



City of Spokane Valley 2020 Business Plan



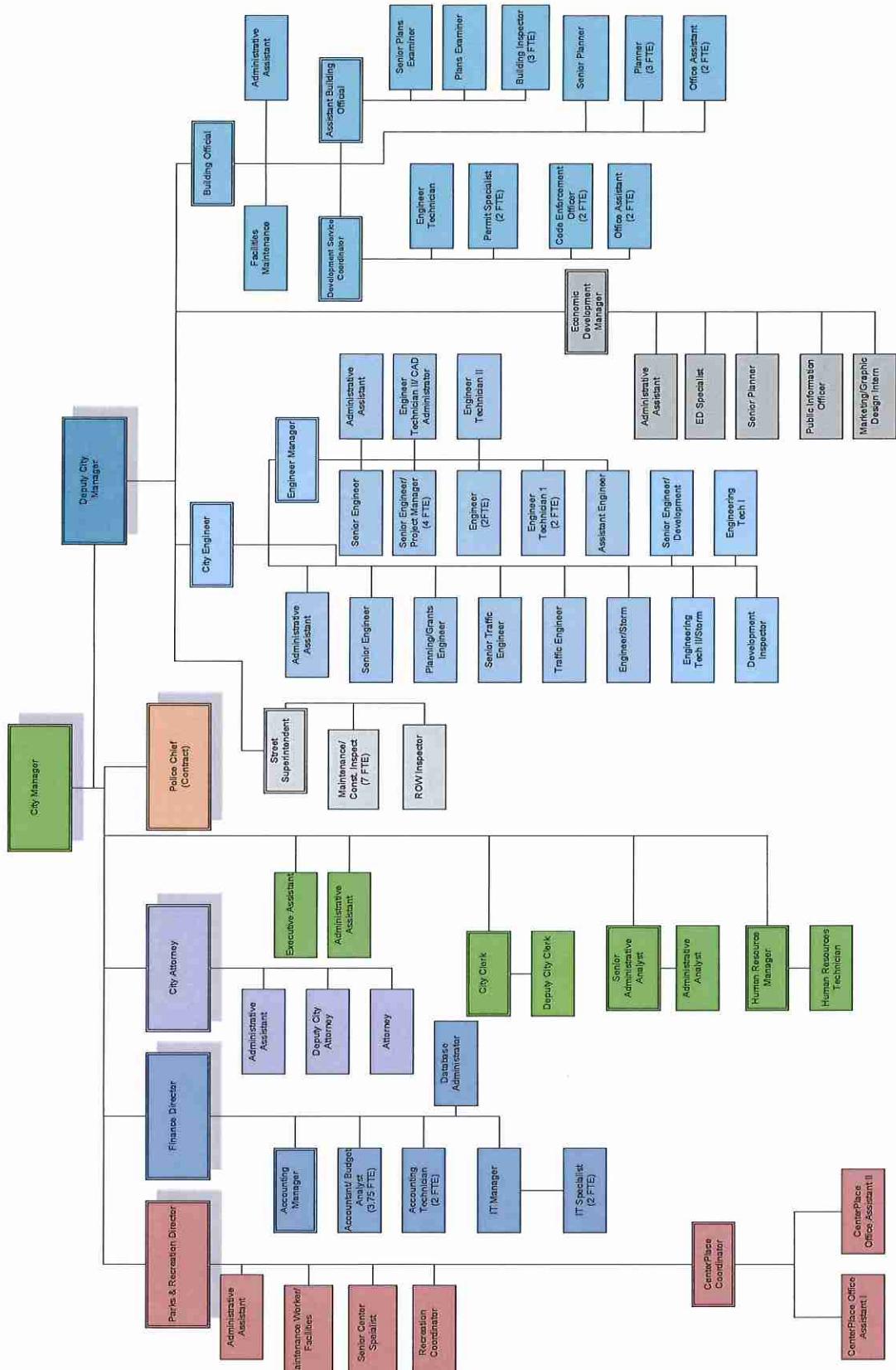
10210 E. Sprague Avenue
Spokane Valley, WA 99206
www.SpokaneValley.org



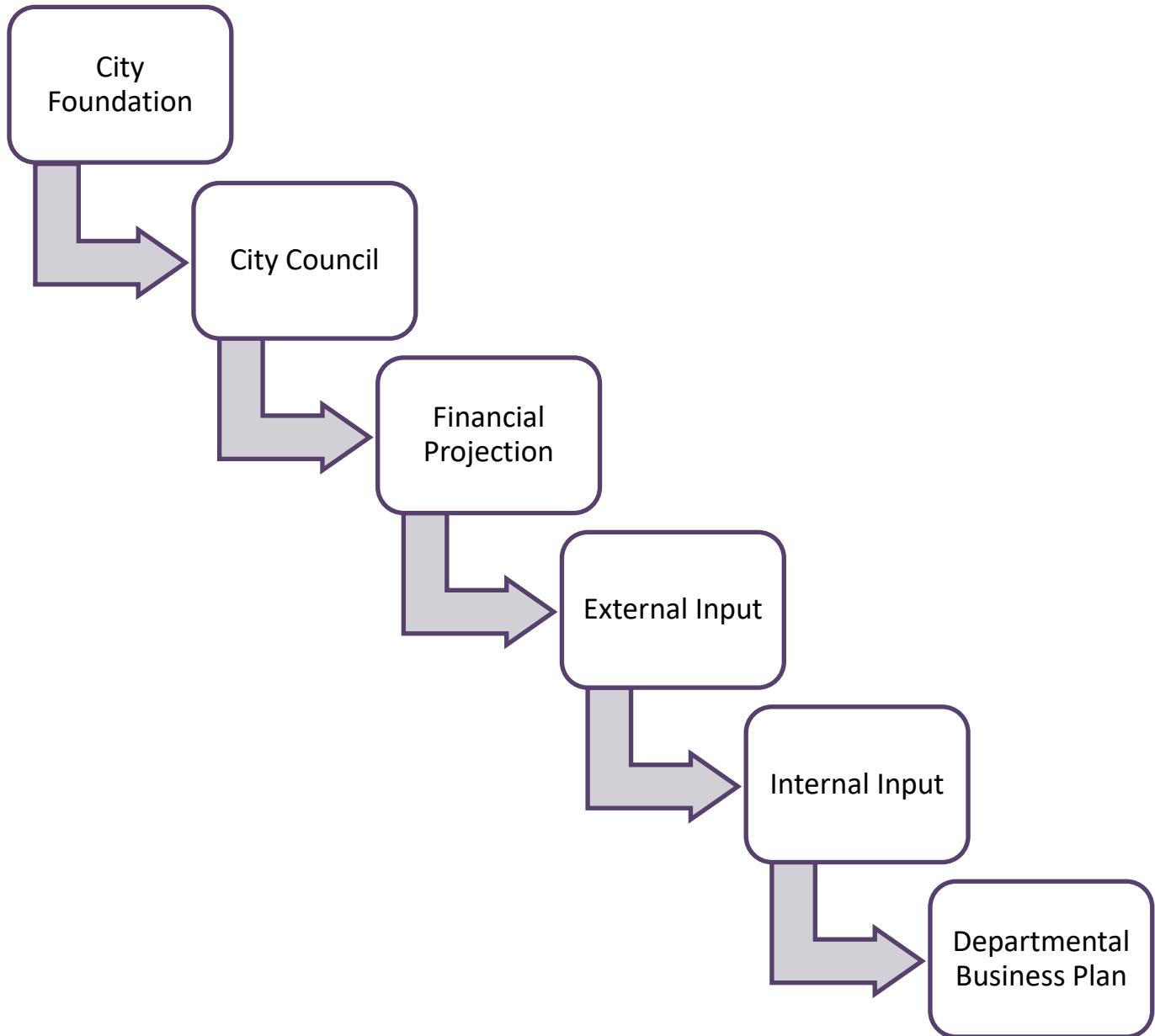
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Spokane Valley Citywide Business Plan Components



Introduction

Each year, the City of Spokane Valley prepares a Business Plan to serve as a guide in the preparation of the annual budget. The 2020 Business Plan links together community priorities, fiscal policies, Council Goals, and the 2020 Budget. Each department within the City participates in the Business Plan process, developing objectives guided by Council Goals, public input, staff input and strategic planning. Departments also refine existing goals based on new information and the updated Financial Projection. Strategies accompany each goal in order to illustrate and define how departments will accomplish these goals. City Council reviews the Business Plan as part of the annual budget process.

The Business Plan is integrated with the budget to create a plan of action to meet the essential needs of our citizens. In large part, the Business Plan charts the course that leads to the maintenance of the strong financial position enjoyed by the City. Prioritized spending, lean staff and a commitment to basic values has allowed the City to address the needs of the community and enhance infrastructure while maintaining fiscal reserves.

To best understand the Citywide Business Plan, it is important to review the various components utilized to develop this document, beginning with the City's Foundation.

City's Foundation

The foundation of Spokane Valley is based on the City's primary objective to be a city which is responsive, focused on customer service, open to the public, progressive, efficient, lean and fair while providing a high quality of life. Citizen involvement along with guidance from the City Council established the City's vision, core beliefs and customer service standards. These foundations influence the development of the City Council Goals for each year as well as the goals of the individual departments.

Spokane Valley's Vision Statement:

"A community where individuals and families can grow and play and businesses will flourish and prosper."

Core Beliefs

Supporting this vision are the core beliefs of Spokane Valley which were established through the December 2007 adoption of Resolution 07-019 which in part reads:

- We believe Spokane Valley should be a visionary city encouraging its citizens and their government to look to the future beyond the present generation and to bring such ideas to public discussion and to enhance a sense of community identity.
- We believe that elected body decision-making is the only lawful and effective way to conduct the public's legislative business and that careful observance of a clear set of Governance Coordination Rules of Procedure can best enhance public participation and decision-making.
- We believe in the City Council as policy leaders of the City. One or more City Councilmembers are encouraged to take the lead, where practical, in sponsoring Ordinances or Resolutions excepting quasi-judicial or other public hearings and the statutory duties of the City Manager as set forth in RCW 35A.13.020.
- We believe in hearing the public view. We affirm that members of the public should be encouraged to speak and be heard through reasonable rules of procedure when the public business is being considered, thus giving elected officials the broadest perspectives from which to make decisions.

- We believe that the City of Spokane Valley's governance should be known as "user friendly," and that governance practices and general operations should consider how citizens will be served in the most responsive, effective and courteous manner.
- We believe that the economic and commercial job base of the community should be preserved and encouraged to grow as an alternative to increasing property taxes. We believe it's imperative to have an expanded and diverse economic base.
- We believe that Councilmembers set the tone for civic discussion and should set an example by:
 - a) Setting high standards of decorum and civility.
 - b) Encouraging open and productive conversation amongst themselves and with the community about legislative matters.
 - c) Demonstrating respect for divergent points of view expressed by citizens, fellow Councilmembers, and the staff.
 - d) Honoring each other and the public by debating issues within City Hall and the community without casting aspersions on members of Council, the staff, or the public.
 - e) Accepting the principle of majority rule and working to advance the success of "corporate" decisions.
- We solicit the City Manager's support in conducting the affairs of the City with due regard for:
 - a) Promoting mutual respect between the citizens, City staff and the City Council by creating the organizational teamwork necessary for effective, responsive and open government.
 - b) Providing the City Council and public reasonable advance notice when issues are to be brought forward for discussion.
 - c) Establishing and maintaining a formal citywide customer service program with emphasis on timely response, a user-friendly atmosphere and an attitude of facilitation and accommodation within the bounds of responsibility, integrity and financial capability of the City, including organizational and job description documents while pursuing "best practices" in customer service.
 - d) Seeking creative ways to contain or impede the rising cost of governmental services, including examination of private sector alternatives in lieu of governmentally-provided services.
 - e) Providing a database of future projects and dreams for the new City of Spokane Valley so that good ideas from its citizens and leaders are not lost and the status of projects can be readily determined."

Customer Service Standards

The commitment to provide excellent customer service for our citizens, businesses and visitors resulted in the development of customer service standards. The City's goal is to deliver service that is complete, consistent and equitable to all our customers, and is based on the principles of integrity, respect and responsiveness. Regardless of the reason for, the method, or frequency of contact, our customers will be treated with courtesy, respect and professionalism.

Customer Service Standards are divided into three categories:

- Be Respectful
 - o Demonstrating courtesy and professionalism
 - o Listening effectively
 - o Responding in a timely manner
 - o Exemplifying a no-surprise atmosphere
- Be Knowledgeable
 - o Fostering a team-oriented approach
 - o Providing alternatives
 - o Anticipating questions
 - o Having and/or knowing your resources
 - o Being organized
- Be Welcoming
 - ❖ Acknowledging customers when they enter
 - ❖ Steering customers in the right direction
 - ❖ Promoting an enjoyable work environment
 - ❖ Maintaining a clean and uncluttered work environment
 - ❖ Treating people as individuals

City Council Goals

Annually, through the development of the Business Plan and Budget, Council updates the goals they wish to pursue. By their nature, the goals are typically not something that can be accomplished in a single year and are instead focused on broader concepts and/or large capital projects. Council has adopted the following goals for 2020:

1. Work with state and federal legislators towards advancing the concepts outlined in the Bridging the Valley study including obtaining financial assistance for the Pines, Sullivan and Park Grade Separation Projects.
2. Continue to pursue a plan to sustain the City's Pavement Preservation Program, to include sustained financing in Street Fund #101 and Pavement Preservation Fund #311.
3. Pursue state and federal financial assistance to address transportation concerns along the entire Barker Corridor.
4. Continue with, and expand where possible, economic development efforts including the retention and expansion of existing businesses and recruitment of new businesses.
5. Continue to foster relationships with federal, state, county, and local legislators.
6. Pursue financing for Balfour Park and Appleway Trail amenities and continue the acquisition of park land.
7. Pursue financing for connections between the Appleway Trail, Balfour Park, Dishman Hills and the Centennial Trail creating where possible, a continuous loop for citizens.
8. Maximize law enforcement contract staffing levels by enhancing recruiting efforts, minimizing out-of-service days, increasing retention, and taking steps to make the officer positions and the Spokane Valley Police Department increasingly appealing as a career path for those seeking to pursue a law enforcement career in Spokane Valley.
9. Pursue opportunities to increase community interactions, share information, and obtain feedback on current and future projects and priorities.
10. Prioritize involvement in public safety, in particular discussions regarding the jail and the criminal justice system, in order to maintain an understanding of options to keep our costs under control.

Financial Projection

Looking towards the future, in order to meet the City's budget objectives, departmental goals and strategies have been adjusted from the 2019 Business Plan. This Business Plan is the tool we use to guide the City forward to accomplish the Council's goals, while remaining squarely within the current budget and forecasted projections. The Business Plan includes performance measures to determine the level amount of effectiveness and efficiency in which work is performed. Over time, this provides the City with a good indicator of the progress the City is making to provide high quality services in a cost-effective way, while remaining within budget and the forecasted projections. Based on the Financial Projection, department budgets have been thoroughly reviewed to keep 2020 expenditures in line with projected revenues.

The City views the changes in economy as an opportunity to reevaluate goals and strategies to meet the challenges set before us. As an open collaborative government, we continue to encourage our citizens to provide the necessary feedback we need as we endeavor to plan our City's future together.

Although the Business Plan is based on a six-year cycle, the Financial Forecast is limited to five years. The reason for this discrepancy is that it becomes increasingly difficult to forecast economic indicators beyond a five-year horizon. It is important to note the Business Plan and Financial Projection are imperfect tools and this is precisely why both documents are updated on an ongoing basis.

The following financial projection is being created during a relatively robust economic cycle and as a consequence reflects a generally positive trend with an increase in both revenues and expenditures of roughly 3% in most categories for each year through 2024.

Table 1.1, page 1

CITY OF SPOKANE VALLEY, WA General Fund Budget Projection		2/10/2020				
		2020 Adopted Budget	2021 Projection	2022 Projection	2023 Projection	2024 Projection
RECURRING ACTIVITY						
<u>Revenues</u>						
Property Tax	1	12,432,400	12,582,400	12,732,400	12,882,400	13,032,400
Sales Tax	2	24,632,900	25,125,600	25,628,100	26,140,700	26,663,500
Sales Tax - Public Safety	3	1,162,600	1,185,900	1,209,600	1,233,800	1,258,500
Sales Tax - Criminal Justice	4	2,052,300	2,093,300	2,135,200	2,177,900	2,221,500
Gambling Tax and Leasehold Excise Tax	5	384,000	391,700	399,500	407,500	415,700
Franchise Fees/Business Registration	6	1,220,000	1,256,600	1,294,300	1,333,100	1,373,100
State Shared Revenues	7	1,688,200	1,738,800	1,791,000	1,844,700	1,900,000
Fines and Forfeitures/Public Safety	8	1,077,700	1,088,500	1,099,400	1,110,400	1,121,500
Community and Public Works	9	2,129,800	2,193,700	2,259,500	2,327,300	2,397,100
Recreation Program Revenues	10	659,200	679,000	699,400	720,400	742,000
Miscellaneous Department Revenue	11	21,000	21,200	21,400	21,600	21,800
Miscellaneous & Investment Interest	12	791,700	807,500	823,700	840,200	857,000
Transfer-in - #105 (h/m tax-CP advertising)	13	30,000	30,000	30,000	30,000	30,000
Total Recurring Revenues		48,281,800	49,194,200	50,123,500	51,070,000	52,034,100
<u>Expenditures</u>						
City Council	14	622,187	640,900	660,100	679,900	700,300
City Manager	15	997,882	1,027,800	1,058,600	1,090,400	1,123,100
Legal	16	707,942	729,200	751,100	773,600	796,800
Public Safety	17	26,599,214	27,397,200	28,219,100	29,065,700	29,937,700
Deputy City Manager	18	277,187	285,500	294,100	302,900	312,000
Finance / IT	19	1,478,523	1,522,900	1,568,600	1,615,700	1,664,200
Human Resources	20	313,316	322,700	332,400	342,400	352,700
City Hall Operations and Maintenance	21	296,270	305,200	314,400	323,800	333,500
Community & Public Works - Engineering	22	1,971,731	2,030,900	2,091,800	2,154,600	2,219,200
Community & Public Works - Economic Dev	23	1,119,829	1,153,400	1,188,000	1,223,600	1,260,300
Community & Public Works - Building & Planning	24	2,420,414	2,493,000	2,567,800	2,644,800	2,724,100
Parks & Rec - Administration	25	352,227	362,800	373,700	384,900	396,400
Parks & Rec - Maintenance	26	917,500	945,000	973,400	1,002,600	1,032,700
Parks & Rec - Recreation	27	325,921	335,700	345,800	356,200	366,900
Parks & Rec - Aquatics	28	501,853	516,900	532,400	548,400	564,900
Parks & Rec - Senior Center	29	43,447	399,350	401,250	401,450	401,500
Parks & Rec - CenterPlace	30	965,359	994,300	1,024,100	1,054,800	1,086,400
General Government	31	1,321,111	1,360,700	1,401,500	1,443,500	1,486,800
Transfers out - #204 (2016 LTGO debt service)	32	401,450	401,500	401,400	401,150	398,950
Transfers out - #309 (parks capital projects)	33	160,000	164,800	169,700	174,800	180,000
Transfers out - #311 (pavement preservation)	34	982,023	1,011,500	1,041,800	1,073,100	1,105,300
Transfers out - #501 (CenterPlace kitchen reserve)	35	36,600	36,600	0	0	0
Transfers out - #502 (insurance premium)	36	410,000	422,300	435,000	448,100	461,500
Total Recurring Expenditures		43,221,986	44,860,150	46,146,050	47,506,400	48,905,250
Recurring Revenues Over (Under)						
Recurring Expenditures		5,059,814	4,334,050	3,977,450	3,563,600	3,128,850
NONRECURRING ACTIVITY						
<u>Revenues</u>						
Grant proceeds		70,000	0	0	0	0
Total Nonrecurring Revenues		70,000	0	0	0	0
<u>Expenditures</u>						
General Government - IT capital replacements		190,000	0	0	0	0
Public Safety (carpet & workstation replacement)		15,000	0	0	0	0
Building (equipment for new Code Enf. Officer)		13,700	0	0	0	0
Parks & Rec (carpet at CenterPlace)		9,500	0	0	0	0
Transfers out - #309 (CenterPlace west lawn)		1,500,000	0	0	0	0
Transfers out - #501 (new Code Enf. vehicle)		30,000	0	0	0	0
Total Nonrecurring Expenditures		1,758,200	0	0	0	0
Nonrecurring Revenues Over (Under)						
Nonrecurring Expenditures		(1,688,200)	0	0	0	0
EXCESS (DEFICIT) OF TOTAL REVENUES						
OVER (UNDER) TOTAL EXPENDITURES		3,371,614	4,334,050	3,977,450	3,563,600	3,128,850
ESTIMATED BEGINNING UNRESTRICTED FUND BAL.		38,205,567	41,577,181	45,911,231	49,888,681	53,452,281
ESTIMATED ENDING UNRESTRICTED FUND BAL.		41,577,181	45,911,231	49,888,681	53,452,281	56,581,131
Ending fund balance as a % of recurring expenditures		96.19%	102.34%	108.11%	112.52%	115.70%

Table 1.1, page 2

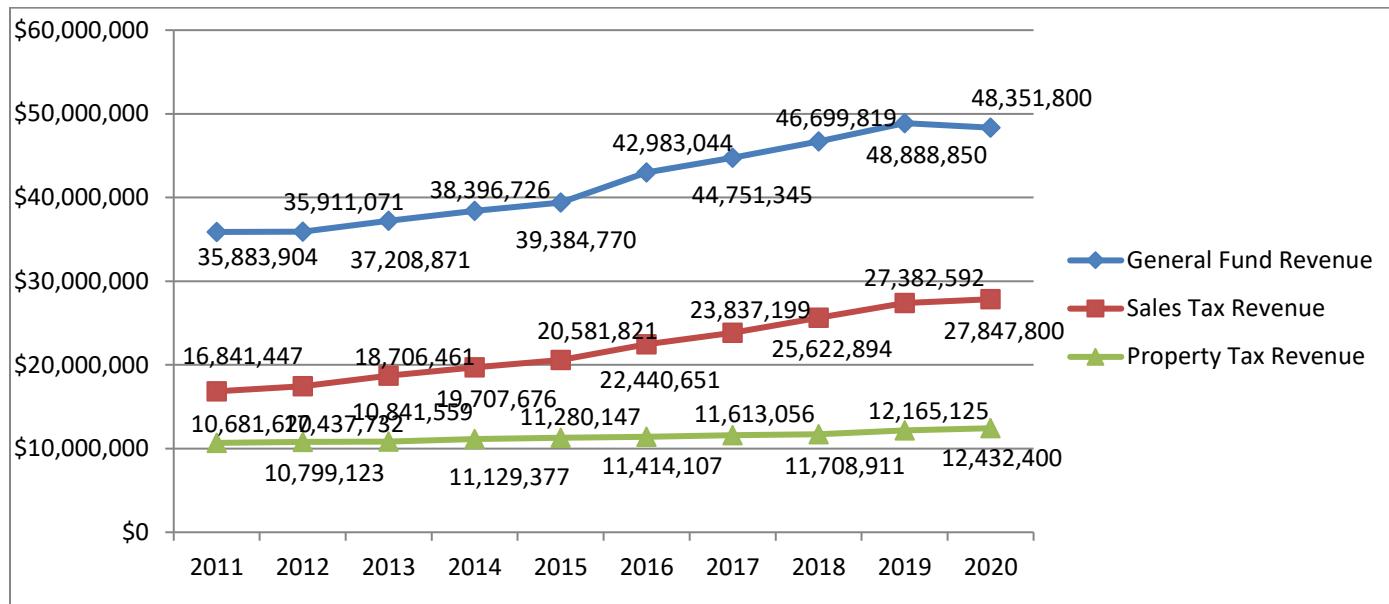
	Projection Assumptions			
	2021 Projection	2022 Projection	2023 Projection	2024 Projection
<u>Projection assumes:</u>				
1 An increase of	0.00%	plus new construction of	\$150,000	per year through 2024
2 An increase of	2.00%	in 2021,	2.00%	in 2023, and
3 An increase of	2.00%	in 2021,	2.00%	2.00% in 2024
4 An increase of	2.00%	in 2021,	2.00%	in 2023, and
5 An increase of	2.00%	in 2021,	2.00%	2.00% in 2024
6 An increase of	3.00%	in 2021,	3.00%	in 2023, and
7 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
8 An increase of	1.00%	in 2021,	1.00%	in 2023, and
9 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
10 An increase of	3.00%	in 2021,	3.00%	in 2023, and
11 An increase of	1.00%	in 2021,	1.00%	1.00% in 2024
12 An increase of	2.00%	in 2021,	2.00%	in 2023, and
13 An increase of	0.00%	in 2021,	0.00%	0.00% in 2024
14 An increase of	3.00%	in 2021,	3.00%	in 2023, and
15 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
16 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
17 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
18 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
19 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
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21 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
22 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
23 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
24 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
25 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
26 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
27 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
28 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
29 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
30 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
31 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
32 An increase of	0.01%	in 2021,	-0.02%	-0.06% in 2023, and
33 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
34 An increase of	3.00%	in 2021,	3.00%	3.00% in 2024
35 An increase of	0.00%	in 2021,	-100.00%	0.00% in 2023, and
36 An increase of	3.00%	in 2021,	3.00%	0.00% in 2024

Table 1.1 Financial Forecast and Program Impact Summary

The General Fund forecast for the years 2021 through 2024 uses the adopted 2020 Budget as a beginning point and currently assumes levels of service that are identical to those provided by the City in 2020. Rather than a hard and fast prediction of the City's future finances, this is a planning tool that allows us to determine how best to match existing and proposed programs and levels of service with anticipated financial resources and make adjustments if necessary.

It is noteworthy that the Estimated Beginning Unrestricted Fund Balance figure listed in 2020 is as of February 10, 2020 and is based upon preliminary and unaudited figures. As we progress through the process of "closing the 2019 books" we anticipate this figure will change due to the fact we will continue to record both 2019 revenues and expenses as we become aware of them.

Table 1.2 Primary General Fund Revenue Sources



*2019 figures are preliminary and unaudited as of February 10, 2020. 2020 figures reflect adopted budget estimates.

Fiscal Policies

Fiscal Health is at the Core of Providing a Good Public Service

The Fiscal Policies adopted by the City Council are important for the long-range fiscal strength of Spokane Valley. These policies set a framework that the City will follow to responsibly manage resources and if necessary, under what circumstances we will utilize reserves to sustain operations during economic downturns.

Financial Management

The City will strive to:

- Maintain basic service levels with minimal resources to achieve success.
- Minimize personnel costs and overhead by continuing to contract for services when it makes financial sense to do so.
- Continue the six-year Business Plan process.
- Leverage City funds with grant opportunities.
- Minimize City debt with a pay as you go philosophy.
 - o The State of Washington sets the maximum level of allowable debt for cities based on assessed value of property. The City of Spokane Valley carries an exceptionally low debt burden and currently utilizes only 1.75% of its total debt capacity, and more importantly, only 8.77% of non-voted bond capacity.
- Strive to prioritize spending in the annual budget process and minimize the mid-year addition of projects and appropriations.

