5,000	\$5,000	
Doors & Windows	2					\$11,000	
Interior Finishes	2						\$28,000
Capital Request Total		\$14,210	\$17,500	\$24,000	\$11,500	\$16,000	\$28,000

- *CIP Level-of-Service
- 1 Deficiency: Addresses a technical or regulatory deficiency or requirement
 - 2 Preservation: Preserves existing facility or system component.
 - 3 Growth: Serves to accommodate growth of a facility or system component through new development or expansion.