

2017

Program Budget Proposal



Our goal as outlined in Vision 2020 is continuous improvement in everything we do to deliver the most affordable, accountable, and aligned services to the community. That process begins and ends with matching community priorities to desired outcomes to make Spokane safer, stronger and smarter.

Over the past year, in preparation for this budget and as part of our daily promise of community engagement and transparency, an ongoing community conversation has informed our thinking about the things that matter most to you.

During discussions in libraries and community centers, online and in person, over coffee and at large workshops, you have told us public safety and street improvements remain your top desires for Spokane. You have also made it clear that you expect city government to play a part in driving job and economic growth.

Those priorities form the foundation for our work in 2107.

Public safety continues to be a critical focus area. After steady decreases in crime over the past few years, that effort must be renewed. Next year's budget makes additional investments in the resources that will drive down crime, establish and grow community relationships that are critical to neighborhood safety, and tackle tough challenges like property crime.

New programs and updated equipment and technology will bring improvements to how we handle fire and emergency medical services. Particular emphasis will be placed on how we respond to non-emergency calls, which represent the fastest-growing segment of calls for service, and redirect chronic users of emergency services to alternatives.

As you have undoubtedly noticed, the most significant investments in the history of Spokane are well underway. A record construction season is making streets safer and more reliable, and that work continues next year. Construction has begun on the \$64 million redevelopment of Riverfront Park, the greatest investment in more than four decades.

Money has been added to City reserves to begin replenishing the draw-down during the recession. Those initial funds are backed by a commitment to continue driving toward healthy reserve targets.

Our JOBS plan is jump-starting private investment with critical transportation infrastructure, opening new opportunities through strategic investments in workforce, building the City of Choice through sustainable growth and support for sectors strengths, and streamlining government regulation while adding greater certainty for job creators.

We are also directing resources to support the community's most vulnerable. Investments in fighting homelessness have increased. A task force is studying housing availability and quality to improve options at all income levels.

The plan is ambitious – and also realistic, thanks to the discipline and commitment to service city employees have shown over the past four years. We will refine the proposed budget over the next few months, and I encourage you to review it and give us your feedback at budget@spokanecity.org.

Sincerely,

David A. Condon, Mayor

This budget book is
 Printed on recycled paper.



Citizens

Mayor



City Administrator



Community, Health, and Environment
FTE: 179.48 – \$61.3 M



Finance & Technology
FTE: 131.8 – \$81.9 M



Planning and Economic Development
FTE: 131 – \$39 M



Public Safety
FTE: 752 – \$113.3 M



Public Works
FTE: 763 – \$455.2 M



Stand Alone Departments
FTE: 174 – \$160.4 M



Our Mission

As we continue to build a path to a safer, stronger, smarter Spokane, it's important that we remain grounded in the City's mission statement. It was developed and ratified over a number of years by many City Councils and Mayors, most recently by Resolution 2012-005, and reads:

To deliver efficient and effective services that facilitate economic opportunity and enhance quality of life.

Delivering “efficient and effective services” requires thoughtful evaluation of and improvement in each line of service to ensure that we are, in all cases, delivering the best quality service possible for the dollars the citizens of Spokane entrust to us.

Vision 2020 – Building a Safer, Stronger, Smarter Spokane

The future of our City is bright, but we must remain disciplined in our practices and we must invest in jobs and economic growth to remain successful. Economic prosperity depends upon job growth in our community and we will make jobs and economic growth a priority.

Dedicating our organization to building a safer, stronger, smarter Spokane requires us to focus on citizen priorities to deliver against these important goals:

- To be the safest city of our size
- To be the fastest growing job market in the Inland Northwest
- To be an innovative leader in cost-effective service delivery
- To be unequalled in living, learning and leisure

We continue to work diligently to control the cost of City government while investing in citizen's top priorities resulting in an even safer, stronger and smarter community.

Safer – We've seen a slight increase in both property crime and violent crime in the first half of 2016 (~3.5%). The Police Department continues to refine the methods used to address crime “hot spots” within the City. Precinct Captains hold weekly meetings with Crime Analysis to address crime trends and those chronic offenders that are responsible for a disproportionate amount of crime.

We continue to seek innovative ways to respond to non-emergency medical calls – our fastest growing need in the Fire department. And we continue to commit revenue growth to public safety capital needs.

Stronger – We are optimistic about the increase in median household income in Spokane, and remain committed to maintaining strict discipline in our budgeting practices. Our JOBS Initiative invests in critical transportation infrastructure and workforce development to build sustainable growth and sector strength while adding certainty for job creators to strengthen our local economy.

Smarter – Taking an integrated approach to everything we do ensures that every dollar invested brings multiple benefits for citizens. Integrated successes include connecting street and utility resources to get to a cleaner river faster and creating a one-click, one-call, one-visit My Spokane customer service experience.

Our Guiding Budget Principals

The City Council has also established a set of core budget principals that guide our thinking in developing responsible, sustainable budgets across the organization. Each year, as a part of our budget process, we recommit to these principles:

- Don't spend more than you take in
- Don't spend one-time money on ongoing expenses
- Maintain prudent budget reserves
- Maintain strict controls on hiring and spending
- Fund the highest priority services first

Our Budget Philosophy: Affordable, Accountable, Aligned

We adopted a philosophy during the 2013 budget process that continues to guide our decisions to better serve citizens today. That philosophy requires us to consider affordability, accountability and alignment in all of our budget deliberations and actions as adopted by City Council Resolution 2011-0030 and reaffirmed in May when the current council adopted its 2017 budget priorities.

Affordability

Fundamentally, government must be affordable to the citizens we serve. Our budget philosophy of affordability demands that we consider the financial impacts of our decisions and encourages us to consider how each dollar invested could result in multiple benefits.

Accountability

In addition to consideration of financial impacts, each action of the City and its employees must be accountable and transparent to our citizens. We must be open and easily understood, demonstrating that City resources have been invested responsibly.

Alignment

City services must align with top citizen priorities and core municipal government competencies. Other services, though they may be desired, must be supported by our partner agencies or neighboring jurisdictions.

2015 Close Out & 2016 YTD Results

The City of Spokane General Fund closed 2015 on a positive note. Overall, General Fund revenue exceeded expenditures by about \$2.3 million and overall Fund Balance (General Fund only) increased by nearly 7%. Increased sales tax revenue and revenue from investments were the primary contributors to the positive variance similar to the prior year. Gains realized on the sale of investments and greater-than-anticipated interest revenue made up more than \$1 million of the positive variance in the General Fund. These positive results lead to an increase in the General Fund 'checkbook balance' from \$2.3M at the end of 2014 to \$5.2M (an increase of \$2.9M) at the end of 2015. At the end of 2015, the General Fund Contingency Reserve was approximately 8% of General Fund budgeted expenditures while the targeted funding level is 10%. Earlier this year, City Council approved Resolution 2015-0059, which established a formal plan for shifting positive General Fund variances into the General Fund Contingency Reserves. By shifting the 2015 net positive variance into the Contingency Reserve, the level of funding will increase to more than 9%. However, the City's Revenue Stabilization Account still remains far short of the targeted funding level (\$6.25M) at just over \$750K.

With the first half of 2016 in the books, it appears that total General Fund revenue may come in short of budget projections by a little over 0.5% or close to \$1 million. We continue to closely monitor both revenues and expenses so we can take proactive measures to stay on course. Sales tax revenue and taxes on City Utilities continue to show strong growth, however, negative variances in private utility taxes have the General Fund falling behind our total revenue projection. Maintaining strict controls on the expense side will continue to be important as the year progresses. Greater than anticipated savings related to vacant positions (a natural part of workforce turnover) is helping to mitigate the projected revenue shortfall, but additional spending restrictions may be necessary to maintain a balanced budget for 2016.

2017 Fiscal Guidance

For the first time in more than a decade the City was not faced with cuts to staff or programs during 2016 budget cycle. With continued diligence in budgeting and an increased focus on jobs and economic growth, 2017 should be another year of sustainable moderate growth.

Our ability to make new investments is limited by the significant commitment made to existing investments and now depends entirely on the growth of the local economy. During the 2016 budget process we committed to creating a strategic plan and a set of tools to help spur business growth, and that work is under way. There are a number of facts to consider as we work through the 2017 budget process:

- **Revenue Growth** – For the purpose of developing the 2017 budget we assume a modest revenue growth of 2.4%. This is slightly below our long-range revenue forecast of 3% due in large part to changes in the retail environment. Utility tax from private utilities has also been adjusted down to 3.5% in 2017 from 4% in 2016 due to below-forecast utility sales. Any revenue growth above the 2.4% forecast should be invested in the City’s reserves.
- **Median Household Income** – MHI in the City of Spokane increased by 11% in 2015 to \$43,000, but remains below our United Way ALICE (Asset Limited, Income Constrained, Employed) goal of \$54,000. We remain among the lowest in both categories in Spokane County. Our focus on affordability of government remains and all budget decisions must consider citizens ability to pay.
- **Investment in Our Employees** – Working in partnership with our labor groups we’ve been able to keep the growth in labor costs in line with revenue projections. The 2017 budget will include approximately \$4.5M in contractually obligated pay increases (cost of living increases (COLA) and longevity step increases) as well as budgeted increases in benefits costs of about \$3.4M.
- **1% to Public Safety Capital + Matching Funds** – We remain committed to contributing the 1% property tax growth of about \$400K as well as the \$400K match from the General Fund to purchasing vehicles and equipment for public safety. City Council adopted Resolution 2014-0081 on July 14, 2014 to support this ongoing investment. The set aside for capital does limit the City’s ability to make new investment in other areas.
- **Investment in Public Safety Operations** – Planning for the expiration of the federal SAFER grant that allowed expansion of fire service to southwest Spokane as well as extension of the ARU program, we must plan for increases in both operating and capital expense for Fire. We also remain committed to sustaining funding for the additional 35 police officers (25 funded in 2014 and 10 in 2015) and will make targeted investments in key U.S. Department of Justice recommendations related to use of force.
- **New Program Impact On General Fund** – New program funding for business regulation monitoring (Apprentice Program and Employee Sick & Safe Leave), the arts and additional GF investments consumes a portion of anticipate General Fund growth.
- **Integrated Capital Investments** – The 2017 budget will include \$27M in integrated capital investments. Each investment in capital is delivered with our promise to make sure we deliver multiple benefits for each dollar invested.

- **Riverfront Park Re-Design** – The \$64M Riverfront Park project is under way. The project is complex and will require significant oversight at all levels to ensure that we meet our promise to voters on time and on budget.
- **Unfunded Capital** – We continue to look for solutions to the shortfall in our 6-year capital budget, which currently stands at about \$45M of projects that are unfunded and have no identified funding source.
- **Reserves** – Earlier this year, City Council approved Resolution 2015-0059, which established a formal plan for shifting positive General Fund variances into the General Fund Contingency Reserves. Shifting the 2015 net positive variance into the Contingency Reserve increases the level of funding to more than 9%, only slightly short of our 10% goal.
- **2.9% Utility Rate Cap** – We are committed to supporting the Utility rate cap set by City Council at 2.9%. The City's long-range revenue growth as well as public works capital projects will be tied to that rate in 2017 and in future budgets.
- **Impact of State & Federal Policy** – We anticipate that state and federal policy may negatively impact the City's revenue projections particularly related to sales tax on alcohol and marijuana. We also anticipate that federal policy changes may have costly regulatory impacts related to the Affordable Care Act and changes to EPA regulations/rules.
- **Spokane Employee Retirement System** – City employees depend on SERS for their retirement and it is a priority to improve the financial sustainability of SERS for currently retired employees and for future retirees

	General Fund Only		
	2017 Step Cost	2017 COLA Cost	Total
M&P	78,396	164,262	242,658
Prosecutors	10,475	18,806	29,281
Local 270	105,447	288,953	394,400
Exempt-Confidential	28,473	73,885	102,358
Lt & Cpt	3,092	58,472	61,564
Police Guild	182,866	506,709	689,575
Step / Longevity	408,749	1,111,088	1,519,837

	City-wide Cost		
	2017 Step Cost	2017 COLA Cost	Total
M&P	194,156	551,712	745,868
Prosecutors	10,475	18,806	29,281
Local 270	380,652	1,331,864	1,712,516
Library 270	9,961	41,425	51,386
Exempt-Confidential	34,268	127,846	162,114
SAFO	2,316	38,131	40,447
Lt & Cpt	3,092	58,472	61,564
Local 29 - Fire	365,814	530,748	896,562
Police Guild	191,270	514,497	705,767
Local 29 - Dispatch	24,646	29,469	54,115
	1,216,650	3,242,971	4,459,621

2017 General Fund Estimates

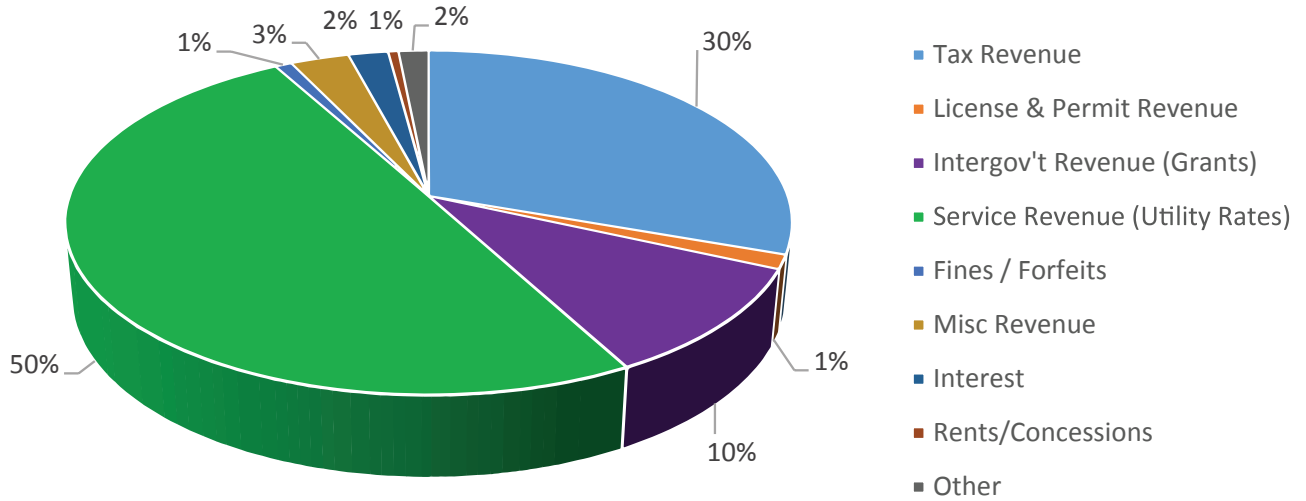
Revenue and expense estimates for the 2017 General Fund budget are outlined below:

2016 Adopted Expenditure Budget		177,877,633
2017 Projected Expenditure Budget		180,346,155
Budgeted Increase 2017 over 2016		2,468,522
Contractually Obligated		
1	Employee Wages & Benefits	4,168,463
Total Contractually Obligated		4,168,463
Total Shortfall		(1,699,941)
Other Obligations/Commitments		
2	Street Levy increase	200,000
3	SIP Public Safety Capital (1% + Match)	800,000
12	Arts Funding - Allocation of Admission Tax	175,000
13	Business Regulation (ESSL)	125,000
Total Other Obligations/Commitments		1,300,000
Total Shortfall		(2,999,941)
Unfunded Joint Priorities		
4	SPD NRO/SRO positions (4 FTE)	500,000
5	HSAB incremental increase	50,000
7	PDA Funding	150,000
9	Human Services - Homeless Funding	200,000
Total Unfunded Joint Priorities		900,000
Total Shortfall		(3,899,941)
Other Unfunded Priorities		
6	Office of Economic Development	125,000
	Reclass of ED Division Director	(125,000)
8	Travel/Training re: Zone Implementation	10,000
10	Public Records Support	100,000
11	Additional \$\$ for Unfunded Capital	400,000
14	Council Budget	40,000
15	Transportation to warming centers	10,000
16	Convert Conf Room 1A to nursing lounge	2,500
17	Human Rights Commiss. outreach/education	2,500
18	Public Defender's Office	70,000
19	Municipal Court Investments	150,000
20	OPO Misc. Operating Budget	45,000
21	OPO Outside Course	125,000
22	PT position Multicultural Affairs	35,000
23	Civil Service training	23,000
Total Other Unfunded Priorities		913,000
Total Shortfall		(4,812,941)

2017 Operating Revenue Sources

Operating revenue distribution is outlined below:

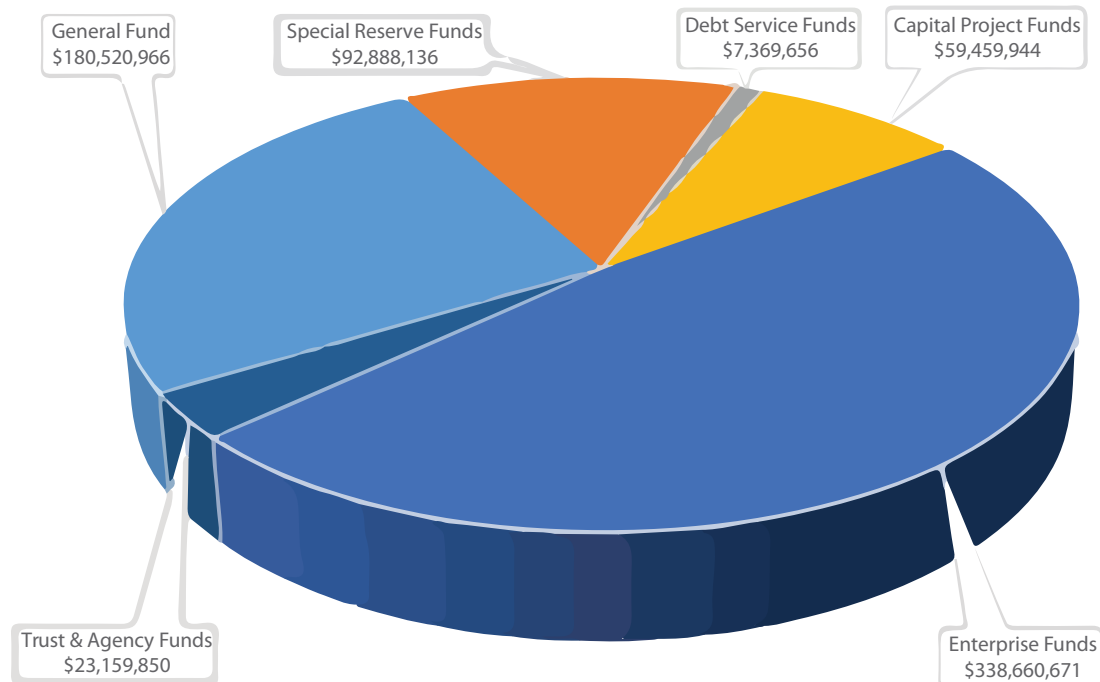
City of Spokane Revenue



2017 Expense Estimates

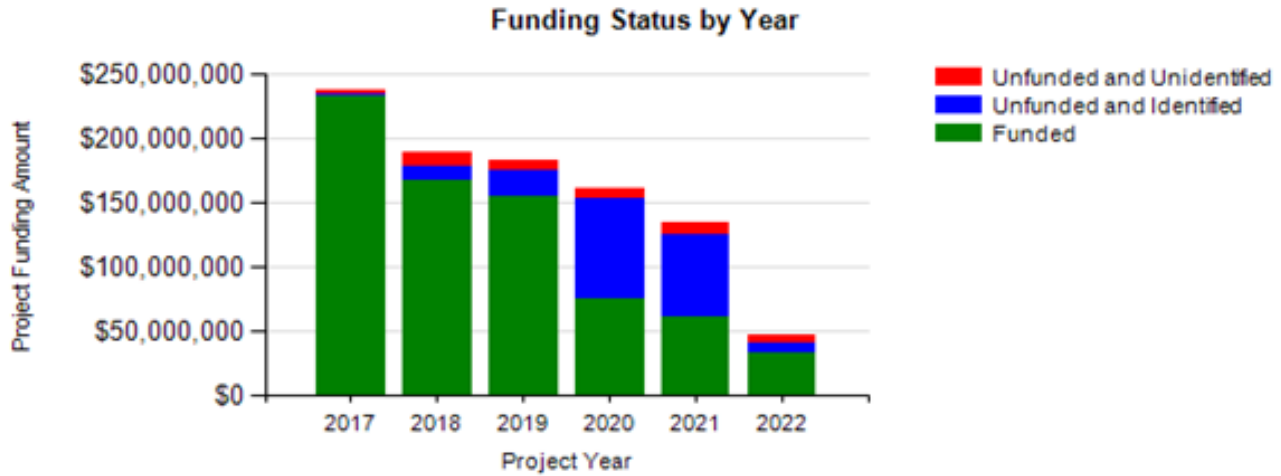
Expense estimates by category are outlined below:

City of Spokane 2017 Preliminary Net Expense Report \$702,059,223



Summary of 6 Year Capital Budget

The current capital budget summary (2017-2022) is as follows:



Details of the 6 Year Capital Plan are outlined below:

Department	2017	2018	2019	2020	2021	2022	Total	Funded
Asset Management	1,997,680	15,342,662	14,195,212	60,752,518	40,669,930	980,000	133,938,002	12%
Fire	3,408,960	2,803,245	5,438,817	3,045,455	3,422,568	3,255,209	21,374,254	48%
Information Technology	2,406,607	2,650,000	2,500,000	2,452,000	2,450,000	2,450,000	14,908,607	100%
Library	0	45,000	0	0	0	0	45,000	0%
Parks and Recreation	28,399,811	16,504,453	17,528,600	10,959,213	20,497,075	1,807,500	95,696,652	71%
Police	2,191,042	1,809,162	2,679,339	2,923,817	1,934,233	1,690,442	13,228,035	31%
Solid Waste Collection	340,000	100,000	3,290,000	1,700,000	2,200,000	1,950,000	9,580,000	100%
Solid Waste Disposal	3,400,000	3,335,000	3,385,000	2,775,000	1,150,000	2,850,000	16,895,000	100%
Streets	49,413,628	41,362,827	22,706,041	32,729,487	30,600,325	23,337,295	200,149,603	81%
Wastewater Management	134,842,860	87,907,052	91,912,446	27,327,435	11,855,000	8,040,000	361,884,793	93%
Water	11,367,000	17,570,000	18,915,000	17,160,000	19,265,000	1,230,000	85,507,000	99%
Total	237,767,588	189,429,401	182,550,455	161,824,925	134,044,131	47,590,446	953,206,946	76%
Funded	98%	89%	85%	46%	45%	68%	76%	

A MONTH-LONG

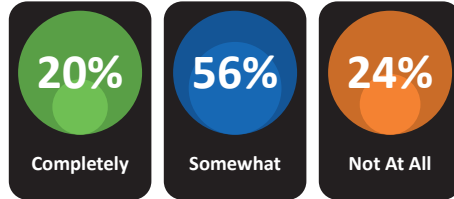
COMMUNITY CONVERSATION

YOU SPOKE, we listened

Four State of the City addresses

450+ attended

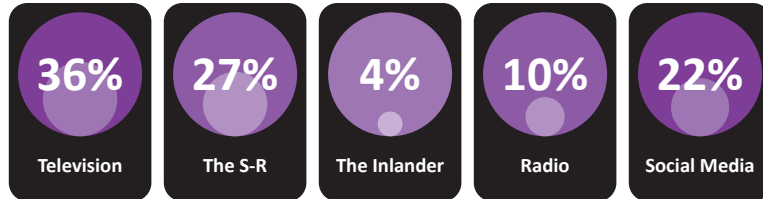
I am well informed about what is happening at the city.



A Telephone Town Hall

525+ comments

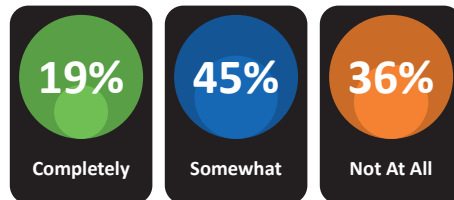
My primary source of news is:



45,551 calls made

5,663 participants from 13 zip codes

The Spokane Police Department is making progress toward improving public trust and confidence.



Online engagement

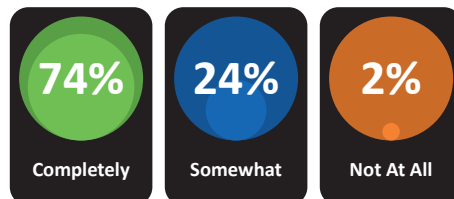
Our next police chief should be:



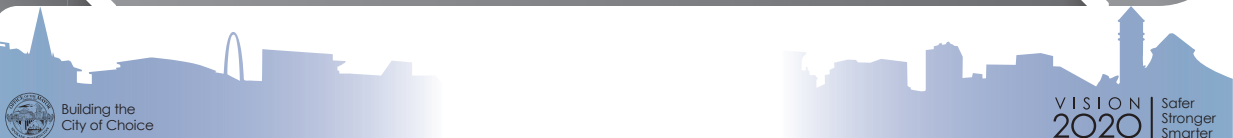
242 survey respondents

87 comments submitted

The Spokane Fire Department is delivering quality fire and emergency medical services.



Engaging with you when and where it's convenient to you



Your Spokane Budget

Budgeting begins and ends with matching community priorities to desired outcomes. It is the city's responsibility to maximize resources to deliver the most return on investment. Our approach is simple: Make government more affordable. Align resources to citizen priorities. Be accountable to outcomes.

Community Priorities

Reduce Crime

Improve Streets

Grow Jobs and Economic Opportunities

Strategies to Get Us There

Drive innovative prevention and response strategies to become **safer**

Invest in critical infrastructure and sustainable outcomes to become **stronger**

Deliver integrated solutions to become **smarter**

Budget Progress

Efforts over the past four years have focused on making government more affordable and strengthening city finances.

- 1. Eliminated structural gap**
Revenues and expenses lined up for the first time in 2015
- 2. We are saving**
Excess revenue committed to restoring reserves
- 3. Household income up**
Highest level in at least 10 years

Assumptions

2.4% Revenue growth

\$4.5M Contractually obligated pay increases

\$3.4M Increased benefits cost

2.9% Utility growth rate cap

Uncertainty in federal and state policy

New Obligations

\$125K Business regulation monitoring (Apprentice program, Sick and Safe Leave)

\$175K Arts funding

Commitments

\$800K new for public safety vehicles and equipment

\$3.1M total

Sustain **12** new firefighters added with federal grant

Sustain **35** new police officers

Increase street levy investment

\$64M Riverfront Park redesign

\$27M in integrated capital investments

Integrated Solutions

It's about the river

MySpokane
One Click, One Call, One Visit

#SpokaneStrong

Additional Desires

\$500K for four additional officers

\$50K increase in human services

\$150K economic development funding

\$200K homelessness programs

\$913K other unfunded

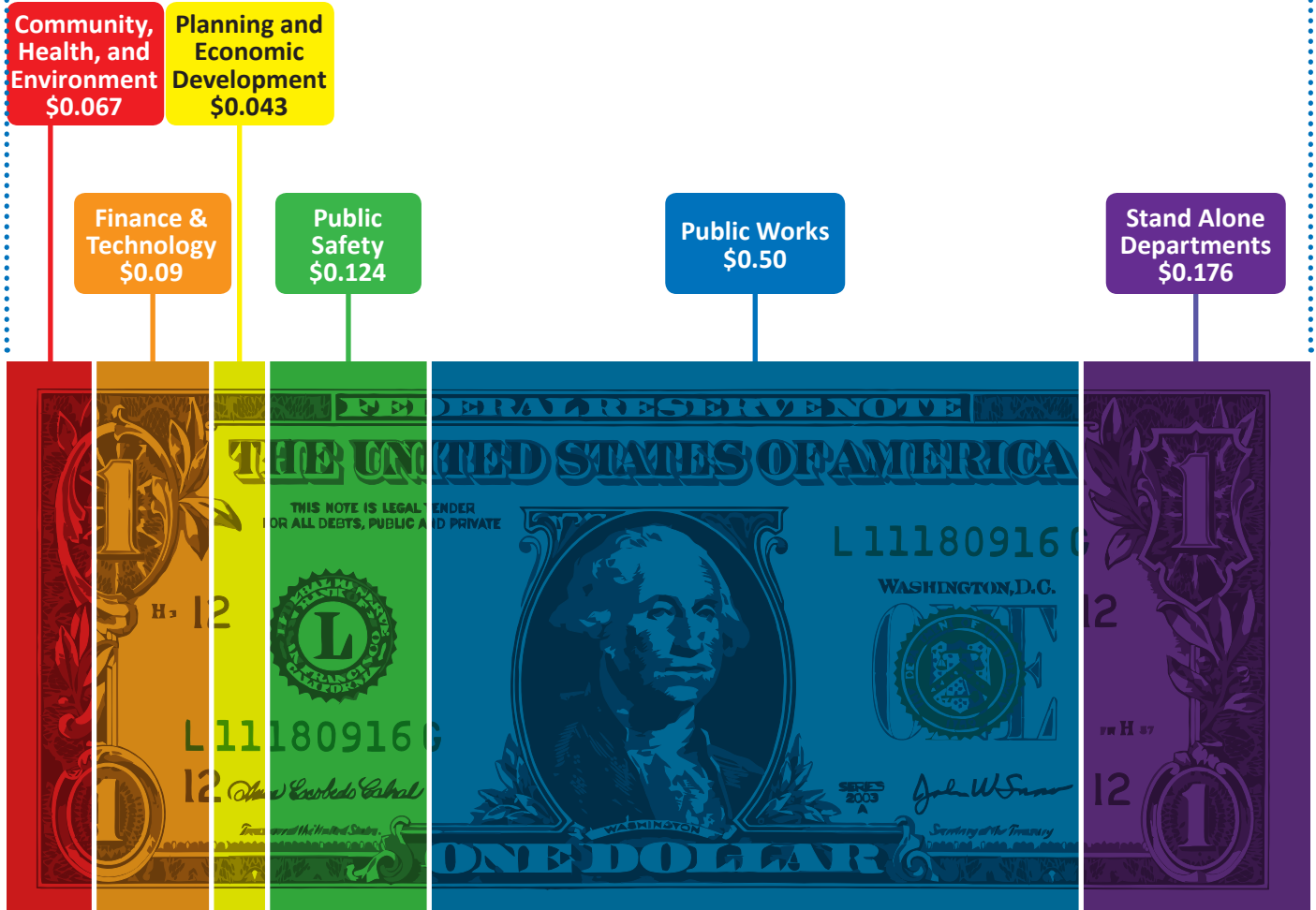
VISION 2020 | Safer Stronger Smarter



2017 Fiscal Guidance

Your 2017 tax dollars at work

Preliminary 2017 General Fund Expenses Estimate



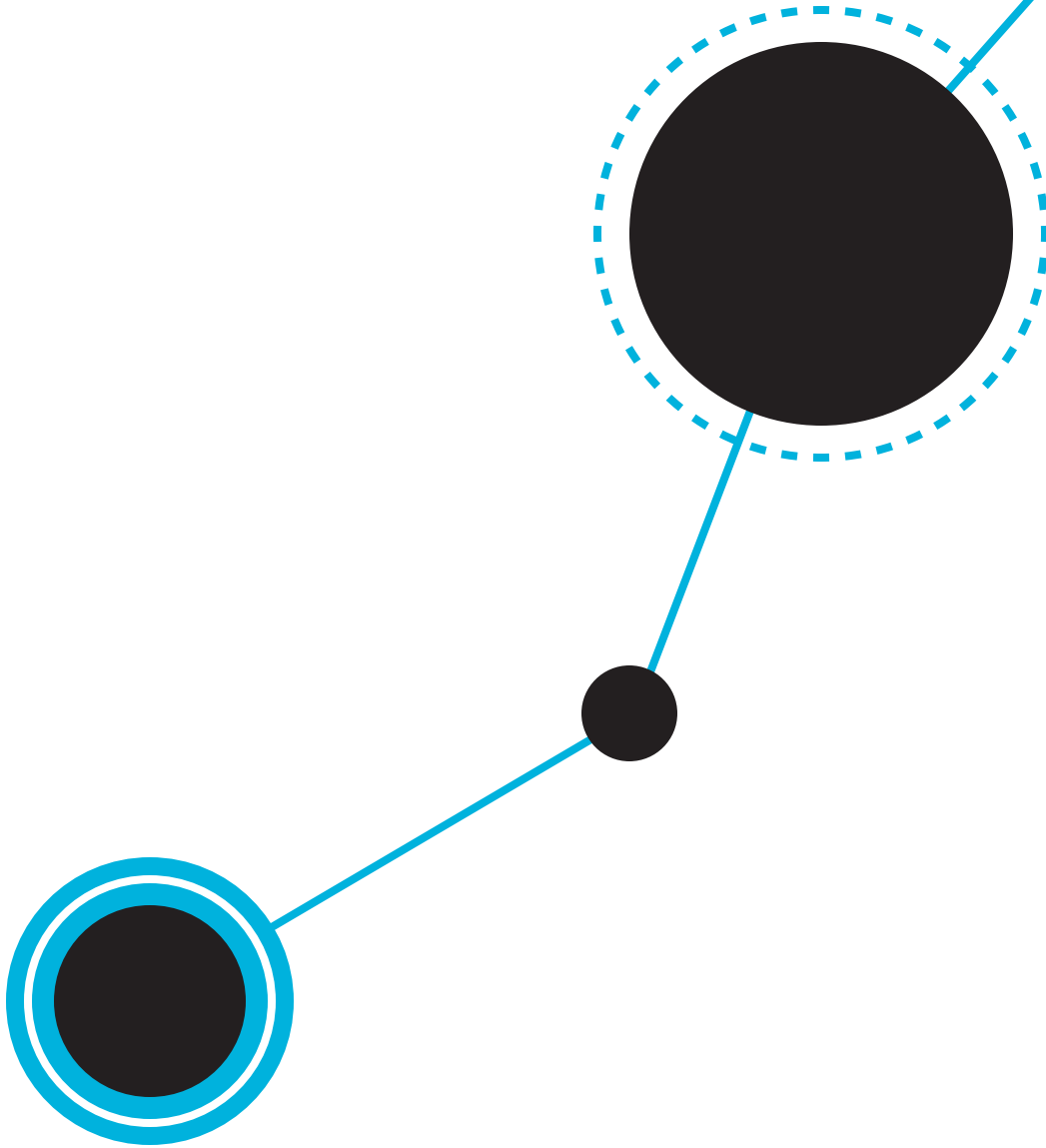
2016 adopted General Fund budget	\$177,883,061
2017 preliminary General Fund revenue estimate	\$180,346,155 (2.4%)
Estimated revenue increase	\$2,468,522 (2.4%)
Estimated additional General Fund costs	\$4,812,941
Difference	\$2,344,419

2017 Budget Engagement Schedule

- January 12** Convened Mayor's Advisory Council on Multicultural Affairs on priorities and strategies related to racial equity, diversity and multicultural affairs.
- January 28** Reconvened transition team to review first-term achievements and discuss areas for improvement and ongoing priorities.
- February 12** Delivered State of the City Address and engaged attendees on priorities.
- February 17** Engaged citizens at the Shadle Public Library in discussion about the State of the City and budget priorities.
- February 18** Engaged citizens via a Telephone Town Hall discussion and over social media about the State of the City and budget priorities.
- February 29** Engaged citizens at the South Hill Public Library in discussion about the State of the City and budget priorities.
- March 1** Engaged citizens at the Hillyard Public Library in discussion about the State of the City and budget priorities.
- March 23** Engaged citizens at the Hillyard Neighborhood Meeting in a discussion about transportation priorities and economic development in northeast Spokane.
- May** Established the Housing Quality Task Force to discuss affordable housing needs and priorities.
- August 3** Convened the Mayor's Advisory Council on Economic Vitality in a discussion about growing economic and job opportunities in Spokane.
- Sept/Oct** Engage neighborhoods in 2017 Program Budget discussion and reconfirm priorities.
- Sept/Oct** Conduct study sessions with City Council on individual program sections.
- September** Deliver overview of the 2017 Program Budget to City Council's Finance Committee.
- September 7** Publish 2017 Program Budget to the City's website and re-launch MySpokaneBudget.org, an interactive tool to engage the community in reviewing the proposal.
- September 14** Review budget plans with Plan Commission for consistency.
- September 22** Convene the Mayor's Advisory Council on Budget and Finance to discuss the 2017 Program Budget.
- October** Convene the Mayor's Advisory Council on Multicultural Affairs to discuss 2017 Program Budget.
- November** Begin public budget hearings with City Council.
- November 1** Deliver 2017 Line-Item Budget to City Council.
- December 31** Deadline for City Council to adopt 2017 budget.

Program Outline

Program Outline



Program Outline

Community, Health, and Environment

Capital Improvements 2015 Parks	3
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Library	23
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Parks and Recreation	31

Finance & Technology

Accounting	3
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Employee Benefits	27
Finance	31
Grants Management	43
Human Resources	47
Information Technology (IT)	61
IT Capital Replacement Fund	85
Risk Management	89
Unemployment	93
Workers Compensation	97

Planning and Economic Development

Code Enforcement	3
Community and Neighborhood Services Division	13
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Community Development & Human Services	31
Development Services Center	61
Economic Development	77
Historic Preservation	81
Intermodal Facility	85
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Miscellaneous Grants Fund	93
My Spokane	97
Office of Neighborhood Services (ONS)	107
Office of Youth	111
Parking Fund	115
Planning Services	119
Traffic Calming Measures	127
Under Freeway Parking	131
University District LRF	135
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Public Safety

Combined Communications Building	3
Combined Communications Center	7
Fire/EMS	11
Forfeitures & Contributions	55
Local Law Enforcement Block Grants	59
Police	63
Public Safety & Judicial Grant	113

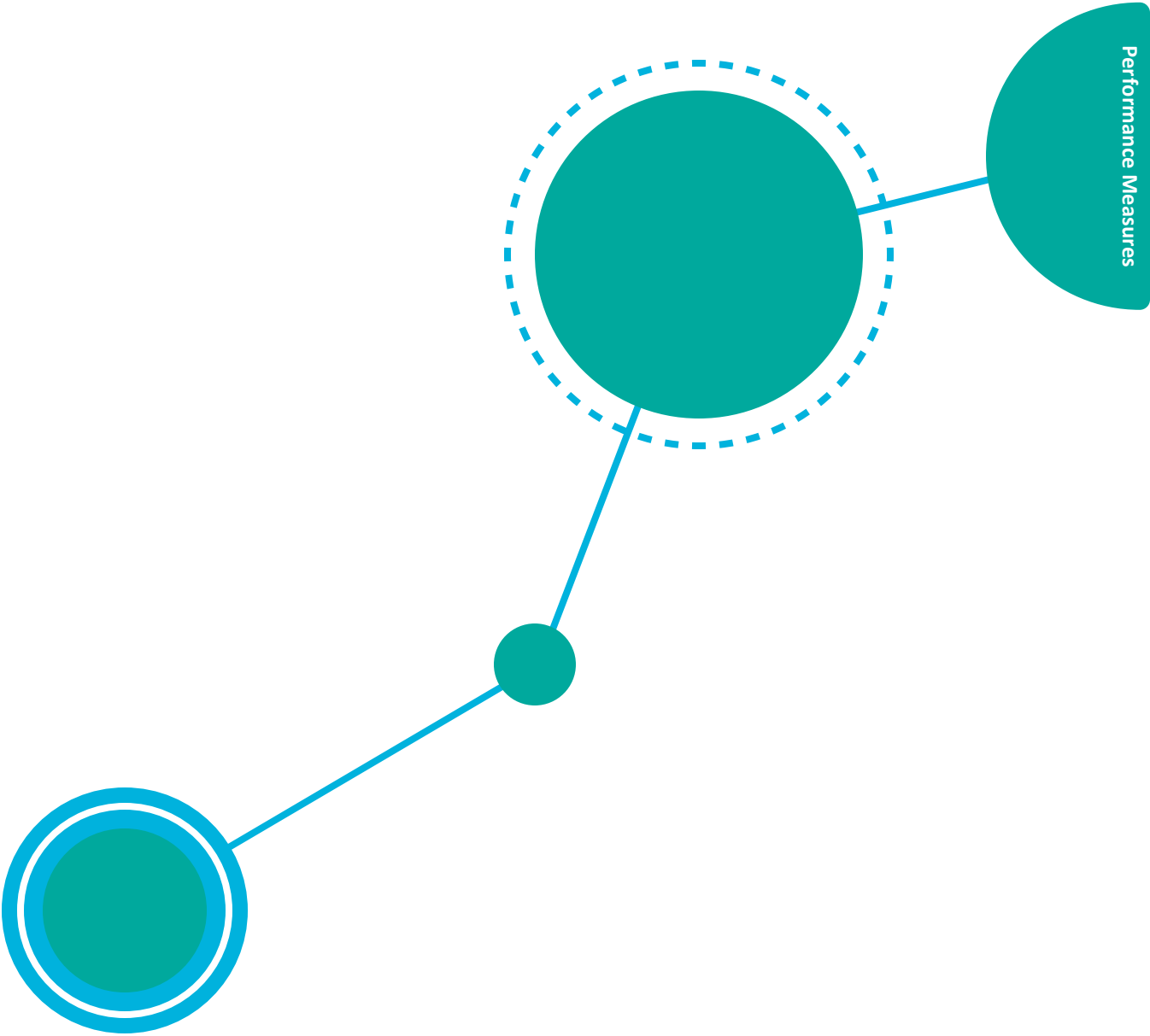
Public Works

2004 UTGO Street Bonds	3
Arterial Street Fund	7
Engineering Services	11
Environmental Programs	21
Fleet Services	23
Integrated Capital Management	37
Paths and Trails	49
Public Works and Utilities	53
Real Estate Excise Tax Fund	61
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Wastewater Collections and Maintenance	135
Wastewater Management RPWRF	145
Water & Hydroelectrical Services	155
Water/Wastewater Debt Service Fund	171
Water/Wastewater Revenue Bond Fund	174

Stand Alone Departments

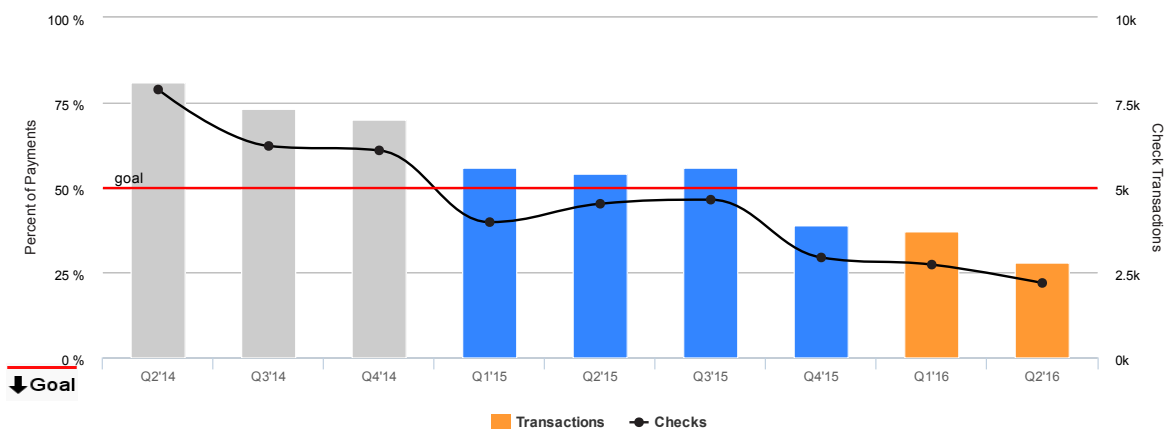
457 Deferred Compensation Fund	3
Channel 5 / PEG Capital	7
City Clerk	11
City Council	15
Civil Service	19
Criminal Justice Assistance Fund	23
Firefighters Pension Fund	27
General Fund Allocations	31
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Police Pension Fund	101
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Public Defender	113
Reprographics	123
Retirement (SERS)	127
Spokane Regional Emergency Communications System (LEIS)	135
Trial Court Improvement Fund	141

Performance Measures



Accounting

Percent of total payment transactions made via checks.



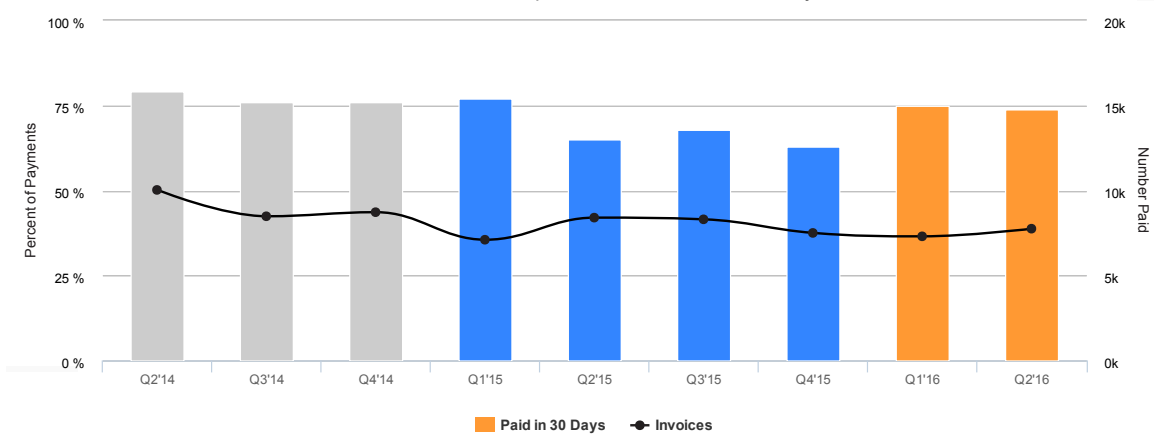
Kim Bustos,
Accounting
Director

Reducing usage of checks and instead using credit cards and ACH will save the city money in processing. Checks cost approximately \$0.64 each, while an ACH payment costs \$0.05. The goal is fewer than 50 percent of payments made with checks.

Although we continue to require new vendors to utilize ACH, the major initiative for Q2 was to change the payment section on our contract templates to require ACH. Legal updated the minor contract templates already, and we are currently in the process of updating the Minor Contract Summary (blue sheet form) to include a checkbox related to ACH verification.

Accounting

Percent of invoices paid to vendors within 30 days.

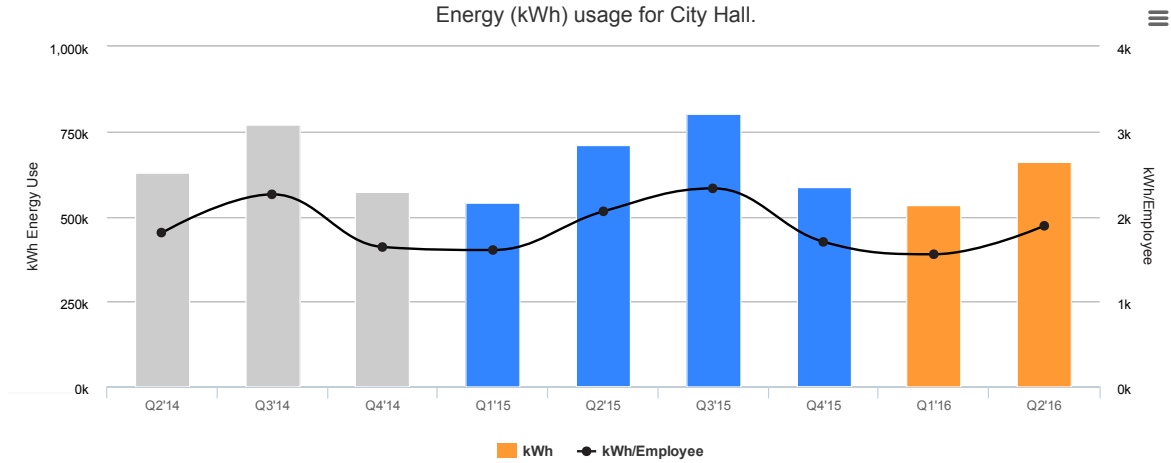


Kim Bustos,
Accounting
Director

Vendors appreciate timely payment for their goods and services. This measure only includes payments via check and ACH, as credit card payments are made at the time of purchase.

During Q2, we finalized selection of a consultant to perform a procurement and contracting assessment. The expected outcome is that the consultant will provide the city with a list of policy and process improvements that will improve the city's procurement efficiency. In Q1 of 2016, the city created 168 minor contracts and 243 agenda sheet contracts.

Asset Management



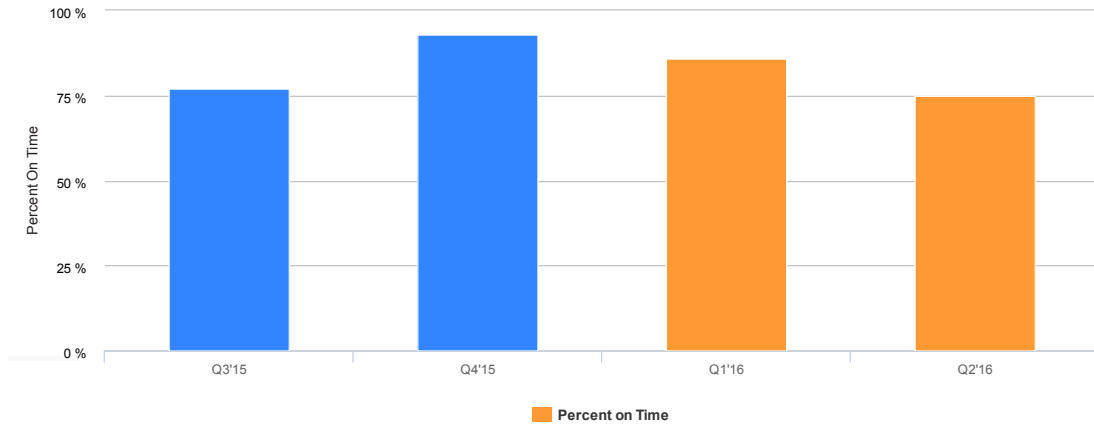
Ed Lukas,
Director, Asset
Management

Improving energy performance of our facilities provides for effective use of taxpayer resources and supports environmental stewardship. Lighting, computer equipment, and air handling are significant electrical uses, but the air conditioning in summer drives the peak electrical use. In winter City Hall is heated with natural gas.

Asset management continually seeks ways to improve energy conservation in city-owned properties. In Q3, for instance, we will replace existing fluorescent light tubes in City Hall rated at 30 watts each with LED lights that use 15 watts. Since there are over 4,000 light tubes in City Hall, this action alone will potentially reduce power consumption by up to 60,000 watts. Using a rebate program by Avista, the City will realize a payback of its investment in only 10 months.

CHHS

Percent of invoices turned around in three business days



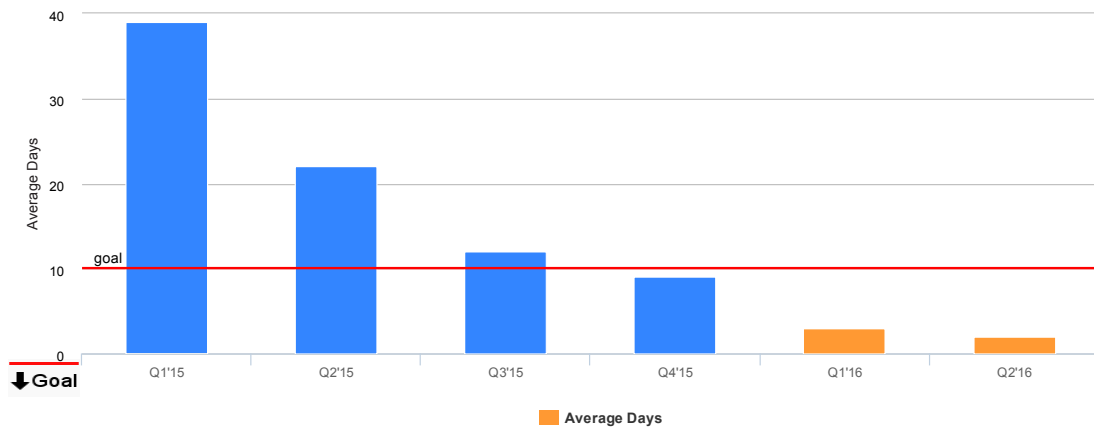
Rob Crow,
Manager,
CHHS

Timely receipt of payments is critical for any organization, but especially so for non-profits. Our goal is to review and forward all invoices received within 3 business days to be processed for payment.

The grants invoiced in this period were different from previous years' which caused several issues that had to be resolved. As a result, there were 6 invoices from the same agency for 2 different awards that required additional clarification. Excluding these 6 invoices would have resulted in 95.5% on time and .57 average days.

CHHS

Average time to close HMIS support tickets.

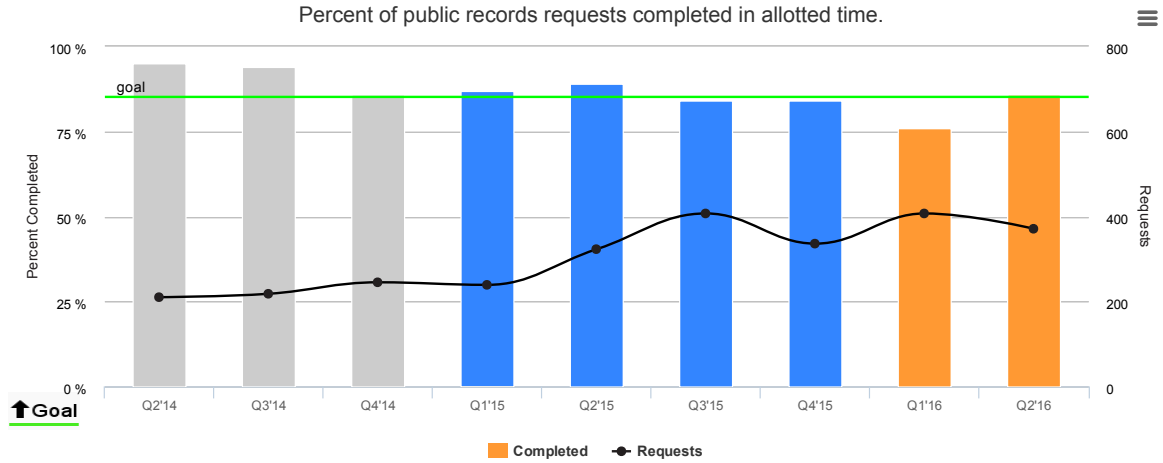


Rob Crow,
Manager,
CHHS

The Homeless Management Information System (HMIS) entry is required of agencies receiving several sources of homeless funding through our department. This data is collected across the nation and allows standardized, system wide, performance measurement. The data available as a result of this effort assists not only the City in our strategic planning efforts, but also our agency partners in theirs as well. Timely response to support tickets helps agencies ensure complete and accurate data reporting.

The goal for support ticket closure is 10 days which includes the time for responses from the City's support when issues need to be escalated. Though the goal of this measure is closure time, it is important to note the reduction in volume. This reduction is in large part the result of new training and support strategies employed this quarter.

City Clerk



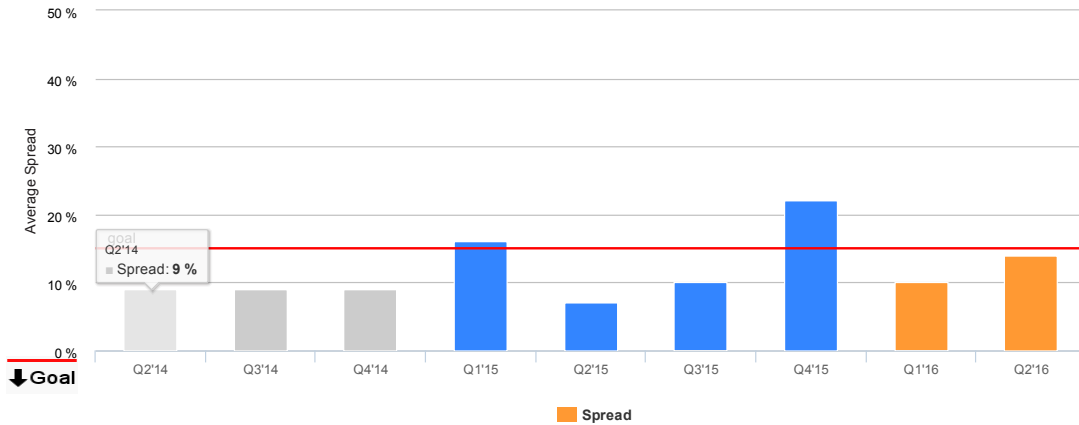
Terri Pfister,
City Clerk

Customers expect records to be delivered within their quoted timeframe, which is determined by staff and varies with each request's complexity. The goal is to complete 85% of requests on time.

The number of requests received in Q2-16 increased by 15% compared to the number of requests received in Q2-15. We saw a 14.7% decrease in the number of requests this second quarter compared to the first quarter (or a reduction of 57 requests received in Q2-16 compared to Q1-16), and we met the goal of completing requests in the allotted time frame which averaged at 85.67 percent for the second quarter.

Engineering

Average spread among three lowest bidders for construction projects.



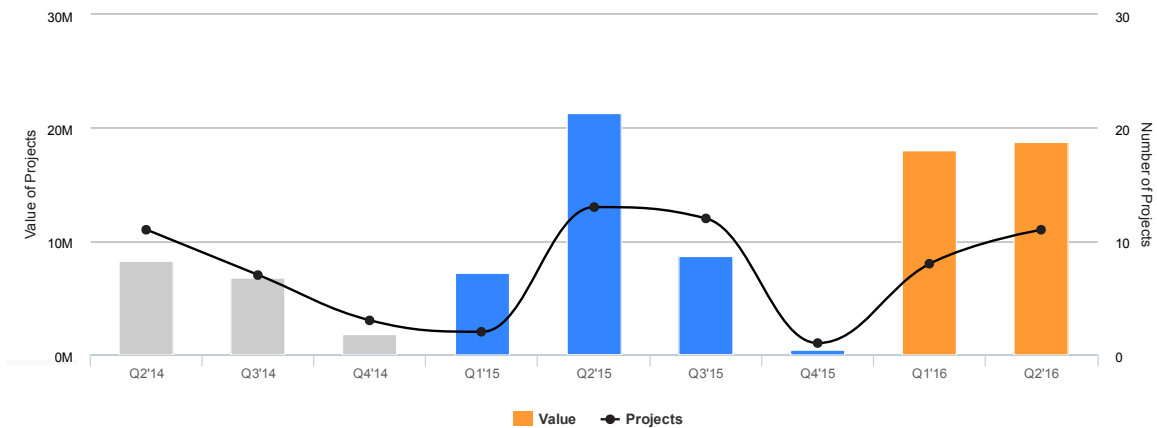
Kyle Twohig,
Operations
Manager

Having a tight spread among the lowest bidders indicates engineers thoroughly described the project. The goal is to have the three lowest bids within 15 percent of each other.

Q2 of 2016 was another huge quarter for the Engineering Services Department, releasing 11 projects worth nearly \$19 million. Our bid spread increased as compared to quarter 1, which is an expected trend, but still met our goal. We were fortunate to continue receiving competitive bids, despite decreased bid volume on many projects. Our design teams have been very proactive in promoting competitive bids, keeping project advertisements on schedule and early, keeping contractors informed of projects, and also using some creativity in project scheduling. Last quarter, we were concerned about a few projects receiving very few bids. This concern was indeed very real, however we were fortunate that the reduction did not inflate our pricing. Other owners were not as fortunate as the City with regards to bids received in Q2. This issue of contractor capacity is with us moving into the rest of the summer as projects bid later in the season may not receive sufficient bidding competition to keep prices down. Contractor manpower to complete projects on time is a growing concern with the volume of work in the community. To combat this, we have introduced some scheduling flexibility into the last few projects advertised. This has increased our bid coverage and kept pricing competitive for City projects.

Engineering

Dollar value of construction projects released.

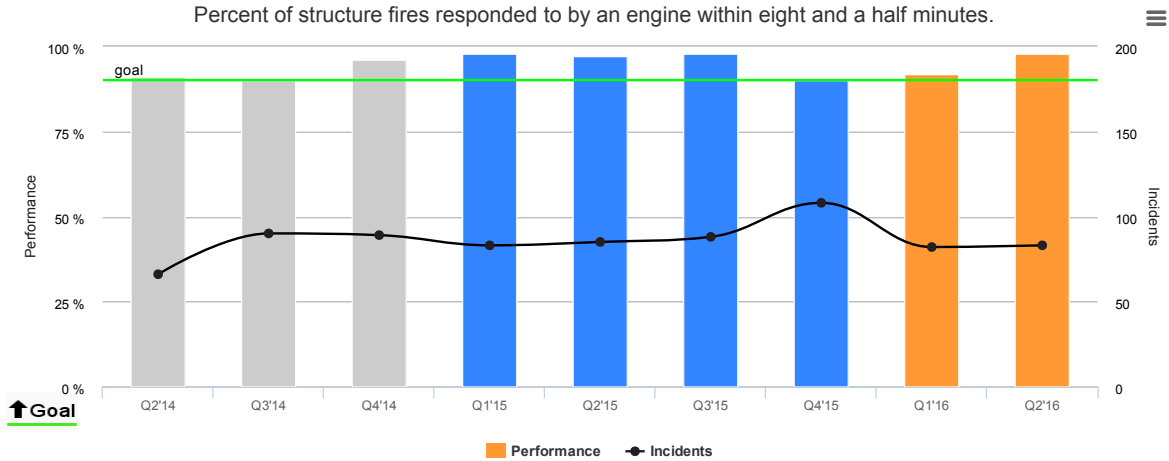


Kyle Twohig,
Operations
Manager

Construction projects improve services / infrastructure for citizens, and also stimulate the local economy.

Back to back quarters near the all-time record for volume of capital project work released bodes well for the local economy. This is likely the largest volume of capital project work released by the City of Spokane for a single construction season. Fortunately, we received excellent bid pricing despite the considerable amount of work released and fewer bids on average per project. The design teams did an excellent job identifying project candidates that could allow schedule flexibility and opportunities for work during winter months. This was critical for keeping bid prices down as it allows for more normalizing of the contractor workforces. We heard consistent feedback from the contracting community that this flexibility allowed them to bid projects they otherwise would not have been able to, and their pricing reflected this.

Fire

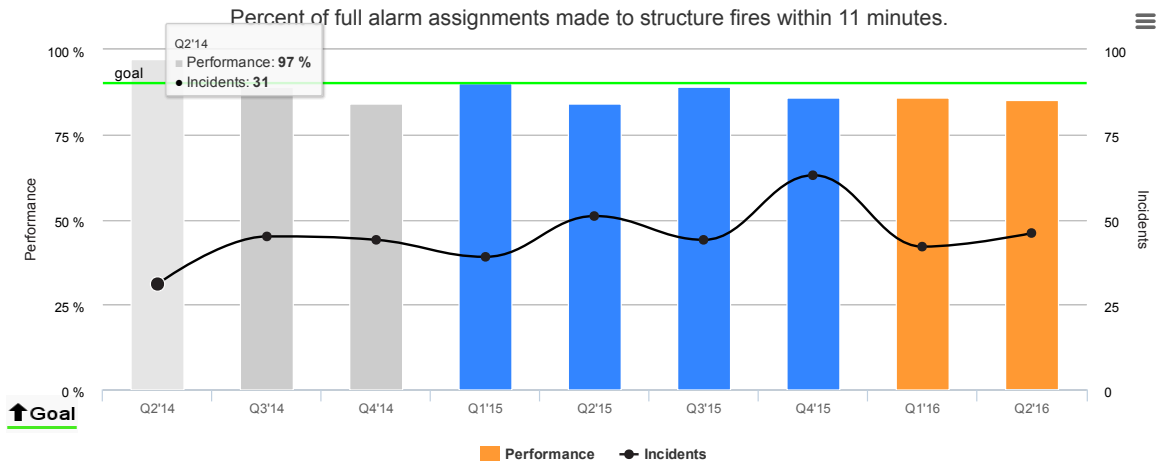


Bobby Williams, Fire Chief

A timely response is necessary to provide sufficient resources to minimize the impacts of fire to life and property. The goal is to arrive to at least 90 percent of these incidents within 8:30.

The number of structure fires for the quarter remained about the same (+1). Response times for the Quarter improved with the 1st Engine arriving in 7 min 03 sec, 90% of the time.

Fire

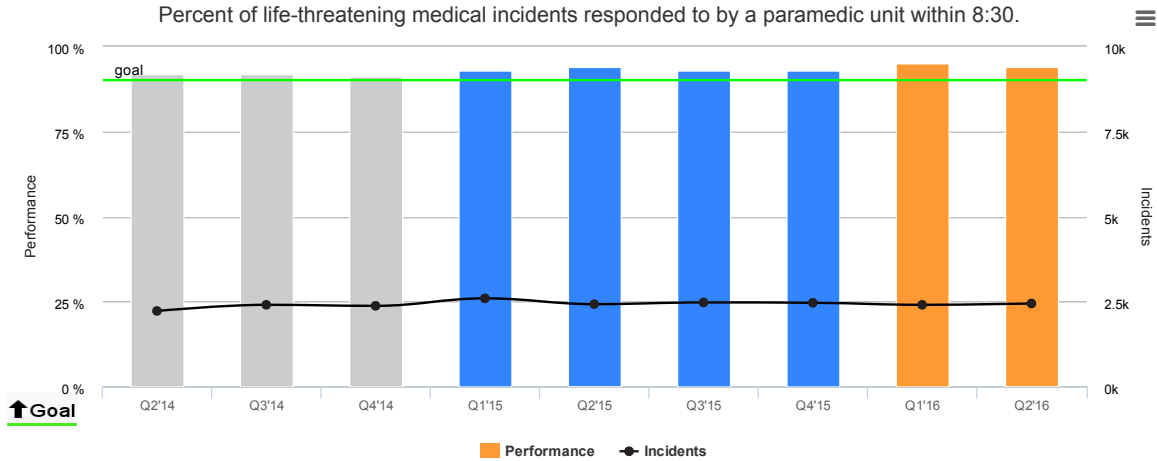


Bobby Williams, Fire Chief

A full alarm assignment of at least 16 firefighters needs to be on the scene of a fire in order to make the most effective fire attack. The goal is to assemble an effective response force at 90 percent of these incidents within 11:00.

The number of structure fires that necessitated a full assignment arrival, was up by +4 from the previous quarter. While response times improved for the quarter, SFD fell short of meeting the 11 minute goal by approximately 36 seconds, 90% of the time.

Fire

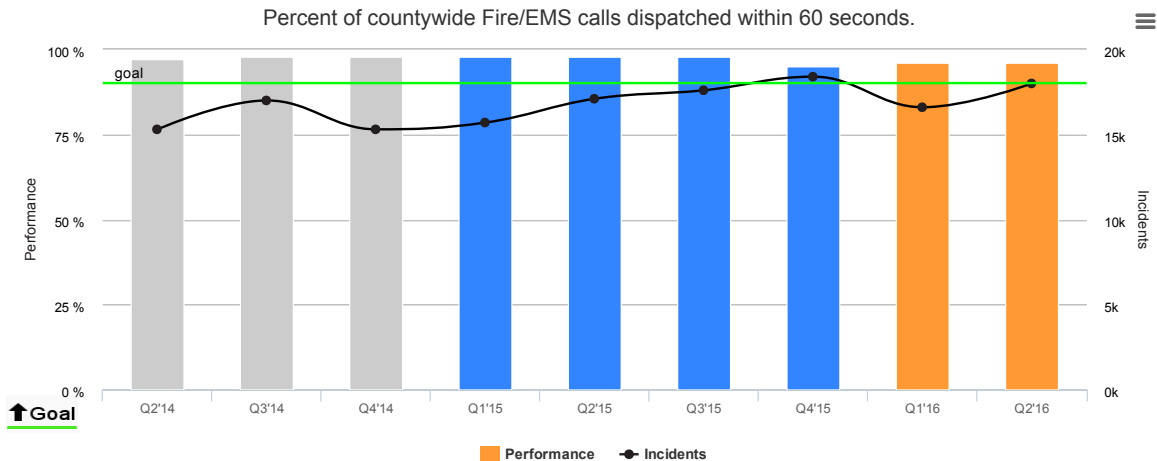


Bobby Williams, Fire Chief

Life-threatening medical incidents require prompt paramedic intervention to stabilize patient conditions while increasing survivability and improving the patient's health situation. The goal is to respond to at least 90 percent of these incidents within 8:30.

The number of life threatening medical incidents increased by approximately 2% during the quarter. The FD met the performance measure of 8:30 seconds during the quarter with the first SFD Paramedic on the scene in 7 minutes 48 seconds. This was a 10 second decline from the previous quarter.

Fire



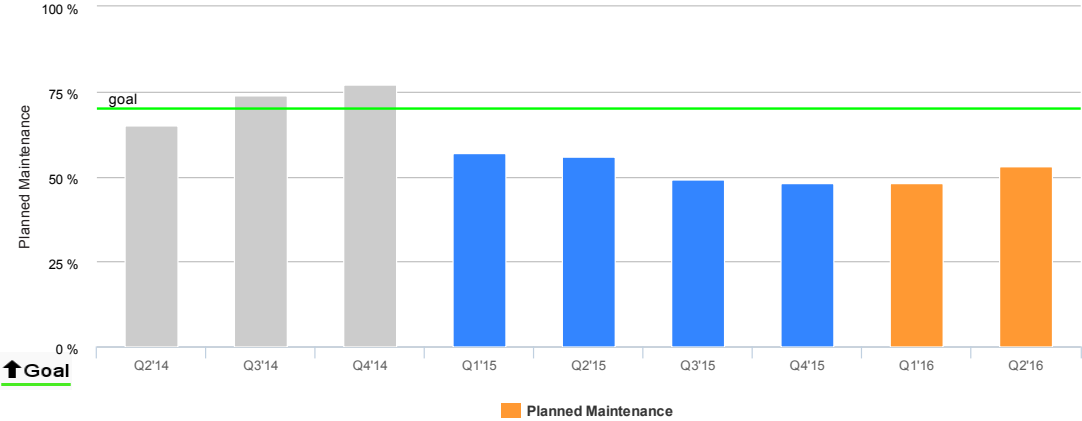
Bobby Williams, Fire Chief

Calls must be triaged, processed, and dispatched promptly to get field responders on their way quickly to provide the best chance for the rapid initiation of services striving to achieve a successful incident outcome. The goal is to dispatch 90 percent of all calls within 60 seconds.

The quarterly dispatch call volume was up approximately 8.1% over the 1st quarter of 2016 but was significantly higher (+17.4%) than the same quarter a year ago in 2015. CCC communications specialists received and dispatched almost 18,000 calls during the quarter in 60 seconds or less, 95.6% of the time.

Fleet Services

Planned VS unplanned maintenance.



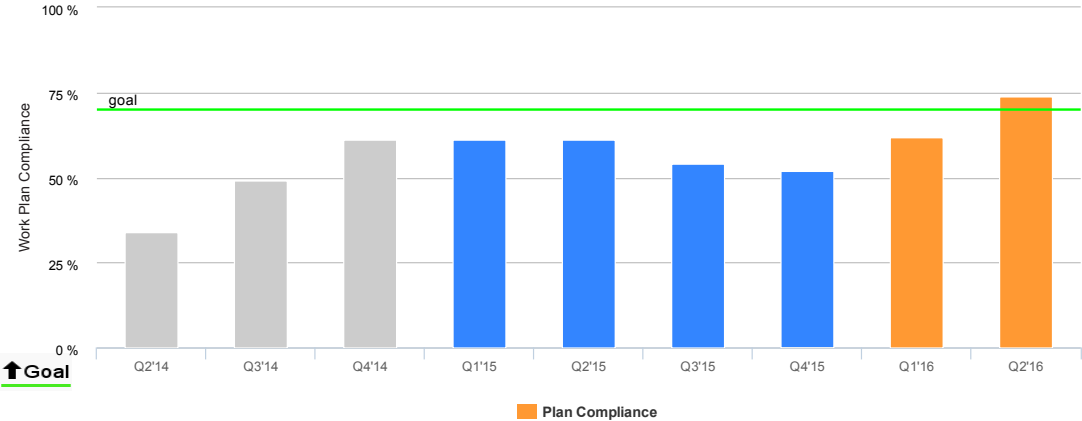
Gene Jakubczak, Director

Adhering to a maintenance plan helps prevent deferred maintenance issues. The goal is to have greater than 70 percent of work to be planned so we can provide our customers with a safe and reliable vehicle for their operations when needed.

We made significant strides moving up 5% from last quarter. Much of this is due to our strong emphasis on our Preventive Maintenance (PM) program, but also we are encouraging departments to schedule non-PM work so we can schedule the work for our technicians and avoid the "peaks and valleys" common to fleet maintenance. We are also continuing to develop and revise our Standard Operating Procedures (SOPs) so the entire department is working towards the same goals and objectives.

Fleet Services

Preventive maintenance work plan compliance.



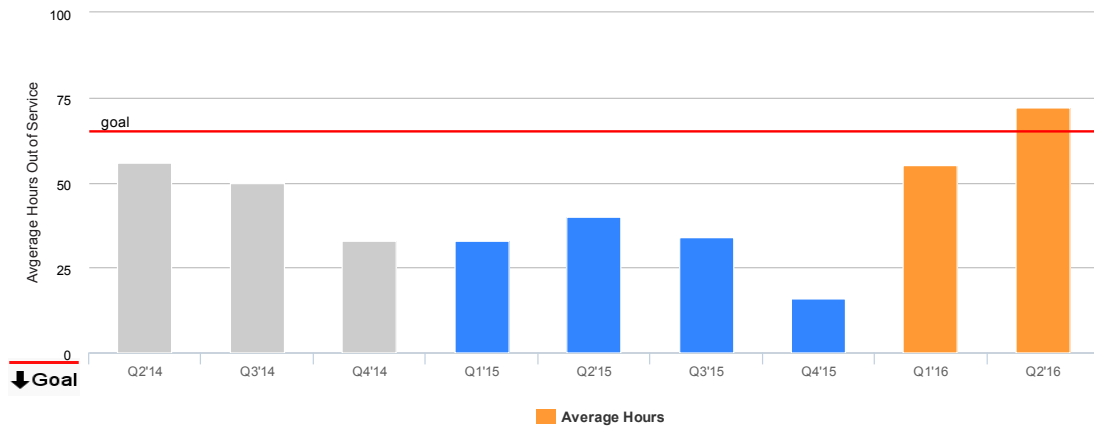
Gene Jakubczak, Director

Preventive Maintenance is a proactive approach to identify and repair issues before they cause a breakdown through a systematic inspection, detection, correction, and prevention of incipient failures. Our goal is greater than 70% of maintenance being preventive versus breakdown maintenance. This is the high end of the industry standard.

We increased again this quarter 9% from last quarter, largely due to better shop communication, a strong effort in outsourcing and overtime, and consistently monitoring when PMs need to come in to the shop. We have finally exceeded our goal and will continue our more efficient process in an effort to identify and repair issues before they breakdown, triggering our PM numbers to stay around our goal.

Fleet Services

Average number of hours out of service for vehicle repairs.



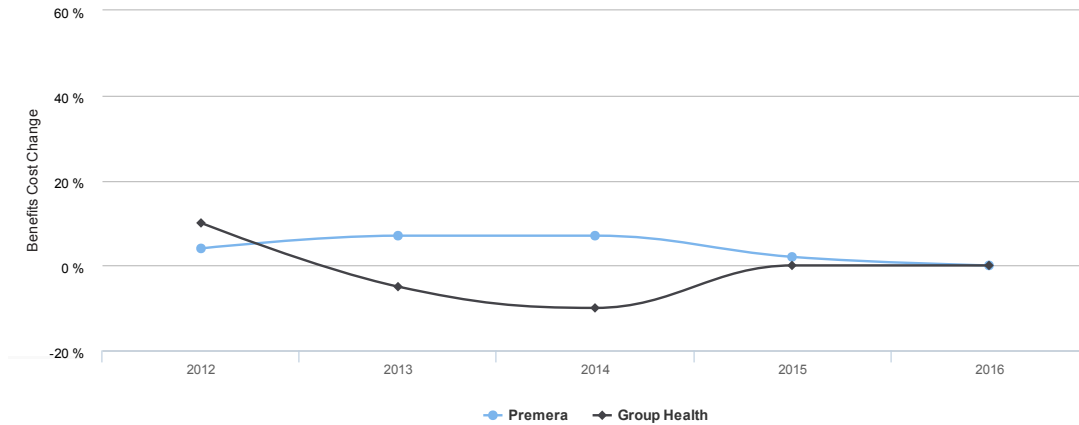
Gene
Jakubczak,
Director

Vehicles should be repaired as quickly as possible to avoid impacts to services. The goal is to keep the average out of service time below 65 hours per shop visit.

The average out-of-service hours this quarter is quite higher than last at 72 hours. With the focus being on preventive maintenance this last quarter, the more in-depth repairs had taken a backseat, making them out of service for a little longer than normal. However, with the focus on the PMs and identifying issues before they become bigger issues, we will have less major breakdowns that require longer repair time.

Human Resources

Annual benefits cost change - Premera and Group Health.

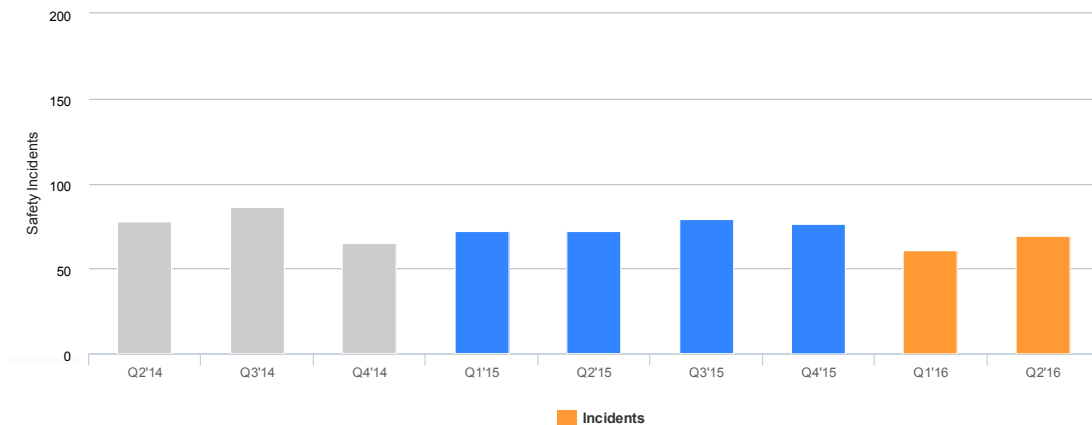


The health of our employees and their families is a top priority for the City of Spokane. Offering robust healthcare options to our employees is a focus of the organization, along with ensuring that the costs of the options are affordable and appropriate. This annual measure is used to determine strategic efforts to ensure a healthy workforce.

The annual change reported from 2014 to 2015 shows that the City's experience ratings are a direct reflection of a healthier workforce. While the nationwide average increase for healthcare is between 6% and 16%, the City is experiencing stability in the benefits costs.

Human Resources

Number of safety incidents.

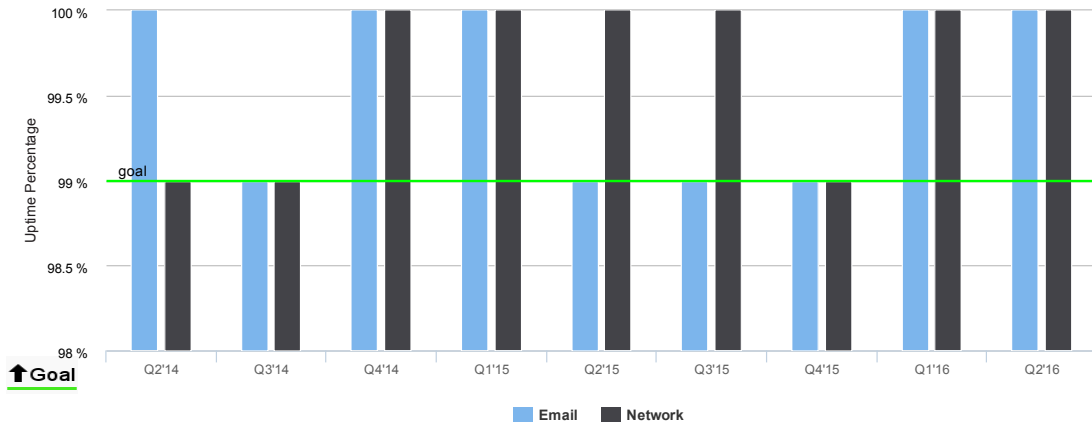


Operating a safe workplace is critical to the well-being of our employees. The goal is to continually reduce and minimize the number of safety incidents through education, training and providing the right tools for each position.

Benchmark results indicate that for an organization of this size with the specific lines of business we provide, the annual benchmark is 192, or 48 quarterly. While the City is above this benchmark goal, we have made progress in reducing the number of incidents and will continue the efforts we have started as well as focusing on a culture of safety.

IT

Uptime percentage of the City's email and network services.



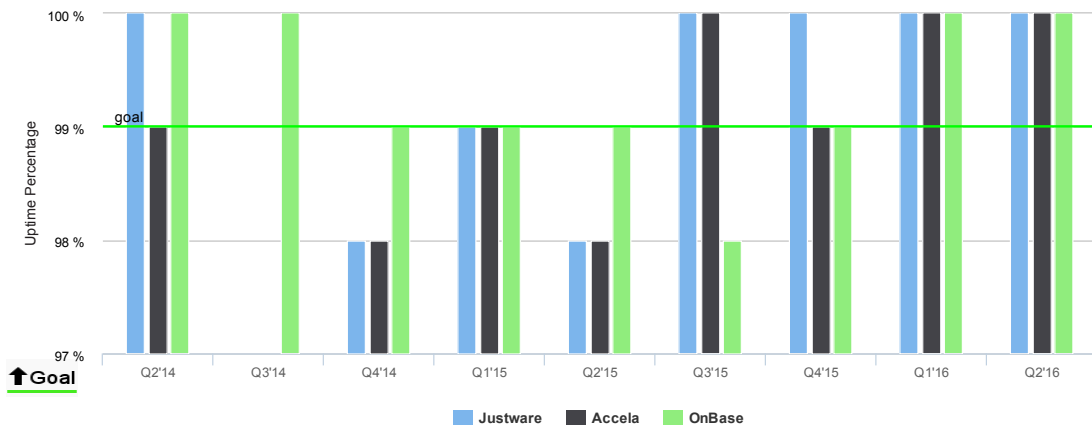
Ensuring availability of the City network and email systems is critical to all operations in the City. The goal is 99.9% uptime (down less than about two hours per quarter).

Uptime objective were met. There was extensive maintenance on the email system performed off-hours with no noted user impact. Several items of network equipment at the Public Safety complex have been replaced or identified for replacement over the next 30 days to help maintain 24/7 operations and automatic fail-over capability.

Michael Sloon,
Director

IT

Uptime percentage of the City's JustWare, Accela, and OnBase services.

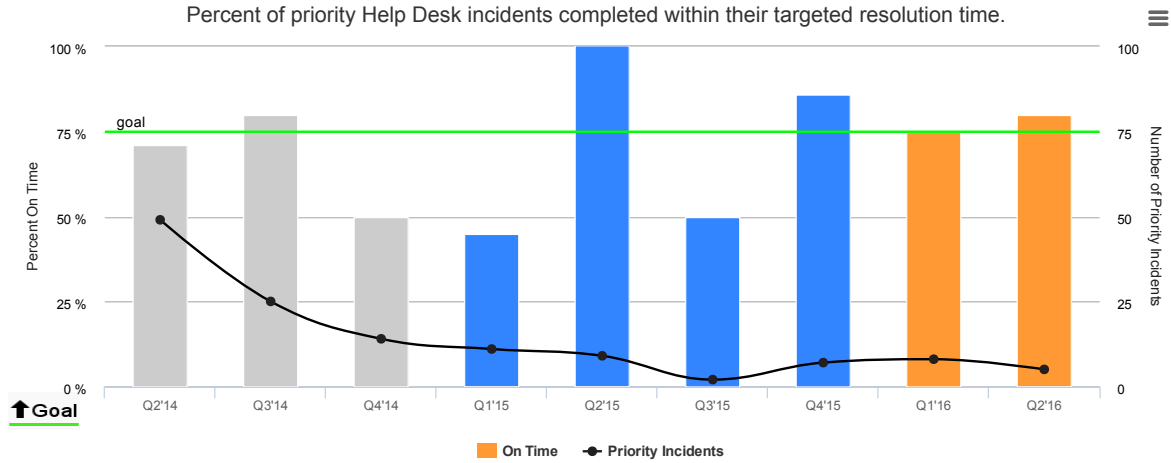


Ensuring availability of these public-facing applications is important to many operations in the City. The goal is 99.9% uptime during normal public access hours (down less than about ¼ of an hour per quarter unless an update is requested by Department during business hours and does not impact customer service levels).

Justware, Accela and OnBase had unscheduled downtime and were under the desired goal for Q1. A virtual server issue contributed to all three systems for 1-2 hours. The Accela file storage limit was reached requiring allocation of additional storage. One cloud service for the parking system was impacted for two hours due to a vendor's server issue.

May Chan-Palmer

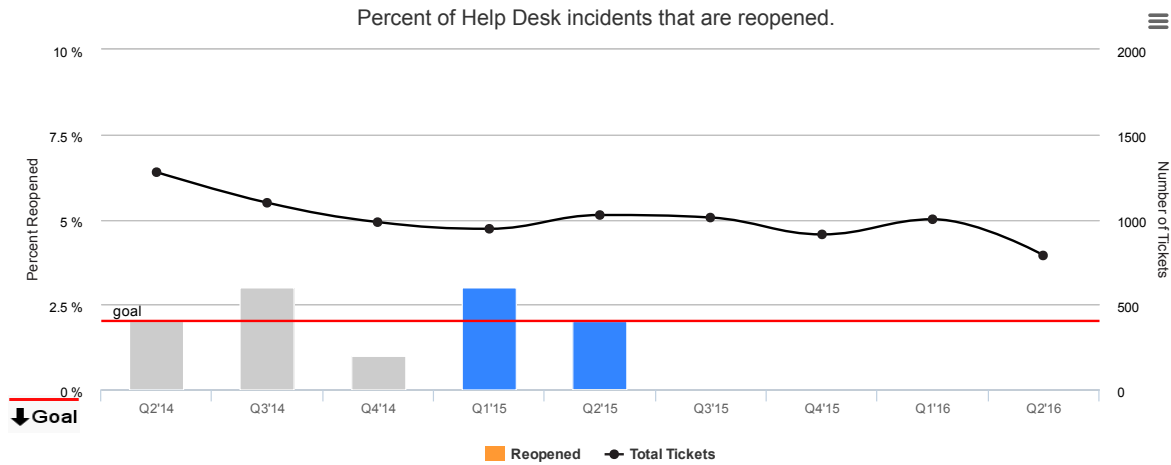
IT



Kenn Freeman

Making sure that IT is responsive to City users is an important customer service metric. The goal is resolving 75% of the incidents within the target resolution time based on a customer set priority scale of 1 (one hour) to 5 (one week) target resolution time.

IT

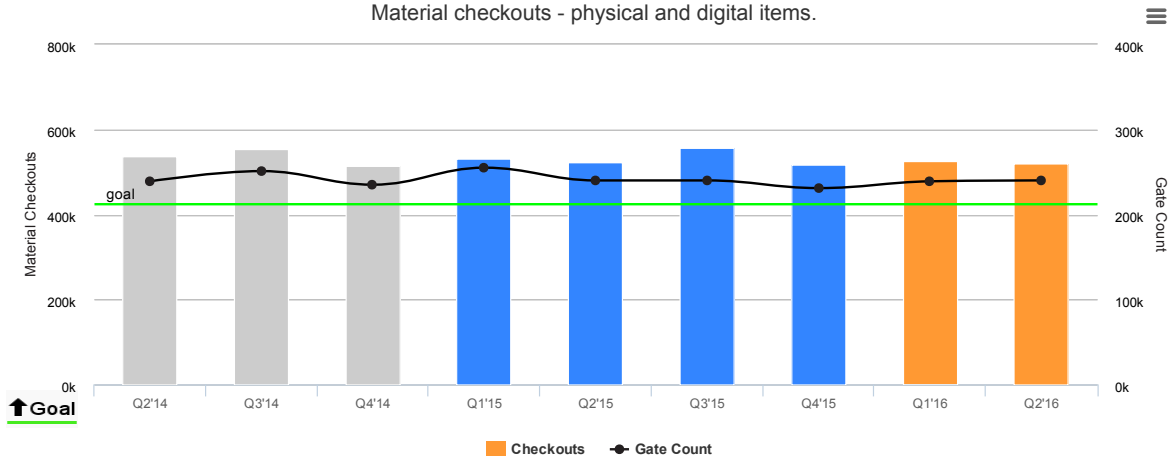


Kenn Freeman

Getting an issue fixed the first time is another important indicator for customer service. The goal is 2% or less reopened incidents.

Library

Material checkouts - physical and digital items.



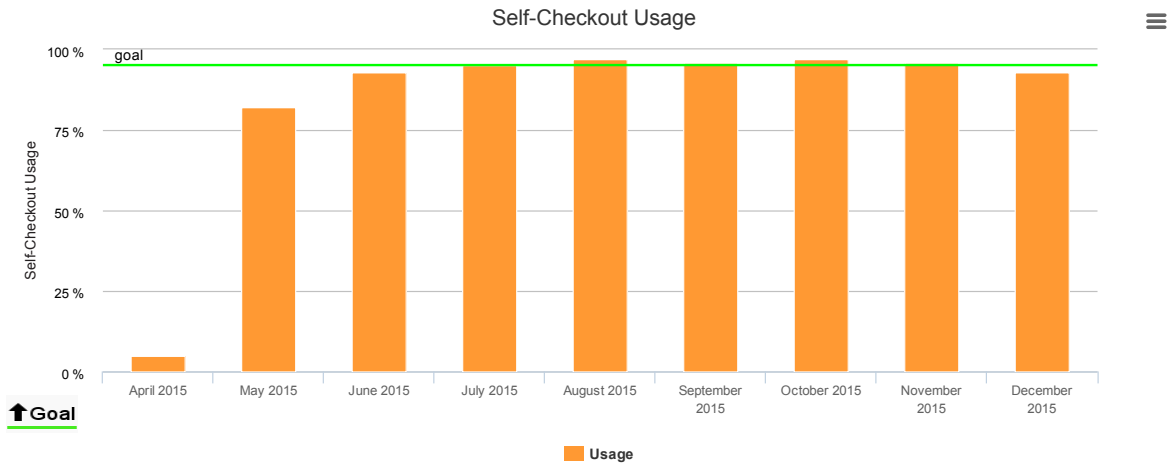
Andrew Chanse, Director

Delivering high quality education for all is the core function of the library. Customer borrowing is one way we provide educational opportunities to the public. The goal is 425,000 checkouts per quarter, or 1.7 million per year.

We continue to achieve our goal of delivering high quality education to all.

Library

Self-Checkout Usage



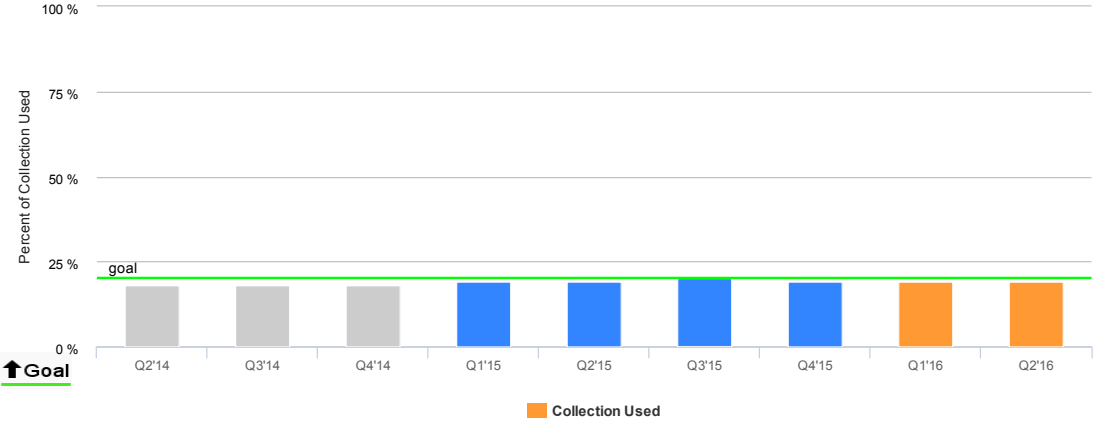
Andrew Chanse, Director

The library recently implemented new RFID-based self-service machines for use by our customers. The intent is to free up staff from transactional work to handle the more complex information and technology needs of the community. Successful implementation of the self-checks will allow staff to better serve the community.

Self-checkout usage has been consistent for Q3 and Q4. A slight decrease in usage occurred in December due to connectivity outages from Wind Storm.

Library

Percent of collection checked out (daily average for the quarter).

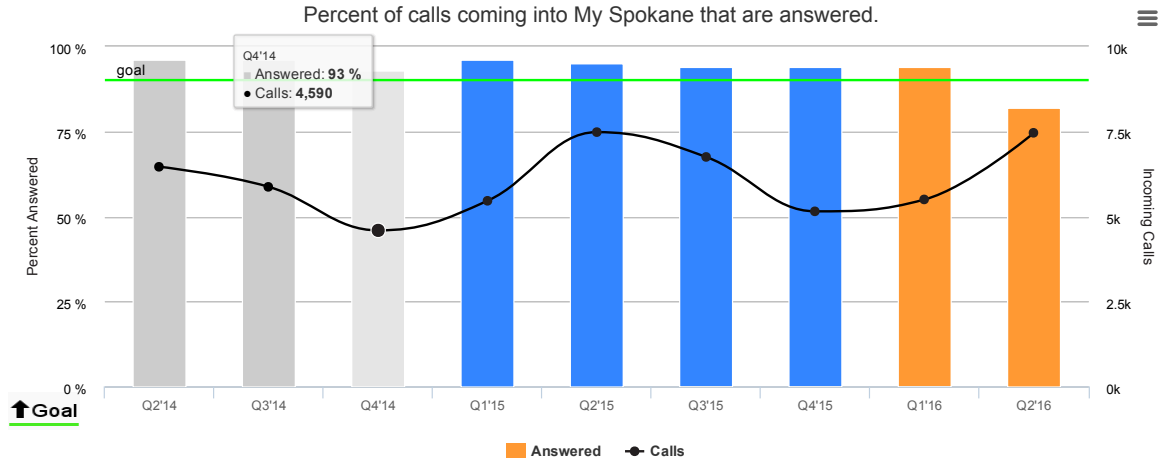


Andrew Chanse, Director

The library strives to provide materials customers find useful and relevant for reading about, learning, and discovering the world around them. The goal is to have a daily average of 20% of all physical materials checked out.

In Q2, we held steady at 19% of the collection checked out for a daily average. Internet sessions (both from library computers and Wi-Fi usage) saw a significant increase (13.5%) from Q2 of 2015 as we continue to play a role in the lives of citizens via technology.

My Spokane

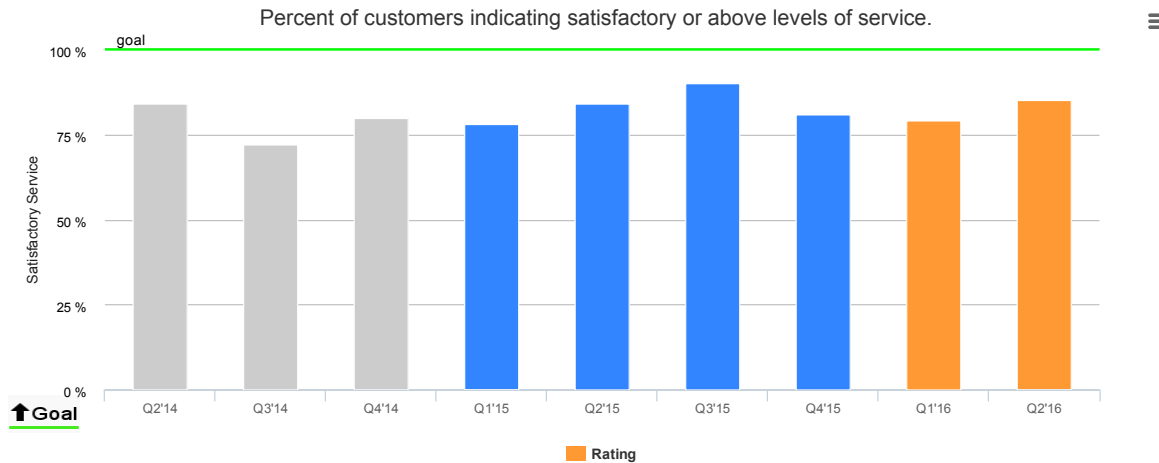


Carly Cortright,
Customer
Service
Director

My Spokane is meant to serve as the initial point-of-contact for the City. This measure indicates how many calls are answered versus go to voicemail or the caller disconnects. The goal is to answer 90 percent of calls.

We upgraded our phone system in June and experienced some technical issues, including a loss of phone music to indicate to caller they were on hold. This resulted in higher abandon rate than usual. There were also issues in reporting that have since been resolved.

My Spokane



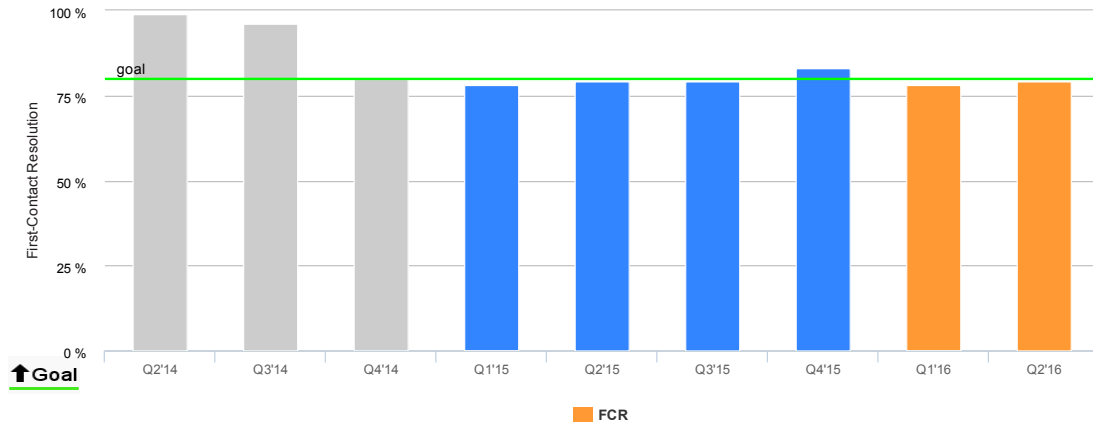
Carly Cortright,
Customer
Service
Director

Customer satisfaction is the primary purpose of My Spokane. This is measured through online customer service surveys and often involves feedback on departments beyond My Spokane after their initial contact with us. The goal is to receive a 100 percent customer satisfaction rating.

Despite the complications with getting through to a representative, our satisfaction rates were high this quarter, though we continue to examine feedback for ways to improve

My Spokane

Percent of first contact resolution (FCR).

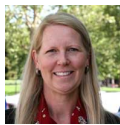
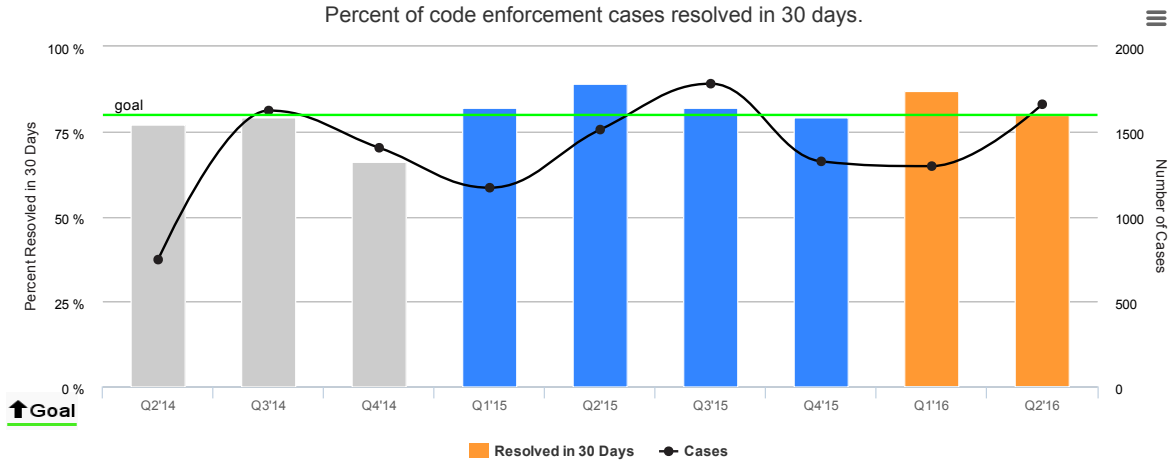


Carly Cortright,
Customer
Service
Director

We measure if we filled the customer's request on their first contact, or if we needed to transfer the call or refer them to another agency. The goal is to achieve first contact resolution 90 percent of the time.

With the launch of 311, which will be implemented by Q4 in 2016, we plan to boost our first contact resolution rate.

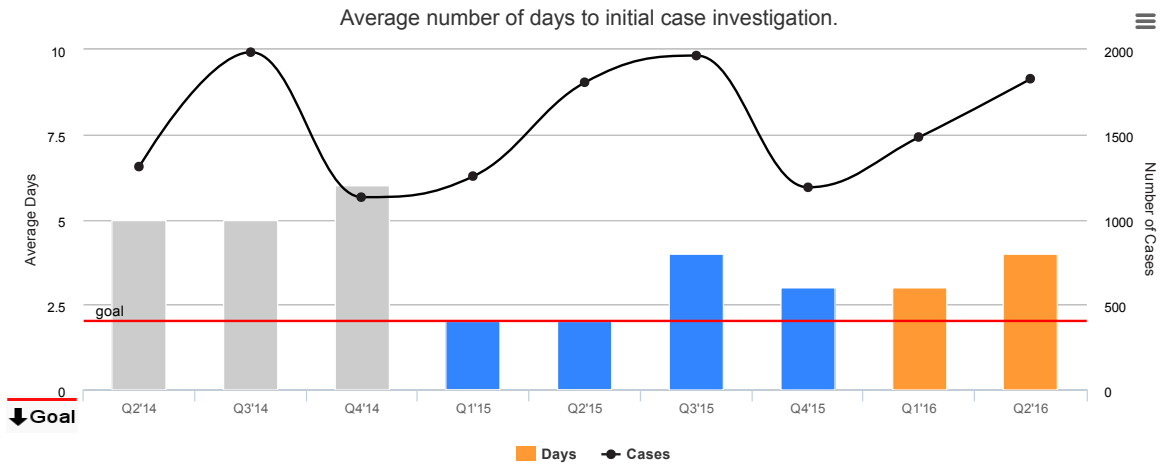
NS&CE



Heather Trautman, Director

A swift resolution is ideal for all parties involved in an issue. The goal is to resolve greater than 80 percent of cases within 30 days. At 80%, the 30 day performance measure for Q2 2016 met the performance goal but dropped from the previous quarter's 87%.

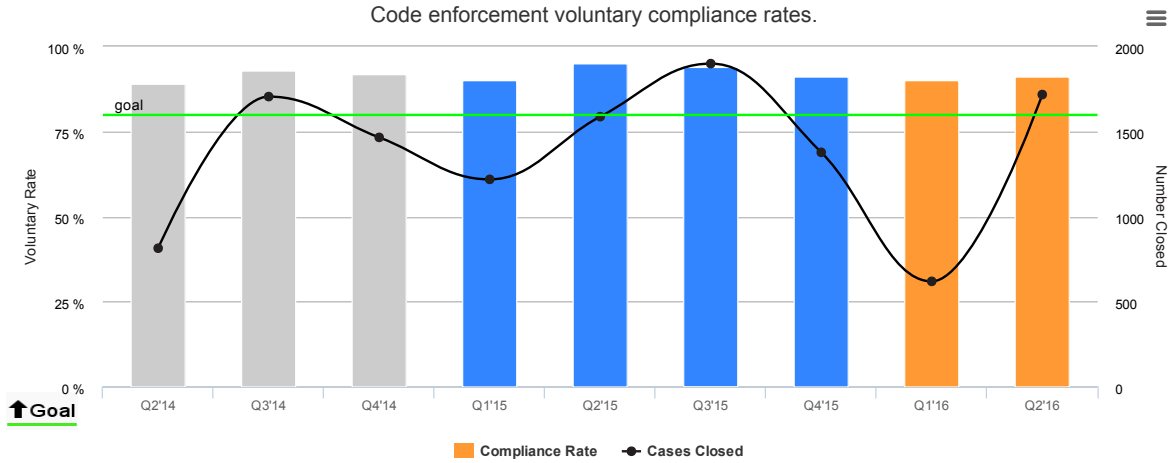
NS&CE



Heather Trautman, Director

Initial investigations should begin promptly after receiving a complaint. The goal is to begin the investigation within two days of receiving a complaint. Performance on days to first inspection for 2016 Q2 rose over both the previous quarter and one year ago.