Financial Objectives

The City's financial objectives are:

- Adopt a General Fund Budget with recurring revenues equal to, or greater than recurring expenditures.

- Maintain a minimum General Fund Ending Fund Balance of at least 50% of the recurring expenditure budget. This is adequate to meet cash flow needs and is the equivalent of six months of general fund operations.
- If necessary, utilize a portion of the Service Level Stabilization Reserve Fund (\$5.5 million) to maintain ending fund balance minimum.
- Commit to the strategy that the Service Level Stabilization Reserve Fund will not be reduced below \$3.3 million (60% of \$5.5 million).
- Maintain the 2020 property tax assessment the same as 2019 with the exception of new construction. As in the previous ten years, the City will forego the one-percent annual increase to property tax allowable under RCW 84.52.050. We anticipate this will result in a total levy of \$12,332,400 which includes the 2019 levy of \$12,182,400 plus estimated new construction of \$150,000. The allowable potential increase will be banked for future use as provided by law. **This would represents the eleventh consecutive year that we have not increased our City property tax assessment.**
- Grow our economy so the existing tax base can support basic programs.

Commitment – By committing to these policies and the checks and balances they afford, the City will ensure financial sustainability well into the future.

External Input

As representatives of the citizens of the City of Spokane Valley, the City Council strives to form policy that fairly represents all segments of our community, including residents, businesses and those visiting our City. To maintain balance in serving the different needs that exist in the City of Spokane Valley, it is necessary to receive feedback from customers and constituents.

Previously, the City has utilized citizen surveys to obtain feedback on various contract services including solid waste and the cable franchising process. Community meetings are used to inform citizens of upcoming planning and infrastructure changes. Citizen input was sought during the development of the original Comprehensive Plan, the most recent Comprehensive Plan Update that was completed in the latter part of 2016, and will continue to be sought on subsequent Comprehensive Plan updates. The City Council utilizes public comment during Council meetings to assist the Councilmembers in the decision-making process.

City staff recognizes the importance of citizen concerns and the role citizens play in the health of our City. THE SV Express System allows citizens to share their concerns and report issues affecting the City. Staff are then able to respond in a timely manner and have a conversation with the citizen to work to resolve the reported concern.

The public can also choose to take a more active role in participation through public forums such as public hearings and open house functions as well as through service on advisory committees. In the future, focus groups may be utilized to allow for more focused feedback on a particular subject so Council and staff can get a better feel for how a particular subject is received in the community, thereby allowing citizens to play active roles in guiding the way services are delivered.

Internal Input

The City of Spokane Valley City staff is comprised of knowledgeable professionals who provide Council with specialized knowledge to assist them in making informed decisions. From demand analysis, which determines when the workload is heaviest and how to best accommodate it, to staff reports that consider alternative methods of service delivery or other cost-saving measures, employees are invaluable in providing reports that present complex information in a manner that makes it understandable and approachable. In addition, performance measure results are analyzed, summarizing multi-year performances linked to targets and making comparisons to other entities. Employees are often the information conduit from the citizens to the Council, relaying resident concerns and/or changing trends. Staff often bring forward innovative ways of providing efficient service delivery.

Strategic planning through several long-range plans allows staff to look at current trends in order to make future forecasts and continually update plans as necessary. While much public input goes into these documents, the forecasting and planning is done by skilled staffers who strive to create innovative ways of achieving our future vision while meeting current needs, complying with the law, and operating within financial constraints. These plans include the Comprehensive Plan, Six-Year Transportation Improvement Program (TIP), Five-Year Financial Forecast, CenterPlace Marketing Plan, Parks Master Plan, Streets Master Plan (Pavement Management Program) and the Business Plan.

Departmental Business Plans

The Departmental Business Plans utilize Workload Indicators and Performance Measures to evaluate the service the City provides in order to make the appropriate adjustments to the Business Plan and meet the objective of providing our citizens with the highest level of service possible. This data will continue to be updated as the information becomes available.

The initial Departmental Business Plans were developed through participatory meetings open to all City employees. A SWOT analysis identifying the **Strengths, Weaknesses, Opportunities and Threats** for each department was conducted. Mission statements and goals were established by employees. Another SWOT analysis was conducted in 2013. Each department participated in identifying internal strengths and weaknesses and external opportunities and threats. This evaluation provides key directional information which assists the departments in the Budget planning process.

Goals & Strategies

Goals and Strategies in the Business Plan provide direction for the future. Workload Indicators and Performance Measures help ensure desired results are achieved and that citizens are receiving the value they expect.

Workload Indicators

Data is compiled to demonstrate the amount of work performed, services received and/or resources consumed. This type of information will be collected annually to identify trends that are occurring in our City that affect the government organization. Such information can be utilized to make staffing decisions, prioritize purchases to best meet the needs of our citizens and forecast future Budget needs.

Performance Measures

Performance Measures are used to determine whether services are delivered effectively and efficiently. Although most basic City services provided are consistent across jurisdictions, the City has great discretion in deciding how to provide those services. Each task performed by a City employee has an accompanying desired effect. If we do not take steps to determine whether the desired effect is being accomplished, we do not know if we are effectively meeting the needs of our citizens and customers.

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Departmental Business Plans

City Council

Mission

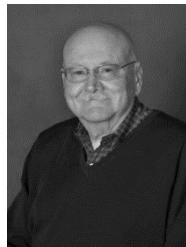
To be responsive, focused on customer service, open to the public, progressive, efficient, lean, fair and committed to providing a high quality of life.

The City of Spokane Valley incorporated March 31, 2003, as a non-charter code city and operates under a Council-Manager form of government. It is governed under the optional municipal code of RCW Chapter 35A. Under this form of government, legislative authority is concentrated in the elected City Council, which hires a professional administrator to implement its policies.

There are seven positions on the City Council, all of which are at-large positions. At-large means all Councilmembers represent all of the citizens of the City versus each Councilmember representing a specified area within the City. Councilmembers are generally elected to four-year terms, with elections held every two years. For continuity, position terms are staggered by two years so that all positions are not open for election at the same time.

Pursuant to RCW 35A.13.030, biennially the members choose a chair of the Council who receives the title of Mayor. The Mayor presides over all meetings and is recognized as the head of the City for ceremonial purposes.

In addition to the position of Mayor, pursuant to RCW 35A.13.035, a Mayor pro tempore or Deputy Mayor is chosen by the Council. This position runs in concert with the position of Mayor and fulfills the duties of the Mayor during any absence or disability of the Mayor.



*Rod Higgins,
Position 1*



*Deputy Mayor Brandi Peetz,
Position 2*



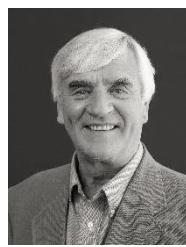
*Arne Woodard,
Position 3*



*Mayor Ben Wick,
Position 4*



*Pam Haley,
Position 5*



*Tim Hattenburg,
Position 6*



*Linda Thompson,
Position 7*

City Council - Budget Impact Summary

Theoretical Budget Reduction Exercise: Hope for the best, prepare for the worst. The Business Plan also helps the City prepare for cyclical downturns in the economy. To meet this objective, each department prepares a theoretical set of 3%, 6% and 9% Budget reductions. These reductions are not Budget proposals, but tools to test the ability to provide a base level of services by the City in anticipation of potential future revenue shortfalls.

Adopted 2020 Budget is \$622,187 which reflects an decrease of \$274 or .04% under the 2019 Budget

-3% (\$18,600)	<ul style="list-style-type: none">• State Lobbyist would be reduced by \$8,000 from \$62,000 to \$54,000. This would result in a reduction in lobby services.• Travel & Mileage is reduced by \$8,000 from \$32,000 to \$24,000. This would reduce the number of meetings and conferences that Councilmembers attend in order to represent the City.• Printing & Binding is reduced by \$500 from \$500 to \$0.• Registrations are reduced by \$2,100 from \$10,500 to \$8,400. This would reduce the number of meetings and conferences that Councilmembers attend in order to represent the City.
-6% (\$37,400)	<ul style="list-style-type: none">• State Lobbyist is reduced by \$12,000 from \$62,000 to \$50,000. This would result in a reduction in lobby services.• Postage would be reduced by \$200 from \$1,000 to \$800. This would result in less opportunity to provide mailing to constituents.• Travel/Mileage – Federal Lobby would be reduced by \$6,000 from \$18,000 to \$12,000. This would result in reducing Councilmember travel to Washington D.C. to lobby federal legislators and granting agencies (from 3 Councilmembers twice per year to 2 Councilmembers twice per year).• Travel & mileage is reduced by \$15,200 from \$32,000 to \$16,800. This would reduce the number of meetings and conferences that Councilmembers attend in order to represent the City.• Printing & Binding is reduced by \$500 from \$500 to \$0.• Registrations are reduced by \$3,500 from \$10,500 to \$7,000. This would reduce the number of meetings and conferences that councilmembers attend in order to represent the City.
-9% (\$56,000)	<ul style="list-style-type: none">• State Lobbyist would be reduced by \$12,000 from \$62,000 to \$50,000. This would result in a reduction in lobby services.• Federal Lobbyist would be reduced by \$3,500 from \$82,000 to \$78,500.• Postage would be reduced by \$500 from \$1,000 to \$500. This would result in less opportunity to provide mailing to constituents.• Travel/Mileage – Federal Lobby would be reduced by \$12,000 from \$18,000 to \$6,000. This would result in reducing Councilmember travel to Washington D.C. to lobby federal legislators and granting agencies (from 3 Councilmembers twice per year to 1 Councilmembers twice per year).• Travel & mileage is reduced by \$20,000 from \$32,000 to \$12,000. This would reduce the number of meetings and conferences that Councilmembers attend in order to represent the City.• Software Licenses and Maintenance would be reduced by \$500 from \$500 to \$0.• Printing & Binding is reduced by \$500 from \$500 to \$0.

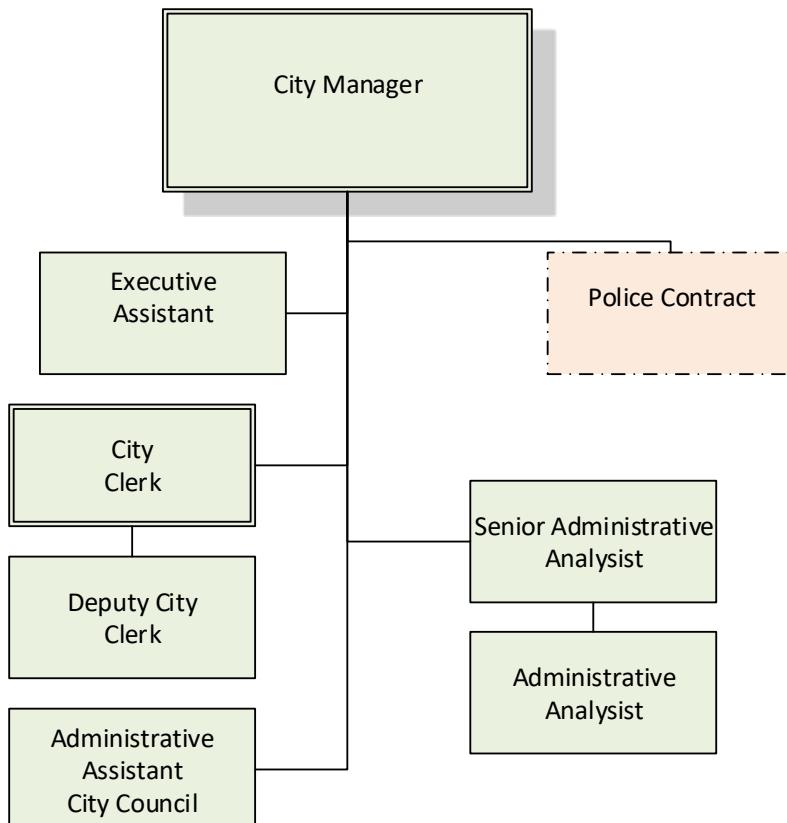
City Manager

Mission

To provide the City Council and employees with professional leadership, sage advice and to work together to implement best practices to achieve adopted goals and deliver quality services to the community.

The City Manager Department is accountable to the City Council for the operation of the organization, effective support of elected officials in achieving their goals, fulfillment of the statutory requirements of the City Manager, implementation of City Council policies and the provision of a communication linkage among citizens, the City Council, City departments and other government agencies.

The City Manager Department includes the City Clerk, Contract Administration as well as oversight of the police services contract for the City. Additionally, Human Resources and the Office of the City Attorney are included in the City Manager's oversight. Both departments work directly with all other departments and have their own mission statements and goals.



City Manager

As the City's Chief Executive Officer, the City Manager has overall responsibility for policy development, program planning, fiscal management, administration, and operation of all City functions, programs and activities. The City Manager's administrative direction is provided by the City Council. The City Manager assesses community and citizen needs to ensure objectives and priorities are focused to meet those needs in an effective, cost-efficient manner; directs development and implementation of initiatives for service quality improvement; provides daily leadership, and works with the City's management team to ensure a high-performance, service-oriented work environment consistent with sound management principles. All City employees report directly or indirectly to the City Manager. Police services are contracted through the Spokane County Sheriff's Department with the Spokane Valley Police Chief reporting to the City Manager.

Essential Services:

- ❖ Directs the implementation of the City Council's annual goals;
- ❖ Develops and directs the implementation of policies, procedures and work standards for the City;
- ❖ Prepares and recommends long-range plans for City services and programs;
- ❖ Monitors status of contracts;
- ❖ Develops and recommends adoption of the annual budget;
- ❖ Coordinates the preparation of reports or presentations to the City Council or outside agencies;
- ❖ Develops specific proposals for action on current and future City needs;
- ❖ Acts as the Emergency Management Coordinator for the City;
- ❖ Monitors staff performance on qualitative and quantitative measures;
- ❖ Participates with local, regional, state and national jurisdictions to represent Spokane Valley's interests; and
- ❖ Maintains good working relationships with community constituents.

Goals & Strategies

1. Facilitate the achievement of the annually-established Council Goals.
 - Annually develop objectives and strategies to accomplish Council Goals.
 - Report goal attainment progress to the community in the City Manager's Accomplishments Report.
2. Update the General Fund Budget Projection. The Budget Projection estimates expected revenues and expenses, incorporates the fiscal elements of Departmental Business Plans, identifies fiscal constraints and proposes formulas for Council consideration in composing a budget-balancing approach that itemizes necessary service reductions or increased revenues, or a combination thereof.
 - Update the General Fund Budget Projection on an ongoing basis.
 - Update Departmental Business Plans.
 - Calculate the fiscal impacts identified in Business Plans.
 - Assess revenue and expenditure trends.
 - Merge trend data with Business Plan cost data.
 - Determine the financial delta.
 - Develop best-case and worst-case scenarios.
 - Formulate revenue and expenditure options.
 - Determine affordable service levels.

- Select budget-balancing options to implement.
 - Obtain Council authorization to proceed with selected option(s).
3. Prepare Legislative Agenda for Council consideration.
- Present a draft Legislative Agenda to City Council to consider the matters the City Council desires to promote on behalf of the City for the potential inclusion in the state's budget.

Workload Indicators	2014	2015	2016	2017	2018	2019
Weekly Meetings with department heads to attain Council Goals	✓	✓	✓	✓	✓	✓
Goal Attainment Progress (Business Plan) posted to website by February 25 annually (after the winter Council Workshop)	✓	✓	✓	✓	✓	✓
Number of Council meetings	50	48	77	47	53	53
Draft of Departmental Business Plans completed annually by June 30	✓	✓	✓	✓	✓	✓
General Fund Budget Projection reviewed and updated annually	✓	✓	✓	✓	✓	✓
Balanced budget presented to City Council annually	✓	✓	✓	✓	✓	✓
Ordinances passed	21	26	18	14	27	21
Resolutions passed	15	12	12	20	11	19

City Clerk

The City Clerk's Office, which consists of the City Clerk and Deputy City Clerk, manages the City's official records and public disclosure, supports the City Council, including agenda development and preparation of the official minutes, provides legal notices to the public regarding City business and supports all City departments. As the custodian of all City records, the City Clerk's office oversees record archival and all document imaging for state compliance.

Essential Services:

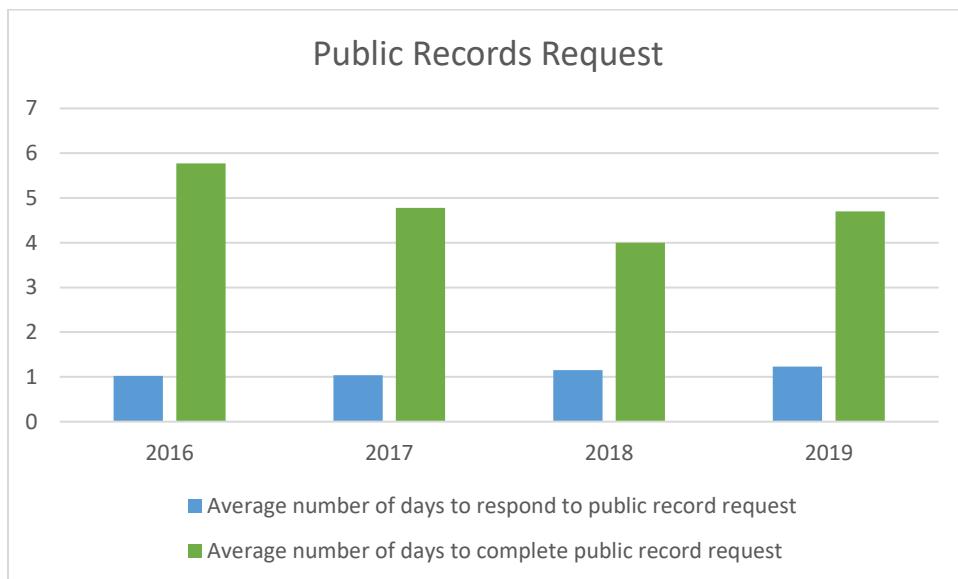
- ❖ Prepares City Council Agendas and Packets;
- ❖ Certifies official City documents;
- ❖ Is custodian of City Seal;
- ❖ Supervises City's official file record maintenance;
- ❖ Administers insurance claims;
- ❖ Administers the City's Municipal Code;
- ❖ Is the Public Records Officer and handles public record requests;
- ❖ Ensures proper format for and processes resolutions and ordinances;
- ❖ Administers oath of office for City Council, City Manager, Finance Director and Police Chief;
- ❖ Monitors contracts and other documents for signature, recording and posting;
- ❖ Coordinates volunteer opportunities for City and regional boards, committees and commissions;
- ❖ Responsible for set-up and clean-up of Council meetings;

- ❖ Attends all Council meetings and transcribes minutes;
- ❖ Presides at bid openings;
- ❖ Is responsible for publication of all legal notices;
- ❖ Serves as City's Election Official;
- ❖ Communicates with and provides information to citizens;
- ❖ Processes requests for use of the City Logo;
- ❖ Participates on the Governance Manual Committee; and
- ❖ Serves as official Parliamentarian at Council meetings.

Workload Indicators	2014	2015	2016	2017	2018	2019
Number of boxes of records added to storage	36	85	70	240	118	79
Number of new public records requests received and processed or still in process	276	296	295	288	483	553
Number of boxes of records destroyed after meeting retention requirements	40	42	49	71	68	67
Number of boxes sent to State Archives in Cheney for permanent storage	-	-	-	65	0	0
Number of files/documents destroyed after meeting retention requirements	1,233	759	689	7,924	81	1,132
Number of address files scanned and destroyed*	3,221	7,001	11,038	4,142	-	-
Number of new contracts processed	243	238	228	276	264	262

*This project was completed in 2017.

Performance Measures



Contract Administration

Under the direction of the City Manager, Contract Administration works with contractors and agencies to help ensure that the City government remains small and lean while delivering services efficiently and effectively. This idea was incorporated early in the City of Spokane Valley's existence to maintain the original concept of a Contract City that is not focused on growing government but instead utilizes the best possible options to provide services to citizens and businesses, whether that is the private sector or other government agencies. Contract Administration regularly evaluates service delivery, examining cost trends, performance and value compared to other liked-size cities. Additionally, a primary focus is ensuring that local tax revenues generated from the City are invested in the community and are not used to subsidize other jurisdictions.

Contract Administration also evaluates current service deliverables based upon current and anticipated demand, while employing the best business practices and sound fiscal policy to ensure that staffing levels match demand and all efficiencies are incorporated while interacting with customers to answer questions and provide information on contract services.

Public Safety

Contract Administration is responsible for negotiating and administering all public safety contracts, which total \$25.9 million or 62% of the 2019 General Fund recurring expenditures budget. All public safety contracts are provided by Spokane County. Contract Administration reviews cost estimates, final cost reconciliations, and performance measures. Periodically, Contract Administration will review the contracts and re-negotiate the terms. The law enforcement contract was re-negotiated in 2017, solidifying the identity of the Spokane Valley Police Department, providing for more control and enhanced performance measures. In addition, a new cost methodology was developed that greatly simplifies cost calculations and segregates direct costs, ensuring that the City is being charged accurately for the City's specific costs. A dedicated property and drug crimes unit was also created to ensure emphasis is placed on the crimes that are affecting Spokane Valley to the greatest degree. For 2019, the City utilized pool positions to allow hiring and training to occur in advance of retirement vacancies, allowing fully trained officers to migrate to open positions as they occur, maintaining service-delivery levels. Additionally, pre-training will reduce hire-to-street times and the use of a training officer at the academies will reduce the wash-out rate of officer candidates.

Public Safety Service Contracts Administered:

- Animal Control
- Detention Services
- District Court
- Emergency Management
- Law Enforcement
- Pretrial Services
- Prosecutor Services
- Public Defender
- SCOPE
- Traffic Safety School

False Alarm Program

Contract Administration has evaluated the False Alarm Program, the program designed to reduce the number of false alarms and allow police more time to respond to actual calls for service and perform proactive policing. False alarm recovery fees have been reduced and the registration requirement and

fee has been eliminated. The department has developed its own in-house database and program which will provide improved customer service at a lower cost. This program was implemented in early 2018.

Solid Waste

Contract Administration has been part of the negotiation and evaluation teams for solid waste disposal and collection as well as the development of the City's Solid Waste Plan. As the result of negotiations and competitive processes, substantial savings were achieved for disposal and collection. The new collection contracts began on April 1, 2018 and included substantially-enhanced customer service standards. The \$1.5 million in annual saving achieved will be utilized to preserve streets in the City, avoiding expensive rehabilitation projects and preserving streets in satisfactory condition without increasing garbage rates for citizens and business owners. The department is currently working with the City's collection contractor to evaluate options to address the changing recycling commodities market while providing rate and service stability.

Geographic Information Systems (GIS) and Database Systems

Contract Administration administers, negotiates and presents for adoption the contracts for GIS and database services that allow the creation of mapping databases.

Hearing Examiner

The Hearing Examiner conducts quasi-judicial hearings on land use matters. Contract Administration monitors and evaluates the costs and quality of the service provided.

Cable Television Franchise

Cable television service that utilizes the City's right-of-way to run lines to connect to customers must operate by authority of a City franchise. Contract Administration negotiates the terms of the franchise agreement and administers the terms of the agreement such as customer service standards, use of the right-of-way and payment of the franchise fees and Public, Education, and Government (PEG) Funds.

Precinct Building

The Precinct Building houses the Spokane Valley Police Department and a District Court courtroom and ticket counter. The City purchased the Precinct Building from Spokane County in 2006. The Contract Administration Program creates and manages the budget for maintaining the Precinct Building and coordinates with the Parks Department and maintenance staff to ensure that the building is maintained and that it remains a secure facility. Additionally, the department calculates and bills the County for its share of lease and maintenance of the building.

Performance

2017 Spokane Valley Per Capita Public Safety Costs Compared to Like-Sized Cities in Washington State.

Service	SV Per Capita \$	Per Capita Avg. \$
Law Enforcement	\$ 187	\$ 277
Jail	\$ 13	\$ 38
Court	\$ 9	\$ 19
Public Defender	\$ 6	\$ 6
Prosecution	\$ 4	\$ 9
Animal Control	\$ 3	\$ 3
Emergency Mgmt.	\$ 1	\$ 3
Total	\$ 222	\$ 357

Goals & Strategies

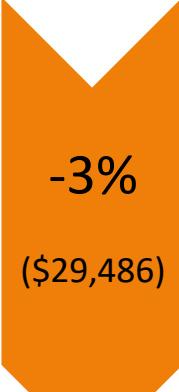
Formalize public accountability in City operations through incorporating the Business Plan into decision-making and establishing a toolbox for evaluating the City's contract services. An open, collaborative government is the third Core Value adopted by City Council.

- Incorporate the Business Plan in the City's decision-making process to enhance accountability through implementation of performance results.
- Evaluate City's contract services.
- Implement contract audit program.
- Create custom feedback system.

City Manager - Budget Impact Summary

Theoretical Budget Reduction Exercise: Hope for the best, prepare for the worst. The Business Plan also helps the City prepare for cyclical downturns in the economy. To meet this objective, each department prepares a theoretical set of 3%, 6% and 9% Budget reductions. These reductions are not Budget proposals, but tools to test the ability to provide a base level of services by the City in anticipation of potential future revenue shortfalls.

Adopted Budget is \$997,882 which reflects an increase of \$33,355 or 3.46 % over the 2019 Budget

 -3% (\$29,486)	<ul style="list-style-type: none">▪ Wages, payroll taxes and benefits are reduced from \$912,685 to \$884,599 for a total reduction of \$28,086 or 3.08%. This represents a reduction of FTE from 7.00 to 6.75 which would affect the ability to maintain the current level of services as well as an elimination of overtime. Resulting in the inability for staff to be available outside of normal work hours as necessary.▪ Supplies are reduced from \$3,300 to \$3,000 for a total reduction of \$300 or 9.09%.▪ Small Tools & Minor Equipment is reduced from \$1,000 to \$500 for a total reduction of \$500 or 50%.▪ Travel & Mileage is reduced from \$10,000 to \$9,400 for a total reduction of \$600 or 6%. Limiting staff access to training opportunities.
 -6% (\$58,978)	<ul style="list-style-type: none">▪ Wages, payroll taxes and benefits are reduced from \$912,685 to \$866,407 for a total reduction of \$46,278 or 5.07%. This represents a reduction of FTE from 7.00 to 6.50 which would greatly reduce the ability to maintain the current level of services as well as an elimination of overtime. Resulting in the inability for staff to be available outside of normal work hours as necessary.▪ Supplies are reduced from \$3,300 to \$3,000 for a total reduction of \$300 or 9.09%.▪ Small Tools & Minor Equipment is reduced from \$1,000 to \$500 for a total reduction of \$500 or 50%.▪ Professional Services reduced from \$20,000 to \$18,600 for a total reduction of \$1,400 or 7%. Resulting in the reduction of access to professional services when required.▪ Legal Notices are reduced from \$17,000 to \$8,500 for a total reduction of \$8,500 or 50%.▪ Travel & Mileage is reduced from \$10,000 to \$8,500 for a total reduction of \$1,500 or 28.19%. Limiting staff access to training opportunities.▪ Registrations/Trainings are reduced from \$3,000 to \$2,500 for a total reduction of \$500 or 16.67%

-9%
(\$91,755)

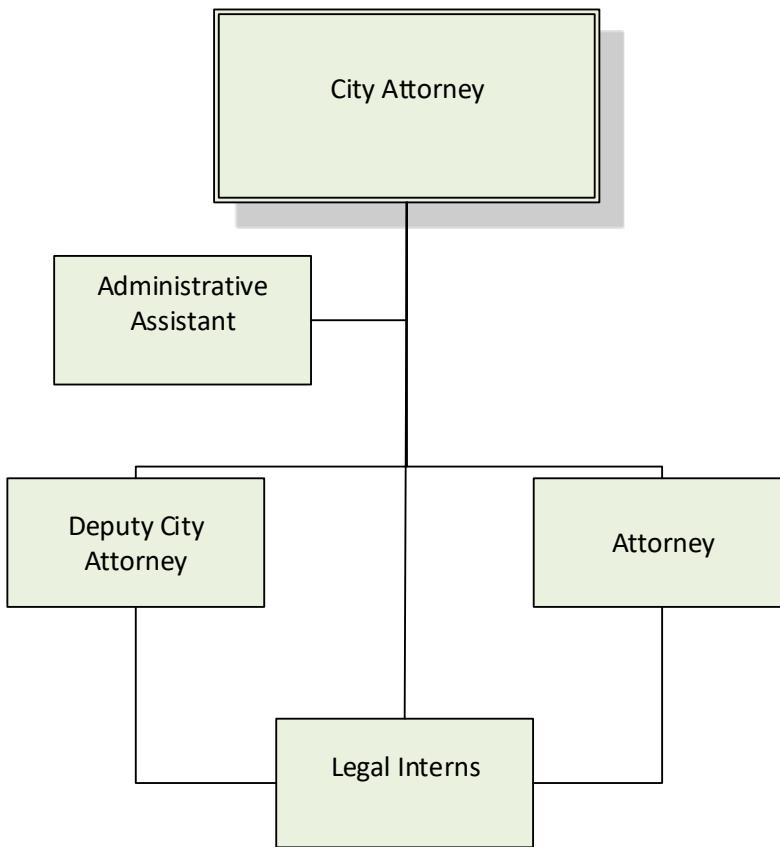
- Wages, payroll taxes and benefits are reduced from \$912,685 to \$820,930 for a total reduction of \$91,755 or 10.05%. This represents a reduction of FTE from 7.00 to 6.00, eliminating one position greatly impacting the ability to provide currently levels of services. Overtime would be eliminated, resulting in the inability for staff to be available outside of normal work hours as necessary.

Office of the City Attorney

Mission

To assist in implementing Council policy by providing clear legal direction and meaningful assistance to Council, and to staff who implement City programs. Maintain a positive and creative workplace.

The Office of the City Attorney represents the City's legal interests, including oversight of claims and litigation. The Office of the City Attorney is responsible for providing legal advice and support to City Council and City employees, as well as prosecute and defend all civil matters not assigned to outside counsel. This office works extensively with all City departments.



The Office of the City Attorney drafts ordinances and resolutions; negotiates contracts, interlocal agreements, franchises, leases, and agreements; and supports departments in enforcing associated laws. The Office of the City Attorney also provides specialized employee training regarding existing laws. The City Attorney supervises and directs the work of legal interns.

The Office of the City Attorney staff consists of three full-time attorneys, one administrative assistant and from one to three legal interns. The daily work largely consists of providing timely advice on a full range of municipal issues to City staff and the City Council.

Essential Services:

- ❖ Negotiate and draft and/or review all contracts;
- ❖ Negotiate and draft franchise agreements with utility providers;
- ❖ Meet and negotiate with Spokane County on service contracts;
- ❖ Meet and negotiate with other jurisdictions on a variety of matters, including interlocal agreements;
- ❖ Defend City in litigation and administrative hearings;
- ❖ Represent City in code enforcement litigation and collections;
- ❖ Advise on labor relations and employment law;
- ❖ Advise on numerous miscellaneous issues of general governance on a daily basis;
- ❖ Draft, or review and revise, ordinances, resolutions and policies as appropriate;
- ❖ Draft legal memoranda on a full range of municipal issues;
- ❖ Review and compile responses to public record requests when necessary;
- ❖ Provide training to staff on legal issues with broad application, such as public records, the Open Public Meeting Act, public disclosure rules, ethics, administrative and land-use regulations, contracts and purchasing, and ordinance drafting;
- ❖ Attend all City Council meetings;
- ❖ Attend all Planning Commission meetings;
- ❖ Review and advise on all real property transfers (easements, deeds, etc.);
- ❖ Participate on the Governance Manual Committee;
- ❖ Maintain office and document organization necessary to successfully complete all tasks;
- ❖ Represent the City on regional law and justice boards; and
- ❖ Provide guidance to staff on solid waste issues.

Goals & Strategies

1. To have a fully-operational City Attorney's office.
 - Review processes.
 - Monitor workload and workload changes.
 - Track response times.
 - Identify deficient areas.
2. To assist other departments in analyzing and mapping existing processes to determine compliance with the law and whether higher levels of customer service can be achieved.
 - Maintain and update all form contracts used by all departments.
 - Attend internal planning meetings to identify and resolve potential issues.
 - Review and revise administrative policies and procedures as appropriate.
3. Provide legal support to other departments and to the City Council to develop and adopt necessary development regulations to implement the Comprehensive Plan.
4. Negotiate and draft utility franchise agreements on an as-needed basis with utility providers.
 - Finalize and begin negotiations to establish and update franchise agreements.
 - Draft model language for franchise agreements.
5. Assist Economic Development to identify options for economic development.
 - Assist with development of functional economic development tools.

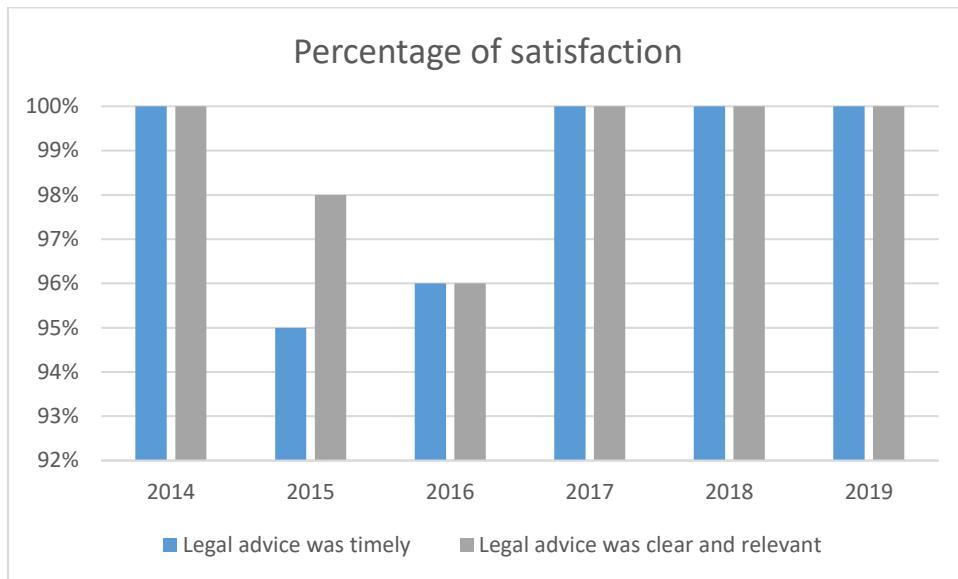
Workload Indicators	2014	2015	2016	2017	2018	2019
Work order requests processed	274	254	295	280	298	246
Legal memoranda	26	28	25	16	7	16
Public record requests processed*	11	22	46	24	33	30
Number of open litigation matters including enforcement matters	21	44	23	63	48	56
Number of closed litigation matters including enforcement matters	15	27	17	37	44	37
Training classes taught	10	6	9	9	9	10
Average number of days for completion of tasks	17	18	26	19	16	26
Ordinances and resolutions drafted	36	38	30	34	36	40
Contracts reviewed	209	214	255	342	351	313

*Does not include day-to-day file review in response to public record requests processed by City Clerk.

Performance Measures



This graphic illustrates the cost effectiveness of retaining internal legal counsel as opposed to the use of outside counsel. The cost for internal counsel is determined by the total legal budget for the calendar year divided by the number of hours worked by the legal department. The outside counsel is the average hourly billing rate of all outside counsel that are used by the City.



Clients were surveyed by the legal department for the percentage of satisfaction. First, the percentage of internal clients reporting that legal advice was timely. Secondly, the percentage of internal clients reporting that legal advice was clear and relevant.



The Work Order Requests Processed graph reflects individual tasks the office is requested to do, or tasks the office identifies as needing some analysis. The Contracts Reviewed graph reflects the number of contracts, contract amendments, and interlocal agreements executed by the office annually. The level of work for each varies significantly, depending on whether our office is negotiating the contract, advising another department on contracting options or contracting law, or whether we are simply reviewing and signing. This number has increased over the past several years as the contracting process has been improved. This table does not include the code enforcement cases and litigation cases which the Office of City Attorney has also worked on during the year.

Office of the City Attorney - Budget Impact Summary

Theoretical Budget Reduction Exercise: Hope for the best, prepare for the worst. The Business Plan also helps the City prepare for cyclical downturns in the economy. To meet this objective, each department prepares a theoretical set of 3%, 6% and 9% Budget reductions. These reductions are not Budget proposals, but tools to test the ability to provide a base level of services by the City in anticipation of potential future revenue shortfalls.

Adopted 2020 Budget is \$707,942 which reflects an increase of \$59,186 or 9.12% over the 2019 Budget due to approval of Code Enforcement Attorney going to full time from half time



- Wages, payroll taxes and benefits are reduced from \$547,035 to \$528,499 for a total reduction of \$18,536 or 3.39%. Resulting in the elimination of one of the two legal interns. The interns do research for the attorneys and work the code compliance cases. They also attend hearings upon receiving their Rule 9 license. Elimination of an intern would slow the production for the attorneys on issues as they would have to take on these tasks as well.
- Office Supplies are reduced from \$1,751 to \$1,561 for a total reduction of \$190 or 11%.
- Filing & Recording Fees are reduced from \$10,000 to \$9,600 for a total reduction of \$400 or 4%. This will reduce the number of code enforcement or chronic nuisance lawsuits that can be filed each year which would result in a backlog of cases to be processed.



- Wages, payroll taxes and benefits are reduced from \$547,035 to \$509,962 for a total reduction of \$37,073 or 6.78%. Resulting in the elimination of two legal interns. The interns do research for the attorneys and work the code compliance cases. They also attend hearings upon receiving their Rule 9 license. Elimination of the interns would significantly slow the production for the attorneys on issues as they would have to take on these tasks as well and would not be able to process all of the code compliance cases sent to our office
- Office Supplies are reduced from \$1,751 to \$1,561 for a total reduction of \$190 or 11%.
- Filing & Recording Fees are reduced from \$10,000 to \$8,976 for a total reduction of \$1,024 or 10.25%. This will reduce the number of code enforcement or chronic nuisance lawsuits that can be filed each year which would result in a backlog of cases to be processed.

-9%
(\$57,440)

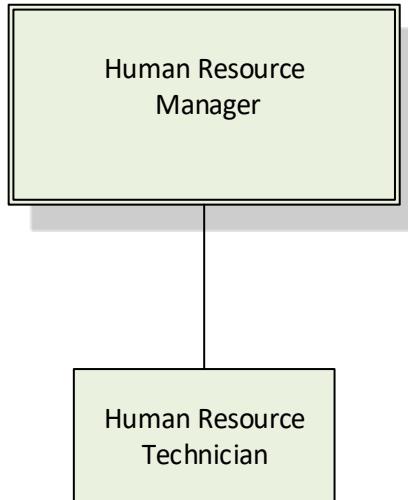
- Wages, payroll taxes and benefits are reduced from \$547,035 to \$509,962 for a total reduction of \$37,073 or 6.78%. Resulting in the elimination of two legal interns. The interns do research for the attorneys and work the code compliance cases. They also attend hearings upon receiving their Rule 9 license. Elimination of the interns would significantly slow the production for the attorneys on issues as they would have to take on these tasks as well and would not be able to process all of the code compliance cases sent to our office.
- Office Supplies are reduced from \$1,751 to \$1,561 for a total reduction of \$190 or 11%
- Spokane County GIS is reduced from \$1,000 to \$750 for a total reduction of \$250 or 25% will reduce/eliminate obtaining maps on projects that may be needed for hearings, trials analysis on community and economic development projects.
- Legal is reduced from \$45,875 to \$30,056 for a total reduction of \$15,819 or 34.5%. This would have an impact on the workload for the attorneys, reducing efficiency, total work product completed, as well as timeliness of completed work.
- Professional Services are reduced from \$3,000 to \$2,160 for a total reduction of \$840 or 28%.
- Filing & Recording Fees are reduced from \$10,000 to \$6,732 for a total reduction of \$3,268 or 32.68%. This will reduce the number of code enforcement or chronic nuisance lawsuits that can be filed each year which would result in a backlog of cases to be processed.

Human Resources

Mission

To promote an employment environment that supports the mission of the City and the development of its employees.

The Human Resources office is responsible for providing personnel consultation and employee services to the management of the City of Spokane Valley and its employees, supporting a workforce that is motivated to deliver quality services to the community.



Essential Services:

- ❖ Employee recruitment;
- ❖ Labor Relations;
- ❖ Risk Management;
- ❖ ADA Consultation;
- ❖ Employee training;
- ❖ Employee law compliance;
- ❖ Compensation administration;
- ❖ Policy development and administration;
- ❖ Employee Wellness Program;
- ❖ Performance management;
- ❖ Benefit administration;
- ❖ Employee on-boarding; and
- ❖ Website administration.

Human Resources conducted 107 interviews, filling 26 positions in 2019. The office maintains a greater than 97% satisfaction rate with the services provided to City employees and managers. The office, along with the Wellness Committee, continues to achieve the WellCity Award by developing a qualified Wellness Program which is anticipated to reduce employee health care expense by more than \$33,000 per year.

The Human Resource office also provides Risk Management services to the City in the identification, assessment and prioritization of risks followed by coordinated and economical application of resources to minimize, monitor and control the probability and/or impact of such risks. Further, the Human Resources Manager functions as the

Americans with Disabilities Act (ADA) coordinator guiding the City's efforts to promote access to its citizens. As the City's designated contact for persons requesting accommodation, the Human Resource Manager works with the public to provide reasonable access to City services.

Human Resources prepares the City for the many changes in the external business environment, including increased governmental mandates and legislation, recruitment needs as the pool of skilled workers decreases, the increasing cost of labor and changing workforce demographics.

Goals & Strategies

1. Respond to internal and external impacts on the City's Human Resources function in order to recruit and retain a well-qualified workforce.
 - Improve effectiveness of programs that support employee satisfaction and increase retention.
 - Negotiate employment agreements that support the mission of the City.
 - Develop systems that support the recruitment of well qualified candidates.
 - Evaluation of employee costs to identify opportunities to reduce those costs.
2. Development of employee recruitment techniques to continue to fill vacancies with highly qualified employees reflecting the values of the City
 - Analyze recruitment data to determine the most effective means to source potential candidates.
 - Review and adjust employee compensation ensure the City is competitive in the employment market.

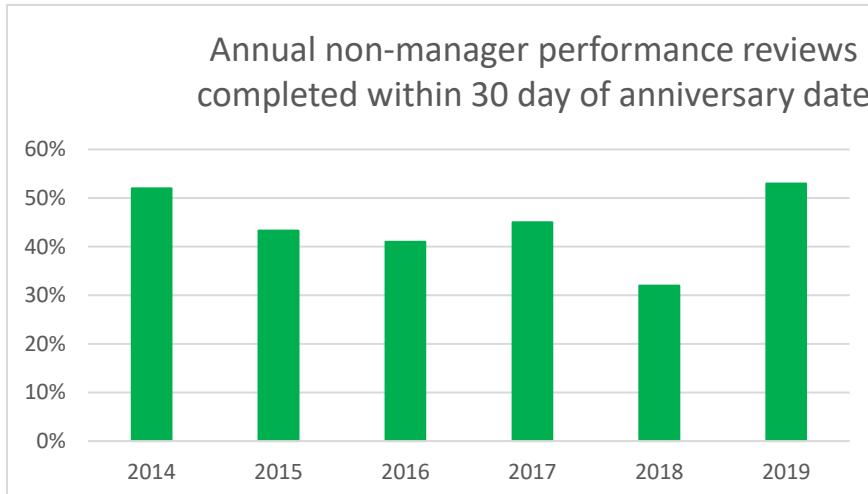
Workload Indicator	2014	2015	2016	2017	2018	2019
Number of City FTEs	87.25	87.25	87.40	89.25	89.25	93.75
Personnel action forms processed	157	166	122	139	150	230
Number of training classes facilitated or coordinated	8	6	4	8	6	6
Employees hired*	8	12	6	10	16	13
Average number of applications received per recruitment cycle	29.7	24.08	33.4	25	29	30

* Includes regular employees—permanent FT/PT employees; limited term; does not include temporary/seasonal employees

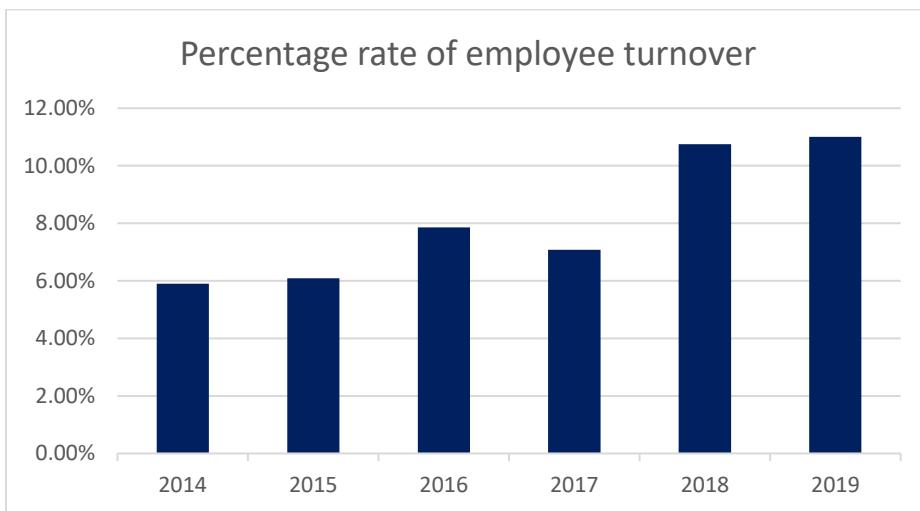
Performance Measures



From 2013 the percentage of employees satisfied with the Human Resources Department has exceeded 93% and has increased to its current level of 100%. The percentage of employees indicating they are "Very Satisfied" has also increased and in 2019 that measurement was 87%.



In 2019 53% of employee evaluations were completed in 30 days or less with the average days for completion being 58.



Human Resources - Budget Impact Summary

Theoretical Budget Reduction Exercise: Hope for the best, prepare for the worst. The Business Plan also helps the City prepare for cyclical downturns in the economy. To meet this objective, each department prepares a theoretical set of 3%, 6% and 9% Budget reductions. These reductions are not Budget proposals, but tools to test the ability to provide a base level of services by the City in anticipation of potential future revenue shortfalls.

The Adopted 2020 Budget is \$313,316 which reflects an increase of \$7,473 or 2.44% over the 2019 Budget

-3% (\$9,105)	<ul style="list-style-type: none">▪ Supplies are reduced from \$750 to \$550 for a total reduction of \$200 or 27%.▪ Legal Services are reduced from \$2,000 to \$500 for a total reduction of \$1,500 or 75%. Eliminating the ability to consult council on employment decisions and/or actions.▪ Advertising is reduced from \$3,000 to \$300 for a total reduction of \$2,700 or 90%. Reducing the ability to advertise employment opportunities.▪ Travel is eliminated limiting the ability to remain current with applicable State and Federal employment legislation.▪ Memberships are reduced from \$800 to \$550 for a total reduction of \$250 or 31% resulting in the professional organization's support.▪ Registrations is reduced from \$595 to \$0 for a total reduction of \$595 or 100%.▪ Training is reduced from \$1,000 to \$0 for a total reduction of \$1,000 or 100%.▪ Employee Wellness is reduced from \$1,500 to \$920 for a total reduction of \$580 or 40% resulting in the minimum required level to be eligible for the WellCity Award and the 2% reduction in healthcare expenses.
-6% (\$18,488)	<ul style="list-style-type: none">▪ Wages, payroll taxes and benefits are reduced from \$281,331 to \$272,498 for a total reduction of \$8,833 or 3%. Resulting in a reduction of .1 FTE. This reduction would eliminate some employee wellness activities.▪ Copier Maintenance is reduced from \$1,000 to \$450 for a total reduction of \$550 or 48%.
-9% (\$28,628)	<ul style="list-style-type: none">▪ Wages, payroll taxes and benefits are reduced further from \$272,498 to \$263,858 for a reduction of \$8,640 or 3%, resulting in a reduction of 0.2 FTE. This reduction would result in the elimination of some employee wellness and recruitment activities.▪ Wellness supplies are eliminated for a reduction of \$500 or 100%.

Finance & Information Technology

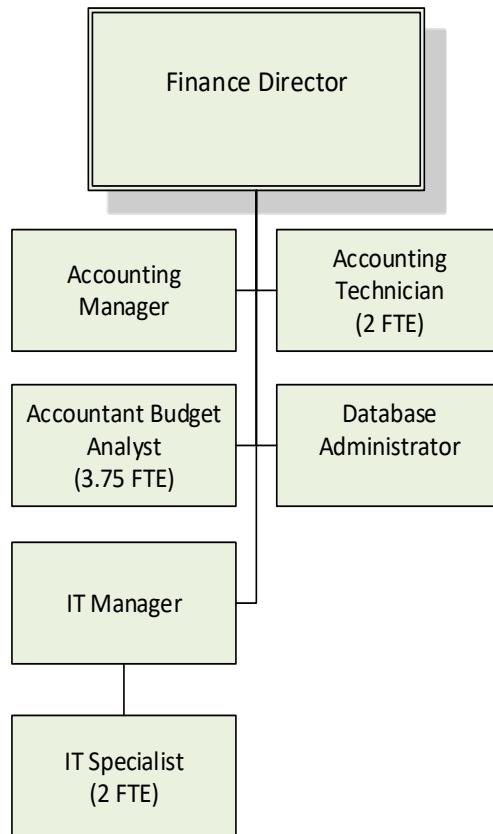
Mission

To assist the City Council, City staff and citizens in the areas of financial planning, budgeting, financial reporting and overall stewardship of the City's resources.

Our information technology (IT) group seeks to understand technology and how it can best serve internal and external IT users.

The Finance and Information Technology (IT) Department provides financial management services for all City departments. Responsibilities include accounting and financial reporting, payroll, accounts payable, some purchasing, budgeting and financial planning, treasury, investments and information technology. The department is also responsible for generating and analyzing financial data related to the City's operations.

Finance is responsible for the administration, coordination, supervision and control of the City's financial activities engaged in by the City. These functions are performed through a combination of interrelated activities including financial management, general accounting and information technology.



Essential Services:

Financial management responsibilities include:

- ❖ Budget development and monitoring;
- ❖ Preparation of periodic budget amendments;
- ❖ Treasury control and management of the City's cash and investment portfolio;
- ❖ Debt financing and management; and
- ❖ Collaboration with Community and Public Works staff on financing options for capital projects.

General accounting responsibilities include:

- ❖ Internal and external financial reporting including preparation of the Annual Financial Report;
- ❖ Coordination with the Washington State Auditor's Office for the City's annual audit which on average represents approximately 800 auditor hours each year;
- ❖ General ledger accounting;
- ❖ Cash receipting including preparation of daily deposits for City departments;
- ❖ Tracking and receipting telephone utility tax payments;
- ❖ Tracking and receipting quarterly gambling tax payments;
- ❖ Processing payroll and accounts payable for 93.75 full-time equivalent employees as well as seasonal and temporary employees;
- ❖ Process approximately 4,000 accounts payable checks;
- ❖ Project accounting, including grant accounting and processing reimbursement requests;
- ❖ Advertise and call for applications for outside agency grants for both social service and economic development agencies; and
- ❖ Advertise and call for applications for lodging tax grants.

Information technology responsibilities include:

- ❖ Design, maintain and support of City's data network;
- ❖ Research, order, deliver, repair and maintain all desktop, tablet, laptop and peripheral equipment;
- ❖ Maintenance of all primary computer applications including the financial management and permitting systems; and
- ❖ Broadcasting of City Council meetings which entails the acquisition and ongoing maintenance and support of the necessary related hardware and software, as well as working with the vendor involved with actual recording of the meeting.

Goals & Strategies

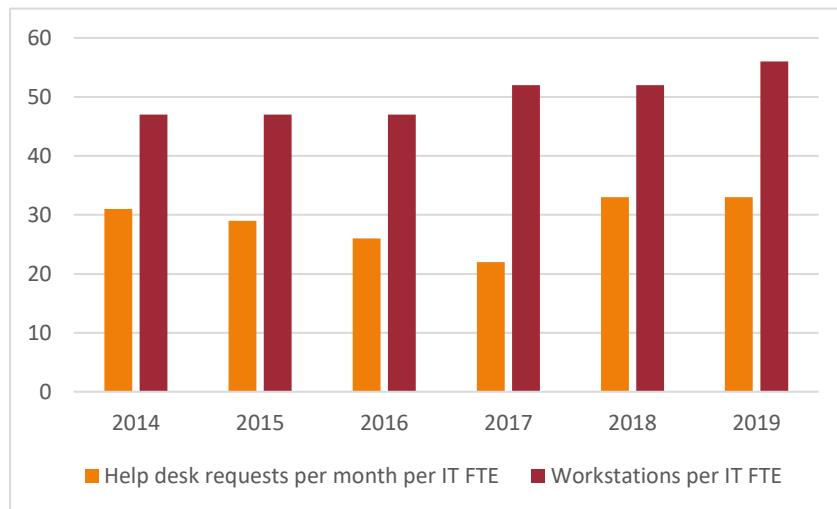
1. Maintain a consistent level of service in payroll, accounts payable, budget development, periodic and annual financial report preparation, and IT services.
 - Work with Finance staff to cross-train position responsibilities and knowledge base where possible. Also, provide adequate training opportunities to allow staff members to remain current with changes in pronouncements by the Governmental Accounting Standards Board (GASB), changes in the Eden financial management system, and changes in the electronic technology that allows all City employees to be more efficient and effective.
2. Complete the 2019 Annual Financial Report by May 30, 2020, and receive a "clean audit opinion" from the Washington State Auditor's Office.
 - This can be accomplished through a combination of cross-training responsibilities between the Accounting Manager and staff accountants as well as remaining current on GASB pronouncements through relevant training opportunities.
3. Continue with the ongoing process of refining the replacement program for IT hardware resources including server hardware, network hardware, printers and network-based appliances (firewalls, email backup, network switches, intrusion prevention hardware, etc.), desktop computers, and the phone

system. This will continue to be the foundation for future budget developments and in large part dictate operational workload through the course of the next year.