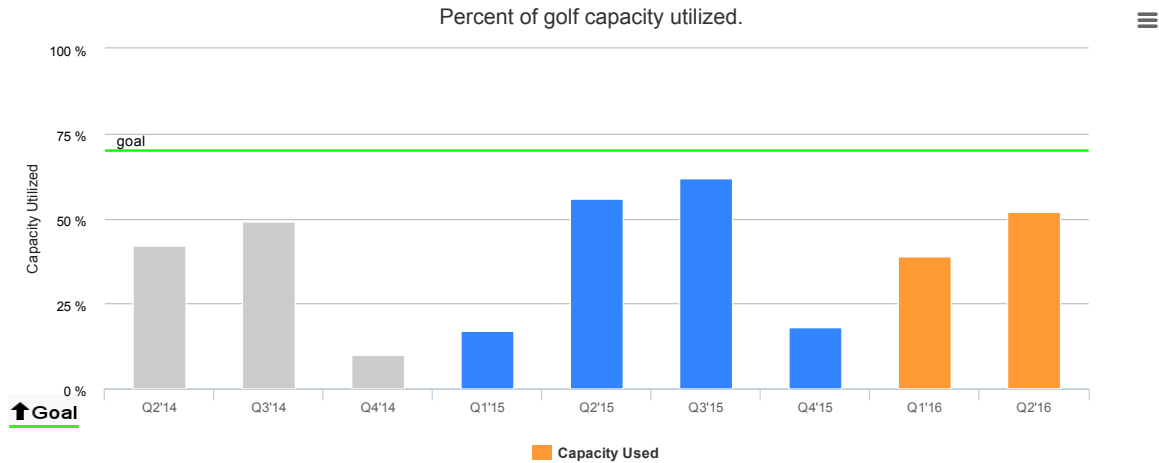
NS&CE



Heather Trautman, Director

We strive to achieve a high level of voluntary compliance. The goal is to achieve greater than an 80 percent voluntary compliance rate. At 91%, Q2 results exceeded the 80% goal and is an increase over 90% from Q1, but fell from 95% one year ago.

Parks & Recreation

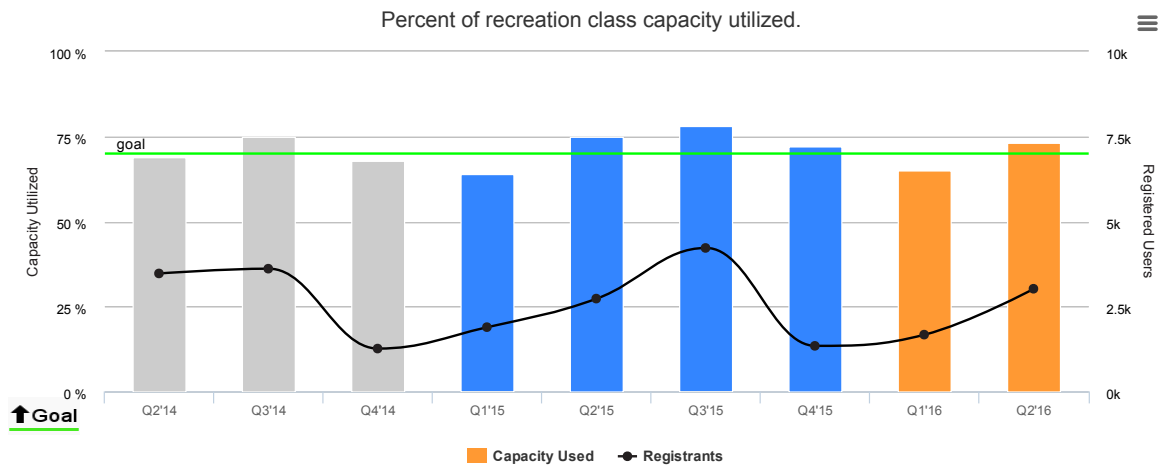


AI
Vorderbrueggen,
Recreation
Director

Golf course revenue depends upon tee times to be filled near capacity. Activity fluctuates due to the weather, especially in Q1 and Q4. The goal is to fill at least 70 percent of capacity for Q2 and Q3.

Q2 2016 achieves 52% of all available tee times (dawn to dusk) for all four City golf courses and trends ahead of the 3-year average for April, May, and June tee times.

Parks & Recreation

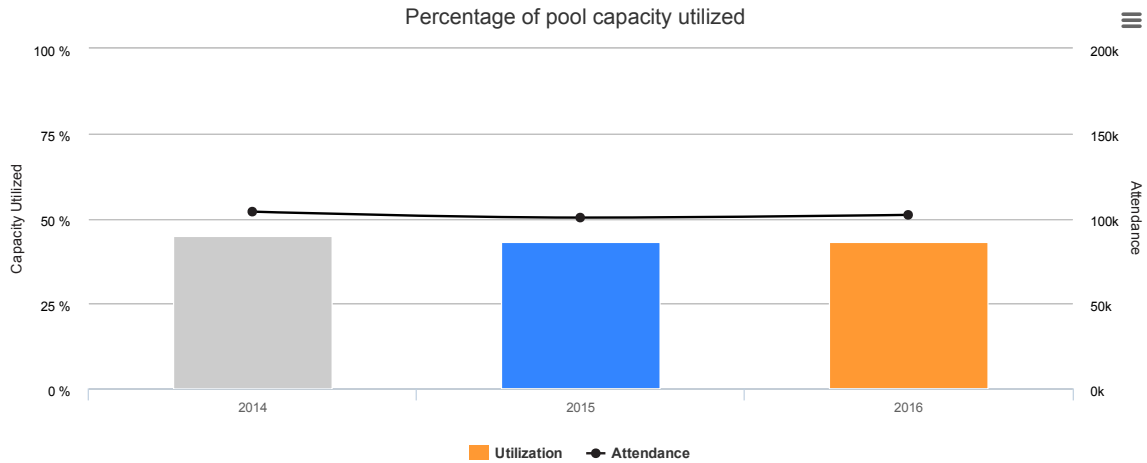


AI
Vorderbrueggen,
Recreation
Director

Recreation classes are programmed to offer relevant program offerings. The goal is to fill at least 70% of class capacity to control costs and thus offer affordable programs.

Q2 2016 achieves 73% of recreational class capacity utilization and trends with the 3-year average for the second quarter.

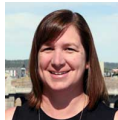
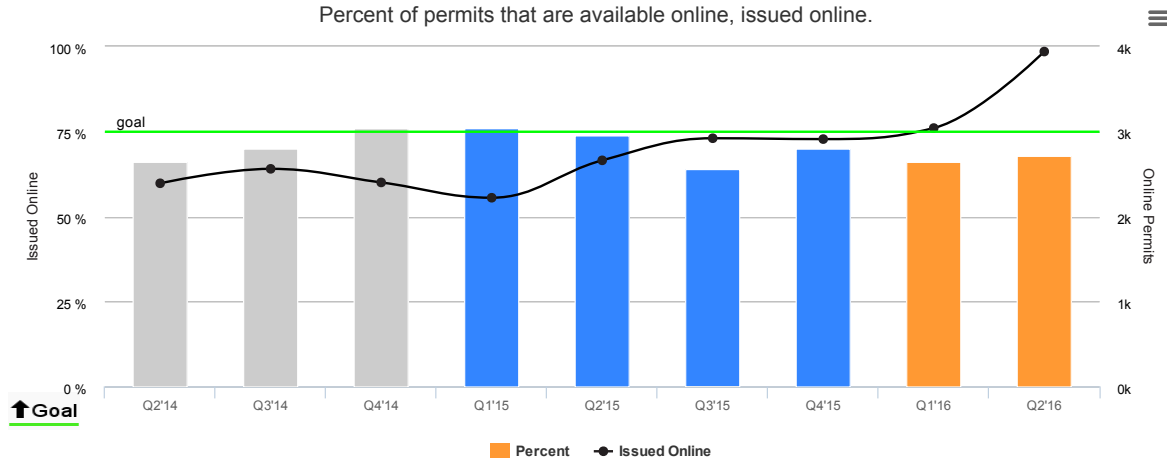
Parks & Recreation



AI
Vorderbrueggen,
Recreation
Director

The six city aquatic centers are available for use during the 10 weeks following the end of school each summer and includes water related classes, variety of open swims, and rentals. The overall percentage of pool capacity utilized for the aquatic centers is 50%. Currently the water related classes are averaging 80% capacity which leaves the biggest area for improvement in the open swim times. Efforts to change hours, offerings and programs to assist and encourage the public to use the pools has been implemented.

Planning & Development Services

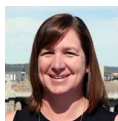
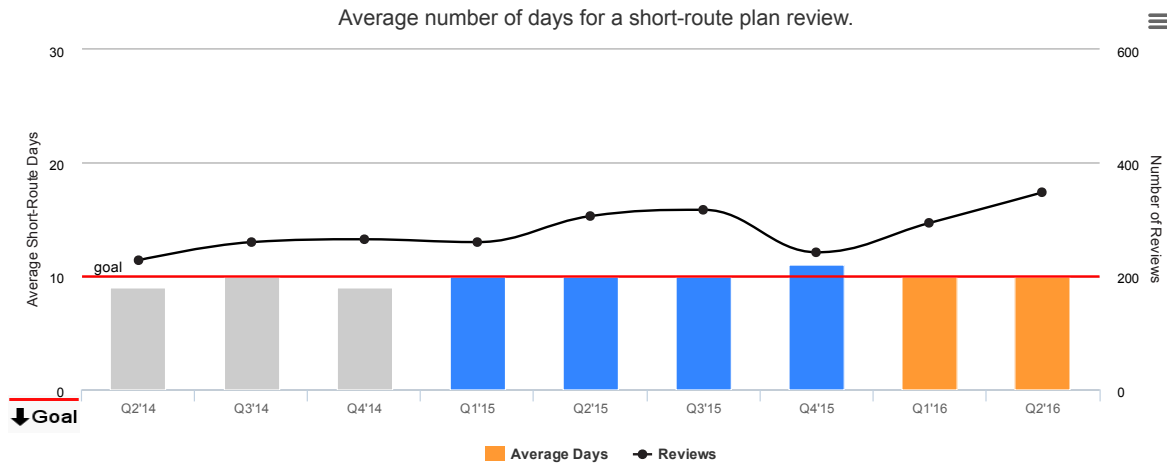


Kris Becker,
Manager,
Development
Services
Center

Online permitting gives contractors and citizens the option to apply for a permit at a time most convenient for them, reducing the time and expense of coming to City Hall. Online permitting also reduces the staff time required to grant approval and makes permit tracking easier and more streamlined. The City's goal is to issue 75% or more of all permits online.

The percentage of permits issued online has been steadily increasing over the last several years. We expect to see a steady increase in the number of permits issued online as we train more contractors to use Accela Citizen Access. Several new permit types will become available online in 2016. Also, as Electronic Document Review is implemented, customers will be able to apply online for permits that require plan review. We are currently working to make the City's local licensing program for contractors (approximately 5,500 licenses per year) an entirely paperless process.

Planning & Development Services



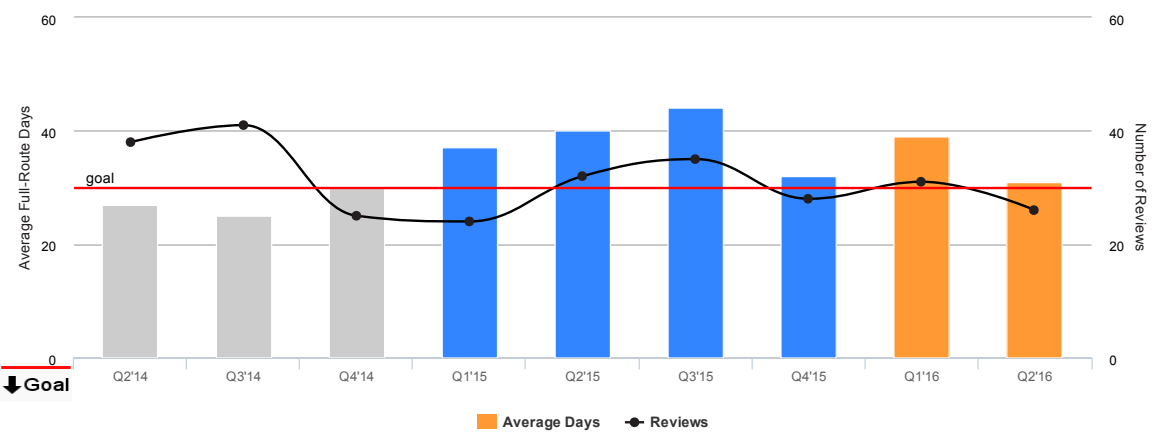
Kris Becker,
Manager,
Development
Services
Center

Short-route permits include residential buildings (new and remodels), commercial remodels (tenant improvements), grading, and demolition. Delays in permitting have a demonstrable effect on the cost of development. The City's goal for short-route plan reviews is 10 days or less.

Short route plan reviews continue to be processed in 10 days on average even as the number of permits processed increases. As Electronic Document Review is implemented, the time to route paper plans to the plan reviewers will be eliminated. The permitting process will be continually evaluated and improved for efficiency, effectiveness, and flexibility.

Planning & Development Services

Average number of days for a full-route plan review.



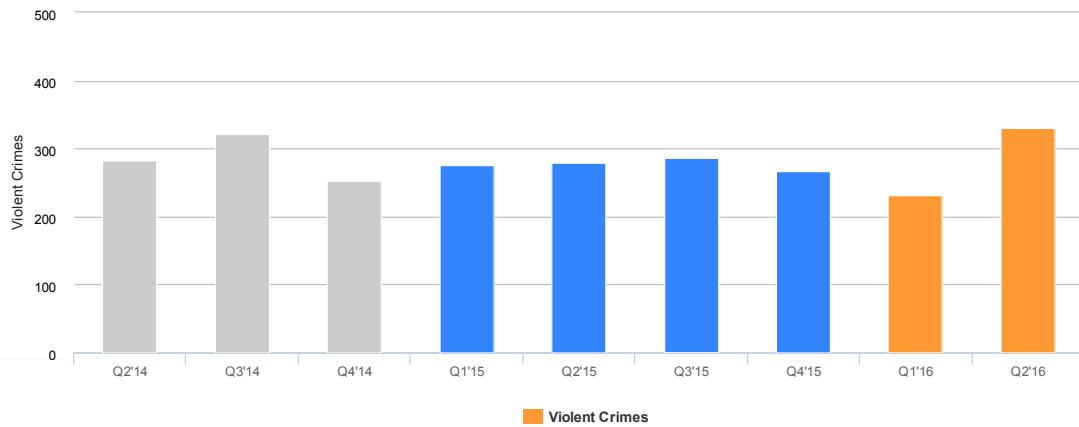
Kris Becker,
Manager,
Development
Services
Center

Full-route plan reviews are new commercial building permits. Delays in permitting negatively impact the cost of development. We strive to issue permits in a timely manner so the economic benefits of the development are realized as quickly as possible. Our customers have asked for a quick permitting process with high quality (consistent, predictable, and reliable) reviews and comments that minimize revisions and rework. The City's goal for full-route plan reviews is 30 days or less.

In the second quarter of 2016, full-route plan reviews averaged 31 days, down from 39 days in the first quarter. As Electronic Document Review is implemented, the time to route paper plans to the plan reviewers will be eliminated. The permitting process will be continually evaluated and improved for efficiency, effectiveness, and flexibility.

Police

Total number of violent crime incidents.

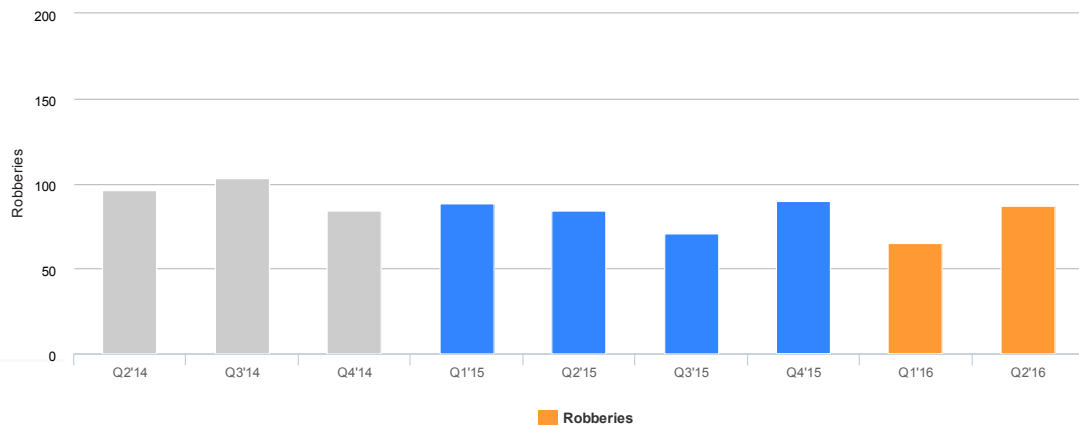


Craig Meidl,
Police Chief

Violent crime includes homicide, rape, robbery and aggravated assault. 2013 & 2014 values are final Uniform Crime Reporting (UCR) data that is submitted to and finalized by the Washington Association of Sheriffs & Police Chiefs (WASPC). 2015 data is preliminary UCR data provided to WASPC that will be finalized in 2016.

Police

Number of robbery incidents.

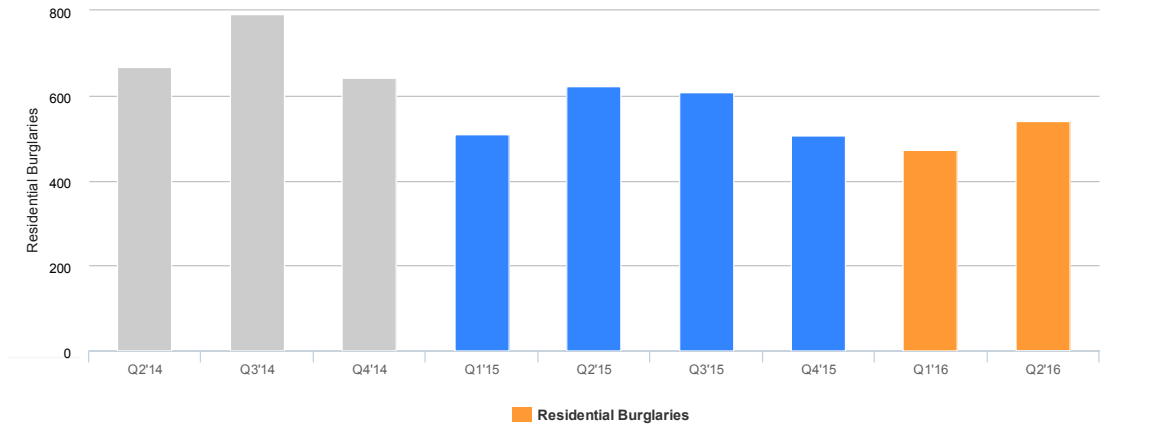


Craig Meidl,
Police Chief

Robbery is defined as taking or attempting to take anything of value under confrontational circumstances by force or threat of force. 2013 & 2014 numbers are final UCR data that is submitted to and finalized by WASPC. 2015 data is preliminary UCR data provided to WASPC that will be finalized in 2016.

Police

Number of residential burglary incidents.



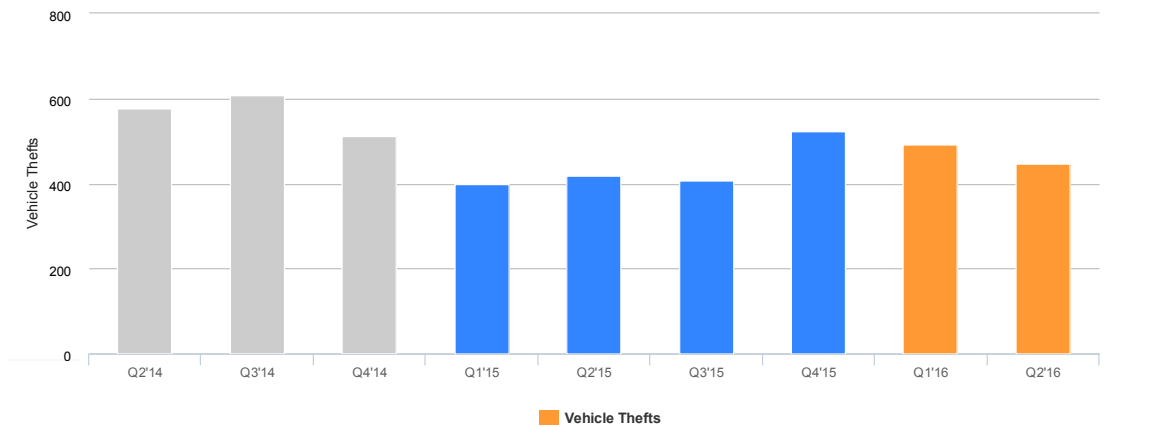
Craig Meidl,
Police Chief

Burglary is defined as the unlawful entry into a building or other structure with the intent to commit a felony or theft. 2013 & 2014 numbers are final UCR data that is submitted to and finalized by WASPC. 2015 data is preliminary UCR data provided to WASPC that will be finalized in 2016.

- Hotspot designation if a trend is determined
- Vacant homes and domestic violence issues are prevalent
- Chronic Offender unit reduced from 4 to 2 officers and moved to Investigations (too soon to tell if this is part of the metrics for increase)
- Limited investigative resources to follow through on items stolen from vehicle prowlings and burglaries (ie, credit cards, checkbooks, CraigsList, etc).

Police

Vehicle theft incidents.



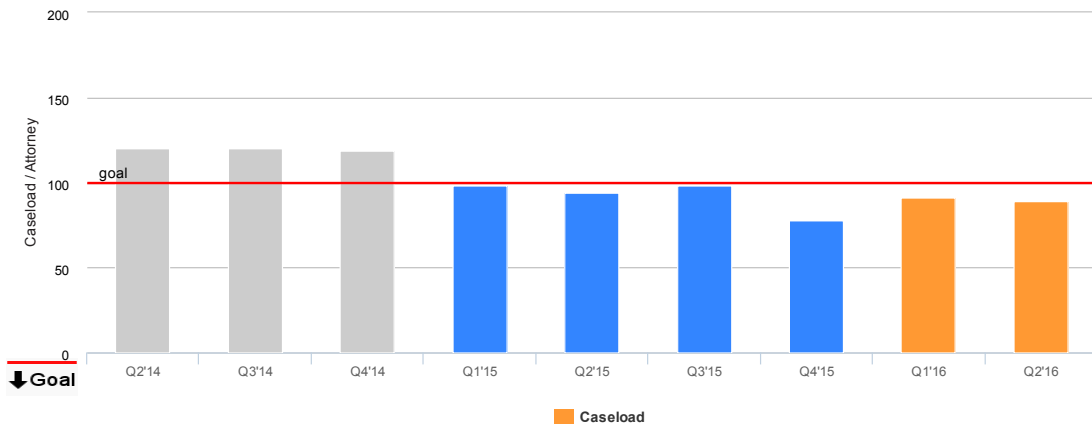
Craig Meidl,
Police Chief

Motor vehicle theft is defined as the theft of a self-propelled vehicle that runs on the surface of land and not on rails. 2013 & 2014 numbers are final UCR data that is submitted to and finalized by WASPC. 2015 data is preliminary UCR data provided to WASPC that will be finalized in 2016.

- We continue to focus hotspots in those areas where vehicle thefts are prevalent
- We issue free "clubs" for those whose cars are in the top 10 for most stolen makes and models (Hondas and Subarus)
- One Captain noted that there was a "new" group in town who seemed to be involved in theft of vehicles
- We struggle to keep vehicle thieves in jail after their arrests, as Property crimes are still at the low end of the spectrum for sentencing and bond release

Public Defender

Caseload per public defender attorney.



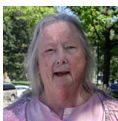
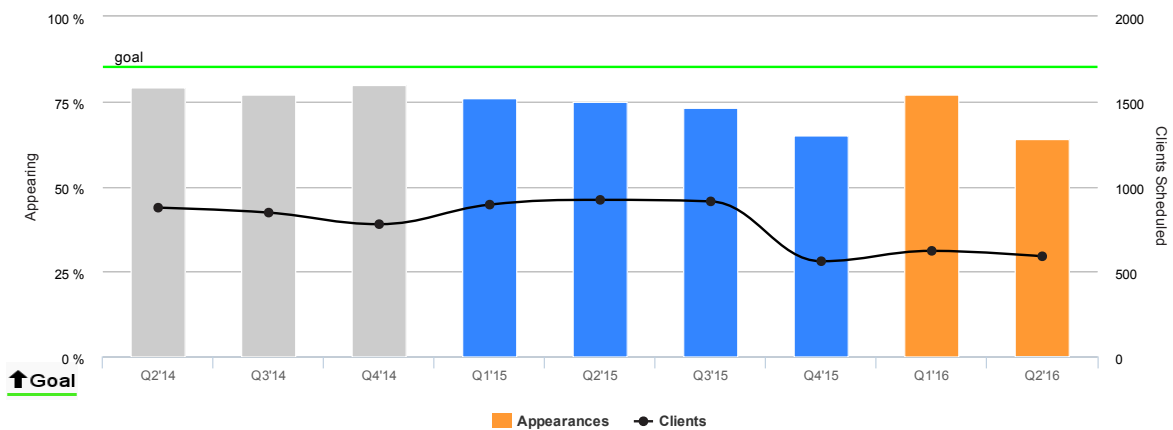
Kathy Knox,
Public
Defender

An attorney with a lower caseload can provide better service to his or her clients and possibly achieve better results. Effective January 1, 2015, the State Supreme Court has mandated a limit of 400 misdemeanor cases per attorney per year, or an average of 100 per quarter.

Additionally, attorneys in the office are working on cases set for trial and on several time-consuming appeals. Veteran's Court has doubled the number of hearings per month, so the assigned attorney has more work than before. The Mental Health Court cases have increased so there is more work for the assigned attorney. Caseloads lower than 100 per quarter allow more flexibility in the handling of additional work including staffing and community meetings.

Public Defender

Percent of out-of-custody clients who appear for scheduled appointments or clinic.

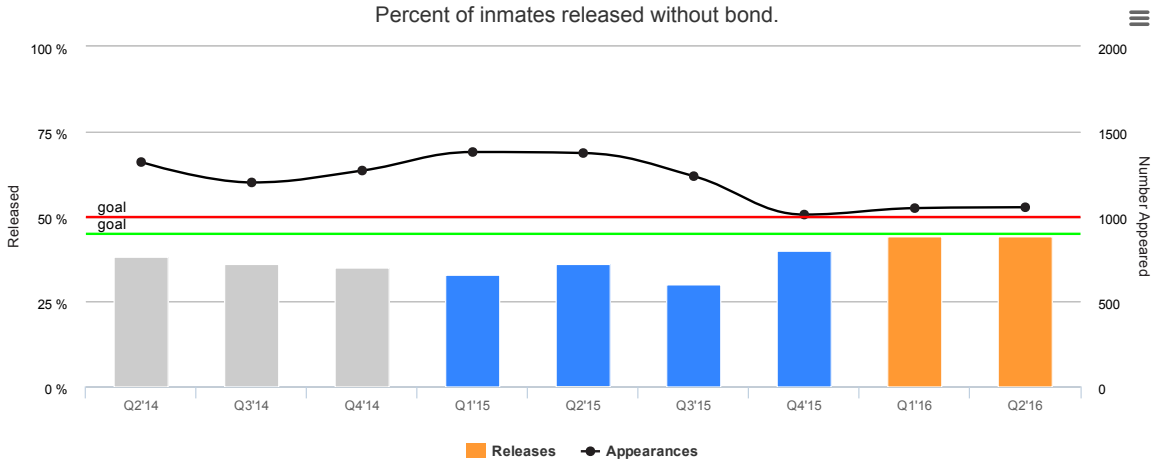


Kathy Knox,
Public
Defender

Interviews between attorneys and clients are essential for preparing a defense. Missing interviews causes inconvenience for attorneys and can delay case resolution. If a client misses an interview, then they must attend a first-come / first-served clinic appointment. The goal is to have 85% of clients appear for their scheduled interview or clinic.

We don't know why the percentage of people missing office interview appointments has increased in the Second Quarter.

Public Defender

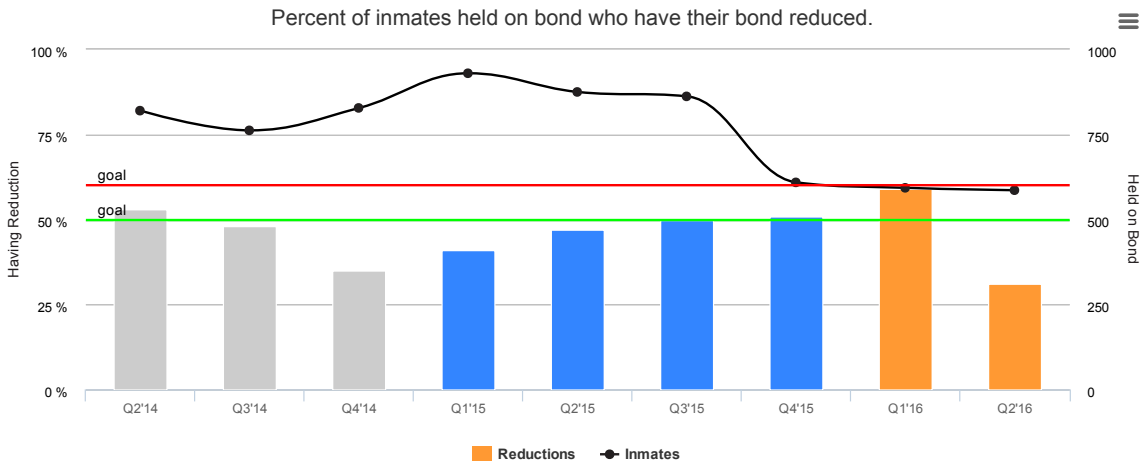


Kathy Knox,
Public
Defender

A person out of custody faces a better chance for a less punitive case resolution than an inmate does. Depending upon the client's circumstances, he or she may not qualify for having release without bond. The goal is to have 45-50 percent of clients released without bond.

This has remained constant in the Second Quarter. With the implementation of the Risk/Needs/Responsivity (RNR) Tool in the Third Quarter, it is anticipated that more people will be released without a bond, put with additional pretrial supervision conditions.

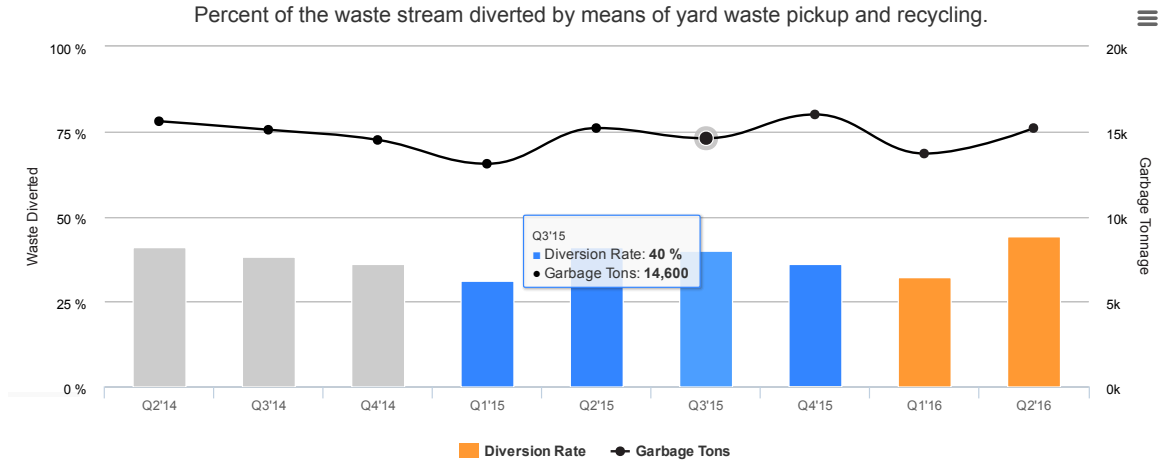
Public Defender



Kathy Knox,
Public
Defender

A person out of custody faces a better chance for a less punitive case resolution than an inmate does. Depending upon the client's circumstances, he or she may not qualify for having their bond reduced. The goal is to have 50-60 percent of clients to receive a bond reduction.

Solid Waste Collection

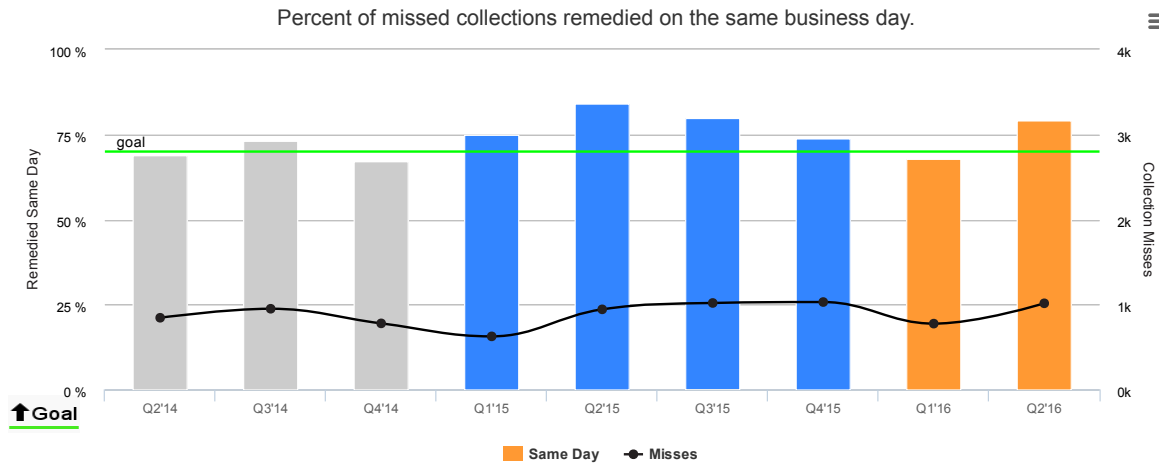


Scott Windsor,
Director

Material diversion from disposal through the collection of curbside recyclables and yard/food waste benefits our customers demonstrates progress toward state and federal diversion goals and minimizes the impact to the environment.

Curbside collection of recyclable materials provides our customers easy access to the recycling of their waste materials. Paper, plastic, metals, cardboard and glass are all accepted in our single-stream collection service. By collecting materials in one easy-to-use-cart, our customers can choose to recycle rather than dispose of many common waste items. The recycling tonnage collected is then added to the tonnage of our yard/food waste optional collection service that is composted, for our total diversion. This demonstrates our community's commitment to environmentally preferred means of waste processing, and enables Spokane to show continued progress toward state and federal goals.

Solid Waste Collection

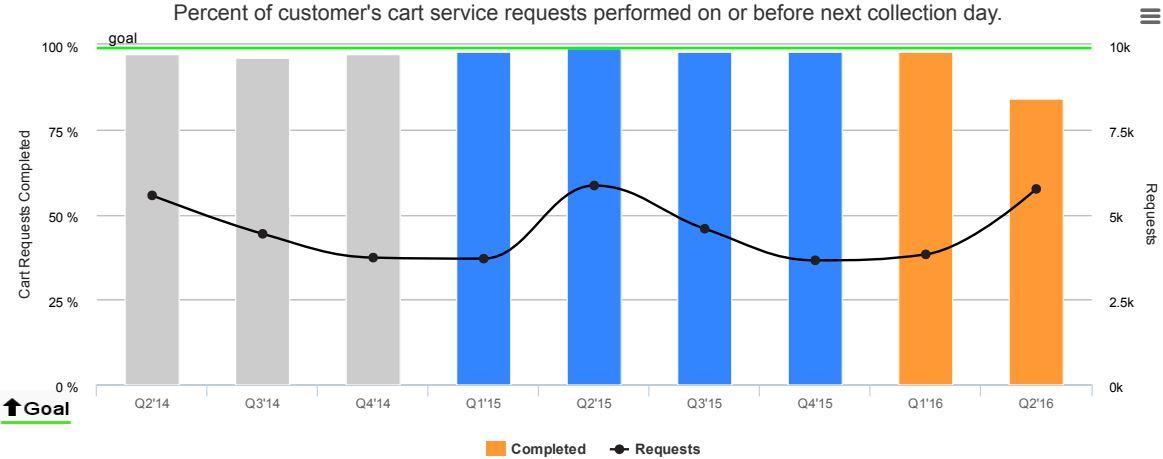


Scott Windsor,
Director

Our customers expect us to reliably make collections as scheduled. The goal is to make 70 percent of missed collections on the same business day. The average missed collection rate is less than 1/10 of a percent.

Customers who call in before 2:30pm on their collection day will have their carts emptied the same day. For calls after 2:30pm, we have the drivers collect them on the next business day. The majority of calls are received prior to 2:30pm. Having the driver who missed the collection return to provide service helps reinforce the cart location and to make sure the driver is aware of it and to correct any problems with the stop.

Solid Waste Collection

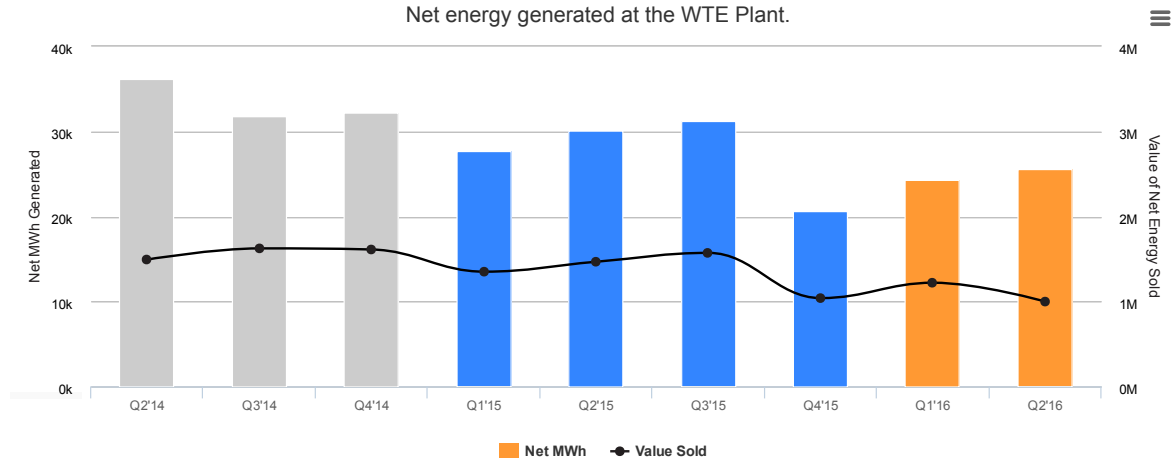


Scott Windsor,
Director

Customers appreciate when changes to service are made promptly. The goal is to perform 99 percent of cart service requests before the next collection day.

Cart change requests are an everyday occurrence at Solid Waste Collection. Customers continually change cart size to suit their lifestyles and consumption habits. Customers upsize and downsize depending on their needs. Many customers choose to add service while downsizing their refuse cart size. This is demonstrated by the continued growth of our optional yard-waste/food-waste service. Our department performs cart delivery and repairs on their normal collection day when the carts are out and easily accessible to our staff. Customers expect prompt and courteous service.

Solid Waste Disposal

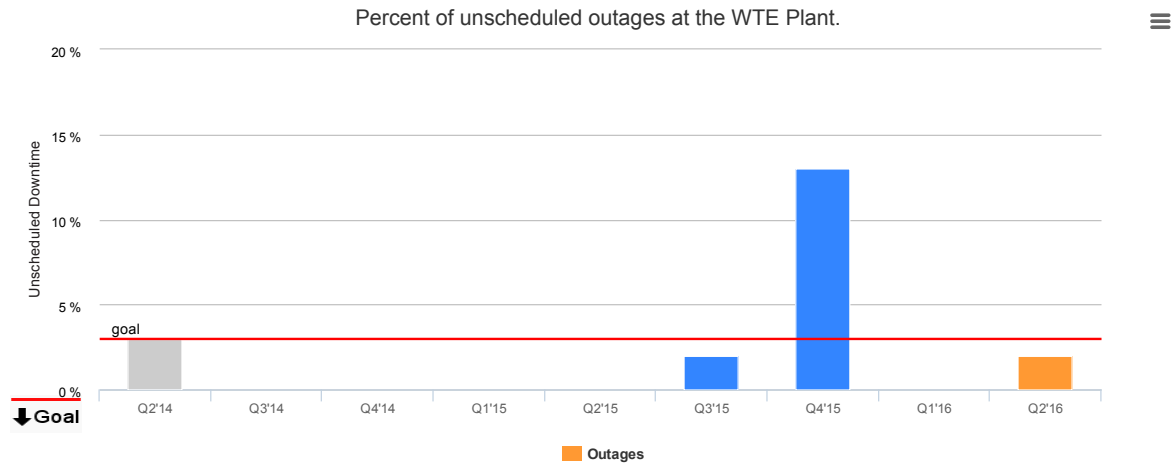


Chuck Conklin,
Director

Energy generated in excess of what is used for the operation of the plant is sold to Avista.

Net energy is up from last quarter as a result of an increase in refuse received allowing the facility to be operated at increased loads, coupled with a reduction in scheduled outages.

Solid Waste Disposal



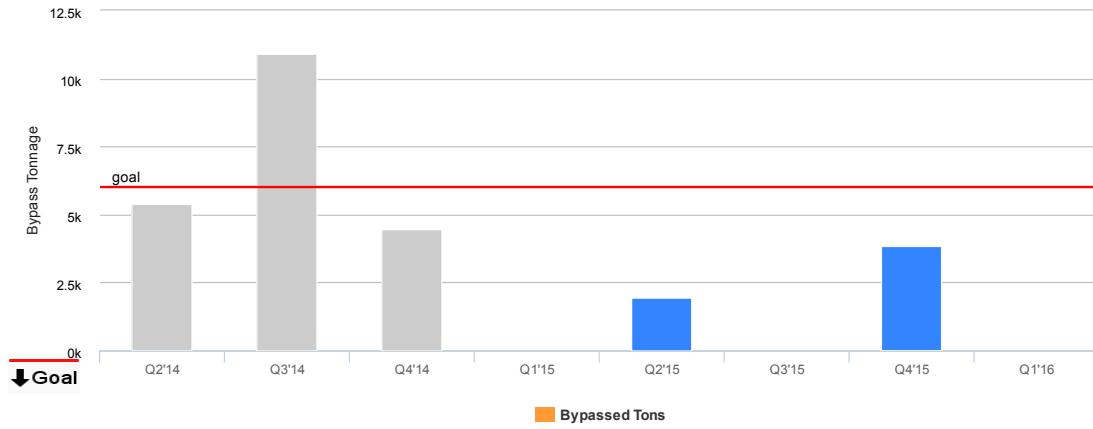
Chuck Conklin,
Director

Unscheduled outages increase costs and reduces energy production and sales.

The facility did not experience a substantial amount of unscheduled outages in this quarter. This is a result of extensive planned maintenance conducted in the first quarter of 2016.

Solid Waste Disposal

Amount of waste bypassed at the WTE Plant.



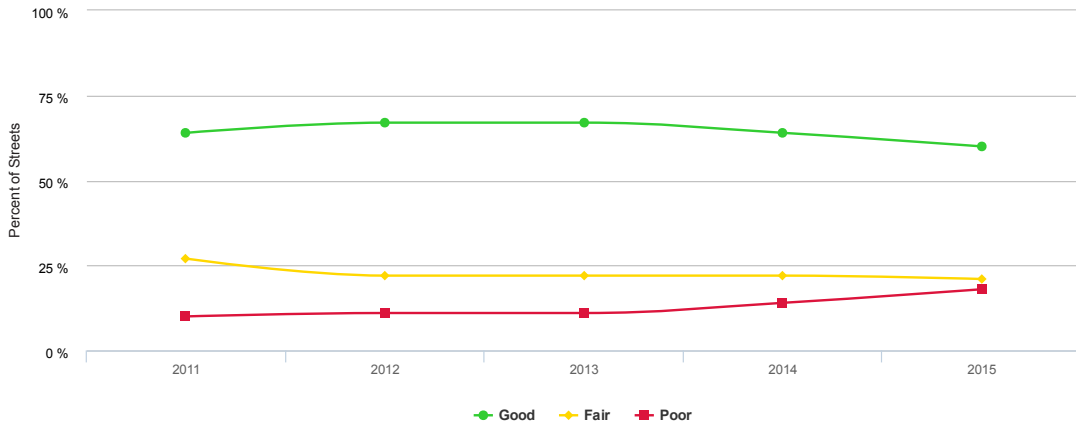
Chuck Conklin,
Director

Waste that must be bypassed increases disposal costs and reduces energy produced / sold. The goal is to bypass fewer than 6000 tons per quarter.

The Facility did not bypass any waste in this quarter. The lack of forced outages in the quarter eliminated the need to bypass.

Streets

Pavement condition of arterial streets.



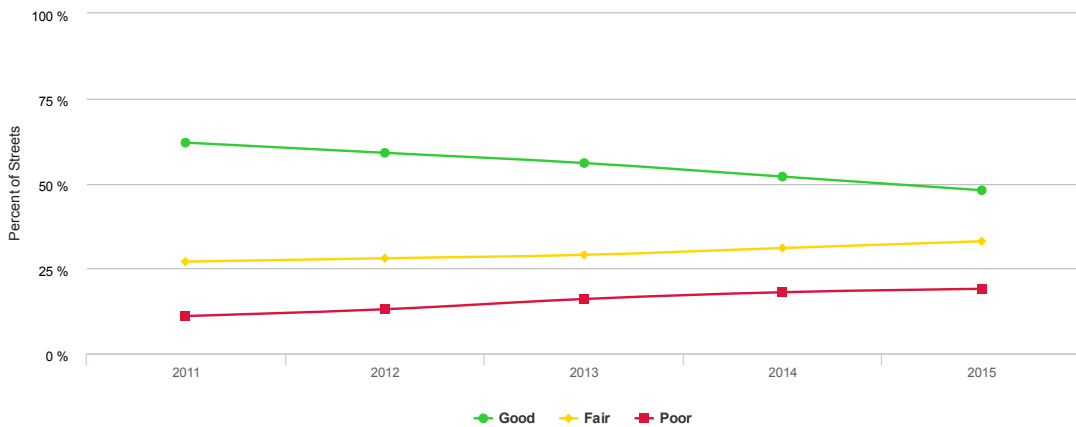
Mark Serbousek, Director

Street conditions are measured in order to prioritize maintenance and rebuilding needs. The rating is from 0 to 100, with 100 being a brand new street. Ratings in this chart depict the percentage of arterial streets in the categories: Good from 70 to 100, Fair from 50 to 70, and Poor from 0 to 50.

Arterial maintenance operations include Pothole Patching as needed, Crack sealing for pavements with a PCI above 60, and Grind & Overlay (resurface) for pavements in the range of 40-70. Sections falling below 40 will be evaluated for Reconstruction. The city of Spokane currently has a 6-year forecast for Street maintenance and Capital Projects. This is a very slow moving measure of the total city arterial roadway network. Half of the arterial system is inspected and recalculated annually. Weather, traffic volumes, pavement age, and available funding all affect this measure. The citizens of Spokane have recently passed a street levy which will provide a stable funding source for our streets.

Streets

Pavement condition of residential streets.

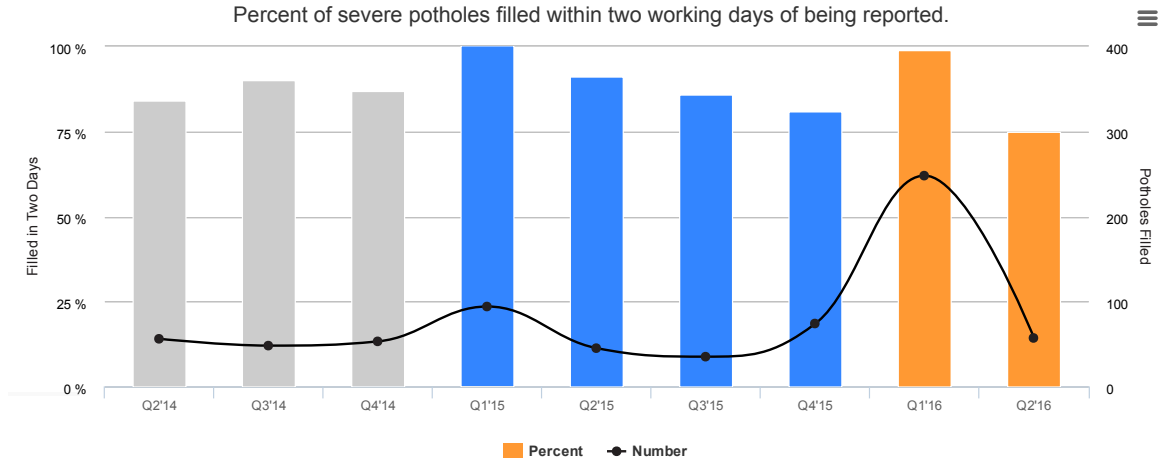


Mark Serbousek, Director

Street conditions are measured in order to prioritize maintenance and rebuilding needs. The rating is from 0 to 100, with 100 being a brand new street. Ratings in this chart depict the percentage of residential streets in the categories: Good from 70 to 100, Fair from 50 to 70, and Poor from 0 to 50.

Residential maintenance operations include Pothole Patching as needed, Crack sealing for pavements with a PCI above 60, Chip Sealing for pavements in the range of 50 – 80, and Grind & Overlay (resurface) for pavements in the range of 40-70. Sections falling below 40 will be evaluated for reconstruction. The city of Spokane currently has a 6-year forecast for Street maintenance and Capital Projects. This is a very slow moving measure of the total city residential roadway network. One quarter of the residential system is inspected and recalculated annually. Weather, traffic volumes, pavement age, and available funding all affect this measure.

Streets



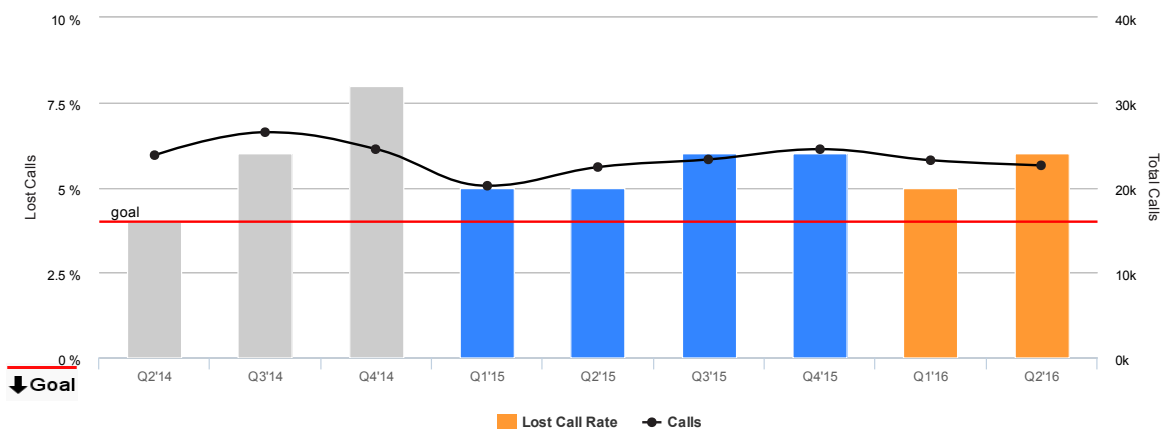
Mark Serbousek, Director

Filling potholes quickly helps to maintain both customer satisfaction and the quality of the streets. Crews often fill multiple potholes at a single reported location (Weekends are not counted as workdays). It is the Street Department's goal to fill all severe (potentially damage causing) potholes within two days. There are many aspects which attribute to us achieving our goal - the severity of the winter, available manpower, and the number of potholes that are reported.

During the second quarter of 2016, we experienced normal temperatures during the day and night with the possibility of precipitation in the form of rain, resulting in a lower amount of reported potholes than during the wetter time of the year. This should allow street crews to focus on filling existing potholes during the spring and summer months.

Utilities Billing

Percent of lost calls to total calls.

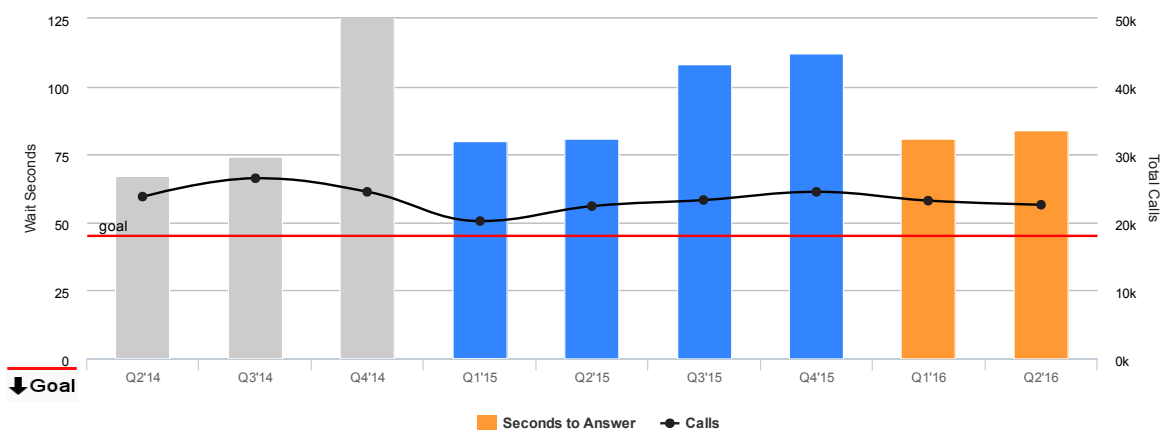


Ronald Nicodemus, Manager

A high percentage of lost calls can lead to discouraged customers. The goal is to keep the lost call rate under four percent. Q2/2016 lost calls increased over Q1 in part due to having 1 clerk retire in May and 3 clerks out on medical leave at various times during Q2.

Utilities Billing

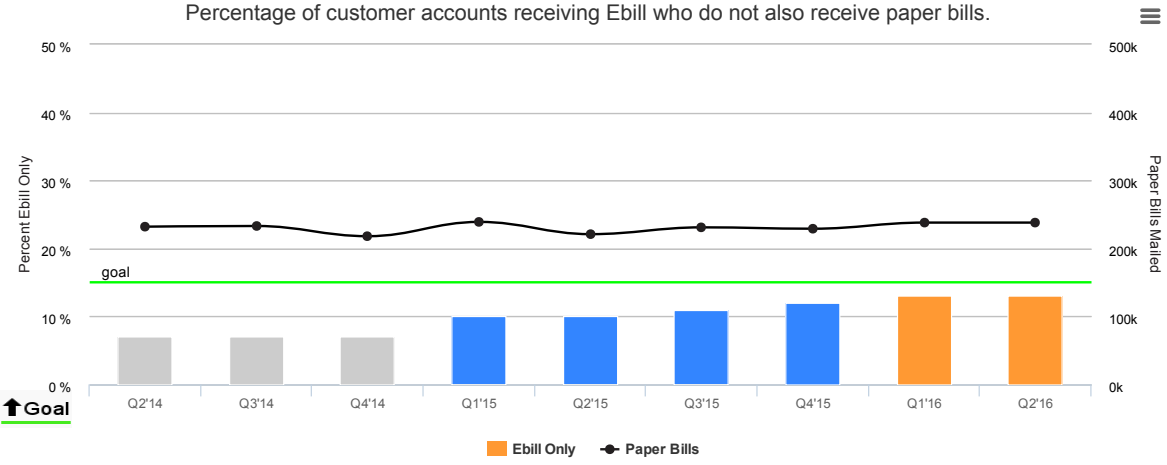
Average time to answer incoming calls.



Ronald Nicodemus, Manager

Answering phone calls in a timely manner is a key component of great customer service. Long wait times can lead to dissatisfied customers. The goal is to answer incoming calls within 45 seconds. Q2 had a slight increase in answer time from Q1 2016. The increase happened in June after an experienced clerk retired in early May which took UB down to just 2 staff able to answer calls full time.

Utilities Billing

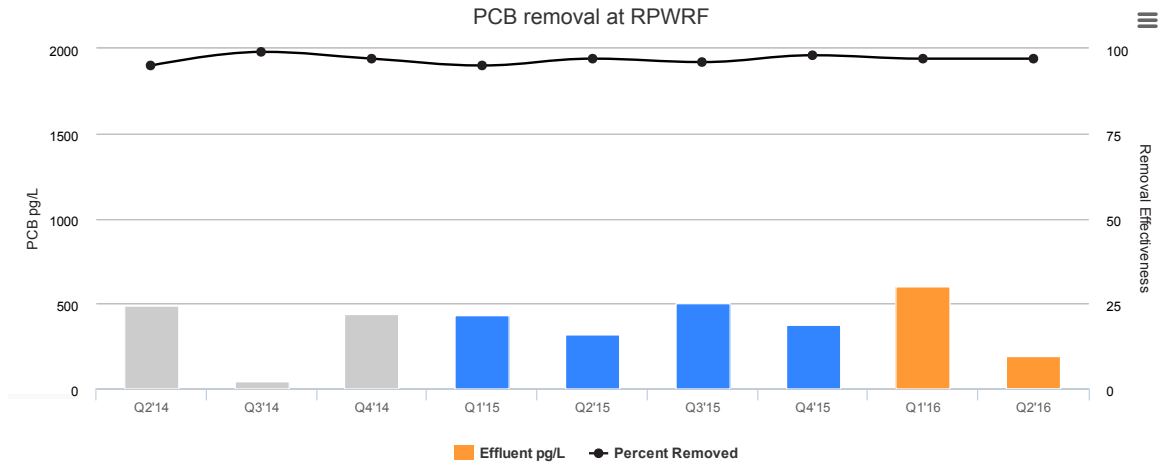


Ronald
Nicodemus,
Manager

Reducing the usage of paper bills saves time and money. The goal is to have at least 15 percent of customers receiving Ebill with no paper bill.

UB plans to send out a step by step "how to set up paperless billing" insert in the bills during the months of September & October. We are also reviewing a re-design of the bills that will include the same instructions for customers in the future. The number of paperless bills is expected to increase during Q4/2016.

Wastewater Treatment Plant

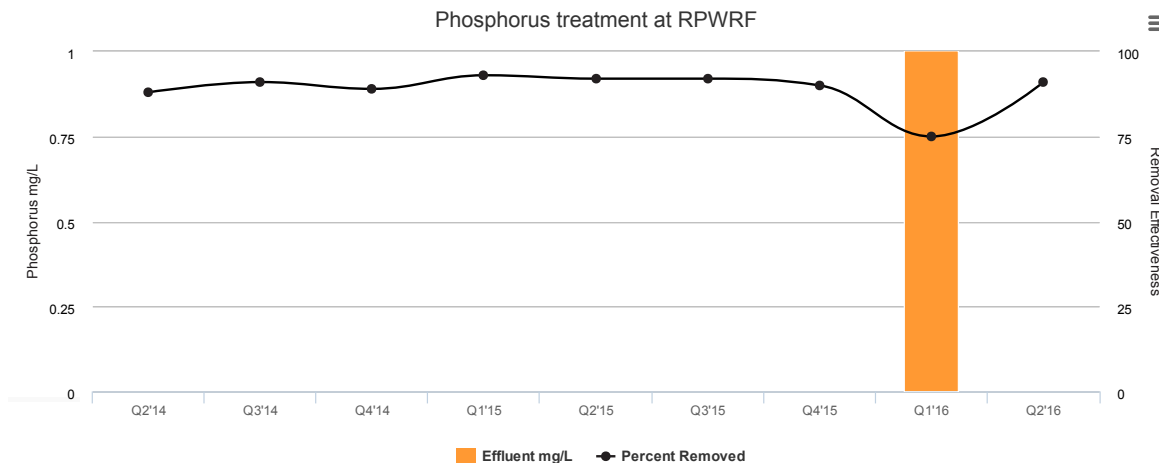


Chuck Conklin,
Director

Polychlorinated Biphenyls (PCB's) accumulate in the environment and adversely affect human health. The City of Spokane Riverside Park Water Reclamation Facility Routinely removes greater than 90% of PCB's that would normally go to the Spokane River if untreated. Removal efficiencies have improved in the last year mainly due to improvements to the primary process and continuously improving process control efforts. There are currently no limits on PCB's, but the City does everything possible to remove them from not only the discharge of the treatment plant, but from the influent of the plant through our Pretreatment Program as well.

Future improvements in treatment technology will likely provide even greater removal efficiencies of PCBs from the treatment plant waste stream.

Wastewater Treatment Plant

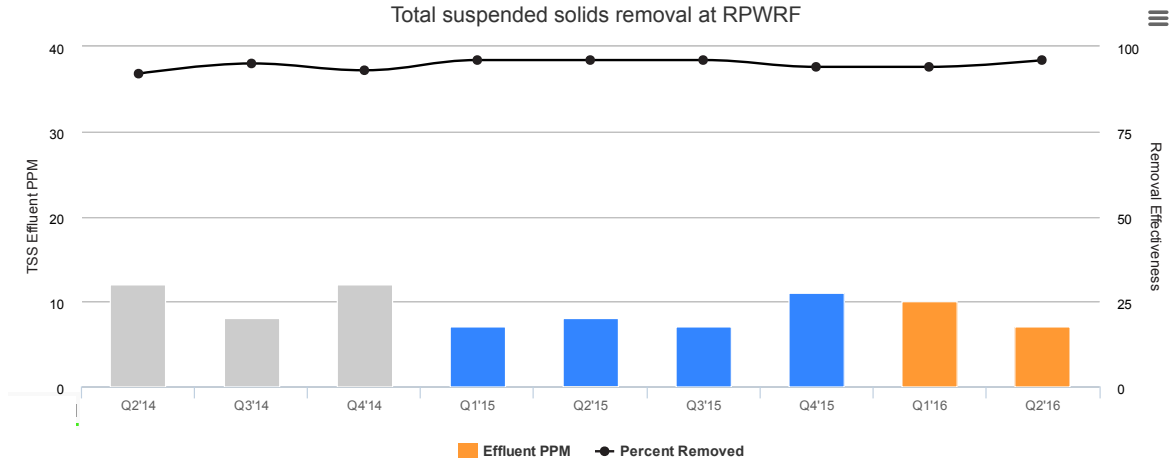


Chuck Conklin,
Director

Phosphorus is one of nature's building blocks for living organisms. Too much phosphorus in natural waterways, such as the Spokane River and Lake Spokane, can be detrimental to aquatic life. The City of Spokane River Park Water Reclamation Facility has been instrumental in improving phosphorus removal efficiencies for several decades. Recent improvements to process control with chemically enhanced primary treatment has allowed the City of Spokane to achieve both better removal efficiencies and lower chemical costs.

The next level of treatment planned for March 2021 will allow the City to further reduce the amount of phosphorus reaching the Spokane River. The current permit limit for phosphorus is effective from April through October where the monthly average is 0.63 mg/L and the weekly average is 0.95 mg/L. With Chemically Enhanced Primary Treatment (CEPT) this Limit is obtainable, without it, removal is extremely difficult. The removal reduction shown in Q1-16 is significantly higher than usual. This was due to CEPT being stopped for a two and a half week time period while pilot project testing was conducted. As is evidenced in the graph above, once chemical treatments were resumed, the removal levels normalized again in Q2-16.

Wastewater Treatment Plant



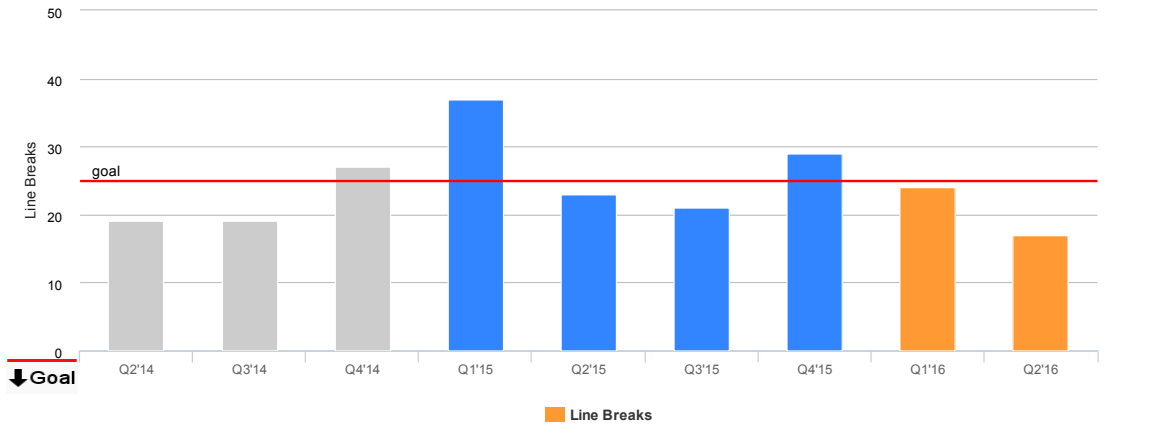
Chuck Conklin,
Director

The River Park Water Reclamation Facility (RPWRF) is doing its part to achieve "A Cleaner River Faster." Total Suspended Solids is a good indicator for monitoring that. Pollutants present in the water tend to attach to the solids, which could potentially pollute the river. Removal of these solids is imperative to improving river water quality, thus mitigating the City's impact on the river. In the City's current NPDES permit the limits for Total Suspend Solids (TSS) are; monthly average of 30 mg/L and 10,759 lbs/day and weekly average of 45 mg/L and 16,138 lbs/day. During High flow season(November-June) the city is required to maintain a 85% removal efficiency as well.

With the upcoming expansion of the facility (the next level of treatment). Removal of Suspended Solids will increase greatly. The solids will become undetectable by current technology.

Water

Number of distribution line breaks.



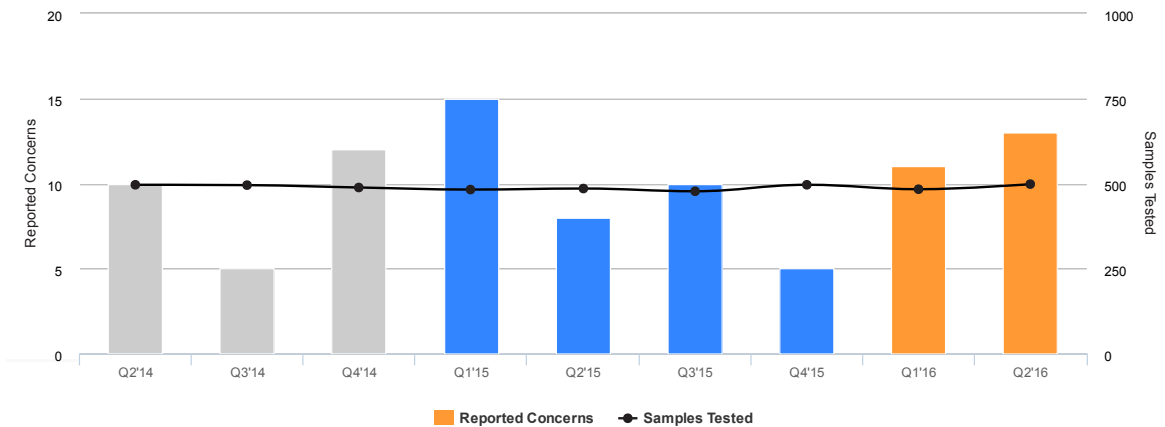
Dan Kegley,
Director

Distribution line breaks, or water main breaks are very disruptive for our customers and costly to repair. The Water Research Foundation reports the annual national average is approximately one break for every four miles of pipe. That translates to 275 main breaks annually for a system our size. In order to address our distribution system loss, or water that is lost to leaking pipes we set our goal of fewer than 25 main breaks per quarter.

This quarter shows how the added emphasis on leak detection played an important role in preventing disruptive main breaks. This year we will be employing new technologies to reduce main breaks and assess the condition of water mains.

Water

Number of water quality concerns reported by customers.



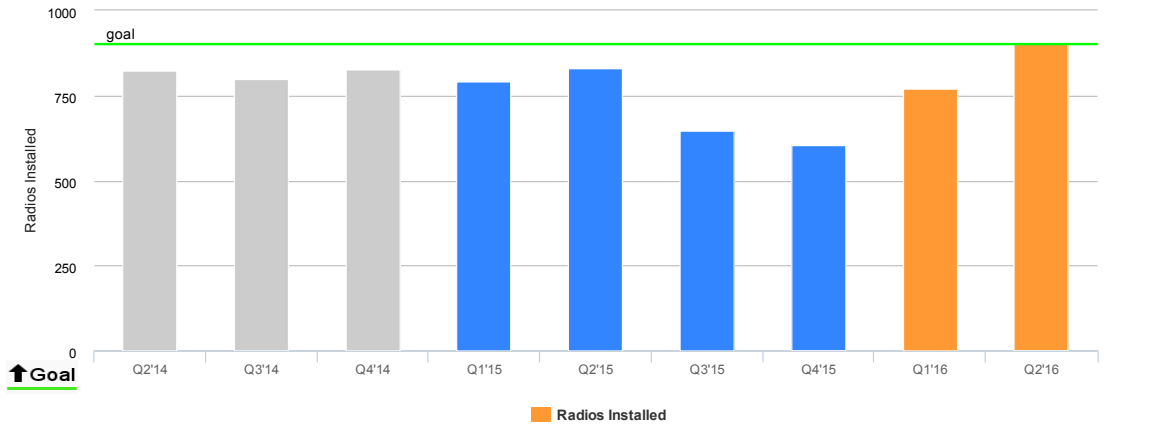
Dan Kegley,
Director

We receive few customer complaints for a water system as large as ours largely due to the quality of the water we receive from the Spokane Valley Rathdrum Prairie Aquifer. Our goal is to receive as few complains as possible. Those we do receive we follow through to resolution because they may be indicators of an issue with the water system.

On-site inspection of complaints helps ensure the water system is in good health and that our customers know they are receiving safe drinking water. This quarter our Water Quality staff worked through an on-site inspection to identify a problem within a facility that took several visits to sort out.

Water

Automated meter reading installation progress



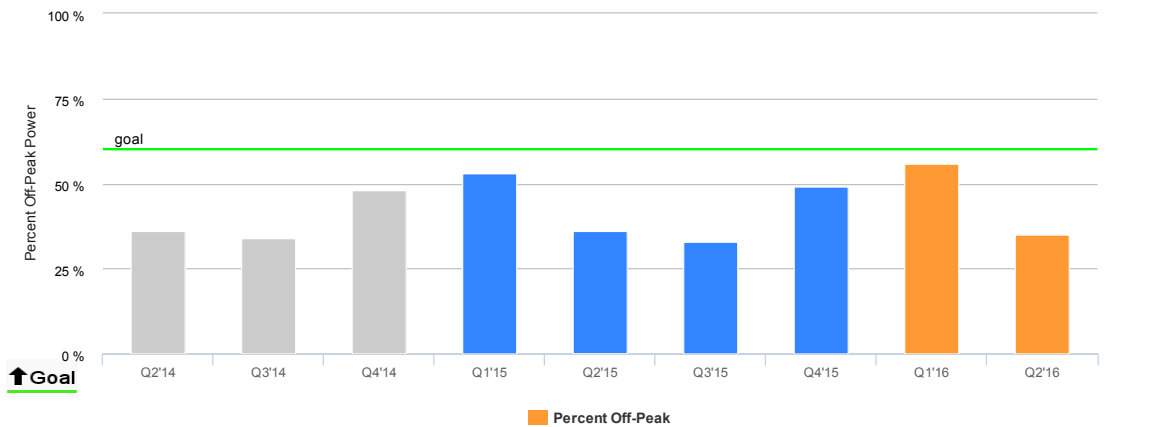
Dan Kegley,
Director

Meter replacement and automated meter reading (AMR) increased accuracy in amounts being billed and reduces the time for a meter reader to complete a meter reading route. Our goal is to achieve monthly meter reading as quickly as possible. The intent is to do so in a sustainable manner that will not increase cost, increase staff or negatively impact the current. This will provide more transparency for our rate payers while assisting our internal customers as well.

The goal is to install 900 radios per quarter and we succeeded with 903 radios installed. Continuing to target specific meter routes to increase readability will allow us to read residential routes monthly.

Water

Percent of power used for pumping during off-peak hours.



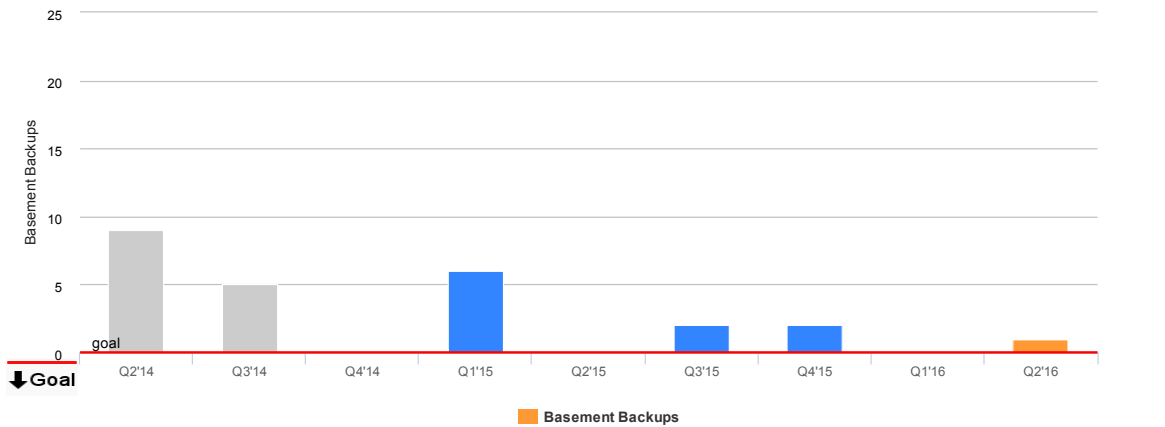
Dan Kegley,
Director

During the winter months when water system demand is low, the Upriver operators maximize the use of Upriver generation during off-peak hours so that more power is sold to Avista during peak hours. The goal is to use greater than 50% of Upriver generation during off-peak times during times of low water system demand.

River Flows this spring are consistent with what we saw last year at this time. The best flow for generation is between 7,500 to 10,000 cubic feet per second (cfs), average flows for this quarter has been well below that at an average of less than 3,000 cfs for the quarter and present flows at 1,200 cfs. Additional operational measures are being reviewed to increase generation during these low flow periods.

Water

Number of customer basement backups.



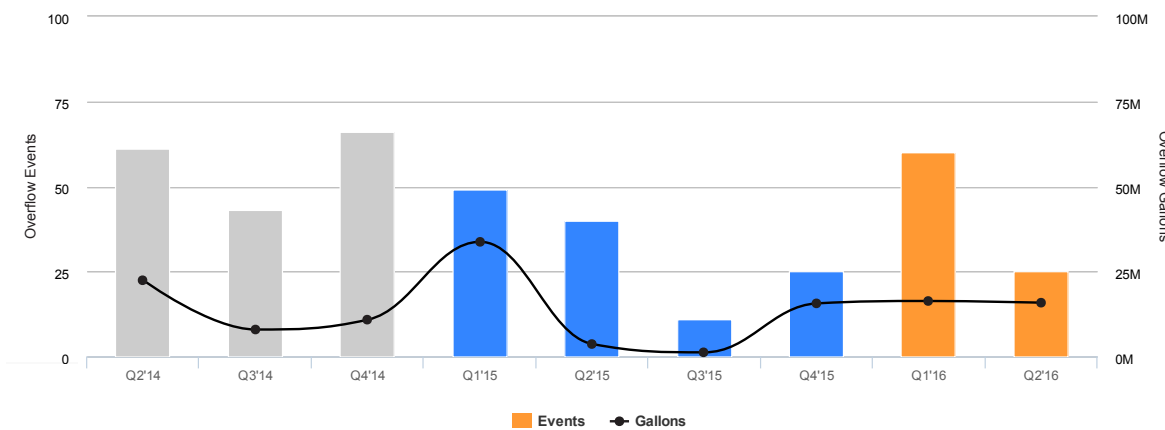
Dan Kegley,
Director

Basement backups inconvenience customers and can be an indication of sewer problems. The goal is to experience zero per year.

Due to the drought last summer, our crews are finding more than the usual amount of roots in the City main sewer system. This quarter we had one basement back up, TV inspections found that roots from a sewer connection at the main had been removed and pushed out to the main. Roots are a problem for our customers as well. Continued mechanical rodding remains the best solution.

Water

Number of combined sewer overflow (CSO) events.

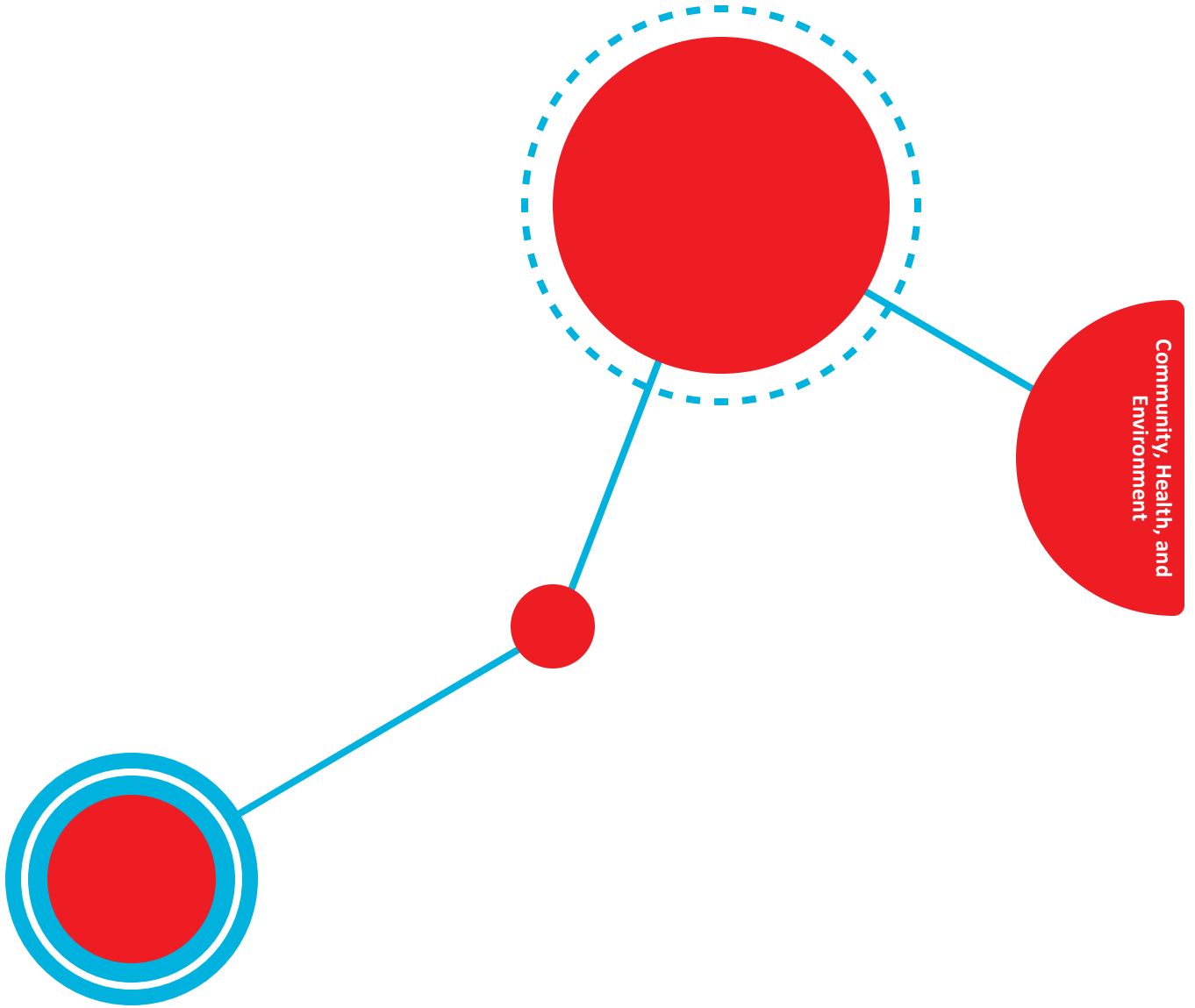


Dan Kegley,
Director

The construction of our Combined Sewer Overflow tanks prevents raw untreated wastewater and storm water from entering the river before treatment. As more tanks come on line we will see the gap between millions of gallons overflow and the volume stored and treated continue to widen.

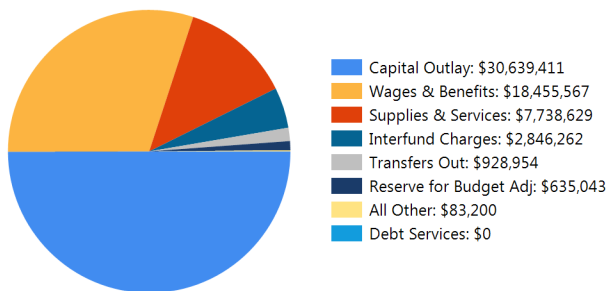
Although this June has been drier than normal we had a significant storm in May that skewed the totals. There were 25 events with over 5 million gallons of the 15.8 million gallons total being treated before it entered the river. The rain event in May was beyond the design capacity of the system in several areas, contributing to excess overflows from some of the basins.

Community, Health, and Environment

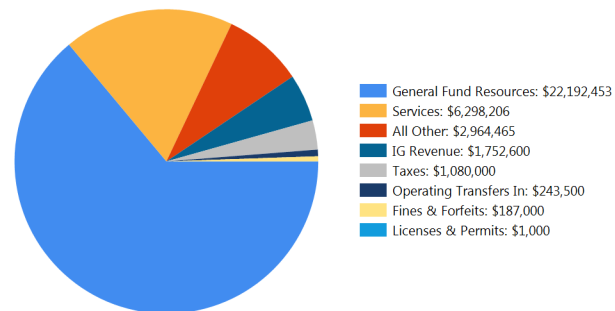


Community, Health, and Environment

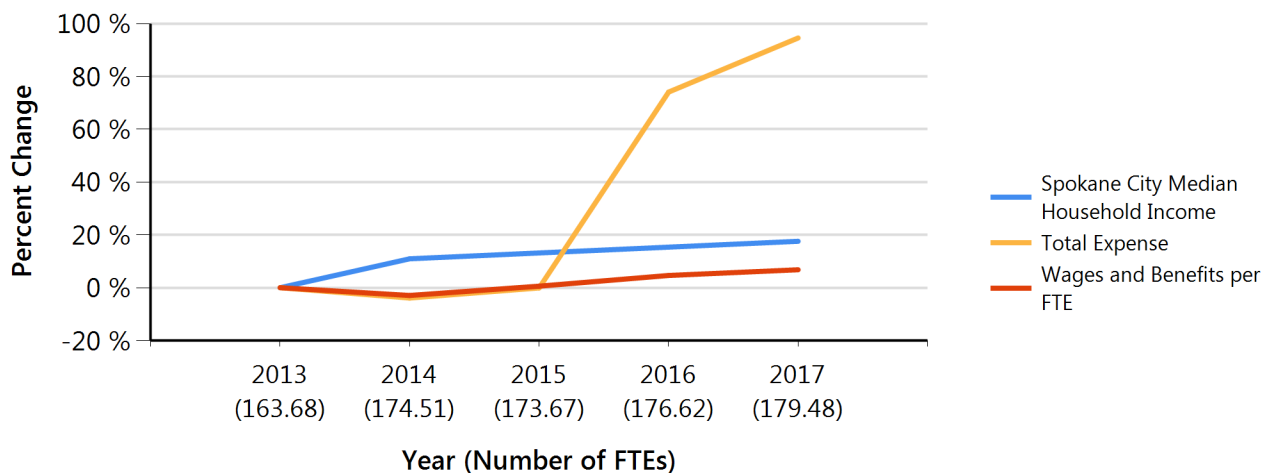
2017 Expense



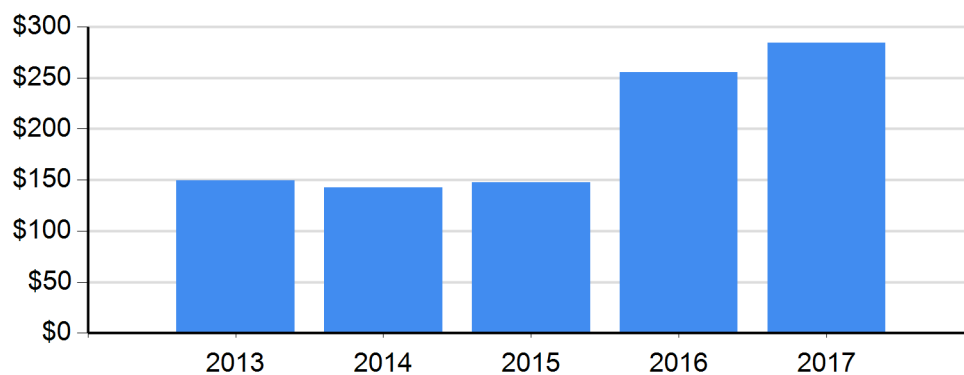
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



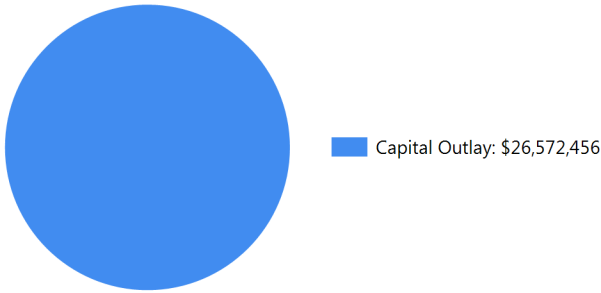
* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$149.18	\$142.66	\$147.78	\$255.80	\$284.65
Percent Change	0.00%	-3.91%	3.97%	74.23%	11.76%

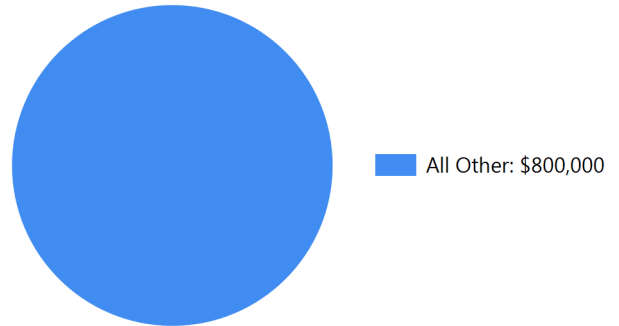
Capital Improvements 2015 Parks

The Riverfront Park Bond was passed by the citizens of Spokane for the purpose of renovating Riverfront Park. \$63MM in Bond funds were received in 2015 to be utilized for capital projects within the park (An additional estimated \$2MM in interest income is expected to be earned, totaling \$65MM in bonds funds).

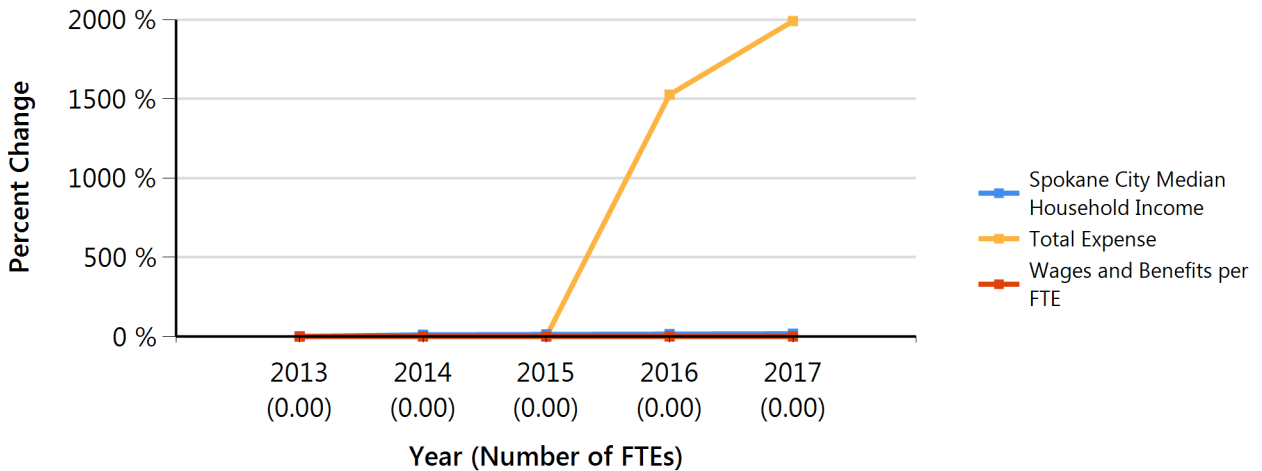
2017 Expenses



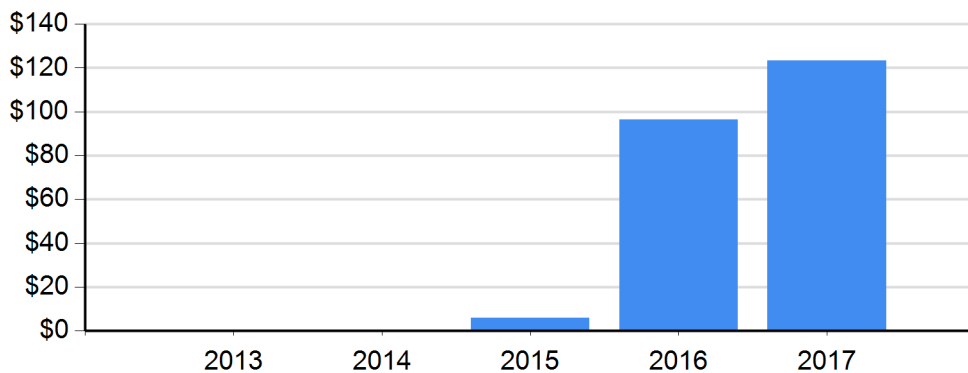
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.00	\$5.97	\$96.40	\$123.34
Percent Change	0.00%	0.00%	1526.69%	28.50%

Department Summary: Capital Improvements 2015 Parks

Division: Community, Health, and Environment

Fund Type: Capital Project Fund

Executive Summary:

The Riverfront Park Bond was passed by the citizens of Spokane for the purpose of renovating Riverfront Park. \$63MM in Bond funds were received in 2015 to be utilized for capital projects within the park (An additional estimated \$2MM in interest income is expected to be earned, totaling \$65MM in bonds funds).

Programs and Services:

This Bond will be used for capital projects dictated by the Riverfront master plan that is undergoing review by the Spokane Park Board.

The Bond was incorporated into the 2015 Budget and any remaining capital budget at the end of each year will carry forward for future year expenditures.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	677,805	20,678,253	26,572,456
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	166,607	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	426,770	0	0
All Other	0	0	0	0	0
TOTAL	0	0	1,271,182	20,678,253	26,572,456

Expenditure Notes:**Revenues:**

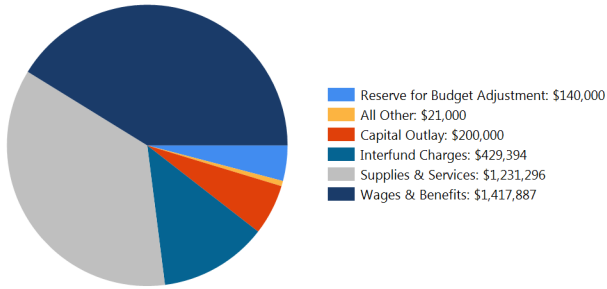
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	65,263,586	600,000	800,000
TOTAL	0	0	65,263,586	600,000	800,000

Revenue Notes:

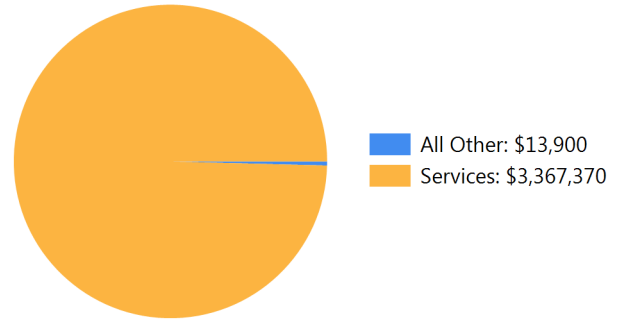
Golf Fund

The Spokane Parks and Recreation Department operates four championship municipal golf courses: Downriver, Esmerelda, Indian Canyon and the Creek at Qualchan. For decades, these golf courses have been recognized nationally for their maintenance and operation as well as low greens fees.

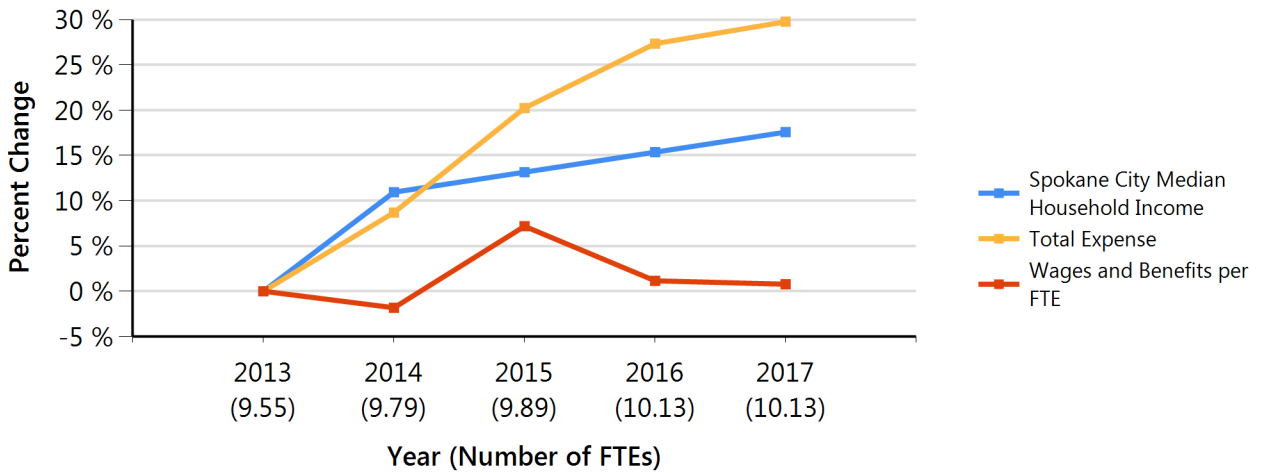
2017 Expenses



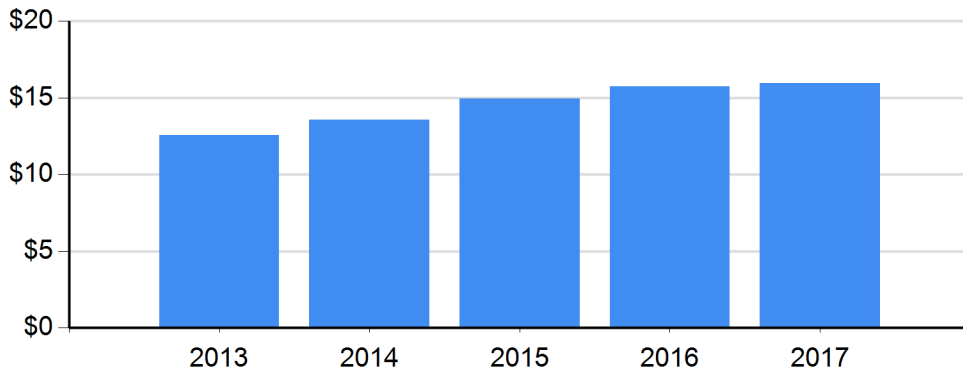
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$12.54	\$13.57	\$14.95	\$15.74	\$15.96
Percent Change	0.00%	8.69%	10.61%	5.91%	1.90%

Department Summary: Golf Fund

Division: Community, Health, and Environment

Fund Type: Enterprise Fund

Executive Summary:

The Spokane Parks and Recreation Department operates four championship municipal golf courses: Downriver, Esmerelda, Indian Canyon and the Creek at Qualchan. For decades, these golf courses have been recognized nationally for their maintenance and operation as well as low greens fees.

Programs and Services:

The Golf Fund supports itself through the revenue it generates. The goals are to provide quality golf at reasonable and fairly priced rates, attract more golfers and provide education to the public about courtesy and fair play. The city maintains approximately 760 acres, and manages four Golf Professional contracts, which include pro shops, clubhouses, restaurants and driving range facilities. Each golf course offers a variety of golf lessons, tournaments and outings for the public for approximately eight months of the year, weather permitting. Course revenues have declined in recent years and efforts toward rebuilding a financially sustainable program are a point of emphasis.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	9.55	9.79	9.89	10.13	10.13

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	75,313	103,560	116,798	329,455	200,000
Interfund Charges	327,401	459,773	385,014	391,620	429,394
Reserve for Budget Adjustment	0	0	0	160,000	140,000
Transfers Out	0	22,691	11,345	0	0
Wages & Benefits	1,334,225	1,342,796	1,478,609	1,423,266	1,417,887
Supplies & Services	889,176	933,896	1,174,430	1,043,575	1,231,296
Debt Services	5,040	0	0	0	0
All Other	19,470	18,297	20,650	27,450	21,000
TOTAL	2,650,625	2,881,013	3,186,846	3,375,366	3,439,577

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	3,002,816	2,775,567	3,146,044	3,367,370	3,367,370
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	162,000	0	0
General Fund Resources	0	0	0	0	0
All Other	34,759	125,939	2,486	13,900	13,900
TOTAL	3,037,575	2,901,506	3,310,530	3,381,270	3,381,270

Revenue Notes:

Program Summary: Creek At Qualchan Golf Course

Division: Community, Health, and Environment

Fund Type: Enterprise Fund

Executive Summary:

Creek at Qualchan Municipal Golf Course

Programs and Services:

The Creek at Qualchan course is 6559 yards and has a 4 out of 5 star rating on the PGA website.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	735	0	22,245	0	0
Interfund Charges	40,293	7,750	1,696	11,500	11,500
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	22,691	11,345	0	0
Wages & Benefits	301,712	304,805	321,434	310,155	312,963
Supplies & Services	239,237	248,791	278,676	255,868	286,683
Debt Services	5,039	0	0	0	0
All Other	4,959	4,879	5,430	6,840	5,200
TOTAL	591,975	588,916	640,826	584,363	616,346

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	741,065	731,039	820,554	786,800	786,800
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,818	2,642	4,037	1,800	1,800
TOTAL	742,883	733,681	824,591	788,600	788,600

Revenue Notes:

Program Summary: Downriver Golf Course**Division:** Community, Health, and Environment**Fund Type:** Enterprise Fund

Executive Summary:

Downriver Municipal Golf Course

Programs and Services:

Downriver Golf Course is a PGA recognized course rated 4 out of 5 stars on the PGA website. Downriver was established in 1916, has 6,130 yards of course and provides challenges for all skillsets. Downriver provides lessons for Adults and Juniors, in addition to hosting golf tournaments.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	61,471	0	0	0	0
Interfund Charges	39,009	7,947	2,008	11,900	11,900
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	296,734	300,211	315,600	315,530	304,058
Supplies & Services	212,992	220,508	238,101	230,518	321,257
Debt Services	0	0	0	0	0
All Other	5,563	5,814	6,077	7,650	6,300
TOTAL	615,769	534,480	561,786	565,598	643,515

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	853,727	877,772	920,754	999,570	999,570
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	2,486	1,428	1,924	1,300	1,300
TOTAL	856,213	879,200	922,678	1,000,870	1,000,870

Revenue Notes:

Program Summary: Esmeralda Golf Course**Division:** Community, Health, and Environment**Fund Type:** Enterprise Fund

Executive Summary:

Esmeralda Municipal Golf Course

Programs and Services:

Esmeralda was constructed in 1956, and has 6,249 yards of course. Esmeralda provides lessons for Adults and Juniors, in addition to hosting golf tournaments.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	37,971	10,134	2,430	12,500	12,500
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	294,111	287,896	319,850	312,094	307,703
Supplies & Services	209,017	216,354	244,717	226,018	255,587
Debt Services	0	0	0	0	0
All Other	4,714	4,467	4,567	6,410	5,000
TOTAL	545,813	518,851	571,564	557,022	580,790

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	716,345	684,143	693,988	793,600	793,600
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,126	990	194	800	800
TOTAL	717,471	685,133	694,182	794,400	794,400

Revenue Notes:

Program Summary: Golf Administration**Division:** Community, Health, and Environment**Fund Type:** Enterprise Fund

Executive Summary:

Administrative Program for Golf.

Programs and Services:

Provides Administrative support including but not limited to financial reporting, budgeting, Accounts Payable, Payroll, HR, Advertising & Marketing and Customer Service.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	1.55	1.14	1.14	1.14	1.14

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	13,107	103,560	72,431	329,455	200,000
Interfund Charges	170,795	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	125,129	87,247	97,201	99,026	100,350
Supplies & Services	26,968	9,575	16,835	15,200	14,500
Debt Services	1	0	0	0	0
All Other	0	0	0	0	0
TOTAL	336,000	200,382	186,467	443,681	314,850

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	105,938	43,208	91,512	77,800	77,800
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	243	5,526	2,187	4,000	4,000
TOTAL	106,181	48,734	93,699	81,800	81,800

Revenue Notes:

Program Summary: Golf Administration/Overhead**Division:** Community, Health, and Environment**Fund Type:** Enterprise Fund

Executive Summary:

Overhead support for all four municipal golf courses.

Programs and Services:

Labor and overhead provided to all four courses for miscellaneous repair and maintenance.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.65	0.75	0.99	0.99

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	423,542	378,100	344,220	381,994
Reserve for Budget Adjustment	0	0	0	160,000	140,000
Transfers Out	0	0	0	0	0
Wages & Benefits	0	44,710	35,811	75,571	79,546
Supplies & Services	0	41,055	89,819	50,878	66,858
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	509,307	503,730	630,669	668,398

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	25,000	0	0
General Fund Resources	0	0	0	0	0
All Other	0	(113)	(13)	0	0
TOTAL	0	(113)	24,988	0	0

Revenue Notes:

Program Summary: Indian Canyon Golf Course**Division:** Community, Health, and Environment**Fund Type:** Enterprise Fund

Executive Summary:

Indian Canyon Municipal Golf Course

Programs and Services:

Indian Canyon Golf course was established in 1941 and is 6255 yards. Indian Canyon has hosted the U.S.G.A. three times, the United States Amateur Public Links Championship in 1941 and 1984, and the United States Women's Amateur Public Links Championship in 1989. This course has 4 out of 5 star rating on the PGA website.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	22,122	0	0
Interfund Charges	39,333	10,400	780	11,500	11,500
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	316,539	317,927	388,713	310,890	313,267
Supplies & Services	200,962	197,613	306,282	265,093	286,411
Debt Services	0	0	0	0	0
All Other	4,234	3,137	4,576	6,550	4,500
TOTAL	561,068	529,077	722,473	594,033	615,678

Expenditure Notes:**Revenues:**

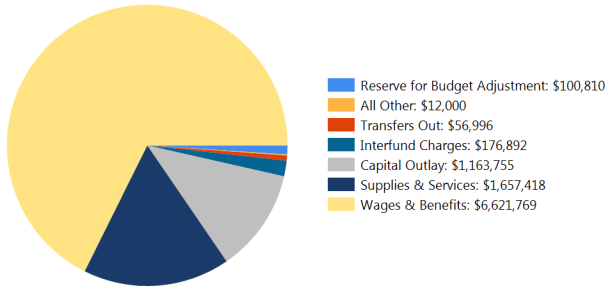
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	585,741	439,405	619,236	709,600	709,600
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	137,000	0	0
General Fund Resources	0	0	0	0	0
All Other	29,086	115,466	(5,844)	6,000	6,000
TOTAL	614,827	554,871	750,392	715,600	715,600

Revenue Notes:

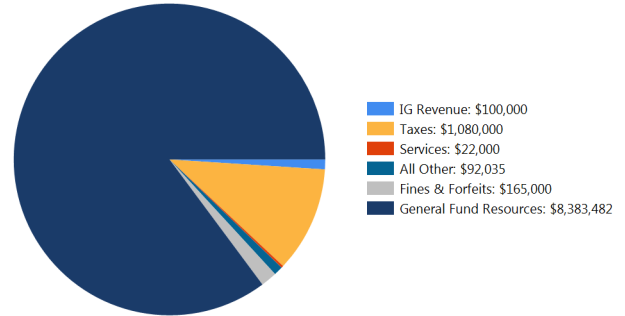
Library

High-quality public education is provided through the downtown library, five neighborhood locations, digital branch as well as an outreach program to the business, nonprofit, senior and youth communities. We serve the educational needs of everybody in the city, regardless of age, means, or background.

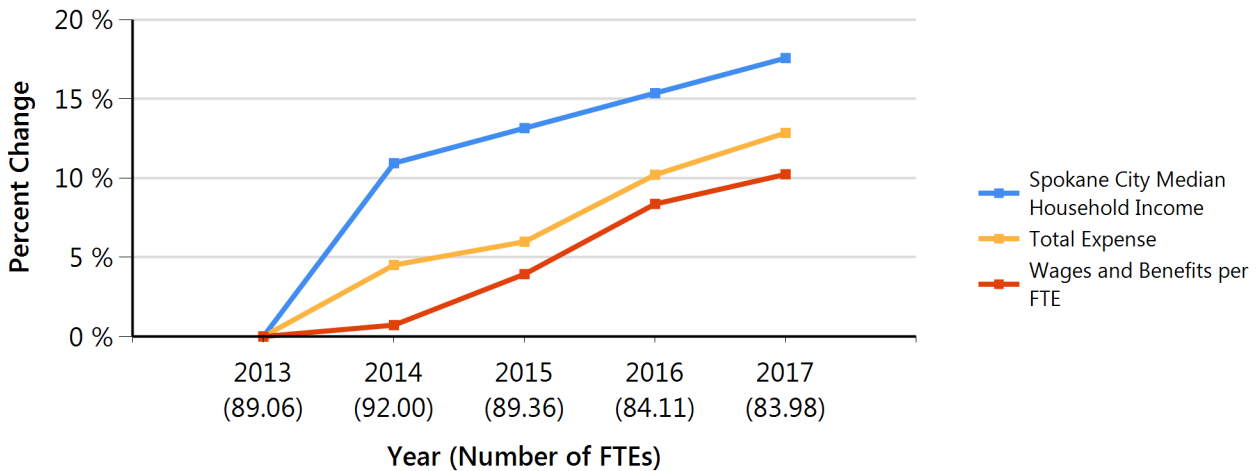
2017 Expenses



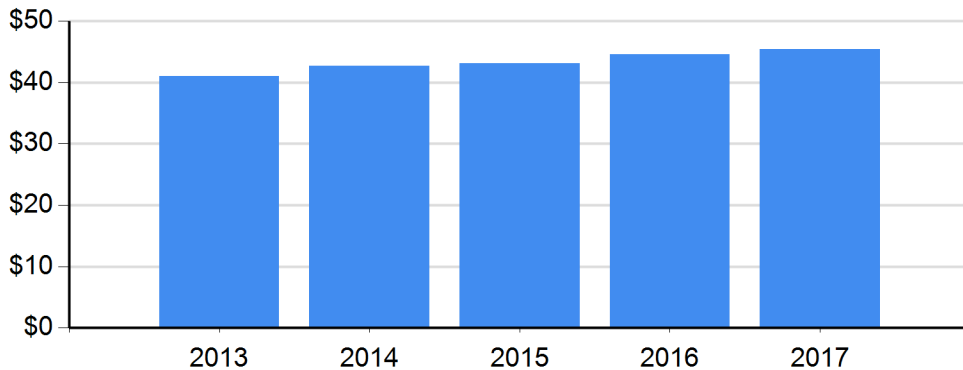
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$41.05	\$42.71	\$43.14	\$44.57	\$45.44
Percent Change	0.00%	4.51%	1.40%	3.99%	2.39%

Department Summary: Library

Division: Community, Health, and Environment

Fund Type: Special Revenue Fund

Executive Summary:

High-quality public education is provided through the downtown library, five neighborhood locations, digital branch as well as an outreach program to the business, nonprofit, senior and youth communities. We serve the educational needs of everybody in the city, regardless of age, means, or background.