- Update the existing inventory of all related equipment currently deployed including when it was acquired, it's expected useful life, anticipated replacement date, and replacement cost.

Workload Indicators	2014	2015	2016	2017	2018	2019
Number of computer workstations	140	140	140	155	155	168
Number of tablets supported	20	27	31	35	35	22
Number of physical servers supported	17	22	10	15	10	8
Number of virtual servers supported	8	15	25	28	29	23
Number of appliances supported	55	45	50	50	50	49
Number of PC's installed or replaced	54	39	37	72	10	38
Network Hardware	-	75	76	87	95	94

Performance Measures



Help desk requests and workstations per IT FTE per month dropped in 2014 due to hiring an additional IT staff person that year.

Finance & Information Technology - Budget Impact Summary

Theoretical Budget Reduction Exercise: Hope for the best, prepare for the worst. The Business Plan also helps the City prepare for cyclical downturns in the economy. To meet this objective, each department prepares a theoretical set of 3%, 6% and 9% Budget reductions. These reductions are not Budget proposals, but tools to test the ability to provide a base level of services by the City in anticipation of potential future revenue shortfalls.

Adopted 2020 Budget is \$1,478,523 which reflects an increase of \$50,823 or 3.56% over the 2019 Budget

-3% (\$44,586)	<ul style="list-style-type: none">▪ Wages, payroll taxes and benefits are reduced from \$1,443,953 to \$1,408,617 for a total reduction of \$35,336 or 2.54%. This represents a reduction of 0.3 FTEs, which would slow City payments to vendors and increase the time needed for financial analysis.▪ Supplies are reduced from \$6,450 to \$3,500 for a total reduction of \$2,950 or 45.74%. The reduction would affect the department's ability to respond to needs for larger equipment items such as scanners or chairs.▪ Professional services are reduced from \$2,500 to \$1,500 for a total reduction of \$1,000 or 40%. The reduction would hinder the City's ability to hire consultants for any continuing disclosure requirements on our bond issues.▪ Travel is reduced from \$5,200 to \$4,200 for a total reduction of \$1,000 or 19.23%. This reduction would limit staff availability to access training opportunities.▪ Memberships are reduced from \$1,500 to \$1,000 for a total reduction of \$500 or 33.3%. This reduction would reduce the number of staff with professional memberships which provide access to valuable resources to keep current with accounting standards.▪ Registrations are reduced from \$11,800 to \$8,000 for a total reduction of \$3,800 or 32.20%. This reduction would limit access to training classes that keep staff current with accounting standards and new technology.
-6% (\$84,787)	<ul style="list-style-type: none">▪ Wages, payroll taxes and benefits are reduced from \$1,443,953 to \$1,359,166 for a total reduction of \$84,787 or 5.87%. This represents a reduction of 0.85 FTEs, which in addition to above would potentially compromise segregation of duties required by the State Auditor's Office and would slow the outside agency and lodging tax grant award processes.▪ Supplies are reduced from \$6,450 to \$3,500 for a total reduction of \$2,950 or 45.74%. The reduction would affect the department's ability to respond to needs for larger equipment items such as scanners or chairs.▪ Professional services are reduced from \$2,500 to \$1,000 for a total reduction of \$1,000 or 40%. The reduction would hinder the City's ability to hire consultants for any continuing disclosure requirements on our bond issues.▪ Travel is reduced from \$5,200 to \$4,200 for a total reduction of \$1,000 or 19.23%. This reduction would limit staff availability to access training opportunities.▪ Registrations are reduced from \$11,800 to \$8,000 for a total reduction of \$3,800 or 32.20%. This reduction would limit access to training classes that keep staff current with accounting standards and new technology.

-9%
(\$140,360)

- Wages, payroll taxes and benefits are reduced from \$1,443,953 to \$1,303,593 for a total reduction of \$140,360 or 9.72%. This represents a reduction of 0.75 FTEs, which in addition to above would significantly compromise segregation of duties required by the State Auditor's Office. Also, City payments to vendors would only be processed once every two weeks, and the ability to accommodate the Outside Agency and Lodging Tax award processes would be seriously compromised without assistance from other City departments.

General Government - Budget Impact Summary

Theoretical Budget Reduction Exercise: Hope for the best, prepare for the worst. The Business Plan also helps the City prepare for cyclical downturns in the economy. To meet this objective, each department prepares a theoretical set of 3%, 6% and 9% Budget reductions. These reductions are not Budget proposals, but tools to test the ability to provide a base level of services by the City in anticipation of potential future revenue shortfalls.

Adopted 2020 Budget is \$3,501,184 which reflects an decrease of \$8,507,216 or 70.84% under the 2019 Budget

This budget accounts for those activities that are not specific to the functions of any particular General Fund department or operation. Expenditures recorded here are composed of election costs and voter registration fees paid to Spokane County; the cost of the City's annual audit paid to the State of Washington; or debt service payments; most information technology expenses including annual computer leases, annual repair and maintenance contracts for servers and copiers, monthly telephone and internet charges, and computer and copier purchases. Also charged to this area are payments to outside agencies for economic development and social service purposes; annual property and liability insurance premiums; and transfers to other funds representing General Fund investments or grant matches in a variety of capital projects including pavement preservation.

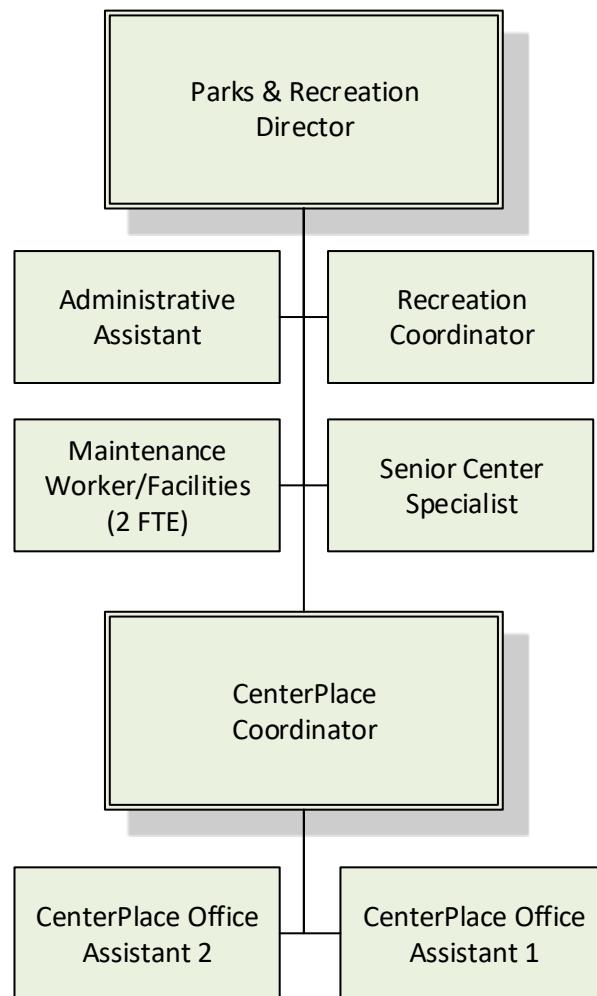
-3% (\$99,600)	<ul style="list-style-type: none">▪ Professional services – misc. studies are reduced from \$218,000 to \$198,400 for a total reduction of \$19,600 or 8.99%. This reduction would reduce the City's ability to address unforeseen issues that may arise throughout the year.▪ Outside Agency funding is reduced from \$182,000 to \$102,000 for a total reduction of \$80,000 or 43.96%. This reduction would limit the City's ability to award funding to local social service and economic development agencies.
-6% (\$199,400)	<ul style="list-style-type: none">▪ Professional services – misc. studies are reduced from \$218,000 to \$193,600 for a total reduction of \$24,400 or 11.19%. This reduction would reduce the City's ability to address unforeseen issues that may arise throughout the year.▪ Outside Agency funding is reduced from \$182,000 to \$57,000 for a total reduction of \$125,000 or 68.68%. This reduction would limit the City's ability to award funding to local social service and economic development agencies to the point of perhaps only funding one or two awards.▪ Transfers out to the Parks Capital Projects Fund #309 are reduced from \$160,000 to \$110,000 for a total reduction of \$50,000 or 31.25%. This reduction would impact the City's ability to finance future park capital projects.
-9% (\$299,000)	<ul style="list-style-type: none">▪ Professional services – misc. studies are reduced from \$218,000 to \$161,500 for a total reduction of \$56,500 or 25.92%. This reduction would further reduce the City's ability to address unforeseen issues that may arise throughout the year.▪ Outside Agency funding is reduced from \$182,000 to \$25,000 for a total reduction of \$157,000 or 86.26%. This reduction would eliminate the City's ability to award funding to local social service and economic development.▪ Transfers out to the Parks Capital Projects Fund #309 are reduced from \$160,000 to \$74,500 for a total reduction of \$85,500 or 53.44%. This reduction would severely impact the City's ability to finance future park capital projects.

Parks & Recreation

Mission

To enrich the quality of life for everyone who lives, works in or visits Spokane Valley through quality programs, parks and events.

With offices located in the CenterPlace Regional Event Center, the Parks & Recreation Department consists of six divisions: Parks Administration, Parks Maintenance, Recreation, Aquatics, Senior Center and CenterPlace. The Department is comprised of nine FTEs. Parks Maintenance and Aquatics services are contracted with external businesses or agencies. The Parks & Recreation Department also maintains a database of local recreation programs and services to help match citizens with existing services.



Parks Administration and Maintenance

Parks Administration and Maintenance Vision

To provide and maintain quality parks that offer a diverse range of experiences in a safe and beautiful environment; to provide enjoyable, restorative and memorable places to spend time; and to provide physical amenities that support and enhance active living and social interaction opportunities.

Essential services:

- ❖ Implements the goals and objectives of the City Council;
- ❖ Develops policies and procedures;
- ❖ Facilitates the upkeep and use of parks and public areas including the Appleway and Centennial Trails;
- ❖ Manages the private park maintenance, aquatic operation and janitorial contracts;
- ❖ Works to acquire and develop new park facilities;
- ❖ Provides facility maintenance at CenterPlace; and
- ❖ Administers City Special Event permits.

Recreation

Recreation Vision

To deliver a diversified recreational and educational experiences for all ages; while fostering vigorous community partnerships; and advocating health, wellness and physical activity.

Essential services:

- ❖ Provides summer day camp, teen camp, winter break camp, summer park program and outdoor movies;
- ❖ Designs and publishes the Recreation Program brochure twice a year;
- ❖ Coordinates and offers over 21 different recreation programs year round;
- ❖ Partners with YMCA, Spokane Parks Foundation, East Valley School District, Liberty Lake, Spokane Valley Partners, City of Spokane and Spokane County; and
- ❖ Maintains database of local recreation programs and services to help match citizens with existing services.

Aquatics

The City of Spokane Valley owns three outdoor swimming pools which offer open swim opportunities, swim lessons, swim team and facility rentals. In addition the City leases a portion of Valley Mission Park to Splash Down, a privately-operated water park.

Goals & Strategies

1. Implement recommendations of the Parks and Recreation Master Plan, including the continued development of aquatic and recreation programs that serve the needs of our citizens.
 - Pursue park acquisitions and development.
 - Explore adding additional recreation programs to meet customer need.
 - Continue to contract for park maintenance and aquatic operation services.
 - Complete implementation of Browns Park Master Plan amenities.

2. Work with Centennial Trail Partners to implement new maintenance agreement.

- Seek grant opportunities for capital repairs.
- Implement a six-year maintenance plan.

Workload Indicators	2014	2015	2016	2017	2018	2019
Developed acres maintained	133.6	133.6	133.6	133.6	133.6	184.26
Trees planted	10	10	4	25	25	15
Overall number of park facility reservations/year	428	425	431	511	536	570
Number of recreation classes offered	158	189	189	165	167	177
Number of open swim hours available/season	1,251.5	1,465	1,465	1,112	1,198	1,180
Number of swim lesson/team registrations	1,510	1,582	1,582	1,647	1,608	1,588
Miles of Centennial Trail maintained	6.78	6.78	6.78	6.78	6.78	6.78
Number of hours to maintain Centennial Trail	900	900	900	900	900	900

Performance Measures	2014	2015	2016	2017	2018	2019
Developed park acres per 1,000 population	1.4	1.4	1.4	1.4	1.4	1.9
Recreation program recovery vs. direct cost¹	104%	104%	108%	103%	105%	117%
Parks & Recreation recurring budget per capita	\$29.43	\$29.69	\$29.67	\$29.77	\$31.23	\$31.41
Cost to maintain Centennial Trail Trail mile/ per capita	\$0.05	\$0.05	\$0.05	\$0.05	\$0.07	\$0.07
Miles of trail per 1,000 households	.076	.076	.076	.076	.076	.070

¹Calculated expenditures divided by revenue

The six-year average Parks & Recreation recurring budget per capita is \$30.02. The City has increased the budget to remain consistent with population growth.

- Population increase from 2014 to 2019 is 9.5% (92,050 to 96,270) per State of Washington Office of Financial Management
- Per capita recurring budget increase from 2014-2019 is 9.30% (\$29.43 to \$31.41)

CenterPlace Regional Event Center

CenterPlace Regional Event Center Vision

To promote corporate and private events which will help stimulate our local economy; to produce customized, high quality events; and to provide an experience that showcases the values of Spokane Valley. Facility Maintenance is to maintain this facility through sustainability, energy efficiency and maintaining building integrity.

Essential Services:

- ❖ Regional focal point for Northeastern Washington, Northern Idaho and Western Montana;
- ❖ 54,000 square foot facility located in Mirabeau Point Park;
- ❖ Open seven days a week, this is the home of the Parks & Recreation Department and the Valley Senior Center;
- ❖ Reserves and rents to over 900 educational, corporate and social events annually;
- ❖ Provides set up and take downs for all activities;
- ❖ Manages long-term leases of space;

- ❖ Manages food services and marketing contract;
- ❖ Partners with Spokane Community College and Central Valley School District; and
- ❖ Manage rooms including a great room, commercial kitchen, fireside lounge, auditorium and numerous meeting rooms.

Goals & Strategies

1. Implement the updated CenterPlace Regional Marketing and Communications Plan.
 - Increase seasonal staffing to accommodate a higher level of service.
 - Develop “CenterPlace’s Partner Services” with local event planners.
 - Explore new marketing services to help implement marketing plan.
 - Work to add new signature events to the Mirabeau campus.
 - Expand catering involvement in events.
2. Make facility improvements to CenterPlace.
 - Make parking lot improvements for safety.
 - Schedule preventative maintenance and facility updates to maintain CenterPlace in good condition.
 - Complete Phase 2 construction of West Lawn project.
 - Replace roof.
 - Continue to replace flooring and furniture throughout building.

Workload Indicators	2014	2015	2016	2017	2018	2019
Number of area businesses/hotels contacted for use of CenterPlace¹	7,300	5,617	5,617	4,167	4,155	3,015
Number of reservations per year	844	919	923	1,041	1,047	1,106
Number of operating hours per year	4,633	4,633	4,633	4,633	4,633	4,633
Number of room use hours booked per year	4,040	6,503	7,767	8,321	8,714	8,365

¹Area businesses were contacted by CenterPlace from a list developed by our marketing consultant.

Performance Measures	2014	2015	2016	2017	2018	2019
Percentage of facility capacity per Great Room reserved¹	23.7%	27%	22%	30%	26.7%	30%
Percentage cost recover per CenterPlace²	50%	54%	49%	49%	51%	57%
Percentage area business utilizing CenterPlace³	5%	3.7%	5%	5%	5.5%	7%
Percentage of facility capacity per Lounge reserved⁴	9%	22%	20%	11%	18.7%	9.4%
Percentage of regional use of facility	9.1%	4.2%	4%	7%	8.5%	9%

¹Number of total hours (5158) available in the Great Room divided by the actual hours used.

²CenterPlace revenues covered percentage of the expenses. Expenditures do not include building replacement funds. The six-year average of percentage of cost recovery for CenterPlace is 51.66%.

³ Number of area businesses divided by the number of businesses using CenterPlace. The business list was developed by our marketing consultant. Noteworthy to mention is the percentage of businesses registered with the City of Spokane Valley who utilize CenterPlace have remained steady and then have started to increase in the past three years.

⁴This is the number of total hours (2809) available in the Lounge divided by actual hours used.

Senior Center

Senior Center Vision

To empower adults 50+ for personal independence, healthy aging, social connection and life-long learning experiences; to serve as a hub and focal point, to complement existing services and provided programs, activities and opportunities for the aging population; and to operate as a multi-purpose senior center to provide health, social, educational, referral and recreational services.

Essential Services:

- ❖ Manages the Senior and Wellness Center at CenterPlace from 8-4 Monday through Friday;
- ❖ Coordinates all activities and programming – over 50 different programs;
- ❖ Utilizes over 75 volunteers;
- ❖ Facilitates Meals on Wheels program; and
- ❖ Maintains an active membership of over 1,000.

Goals & Strategies

1. Expand senior services to serve changing needs and expectations of the senior population.
 - Challenge to serve current age demographics and to attract new participants.
 - Add new, active programming.
 - Increase involvement with neighboring retirement communities.
 - Educate the community at-large about the purpose and potential of the Senior Center.

Workload Indicators	2014	2015	2016	2017	2018	2019
Number of participants in senior programs or workshops per year	34,193	26,329	28,003	25,396	27,343	27,000
Average age of senior participating in programs	74.7	75.5	74.5	74.5	76.2	76.0
Number of senior programs offered per year	50	39	39	35	43	50

Performance Measures	2014	2015	2016	2017	2018	2019
Percentage of Spokane Valley seniors who participate in health and wellness programs	56%	30%	33%	30%	35%	42%

Parks & Recreation - Budget Impact Summary

Theoretical Budget Reduction Exercise: Hope for the best, prepare for the worst. The Business Plan also helps the City prepare for cyclical downturns in the economy. To meet this objective, each department prepares a theoretical set of 3%, 6% and 9% Budget reductions. These reductions are not Budget proposals, but tools to test the ability to provide a base level of services by the City in anticipation of potential future revenue shortfalls.

Adopted 2020 Budget is \$3,106,561 which reflects an increase of \$67,731 or 2.23 revised % over the 2019 Budget

-3%
(\$96,400)

- Professional Services under Aquatics is reduced from \$430,000 to \$387,000 for a reduction of \$43,000 or 10%. This will eliminate one week of the summer pools season at all three outdoor pools.
- Misc. Services under Aquatics is reduced from \$2,800 to 0 for a reduction of \$2,800 or 100%. This will eliminate this line item.
- Office and Operating Supplies under Aquatics is reduced from \$500 to 0 for a reduction of \$500 or 100%. This will eliminate this line item.
- Small Tools and Minor Equipment under Aquatics is reduced from \$1,500 to 0 for a reduction of \$1,500 or 100%. This will eliminate this line item.
- Advertising under Aquatics is reduced from \$500 to 0 for a reduction of \$500 or 100%. This will eliminate this line item.
- Small Tools and Minor Equipment under Administration is reduced from \$1,000 to 0 for a reduction of \$1,000 or 100%. This will eliminate this line item.
- Travel and Mileage under Administration is reduced from \$2,850 to 0 for a total reduction of \$2,850 or 100%. This will eliminate any travel or training.
- Subscriptions under Administration is reduced from \$200 to 0 for a reduction of \$200 or 100%. This will eliminate this line item.
- Conference Registrations under Administration is reduced from \$1,000 to 0 for a reduction of \$1,000 or 100%. This will eliminate any travel or training.
- Travel and Mileage under CenterPlace is reduced from \$2,000 to 0 for a reduction of \$2,000 or 100%. This will eliminate any travel or training.
- Advertising under CenterPlace is reduced from \$60,000 to \$30,000 for a reduction of \$30,000 or 50%. This will negatively impact our ability to market CenterPlace.
- Conference Registrations under CenterPlace is reduced from \$1,500 to 0 for a reduction of \$1,500 or 100%. This will eliminate any travel or training.
- Repair and Maintenance Supplies under Maintenance is reduced from \$2,000 to 0 for a reduction of \$2,000 or 100%. This will eliminate this line item.
- Small Tools and Minor Equipment under Maintenance is reduced from \$1,500 to 0 for a reduction of \$1,500 or 100%. This will eliminate this line item.
- Travel and Mileage under Recreation is reduced from \$2,850 to 0 for a reduction of \$2,850 or 100%. This will eliminate any travel or training.
- Conference Registrations under Recreation is reduced from \$1,500 to 0 for a reduction of \$1,500 or 100%. This will eliminate any travel or training.
- Travel and Mileage under the Senior Center is reduced from \$1,000 to 0 for a reduction of \$1,000 or 100%. This will eliminate any travel or training.
- Conference Registrations under the Senior Center is reduced from \$850 to 0 for a reduction of \$800 or 100%. This will eliminate any travel or training.

-6%
(\$183,500)

- Professional Services under Administration is reduced from \$35,000 to \$10,000 for a reduction of \$25,000 or 71%. This will eliminate the consultant work for the Valley Mission Horse Arena Master Plan.
- Clothing and Uniforms under Administration is reduced from \$500 to \$250 for a reduction of \$250 or 50%. This will eliminate Spokane Valley staff clothing.
- Small Tools and Minor Equipment under Recreation is reduced from \$200 to 0 for a reduction of \$200 or 100%. This will eliminate this line item.
- Professional Services under Aquatics is reduced from \$430,000 to \$344,000 for a reduction of \$86,000 or 20%. This will eliminate two weeks of summer pools season at all three outdoor pools.
- Small Tools and Minor Equipment under the Senior Center is reduced from \$1,100 to 0 for a reduction of \$1,100 or 100%. This will eliminate this line item.
- Advertising under the Senior Center is reduced from \$500 to 0 for a reduction of \$500 or 100%. This will eliminate our ability to promote the Senior Center.
- Equipment Repair and Maintenance under the Senior Center is reduced from \$1,500 to 0 for a reduction of \$1,500 or 100%. This will eliminate this line item.
- Small Tools and Minor Equipment under CenterPlace is reduced from \$20,850 to \$5,300 for a reduction of \$15,550 or 75%. This will significantly reduce our ability to maintain CenterPlace.

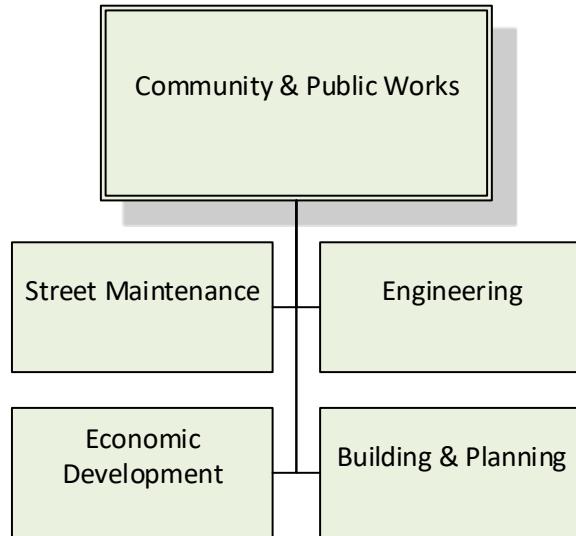
-9%
(\$281,750)

- Professional Services under Aquatics is reduced from \$430,000 to \$301,000 for a reduction of \$129,000 or 30%. This will eliminate three weeks of the summer pool season for all three outdoor pools.
- Advertising under CenterPlace is reduced from \$30,000 to \$20,000 for a total reduction of \$40,000 or 33.3%. This will virtually eliminate our ability to market CenterPlace.
- Parks Maintenance Contract under Maintenance is reduced from \$830,000 to \$785,000 for a reduction of \$45,000 or 5.50%. This will shorten the park maintenance season by three weeks. Maintenance of Parks and facilities would be pushed back from April 15 to May 1 and from October 15 to October 1.
- Clothing and Uniforms under Administration is reduced from \$250 to 0 for a reduction of \$250 or 100%. This would eliminate this line item.

Deputy City Manager

Community & Public Works

The Deputy City Manager works under the general direction of the City Manager and works with the City's management team to coordinate efforts toward the achievement of departmental objectives and the objectives of the City government as a whole. The Deputy City Manager participates in and makes suggestions to the City Manager in the formulation of strategy and City policy involving organization, procedures and services. Duties also include advising the City Manager in the determination of department needs, the preparation and presentation of services for approval by the City Manager and City Council, and the coordination of the implementation of approved services. The Deputy City Manager performs operations oversight for Community & Public Works consisting of the Engineering Division, Street Maintenance, Economic Development and Building Division.



Essential services:

- ❖ Works with the City Manager and division heads in planning, organizing, coordinating and implementing services affecting assigned areas of responsibility;
- ❖ Coordinates with other managers of City services on matters affecting their areas of responsibility;
- ❖ Briefs the City Manager on issues of concern in the divisions and functions in assigned area of responsibility to assure proper action;
- ❖ Meets and corresponds with various citizens, professionals, businesses and other groups to answer questions and secure their assistance in carrying out various services;
- ❖ Coordinates the preparation of the annual budget for departments within assigned areas;
- ❖ Reviews results of major studies and coordinates the preparation of reports and recommendations;
- ❖ Attends Council meetings and reports on activities for which he is responsible as requested by the City Manager; confers with officials of city, county, state and federal agencies regarding plans and priorities for existing and planned services; and
- ❖ Demonstrates continuous effort to improve operations, decrease turnaround times, streamline work processes, and work cooperatively and jointly to provide quality seamless customer service.

Deputy City Manager - Budget Impact Summary

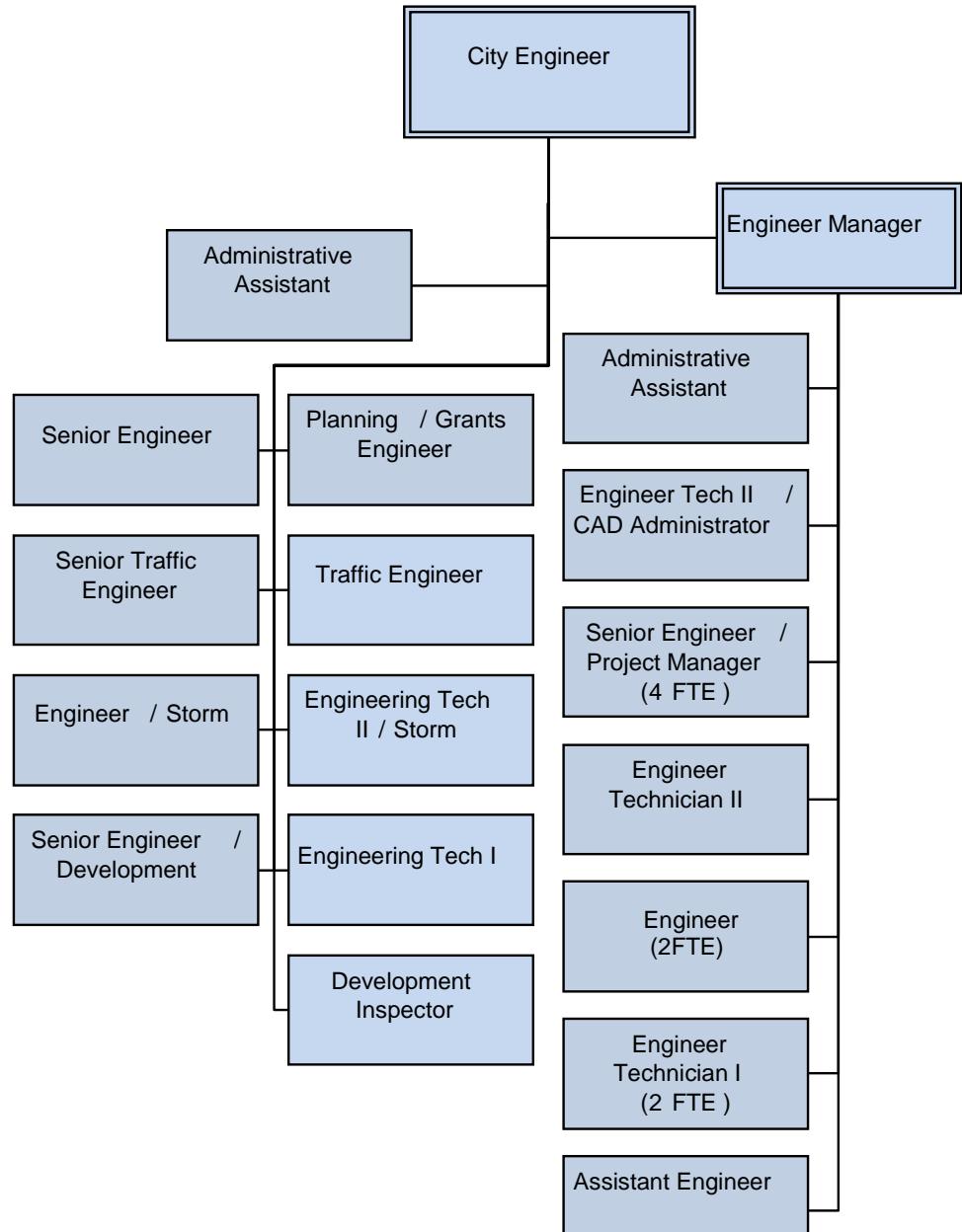
Theoretical Budget Reduction Exercise: Hope for the best, prepare for the worst. The Business Plan also helps the City prepare for cyclical downturns in the economy. To meet this objective, each department prepares a theoretical set of 3%, 6% and 9% Budget reductions. These reductions are not Budget proposals, but tools to test the ability to provide a base level of services by the City in anticipation of potential future revenue shortfalls.

Adopted 2020 Budget is \$277,187 which reflects an increase of \$6,143 or 2.27% over the 2019 Budget

-3% (\$8,821)	<ul style="list-style-type: none">▪ Wages, payroll taxes and benefits are reduced from \$234,012 to \$226,991 for a total reduction of \$7,021 or 3.0%. Resulting in the Deputy City Manager being reduced to 0.97 FTE impacting day-to-day operations of the City.▪ Small tools and minor equipment is reduced from \$250 to \$200 for a total reduction of \$50 or 20%. This would limit the ability to improve the efficiency of administrative duties.▪ Advertising is reduced from \$2,000 to \$1,000 for a total reduction of \$1,000 or 50% reducing ability to advertise for different programs.▪ Travel and mileage is reduced from \$1,300 to \$1,000 for a total reduction of \$300 or 23.1% impacting the attendance of daily offsite meetings, conferences and trainings.▪ Memberships was reduced from \$1,250 to \$1,000 for a total reduction of \$250 or 20% reducing the number of partnerships and relationships built with organizations within the community.▪ Registrations was reduced from \$1,200 to \$1,000 for a total reduction of \$200 or 16.7% impacting the attendance to community meetings, events and trainings.
-6% (\$16,841)	<ul style="list-style-type: none">▪ Wages, payroll taxes and benefits are reduced from \$234,012 to \$219,971 for a total reduction of \$14,041 or 6.0%. Resulting in the Deputy City Manager being reduced to 0.97 FTE impacting day-to-day operations of the City.▪ Small tools and minor equipment is reduced from \$250 to \$200 for a total reduction of \$50 or 20%. This would limit the ability to improve the efficiency of administrative duties.▪ Advertising is reduced from \$2,000 to \$0 for a total reduction of \$2,000 or 100% eliminating the ability to advertise for different programs.▪ Travel and mileage is reduced from \$1,300 to \$1,000 for a total reduction of \$300 or 23.1% impacting the attendance of daily offsite meetings, conferences and trainings.▪ Memberships was reduced from \$1,250 to \$1,000 for a total reduction of \$250 or 20% reducing the number of partnerships and relationships built with organizations within the community.▪ Registrations was reduced from \$1,200 to \$1,000 for a total reduction of \$200 or 16.7% impacting the attendance to community meetings, events and trainings.
-9% (\$22,232)	<ul style="list-style-type: none">▪ Wages, payroll taxes and benefits are reduced from \$234,012 to \$211,780 for a total reduction of \$22,232 or 9.5%. Resulting in the Deputy City Manager being reduced to 0.97 FTE impacting day-to-day operations of the City.▪ Small tools and minor equipment is reduced from \$250 to \$200 for a total reduction of \$50 or 20%. This would limit the ability to improve the efficiency of administrative duties.▪ Advertising is reduced from \$2,000 to \$0 for a total reduction of \$2,000 or 100% eliminating the ability to advertise for different programs.▪ Travel and mileage is reduced from \$1,300 to \$1,000 for a total reduction of \$300 or 23.1% impacting the attendance of daily offsite meetings, conferences and trainings.▪ Memberships was reduced from \$1,250 to \$1,000 for a total reduction of \$250 or 20% reducing the number of partnerships and relationships built with organizations within the community.▪ Registrations was reduced from \$1,200 to \$1,000 for a total reduction of \$200 or 16.7% impacting the attendance to community meetings, events and trainings.

Engineering Division

The Engineering Division is one of the three divisions within the Community and Public Works Department. The Division is comprised of four groups, the Capital Improvement Program, Development Engineering, Traffic Management and Operations, and Utilities.



Capital Improvement Program

The Capital Improvement Program Section (CIP) plans, designs and constructs new facilities and maintains, preserves and reconstructs existing facilities owned by the City of Spokane Valley. These projects include roads, bridges, trails and civic and community buildings. This requires careful prioritized long-range planning, acquisition and management of state and federal grant funding, coordination with stakeholder groups, and proficient project management.

Essential Services:

- ❖ Prioritize and coordinate submittal of grant requests for federal and state funding sources;
- ❖ Implement the Pavement Management Program;
- ❖ Coordinate with Economic Development Division to develop the annual Six Year Transportation Improvement Program (TIP) and the update of the current year TIP;
- ❖ Manage Capital Projects in accordance with City, state, and federal requirements;
 - Coordinate projects with various stakeholders, including the general public;
 - Manage project budget and schedule;
 - Coordinate with funding agencies and local program staff;
 - Prepare environmental documents, engineering plans, specifications and engineer estimates (Consultants and in-house staff);
 - Manage required right-of-way acquisition;
 - Coordinate with local utility companies;
 - Administer the bid and award process;
 - Provide construction administration, including inspection, documentation and contract management;
 - Ensure proper project closeout;
 - Ensure compliance with grant agency requirements;
- ❖ Coordinate with Spokane Regional Transportation Council (SRTC) and other local, regional and state jurisdictions on the metropolitan transportation plan, regional transportation policies and projects; and
- ❖ Collaborate with Maintenance, Stormwater, Traffic, Parks, Development Engineering and Economic Development for all projects.

Development Engineering

Development Engineering Section (DE) ensures that land actions and commercial building permits comply with the adopted City codes for private infrastructure development through plan review and construction inspection. Development Engineering periodically updates the City's development code pertaining to construction activities, ensuring adherence to federal and state requirements, as well as the City's adopted Comprehensive Plan. As the City does not have surveyors, a surveying consultant reviews the surveying information provided in plats, binding site plans (BSPs), easements, and right-of-way dedications to ensure accuracy and compliance with state law.

Essential services:

- ❖ Provide engineering plan reviews in association with land use actions, property development, and building permits;
- ❖ Identify, develop and institute City code amendments as regulatory guidelines change;
- ❖ Provide construction oversight for various development and capital projects;
- ❖ Review, issue and monitor grading permits;
- ❖ Review, issue and monitor right-of-way permits; and
- ❖ Provide right-of-way inspections for various development and capital projects.

Traffic Management and Operations

The Traffic Engineering Section (TE) provides traffic engineering services for safe and efficient multi-faceted transportation systems throughout the City. Traffic Engineering oversees the operation of traffic signals, the installation and maintenance of roadway signs, and roadway channelization (striping). Traffic Engineering is also responsible for transportation planning and design in support of the CIP, of private development projects, and regional transportation efforts.

Essential Services:

- ❖ Optimize and coordinate traffic signal installation, maintenance and operation;
- ❖ Oversee, monitor and develop mitigation measures for traffic congestion citywide;
- ❖ Identify and schedule the collection of annual traffic data for the City's arterial roadway network;
- ❖ Prepare traffic control, signal, signing and channelization plans and specifications in cooperation with capital projects;
- ❖ Scope and review traffic studies for private development that utilizes the services of the City's street network;
- ❖ Identify projects that mitigate transportation impacts or correct deficiencies caused by the increased traffic volumes associated with new development;
- ❖ Identify capital improvement projects that improve the transportation system throughout the City;
- ❖ Develop Transportation Management Plans and Studies that identify school zone safety, pedestrian, and bike facilities;
- ❖ Assist the DE and CIP Sections in preparing grant applications for various projects that impact the City's transportation network;
- ❖ Monitor motorized and non-motorized crashes to address safety concerns on the citywide street network;
- ❖ Review Traffic Control Plans for compliance with the Manual on Uniform Traffic Control Devices Handbook (MUTCD);
- ❖ Provide review of Traffic Control Plans and permits for oversize loads, special events, and access control;
- ❖ Assist other departments with updating the City's Comprehensive Plan;
- ❖ Partner with the Washington State Department of Transportation (WSDOT), the Spokane Regional Transportation Council (SRTC), Spokane County and neighboring jurisdictions to coordinate regional transportation needs;
- ❖ Coordinate with Spokane Regional Transportation Management Center (SRTMC) on transportation management within the City and region; and
- ❖ Implement, monitor and maintain the City's Intelligent Transportation Systems (ITS) and Traffic Operations Center.

Utilities

The Utilities Section oversees the City's Surface and Stormwater Utility, manages the City's contracts for solid waste collection and disposal, oversees the City's floodplain management services, and coordinates other utility issues on behalf of the City. The City's Surface and Stormwater Utility manages the City's efforts to collect, treat, store and discharge stormwater, while managing the risks to public safety, health and property from flooding and erosion.

Essential Services:

- ❖ Provide inventory, inspection and investigations for all City stormwater facilities;

- ❖ Provide Geographic Information System (GIS) mapping related to stormwater facilities, both public and private, throughout the City;
- ❖ Maintain the City's compliance with all environmental and utility laws, codes and regulations;
- ❖ Provide floodplain management services on behalf of the City;
- ❖ Provide floodplain management services to other agencies and private entities;
- ❖ Assist in the planning, design, and construction of capital improvements throughout the City, focusing on project utility requirements;
- ❖ Manage City street sweeping planning and operations;
- ❖ Manage the operations and maintenance of all City storm drainage structures;
- ❖ Represent the City in Stormwater Public Education and Outreach efforts;
- ❖ Represent the City in regional solid waste and recycling efforts;
- ❖ Provide management, implementation and oversight of the City's Solid Waste Management Program;
- ❖ Manage the City's solid waste and recycling collection services contracts; and,
- ❖ Represent the City on several regional aquifer protection committees.

The Utilities Section oversees the requirements of the Clean Water Act for stormwater discharges including implementation of the City's National Pollutant Discharge Elimination System (NPDES) permit, Underground Injection Control (UIC) rules, and monitoring regulations for discharges in Aquifer Protection Areas and Total Maximum Daily Load requirements for the Spokane River. The Utilities section provides required annual reporting to Washington State Department of Ecology.

The Utilities Section is also responsible for administering the National Flood Insurance Program (NFIP) within the City as required by the Federal Emergency Management Agency (FEMA). As part of these efforts, staff enforces local floodplain ordinances, assists homeowners and developers, and works with FEMA on determining local flood elevations.

Goals & Strategies

1. Continue to work with state and federal legislators to obtain financial assistance for the Pines Road Grade Separation Project.
 - Provide project specific support to Council and administration.
 - Continue to seek support from local legislators and interest groups such as GSI and Greater Spokane Valley Chamber of Commerce.
2. Continue to work with local, state, and federal legislators to obtain financial assistance for the Sullivan Road / Trent Avenue Interchange Project.
 - Provide project specific support to Council and administration.
 - Continue to seek support from local legislators and interest groups such as GSI and Greater Spokane Valley Chamber of Commerce.
3. Develop a strategic plan for funding and completion of all grade separation projects.
 - Pursue grant opportunities at the state and federal levels including long-term funding for grade separation and corridor consolidation.
 - Include pertinent Bridging the Valley projects in the City's six-year TIP.
 - Coordinate with City management and the Economic Development Division to develop funding alternatives to construct all grade separation projects.
4. Pursue a sustainability plan in connection with the City's street preservation program to include sustained funding in the City's Street Fund #311 primarily addressing concerns beyond the year 2021.
 - Work with City management to find a solution to this funding shortfall.
 - Continue to seek grants and alternative funding sources to assist with pavement preservation projects.
5. Maintain City streets at lower costs to retain a higher overall pavement condition.

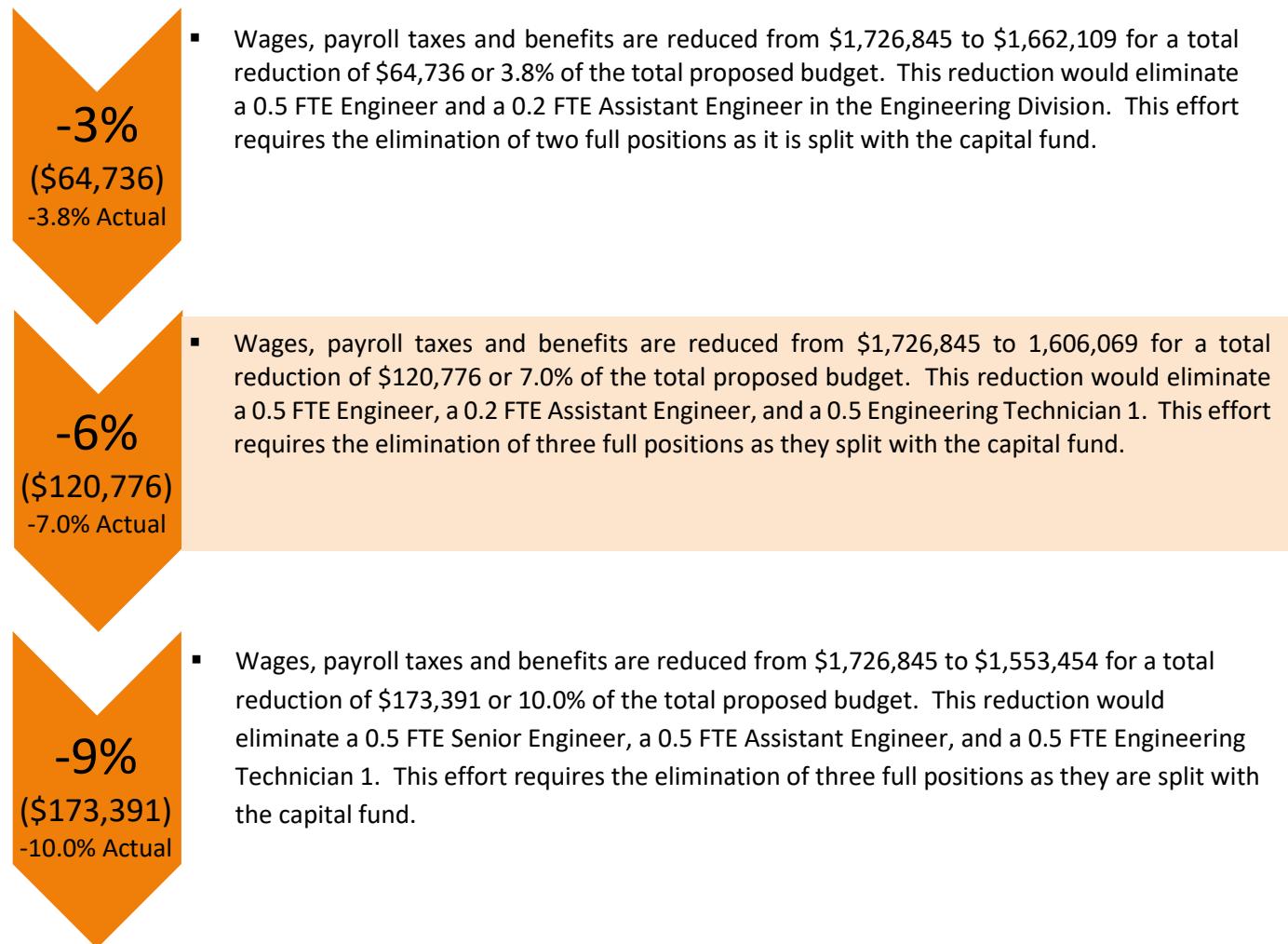
- Finalize the development and implementation of a City-wide Pavement Management Program (PMP).
 - Continue to monitor, update and implement the Transportation Improvement Program.
6. Develop a maintenance program for traffic signal components to address aging infrastructure. Develop a financial plan to address these needs and incorporate into the City's budget.
- Perform a condition assessment of existing traffic signal components and equipment.
 - Develop a maintenance program and budget to replace aging signal equipment and components.
7. Manage the storm and surface water utility program plan in accordance with state and federal regulations.
- Continue to integrate technology to provide better inspection data and monitoring of contractor performance (i.e. GIS field collection and GPS field tracking).
 - Continue to design and build projects that eliminate outfalls.
 - Reduce the backlog of small utility projects and maintenance repairs.
 - Continue to update the annual Stormwater Program Plan.
 - Provide an update to the City's annual Six-Year Stormwater Capital Program.
8. Manage Solid Waste Program.
- Continue to implement the Solid Waste Public Outreach and Education Program.
 - Manage the Department of Ecology Coordinated Prevention Grant Program.
 - Manage the solid waste contracts that provide for transfer, transport and waste disposal services.
9. Delineate the Glenrose Creek floodplain to streamline development.
- Develop Glenrose Creek hydrology and hydraulic data.
 - Continue coordination with City of Spokane and Spokane County.
 - Develop Glenrose Creek floodplain mapping.
 - Develop Glenrose Creek preliminary map products.
10. Begin the development of a sustainable Asset Management Program.
- Work with all City departments to identify comprehensive asset management needs.
 - Identify and evaluate various asset management system programs for applicability to the City's needs.

Workload Indicators	2014	2015	2016	2017	2018	2019
Traffic signals maintained	85	85	86	86	87	87
Traffic counts performed	137	146	165	146	128	136
Traffic signs maintained	21,000	21,000	21,000	21,000	21,000	21,000
Total number of stormwater structures	14,033	14,761	14,792	14,795	14,879	15,263
Total stormwater-related citizen action requests	45	58	98	204	161	164
Total number of stormwater projects completed	26	25	8	92	8	76
Total stormwater structures inspected	980	2,100	1,550	2,158	3,319	2,130
Total stormwater structures cleaned	1,179	2,199	1,009	1,499	2300	2,062
Total engineer grading permits issued	50	60	67	68	86	91
Total CIP projects awarded	13	9	9	8	11	11
Total centerline miles resurfaced	10.87	6.69	6.15	8.57	6.7	8.95

Engineering - Budget Impact Summary

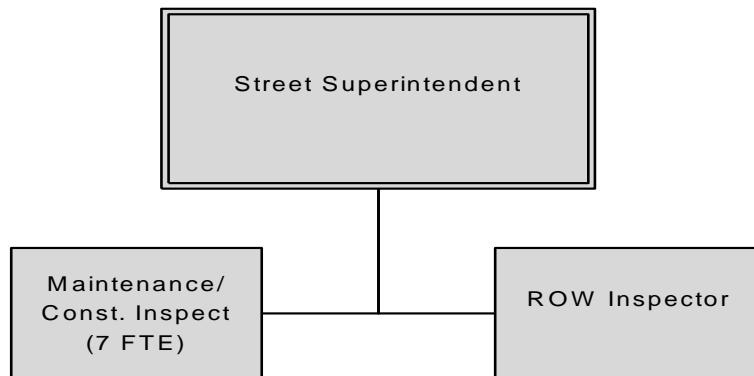
Theoretical Budget Reduction Exercise: Hope for the best, prepare for the worst. The Business Plan also helps the City prepare for cyclical downturns in the economy. To meet this objective, each department prepares a theoretical set of 3%, 6% and 9% Budget reductions. These reductions are not Budget proposals, but tools to test the ability to provide a base level of services by the City in anticipation of potential future revenue shortfalls.

The adopted 2020 Budget is \$1,971,731 which reflects an increase of \$130,114 or 7.1% over the 2019 Amended Budget, the majority of the increase due to the costs of adding new staff in 2019.



Street Maintenance Division

The Street Maintenance Division provides responsive maintenance and repairs for approximately 461 center line miles of City streets. Most services provided by the Street Fund 101 are contracted services, under the oversight of City staff. Street and stormwater maintenance and repair account for \$1.36 million dollars annually to provide asphalt patching, crack sealing, gravel shoulder repairs, curb and sidewalk repairs, gravel road grading and stormwater repairs.



The roadway landscaping services contract maintains all City-owned right-of-ways and provides weed control on all major arterials including sidewalks.

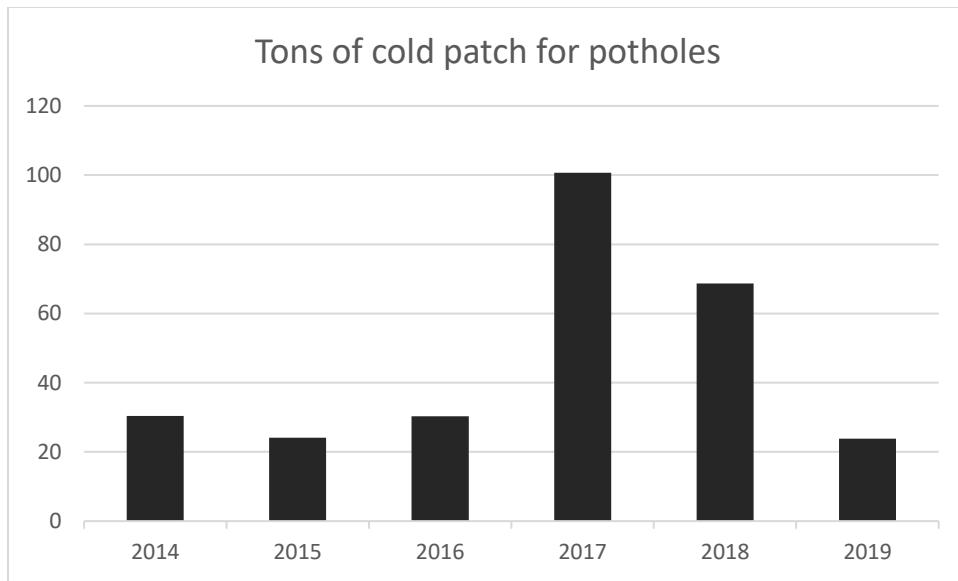
The street sweeping contract provides routine monthly maintenance along with a dedicated spring and fall sweep, performed in conjunction with the stormwater management program. The contract for storm drain cleaning is responsible for cleaning drywells, catch basins, culverts, swale inlets and bridge drains.

The Geiger Work Crew is contracted to provide low cost litter and trash control on arterial streets, weed control and trash clean up as requested, mowing and maintaining all City dry land grass and snow removal from sidewalks on City-owned bridges.

The City of Spokane Valley operates ten City-owned snow plows which are responsible for the clearing of the Priority 1 and 2 roads along with selected hillsides. The City contracts road graders in the event of a full City residential plow.

Workload Indicators	2014	2015	2016	2017	2018	2019
Centerline lane miles of streets maintained	461	461	461	461	461	461
Total street (Snow) related citizen action requests	123	153	146	660	146	404
Total street (non-Snow) related citizen action requests	361	504	598	1,154	678	754
Annual snowfall accumulation (inches)	35.0	39.0	30.9	63.5	39.7	56.9
Number of vehicles maintained	28	28	28	32	38	38
Total right-of-way permits issued	712	724	768	996	1,090	979
Total right-of-way inspection performed	7,322	9,459	10,901	13,980	13,657	12,658

Performance Measures	2014	2015	2016	2017	2018	2019
Street maintenance cost per capita	\$53.11	\$48.11	\$48.01	\$48.79	47.04	55.94
Lane miles maintained per 1,000 population	5.12	4.94	4.94	4.94	4.71	4.62
Street sweeping (in cubic yards removed)	874	1,370	1,450	1,310	930	1,360



Two impacting factors are:

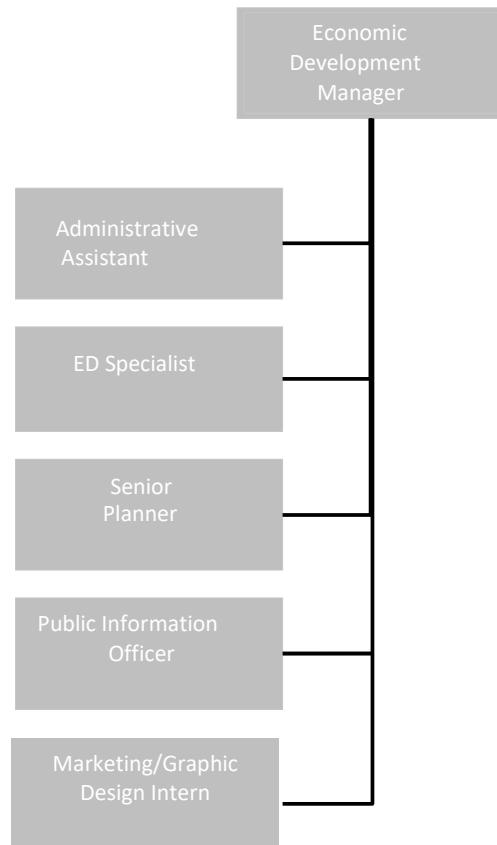
1. Winter Event the freeze-thaw process increased the amount used.
2. Road maintenance throughout the year lowers the amount used.