Programs and Services:

1. Self-Directed Education—early, adult & digital literacy through our collections of items in print, audio, video, and digital formats, specialized online research tools, historical collections and educational tools;
 2. Small Business and Workforce Support—increase workforce skills and strengthening the small business sector through high-quality business information resources, training, and workshops;
 3. Outreach to Seniors and Youth—delivering educational materials to those that would not have it otherwise;
 4. Research and Instruction—enabling citizens to find reputable and reliable sources of information via professional assistance, classes and events
-

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	89.06	92.00	89.36	84.11	83.98

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	887,958	877,305	935,510	1,133,500	1,163,755
Interfund Charges	153,841	184,645	158,210	238,933	176,892
Reserve for Budget Adjustment	0	0	0	185,000	100,810
Transfers Out	11,590	0	56,996	0	56,996
Wages & Benefits	6,349,739	6,606,601	6,623,265	6,510,220	6,621,769
Supplies & Services	1,263,699	1,389,647	1,411,269	1,480,692	1,657,418
Debt Services	0	0	0	0	0
All Other	8,052	8,113	8,260	12,000	12,000
TOTAL	8,674,879	9,066,311	9,193,510	9,560,345	9,789,640

Expenditure Notes:

Interfund charges reduced year-over-year due to moving the SIP Loan payment into the 'transfers out' budget coding. The Supplies budget line increased in 2017 as the Library has implemented an IT Replacement Plan throughout the library system that is budgeted at \$70,600 per year.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	5	5	5	0	1,080,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	3,472	45,126	100,000	100,000
Services	24,891	22,855	18,006	26,000	22,000
Fines & Forfeits	176,109	179,811	146,954	200,000	165,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	7,923,397	8,970,397	9,003,397	9,343,482	8,383,482
All Other	73,142	60,848	122,226	61,150	92,035
TOTAL	8,197,544	9,237,388	9,335,714	9,730,632	9,842,517

Revenue Notes:

The Fines & Forfeitures budget revenue line is reduced in 2017 to reflect the impact online materials are having to this revenue stream (online materials do not incur late charges, they simply disappear from the patrons device).

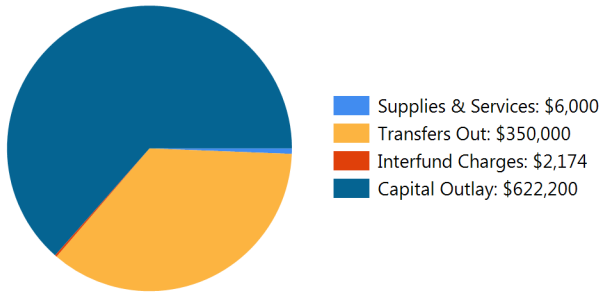
The increase in Miscellaneous Revenues (i.e. Contributions and Donations) year-over-year is a part of an overall strategy to increase strategic partnerships.

Operating Transfers In - is comprised of the General Fund allocation as well as the Levy Lid Lift monies.

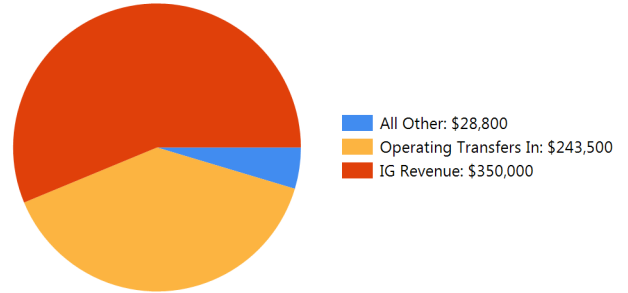
Park Cumulative Reserve Fund

This program accounts for long term capital projects for the Parks & Recreation department and Golf, including but not limited to computer and fleet replacement.

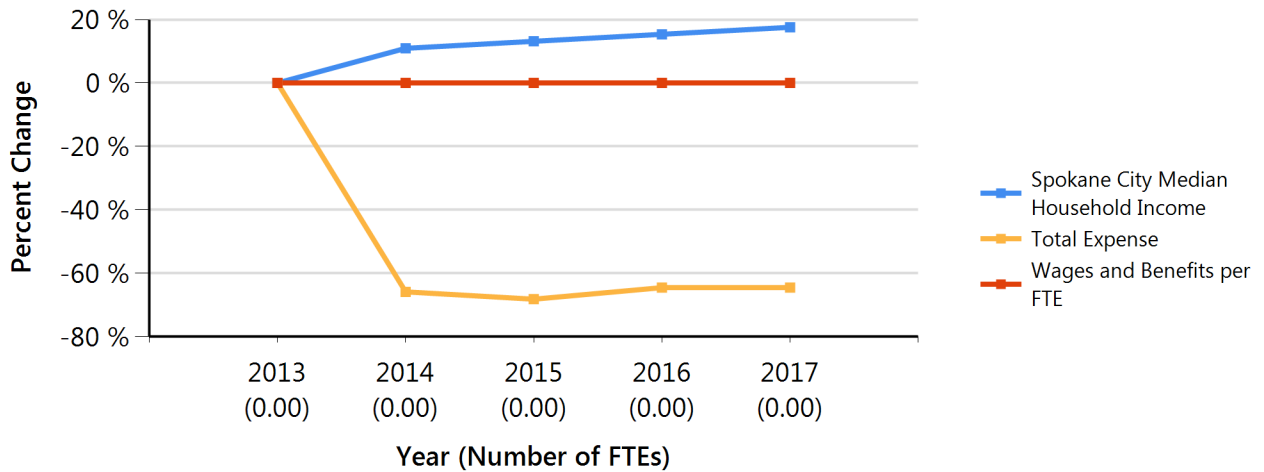
2017 Expenses



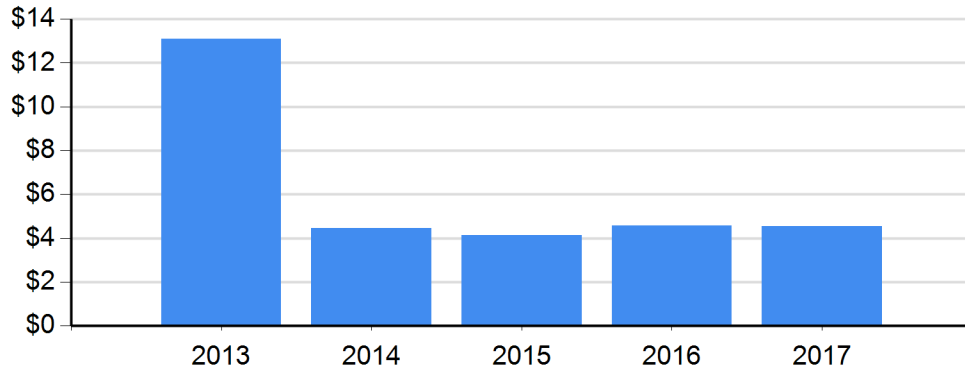
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$13.10	\$4.44	\$4.13	\$4.57	\$4.55
Percent Change	0.00%	-65.91%	-6.79%	11.48%	0.00%

Department Summary: Park Cumulative Reserve Fund**Division:** Community, Health, and Environment**Fund Type:** Special Revenue Fund

Executive Summary:

This program accounts for long term capital projects for the Parks & Recreation department and Golf, including but not limited to computer and fleet replacement.

Programs and Services:

The Capital Project fund covers fleet and computer replacement, major repairs, debt service on the Riverfront Conservation Land. All current funds in the Capital Project Fund are reserved or designated for specific purposes.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	2,314,938	265,290	420,999	622,200	622,200
Interfund Charges	350,000	519,129	3,476	351,783	2,174
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	100,000	100,000	100,000	0	350,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	2,483	58,985	354,844	6,352	6,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,767,421	943,404	879,319	980,335	980,374

Expenditure Notes:**Revenues:**

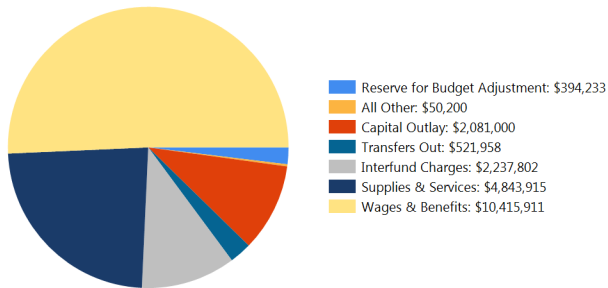
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	2,343,701	410,781	401,846	350,000	350,000
Services	4,000	26,000	8,300	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	849,504	520,479	373,964	234,500	243,500
General Fund Resources	0	0	0	0	0
All Other	6,598	48,244	142,853	19,300	28,800
TOTAL	3,203,803	1,005,504	926,963	603,800	622,300

Revenue Notes:

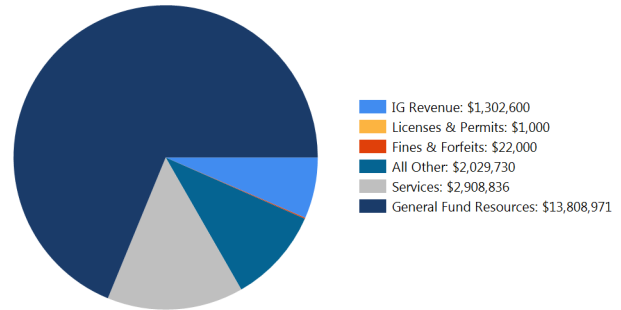
Parks and Recreation

Parks & Recreation manages/operates and performs care taking on more than 3,100 acres, including developed parks, gardens, conservation lands, playgrounds, the arboretum, the amusement park, sports facilities, aquatic enters, splash pads and 40 miles of trails. In addition Parks & Recreation coordinates classes, events and athletic opportunities for individuals of all ages and abilities.

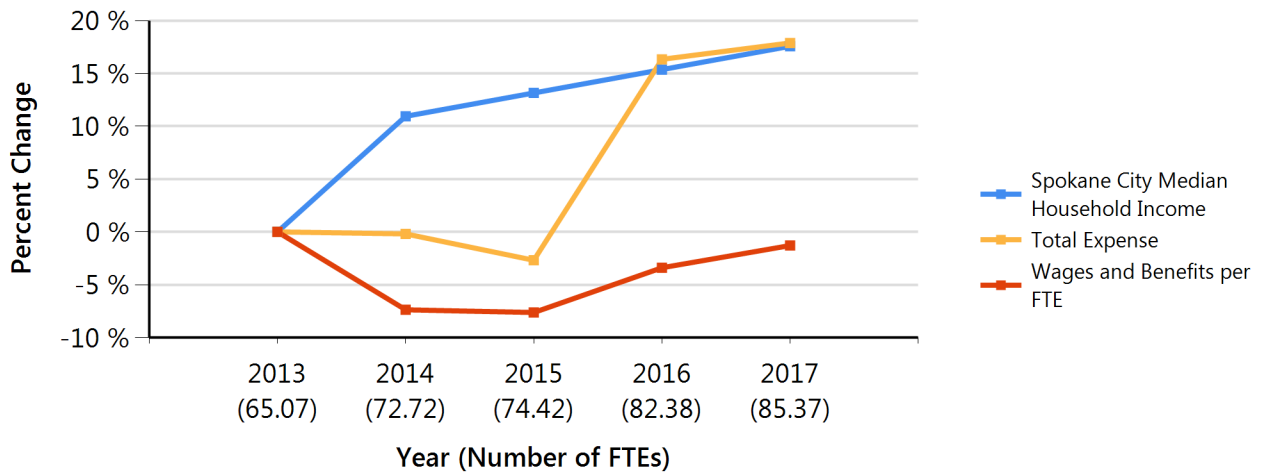
2017 Expenses



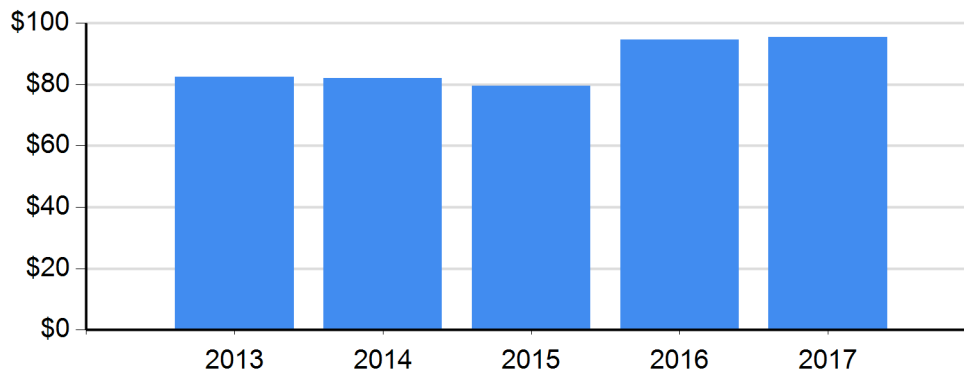
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$82.48	\$81.94	\$79.59	\$94.52	\$95.36
Percent Change	0.00%	-0.19%	-2.50%	19.54%	1.32%

Department Summary: Parks and Recreation

Division: Community, Health, and Environment

Fund Type: Special Revenue Fund

Executive Summary:

Parks & Recreation manages/operates and performs care taking on more than 3,100 acres, including developed parks, gardens, conservation lands, playgrounds, the arboretum, the amusement park, sports facilities, aquatic enters, splash pads and 40 miles of trails. In addition Parks & Recreation coordinates classes, events and athletic opportunities for individuals of all ages and abilities.

Programs and Services:

Parks and Recreation is continually striving to improve in it's ability to meet the publics needs. Efforts continue to establish a leaner, more efficient Parks & Recreation system that will be sustainable for future years. This includes leveraging opportunities as much as possible with partner organizations to share services and resources. In 2014, a stabilization fund was approved to address revenue declines and sustainability. Funds are being set aside in an effort to fully fund fleet equipment replacements.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	65.07	72.72	74.42	82.38	85.37

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	1,215,671	1,135,063	595,917	2,218,500	2,081,000
Interfund Charges	2,425,545	2,664,088	2,138,771	2,481,803	2,237,802
Reserve for Budget Adjustment	0	0	0	405,790	394,233
Transfers Out	1,224,652	463,006	622,964	512,958	521,958
Wages & Benefits	8,074,443	8,358,129	8,531,561	9,844,200	10,415,911
Supplies & Services	4,440,414	4,726,127	5,025,457	4,747,784	4,843,915
Debt Services	0	0	0	0	0
All Other	47,980	49,111	45,621	64,425	50,200
TOTAL	17,428,705	17,395,524	16,960,291	20,275,460	20,545,019

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	765	1,080	500	1,000
IG Revenue	0	4,093	4,803	1,291,000	1,302,600
Services	2,703,926	2,927,839	2,872,858	3,339,336	2,908,836
Fines & Forfeits	14,209	23,727	27,266	22,000	22,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	12,530,517	13,061,090	12,936,514	13,505,508	13,808,971
All Other	1,979,952	2,129,618	2,089,097	2,177,430	2,029,730
TOTAL	17,228,604	18,147,132	17,931,618	20,335,774	20,073,137

Revenue Notes:

Program Summary: Dept Natural Resources-USDA**Division:** Community, Health, and Environment**Fund Type:** Special Revenue Fund

Executive Summary:

Urban and Community Assistance Grants to local municipalities provided by the Washington State Department of Natural Resources.

Programs and Services:

Grants fund items such as tree plantings in parks, educational programs in Finch Arboretum, public tree inventories, public education media campaigns, and tree management plans.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	4,093	13,647	10,000	10,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	4,093	13,647	10,000	10,000

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	4,093	4,803	10,000	10,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	4,093	4,803	10,000	10,000

Revenue Notes:

Program Summary: Horticultural**Division:** Community, Health, and Environment**Fund Type:** Special Revenue Fund

Executive Summary:

Horticulture maintains the grounds and features of Manito park and Moore-Turner Garden.

Programs and Services:

Horticulture maintains the Moore-Turner Heritage Garden including a rose arbor and perennial garden staircase. In addition, the 90 acres of Manito park that include botanical gardens, an arboretum and conservatory and maintained and preserved.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	13.30	11.00	11.00	11.00	11.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	63,006	342,492	123,466	0	0
Interfund Charges	136,683	86	203	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	363,540	30,000	5,000	8,000	8,000
Wages & Benefits	1,326,150	1,081,674	1,100,721	1,112,820	1,134,018
Supplies & Services	352,714	283,717	301,430	327,901	374,161
Debt Services	0	0	0	0	0
All Other	6,618	0	0	0	0
TOTAL	2,248,711	1,737,969	1,530,820	1,448,721	1,516,179

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	74,831	257,914	113,379	108,500	107,000
TOTAL	74,831	257,914	113,379	108,500	107,000

Revenue Notes:

Program Summary: Parks Administration**Division:** Community, Health, and Environment**Fund Type:** Special Revenue Fund

Executive Summary:

Administrative Program for Parks & Recreation.

Programs and Services:

Provides Administrative support including but not limited to Financial Reporting, Budgeting, Accounts Payable, Accounts Receivable, Payroll, HR, Advertising & Marketing and Customer Service.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	17.61	18.31	24.27	24.27

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	11,414	42,186	12,920	75,000	1,200,000
Interfund Charges	1,244,667	2,621,901	2,138,568	2,404,853	2,220,852
Reserve for Budget Adjustment	0	0	0	405,790	355,000
Transfers Out	335,000	56,542	304,000	218,458	218,458
Wages & Benefits	548,943	1,491,509	1,607,366	2,610,377	2,926,533
Supplies & Services	250,835	704,758	968,567	519,587	645,477
Debt Services	0	0	0	0	0
All Other	3,205	12,812	10,154	21,150	11,500
TOTAL	2,394,064	4,929,708	5,041,575	6,255,215	7,577,820

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	400,000	411,600
Services	2,028	24,999	20,317	415,836	392,836
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	12,526,517	12,989,090	12,845,514	13,439,508	13,742,971
All Other	(17,030)	18,887	17,558	137,100	135,500
TOTAL	12,511,515	13,032,976	12,883,389	14,392,444	14,682,907

Revenue Notes:

Program Summary: Parks Operations

Division: Community, Health, and Environment

Fund Type: Special Revenue Fund

Executive Summary:

Operations for Park and Recreation conduct project management for maintenance in grounds, parking lots, parks, restrooms, buildings, facilities, capital improvement projects and public safety.

Programs and Services:

Project management and coordination for maintenance/repair of damages on city assets, facilities and grounds. Risk mitigation management when issues arrive that put the public in potential danger.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	26.86	21.86	21.86	22.16	23.15

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	488,103	375,725	360,157	780,000	0
Interfund Charges	402,484	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	175,857	128,000	128,000	108,000	108,000
Wages & Benefits	2,380,438	1,885,791	1,837,108	2,126,593	2,235,344
Supplies & Services	850,545	822,275	880,058	882,474	897,848
Debt Services	0	0	0	0	0
All Other	0	242	0	0	0
TOTAL	4,297,427	3,212,033	3,205,323	3,897,067	3,241,192

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	47,488	37,983	81,554	65,000	40,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	4,000	6,000	0	0	0
All Other	66,649	15,857	46,206	43,730	43,430
TOTAL	118,137	59,840	127,760	108,730	83,430

Revenue Notes:

Program Summary: RCO - Adaptive Ball Field**Division:** Community, Health, and Environment**Fund Type:** Special Revenue Fund

Executive Summary:

Grant provided by Washington State Recreation and Conservation Office (RCO) for matching funds for Adaptive ball field located at Mission Park.

Programs and Services:

Create a multipurpose, adaptive sports ball field at Mission Park that is fully accessible with low-maintenance synthetic turf which is designed to provide a cohesive recreational and educational experience for all ages.

Total Project Amount: \$476,111

RCO Grant Request: \$238,056

Cal Ripken, Sr. Foundation: \$238,056

(Cash Donation Matching Funds)

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	476,000	476,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	476,000	476,000

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	476,000	476,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	476,000	476,000

Revenue Notes:

Program Summary: RCO - Mirror Pond

Division: Community, Health, and Environment

Fund Type: Special Revenue Fund

Executive Summary:

Grant provided by Washington State Recreation and Conservation Office (RCO) for matching funds to construct an accessible recreational path around Mirror Pond in Manito Park.

Programs and Services:

The City of Spokane Parks and Recreation will use this grant to create an accessible recreational path system around Mirror Pond in Manito Park. The project also includes a variety of native plantings and interpretive signage. Manito Park is a destination park with five specialized gardens and conservatory and is heavily used by local schools and community, as well as tourists. The primary recreational opportunity created by this project is walking, jogging, biking and ecological interpretation.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	180,000	180,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	180,000	180,000

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	180,000	180,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	180,000	180,000

Revenue Notes:

Program Summary: RCO-YAF- Adaptive Ball Field

Division: Community, Health, and Environment

Fund Type: Special Revenue Fund

Executive Summary:

Phase 2 of a grant provided by Washington State Recreation and Conservation Office (RCO) for matching funds for Adaptive Ball Field located at Mission Park. Phase 2 includes the amenities to support the Adaptive Ball Field.

Programs and Services:

The Spokane Parks and Recreation Department will use this grant to build a multipurpose sports field that is fully accessible to people with disabilities at Mission Park. Additional project elements include development of a new restroom facility adjacent to the multipurpose field, expansion of the accessible pathways throughout the park and enhancement of accessible parking by adding three additional spaces and a new loading and unloading zone. Mission Park has been targeted by the City to provide universal access for multiple recreational opportunities including an aquatic center, sport court, and playground. The primary recreational opportunity this project will provide is youth baseball, softball and adaptive play for persons with disabilities.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	225,000	225,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	225,000	225,000

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	225,000	225,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	225,000	225,000

Revenue Notes:

Program Summary: Recreation**Division:** Community, Health, and Environment**Fund Type:** Special Revenue Fund

Executive Summary:

The Recreation department maintains city facilities and coordinate a diversity of events that support and promote Sports, Athletics, Art appreciation and education, Personal Interest, Aquatics and Therapeutic Recreation.

Programs and Services:

Recreation is constantly evolving in their effort to meet the public demand for both mental and physical healthy living. The Recreation department maintains and manages Dwight Merkel Sports Center, Senior Community Centers, Corbin Art Center, Franklin Park, Camp Sekani, Swimming Pools (6) and Splash Pads (17). Recreation strives to achieve/maintain financial stability in keeping up with public demand in diverse areas, while leveraging opportunities for continued growth and needs.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	8.00	7.35	7.35	7.55	7.55

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	44,229	97,782	73,798	190,000	0
Interfund Charges	265,503	32,333	0	67,500	7,500
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	15,264	15,264	52,764	70,500	70,500
Wages & Benefits	1,494,412	1,467,750	1,551,673	1,525,402	1,554,859
Supplies & Services	1,069,876	943,057	981,378	959,383	941,989
Debt Services	0	0	0	0	0
All Other	4,365	4,094	4,691	7,850	5,200
TOTAL	2,893,649	2,560,280	2,664,304	2,820,635	2,580,048

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	912,055	955,007	943,697	976,000	959,700
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	25,000	0	0
All Other	525,737	461,055	553,472	523,000	472,800
TOTAL	1,437,792	1,416,062	1,522,169	1,499,000	1,432,500

Revenue Notes:

Program Summary: Riverfront Park

Division: Community, Health, and Environment

Fund Type: Special Revenue Fund

Executive Summary:

Established in 1974 to host the World's Fair Event, Riverfront Park is main attraction for tourists and locals. The Park boasts 100 acres and hosts large and small events alike.

Programs and Services:

Riverfront Park boasts public diversity in entertainment by providing walking trails, sculptures for viewing, music concerts and an array of rides for individuals of all ages. It also hosts annual public events such as the July 4th celebration, The Chinese Lantern Festival, Hoopfest, Pig-out in the park, and Car Shows. In 2014, plans to renovate Riverfront Park commenced.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	15.91	10.90	11.90	13.40	15.40

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	608,919	276,878	25,576	82,500	0
Interfund Charges	353,945	318	0	0	0
Reserve for Budget Adjustment	0	0	0	0	39,233
Transfers Out	334,991	206,200	106,200	100,000	105,000
Wages & Benefits	2,236,253	2,009,877	2,001,134	2,015,147	2,084,738
Supplies & Services	1,339,654	1,254,316	1,121,968	1,216,506	1,148,357
Debt Services	0	0	0	0	0
All Other	33,792	31,963	30,776	35,425	33,500
TOTAL	4,907,554	3,779,552	3,285,654	3,449,578	3,410,828

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,742,336	1,881,109	1,767,184	1,857,500	1,488,300
Fines & Forfeits	14,209	23,727	27,266	22,000	22,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,329,614	1,341,369	1,331,727	1,346,100	1,246,000
TOTAL	3,086,159	3,246,205	3,126,177	3,225,600	2,756,300

Revenue Notes:

Program Summary: Senior And Community Centers

Division: Community, Health, and Environment

Fund Type: Special Revenue Fund

Executive Summary:

Recreation maintains facilities for multiple Senior Community Centers and Youth Community Centers.

Programs and Services:

ECCC, SSSC, WCCC, Corbin Senior Center, Hillyard Senior Center, Midcity Senior Center, Sinto Senior Center, Southside Senior Center, Project Joy, NE Youth Center.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	1.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	22,263	9,450	0	9,450	9,450
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	82,791	414	0	0	0
Supplies & Services	576,790	638,412	659,336	638,323	638,578
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	681,844	648,276	659,336	647,773	648,028

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	19	2,354	457	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	151	136	75	0	0
TOTAL	170	2,490	532	0	0

Revenue Notes:

Program Summary: Urban Forestry

Division: Community, Health, and Environment

Fund Type: Special Revenue Fund

Executive Summary:

Urban Forestry maintains and protects the public trees found in and around the parks, neighborhoods and public streets of Spokane.

Programs and Services:

Urban Forestry not only maintains the grounds of John A. Finch Arboretum, Urban Forestry also engages and provides education to the public on the importance trees in the community through outreach programs such as the Heritage Tree Program.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	4.00	4.00	4.00	4.00

Expenditures:

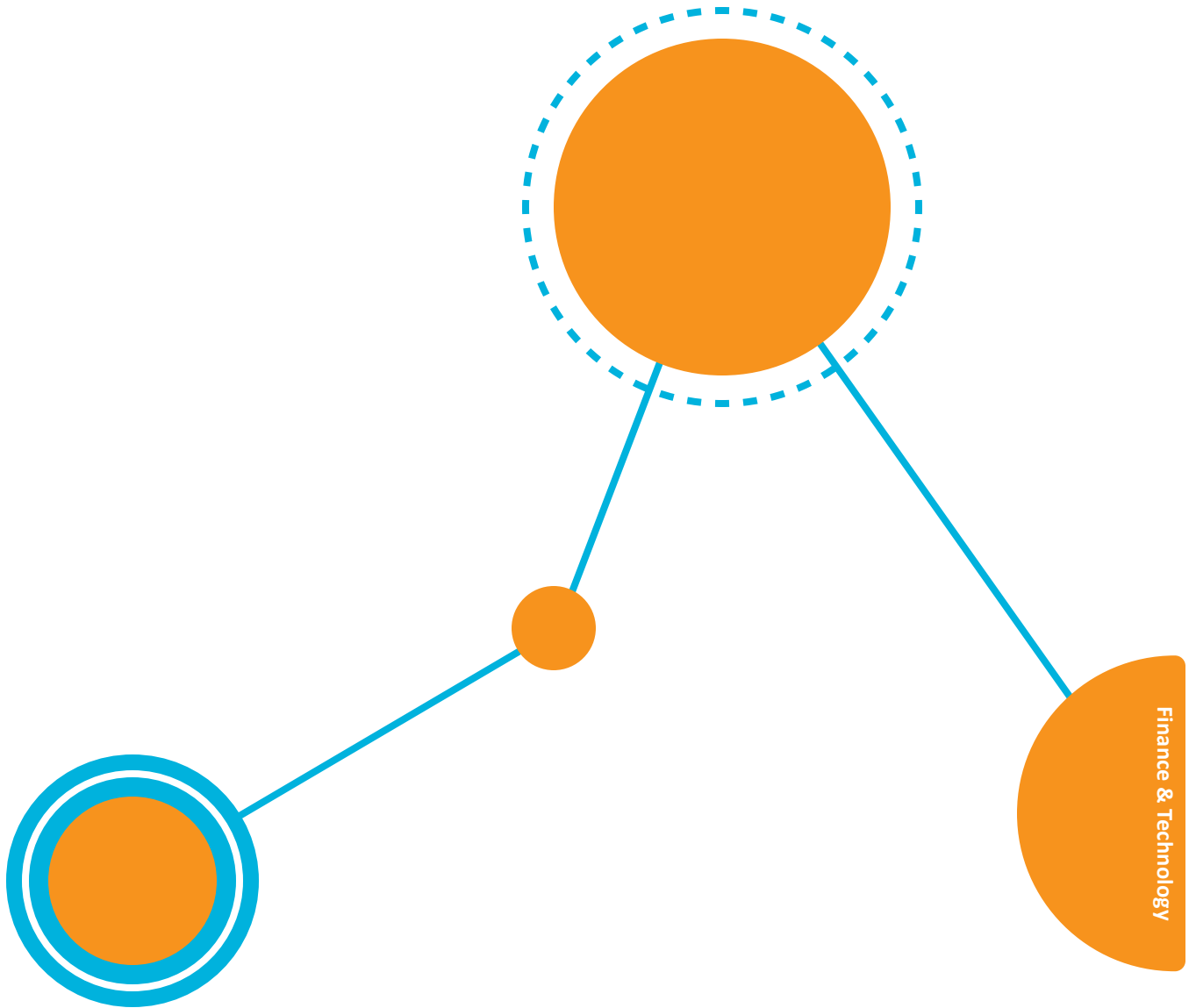
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	210,000	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	27,000	27,000	8,000	12,000
Wages & Benefits	5,456	421,114	433,559	453,861	480,419
Supplies & Services	0	75,499	99,073	193,610	187,505
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	5,456	523,613	559,632	865,471	679,924

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	765	1,080	500	1,000
IG Revenue	0	0	0	0	0
Services	0	26,387	59,649	25,000	28,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	66,000	66,000	66,000	66,000
All Other	0	34,400	26,680	19,000	25,000
TOTAL	0	127,552	153,409	110,500	120,000

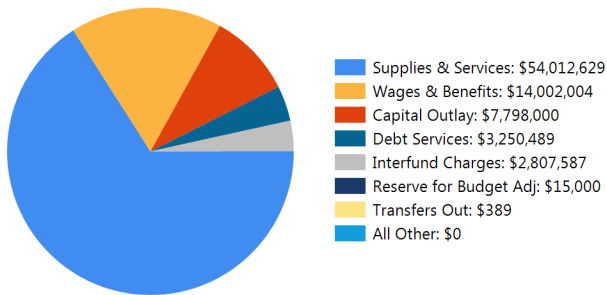
Revenue Notes:

Finance & Technology

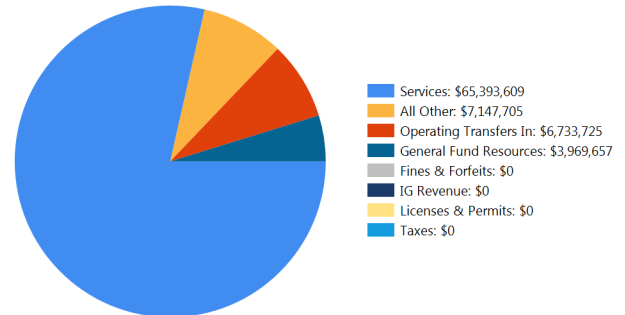


Finance & Technology

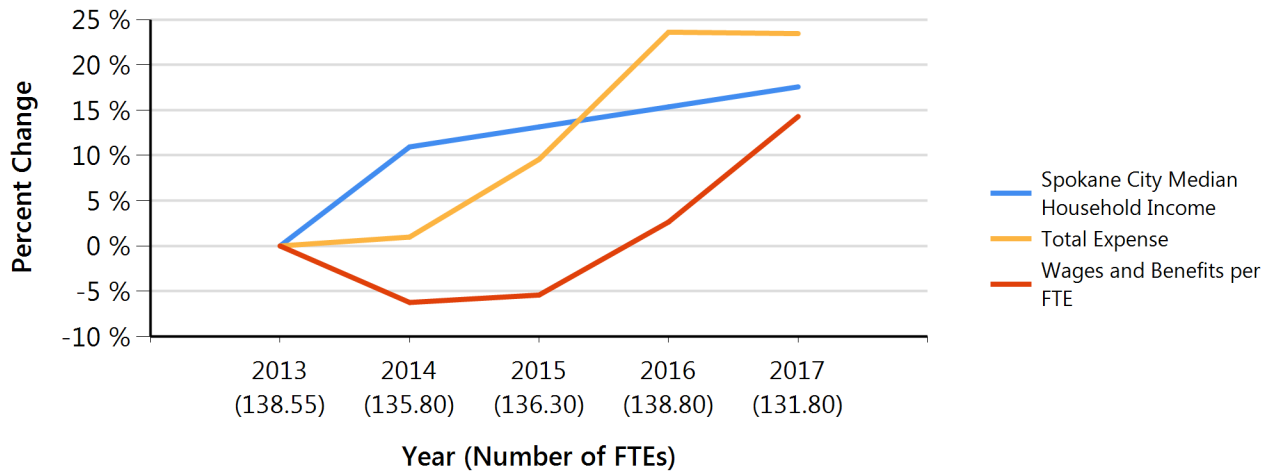
2017 Expense



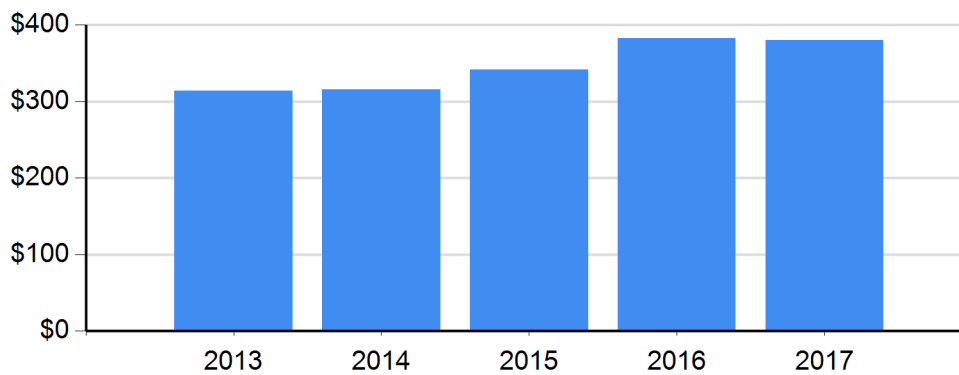
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



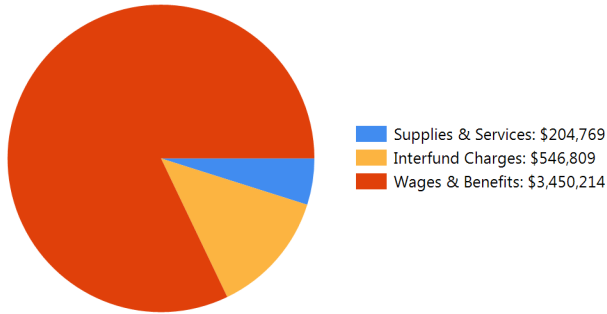
* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$314.03	\$315.61	\$341.16	\$382.39	\$380.22
Percent Change	0.00%	0.97%	8.50%	12.82%	-0.12%

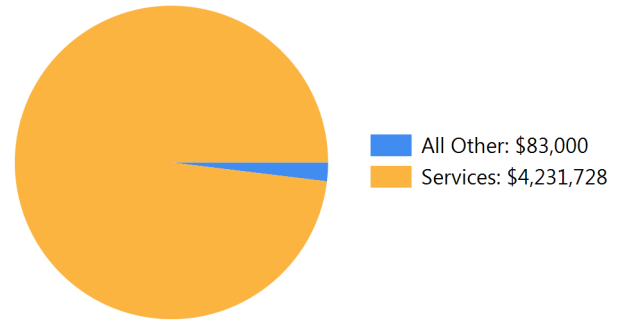
Accounting

The Accounting Services department provides accounting, treasury, payroll and purchasing services for all City departments.

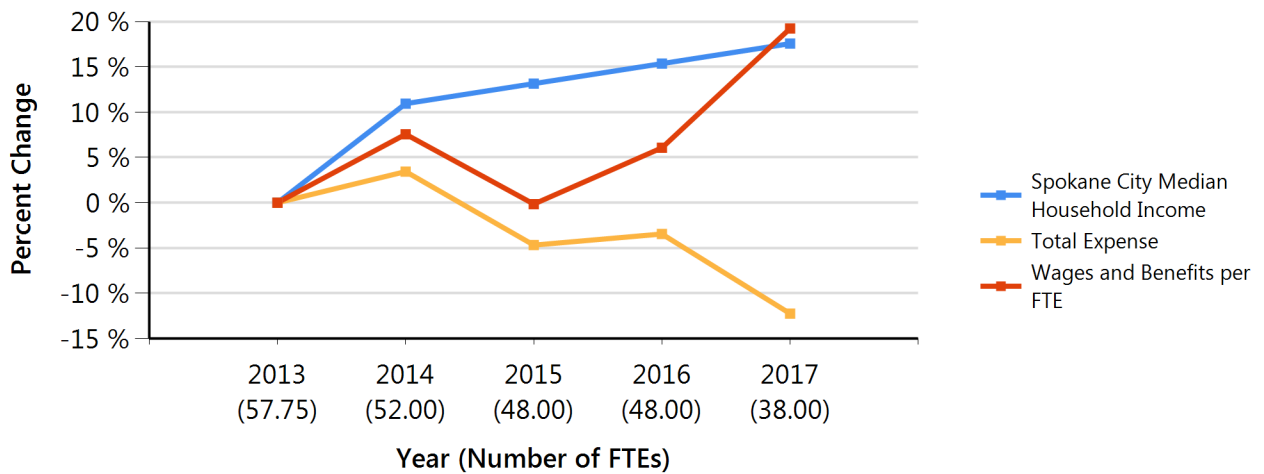
2017 Expenses



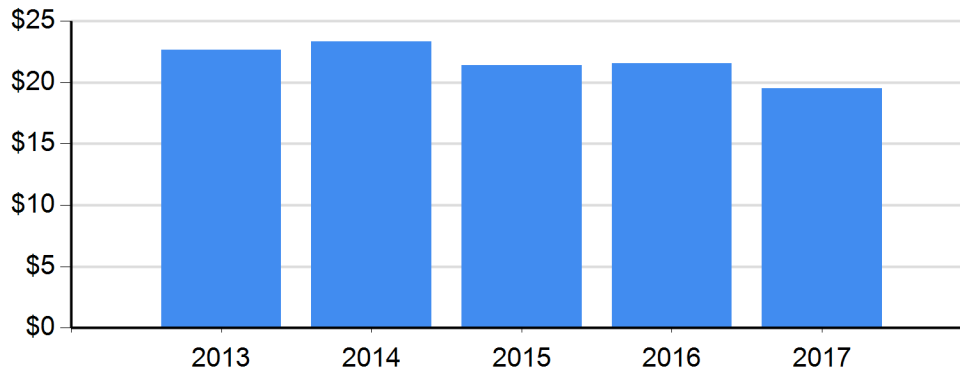
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$22.66	\$23.33	\$21.42	\$21.55	\$19.50
Percent Change	0.00%	3.43%	-7.85%	1.28%	-9.10%

Department Summary: Accounting**Division:** Finance & Technology**Fund Type:** Internal Service Fund

Executive Summary:

The Accounting Services department provides accounting, treasury, payroll and purchasing services for all City departments.

Programs and Services:

Accounting Services supports the City's operational objectives that directly impact our citizens with professional financial services. The Treasury group collects revenues and manages the City's cash and investments to ensure the citizens' money is secure. The Purchasing section partners with City departments to effectively procure goods and services. Payroll processes payments to our employees, and Accounts Payable pays our vendors so that services are seamlessly delivered to our citizens. The General Accounting division organizes and reports financial information to our regulatory entities and other stakeholders. The Departmental Accounting group facilitates accounting transactions and act as trusted financial advisors to City departments, providing expertise to assist in meeting their goals.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	57.75	52.00	48.00	48.00	38.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	5,453	0	0
Interfund Charges	345,066	488,300	513,644	545,121	546,809
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	2,604	28,679	5,453	0	0
Wages & Benefits	4,394,277	4,255,889	3,625,445	3,850,821	3,450,214
Supplies & Services	46,300	179,974	413,914	226,710	204,769
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	4,788,247	4,952,842	4,563,909	4,622,652	4,201,792

Expenditure Notes:

In 2013, the Treasury function was recorded in the General Fund. These amounts have not been restated to reflect those costs prior to 2014.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	4,743,019	5,192,786	4,289,725	4,942,241	4,231,728
Fines & Forfeits	0	0	41,954	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	22,851	100,091	92,182	39,058	83,000
TOTAL	4,765,870	5,292,877	4,423,861	4,981,299	4,314,728

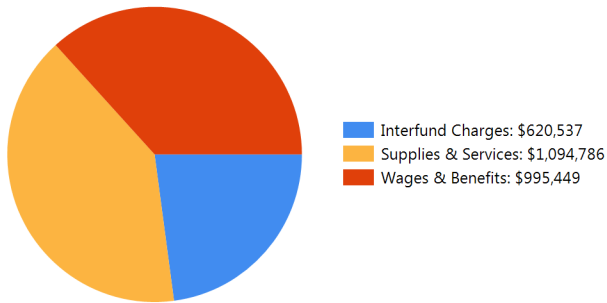
Revenue Notes:

The additional revenue received in 2014 helped reduce the deficit fund balance from \$400k in 2012 and 2013, to \$92k. Miscellaneous revenue is from interest on investments and credit card rebates.

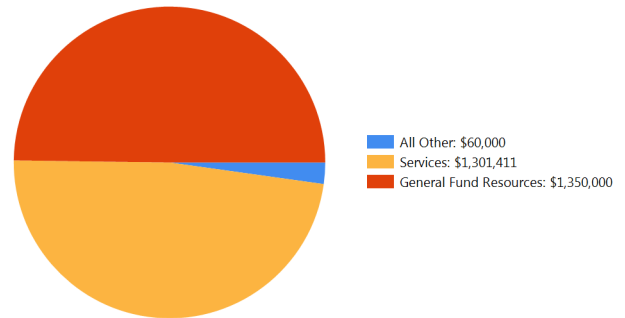
Asset Management

This department is responsible for the strategic management of all City owned assets, leases, real estate, and facilities. The asset management department works actively with all City departments.

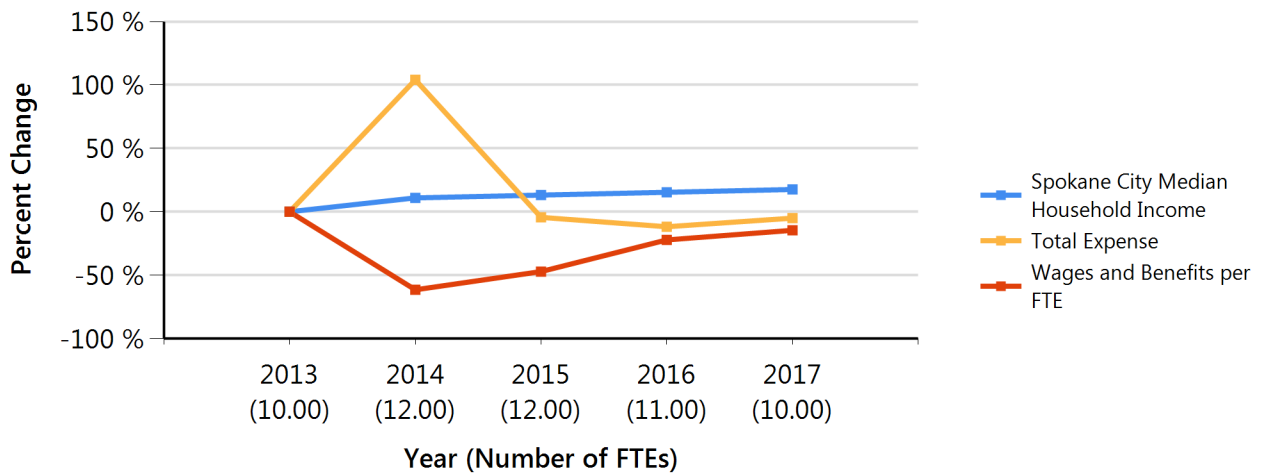
2017 Expenses



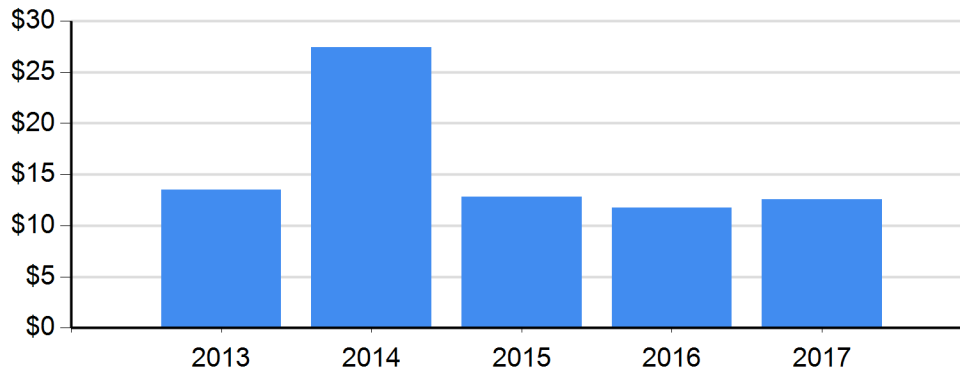
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$13.51	\$27.44	\$12.80	\$11.73	\$12.58
Percent Change	0.00%	104.07%	-53.16%	-7.75%	7.70%

Department Summary: Asset Management**Division:** Finance & Technology**Fund Type:** Internal Service Fund

Executive Summary:

This department is responsible for the strategic management of all City owned assets, leases, real estate, and facilities. The asset management department works actively with all City departments.

Programs and Services:

This department will be oriented toward returning value by monetizing assets, providing service to internal and external customers and stakeholders, identifying opportunities to partner, improving value by maintaining assets and developing systems that create revenues where possible. This department is diverse in scope and impacts many areas of the City.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	10.00	12.00	12.00	11.00	10.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	3,338,400	235,439	0	0
Interfund Charges	261,535	476,708	429,415	604,056	620,537
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	136,780	39,632	79,012	0	0
Wages & Benefits	1,684,599	776,779	888,523	1,017,895	995,449
Supplies & Services	771,563	1,193,742	1,083,751	894,786	1,094,786
Debt Services	0	0	0	0	0
All Other	0	7	12,115	0	0
TOTAL	2,854,477	5,825,268	2,728,255	2,516,737	2,710,772

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	820,895	1,294,843	1,295,686	1,431,814	1,301,411
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,429,170	1,049,616	795,000	1,150,000	1,350,000
All Other	289,399	124,033	258,099	50,000	60,000
TOTAL	2,539,464	2,468,492	2,348,785	2,631,814	2,711,411

Revenue Notes:

Program Summary: Arts

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

This budget summary represents the allocation of City funds to the Spokane Arts Fund.

Programs and Services:

The allocation of City dollars supports the programming of public art in public spaces through contribution to the Spokane Arts Fund.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	100,000	73,333	86,667	80,000	80,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	100,000	73,333	86,667	80,000	80,000

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	100,000	188,931	84,826	80,000	80,000
All Other	0	0	285	0	0
TOTAL	100,000	188,931	85,111	80,000	80,000

Revenue Notes:

Program Summary: Asset Management Administration**Division:** Finance & Technology**Fund Type:** Internal Service Fund

Executive Summary:

Administration/Overhead expenses for the Asset Management Department. The Asset Management Director coordinates a cross-functional team encompassing construction management, facilities maintenance, and real estate acquisitions and dispositions.

Programs and Services:

This department will be oriented toward returning value by monetizing assets, providing service to internal and external customers and stakeholders, identifying opportunities to partner, improving value by maintaining assets and developing systems that create revenues where possible. This department is diverse in scope and impacts many areas of the City.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	3.00	3.00	2.00	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	3,298,768	2,060	0	0
Interfund Charges	4,964	154,978	88,128	415,661	431,670
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	106,914	0	2,060	0	0
Wages & Benefits	939,598	187,258	169,863	224,072	163,517
Supplies & Services	3,974	37,072	95,060	20,000	220,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,055,450	3,678,076	357,171	659,733	815,187

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	816,002	10,309	59,809	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	133,068	0	0	500,000	700,000
All Other	4,766	8,230	792	0	0
TOTAL	953,836	18,539	60,601	500,000	700,000

Revenue Notes:

Program Summary: City Hall Maintenance**Division:** Finance & Technology**Fund Type:** Internal Service Fund

Executive Summary:

The asset management department is responsible for the maintenance and care of City Hall. This includes custodial services, facilities management, energy management and exterior maintenance. City Hall supports work space for most departments in the City

Programs and Services:

City Hall Maintenance includes 4 FTE. One FTE is for the building engineer while the other 3 FTE are custodial staff. Expenses include Electricity, Natural Gas, HVAC maintenance, lighting replacement, contract services for certain facility repairs, and other support services for departments

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	5.00	5.00	5.00	4.00	4.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	38,097	76,593	0	0
Interfund Charges	105,105	173,908	214,015	148,184	147,957
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	26,459	38,097	47,845	0	0
Wages & Benefits	304,629	304,292	271,601	290,166	309,465
Supplies & Services	516,568	742,449	578,338	464,424	473,424
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	952,761	1,296,843	1,188,392	902,774	930,846

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	563	593,130	580,043	600,000	600,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	854,615	535,304	561,827	430,000	430,000
All Other	384	5,542	5,398	0	0
TOTAL	855,562	1,133,976	1,147,268	1,030,000	1,030,000

Revenue Notes:

Program Summary: Facilities Maintenance

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

Provide facilities maintenance services to the majority of City facilities that include heating and ventilation, electrical, carpentry and contractual services. Facilities Maintenance is a division of Asset Management.

Programs and Services:

This is a small division consisting of 3 FTEs who respond to requests and make recommendation for facility repair, remodel and construction, and other capital improvements. The Facilities Maintenance Foreperson manages construction projects, develops contracts and supervises their team. Through the utilization of contractual labor and the staff electrician, provides skilled, licensed plumbers, electricians and heating mechanics to perform work in accordance with proper industry practices and codes. The facilities team ensures compliance with Labor and Industries, OSHA, and WISHA regulations and municipal codes as work is performed by City staff and outside contractors; maintains records of all work performed through the utilization of an automated management information system; ensures the mandatory annual inspections of fire suppression systems, boilers, cranes, lifts and compressors, etc. are performed.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	2.00	2.00	3.00	3.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	29,107	0	0
Interfund Charges	0	9,210	123,452	39,334	40,910
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	29,107	0	0
Wages & Benefits	27,124	130,986	211,631	250,465	258,649
Supplies & Services	0	239,511	221,172	256,577	247,577
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	27,124	379,707	614,469	546,376	547,136

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	572,469	551,025	591,411	551,411
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	9	0	0	0
TOTAL	0	572,478	551,025	591,411	551,411

Revenue Notes:

Program Summary: Real Estate**Division:** Finance & Technology**Fund Type:** Internal Service Fund

Executive Summary:

This department is responsible for the evaluation, management, acquisition, trading and monetization of all real estate assets owned by the City. Its role is to ensure the City's real assets are responsibly managed.

Programs and Services:

This department will effectively manage the portfolio of properties currently owned by addressing each property and its relative value to the City. This portfolio will be scrutinized in the coming years and properties inconsistent with needs or that are functionally obsolete will be disposed. This department will look for partners to optimize and monetize current assets via trade, rental, or strategic partnering.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	5.00	2.00	2.00	2.00	2.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	1,535	0	0	0
Interfund Charges	149,897	137,802	3,820	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	3,407	1,535	0	0	0
Wages & Benefits	413,248	154,243	235,428	253,192	263,818
Supplies & Services	114,087	71,027	27,066	24,045	24,045
Debt Services	0	0	0	0	0
All Other	0	7	468	0	0
TOTAL	680,639	366,149	266,782	277,237	287,863

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	4,330	118,935	104,809	240,403	150,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	341,487	325,381	148,347	140,000	140,000
All Other	237,981	68,192	14,110	0	0
TOTAL	583,798	512,508	267,266	380,403	290,000

Revenue Notes:

Program Summary: Real Estate Rentals

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

The City owns several properties in the vicinity of East 37th Ave and S. Ray Street, near Joel E Ferris High School. This program covers both the rental revenue and associated maintenance costs of these properties.

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	127,679	0	0
Interfund Charges	1,569	810	0	877	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	36,934	30,350	75,448	49,740	49,740
Debt Services	0	0	0	0	0
All Other	0	0	11,647	0	0
TOTAL	38,503	31,160	214,774	50,617	49,740

Expenditure Notes:**Revenues:**

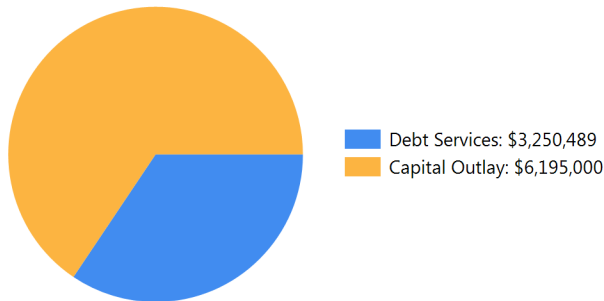
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	46,268	42,060	237,514	50,000	60,000
TOTAL	46,268	42,060	237,514	50,000	60,000

Revenue Notes:

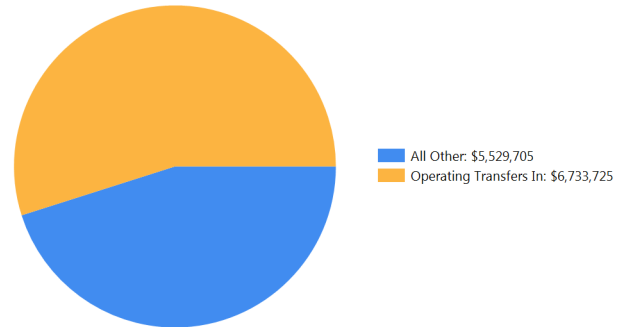
Asset Management Fund Capital

This department is responsible for the evaluation, management, acquisition, trading and monetization of all real estate assets owned by the City. Its role is to ensure the City's real assets are responsibly managed.

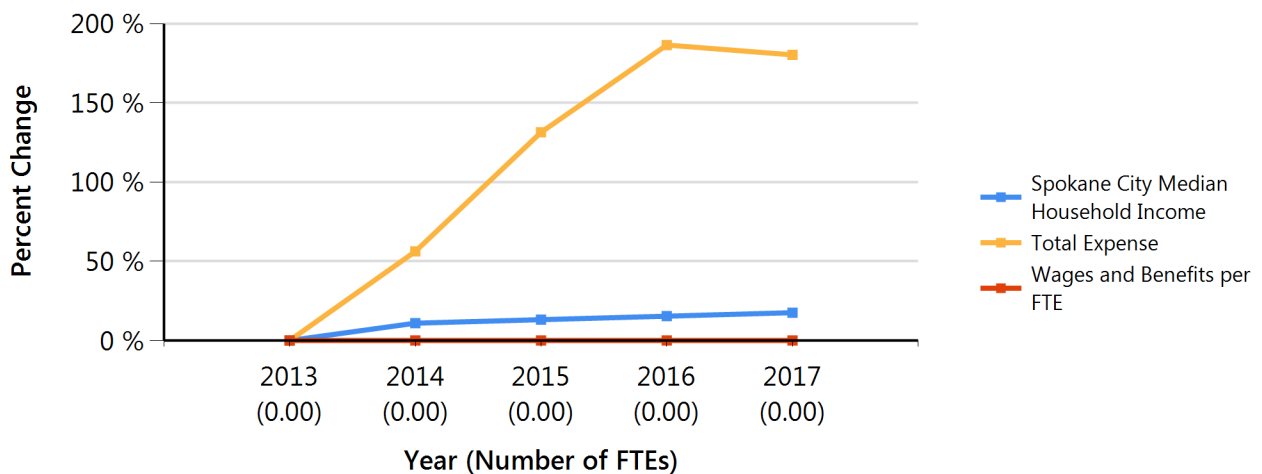
2017 Expenses



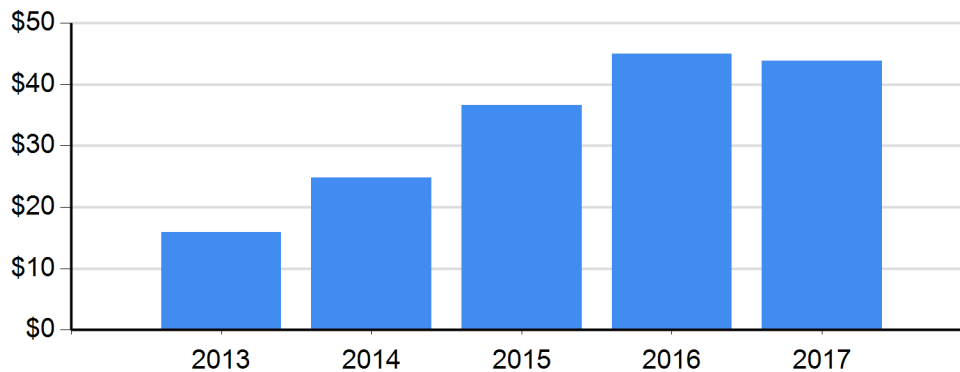
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$15.95	\$24.80	\$36.59	\$45.01	\$43.84
Percent Change	0.00%	56.20%	48.12%	23.81%	-2.17%

Department Summary: Asset Management Fund Capital**Division:** Finance & Technology**Fund Type:** Internal Service Fund

Executive Summary:

This department is responsible for the evaluation, management, acquisition, trading and monetization of all real estate assets owned by the City. Its role is to ensure the City's real assets are responsibly managed.

Programs and Services:

This department will effectively manage the portfolio of properties currently owned by addressing each property and its relative value to the City. This portfolio will be scrutinized in the coming years and properties inconsistent with needs or that are functionally obsolete will be disposed. This department will look for partners to optimize and monetize current assets via trade, rental, or strategic partnering.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	1,950,177	3,432,278	4,611,932	6,646,000	6,195,000
Interfund Charges	0	33,709	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	224,160	617,455	0	0
Debt Services	1,419,990	1,574,385	2,568,521	3,009,097	3,250,489
All Other	0	0	0	0	0
TOTAL	3,370,167	5,264,532	7,797,908	9,655,097	9,445,489

Expenditure Notes:**Revenues:**

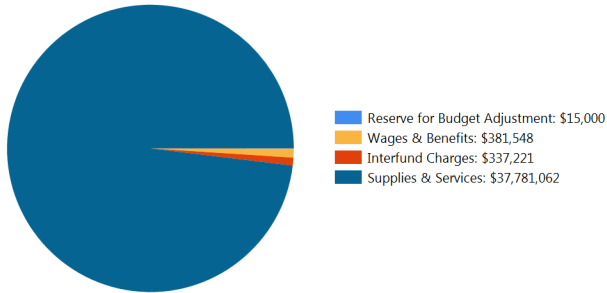
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	131,474	0	0
Services	0	0	4,628	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	3,115,425	6,378,438	3,022,641	4,454,463	6,733,725
General Fund Resources	0	0	0	0	0
All Other	822,456	769,518	13,745,473	6,327,438	5,529,705
TOTAL	3,937,881	7,147,956	16,904,216	10,781,901	12,263,430

Revenue Notes:

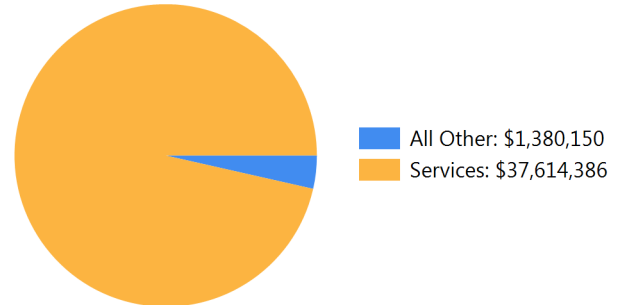
Employee Benefits

Human Resources manages and administers the City's employee benefits, including the City's self-insured medical and dental plans, LEOFF I medical benefits, life insurance, and other voluntary benefits offered to employees.

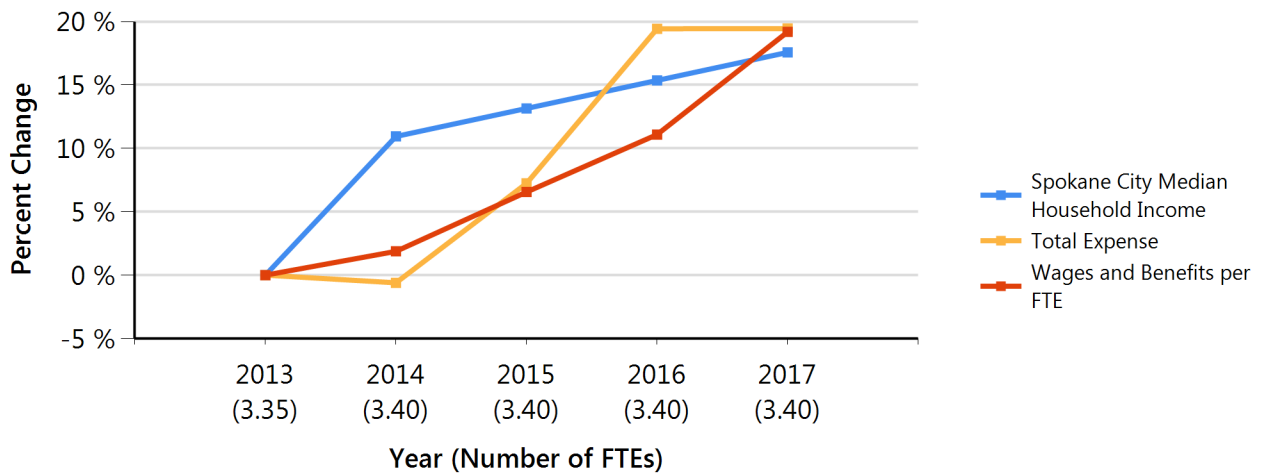
2017 Expenses



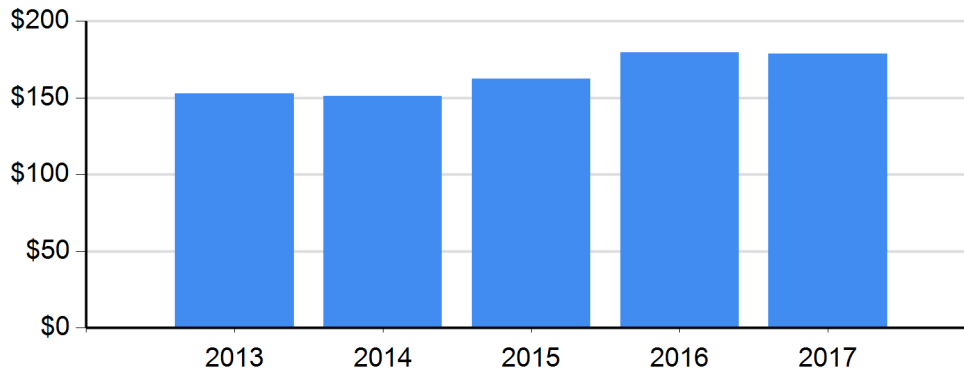
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$152.59	\$150.96	\$162.26	\$179.53	\$178.77
Percent Change	0.00%	-0.60%	7.89%	11.37%	0.01%

Department Summary: Employee Benefits**Division:** Finance & Technology**Fund Type:** Internal Service Fund

Executive Summary:

Human Resources manages and administers the City's employee benefits, including the City's self-insured medical and dental plans, LEOFF I medical benefits, life insurance, and other voluntary benefits offered to employees.

Programs and Services:

Human Resources manages and administers all City employee benefit programs. This includes the City's self-insured medical (Premera and Group Health) and dental plans, LEOFF I medical benefits, life insurance, and other voluntary benefits offered to employees. Employee Benefits also manages the City's employee wellness program, benefits fair, and other health-related events. Employee Benefits oversees the timely payments to the Firefighters' Trust, and the contributions to the Police SSP HRA and the Firefighters' SSP VEBA plans.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	3.35	3.40	3.40	3.40	3.40

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	268,684	296,464	332,301	357,149	337,221
Reserve for Budget Adjustment	0	0	0	15,000	15,000
Transfers Out	0	0	0	0	0
Wages & Benefits	311,967	322,564	337,657	352,967	381,548
Supplies & Services	31,662,377	31,428,725	33,906,707	37,784,484	37,781,062
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	32,243,028	32,047,753	34,576,665	38,509,600	38,514,831

Expenditure Notes:

Expenses listed under Services include payments for medical claims, third party administration fees, stop loss premiums, and medical premiums.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	31,600,391	32,145,306	33,813,248	36,050,516	37,614,386
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	925,977	1,409,533	1,260,109	1,287,000	1,380,150
TOTAL	32,526,368	33,554,839	35,073,357	37,337,516	38,994,536

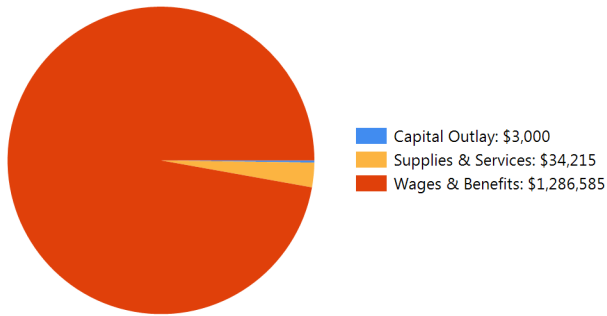
Revenue Notes:

Other revenue includes interest on investments, COBRA premiums, voluntary employee payments to VEBA and broker contingency fees.

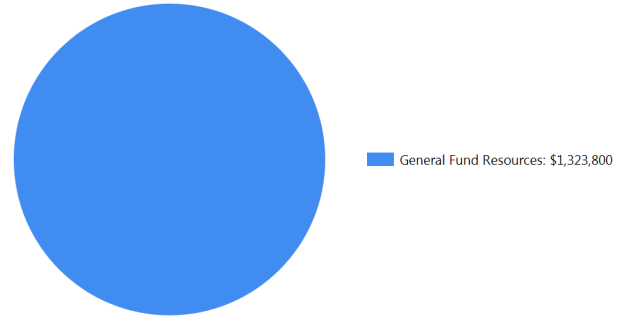
Finance

Finance guides the strategic direction and execution of the City's financial activities. As a Division Director, the Director of Finance & Administration oversees all aspects of Accounting, Budget, Taxes & Licensing, Purchasing, Treasury, Grants Management, Auditing, and Asset Management. The CFO handles all investment activity and debt management.

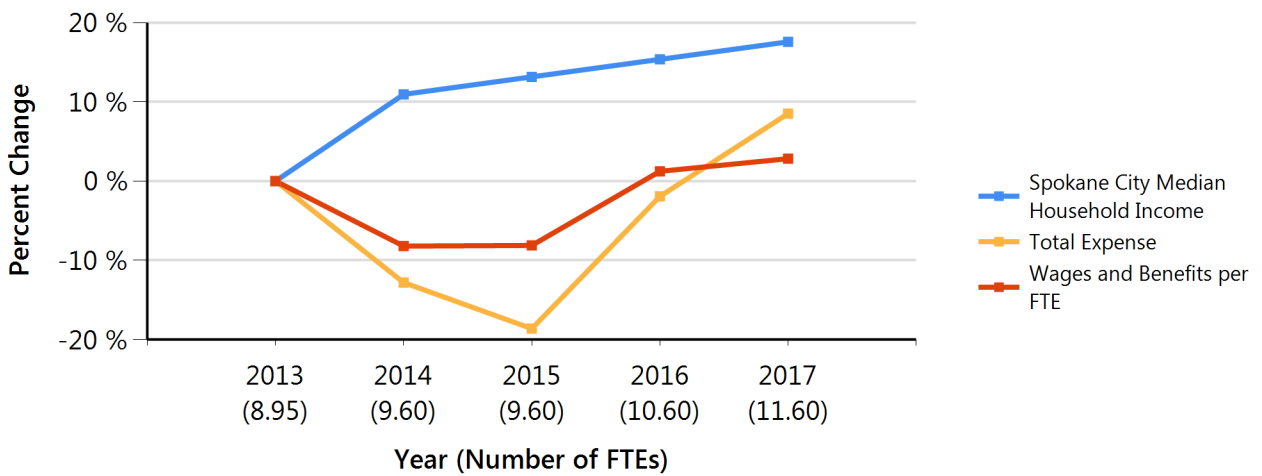
2017 Expenses



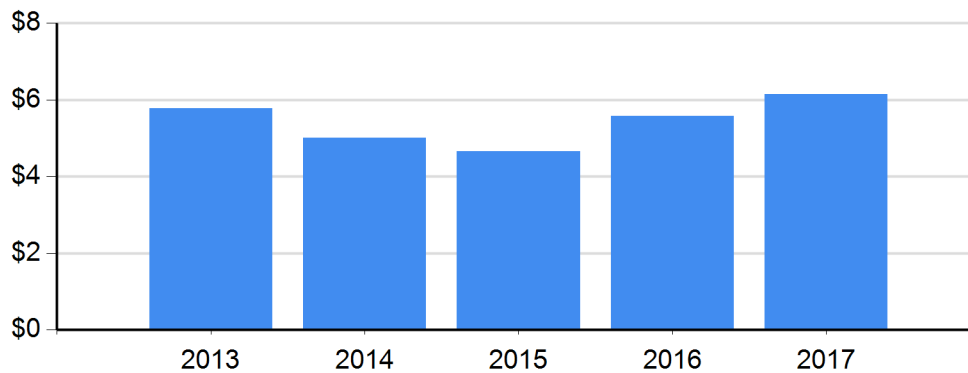
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$5.77	\$5.01	\$4.66	\$5.58	\$6.14
Percent Change	0.00%	-12.80%	-6.67%	20.51%	10.64%

Department Summary: Finance

Division: Finance & Technology

Fund Type: General Fund

Executive Summary:

Finance guides the strategic direction and execution of the City's financial activities. As a Division Director, the Director of Finance & Administration oversees all aspects of Accounting, Budget, Taxes & Licensing, Purchasing, Treasury, Grants Management, Auditing, and Asset Management. The CFO handles all investment activity and debt management.

Programs and Services:

Finance Department oversees activities and strategic direction of the City's financial activities, including:

- Executing a budget process that matches City goals and objectives to the City's limited financial resources. This includes communicating all aspects of the budget process to the citizens to assure confidence that tax dollars are being spent judiciously and effectively.
 - Planning, organizing, and directing the operations and activities of the Finance, Budget, Taxes and Licenses, Accounting, Purchasing, Treasurer, Payroll, Risk Management, Auditing, Asset Management and all other financial functions of the City.
 - Administration of debt offerings including communication and support of key City initiatives involving the use of debt
 - Overseeing and assuring optimum relationships with key monitoring organizations, including rating agencies (S&P, Moody's, etc.) and State Auditor's office.
 - Maintaining and optimizing key professional relationships, including the City's financial advisor, debt underwriters and bond counsel.
 - Effective communication of all financial matters to government and community stakeholders. This includes City Council, unions, management and all citizens and citizen groups.
-

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	8.95	9.60	9.60	10.60	11.60

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	653	0	2,693	0	3,000
Interfund Charges	205,137	378	142	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	972,602	957,598	958,408	1,157,240	1,286,585
Supplies & Services	41,623	105,757	31,510	39,222	34,215
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,220,015	1,063,733	992,753	1,196,462	1,323,800

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,220,015	1,063,733	992,753	1,196,462	1,323,800
All Other	0	0	0	0	0
TOTAL	1,220,015	1,063,733	992,753	1,196,462	1,323,800

Revenue Notes:

Program Summary: Business Analytics

Division: Finance & Technology

Fund Type: General Fund

Executive Summary:

Business Analytics develops and manages City performance measures and performs a wide range of financial and business analysis.

Programs and Services:

The Business Analytics group is responsible for:

- Performance measure program development focused on outcome based measures for departments.
 - Creation and establishment of enterprise wide measures to assist organization in assessing performance against key metrics and identify opportunities to improve organizational policies and procedures.
 - Development of business plans and financial analysis that assist in the evaluation of key business decisions.
 - Leading enterprise level teams and projects for the purpose of solving identified issues, advancing key initiatives and improving outcomes across the organization.
 - Historical trending support for key metric indicators such as sales taxes, property taxes, real estate excise taxes, median household income, assessed values, new construction, population changes as well as benchmarking research and evaluation for comparison to peer cities
 - Regular data analysis support to assist in providing data driven business decision making.
 - Identifying opportunities for process improvement and working with key department personnel to advance process change for improving service levels and cost effectiveness.
-

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	2.00	2.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	229,499	241,177
Supplies & Services	0	0	0	2,800	2,800
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	232,299	243,977

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	232,299	243,977
All Other	0	0	0	0	0
TOTAL	0	0	0	232,299	243,977

Revenue Notes:

Program Summary: Finance

Division: Finance & Technology

Fund Type: General Fund

Executive Summary:

The CFO performs oversight and management over all investment and treasury service activities and manages the Business Analytics group.

Programs and Services:

Activities of the CFO will include:

- Administration of debt offerings including communication and support of key city initiatives involving the use of debt (e.g. streets initiative).
 - Overseeing and assuring optimum relationships with key monitoring organizations, including rating agencies (S&P, Moody's, etc.) and State Auditor's office.
 - Maintaining and optimizing key professional relationships, including the City's financial advisor, debt underwriters and bond counsel.
 - Effective communication of financial matters to government and community stakeholders.
 - Management and oversight of Business Analytics
-

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	1.95	4.60	4.00	3.00	4.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	653	0	2,693	0	3,000
Interfund Charges	19,080	378	142	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	384,840	530,616	453,568	397,410	498,976
Supplies & Services	8,263	47,270	3,711	7,080	8,100
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	412,836	578,264	460,114	404,490	510,076

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	412,836	578,264	460,114	404,490	510,076
All Other	0	0	0	0	0
TOTAL	412,836	578,264	460,114	404,490	510,076

Revenue Notes:

Program Summary: Management/Budget

Division: Finance & Technology

Fund Type: General Fund

Executive Summary:

The Budget Office organizes, compiles and maintains the citywide operating and capital budgets and provides financial analysis to the Mayor, City Council, and all City departments.

Programs and Services:

The Budget Office executes a budget process that matches City goals and objectives within the constraints of the City's limited financial resources. This includes communicating all aspects of the budget process to the Mayor, Council, and citizens to assure confidence that tax dollars are being spent judiciously and effectively. Management and Budget maintains revenue and expenditure forecasts to ensure that the City stays within the parameters set forth in the Budget.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	1.00	1.00	1.00	1.00	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	23,351	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	153,658	137,977	153,410	158,273	161,127
Supplies & Services	697	821	2,020	5,374	6,400
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	177,706	138,798	155,430	163,647	167,527

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	177,706	138,798	155,430	163,647	167,527
All Other	0	0	0	0	0
TOTAL	177,706	138,798	155,430	163,647	167,527

Revenue Notes:

Program Summary: Taxes & Licenses

Division: Finance & Technology

Fund Type: General Fund

Executive Summary:

The Taxes & Licenses Office administers, bills and collects City taxes and licenses. The office is also responsible for compliance auditing with respect to tax and license collections.

Programs and Services:

As authorized by the Spokane Municipal Code, City taxes and licenses include Admissions Tax, Amusement Device Licenses, Business Licenses, Charitable Solicitation Permits, Cabaret Licenses, Franchise Fees, Taxi Cab and Taxi Cab Driver Licenses, Gambling Tax, Leasehold Excise Tax, Temporary Licenses, Rent, Utility Tax, and Franchise Fees. The Treasurers Office collects all taxes and licenses equitably to ensure a level playing field for all entities doing business in Spokane. We respond to all customer inquiries with the goal of providing accurate and timely information. Applications and tax returns are processed to ensure all accounts are correctly credited and entered in the City's permit and accounting systems.

The result of Spokane's participation in the State Business License program is an automatic comparison of City Business Licenses and the State's existing business databases. This provides a more streamlined and cost effective audit process. This creates an additional layer of data for conducting compliance audits for utility taxes, business licenses, sales taxes and license/registration fees prescribed in the Municipal Code. This is a necessary process to promote tax fairness/equity.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	6.00	4.00	4.60	4.60	4.60

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	162,706	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	434,104	289,005	351,430	372,058	385,305
Supplies & Services	32,663	57,666	25,779	23,968	16,915
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	629,473	346,671	377,209	396,026	402,220

Expenditure Notes:**Revenues:**

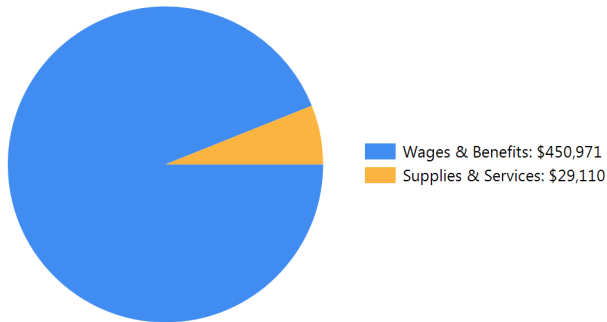
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	629,473	346,671	377,209	396,026	402,220
All Other	0	0	0	0	0
TOTAL	629,473	346,671	377,209	396,026	402,220

Revenue Notes:

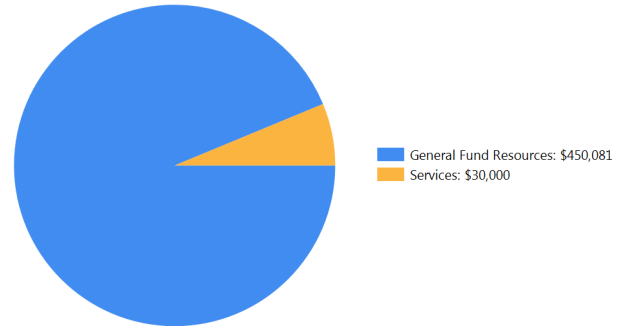
Grants Management

The purpose of the Grants Management and Financial Assistance Department is to establish, implement, and maintain meaningful oversight and coordination of grant and financial assistance awards throughout the entire award life cycle; thereby limiting the city's exposure to grant related liability and improving the impact of programs provided through awards.

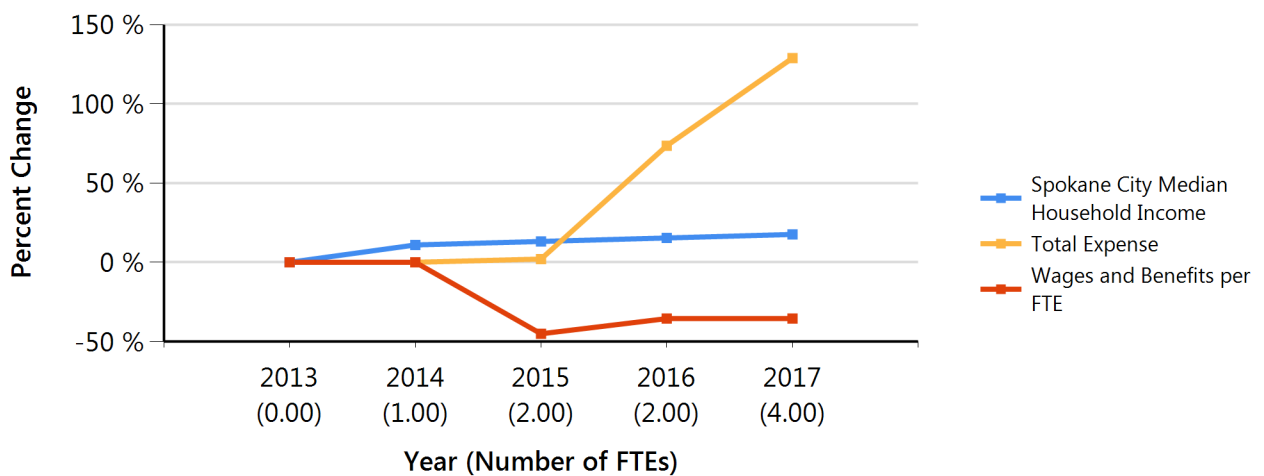
2017 Expenses



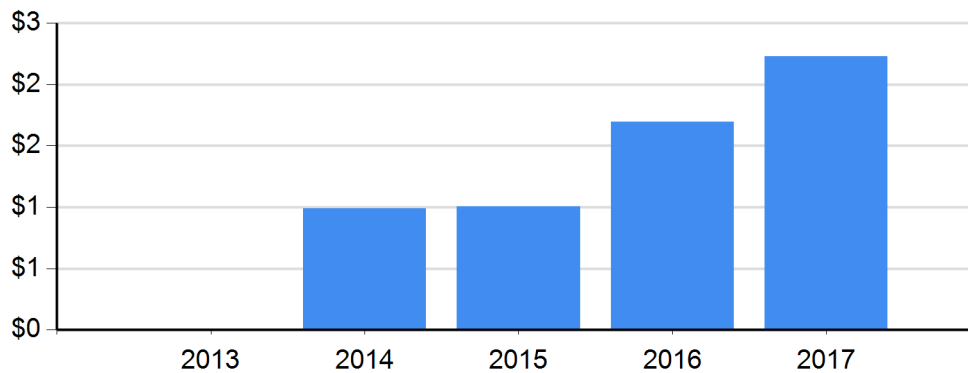
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.00	\$0.99	\$1.00	\$1.70	\$2.23
Percent Change	0.00%	0.00%	2.04%	70.07%	31.87%

Department Summary: Grants Management

Division: Finance & Technology

Fund Type: General Fund

Executive Summary:

The purpose of the Grants Management and Financial Assistance Department is to establish, implement, and maintain meaningful oversight and coordination of grant and financial assistance awards throughout the entire award life cycle; thereby limiting the city's exposure to grant related liability and improving the impact of programs provided through awards.

Programs and Services:

The Department of Grants Management and Financial Assistance provides centralized management, oversight and other support services to City-wide activities involving the application, administration, reporting and close-out of grants and financial assistance.

Additionally, GMFA provides centralized consultation and coordination with City administration and the City Council, to strategically identify and manage the grants and financial assistance opportunities to be pursued by the City and region.

Additional responsibilities of GMFA include strategic award planning, training of internal customers, promotion of funding opportunities, technical assistance, maintenance of informational web pages, identifying and investigating compliance issues that may arise with respect to the management of City grants and financial assistance awards, and mediation towards collaborative grant submittals between internal/external agencies, organizations and individuals.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	1.00	2.00	2.00	4.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	2,994	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	90,000	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	187,424	205,723	225,423	450,971
Supplies & Services	0	22,319	5,325	48,610	29,110
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	209,743	214,042	364,033	480,081

Expenditure Notes:**Revenues:**

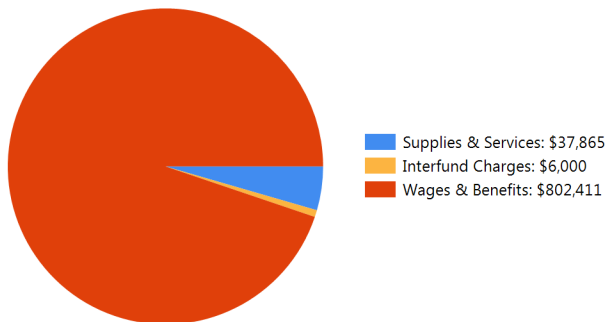
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	30,000	30,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	209,743	214,042	334,033	450,081
All Other	0	0	0	0	0
TOTAL	0	209,743	214,042	364,033	480,081

Revenue Notes:

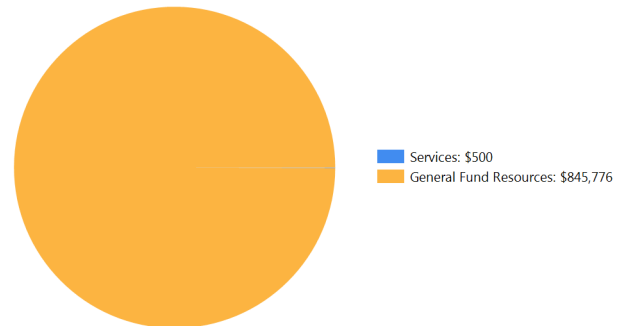
Human Resources

Human Resources oversees and manages employee and labor relations, compensation and benefits, employee development and training, personnel activity actions, performance management, investigations and disciplinary actions, and exempt recruitments.

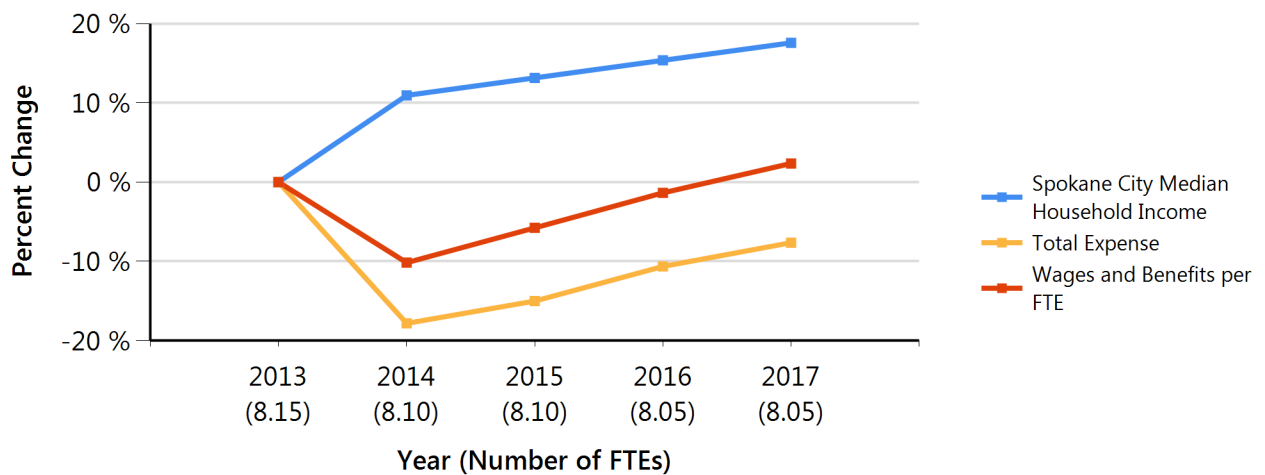
2017 Expenses



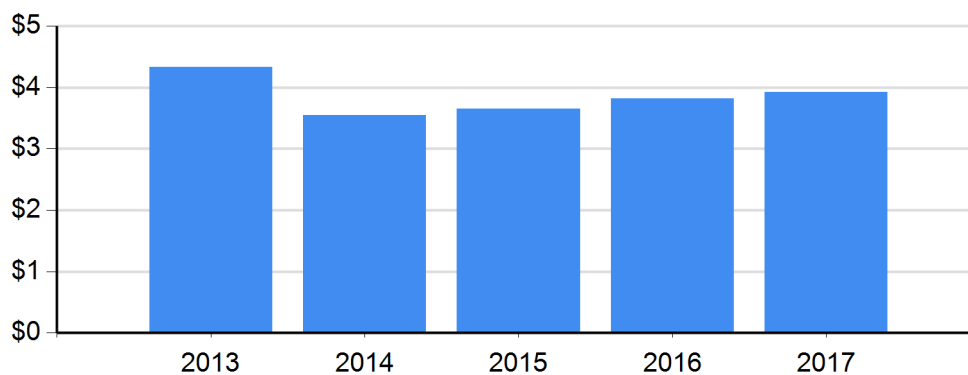
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$4.34	\$3.55	\$3.65	\$3.82	\$3.93
Percent Change	0.00%	-17.83%	3.42%	5.13%	3.35%

Department Summary: Human Resources**Division:** Finance & Technology**Fund Type:** General Fund

Executive Summary:

Human Resources oversees and manages employee and labor relations, compensation and benefits, employee development and training, personnel activity actions, performance management, investigations and disciplinary actions, and exempt recruitments.

Programs and Services:

Human Resources plans, directs, and coordinates the HR management activities of the City to maximize the strategic use of human resources and maintain functions such as employee compensation, benefits administration, employee and labor relations, personnel policies, and regulatory compliance. The HR department provides leadership to the City in designing systems and developing policies for organizational development.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	8.15	8.10	8.10	8.05	8.05

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	92,634	4,970	858	6,000	6,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	799,992	714,193	745,577	773,702	802,411
Supplies & Services	23,761	33,789	32,321	39,073	37,865
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	916,387	752,952	778,756	818,775	846,276

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	13,238	7,982	1,026	0	500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	903,149	744,970	777,730	818,775	845,776
All Other	0	0	0	0	0
TOTAL	916,387	752,952	778,756	818,775	846,276

Revenue Notes:

Revenue from Services is for the work that HR does on behalf of the Deferred Compensation Fund.

Program Summary: Deferred Comp Administration**Division:** Finance & Technology**Fund Type:** General Fund

Executive Summary:

The 457 Deferred Compensation plans provide employees with an optional retirement benefit. These are defined contribution plans with multiple mutual fund investing options. The City has a fiduciary responsibility to administer and monitor the mutual funds and the plans themselves. HR administers, while the City's 457 Committee provides oversight.

Programs and Services:

Human Resources provides for the operation and administration of the 457 deferred compensation plans, including enrollment, education, monitoring, decision-making on providers and mutual funds, and decision-making on hardship withdrawals.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.40	0.40	0.40	0.40	0.40

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	32,483	35,328	30,034	31,460	32,796
Supplies & Services	9	8	9	10	10
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	32,492	35,336	30,043	31,470	32,806

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	32,492	35,336	30,043	31,470	32,806
All Other	0	0	0	0	0
TOTAL	32,492	35,336	30,043	31,470	32,806

Revenue Notes:

Program Summary: Employee Relations

Division: Finance & Technology

Fund Type: General Fund

Executive Summary:

Equal Employment Opportunity promotes a fair and equitable workplace and keeps the City in compliance with city, state, and federal regulations by informing employees of acceptable standards and providing a means to address discrimination/harassment issues. EEO leads accommodation efforts for disable employees/applicants and actively engages in diversity recruiting efforts.

Programs and Services:

Human Resources internally investigates complaints of discrimination based on race, religion, color, sex, national origin, age, sexual orientation, disability or veteran status, or complaints of harassment covered by City policy. Most investigations will be conducted internally, and HR will oversee contracts with external investigators as necessary. HR will also act as liaison to State and Federal administrative agencies related to EEO, including the EEOC and the WA Human Rights Commission. HR will also review and evaluate all requests for reasonable accommodations, and advise City management on these and other EEO issues.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.20	0.20	0.20	0.20	0.20

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	21,364	21,125	21,760	21,867	22,372
Supplies & Services	5	5	3	5	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	21,369	21,130	21,763	21,872	22,372

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	21,369	21,130	21,763	21,872	22,372
All Other	0	0	0	0	0
TOTAL	21,369	21,130	21,763	21,872	22,372

Revenue Notes:

Program Summary: Human Resources Administration**Division:** Finance & Technology**Fund Type:** General Fund

Executive Summary:

Human Resources manages and facilitates employee and labor relations, compensation and benefits, employee development and training, personnel activity actions, performance management, investigations and disciplinary actions, and exempt recruitments.

Programs and Services:

Human Resources plans, directs, and coordinates the HR management activities of the City to maximize the strategic use of human resources and maintain functions such as employee compensation, benefits administration, employee and labor relations, personnel policies, and regulatory compliance. The HR department provides leadership to the City in designing systems and developing policies for organizational development.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	4.50	4.45	4.20	4.40	4.40

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	73,387	4,970	858	6,000	6,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	422,329	346,659	356,920	393,452	406,895
Supplies & Services	18,452	29,809	24,732	38,985	37,836
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	514,168	381,438	382,510	438,437	450,731

Expenditure Notes:

Starting in 2016, supplies and services expenditures for all programs were moved to the administration program.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	13,238	7,982	1,026	0	500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	500,930	373,456	381,484	438,437	450,231
All Other	0	0	0	0	0
TOTAL	514,168	381,438	382,510	438,437	450,731

Revenue Notes:

Program Summary: Labor Relations

Division: Finance & Technology

Fund Type: General Fund

Executive Summary:

Human Resources negotiates and administers nine collective bargaining agreements while adhering to appropriate labor and employment laws and regulations. In performing this function, HR strives for excellent and effective communication with management and employee representatives in order to deliver the best customer service to our clients.

Programs and Services:

Human Resources negotiates and administers labor contracts for the City pursuant to each of the nine bargaining units. The HR department will negotiate contracts as appropriate to their lifecycle; brief Executive Team and City Council as needed on the status of negotiations; provide regular direction to City management and staff on proper application on contract language; conduct grievance investigations and determine appropriate grievance resolutions; attend pre-disciplinary hearings and prepare resulting letters of counseling, reprimand, suspension, or termination; and prepare supplemental agreements and memoranda of understanding as needed to address negotiated revisions to the nine collective bargaining agreements.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	2.25	2.25	2.25	1.90	1.90

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	15,843	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	257,011	228,673	242,872	222,201	227,906
Supplies & Services	5,098	3,771	6,504	48	7
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	277,952	232,444	249,376	222,249	227,913

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	277,952	232,444	249,376	222,249	227,913
All Other	0	0	0	0	0
TOTAL	277,952	232,444	249,376	222,249	227,913

Revenue Notes:

Program Summary: Personnel Training

Division: Finance & Technology

Fund Type: General Fund

Executive Summary:

Effective employee training is a means to improve employee skills and retain valuable employees, while reducing potential legal liability. To deliver effective training, Human Resources assesses the training needs of City employees; designs programs to improve employee job performance; and develops and delivers courses to prepare employees for advancement.

Programs and Services:

Human Resources ensures that quality training programs based on assessed needs are provided for City employees, including managers and supervisors. HR staff develops curriculum and course content, teaches the majority of classes, and researches and selects alternative, economic training development and delivery options. Training for 2017 will include updating and delivering sexual harassment and disability awareness, which is required for all employees per mandate; participating in new employee orientations that are scheduled throughout the year to provide introductory training to all employees; and developing and delivering updated courses on a variety of other areas to include management and supervisor training.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.80	0.80	1.05	1.15	1.15

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	3,404	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	66,805	82,408	93,991	104,722	112,442
Supplies & Services	197	196	1,073	25	12
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	70,406	82,604	95,064	104,747	112,454

Expenditure Notes:**Revenues:**

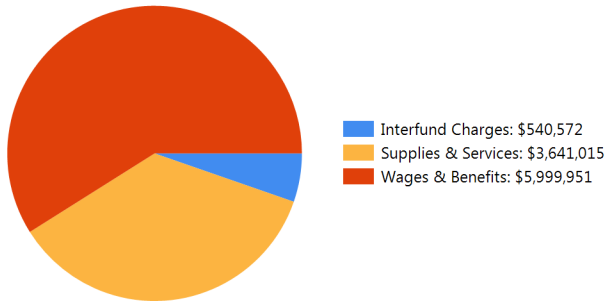
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	70,406	82,604	95,064	104,747	112,454
All Other	0	0	0	0	0
TOTAL	70,406	82,604	95,064	104,747	112,454

Revenue Notes:

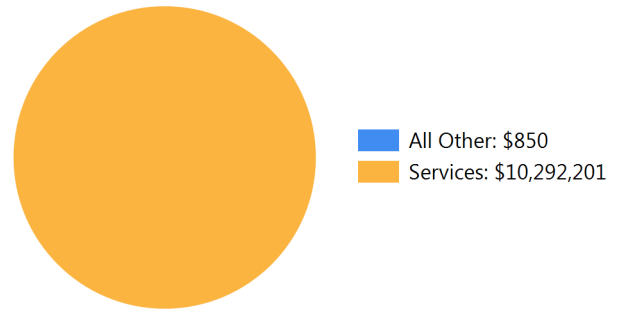
Information Technology (IT)

IT provides information technology services and support to all City departments, and other governmental agencies within the region. IT delivers effective information technology resources and tools so City government can deliver services to the citizens and businesses of the City of Spokane.

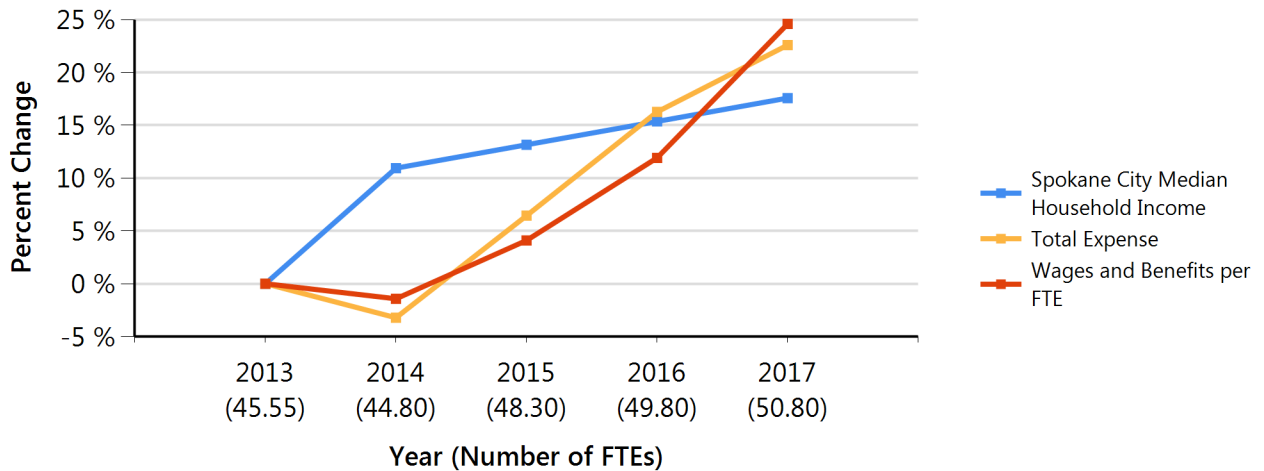
2017 Expenses



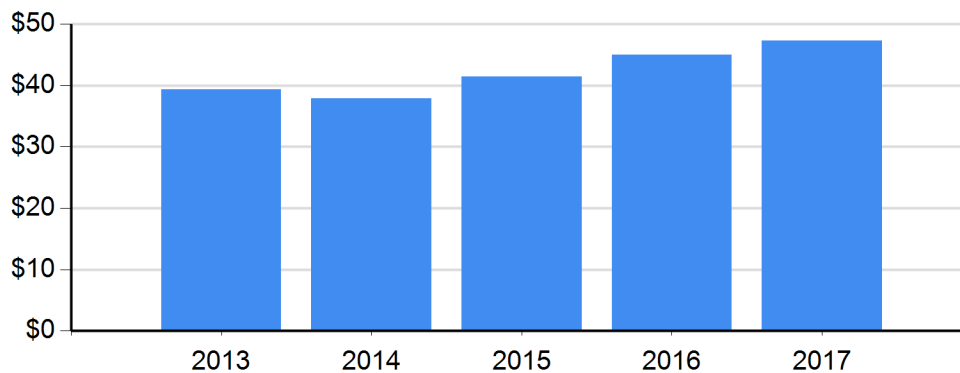
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$39.31	\$37.86	\$41.48	\$45.02	\$47.26
Percent Change	0.00%	-3.22%	9.98%	9.22%	5.44%

Department Summary: Information Technology (IT)**Division:** Finance & Technology**Fund Type:** Internal Service Fund

Executive Summary:

IT provides information technology services and support to all City departments, and other governmental agencies within the region. IT delivers effective information technology resources and tools so City government can deliver services to the citizens and businesses of the City of Spokane.

Programs and Services:

IT is responsible for Network, Telephone, Application, Data Center, Reprographic, GIS, Desk Top, Mail Room, and Intranet/Internet services. Critical IT services include data and network security, 24 x 7 application availability and support, and strategic technology planning to anticipate the business and information needs of the City.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	45.55	44.80	48.30	49.80	50.80

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	192,813	0	0
Interfund Charges	711,322	608,185	491,269	746,821	540,572
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	400,780	86,445	192,812	0	0
Wages & Benefits	4,257,443	4,127,636	4,695,804	5,220,113	5,999,951
Supplies & Services	2,936,021	3,215,680	3,267,626	3,689,080	3,641,015
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	8,305,566	8,037,946	8,840,324	9,656,014	10,181,538

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	2,228	0	0	0
Services	8,813,635	7,841,911	8,999,594	9,688,166	10,292,201
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	13,487	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(618)	1,439	1,764	28,000	850
TOTAL	8,826,504	7,845,578	9,001,358	9,716,166	10,293,051

Revenue Notes:

Program Summary: Applications

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

Applications are the computer programs designed or purchased, installed, and maintained by the IT department to support the business operations of all City departments.

Programs and Services:

Computer applications support nearly every function of City government. Examples are the financial management system, the utility billing system, the permitting and licensing system, the fixed assets system, the fleet maintenance management system, the infrastructure management system, the human resources/payroll system, the document management system, the parking enforcement system, and several smaller department specific applications, as well as, many single-user database systems. IT staff designs and builds or procures these systems, and installs and configures them for City users. Additionally, these systems are all in a continuous state of upgrade or maintenance.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	19.10	19.00	20.43	20.43	18.58

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	1,213	0	0
Interfund Charges	131,888	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	160,863	5,048	1,213	0	0
Wages & Benefits	1,698,126	1,598,746	1,789,703	1,982,079	1,876,429
Supplies & Services	835,099	1,175,482	879,410	1,071,829	1,011,753
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,825,976	2,779,276	2,671,539	3,053,908	2,888,182

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Database Administration**Division:** Finance & Technology**Fund Type:** Internal Service Fund

Executive Summary:

Database Administration (DBA) delivers the database systems that store City data and ensures the availability of data to the enterprise applications and people that rely on them.

Programs and Services:

Configuration, backup, security, license compliance, and maintenance are provided to over 120 databases, including most City-wide applications.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	1.00	1.00	0.57	0.57	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	6,179	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	1,254	0	0	0
Wages & Benefits	103,853	109,742	71,308	63,394	100,297
Supplies & Services	40,562	35,041	116,148	100,919	103,607
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	150,594	146,037	187,456	164,313	203,904

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Desktop

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

When a customer requests technical aid for any supported application, telephone, City personal computer, wireless connectivity, and peripherals, the IT Help Desk is called and Desktop staff provides the first tier of assistance/support.

Programs and Services:

Desktop systems are the points of connection to the City's computing infrastructure for the individual customer. The Help Desk serves as the first point of contact and resolution when assistance is required for any service provided by the MIS department. Points of connection include all personal computing devices and peripherals such as PC's, PDA's, printers and telephones. When a request for service is received, every attempt is made to resolve all technical issues in the most expedient and professional manner. Requests for service that are not resolved immediately are documented (Help Desk ticket) and are then routed to the appropriate team such as Network, Operations, Applications, Web, GIS or Voice. The Desktop team is also responsible for the replacement program for all personal computing equipment including computers, cellular telephones, and a variety of peripheral devices.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	7.10	7.00	7.50	8.00	8.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	78,507	0	0
Interfund Charges	68,100	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	13,172	78,507	0	0
Wages & Benefits	656,675	652,447	642,445	746,053	771,978
Supplies & Services	358,410	384,673	453,282	506,271	445,601
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,083,185	1,050,292	1,252,741	1,252,324	1,217,579

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: GIS

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

IT department supports the automated Geographic Information System (GIS). The system is used by most departments, available to City employees on the internet Map website, and Citizens on the external Map website. We use software tools from Environmental Research Systems Institute (ESRI) which is the industry standard.

Programs and Services:

IT provides user departments with computer GIS applications, data storage, and specialized output. Applications are available to customers 24 hours per day, seven days a week. Application support by the analysts is available from 7:30 am through 5:00 pm Monday through Friday. These services include, but are not restricted to, the following:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	3.00	3.00	4.00	4.00	4.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	3,148	0	0
Interfund Charges	24,651	0	0	172,166	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,064	946	3,148	0	0
Wages & Benefits	308,002	320,482	414,304	435,263	450,562
Supplies & Services	136,887	179,708	179,766	267,620	384,514
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	470,604	501,136	600,366	875,049	835,076

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: IT Administration**Division:** Finance & Technology**Fund Type:** Internal Service Fund

Executive Summary:

The administrative function of IT provides Leadership and Management for City Information Technology staff.