Economic Development Division

Mission

To strengthen community, create a successful business climate and build economic vitality.

The Economic Development Division strengthens and builds community identity by administering City long range plans; business retention, expansion, and recruitment; tourism and economic development marketing; grant writing; strategic initiatives and studies; coordination with regional partners; the dissemination of public information. Oversight of these activities is also coordinated closely with the City Administration. The sections below provide additional information for the Economic Development Division programs.



Develop Long Range Plans

- ❖ Manage amendments to the Comprehensive Plan;
- ❖ Review, evaluate and recommend amendments to development regulations to streamline the development process;
- ❖ Review, evaluate, and facilitate annexation requests;
- ❖ Represent the City at regional land use meetings;
- ❖ Evaluate the Comprehensive Plan's strategic actions and identify implementation measures;
- ❖ Respond to citizen inquiries relating to the City's long range planning efforts;
- ❖ Conduct special studies and reports related to economic development priorities and projects.

Business Retention, Expansion, and Recruitment

- ❖ Encourage a diverse and stable business environment;
- ❖ Establish and maintain communication with various entities to promote and facilitate the implementation of the City's economic and development strategies;
- ❖ Use technology to inform and engage citizens and business owners;
- ❖ Develop and implement strategies to promote business growth, attraction, and retention;
- ❖ Coordinate with business owners and developers to provide possible site locations, market research, and related information to assist business development; and
- ❖ Facilitate project processing and assist with the interpretation of codes.

Tourism and Economic Development Marketing

- ❖ Maintain and implement the strategic marketing plan;
- ❖ Support economic development by researching and developing informational and marketing materials.
- ❖ Prepare and present information at meetings of various organizations and groups;
- ❖ Develop and manage web-based Economic Development content that successfully supports key marketing strategies; and
- ❖ Partner with individuals and organizations to foster and cultivate activities and events in the City that engage community members and attract visitors.

Grant Writing and Development

- ❖ Lead, prepare and deliver selected grant applications that pertain specifically to economic development priorities;
- ❖ Coordinate with grant management partners and agencies; and
- ❖ Coordinate with local, regional, state and federal stakeholders to identify opportunities for potential funding partnerships or concurrent project coordination.

Coordination with Regional Partners

- ❖ Coordinate with regional and local economic development agencies to ensure their efforts reflect the City's priorities and goals.

Public Information

- ❖ Use a variety of channels and resources to ensure government transparency through development and dissemination of information;
- ❖ Serve as the primary contact and coordinator for interaction with media and general public;
- ❖ Provide information and instructions for the safety and well-being of citizens, City Council and City staff in the event of emergencies;
- ❖ Support City Council goals through communications that facilitate citizen understanding and engagement; and
- ❖ Facilitate representative government through two-way communications between City Council and staff, businesses, citizens and visitors.

Goals & Strategies

1. Continue to evaluate and implement strategies in the Comprehensive Plan.
 - Identify strategic actions for implementation subject to budget and staffing requirements.
 - Develop an implementation plan for select strategic actions, including timelines and relevant performance measures.
2. Implement the retail recruitment strategy.
 - Mobilize resources to institute recruitment campaigns.
 - Review and update the list of desirable retail businesses.
 - Strengthen connections with brokerage firms and commercial developers.
 - Identify property and building owners with available land and spaces in key locations within the City.
 - Identify available spaces and match them with potential retail types and specific businesses.
 - Identify any zoning, permitting and/or fire and building code issues that may need to be resolved.
3. Pursue infrastructure improvements to foster economic development.
 - Coordinate with City Engineering to improve transportation infrastructure to enhance development opportunities.
 - Collaborate with utility providers to identify infrastructure needs to meet development demands and to coordinate capital improvements.
 - Integrate capital facilities plans to ensure efficient improvements.
 - Identify key infrastructure improvements and strategies for implementation.
4. Business Development Program
 - Continue to improve the new business welcome program.
 - Publicize local business success stories and events.
 - Continue to connect businesses with resources to support their success.
 - Enhance relationships with area schools, colleges, and workforce development councils.
 - Support existing businesses and recruit new businesses.
 - Identify supporting industries for recruitment to support existing businesses.
 - Participate in business and trade shows.
 - Collaborate with regional partners to support business recruitment.
 - Engage with real estate brokers, management associations, developers and property owners.
 - Provide business development training opportunities.
 - Identify the opportunity for adjacent and nearby businesses to benefit from improved access and visibility to the Appleway Trail.
5. Implement marketing strategies to attract and retain businesses and increase tourism.
 - Promote the City's brand to foster community pride.
 - Increase awareness of City businesses, events, and recreational opportunities.
 - Publicize the City's key industry sectors.
 - Promote the City as a business-friendly location.
 - Maintain website and implement digital media strategies.
6. Collaborate with economic development partners and related service providers.
 - Participate in Visit Spokane, GSI, Spokane Valley Chamber of Commerce, and other partner meetings and events.
 - Collaborate with Visit Spokane to promote Spokane Valley as a regional tourism destination.
 - Collaborate with the region's Associate Development Organization (ADO), for business recruitment and retention.

7. Strengthen and expand civic and event opportunities.
 - Implement strategies to support tourism related activities.
 - Partner with and promote community events.
8. Assist in expanding the City's grant program.
 - Identify grants that support economic development priorities.
 - Identify grants to support parks and recreation improvements.
9. Create and support relationships with community members to develop more informed and involved residents.
 - Coordinate with city departments to develop and implement communications outreach that builds community interest, support and engagement in City government.
 - Continue existing efforts and implement new communication methods and technologies to expand communications with internal and external audiences, including social media.
 - Create and publish a magazine highlighting the wide range of city services, programs and events.
 - Evaluate and utilize methods to share public information using video capabilities.
 - Increase awareness and interest in Spokane Valley as a unique and intriguing place to live, work, and play.
 - Apply for appropriate marketing and communication-related award opportunities.

Workload Indicators	2014	2015	2016	2017	2018	2019
Businesses assisted	23	27	20	18	22	70
Meetings with regional partners	51	54	55	195	170	204
Marketing media created	9	12	19	41	71	121
Economic Development grants submitted	-	-	2	13	8	2
Economic Development grant dollars requested (\$ Millions)	\$42.2	\$33.3	\$113.7	\$98.5	\$5.2	\$12
Media releases issued	241	247	222	107	85	57
Earned media stories	354	320	211	138	154	117
Total media stories	756	575	592	353	390	411
Public Information contacts with the media	144	96	183	99	97	283
Community newsletters produced	3	4	4	3	4	4
Special events presentations/participation	5	3	9	3	5	20
Facebook followers	-	-	-	-	-	3069
Twitter followers	-	-	-	376	566	879
Tweets sent	-	-	-	192	387	467
LinkedIn followers	-	-	-	-	-	1,003
Instagram followers	-	-	-	-	-	183
Instagram posts	-	-	-	-	-	10

Performance Measures	2014	2015	2016	2017	2018	2019
Business retention/expansion meetings held	-	27	20	21	20	23
Business recruitment – ongoing	-	3	1	1	4	7
Business recruitment – completed	-	2	2	1	1	3
Business welcome letters sent¹	1,899	1,572	1,824	1,765	2,115	10,127
Economic Development workshops held	-	2	2	2	3	4
Economic Development Grants awarded	8	10	6	4 ¹	5	2
Economic Development grant dollars awarded (\$ Million)	\$5.6	\$7.3	\$4.5	\$1.5 ¹	\$1.2	\$12
Percentage increase of residents	.6%	1.4%	.9%	.8%	1%	.95%
Hotel occupancy rates	-	-	-	63%	63.8%	69.8%
Percent change in sales tax collected²	5.78%	4.43%	8.67%	5.54%	7.76%	7.05%

¹The data in this field for 2019 is based on appreciation letters sent to all new and renewed businesses. The data from 2014-2018 indicates the letters sent to new businesses only.

²The data in this field is based on November collections to coincide with the development of the Business Plan.

Economic Development - Budget Impact Summary

Theoretical Budget Reduction Exercise: Hope for the best, prepare for the worst. The Business Plan also helps the City prepare for cyclical downturns in the economy. To meet this objective, each department prepares a theoretical set of 3%, 6% and 9% Budget reductions. These reductions are not Budget proposals, but tools to test the ability to provide a base level of services by the City in anticipation of potential future revenue shortfalls.

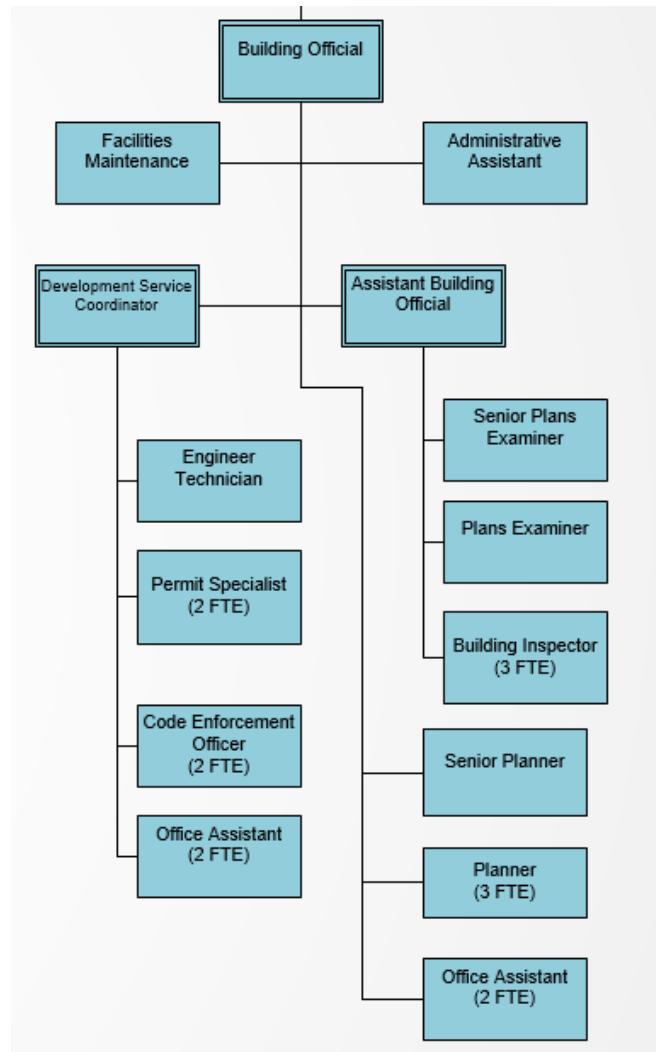
The adopted 2020 Budget is \$1,119,829 which reflects an increase of \$89,092 or 8.64% over the 2019 Budget.

-3% (\$33,626)	<ul style="list-style-type: none">▪ Intern wages, are reduced from \$13,689 to \$0 for a total reduction of \$13,689 or 100%. The elimination of the intern position will result in the loss of assistance in media releases, miscellaneous projects, special event planning, brochure development and website updates.▪ Intern payroll taxes and benefits are reduced from \$1,137 to \$0 for a total reduction of \$1,137 or 100%.▪ City Economic Development is reduced from \$200,000 to \$181,200 for a total reduction of \$18,800 or 9.4%. Reduction of the implementation of our strategic marketing plan; eliminating campaigns to strengthen the City's brand and identity at local and regional levels; campaigns that promote the City's recreational and community assets; targeted digital advertising campaigns promoting the City's economic development assets; and development of general marketing materials (i.e. exhibit materials).
-6% (\$67,226)	<ul style="list-style-type: none">▪ Intern wages, are reduced from \$13,689 to \$0 for a total reduction of \$13,689 or 100%. The elimination of the intern position will result in the loss of assistance in media releases, miscellaneous projects, special event planning, brochure development and website updates.▪ Intern payroll taxes and benefits are reduced from \$1,137 to \$0 for a total reduction of \$1,137 or 100%.▪ City Economic Development is reduced from \$200,000 to \$147,600 for a total reduction of \$52,400 or 26.2%. Reduction of the implementation of our strategic marketing plan; eliminating campaigns to strengthen the City's brand and identity at local and regional levels; campaigns that promote the City's recreational and community assets; targeted digital advertising campaigns promoting the City's economic development assets; and development of general marketing materials (i.e. exhibit materials).
-9% (\$100,826)	<ul style="list-style-type: none">▪ Intern wages, are reduced from \$13,689 to \$0 for a total reduction of \$13,689 or 100%. The elimination of the intern position will result in the loss of assistance in media releases, miscellaneous projects, special event planning, brochure development and website updates.▪ Intern payroll taxes and benefits are reduced from \$1,137 to \$0 for a total reduction of \$1,137 or 100%.▪ City Economic Development is reduced from \$200,000 to \$114,000 for a total reduction of \$86,000 or 43%. Reduction of the implementation of our strategic marketing plan; eliminating campaigns to strengthen the City's brand and identity at local and regional levels; campaigns that promote the City's recreational and community assets; targeted digital advertising campaigns promoting the City's economic development assets; and development of general marketing materials (i.e. exhibit materials).

Building & Planning Division

The Building & Planning Division is responsible for implementing and enforcing the State Building Code as required by state law. The purpose of the International Codes, as adopted by the State of Washington and the City of Spokane Valley, is to promote the health, safety and welfare of the occupants or users of the building and structures and the general public by requiring minimum performance standard for structural strength, exit systems, stability, sanitation, light, ventilation, energy conservation and fire safety through the:

- ❖ International Building Code
- ❖ International Residential Code
- ❖ International Mechanical Code
- ❖ International Fuel Gas Code
- ❖ Uniform Plumbing Code
- ❖ International Fire Code
- ❖ International Existing Building Code
- ❖ ICC A117.1 Accessible & Usable Buildings and Facilities Standard
- ❖ Washington State Energy Code



Implementation of these regulations through plan review and inspection of construction projects assures that citizens can correctly assume that the buildings and structures in which they spend more than 80 percent of their time are safe. The Permit Center issued 4932 permits during 2019 for a broad range of development projects including new homes, residential remodels, schools, multi-story office buildings, medical centers, apartment complexes, industrial/manufacturing uses and nationally-recognized retail developments. Each issued permit requires multiple inspections during the course of construction, typically between two and fifteen site visits per project. Development Inspectors performed 16,578 inspections in 2019 as they assist builders, developers and trades people through the completion of their projects. This vast range and volume of projects represents countless hours of support to permit applicants and developers and heavily contributes to the economic development of the community in ways that are not necessarily reflected in permit revenues.

Essential Services:

- ❖ Commercial construction plan review;
- ❖ Residential construction plan review;
- ❖ Accessibility (handicap) plan review;
- ❖ Commercial and residential construction inspection;
- ❖ Permit intake, processing and issuance;
- ❖ Permit coordination;
- ❖ Business license coordination with business owners and WA Dept. of Revenue;
- ❖ Fire District coordination, including SVFD permit processing
- ❖ Outside agency coordination (including Regional Health, Clean Air, utilities and water districts);
- ❖ Monitor building code legislation;
- ❖ Public assistance with code compliance;
- ❖ Issuance and maintenance of Certificates of Occupancy (required for every building/tenant space in multi-tenant structures); and
- ❖ Economic and business development coordination.

Building & Planning

Building and Planning staff are cross-trained and work on various types of development projects including commercial developments, commercial re-developments, single-and multi-family residential developments, adaptive re-use of existing buildings and sites. This provides the City of Spokane Valley Community & Public Works Department with greater flexibility in completing the work program by having staff who understand the processes and procedures related to a variety of development categories.

The Building & Planning team is responsible for activities such as:

- Ensuring that the City's plans are consistent with Growth Management Act (RCW 36.70A);
- Ensuring that the City's plans are consistent with the Shoreline Management Act (RCW 90.58);
- Processing Comprehensive Plan amendments and annual updates;
- Ensuring compliance with the State Environmental Policy Act (SEPA RCW 43.21 C);
- Spokane Valley Municipal Code text amendments;
- Processing subdivisions/short subdivisions/binding site plan proposals;
- Preparing for and conducting public hearings;
- Conducting commercial and land-use related pre-application reviews;
- Building Permit processing including intake, routing, review, issuance, inspection and closure;
- Coordination of Building Permit review process with outside agencies such as Spokane Valley Fire Department and utility purveyors;
- Wireless communication facility permitting coordination – multi-departmental

- Investigation of structure damage resulting from fire, flood, vehicular impact, etc.;
- Business license coordination;
- Providing information to US Census Bureau; and
- Customer assistance via phone, email and at the Permit Center front counter.

Building Official

The Building Official oversees the operations of all Building and Planning Division programs and supervises all division staff. The Building Official monitors bills before the state Legislature and provides technical testimony and/or input about the impacts of the legislation to our community. The Building Official is charged with the task of interpreting code requirements for proper implementation given regional characteristics such as snow load, seismic zone and soil classification and City regulations such as zoning and development regulations. The Building Official provides leadership and guidance to the Assistant Building Official and the Development Services Coordinator.

Code Enforcement

During 2019, Code Enforcement investigated 648 cases regarding junk vehicles, garbage, unsafe structures, various zoning violations, traffic safety hazards and sign code violations while maintaining a pro-active enforcement model as directed by administration. Their work with neighborhoods helps to maintain both residential and commercial properties in a safe and clean condition. They regularly coordinate with police and fire to mitigate life and fire safety hazards as well as working with the Health Department and Department of Social and Health Services on issues related to seniors and families in distress. In addition, Code Enforcement acts as a community resource directing citizens to other agencies for help as appropriate.

Permit Center Coordination

Permit applications associated with pre-construction land development, fire protection systems, plumbing/HVAC installations, work within the City rights-of-way, as well as traditional building permits are all processed, routed, tracked, issued and maintained by Permit Center staff. Staff members also assist the public with general inquiries and ensure that they are directed to the appropriate review staff member or agency when seeking information.

Facilities Maintenance

The facilities maintenance staff person addresses the maintenance and repair needs of both the City Hall building and site as well as the Spokane Valley Police Precinct and the Maintenance Shop. The new City Hall facility, Precinct Building and Maintenance Shop required a facilities maintenance position which was incorporated into the building staffing plan and filled with a qualified candidate who, under the direction of the Building Official, is responsible for normal facility maintenance activities such as programming/troubleshooting of automated equipment like HVAC, lighting controls, and building security. Facilities maintenance also includes coordination and monitoring of contract services such as janitorial, snow/ice removal, and landscape maintenance.

Permit Center Administration

Following the move of City operations to the new City Hall facility in late 2017, the central reception and Permit Center cashiering functions were combined and the central routing was combined with records management. This minor reorganization allows for the Office Assistant staff members assigned to the central reception and cashiering duties to provide back-up for one another with minimal need for additional coverage during breaks/absences. Similarly, the Office Assistant staff members primarily responsible for central routing and records management were directed to work as a team and provide cross-coverage of duties to allow for efficient permit document routing and public records request processing coordination with City Clerk staff. The Office Assistant group is responsible for normal reception activities such as greeting customers, both in person and via telephone, assisting them to their

destination within City Hall, cashiering, routing of permit-related documents to review team members and outside agencies, file/records management, data entry, and stocking supplies. Office Assistant staff also coordinate responses to general inquiries through the QAlert system by routing inquires to the appropriate staff such as Code Enforcement, City Clerk, and Public Works.

Goals & Strategies

1. Maintain an efficient permitting process.
 - Continue to implement enhancements to the permitting process.
 - Foster relationships with outside agencies to streamline permitting and encourage development.
 - Refine a multi-use construction plan program.
 - Examine code provisions for consistency with the Comprehensive Plan.
 - Implement an e-submittal process for residential permits
 - Implement an e plan review system/procedure
 - Addressing for new and existing sites/buildings
 - Addressing standards research and implementation; coordination with emergency responders
 - Small cell system installation/infrastructure
 - Regular/periodic building valuation updates
 - Enhance reporting capabilities/ Adhoc reporting through SMARTGov permit tracking system capabilities
 - Expand customer interaction opportunities using QAlert and SMARTGov portal
 - Develop informational documents to better interact with the public and efficiently address reoccurring/common questions/concerns – coordinated effort with other City divisions.
2. Comply with City and State Records Management policies.
 - Scan permit-related documents into SMARTGov.
 - Create electronic plan submittal acceptance guidelines.
 - Create a procedure for scanning commercial address files.
 - Begin scanning commercial address process.
 - Expand paperless permit submittal.
 - Continue clean-up of working files to remove unnecessary items in project files.
3. Regional Special Inspection and fabricator process.
 - Expand coordination with regional building officials, local special inspection agencies and local fabricators.
 - Coordinate regional consistency in implementation of the International Building Code, Chapter 17, Special Inspection, and Fabrication.
 - Incorporate consistency required for Special Inspection and Fabrication reporting and product certificates of compliance submittals to all participating jurisdictions.
4. Develop and provide training programs/presentations for outreach to local:
 - Special inspection agencies;
 - Steel and concrete fabricators;

- Association of General Contractors (AGC);
 - Association Society of Civil Engineers (ASCE);
 - American Institute of Architects (AIA);
 - Structural Engineers Association of Washington;
 - Implement cross-training program for administrative staff.
5. Continue participation in Spokane Regional Code Group Meetings.
- Coordinate with State Building Code Council to better plan future code updates and implementation.
 - Discuss International Residential Codes.
 - Follow current trend by researching other Washington State adopted codes.
 - Continue to advocate for a regional all code group to incorporate regional consistency in interpretation and implementation of State adopted building codes.
 - Participate in regional code officials group.
6. City Hall Facilities Maintenance
- Monitor all contracts for appropriate charges and changes.
 - Create a work order system for City-owned facilities.

Workload Indicators	2014	2015	2016	2017	2018	2019
Number of phone calls answered and directed	6,623	7,100	6,942	7,292	7590	11726
Number of visitors greeted	2,413	3,023	3,171	3,093	8505*	11355
Pre-application meetings – commercial	79	88	74	89	99	112
Pre-application meetings – land use	30	32	41	63	76	67
Construction applications received	4,704	4,536	5,708	5,060	5487	5334
Land use applications received	719	660	681	792	757	1330
Construction permits issued	3,961	3,993	5,159	4,473	5136	4932
Planning applications approved	659	561	595	652	582	415
Development inspections performed	13,534	13,848	15,848	16,419	17,386	16578
Code Enforcement cases investigated	354	383	462	522	701	648
Number of online permits received	1,314	1,582	2,449	2,582	2772	2651
Number of hearings conducted by the Hearing Examiner	7	6	8	11	13	6
Municipal Code text amendments processed	12	2	- ¹	5	4	4
Planning Commission meetings participated in	20	21	22	12	19	19

¹Comprehensive Plan Update year, regulations updated.

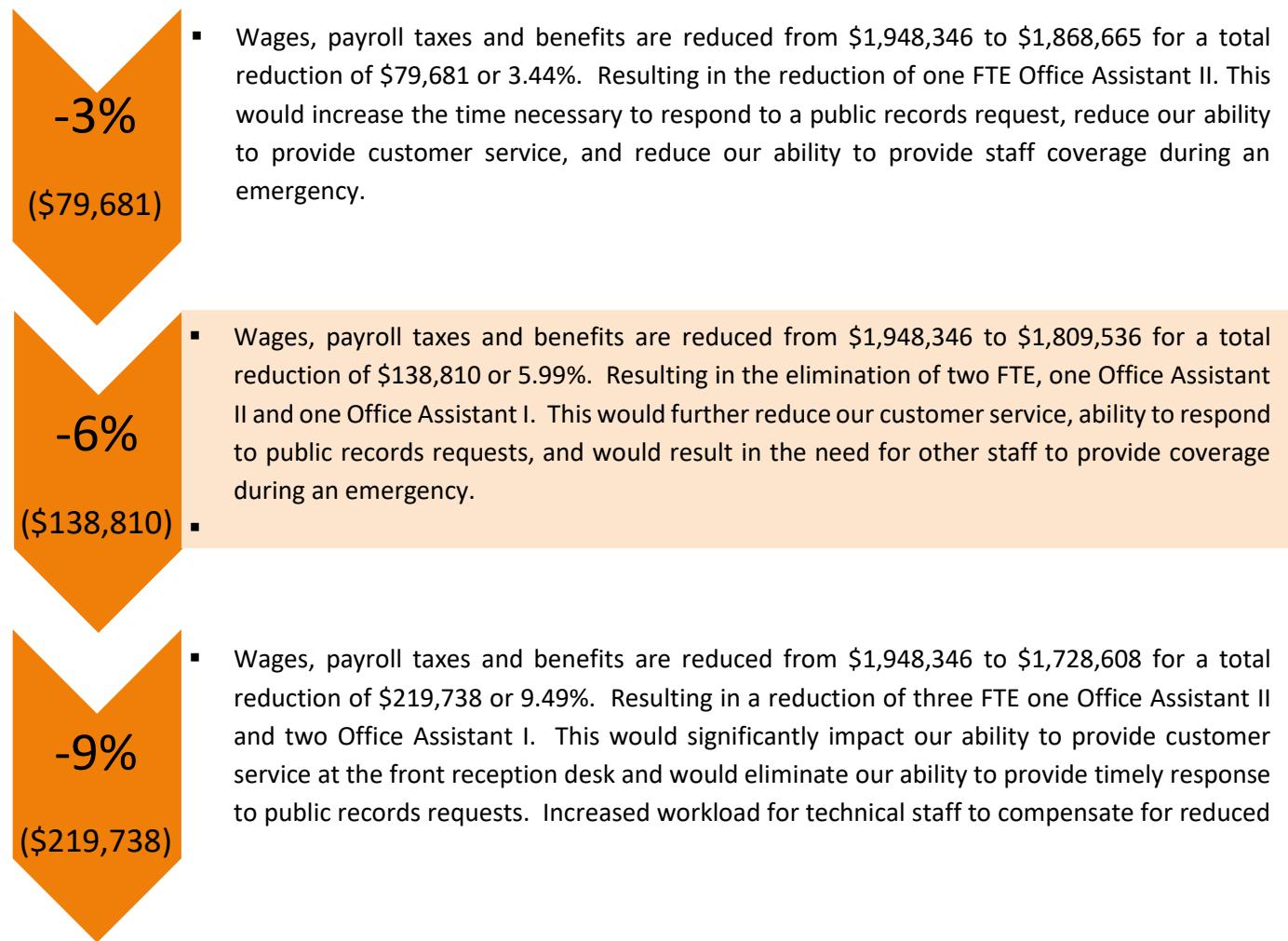
*Changes to sign in at front counter, plus adding Permit Center and front reception visitors together creates larger number in total.

Performance Measures	2014	2015	2016	2017	2018	2019
Percent of construction permits issued in less than three days	79%	85%	85%	85%	85%	85%
Average number of days for new residential building permit review	5	5	5	5	5	5
Average number of days for tenant improvement permit review	10	10	10	10	10	10

Building & Planning - Budget Impact Summary

Theoretical Budget Reduction Exercise: Hope for the best, prepare for the worst. The Business Plan also helps the City prepare for cyclical downturns in the economy. To meet this objective, each department prepares a theoretical set of 3%, 6% and 9% Budget reductions. These reductions are not Budget proposals, but tools to test the ability to provide a base level of services by the City in anticipation of potential future revenue shortfalls.

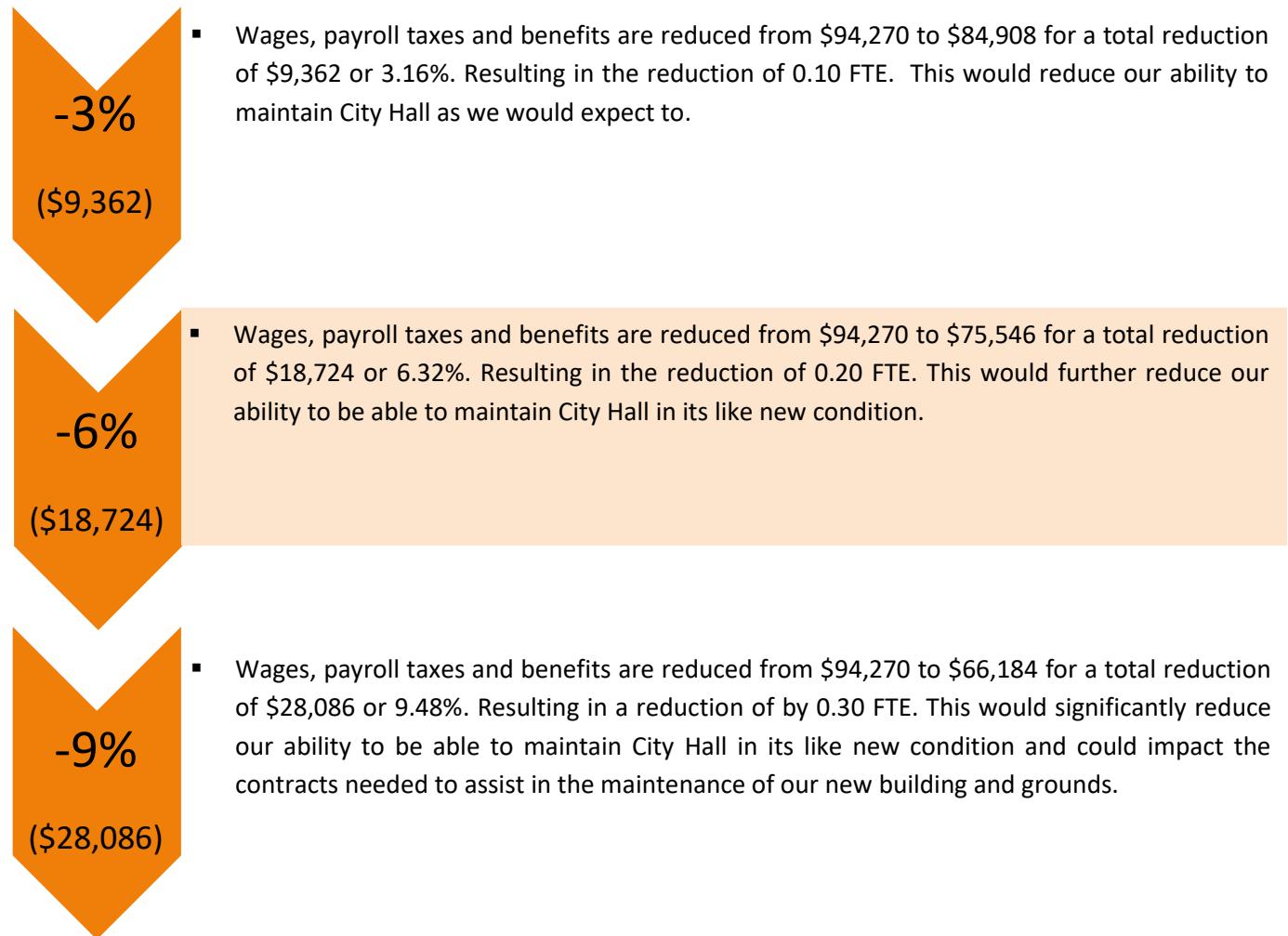
Adopted 2020 Budget is \$2,315,701 which reflects an increase of \$34,227 or 1.50% over the 2019 Budget



City Hall Operations & Maintenance - Budget Impact Summary

Theoretical Budget Reduction Exercise: Hope for the best, prepare for the worst. The Business Plan also helps the City prepare for cyclical downturns in the economy. To meet this objective, each department prepares a theoretical set of 3%, 6% and 9% Budget reductions. These reductions are not Budget proposals, but tools to test the ability to provide a base level of services by the City in anticipation of potential future revenue shortfalls.

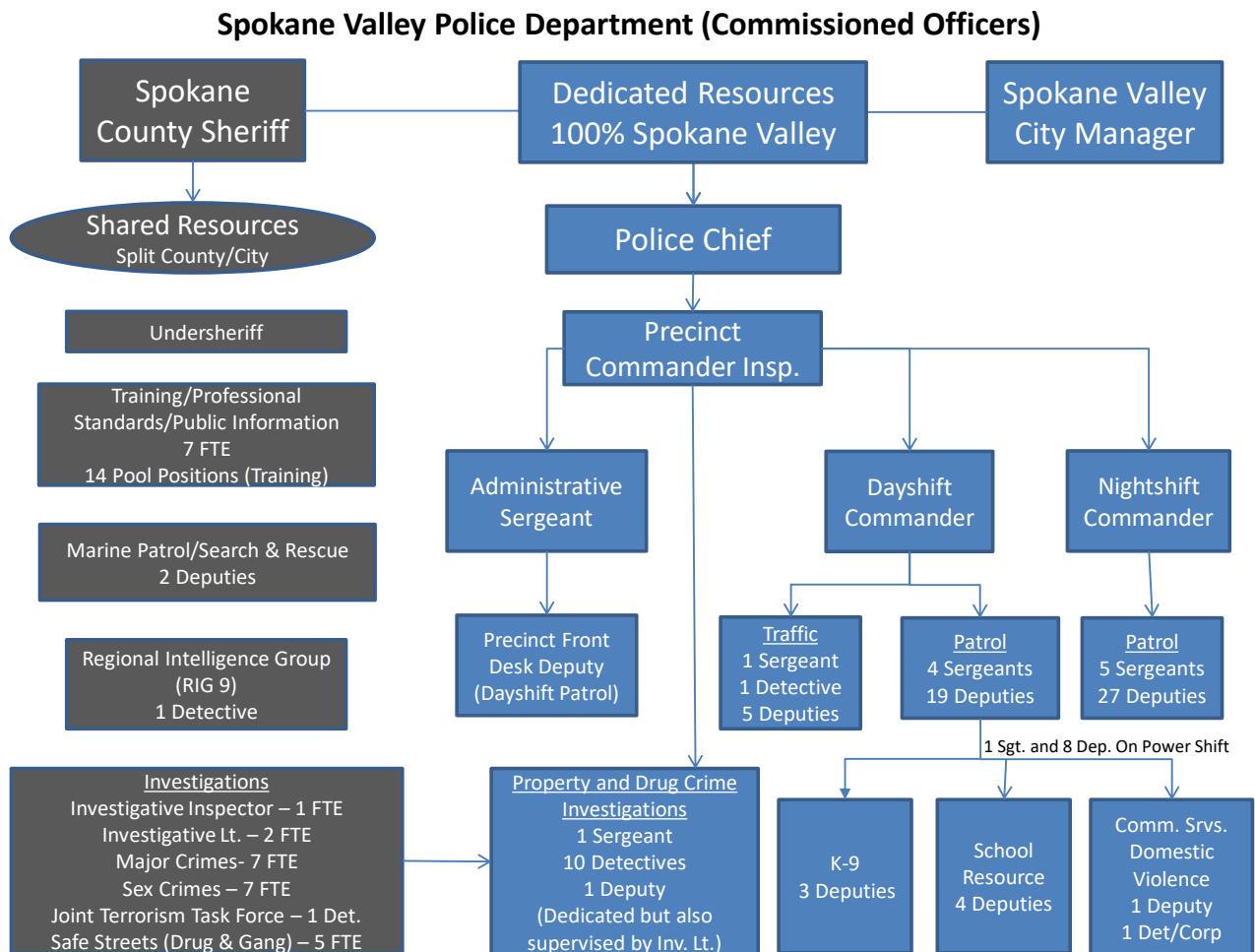
Adopted 2020 Budget is \$296,270 which reflects an increase of \$4376 or 1.50% over the 2019 Budget



Addendum A:

Spokane Valley Police Department

Contract Services



The Spokane Valley Police Department (SVPD) is included as an Addendum to the Business Plan because their services are provided by contract with the Spokane County Sheriff's Office (SCSO). Spokane Valley Police Chief Mark Werner reports to the City Manager and to the Spokane County Sheriff.

The SVPD information in the Business Plan is important to:

- Provide information as to the Police Department's structure and how that translates into services to the City's citizens.
- Gain an understanding of the costs involved in providing these services.

In reviewing the Police Department Business Plan, it is important to note that the Interlocal Agreement for Law Enforcement Services specifies the type and timing of budgetary changes that the City can make to law enforcement.

Spokane Valley Police Department Staffing

Administrative Staffing Level:

Chief-1
Precinct Commander-1
Administrative Sergeant-1

Patrol Staffing Level:

Lieutenants-2
Sergeants-9
Deputies-47*
Canine-3 Spokane Valley
Marine Deputies-2-Shared

*Of the 47 deputies, 1 of those positions is used to staff the front desk Monday through Friday from 8 a.m. to 5 p.m.

Patrol Division

Our Patrol Division operates under a broad philosophy that embraces a whole-hearted determination to protect and support individual rights, while at all times providing for the security of persons and property within the community. This division is the backbone of an organization whose very existence is justified solely on the basis of community service.

In general, Patrol's function is to respond to calls for assistance, act as a deterrent to crime, enforce state and local laws, and respond to emergencies 24 hours per day, seven days per week. Specifically, this division provides the following services within the limits of available resources:

- Monitor, report and investigate suspicious persons and situations, safety hazards, and unusual or illegal activity in the patrol area, to include vigilant observations of suspicious activity that may be tied to domestic or international terrorism;
- Use Intelligence-Led Policing (ILP) methods, working in concert with Investigations and the RIG 9 Intelligence Group, to implement an operational strategy to reduce crime through the combined use of analysis and criminal intelligence, focusing on active and recidivist offenders. The goal with ILP is to identify crime patterns, groups and linked crimes to anticipate the crime in an effort to reduce criminal opportunities through directed patrolling;
- Maintain order, respond to emergencies, and conduct criminal investigations to identify, pursue and arrest suspects and perpetrators of criminal acts; this also includes the collection of evidence, written reports, issuance of citations or warnings and testifying in court, when applicable;
- Build relationships between Patrol, SCOPE members and neighborhood citizens to provide a safe living environment for the community and increase citizen awareness and involvement in community-oriented services; and
- Inspect public establishments to ensure compliance with state law and jurisdictional ordinances.

Impact of Staffing

Patrol deputies are the primary responders with respect to calls for service, and are the backbone of the agency. It is imperative that response times be as short as possible, as increased response times only causes more risk to both the public as well as officer safety. Staffing levels can have a severe impact on response times and the ability to answer lower priority calls. Population growth has been slowly but steadily increasing. Citizen-initiated calls for service have been increasing at a more rapid pace having increased 20.8% since 2015.

Best practice for law enforcement identifies Patrol deputies spending one-third of their time on proactive policing, initiating service incidents, interacting with the public, and providing deterrent patrolling. Spokane Valley Police have always had a high standard as nearly half of their calls were officer-initiated in the first couple of years of the City's existence. As Spokane Valley deputies have faced a higher call load, their ability to be proactive has steadily decreased. Additionally, because of the increased call load, the number of lower priority calls without an officer response has increased.

The City of Spokane Valley is split into six Patrol districts. There are 4 Patrol platoons comprised of 10 deputies each, 2 day platoons and 2 night platoons, each working 12-hour shifts. Each night shift platoon works when the other platoon is off and the same is true of day platoons. The deputies in each platoon have staggered start times so that approximately half start an hour and a half later than the others. This insures that there is no transition gap when the day shift is over and the night shift begins. In addition, Power Shift covers the period of peak call load and the transition from day to night shift. Power Shift was partially implemented in March 2015. Full implementation of Power Shift was finally attained March 1, 2018. It is staffed with 8 deputies working 12-hour shifts; minimum staffing provides at least 3 deputies each day of the week.

Further, specialty units such as SWAT and EDU (Bomb Squad) are made up of deputies assigned to Patrol as well as detectives assigned to the Investigative Unit. Many hours are invested in the training of these individuals in specialty fields.

Current Staffing

Current vacancies within SVPD include one Traffic Unit sergeant, three SVIU detectives, two Traffic Unit deputies, and one SVIU deputy.

SCSO has recognized that the pool of qualified law enforcement applicants has become very shallow and that competition with other agencies for quality applicants is fierce. To meet hiring needs, SCSO has implemented new strategies to attract and identify quality applicants. First, SCSO has entered into contract with Public Safety Testing (PST) for the initial application process and the proctoring of the civil service examination. The primary advantage of the relationship with PST is that applicants from other areas of the country are able to take SCSO's exam without having to travel to Spokane.

Background investigations of potential candidates are time consuming and were previously a primary bottleneck in the processing of applicants. To address this issue part time background investigators were hired and the contract with PST was expanded to included background investigation services.

Additionally, SCSO has created a recruitment team consisting of an SVPD lieutenant, sergeant and deputies. This team has established relationships with all of the regional colleges and universities that have a criminal justice program including: SCC, EWU, WSU, MSU and NIC. This effort continues to expand. The recruitment team has also partnered with the Washington National Guard to assist each other in finding applicants and has connected with the Joint Base Lewis-McChord Career Placement Program for soldiers and airmen leaving active duty.

These efforts produced a record number of 34 commissioned personnel hired in 2019 resulting in the first significant gain in commissioned personnel in several years, despite the loss of 24 commissioned deputies for the year.

Crime Prevention

Function

The Spokane Valley Crime Prevention Program is a proactive effort to educate the public and provide material and training that will reduce opportunities for crime in our City. One deputy is assigned to the Spokane Valley Police Department and provides, at no cost to the community:

- Security surveys on request for commercial, residential and multi-family housing sites;
- Training to the public on a wide variety of topics including: personal safety, internet safety, drug awareness, fraud and identity theft, terrorism awareness, workplace violence prevention and Crime Prevention Through Environmental Design (CPTED);
- Information to citizens of community services and recommends options to facilitate long-term problem resolution;
- Support Neighborhood Watch; and,
- Resource to City department heads.

Other Education Programs:

- Child-Stranger Danger and Safety;
- Residential and Commercial Security;
- Robbery Prevention and Procedures;
- Crime Free Multi-housing;
- Nuisance/Safe Streets;
- Firearms Safety;
- Disaster Preparedness/ Emergency Response;
- Rural Crime Prevention;
- Bicycle Safety/Safety on the Centennial Trail;
- DUI Aggressive Driving;
- Active Shooter Survival Training; and
- Personal Safety Training.

Impact of Staffing

This is one of the most important pro-active, crime-fighting assets provided to the community by the Spokane Valley Police Department. The performance of these functions requires a level of expertise that could not easily be replaced. Other positions within the Spokane Valley Police Department do not have the time to adequately address these issues.

Traffic Unit

Function

- Promote safe and efficient movement of vehicles and pedestrians through Education, Enforcement and Engineering;
- Monitor traffic flow to ensure public safety and enforce motor vehicle and criminal law through the issuance of citations and/or warnings to those persons not adhering to the law;
- Investigate motor vehicle crash scenes as well as provide expertise to other investigators, including but not limited to mapping major crime scenes with the Faro laser scanner;
- Direct traffic flow, reroute traffic and evaluate in case of emergencies;
- Assist local agencies in emergency situations by providing traffic control; and
- Reduce serious injuries and fatalities by using increased traffic enforcement; statistics show that increased citations in high-travel areas throughout the City reduce serious collisions/fatalities.

Traffic Staffing Level

Sergeant - 1
Corporal/Detective - 1
Deputies - 5

Impact of Staffing

A tremendous amount of specialized training is invested in the officers assigned to the Traffic Division. With that training, they are able to effectively investigate a variety of collisions to include fatal, pedestrian, and motorcycle, often taking days and weeks to analyze the collision and complete a thorough investigation. The loss of a trained collision detective would not easily be replaced by any other deputy or investigator who would have none of the specialized training held by a traffic detective.

Washington State Traffic Commission grants pay for extra traffic enforcement in the City of Spokane Valley for DUI and pedestrian safety.

Although grant funds pay for these emphasis patrols, a portion of the revenue generated comes back to the City of Spokane Valley.

Most importantly, without deputies on the streets writing tickets for collision violations and putting an emphasis on safety, our fatalities may increase.

Traffic School for drivers cited in the City of Spokane Valley began in 2012. The primary goal was to reduce collisions through education and is an example of how law enforcement can work with the public toward a safer community. Education and interaction with the citizens is one of the best ways for this to happen. What seems to be commonly noted from people who have gone through Traffic School is they don't mind spending their time and money when they get more out of the experience than paying a fine. This type of program not only educates, it builds trust, changes perceptions and provides an invaluable service to the community.

School Resource Deputies

School Resource Deputies (SRDs) are an invaluable resource to Spokane Valley school districts by providing a uniformed presence within the schools, responding to crimes as well as non-criminal related situations within the district, and providing assistance to include, but not limited to, criminal arrests, notice of infractions, informational reports, assisting with trespass order service, student education and awareness, and answering all other crime or non-crime related questions asked by district employees. SRDs often attend district meetings at various schools and buildings to provide expert advice on security and safety, give presentations to staff and students covering various subjects related to law enforcement, and act as a liaison and a source of information for the Patrol Division or any other law enforcement agency and the schools.

One of a school administrator's goals in handling situations at each school is to return to a normal atmosphere as soon as possible to minimize the distraction to the educational environment. Because the SRD is at the school, there is no waiting on a response from a deputy, and the issue can be dealt with immediately.

SRD Staffing Level

Deputies - 4

Impact of Staffing

Early intervention benefits younger students who engage in activity that does not amount to criminal activity. The SRDs are often called to speak with students at the middle and elementary schools for this purpose, which is key to preventing potential criminal activity.

This creates a “feeling of security” in the school that comes from having a marked patrol car at the various locations within the district, and a police presence with the contract-based school and alternative school in the district.

SRDs provide input to the safety and security policies and practices that are discussed and developed at monthly security meetings within the school districts. This helps keep school policies on safety and security in line with law enforcement and helps aid with emergency response to situations affecting the schools.

The SRDs are working with the schools to develop a school discipline policy and a set of standards for the students to assist them with handling issues ranging from drug and gang intervention, criminal activity at school and welfare checks at home. These efforts by the SRDs provide the tools for this unique group of students to become successful adults and not fall prey to criminal activities. The proactive efforts of our SRDs to deter such incidents as the “Columbine shooting” is a critical function for the safety of our children, citizens and officers.

Training Unit

Impact of Staffing — Training Provided by Spokane County Sheriff’s Department

The Spokane Sheriff’s Regional Training Center is located at the former Mountainview Middle School in Newman Lake.

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Total Students Trained	2516	2521	3096	3220	3163	3365	3190	1119	1905	2458	2035	2254
Total Hotel Rooms Booked*	3252	2911	4084	3217	3065	2823	2872	961	N/A	N/A	N/A	N/A

*Total number of hotel rooms booked (i.e. students attend a three-day class, counts as three hotel rooms booked). Numbers were figured conservatively, assuming that the student leaves Spokane area the day of the last class. However, some students may elect to stay another night and travel back the next day.

The Regional Training Center has spent the last decade establishing itself as a law enforcement training establishment, building itself up to the level where students travel from around the world to attend classes here. There was a total of 121 courses offered, most of which were three to five days in length. Students attending were not only from local law enforcement, but also included students from all over the United States. In addition to 207 Sheriff’s Office students and 1,415 students from local law enforcement agencies (Spokane PD, Liberty Lake PD and Airway Heights PD), training was provided to 1,046 out-of-county students.

Often times, if there are enough attendees paying for attendance at a scheduled training class, members of the Sheriff’s Office are provided the opportunity to attend at no cost. Investment in the Training Unit

results in a win-win situation for the citizens and law enforcement of Spokane County and surrounding areas.

In addition, the Sheriff's Office has realized significant savings by providing training locally for its officers instead of sending them out of town. It is extremely likely that our officers would not have been afforded the opportunity to attend the same amount of training due to the cost of travel, lodging and food, if the training was not provided locally.

Training unit responsibilities also include pre-hire coordination and processing of Sheriff's Office applicants. Since 2014, Sheriff's Office attrition of commissioned personnel has grown from an average of about 8 per year to an average of nearly 23 per year. For every viable candidate identified, many dozens must be processed. The increased demands placed on the Training Unit has necessitated recent changes to the unit's allotted staffing.

- **Training Unit Lieutenant** – The Training Unit Lieutenant is responsible for overall supervision of all unit operations and acts as the liaison with command staff and is the conduit through which priorities are communicated to the training unit. This is a new position created by consolidating the RIG 9 lieutenant's duties with those of the Downtown Precinct property/drug unit (ITF) lieutenant. This position became necessary due to the increased demands placed on the unit.
- **Training Unit Sergeant** – This sergeant oversees internal Sheriff's Office training, authors training bulletins, coordinates regional law enforcement training. This sergeant also coordinates pre-hire candidate processing.
- **TAC Sergeant** – This sergeant acts as the tactical sergeant for the CJTC Basic Law Enforcement Academy. He oversees the progress of all SCSO academy attendees and acts as their liaison with the department while in training. He is responsible for coordinating any remedial training required of SCSO attendees.
- **Firearm Instructor/Armorer** – This deputy position is held by a state certified master firearms instructor/armorer. He is responsible for overseeing all internal firearms training, curriculum development, and weapon maintenance. Additionally, he provides firearms instruction for the CJTC Basic Law Enforcement Academy.
- **Background Investigator** – This position is held by a deputy responsible for background investigations of potential officer candidates. He is the primary liaison with Spokane County Civil Service. He also schedules oral boards, integrity interviews, medical exams, psychological exams, and physical ability tests.
- **Background Investigator (temp)** – This position is currently filled by a detective (from a shared investigative unit) temporarily on loan to Training to assist in reducing the backlog of background investigations. Efforts are currently underway to shift some of the leg work required for background investigations to a private contractor.
- **Pool Positions** – For the first time, 14 pool positions were funded in the 2019 Sheriff's Office budget. The pool positions are used to hire officer candidates in advance of upcoming retirements to allow them to complete training prior to a vacancy occurring so that the candidate may be plugged into an open slot as soon as it occurs. Spokane Valley will pay for approximately half of the pool positions.

Investigative Division

The Investigative Division serving the City of Spokane Valley consists of the dedicated Spokane Valley Investigative Unit that has traditionally been responsible for investigating Spokane Valley property crimes. Organizational changes approved by the City of Spokane Valley City Council in 2014 added additional investigative personnel and the responsibility for investigating Spokane Valley drug crimes.

The Investigative Division also includes other units that are shared with the Spokane County Sheriff's Office. The primary function of the Investigative Division is to provide investigative services and support that cannot be wholly accomplished by the Patrol Division. The Investigative Division is comprised of the following Units:

Major Crimes Unit - Shared

- Responsible for investigating crimes against persons to include homicides, robberies, felony assaults and officer-involved fatal or near-fatal incidents.
- This unit is comprised of:
 - Inspector – 1 (Supervises all Investigative Division units)
 - Lieutenant – 1 (Supervises Major Crimes, Sex Crimes, and Forensics)
 - Sergeant - 1
 - Detectives - 6
 - Domestic Violence Detective (Dedicated Spokane Valley) - 1

Sexual Assault/Sex Offender Registration Unit - Shared

- Responsible for investigating assaults that are sexual in nature, crimes against young children and the registration of sex offenders as well as insuring the sex offender's compliance with registration requirements.
- This unit is comprised of:
 - Sergeant - 1
 - Detectives - 6
- Five detectives are primarily responsible for investigations, one detective is primarily responsible for registering sex offenders, and the responsibility for address verification of those registered is shared between members in the unit by working overtime. The cost and services of the sergeant and six detectives are shared between the City of Spokane Valley and the Spokane County Sheriff's Office.
- Partnerships in this unit are the Child Sexual Predator Task Force and the Internet Crimes Against Children Task Force.

Spokane Valley Investigative Unit (SVIU) - Dedicated

- Responsible for property and drug investigations. SVIU, in collaboration with the Patrol Division and the RIG 9 Intelligence Group, has been operating effectively under the Intelligence Led Policing (ILP) philosophy. As the name implies, the ILP concept involves focusing investigative and enforcement efforts on targets that are identified through statistical analysis and intelligence gathering so that subsequent enforcement efforts are more fruitful with regard to a reduction in crime. This allows us to use our investigative resources more effectively and efficiently.
- From 2010 forward, SVIU successfully implemented the ILP principles recognizing a substantial increase in solvability over the years. Detectives have forwarded numerous cases to the Prosecutor's Office where they have been able to connect a suspect to as many as 100 crimes, in some cases, more, and often charge them with leading organized crime, trafficking in stolen property, etc. The pawn database has also been an invaluable tool to detectives as they track down items of stolen property being pawned and connect the suspects to the crime. In addition, SVPD's use of Facebook has been a benefit as a way of communicating with the community to identify the owners of recovered stolen property. SVIU also enjoys the assistance of two SCOPE volunteers who have assumed many tasks that save our detectives countless hours, enabling them to work more cases and solve more crimes.
- Partnered with ATF, Department of Corrections, Secret Service, U.S. Postal Inspection Service, Social Security Administration, and U.S. Marshall Service working joint cases.

- Participate in two state grant-funded task forces: Washington Auto Theft Prevention Authority (WATPA) and the Financial Fraud Identify Theft (FFIT) task forces.

SVPD Personnel Funded:

Sergeant - 1
Detectives - 10
Deputy - 1

Joint Terrorism Task Force (JTTF) – Shared

- One detective is assigned to the JTTF, which is a collection of federal, state and local officers primarily responsible for matters relating to Domestic and International Terrorism. The funding for this detective is shared between Spokane County Sheriff's Office and the City of Spokane Valley.