Programs and Services:

Our goals are: 1) Deliver innovative and highly effective IT solutions, tools, and services, to the departments and agencies of the City of Spokane, 2) Provide outstanding customer service to city staff and the citizens we serve and support, and 3) Provide leadership for effective strategic and tactical planning in the use of technology.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	3.10	2.75	3.75	3.75	6.17

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	14,075	0	0
Interfund Charges	306,080	608,185	491,269	574,655	540,572
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	5,995	1,492	14,075	0	0
Wages & Benefits	262,761	210,968	477,581	702,142	1,474,917
Supplies & Services	57,038	131,894	321,391	94,762	94,762
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	631,874	952,539	1,318,391	1,371,559	2,110,251

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	1,969	0	0	0
Services	8,175,828	7,398,346	8,564,846	9,274,209	9,881,019
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	10,925	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(1,391)	722	839	28,000	850
TOTAL	8,185,362	7,401,037	8,565,685	9,302,209	9,881,869

Revenue Notes:

Program Summary: Mail Center

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

This program covers the City mail room operation, utility bills processing, and the City government internal mail distribution system.

Programs and Services:

The City Mail Center accepts and distributes all incoming and outgoing mail and packages from the United States Postal Service, Federal Express, UPS and DHL/Airborne for the City of Spokane. The Mail Center inserts, meters, and trays Utility Bills on a daily basis. All Payroll and Retirement payments are sealed, presorted, and metered if needed. The Mail Center processes monthly bulk mailings, which involves some, or all of the following functions: tabbing, sealing, addressing, packaging, sacking/traying and delivering to the USPS processing plant. The Mail Center is available Monday through Friday, 8 am to 5 pm to handle all incoming and outgoing mail processes for the 49 various departments of the City of Spokane.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	3.05	3.05	3.05	4.05	4.05

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	22,808	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	16,053	0	0	0
Wages & Benefits	232,770	242,809	296,146	281,086	281,630
Supplies & Services	74,480	58,836	36,461	88,707	85,986
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	330,058	317,698	332,607	369,793	367,616

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Network

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

Connecting all City facilities and the mobile workforce, the network is the copper, fiber optic and wireless backbone over which all shared applications are available upon demand. This single network, which supports employees and citizens, connects the City of Spokane, and all its agencies regionally, nationally and globally.

Programs and Services:

Network systems are a collection of integrated technical components, which form the infrastructure that make possible delivery of technical services to the employees of the City of Spokane and constituents of this community. These systems begin with the fiber optic and copper cable that physically connect each of the City's facilities together and extend through routers, switches, and wireless equipment. The goal of these systems is to provide maximum availability, fault tolerance and speed through state of the art technology and management practices.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	3.00	3.00	3.00	3.17	3.17

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	58,272	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	108,416	7,048	0	0	0
Wages & Benefits	318,685	342,784	338,054	339,270	351,898
Supplies & Services	380,561	271,218	320,405	413,021	444,165
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	865,934	621,050	658,459	752,291	796,063

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	2,562	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,562	0	0	0	0

Revenue Notes:

Program Summary: Operations

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

Data Center Services includes support for enterprise data storage, enterprise printing, enterprise data backup, enterprise data recovery, disaster recovery, offsite storage, servers administration, data transfer/processing, data security, building security system, building camera systems and Data Center management.

Programs and Services:

Data Center IT Operations provides secure environment, maintain high availability systems and secure transfer of data. The Data Center IT Operations provides the resources to support the applications and systems that handle the core business and operational data of the City of Spokane. The data must be accessible, secure, and archived to ensure ongoing business functionality 365 days a year. Data Center Operations does continuous effort to monitor, measure, and manage data center efficiency to achieve lower operating expenses over time. Data Center Operation protects data and systems within restore, backup, and disaster recovery requirements and ensuring off-site copies can be brought online on time. Data Center Operations plans for systems upgrade progression that appeals to the cost and data requirements of the City of Spokane. The objective is to provide four 9's (99.99%) reliability, less unscheduled downtime per year and meet business requirements while getting the most for the public dollar.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	54,552	0	0
Interfund Charges	33,850	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	81,136	6,370	54,552	0	0
Wages & Benefits	278,125	278,680	286,538	304,247	315,191
Supplies & Services	587,030	501,353	476,109	558,187	506,897
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	980,141	786,403	871,751	862,434	822,088

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Servers

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

The data center provides the resources to support the applications and systems that handle the core business and operational data of the organization. The data must be accessible, secure, and archived to ensure ongoing business functionality 365 days a year.

Programs and Services:

IT operations are a crucial aspect of most organizational operations. One of the main concerns is business continuity; entities rely on their information systems to run their operations. If a system becomes unavailable, organizational operations may be impaired or stopped completely. It is necessary to provide a reliable infrastructure for IT operations, in order to minimize any chance of disruption. Information security is also a concern, and for this reason a data center has to offer a secure environment which minimizes the chances of a security breach. A data center must therefore keep high standards for assuring the integrity and functionality of its hosted computer environment.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	2.10	2.00	2.00	2.00	2.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	16,010	0	0
Interfund Charges	29,950	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	2,087	16,010	0	0
Wages & Benefits	270,453	258,257	263,744	260,964	268,077
Supplies & Services	279,445	252,851	225,328	285,511	279,245
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	579,848	513,195	521,092	546,475	547,322

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Telephone

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

Usually thought of as the telephone on your desk or a fax machine in an office, the City's voice system is really an application that is available whenever you pick up the receiver or send a document. The system is fully digital, and compliant with 21st century technology.

Programs and Services:

Voice systems are a group of services delivered using the same converged copper and fiber infrastructure as all other IT systems. In addition to traditional dial tone, other services include Unified Messaging, which integrates voice and e-mail, ACD (automatic call distribution) that allows for intelligent call routing within groups, IVR (interactive voice response), which allows customers to interact with other systems using a telephone (i.e Utility Billing), CER (Cisco Emergency Responder) provides the physical location of a 911 call to the applicable Emergency Response Team(s), and Web services, which makes it possible to deliver applications like the intranet on a telephone set. Given its requirement to allow customers to request emergency services, the City's Voice system is based on the most up to date technologies and is monitored and maintained using the best tools and practices available.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	1.10	1.00	1.00	0.83	0.83

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	25,308	0	0
Interfund Charges	29,544	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	43,306	32,975	25,307	0	0
Wages & Benefits	127,993	112,721	115,981	105,615	108,972
Supplies & Services	186,509	224,624	259,326	302,253	284,485
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	387,352	370,320	425,922	407,868	393,457

Expenditure Notes:**Revenues:**

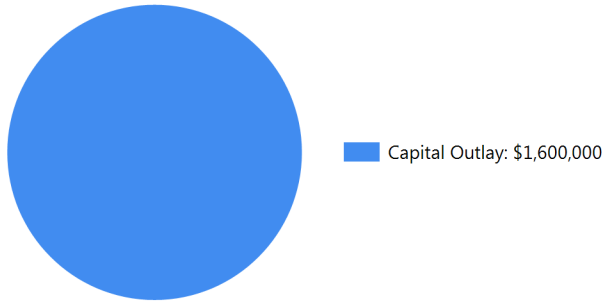
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	259	0	0	0
Services	637,807	443,565	434,748	413,957	411,182
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	773	717	925	0	0
TOTAL	638,580	444,541	435,673	413,957	411,182

Revenue Notes:

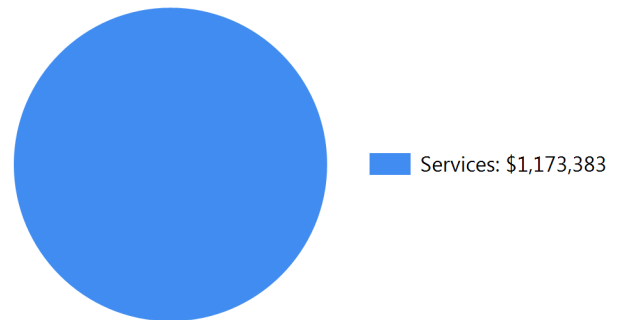
IT Capital Replacement Fund

Capital replacement funds is a fiduciary responsibility to ensure the City has the ability to replace failed or end-of-life assets thus reducing the need for emergency funding through loans, bonds, or other financial mechanisms.

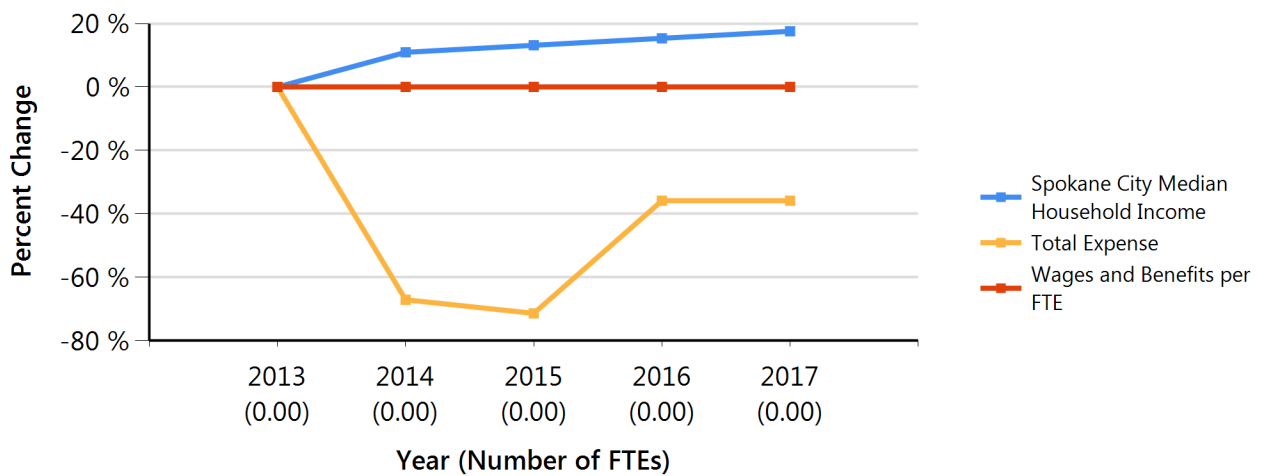
2017 Expenses



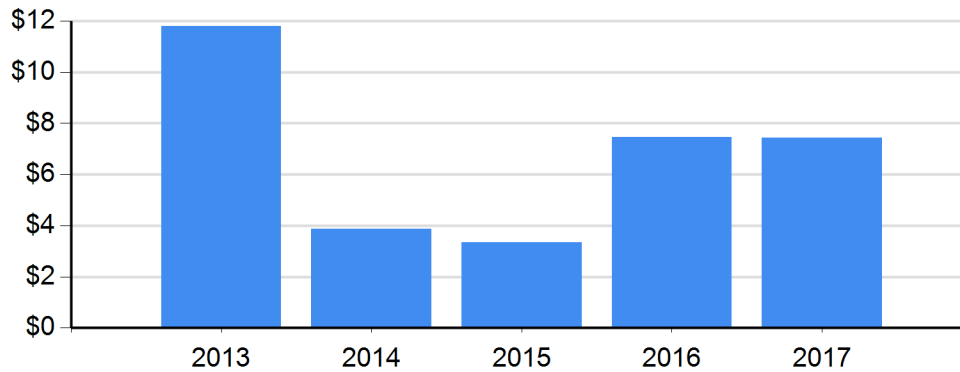
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$11.81	\$3.86	\$3.35	\$7.43
Percent Change	0.00%	-67.14%	-13.02%	0.00%

Department Summary: IT Capital Replacement Fund

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

Capital replacement funds is a fiduciary responsibility to ensure the City has the ability to replace failed or end-of-life assets thus reducing the need for emergency funding through loans, bonds, or other financial mechanisms.

Programs and Services:

IT Capital Replacement Funding is collected and segregated, over a period of time (based on Modified Asset Cost Recovery System - MACRS), to cover the replacement cost of existing capital IT assets (Computer hardware, network equipment, and fiber infrastructure).

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	2,464,804	561,634	687,906	1,600,000	1,600,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	30,472	256,860	25,101	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	1,280	0	0	0
TOTAL	2,495,276	819,774	713,007	1,600,000	1,600,000

Expenditure Notes:**Revenues:**

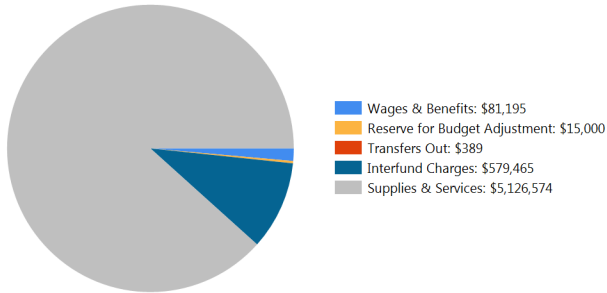
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	1,280	0	0	0
Services	1,315,703	1,241,436	1,308,501	1,057,479	1,173,383
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	293,881	298,010	244,747	0	0
General Fund Resources	0	0	0	0	0
All Other	(92,501)	26,108	58,633	0	0
TOTAL	1,517,083	1,566,834	1,611,881	1,057,479	1,173,383

Revenue Notes:

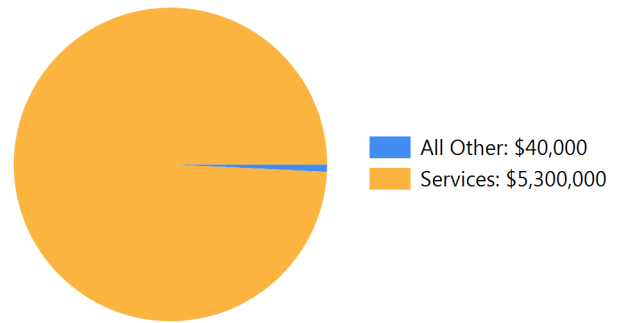
Risk Management

Risk Management manages and administrators the City's self-insured Property & Liability Fund. Emphasis is placed on early claims resolution through efficient management and analysis of claims data.

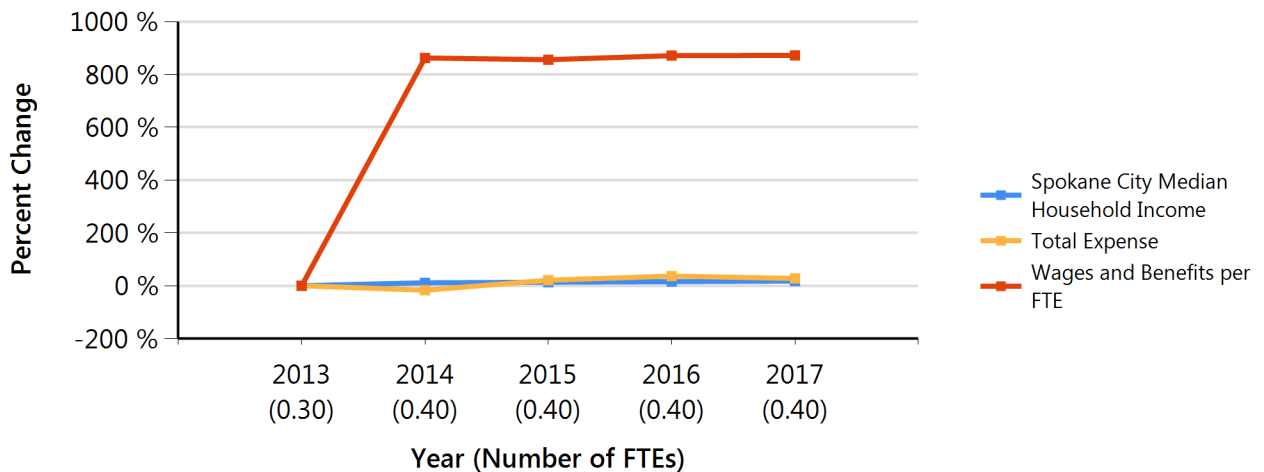
2017 Expenses



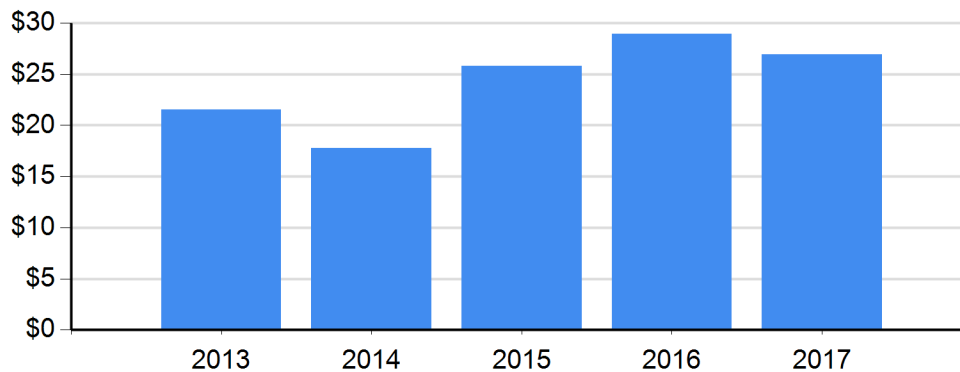
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$21.52	\$17.76	\$25.78	\$28.91	\$26.93
Percent Change	0.00%	-17.08%	45.71%	12.88%	-6.42%

Department Summary: Risk Management

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

Risk Management manages and administrators the City's self-insured Property & Liability Fund. Emphasis is placed on early claims resolution through efficient management and analysis of claims data.

Programs and Services:

Risk Management provides program and claims management services. Responsibilities are similar to insurance company management, as the City has a self-insurance and reinsurance component. Services include rate promulgation and allocation, insurance renewals, and retention plan design. In addition to reserving and cost projections, we provide appropriate claims management for incurred claims, timely payment of claims for damages and/or benefits, and fair and equitable treatment to our citizens.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.30	0.40	0.40	0.40	0.40

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	312,305	390,259	265,084	790,537	579,465
Reserve for Budget Adjustment	0	0	0	15,000	15,000
Transfers Out	172	172	172	389	389
Wages & Benefits	5,808	74,515	69,621	80,331	81,195
Supplies & Services	4,228,046	3,304,604	5,157,962	5,314,567	5,126,574
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	4,546,331	3,769,550	5,492,839	6,200,824	5,802,623

Expenditure Notes:

Service expense includes claim settlement payments.

Revenues:

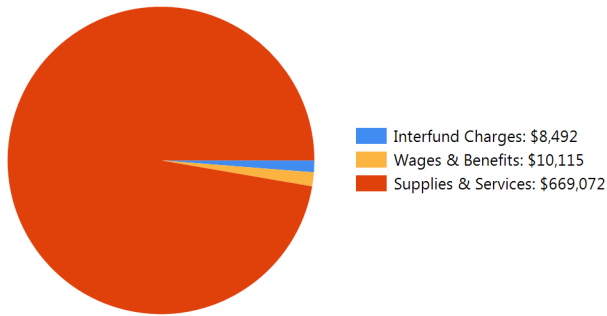
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	4,299,199	5,518,449	5,996,445	5,996,445	5,300,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	27,780	28,529	39,318	40,000	40,000
TOTAL	4,326,979	5,546,978	6,035,763	6,036,445	5,340,000

Revenue Notes:

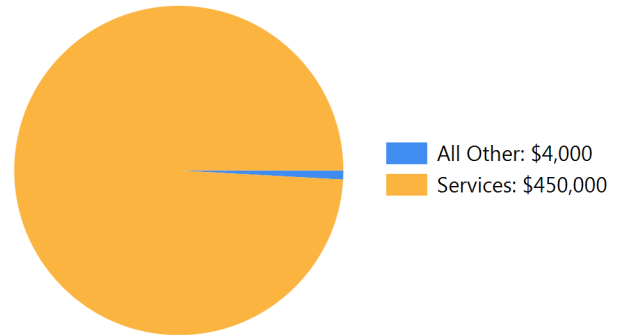
Unemployment

Human Resources manages and administers the City's self-insured unemployment program. Management includes all aspects from policy development and financial management to premium payment and employee communication.

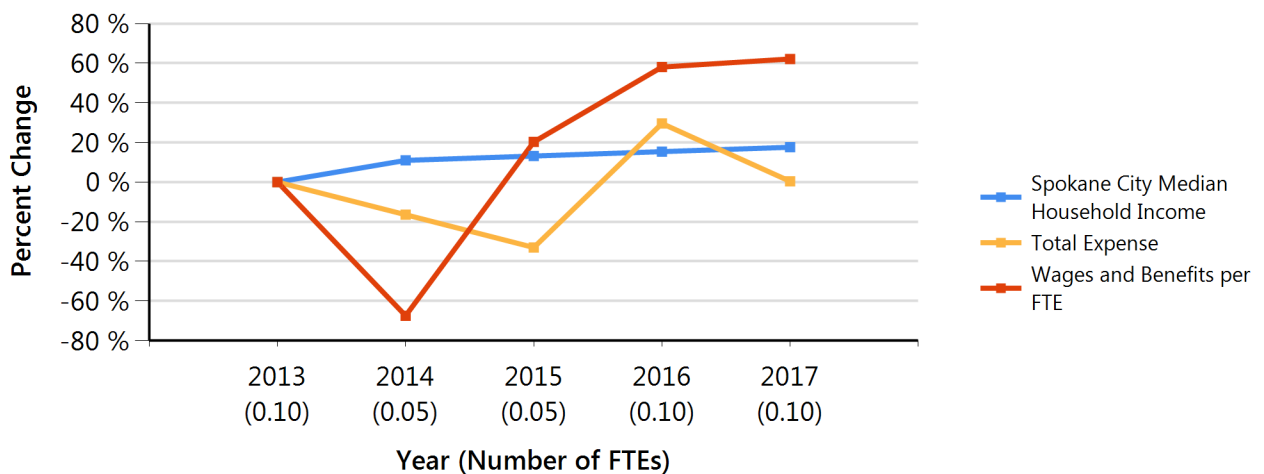
2017 Expenses



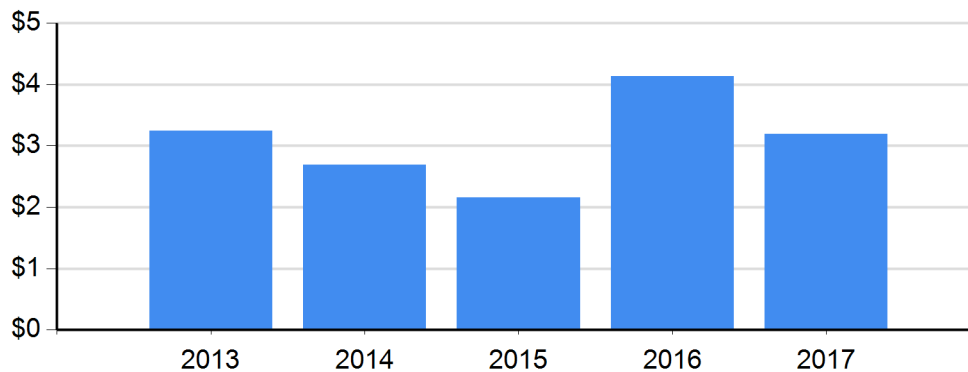
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$3.24	\$2.69	\$2.15	\$4.14	\$3.19
Percent Change	0.00%	-16.49%	-19.82%	93.51%	-22.52%

Department Summary: Unemployment

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

Human Resources manages and administers the City's self-insured unemployment program. Management includes all aspects from policy development and financial management to premium payment and employee communication.

Programs and Services:

Human Resources provides program and claims management services for unemployment. Responsibilities are similar to insurance company management. This purpose of this program provide appropriate claims management for incurred claims, timely payment of benefits, and fair and equitable treatment to our employees, and coordination of benefits that will prevent over or under payment of benefits. Additionally, claims management attempts to minimize and/or mitigate the severity or costs of those claims to the City.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.10	0.05	0.05	0.10	0.10

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	6,578	6,985	8,725	8,850	8,492
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	11,555	1,878	3,526	9,718	10,115
Supplies & Services	667,009	563,272	446,452	869,072	669,072
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	685,142	572,135	458,703	887,640	687,679

Expenditure Notes:

Service expense includes the City's self insured payments for unemployment claims.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	549,946	549,497	549,997	550,000	450,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(6,814)	3,324	3,740	10,000	4,000
TOTAL	543,132	552,821	553,737	560,000	454,000

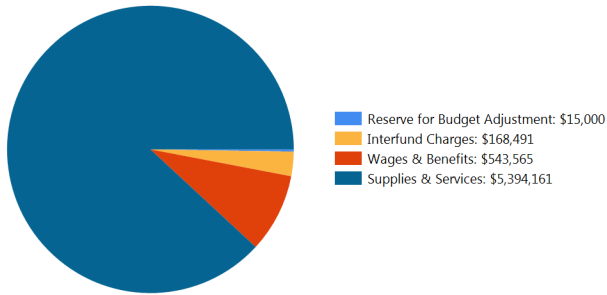
Revenue Notes:

Miscellaneous revenues include interest income from investments, and market valuation loss in 2013.

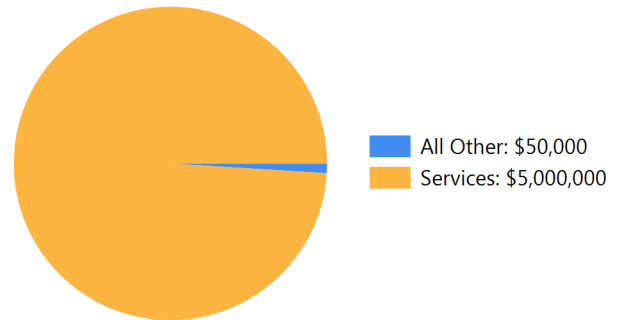
Workers Compensation

Manages and administers the City's workers' compensation program. This includes all aspects from policy development and financial management to premium payment and employee communication. Loss Control is a critical component of cost containment.

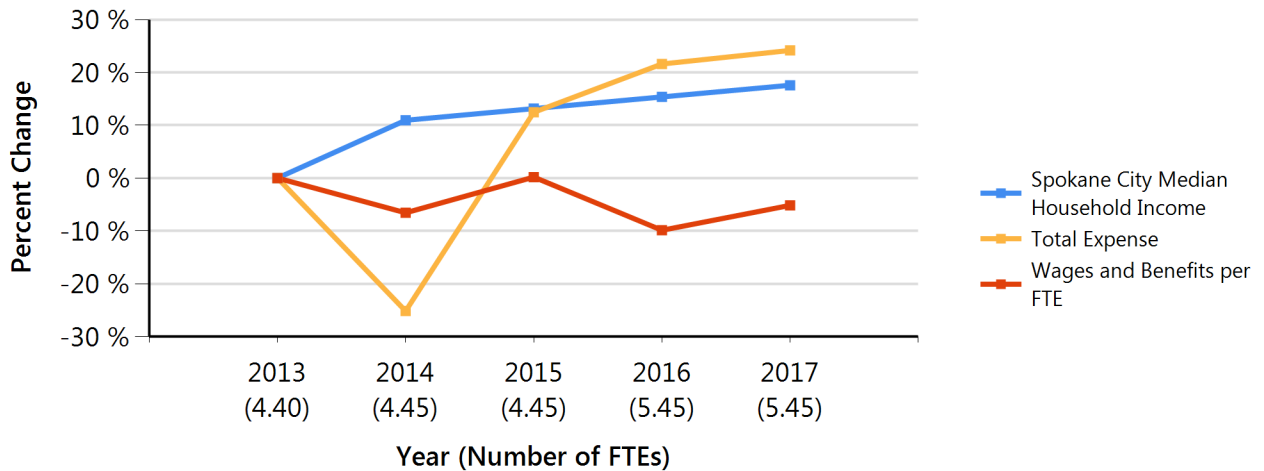
2017 Expenses



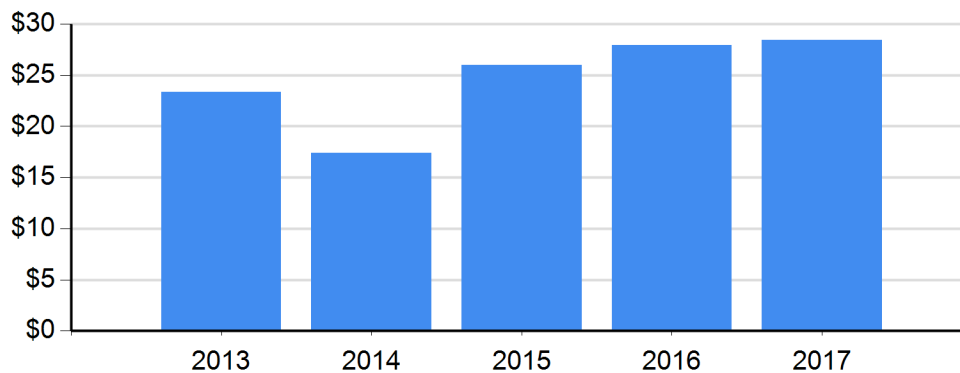
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$23.33	\$17.37	\$26.02	\$27.95	\$28.41
Percent Change	0.00%	-25.18%	50.30%	8.12%	2.11%

Department Summary: Workers Compensation

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

Manages and administers the City's workers' compensation program. This includes all aspects from policy development and financial management to premium payment and employee communication. Loss Control is a critical component of cost containment.

Programs and Services:

Through our safety program and in consultation and compliance with regulatory agencies such as DOSH, OSHA, EPA, LGSI, and SCAPCA, we strive keep our workforce safe, minimize physical and financial loss to the City, and assure minimal disruption of service from such loss. We communicate with our regulatory agencies and provide trending analysis and internal support to establish and maintain appropriate loss control measures, disciplines, training and support mechanisms for City departments. In addition to reserving and cost projections, we provide appropriate claims management for incurred claims, timely payment of claims for damages and/or benefits, and fair and equitable treatment to our employees who believe they have been damaged by the City. Additionally, claims management attempts to minimize and/or mitigate the severity or costs of those claims to the City.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	4.40	4.45	4.45	5.45	5.45

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	121,359	155,865	148,692	163,082	168,491
Reserve for Budget Adjustment	0	0	0	15,000	15,000
Transfers Out	0	0	0	0	0
Wages & Benefits	467,230	441,456	471,304	519,100	543,565
Supplies & Services	4,341,387	3,091,259	4,924,011	5,297,392	5,394,161
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	4,929,976	3,688,580	5,544,007	5,994,574	6,121,217

Expenditure Notes:

Service expense includes the City's payments to injured workers for time loss and medical payments to treat their injuries.

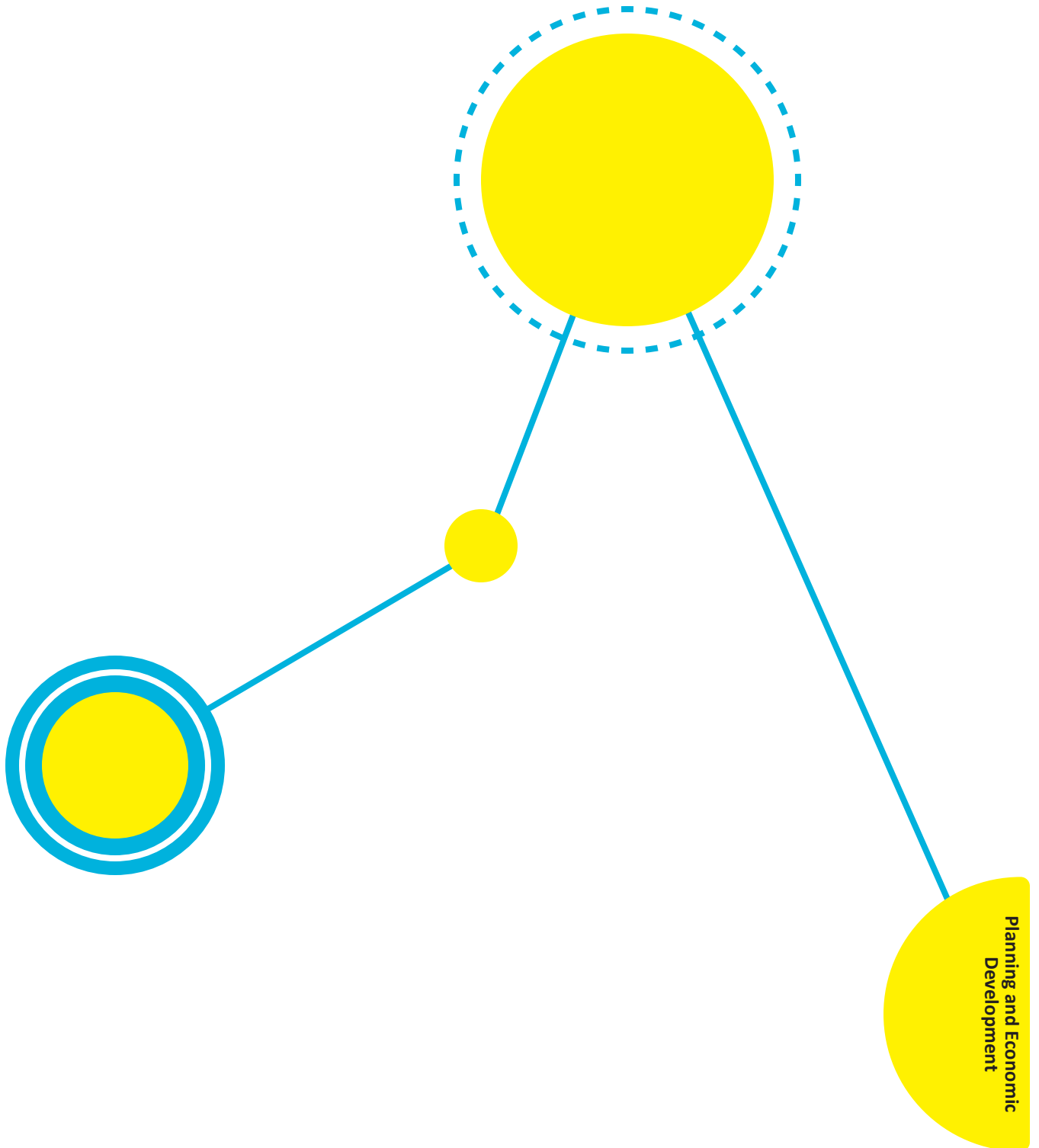
Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,235,375	5,900,005	4,049,708	5,400,000	5,000,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(64,991)	37,877	49,050	50,000	50,000
TOTAL	5,170,384	5,937,882	4,098,758	5,450,000	5,050,000

Revenue Notes:

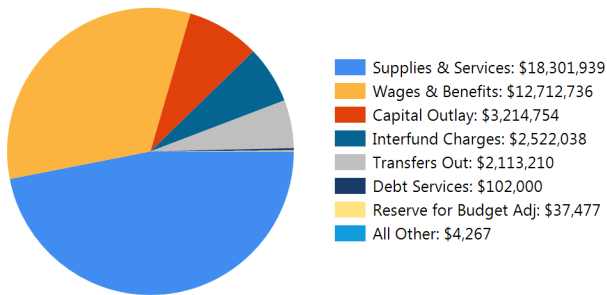
Miscellaneous revenues include income from investments, and in 2013, loss from market valuation.

Planning and Economic Development

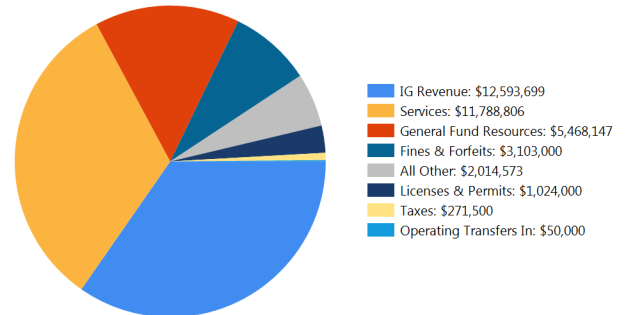


Planning and Economic Development

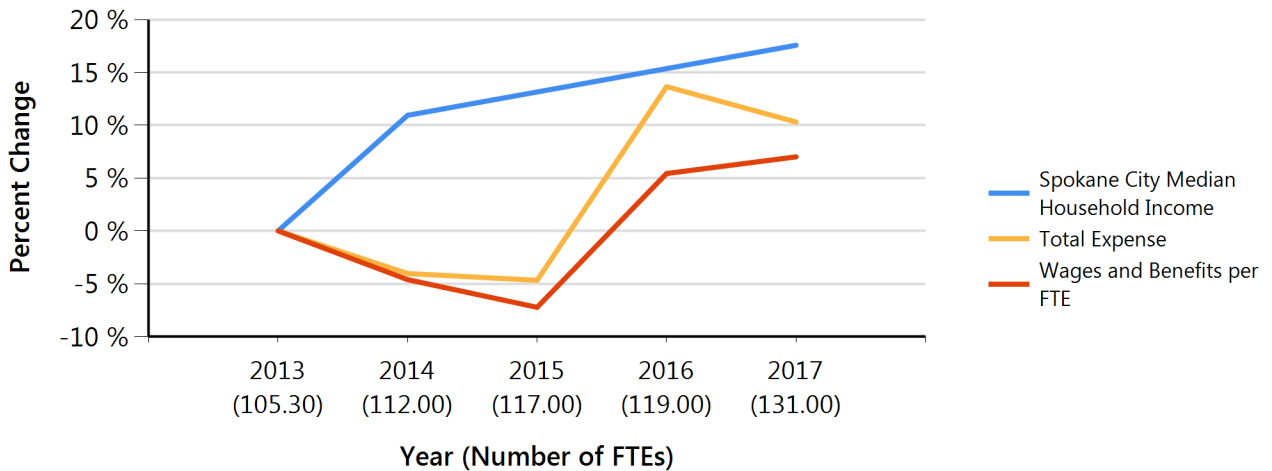
2017 Expense



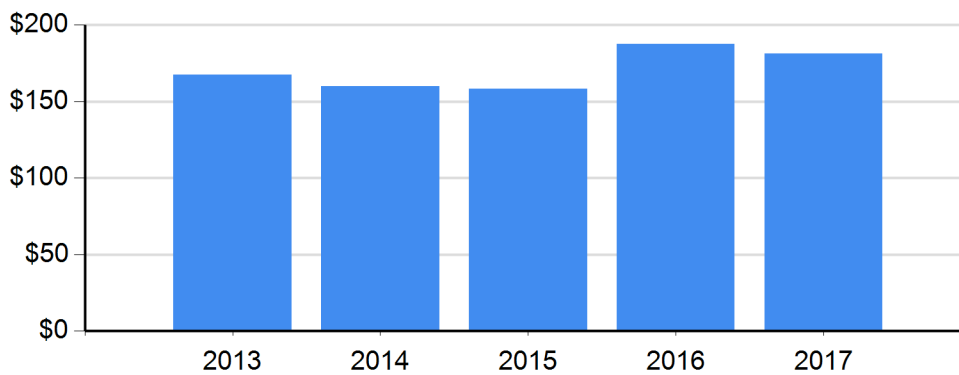
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



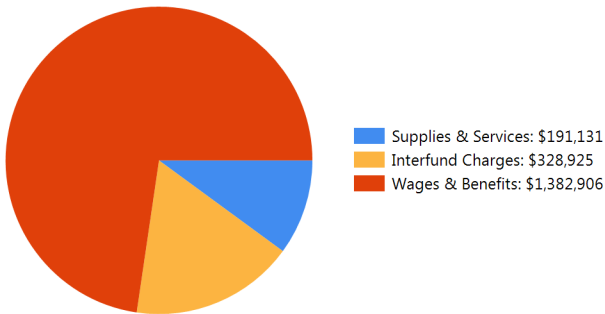
* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$167.36	\$159.84	\$158.19	\$187.38	\$181.06
Percent Change	0.00%	-4.04%	-0.66%	19.23%	-2.94%

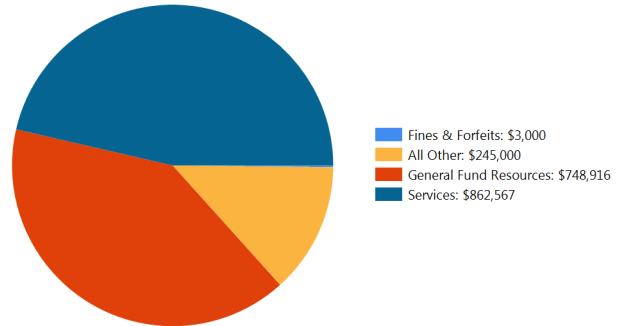
Code Enforcement

The primary contact for land use complaints, enforcing City health and safety codes and ordinances; helps the public understand its rights and obligations; works with other government agencies to promote community goals; and acts as a liaison on programs and policies to ensure improvement to quality of life and neighborhoods.

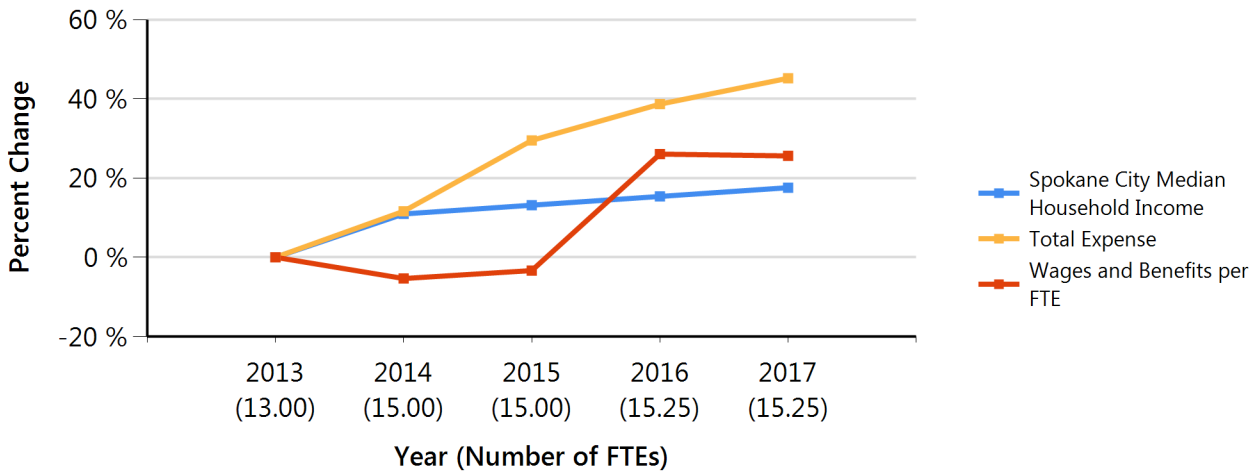
2017 Expenses



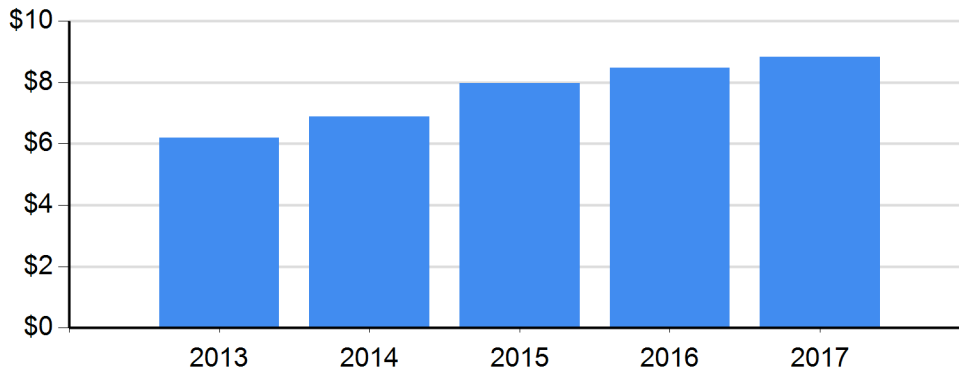
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$6.20	\$6.89	\$7.97	\$8.47	\$8.83
Percent Change	0.00%	11.61%	16.02%	7.06%	4.71%

Department Summary: Code Enforcement

Division: Planning and Economic Development

Fund Type: Special Revenue Fund

Executive Summary:

The primary contact for land use complaints, enforcing City health and safety codes and ordinances; helps the public understand its rights and obligations; works with other government agencies to promote community goals; and acts as a liaison on programs and policies to ensure improvement to quality of life and neighborhoods.

Programs and Services:

Respond and resolve violations including: nuisances, solid waste accumulation, junk and abandoned vehicles, vacant and dangerous buildings, fire hazards from vegetation and debris, zoning violations, right-of-way obstructions, illegal dumping, graffiti and other land use violations. The department's 15 FTEs respond to complaints and inquiries. The program provides one of the most comprehensive knowledge bases of City functions and resources for responding to citizens to call for assistance. Code Enforcement coordinates with numerous agencies for services, increasing resolution rates and decreasing response time.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	13.00	15.00	15.00	15.25	15.25

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	244,765	260,425	328,635	271,954	328,925
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	948,020	1,035,204	1,056,008	1,389,248	1,382,906
Supplies & Services	117,869	167,319	312,736	156,131	191,131
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,310,654	1,462,948	1,697,379	1,817,333	1,902,962

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	5,314	21,368	19,289	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	827,810	598,183	811,652	829,854	862,567
Fines & Forfeits	(11,113)	0	0	3,000	3,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	270,315	578,397	648,323	745,000	748,916
All Other	210,998	265,000	224,893	245,000	245,000
TOTAL	1,303,324	1,462,948	1,704,157	1,822,854	1,859,483

Revenue Notes:

Program Summary: Code Enforcement

Division: Planning and Economic Development

Fund Type: Special Revenue Fund

Executive Summary:

The primary contact for land use complaints, enforcing City health and safety codes and ordinances; helps the public understand its rights and obligations; works with other government agencies to promote community goals; and acts as liaison on programs and policies to ensure improvement to quality of life and neighborhoods.

Programs and Services:

Respond and resolve violations including: nuisances, solid waste accumulation, junk vehicles, vacant and dangerous buildings, fire hazards from vegetation and debris, zoning violations, right of way obstructions, graffiti and other land use violations. The department's 6 FTE officers and 2 FTE administrative staff respond to complaints and inquiries. The program provides one of the most comprehensive knowledge bases of City functions and resources for responding to citizens to call for assistance. Code Enforcement coordinates with numerous agencies for services increasing resolution rates and decreasing response time.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	6.00	7.50	8.00	8.00	8.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	24,385	30,929	15,456	31,000	31,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	478,958	591,721	624,883	722,293	769,360
Supplies & Services	110,531	137,432	156,804	128,564	128,564
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	613,874	760,082	797,143	881,857	928,924

Expenditure Notes:
Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	(6,415)	(47,748)	69,604	110,107	120,107
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	154,533	256,025	0	0
All Other	0	0	0	0	0
TOTAL	(6,415)	106,785	325,629	110,107	120,107

Revenue Notes:

Program Summary: Code Enforcement Administration**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

Executive Summary:

The primary contact for land use complaints, enforcing City health and safety codes and ordinances; helps the public understand its rights and obligations; works with other government agencies to promote community goals; and acts as liaison on programs and policies to ensure improvement to quality of life and neighborhoods.

Programs and Services:

Respond and resolve violations including: nuisances, solid waste accumulation, junk and abandoned vehicles, vacant and dangerous buildings, fire hazards from vegetation and debris, zoning violations, right-of-way obstructions, illegal dumping, graffiti and other land use violations. The department's 15 FTEs respond to complaints and inquiries. The program provides one of the most comprehensive knowledge bases of City functions and resources for responding to citizens to call for assistance. Code Enforcement coordinates with numerous agencies for services, increasing resolution rates and decreasing response time.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	2.00	3.00	3.00	3.25	3.25

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	174,482	201,692	286,544	210,323	262,608
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	135,365	183,783	206,734	361,364	296,262
Supplies & Services	(4,157)	25,155	123,340	17,093	17,093
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	305,690	410,630	616,618	588,780	575,963

Expenditure Notes:
Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	5,314	21,368	19,289	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	316,552	226,995	742,048	370,912	368,601
Fines & Forfeits	(11,113)	0	0	3,000	3,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	270,315	423,864	392,298	745,000	748,916
All Other	210,998	265,000	224,334	245,000	245,000
TOTAL	792,066	937,227	1,377,969	1,363,912	1,365,517

Revenue Notes:

Program Summary: Litter Control**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

Executive Summary:

Primary agency for illegal dumps and litter complaints on public right-of-way and land. This includes addressing frequent litter sites, responding to complaints, and investigation, removal and disposal of illegal dumps. It also supports the Solid Waste Department with abatement of solid waste from private property resulting from non-compliance.

Programs and Services:

This program will continue to ensure that there are resources to abate illegally dumped trash and litter materials on the public right-of-way and public property. This program includes 4 FTEs and equipment.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	5.00	4.50	4.00	4.00	4.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	45,898	27,804	26,635	30,631	35,317
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	333,697	259,700	224,391	305,591	317,284
Supplies & Services	11,495	4,732	32,592	10,474	45,474
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	391,090	292,236	283,618	346,696	398,075

Expenditure Notes:

Revenues:

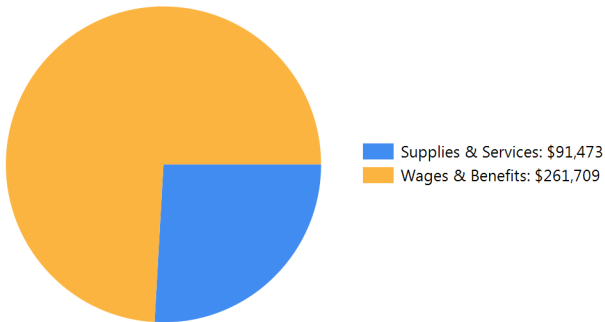
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	517,673	418,936	0	348,835	373,859
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	559	0	0
TOTAL	517,673	418,936	559	348,835	373,859

Revenue Notes:

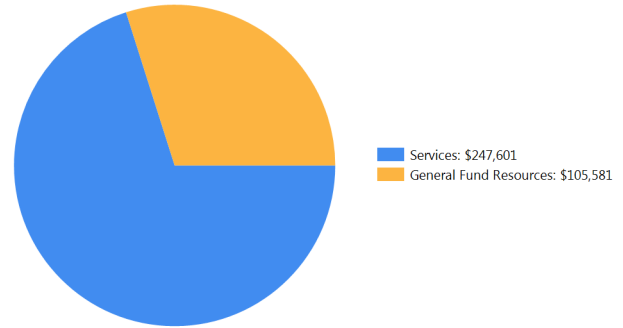
Community and Neighborhood Services Division

The division of Community and Neighborhood Services incorporates the City's citizen and community-oriented departments (ONS/Code, Human Services & Community Development, Community Centers and My Spokane). Our focus is empowering citizens to engage in government, providing support for Spokane's very-low-to-moderate income citizens, and creating excellent customer experiences across City services.

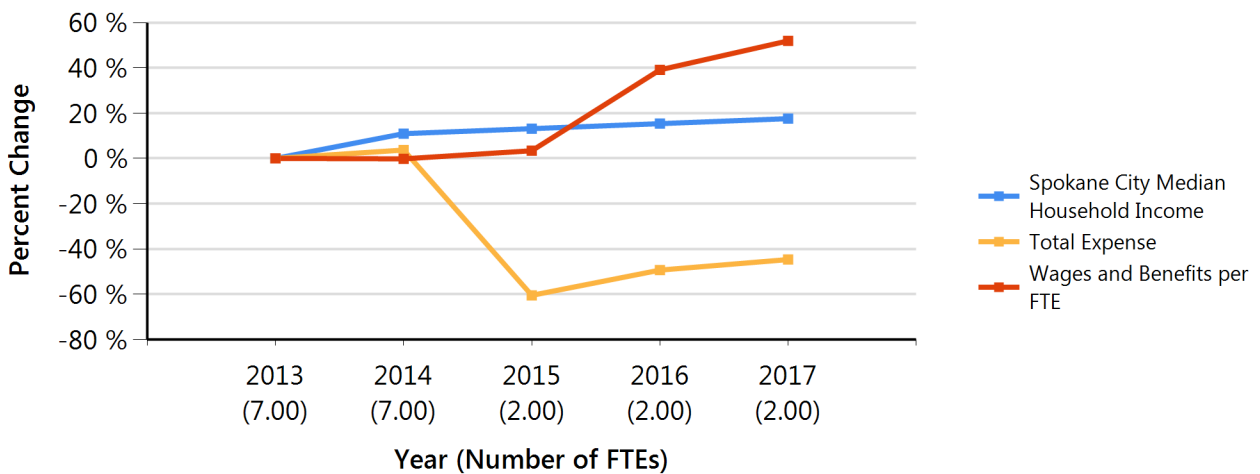
2017 Expenses



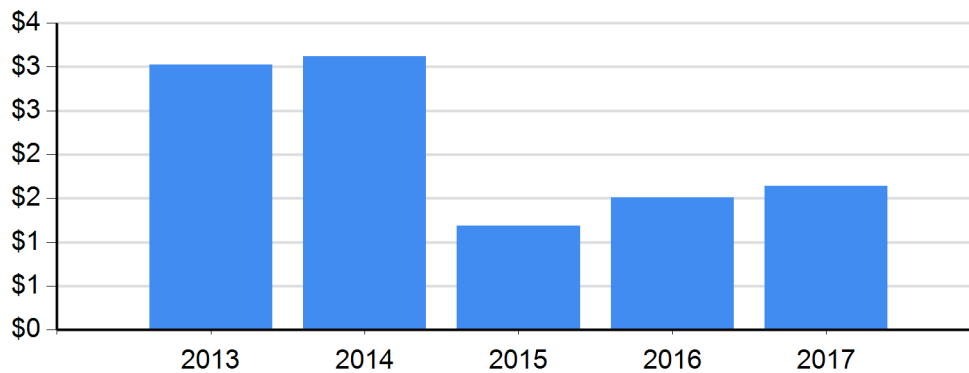
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$3.02	\$3.12	\$1.18	\$1.51	\$1.64
Percent Change	0.00%	3.69%	-61.89%	28.22%	9.17%

Department Summary: Community and Neighborhood Services Division**Division:** Planning and Economic Development**Fund Type:** General Fund

Executive Summary:

The division of Community and Neighborhood Services incorporates the City's citizen and community-oriented departments (ONS/Code, Human Services & Community Development, Community Centers and My Spokane). Our focus is empowering citizens to engage in government, providing support for Spokane's very-low-to-moderate income citizens, and creating excellent customer experiences across City services.

Programs and Services:

This budget includes administrative support and management for the division of Community and Neighborhood Services.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	7.00	7.00	2.00	2.00	2.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	43,396	16	8	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	578,670	577,653	170,933	232,023	261,709
Supplies & Services	16,421	84,435	81,352	91,473	91,473
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	638,487	662,104	252,293	323,496	353,182

Expenditure Notes:

Revenues:

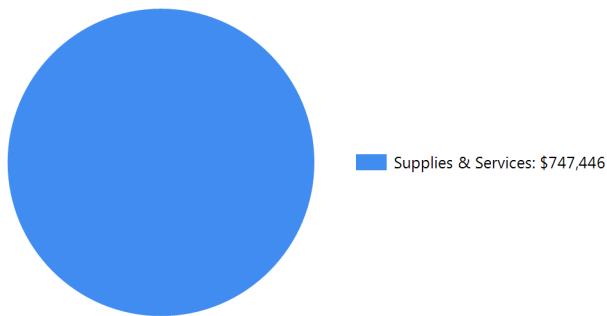
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	250,136	192,781	69,505	201,643	247,601
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	388,351	429,339	183,058	121,853	105,581
All Other	0	(16)	(270)	0	0
TOTAL	638,487	622,104	252,293	323,496	353,182

Revenue Notes:

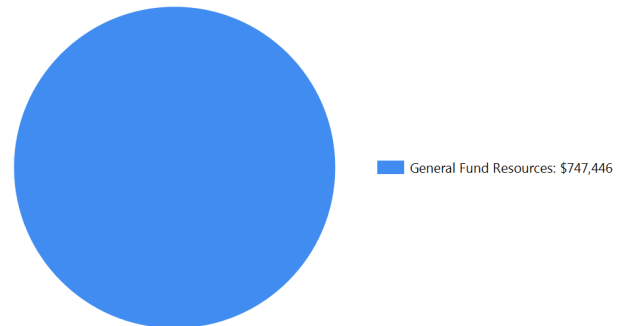
Community Centers

This funding represents the general fund allocations to our four primary community centers (East Central, Northeast and West Central & Peaceful Valley). Community Center operators leverage this contribution to seek outside funding and provide community services like healthcare, food security, job training, childcare and elder services.

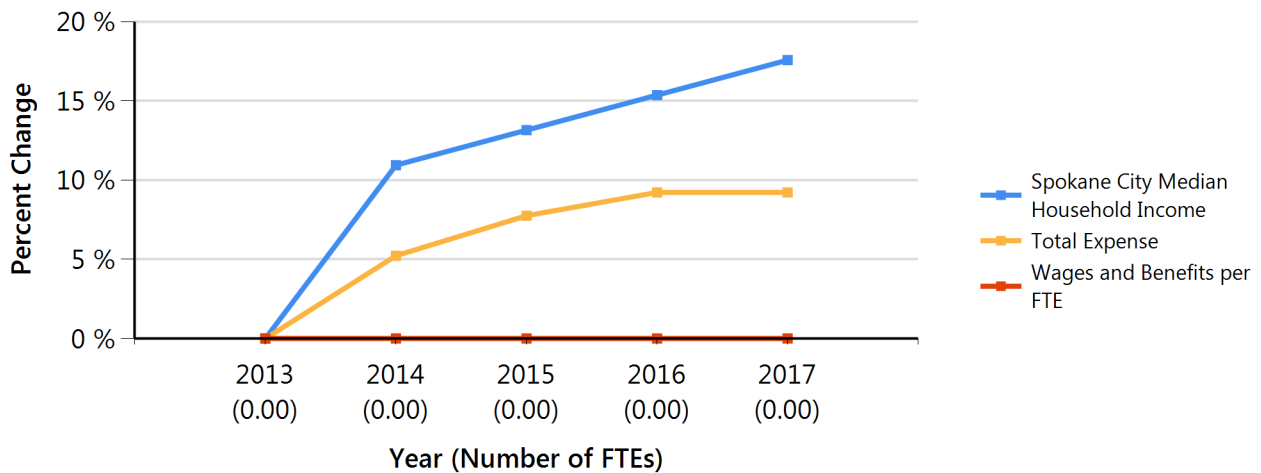
2017 Expenses



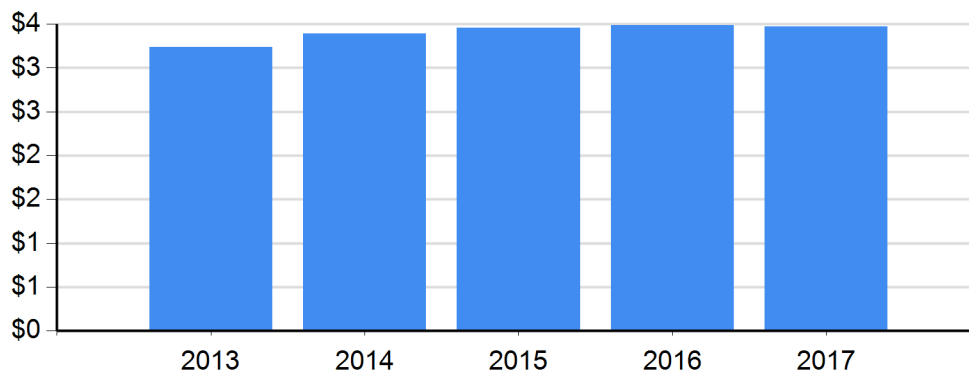
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$3.24	\$3.39	\$3.46	\$3.47
Percent Change	0.00%	5.22%	2.39%	0.00%

Department Summary: Community Centers

Division: Planning and Economic Development

Fund Type: General Fund

Executive Summary:

This funding represents the general fund allocations to our four primary community centers (East Central, Northeast and West Central & Peaceful Valley). Community Center operators leverage this contribution to seek outside funding and provide community services like healthcare, food security, job training, childcare and elder services.

Programs and Services:

Community Centers are a key component of the City's strategy to supporting a safety net for our citizens. Centers provide co-location of services tailored to meet the needs of the neighborhoods surrounding each center. Co-locating services provides easier access for citizens who utilize multiple services while reducing operating costs for service providers.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	23,860	68,992	0	0
Interfund Charges	14,334	15,735	6,750	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	670,016	680,516	661,648	747,446	747,446
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	684,350	720,111	737,390	747,446	747,446

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	(5,470)	0	0	0	0
Services	(2,058)	341	638	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	684,128	719,344	736,691	747,446	747,446
All Other	4,369	426	61	0	0
TOTAL	680,969	720,111	737,390	747,446	747,446

Revenue Notes:

Program Summary: Community Center Services Support**Division:** Planning and Economic Development**Fund Type:** General Fund

Executive Summary:

This program supports capital investment in Community Centers and capacity building support services.

Programs and Services:

In 2016, capital projects will be funded to support centers that increase their capacity to serve, lower operating costs and/or provide enhanced service to neighborhoods.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	45,736	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	116,054	127,754
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	45,736	116,054	127,754

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	(5,470)	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	45,736	116,054	127,754
All Other	2,089	0	0	0	0
TOTAL	(3,381)	0	45,736	116,054	127,754

Revenue Notes:

Program Summary: East Central Community Center**Division:** Planning and Economic Development**Fund Type:** General Fund

Executive Summary:

East Central Community Center serves as a one-stop neighborhood resource center. It provides social and recreational services primarily to low and moderate-income neighborhood residents.

Programs and Services:

In 2014, the City renewed our contract with the East Central Community Organization (ECCO) for an additional two years. ECCO is prioritizing investment in creating a sense of inclusive community at the Center and is undergoing an update to their neighborhood needs assessment.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	23,860	23,256	0	0
Interfund Charges	14,334	15,735	6,750	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	387,213	357,653	385,879	344,446	344,446
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	401,547	397,248	415,885	344,446	344,446

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	397,778	396,823	415,834	344,446	344,446
All Other	3,769	425	51	0	0
TOTAL	401,547	397,248	415,885	344,446	344,446

Revenue Notes:

Program Summary: Northeast Community Center**Division:** Planning and Economic Development**Fund Type:** General Fund

Executive Summary:

This program covers the maintenance and operation contract between the City of Spokane and Northeast Community Center Association.

Programs and Services:

This contract requires the NECCA to continue to operate the North East Community Center, which is owned by the City. The center provides quarterly audit reports to ensure proper expenditure of public funds. Community Centers serve as an integral part of the City of Spokane's safety net for our citizens. The City provides funding for community centers for the purpose of serving the needs of centers' surrounding neighborhoods in the areas of health care, food security, education, employment, housing, family services and civic capital.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	126,415	146,003	125,905	137,905	125,905
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	126,415	146,003	125,905	137,905	125,905

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	(2,058)	341	638	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	129,962	145,661	125,267	137,905	125,905
All Other	(1,489)	1	0	0	0
TOTAL	126,415	146,003	125,905	137,905	125,905

Revenue Notes:

Program Summary: Peaceful Valley Community Center**Division:** Planning and Economic Development**Fund Type:** General Fund

Executive Summary:

This program represents the maintenance and operation contract between the City of Spokane and the Peaceful Valley Neighborhood Association/Community Center.

Programs and Services:

This center provides an array of services primarily focused on youth, education and recreation.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	40,554	80,008	37,924	37,101	37,401
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	40,554	80,008	37,924	37,101	37,401

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	40,554	80,008	37,924	37,101	37,401
All Other	0	0	0	0	0
TOTAL	40,554	80,008	37,924	37,101	37,401

Revenue Notes:

Program Summary: West Central Community Center

Division: Planning and Economic Development

Fund Type: General Fund

Executive Summary:

This program covers the maintenance and operation contract between the City of Spokane and the West Central Community Development Association.

Programs and Services:

This contract requires the WCCDA to continue to operate the West Central Community Center, which is owned by the City. Community Centers serve as an integral part of the City of Spokane's safety net for our citizens. The City provides funding for community centers for the purpose of serving the needs of centers' surrounding neighborhoods in the areas of health care, food security, education, employment, housing, family services and civic capital.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	115,834	96,852	111,940	111,940	111,940
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	115,834	96,852	111,940	111,940	111,940

Expenditure Notes:

Revenues:

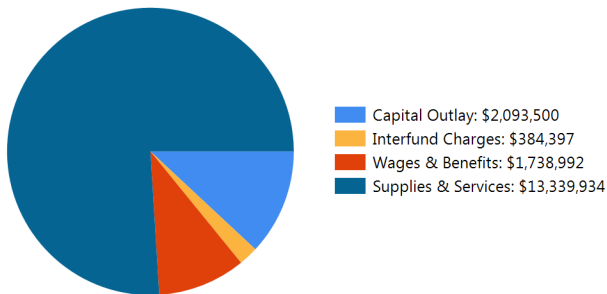
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	115,834	96,852	111,930	111,940	111,940
All Other	0	0	10	0	0
TOTAL	115,834	96,852	111,940	111,940	111,940

Revenue Notes:

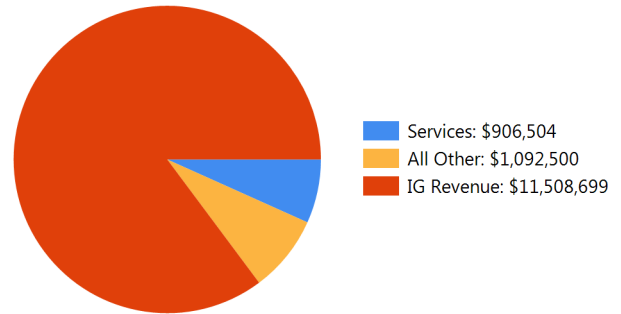
Community Development & Human Services

This bid covers various state and federal grants that assist the homeless, enhance low-to-moderate income neighborhoods, foster economic development, create and sustain affordable housing, provide public services and education, and mitigate lead hazards in low-to-moderate income households. Community engagement is a key requirement in the implementation of these grants.

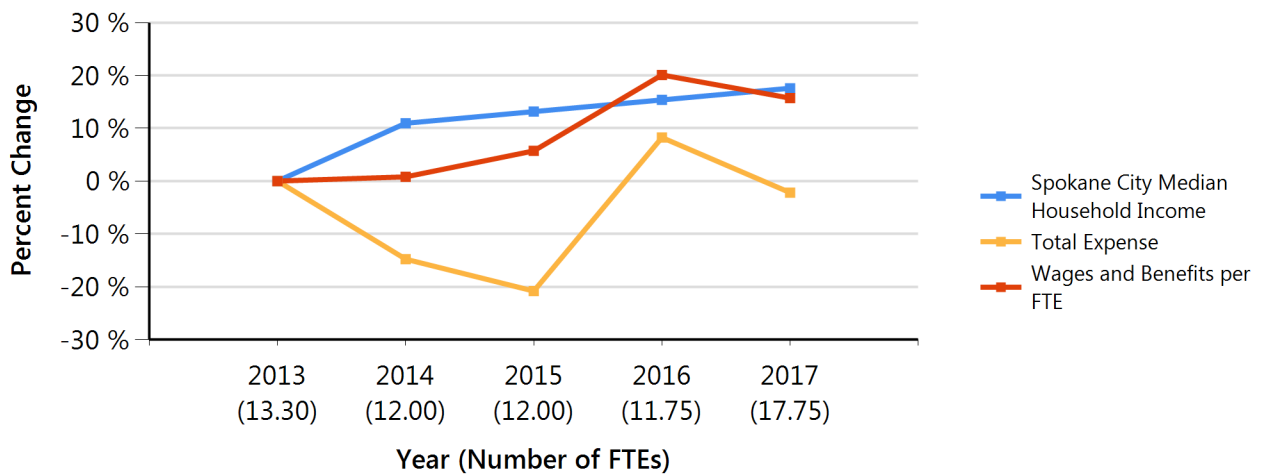
2017 Expenses



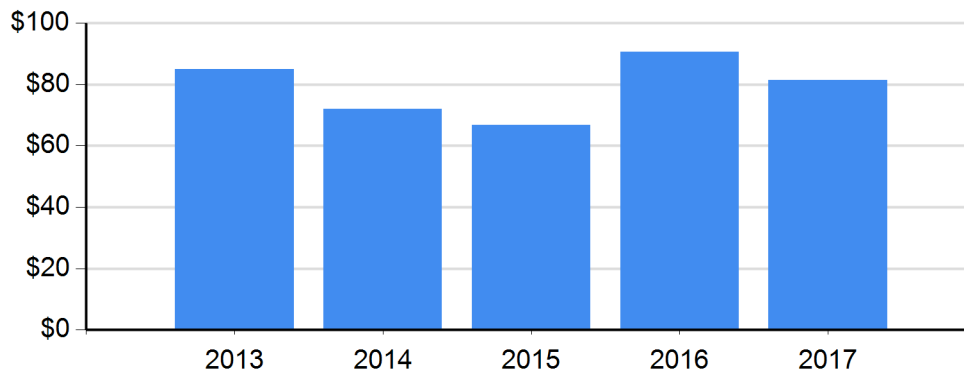
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$84.95	\$72.05	\$66.68	\$90.57	\$81.49
Percent Change	0.00%	-14.78%	-7.09%	36.71%	-9.63%

Department Summary: Community Development & Human Services

Division: Planning and Economic Development

Fund Type: Special Revenue Fund

Executive Summary:

This bid covers various state and federal grants that assist the homeless, enhance low-to-moderate income neighborhoods, foster economic development, create and sustain affordable housing, provide public services and education, and mitigate lead hazards in low-to-moderate income households. Community engagement is a key requirement in the implementation of these grants.

Programs and Services:

This department administers the City's Community Development Block Grant, HOME, Emergency Solutions Grant, Continuum of Care Program as well as other state and federal programs related to housing and welfare. Spokane receives these entitlement grants from HUD based on a formula derived through the American Community Survey. These funds are allocated locally through a combination of neighborhood recommendations and competitive requests for proposals. The Community, Housing and Human Services Board is responsible for reviewing the funding requests and making funding recommendations to City Council.

As a recipient of these funds, the department is required to develop and follow a detailed plan that encourages citizen participation, particularly low-to-moderate income residents of neighborhoods in which the funds will be utilized.

The department's responsibility for these funds is largely administrative. The department is responsible for overall grant administration duties such as ensuring compliance with applicable restrictions and regulations for each of the grant programs, reporting to state and federal agencies, monitoring programs for performance and for providing technical assistance to the agencies receiving these funds.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	13.30	12.00	12.00	11.75	17.75

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	569,592	140,698	712,480	2,424,292	2,093,500
Interfund Charges	740,381	1,134,090	406,052	906,773	384,397
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,243,311	628,492	0	0	0
Wages & Benefits	1,126,672	1,024,599	1,074,997	1,203,889	1,738,992
Supplies & Services	14,269,121	12,367,529	12,016,737	14,893,090	13,339,934
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	17,949,077	15,295,408	14,210,266	19,428,044	17,556,823

Expenditure Notes:

Decrease to expenditures related to decrease in projected overall revenues, with the exception of wages and benefits. Wages and benefits have increased because new positions were created to better meet council objectives related to homelessness, and the transition of department accounting staff from centralized accounting to ease the burden of time and effort reporting.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	12,445,103	10,213,930	9,615,647	12,726,390	11,508,699
Services	929,242	787,688	915,718	959,936	906,504
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	846,671	61,679	0	0	0
General Fund Resources	0	0	0	0	0
All Other	2,030,709	1,774,293	2,098,425	1,289,765	1,092,500
TOTAL	16,251,725	12,837,590	12,629,790	14,976,091	13,507,703

Revenue Notes:

Revenues are based on anticipated amounts to be received from grants. Decreases to revenues due to decreases in grant funds awarded.

Program Summary: CD/HS Operations**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

Executive Summary:

Administration and overhead expenses for the Community, Housing, and Human Services Department as well as interfund overhead expenses for services such as IT and Central Accounting.

Programs and Services:

This fund facilitates the payment of payroll and overhead charges for all grant funds operated by the Community Housing and Human Services Department. Grants are then billed for their share of the costs and the operating fund is then replenished through cash transfers, known as contra accounts. Any costs that remain in the operating account are to be used as the indirect cost rate for the subsequent year.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	12.80	12.00	12.00	11.75	17.75

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	346,703	(323,933)	188,596	0	(120,964)
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	260	214,145	300,619	0	212,383
Supplies & Services	(346,964)	9,408	(288,654)	0	(91,419)
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	(1)	(100,380)	200,561	0	0

Expenditure Notes:

The CHHS operating fund is essentially a clearing fund for the department. All of the Department's payroll charges, and other charges that are applicable to the department as a whole and not a specific grant are housed in this fund.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	475,000	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	475,000	0	0	0	0

Revenue Notes:

This fund does not receive revenues. Payroll charges applicable to the Department's grants are transferred to those grants and credited to this fund as a negative expenditure.

Program Summary: CDBG Revolving Loan Fund**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

Executive Summary:

Funding is related to the Community Development Block Grant and primarily comes from principal and interest payments received from loans made under the Single Family Rehab Program.

Programs and Services:

Revolving funds support Single Family Rehabilitation Program administration, program delivery, and loan servicing.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	25,894	72,609	65,494	95,049	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	360,206	0	0	0	0
Wages & Benefits	2,283	0	0	0	61,814
Supplies & Services	1,561,265	2,560,701	741,897	904,951	898,190
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,949,648	2,633,310	807,391	1,000,000	960,004

Expenditure Notes:

Interfund charges have been decreased to \$0 because of transition of department accounting staff from centralized accounting to ease the burden of time and effort reporting. Expenditures have increased to meet the anticipated revenues to be received.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	75,720	1,004,557	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	94,009	58,529	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,381,121	1,038,745	1,456,071	1,000,000	960,000
TOTAL	1,550,850	2,101,831	1,456,071	1,000,000	960,000

Revenue Notes:

Revenues are based on expected receipts of loan payments.

Program Summary: Community Development Block Grants

Division: Planning and Economic Development

Fund Type: Special Revenue Fund

Executive Summary:

The Community Development Block Grant (CDBG) Program is supported by an annual entitlement grant from the U.S. Department of Housing and Urban Development.

Programs and Services:

Activities or projects funded by CDBG must meet one of three national objectives: 1) benefit low to moderate income persons; 2) aid in the prevention or elimination of slums and blight; and 3) meet an urgent need. CDBG funds support community centers, capital projects, public safety, parks, sidewalks, economic development and human services. Roughly 30% of the annual CDBG allocation supports local improvements identified by Neighborhood Councils.

Program goals for 2017 include: 1) preserving and expanding high quality, safe, and affordable housing choices; 2) improving quality of life for extremely low to moderate income residents; 3) preventing and reducing homelessness; 4) supporting vibrant neighborhoods; and 5) expanding economic opportunities.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	559,744	140,698	712,480	0	0
Interfund Charges	299,708	1,015,603	66,411	444,498	300,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	408,105	628,492	0	0	0
Wages & Benefits	454,920	369,221	316,874	475,471	603,986
Supplies & Services	844,549	852,625	1,689,687	2,077,991	3,105,616
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,567,026	3,006,639	2,785,452	2,997,960	4,009,602

Expenditure Notes:

Interfund charges have decreased significantly because of transition of department accounting staff from centralized accounting to ease the burden of time and effort reporting. Expenditures have increased to meet the anticipated revenues and beginning amounts available for use.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	2,392,275	2,848,208	2,691,099	2,997,960	3,829,600
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	277,662	3,150	0	0	0
General Fund Resources	0	0	0	0	0
All Other	36,917	60	1,702	0	0
TOTAL	2,706,854	2,851,418	2,692,801	2,997,960	3,829,600

Revenue Notes:

Revenues are based on anticipated amounts to be received from grants.

Program Summary: Continuum Of Care

Division: Planning and Economic Development

Fund Type: Special Revenue Fund

Executive Summary:

The Continuum of Care Program funds from the U.S. Department of Housing and Urban Development are awarded competitively to the City to assist individuals and families experiencing homelessness. The City subgrants funds to community partner agencies to carry out day-to-day project operations.

Programs and Services:

The Continuum of Care program is designed to promote a community-wide commitment to the goal of ending homelessness; to provide funding for efforts by nonprofits, States, and local governments to quickly re-house homeless individuals, families, persons fleeing domestic violence, and youth while minimizing the trauma and dislocation caused by homelessness; to promote access to and effective utilization of mainstream programs by homeless; and to optimize self-sufficiency among those experiencing homelessness.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	11,461	19,350	62,793	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	27,951	52,763	177,562	289,098
Supplies & Services	0	1,043,751	2,804,345	3,290,225	3,530,768
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	1,083,163	2,876,458	3,530,580	3,819,866

Expenditure Notes:

Interfund charges have been decreased to \$0 because of transition of department accounting staff from centralized accounting to ease the burden of time and effort reporting. Expenditures have increased to meet the anticipated revenues to be received.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	1,083,163	2,876,929	3,530,580	3,819,866
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	1,083,163	2,876,929	3,530,580	3,819,866

Revenue Notes:

Revenues are based on anticipated amounts to be received from grants.

Program Summary: Home Program

Division: Planning and Economic Development

Fund Type: Special Revenue Fund

Executive Summary:

The HOME Investment Partnership Program is supported by entitlement grants from the U.S. Department of Housing and Urban Development.

Programs and Services:

HOME funds support the delivery of the City's Multi-family Housing Program. This program provides financing for low-income rental housing within the Spokane City limits. Funds are awarded as low-interest, deferred loans to for-profit, non-profit, and Community Housing Development Organizations. Funds support the acquisition, construction, and rehabilitation of low-income rental housing. They typically serve support the leveraging of other sources of financing.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	11,783	146,720	15,529	152,795	117,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	141,690	91,073	51,753	186,212	146,068
Supplies & Services	1,971,166	1,033,875	1,865,739	549,954	1,102,898
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,124,639	1,271,668	1,933,021	888,961	1,365,966

Expenditure Notes:

Interfund charges have decreased slightly because of transition of department accounting staff from centralized accounting to ease the burden of time and effort reporting. Expenditures have increased to meet the anticipated revenues and beginning amounts available for use.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,547,713	629,293	957,155	888,961	1,365,963
Services	0	25	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	207,374	379,230	547,959	142,000	0
TOTAL	1,755,087	1,008,548	1,505,114	1,030,961	1,365,963

Revenue Notes:

Revenues are based on anticipated amounts to be received from grants.

Program Summary: Hope Acquisition Fund**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

Executive Summary:

Program income received from loans generated under the U.S. Department of Housing and Urban Development's Homeownership and Opportunity for People Everywhere Program.

Programs and Services:

Funds can be used as cash match for HOME program expenditures, as well as any activities eligible under CDBG, including economic and community development, or human services. CDBG programs must meet one of three national objectives: 1) benefit to low and moderate income persons; 2) aid in the prevention or elimination of slums and blight; and 3) meet an urgent need.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	9,848	0	0	241,577	241,600
Interfund Charges	0	208	741	273	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	1,400
Supplies & Services	16,543	7,285	24,011	14,550	44,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	26,391	7,493	24,752	256,400	287,000

Expenditure Notes:

Interfund charges have decreased to \$0 because of transition of department accounting staff from centralized accounting to ease the burden of time and effort reporting. Expenditures have increased to meet the anticipated revenues and beginning amounts available for use.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	3,239	9,518	29,496	26,400	27,500
TOTAL	3,239	9,518	29,496	26,400	27,500

Revenue Notes:

Revenues are based on anticipated loan payments to be received.

Program Summary: Housing Assistance Program**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

Executive Summary:

This program is supported by program income received as a result of the Housing Assistance Program.

Programs and Services:

During the 1990's the City received federal loans to operate the Housing Assistance Program. These loan funds were provided to assist low income populations in purchasing homes. The City is required to pay back unforgivable portions of these loans in 2019 and 2045.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	264,715	272,400
Interfund Charges	977	504	267	2,285	1,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	15,217	1,745	0	0	0
Supplies & Services	1,230,397	26	0	100	100
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,246,591	2,275	267	267,100	273,500

Expenditure Notes:

Interfund charges have decreased significantly because of transition of department accounting staff from centralized accounting to ease the burden of time and effort reporting. Expenditures have increased to meet the anticipated revenues and beginning amounts available for use.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,247,168	2,058	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	31,508	4,339	3,574	0	4,500
TOTAL	1,278,676	6,397	3,574	0	4,500

Revenue Notes:

Revenues are based on anticipated loan payments to be received.

Program Summary: Housing Trust Grant Fund**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

Executive Summary:

Program income received from loans generated under the State of Washington's Housing Trust Program.

Programs and Services:

The housing trust fund supports the building and maintenance of affordable housing. Expenditures under this program must meet these objectives.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	198,000	223,900
Interfund Charges	0	102	266	134	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	1,400
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	102	266	198,134	225,300

Expenditure Notes:

Interfund charges have decreased significantly because of transition of department accounting staff from centralized accounting to ease the burden of time and effort reporting. Salaries and wages has increased to account for direct billable time to the program. Overall expenditures have increased to meet the anticipated revenues and beginning amounts available for use.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	2,512	5,736	2,970	3,000	4,500
TOTAL	2,512	5,736	2,970	3,000	4,500

Revenue Notes:

Revenues are based on anticipated loan payments to be received.

Program Summary: Human Services

Division: Planning and Economic Development

Fund Type: General Fund

Executive Summary:

The Community, Housing and Human Services department oversees the City's investments in human services grants which create a safety-net for low income, vulnerable citizens.

Programs and Services:

City investments supported by the Human Services program include administration of programs that support low-income and vulnerable citizens. This program also provides direct funding for the human services grant program, 24/7 Shelter program, and to Aging and Long Term Care of Eastern Washington (ALTCEW).

The human services grants fund programs that provide services to low income and vulnerable citizens. Funding is provided through a competitive proposal process and grants provided range in value based on the needs indicated in the competitive process.

The 24/7 Shelter program provides a safe place for homeless individuals and families during all hours of the day no matter the weather.

As part of a consortium of local governments, the City has an Interlocal Agreement with ALTCEW. Per the Interlocal, the City agrees to provide an annual allocation of funds to the agency. ALTCEW uses these funds to support critical services to low income elderly or disabled individuals.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.50	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	26,948	86,364	17,271	105,919	53,986
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	176,890	100,078	205,707	177,814	124,290
Supplies & Services	1,091,616	1,124,947	1,278,890	1,202,810	1,256,334
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,295,454	1,311,389	1,501,868	1,486,543	1,434,610

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	21,684	22,401	25,584	21,000	21,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	329	(7,718)	0	0
TOTAL	21,684	22,730	17,866	21,000	21,000

Revenue Notes:

Program Summary: Human Services Grants

Division: Planning and Economic Development

Fund Type: Special Revenue Fund

Executive Summary:

The City acts as the lead agency for a number of grants through the WA State Department of Commerce and the Department of Housing and Urban Development. These grant programs address the needs of homeless and at-risk homeless households.

Programs and Services:

The 2015 – 2020 Strategic Plan to End Homelessness (Homeless Plan) established priorities for needs related to serving homeless. Program goals as identified in the Homeless Plan include: 1) increase leadership, collaboration and civic engagement; 2) increase access to stable and affordable housing; 3) support effective pathways toward self-sufficiency and reduced financial vulnerability; 4) transform homeless services to crisis response systems leading to improved health and safety; and 5) advance health and housing stability for youth experiencing homelessness, including unaccompanied homeless youth and youth aging out of systems such as foster care and juvenile justice.

The following project types will be used to achieve these goals:

- Emergency Shelter operations and staffing
 - Transitional Housing operations and staffing
 - Rental Assistance for homeless & at-risk households
 - Support services for permanent supportive housing
 - Outreach services
 - Landlord liaison project
 - Housing and Essential Needs (HEN) specific projects
 - Coordinated assessment
-

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	21,363	116,563	29,051	30,928	33,375
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	300,382	216,450	145,415	186,830	295,753
Supplies & Services	6,888,849	5,029,695	3,663,043	6,051,509	3,066,147
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	7,210,594	5,362,708	3,837,509	6,269,267	3,395,275

Expenditure Notes:

Decrease to other services and charges related to expected decrease in funding received. Increases in other expenditures related to new positions were created to better meet council objectives related to homelessness, and the transition of department accounting staff from centralized accounting to ease the burden of time and effort reporting.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	6,498,697	4,341,110	3,064,880	5,287,889	2,472,270
Services	929,242	787,663	915,718	959,936	906,504
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(11)	7,648	2,052	0	0
TOTAL	7,427,928	5,136,421	3,982,650	6,247,825	3,378,774

Revenue Notes:

Revenues are based on anticipated amounts to be received from grants. Decreases to revenues due to decreases in grant funds awarded.

Program Summary: Miscellaneous Community Development Grants**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

Executive Summary:

Revenue is generated from principal and interest repayments from loans made under prior Lead Hazard Reduction Grant Programs (Lead program) through the U.S. Department of Housing and Urban Development (HUD).

Programs and Services:

The City no longer receives funding from HUD for the Lead program. However, the City continues to receive principal and interest payments for loans made to citizens under the Lead program. Expenditures for this program are for the continued servicing of these loans.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	7,005	7,889	1,784	12,099	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	35,030	3,936	1,866	0	1,400
Supplies & Services	948,924	702,891	235,551	1,000	27,300
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	990,959	714,716	239,201	13,099	28,700

Expenditure Notes:

Interfund charges have been decreased to \$0 because of transition of department accounting staff from centralized accounting to ease the burden of time and effort reporting. Expenditures have increased to meet the anticipated revenues to be received and beginning amounts available for use.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	661,846	283,140	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	13,615	16,144	17,941	2,760	19,000
TOTAL	675,461	299,284	17,941	2,760	19,000

Revenue Notes:

Revenues are based on anticipated loan payments to be received.

Program Summary: Rental Rehabilitation Fund**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

Executive Summary:

Program income received from loans generated under the U.S. Department of Housing and Urban Development's Rental Rehabilitation Program.

Programs and Services:

Funds can be used as cash match for HOME program expenditures, as well as any activities eligible under CDBG, including economic and community development, or human services. CDBG programs must meet one of three national objectives: 1) benefit to low and moderate income persons; 2) aid in the prevention or elimination of slums and blight; and 3) meet an urgent need.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	850,000	468,600
Interfund Charges	0	0	1,292	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	475,000	0	0	0	0
Wages & Benefits	0	0	0	0	1,400
Supplies & Services	62,776	2,325	2,228	800,000	400,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	537,776	2,325	3,520	1,650,000	870,000

Expenditure Notes:

Interfund charges have decreased significantly because of transition of department accounting staff from centralized accounting to ease the burden of time and effort reporting. Salaries and wages has increased to account for direct billable time to the program. Overall expenditures have been budgeted to meet the anticipated revenues and beginning amounts available for use.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	354,345	298,809	40,857	94,200	70,000
TOTAL	354,345	298,809	40,857	94,200	70,000

Revenue Notes:

Revenues are based on anticipated loan payments to be received.

Program Summary: UDAG Fund**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

Executive Summary:

Program income received from the closed out Urban Development Action Grant Program from the U.S. Department of Housing and Urban Development.

Programs and Services:

Funding supports affordable housing programs or any activities eligible under CDBG, including economic and community development, or human services. CDBG programs must meet one of three national objectives: 1) benefit to low and moderate income persons; 2) aid in the prevention or elimination of slums and blight; and 3) meet an urgent need.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	870,000	887,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	870,000	887,000

Expenditure Notes:

Expenditures have increased to meet the anticipated revenues and beginning amounts available for use.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	89	13,735	3,521	21,405	7,000
TOTAL	89	13,735	3,521	21,405	7,000

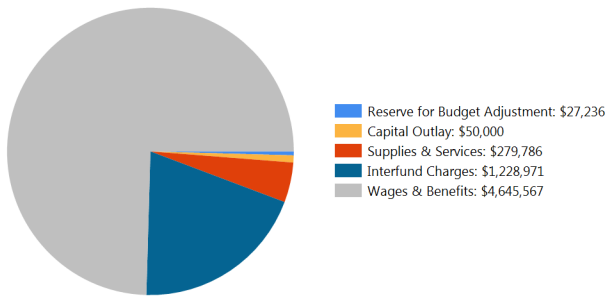
Revenue Notes:

Revenues are based on anticipated interest earned.

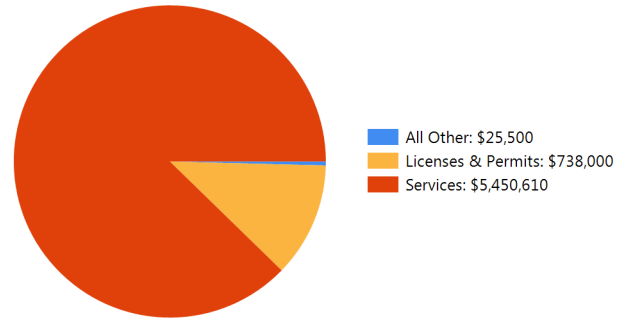
Development Services Center

The Development Services Center is the core facility where customers are provided creative and innovative solutions through plan review, project evaluation and assistance in permitting by multi-skilled staff and on-hand experts in all construction disciplines. The DSC manages the enhanced permitting website including online permitting and electronic document review.

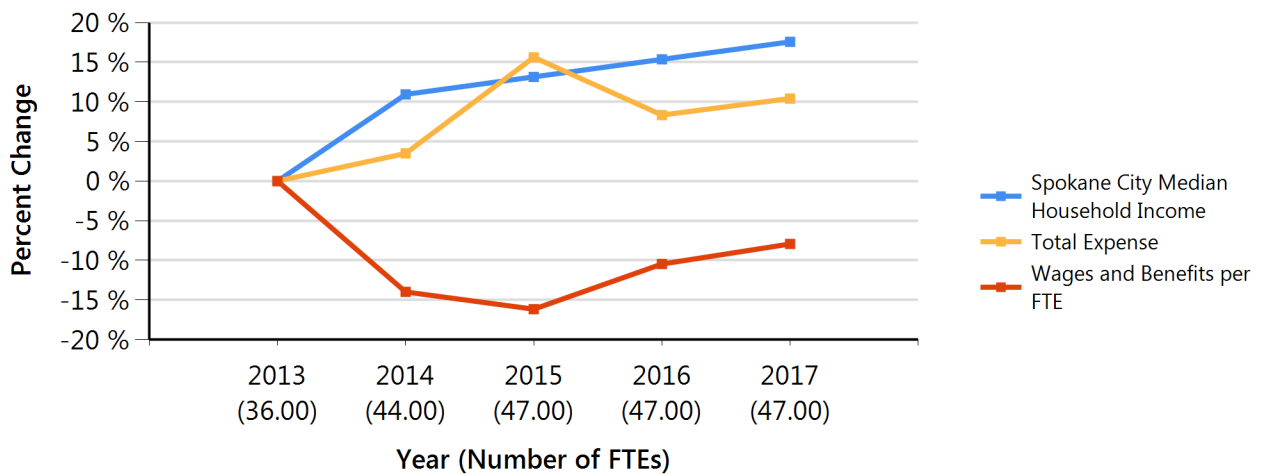
2017 Expenses



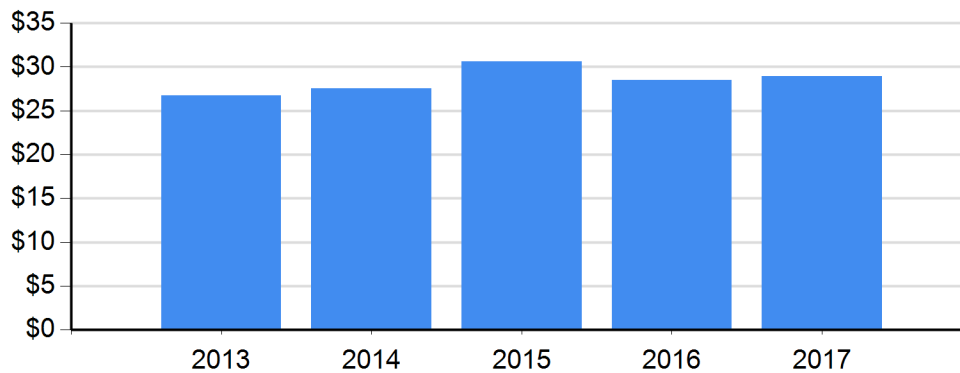
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$26.71	\$27.51	\$30.62	\$28.50	\$28.92
Percent Change	0.00%	3.48%	11.72%	-6.30%	1.92%

Department Summary: Development Services Center**Division:** Planning and Economic Development**Fund Type:** Enterprise Fund

Executive Summary:

The Development Services Center is the core facility where customers are provided creative and innovative solutions through plan review, project evaluation and assistance in permitting by multi-skilled staff and on-hand experts in all construction disciplines. The DSC manages the enhanced permitting website including online permitting and electronic document review.

Programs and Services:

Traditional plan review and permits are issued from the DSC. Project enhancement is offered through pre-development conferences and direct consultation with planning, design, engineering, and construction professional staff.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	36.00	44.00	47.00	47.00	47.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	45,001	13,595	6,972	0	50,000
Interfund Charges	951,172	957,400	1,169,979	1,262,682	1,228,971
Reserve for Budget Adjustment	0	0	0	58,236	27,236
Transfers Out	2,520	7,225	6,972	0	0
Wages & Benefits	3,902,589	4,102,302	4,286,702	4,530,920	4,645,567
Supplies & Services	201,336	211,847	505,970	261,786	279,786
Debt Services	0	0	0	0	0
All Other	540,947	547,991	548,257	0	0
TOTAL	5,643,565	5,840,360	6,524,852	6,113,624	6,231,560

Expenditure Notes:
Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	902,176	762,379	822,682	738,000	738,000
IG Revenue	0	0	0	0	0
Services	5,208,848	4,201,962	5,348,886	5,170,610	5,450,610
Fines & Forfeits	(4,400)	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(7,683)	21,084	34,428	25,500	25,500
TOTAL	6,098,941	4,985,425	6,205,996	5,934,110	6,214,110

Revenue Notes:

Program Summary: Building Regulation Enforcement**Division:** Planning and Economic Development**Fund Type:** Enterprise Fund

Executive Summary:

The Building Regulation and Enforcement program is responsible for building-related inspections to insure compliance with building, plumbing, electrical, and mechanical codes.

Programs and Services:

This program includes all building, plumbing, electrical, and mechanical inspectors and the inspector supervisor. The 14 inspectors complete over 30,000 inspections per year. Staff also works with Code Enforcement and the Development Services Center staff to improve compliance and insure safe buildings and public spaces.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	13.00	12.00	13.00	13.00	13.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	176,499	121,509	74,042	93,174	78,465
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,573,566	1,219,987	1,259,004	1,309,761	1,341,041
Supplies & Services	11,205	16,695	235,791	10,712	15,712
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,761,270	1,358,191	1,568,837	1,413,647	1,435,218

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	6,858	11,519	16,238	15,000	15,000
IG Revenue	0	0	0	0	0
Services	299,826	2,274,962	2,654,483	2,640,000	2,790,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	1	0	0
TOTAL	306,684	2,286,481	2,670,722	2,655,000	2,805,000

Revenue Notes:

Program Summary: DSC Administration

Division: Planning and Economic Development

Fund Type: Enterprise Fund

Executive Summary:

The Administrative function provides overall management and leadership for the Development Services Center – the “One-Stop shop” for permitting in the City.

Programs and Services:

The DSC administration includes the Department Head, Program Manager, Office Manager, and the clerical support staff. This section is responsible for setting and measuring performance goals, budget preparation, personnel administration, long-term planning, and continuous improvement of the DSC operations.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	6.00	5.00	4.00	4.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	45,001	13,595	6,972	0	50,000
Interfund Charges	752,495	817,649	1,090,321	1,152,364	1,138,790
Reserve for Budget Adjustment	0	0	0	58,236	27,236
Transfers Out	2,520	7,225	6,972	0	0
Wages & Benefits	271,303	484,460	421,118	449,953	457,335
Supplies & Services	174,392	194,546	269,629	250,882	263,882
Debt Services	0	0	0	0	0
All Other	540,947	547,991	548,257	0	0
TOTAL	1,786,658	2,065,466	2,343,269	1,911,435	1,937,243

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	370,706	217,267	249,619	0	0
IG Revenue	0	0	0	0	0
Services	3,189,755	513,639	538,853	61,991	6,400
Fines & Forfeits	(4,400)	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(7,683)	21,084	33,077	21,000	21,000
TOTAL	3,548,378	751,990	821,549	82,991	27,400

Revenue Notes:

Program Summary: DSC Boilers & Elevators

Division: Planning and Economic Development

Fund Type: Enterprise Fund

Executive Summary:

The DSC Boilers and Elevators program is responsible for plan review for new installations and modifications to boilers and elevators. They are also responsible for annual and biannual inspections to insure compliance with the boiler and elevator codes.

Programs and Services:

This program includes one boiler inspector and two elevator inspectors. These inspectors complete annual and biannual inspections on all boilers and conveyances as required by state law. They also coordinate inspections performed by private, third-party inspectors. The elevator inspectors investigate accidents and incidents involving conveyances – elevators and escalators. The staff are responsible for administering the annual operating permits for elevators and boiler to insure safe buildings and public spaces.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	3.00	3.00	3.00	3.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	269,520	265,705	288,810	302,523
Supplies & Services	0	70	64	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	269,590	265,769	288,810	302,523

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	250	1,070	964	0	0
IG Revenue	0	0	0	0	0
Services	32,302	188,455	152,261	450,000	490,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	32,552	189,525	153,225	450,000	490,000

Revenue Notes:

Program Summary: DSC Public Works Inspectors

Division: Planning and Economic Development

Fund Type: Enterprise Fund

Executive Summary:

The DSC Public Works Inspectors are responsible for enforcing construction standards used by contractors working in the public right of way.

Programs and Services:

The two public works inspectors inspect the quality of contractor's work and insure that there is no damage to area beyond the work zone. They maintain the safety of the pedestrians, bicyclists, and the motoring public by insuring traffic control is in place for contractors working within the public right of way. The inspectors keep detailed records of inspection permits. They also address citizen complaints with regard to sidewalk repair issues, unpermitted work, insufficient traffic control, and obstructions in the public right of way.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	15.00	15.00	3.00	3.00	3.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	11,384	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,296,555	1,420,912	267,160	264,750	259,337
Supplies & Services	15,557	368	80	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,312,112	1,432,664	267,240	264,750	259,337

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	76,190	0	0	238,000	238,000
IG Revenue	0	0	0	0	0
Services	329,349	320,722	6,443	220,000	275,591
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	405,539	320,722	6,443	458,000	513,591

Revenue Notes:

Program Summary: Permitting

Division: Planning and Economic Development

Fund Type: Enterprise Fund

Executive Summary:

The Permitting staff are the front-line of the Development Services Center. With a primary focus on customer service; Permitting staff issue permits, certifications, and coordinate and respond to customer inquiries.

Programs and Services:

The Permitting function is responsible for issuing permits for right of way obstruction work, sewer, water taps, water meters, block parties and blasting permits. Staff also issue all commercial and residential building permits including those for the trades: plumbing, electrical, and mechanical systems. Trade licenses and operating permits for boilers, elevators and other conveyances are also issued by this group. The Permitting Team issues official addresses for parcel segregations and new plats, as well as issues address changes with notification to all affected agencies. Staff are responsible for receiving and handling all money transactions for the DSC: credit cards, checks, and cash in the collection of permit fees, utility connection fees, transportation mitigation fees, plan review fees and other miscellaneous fees. The Permitting staff provides customer service to contractors, citizens, businesses, and other agencies regarding issuance of permits, request for sewer and water information, property line and parcel information, right of way use information, and other miscellaneous information.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	4.00	4.00	8.00	9.00	9.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	14,557	2,948	2,470	14,026	9,350
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	312,844	269,022	544,475	630,982	643,562
Supplies & Services	95	72	178	96	96
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	327,496	272,042	547,123	645,104	653,008

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	443,022	515,373	545,861	485,000	485,000
IG Revenue	0	0	0	0	0
Services	78,440	73,081	102,295	5,000	5,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	521,462	588,454	648,156	490,000	490,000

Revenue Notes:

Program Summary: Plan Checking

Division: Planning and Economic Development

Fund Type: Enterprise Fund

Executive Summary:

The Plan Checking program is responsible for plan review on all permits issued by the DSC. This includes building, engineering, and land use applications. Plan Review staff are responsible for coordination with multiple departments and agencies to ensure efficient permit processing.

Programs and Services:

The Plan Checking staff's primary focus is on customer service and private development requests. They provide high quality and cost effective project review for all building, engineering, and land use applications for compliance with applicable standards and regulations.

The Plan Review team is an integrated organization of planners, architects, building experts, engineers, development technicians, and support staff organized to deliver professional, consistent, predictable, reliable, and value-added information to development customers. Large, complex projects are assigned a permit manager as a single point-of-contact. Smaller "mom-and-pop" projects are escorted through the permitting system by a single person trained to handle a wide variety of permitting needs. The Plan Review team is also responsible for coordinating plan review activities with multiple city departments and outside agencies such as County Health, the Department of Ecology, and WSDOT. This approach allows for developers to work with one department who facilitates the process and coordinates with the other affected departments.

The Plan Review team provides support for proposed projects through the Pre-Development Conferences as well as direct consultation with developers and their design professionals. The staff also responds to inquiries and complaints from citizens. The team is responsible for coordinating other right of way activities such as street vacations, sidewalk cafes, revocable license and permits, and franchises.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	4.00	4.00	15.00	15.00	15.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	7,621	3,910	3,146	3,118	2,366
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	448,321	438,401	1,529,240	1,586,664	1,641,769
Supplies & Services	87	96	228	96	96
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	456,029	442,407	1,532,614	1,589,878	1,644,231

Expenditure Notes:

Revenues:

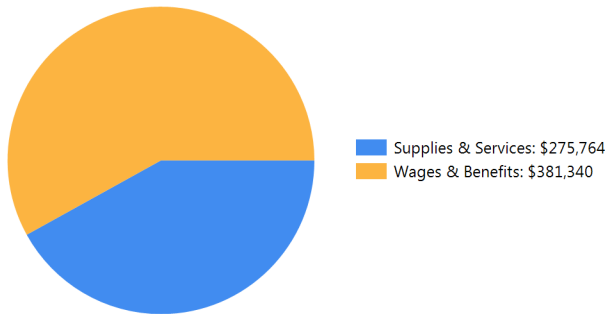
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	5,150	17,150	10,000	0	0
IG Revenue	0	0	0	0	0
Services	1,279,176	831,103	1,894,551	1,793,619	1,883,619
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	1,350	4,500	4,500
TOTAL	1,284,326	848,253	1,905,901	1,798,119	1,888,119

Revenue Notes:

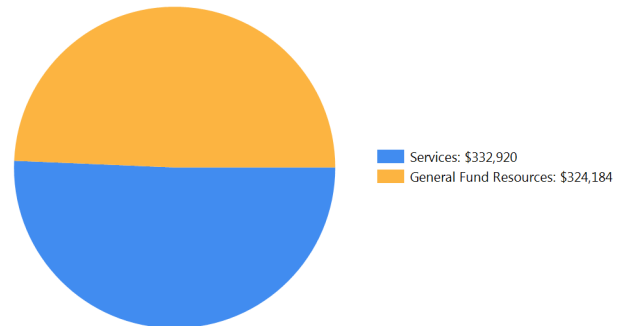
Economic Development

The Economic Development department includes administrative support for Planning Services, Developer Services Center, Historic Preservation, Parking Services and other City programs that make Spokane an excellent place to live and do business.

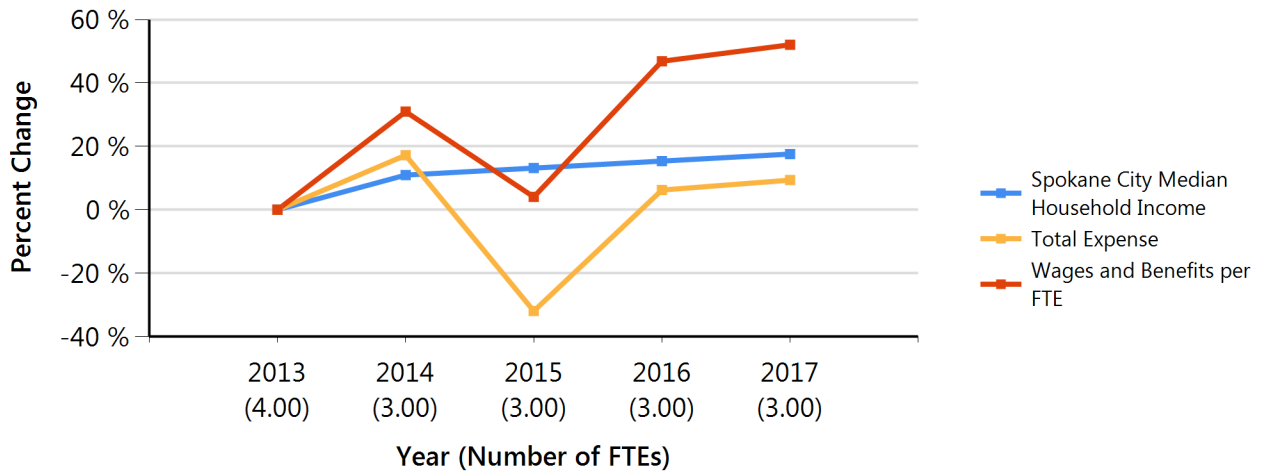
2017 Expenses



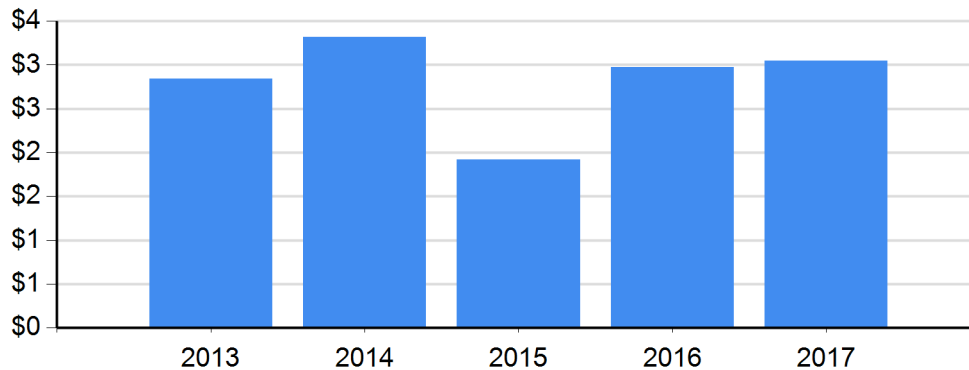
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$2.84	\$3.32	\$1.92	\$2.98	\$3.05
Percent Change	0.00%	17.20%	-41.94%	56.10%	2.94%

Department Summary: Economic Development**Division:** Planning and Economic Development**Fund Type:** General Fund

Executive Summary:

The Economic Development department includes administrative support for Planning Services, Developer Services Center, Historic Preservation, Parking Services and other City programs that make Spokane an excellent place to live and do business.