SO/SVPD Personnel Funded:

Detective - 1

Spokane Regional Safe Streets Task Force - Shared

- Formerly the Spokane Violent Crime/Gang Enforcement Team (SVGET) and Spokane Regional Drug Task Force (SRDTF)
- At the beginning of 2015, these two units formally merged into one unit. The new unit continued their now-joint missions in regard to middle and upper-level narcotics investigations, gang-related criminal investigations, intelligence collection and dissemination, investigative support and prevention/intervention efforts.
- Partners with FBI, SPD, WSP, DOC and ATF working joint investigations. Those sworn in as Federal Task Force Officers are provided a vehicle, cell phone, fuel and overtime funded by the FBI.

SO/SVPD Personnel Funded:

Sergeant - 1
Detectives - 3
Deputy - 1
Support Staff (100% funded by grant and seizure funds) - 1

Spokane Criminal Analysts Team (RIG 9 Intelligence Group) - Shared

- Responsible for providing research and analytical support to all our investigative functions and are a critical component to ILP efforts.
- Operates our Regional Intelligence Group where information sharing occurs with other law enforcement agencies and with the Washington State Fusion Center.
- Produces most of the statistical data for the Sheriff's Office and the Spokane Valley Police Department.

SO/SVPD Personnel Funded:

Lieutenant – 1 (Also supervises JTTF and Investigative Task Force)
Detective (Shared ILP Detective) - 1
2 Civilian Analysts

- Partnerships intimately supported by this unit are the Financial Fraud/Identity Theft Task Force and the Washington Auto Theft Prevention Authority.
- The impact of insufficient staffing on this team deprives Patrol and Investigative Units dependent on that intelligence in identifying suspects and solving crimes.

Goals & Strategies

1. To provide a professional and trustworthy police department.
 - Maintain professionalism in Spokane Valley Police Department's interaction with our citizens.
 - Track data to determine the effectiveness in meeting this goal.
2. To respond to citizen calls for service as promptly as call volume and staffing levels permit.
 - Collect and examine data to determine the effectiveness of Spokane Valley Police Department's response times.
3. To control crime rates within the City of Spokane Valley.
 - Promptly recognize anomalous increases in crime.
 - Identify and eliminate causes within Spokane Valley Police Department's control.
 - Track data to determine the effectiveness in meeting this goal.
4. To investigate and work traffic-related issues and respond to citizen traffic requests as call load and staffing levels permit, to minimize traffic collisions within our City.
 - Work to reduce traffic collisions by identifying areas within our control through the use of statistical analysis, enforcement, education and collaboration with City of Spokane Valley traffic engineers.
 - Track data to determine the progress in meeting this goal.

Workload Indicators	2014	2015	2016	2017	2018	2019
Total incidents per deputy per shift¹	----	----	----	16.66	16.51	16.03
Total deputy-initiated incidents	22,333	22,624	18,786	18,931	20,734	19,122
Total deputy-involved incidents	46,308	48,186	44,928 ²	46,033	49,716	49,516
Total patrol hours worked³	----	----	----	62,575.6	68,906.9	70,844.3
Total incidents requiring written documentation	15,727	15,122	13,920	11,933	12,988	12,373
Total property crimes⁴	8,336	8,068	--	7,838	7,154	7,584
Total crimes against persons⁵	1,374	1,318	--	1,343	1,266	1,147
Total incidents resulting in custodial arrest⁶	2,213	2,354	2,274	2,104	2,439	2,721
Total traffic stops⁷	----	----	----	11,612	12,133	11,008
Traffic infractions/citations from citizen complaints	32	98	112	--	176	138
Total reported collisions	2,210	2,560	2,338	2,168	1,898	1,884

¹Prior to the adoption of the New World CAD system (Oct. '16) this metric was computed by dividing the total deputy involved incidents by the number of patrol shifts worked. This did not account for the fact that many CFS required multiple deputy response. Beginning in 2017 an accurate number of incidents per deputy per shift is available.

²The trend line for deputy-initiated incidents for the first nine months of 2016 indicated that the year would end with a total in excess of 20,000; however, the learning curve required by the transition to the New World CAD and field reporting systems along with new NIBRS reporting requirements (beginning October 3, 2016) put a large drain on the time patrol personnel had for self-initiated activity.

³The addition of Power Shift made the old metric obsolete. Patrol staffing levels will now be represented as total patrol hours worked by personnel assigned exclusively to patrol (excluding supervisors, traffic unit, SRDs, etc.).

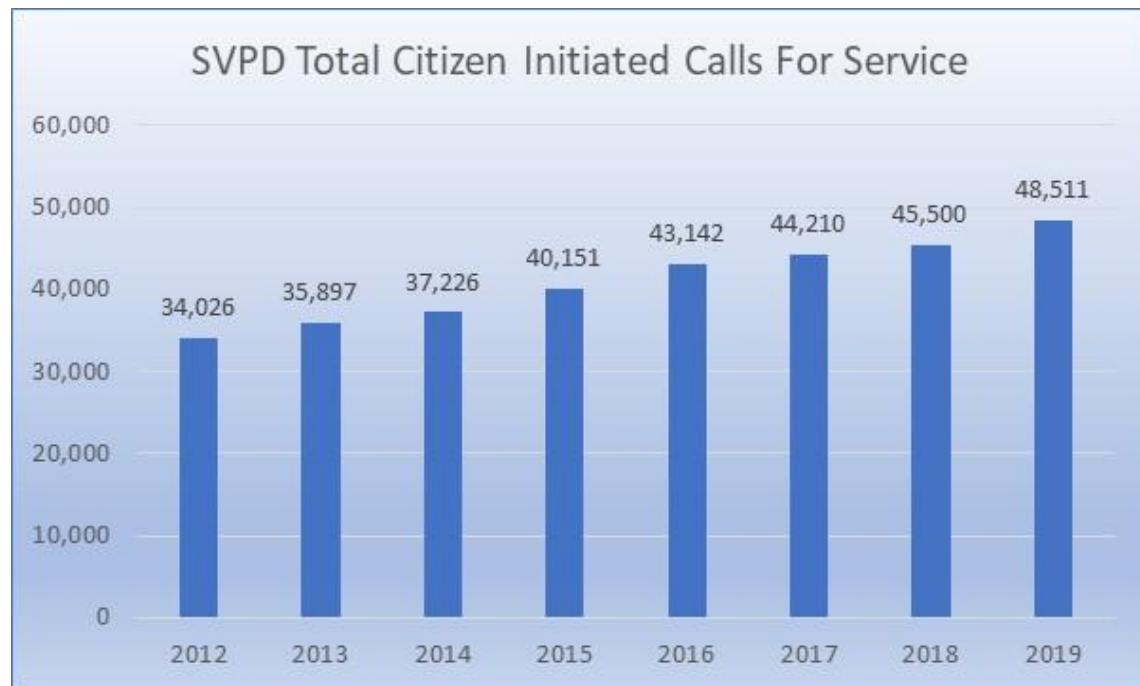
⁴Includes: burglary, forgery, theft, vehicle theft, vehicle prowling, malicious mischief.

⁵ Includes: homicide, assault, kidnap, robbery, rape, child abuse, stalking.

⁶ This figure includes the number of incidents resolved by custodial arrest; it does not include the total number of charges.

⁷ For 2019, 30.4% of all traffic stops result in some form of enforcement action.

Calls for Service



This metric includes only citizen initiated calls for police service. Deputy initiated incidents and fire/medics calls are not counted, nor are Crime Check report calls and cancelled calls. About 37% of these calls for service do not receive deputy response. For most of these calls police response was not appropriate; however, there are many where response would have been appropriate, but due to high call volume and call prioritization no one was available for dispatch.



This graph represents the total number of citizen initiated CFS to which at least one deputy responded.

Performance Measures	2014	2015	2016	2017	2018	2019
Percentage of use of force not within policy	0.68%	0.58%	1.09%	0.0%	0.5%	0.0% ¹
Average response time to priority 1 CFS²	3-6min	N/A	4.65 min	--	<4.62 min	<5.13 min
Percentage of CFS with deputy response	64.40%	63.33%	60.60%	61.30%	63.36%	62.65%
Percentage of incidents that were deputy-initiated	48.23%	46.95%	41.81%	41.12%	41.70%	38.62%
Percentage of assigned cases solved	79.69%	88.44%	80.53%	62.66%	45.86% ³	43.81% ³
Total unassigned cases	211	190	168	577	528	489
Cases inactivated due to lack of evidence or leads	34	65	50	104	310	288
Collisions per capita	0.024	0.027	0.025	0.023	0.020	0.019
Percentage of traffic complaints worked	100%	100%	100%	--	100%	56%

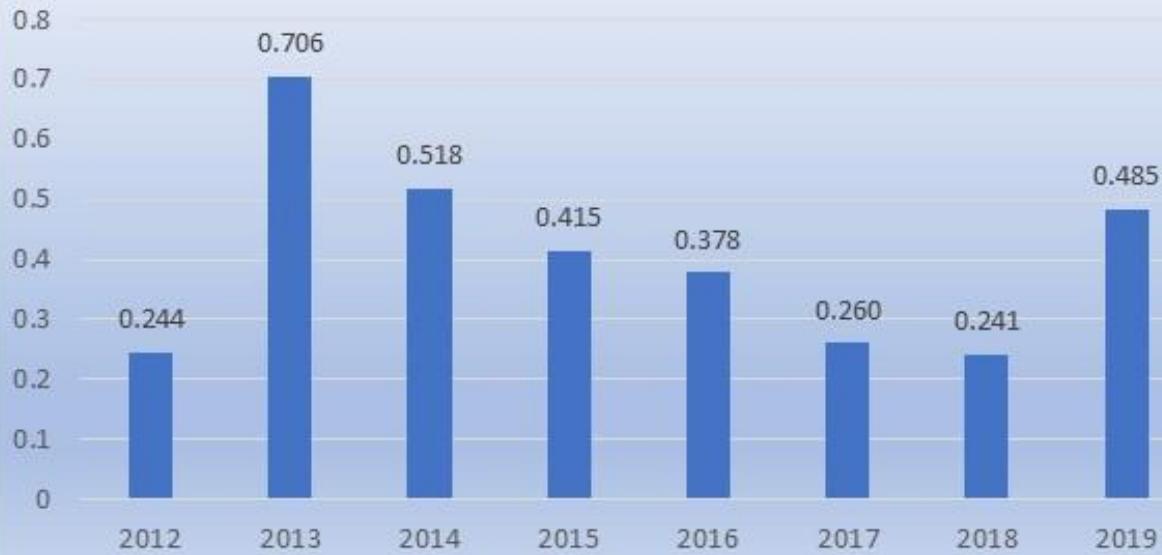
¹One UOF incident is still pending review.

²The current CAD system does not facilitate extracting an accurate number for all priority 1 CFS. Spot check of about 50% of all priority 1 CFS indicates that response time is less than the time listed.

³The large reduction in the percentage of solved cases is primarily due to a change in SVIU's handling of incidents (mostly retail theft) where there is video evidence. Previously, most of these cases were not assigned due to poor video quality. Now, volunteers view all videos and forward those with potential identifying detail to a detective who posts still images from the videos to regional law enforcement crime information systems and occasionally to the media. This requires minimal effort on the part of SVIU detectives, but results in solving over 25% of these crimes. Since these are incidents that were previously unworked, overall service to the community has been improved at the expense of SVIU's solvability rate.

Citizen Complaints

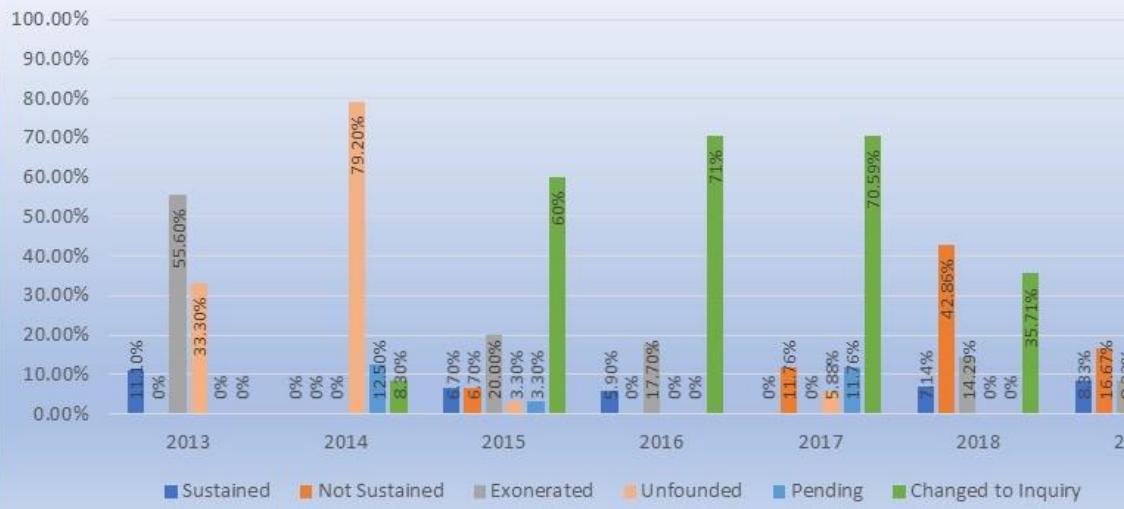
SVPD Citizen Complaints Per 1,000 Deputy Interactions



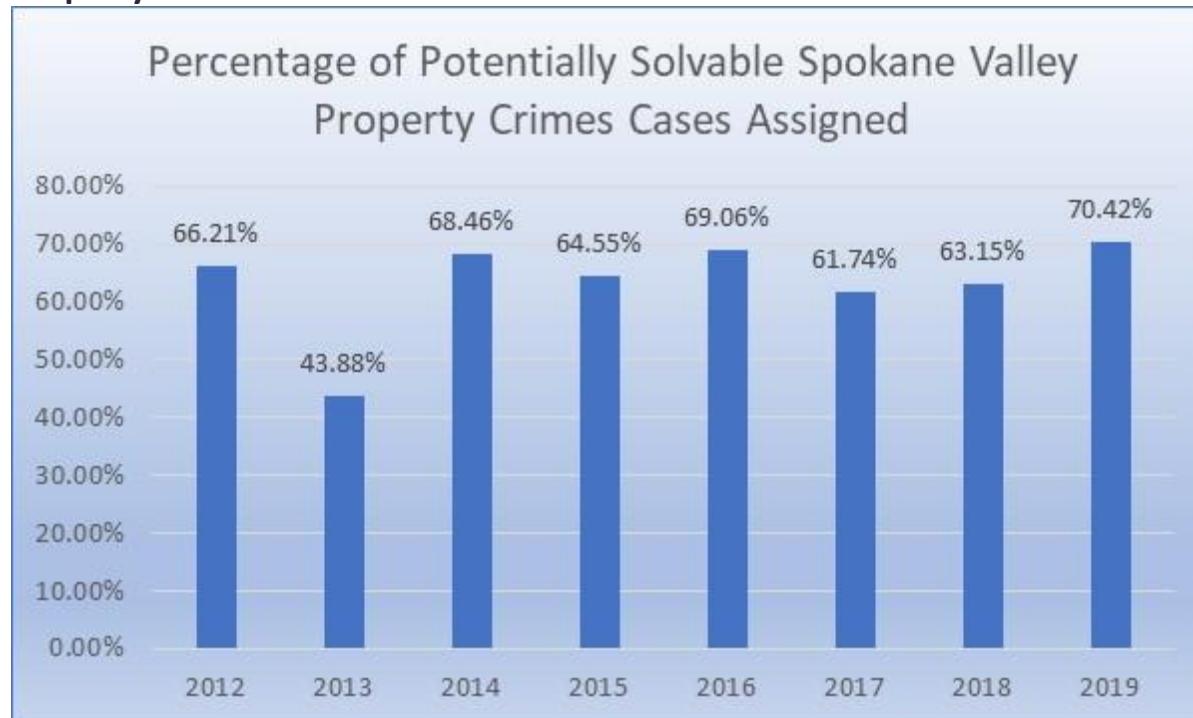
Changing methodology in 2013 resulted in what appears to be a large increase in complaints.

For 2019 there were 24 citizen complaints against SVPD deputies

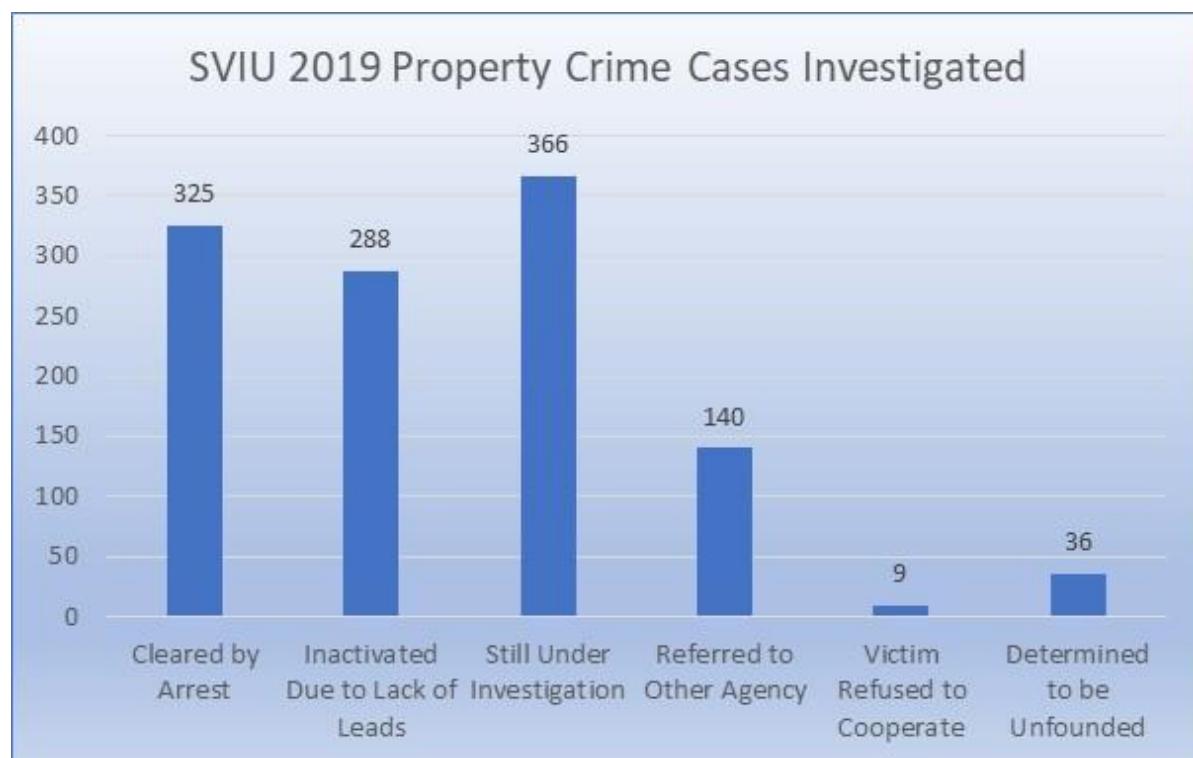
SVPD Outcome of Citizen Complaint Investigations



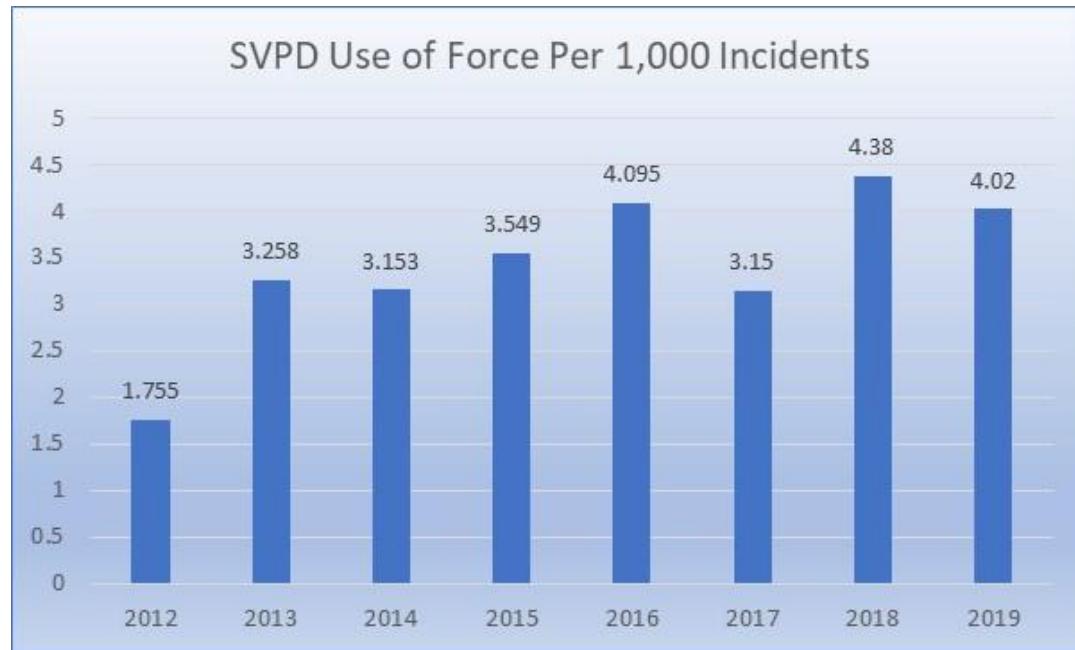
Property Crimes



For 2019, SVIU detectives reviewed 7,716 property crime/drug incidents: 1,749 were incidents handled by Patrol and subsequently reviewed by SVIU detectives for quality control purposes, to determine if follow up was necessary, and/or to determine if the incident is related to other crimes; 4,314 were deemed to have insufficient evidence or leads to merit follow up; 489 merited some form of further follow up, but were not assigned due to insufficient resources; and the remaining 1,164 were assigned to a detective.



Use of Force



This graphic illustrates the number of times that some form of force was used per 1,000 deputy involved incidents. For 2019, all use of force incidents were reviewed by subject matter experts and 99.5% were determined to be within law and policy. One fatal UOF incident is still pending review. Note that the large increase in use of force seen in 2013 was the result of a change in methodology. For example, prior to 2013 the mere display of a weapon (firearm, TASER, baton, etc.) was not counted as a use of force.



Theoretical Budget Reduction Exercise — Submitted by Chief Mark Werner

In the event of actual reductions, City of Spokane Valley staff will work to identify cost-saving measures with the least amount of impact to delivery of police services.

Spokane Valley Police Department/Spokane County Sheriff's Office Impact of Potential Budget Decrease

“The ultimate priority for the Spokane Valley Police Department is Public Safety.”

At the request of the City of Spokane Valley, SVPD has again been asked to evaluate the impact of 3%, 6% and 9% budget cuts for Fiscal Year 2019.

It is important when considering budget reductions (i.e. personnel reductions) to keep in mind that the demand for law enforcement services by the citizens of Spokane Valley has greatly outpaced Spokane Valley's population growth which has averaged a little over 1% per annum since incorporation. In contrast, citizen-initiated calls for police service (CFS) have increased at a much greater rate. Since 2008, CFS has increased nearly 46.2%.

Law enforcement services are required 24 hours a day, 365 days a year and are manpower intensive. Few opportunities exist to realize significant law enforcement cost savings that do not involve a reduction in personnel. Therefore, budget reduction directly translates into a reduction in personnel. The reduction in personnel then equates to a reduction in law enforcement services to the citizens of Spokane Valley.

Impact of 3% Budget Cut:

A 3% cut equates to the loss of four deputies. This reduction would leave SVPD assigned staffing at a level lower than at any point in City history. These deputies could be removed from any one of a number of functional units, each with its own negative outcome. Numerous competing factors were considered when determining where to cut personnel.

- To meet a 3% budget reduction, three deputy positions would be removed from Power Shift and one investigative position would be removed from the Spokane Valley Investigative Unit. The primary impacts of these reductions are significant:
 - o Removing three positions from Power Shift eliminates Power Shift coverage Sunday through Tuesday and reduces Power Shift coverage on Saturday. Power Shift has been shown to reduce response times by over 65% during the period of peak call load (3:00 p.m. to 7:30 a.m.).
 - o Reducing Power Shift will result in an increase in day shift overtime.
 - o Reducing Power Shift will have a negative impact on morale primarily because dayshift deputies will be forced to work a significant amount of unpredictable “late call” overtime and because additional workload will be shifted to the remaining deputies.
- A fourth deputy position will be removed from the Spokane Valley Investigative Unit.
- This position represents nearly 10% of the total property crime and drug crime investigative capacity of SVPD's dedicated investigative unit.
- Elimination of this position will negatively impact morale. The investigative deputy position is one of very few positions available to deputies to move laterally within the department.

Impact of 6% Budget Cut:

Absorbing a 6% budget reduction would require the elimination of eight commissioned positions. This would be accomplished by eliminating the investigative deputy position and completely eliminating Power Shift. This would result in the elimination of six patrol deputy positions and the Power Shift sergeant position. The remaining Power Shift deputy position would be assigned to a platoon to equalize platoon staffing at 10 deputies per platoon. In addition to the negative impacts listed above, this reduction would deliver another blow to morale by forcing a demotion of a sergeant and eliminating a promotional position.

Impact of 9% Budget Cut:

A 9% budget reduction eliminates 11 positions leaving SVPD with a commissioned strength of only 93 personnel resulting in an officer per thousand rate of one. To meet a 9% reduction would require the elimination of the following positions:

- 6 Power Shift deputies
- 1 Power Shift sergeant
- 1 Investigative deputy
- 2 Traffic Unit deputies
- 1 SVIU detective

It is difficult to overstate the magnitude of the detrimental impact to law enforcement services in the City of Spokane Valley that these reductions would cause; however, the following list summarizes what would be expected.

- Reactive Policing — Personnel reductions increase the individual workload placed on SVPD personnel. SVPD patrol deputies currently have a high call per officer ratio. The high demand for police services leaves little time for proactive police work and reducing commissioned personnel exacerbates this problem. Policing within the City of Spokane Valley would be predominantly reactive, documenting crime rather than taking a proactive approach to reduce it.
- Officer/Citizen Safety — A consequence of an impractical call per officer ratio is a reduction in officer and citizen safety. A number of factors contribute to this. First, excessive response times to violent in-progress calls for service or to urgent back-up requirements increases the potential for tragic results. Second, a high call per officer ratio pressures deputies to respond to calls for service alone which again increases the potential for a tragic outcome. Finally, the excessive call per officer ratio creates an environment where deputies are forced to rush from call to call. A 40% reduction in traffic unit deputies will decrease overall traffic enforcement in the City of Spokane Valley by an estimated 17% resulting in increased collision rates.
- Quality of Service — A further consequence of an impractical call per officer ratio is a reduction in the quality of service. Deputies simply will not be given sufficient time to resolve problems or to completely investigate and document criminal activity. In addition, investigative capacity will be reduced by nearly 30% decreasing investigative follow-up on reported crimes and reducing the ability to identify and address chronic offenders.
- Recruitment and Retention — Spokane County Sheriff's Office is currently struggling with recruitment and retention of quality personnel. A quality working environment is a powerful recruiting and retention tool. Personnel reductions would eliminate this tool and make it more difficult to compete for the scarce number of quality officers and officer candidates.