Programs and Services:

The Economic Development department budget supports contracts with third-party economic development organizations responsible for recruitment and retention of business and federal legislative advocacy for the City.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	4.00	3.00	3.00	3.00	3.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	80,588	1,461	0	0
Interfund Charges	28,541	390	621	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	353,580	347,255	253,824	362,514	381,340
Supplies & Services	218,804	276,084	152,967	275,764	275,764
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	600,925	704,317	408,873	638,278	657,104

Expenditure Notes:

Revenues:

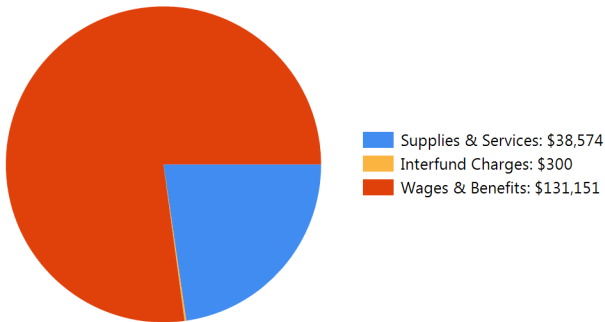
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	278,913	277,148	242,170	332,920	332,920
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	322,012	427,169	166,703	305,358	324,184
All Other	0	0	0	0	0
TOTAL	600,925	704,317	408,873	638,278	657,104

Revenue Notes:

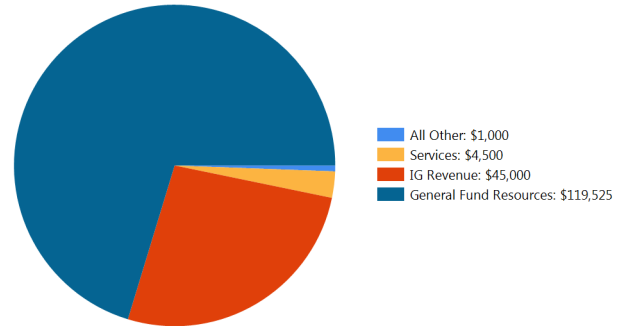
Historic Preservation

Historic Preservation enables the City to meet preservation objectives of the Comprehensive Plan and the Spokane Municipal Code, and to respond to state/federal historic preservation mandates. The program facilitates stewardship of historic properties to preserve character, as well as urban revitalization, building adaptive reuse, job creation, and increased tax base.

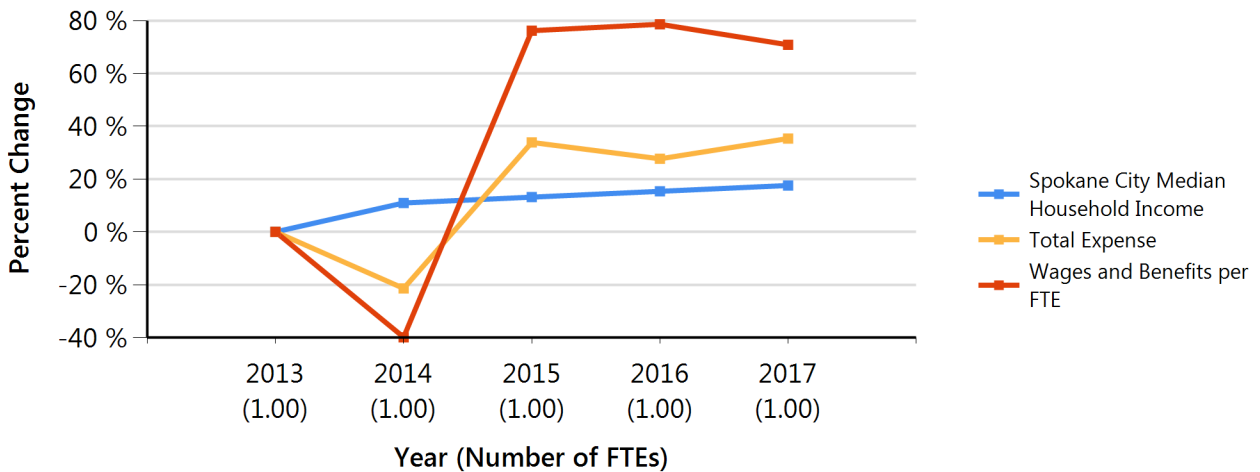
2017 Expenses



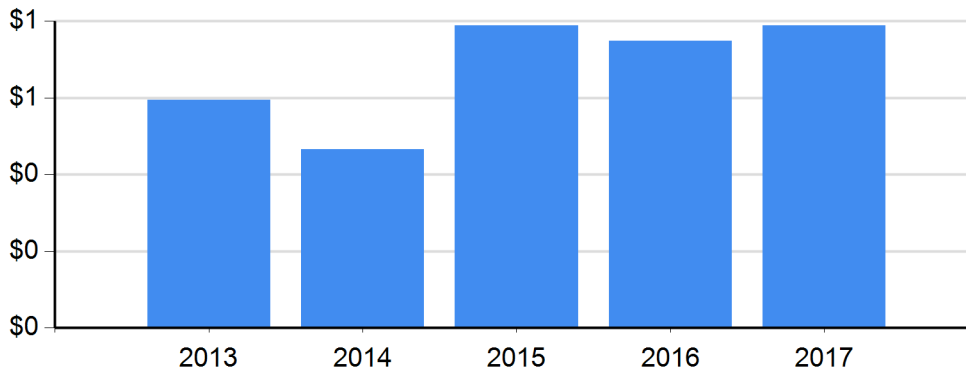
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.59	\$0.47	\$0.79	\$0.75	\$0.79
Percent Change	0.00%	-21.40%	70.32%	-4.64%	6.01%

Department Summary: Historic Preservation

Division: Planning and Economic Development

Fund Type: General Fund

Executive Summary:

Historic Preservation enables the City to meet preservation objectives of the Comprehensive Plan and the Spokane Municipal Code, and to respond to state/federal historic preservation mandates. The program facilitates stewardship of historic properties to preserve character, as well as urban revitalization, building adaptive reuse, job creation, and increased tax base.

Programs and Services:

Programs and incentives that encourage private investment are the most effective way to encourage historic preservation in our community. Historic Preservation is an effective and relevant tool in adaptive reuse of older buildings. The Historic Preservation Department reviews and implements tax and code incentives to encourage historic building rehabilitation. The Historic Preservation Officer is a member of the Neighborhood and Business Services leadership team.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	1.00	1.00	1.00	1.00	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	15,657	101	376	300	300
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	106,900	64,249	138,827	142,205	131,151
Supplies & Services	3,071	34,392	28,982	17,874	38,574
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	125,628	98,742	168,185	160,379	170,025

Expenditure Notes:

Revenues:

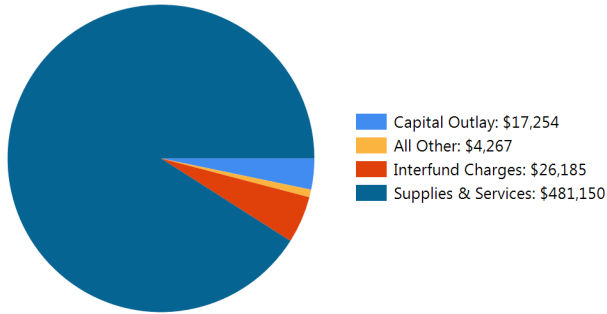
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	5,000	0	45,000	37,200	45,000
Services	2,575	2,250	11,025	4,500	4,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	117,613	95,942	108,610	117,679	119,525
All Other	440	550	3,550	1,000	1,000
TOTAL	125,628	98,742	168,185	160,379	170,025

Revenue Notes:

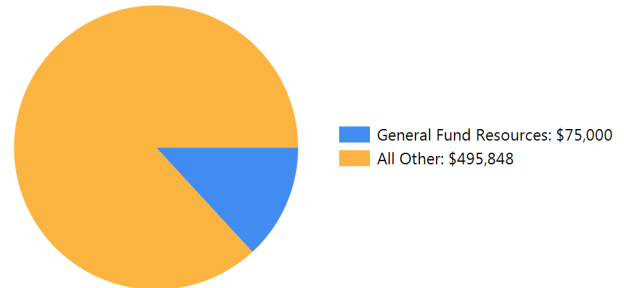
Intermodal Facility

The Intermodal Facility is a City-owned transportation center for interstate train service, local and interstate bus and taxi service.

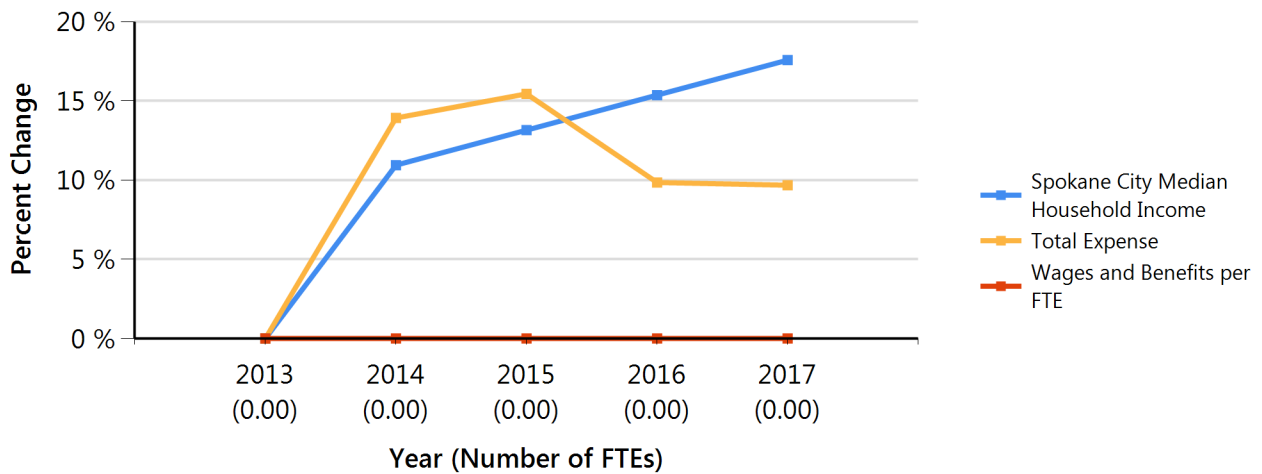
2017 Expenses



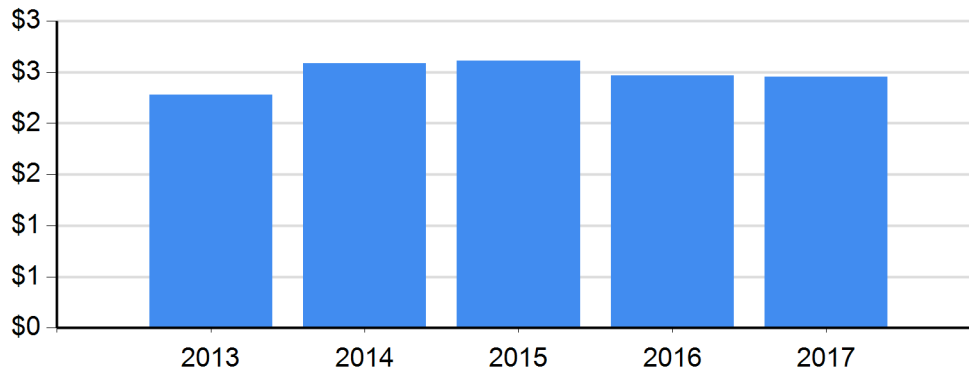
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$2.28	\$2.59	\$2.61	\$2.47	\$2.45
Percent Change	0.00%	13.91%	1.33%	-4.84%	-0.15%

Department Summary: Intermodal Facility**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

Executive Summary:

The Intermodal Facility is a City-owned transportation center for interstate train service, local and interstate bus and taxi service.

Programs and Services:

The Intermodal Facility is a transportation center for interstate train service, interstate and intercity bus service and taxi service for the traveling public. The Burlington Northern railroad station building was acquired by the City in 1993. At that time, the City entered into a 99-year lease with Burlington Northern Railroad Co. for the land the building sits on. Private management company, Goodale & Barbieri, manages the facility. Asset Management oversees the contract with the management company, negotiates lease terms for new tenants, responds to complaints and inquiries and reviews maintenance and capital improvement.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	17,254	17,254
Interfund Charges	5,743	26,307	11,827	27,001	26,185
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	476,456	516,956	542,470	481,150	481,150
Debt Services	0	0	0	0	0
All Other	0	6,056	2,346	4,267	4,267
TOTAL	482,199	549,319	556,643	529,672	528,856

Expenditure Notes:

Revenues:

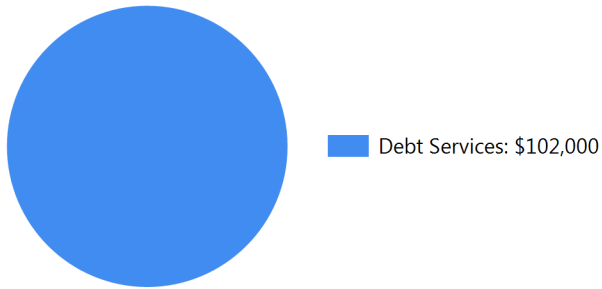
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	71,369	61,621	121,983	75,000	75,000
All Other	410,944	455,961	435,287	495,848	495,848
TOTAL	482,313	517,582	557,270	570,848	570,848

Revenue Notes:

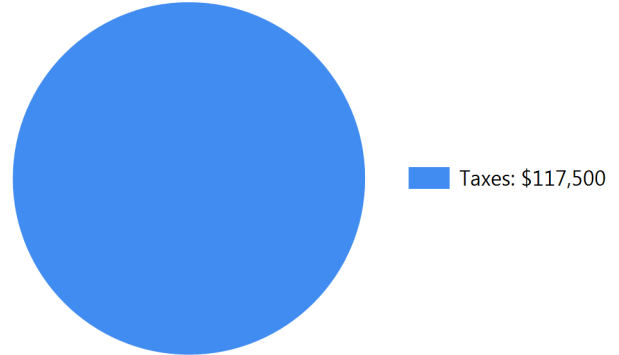
Kendall Yards TIF

The Kendall Yards TIF handles all the accounting transactions for the Kendall Yards sub-area of the West Quadrant Tax Increment Area.

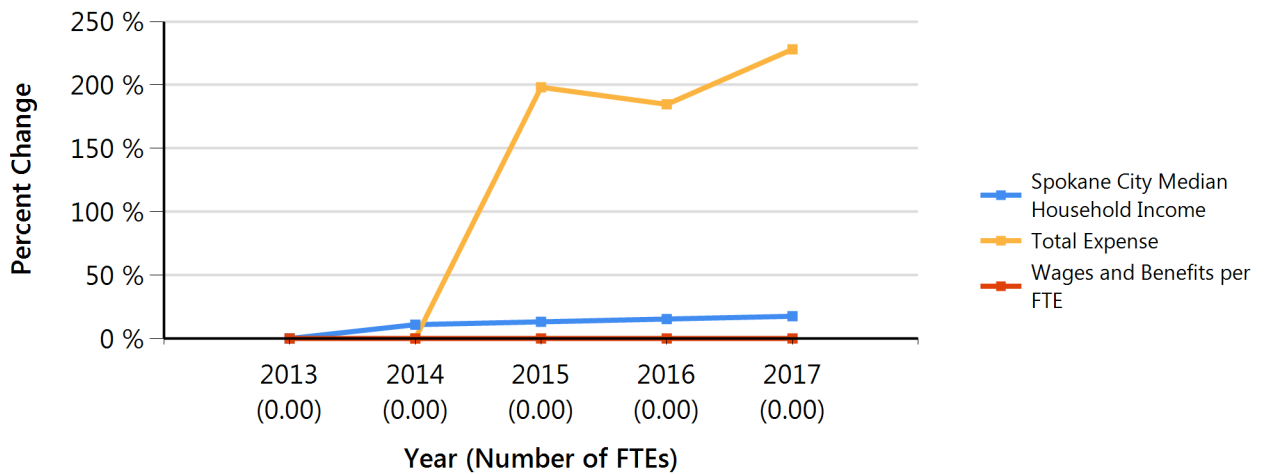
2017 Expenses



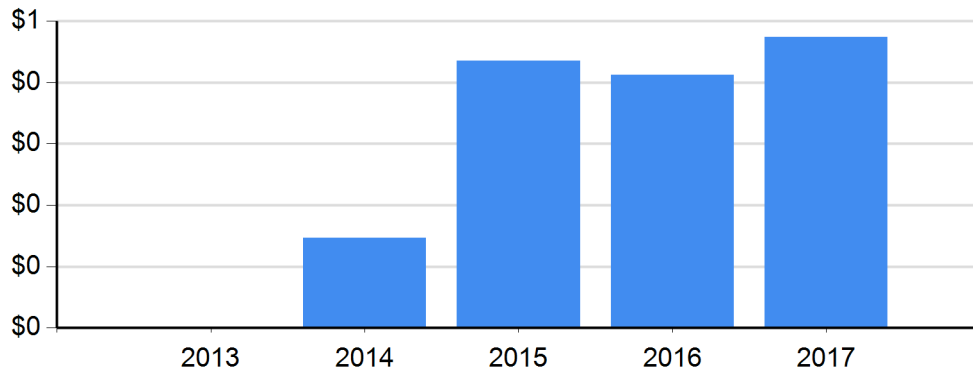
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.00	\$0.15	\$0.43	\$0.41	\$0.47
Percent Change	0.00%	0.00%	198.19%	-4.52%	15.25%

Department Summary: Kendall Yards TIF**Division:** Planning and Economic Development**Fund Type:** Capital Project Fund

Executive Summary:

The Kendall Yards TIF handles all the accounting transactions for the Kendall Yards sub-area of the West Quadrant Tax Increment Area.

Programs and Services:

The Kendall Yards TIF is used for the transactions of all eligible project costs associated with the Kendall Yards Sub-area public improvements. The Kendall Yards sub-area of the West Quadrant Tax Increment Area No. 2007-1 was created by Council Ordinance No. C34032 to use incremental property tax revenue from the sub-area to finance public improvements within the Kendall Yards development area pursuant to the amended and restated Reimbursement Agreement (Ordinance No. C34758). This bid acts as the cash flow account for the Kendall Yards sub-area fund.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	31,085	92,693	88,500	102,000
All Other	0	0	0	0	0
TOTAL	0	31,085	92,693	88,500	102,000

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	27,093	48,897	92,802	90,000	117,500
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	27,093	48,897	92,802	90,000	117,500

Revenue Notes:

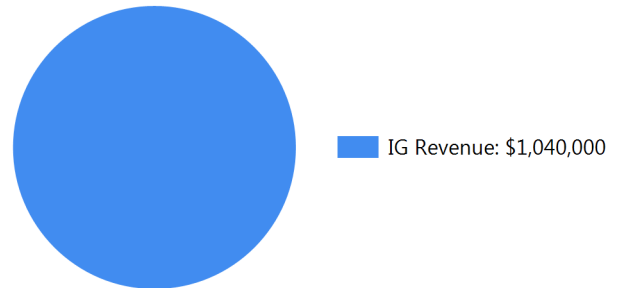
Miscellaneous Grants Fund

Economic Growth and Development grant funding such as EPA Brownfields funding

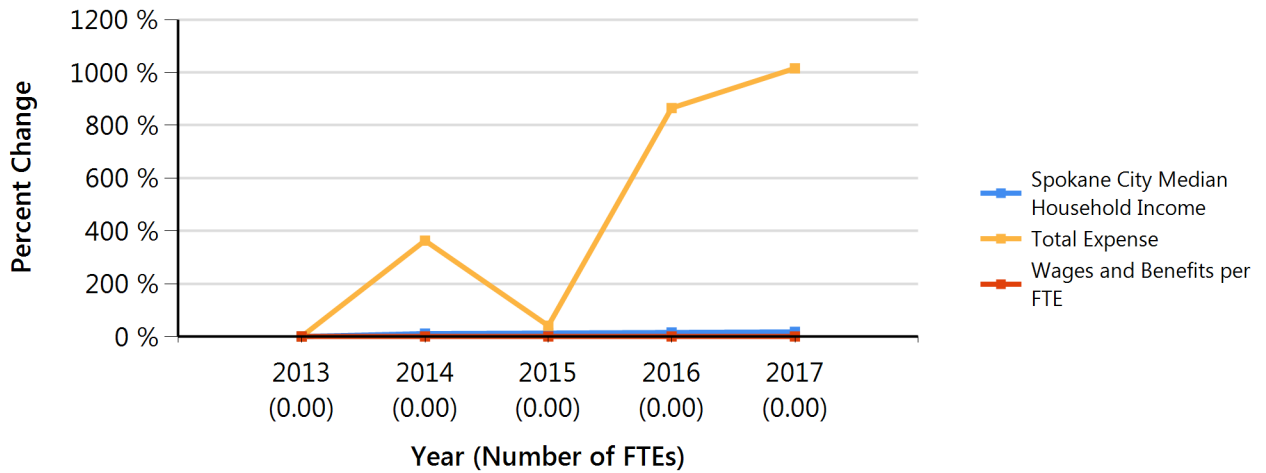
2017 Expenses



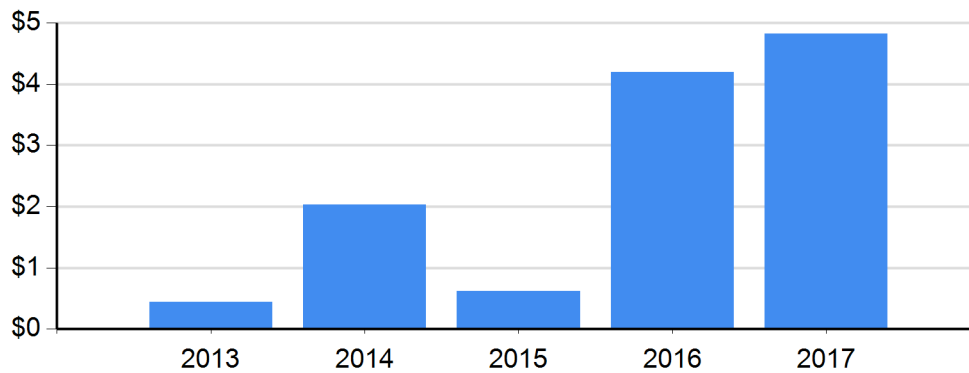
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.44	\$2.03	\$0.62	\$4.20	\$4.83
Percent Change	0.00%	363.15%	-69.64%	586.62%	15.55%

Department Summary: Miscellaneous Grants Fund**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

Executive Summary:

Economic Growth and Development grant funding such as EPA Brownfields funding

Programs and Services:

Grants sought are paired with development partnerships to leverage more than 1:1 private investment for each dollar of public investment.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	43	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	42,537	94,191	0	0	102,000
Supplies & Services	50,710	337,643	131,076	900,000	938,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	93,247	431,877	131,076	900,000	1,040,000

Expenditure Notes:

Revenues:

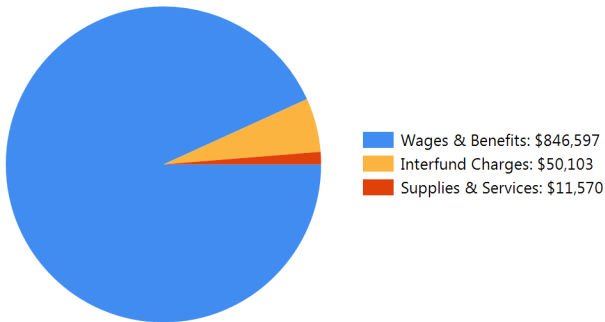
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	93,246	431,878	131,076	900,000	1,040,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	93,246	431,878	131,076	900,000	1,040,000

Revenue Notes:

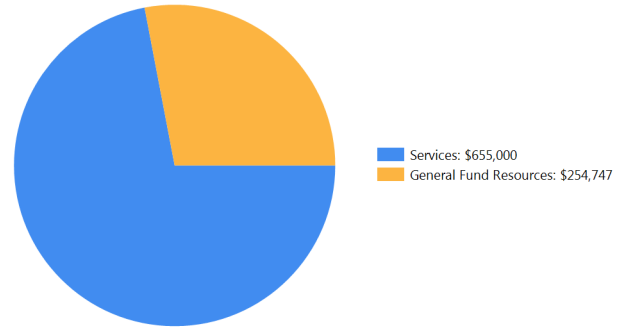
My Spokane

My Spokane-311 is the City's centralized customer service program, serving as the main point of contact for citizens to engage with the City. Providing simple access to services, My Spokane connects our community with knowledgeable, friendly, and quality service with one call, one click, or one visit.

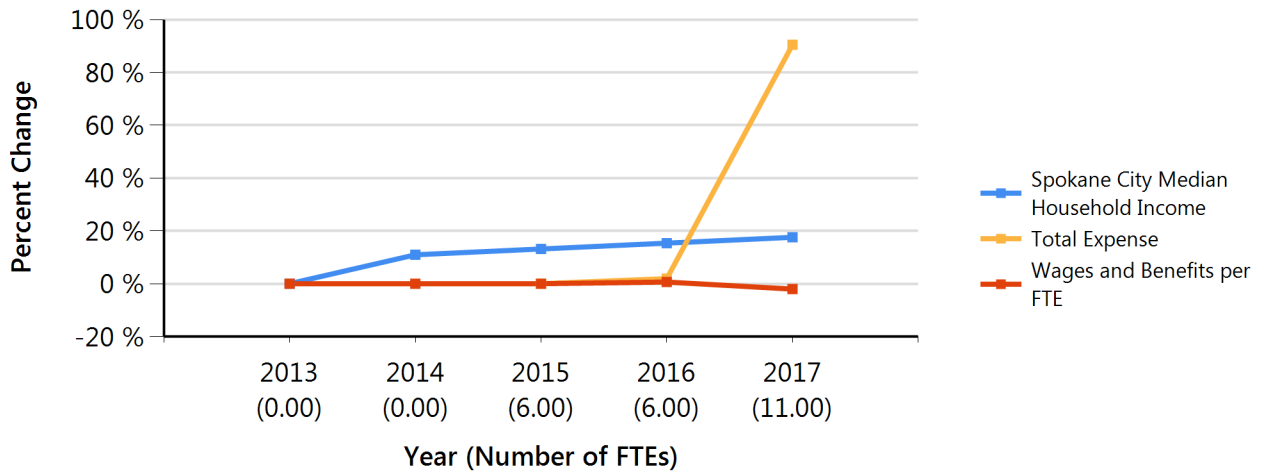
2017 Expenses



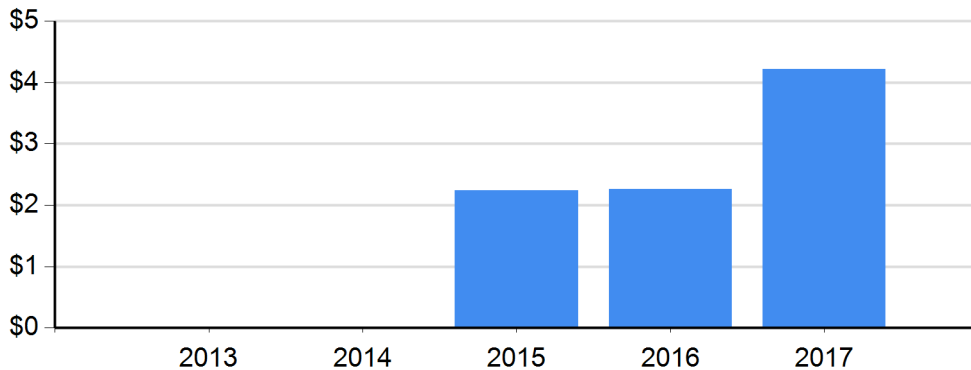
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.00	\$2.24	\$2.27	\$4.22
Percent Change	0.00%	0.00%	1.91%	86.89%

Department Summary: My Spokane

Division: Planning and Economic Development

Fund Type: Internal Service Fund

Executive Summary:

My Spokane-311 is the City's centralized customer service program, serving as the main point of contact for citizens to engage with the City. Providing simple access to services, My Spokane connects our community with knowledgeable, friendly, and quality service with one call, one click, or one visit.

Programs and Services:

My Spokane staff serve as the gateway to city services and information, whether citizens choose to connect in person, by phone, or by internet. My Spokane is based on the principle that engaging with the City should be easy and that customers should not necessarily have to understand how government works in order to receive excellent service. We recognize our customers' time is valuable and we need to respond in a manner that is most convenient to them.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	6.00	6.00	11.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	733	0	0
Interfund Charges	0	0	0	0	50,103
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	471,487	474,412	846,597
Supplies & Services	0	0	4,621	11,570	11,570
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	476,841	485,982	908,270

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	279,467	470,000	655,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	254,747
All Other	0	0	0	0	0
TOTAL	0	0	279,467	470,000	909,747

Revenue Notes:

Program Summary: 311

Division: Planning and Economic Development

Fund Type: Internal Service Fund

Executive Summary:

311 staff engage with our community via the phone and online with knowledgeable, friendly, and quality service to answer questions or fulfill service request on the first contact.

Programs and Services:

311 staff serve as the gateway to city services and information for those citizens who choose to engage with the City via phone or online. Staff greet callers with a friendly voice and will assist them in registering for a parks class, making changes to their solid waste services, answer general questions about their utility bill, connecting with an individual in another department, or in filing a code enforcement complaint such as an abandoned auto or graffiti. 311 serves as the main phone number to the city, listening to customers and getting them the right answer the first time, even if this means transferring to a subject matter expert in another department for more complex calls. The important thing is that 311 operators know what department to transfer to, so the customer spends less time explaining.

Citizens can also submit these same questions or service requests online to My Spokane-311, and staff will assist in finding the right answer and respond.

Customer service representatives with My Spokane-311 are responsible for helping the customer resolve his or her call on the very first attempt. This prevents our customers from seeking multiple attempts at resolution, only to leave the situation feeling frustration. With our emphasis on finding the right answer the first time, customers feel their precious time is valued and they report high satisfaction rather than frustration.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	5.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	374,300
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	374,300

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	655,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	254,747
All Other	0	0	0	0	0
TOTAL	0	0	0	0	909,747

Revenue Notes:

Program Summary: My Spokane Administration

Division: Planning and Economic Development

Fund Type: Internal Service Fund

Executive Summary:

Leadership for My Spokane-311 customer service program, providing direction and managing growth.

Programs and Services:

Providing overall management to the My Spokane department, this program is responsible for setting and achieving performance measures, as well as interfacing with both external and internal customers to ensure we are meeting their needs. My Spokane administration is also responsible for ensuring we provide excellent, cost-effective customer service. This is achieved through analyzing data to improve service delivery as well as exploring alternative avenues of fulfilling requests.

My Spokane administration is also responsible for serving as special event coordinator for the City, helping event planners navigate the city permit process for various special events on city streets and parks as well as block parties.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	1.00	1.00	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	733	0	0
Interfund Charges	0	0	0	0	50,103
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	144,658	125,627	133,514
Supplies & Services	0	0	263	0	11,570
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	145,654	125,627	195,187

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: My Spokane Service Desk

Division: Planning and Economic Development

Fund Type: Internal Service Fund

Executive Summary:

My Spokane Service Desk staff engage our walk-in customers (external and internal) with knowledgeable, friendly, and quality service.

Programs and Services:

While 311 staff serve customers via phone or online, for those customers who prefer to connect in person, they can visit the My Spokane service desk on the first floor of City Hall where they can pay a utility or LID bill, pay a non-contested parking ticket, inquire about parks classes, submit a special event permit, or register their animal with SCRAPS.

The My Spokane counter staff also process deposits for internal departments and assist with processing utility bills that come into City via mail or dropboxes.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	5.00	5.00	5.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	326,829	348,785	338,783
Supplies & Services	0	0	4,358	11,570	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	331,187	360,355	338,783

Expenditure Notes:

Revenues:

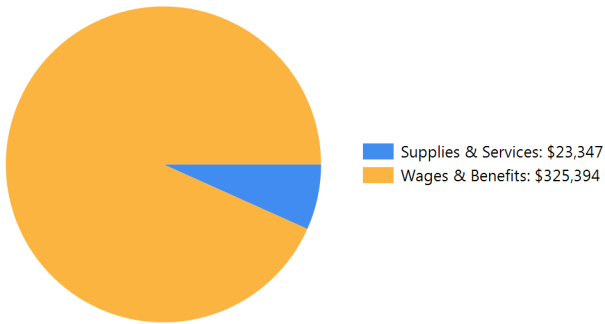
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	279,467	470,000	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	279,467	470,000	0

Revenue Notes:

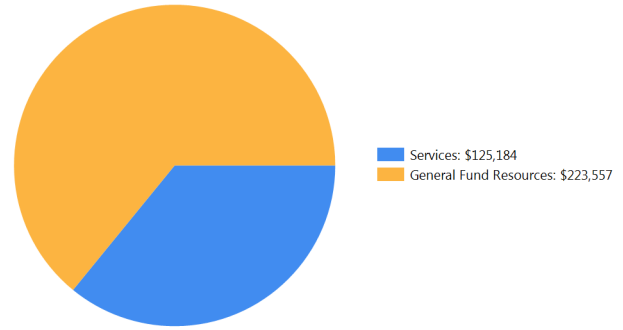
Office of Neighborhood Services (ONS)

Neighborhood Services provides a key link between the City and its citizens. empowers citizens to make their neighborhood a better place by facilitating communication between citizens, departments, and elected officials. This communication is essential to creating a transparent and responsive City to its citizen’s needs. This engagement leads to policy development and impacts government decision making.

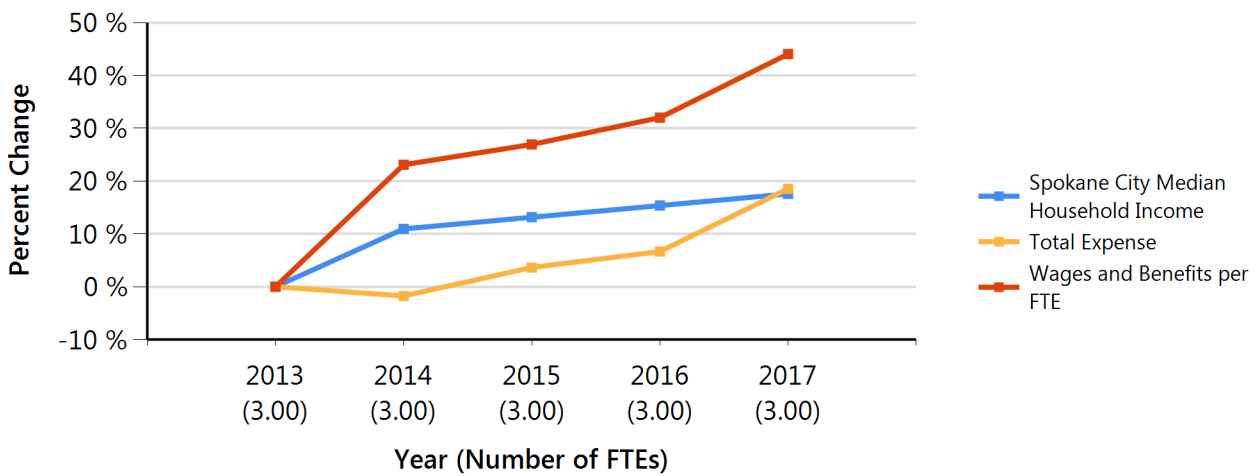
2017 Expenses



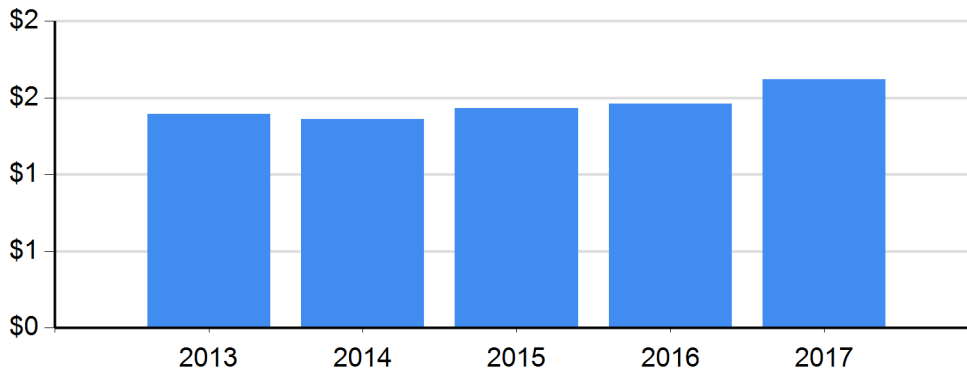
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$1.39	\$1.36	\$1.43	\$1.46	\$1.62
Percent Change	0.00%	-1.75%	5.48%	2.91%	11.14%

Department Summary: Office of Neighborhood Services (ONS)**Division:** Planning and Economic Development**Fund Type:** General Fund

Executive Summary:

Neighborhood Services provides a key link between the City and its citizens. empowers citizens to make their neighborhood a better place by facilitating communication between citizens, departments, and elected officials. This communication is essential to creating a transparent and responsive City to its citizen's needs. This engagement leads to policy development and impacts government decision making.

Programs and Services:

Neighborhood Services will provide the necessary resources to respond to the community, department and agencies needs through effective and continuous communication, process engagement and program implementation. The department's community program coordinators facilitate communication and meetings, training and program implementation, provide technical assistance on a wide variety of needs and concerns, and mediate conflicts for the best resolution possible. The staff will liaise with multiple agencies and departments on a variety of issues from neighborhood cleanup, traffic calming, neighborhood safety, community development and improvement.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	5,600	0	0
Interfund Charges	56,748	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	216,262	266,206	276,412	290,435	325,394
Supplies & Services	21,186	22,824	22,881	23,347	23,347
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	294,196	289,030	304,893	313,782	348,741

Expenditure Notes:
Revenues:

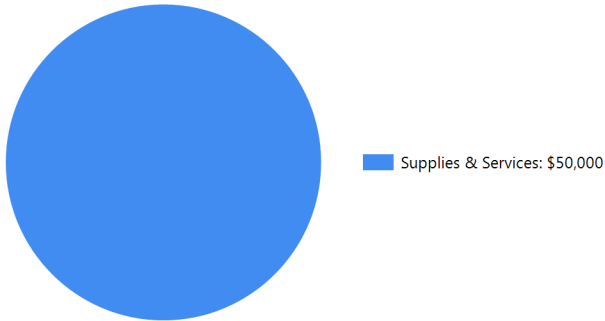
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	48,500	0	0	0	0
Services	0	0	0	125,184	125,184
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	245,696	289,030	304,893	188,598	223,557
All Other	0	0	0	0	0
TOTAL	294,196	289,030	304,893	313,782	348,741

Revenue Notes:

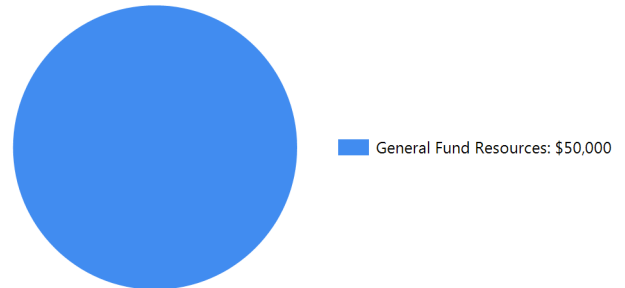
Office of Youth

This summary represents the City's contribution to the Chase Youth Commission.

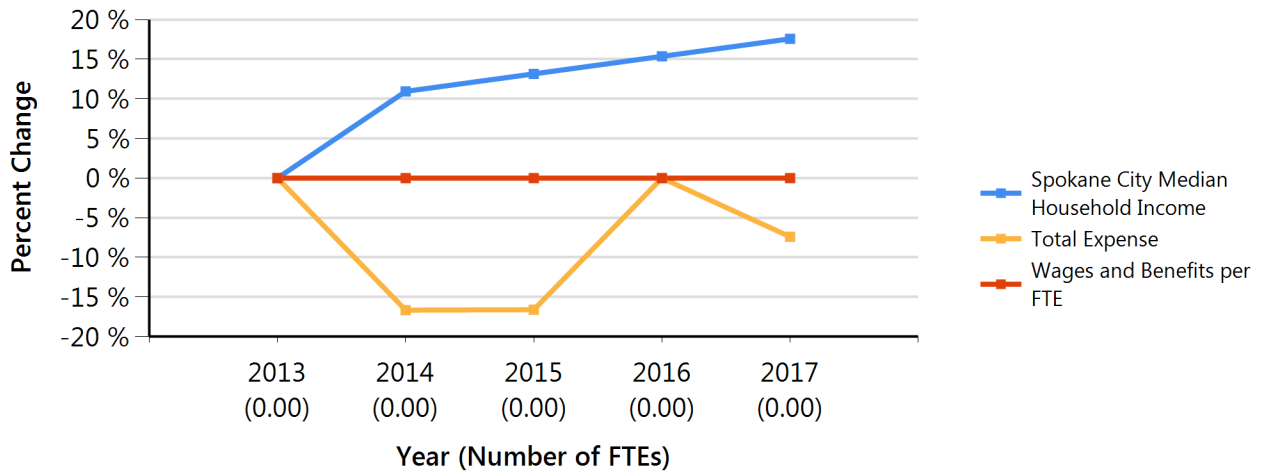
2017 Expenses



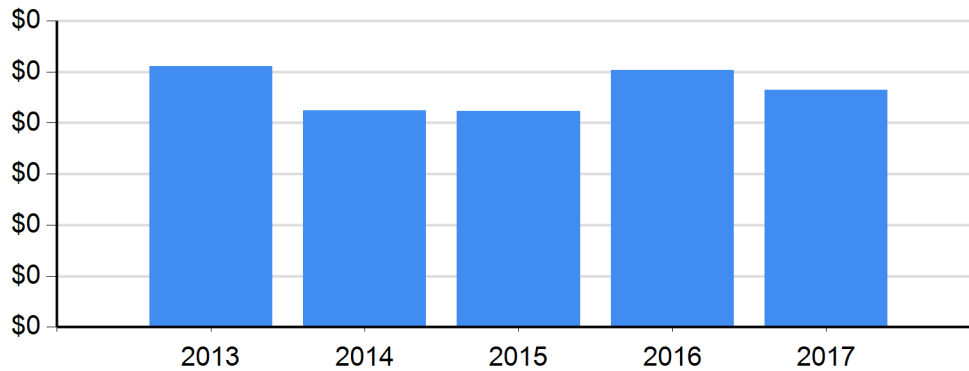
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.21	\$0.21	\$0.25	\$0.23
Percent Change	-16.66%	0.05%	19.93%	-7.40%

Department Summary: Office of Youth**Division:** Planning and Economic Development**Fund Type:** General Fund

Executive Summary:

This summary represents the City's contribution to the Chase Youth Commission.

Programs and Services:

The Chase Youth Commission gives youth a voice in bringing about change in our community. They provide a positive environment to collaborate with young people and empower them to become leaders.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	54,000	44,999	45,024	54,000	50,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	54,000	44,999	45,024	54,000	50,000

Expenditure Notes:

Revenues:

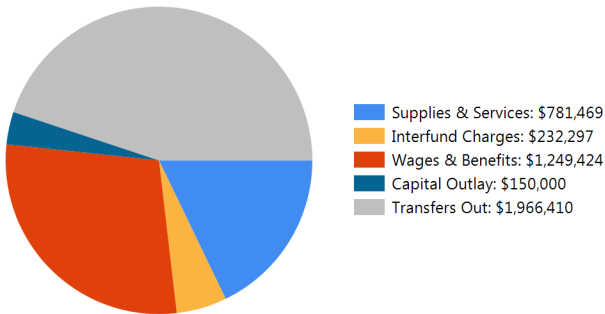
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	54,000	44,999	45,024	54,000	50,000
All Other	0	0	0	0	0
TOTAL	54,000	44,999	45,024	54,000	50,000

Revenue Notes:

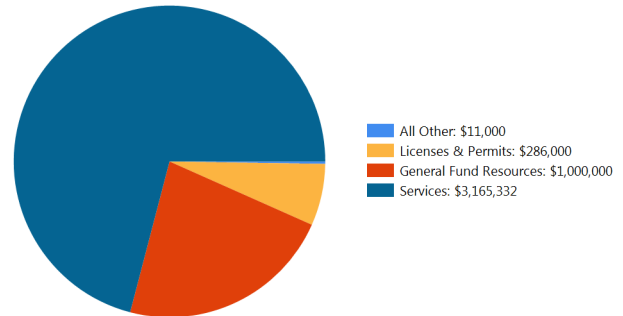
Parking Fund

Currently City Parking meter operations include enforcement of Citywide parking ordinances with a focus on customer service, enforcement of disabled parking stalls, innovation, installation and maintenance of the parking system and its assets.

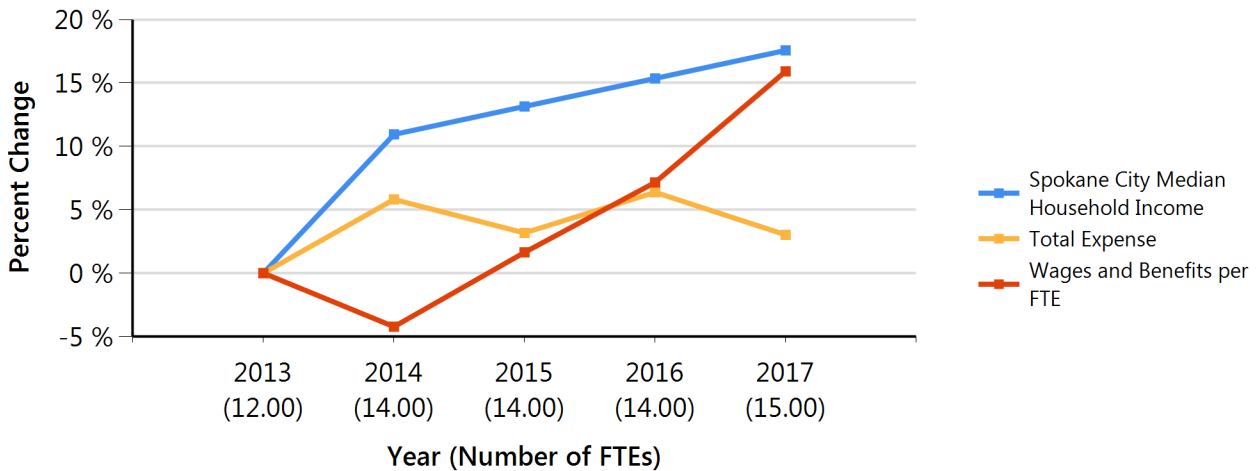
2017 Expenses



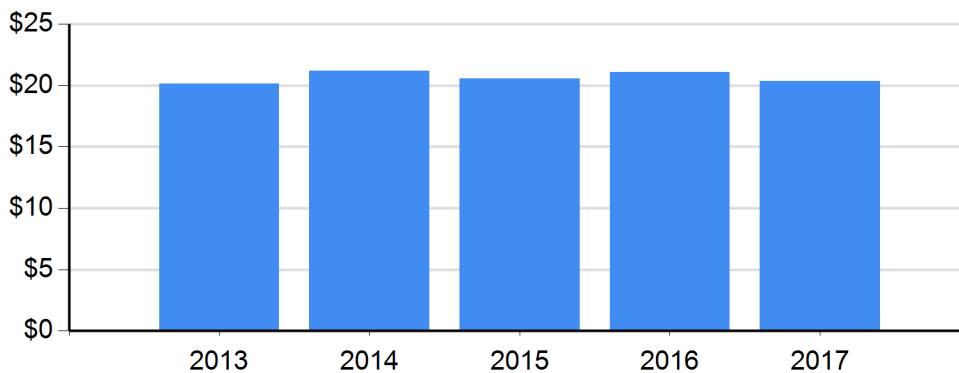
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$20.12	\$21.19	\$20.58	\$21.08	\$20.33
Percent Change	0.00%	5.81%	-2.49%	3.10%	-3.15%

Department Summary: Parking Fund

Division: Planning and Economic Development

Fund Type: Special Revenue Fund

Executive Summary:

Currently City Parking meter operations include enforcement of Citywide parking ordinances with a focus on customer service, enforcement of disabled parking stalls, innovation, installation and maintenance of the parking system and its assets.

Programs and Services:

The Parking Department will establish, install and maintain parking meters as required throughout the approved meter zone. In 2008 hours of operation were extended to 8am-7pm. (one hour earlier and one hour later). This generated more revenue which in turn required an increase in collection hours and a corresponding reduction in patrol hours. In 2012, parking meter rates were increased. All monies from the parking devices must be regularly collected, counted and receipted to ensure proper handling of the \$2.3 million average annual revenues generated from coin transactions. With the addition of the new Credit Card accepting (Smart Meters) in some portions of the parking environment, the cost to maintain the meters will go down and conversely increase parking revenues. With the proposed budget, the City will continue to enhance operations through the use of emerging software applications and hardware technologies. Parking system management activities will include rational levels of enforcement and customer service to provide the desired turnover and availability of convenient parking spaces within the central Business District and new areas of expansion. Parking enforcement services will also provide City-wide coverage into residential neighborhoods and commercial/business districts to enhance vehicle and pedestrian safety, mobility and access for all citizens, including those with physical disabilities. Enforcement efforts will be accomplished utilizing Duncan Solution meter and handheld technologies that provide real time information, data driven decision making and faster response times than previous technologies. The entire parking team has been through extensive training on the new system. Over 800 meters were placed in the top 85% parking revenue producing area of the central business district downtown. These enhancements will allow for better measures and investment in and around the parking environment.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	12.00	14.00	14.00	14.00	15.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	716,916	0	138,111	595,000	150,000
Interfund Charges	284,574	679,409	396,296	341,074	232,297
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	2,279,085	2,261,504	2,257,422	2,024,252	1,966,410
Wages & Benefits	859,020	959,834	1,016,115	1,072,206	1,249,424
Supplies & Services	111,491	597,563	577,982	489,693	781,469
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	4,251,086	4,498,310	4,385,926	4,522,225	4,379,600

Expenditure Notes:
Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	267,665	302,799	335,598	276,000	286,000
IG Revenue	0	0	0	0	0
Services	2,671,172	2,899,059	3,051,846	3,012,809	3,165,332
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	690,008	1,150,000	1,200,000	1,200,000	1,000,000
All Other	(1,070)	10,106	4,179	22,000	11,000
TOTAL	3,627,775	4,361,964	4,591,623	4,510,809	4,462,332

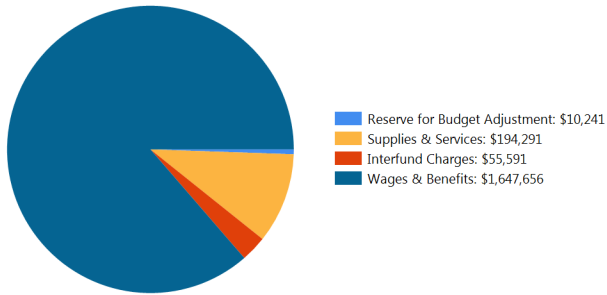
Revenue Notes:

Service revenue consists mainly of the revenue generated by the parking meters. The General Fund Resources amount represents the net Infracation Revenue.

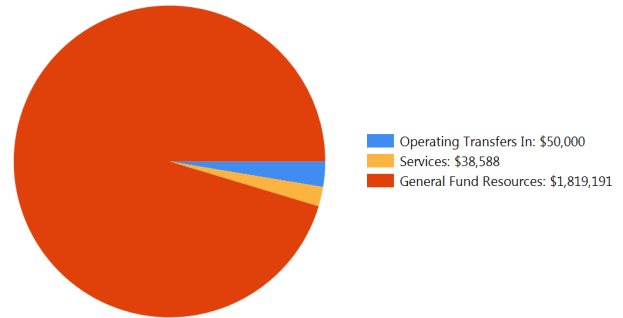
Planning Services

PDS role is to provide guidance for the growth, preservation, and development of the City in order to maintain a community of lasting value. This includes the economic development strategy and public infrastructure system plans found in the Comprehensive Plan and the continual improvement of the Unified Development Code.

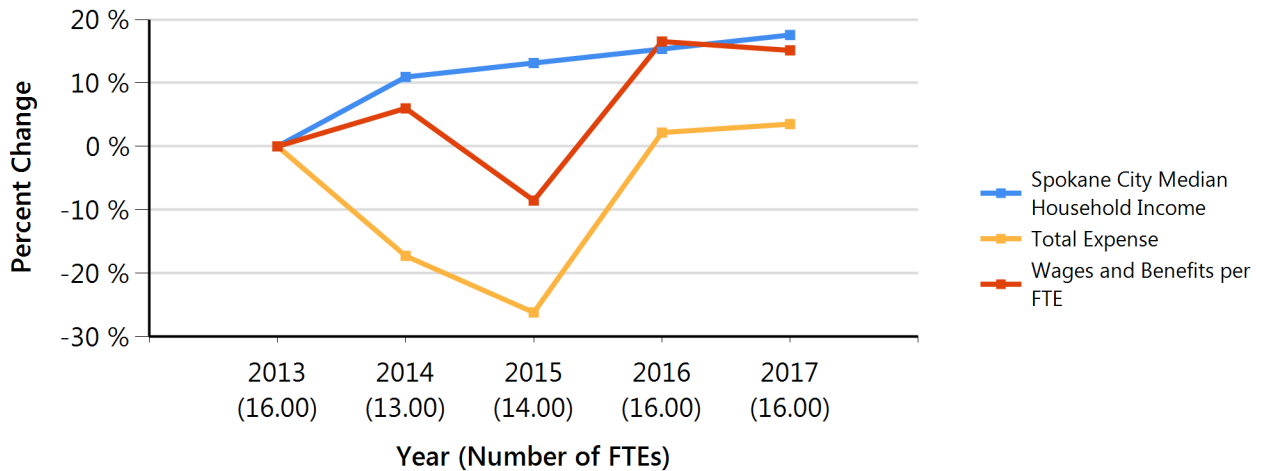
2017 Expenses



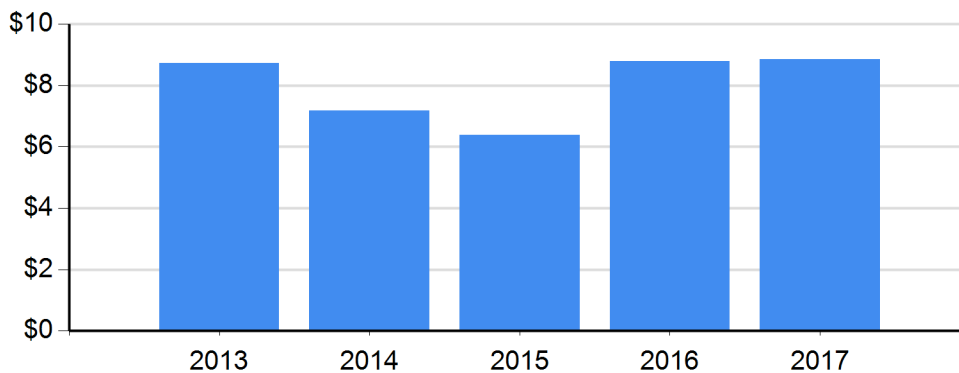
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$8.72	\$7.18	\$6.38	\$8.78	\$8.86
Percent Change	0.00%	-17.28%	-10.78%	38.47%	1.30%

Department Summary: Planning Services

Division: Planning and Economic Development

Fund Type: General Fund

Executive Summary:

PDS role is to provide guidance for the growth, preservation, and development of the City in order to maintain a community of lasting value. This includes the economic development strategy and public infrastructure system plans found in the Comprehensive Plan and the continual improvement of the Unified Development Code.

Programs and Services:

The program provides comprehensive planning, economic analysis, and advanced project development services for targeted development and geographic areas in concert with development partners such as the Downtown Spokane Partnership, Greater Spokane Incorporated, City created PDAs, U-District Board, Spokane Airports, Neighborhoods and Neighborhood Business organizations and others. It coordinates the maintenance of the Comprehensive Plan (20 Year Capital Project Priorities), the Unified Development Code, and Incentive Programs.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	16.00	13.00	14.00	16.00	16.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	218,037	23,232	282	55,591	55,591
Reserve for Budget Adjustment	0	0	0	10,227	10,241
Transfers Out	0	0	0	0	0
Wages & Benefits	1,474,889	1,270,244	1,168,924	1,671,094	1,647,656
Supplies & Services	150,105	230,943	190,819	146,323	194,291
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,843,031	1,524,419	1,360,025	1,883,235	1,907,779

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	2,397	131,371	11,825	38,588	38,588
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	50,000
General Fund Resources	1,838,834	1,393,048	1,348,200	1,844,647	1,819,191
All Other	1,800	0	0	0	0
TOTAL	1,843,031	1,524,419	1,360,025	1,883,235	1,907,779

Revenue Notes:

Program Summary: Planning & Development

Division: Planning and Economic Development

Fund Type: General Fund

Executive Summary:

Section's role is to provide guidance for the growth, preservation, and development of the City in order to maintain a community of lasting value. This includes the economic development strategy and public infrastructure system plans found in the Comprehensive Plan and the continual improvement of the Unified Development Code.

Programs and Services:

The program provides comprehensive planning, economic analysis, and advanced project development services for targeted development and geographic areas in concert with development partners such as the Downtown Spokane Partnership, Greater Spokane Incorporated, City created PDAs, U-District Board, Spokane Airports, Neighborhoods and Neighborhood Business organizations and others. It coordinates the maintenance of the Comprehensive Plan (20 Year Capital Project Priorities), the Unified Development Code, and Incentive Programs.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	13.00	10.00	11.00	13.00	13.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	3,026	0	0	27,113	27,113
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,178,946	976,530	944,322	1,348,356	1,372,221
Supplies & Services	274	227	128	288	288
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,182,246	976,757	944,450	1,375,757	1,399,622

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	24,377	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	24,377	0	0	0

Revenue Notes:

Program Summary: Planning Administration**Division:** Planning and Economic Development**Fund Type:** General Fund

Executive Summary:

Management and administration expenses for the Planning & Development Services Department.

Programs and Services:

PDS administration includes the Director and clerks who support the Department and various boards and commission such as the Bicycle Advisory Board, Design Review Board, City Plan Commission and Plan Commission Transportation Subcommittee.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	215,011	23,232	282	28,478	28,478
Reserve for Budget Adjustment	0	0	0	10,227	10,241
Transfers Out	0	0	0	0	0
Wages & Benefits	295,943	293,714	224,602	322,738	275,435
Supplies & Services	149,831	230,716	190,691	146,035	194,003
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	660,785	547,662	415,575	507,478	508,157

Expenditure Notes:

Revenues:

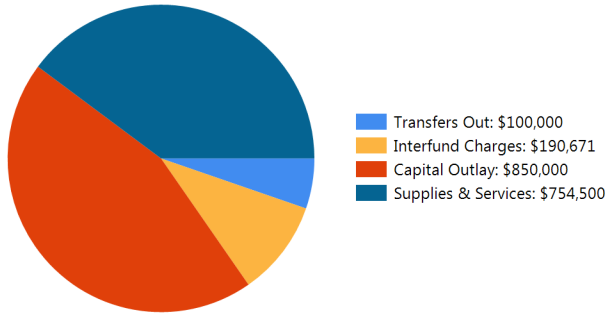
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	2,397	106,994	11,825	38,588	38,588
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	50,000
General Fund Resources	1,838,834	1,393,048	1,348,200	1,844,647	1,819,191
All Other	1,800	0	0	0	0
TOTAL	1,843,031	1,500,042	1,360,025	1,883,235	1,907,779

Revenue Notes:

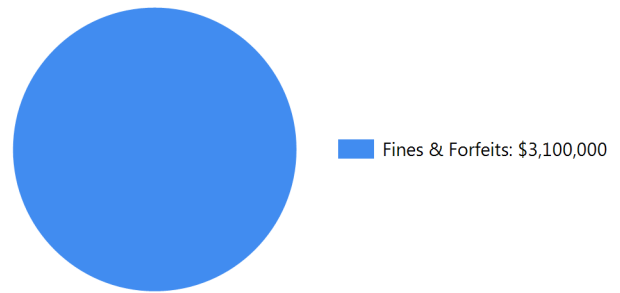
Traffic Calming Measures

Traffic Calming is funded through the Photo Red program and provides annual traffic calming measures and infrastructure. It supports camera operations from violation imaging to issuance of civil infractions, and invests significant resources into traffic calming infrastructure through a competitive bid process between neighborhood councils in each council district.

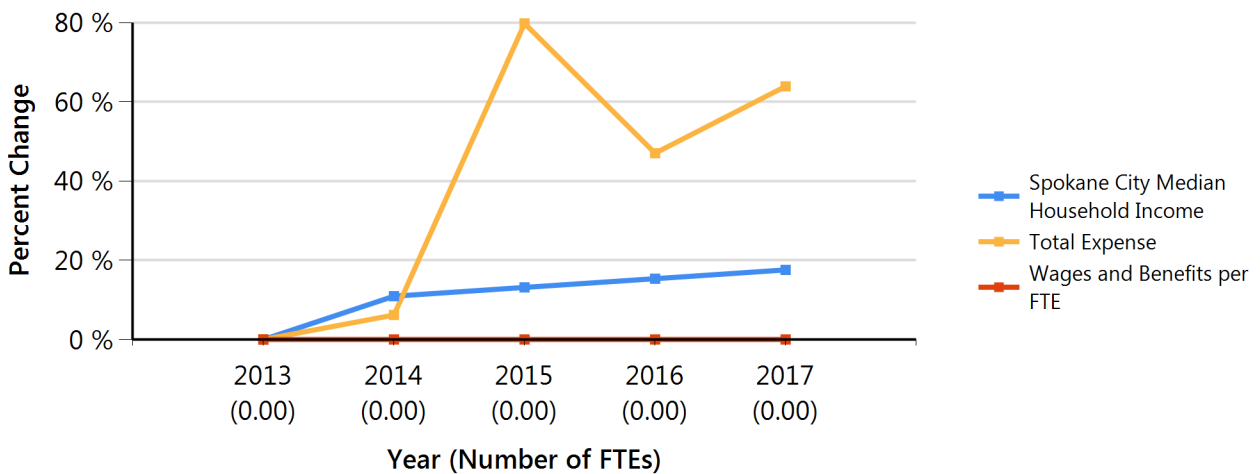
2017 Expenses



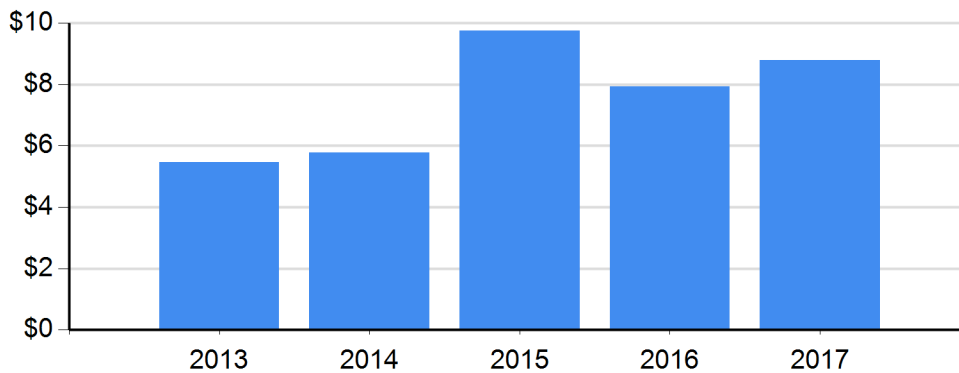
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$5.47	\$5.78	\$9.75	\$7.93	\$8.80
Percent Change	0.00%	6.18%	69.31%	-18.21%	11.47%

Department Summary: Traffic Calming Measures

Division: Planning and Economic Development

Fund Type: Special Revenue Fund

Executive Summary:

Traffic Calming is funded through the Photo Red program and provides annual traffic calming measures and infrastructure. It supports camera operations from violation imaging to issuance of civil infractions, and invests significant resources into traffic calming infrastructure through a competitive bid process between neighborhood councils in each council district.

Programs and Services:

Traffic Calming is managed through the Neighborhood Services Program to coordinate the coordination of the placement of the speed feedback signs with the neighborhood councils. The ONS also coordinates the application process for the traffic calming infrastructure applications with the 27 neighborhoods, City Engineering and Traffic and elected officials. The projects requested for implementation including over 70 arterial and local access streets including improvements to sidewalks, bicycle lanes, curbing for reduced speed, safety features (cross walks, sharros) and increased pedestrian buffers.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	221,553	119,993	1,154,143	350,000	850,000
Interfund Charges	200,715	435,703	138,119	530,395	190,671
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	50,000	100,000	100,000	100,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	733,961	622,002	686,420	719,654	754,500
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,156,229	1,227,698	2,078,682	1,700,049	1,895,171

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	1,746,183	1,783,088	1,467,552	1,700,000	3,100,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,746,183	1,783,088	1,467,552	1,700,000	3,100,000

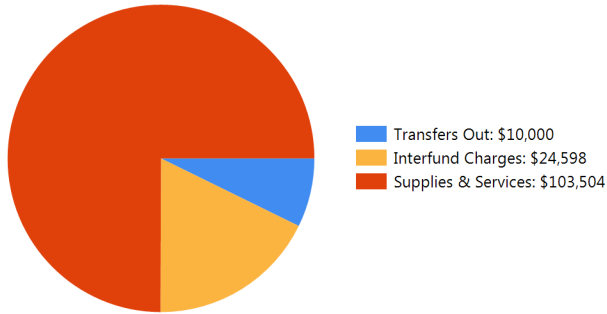
Revenue Notes:

The increase in 2017 budgeted revenue is a result of new speed cameras installed in school zones.

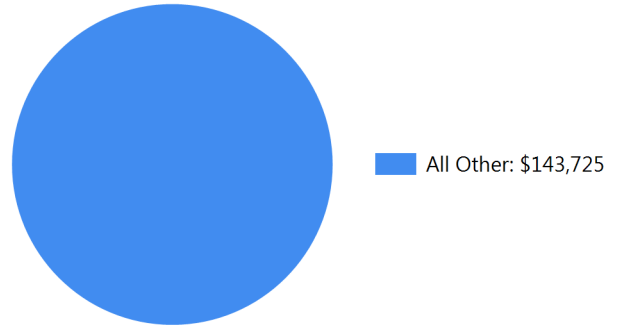
Under Freeway Parking

Under Freeway Parking manages the parking and landscape areas under and adjacent to I-90. Negotiates leases and manages maintenance and improvements to the property.

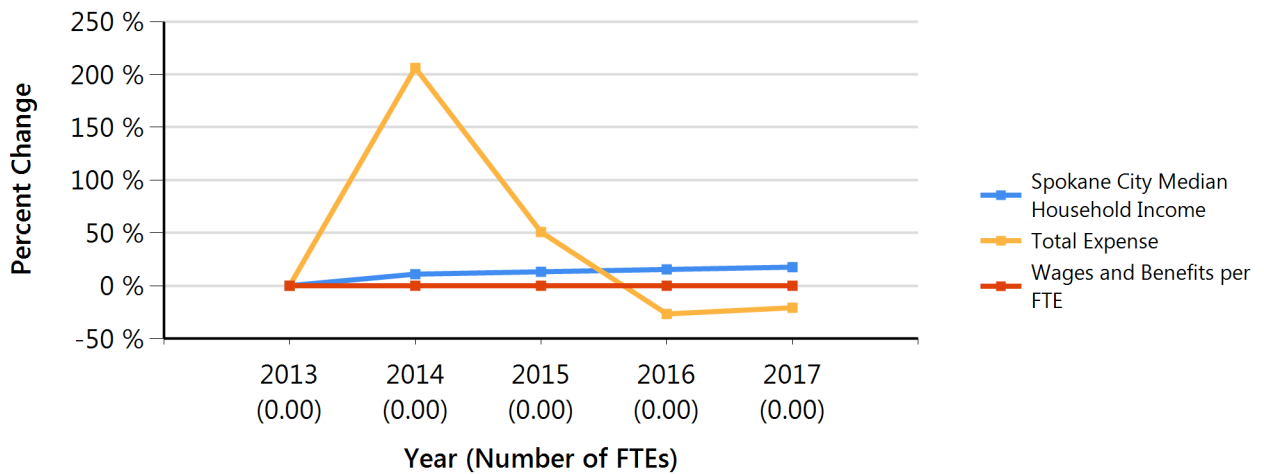
2017 Expenses



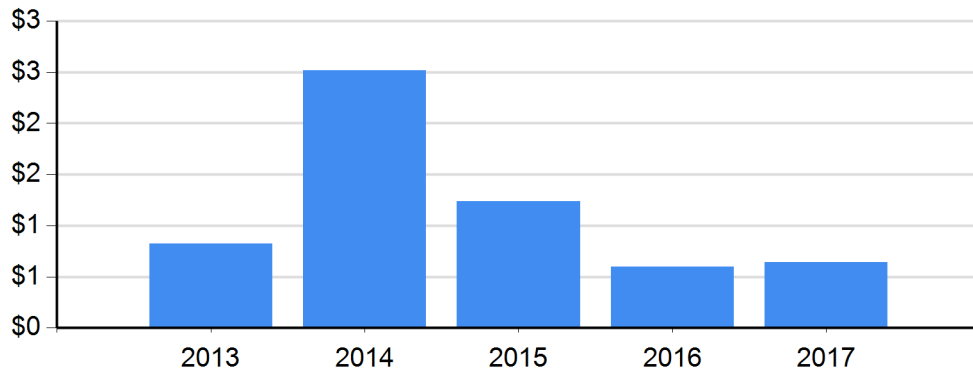
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.83	\$2.52	\$1.23	\$0.60	\$0.64
Percent Change	0.00%	206.21%	-50.77%	-51.39%	7.98%

Department Summary: Under Freeway Parking**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

Executive Summary:

Under Freeway Parking manages the parking and landscape areas under and adjacent to I-90. Negotiates leases and manages maintenance and improvements to the property.

Programs and Services:

The Washington State Department of Transportation has contracted with the City of Spokane for maintenance of state-owned property located under Interstate I-90. Additionally, the City has leased at no cost this property and subsequently entered into subleases with individuals and companies for parking facilities. The City also has contracted with the Downtown Spokane Partners for property maintenance.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	62,910	0	83,467	0	0
Interfund Charges	3,664	24,847	21,466	24,387	24,598
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	360,000	0	0	10,000
Wages & Benefits	3,819	10,893	7,046	0	0
Supplies & Services	104,146	138,723	151,118	103,504	103,504
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	174,539	534,463	263,097	127,891	138,102

Expenditure Notes:

Revenues:

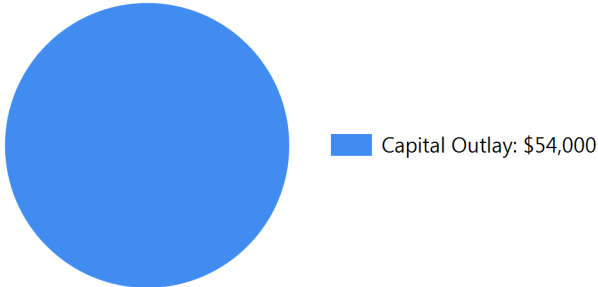
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	149,723	153,260	159,434	143,725	143,725
TOTAL	149,723	153,260	159,434	143,725	143,725

Revenue Notes:

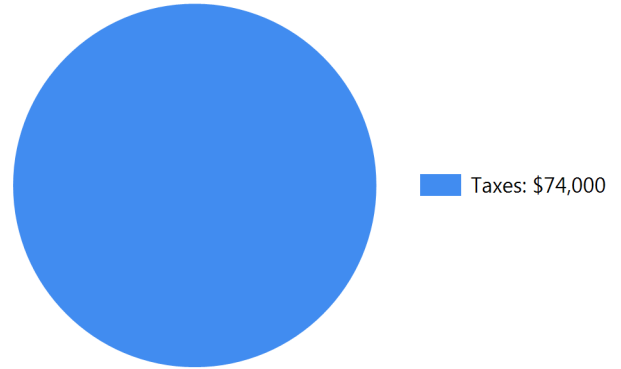
University District LRF

The U District LRF fund handles all the accounting transactions for the University District Revitalization Area.

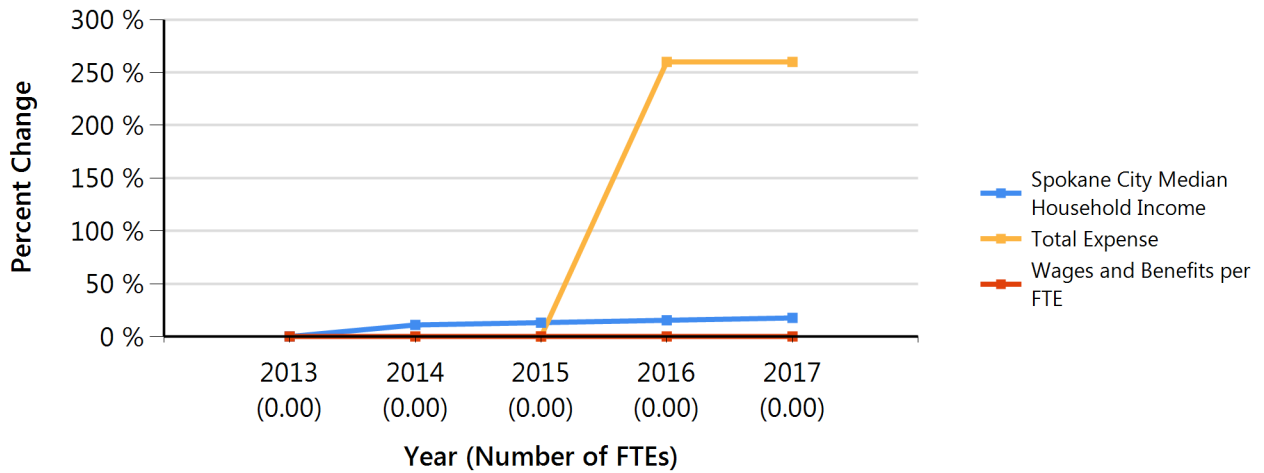
2017 Expenses



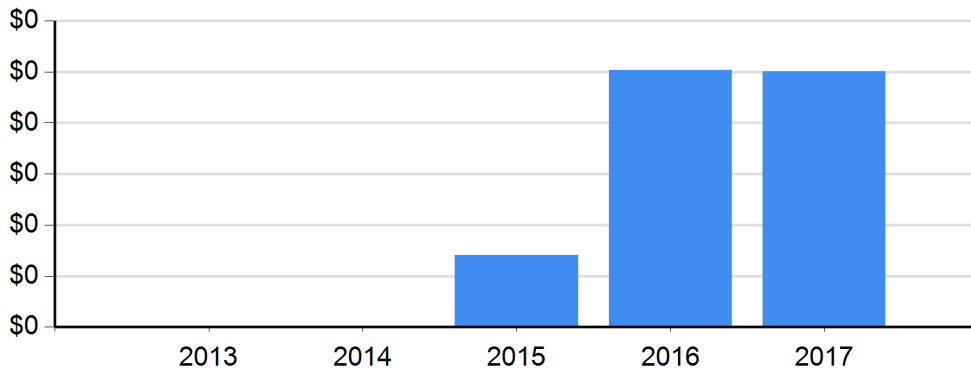
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.00	\$0.07	\$0.25
Percent Change	0.00%	0.00%	0.00%

Department Summary: University District LRF**Division:** Planning and Economic Development**Fund Type:** Capital Project Fund

Executive Summary:

The U District LRF fund handles all the accounting transactions for the University District Revitalization Area.

Programs and Services:

The U District LRF is used for the transactions of all eligible project costs associated with the Spokane University District Revitalization Area public improvements. The Spokane University District Revitalization Area was created by Ordinance of the City Council (Ordinance No. C34470) to use incremental local property and sales tax revenue together with a state-approved match implemented through a sales tax credit (Ord. No. 34730) to finance public improvements within the Spokane University District as provided for in RCW 39.104. This bid acts as the cash flow account for the Spokane University District Revitalization Area (UDRA) fund.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	15,000	54,000	54,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	15,000	54,000	54,000

Expenditure Notes:

Revenues:

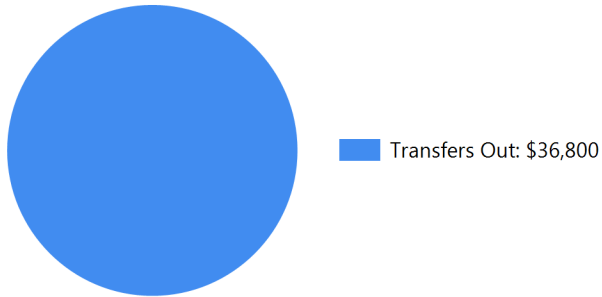
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	20,964	25,801	38,079	49,000	74,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	4,600	0	0	0
TOTAL	20,964	30,401	38,079	49,000	74,000

Revenue Notes:

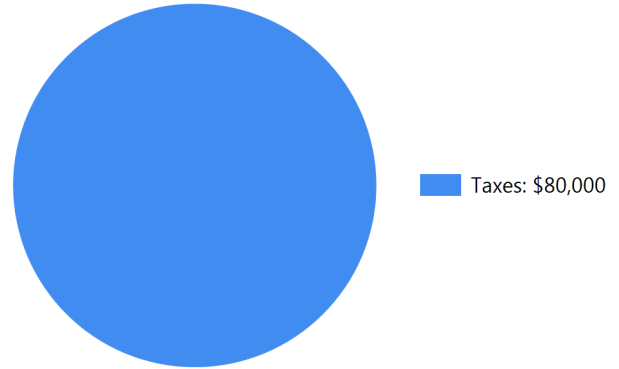
West Quadrant TIF

The West Quadrant TIF handles all the accounting transactions for the West Quadrant's Neighborhood Sub-area of the West Quadrant Tax Increment Area.

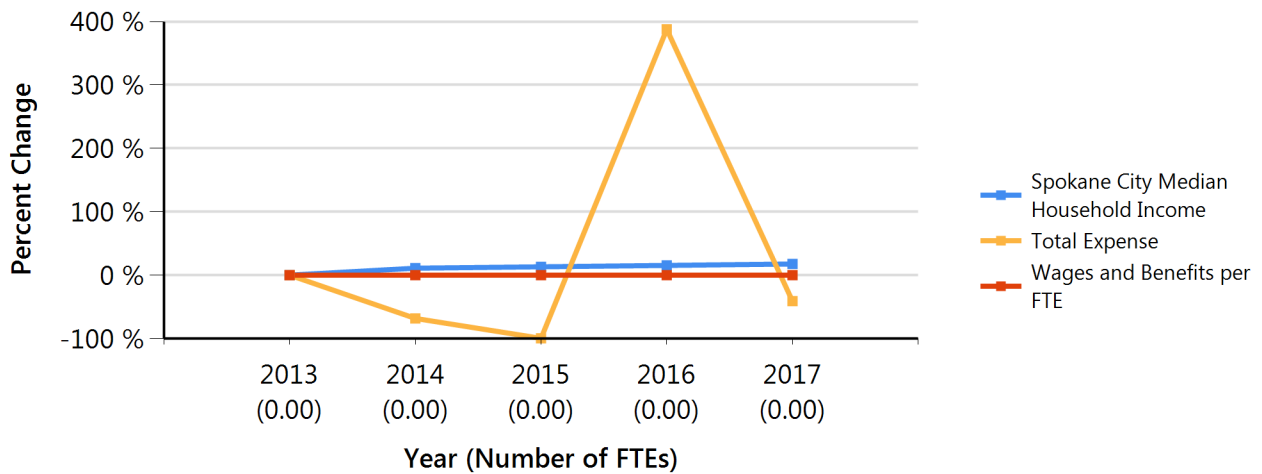
2017 Expenses



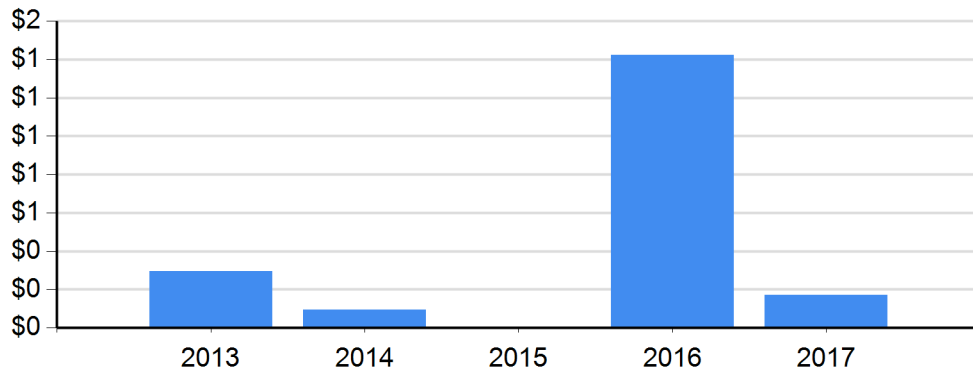
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.30	\$0.09	\$0.00	\$1.42	\$0.17
Percent Change	0.00%	-68.30%	-99.22%	199246.40%	-87.93%

Department Summary: West Quadrant TIF**Division:** Planning and Economic Development**Fund Type:** Capital Project Fund

Executive Summary:

The West Quadrant TIF handles all the accounting transactions for the West Quadrant's Neighborhood Sub-area of the West Quadrant Tax Increment Area.

Programs and Services:

The West Quadrant TIF is used for the transactions of all eligible project costs associated with the West Quadrant Neighborhood Sub-area public improvements. The West Quadrant Tax Increment Area No. 2007-1 was created by Council Ordinance No. C34032 to use incremental property tax revenue from the subarea to finance public improvements within the West Quadrant neighborhoods as provided in Ordinance No. C34032. This bid acts as the cash flow account for the West Quadrant Neighborhood project fund.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	60,656	19,678	0	258,200	0
Interfund Charges	1,763	6	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	46,800	36,800
Wages & Benefits	0	0	0	0	0
Supplies & Services	96	131	153	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	62,515	19,815	153	305,000	36,800

Expenditure Notes:

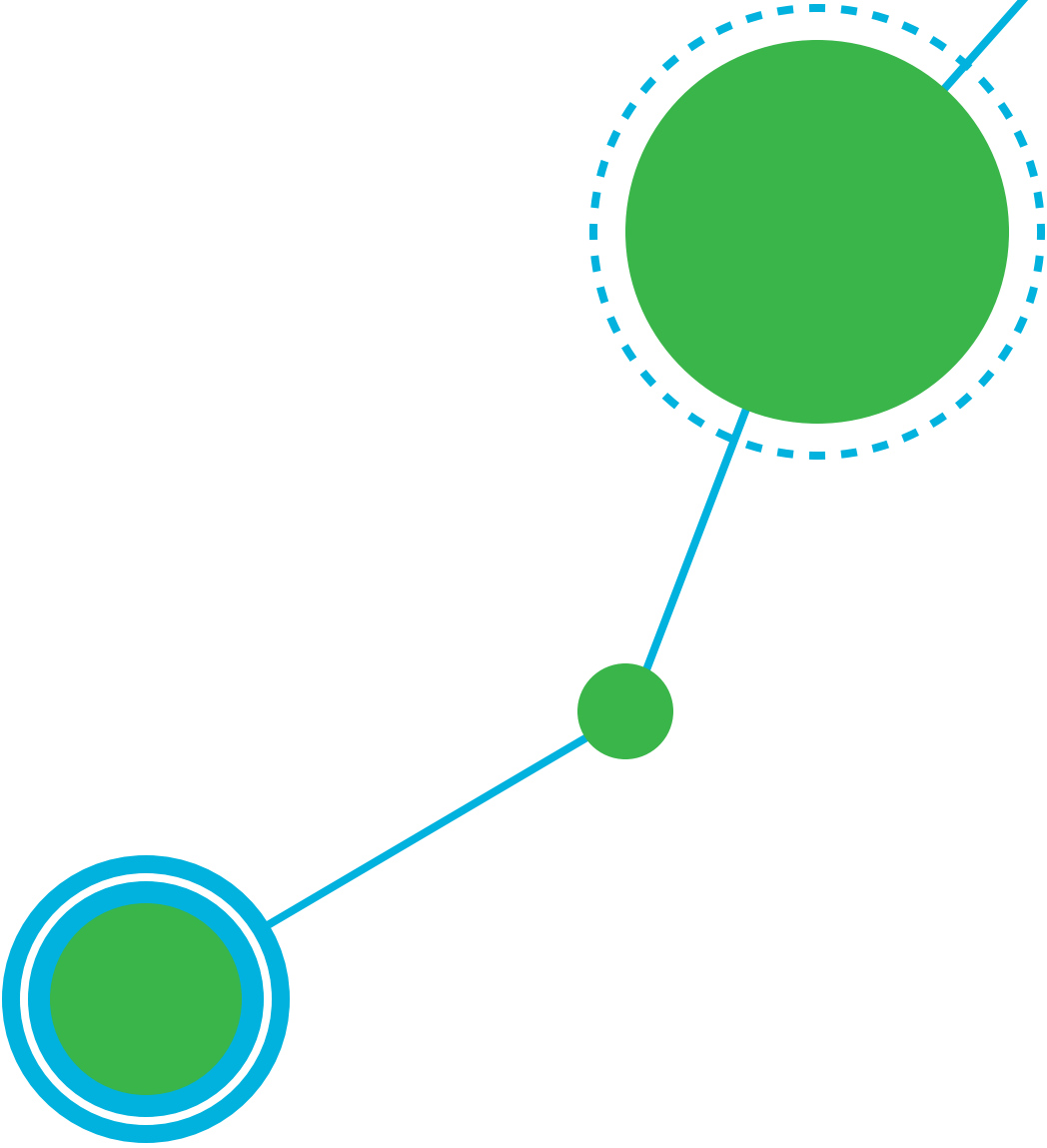
Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	52,827	88,148	70,384	75,000	80,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	52,827	88,148	70,384	75,000	80,000

Revenue Notes:

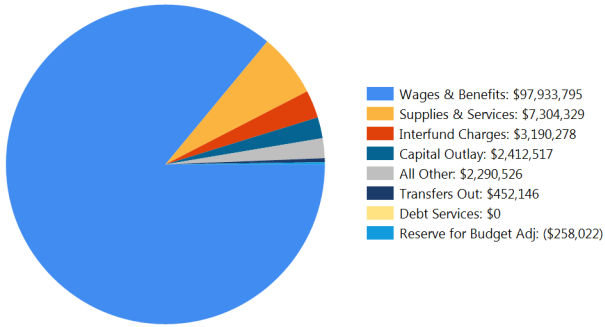
Public Safety

Public Safety

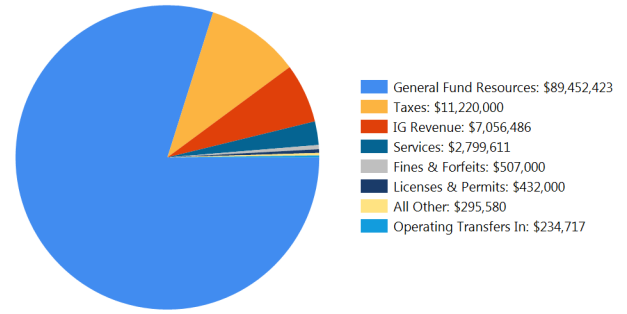


Public Safety

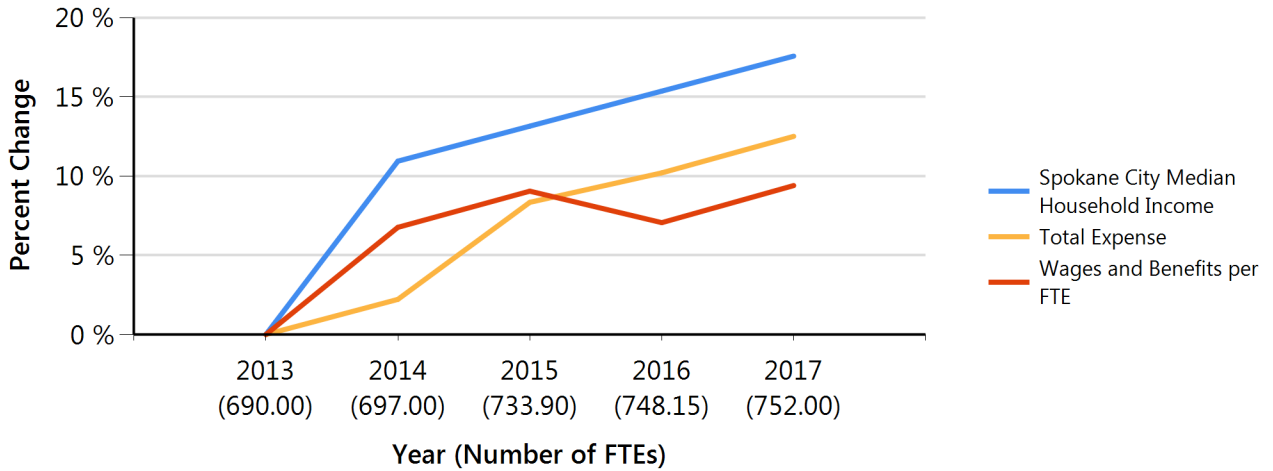
2017 Expense



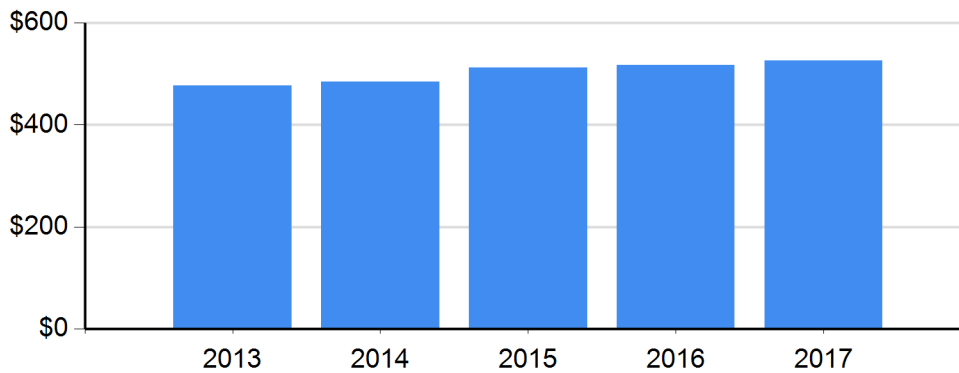
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



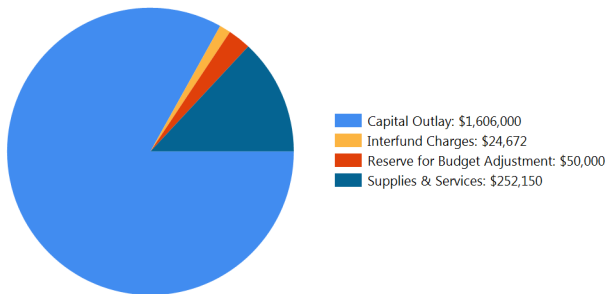
* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$476.71	\$484.99	\$512.12	\$517.51	\$526.01
Percent Change	0.00%	2.21%	5.99%	1.71%	2.08%

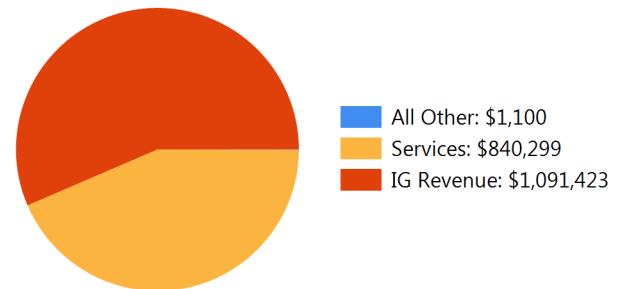
Combined Communications Building

The Combined Communications Building (CCB) is an essential facility to coordinating the response of public safety agencies to calls within Spokane County. The CCB is home to Spokane County 9-1-1 and Crime Check, Spokane Police Dispatch, Spokane Sheriff Dispatch and the Combined Communications Center (CCC) which dispatches Fire/EMS.

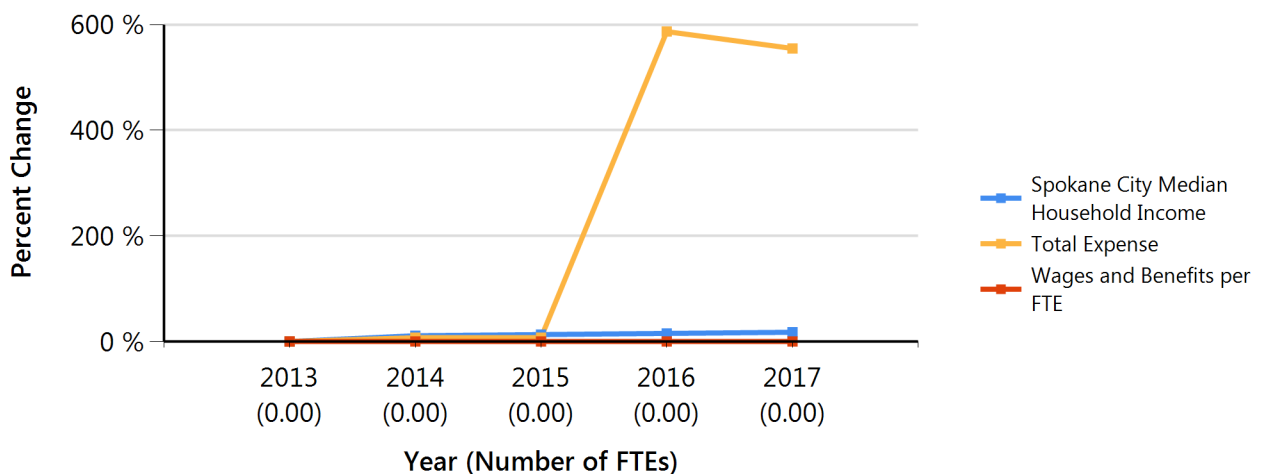
2017 Expenses



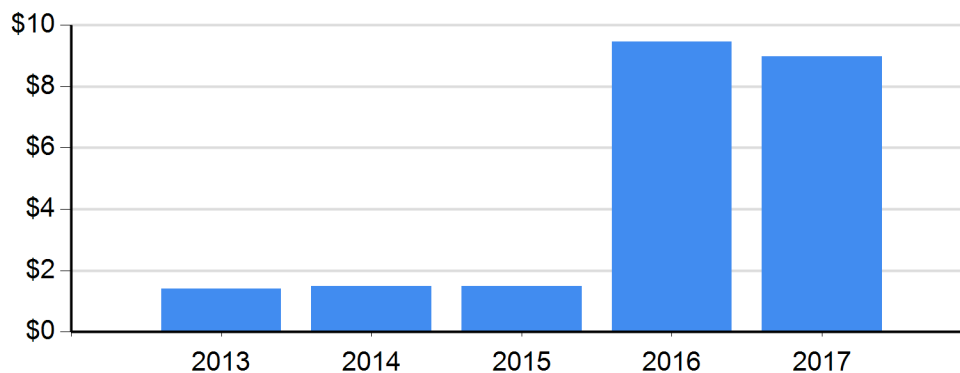
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$1.40	\$1.49	\$1.49	\$9.45	\$8.97
Percent Change	0.00%	7.23%	0.14%	539.54%	-4.65%

Department Summary: Combined Communications Building

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The Combined Communications Building (CCB) is an essential facility to coordinating the response of public safety agencies to calls within Spokane County. The CCB is home to Spokane County 9-1-1 and Crime Check, Spokane Police Dispatch, Spokane Sheriff Dispatch and the Combined Communications Center (CCC) which dispatches Fire/EMS.

Programs and Services:

The CCB operates through an Interlocal Agreement that outlines the sharing of the facilities operational costs based on space occupancy of the individual resident organizations.

The CCB is a state of the art communications facility that houses 9-1-1 and the majority of the public safety dispatch operations in Spokane County. Located at the Spokane Fire Department's Readiness Complex, the CCB opened in 2004. The cost of construction was shared by the resident agencies based on the square footage of the space they utilize/ occupy within the structure. The approach of operating in a shared facility is not only cost effective for the community but also enhances operational effectiveness and efficiency for all public safety agencies throughout Spokane County.

On-going costs to maintain and operate the building are also shared among the occupants of the CCB based on percentage of space allocation to the agency. The CCC Manager is responsible for the day to day oversight of the facility with support from the FD's Maintenance Division.

Operationally, there is a backup Center in place at a separate remote location to provides for relocation of CCB functions should circumstances dictate such. The Backup Center has redundant phone, computer and radio systems in place that will provide for operations by each of the CCB agencies

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	24,819	1,700,000	1,606,000
Interfund Charges	6,424	14,911	22,719	15,400	24,672
Reserve for Budget Adjustment	50,000	50,000	50,000	50,000	50,000
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	238,747	251,605	219,444	261,850	252,150
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	295,171	316,516	316,982	2,027,250	1,932,822

Expenditure Notes:

The Reserve for Budget Adjustment is to fund the capital replacement fund for the CCB.

Revenues:

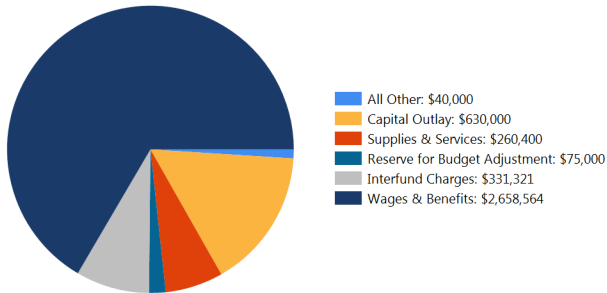
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	150,651	151,435	181,644	1,234,896	1,091,423
Services	115,270	116,592	139,849	792,354	840,299
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	7,473	752	1,245	1,100	1,100
TOTAL	273,394	268,779	322,738	2,028,350	1,932,822

Revenue Notes:

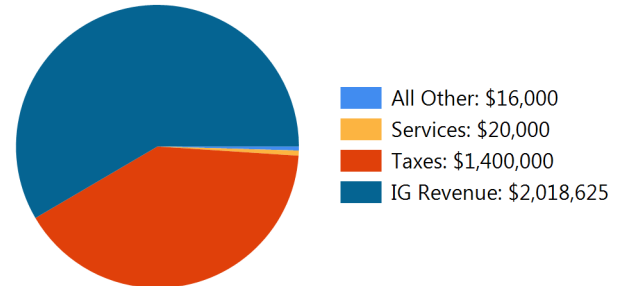
Combined Communications Center

The CCC (Combined Communications Center) is the Fire/EMS dispatch operation within the Spokane Fire Department that dispatches for most fire agencies in Spokane County through an Interlocal Agreement/ contract arrangement. Agencies pay for service through a "cost per call" arrangement that is overseen by the CCC Board.

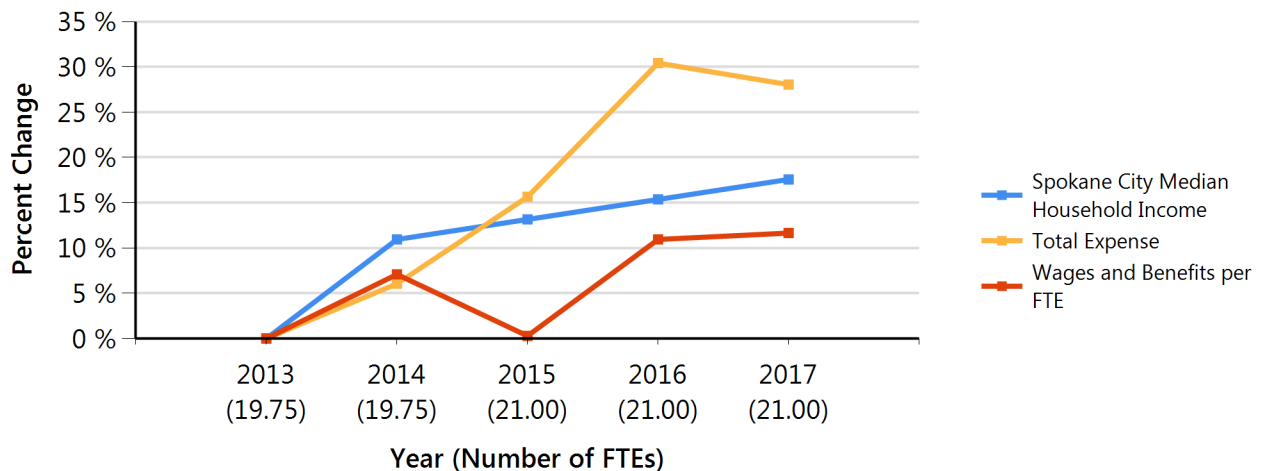
2017 Expenses



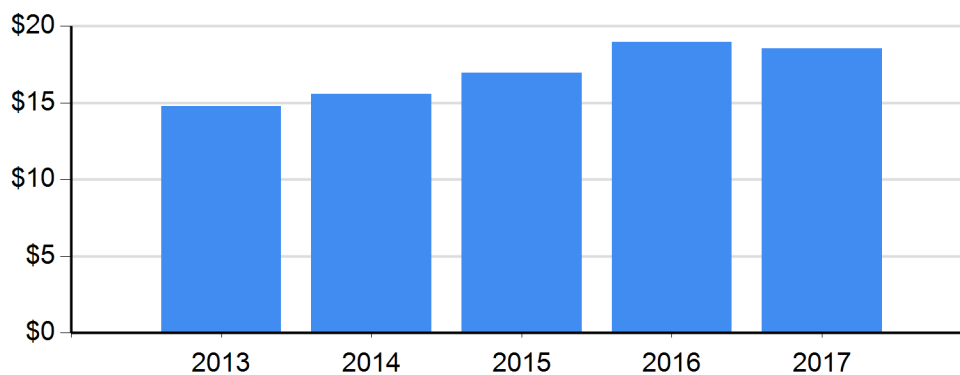
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$14.77	\$15.59	\$16.93	\$18.97	\$18.54
Percent Change	0.00%	6.05%	9.04%	12.77%	-1.82%

Department Summary: Combined Communications Center

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The CCC (Combined Communications Center) is the Fire/EMS dispatch operation within the Spokane Fire Department that dispatches for most fire agencies in Spokane County through an Interlocal Agreement/ contract arrangement. Agencies pay for service through a "cost per call" arrangement that is overseen by the CCC Board.

Programs and Services:

The CCC receives calls through the county-wide 9-1-1 system and dispatches over 60,000 calls per year.

The CCC's Communications Specialist are trained to quickly answer calls received from 9-1-1 operators; question callers while entering essential information in the Computer Aided Dispatch (CAD) system; dispatch appropriate resources; and support those resources by radio and other communications mediums, until the incident is concluded.

CCC personnel are constantly working to improve their skills to offer the best services possible to those calling for help and to those field providers who are responding to the incidents. The CAD system is a critical tool in helping the Communications Specialist to perform their job.

The CCC uses a "Quick Dispatch" process to get information to responders as quickly as possible so response times are as short as possible. After obtain basic information through the first 5-6 questions, the call is shipped through CAD to the interfaced "Locution" system that provides for and verbal dispatch of the call through a software driven system. The Locution system allows the Communications Specialist to remain on the phone with the caller to obtain all necessary information and/ or to provide protocol driven medical assistance until responders arrive at the scene.

The CCC strives to meet the performance measure of dispatching emergency calls for service within 60 seconds from the receipt of the call, 90% of the time.

The CCC The CCC is Special Revenue Fund. Funding for the CCC is generated through a cost per call formula among the agencies that receive CCC Fire/ EMS dispatch services. The CCC is lead and managed by the Spokane Fire Department and is overseen by a CCC Policy Board that is made up of representatives of the user agencies.

The CCC operates at the CCB (Combined Communications Building) along with 9-1-1; Spokane Police Dispatch and Spokane Sheriff Dispatch. The approach of operating in a shared facility is not only cost effective for the community but also enhances operational effectiveness and efficiency for all public safety agencies throughout Spokane County.

Likewise, the combining of the 4 separate Fire Dispatch Centers into the CCC in the late 1990's has improved operational effectiveness and gained efficiencies for all of the Fire Agencies that are part of the CCC.

Operationally, there is a backup Center in place at a separate remote location to provide for relocation of CCB functions should circumstances dictate such. The Backup Center has redundant phone, computer and radio systems in place that will provide for operations by each of the CCB agencies if relocation is necessary.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	19.75	19.75	21.00	21.00	21.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	101,748	105,317	393,711	750,000	630,000
Interfund Charges	309,299	308,025	275,682	304,453	331,321
Reserve for Budget Adjustment	250,000	250,000	75,000	75,000	75,000
Transfers Out	0	0	0	0	0
Wages & Benefits	2,248,189	2,407,406	2,385,802	2,640,022	2,658,564
Supplies & Services	211,115	220,521	438,870	225,000	260,400
Debt Services	0	0	0	0	0
All Other	0	17,866	39,426	75,000	40,000
TOTAL	3,120,351	3,309,135	3,608,491	4,069,475	3,995,285

Expenditure Notes:

Revenues:

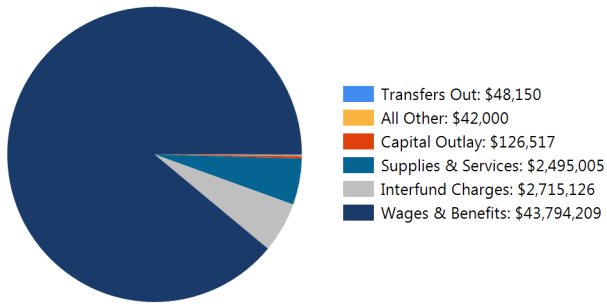
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	1,155,121	1,208,405	1,260,000	1,332,100	1,400,000
Licenses & Permits	0	0	0	0	0
IG Revenue	1,757,775	1,829,325	1,921,800	2,018,625	2,018,625
Services	1,084	10,525	17,530	3,000	20,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(32,497)	14,987	15,959	15,000	16,000
TOTAL	2,881,483	3,063,242	3,215,289	3,368,725	3,454,625

Revenue Notes:

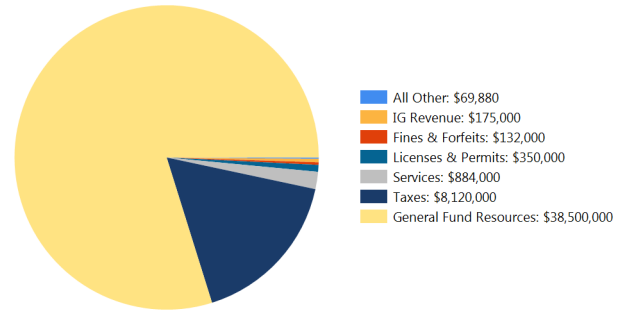
Fire/EMS

The Fire Department is an innovative organization that provides “Service and Protection Through Excellence” every day. SFD’s Goal is to serve Spokane by protecting life, property and the environment. SFD strives to provide excellent service through prevention, education, preparedness, and mitigation, recognizing that our people are the key to success.

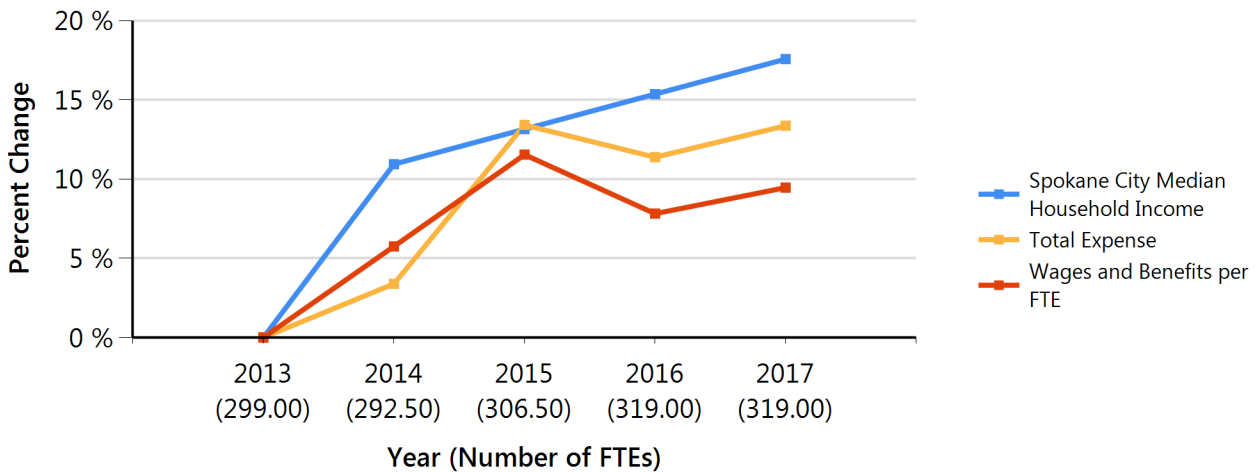
2017 Expenses



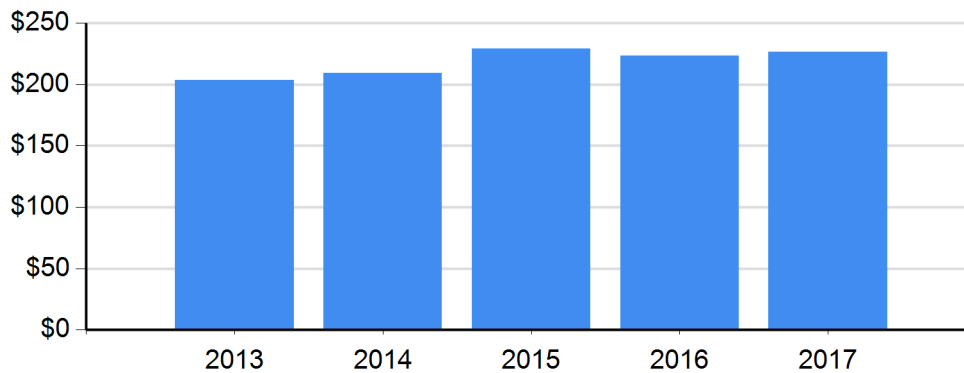
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$203.60	\$209.51	\$228.96	\$223.38	\$226.37
Percent Change	0.00%	3.38%	9.69%	-1.79%	1.78%

Department Summary: Fire/EMS

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The Fire Department is an innovative organization that provides “Service and Protection Through Excellence” every day. SFD’s Goal is to serve Spokane by protecting life, property and the environment. SFD strives to provide excellent service through prevention, education, preparedness, and mitigation, recognizing that our people are the key to success.

Programs and Services:

SFD responded to over 39,000 calls last year (2015) ranging from firefighting and medical aid to auto extraction, special rescue situations and hazardous materials incidents. EMS (Emergency Medical Services) incidents account for approximately 80% of the total incident volume.

Services are provided from 16 stations located strategically throughout the city staffed by 61 personnel on 24 hour shifts each day on 19 emergency response apparatus. Fourteen (15) of the 19 front line units are staffed with Paramedics and provide ALS (Advanced Life Support) service. The 16th station was added to SW Spokane during October 2015.

Twenty-four (24) hour shift personnel work on a four platoon system on a 24 hour on and 72 hour off schedule comprising a 46.15 hour work week. Additionally, SFD utilizes smaller Alternative Response Units (ARU’s) on 10 hour peak hour shifts to primarily respond to non-life threatening incidents to maintain the availability of larger apparatus for more critical incidents.

Special teams and skills provided by response personnel include Confined Space Rescue, Swift Water Rescue, Hazardous Materials, Trench Rescue, Technical Rescues, Rescue Task Force (for Active Shooter Incidents), Paramedic Training, and Auto Extraction.

SFD’s CARES program operates in concert with EWU’s School of Social Work to use student interns to link patients of station personnel’s responses, to social and other community programs that can provide them needed assistance. This program has not only helped to reduce repeated 9-1-1 calls, but has aided those in need by getting them in touch with existing programs that can provide them help in a number of ways.

Besides emergency responses the Fire Department provides a number of other services to the public. There is significant fire prevention and life safety work through: Public Education Programs, Life-Safety Related Code Enforcement and Development, Permit Issuance, Special Event Planning, Construction and Building Inspections, Life Safety System Records Management, Business License Fire Inspections and Permitting.

SFD has a Special Investigations Unit that is responsible for investigating fires in an attempt to determine a cause and identify those responsible for the fire occurrence.

SFD’s Combined Communications Center (CCC) provides Fire and Emergency Medical Dispatch services to all fire agencies in Spokane County through a contractual arrangement. The CCC receives calls through the county-wide 9-1-1 system and dispatched almost 62,000 calls last year.

SFD Budget:

Internal divisions within the Fire Department include:

The Training Division works to ensure competent and highly trained firefighters, paramedics and specialty units. Facilities at the SFD Training Campus provide a variety of training opportunities for City personnel and others throughout the region. The SFD Training Campus consists of a high-tech training facility with classrooms, meeting rooms, lecture halls and a full television recording studio. The training center serves as the Emergency Coordination Center (ECC) for all of Spokane County. The campus also includes the Emergency Combined Communications Building which houses 9-1-1, Law Enforcement Dispatch and Fire Dispatch. For hands-on training, there is a state of the art 5-story "Field House" that allows for climate-controlled training. The facility is large enough to drive multiple apparatus in the building and perform high-rise ladder and rescue training. The Field House also has flexible training rooms for search and rescue, confined space rescue, technical rescue, roof cutting, multi-company drills, rappelling and new apparatus training.

The EMS Division is tasked to lead and manage the FD's medical delivery systems necessary to provide quality pre-hospital basic life support and paramedic level critical care. Additionally, EMS is responsible for the management and oversight of the 9-1-1 ambulance transport contract as well as participation in the coordination of the overall community EMS system.

The Logistics Division provides maintenance services for all response apparatus and equipment used by response personnel as well as oversees SFD's 20 facilities.

The Planning and Information Management Division is the provider of critical information technology services for the entire Fire Department with key responsibilities including functionality of the computer aided dispatch (CAD) and other systems necessary to provide contract dispatching services.

Fire Administration provides Leadership, Direction and Oversight for the organization.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	299.00	292.50	306.50	319.00	319.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	221,432	71,654	358,409	126,517	126,517
Interfund Charges	2,990,244	2,945,701	2,393,141	2,569,310	2,715,126
Reserve for Budget Adjustment	0	0	0	(450,000)	(450,000)
Transfers Out	1,303	0	0	48,150	48,150
Wages & Benefits	37,495,180	38,789,890	42,998,587	43,086,403	43,794,209
Supplies & Services	2,276,575	2,632,673	3,002,210	2,493,587	2,495,005
Debt Services	0	0	0	0	0
All Other	36,763	39,134	39,013	42,000	42,000
TOTAL	43,021,497	44,479,052	48,791,360	47,915,967	48,771,007

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	7,295,251	7,431,462	7,651,464	7,785,000	8,120,000
Licenses & Permits	306,733	367,170	350,036	296,500	350,000
IG Revenue	11,208	26,641	2,623,199	1,308,920	175,000
Services	817,229	1,060,537	1,341,100	744,000	884,000
Fines & Forfeits	105,540	168,780	234,600	132,000	132,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	34,503,344	34,900,000	36,295,000	37,500,000	38,500,000
All Other	(17,808)	51,982	73,676	69,880	69,880
TOTAL	43,021,497	44,006,572	48,569,075	47,836,300	48,230,880

Revenue Notes:

The primary sources of revenue to the Fire Department include:

- A General Fund allocation.
- Funds received from the EMS Levy at the rate of 50 cents per \$1,000 of assessed property value.
- Permit fee revenue received for permitted authorized by the Fire Code.
- Reimbursements for State Mobilization and other specialty responses.
- Fees received for management of the City's 9-1-1 ambulance transport contract.
- Fees received from contract agencies for receiving Fire/EMS dispatching services.
- SIP funds allocated for the purchase/replacement of apparatus, equipment, PPE etc. necessary to be prepared for and to provide response to calls for service from the community.

Program Summary: Apparatus And Equipment Maintenance

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

SFD's Maintenance Division keeps fire apparatus and equipment operational so the Fire Department can respond to approximately 39,000 + calls annually. Besides emergency vehicles the division maintains support vehicles, small engines, ladders, and thousands of pieces of equipment on emergency vehicles while supporting 21 FD facilities.

Programs and Services:

The FD Maintenance Division supports all fire suppression and emergency medical operations by maintaining and repairing the vehicles and equipment utilized by the FD to provide incident response to the community. Without the services of the Maintenance personnel, it would be virtually impossible for the FD to serve the community.

The FD utilizes its maintenance facilities at 1610 N. Rebecca which have been funded through FD bond issues. The maintenance facility is located on the FD's Readiness Complex that allows coordination with the Training Division to help maximize site visits.

The FD's Maintenance Division maintains ~50+ emergency vehicles, numerous support vehicles, about 223 small engines, 130+ ground ladders, 200 nozzles, and literally thousands of pieces of equipment on the emergency vehicles. Additionally, the division provides support to 16 fire stations and five other FD facilities.

Services provided by the FD Maintenance Division include:

1. Routine preventive maintenance to about 110+ FD front-line and reserve, staff, and support vehicles, which reduces breakdowns and expensive repairs.
2. All minor and major repairs to all apparatus and equipment utilized by the FD.
3. Equipment familiarization, operation, & maintenance training to FD field personnel.
4. Use of historical data for damage/breakdown analysis, to minimize breakdowns.
5. Design and fabricate vehicles and equipment, to meet department demands.
6. Conduct ongoing updates to vehicles to stay current with new technology and standards.
7. Develop specifications for all new vehicles for purchase.
8. Ensure mechanics receive & maintain Emergency Vehicle Technician EVT and Automotive Service Excellence ASE certifications.
9. Perform annual testing on apparatus & equipment to comply with all laws and standards.
10. Coordinate and schedule contract maintenance and repairs on FD apparatus and equipment with outside vendors.

The creation of the new funding mechanism for fire apparatus and equipment replacement has been a significant step in the right direction towards improving a fleet with extremely high mileage. The diminishing reliability and availability of the apparatus had forced the FD to purchase 2 used fire trucks from Volunteer FDs to supplement the fleet until funding can be obtained. With the new funding for apparatus and equipment, the Maintenance Division has been busy writing specs, assisting with bid processes and seeing contracts awarded to purchase new firefighting equipment and apparatus. A new elevated platform ladder truck and a new heavy rescue truck will be ordered and should be delivered during 2017. Additionally, a multi-year upgrade to the Opticom traffic pre-emption system will continue through 2017.

The funding for FD facility repairs and improvements is the next critical issue facing the Maintenance Division, but a process is being developed and hopefully will be implemented soon.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	6.00	6.00	6.00	6.00	6.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	9,022	0	0
Interfund Charges	45,357	34,139	0	36,116	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	641,594	639,625	647,596	747,622	625,695
Supplies & Services	389,530	555,047	309,327	208,465	204,965
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,076,481	1,228,811	965,945	992,203	830,660

Expenditure Notes:

1 Equip. Servicer, 3 Heavy Equip Mechanic, Fire Apparatus Maint Foreperson, and Fire Facility & Logistic Chiefs positions are included in this bid.

IF charges were moved to the Admin Program in 2015, but changes were not made to the 2016 Budget before it was adopted.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	4,872	0	0	0
TOTAL	0	4,872	0	0	0

Revenue Notes:

Program Summary: Cares

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The CARES Team is a program within SFD in conjunction with Eastern Washington University's School of Social Work, that is in place to interface with citizens who have received a response from fire personnel and are identified as needing social service or other support system assistance.

Programs and Services:

Generally the citizen needs help that is available through existing social services programs, but the individual was not able to access them through traditional means. In most cases, FD responders find these individuals feeling isolated or are in some type of crisis and don't know where to turn for help. Often, these citizens generate many 9-1-1 calls for aid.

CARES was founded in 2008 by the Spokane Fire Department in conjunction with Eastern Washington University. The team is composed of Eastern Washington University students who are majoring in the Social Work degree programs. These students meet their academic practicum requirements by serving the CARES Team as student Interns. The Interns are overseen by the Social Response Manager, who is an employee of the City, hired in cooperation with Better Health Together (BHT).

CARES Team members normally serve academically an entire school year (September through June) to meet their educational learning requirements. However, each member also volunteers many hours between the academic quarters and throughout the summer as well. Educational requirements focus on engagement, assessment, intervention within the scope of mental health issues and crisis intervention. Students undergo orientation and training that helps them to become knowledgeable about local community agencies, diversity issues, and vicarious trauma. Team members also experience ride along time with FD response units to experience firsthand the circumstances faced in the field. The educational training that social workers are required through the social work program emphasizes a strict code of ethics that mirrors the Fire Department's mission.

CARES works in collaboration with the Spokane Fire Department to assist vulnerable populations who face barriers in identifying and utilizing appropriate community resources. The CARES Team visits individuals in their home, works with them to identify their needs, advocates with them and connects them to appropriate resources.

CARES' Responsibilities Include:

- In-home visits and client assessments
- Contacting and brokering with other Spokane agencies
- Advocating, brokering and empowering on behalf of the client
- Program development
- Internal and external marketing
- Participate in local coalitions
- Grant writing

CARES was implemented in order to strengthen community relationships, decrease 9-1-1 high utilizers, decrease 'on-scene' time for FD response units for 'social service' calls, decrease level of frustration for front line crews, provide an expanded scope of care and a higher level of service to customers of the FD. Each EMS incident can tie up a FD unit and ambulance resulting in a call cost to the City of approximately \$750. CARES impacts the Spokane FD in a positive and professional manner while assisting customers and community services.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.50	0.50	1.00	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	63	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	12,886	12,954	68,250	78,211	80,187
Supplies & Services	0	952	1,254	24	2,924
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	12,949	13,906	69,504	78,235	83,111

Expenditure Notes:

One half of the cost of the Social Response Manager position is funded by grant dollars through Better Health Together (BHT).

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	10,000	10,000	10,000	10,000	10,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	44,000	44,880	44,880
TOTAL	10,000	10,000	54,000	54,880	54,880

Revenue Notes:

Program Summary: Community Risk Reduction

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

Fire Prevention's Community Risk Reduction efforts include Public Education/Emergency Preparedness as essential services of the City in an effort to reduce the occurrence of fires and other emergencies and prevent injuries and deaths. The FD, through this division, interacts with public and private entities to reduce risk in the community.

Programs and Services:

Fire Prevention efforts, a priority for community safety, are essential to an emergency preparedness strategy that serves to keep Spokane strong by ensuring safe buildings, neighborhoods, properties and the environment. Prevention activities are proactive short and long-term approaches to protecting and preserving life and property. A proactive approach is considered most effective because it eliminates or greatly reduces the severity of fires and other calamities. Emergency preparedness helps the Community maintain a higher level of confidence in a safe environment further enhancing economic development and the overall quality of life for Spokane areas residents and visitors.

Strategies and activities include:

- Partner with others to maximize resources and reduce duplication of effort.
- Partner with Red Cross and others to continue Neighborhood canvassing focusing on safety education and installation of smoke detectors with the goal to cover all of Spokane every 5-7 years.
- Provide Children's Fire Safety House (CFSH) tours to 20 schools, and 60-minute educational sessions to approximately 2,500 third and fourth grade students throughout the City.
- Complete approx. 75 flammables, fireworks fire prevention classroom sessions to 1500 fifth and sixth grade students throughout the City.
- Provide 100 fire safety and injury prevention presentations to senior citizens, civic groups and apartment managers.
- Provide public education information to the community related to the City's 20+ year fireworks ban.
- Coordinate the community-wide media campaign for Fire Prevention Week, "Change Clock/Change Battery" emphasis, winter holiday safety, fireworks ban, and others that include news articles in community papers and topical video slots on City Cable 5 and the Spokane Fire Department website.
- Provide fire and burn prevention classes for 15 preschools impacting approximately 1200 preschoolers and parents.
- Conduct at least 20 FireStopper intervention classes at the B.E.S.T. (Behavioral Education and Skills Training) outpatient program at Sacred Heart Medical Center.
- Complete FIRE-STOPPER interviews with children having a history of using fire.
- Continue partnerships with SAFE KIDS, The Inland Empire Public Fire Educators, Red Cross, Eastern WA Center for Deaf and Hard of Hearing, CPSC, Breakthrough for Families, the Child Death Review team and Spokane Emergency Preparedness for Persons with Specific Needs to increase community awareness of fire and burn prevention, accident prevention safety, emergency preparedness community wide.
- Seek grant opportunities to assist in funding Public education programs in line with the Department's Community Risk Reduction strategy.
- Coordinate with partner groups to create and publicize community safety awareness Public Service Announcements.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	1.00	1.00	1.00	1.00	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	9,787	11,458	0	6,344	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	90,413	89,486	92,582	93,157	94,805
Supplies & Services	4,690	10,751	10,473	7,167	7,167
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	104,890	111,695	103,055	106,668	101,972

Expenditure Notes:

The historic position of Public Fire Educator has been modified to Community Risk Reduction Manager during 2016.

IF charges were moved to the Admin Program in 2015, but changes were not made to the 2016 Budget before it was adopted.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	25	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	25	0	0	0

Revenue Notes:

Program Summary: Facilities

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The Spokane Fire Department operates from 21 facilities. There are 16 fire stations that are strategically located across Spokane. In addition, 5 support buildings are located on the FD's Readiness complex: the maintenance shop, the combined communications building, the training/ EOC building, the field house and the burn building.

Programs and Services:

The maintenance of Fire Department facilities are managed by the Division Chief of Logistics. Most work is done through contracts for service.

Funding needs for repairs/ upgrades and new construction of FD facilities has been identified in the City's Capital Budget but are not funded. The City is working to establish a funding mechanism for the FD and other City Division's/ Department's Capital Facility needs. In 2017, it is expected that preliminary work will commence for new permanent Station 5 in Southwest Spokane. This work will include delivery and compaction of structural fill at the site as well as building design and engineering. Additionally, a planned upgrade to the Uninterruptible Power Supply System at the Combined Communications Building is scheduled to occur in 2017.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	34,299	0	0
Interfund Charges	27,688	2,708	0	18,029	2,118
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	577,624	615,135	663,117	651,717	649,935
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	605,312	617,843	697,416	669,746	652,053

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Fire Administration

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The Administrative function of the Fire Department provides leadership and management for the largest FD in eastern Washington. Fire Administration is responsible for organizational oversight and direction of the agency, budget preparation and management, personnel administration, payroll, purchasing and accounts payable, labor relations, long-term planning and community information.

Programs and Services:

Providing Fire Department (FD) Public Safety Services to the second largest City in Washington involves a complex operation with many moving parts. Most citizens look to their Fire Department to provide professional services in a timely manner, responsive to their needs with a positive customer service approach. The public calls on the Fire Department during their time of crisis, whether it is a fire situation, a medical incident or any circumstance where they need help and do not know who to call. The Fire personnel must be ready to respond to those calls 24-7-365, with a system that is well organized and has the capability to adapt and manage a myriad of occurrences.

Fire Administration must ensure all aspects of the Fire Department are prepared and responsive to regularly fulfilling their part of the FD's mission. Due to our mission and nature of providing emergency services, the Fire Department must actively interact with other City departments as well as a host of governmental and private sector operations.

The FD must be effective in informing, educating, listening to and interacting with the public. Additionally, the City and FD rely on financial and other support of our citizens for voted levies and bonds so it is essential that the FD engages the community to answer questions and help explain the services provided by the FD. This requires the use of social media as well as face to face interaction at all levels of the organizations. The FD strives to be active and participate in as many events as time and resources will allow.

SFD Leadership work to develop annual Work Plans that provide for guidance of organizational activities. An area of focus in the Work Plan is the continued evaluation and implementation of recommendations of the 2013 Mayor's Task Team on Fire and EMS. Many of those recommendations have already been implemented and others will follow until all have been vetted.

During 2015, one of the long term goals of the FD came to fruition with the implementation of Automatic Aid agreements with Spokane Valley Fire Department and Spokane County Fire Districts 8 and 9. This major initiative improved service to Spokane and the other participating agency's citizens by implementing "Closest Unit" response regardless of jurisdictional boundaries. Not only did Auto Aid improve response times but it also provides for more operational depth between the agencies and improves the safety of our firefighters.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	120,686	71,654	8,908	25,000	25,000
Interfund Charges	450,435	631,528	2,391,183	448,731	2,705,908
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,303	0	0	48,150	48,150
Wages & Benefits	458,571	499,439	1,566,191	524,919	519,544
Supplies & Services	73,502	238,064	255,569	277,361	281,161
Debt Services	0	0	0	0	0
All Other	0	109	0	0	0
TOTAL	1,104,497	1,440,794	4,221,851	1,324,161	3,579,763

Expenditure Notes:

IF charges were moved to the Admin Program in 2015, but changes were not made to the 2016 Budget before it was adopted.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	2,780	0	41,307	0	10,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(18,269)	23,329	18,028	0	5,000
TOTAL	(15,489)	23,329	59,335	0	15,000

Revenue Notes:

Sub-Department Fire Operations Support**Summary:****Division:** Public Safety**Fund Type:** Special Revenue Fund

Executive Summary:

This includes the administrative support for the Fire Operations Section including the management/leadership expenses and support.

Programs and Services:

The expense includes the cost of the innovative AV Program that places all of the department's training and mandated learning systems onto a virtual program enabling employees to access from fire stations instead of traveling to the training center in didactic situations.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	3.00	3.00	3.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	14,935	0	0
Interfund Charges	0	0	0	1,884,967	4,700
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	286,550	227,788	427,677	388,288
Supplies & Services	0	25,900	16,151	34,798	34,798
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	312,450	258,874	2,347,442	427,786

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	85,000	85,000
Services	0	8,181	13,760	16,000	16,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	8,181	13,760	101,000	101,000

Revenue Notes:

Program Summary: Fire Suppression-EMS

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

FD Operations is a critical public safety service provided by the City. Responding to 39,000+ incidents annually from 16 stations on 19 strategically located units, this division makes a vital difference in lives in Spokane daily. Incidents encompass all risks including: EMS, structure fire, technical rescue, hazardous materials and wildfire.

Programs and Services:

The Mission of the Fire Department is: To serve the community by protecting life, property and the environment. The Operations section responds to emergency and non-emergency incidents to fulfill this mission.

FD Operations provides one of the only true Emergency response services by the City. The Operations Division responds to more than 39,000 incidents from 16 fire stations on 19 units with a daily staffing of 61 personnel. A growing population and increasing calls for services challenges the Operations group to provide effective response to incidents. Over the last quarter of a century, the number of fire stations has declined from 17 to 16, the number of frontline fire apparatus has declined from 26 to 19, and daily 24-hour shift staffing has declined from 83 to 61. In the same period of time, incident volumes have virtually doubled. In 2012, for the first time in 30+ years, an additional fire station (15th total station) was added on the West Plains, to serve approximately 10 square miles annexed by the City which include a significant number of target hazards. In 2015, Station 5 was opened in a temporary location at the entrance to the Eagle Ridge Subdivision to serve the growing SW part of Spokane. It is anticipated that a permanent station will be opened in SW Spokane by January 2020.

With limited resources, strategic placement of personnel and apparatus is essential for response to fire and EMS related incidents. To maximize cost-effectiveness, firefighters work as multi-role providers and cross-staff numerous specialty functions. All Spokane Fire Operations personnel are highly trained to provide fire and emergency medical services to the citizens of Spokane. All SFD apparatus are capable of responding to and resolving a variety of emergency incidents ranging from providing care for a patient in cardiac arrest up to and including a multiple alarm high-rise fire.

All FD personnel who work within the Operations Division and are assigned to Fire Stations provide both Fire and EMS operations.

The Operations Department addresses the following operational goals:

1. Provide an efficient, effective Citywide fire suppression program designed to control and/or extinguish fires to protect citizens from death, injury, or property loss.
2. Provide an efficient, effective Emergency Medical Services (EMS) program City wide, serving the community with first response Basic Life Support (BLS), Advanced Life Support (ALS) patient care and Detox transport services.
3. Provide community wide training opportunities for business and industry in subjects such as hazardous materials incidents, the Incident Command System, pre-incident planning, medical care and community wide response to disaster situations.
4. Establish procedures with other local emergency services partners to mitigate major and special incidents through multi-agency planning and coordination.
5. Maintain and assure SFD facilities are in a constant state of readiness 24/7/365 to meet the needs of the public as well as our providers.

In order to protect life, property and the environment, the FD must have adequate resources that allow the City to provide effective response to calls for assistance. The level of service for fire protection is a function of response time and call volumes. These, in turn, are dependent on the number and location of fire stations, the number of fire units and number of fire personnel that are available to respond to incidents.

Time is a critical component to fire development and growth as well as patient survivability during certain types of medical incidents. To be effective in successfully intervening to protect life and property, the Fire Department must arrive within reasonable timeframes with sufficient personnel to efficiently and safely deal with the situation. Longer response times and inadequate staffing due to the lack of resources diminish the success of a positive outcome and raise the risk to the public, responding personnel and the community.

Approximately 87% of FD responses are to EMS incidents and/or auto accidents and this number continues to grow. The FD continues to experience the mounting situations where simultaneous incidents occur thereby creating extended response times and depleting the response system to the point where limited resources are available. While some incidents might be mitigated with fewer resources, like staffing in hospital emergency rooms or the military, the FD must have staffing resources in place to deal with whatever the next call for service involves.

Of the City's 16 fire stations, only three have more than one staffed apparatus. Stations 1, 2 and 4 are staffed with an Engine and a Ladder company. Engines and Ladders work tactically in tandem to provide an aggressive rescue and fire attack which allow the best opportunity for survival. This number of multi-company stations is well below the 10 to 11 stations that previously served the community with 2 or more staffed units. This reduction impacts the response systems capacity to deal with the rising number of incidents and simultaneous responses. See details of station staffing below.

One of the fastest growing aspects of calls for service are non-life threatening medical calls. In order to minimize the impact that these calls are having on the overall service delivery system and specifically the availability of larger apparatus and crews, for more critical incidents, SFD has placed a number of ARU's (Alternative Response Units) in service. ARU's are two-person units that generally operate 10 hours per day and primarily respond to non-life threatening medical calls. ARU's are scheduled Monday through Friday with one unit operating from 7:00 am to 5:00 pm and two others operating from 8:30 am to 6:30 pm. Their addition to SFD's response system began in 2013 through an agreement with Local 29. Initially operating with 3 units, 4 days per week, the program has expanded to 3 units and operating 5 days per week. This expansion occurred through a \$2 million SAFER FEMA grant received by the city in late 2014. Another strategy implemented by SFD to address the increasing number of non-life threatening calls pertains to high frequency utilizers of the EMS system. The SFD EMS and CARES sections are partnering with multiple community organizations to identify strategies, resources and methods of providing these individuals with health care resources that prevent multiple EMS responses to the same individual. This has proven to be a relatively successful approach. This approach has significantly reduced EMS utilization for a number of individuals who are identified as the most frequent users of the system. One example is an individual who was contacted by SFD personnel 21 times in 2015 including 14 times in November. In 2016 there have been no EMS contacts (January through June) with this individual.

During 2015, one of the long term goals of the FD came to fruition with the implementation of Automatic Aid agreements with Spokane Valley Fire Department and Spokane County Fire Districts 8 and 9. This major initiative improved service to Spokane and the other participating agency's citizens by implementing "Closest Unit" response regardless of jurisdictional boundaries. Not only did Auto Aid improve response times but it also provides for more operational depth between the agencies.

Spokane Fire - Operations Resources

Station/Location	Units	Unit Staffing	Per Shift Staffing	Cross Staffed Specialty
Station 1 - 44 W. Riverside Ave	Engine 1 * Ladder 1 South Battalion Chief	3 per shift 4 per shift 1 per shift	8	Hazardous Materials Squad 1
Station 2 - 1001 E. North Foothills Dr	Engine 2 * Ladder 2	3 per shift 4 per shift	7	Water Rescue
Station 3 - 1713 W. Indiana Ave	Engine 3 *	3 per shift	3	
Station 4 - 1515 W. 1st	Engine 4 * Ladder 4	3 per shift 4 per shift	7	Technical Rescue
Station 5 - 115 W. Eagle Ridge Blvd	Attack 5 *	2 per shift	2	
Station 6 - 1615 S. Spotted Road	Engine 6 *	3 per shift	3	Brush
Station 7 - 1901 E. 1st	Engine 7 *	3 per shift	3	Brush
Station 8 - 1608 N. Rebecca St	Engine 8	3 per shift	3	Training & Brush
Station 9 - 1722 S. Bernard St	Engine 9 *	3 per shift	3	Rescue 9
Station 11 - 3214 S. Perry St	Engine 11 *	3 per shift	3	Medic 11
Station 13 - 1118 W. Wellesley Ave	Engine 13 * North Battalion Chief	3 per shift 1 per shift	4	Medic 13
Station 14 - 1807 S. Ray St	Engine 14 *	3 per shift	3	Brush
Station 15 - 2120 E. Wellesley Ave	Engine 15 *	3 per shift	3	Brush
Station 16 - 5225 N. Assembly St	Engine 16 *	3 per shift	3	Water Rescue & Brush
Station 17 - 5121 W. Lowell Road	Engine 17 *	3 per shift	3	Brush
Station 18 - 120 E. Lincoln Road	Engine 18 *	3 per shift	3	
16 Stations	19 Units	61/shift		

* Denotes Paramedic Company

The City's current Insurance Class rating is 3. In 1999 the City dropped from a Class 2 to a Class 3 on a scale of 1 to 10 with 1 being the highest rating. While increasing of classes has a minimal impact on residential insurance rates, it can significantly increase insurance rates for business occupancies. Depending on the individual insurance companies, insurance rates could increase from 0 to 20% as grading class increases. The primary evaluation criteria utilized by the Washington State Survey and Rating Bureau in judging the effectiveness of fire suppression capabilities focuses on response time, number of apparatus available to respond, and personnel staffing of apparatus. Further reductions in FD staffing will impact future insurance ratings of the City.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	267.00	259.00	271.00	283.00	283.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	100,746	0	273,825	101,517	101,517
Interfund Charges	2,244,162	1,513,161	0	0	0
Reserve for Budget Adjustment	0	0	0	(450,000)	(450,000)
Transfers Out	0	0	0	0	0
Wages & Benefits	33,083,799	33,895,722	36,316,118	37,212,911	37,948,344
Supplies & Services	963,693	720,410	1,360,643	916,233	916,233
Debt Services	0	0	0	0	0
All Other	36,763	39,025	39,013	42,000	42,000
TOTAL	36,429,163	36,168,318	37,989,599	37,822,661	38,558,094

Expenditure Notes:

Wages & Benefit expenditures in 2015 & 2016 include 12 positions funded by the SAFR Grant.

In 2013 & 2014 Fire Suppression/EMS included the Fire Support staff and Interfund Expenditures. these have since been broke out into two separate programs.

IF charges were moved to the Admin Program in 2015, but changes were not made to the 2016 Budget before it was adopted.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	7,295,251	7,431,462	7,651,464	7,785,000	8,120,000
Licenses & Permits	0	0	0	0	0
IG Revenue	1,208	1,473	2,484,496	1,138,920	0
Services	629,269	803,384	376,612	300,000	300,000
Fines & Forfeits	105,540	168,780	234,600	132,000	132,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	34,503,344	34,900,000	36,295,000	37,500,000	38,500,000
All Other	353	589	9,069	5,000	0
TOTAL	42,534,965	43,305,688	47,051,241	46,860,920	47,052,000

Revenue Notes:

Intergovernmental Revenues in 2015 & 2016 include SAFR Grant proceeds which fund 12 positions in the Fire Department. Beginning in 2017, these 12 positions will be funded by the General Fund.

Sub-Department Hazmat**Summary:****Division:** Public Safety**Fund Type:** Special Revenue Fund

Executive Summary:

The SFD Haz Mat Team serves the City, County and a large portion of Eastern Washington. The team is made up of members from Station 1 (7 personnel), Station 7 (3 personnel) and Station 9 (3 personnel) for a total of 13 per shift (52 personnel across four shifts).

Programs and Services:

SFD's Haz Mat Team has been in place for over 30 years. Team members are trained to the Haz Mat Technician and Haz Mat Specialist levels. To meet Federal and State requirements, it is necessary for the team to conduct special training every quarter.

Apparatus and equipment associated with the Haz Mat team is funded by the City, with supplemental funds coming from Homeland Security and other grants programs on a periodic basis.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	17,420	0	0
Interfund Charges	6,633	0	0	5,044	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	160,784	150,734	278,013	356,578	420,562
Supplies & Services	19,207	45,086	30,697	52,493	52,493
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	186,624	195,820	326,130	414,115	473,055

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	9,615	123,993	75,000	75,000
Services	6,006	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	109	134	150	0	0
TOTAL	6,115	9,749	124,143	75,000	75,000

Revenue Notes:

Program Summary: Information Technology

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The IMS function provides essential Information Technology (IT) services to all divisions of the Fire Department. IMS ensures on-going functionality of numerous mission critical applications as well as a number of other systems relied on by the Spokane Fire Department and CCC contract fire agencies.

Programs and Services:

The FD IMS function is comprised of four personnel funded through several sources, including the Fire/EMS Fund and CCC Fund. FD IMS personnel support a number of mission critical functions to SFD and other area fire agencies as well as many other important applications that SFD rely on for day-to-day operations. FD IMS works closely with City, County, PD and other area FD IT personnel.

FD IMS provides hardware, software and network IT support to 20 SFD facilities. IMS personnel maintain 200+ computers and misc computer devices within the FD and in coordination with City IT, oversee the Wide Area Network that connects all FD facilities including the ECC (Emergency Coordination Center). IMS staff maintain network log-in and connection data for all 325+ FD employees along with managing all cell phones used by the FD.

Mission critical functions supported by FD IMS include:

CAD - IMS supports the 24-7-365 operation of the CAD system which is the primary tool used by the CCC in providing contract dispatch services to 14 fire agencies plus SFD. CAD is used to dispatch and track over 60,000 Fire and EMS incidents annually and is comprised of a number of sub-systems that are responsible for providing dispatch recommendations, apparatus response, station notification, digital paging, Mobile Data Communications (MDC), Mapping, Automatic Vehicle Locator (AVL), and historical incident info. A fully functional back-up Combined Communications Center is also maintained at a remote location in case of an emergency requiring the CCC to move.

MDC's – FD IMS staff developed and provide on-going support of the MDC software application in all SFD response units (front line and front line reserves). The MCD app provides interface to the CAD system for responding apparatus and critical information to responders about properties, etc. SFD IMS provide critical support to the Valley FD who operates MDC's within all of their units.

Telestaff – This software module is a critical component of personnel management used with the FD for all personnel scheduling. This program provides payroll information to the City's PeopleSoft HR system through an interface developed and managed by FD IMS. FD IMS also provides support to the Spokane Police Department who also utilizes Telestaff for scheduling and payroll.

SafetyPad - This EPCR (Electronic Patient Care Reporting) software is used by field response personnel to capture data during medical incidents. Besides being used for analysis to improve patient care delivery, the data is interfaced to the FDM Incident Reporting Module to be used in other decision for operations and deployment strategies. In conjunction with the EMS Division, FD IMS maintains the connectivity and functionality of the portable tablets carried on response units.

RMS - The FD Records Management Systems (RMS) support is imperative to the successful documentation of FD activities, as required by State law. Fire and EMS Incident Reporting (over 35,000/ yr) , Firefighter Training Records, Permit & Building information, Personnel Scheduling, Arson Investigations, and department statistics are all a part of the RMS. Maintaining hardware, software, and conducting computer training for all RMS applications utilized by the FD is required of the FD IMS group.

Mobile Communications – FD IMS support a wide variety of essential elements of mobile communications within the FD. This includes the management and support of nearly 85 cell phones, a significant number of which have data capability (email, CAD messaging and radio). FD IMS also developed, maintains and supports a Mobile Data Computer system to provide front line apparatus current call information, mapping, property information and pre-fire plans to enhance operational planning, strategy, tactics, and firefighter safety.

Emergency Coordination Center (ECC) computer, communications, and GIS support is pivotal to a functional Spokane County and Regional ECC. The ECC is located at the Fire Department's Training Facility and is the responsibility of SFD IMS personnel to coordinate with other City departments and County agencies to ensure readiness of the ECC.

Other functions supported by FD IMS include:

First tier Help Desk and Network infrastructure support to over 325 fire department personnel who utilize hundreds of PC's, phones and other devices that must be supported to ensure accurate documentation and effective communications.

Network connectivity throughout the 20 SFD facilities with a 24/7 requirement is essential.

Critical specialized software for Hazmat Team (CAMEO), Air Room (Posi-check) and First Responders is also supported by FD IMS.

Critical specialized software developed by FD IMS includes a Vacation/Debit signup program to ensure Labor Union rules are observed during the signup process. A Vacancy program was created to ensure Labor Union rules are observed when filling a vacancy via drafting procedures (both for Operations and Dispatchers).

Timely and specialized Geographical Information Systems (GIS) support is crucial to operational planning, strategy, tactics, and firefighter safety. FD IMS coordinates the maintenance of all FD related data layers, the SFD City Atlas used in all front line apparatus, mapping support for CCC Dispatch and MDC's, urban interface maps, and an ECC activation.

The FD Intranet Portal is critical to dissemination of all non-emergency related information to personnel and is maintained by FD IMS staff.

This includes a CAD Status web application that is shared throughout the county to display current and past incident information for agencies served by the CCC.

An external digital presence is vital to the FD. The FD IMS support the SFD website, Facebook, Twitter, and other social media applications that are utilized to link the FD to the community.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	4.00	4.00	4.00	4.00	4.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	45,285	662,094	0	36,478	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	431,063	408,364	454,104	466,296	477,271
Supplies & Services	108,542	165,772	113,279	144,024	144,024
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	584,890	1,236,230	567,383	646,798	621,295

Expenditure Notes:

IF charges were moved to the Admin Program in 2015, but changes were not made to the 2016 Budget before it was adopted.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,222	5,940	132,614	5,000	135,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	5,222	5,940	132,614	5,000	135,000

Revenue Notes:

2015 & 2017 Revenue reflects the Internal Billing for support of the Combined Communication Center. The 2016 Budget does not reflect this change.

Program Summary: Investigation

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The Special Investigation Unit (SIU) conducts all Fire Department fire and administrative investigations. SIU ensures that fires and injuries/deaths from fire, are investigated to determine a cause and origin. SIU works with SPD to ensure that arrests and prosecution occurs for unlawful fires when it is possible to do so.

Programs and Services:

Spokane Fire investigates all fires that occur within the City of Spokane. Washington State Law (RCW 43.44.050{1a}) mandates that all fires be investigated to determine the origin and cause. Fire Investigators are specially trained to make fire origin and cause determinations. When a fire is determined to be incendiary, SIU works closely with the Spokane Police Department and Prosecutor's office in order to see the crime is prosecuted to the fullest extent of the law. The investigators also provide interview and evidence gathering expertise during administrative reviews and investigations.

SFD's SIU conducts approximately 225 investigations per year related to fire origin and cause, fire-related injuries and deaths and FD accidents, unusual occurrences, safety issues and special incidents including theft of department property. The office also handles Internal Affairs investigations, at the direction of the Fire Chief or Assistant Chief. Additionally, the office fulfills about 150 public records requests for incident/ investigative reports.

At least one SFD Investigator is on duty and available 24-7-365. SIU is staffed with three full-time personnel. An Investigator will normally respond to all fire incidents where the cause of fire is not immediately determined, those in which a death/injury occurs, where dollar loss values are greater than \$5,000, any large fire or EMS incident and when Arson is the suspected cause. SFD Investigators pursue numerous leads on arson fires and interview witnesses and suspects.

SIU personnel make origin and cause determinations and complete written reports for every investigation made. SFD Investigators coordinate arrests with law enforcement for arson fires and work with prosecution of suspects, which can take more than one year to bring to conclusion. When an arrest is made, the Investigator will become an integral part of the prosecution team assisting throughout the proceedings to the conclusion of the case. The Investigation office routinely seeks monetary restitution for the cost of Fire apparatus response to incidents of False Reporting and Reckless Burning. Investigators must stay abreast of the new trends in investigation techniques as well as common and unusual causes of fires by their ongoing involvement in professional organizations, training courses and publications. Where appropriate, investigators work with the Fire Prevention Bureau and the media to inform the general public of conditions that may be a threat to their safety.

Residents of the City can expect excellent service from the full-time staff of one Fire Captain and two other uniformed personnel.

The Investigation unit provides classes on fire investigation to SFD personnel and assists the department's Community Risk Reduction Manager with the Juvenile Fire Stoppers Program. In addition, the Investigation Office collaborates with surrounding Fire Districts, the Washington State Region 9 Investigation Task Force, the Spokane County Sheriff's Department and the Bureau of Alcohol, Tobacco, Firearms and Explosives with fire origin and cause determination. Aggressive investigation and prosecution of arson cases is also a deterrent to crime and a proactive approach providing for safer neighborhoods. Effective Investigators save the insurance industry thousands of dollars by exposing "Arson for Profit" or "Insurance Fraud" fires started by the insured, which allows the insurance company to deny the claim.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	21,563	10,972	1,167	16,702	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	469,623	426,425	420,030	428,229	439,805
Supplies & Services	12,382	5,475	9,458	15,087	15,087
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	503,568	442,872	430,655	460,018	454,892

Expenditure Notes:

IF charges were moved to the Admin Program in 2015, but changes were not made to the 2016 Budget before it was adopted.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	4	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	(694)	0	0
TOTAL	0	0	(690)	0	0

Revenue Notes:

Program Summary: Mobilizations

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The State Mobilization (State Mobe) program provides resources and overhead support to any agency in Washington State when properly vetted through a regulated process. The bid allows SFD to participate with personnel and equipment when conflagrations occur.

Programs and Services:

The State Mobe bid supports the department's ability to send apparatus, equipment and firefighting personnel to emergencies and receive reimbursement for the City's upfront costs.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	402,033	213,380	213,380
Supplies & Services	0	25,308	9,079	20,000	20,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	25,308	411,112	233,380	233,380

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	551,854	200,000	200,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	551,854	200,000	200,000

Revenue Notes:

Program Summary: Plan Review

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

Plan review services are an essential part of effective community risk management strategies. Plans review minimizes risk to the public and emergency responders through pre-construction review of new and remodel projects and coordination of fire code requirements with the Building and other departments and agencies.

Programs and Services:

The FD Plans Review function is in place to improve the level of safety for the public as well as firefighters and the quality of the plans reviews that occurs by the FD and the City.

The function is performed by a certified Fire Protection Engineer (FPE) who provides two primary services:

1. Acts as a reviewer and subject matter expert for plans and requirements of the Fire Code.
2. Acts as a reviewer and subject matter expert for plans and requirements of the Building Code.

Both of these areas of responsibility are equally important to the City and the departments that have responsibility for the enforcement of these codes.

The Building and Fire Departments work closely together to coordinate work and improve customer service. The FPE works well with both departments and is looked upon as an integral part of both departments' teams. Additionally, both departments recognized the critical role that the FPE plays in both departments.

Besides the plans review expertise, the FPE has become a go-to person for technical questions and the FPE has become a critical position that many now rely on. The FPE provides advice to employees in both B&DS and FDs, in other City departments as well as design professionals in the City and surrounding area.

The Plan review function/service generates revenues through fees for service. Plan review revenue is projected to increase if current growth patterns continue.

Activities include the following:

- Conducts approx. ~500 permit plan reviews for life-safety systems (alarm, sprinkler, private hydrants).
 - Almost half of the above listed plan reviews are planned to be done "over-the-counter."
- Participates in pre-development review sessions.
- Reviews PUDs for site fire flow and Fire Department access.
- Reviews SEPA (State Environmental Policy Act) checklists.
- Reviews approx. 500 building permits.
- Provides training to FD staff, other City departments, regional code personnel and the Community about life-safety codes and their intent.
- Supports FD Operations division on a variety of matters regarding building/site safety.
- Acts as a regional advisor on important code and other life-safety issues.
- Participates in policy and code development with other City Departments.
- Responds to numerous inquiries and/or complaints each year.
- Provides special analysis for Hazardous Materials operations and occupancies and Special Event applications.
- Promptly responds to questions from the public on interpretation/application of fire/building codes.

New editions of Fire and Building Codes are adopted by the State every three years and amended as often as necessary. Standards referenced by the Codes from the National Fire Protection Association (NFPA) and other agencies undergo regular updates as well. These recurring modifications require constant training by Fire Prevention personnel to stay abreast of the codes.



FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	1.00	1.00	1.00	1.00	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	8,557	17	0	7,087	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	67,077	125,388	130,228	130,797	133,793
Supplies & Services	1,132	5,108	274	607	607
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	76,766	130,513	130,502	138,491	134,400

Expenditure Notes:

IF charges were moved to the Admin Program in 2015, but changes were not made to the 2016 Budget before it was adopted.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	91,734	134,969	67,395	120,000	120,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	91,734	134,969	67,395	120,000	120,000

Revenue Notes:

Program Summary: Prevention

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The primary functions of City's Fire Prevention Bureau includes fire/building code enforcement, plan review (new and remodel projects before construction begins), fire inspection services (new and existing buildings and new businesses to ensure fire and life safety code compliance) and coordination of fire safety education.

Programs and Services:

The Mission of the Fire Department is: To serve the community by protecting life, property and the environment. The Fire Prevention Bureau works to fulfill this mission through a community risk management approach by proactive code compliance efforts via professional, expedient, comprehensive Plan Review, Inspections, Public Fire Safety Education and Excellent Customer Service.

Fire Prevention efforts, a priority for community safety, are essential to an emergency preparedness strategy that serves to keep Spokane strong by ensuring safe buildings, neighborhoods, properties and the environment. Prevention activities are proactive short and long-term approaches to protecting and preserving life and property. Proactivity is considered most effective because it eliminates or greatly reduces the severity of fires and other calamities. Reduced fire damage in businesses and neighborhoods helps to maintain a high level of confidence in a safe environment further enhancing economic development.

In addition to fire suppression capabilities and a healthy City water supply, the Washington Survey and Rating Bureau (WSRB) rating guidelines considers the strength of the Fire Prevention Program. The better rating a community receives, the lower the fire insurance rates for the City. While the City does well in most aspects of the Rating Bureau's criteria, one expectation is that every business should be inspected once each year. Due to the number of business occupancies within Spokane and limited Fire Prevention staffing, the FD is unable to inspect each business annually.

The Fire Prevention Bureau (FPB) designates a staff member to review and evaluate each new business license application in the City of Spokane for compliance with fire and life safety code requirements. The FPB staff works in partnership with other regulatory agencies communicating and coordinating joint reviews when necessary. Working with business and building owners, the designated FBP staff member educates and informs about issues to ensure fire and life safety code compliance, thus helping owners to avoid costly liability.

The FPB manages the Hazardous Materials & Fire Code Compliance Program for the City of Spokane. Through this program, the FPB seeks to prevent, control, & mitigate conditions related to the storage, dispensing, use, and handling of hazardous materials. The Hazardous Materials Program Coordinator collects Tier II reports from businesses that have or use hazardous materials in excess of threshold amounts regulated by the Fire Code. Examples of regulated hazardous materials are radioactive materials, flammable and combustible gases, liquids, and solids, cryogenics, explosives, etc.

The FPB Special Events Coordinator ensures that special events and activities requiring FD approval are safe and conducted in accordance with applicable codes within the City of Spokane. This is achieved through planning with event sponsors and evaluations of all special event applications and sites that present potential fire and other life safety hazards. The SFD Special Events Coordinator works with event sponsors, promoters, area facility managers, Spokane Police Department, emergency medical teams and others to ensure safe, enjoyable special events for City residents and visitors. Besides the numerous events at the Arena, Convention Center or other venues, the larger events including "Pig Out In the Park," the Lilac Parade, Bloomsday, Hoopfest, 4th of July fireworks, and the Annual St. Paddy's Day Parade. These require significant hours of Fire Prevention personnel time. Also, most special events are not standard affairs, so code compliance is an additional and often extreme challenge in creativity to help make the event safe and successful through alternate means.

Consistency, adequacy and competence in meeting Code requirements and evaluating current trends in life safety and fire prevention are imperative in providing for economic development and the best customer service possible.

Fire Prevention staff work cooperatively work with the public to ensure that fire & life-safety measures are provided. Examples of Annual activities performed by the FPB include:

- 1) Issue 2000+ permits as required by the Fire Code.
- 2) Inspect high-rise buildings (buildings over 55') for life safety and evacuation compliance and preparedness.
- 3) Manage Life-Safety systems confidence testing/code enforcement program (~4700 systems).
- 4) Inspect all public/private schools (~80+) in the City & evaluate fire drills in each.
- 5) Issue Civil Infractions for code violations unmitigated through voluntary compliance.
- 6) Inspect and approve applications for numerous Special Events throughout the City.
- 7) Inspect and approve approximately new Business Licenses applied for within the City.
- 8) Inspect ~200 places of Public Assembly occupancies.
- 9) Conduct routine after-hours nightclub & bar overcrowding and safe exiting inspections.
- 10) Inspect ~200 Hazardous Materials occupancies for permitted operations, use or storage.
- 11) Inspect ~55 mercantile occupancies & stores during the holiday seasons due to high fire loading and exitway obstruction
- 12) Conduct public education on and enforcement of the successful Cityfireworks ban.
- 13) Respond to questions on interpretation/application of fire/building codes.
- 14) Provide training to the Community about life-safety codes and their intent.

New editions of Fire and Building Codes are adopted by the State every 3 years and amended as often as necessary. Standards referenced by the Codes from the National Fire Protection Association (NFPA) and other agencies undergo regular updates as well. These recurring modifications require constant training by Fire Prevention personnel to stay abreast of the codes.

- 15) Support FD Operations division on a variety of matters regarding building/site safety.
 - 16) Participate in policy and code development with other City Departments.
 - 17) Handle ~500+ complaints per year.
-

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	10.00	10.00	10.00	10.00	10.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	89,869	55,870	0	76,314	1,900
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,195,552	1,210,845	1,214,292	1,268,837	1,273,031
Supplies & Services	25,888	63,781	46,067	36,095	36,095
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,311,309	1,330,496	1,260,359	1,381,246	1,311,026

Expenditure Notes:

2 Clerk III positions and 1 Office Manager salary and benefits expenses are reported in this program since they provide direct service to the prevention area.

IF charges were moved to the Admin Program in 2015, but changes were not made to the 2016 Budget.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	306,733	367,170	350,036	296,500	350,000
IG Revenue	0	0	0	0	0
Services	82,218	108,038	157,554	103,000	103,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(1)	1,038	73	0	0
TOTAL	388,950	476,246	507,663	399,500	453,000

Revenue Notes:

Program Summary: Swiftwater Rescue

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

SFD's Swift Water Rescue Team provides service for all water and ice incidents along the Spokane River and other bodies of water within the City. The Team is comprised of 40 SFD members from Stations 2 and 16 (7 at Station 2 and 3 at Station 16 equaling 10 per shift for 4 shifts).

Programs and Services:

The Swift Water Team responds to all surface water and ice rescue incidents in and on Spokane's waterways. The Team responds to numerous water related calls each year. The team does not perform (sub-surface) dive functions.

In order to meet operational objectives, SWR Team members have regular mandated training to address their required certifications and skill sets. Skill sets include; Swift Water Rescue Technician, Paddle Craft and Jet Boat Operation.

SWR water craft, vehicles and tools are funded by the City budget with occasional funding obtained through grants.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	2,053	0	0	1,565	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	50,310	54,935	49,966	55,479	179,332
Supplies & Services	11,907	10,270	18,420	14,750	14,750
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	64,270	65,205	68,386	71,794	194,082

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Tech Rescue**Division:** Public Safety**Fund Type:** Special Revenue Fund

Executive Summary:

SFD's Tech Rescue Team primarily operates from Stations 4 and 15. A total of 10 personnel per shift are on the team for a total of 40 members across all four shifts. The Tech Team provides the following rescue services: trench; confined space; high and low angle; urban search and rescue.

Programs and Services:

The Tech Rescue Team provides a number of specialty rescue services that requires a variety of training, tools and equipment. The majority of the funding for the team comes from the City's budget with occasional grant funds supplementing the team's equipment.

SFD's Tech Team works closely with Spokane County Fire District 9's and Spokane Valley Fire Department's Tech Teams as the combined resources of all teams are needed on most difficult/ complex rescue incidents.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	2,631	0	0	2,000	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	98,638	98,171	121,358	105,623	176,623
Supplies & Services	17,692	20,867	21,386	18,729	18,729
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	118,961	119,038	142,744	126,352	195,352

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Training

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The Training Division ensures all Fire Department personnel receive necessary training and operate professionally, competently and safely. Proper training is essential to high performance organizations and is critical to the fire service in particular due to the frequency and severity of high risk operational tasks.

Programs and Services:

The citizens of the City are best served by a highly trained efficient cadre of professional fire service personnel. The SFD Training Division is tasked with the operational readiness training of approximately 300 uniformed personnel who respond to a wide variety of emergency and non-emergency incidents within the City of Spokane.

FD Training is in place to ensure that the SFD is responsive to the requisite federal, state, and local training mandates while assuring the ability to meet current and future training needs of the department and community. The overarching goal of SFD Training is to provide realistic, relevant training utilizing innovative techniques and methods in a state of the art facility. The mission of SFD Training is to provide our internal and external customers a highly trained, motivated fire service capable of safety responding to and mitigating events in an all hazard environment.

The multi-shift work schedule of the fire department requires a multi-class approach to complete one focused training evolution at the training center. To reduce the impact to response districts and their associated response times across the City it is necessary to conduct one four-hour class multiple times over a corresponding four-week rotation to instruct all operational personnel in one complete training evolution.

In an attempt to reduce effects on operational efficiencies the SFD has implemented an on line didactic training program by Target Solutions to provide firefighters with classroom education on a wide variety of both fire and EMS training topics at the station computer terminal. The fire department has access to a cable TV channel, Channel 95, used for transmission of classroom activities to individual fire stations. Training staff also conducts field outreach training to individuals and groups of fire companies when possible. These training delivery methods allow firefighters to train in their respective response districts remaining available to respond to calls for service and reduce response times.

New firefighters hired by SFD are initially assigned to the Training Division to receive their basic Fire Academy Training. A basic Training Academy last approximately 14 weeks and involves intensive classroom and hands-on activities. Where possible, SFD participates in a Regional Recruit Academy, primarily with the Spokane Valley Fire Department. The basic Academy is essential for assuring that new SFD firefighters have the foundation necessary to safely provide outstanding customer service to those we serve.

The Training Division is also responsible for Safety within the FD. The Director of Training serves as the department's Safety Officer. Training personnel respond to significant incidents to serve in a safety capacity or as the Incident Commander deems necessary. Additionally, working with the FD's Special Investigations Unit, Training also conducts investigation of significant accidents/ injuries to determine the role that equipment, procedures, policies, and behavior played so modifications can be made to avoid re-occurrence.

The Director of Training also serves as the department's Health and Wellness Officer. Working with labor/management the Wellness Committee studies injury reports/trends, keeps abreast of health issues in the fire service and makes recommendations to the Chief for ongoing health and wellness training, presentations, and policy development.



FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	5.00	6.00	5.00	5.00	5.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	36,161	23,754	791	29,933	500
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	734,870	891,252	1,010,038	976,687	823,549
Supplies & Services	70,786	124,747	137,016	96,037	96,037
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	841,817	1,039,753	1,147,845	1,102,657	920,086

Expenditure Notes:

FTE in training/safety program include: 1 each Deputy Chief, Fire Captain, Fire Lieutenant, Audio/Visual Technician, and Clerk II
 IF charges were moved to the Admin Program in 2015, but changes were not made to the 2016 Budget before it was adopted.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	5,553	4,710	0	5,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	22,020	3,050	20,000	20,000
TOTAL	0	27,573	7,760	20,000	25,000

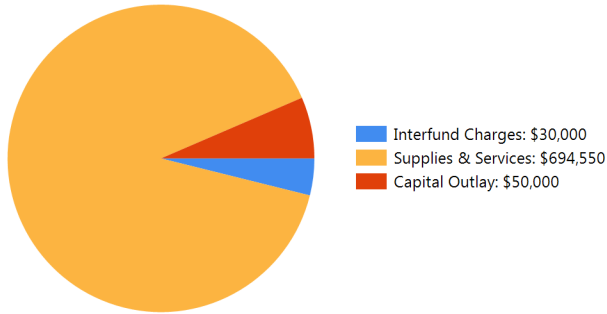
Revenue Notes:

Miscellaneous Revenues are for the rental of the Training Facility Classrooms.

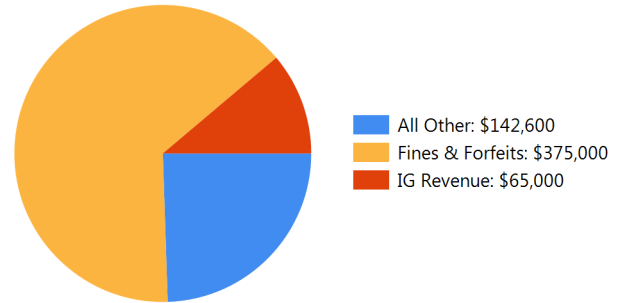
Forfeitures & Contributions

The Forfeitures and Contributions fund serves as a repository for funds received from drug investigations, donations made to the department, and auction proceeds from the Property Evidence Facility.

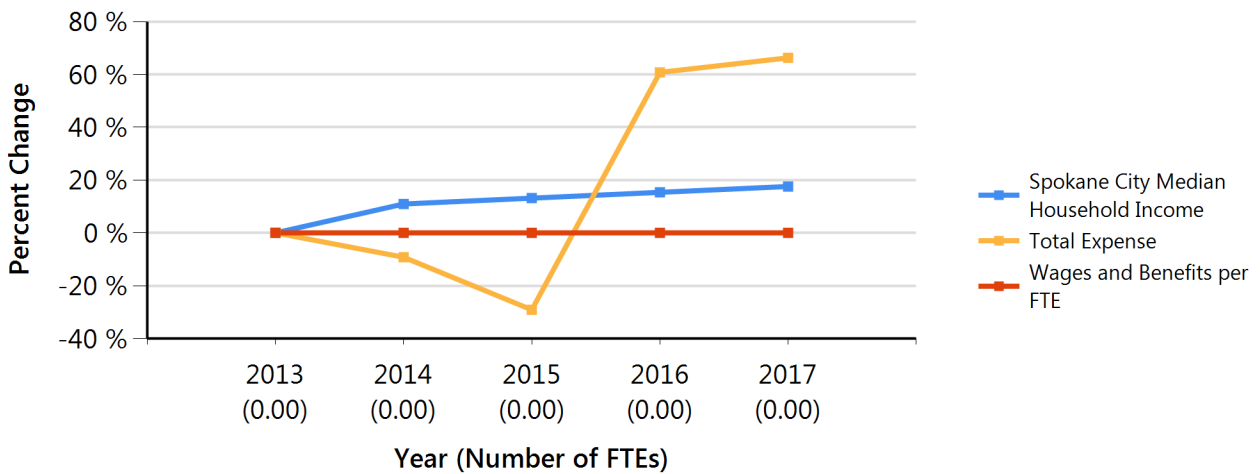
2017 Expenses



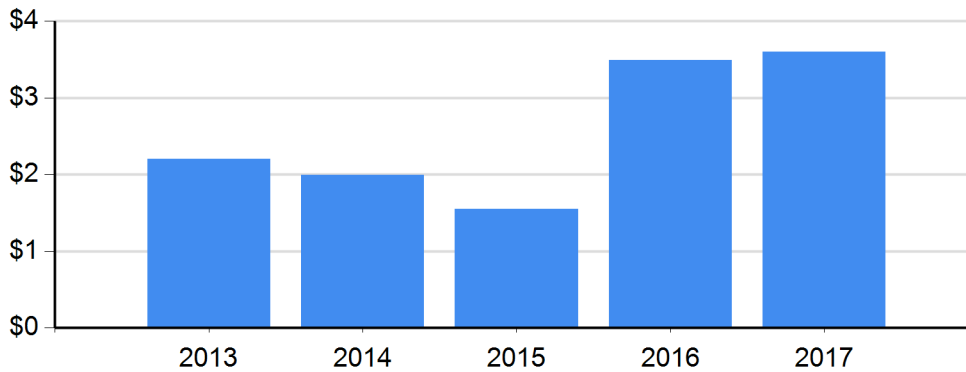
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$2.20	\$1.99	\$1.55	\$3.49	\$3.60
Percent Change	0.00%	-9.22%	-21.93%	126.87%	3.42%

Department Summary: Forfeitures & Contributions

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The Forfeitures and Contributions fund serves as a repository for funds received from drug investigations, donations made to the department, and auction proceeds from the Property Evidence Facility.

Programs and Services:

Proceeds in this fund are for restricted purposes. Per law, drug seizure funds must be utilized for drug investigations or related law enforcement activities (utilization of SWAT for serving a high risk drug warrant, for example). These seizure funds are the result of money, weapons, and vehicles seized during an investigation. Law enforcement can seize property if they have probable cause the suspect intended to use property in the commission of a crime.

Donations are made directly to the department normally for a specific purpose at the request of the donator. Property that has not been claimed and can be sold per law is auctioned off.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	110,421	113,149	76,607	50,000	50,000
Interfund Charges	74	0	25,207	0	30,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	320,320	309,701	228,292	698,919	694,550
Debt Services	0	0	0	0	0
All Other	35,000	0	0	0	0
TOTAL	465,815	422,850	330,106	748,919	774,550

Expenditure Notes:**Revenues:**

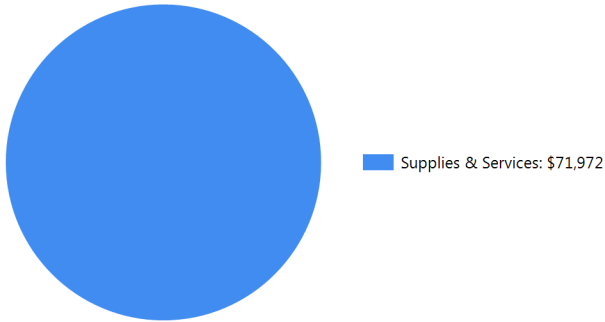
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	225,046	79,018	53,273	37,200	65,000
Services	26,342	(6,462)	25,163	0	0
Fines & Forfeits	114,847	219,380	148,565	360,000	375,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	(250,441)	(1,489)	0	0	0
All Other	700,043	264,806	178,044	207,100	142,600
TOTAL	815,837	555,253	405,045	604,300	582,600

Revenue Notes:

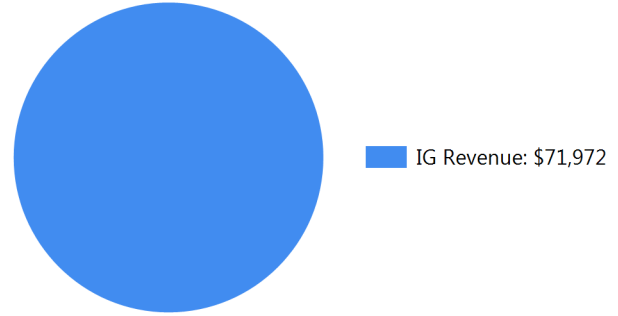
Local Law Enforcement Block Grants

Department of Justice JAG grants fund in partnership with the county and other local jurisdictions to support Law Enforcement in special projects.

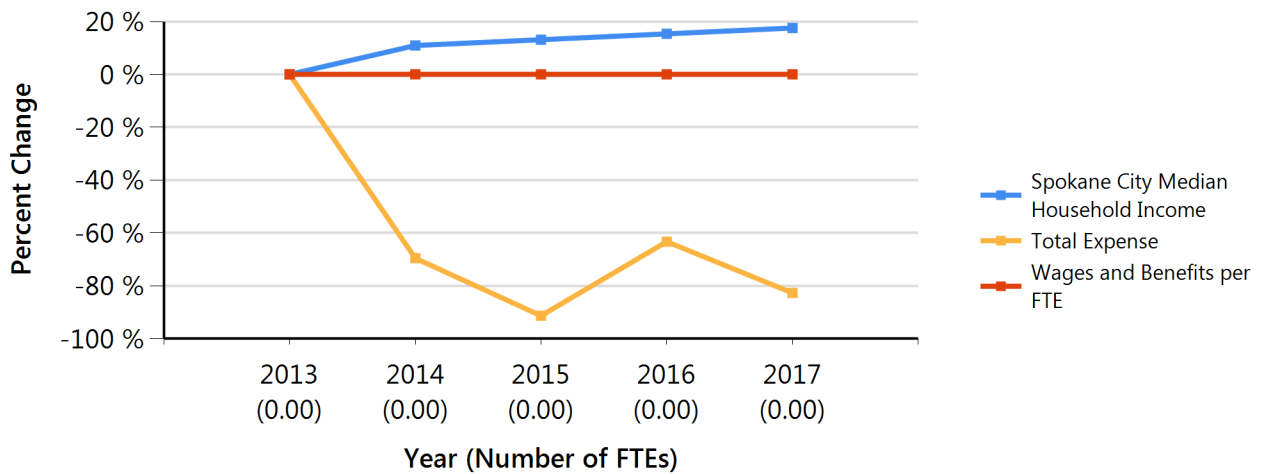
2017 Expenses



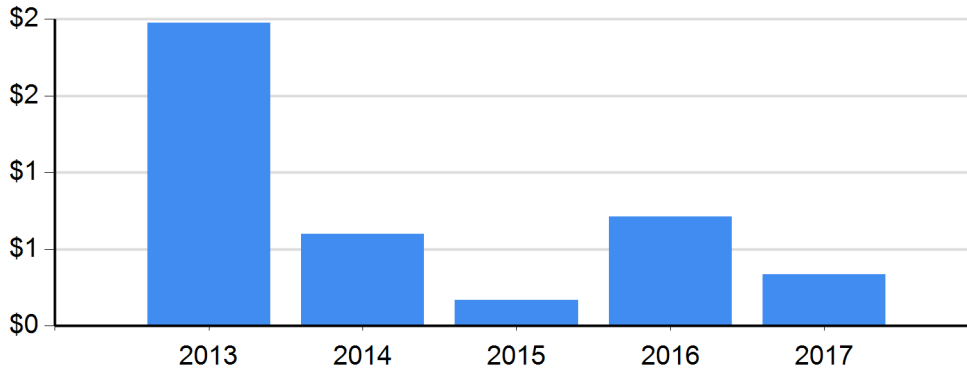
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$1.97	\$0.60	\$0.17	\$0.71	\$0.33
Percent Change	0.00%	-69.60%	-71.65%	325.72%	-52.94%

Department Summary: Local Law Enforcement Block Grants

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

Department of Justice JAG grants fund in partnership with the county and other local jurisdictions to support Law Enforcement in special projects.

Programs and Services:

Annual block grants such as the Justice Assistance Grant (JAG) ensure SPD is able to make equipment purchases such as computers and weapons as well as software purchases to enhance efficiency.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	167,220	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	6,529	19,346	0	0	0
Supplies & Services	243,258	107,397	35,929	152,957	71,972
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	417,007	126,743	35,929	152,957	71,972

Expenditure Notes:

Wages & Benefits from temp or project employees only. All funds will eventually be moved into other grant funds because cash is not invested anymore in the grants, but drawn down instead.

Revenues:

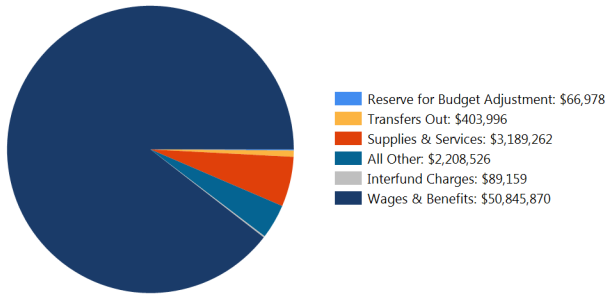
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	31,267	95,479	35,929	152,957	71,972
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	385,538	30,963	0	0	0
All Other	398	301	0	0	0
TOTAL	417,203	126,743	35,929	152,957	71,972

Revenue Notes:

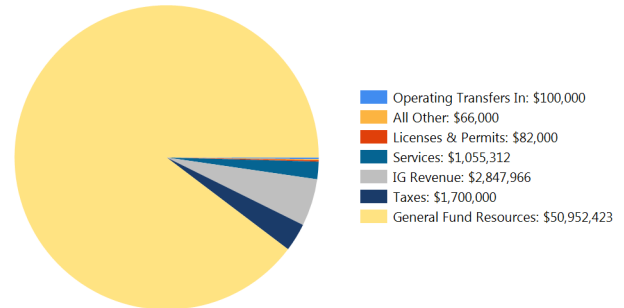
Police

The mission of the Spokane Police Department is to demonstrate excellence in policing by working in partnership with the community we serve to prevent and reduce crime, the fear of crime, and improve the quality of life for our residents and visitors.

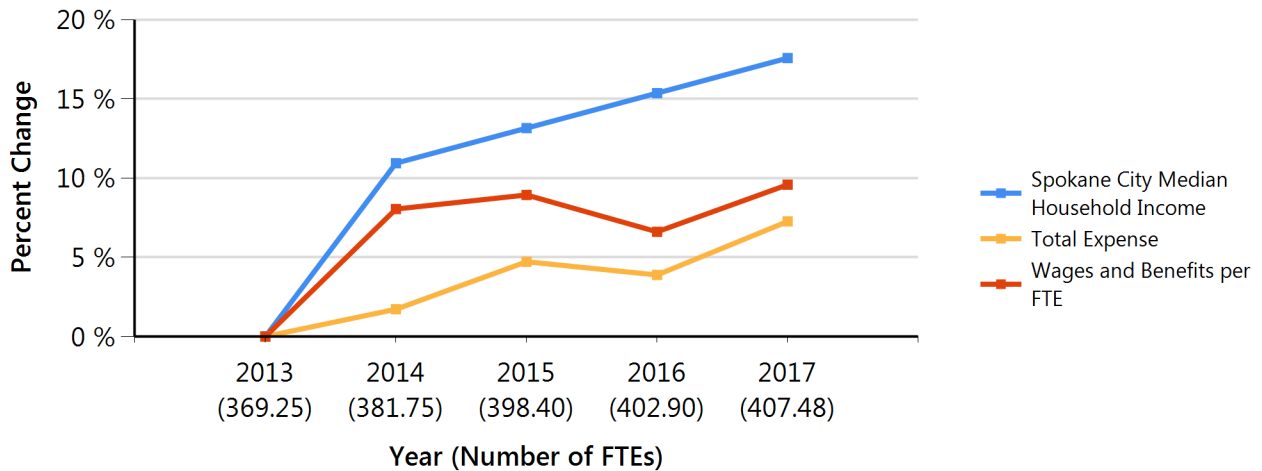
2017 Expenses



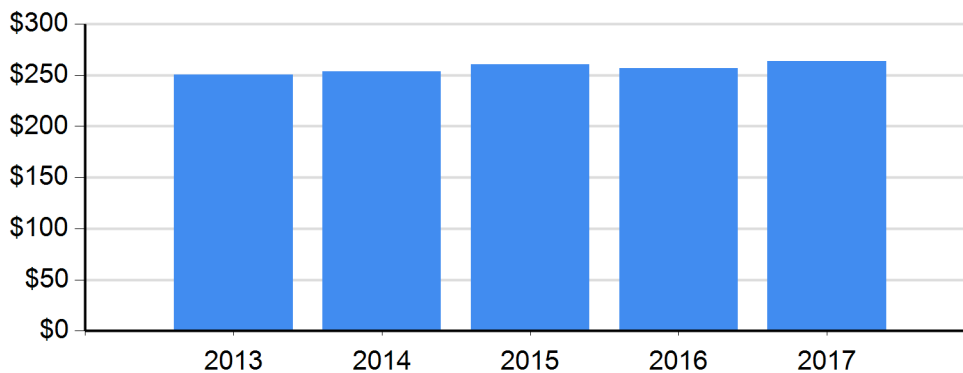
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$250.63	\$253.74	\$260.24	\$256.48	\$263.66
Percent Change	0.00%	1.72%	2.94%	-0.79%	3.25%

Department Summary: Police

Division: Public Safety

Fund Type: General Fund

Executive Summary:

The mission of the Spokane Police Department is to demonstrate excellence in policing by working in partnership with the community we serve to prevent and reduce crime, the fear of crime, and improve the quality of life for our residents and visitors.

Programs and Services:

The primary responsibility of the Spokane Police Department is community safety which is achieved by reducing crime, fear, and disorder. Integral to that responsibility is a police organization that conducts its activities lawfully, constitutionally, and respectfully at all times. A police department protects individual rights and freedoms, as well as values the contributions made by every member of our community. The Spokane policing model is built on: integrity, accountability, and transparency.

The Spokane Police Department strategic plan reflects our commitment to working in collaboration with residents, businesses, city departments, and our law enforcement partners to address crime, the fear of crime, and disorder in Spokane. Five principles will guide our policing strategy. They serve as the foundation for developing programs, pursuing opportunities, and delivering enhanced police services.

Integrity

To build more effective community collaboration, the Spokane Police Department must be seen as a legitimate legal authority, engaged in proactive versus reactive policing activities. Trust and confidence in the Spokane Police Department is the foundation of cooperation between the Department and the community we serve. SPD has become more accessible, more transparent, and more effective in its communications and practices. We hold each and every member of the Spokane Police Department accountable for providing outstanding police services and for doing so with integrity, professionalism, and compassion. The Department's top priority is to reduce crime in the City of Spokane with practices that are lawful, that respect all members of our community, and that ensure the safety of the men and women that police our neighborhoods.

We have begun and will continue to restore trust between the community and the police department, between our officers and their own department, and we will do so in a constitutional, consistent, and compassionate manner. The Department will continue to implement the recommendations made by the Mayor, Council, the Use of Force Commission and DOJ. The Department will also continue to work closely with the Ombudsman.

Collaboration

Public safety is a community responsibility. Neighbors, parents, youth, business owners, city employees, school employees and teachers, as well as county, state and federal law enforcement agencies all play a role in making Spokane a safer city. The Department will work diligently to continue to create and maintain the kind of partnerships necessary to transform neighborhoods and improve the quality of life in our city.

We will collaborate with our partners in the social service and public health community to address the challenges posed by mental health, developmental disabilities, autism, domestic violence, and drug and alcohol dependency. We will continue to train all members of the SPD in 40-hours of crisis intervention techniques, expand our Enhanced Crisis Intervention Training Program, and begin integrating mental healthy practitioners into our crisis response program. We will also continue to work with our community, faith and school partners to expand our programs focused on preventing youth violence and their involvement in the criminal justice system.

Smart Policing

Our strategies and tactics are guided by data, information, intelligence, and evidenced-based practices. In that regard, we track, report, and respond to crime at the neighborhood level using an enhanced CompStat model. We look at crime data on a daily basis and use weekly crime strategy meetings to direct our neighborhood resource officers, patrol, investigative, and specialized units to address the persons, activities, and places that our disrupting the quality of life in our neighborhoods.

Weekly CompStat meetings provide a forum for discussing innovative problem-solving solutions to crime and quality of life challenges, assess strategies and tactics, and re-align our assets as necessary.

Personnel and other resources are deployed promptly in response and/or in anticipation of crime. A rapid, focused response to crime and/or quality of life issues is achieved by coordinating the activities of patrol, investigations, and specialized units under a single command. By bringing their specialized knowledge and skill together we focus, with laser-like precision, on those individuals that threaten the safety of our community.

3. Effective Tactics.

Tactics based on the analysis of accurate and timely crime data is prudently designed and executed to reduce crime and improve the quality of life in our City. In order to avoid simply displacing crime and quality of life offenses, and to bring about permanent change, these tactics will be comprehensive, flexible, and adaptable.

4. Relentless Follow-up and Assessment.

An ongoing process of rigorous follow-up and assessment is critical to ensuring the desired results are actually being achieved and that "unintended consequences" of enforcement activities are quickly identified and resolved. This constant and consistent evaluation provides the redeployment of resources to meet new challenges once a problem has been abated. It also permits the evaluation of particular tactics for developing future responses.

Prevention

The ultimate goal of policing is to prevent crime and disorder from occurring in the first place. A sense of security arises from feeling safe in our home, in school or at work, on our streets, and in our neighborhood. Working with neighborhood residents, the business and academic community, as well as our law enforcement partners, we will continue to develop and implement programs that address the underlying causes of crime and disorder in the City of Spokane.

Continuous Improvement in Operations and Administration

We must, and will, continuously review and refine our policies, procedures, and operations to increase our efficiency and effectiveness. We will continue to look for opportunities to reduce bureaucracy and operating costs. We will ensure that the right people with the appropriate training are in the right positions to successfully execute and assess the implementation of our strategic plan. And we will develop our future leaders by exposing them to the best practices of the policing profession.

We have adopted and promoted a mindset of never being satisfied with “good enough.” We will continue to promote our employees to challenge assumptions based on past experiences and scrutinize “the way we’ve always done things.” By committing to creativity and innovation, we have challenges and will continue to challenge our most basic assumptions and continuously endeavor to test, tweak, and redesign our core business activities. Further, by using CompStat, we have begun to create a culture of performance and will continue and refine this culture.

Precinct Policing

Finally, we have begun to move to a Precinct model of policing, where officers are assigned to one of three precincts in Spokane. Officers have started serving the citizens and groups in the Downtown and North precincts through problem-solving and the smart policing strategies discussed above. We hope to also open a South Precinct by year-end. The end result will be reduced crime and stronger community relationships.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	369.25	381.75	398.40	402.90	407.48

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	353,418	138,453	28,895	39,800	0
Interfund Charges	6,851,715	1,277,901	704,810	572,278	89,159
Reserve for Budget Adjustment	0	0	0	(84,398)	66,978
Transfers Out	234,719	223,922	40,000	398,817	403,996
Wages & Benefits	42,026,586	46,945,197	49,427,379	48,823,405	50,845,870
Supplies & Services	2,866,869	3,408,983	3,206,540	3,066,165	3,189,262
Debt Services	0	0	0	0	0
All Other	624,650	1,875,296	2,049,796	2,199,426	2,208,526
TOTAL	52,957,956	53,869,752	55,457,420	55,015,493	56,803,791

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	1,502,236	1,606,914	2,631,091	1,700,000	1,700,000
Licenses & Permits	87,434	73,995	71,950	82,000	82,000
IG Revenue	844,963	2,766,881	2,718,434	2,847,966	2,847,966
Services	767,336	1,071,685	1,015,762	1,101,917	1,055,312
Fines & Forfeits	0	0	4,239	0	0
Operating Transfers In	0	50,000	100,000	100,000	100,000
General Fund Resources	49,746,139	48,299,135	48,842,652	49,067,022	50,952,423
All Other	10,050	1,142	73,292	66,000	66,000
TOTAL	52,958,158	53,869,752	55,457,420	54,964,905	56,803,701

Revenue Notes:

Sub-Department Community/Special Events/Services**Summary:****Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Community outreach involves all the programs that have direct intervention with the public in order to communicate better and build relationships with the community.

Programs and Services:

Programs in outreach include the C.O.P.S. program, Special Events Coordination, Youth Police Initiative and Police Athletic League, Chronic Offender Unit, Traffic School, Extra Duty and the Volunteer program.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	4.00	2.00	9.00	4.00	6.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	72,941	74,827	10,498	25,000	25,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,067,595	941,968	1,400,302	1,148,498	1,448,308
Supplies & Services	387,895	371,714	577,730	500,126	497,321
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,528,431	1,388,509	1,988,530	1,673,624	1,970,629

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	217,725	226,970	234,673	23,811	23,811
Services	513,918	529,515	589,259	630,687	630,687
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	50,000	0	0	0
General Fund Resources	796,600	581,013	1,164,884	1,019,126	1,316,131
All Other	188	1,011	(286)	0	0
TOTAL	1,528,431	1,388,509	1,988,530	1,673,624	1,970,629

Revenue Notes:

Many contracts also include a provision to re-cooperate overtime costs. The revenue for overtime being re-cooperated is included in these numbers.

Program Summary: Community Oriented Policing (COPS Contract)**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

The mission of Spokane Community Oriented Policing Services (COPS) is to help promote and support an environment for a safe community.

Programs and Services:

The Cops program runs various different programs out of their COP Shops. They run the front desks of the Cops shops, Blockwatch, Neighborhood Observation Patrols, Bike Registration, Operation Family ID, Graffiti, Latent Finger Printing, Safe Streets & various other programs.

In partnership with the City of Spokane and its residents, and through collaboration with the Spokane Police Department, the Washington State Department of Corrections and community stakeholders, they provide services to neighborhoods that increase volunteer efforts and improve the quality of life throughout the community.

Budget is comprised of leases for Cops Shops and Contract w/ Spokane Cops 501C3. The contract carries, wages of 3 FTE's and general supplies.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	4,841	9,625	1,487	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	287,561	298,060	413,088	364,575	364,575
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	292,402	307,685	414,575	364,575	364,575

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	215,225	226,970	232,774	23,811	23,811
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	50,000	0	0	0
General Fund Resources	77,177	30,715	181,801	340,764	340,764
All Other	0	0	0	0	0
TOTAL	292,402	307,685	414,575	364,575	364,575

Revenue Notes:

Program Summary: Community Outreach & Engagement

Division: Public Safety

Fund Type: General Fund

Executive Summary:

Community Outreach and Engagement includes proactive approaches to policing.

Programs and Services:

The youth police initiative (YPI), Police Athletic League (PAL), and other community outreach events make up this program in looking forward to building community relations and helping to reduce recidivism.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	7.00	2.00	3.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	479,133	336,024	511,988
Supplies & Services	0	0	17,683	2,530	3,825
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	496,816	338,554	515,813

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	496,816	338,554	515,813
All Other	0	0	0	0	0
TOTAL	0	0	496,816	338,554	515,813

Revenue Notes:

Program Summary: Police Special Events and Extra Duty

Division: Public Safety

Fund Type: General Fund

Executive Summary:

Special Events are a collaboration of SPD and the community and organization leaders.

The Spokane Police Department's Extra Duty program was first established in 1990 by Chief Mangan at that time in order to formalize the practice of police officers working off duty-as commissioned officer and in other outside employment capacities. Through the coordinated effort of SPD, City Admin, and the Police Guild, the Extra Duty program was established.

Programs and Services:

Special Events such as parades and runs are vulnerable areas of safety for the community. They often times require traffic control, and special coordination planning and contracts with organizations in order to keep the community safe during and before the event.

The Extra Duty program coordinates with a private entity that desires to hire an off-duty officer and enters into a contract with the City and is billed the "Extra Duty rate" in order to recuperate the costs associated with that officer.

The Extra Duty Coordinator works closely with outside entities, SCSO, payroll, and police admin in order to help ensure that the community is safe during these private events.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	2.00	1.00	0.00	0.00	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	277	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	795,612	781,510	704,075	545,821	669,260
Supplies & Services	49,917	36,052	51,512	37,326	37,194
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	845,806	817,562	755,587	583,147	706,454

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	1,899	0	0
Services	342,119	355,195	428,645	378,187	378,187
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	503,499	461,356	325,329	204,960	328,267
All Other	188	1,011	(286)	0	0
TOTAL	845,806	817,562	755,587	583,147	706,454

Revenue Notes:

Program Summary: Traffic School**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Safe Traffic Operations Program (STOP) is designed to improve driver awareness and understanding of traffic laws, and to promote safe driving skills.

Programs and Services:

Safe Traffic Operations Program (STOP) is a voluntary class offered by the Spokane Police Department. It is designed to improve driver awareness and understanding of traffic laws and to promote safe driving skills. Upon successful completion of STOP, your ticket will be dismissed and will not be reported to the Department of Licensing.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	66,599	65,202	9,011	25,000	25,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	63,240	54,154	68,742	55,534	55,146
Supplies & Services	4,082	421	42,511	71,604	71,604
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	133,921	119,777	120,264	152,138	151,750

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	171,799	174,320	160,614	252,500	252,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	(37,878)	(54,543)	(40,350)	(100,362)	(100,750)
All Other	0	0	0	0	0
TOTAL	133,921	119,777	120,264	152,138	151,750

Revenue Notes:

Program Summary: Volunteer Services

Division: Public Safety

Fund Type: General Fund

Executive Summary:

The Volunteer program consists of many different types of volunteers in order to augment duties both commissioned and non commissioned.

Programs and Services:

The Citizen Volunteer program is essentially a service program. This program fills the gap between college age volunteers and retired senior volunteers. Applicants must be 18 years of age.

The Reserve program is comprised of men and women who either aspire to be police officers or want to serve on the front line. Reserves are comprised of community members who volunteer their time to fulfill many of the roles handled by full-time, sworn police officers.

The Cooperative Education Program (CO-OP) is a joint venture between the Spokane Police Department and local colleges and universities to support SPD's Patrol Division. It is designed to provide non-law enforcement services and tasks that do not require law enforcement power or police legal authority. CO-OPs assist patrol at accident scenes, take cold crime reports, and pick up found property and evidence for the Patrol Division. CO-OPs attend a 40-hour academy and are required to contribute a minimum of 20 volunteer hours monthly (including two monthly evening meetings). CO-OPs must be at least 18 years of age and currently enrolled in college (any field) as a full or part-time student maintaining a 2.5 cumulative GPA. Applicants must possess a valid driver's license.

Senior Volunteers

Retired men and women have a great wealth of knowledge and skill to bring to the Spokane Police Department through the Senior Volunteer program. If you enjoy working with the public, have people skills, are a problem-solver, and have basic clerical skills and computer knowledge, we need you!

Senior Volunteers are trained to:

- Work the front desk or information booth at the Public Safety Building
- Work in the Records Division, Crime Analysis Unit, Police Administration, Special Investigations Unit, etc.
- Perform vacation home checks
- Pick up property/fraud items
- Give tours and help to staff the SPD Historical Museum
- Serve as McGruff the Crime Dog or as a McGruff escort
- Work to prevent citizen identity theft

Senior Volunteers have training meetings throughout the year and are encouraged to volunteer a minimum of 16 hours per month.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	2.00	1.00	2.00	2.00	2.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,224	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	208,743	106,304	148,352	211,119	211,914
Supplies & Services	46,335	37,181	52,936	24,091	20,123
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	256,302	143,485	201,288	235,210	232,037

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	2,500	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	253,802	143,485	201,288	235,210	232,037
All Other	0	0	0	0	0
TOTAL	256,302	143,485	201,288	235,210	232,037

Revenue Notes:

Sub-Department Operations
Summary:

Division: Public Safety

Fund Type: General Fund

Executive Summary:

Field Operations oversees front-line deployment of Patrol resources, to include patrol officers, traffic, K9. These units respond to citizen calls for service to 911 and Crime Check to prevent and reduce crime.

Programs and Services:

Programs include Patrol, K9 and Traffic.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	274.00	281.00	281.25	291.15	291.48

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	16,294	2,300	0	6,800	0
Interfund Charges	9,309	0	2,586	0	0
Reserve for Budget Adjustment	0	0	0	0	66,978
Transfers Out	0	0	0	90,100	179,205
Wages & Benefits	30,979,934	36,507,351	36,892,749	36,488,321	37,622,517
Supplies & Services	417,506	345,543	433,112	451,141	409,675
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	31,423,043	36,855,194	37,328,447	37,036,362	38,278,375

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	1,502,236	1,606,914	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	329,154	819,375	481,352	549,155	549,155
Services	193,495	353,368	363,255	143,020	143,020
Fines & Forfeits	0	0	4,239	0	0
Operating Transfers In	0	0	100,000	100,000	100,000
General Fund Resources	29,398,352	34,075,537	36,378,769	36,244,187	37,486,110
All Other	9	0	832	0	0
TOTAL	31,423,246	36,855,194	37,328,447	37,036,362	38,278,285

Revenue Notes:

Program Summary: Investigations

Division: Public Safety

Fund Type: General Fund

Executive Summary:

SPD's Investigative Division works closely with SPD's Criminal Intelligence Analysts to collect and review real-time information and data regarding crime trends, arrests, and patterns of criminal activity. Detectives utilize this information as they conduct investigations within their respective units.

Programs and Services:

The Spokane Police Department Investigations Division houses the investigative arm of the Spokane Police Department. The Division is comprised of the Major Crimes Unit (MCU), the Collision Investigation Unit, the Special Victims Unit (SVU), the Special Investigative Unit (SIU), the Targeted Crimes Unit (TCU), the Chronic Offender Unit (COU), the Regional Safe Streets Task Force (SSTF), the Criminal Intelligence Unit (CIU), the Domestic Violence Unit (DVU), the Civil Enforcement Unit (CEU), and General Detectives. These units work to serve citizens and actively fight crime through comprehensive and thorough investigations, victim assistance, and crime prevention efforts. In the Investigative Division, detectives from each of the various investigative units are under a single command to ensure rapid response to emerging crime and quality of life issues.

The Major Crimes Unit, which includes the Collision Investigation Unit, and Special Victims Unit are responsible for the investigations of crimes against persons (violent and sex crime). Major Crimes handles the investigations of homicides, suicides, fatal traffic collisions, robberies, and aggravated assaults. SPD Major Crimes Unit detectives are skilled investigators who work high profile and time sensitive cases. The Special Victims Unit is assigned all sexual assaults that occur in Spokane. Many of the investigators are involved in education/training throughout the community regarding sexual assault interviewing, sexual assault investigations, and internet awareness.

The Special Investigative Unit receives complaints from citizens on drug trafficking in Spokane. These complaints are prioritized and assessed on a case by case basis. All felony drug cases generated from patrol are also assigned to SIU. SIU is also involved in undercover operations as needed by the Spokane Police Department.

The Regional Safe Streets Task Force is made up of street officers, investigators, and support staff from various agencies, all of whom are dedicated to eliminating or drastically reducing the gang problem. It collects and reports information on all types of gangs and does not focus on any individual or gang solely because of ethnic or socioeconomic status. The task force has been a model emulated by new task forces both in Washington State and throughout the nation. Members of the unit are called upon often to assist in the formation of new task forces based on best-practice models.

The Targeted Crimes Unit is a proactive investigative unit that works property crimes, primarily vehicle theft. Also a part of TCU is the Chronic Offender Unit. Detectives and officers assigned to TCU and COU work with other units, such as Patrol, to target repeat/chronic offenders or other notable suspects proactively, rather than to rely on traditional investigative follow-up methods. TCU works closely with Patrol Anti-Crime Teams (PACT), which are patrol officers working in a plain clothes capacity to target hot spots and known offenders.

Functions of the Central Intelligence Unit (CIU) include delivering field intelligence reports on active and potential gang members, assist with conducting gang investigations, assist with investigating potential terrorism-related threats to the area, manage informants, and implement proactive tactics to deal with gang problems.

The Domestic Violence Unit (DVU) is comprised of detectives and officers, who work closely with Spokane County detectives, the Spokane County Prosecutors' Office, and domestic violence advocates. This combined group serves as the Spokane Family Justice Center, offering services and assistance to domestic violence victims all in one place. The creation of the SPD's DVU has allowed officers to follow up with victims and suspects in a timelier manner to ensure further DV incidents are not occurring.

The Civil Enforcement Unit (CEU) oversees items seized by the Spokane Police Department during the commission of a crime, tracking it from the time of seizure until the owner relinquishes their rights to the item(s) or the owner contests the seizure and proceeds with a review by the Hearing Examiner. The unit also works in conjunction with SPD's Neighborhood Conditions Officers reference nuisance houses and assists with the abatement process.

While not assigned to a specific unit, the general detectives are assigned to Police Precincts in either North, South, or Downtown Spokane. These detectives investigate property crimes such as burglary, larceny, and vehicle theft, as well as conduct follow-up investigations regarding fraud/embezzlement cases and property recovery cases. They investigate using traditional methods, such as interviewing witnesses and examining physical evidence (such as fingerprints). They also work property recovery cases, using recovered property to develop suspect leads.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	70.00	68.00	67.00	63.00	77.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,720	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	66,978
Transfers Out	0	0	0	90,100	179,205
Wages & Benefits	8,272,961	8,789,980	8,685,309	8,408,148	9,928,121
Supplies & Services	156,392	137,836	151,373	252,248	213,090
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	8,431,073	8,927,816	8,836,682	8,750,496	10,387,394

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	134,140	0	72,711	120,000	120,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	8,296,917	8,927,816	8,763,971	8,630,496	10,267,394
All Other	16	0	0	0	0
TOTAL	8,431,073	8,927,816	8,836,682	8,750,496	10,387,394

Revenue Notes:

Program Summary: K-9**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

K9 Patrol dogs are used for locating criminal suspects; they search buildings and open areas, and track suspects that have fled an area.

Programs and Services:

K9 Patrol dogs are used for locating criminal suspects; they search buildings and open areas, and track suspects that have fled an area. A patrol dog can search a building, vehicle, or area faster, safer, with less manpower, and more accurately than officers can. A patrol dog is also able to locate evidence that a suspect may have discarded. The dog may find this evidence while on a track or when called to search an area after a suspect has already been located.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	6.00	5.00	4.00	5.00	6.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	6,800	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	759,776	904,287	745,242	655,092	802,683
Supplies & Services	46,380	22,103	22,512	28,033	25,085
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	806,156	926,390	767,754	689,925	827,768

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	6,000	4,800	20,700	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	800,156	921,590	747,054	689,925	827,768
All Other	0	0	0	0	0
TOTAL	806,156	926,390	767,754	689,925	827,768

Revenue Notes:

Program Summary: Patrol**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Patrol officers and supervisors are the front-line responders to calls for service from citizens to 911 or Crime Check.

Programs and Services:

Patrol officers and supervisors are the front-line responders to calls for service from citizens to 911 or Crime Check. These officers take reports, conduct preliminary investigations in the field, and respond to citizen inquiries. In addition to these citizen calls, which range from domestic violence to vehicle collisions to burglary, officers also conduct self-initiated activity. This includes stops of suspicious people, surveillance, citizen and business contacts, and traffic stops. Patrol officers also conduct preventive patrols in known hot spot areas to prevent crime before it occurs. Patrol also consists of the precinct areas and the detectives assigned to those precincts.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	185.00	195.00	199.25	210.75	197.08

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	16,294	0	0	0	0
Interfund Charges	7,498	0	2,086	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	20,472,158	24,894,472	25,772,974	25,668,767	25,266,425
Supplies & Services	183,074	164,277	232,321	137,272	132,300
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	20,679,024	25,058,749	26,007,381	25,806,039	25,398,725

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	1,502,236	1,606,914	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	3,002	387,410	7,521	0	0
Services	89,749	292,691	186,935	99,000	99,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	19,084,247	22,771,734	25,812,093	25,707,039	25,299,725
All Other	(7)	0	832	0	0
TOTAL	20,679,227	25,058,749	26,007,381	25,806,039	25,398,725

Revenue Notes:

Program Summary: Reimbursed Contract Services

Division: Public Safety

Fund Type: General Fund

Executive Summary:

Contractual Obligations through interlocals or other task force agencies to provide support and be reimbursed.

Programs and Services:

Reimbursements in this are consist of agreements between federal and state and local agencies for various task forces or other means of joint services.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	2.00	2.00	1.00	1.40	1.40

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	2,300	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	277,044	685,409	370,257	366,628	375,543
Supplies & Services	19	6,601	2,635	0	12,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	277,063	694,310	372,892	366,628	387,543

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	185,662	427,165	380,270	429,155	429,155
Services	0	0	0	44,020	44,020
Fines & Forfeits	0	0	4,239	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	91,401	267,145	(11,617)	(106,547)	(85,722)
All Other	0	0	0	0	0
TOTAL	277,063	694,310	372,892	366,628	387,453

Revenue Notes:

Program Summary: Traffic**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Traffic is a specialized unit that provides general traffic enforcement for the entire city.

Programs and Services:

The goals and objectives of the Spokane Police Traffic Unit are to reduce the number and severity of traffic collisions in the City of Spokane. The Department takes a three-prong approach to the problem: education, engineering, and enforcement. Besides the motorcycle officers who provide traffic enforcement, there are two Commercial Vehicle Officers that target commercial vehicles for compliance with regulations, and one Photo Red Enforcement Officer who is funded by and administers the Photo Red program.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	11.00	11.00	10.00	11.00	10.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	91	0	500	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,197,995	1,233,203	1,318,967	1,389,686	1,249,745
Supplies & Services	31,641	14,726	24,271	33,588	27,200
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,229,727	1,247,929	1,343,738	1,423,274	1,276,945

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	350	0	150	0	0
Services	103,746	60,677	176,320	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	100,000	100,000	100,000
General Fund Resources	1,125,631	1,187,252	1,067,268	1,323,274	1,176,945
All Other	0	0	0	0	0
TOTAL	1,229,727	1,247,929	1,343,738	1,423,274	1,276,945

Revenue Notes:

Sub-Department Police Operations Support

Summary:

Division: Public Safety

Fund Type: General Fund

Executive Summary:

The Operations Support centralizes fiscal, human resources, and support services (property, dispatch and training/academy) so sworn police officers can focus their efforts on preventing and reducing crime, building strong community collaboration, and improving the quality of life in our neighborhoods.

Programs and Services:

Operations support supports the rest of the department's daily operations. The various units under Operations support ensure officers, detectives, and supervisors/managers receive the data, equipment, and support they need to complete their job functions.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	71.75	72.75	81.15	83.75	85.60

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	166,709	0	0	33,000	0
Interfund Charges	6,150,333	1,113,001	27,629	0	64,159
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	40,000	174,000	90,074
Wages & Benefits	7,063,437	6,458,020	7,360,717	8,077,547	8,469,513
Supplies & Services	1,798,811	2,034,704	1,472,409	1,429,238	1,544,324
Debt Services	0	0	0	0	0
All Other	624,650	632,932	662,196	691,991	681,963
TOTAL	15,803,940	10,238,657	9,562,951	10,405,776	10,850,033

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	959,693	0	0
Licenses & Permits	87,434	73,995	71,950	0	0
IG Revenue	298,084	305,889	1,630,361	335,000	335,000
Services	52,717	25,791	52,753	135,605	144,605
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	15,355,852	9,832,851	6,775,457	9,792,171	10,361,428
All Other	9,853	131	72,737	9,000	9,000
TOTAL	15,803,940	10,238,657	9,562,951	10,271,776	10,850,033

Revenue Notes:

Program Summary: Academy Training and Firing Range

Division: Public Safety

Fund Type: General Fund

Executive Summary:

The Spokane Police Department offers comprehensive training for both the community and law enforcement officers.

Firing Range operations for the Spokane Police department serve not only the City of Spokane but several neighboring jurisdictions. Costs to maintain the firing range are now being partially recuperated by range fees.

Programs and Services:

Proper training for the men and women of the Spokane Police Department is a top priority for the Department. SPD holds mandatory, department-wide training four times throughout a given year in order to keep officers and other employees up to date on their knowledge and technique with the ultimate goal of protecting and serving citizens. This training also serves as a supplement to the training provided to the departments CIT (Crisis Intervention Training) officers. CIT officers are commissioned personnel given additional training in dealing with vulnerable populations. The CIT Program and training was instituted in 2001 and is updated with new and current information and techniques each year.

The Academy is responsible for the on-going training of department members as well as the screening and hiring of applicants. Additionally, we will implement leadership training at all levels, recognizing that every police officer and civilian staff member is a leader. The academy develops and implements specific training for to ensure we are preparing our mid-level and senior leaders to meet the challenges of a dynamic and ever changing profession.

The academy continuously assesses and evaluates training policies, practices, and methods to ensure they are consistent with Washington State Police Training requirements and the best practices of the police profession.

Operating the range takes both personnel and maintenance. Examples of maintenance are keeping the range "eyebrow" in good condition, applying sand, excavation of lead, maintaining the roads and landscaping and maintaining the building and target turning equipment.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	7.00	9.00	8.40	6.60	6.60

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	2,187	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,333,787	796,883	847,064	854,772	899,483
Supplies & Services	361,129	515,249	411,003	245,144	208,950
Debt Services	0	0	0	0	0
All Other	0	0	0	10,763	0
TOTAL	1,697,103	1,312,132	1,258,067	1,110,679	1,108,433

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,952	13,803	20,775	0	0
Services	30,400	4,100	5,485	20,000	20,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,662,136	1,294,123	1,231,807	1,081,679	1,079,433
All Other	2,615	106	0	9,000	9,000
TOTAL	1,697,103	1,312,132	1,258,067	1,110,679	1,108,433

Revenue Notes:

Program Summary: Crime Analysis**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Crime Analysis works under the direction of Admin and Investigations to aid in the tracking of criminals and patterns.

Programs and Services:

Staff prepares weekly Comp Stat reports for command staff and others to review in order to hone in and know where to focus crime reduction efforts.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	4.00	4.00	6.00	7.00	7.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	46	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	422,890	380,910	467,989	555,006	573,989
Supplies & Services	9,712	22,865	9,341	15,293	15,095
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	432,648	403,775	477,330	570,299	589,084

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	432,648	403,775	477,330	570,299	589,084
All Other	0	0	0	0	0
TOTAL	432,648	403,775	477,330	570,299	589,084

Revenue Notes:

Program Summary: Police Dispatch**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Dispatchers process calls from 911 and Crime Check, coordinating the dispatch of officers to calls. They also relay information to officers in the field.

Programs and Services:

Dispatchers triage the citizen calls that are transferred from 911 and Crime Check. Dispatchers send officers on emergency calls while relaying necessary and vital information to ensure the safety of both the officers and the citizens involved. They conduct name, vehicle, and warrant checks for officers in the field, as well as call citizens for further information regarding their call. For non-emergency calls, dispatchers conduct research and callbacks so officers in the field can focus on responding to the call instead of completing this work themselves.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	22.00	22.00	21.00	21.00	21.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	51,189	51,729	0	0	63,159
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,232,943	2,439,365	2,210,108	2,233,615	2,273,202
Supplies & Services	32,340	19,574	85,549	84,431	21,199
Debt Services	0	0	0	0	0
All Other	624,650	623,999	642,719	662,100	681,963
TOTAL	2,941,122	3,134,667	2,938,376	2,980,146	3,039,523

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	296,132	292,086	312,086	335,000	335,000
Services	2,336	7,029	5,846	10,000	10,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	2,642,654	2,835,552	2,620,444	2,635,146	2,694,523
All Other	0	0	0	0	0
TOTAL	2,941,122	3,134,667	2,938,376	2,980,146	3,039,523

Revenue Notes:

Program Summary: Police Property & Evidence

Division: Public Safety

Fund Type: General Fund

Executive Summary:

The SPD Property and Evidence Facility processes all property and evidence entered into the system, responds to crime scenes, when requested, to take custody of collected evidence, and maintains and disposes of property and evidence in accordance with RCWs, state audit requirements, departmental and accreditation standards.

Programs and Services:

The Evidence Unit of the Spokane Police Department is a joint unit responsible for maintaining the integrity of evidence and chain of custody of all property that comes into their possession in accordance with state laws, city ordinances, and departmental policies and procedures. The current property facility stores more than 225,000 items classified as evidence, safekeeping, or found property collected from the Spokane Police Department, Spokane Valley Police Department, and Spokane County Sheriff's Office. They also maintain a record of all property movement transactions within the facility as well as movement to the courts, crime labs, investigations, and property viewings.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	6.75	6.75	6.75	7.00	7.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	180,765	146,198	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	40,000	174,000	90,074
Wages & Benefits	526,232	548,846	543,142	572,293	597,702
Supplies & Services	100,150	26,263	171,725	25,621	27,670
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	807,147	721,307	754,867	771,914	715,446

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	235,000	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	807,147	721,307	519,867	637,914	715,446
All Other	0	0	0	0	0
TOTAL	807,147	721,307	754,867	637,914	715,446

Revenue Notes:

Program Summary: Police Records**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

The SPD Records Unit collects, processes, and protects all law enforcement records filed for the Spokane region.

Programs and Services:

The SPD Records Unit collects, processes, and protects all law enforcement records filed, to include police reports and warrants and protection orders issued by the courts. They are also research and issue Concealed Weapons Permits. Records also fills public disclosure requests related to law enforcement records. This unit supports not only SPD, but other local law enforcement agencies as well, to include Spokane County Sheriff Office.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	32.00	31.00	32.00	32.00	32.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	166,845	163,724	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,204,985	1,944,416	2,142,924	2,480,957	2,505,415
Supplies & Services	96,522	63,829	83,857	65,093	61,251
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,468,352	2,171,969	2,226,781	2,546,050	2,566,666

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	87,434	73,995	71,950	0	0
IG Revenue	0	0	1,062,500	0	0
Services	10,544	4,762	178	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	2,370,164	2,093,187	1,092,067	2,546,050	2,566,666
All Other	210	25	86	0	0
TOTAL	2,468,352	2,171,969	2,226,781	2,546,050	2,566,666

Revenue Notes:

Program Summary: Protective Services

Division: Public Safety

Fund Type: General Fund

Executive Summary:

Protective Services is used for general operations and support and allocated through the cost plan.

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	166,709	0	0	0	0
Interfund Charges	5,749,301	751,350	27,629	0	1,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	342,600	347,600	776,904	345,000	387,676
Supplies & Services	1,198,958	1,360,752	709,858	480,071	654,931
Debt Services	0	0	0	0	0
All Other	0	8,933	19,477	0	0
TOTAL	7,457,568	2,468,635	1,533,868	825,071	1,043,607

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	959,693	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	9,437	9,900	10,212	59,000	68,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	7,441,103	2,458,735	491,312	766,071	975,607
All Other	7,028	0	72,651	0	0
TOTAL	7,457,568	2,468,635	1,533,868	825,071	1,043,607

Revenue Notes:

Program Summary: Technical Assistance Response Unit (TARU)**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Technical Assistance Response Unit (TARU) helps to identify and correct technical issues for commissioned officers out in the field.

Programs and Services:

The program started in 2014, but with no personnel budgeted. This program supports purchasing of technical equipment and maintenance. Personnel include a blend of both IT staff and Police officers in order to have a global understanding of technical issues. In 2015 the program included the Arrest program.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	7.00	10.00	12.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	33,000	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	372,586	1,035,904	1,232,046
Supplies & Services	0	26,172	1,076	513,585	555,228
Debt Services	0	0	0	0	0
All Other	0	0	0	19,128	0
TOTAL	0	26,172	373,662	1,601,617	1,787,274

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	31,032	46,605	46,605
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	26,172	342,630	1,555,012	1,740,669
All Other	0	0	0	0	0
TOTAL	0	26,172	373,662	1,601,617	1,787,274

Revenue Notes:

Sub-Department SPD Administration**Summary:****Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Administration support centralizes fiscal, human resources, and support services (Chief's office, Finance, Hiring and Recruiting, Fleet, Facilities and the Office of Professional Accountability) so sworn police officers can focus their efforts on preventing and reducing crime, building strong community collaboration, and improving the quality of life in our neighborhoods.

Programs and Services:

Administration supports the rest of the department's daily operations. The various units under Administration support ensure officers, detectives, and supervisors/managers receive the data, equipment, and support they need to complete their job functions.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	19.50	26.00	27.00	24.00	24.40

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	170,415	136,153	28,895	0	0
Interfund Charges	619,087	90,073	664,097	547,278	0
Reserve for Budget Adjustment	0	0	0	(84,398)	0
Transfers Out	234,719	223,922	0	134,717	134,717
Wages & Benefits	2,681,669	2,662,368	3,179,770	2,986,971	3,147,041
Supplies & Services	181,903	626,482	627,686	586,352	644,106
Debt Services	0	0	0	0	0
All Other	0	1,230,849	1,362,098	1,507,435	1,526,563
TOTAL	3,887,793	4,969,847	5,862,546	5,678,355	5,452,427

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	1,671,398	1,700,000	1,700,000
Licenses & Permits	0	0	0	82,000	82,000
IG Revenue	0	1,414,647	372,048	1,937,000	1,937,000
Services	0	159,761	8,465	180,605	125,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	3,887,792	3,395,439	3,810,626	1,805,162	1,551,427
All Other	0	0	9	57,000	57,000
TOTAL	3,887,792	4,969,847	5,862,546	5,761,767	5,452,427

Revenue Notes:

Sub-Department Specialty Units

Summary:

Division: Public Safety

Fund Type: General Fund

Executive Summary:

Besides the sub-units of Field Operations, there are multiple specialty teams comprised of commissioned officers that support the mission of the department. These units are composed of personnel whose primary assignment varies from Explosive Device Unit, SWAT, Hostage TAC, Dignitary Protection, & Breaching. These personnel are allocated to teams, but their full time positions are budgeted elsewhere.

Programs and Services:

The mission of the SPD SWAT team is to support the SPD and any other requesting law enforcement agency approved by the Chief of Police or his designee with a tactical response to critical incidents. Critical incidents include hostage, barricade, or sniper situations, high-risk apprehension, high-risk warrant service, personal protection, and special assignments.

The Hostage Negotiation Team provides specialized skills needed in crisis diffusion and acts in cooperation with other specialty units within the Spokane Police Department. Additionally, the HNT has the priorities of preserving the lives of hostages, police, public and suspect(s) in crisis situations.

The Explosives Disposal Unit is a cooperative effort between the Spokane Police and the County Sheriff's Departments. Its mission is to render safe any explosive device or explosive material, and investigate items that are found and believed to be explosive in nature.

The Dignitary Protection Team members provide close security to those individuals who need additional protection. These include, but are not limited to local dignitaries, visiting national and foreign dignitaries, high profile speakers, and witnesses involved in high profile criminal and court cases.

The TAC Team is a unit specializing in crowd management (e.g., at demonstrations, rock concerts, special events, etc.) and civil disturbance response and control. Currently, the SPD TAC Team is the only team from a Washington agency providing instruction through the Washington State Training Commission on riot control tactics and civil disturbance tactics.

EDU-Homeland Security mandate. ET AI are all necessary specialized components of SPD needed for extreme situations.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	45	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	233,950	375,490	593,841	122,068	158,491
Supplies & Services	80,754	30,540	95,603	99,308	93,836
Debt Services	0	0	0	0	0
All Other	0	11,515	25,502	0	0
TOTAL	314,749	417,545	714,946	221,376	252,327

Expenditure Notes:

Revenues:

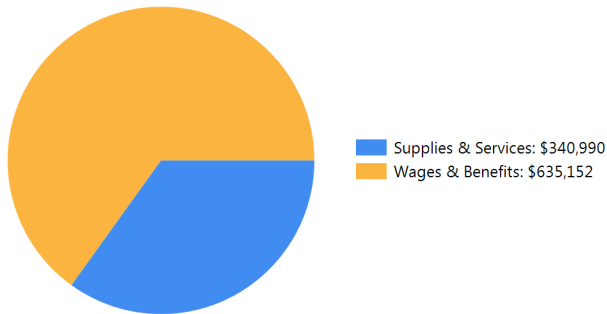
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	3,000	3,000
Services	7,206	3,250	2,030	12,000	12,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	307,543	414,295	712,916	206,376	237,327
All Other	0	0	0	0	0
TOTAL	314,749	417,545	714,946	221,376	252,327

Revenue Notes:

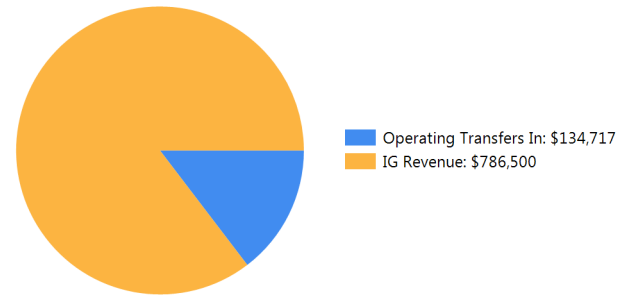
Public Safety & Judicial Grant

Grants dollars are used to enhance technology, sustain necessary equipment purchases, and support essential traffic programs such as Click-it-or-Ticket, x52 (DUI emphasis), Drive Hammered - Get Nailed, and others. They also support two detectives' positions in TCU and SVU, and portions of 6 positions with DOJ's COPS Hiring program.

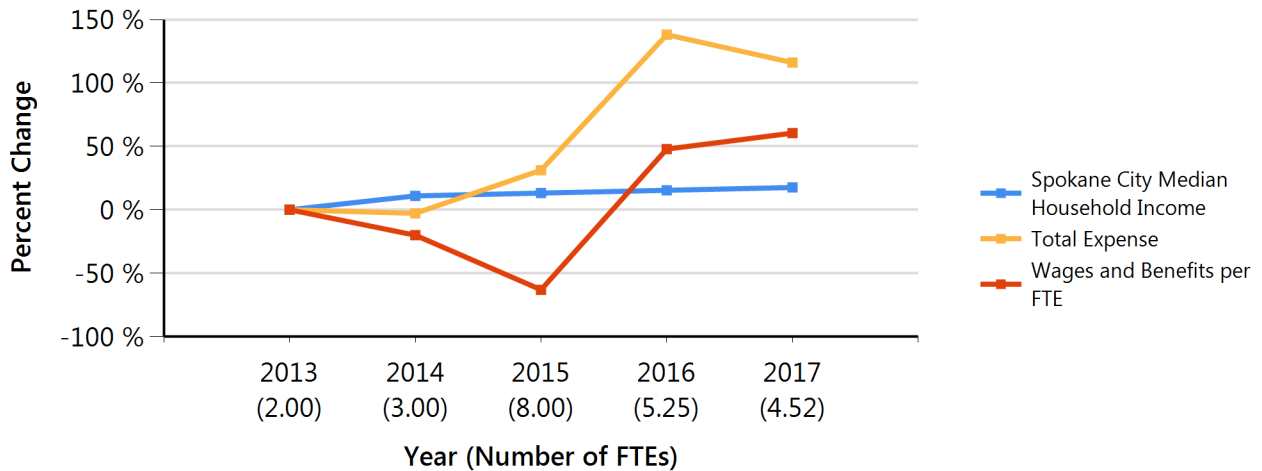
2017 Expenses



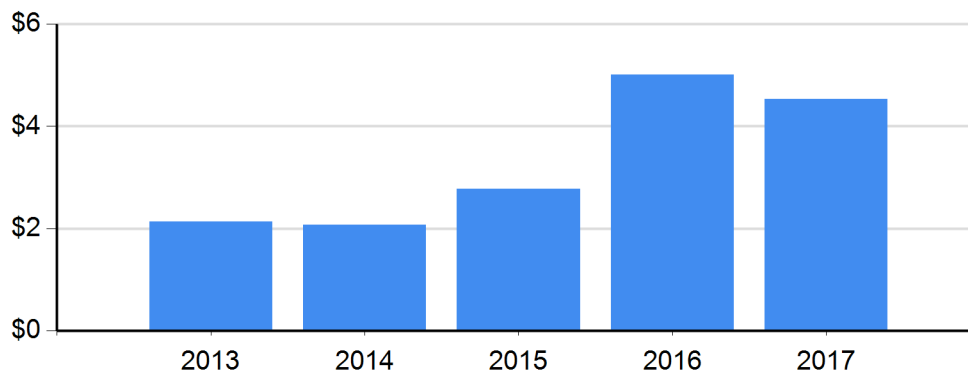
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$2.14	\$2.07	\$2.78	\$5.01	\$4.53
Percent Change	0.00%	-2.85%	35.04%	81.46%	-9.24%

Department Summary: Public Safety & Judicial Grant

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

Grants dollars are used to enhance technology, sustain necessary equipment purchases, and support essential traffic programs such as Click-it-or-Ticket, x52 (DUI emphasis), Drive Hammered - Get Nailed, and others. They also support two detectives' positions in TCU and SVU, and portions of 6 positions with DOJ's COPS Hiring program.

Programs and Services:

The Spokane Police Department has received and administered more than \$20 million dollars in grants over the past decade. Technology grants have been critical to our ability to acquire new information systems and make equipment purchases such as in-car cameras and the new targeting system at the Spokane Police Academy Range. Other grants have contributed to traffic safety, graffiti reporting and prevention, vehicle theft investigations, registered sex offender monitoring, elder abuse investigations and intervention, and gang intervention and prevention.

The SPD Traffic Unit receives many grants annually, primarily from the Washington Traffic Safety Commission. These grants support overtime and training to focus on specific enforcement activities, such as drinking and driving and seatbelt use. They also support events for car seat checks. These programs help to make Spokane a safer community for drivers and passengers, as well as others who share the road.

Annual block grants such as the Justice Assistance Grant (JAG) ensure SPD is able to make equipment purchases such as computers and weapons as well as software purchases to enhance efficiency. Without these block grants, these purchases would need to be made from the General Fund, which would impact our ability to provide other services.

Two FTEs are currently funded through grants and support specific services. The Washington Auto Theft Prevention Association (WATPA) currently funds one detective who works in Targeted Crimes (TCU). This detective supports the investigation of vehicle theft and those prolific offenders responsible for these and related crimes, such as identity theft. Another grant through the Washington Association of Sheriffs and Police Chiefs (WASPC) supports a detective assigned to the Special Victim's Unit (SVU) to monitor registered sex offenders. SVU registers and monitors over 900 convicted sex offenders living in the city. This detective provides three levels of notification on the release of sex offenders to the community.

Elimination of these grants would result in a dramatic reduction in these services provided to our community.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	2.00	3.00	8.00	5.25	4.52

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	121,004	9,200	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	259,975	311,665	473,296	655,371	635,152
Supplies & Services	70,805	118,031	119,402	420,156	340,990
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	451,784	438,896	592,698	1,075,527	976,142

Expenditure Notes:

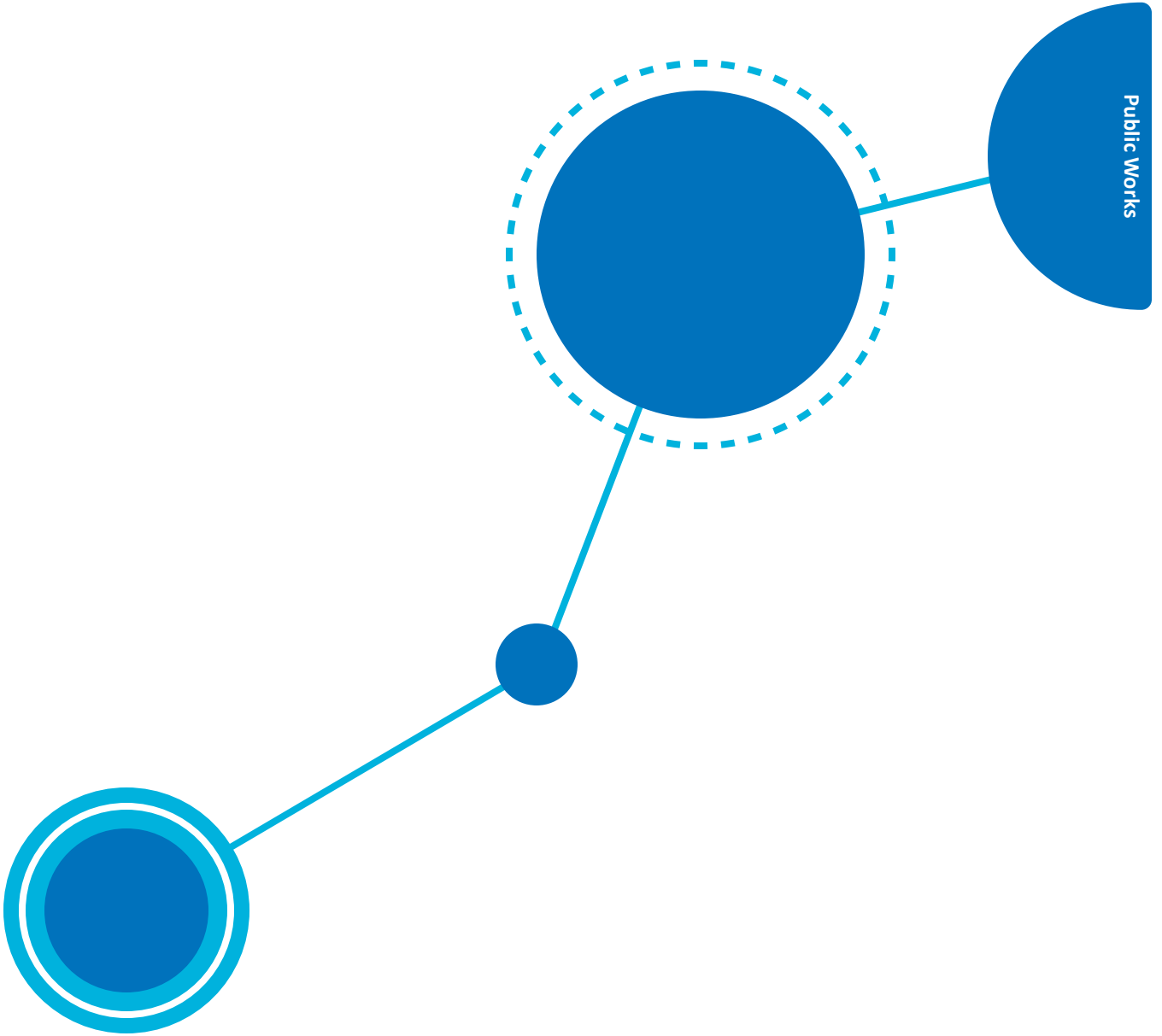
Full FTE budgeted for COPS grants, but match is in general fund in 2015. 2016 the FTE's budgeted are split between general fund and grants instead of wages and benefits moved through cash transfers.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	424,711	418,896	592,698	1,048,979	786,500
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	46,096	15,942	0	134,717	134,717
General Fund Resources	27,074	(15,942)	0	(108,169)	0
All Other	0	20,000	0	0	0
TOTAL	497,881	438,896	592,698	1,075,527	921,217

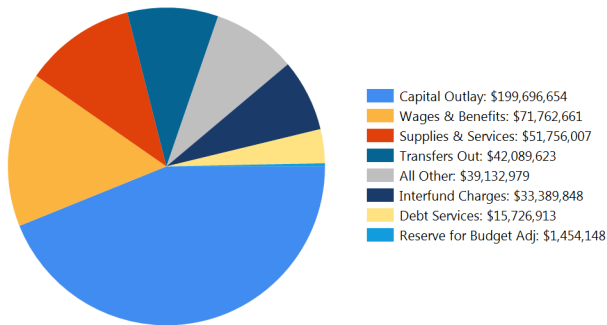
Revenue Notes:

Public Works

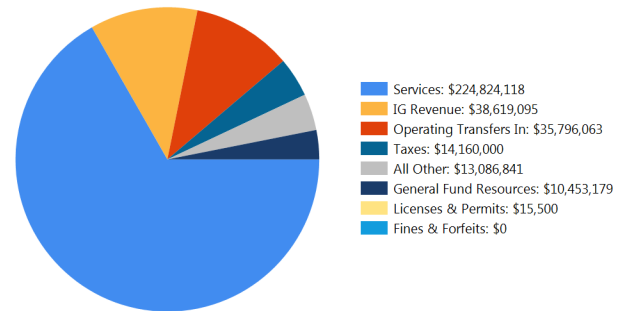


Public Works

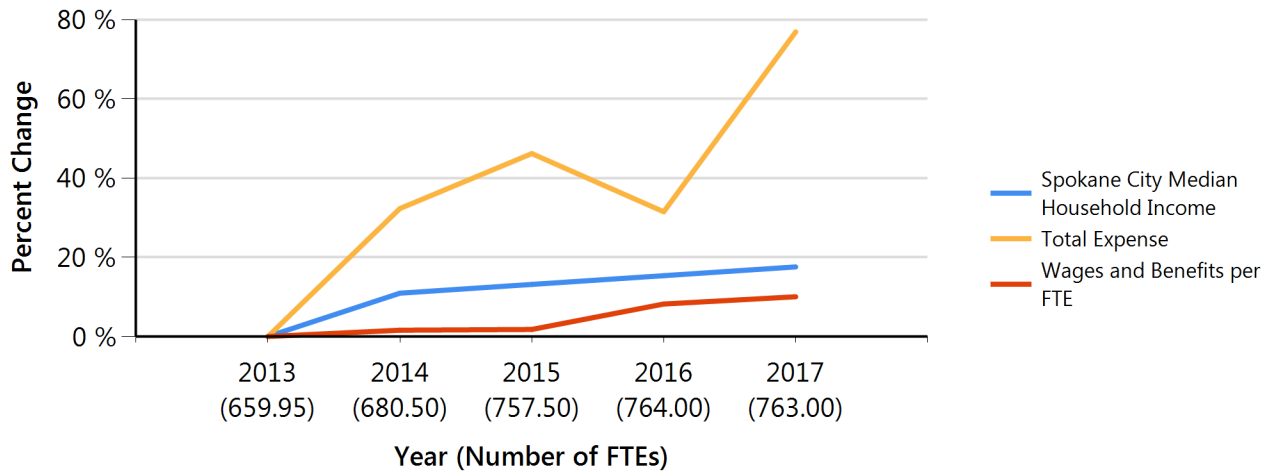
2017 Expense



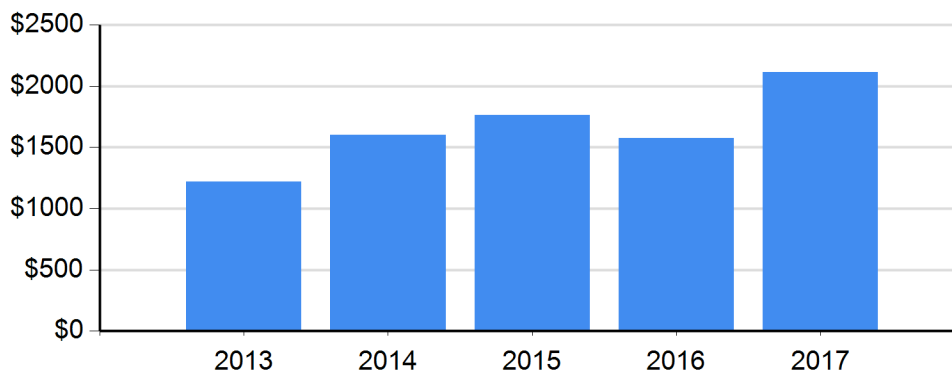
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



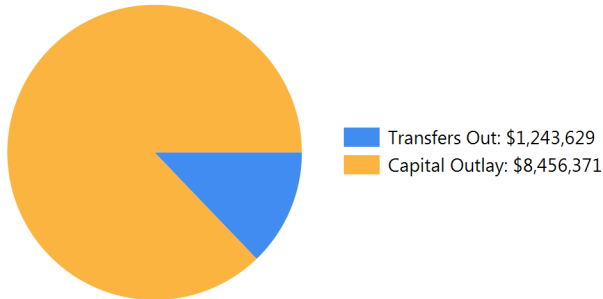
* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$1,217.80	\$1,603.57	\$1,765.16	\$1,577.35	\$2,112.88
Percent Change	0.00%	32.30%	10.49%	-10.05%	34.54%

2004 UTGO Street Bonds

The 2004 Street Bond Fund: 10-yr Street Bond Program handles all the accounting transactions for the 10-yr Street Bond Program.

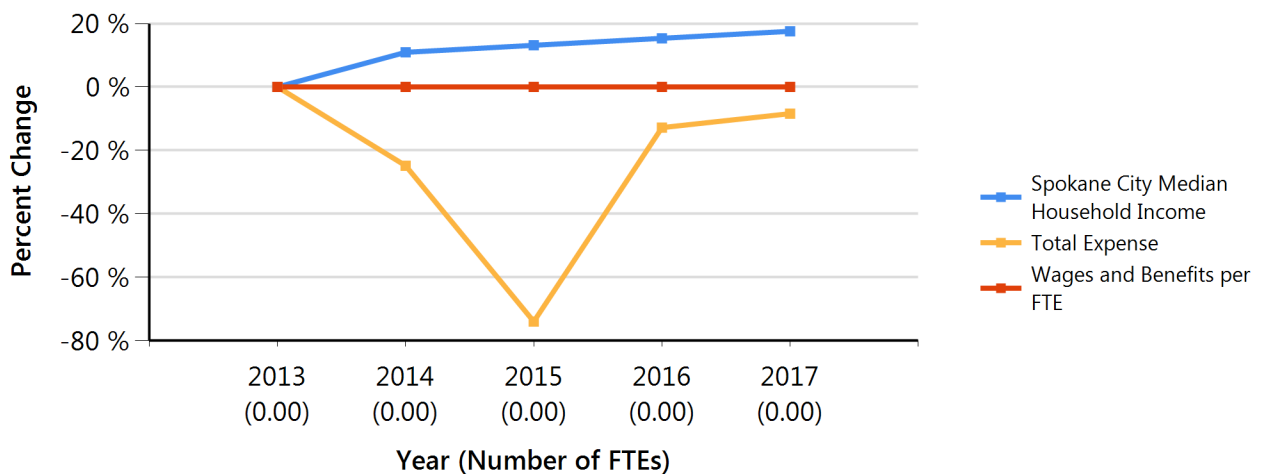
2017 Expenses



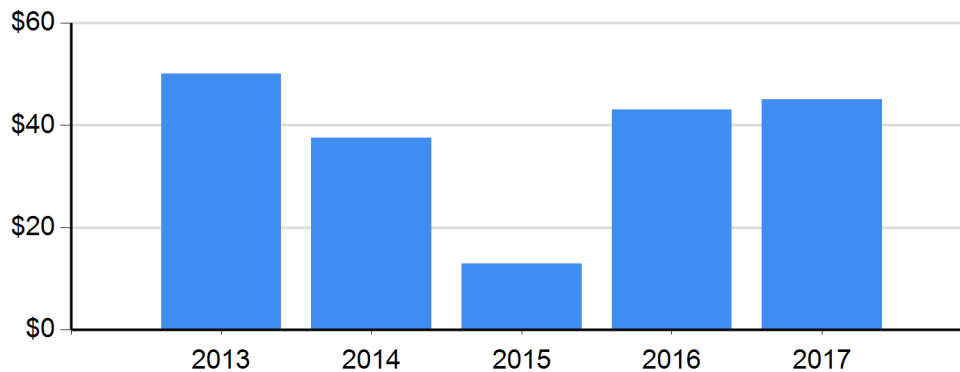
2017 Revenue

No Data Available

Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$50.13	\$37.49	\$12.91	\$43.05	\$45.02
Percent Change	0.00%	-24.84%	-65.44%	235.66%	5.04%

Department Summary: 2004 UTGO Street Bonds**Division:** Public Works**Fund Type:** Capital Project Fund

Executive Summary:

The 2004 Street Bond Fund: 10-yr Street Bond Program handles all the accounting transactions for the 10-yr Street Bond Program.

Programs and Services:

The 10-yr Street Bond Program is used in the transaction of all project costs incurred for projects found within the 10-yr Street Bond Program. On September 7, 2004 the City Council passed ordinance #33942 to implement a road improvement plan forwarded to them by the Mayor and the Citizens' Street Advisory Committee. The ordinance further submitted a proposition to the voters to issue general obligation bonds in the total amount of \$117,351,000 to finance the road improvement plan. This bond vote was approved by more than 60% of voters in a special election held November 2, 2004. The bonds were sold, and the proceeds are provided to the City to reimburse actual road improvement expenses incurred. This bid acts as the cash flow account for all the projects within 10-yr Street Bond Program.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	7,169,969	5,338,388	2,074,733	1,926,334	8,456,371
Interfund Charges	1,672,869	1,449,329	10,613	2,092,140	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,586,763	1,151,053	658,061	5,215,245	1,243,629
Wages & Benefits	0	0	0	0	0
Supplies & Services	162,049	21,397	7,466	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	10,591,650	7,960,167	2,750,873	9,233,719	9,700,000

Expenditure Notes:**Revenues:**

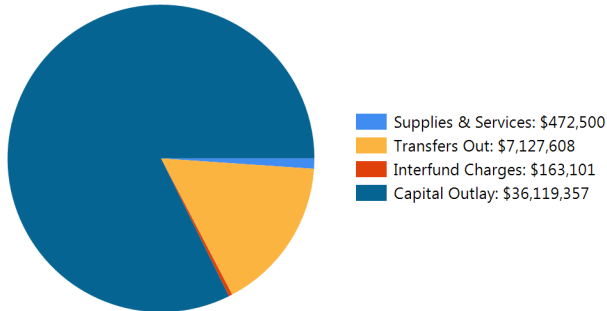
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	18,821	295,534	49,706	300,000	0
TOTAL	18,821	295,534	49,706	300,000	0

Revenue Notes:

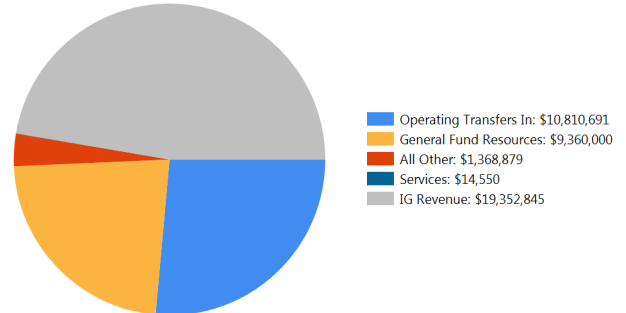
Arterial Street Fund

The Arterial Street Fund: 6-yr Street Program handles all the accounting transactions for the Six-Year Street Program

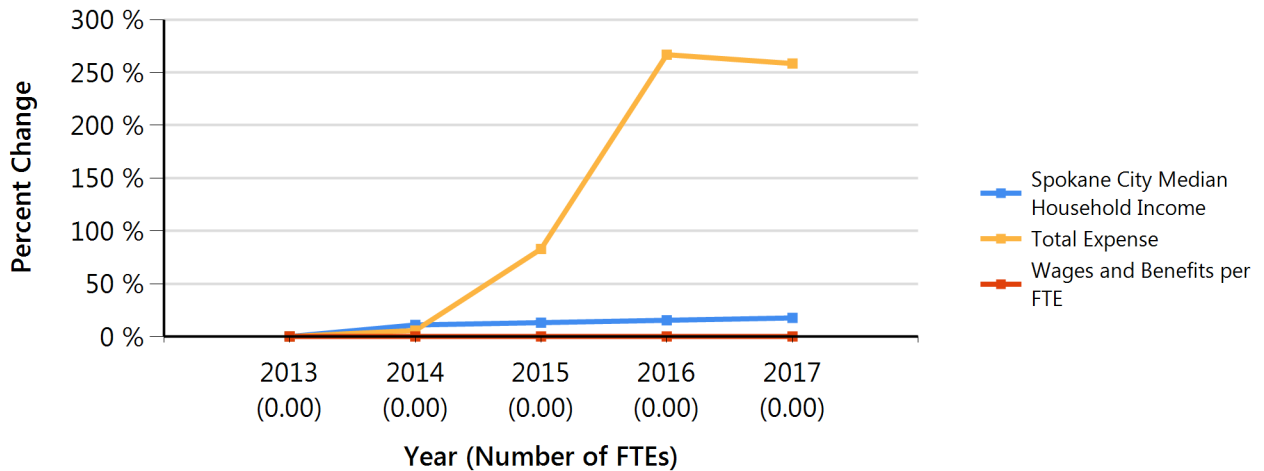
2017 Expenses



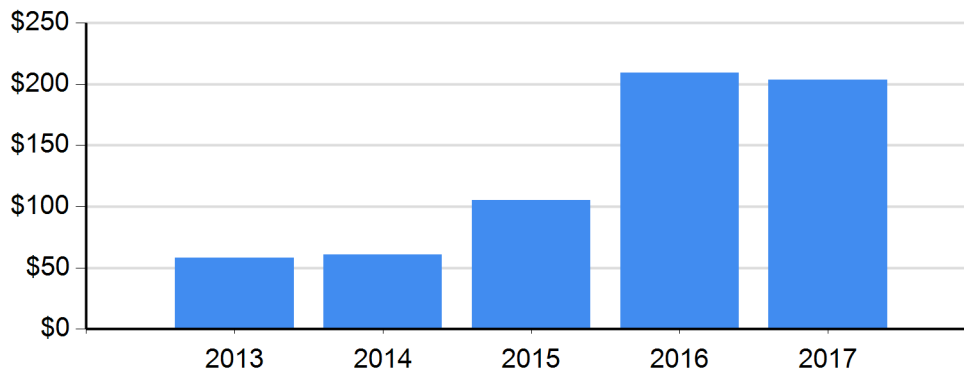
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$57.95	\$60.95	\$105.07	\$209.35	\$203.68
Percent Change	0.00%	5.68%	73.02%	100.56%	-2.28%

Department Summary: Arterial Street Fund

Division: Public Works

Fund Type: Capital Project Fund

Executive Summary:

The Arterial Street Fund: 6-yr Street Program handles all the accounting transactions for the Six-Year Street Program

Programs and Services:

The Integrated Capital Management Department coordinates and prioritizes all the interrelated infrastructure requirements within the City's right of way. Treating the array of necessary streets and utilities within the right of way in a holistic, system-wide manner is recognized as a best practice. It is a more efficient and cost-effective way to deliver the best value for investments. The citizens have embraced this new "integrated" approach to manage the street right of way, approving a new 20-year levy in November 2014 with a nearly 78 percent "yes" vote to support construction of improved and integrated streets. The Arterial Street Fund: 6-yr Street Program is used in the transaction of all roadway project costs incurred for projects found within the Six-Year Street Program. While the Street Levy will help pay for a significant portion of the work, the City still relies upon federal and state funding sources to design, purchase right-of-way and construct capital transportation projects. Federal and state transportation funds are provided to the City as reimbursements to actual expenses incurred, and are "eligible" as determined by federal and state rules/regulations. Because of this reimbursement-only policy, this bid acts as the cash flow account for all the projects within Street Program. In other words, the City must have enough cash on hand in this account to pay the bills and then obtain reimbursement of the eligible costs from the federal and/or state funding source.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	8,128,453	9,033,034	14,698,750	37,269,981	36,119,357
Interfund Charges	2,159,726	2,198,370	287,636	72,500	163,101
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,300,000	1,300,000	7,111,668	7,127,808	7,127,608
Wages & Benefits	0	0	0	0	0
Supplies & Services	438,513	276,441	174,263	436,288	472,500
Debt Services	216,703	118,316	117,751	0	0
All Other	465	14,207	473	0	0
TOTAL	12,243,860	12,940,368	22,390,541	44,906,577	43,882,566

Expenditure Notes:**Revenues:**

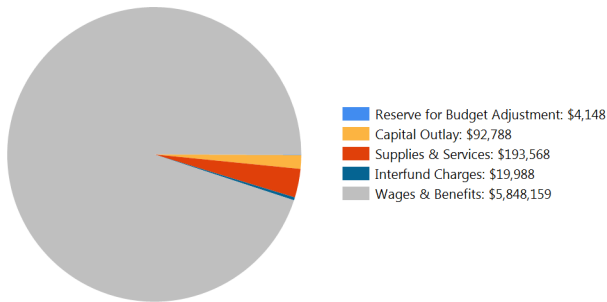
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	2,000	1,000	1,000	0	0
IG Revenue	6,135,361	10,751,363	8,640,604	17,158,427	19,352,845
Services	282,766	156,328	781,395	735,600	14,550
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	3,850,092	7,700,000	9,442,151	10,810,691
General Fund Resources	0	0	8,444,700	9,100,000	9,360,000
All Other	1,872,532	528,716	1,061,012	8,460,000	1,368,879
TOTAL	8,292,659	15,287,499	26,628,711	44,896,178	40,906,965

Revenue Notes:

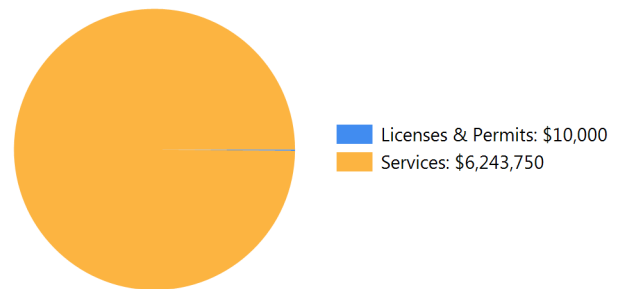
Engineering Services

The City of Spokane provides efficient and effective design and construction management services to facilitate economic opportunity and enhance the quality of life in Spokane. Engineering services is the primary design and construction management steward for the basic street, sewer, water, pedestrian, bikeway, sanitary and storm sewer systems.

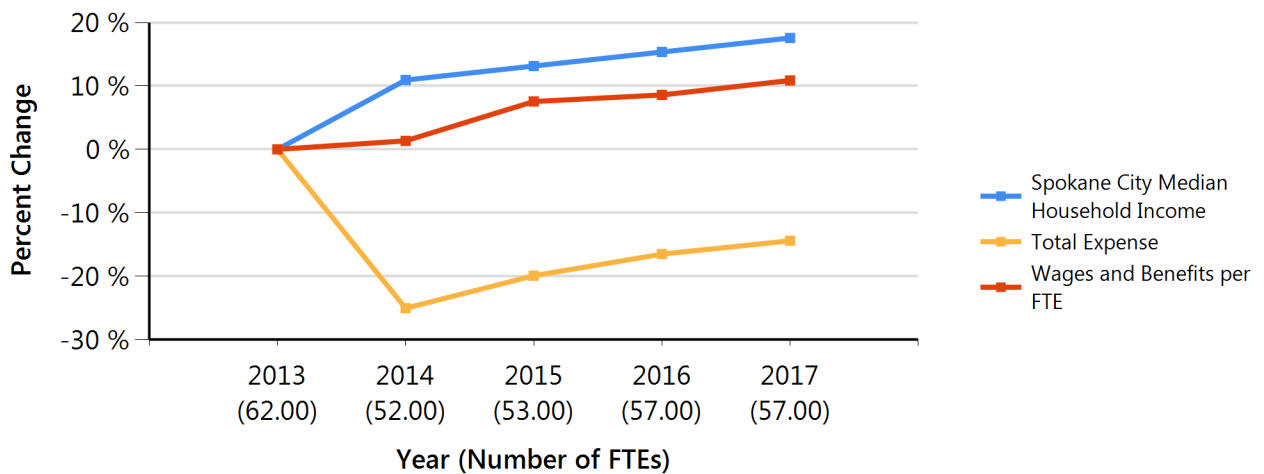
2017 Expenses



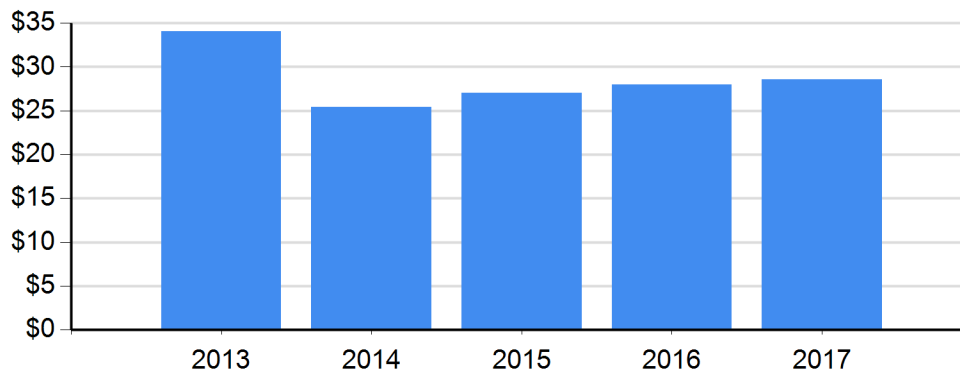
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$34.06	\$25.40	\$27.04	\$28.01	\$28.59
Percent Change	0.00%	-25.06%	6.85%	4.26%	2.51%

Department Summary: Engineering Services

Division: Public Works

Fund Type: General Fund

Executive Summary:

The City of Spokane provides efficient and effective design and construction management services to facilitate economic opportunity and enhance the quality of life in Spokane. Engineering services is the primary design and construction management steward for the basic street, sewer, water, pedestrian, bikeway, sanitary and storm sewer systems.

Programs and Services:

For infrastructure stewardship, a thorough understanding of the systems, their context, capacities and conditions is essential. These are the fundamental tools for their responsible planning, efficient design and construction management to assure that these services are reliably and responsibly available where and when required for a vibrant economy.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	62.00	52.00	53.00	57.00	57.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	58,028	87,505	312,140	92,788	92,788
Interfund Charges	1,235,651	46,808	5,452	7,000	19,988
Reserve for Budget Adjustment	0	0	0	4,148	4,148
Transfers Out	686	686	686	0	0
Wages & Benefits	5,718,430	4,860,712	5,261,492	5,717,088	5,848,159
Supplies & Services	183,987	396,923	182,263	186,568	193,568
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	7,196,782	5,392,634	5,762,033	6,007,592	6,158,651

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	800	77,460	85,000	10,000	10,000
IG Revenue	0	0	0	0	0
Services	6,617,119	7,001,740	6,586,300	6,079,584	6,243,750
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,462	521	(2,283)	0	0
TOTAL	6,619,381	7,079,721	6,669,017	6,089,584	6,253,750

Revenue Notes:

Program Summary: Construction Management

Division: Public Works

Fund Type: General Fund

Executive Summary:

Provide high-quality and cost effective construction management services focused on capital infrastructure (Sewer/Water/Streets/Stormwater/Bridges/Signals/Ped/Bikeways) primarily in support of Public Works & Utilities Division needs. Services include on-site inspection of public and private infrastructure for consistency and compliance with internal/external standards, with an emphasis on strong coordination with all affected parties.

Programs and Services:

The economic vitality of the community is key to the City's ability to provide services to its citizens and is a core characteristic of an overall thriving community. Construction Management supports capital projects with services that include: Consolidated/coordinated Construction Management (CM) for Water, Sewer, Streets, Bridges, Sidewalks, Bikeways/Paths, Landscaping, Signals, Signs/Markers, Stormwater, and Combined Sewer Overflows projects within the City limits and City's utility service areas. It provides all Construction Inspection, Materials Testing/Certification, Progress Payments, Public Relations, Negotiation of Change Orders, and Record keeping per Funding Requirements/ Audits for all public works construction contracts (both public and private). This represents on average \$40 to \$70 million dollars per year in construction work/activity.

Perform all survey work for public works projects (public and private), including Preliminary and Final Design surveys, Construction staking, Real Estate Surveys, As-built GPS data collection, and other miscellaneous requests. This includes setting and maintaining vertical and horizontal survey grade controls throughout the City, including street monument coordination.

This function also administers all construction management performed by consultants on specialty projects and during peak work periods. Other services include small contract projects for other City departments, customer service in response to data, questions, concerns on any PW's projects, all as-built records and drawings for the Department and City (incl. necessary info to support GIS/GPS City Map), Constructability Reviews on all public projects, actual field design of small projects such as alleys and street rehabilitation projects in coordination with the Design.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	35.00	33.00	33.00	37.00	37.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	126,757	0	0
Interfund Charges	20,373	2,492	4,885	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	3,292,942	3,149,684	3,435,358	3,818,202	3,866,203
Supplies & Services	803	772	748	720	720
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	3,314,118	3,152,948	3,567,748	3,818,922	3,866,923

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	2,222,956	2,355,210	2,506,851	2,994,771	3,024,337
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	452	510	(2,295)	0	0
TOTAL	2,223,408	2,355,720	2,504,556	2,994,771	3,024,337

Revenue Notes:

Program Summary: Engineering Administration

Division: Public Works

Fund Type: General Fund

Executive Summary:

Engineering Administration is vital to providing support services that allows Engineering to function efficiently and effectively. It includes the Department Director and administrative support staff. The Administration function sets direction for the department by developing and implementing policies, guidelines and budgets as well as providing administrative support for Engineering Services.

Programs and Services:

The Administrative Function of Engineering ensures that coordination of all projects is done properly with adherence to all City policies, and procedures. This includes meticulous record keeping, project tracking, contract processing, processing and coordination of Council agenda items, coordination of bidding processes and maintenance of the department's website data.

Project coordination necessitates a high amount of administrative support with developing ownership lists, processing correspondence, coordinating public meetings and numerous other tasks. Having efficient administrative support allows the technical staff to complete their processes in a timely manner.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	5.00	5.00	5.00	5.00	5.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	58,028	87,505	185,383	92,788	92,788
Interfund Charges	1,205,585	44,316	567	7,000	19,988
Reserve for Budget Adjustment	0	0	0	4,148	4,148
Transfers Out	686	686	686	0	0
Wages & Benefits	444,698	378,137	379,809	404,778	420,587
Supplies & Services	182,706	154,493	176,563	185,320	192,320
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,891,703	665,137	743,008	694,034	729,831

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	800	77,460	85,000	10,000	10,000
IG Revenue	0	0	0	0	0
Services	3,303,890	3,673,823	2,929,443	1,934,813	1,934,813
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,010	11	12	0	0
TOTAL	3,305,700	3,751,294	3,014,455	1,944,813	1,944,813

Revenue Notes:

Program Summary: Engineering Design

Division: Public Works

Fund Type: General Fund

Executive Summary:

With a focus on the Public Works & Utilities Division needs, the City provides high-quality and cost-effective engineering design services with emphasis on capital infrastructure in the right of way. Services include design and construction management of capital projects for consistency and compliance with standards.

Programs and Services:

The economic vitality of the community is key to the City's ability to provide services to its citizens and is a core characteristic of an overall thriving community. This function includes all preliminary and final design elements, including bid and award, multi-department/jurisdictional coordination, permitting, right-of-way identification and certifications, and adherence to all applicable federal, state and local standards.

Bid includes: Consolidated/coordinated designs for Water, Sewer, Streets, Bridges, Sidewalks, Bikeways/Paths, Streetscape (urban design elements), Signals, Signs/Markers, Stormwater, and Combined Sewer Overflows (CSO) projects within the City limits and utility service areas.

Develop, maintain, and update Engineering standards and references for all public works facilities above and include: City of Spokane Supplemental Construction Specifications, Standard Plans, Design/Drafting Standards in coordination with all applicable regulatory agencies as listed below, City of Spokane Valley, Spokane County, and other City Departments. All Document/Record Archiving, including development of a new electronic archive system for all public engineering records and drawings with provisions for easy access and retrieval by inter/intranet and GIS mapping, Administration of Local Improvement Program/Sidewalk Repair/Replacement program in coordination with the Community, Housing and Human Services Department and Neighborhood Councils, Traffic Engineering Design and Support, and Electronic Drafting Design Training & Support.

LEVELS OF SERVICE require that all projects meet requirements for quality, timeliness, and budget, and be well coordinated with all other regulatory agencies, departments, private utilities, affected businesses, neighborhoods, and citizens. Engineering Services has a long proven history of providing this level of service on behalf of the citizens of Spokane and the Public Works & Utilities Division as shown in the annual reports.

NETWORK, ENVIRONMENT, AND INFRASTRURE THAT SUPPORT BUSINESS: Engineering design provides all necessary infrastructure to support growth, business needs, and a strong economy. Sewer, water, bridges, streets, and stormwater infrastructure are designed to provide uninterrupted service for as long as 50 to 100 years. Capacities and water quality features are built not just for today's needs, but for future needs as coordinated with Comprehensive Plan and Long Range Planning needs. Design assures all public facilities are easily expandable or provide for capacity well into the future in addition to assuring protection of the Spokane River and aquifer.

BUILD COMPETITIVE INFRASTRUCTURE AND ENVIRONMENT: Quality designs of all infrastructure in the City is our mission. Engineering design coordinates very closely with and supports private/public partnerships during the design of any capital infrastructure project. Examples include oversizing and provisions for extra depth of water and sewer lines for future expansion into to new undeveloped areas within the City and regional service area. All designs elements focus on maximizing the use of the public ROW with the least disruption to private property and businesses. All designs are focused on enhancing the public ROW, open space, streetscape and the environment. Our projects are very competitive in terms of costs, delivery of final product, use of innovative technologies and materials, and consistency with other regional jurisdictions.

DIVERSITY OF PROJECTS: Engineering Design provides professional services for a wide diversity of public projects. For example: High Dr.; Martin Luther King Way and Euclid Water Transmission Main, Stormwater storage facilities to protect the environment, cultural resources, and protect the integrity of the shoreline and open space, local improvement districts for streets, annual CD Sidewalk program, and stormwater treatment and infiltration facilities to reduce demand on the Water Reclamation Facility.



FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	22.00	14.00	15.00	15.00	15.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	9,693	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,980,790	1,332,891	1,446,325	1,494,108	1,561,369
Supplies & Services	478	241,658	4,952	528	528
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,990,961	1,574,549	1,451,277	1,494,636	1,561,897

Expenditure Notes:**Revenues:**

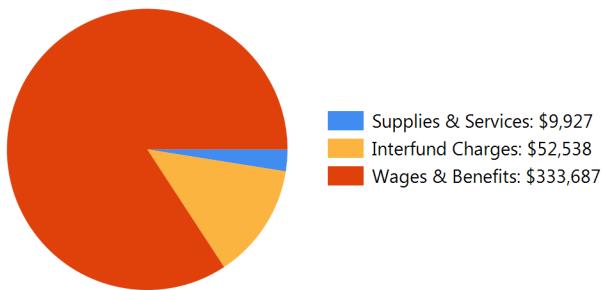
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,090,273	972,707	1,150,006	1,150,000	1,284,600
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,090,273	972,707	1,150,006	1,150,000	1,284,600

Revenue Notes:

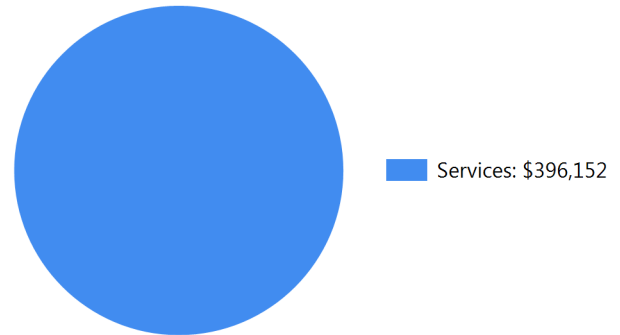
Environmental Programs

Environmental Programs helps the City understand and comply with environmental regulations through data gathering, review, maintenance, and reporting activities. We promote an open dialogue with local, state, and federal agencies and environmental advocates, and we support the City's perspective in regional environmental processes. We host the City's climate protection program.

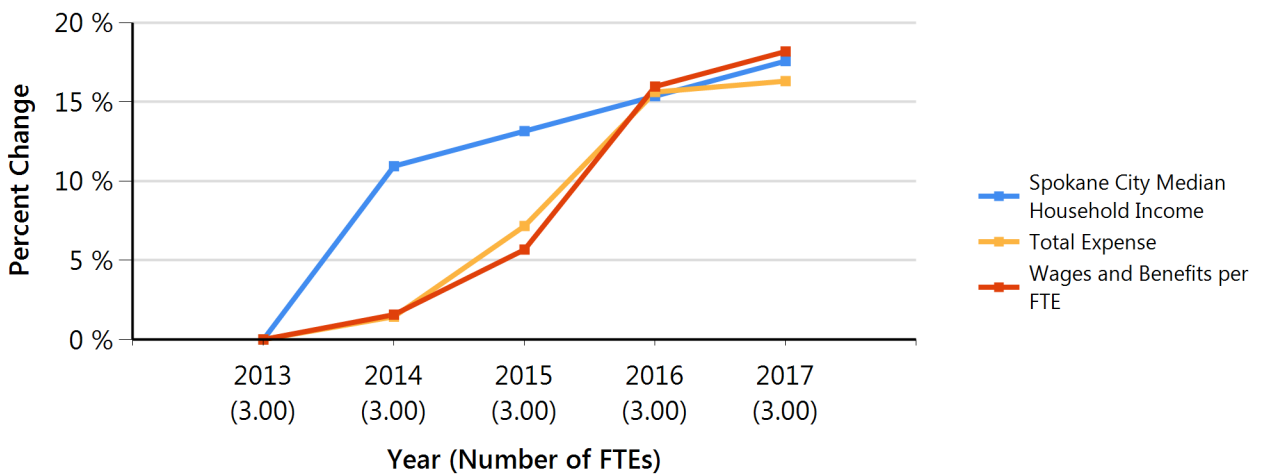
2017 Expenses



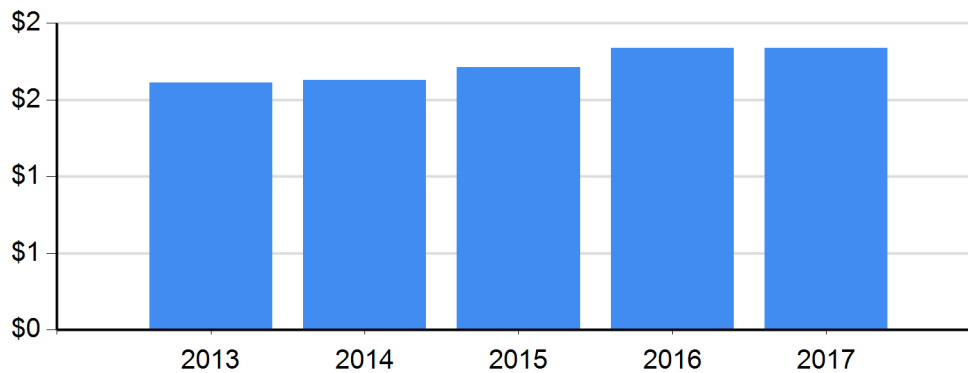
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$1.61	\$1.63	\$1.71	\$1.84	\$1.84
Percent Change	0.00%	1.44%	5.63%	7.89%	0.59%

Department Summary: Environmental Programs

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

Environmental Programs helps the City understand and comply with environmental regulations through data gathering, review, maintenance, and reporting activities. We promote an open dialogue with local, state, and federal agencies and environmental advocates, and we support the City's perspective in regional environmental processes. We host the City's climate protection program.

Programs and Services:

Environmental Programs helps other City departments, businesses, and individuals understand and comply with environmental regulations. In particular, we work closely with the City's utilities—water, wastewater, stormwater, and solid waste—in meeting environmental goals.

We gather environmental data, review information, track maintenance activities, and complete required reporting. We promote communication, understanding, and cooperation between the City and environmental interests and agencies. We also work to bring the City's views and perspectives to regional environmental processes, such as watershed planning. The program works to facilitate climate protection and resource stewardship through documenting and reporting current standing as compared to existing goals.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	1,631	0	0	0
Interfund Charges	50,689	52,502	52,133	57,405	52,538
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	4,853	1,631	0	0	0
Wages & Benefits	279,942	284,333	295,999	326,472	333,687
Supplies & Services	5,129	5,421	16,869	9,927	9,927
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	340,613	345,518	365,001	393,804	396,152

Expenditure Notes:**Revenues:**

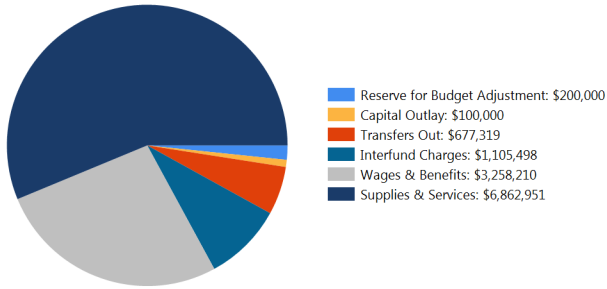
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	340,592	345,517	345,517	395,393	396,152
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	340,592	345,517	345,517	395,393	396,152

Revenue Notes:

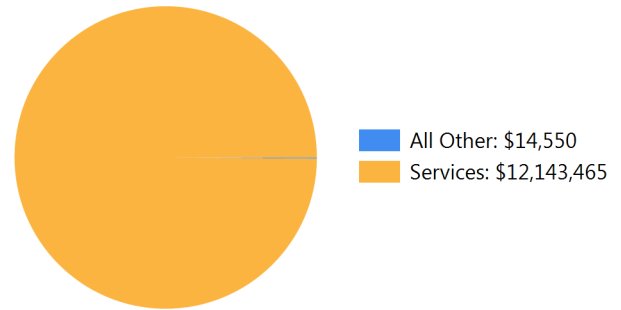
Fleet Services

Fleet Services provides centralized fleet management, maintenance, procurement, disposal, and record keeping services for City of Spokane departments that utilize vehicles and equipment to fulfill their missions. Fleet Services is organized as an internal services fund and functions like a small business within City government.

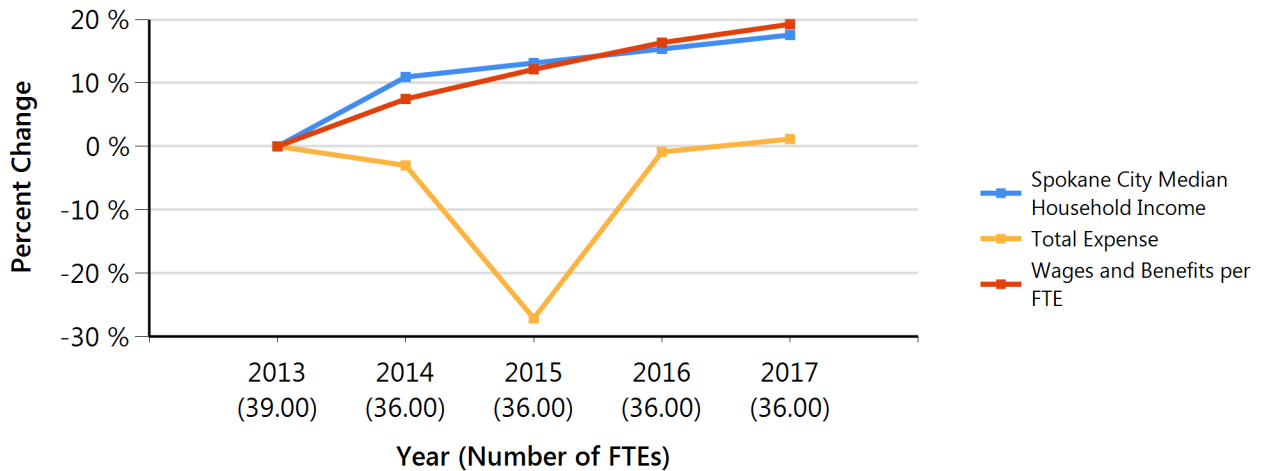
2017 Expenses



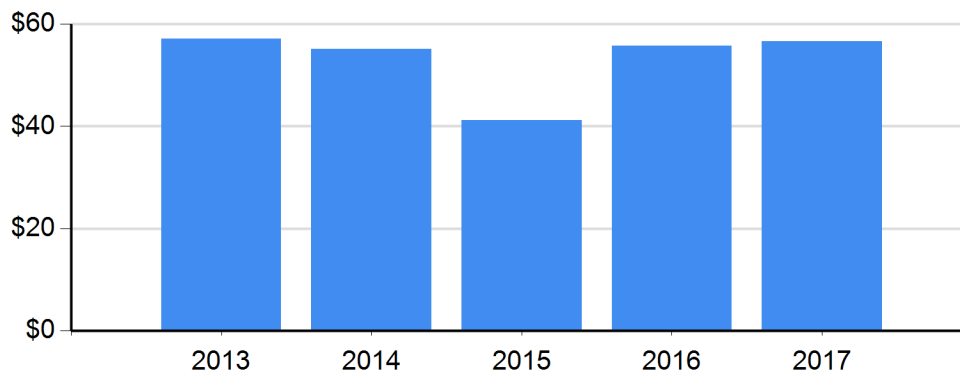
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$57.10	\$55.12	\$41.25	\$55.75	\$56.65
Percent Change	0.00%	-3.00%	-24.88%	36.05%	2.04%

Department Summary: Fleet Services

Division: Public Works

Fund Type: Internal Service Fund

Executive Summary:

Fleet Services provides centralized fleet management, maintenance, procurement, disposal, and record keeping services for City of Spokane departments that utilize vehicles and equipment to fulfill their missions. Fleet Services is organized as an internal services fund and functions like a small business within City government.

Programs and Services:

Fleet Services provides City departments and some external customers with safe, reliable, economical and environmentally sound transportation and related support services that are responsive to their needs and that conserve vehicle value and equipment investment. The 39 employees of Fleet Services are based out of three shops and provide service and centralized fleet management services for more than 1,400 vehicles and related pieces of equipment.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	39.00	36.00	36.00	36.00	36.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	38,387	100,000	100,000
Interfund Charges	1,217,220	1,263,644	1,232,099	1,695,035	1,105,498
Reserve for Budget Adjustment	0	0	0	0	200,000
Transfers Out	467,360	510,223	292,085	117,124	677,319
Wages & Benefits	2,925,730	2,902,406	3,038,145	3,166,139	3,258,210
Supplies & Services	7,434,149	7,001,469	4,176,495	6,880,857	6,862,951
Debt Services	0	0	0	0	0
All Other	20,262	24,335	13,045	0	0
TOTAL	12,064,721	11,702,077	8,790,256	11,959,155	12,203,978

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	12,338,575	11,619,753	10,262,123	11,958,465	12,143,465
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	135,758	61,313	216,020	14,550	14,550
TOTAL	12,474,333	11,681,066	10,478,143	11,973,015	12,158,015

Revenue Notes:

Program Summary: Fleet Administration

Division: Public Works

Fund Type: Internal Service Fund

Executive Summary:

This program captures administrative and overhead costs for Fleet Services and Radio Communications.

Programs and Services:

This program provides a comprehensive summary of administrative and overhead costs for the Fleet Services Department.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	11.00	11.00	11.00	11.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	1,261,022	1,230,767	1,121,208	1,104,998
Reserve for Budget Adjustment	0	0	0	0	200,000
Transfers Out	0	0	2,914	0	0
Wages & Benefits	0	897,086	970,961	1,057,353	1,033,823
Supplies & Services	0	317,556	463,475	218,200	288,975
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	2,475,664	2,668,117	2,396,761	2,627,796

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	15,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	15,000

Revenue Notes:

Program Summary: Fleet Services Operations and Maintenance

Division: Public Works

Fund Type: Internal Service Fund

Executive Summary:

Fleet Services provides centralized fleet management, maintenance, procurement, disposal, and record keeping services for City of Spokane departments that utilize vehicles and equipment to fulfill their missions. Fleet Services is organized as an internal services fund and functions like a small business within city government.

Programs and Services:

Fleet Services provides city departments and some external customers with safe, reliable, economical and environmentally sound transportation and related support services that are responsive to their needs and that conserve vehicle value and equipment investment. The 39 employees of Fleet Services provide service and centralized fleet management services for more than 1,400 vehicles and related pieces of equipment.

The Spokane Central Service Center is the central location for fleet maintenance activities. The new center is consolidated with Solid Waste Collections.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	39.00	25.00	25.00	25.00	25.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	21,061	100,000	100,000
Interfund Charges	282,329	766	0	573,827	500
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	100,000	660,195
Wages & Benefits	1,376,327	1,066,759	1,063,036	2,108,786	2,224,387
Supplies & Services	2,339,362	2,097,459	132,435	3,732,007	3,739,007
Debt Services	0	0	0	0	0
All Other	3,020	2,891	2,711	0	0
TOTAL	4,001,038	3,167,875	1,219,243	6,614,620	6,724,089

Expenditure Notes:

2016 Budget Data includes amounts from program 71100. Actual data includes amounts from programs 71100 and 71500.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	4,438,976	4,069,292	3,939,258	8,783,465	8,953,465
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	3,757	0	1,533	14,550	14,550
TOTAL	4,442,733	4,069,292	3,940,791	8,798,015	8,968,015

Revenue Notes:

Services and Misc. Services includes actual data from programs 71100 and 71500. 2016 Services Budget includes 100,345 from program 71100

Program Summary: Fuel/Wash site - Broadway**Division:** Public Works**Fund Type:** Internal Service Fund

Executive Summary:

Fleet Services provides centralized fleet management, maintenance, procurement, disposal, and record keeping services for City of Spokane departments that utilize vehicles and equipment to fulfill their missions. Fleet Services is organized as an internal services fund and functions like a small business within city government.

Programs and Services:

Fleet Services provides city departments and some external customers with safe, reliable, economical and environmentally sound transportation and related support services that are responsive to their needs and that conserve vehicle value and equipment investment. The Broadway location provides fueling services.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	17,326	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	11,289	11,963	11,849	0	0
Supplies & Services	2,452,482	2,205,798	1,377,025	2,930,650	2,807,469
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,463,771	2,217,761	1,406,200	2,930,650	2,807,469

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	2,521,345	2,519,676	1,604,694	3,175,000	3,175,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,521,345	2,519,676	1,604,694	3,175,000	3,175,000

Revenue Notes:

Program Summary: Fuel/Wash site - Normandie**Division:** Public Works**Fund Type:** Internal Service Fund

Executive Summary:

Fleet Services provides centralized fleet management, maintenance, procurement, disposal, and record keeping services for City of Spokane departments that utilize vehicles and equipment to fulfill their missions. Fleet Services is organized as an internal services fund and functions like a small business within city government.

Programs and Services:

Fleet Services provides city departments and some external customers with safe, reliable, economical and environmentally sound transportation and related support services that are responsive to their needs and that conserve vehicle value and equipment investment. The 39 employees of Fleet Services provide service and centralized fleet management services for more than 1,400 vehicles and related pieces of equipment.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	934,891	1,856	1,332	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	467,360	510,223	289,171	17,124	17,124
Wages & Benefits	1,538,114	926,598	992,299	0	0
Supplies & Services	2,642,305	2,380,656	2,203,560	0	27,500
Debt Services	0	0	0	0	0
All Other	17,242	21,444	10,334	0	0
TOTAL	5,599,912	3,840,777	3,496,696	17,124	44,624

Expenditure Notes:**Revenues:**

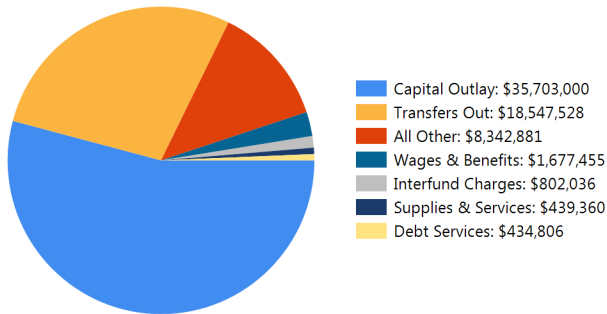
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,378,254	5,030,785	4,718,171	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	132,001	61,313	214,487	0	0
TOTAL	5,510,255	5,092,098	4,932,658	0	0

Revenue Notes:

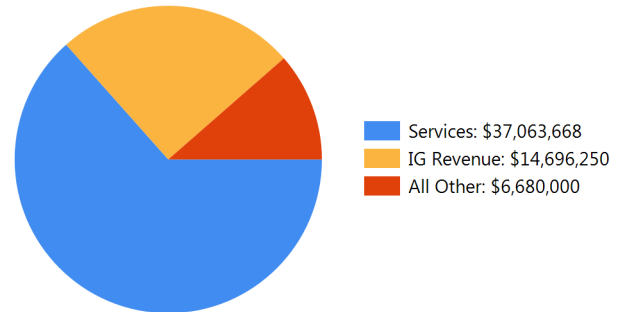
Integrated Capital Management

The Integrated Capital Management Department supports integrated and holistic capital planning for all infrastructure needs within the right of way, including streets, water, wastewater, stormwater and other needs. This program also holds the funding for all water and wastewater infrastructure capital design and construction.

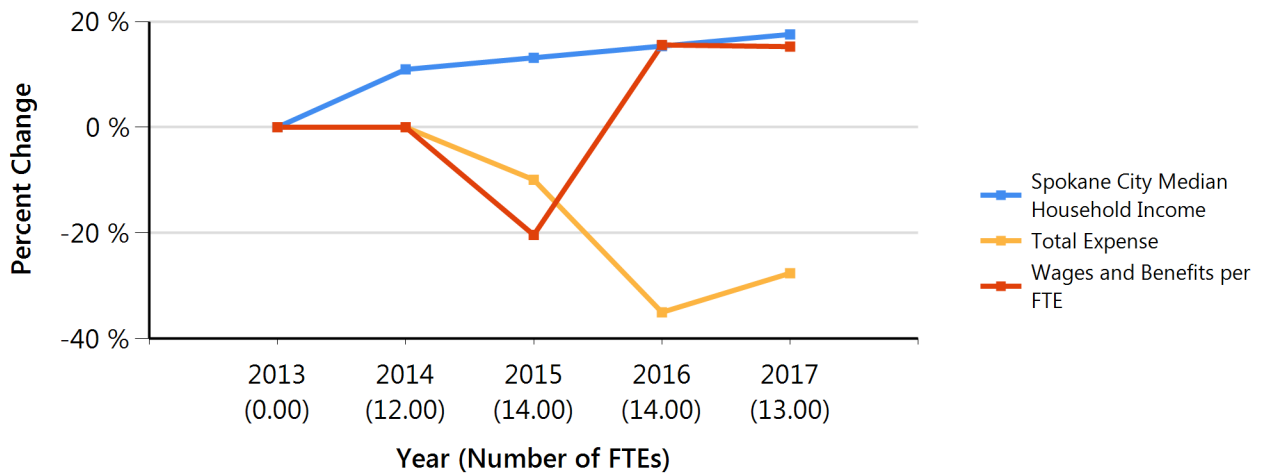
2017 Expenses



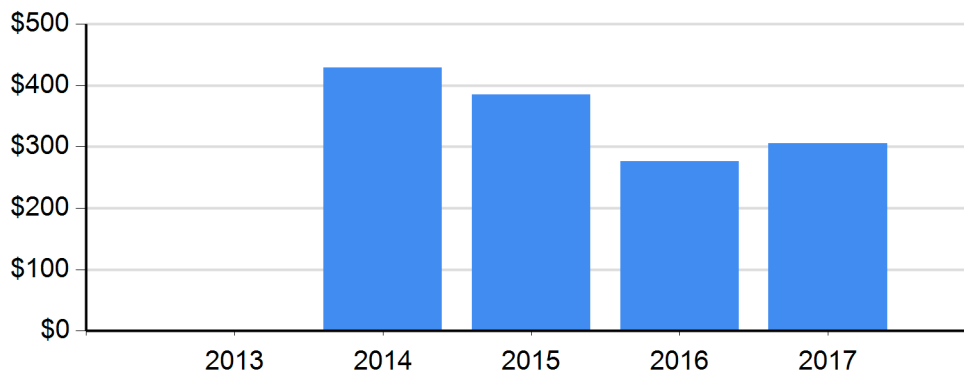
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.00	\$429.30	\$385.13	\$276.02	\$306.10
Percent Change	0.00%	0.00%	-9.95%	-27.86%	11.38%

Department Summary: Integrated Capital Management

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Integrated Capital Management Department supports integrated and holistic capital planning for all infrastructure needs within the right of way, including streets, water, wastewater, stormwater and other needs. This program also holds the funding for all water and wastewater infrastructure capital design and construction.

Programs and Services:

The Integrated Capital Management Department coordinates and prioritizes all the interrelated infrastructure requirements within the City's right of way. Treating the array of necessary streets and utilities within the right of way in a holistic, system-wide manner is recognized as a best practice. It is a more efficient and cost-effective way to deliver the best value for investments. The citizens have embraced this new "integrated" approach to manage the street right of way, approving a new 20-year levy in November 2014 with a nearly 78 percent "yes" vote to support construction of improved and integrated streets. Additionally, the City committed in its new Integrated Clean Water Plan, which was submitted to regulators, and in its sale of \$200 million in "Green" bonds to manage stormwater on site when streets are rebuilt.

This program also manages all the capital construction for water and wastewater outside of the right of way. This includes major upgrades at the City's Riverside Park Water Reclamation Facility and at Upriver Dam. In 2014, we created the new combined Water-Wastewater Integrated Capital Fund, with citizens paying a single capital charge for water and wastewater construction needs on their monthly utility bills.

This integrated approach to our capital expenditures will allow for more coordinated and consistent planning into the future. This process has already yielded significantly better outcomes with 10% to 30% savings had they been planned, designed and constructed individually.

In addition to increased efficiency, this integration will result in:

- Improved responsiveness.
- Greater flexibility to address emergent issues.
- Improved levels of service with less capital demands.
- The opportunity to leverage revenues to increase capital capacity.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	12.00	14.00	14.00	13.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	40,206,599	31,887,797	29,243,500	35,703,000
Interfund Charges	0	1,409,642	649,320	5,792,806	802,036
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	41,058,553	40,775,616	13,548,528	18,547,528
Wages & Benefits	0	1,435,137	1,332,667	1,812,251	1,677,455
Supplies & Services	0	23,793	145,690	30,791	439,360
Debt Services	0	0	0	434,806	434,806
All Other	0	7,007,088	7,280,205	8,342,881	8,342,881
TOTAL	0	91,140,812	82,071,295	59,205,563	65,947,066

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	638,615	3,200,000	14,696,250
Services	0	33,911,351	35,023,481	36,055,751	37,063,668
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	21,272	10,874,867	5,345,604	6,680,000
TOTAL	0	33,932,623	46,536,963	44,601,355	58,439,918

Revenue Notes:

Program Summary: Capital Sewer

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Integrated Capital Management Department supports integrated and holistic capital planning for all infrastructure needs within the right of way, including streets, water, wastewater, stormwater and other needs. This program holds the funding for wastewater infrastructure capital design and construction.

Programs and Services:

The Integrated Capital Management Department coordinates and prioritizes all the interrelated infrastructure requirements within the city's right of way. This program manages all the capital construction for wastewater needs, including projects for the collection system and upgrades at the Riverside Park Water Reclamation Facility.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	35,458,633	23,429,142	16,503,500	25,861,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	35,458,633	23,429,142	16,503,500	25,861,000

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Sub-Department Capital Stormwater
Summary:

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	1,441,609	7,100,000	3,430,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	1,441,609	7,100,000	3,430,000

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	1,600,000	1,260,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	1,600,000	1,260,000

Revenue Notes:

Program Summary: Capital Water**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The Integrated Capital Management Department supports integrated and holistic capital planning for all infrastructure needs within the right of way, including streets, water, wastewater, stormwater and other needs. This program holds the funding for water infrastructure capital design and construction.

Programs and Services:

The Integrated Capital Management Department coordinates and prioritizes all the interrelated infrastructure requirements within the city's right of way. This program manages all the capital construction for water. Projects include capital construction within the right of way and outside of it, including upgrades at Upriver Dam.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	4,745,685	7,001,744	5,640,000	6,412,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	4,745,685	7,001,744	5,640,000	6,412,000

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: ICM Administration

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Integrated Capital Management Department supports integrated and holistic capital planning for all infrastructure needs within the right of way, including streets, water, wastewater, stormwater and other needs. This program includes the administrative functions and professional support of the Integrated Capital Management Department.

Programs and Services:

The Integrated Capital Management Department coordinates and prioritizes all the interrelated infrastructure requirements within the city's right of way. This program also manages all the capital construction for water and wastewater outside of the right of way. This includes major upgrades at the City's Riverside Park Water Reclamation Facility and at Upriver Dam.

In summary, this fund includes: departmental staff, production expenses and actual capital dollars. These resources essentially fund our department's operations and allow us to build city infrastructure through an integrated planning approach. In addition to administrative and professional support expenses, this program also includes payment of City and State taxes on the department's revenues.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	12.00	14.00	14.00	13.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	2,281	15,302	0	0
Interfund Charges	0	1,409,642	649,320	5,792,806	802,036
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	41,058,553	40,775,616	13,548,528	18,547,528
Wages & Benefits	0	1,435,137	1,332,667	1,812,251	1,677,455
Supplies & Services	0	23,793	145,690	30,791	439,360
Debt Services	0	0	0	434,806	434,806
All Other	0	7,007,088	7,280,205	8,342,881	8,342,881
TOTAL	0	50,936,494	50,198,800	29,962,063	30,244,066

Expenditure Notes:**Revenues:**

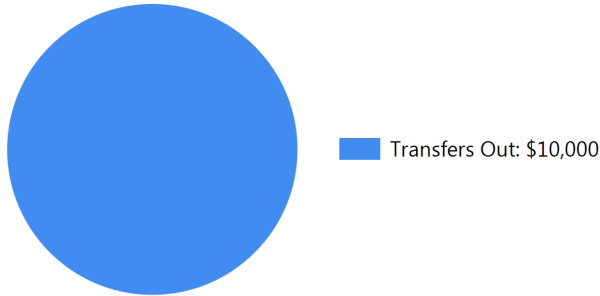
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	638,615	1,600,000	13,436,250
Services	0	33,911,351	35,023,481	36,055,751	37,063,668
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	21,272	10,874,867	5,345,604	6,680,000
TOTAL	0	33,932,623	46,536,963	43,001,355	57,179,918

Revenue Notes:

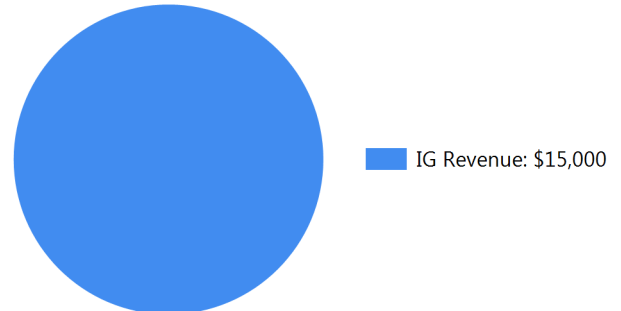
Paths and Trails

The Path and Trails Fund is the revenue stream for projects related to path and trail work.

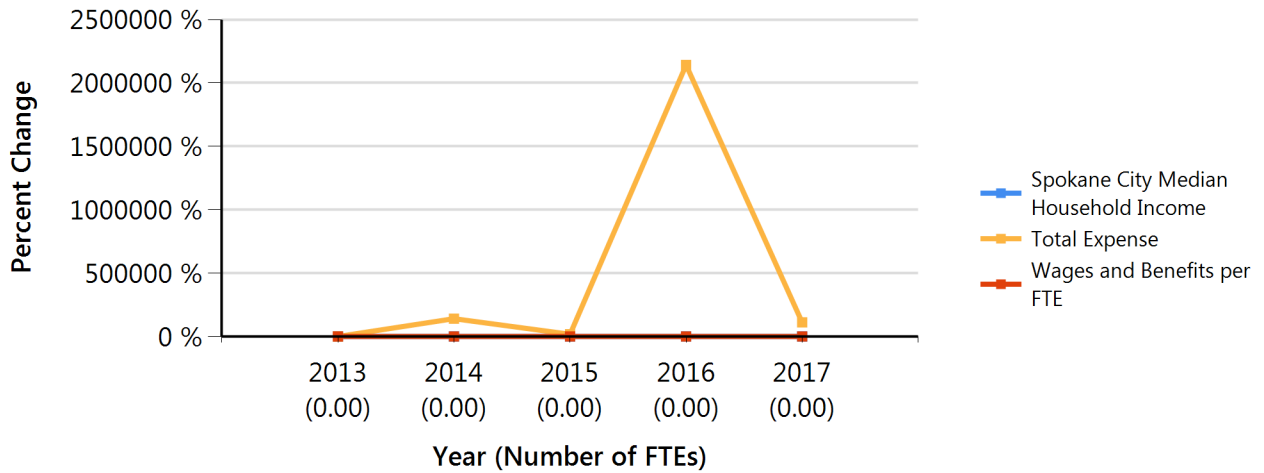
2017 Expenses



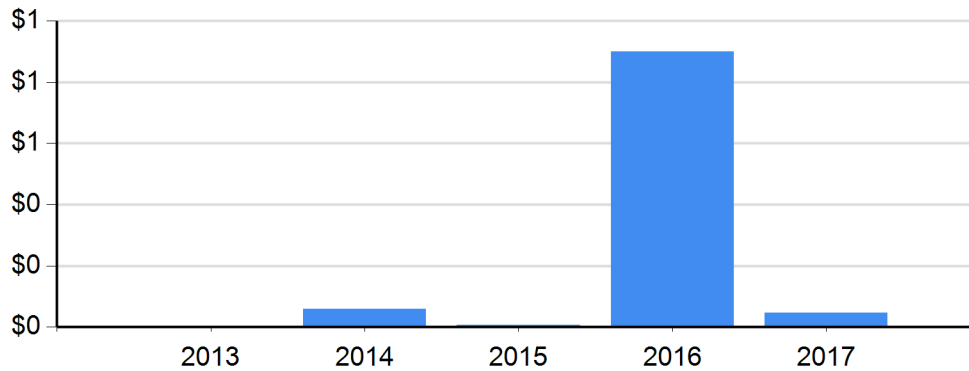
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.00	\$0.06	\$0.01	\$0.90	\$0.05
Percent Change	0.00%	140733.33%	-87.42%	11994.60%	-94.81%

Department Summary: Paths and Trails**Division:** Public Works**Fund Type:** Special Revenue Fund

Executive Summary:

The Path and Trails Fund is the revenue stream for projects related to path and trail work.

Programs and Services:

A portion of state gasoline tax revenue is returned to local governments to be used for the development and maintenance of paths and trails. One half of one percent (0.5%) of the tax is returned to the City. Presently, the City receives approximately \$15,000 per year from this funding source. Both pedestrian and bike facilities can utilize these funds, however, historically these funds have been extremely limited. This revenue source has been used as matching funds, which are typically required from federal and state funding sources on minor pedestrian and or bike projects. Typically this bid has been used to cover incidental costs such as minor striping and signage replacement that support a bike or pedestrian facility.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	20,000	0
Interfund Charges	(1)	2	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	11,000	0	172,788	10,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	10	1,673	1,594	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	9	12,675	1,594	192,788	10,000

Expenditure Notes:

Revenues:

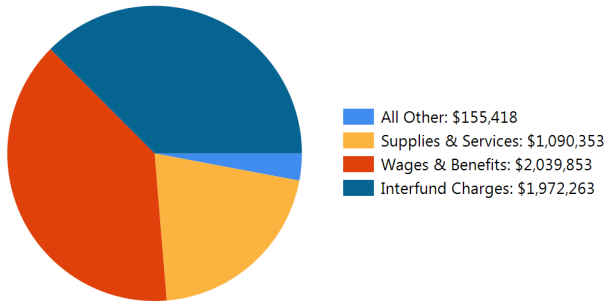
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	15,272	15,243	15,757	15,000	15,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	2,000	1,250	0	0
TOTAL	15,272	17,243	17,007	15,000	15,000

Revenue Notes:

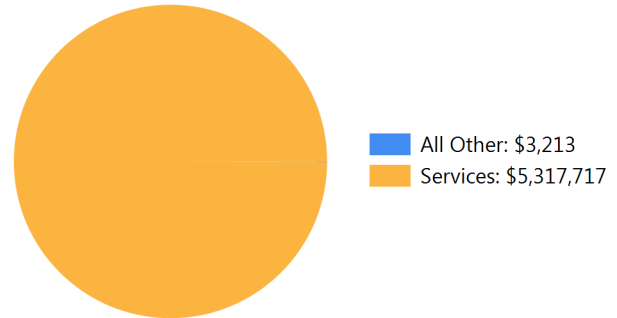
Public Works and Utilities

The Public Works & Utilities Division includes the City's major utility enterprises, including Water, Wastewater, and Solid Waste collection and disposal, along with Streets, Engineering Services, and Integrated Capital Management. Our Division provides services that are critical to our citizens' daily lives.

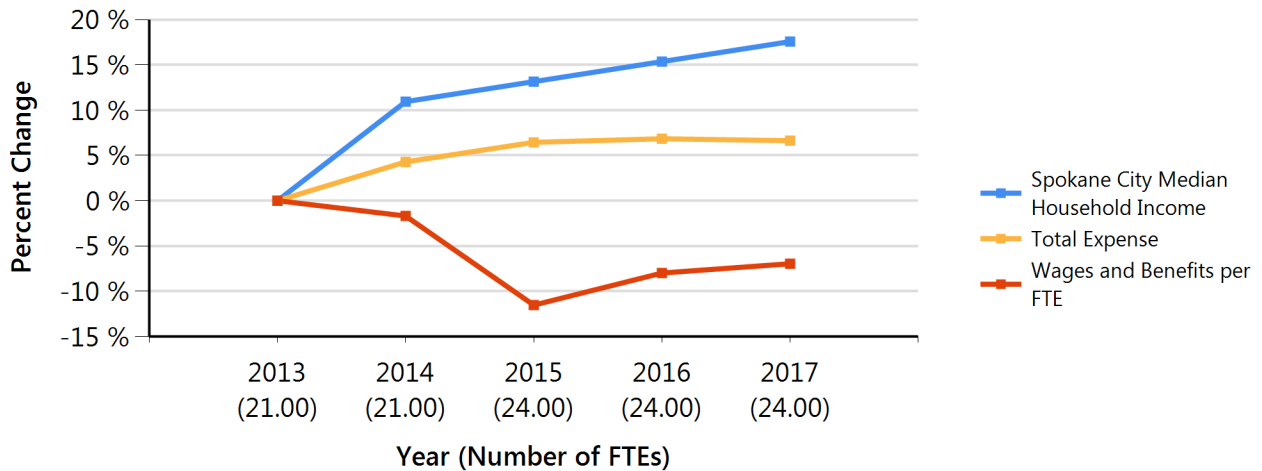
2017 Expenses



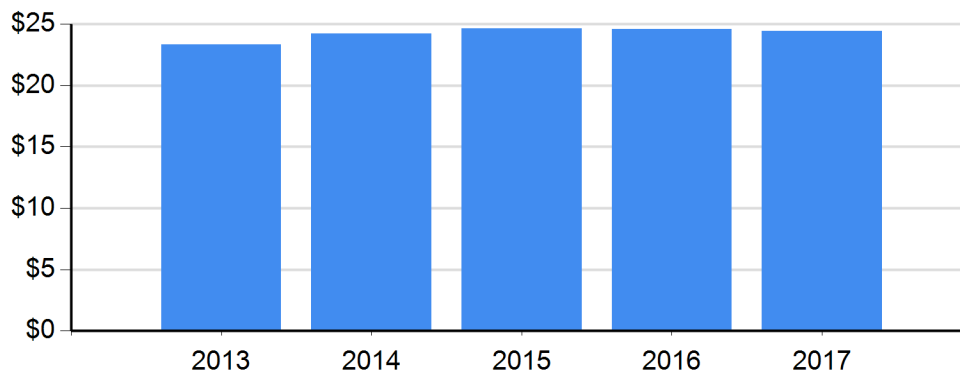
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$23.34	\$24.22	\$24.63	\$24.56	\$24.40
Percent Change	0.00%	4.28%	2.07%	0.36%	-0.20%

Department Summary: Public Works and Utilities

Division: Public Works

Fund Type: Internal Service Fund

Executive Summary:

The Public Works & Utilities Division includes the City's major utility enterprises, including Water, Wastewater, and Solid Waste collection and disposal, along with Streets, Engineering Services, and Integrated Capital Management. Our Division provides services that are critical to our citizens' daily lives.

Programs and Services:

The Public Works & Utilities Division portion of the budget encompasses administrative oversight and customer billing for the City's large utility services: the Water Department, the Wastewater Department and the Solid Waste collection and disposal. The Division also includes Streets, Engineering Services, and Integrated Capital Management. This portion of the budget reflects the Division administration and comprehensive billing services for the utilities.

The Division staff is responsible for billing out and collecting more than \$160 million in service and usage charges from utility customers each year. Collection rates consistently are above 99 percent of billings, providing for a very efficient and effective service, keeping costs low for the utilities that pay for these services. We have committed to limiting annual rate increases to inflation to keep our services affordable.

The Division is focusing on an integrated approach to providing services to citizens. Capital projects are designed to be environmentally and financially responsible. Additionally, we are working to leverage dollars to provide multiple benefits to our customers and citizens.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	21.00	21.00	24.00	24.00	24.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	78,756	1,372	27,000	0
Interfund Charges	1,878,453	1,945,427	1,851,054	1,976,971	1,972,263
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	3,558	0	1,372	0	0
Wages & Benefits	1,925,080	1,892,558	1,950,006	2,019,113	2,039,853
Supplies & Services	1,124,014	1,064,381	1,286,676	1,089,927	1,090,353
Debt Services	0	0	0	0	0
All Other	0	161,261	158,550	155,418	155,418
TOTAL	4,931,105	5,142,383	5,249,030	5,268,429	5,257,887

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	4,966,315	5,170,659	5,057,884	5,442,033	5,317,717
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	2,806	6,420	(1,617)	3,088	3,213
TOTAL	4,969,121	5,177,079	5,056,267	5,445,121	5,320,930

Revenue Notes:

Program Summary: Public Works Administration

Division: Public Works

Fund Type: Internal Service Fund

Executive Summary:

The Utilities Division encompasses some 800 employees in our major utilities and related services--Water, Wastewater, Solid Waste collection and disposal, Fleet Services, Integrated Capital Management, Streets, Engineering Services, and Utilities Billing. Leadership is striving to lead change that results in operations that provide environmentally and financially responsible actions.

Programs and Services:

Business as usual is no longer an option in local government. In the Utilities Division, leadership is working to drive meaningful change to get better outcomes for our citizens.

We are working to deliver the best value for the dollar in daily operations and in major capital construction that will serve our community for decades.

The Division is working to address a series of environmental regulations, particularly the requirements of the federal Clean Water Act. We are taking an integrated approach to this work to create results that are environmentally and financially responsible.

The Division also is working to integrate utility work and stormwater management with street reconstruction and maintenance. The citizens adopted a new 20-year street levy in late 2014 to fund improved and integrated streets.

Outcomes from these efforts will include significant above-ground benefits when underground utilities are upgraded as well as other public improvements that will help drive economic investment in our community.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	3.00	3.00	4.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	48,703	1,930,990	1,850,772	1,961,571	1,956,863
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	364,284	383,550	412,155	420,705	505,295
Supplies & Services	14,049	10,662	161,658	20,750	20,750
Debt Services	0	0	0	0	0
All Other	0	161,261	158,550	155,418	155,418
TOTAL	427,036	2,486,463	2,583,135	2,558,444	2,638,326

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	414,379	1,856,025	1,893,857	2,781,311	2,581,311
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	414,379	1,856,025	1,893,857	2,781,311	2,581,311

Revenue Notes:

Sub-Department Utility Billing
Summary:

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	21.00	21.00	21.00	21.00	20.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	78,756	1,372	27,000	0
Interfund Charges	1,829,750	14,437	282	15,400	15,400
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	3,558	0	1,372	0	0
Wages & Benefits	1,560,796	1,509,008	1,537,851	1,598,408	1,534,558
Supplies & Services	1,109,965	1,053,719	1,125,018	1,069,177	1,069,603
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	4,504,069	2,655,920	2,665,895	2,709,985	2,619,561

Expenditure Notes:**Revenues:**

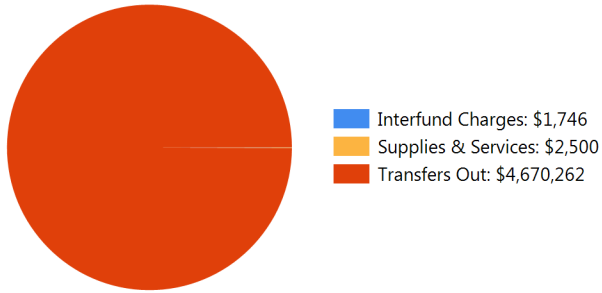
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	4,551,936	3,314,634	3,164,027	2,660,722	2,736,406
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	2,806	6,420	(1,617)	3,088	3,213
TOTAL	4,554,742	3,321,054	3,162,410	2,663,810	2,739,619

Revenue Notes:

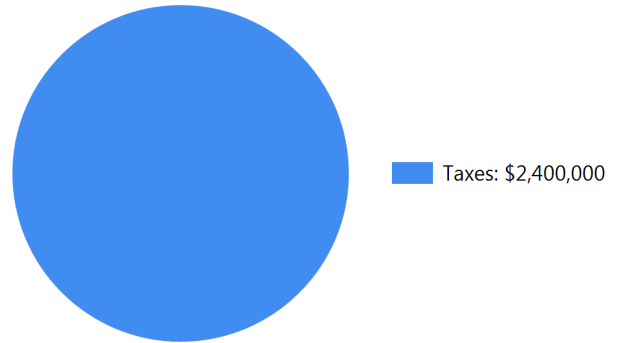
Real Estate Excise Tax Fund

Approximately 50% of the Real Estate Excise Tax revenue is used to handle several needs from the 6-yr Street Program i.e.; the cash flow demands stemming from Street Program projects, the required matching funds to obtain federal/state grants and project expenditures not covered by other sources.

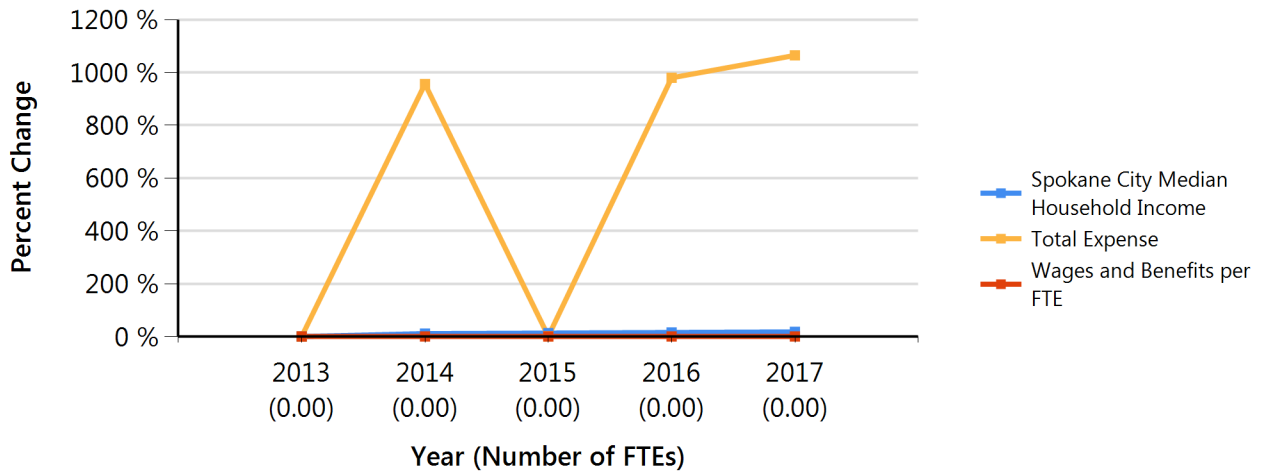
2017 Expenses



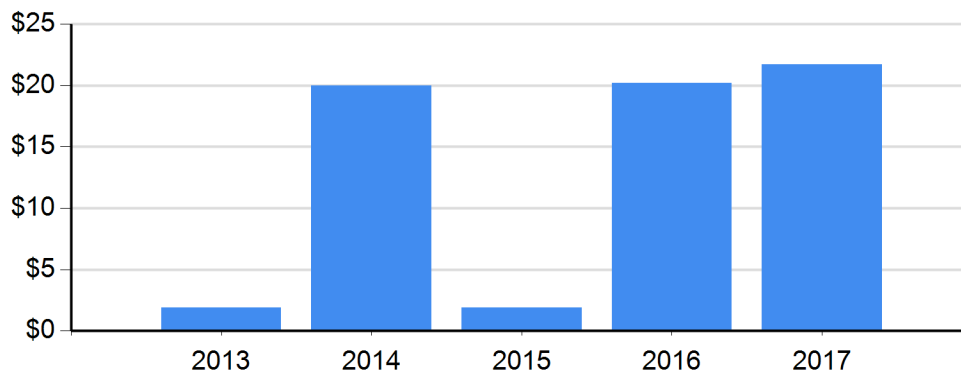
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$1.90	\$19.97	\$1.90	\$20.21	\$21.70
Percent Change	0.00%	956.25%	-90.44%	969.87%	7.85%

Department Summary: Real Estate Excise Tax Fund

Division: Public Works

Fund Type: Special Revenue Fund

Executive Summary:

Approximately 50% of the Real Estate Excise Tax revenue is used to handle several needs from the 6-yr Street Program i.e.; the cash flow demands stemming from Street Program projects, the required matching funds to obtain federal/state grants and project expenditures not covered by other sources.

Programs and Services:

These funds are the only source of significant "local" funds used to maintain the 6-yr Street Program. This revenue source is used in several different ways. During the construction season, hundreds of thousands of dollars are transacted, and a positive cash flow is needed to cover expenditures. This budget is needed to ensure construction is not delayed due to the City's inability to cover expenditures in a timely manner. This fund is also the most significant source of matching funds the City is required to pledge when grant applications are being sought. The City relies upon federal and state funding sources for a majority of the cost to design, purchase right-of-way and construct capital transportation projects. Typically a grant criteria from federal and state funding sources includes the requirement for local agencies to provide local funds as a match. The match typically ranges between 20% and 13%.

For every dollar the City spends, it typically receives \$4 in grant funds from federal and/or state sources. This is a significant return on investment for this size of community and this bid enables the City to pursue grant dollars.

Finally, this source of funds covers any expenditure not covered by other sources. Cost increases, change orders or other expenditures that are impossible to account for prior to their occurrence still must be covered after all other funding sources have been depleted. Since grant funding sources are obtained months, if not years, prior to actual construction, the City must have available a funding source that will cover any remaining expenses at the end of each project.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	56	87	3,730	1,508	1,746
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	400,000	4,239,092	400,000	4,330,066	4,670,262
Wages & Benefits	0	0	0	0	0
Supplies & Services	1,422	1,441	1,372	2,500	2,500
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	401,478	4,240,620	405,102	4,334,074	4,674,508

Expenditure Notes:

Revenues:

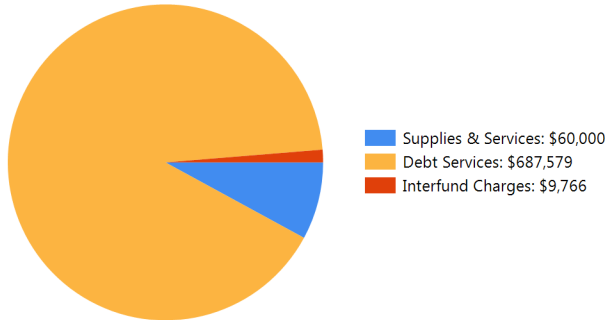
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	1,681,271	1,983,404	2,400,705	2,065,000	2,400,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,681,271	1,983,404	2,400,705	2,065,000	2,400,000

Revenue Notes:

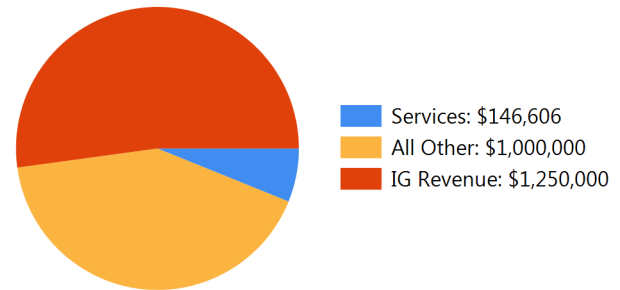
Sewer Construction

Wastewater Management has ongoing operational equipment and related needs provided for through this program. Larger capital construction projects for wastewater are funded and managed through the Integrated Capital Management Department.

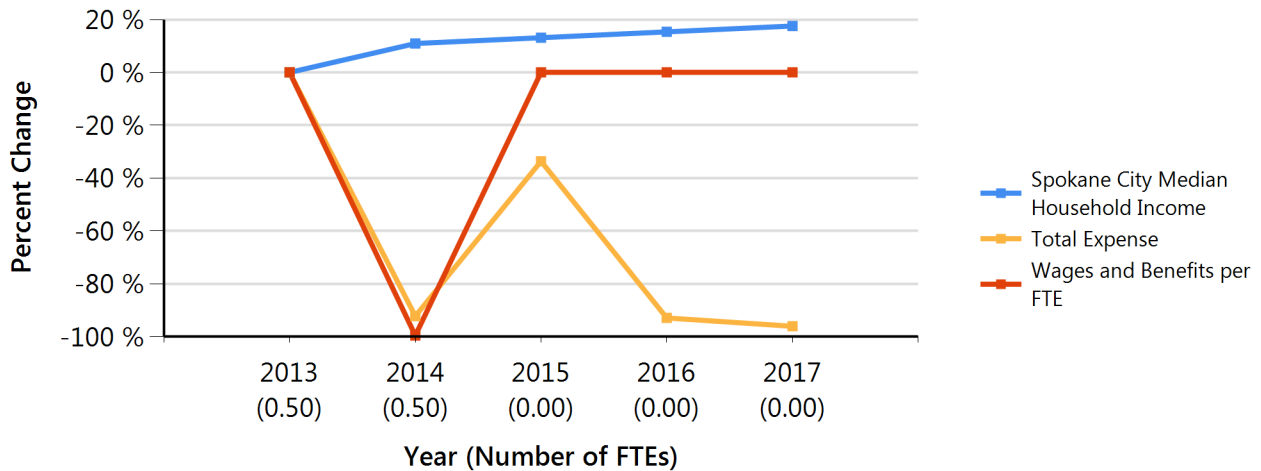
2017 Expenses



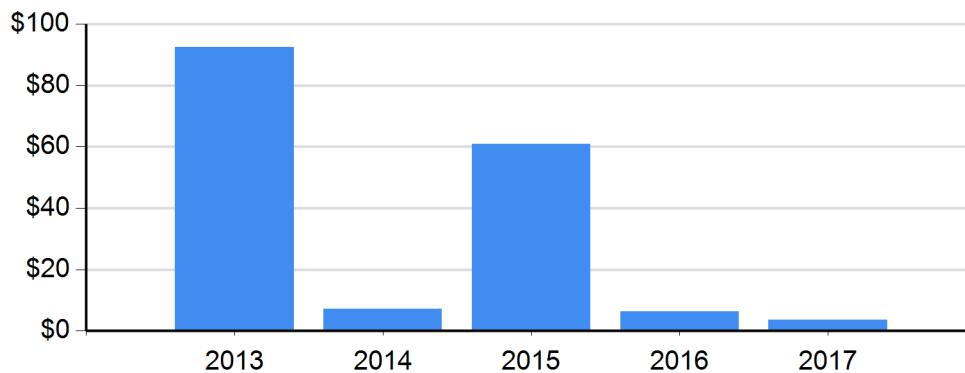
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$92.52	\$7.12	\$60.88	\$6.40	\$3.52
Percent Change	0.00%	-92.26%	758.05%	-89.41%	-44.85%

Department Summary: Sewer Construction

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

Wastewater Management has ongoing operational equipment and related needs provided for through this program. Larger capital construction projects for wastewater are funded and managed through the Integrated Capital Management Department.

Programs and Services:

Maintaining efficient and effective wastewater systems requires ongoing maintenance and equipment upgrades. This program provides for those needs.

Larger capital construction projects are funded and managed through the Integrated Capital Management Department, along with projects for the Water Department. This change was effective in 2015.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.50	0.50	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	17,189,506	(2,361,463)	11,478,282	250,000	0
Interfund Charges	1,097,422	2,385,792	22,727	10,932	9,766
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	70,366	255	0	0	0
Supplies & Services	24,548	23,834	967	190,000	60,000
Debt Services	468,817	685,467	753,071	687,579	687,579
All Other	699,277	778,001	717,804	234,800	0
TOTAL	19,549,936	1,511,886	12,972,851	1,373,311	757,345

Expenditure Notes:

Revenues:

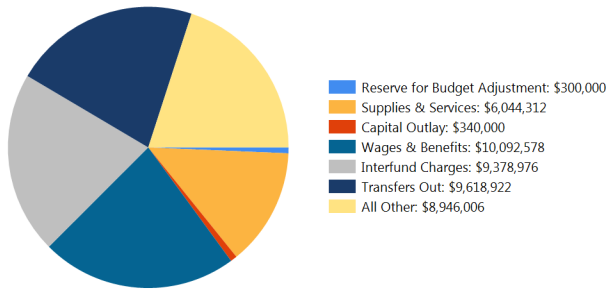
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,383,836	2,411,548	1,094,693	1,250,000	1,250,000
Services	199,228	147,886	171,139	146,606	146,606
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	35,458,633	0	0	0
General Fund Resources	0	0	0	0	0
All Other	3,598,441	13,702,596	10,749,005	1,000,000	1,000,000
TOTAL	5,181,505	51,720,663	12,014,837	2,396,606	2,396,606

Revenue Notes:

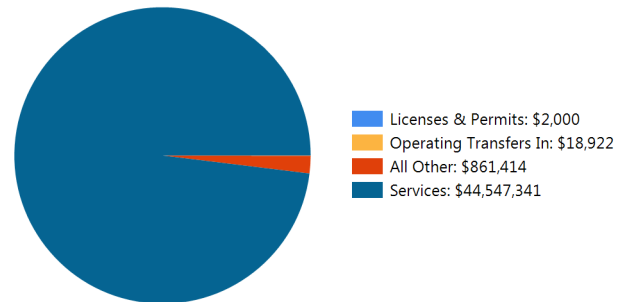
Solid Waste Collection

Solid Waste Collection operates and manages one of the most efficient solid waste collection systems in the state. We strive to provide exceptional service at reasonable, competitive rates. We utilize new technologies, optimize collection and disposal strategies and always keep the needs of our customers in mind.

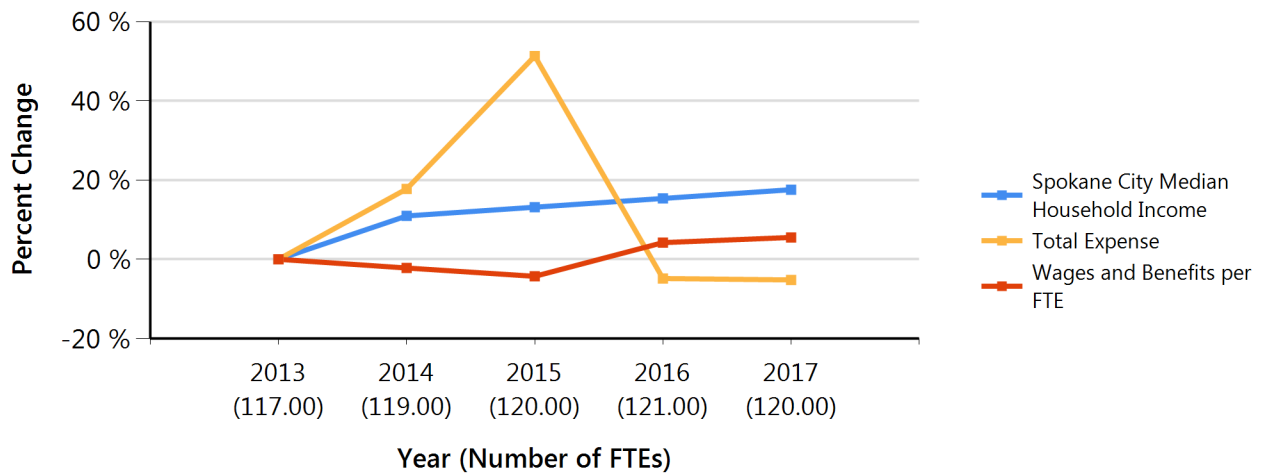
2017 Expenses



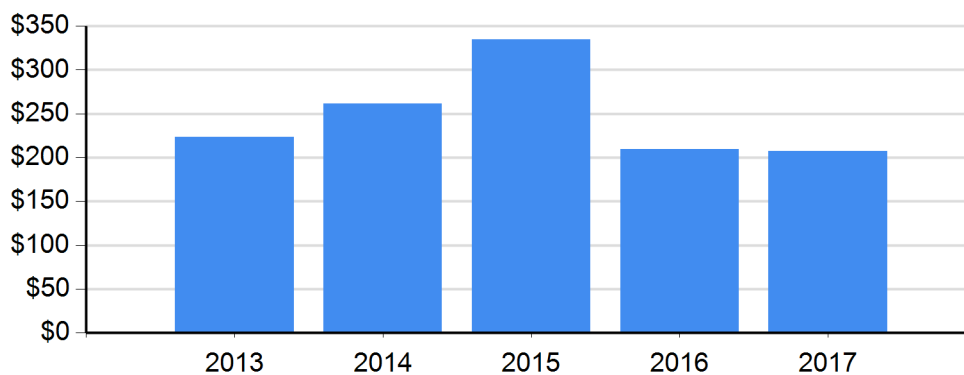
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$223.28	\$261.69	\$334.97	\$209.27	\$207.57
Percent Change	0.00%	17.75%	28.48%	-37.11%	-0.37%

Department Summary: Solid Waste Collection

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

Solid Waste Collection operates and manages one of the most efficient solid waste collection systems in the state. We strive to provide exceptional service at reasonable, competitive rates. We utilize new technologies, optimize collection and disposal strategies and always keep the needs of our customers in mind.

Programs and Services:

The Solid Waste Collection Department provides citizens and businesses with a suite of convenient and dependable solid waste collection services at an affordable price. We offer weekly commercial and residential solid waste collection and recycling, and we offer an optional yard and food waste collection services for nine months out of the year.

We upgraded our residential recycling service in the fall of 2012 to a curbside, single stream system that allows our citizens to put all their recyclables in a large, 64-gallon rolling cart without sorting. The service allows for significantly more recyclables to be collected curbside and allows for fully automated collection, increasing efficiencies and reducing operating costs.

Additionally, in 2015, we opened the Spokane Central Service Center, which consolidated Solid Waste Collection operations with Fleet maintenance services in the Chief Garry Park neighborhood.

The move allows for the conversion of the garbage fleet from diesel fuel to compressed natural gas, which will provide significant environmental and financial benefits. We anticipate replacing our truck fleet over about 10 years.

The Department also will achieve other efficiencies as a result of this move. A route optimization study is under way to ensure that we are deploying our fleet of collection vehicles in the most efficient and effective way possible from the new location.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	117.00	119.00	120.00	121.00	120.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	5,196,675	13,708,182	26,756,096	1,500,000	340,000
Interfund Charges	8,695,020	9,186,931	7,433,666	9,561,545	9,378,976
Reserve for Budget Adjustment	0	0	0	75,000	300,000
Transfers Out	9,999,475	9,273,005	9,351,737	9,618,922	9,618,922
Wages & Benefits	9,349,498	9,300,115	9,181,171	10,045,391	10,092,578
Supplies & Services	3,361,975	3,479,926	6,970,298	5,148,512	6,044,312
Debt Services	0	0	0	0	0
All Other	10,576,333	10,609,487	11,689,075	8,940,006	8,946,006
TOTAL	47,178,976	55,557,646	71,382,043	44,889,376	44,720,794

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	2,000	2,677	2,946	2,000	2,000
IG Revenue	0	0	0	0	0
Services	39,594,420	41,036,412	42,462,619	43,442,376	44,547,341
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	282,979	18,833	18,535	18,922	18,922
General Fund Resources	0	0	0	0	0
All Other	1,421,311	1,670,400	(476,062)	956,614	861,414
TOTAL	41,300,710	42,728,322	42,008,038	44,419,912	45,429,677

Revenue Notes:

Program Summary: Commercial Collections

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Solid Waste Collection Department provides Spokane businesses with reliable and prompt service for their disposal needs. Containers from 1-cubic yd through 6-cubic yd are available, as are 20 and 30-cubic yd roll-off containers. The department also serves a variety of self-contained compactors used by large generators.

Programs and Services:

The department offers a variety of refuse container sizes and multiple day service to commercial customers depending on their needs and location restraints. Customer service is a priority when businesses are dependent on our service in order to prosper. The department also hauls large recycling containers on request for businesses. The commercial collections provides service for the special events disposal needs from Bloomsday to Pig Out in the Park. Many of our collection vehicles are now utilizing compressed natural gas for a fuel, resulting in decreased noise and emissions to our business customers.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	26.00	23.00	24.00	24.00	23.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	1,395,826	142,057	2,016,416	390,000	102,000
Interfund Charges	1,801,902	920,306	552,454	976,770	939,270
Reserve for Budget Adjustment	0	0	0	22,500	0
Transfers Out	2,914,581	2,776,224	2,799,961	2,880,000	2,880,000
Wages & Benefits	2,049,310	1,811,943	1,747,102	1,946,806	1,936,124
Supplies & Services	201,731	155,245	956,671	594,332	612,122
Debt Services	0	0	0	0	0
All Other	2,747,913	474,741	604,184	0	0
TOTAL	11,111,263	6,280,516	8,676,788	6,810,408	6,469,516

Expenditure Notes:

30% of program 45100 per Scott Windsor

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	600	803	884	600	600
IG Revenue	0	0	0	0	0
Services	10,694,635	11,042,732	11,371,029	11,692,497	12,031,580
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(11,842)	74,831	(390,336)	81,763	81,763
TOTAL	10,683,393	11,118,366	10,981,577	11,774,860	12,113,943

Revenue Notes:

30% of program 45100 per Scott Windsor

Program Summary: Community Project Support**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

Solid Waste Collection provides support for Code Enforcement and Neighborhood Services cleanup programs within this program, Community Project Support.

Programs and Services:

Funding for Community Project Support provides for enforcement of City ordinances resulting in a safer and cleaner city. Funds for neighborhood cleanup events promotes a sense of pride and enables citizens to actively manage solid waste issues in their neighborhoods.

Solid Waste Collection provides each neighborhood with funds to use on dump passes, clean-up days, curbside removal of large appliances or other programs that the neighborhoods feel will help their community stay safe and clean, while enhancing a sense of community.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	322,520	234,258	598,153	729,947	750,460
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	121,305	164,340	192,981	185,500	185,500
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	443,825	398,598	791,134	915,447	935,960

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	6,504	(4,135)	17,181	4,000	4,000
TOTAL	6,504	(4,135)	17,181	4,000	4,000

Revenue Notes:

Program Summary: Composting**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

Residential customers may elect to subscribe to an optional yard/food waste collection service offered nine months per year. Customers are supplied a 96 gallon cart for weekly collection. Materials collected are composted locally.

Programs and Services:

The Department offers an optional subscription collection service for yard waste/food waste from our residents. Customers may subscribe for a weekly collection of a department provided 96 gallon cart. This service runs from March through November each year and allows our customers a convenient way to recycle their organics by composting. The composting of organics reduces the environmental impact of these materials and results in decreased greenhouse gas emissions (GHG).

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	430,000	500,000	500,000	600,000	600,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	430,000	500,000	500,000	600,000	600,000

Expenditure Notes:

Barr-Tech per contracted amounts on OPR 2011-0030 and OPR 2013-0382

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Recycling

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

Solid Waste Collection offers separate collection of recyclable materials and yard waste from the general solid waste stream. This program provides an easy way for Spokane residents to reduce the City waste stream, while recycling materials for beneficial use. State law mandates this.

Programs and Services:

Solid Waste Collection provides citizens with weekly curbside residential collection of recyclables and a voluntary subscription service for yard and food waste recycling. Multi-weekly collection of recyclables from businesses is also provided.

We do not limit the amount of recyclable material that can be put out for collection. Recycling of solid waste saves energy, reduces dangerous air and water pollutants and conserves natural resources.

In the fall of 2012, the Department implemented a single-stream recycling system. The residents of the City received a 64-gallon blue recycling cart that is collected once a week at the same time as residential garbage pickup. Citizens can now recycle more materials without sorting.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	32.00	32.00	32.00	32.00	32.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	173,705	123,001	41,869	200,000	0
Interfund Charges	2,172,388	1,638,473	1,219,871	1,717,250	1,717,250
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	284,205	18,925	18,535	18,922	18,922
Wages & Benefits	2,516,701	2,499,393	2,569,305	2,663,334	2,725,005
Supplies & Services	1,792,941	1,975,809	2,531,188	2,013,546	2,655,696
Debt Services	0	0	0	0	0
All Other	797,375	0	0	0	3,000
TOTAL	7,737,315	6,255,601	6,380,768	6,613,052	7,119,873

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	3,604,386	3,934,854	4,246,388	4,166,385	4,287,210
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	282,979	18,833	18,535	18,922	18,922
General Fund Resources	0	0	0	0	0
All Other	1,262,700	1,233,699	899,890	489,670	489,670
TOTAL	5,150,065	5,187,386	5,164,813	4,674,977	4,795,802

Revenue Notes:

Program Summary: Residential Collections

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

Solid Waste Collections offers the most efficient refuse collection services possible. By utilizing new technologies and adapting to meet the needs of the community, we ensure the stability of rates, while providing superior service for citizens and a safe work environment for our employees.

Programs and Services:

Solid Waste Collection provides citizens with convenient, dependable and courteous weekly residential solid waste collection.

Citizens may choose from 32-, 68-, and 95-gallon carts that easily roll out to the collection point. These carts are provided by the Department. Mandatory weekly removal of garbage from residences reduces the opportunity for diseases and pests and maintains a healthy community while minimizing illegal dumping.

The Department maintains competitive residential rates when compared to other municipalities and private sector hauling companies offering similar levels of service.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	185,108	6,555,829	9,996,420	0	0
Interfund Charges	92,889	75,206	51,639	100,000	100,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	172,646	146,435	267,474	179,800	318,200
Debt Services	0	0	0	0	0
All Other	309,624	302,952	494,154	0	3,000
TOTAL	760,267	7,080,422	10,809,687	279,800	421,200

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	170,625	146,226	156,401	150,500	154,865
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	96,200	96,200	89,700	95,200	95,200
TOTAL	266,825	242,426	246,101	245,700	250,065

Revenue Notes:

Program Summary: Solid Waste Collection Administration

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Solid Waste Collection administration works to provide citizens with efficient solid waste collection. We strive to provide exceptional service at reasonable, competitive rates and use new technologies, optimize collection and disposal strategies, and keep the needs of our customers in mind.

Programs and Services:

Overall, the Solid Waste Management Department provides citizens and businesses with a suite of convenient and dependable solid waste collection services at an affordable price. We offer weekly commercial and residential solid waste collection and recycling, and we offer an optional yard and food waste collection service for nine months out of the year.

Leadership within the department recently completed a major project to consolidate Solid Waste Collection operations with Fleet maintenance services at the Spokane Central Service Center in the Chief Garry Park neighborhood. The move facilitates a conversion of the garbage fleet from diesel to compressed natural gas, which is under way.

This new investment follows a very successful implementation of single stream recycling in Spokane in 2012. We upgraded our residential recycling service to a curbside, single stream system that allows our citizens to put all their recyclables in a large, 64-gallon rolling cart without sorting. The service allows for significantly more recyclables to be collected curbside and allows for fully automated collection, increasing efficiencies and reducing operating costs.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	9.00	9.00	10.00	10.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	7,993	4,096,102	3,670,852	3,658,448	3,680,366
Reserve for Budget Adjustment	0	0	0	0	300,000
Transfers Out	0	0	0	0	0
Wages & Benefits	1,764	760,911	788,192	892,704	913,827
Supplies & Services	0	29,423	22,280	8,760	244,510
Debt Services	0	0	0	0	0
All Other	0	8,421,114	8,686,820	8,940,006	8,940,006
TOTAL	9,757	13,307,550	13,168,144	13,499,918	14,078,709

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Solid Waste Collections Operations & Maintenance

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Solid Waste Collection Department provides funds to support the wash portion of the City's Spokane Central Service Center. Revenues are received from participating departments

Programs and Services:

The Spokane Central Service Center serves a variety of City departments and provides a central location for fueling, vehicle cleaning, and is designed to create operational efficiencies and long-term savings.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	59.00	55.00	55.00	55.00	55.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	3,442,036	6,887,295	14,701,391	910,000	238,000
Interfund Charges	4,297,328	2,222,586	1,340,697	2,379,130	2,191,630
Reserve for Budget Adjustment	0	0	0	52,500	0
Transfers Out	6,800,689	6,477,856	6,533,241	6,720,000	6,720,000
Wages & Benefits	4,781,723	4,227,868	4,076,572	4,542,547	4,517,622
Supplies & Services	643,352	508,674	2,499,704	1,566,574	1,428,284
Debt Services	0	0	0	0	0
All Other	6,721,421	1,410,680	1,903,917	0	0
TOTAL	26,686,549	21,734,959	31,055,522	16,170,751	15,095,536

Expenditure Notes:

70% of 45100 budget plus program 45700. 70% allocation per Scott Windsor

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	1,400	1,874	2,062	1,400	1,400
IG Revenue	0	0	0	0	0
Services	25,124,774	25,912,600	26,688,801	27,432,994	28,073,686
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	67,749	269,805	(1,092,497)	285,981	190,781
TOTAL	25,193,923	26,184,279	25,598,366	27,720,375	28,265,867

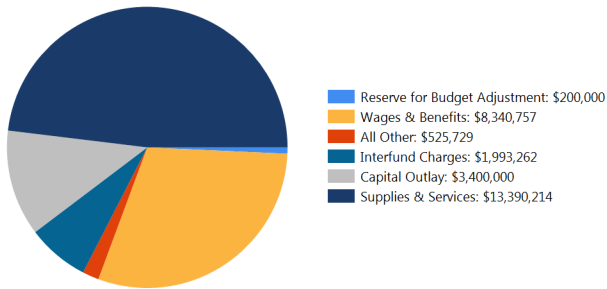
Revenue Notes:

70% of 45100 budget plus program 45700. 70% allocation per Scott Windsor

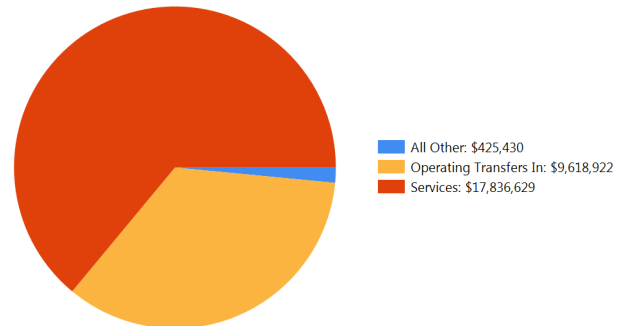
Solid Waste Disposal

The City maintains and operates the Waste to Energy Facility to maximize processing of municipal solid waste in compliance with all environmental permits to minimize the quantity of raw solid waste being landfilled and maximize the generation of electricity and recovery of ferrous metals.

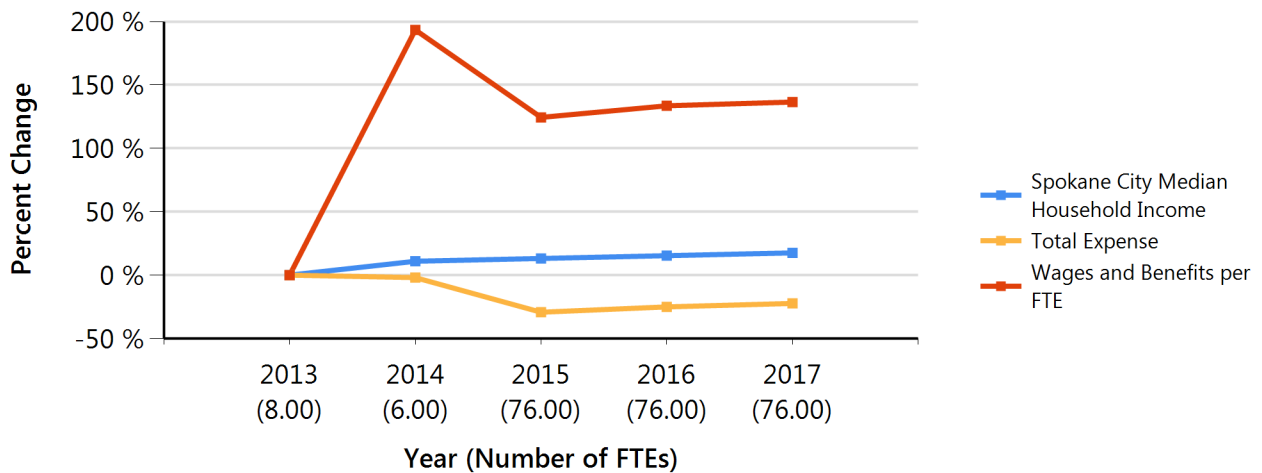
2017 Expenses



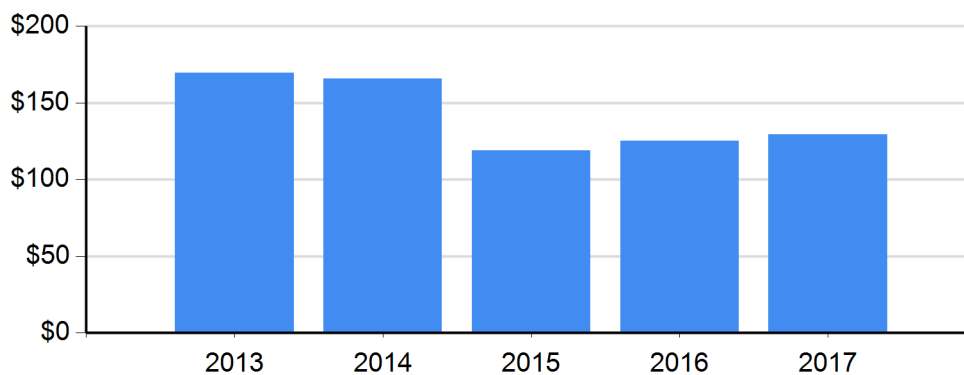
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$169.71	\$165.61	\$119.02	\$125.29	\$129.27
Percent Change	0.00%	-1.95%	-27.86%	5.95%	3.62%

Department Summary: Solid Waste Disposal

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The City maintains and operates the Waste to Energy Facility to maximize processing of municipal solid waste in compliance with all environmental permits to minimize the quantity of raw solid waste being landfilled and maximize the generation of electricity and recovery of ferrous metals.

Programs and Services:

The Waste to Energy Facility is the cornerstone of the City's Solid Waste Disposal System. At the end of 2014, the City took over operations of the facility, ending a long-time contract for operations with the private-sector company, Wheelabrator.

The Facility can process up to 280,000 tons of municipal solid waste per year by incineration, reducing waste volumes by 90%. It converts the solid waste to electricity, generating revenue that offsets tipping fees. The facility also recovers approximately 6,000 to 8,000 tons of ferrous metals for recycling annually.

Municipal solid waste is delivered to the Facility by the City's Solid Waste Collection trucks, from the Spokane Valley and North County Transfer Stations or is self-hauled by residential/commercial customers and other garbage haulers, primarily in the south and west areas of Spokane County. For the benefit of the public, the facility is open seven days per week from 7:30 a.m. to 5 p.m.

Annual compliance testing, which is a permit requirement, has been performed every year since 1991. The results verify that the emissions are consistently below--in some cases, orders of magnitude below--stringent emission limits, making it one of the cleanest facilities in the United States. In addition to the annual tests, continuous emissions monitors measure and record (on an ongoing basis) a number of operating conditions and emissions, to assure continuous good operation and permit compliance.

The System strives to employ the latest in environmental technology, efficiencies and equipment innovation. Since the Facility began operation in 1991, a number of upgrades and additions have been completed, to further reduce emissions, to increase operating efficiency, and to increase recycling and minimize landfilling. The Facility is also the first municipally run facility to receive the highest employee safety rating from the state of Washington.

Not only do all the residents of Spokane and many jurisdictions throughout the County benefit from the Facility, but agencies and municipalities throughout the State are served by utilizing it for disposal of drugs and pharmaceuticals. Law enforcement agencies and the health care industry are able to have seized controlled substances, legend drugs and over-the-counter drugs incinerated as solid waste at Spokane's Waste to Energy Facility, the only permitted facility in the state that can accept these items.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	8.00	6.00	76.00	76.00	76.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	6,161,856	3,221,805	966,767	2,400,000	3,400,000
Interfund Charges	1,309,950	1,866,272	1,525,769	2,301,373	1,993,262
Reserve for Budget Adjustment	0	0	0	0	200,000
Transfers Out	853,893	519,765	459	0	0
Wages & Benefits	859,143	1,890,811	7,422,095	8,101,136	8,340,757
Supplies & Services	25,950,445	26,966,375	14,849,825	13,574,201	13,390,214
Debt Services	0	0	0	0	0
All Other	724,730	694,147	598,594	498,229	525,729
TOTAL	35,860,017	35,159,175	25,363,509	26,874,939	27,849,962

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	26,832,842	26,609,935	15,820,289	17,165,263	17,836,629
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	10,426,701	9,604,384	9,351,737	9,618,922	9,618,922
General Fund Resources	0	0	0	0	0
All Other	201,847	6,283,969	313,295	425,430	425,430
TOTAL	37,461,390	42,498,288	25,485,321	27,209,615	27,880,981

Revenue Notes:

Program Summary: Composting

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The program provides for composting of source-separated clean green yard waste and food waste. This process minimizes landfilling and reduces average disposal costs.

Programs and Services:

The City contracts with Barr-Tech, LLC, to haul clean green yard debris and food scraps collected at the Waste to Energy facility to its composting facility.

Composting converts an organic waste into an environmentally beneficial soil amendment. Compost promotes soil health by reducing erosion, enriching soil nutrient capacity and acting as a non-toxic weed control tool. Soil supplemented with compost conserves water resources by providing high water retention qualities.

Managing organics as a recyclable rather than a waste reduces disposal costs for the City.

The public also benefits from this reduced cost.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	110	106	0	0	0
Supplies & Services	1,667,744	1,471,521	2,900	387,600	390,100
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,667,854	1,471,627	2,900	387,600	390,100

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	(60,533)	0	0
TOTAL	0	0	(60,533)	0	0

Revenue Notes:

Program Summary: Landfill Closure**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The Solid Waste Disposal Department maintains, monitors, and manages the closed Northside Landfill.

Programs and Services:

The City continues to comply with a Environmental Protection Agency clean-up order and mitigation at the Northside Landfill, which is a superfund site. Methane gas is managed, collected and tested.

Additionally, the City maintains the landfill caps, access roads and flare stations in compliance with permits. Monitoring, analyzing and reporting of groundwater data prevents offsite migration of contaminants into the environment. All environmental compliance regulations with local, state and federal authorities are met.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	2.40	2.40	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	16,235	2,761	0	0
Interfund Charges	(195,404)	258,890	71,638	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	310	0	0
Wages & Benefits	(215,224)	234,012	109,130	220,092	4,750
Supplies & Services	(230,768)	112,298	(676,936)	150,900	33,600
Debt Services	0	0	0	0	0
All Other	1,778	712	6,219	5,000	6,000
TOTAL	(639,618)	622,147	(486,878)	375,992	44,350

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Long Haul Disposal

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

This program provides for transportation and disposal of ash from the Waste to Energy Facility, plus municipal solid waste that is either not suitable for burning or is in excess of the Waste to Energy Facility's capacity.

Programs and Services:

Ash from the Waste to Energy Facility, materials that are not beneficial to burn and bypass waste are taken to the railhead at Yardley and transported by a contractor to the Roosevelt Regional Landfill in Klickitat County, Washington.

This is an essential function the Solid Waste Disposal operation, which is accomplished through a public / private partnership with Regional Disposal Company (RDC). As the volume of solid waste produced in Spokane County is greater than the capacity of the Waste to Energy Facility, waste must be bypassed and sent to RDC, along with the ash produced from the incineration process.

The amount of waste that will be sent to the Roosevelt Regional Landfill decreased in 2015. Starting in November 2014, Spokane County began managing regional solid waste services in the County; some jurisdictions previously served by the former Spokane Regional Solid Waste System are taking their wastes elsewhere, reducing the amount of ash and bypass.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	5,298,137	5,101,844	4,016,497	3,522,977	3,522,977
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	5,298,137	5,101,844	4,016,497	3,522,977	3,522,977

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Moderate Risk Waste**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

Manage hazardous waste received from households and businesses with limited quantities, with a drop-off site at the Waste to Energy Facility. Most of these wastes are reused, recycled or burned for energy recovery, and very little is disposed.

Programs and Services:

The Household Hazardous Waste (HHW) facility has been in operation since 1991. It provides a convenient location for citizens to dispose of materials such as pesticides, herbicides, used motor oil, antifreeze, flammable liquids and batteries. This facility is located at the Waste to Energy Facility.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	3.00	3.00	14.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	110,000
Interfund Charges	13,981	15,160	10,502	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	430,898	331,470	0	0	0
Wages & Benefits	262,111	248,814	265,540	262,157	1,309,506
Supplies & Services	113,444	94,192	38,871	169,500	61,500
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	820,434	689,636	314,913	431,657	1,481,006

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,298	1,487	653	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	430,898	331,470	0	0	0
General Fund Resources	0	0	0	0	0
All Other	50,394	19,335	0	0	0
TOTAL	486,590	352,292	653	0	0

Revenue Notes:

Program Summary: North Landfill

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The City manages and operates a municipal solid waste landfill. This facility primarily serves as an emergency backup facility, but also disposes of certain wastes not suitable for combustion.

Programs and Services:

The Northside Landfill contains a municipal solid waste cell, which is the only permitted landfill for disposal of such wastes in Spokane County. It is also the only facility available for disposal of large animal carcasses and disposal of building waste contaminated with seepage.

This site is critical as an emergency backup facility when other options are not available. As an emergency backup, this facility is used at least twice a year for unplanned disposal needs. It was used during Ice Storm, Fire Storm and for disposal of material from the Wastewater Treatment Plant digester tragedy. This facility also may be used for waste which cannot be processed at the WTE facility during plant shutdowns or other operational issues.

This site also houses a closed landfill location.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.80	0.80	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	15,196	2,761	0	0
Interfund Charges	14,286	0	28,220	8,250	8,200
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	422,995	172,297	0	0	0
Wages & Benefits	(12,014)	104,752	87,255	72,473	0
Supplies & Services	(229,785)	203,592	84,658	170,150	46,650
Debt Services	0	0	0	0	0
All Other	0	5,682	9,359	0	10,000
TOTAL	195,482	501,519	212,253	250,873	64,850

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	140,078	186,762	220,309	411,746	423,687
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	934	69	0	0
TOTAL	140,078	187,696	220,378	411,746	423,687

Revenue Notes:

Program Summary: Recycling

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

This program provides waste reduction, reuse and recycling programs for citizens and businesses in the City of Spokane. These education and outreach programs help the public and businesses maximize recycling and minimize the amount of solid waste requiring disposal.

Programs and Services:

The City's Solid Waste Disposal Department uses a variety of informational materials and advertising media, information on the web, hands-on presentations and community events involving public participation. These materials and events emphasize the connection of waste reduction, reuse, recycling and proper waste disposal to sustain a healthy environment.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	3.00	2.00	0.00	0.00	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	9,832	4,614	0	950	950
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	239,785	116,921	276	0	80,939
Supplies & Services	266,810	88,961	29,859	28,135	21,800
Debt Services	0	0	0	0	0
All Other	0	0	109,519	0	0
TOTAL	516,427	210,496	139,654	29,085	103,689

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	282,979	18,833	18,535	18,922	18,922
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	282,979	18,833	18,535	18,922	18,922

Revenue Notes:

Program Summary: Solid Waste Disposal Administration

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Solid Waste Disposal administration strives to maintain an efficient and effective municipal solid waste disposal service for the citizens and businesses of the City of Spokane as well as our partners in Spokane County.

Programs and Services:

The Solid Waste Disposal administration is lean and effective. Leadership currently is guiding a significant transition in the operations of the system.

After 20 years as the sole-source municipal solid waste disposal option within Spokane County, the interlocal agreement between the City and Spokane County that created the Spokane Regional Solid Waste System in the late 1980s expired in 2014. New agreements were entered with the County for the sale of the transfer stations to the County and the disposal of the County's waste at the Waste to Energy Facility. The City also brought operations of the Waste to Energy Facility in house, instead of contracting out these services. The City has now completed nearly two years of self-operation of the facility.

This program also accounts for various taxes and interfund charges.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	5.00	4.00	6.00	6.00	18.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,426,626	1,581,299	1,200,565	2,287,473	1,979,412
Reserve for Budget Adjustment	0	0	0	0	200,000
Transfers Out	0	1,529	149	0	0
Wages & Benefits	441,904	502,933	641,300	651,523	1,727,859
Supplies & Services	267,633	188,513	68,102	180,212	134,947
Debt Services	0	0	0	0	0
All Other	722,952	687,633	458,883	493,229	508,229
TOTAL	2,859,115	2,961,907	2,368,999	3,612,437	4,550,447

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	26,687,466	26,421,686	15,599,327	16,753,517	17,412,942
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	9,712,824	9,254,081	9,333,202	9,600,000	9,600,000
General Fund Resources	0	0	0	0	0
All Other	151,453	6,263,700	373,759	425,430	425,430
TOTAL	36,551,743	41,939,467	25,306,288	26,778,947	27,438,372

Revenue Notes:

Program Summary: South Landfill

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Solid Waste Disposal Department maintains, monitors, and manages the closed Southside Landfill. Methane gas is managed, collected and tested at this landfill site.

Programs and Services:

Additionally, the City maintains the landfill caps, access roads and flare stations in compliance with permits. Monitoring, analyzing and reporting of groundwater data prevents offsite migration of contaminants into the environment. All environmental compliance regulations with local, state and federal authorities are met.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	1.30	1.30	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	79,865	0	0
Interfund Charges	17,845	516	4,722	1,700	1,700
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	136,495	54,529	5,620	129,978	73,723
Supplies & Services	64,185	(395,867)	(488,349)	15,000	42,200
Debt Services	0	0	0	0	0
All Other	0	120	1,257	0	1,500
TOTAL	218,525	(340,702)	(396,885)	146,678	119,123

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Waste To Energy Facility

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The City maintains and operates the Waste to Energy Facility to maximize processing of municipal solid waste in compliance with all environmental permits to minimize the quantity of raw solid waste being landfilled and maximize the generation of electricity and recovery of ferrous metals.

Programs and Services:

The Waste to Energy Facility is the cornerstone of the City's Solid Waste Disposal System. At the end of 2014, the City took over operations of the facility, ending a long-time contract for operations with the private-sector company, Wheelabrator.

The Facility can process up to 280,000 tons of municipal solid waste per year by incineration, reducing waste volumes by 90%. It converts the solid waste to electricity, generating revenue that offsets tipping fees. The facility also recovers approximately 6,000 to 8,000 tons of ferrous metals for recycling annually.

Municipal solid waste is delivered to the Facility by the City's Solid Waste Collection trucks, from the Spokane Valley and North County Transfer Stations or is self-hauled by residential/commercial customers and other garbage haulers, primarily in the south and west areas of Spokane County. For the benefit of the public, the facility is open seven days per week from 7:30 a.m. to 5 p.m.

Annual compliance testing, which is a permit requirement, has been performed every year since 1991. The results verify that the emissions are consistently below--in some cases, orders of magnitude below--stringent emission limits, making it one of the cleanest facilities in the United States. In addition to the annual tests, continuous emissions monitors measure and record (on an ongoing basis) a number of operating conditions and emissions, to assure continuous good operation and permit compliance.

The System strives to employ the latest in environmental technology, efficiencies and equipment innovation. Since the Facility began operation in 1991, a number of upgrades and additions have been completed, to further reduce emissions, to increase operating efficiency, and to increase recycling and minimize landfilling. The Facility is also the first municipally run facility to receive the highest employee safety rating from the state of Washington.

Not only do all the residents of Spokane and many jurisdictions throughout the County benefit from the Facility, but agencies and municipalities throughout the State are served by utilizing it for disposal of drugs and pharmaceuticals. Law enforcement agencies and the health care industry are able to have seized controlled substances, legend drugs and over-the-counter drugs incinerated as solid waste at Spokane's Waste to Energy Facility, the only permitted facility in the state that can accept these items.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	62.50	62.50	42.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	6,161,856	3,190,374	881,380	2,400,000	3,290,000
Interfund Charges	22,784	5,793	210,122	3,000	3,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	14,469	0	0	0
Wages & Benefits	5,976	628,744	6,312,974	6,764,913	5,143,980
Supplies & Services	18,733,045	20,101,321	11,774,223	8,949,727	9,136,440
Debt Services	0	0	0	0	0
All Other	0	0	13,357	0	0
TOTAL	24,923,661	23,940,701	19,192,056	18,117,640	17,573,420

Expenditure Notes:

Revenues:

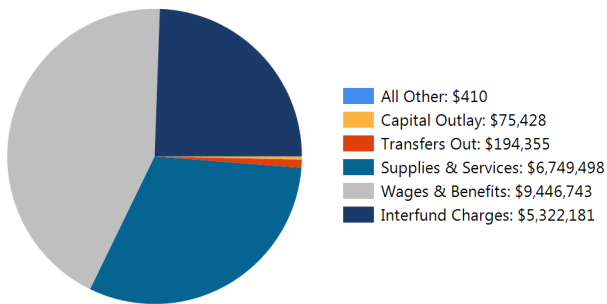
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

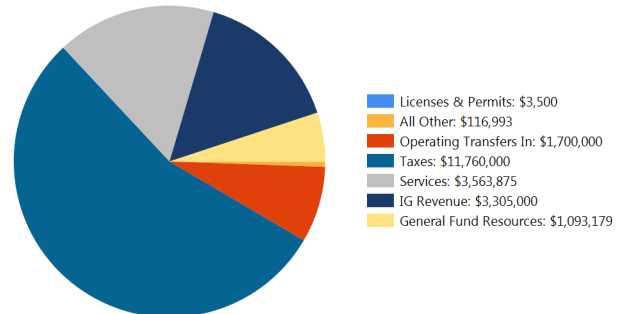
Street Department

The Street Department manages the safe and efficient movement of people and goods on City streets. Nine functional activities are coordinated under a single department: Roadway Maintenance, Bridge Maintenance, Traffic Engineering/Planning and Operations, Signs and Markings, Signals and Lighting, Street Cleaning, Street Lighting, Ice/Snow Removal and Street Administration.

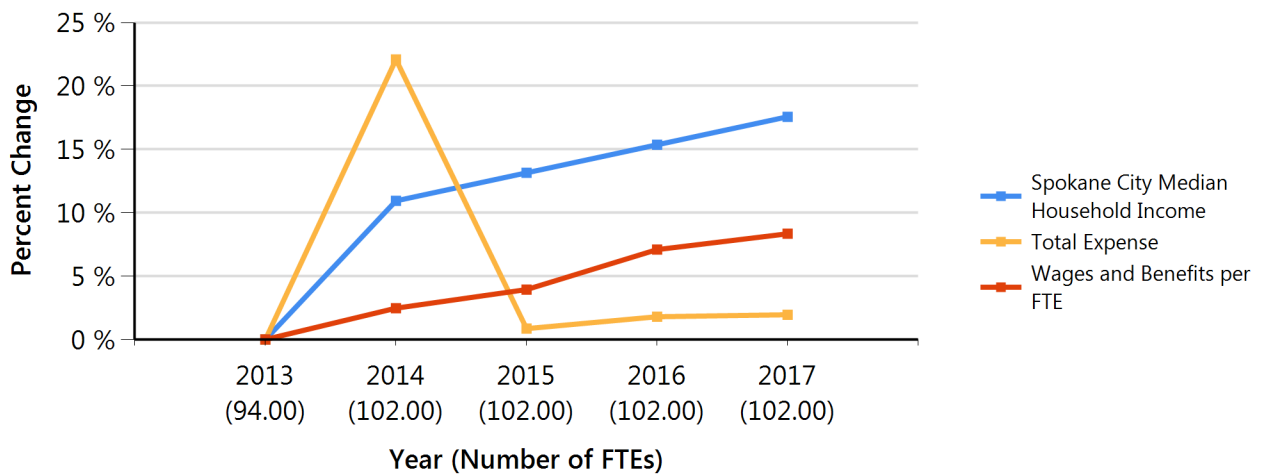
2017 Expenses



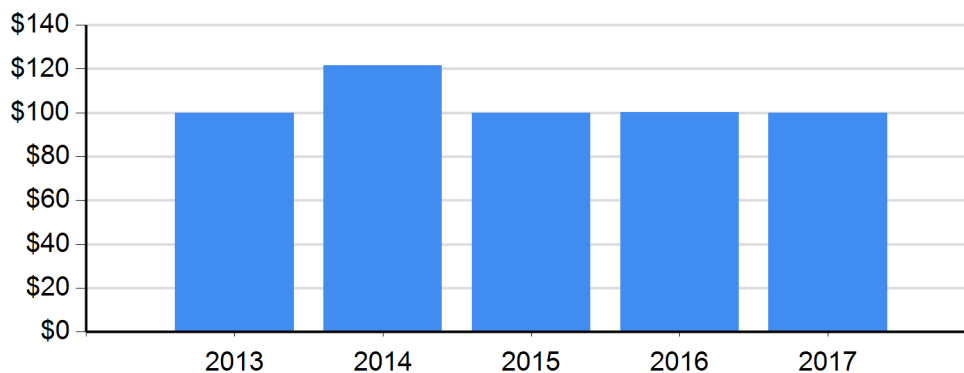
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$99.98	\$121.49	\$99.99	\$100.26	\$99.97
Percent Change	0.00%	22.09%	-17.39%	0.93%	0.15%

Department Summary: Street Department**Division:** Public Works**Fund Type:** Special Revenue Fund

Executive Summary:

The Street Department manages the safe and efficient movement of people and goods on City streets. Nine functional activities are coordinated under a single department: Roadway Maintenance, Bridge Maintenance, Traffic Engineering/Planning and Operations, Signs and Markings, Signals and Lighting, Street Cleaning, Street Lighting, Ice/Snow Removal and Street Administration.

Programs and Services:

The Street Department is responsible for approximately 2,100 lane miles of paved roadways, 41 vehicular bridges, more than 470 traffic signal devices, approximately 89,400 traffic signs, 3.2 million lineal feet of pavement striping, and over 13,000 street lights. This is all provided to the traveling public 24 hours per day 365 days per year. In 2017, we continue to evaluate solutions to funding street maintenance to care for the roads we build in a timely manner, eliminating the need to rebuild as often.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	94.00	102.00	102.00	102.00	102.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	64,245	61,279	101,232	60,428	75,428
Interfund Charges	6,047,072	5,554,037	5,517,495	5,811,274	5,322,181
Reserve for Budget Adjustment	0	0	0	(250,000)	(250,000)
Transfers Out	1,464,392	5,243,537	85,632	194,355	194,355
Wages & Benefits	8,016,861	8,914,153	9,044,985	9,330,301	9,446,743
Supplies & Services	5,533,281	6,020,341	6,557,593	6,358,694	6,749,498
Debt Services	0	0	0	0	0
All Other	0	0	0	410	410
TOTAL	21,125,851	25,793,347	21,306,937	21,505,462	21,538,615

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	1,790,156	2,179,743	11,540,134	11,194,000	11,760,000
Licenses & Permits	6,301	2,263	6,882	3,500	3,500
IG Revenue	3,110,024	3,048,854	3,174,041	3,305,000	3,305,000
Services	2,821,601	3,132,853	3,172,951	3,563,875	3,563,875
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	1,700,000	4,275,000	2,000,000	1,700,000	1,700,000
General Fund Resources	11,923,604	10,553,179	1,293,179	1,693,179	1,093,179
All Other	170,202	248,085	205,757	116,968	116,993
TOTAL	21,521,888	23,439,977	21,392,944	21,576,522	21,542,547

Revenue Notes:

Program Summary: Bridge Maintenance

Division: Public Works

Fund Type: Special Revenue Fund

Executive Summary:

Bridge inspection and maintenance delivers services for safe and efficient travel by the public over our many bridge structures within the City. This service contributes FTE's, equipment and resources to other street maintenance programs needed to maximize our fall, winter and spring activities thus minimizing costs and optimizing services.

Programs and Services:

The City Bridge Division inspects, maintains, and rates 41 vehicular bridges and inspects 23 pedestrian bridges as required by FHWA in accordance with the National Bridge Inspection Standards (NBIS). An additional 64 bridges are inspected and reports provided to the owners, these include the downtown skywalks and railroad bridges. Bridge Maintenance also maintains approximately 17 miles of guardrail.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	5.60	5.60	5.60	5.60	5.60

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	281,448	204,401	143,957	227,724	153,024
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	559,168	553,745	577,526	530,018	527,940
Supplies & Services	73,960	53,525	114,106	94,950	90,716
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	914,576	811,671	835,589	852,692	771,680

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	9,626	0	13,956	20,000	20,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	43,143	35,543	12,167	14,000	14,000
TOTAL	52,769	35,543	26,123	34,000	34,000

Revenue Notes:

Program Summary: Ice/Snow Removal

Division: Public Works

Fund Type: Special Revenue Fund

Executive Summary:

Ice and Snow removal provides services for safe and efficient travel by the public during the winter season. This service contributes FTE's, equipment and resources to other street maintenance programs needed to maximize our spring, summer, and fall activities thus minimizing costs and optimizing services.

Programs and Services:

Whenever there is a danger of icy conditions on the roadways, the Street Department activates the approved Snow and Ice Control Plan. The goal of the Snow & Ice Plan is to keep winter driving conditions as safe as possible for the traveling public. Activities include placement of deicer and plowing of snow and ice.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	7.45	7.45	7.45	7.45	7.30

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	15,000
Interfund Charges	841,771	836,252	563,987	797,900	620,900
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	824,006	1,041,176	805,041	655,878	737,874
Supplies & Services	795,708	997,376	839,202	1,045,418	1,052,793
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,461,485	2,874,804	2,208,230	2,499,196	2,426,567

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	581	192	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(2,010)	0	0	0	0
TOTAL	(1,429)	192	0	0	0

Revenue Notes:

Program Summary: Roadway Maintenance

Division: Public Works

Fund Type: Special Revenue Fund

Executive Summary:

Roadway maintenance provides services for safe and efficient travel by the public. This service contributes FTE's, equipment and resources to other street maintenance programs needed to maximize our fall, winter and spring activities thus minimizing costs and optimizing services.

Programs and Services:

Roadway maintenance maintains approximately 2,100 lane miles of paved streets and 50 miles of gravel roads. The City is experiencing a 1 to 2 percent increase in roadway lane miles each year. This section also provides pavement inspection and management as required by law. This department performs crack sealing, grinder patching, skin patching, pothole patching, and grading of gravel streets as a means to combat the deteriorating street infrastructure.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	46.35	38.35	38.35	38.35	38.20

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	3,522	0	0	0	0
Interfund Charges	2,575,152	1,658,379	1,512,827	1,103,355	1,400,255
Reserve for Budget Adjustment	0	0	0	(250,000)	(250,000)
Transfers Out	1,464,392	5,243,537	85,632	194,355	194,355
Wages & Benefits	3,183,352	3,103,852	3,316,907	3,345,439	3,301,567
Supplies & Services	1,388,193	1,510,429	1,762,975	1,399,936	1,679,205
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	8,614,611	11,516,197	6,678,341	5,793,085	6,325,382

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	447,539	544,936	9,452,635	9,644,000	9,960,000
Licenses & Permits	1,139	514	1,872	1,500	1,500
IG Revenue	3,057,263	3,033,377	3,158,113	3,300,000	3,300,000
Services	1,159,415	1,032,596	1,390,352	1,620,476	1,620,476
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	400,000	2,975,000	700,000	400,000	400,000
General Fund Resources	11,923,604	10,553,179	1,293,179	1,693,179	1,093,179
All Other	36,675	22,413	103,533	36,968	36,968
TOTAL	17,025,635	18,162,015	16,099,684	16,696,123	16,412,123

Revenue Notes:

Program Summary: Signals/Lighting

Division: Public Works

Fund Type: Special Revenue Fund

Executive Summary:

The Signals and Lighting Section of the Street Department performs all preventive and corrective maintenance functions for every traffic control device within the City of Spokane. This includes traffic signals, ITS traffic cameras, city-owned street lights, and communications cable including underground and aerial lines utilizing both copper and fiber conductors.

Programs and Services:

The Street Department will install, inspect and maintain the 470 plus traffic signal devices and associated systems authorized within the City. This includes 259 signalized intersections located on major arterials, various school crossings, flashing school speed limit signs, radar-equipped speed advisory signs, emergency vehicle pre-emption systems, traffic flashers and other control devices.

The drivers and pedestrians utilizing the various arterials in Spokane deserve the safest and most reliable traffic control devices available. Most of these public safety devices are connected via a communications cable plant containing more than 40 miles of underground and aerial copper and fiber cabling, also installed, inspected and maintained by our Signal Technicians. This cable plant also provides communications, data and alarm functions for other departments and agencies throughout the City. Potential damage to the cable plant is controlled by continually mapping all of our underground facilities and marking them when notified by the regional One-Call locating service.

More than 2,400 street lights are maintained in designated areas and signalized locations, including the core area of our Central Business District. The remainder is serviced by Avista Utilities under our Department's direction and coordination. Our signal crews are on-call during non-working hours and respond promptly for emergency repairs at night and on weekends/holidays.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	10.00	10.00	10.00	10.00	10.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	54,001	50,089	82,970	50,428	25,428
Interfund Charges	302,627	113,675	82,714	114,776	99,514
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	895,652	892,312	930,082	961,915	979,734
Supplies & Services	430,310	481,358	401,469	479,064	554,364
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,682,590	1,537,434	1,497,235	1,606,183	1,659,040

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	5,034	199	2,939	0	0
IG Revenue	37,296	0	634	0	0
Services	72,096	136,315	143,012	98,299	98,299
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	72,791	163,660	59,609	55,000	55,000
TOTAL	187,217	300,174	206,194	153,299	153,299

Revenue Notes:

Program Summary: Signs/Markers

Division: Public Works

Fund Type: Special Revenue Fund

Executive Summary:

The Signs and Markers Section installs, maintains and replaces traffic signs and pavement markings that have become worn out, damaged or removed. Representatives within this section also assist in traffic design review for construction projects.

Programs and Services:

This section is responsible for maintaining more than 89,400 traffic signs. This section is seeing approximately a 2 percent increase in new signage/markings each year. Regulatory and warning signs are required to be replaced when the retroreflectivity deteriorates below the minimum standards set forth by the Federal Highway Administration. The manufacturers' recommended replacement cycle is every 7 to 10 years. The average age of Spokane's 89,400 sign plates is 11.4 years.

This section is responsible for the maintenance of more than 3.2 million lineal feet of striping, 1,416 crosswalks, 1,213 stop bars and 1,308 pavement markings on the streets of Spokane. All public agencies have been required by federal environmental policy to use waterborne paints. Waterborne paints cannot be applied at ground temperatures below 50 degrees. Therefore the crews' time to apply waterborne paint has decreased from past years, which allows more time during the winter season for the paint to wear off the roadway. It is desirable to apply more expensive durable markings in locations of high use where the paint typically wears off the roadway. Durable markings last 3 to 5 years or more with inlay tape, but they have a higher life cycle cost than waterborne paints.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	11.00	11.00	11.00	11.00	12.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	6,722	11,190	0	10,000	10,000
Interfund Charges	272,901	122,302	69,721	139,832	93,437
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	883,477	908,376	921,378	970,506	1,039,953
Supplies & Services	305,221	298,517	379,111	321,540	385,168
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,468,321	1,340,385	1,370,210	1,441,878	1,528,558

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	128	1,550	2,071	2,000	2,000
IG Revenue	14,030	15,477	15,294	5,000	5,000
Services	111,422	227,088	91,969	100,000	100,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	19,478	25,269	28,146	11,000	11,000
TOTAL	145,058	269,384	137,480	118,000	118,000

Revenue Notes:

Program Summary: Street Cleaning/PM-10**Division:** Public Works**Fund Type:** Special Revenue Fund

Executive Summary:

Street Cleaning provides for safe and efficient travel by the public. This service contributes FTE's, equipment and other resources needed to maximize our fall, winter and spring maintenance activities. Street sweeping activities are performed year round unless needed for other critical activities (snow and ice removal, storm debris removal, etc.).

Programs and Services:

Street crews clean streets by flushing, sweeping, removing leaves. These services prevent the air quality from falling below federally required PM-10 air quality standards and help to prevent flooding by keeping storm drain inlets clean and free of debris.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	10.60	10.60	10.60	10.60	9.90

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,690,615	1,483,283	1,126,736	1,780,026	1,556,500
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,308,117	1,264,577	1,351,069	859,613	823,701
Supplies & Services	112,571	198,203	285,716	182,366	184,366
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	3,111,303	2,946,063	2,763,521	2,822,005	2,564,567

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,435	0	0	0	0
Services	1,433,074	1,214,076	883,912	1,100,000	1,100,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	125	1,200	2,302	0	0
TOTAL	1,434,634	1,215,276	886,214	1,100,000	1,100,000

Revenue Notes:

Program Summary: Street Lighting

Division: Public Works

Fund Type: Special Revenue Fund

Executive Summary:

This program pays to operate, install and maintain Avista-owned Street Lights located within the City. Program includes electricity costs.

Programs and Services:

This program pays to operate, install and maintain more than 10,725 Avista-owned Street Lights located in the City. Costs include electricity charges. Installation and removal of these street lights is performed under the direction of the City Street Department. In addition to the lights owned and maintained by Avista, the City also owns and maintains approximately 2,400 roadway lights. The maintenance cost for the City-owned lights is located in the Bid for "Signals & Lighting".

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	133	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	2,409,345	2,284,217	2,470,415	2,522,457	2,522,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,409,345	2,284,350	2,470,415	2,522,457	2,522,000

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	1,342,617	1,634,807	2,087,499	1,550,000	1,800,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	5,030	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,342,617	1,639,837	2,087,499	1,550,000	1,800,000

Revenue Notes:

Program Summary: Streets Administration**Division:** Public Works**Fund Type:** Special Revenue Fund

Executive Summary:

The administrative function develops and implements policies, guidelines and budgets that set the Street Department direction. This section manages the personnel, equipment and resources within a department of 102 employees. It provides the Human Resource support, coordinates training, equipment purchases and replacement and manages the budget.

Programs and Services:

Street Department administration includes the Director, Operations Engineer, Street Supervisor, and Clerks who support for the entire department. The clerks are responsible for the maintenance management system (Cititech), which tracks the labor, equipment and materials for every activity within the Street Department. Personnel time in Cititech is downloaded directly to Peoplesoft payroll software.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	8.00	8.00	8.00	8.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	25,000
Interfund Charges	0	1,132,216	2,013,421	1,635,069	1,393,780
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	144,958	141,722	860,340	877,521
Supplies & Services	0	170,201	283,189	261,326	245,899
Debt Services	0	0	0	0	0
All Other	0	0	0	410	410
TOTAL	0	1,447,375	2,438,332	2,757,145	2,542,610

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000

Revenue Notes:

Program Summary: Traffic Engineering, Planning and Operations

Division: Public Works

Fund Type: Special Revenue Fund

Executive Summary:

Traffic Engineering functions are consolidated into the Street Department to improve service and provide a safer, more efficient movement of all traffic modes for the citizens of Spokane. Responsibilities include traffic functions such as planning, design, transportation operations, signal operations, and ITS operations.

Programs and Services:

With Traffic Engineering consolidated into the Street Department, the City provides a clearer, more concise and timely response to traffic needs. This coordination facilitates improved service and provides a safer, more efficient movement of all traffic modes for the citizens of Spokane.

TRAFFIC PLANNING evaluates existing and long-range needs for street infrastructure in coordination with the City's Comp Plan. Traffic Planning also coordinates traffic impacts from developers, neighborhoods, and other projects from outside agencies.

TRAFFIC DESIGN develops and reviews traffic control plans, signal and ITS designs, signing and striping plans, and the City's traffic standard plans for both internal and external projects.

TRAFFIC OPERATIONS performs intersection analysis and responds to citizens' requests and inquiries. Traffic Operations monitors and provides professional engineering to optimize the system.

SIGNAL AND ITS OPERATIONS maintain, optimize, and coordinate the City's Signal/ITS infrastructure, which will result in reduced congestion and stop delays while moving all mode of transportation through the City's street network.

TRAFFIC CONTROL DEVICES are designed and installed to provide roadway users with nationally recognized indications for traffic movement. These are defined in the Federal Highway Administration's Manual on Uniform Traffic Control Devices. While new developer-driven projects install new streets and associated devices, the city has an ongoing responsibility, with legal and financial liability, to effectively maintain and operate those devices. Measures of effective performance may be monitored through accident data, air quality data, traffic volume reports, intersection performance measures and public input.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	3.00	11.00	11.00	11.00	11.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	18,262	0	0
Interfund Charges	82,558	3,396	4,132	12,592	4,771
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	363,089	1,005,157	1,001,260	1,146,592	1,158,453
Supplies & Services	17,973	26,515	21,410	51,637	34,987
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	463,620	1,035,068	1,045,064	1,210,821	1,198,211

Expenditure Notes:**Revenues:**

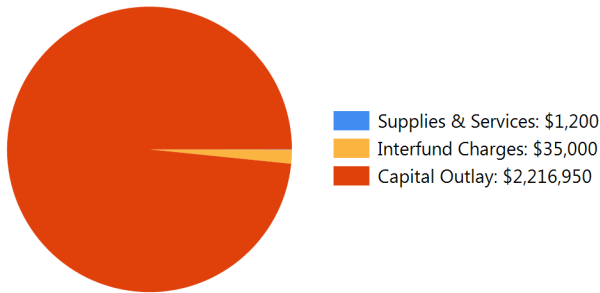
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	35,387	517,556	649,750	625,100	625,100
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	25
TOTAL	35,387	517,556	649,750	625,100	625,125

Revenue Notes:

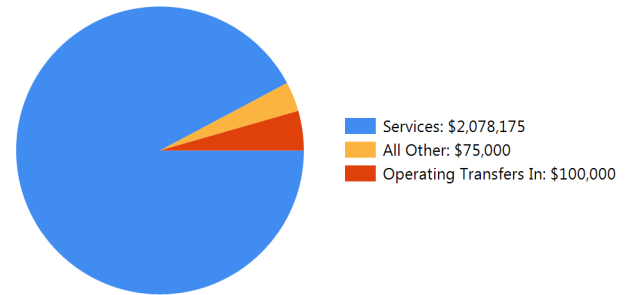
Vehicle Replacement Fund

The Fleet Replacement Fund bills participating customer departments on a monthly basis for future replacement costs of vehicles and equipment, using appropriate schedules. The funds are then available to purchase replacements when the useful life has ended.

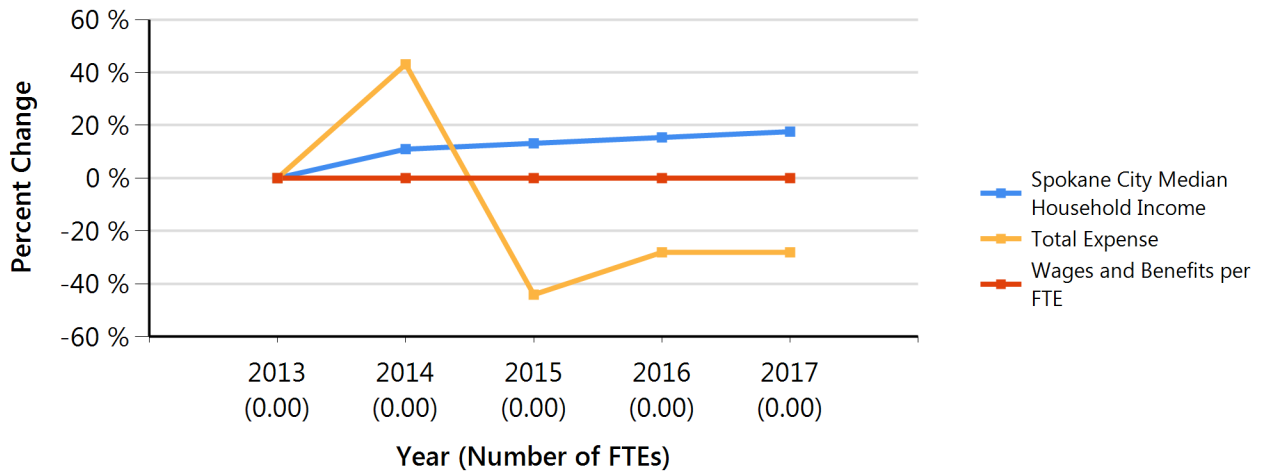
2017 Expenses



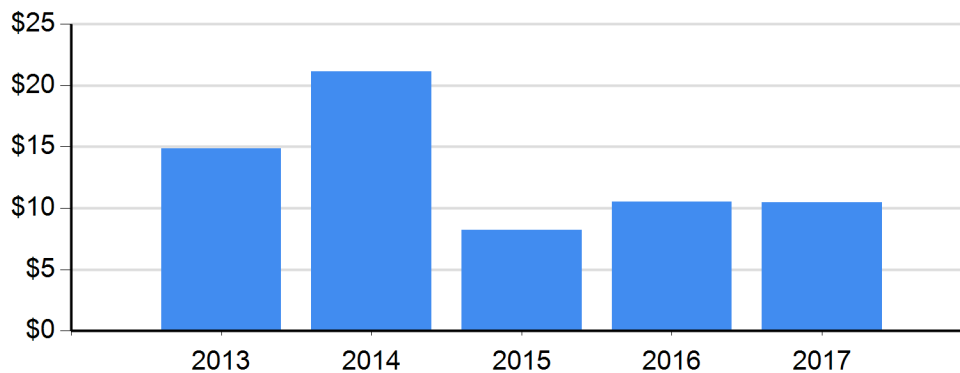
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$14.84	\$21.13	\$8.22	\$10.46
Percent Change	0.00%	43.08%	-60.95%	0.00%

Department Summary: Vehicle Replacement Fund

Division: Public Works

Fund Type: Internal Service Fund

Executive Summary:

The Fleet Replacement Fund bills participating customer departments on a monthly basis for future replacement costs of vehicles and equipment, using appropriate schedules. The funds are then available to purchase replacements when the useful life has ended.

Programs and Services:

Budgeting for the replacement of vehicles and equipment is important to ensure the provision of effective services to citizens.

The replacement model used for fleet vehicles and equipment depends on the estimated useful life of each unit. Data is based on the established maintenance class code for the type of equipment. The M5 maintenance management system calculates the monthly replacement cost per unit, and bills this out monthly. Monies are transferred to Fund 5110, where they will be available at the end of the unit's useful life. Currently only the Street Department is fully utilizing the Replacement Fund, as required by RCW 35.21.088.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	3,053,337	1,840,225	1,366,849	2,216,950	2,216,950
Interfund Charges	80,495	69,805	82,870	35,000	35,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	2,575,000	300,000	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	1,170	739	1,592	1,200	1,200
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	3,135,002	4,485,769	1,751,311	2,253,150	2,253,150

Expenditure Notes:

Revenues:

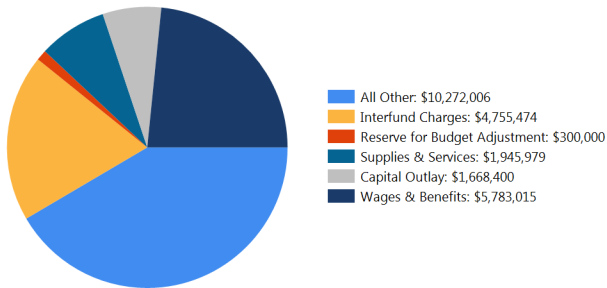
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,802	0	0	0	0
Services	0	1,747,309	1,735,121	2,078,175	2,078,175
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	1,405,917	502,679	335,835	100,000	100,000
General Fund Resources	0	0	0	0	0
All Other	1,790,053	927,139	95,821	75,000	75,000
TOTAL	3,197,772	3,177,127	2,166,777	2,253,175	2,253,175

Revenue Notes:

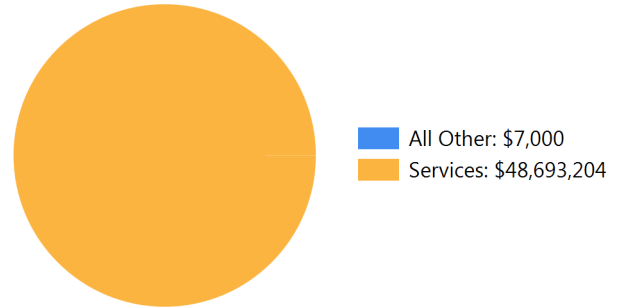
Wastewater Collections and Maintenance

Wastewater Maintenance is responsible for the collection and conveyance of wastewater to the Riverside Park Water Reclamation Facility through sanitary sewer lines and combined sanitary and stormwater sewer lines (CSO). We also operate and maintain stormwater infrastructure throughout the City, including catch basins, separated storm sewers, drywells and swales.

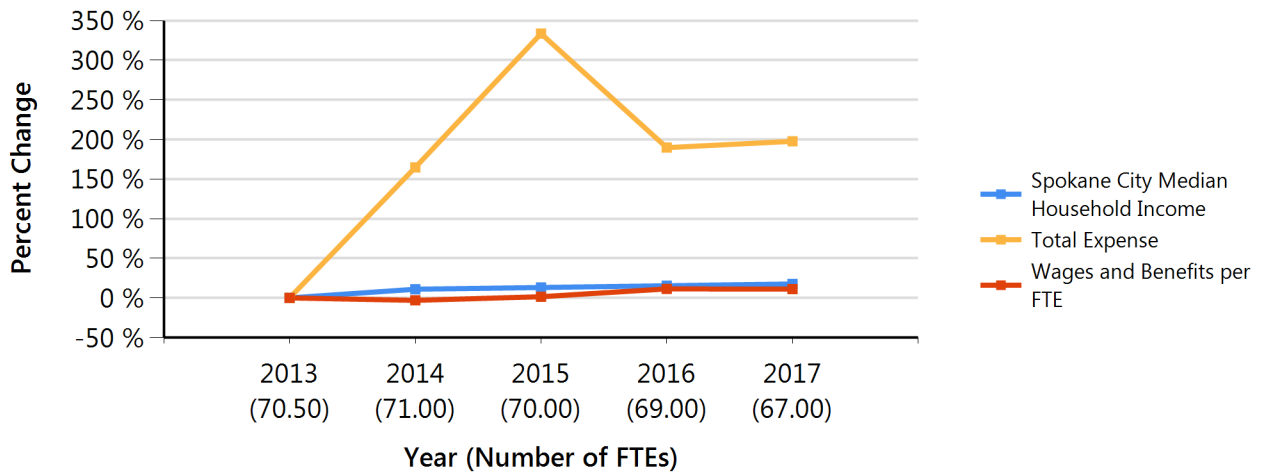
2017 Expenses



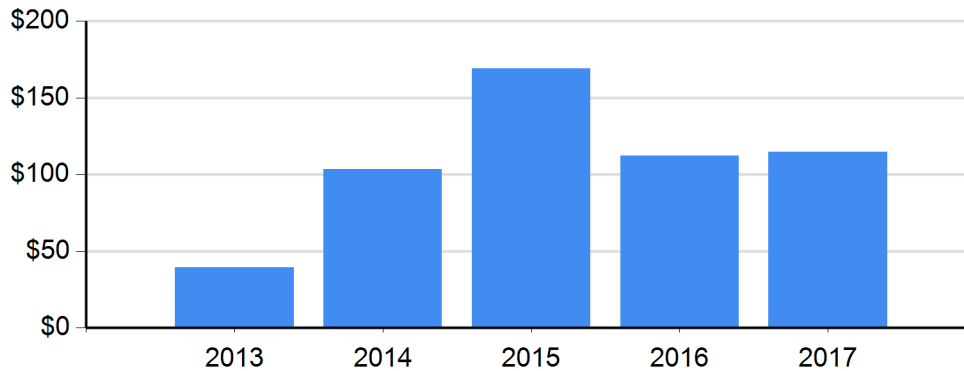
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$39.31	\$103.60	\$169.00	\$112.18	\$114.76
Percent Change	0.00%	164.75%	63.74%	-33.18%	2.75%

Department Summary: Wastewater Collections and Maintenance

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

Wastewater Maintenance is responsible for the collection and conveyance of wastewater to the Riverside Park Water Reclamation Facility through sanitary sewer lines and combined sanitary and stormwater sewer lines (CSO). We also operate and maintain stormwater infrastructure throughout the City, including catch basins, separated storm sewers, drywells and swales.

Programs and Services:

Wastewater Collections and Maintenance manages a comprehensive program to efficiently operate the sanitary sewer and stormwater collection systems for the benefit of the citizens and the environment. We maintain 865 miles of sanitary sewer lines, 367 miles of stormwater lines, 18,823 catch basins and drywells, and numerous swales and stormwater detention facilities.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	70.50	71.00	70.00	69.00	67.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	1,621,539	322,117	1,547,838	750,000	1,668,400
Interfund Charges	0	5,015,010	3,445,621	5,303,421	4,755,474
Reserve for Budget Adjustment	0	0	0	150,000	300,000
Transfers Out	2,476	3,777	13,524,443	0	0
Wages & Benefits	5,480,345	5,347,608	5,516,235	5,973,726	5,783,015
Supplies & Services	1,202,804	1,367,841	2,479,099	1,903,866	1,945,979
Debt Services	0	0	0	0	0
All Other	0	9,937,151	9,500,248	9,981,933	10,272,006
TOTAL	8,307,164	21,993,504	36,013,484	24,062,946	24,724,874

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	14,225,863	48,237,708	44,958,428	47,323,805	48,693,204
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	198,660	1,210,566	(129,463)	7,000	7,000
TOTAL	14,424,523	49,448,274	44,828,965	47,330,805	48,700,204

Revenue Notes:

Program Summary: Stormwater/CSO

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

Wastewater Collection and Maintenance is responsible for the stormwater infrastructure throughout the City of Spokane. Our goal is to have all systems, catch basins, stormwater lines, drywells and swales operate efficiently and effectively. The program maintains 367 miles of stormwater lines as well as manages the catch basins and drywells.

Programs and Services:

This program includes eliminating blockages in storm sewer mains, pumping debris from catch basins and drywells, maintaining and rebuilding "208" grassy percolation swales for right of way drainage and a mosquito abatement program to limit the possibility of West Nile Virus in our community. Our area of responsibility is within the Spokane city limits.

We accomplish these tasks with a variety of methods: high volume vacuum pumpers, hydro cleaning, design and installation of stormwater retention ponds and excavation for repair/replacement of stormwater infrastructure. Additional duties including meeting with private engineering firms to ensure compliance and maintenance on complicated drainage issues, working with Developer Services on stormwater design approvals, and inspecting all new stormwater facilities, working with developers, builders and homeowners.

We approve of projects by using a closed-circuit TV system to inspect all new stormwater pipe installed in conjunction with Engineering Services for final approval and acceptance by the City. We also manage replacement of existing drywells, used extensively in the City's far north and far south sides that have an expected lifespan of 20 to 30 years.

Management of stormwater is growing area of responsibility for the City, as we work to manage more stormwater on site through the use of green infrastructure techniques, including storm gardens, pervious pavements, and other techniques.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	23.25	23.00	22.00	22.00	16.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	350,794	0	209,012	300,000	0
Interfund Charges	0	1,494,388	418,972	0	0
Reserve for Budget Adjustment	0	0	0	150,000	0
Transfers Out	2,476	2,070	0	0	0
Wages & Benefits	1,931,093	1,801,192	1,636,172	1,961,063	1,287,785
Supplies & Services	127,187	290,680	1,202,985	632,106	118,357
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,411,550	3,588,330	3,467,141	3,043,169	1,406,142

Expenditure Notes:

For 2017 the Wastewater Collections Department, developed a new programmatic budget, resulting in some expenditures and FTE's historically budgeted in the program being allocated to the new programs developed for the budget.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	6,424,850	6,714,620	6,901,400	7,203,779	7,411,850
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	1,189,631	105,952	0	0
TOTAL	6,424,850	7,904,251	7,007,352	7,203,779	7,411,850

Revenue Notes:

Rate Revenues increase by 2.9%

Sub-Department Wastewater Operations/Maint
Summary:

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	47.25	46.00	46.00	46.00	48.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	1,270,745	322,117	1,338,826	450,000	1,638,400
Interfund Charges	0	507,992	269,337	500	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	1,707	13,524,443	0	0
Wages & Benefits	3,549,252	3,408,682	3,726,087	3,941,805	4,202,869
Supplies & Services	1,075,617	1,054,862	1,106,832	1,271,760	1,387,220
Debt Services	0	0	0	0	0
All Other	0	12,564	14,588	13,231	0
TOTAL	5,895,614	5,307,924	19,980,113	5,677,296	7,228,489

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	7,801,013	41,523,088	38,057,028	40,120,026	41,281,354
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	198,660	20,935	(235,415)	7,000	7,000
TOTAL	7,999,673	41,544,023	37,821,613	40,127,026	41,288,354

Revenue Notes:

Program Summary: WW Collections and Maintenance Administration

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Administrative program for Wastewater Collections, Maintenance and Stormwater Management is dedicated to providing leadership and education, while ensuring our system investments are properly maintained.

Programs and Services:

Through rigorous inspection and risk-based analysis Wastewater Collections and Maintenance can ensure continued public health and maintain system reliability. Staying current and in compliance with our NPDES (National Pollutant Discharge Elimination System) Permit is also a function of this program.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	2.00	2.00	1.00	3.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	30,000
Interfund Charges	0	3,012,630	2,757,312	5,302,921	4,755,474
Reserve for Budget Adjustment	0	0	0	0	300,000
Transfers Out	0	0	0	0	0
Wages & Benefits	0	137,734	153,976	70,858	292,361
Supplies & Services	0	22,299	169,282	0	440,402
Debt Services	0	0	0	0	0
All Other	0	9,924,587	9,485,660	9,968,702	10,272,006
TOTAL	0	13,097,250	12,566,230	15,342,481	16,090,243

Expenditure Notes:

Revenues:

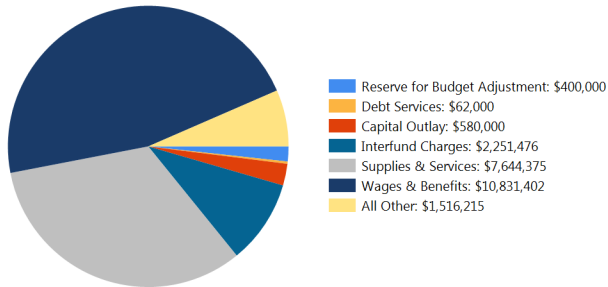
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

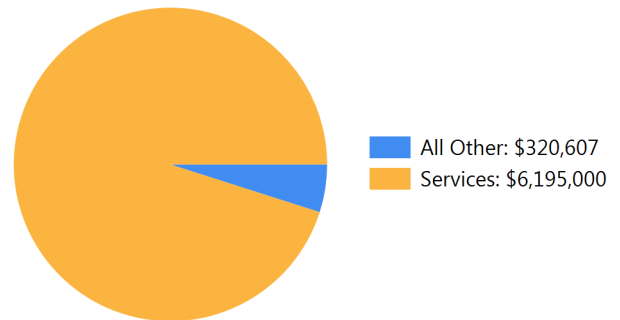
Wastewater Management RPWRF

The Riverside Park Water Reclamation Facility (RPWRF) recycles approximately 34 million gallons of wastewater per day, removing pollutants and returning the cleaned effluent to the Spokane River.

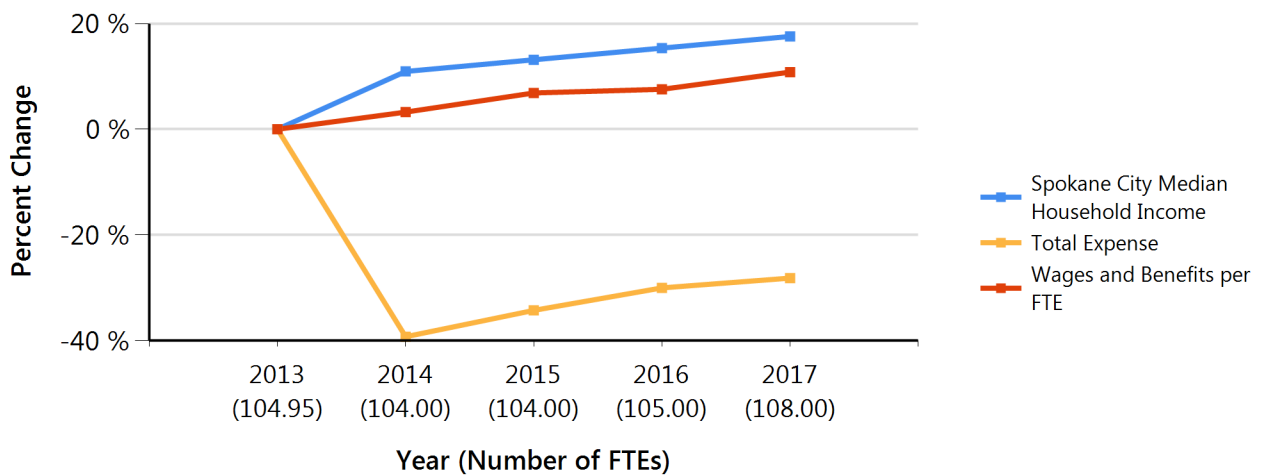
2017 Expenses



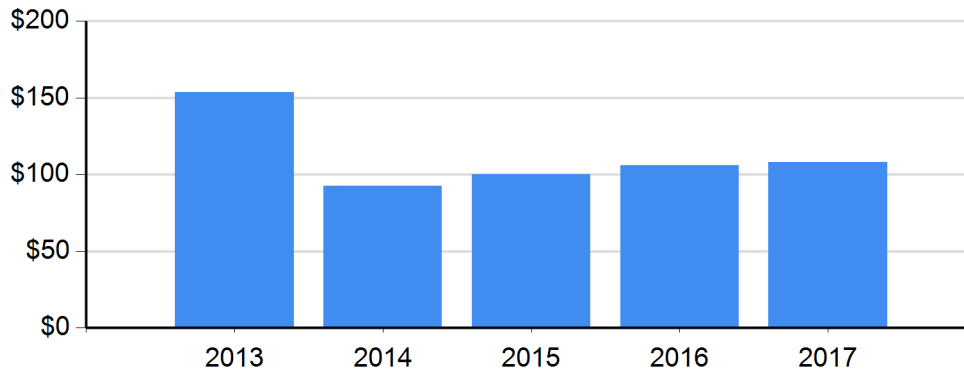
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$153.45	\$92.73	\$99.98	\$105.76	\$108.08
Percent Change	0.00%	-39.28%	8.21%	6.48%	2.64%

Department Summary: Wastewater Management RPWRF

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Riverside Park Water Reclamation Facility (RPWRF) recycles approximately 34 million gallons of wastewater per day, removing pollutants and returning the cleaned effluent to the Spokane River.

Programs and Services:

The original wastewater treatment plant was built on the current facility site by 1958. Since then, there have been two major upgrades to the facility, and a third is anticipated.

The water reclamation facility currently removes pollutants from and recycles to the river approximately 34 million gallons of wastewater per day. It provides advanced secondary treatment to peak flows of between 100 and 125 million gallons per day.

By consistently producing high-quality effluent, the facility meets standards and passes inspections for operations and maintenance excellence and beneficial use of biosolids, the RPWRF routinely passes several inspections by Ecology. For 2014, the facility was recognized by the Department of Ecology for meeting all aspects of its permits.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	104.95	104.00	104.00	105.00	108.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	627,256	247,169	400,826	1,256,100	580,000
Interfund Charges	1,971,292	2,137,758	2,046,614	2,100,367	2,251,476
Reserve for Budget Adjustment	0	0	0	400,000	400,000
Transfers Out	1,924	147,668	2,109	0	0
Wages & Benefits	9,462,439	9,680,847	10,031,691	10,198,010	10,831,402
Supplies & Services	6,204,328	6,423,772	7,203,307	7,135,366	7,644,375
Debt Services	0	0	0	0	62,000
All Other	14,157,743	1,049,874	1,620,387	1,596,397	1,516,215
TOTAL	32,424,982	19,687,088	21,304,934	22,686,240	23,285,468

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	65,144,870	1,543,598	6,245,107	5,152,500	6,195,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	295,728	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(475,971)	316,511	545,346	300,607	320,607
TOTAL	64,668,899	2,155,837	6,790,453	5,453,107	6,515,607

Revenue Notes:

Sub-Department Wastewater Management RPWRF Operations/Maint

Summary:

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	98.00	97.00	97.00	97.00	99.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	627,256	80,931	106,160	1,256,100	580,000
Interfund Charges	328,906	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,924	4,238	1,553	0	0
Wages & Benefits	8,781,662	9,050,747	9,200,128	9,270,597	9,723,865
Supplies & Services	5,308,698	4,925,314	5,443,983	6,295,037	6,508,645
Debt Services	0	0	0	0	62,000
All Other	0	0	0	0	0
TOTAL	15,048,446	14,061,230	14,751,824	16,821,734	16,874,510

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	7,782	12,102	342,531	8,000	8,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(55)	0	0	0	0
TOTAL	7,727	12,102	342,531	8,000	8,000

Revenue Notes:

Program Summary: Water Reclamation Facility

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Riverside Park Water Reclamation Facility (RPWRF) recycles approximately 34 million gallons of wastewater per day, removing pollutants and returning the cleaned effluent to the Spokane River.

Programs and Services:

The original wastewater treatment plant was built on the current facility site by 1958. Since then, there have been two major upgrades to the facility, and a third is anticipated.

The water reclamation facility currently removes pollutants from and recycles to the river approximately 34 million gallons per day. It provides advanced secondary treatment to peak flows of between 100 and 130 million gallons per day.

By consistently producing high-quality effluent, the facility meets standards and passes inspections for operations and maintenance excellence and beneficial use of biosolids, the RPWRF routinely passes several inspections by Ecology. For 2014, the facility was recognized by the Department of Ecology for meeting all aspects of its permits.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	6.95	4.00	4.00	5.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	166,238	294,666	0	0
Interfund Charges	1,642,386	251,116	226,696	0	0
Reserve for Budget Adjustment	0	0	0	400,000	0
Transfers Out	0	143,430	556	0	0
Wages & Benefits	680,777	487,134	702,540	733,534	0
Supplies & Services	895,630	1,486,501	1,718,866	838,999	0
Debt Services	0	0	0	0	0
All Other	14,157,743	2,037	2,874	2,037	0
TOTAL	17,376,536	2,536,456	2,946,198	1,974,570	0

Expenditure Notes:

Expenditures from this program are now included in the Administration bid.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	65,137,088	1,531,496	5,902,576	5,144,500	6,187,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	295,728	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(475,916)	316,511	545,346	300,607	320,607
TOTAL	64,661,172	2,143,735	6,447,922	5,445,107	6,507,607

Revenue Notes:

Rate Revenues increase at 2.9%

Program Summary: WW Management Administration

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The City's Riverside Park Water Reclamation Facility administration strives to provide efficient and effective processing of some 34 million gallons of wastewater every day, protecting the health of our citizens and our environment while planning for future needs.

Programs and Services:

Leadership at the Riverside Park Water Reclamation Facility is working to maintain efficient and effective operations today, while moving ahead with plans for the future.

Planning is under way for what's commonly called the Next Level of Treatment at the facility. This tertiary level of treatment will be in addition to the primary and secondary treatment of wastewater that already occurs at the facility. This level of treatment will filter out additional pollutants and nutrients as required by the state and federally approved permit and other regulations that govern the plant. This project is in design, and the start of construction is expected in late 2016. A pilot project to test two types of membrane filtration technology for this project is completed. The project will be implemented using a GC/CM (General Contractor/Construction Management) alternate project delivery model.

Leadership is working to create the greatest value for the citizens--to develop a project that achieves environmental standards at the best possible price. This important work also includes integration with plans to reduce outfalls to the river from combined sewers.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	3.00	3.00	3.00	9.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	1,886,642	1,819,918	2,100,367	2,251,476
Reserve for Budget Adjustment	0	0	0	0	400,000
Transfers Out	0	0	0	0	0
Wages & Benefits	0	142,966	129,023	193,879	1,107,537
Supplies & Services	0	11,957	40,458	1,330	1,135,730
Debt Services	0	0	0	0	0
All Other	0	1,047,837	1,617,513	1,594,360	1,516,215
TOTAL	0	3,089,402	3,606,912	3,889,936	6,410,958

Expenditure Notes:

Increase in expenditures is from previous years expenditures from program 43200 Riverside Park Water Reclamation Facility being combined in the Administration bid.

Revenues:

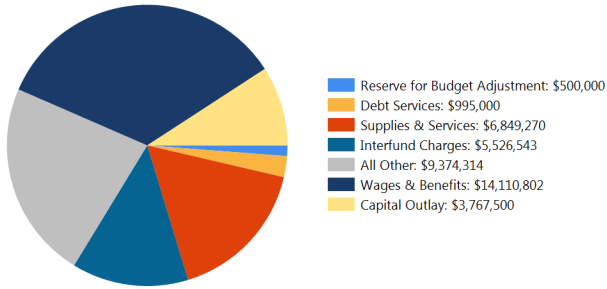
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

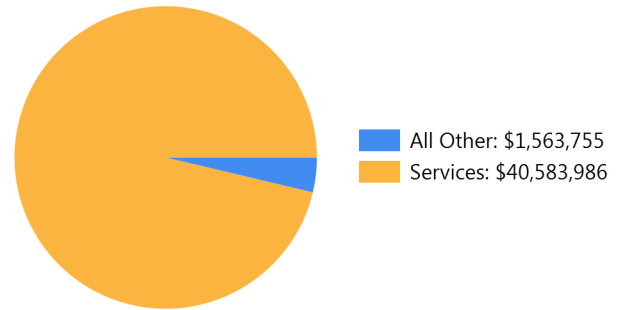
Water & Hydroelectrical Services

The City's Water and Hydroelectrical Services Department delivers up to 180 million gallons of clean, safe drinking water per day through the operation and maintenance of pumps, reservoirs, power generation, conservation programs and wellhead protection.

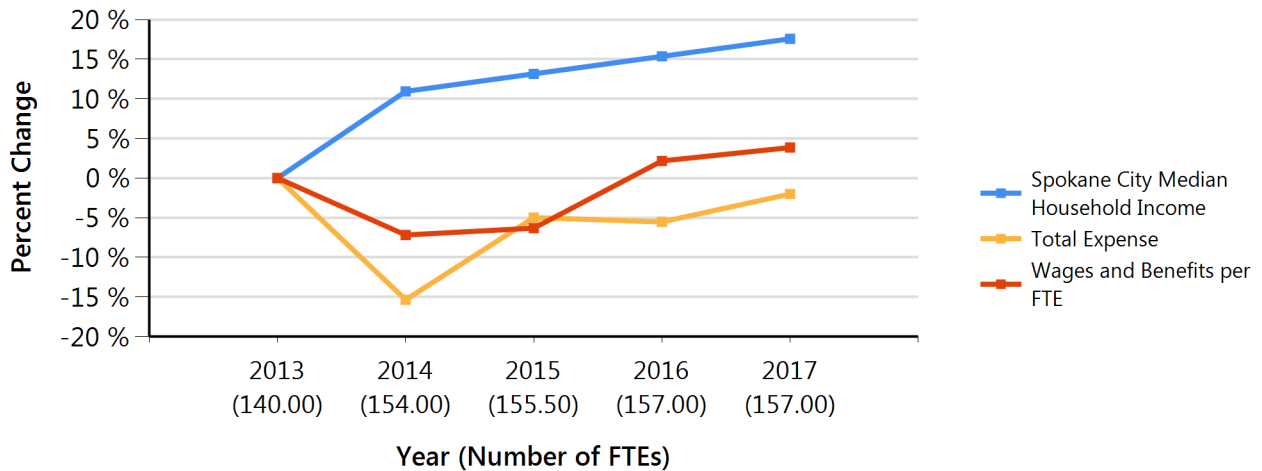
2017 Expenses



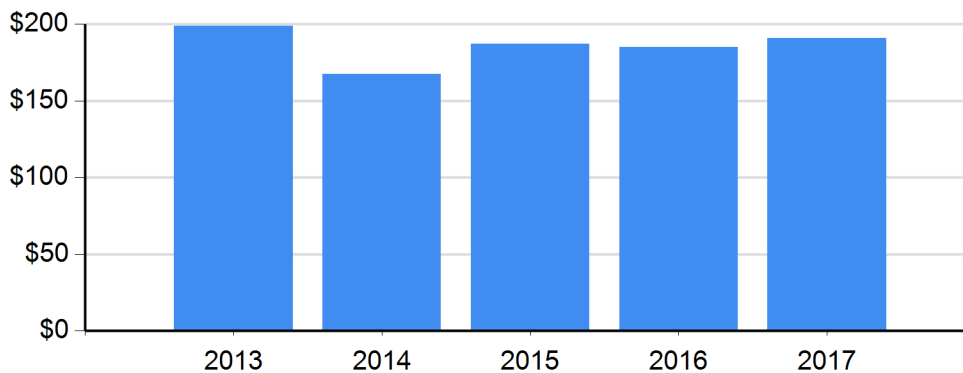
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$198.63	\$167.32	\$187.11	\$184.83	\$190.88
Percent Change	0.00%	-15.36%	12.25%	-0.56%	3.72%

Department Summary: Water & Hydroelectrical Services

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The City's Water and Hydroelectrical Services Department delivers up to 180 million gallons of clean, safe drinking water per day through the operation and maintenance of pumps, reservoirs, power generation, conservation programs and wellhead protection.

Programs and Services:

The Water Department maintains a reliable drinking water system in adequate volume and pressure, while providing reliable fire flows. We work to optimize resources and assets of the Water Department so we may provide safe drinking water at an affordable price with minimal service outages. We strive to provide these services while remaining in 100% compliance with all regulatory agencies.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	140.00	154.00	155.50	157.00	157.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	10,016,618	958,501	4,244,824	2,862,200	3,767,500
Interfund Charges	6,105,718	5,528,987	4,453,051	5,732,931	5,526,543
Reserve for Budget Adjustment	0	0	0	500,000	500,000
Transfers Out	11,148	0	135,857	0	0
Wages & Benefits	12,184,028	12,439,481	12,668,864	13,876,219	14,110,802
Supplies & Services	4,403,725	7,201,404	7,996,113	6,509,815	6,849,270
Debt Services	1,027,336	913,753	919,774	975,000	995,000
All Other	8,221,175	8,479,404	9,455,026	9,190,504	9,374,314
TOTAL	41,969,748	35,521,530	39,873,509	39,646,669	41,123,429

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	400	0	0
IG Revenue	0	0	0	0	0
Services	36,717,850	37,185,481	40,264,748	39,762,620	40,583,986
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,477,340	2,025,568	2,704,715	1,546,733	1,563,755
TOTAL	38,195,190	39,211,049	42,969,863	41,309,353	42,147,741

Revenue Notes:

Program Summary: Water Administration

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

Our Water Administration provides guidance, leadership, and support to maintain and grow the second-largest, class "A" water system in the state of Washington.

Programs and Services:

Water Administration is dedicated to maintaining affordable, safe, and reliable service to the customers served by the City of Spokane. Water service is critical to the health and safety of our citizens and for the long-term growth of our economy and business base.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	15.00	14.00	14.00	14.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	31,237	0	0	0	0
Interfund Charges	4,259,649	5,094,932	4,448,189	5,227,931	5,021,543
Reserve for Budget Adjustment	0	0	0	500,000	500,000
Transfers Out	0	0	132,201	0	0
Wages & Benefits	1,039,671	1,132,079	1,139,485	1,215,093	1,461,854
Supplies & Services	442,487	746,380	1,583,628	871,130	890,955
Debt Services	1,027,336	913,753	919,774	975,000	995,000
All Other	8,078,758	8,479,404	9,455,026	9,190,504	9,374,314
TOTAL	14,879,138	16,366,548	17,678,303	17,979,658	18,243,666

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Water Conservation

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Water Conservation Program is responsible for public education and outreach about the importance of conserving water, along with tips that help the public achieve this important goal.

Programs and Services:

The City encourages its water customers to “Slow the Flow” of water and promote water stewardship. Protecting and preserving our water resources is a long-term goal of the City and is part of our sustainability efforts. The City also must meet water conservation goals as part of state and federal requirements. Using less water also translates into savings on citizens’ utility bills and helps ease the need for projects to expand the capacity of the City’s water and wastewater systems. Water conservation efforts also help protect our aquifer and Spokane River flows.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.50	1.00	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	2,392	1,142	0	5,000	5,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	25,014	50,098	110,612	81,243
Supplies & Services	18,670	33,193	101,794	95,024	120,024
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	21,062	59,349	151,892	210,636	206,267

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Water Infrastructure Operating Capital

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

This program within the Water Department provides for smaller, operating capital items. For the 2017 budget and beyond, larger capital projects for the water system are handled through the Integrated Capital Management Department.

Programs and Services:

The City's Water Department has ongoing operational equipment needs. This program provides for those expenses. Major capital construction for the Water Department is detailed in its six-year plan. Funding and oversight of those projects now is included in the Integrated Capital Management Department.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	8,760,703	413,002	3,014,455	218,000	915,000
Interfund Charges	979,313	23,793	4,862	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	7,385	1,752,991	917,992	560,000	840,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	9,747,401	2,189,786	3,937,309	778,000	1,755,000

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Water Metering

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

This program provides for the installation and inspection of new service connections, meter rehabilitation, replacement and repair of existing meters and remote reading systems. This program also administers the state-mandated cross connection control program.

Programs and Services:

The activities related to this program include customer relations, scheduled appointments, inspection of service installations, and plan review. This program also includes the maintenance of more than 76,000 meters and repair and installation of remote meter reading devices. Other key elements include meter testing and calibration, sanitary survey and cross connection control.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	33.00	33.00	33.00	33.00	22.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	304,967	236,671	453,660	1,216,000	1,046,000
Interfund Charges	81,578	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	2,000	0	0
Wages & Benefits	2,604,613	2,547,711	2,542,203	2,804,567	1,793,605
Supplies & Services	306,406	354,497	167,977	536,965	508,530
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	3,297,564	3,138,879	3,165,840	4,557,532	3,348,135

Expenditure Notes:

New program 42432 for tapping/inspection (BID #3105)- expenditures related to tapping moved out of 42430 to 42432.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Sub-Department Water System Operations & Maintenance**Summary:****Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

This program provides for the continuous repair and maintenance of the water distribution system for the City of Spokane.

Programs and Services:

This program is responsible for the repairs and maintenance of more than 1,000 miles of water main and appurtenance as well as repairs and maintenance of more than 73,000 service connections. In addition, we provide support for engineering and capital programs and leak surveys.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	88.00	87.00	88.00	89.00	100.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	293,260	308,828	754,106	1,118,200	1,536,500
Interfund Charges	732,299	409,120	0	500,000	500,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	1,656	0	0
Wages & Benefits	6,705,472	6,965,128	7,124,812	7,815,306	8,846,422
Supplies & Services	1,229,963	1,476,588	2,177,529	1,423,725	1,462,675
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	8,960,994	9,159,664	10,058,103	10,857,231	12,345,597

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	400	0	0
IG Revenue	0	0	0	0	0
Services	34,344,228	35,028,574	38,312,336	37,362,620	38,183,986
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,477,340	2,025,568	2,704,715	1,546,733	1,563,755
TOTAL	35,821,568	37,054,142	41,017,451	38,909,353	39,747,741

Revenue Notes:

Program Summary: Water Upriver

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

This activity provides assurance of the quality of our drinking water and manages the City's water pumping and storage system. The program helps provide our 73,000 customers with reliable potable water supplies of excellent quality for the most affordable price possible. Approximately 22 billion gallons are supplied annually.

Programs and Services:

This activity will: (1) Maintain and operate our water quality program and certified lab providing for and meeting standards for protecting the health of our customers from waterborne diseases and other possible contaminants that could enter the water they consume; (2) Control and operate the City water pumping and storage system, including 7 well stations with 26 pumps, 26 booster pump stations with 75 pumps, and 34 water reservoirs, located at 67 different locations on a 24/7 basis. Upriver also operates and maintains the Department's hydroelectric facilities at Upriver Dam, providing electricity for some water pumps and surplus sales of electricity.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	19.00	19.00	20.00	20.00	20.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	626,451	0	22,603	310,000	270,000
Interfund Charges	50,487	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	11,148	0	0	0	0
Wages & Benefits	1,834,272	1,769,549	1,812,266	1,930,641	1,927,678
Supplies & Services	2,398,814	2,837,755	3,047,193	3,022,971	3,027,086
Debt Services	0	0	0	0	0
All Other	142,417	0	0	0	0
TOTAL	5,063,589	4,607,304	4,882,062	5,263,612	5,224,764

Expenditure Notes:**Revenues:**

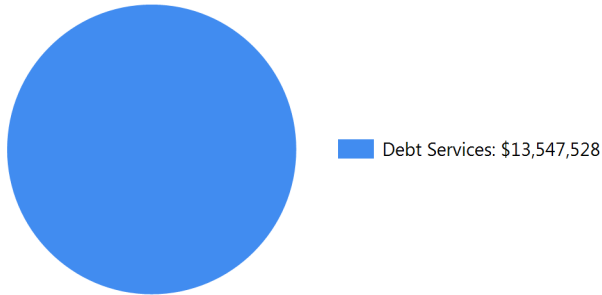
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	2,373,622	2,156,907	1,952,412	2,400,000	2,400,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,373,622	2,156,907	1,952,412	2,400,000	2,400,000

Revenue Notes:

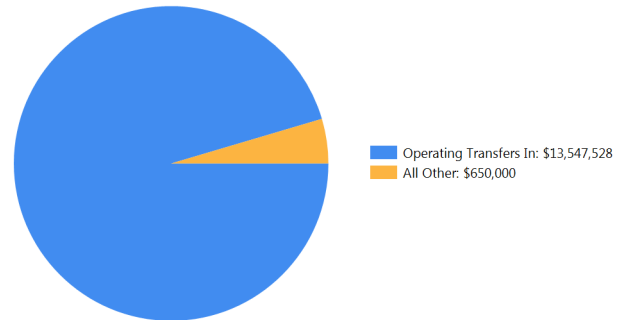
Water/Wastewater Debt Service Fund

This program will pay the annual debt service on \$200 million in Water Wastewater Utility revenue bonds that were sold in the fall of 2014 to pay for a series of projects that are designed to improve the health of the Spokane River and protect drinking water.

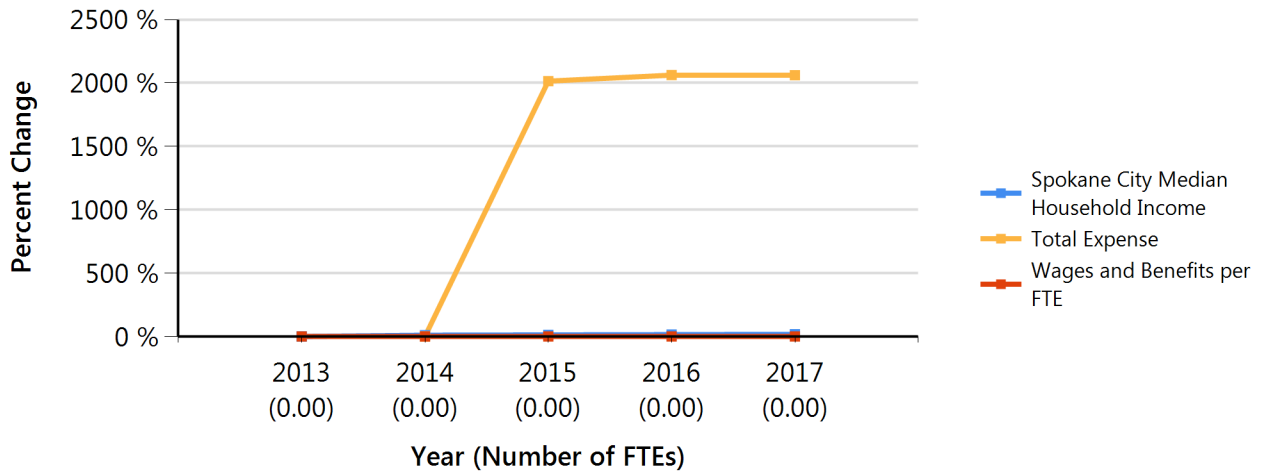
2017 Expenses



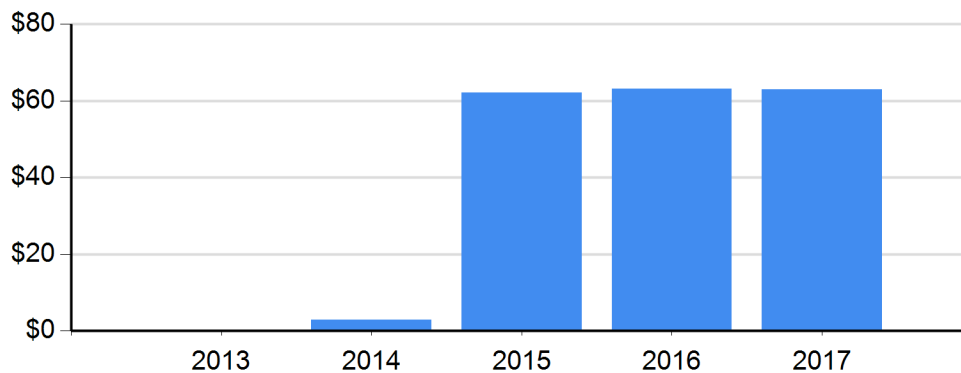
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.00	\$2.95	\$62.19	\$63.16	\$62.88
Percent Change	0.00%	0.00%	2014.63%	2.23%	0.00%

Department Summary: Water/Wastewater Debt Service Fund

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

This program will pay the annual debt service on \$200 million in Water Wastewater Utility revenue bonds that were sold in the fall of 2014 to pay for a series of projects that are designed to improve the health of the Spokane River and protect drinking water.

Programs and Services:

In November 2014, the City sold \$200 million in Water Wastewater Utility revenue bonds to pay for a series of projects that are designed to improve the health of the Spokane River and to protect the aquifer that provides Spokane residents with their drinking water.

The bonds were designated as "green" bonds because they will be used to pay for "green" projects that provide environmental benefits. The work will improve water quality, protect water resources, and save energy, among other things.

In large part, the bond funding will help the City implement its Integrated Clean Water Plan. The plan includes work to manage overflows from combined sanitary and stormwater sewers, address untreated stormwater going to the river, and to add an additional level of wastewater treatment at the City's Riverside Park Water Reclamation Facility.

The City will be able to repay these bonds, while maintaining affordable and predictable utility rates. The City has committed to limit the annual rate increases to the cost of inflation -- or about 2.9 percent annually.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	626,702	13,252,433	13,548,528	13,547,528
All Other	0	0	0	0	0
TOTAL	0	626,702	13,252,433	13,548,528	13,547,528

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	13,512,806	13,548,528	13,547,528
General Fund Resources	0	0	0	0	0
All Other	0	207,203	842,898	606,780	650,000
TOTAL	0	207,203	14,355,704	14,155,308	14,197,528

Revenue Notes:

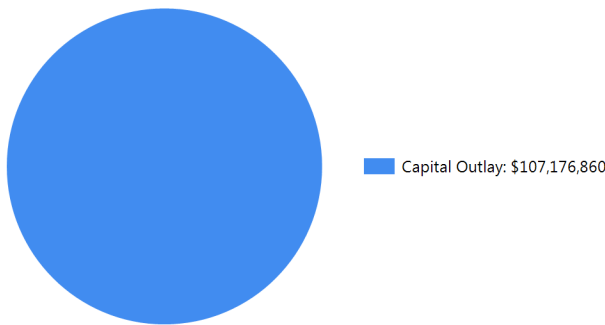
Water/Wastewater Revenue Bond Fund

In November 2014, the City sold \$200 million in Water Wastewater Utility revenue bonds to pay for a series of projects that are designed to improve the health of the Spokane River and to protect the aquifer that provides Spokane residents with their drinking water.

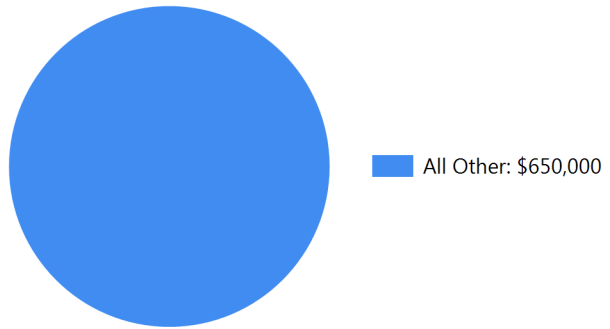
The bonds were designated as "green" bonds because they will be used to pay for "green" projects that provide environmental benefits. The work will improve water quality, protect water resources, and save energy, among other things.

The money raised through the bond sale, in large part, will help the City implement its Integrated Clean Water Plan. The plan includes work to manage overflows from combined sanitary and stormwater sewers, address untreated stormwater going to the river, and to add an additional level of wastewater treatment at the City's Riverside Park Water Reclamation Facility.

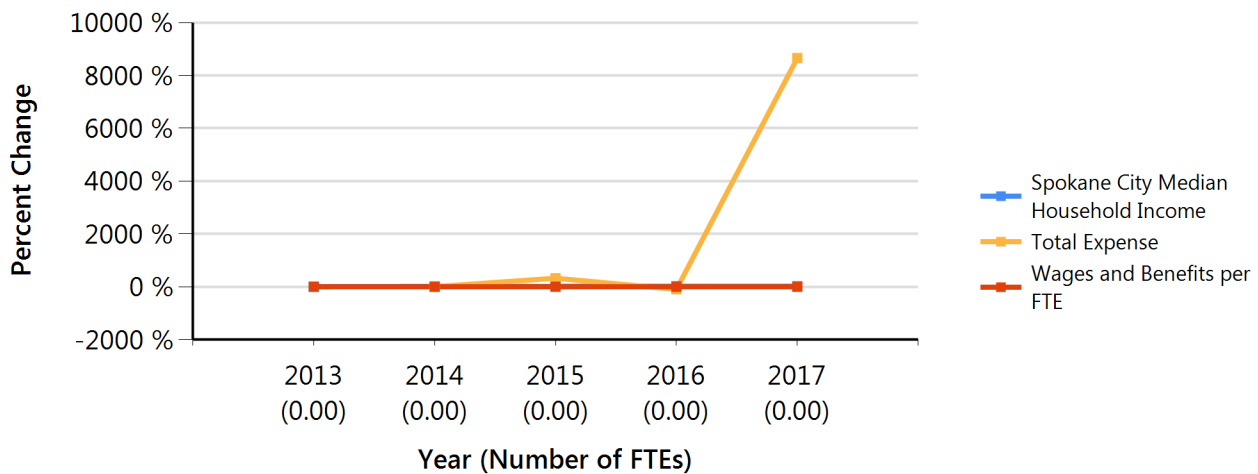
2017 Expenses



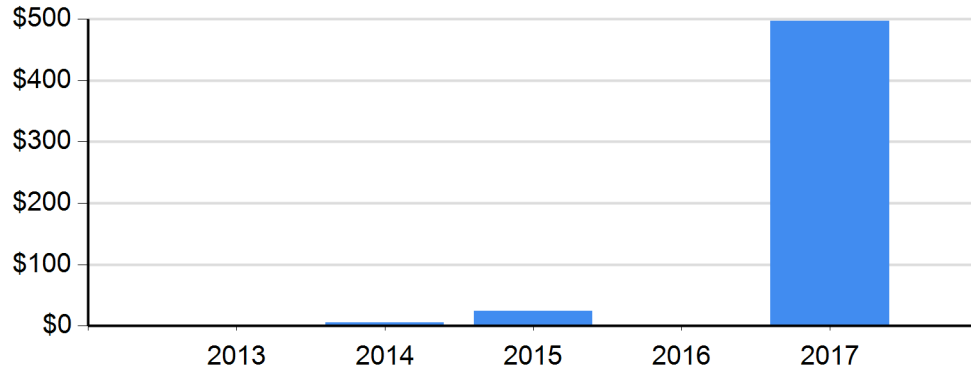
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$5.77	\$24.16	\$0.00	\$497.47
Percent Change	0.00%	320.63%	-100.00%	0.00%

Department Summary: Water/Wastewater Revenue Bond Fund

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

In November 2014, the City sold \$200 million in Water Wastewater Utility revenue bonds to pay for a series of projects that are designed to improve the health of the Spokane River and to protect the aquifer that provides Spokane residents with their drinking water.

The bonds were designated as "green" bonds because they will be used to pay for "green" projects that provide environmental benefits. The work will improve water quality, protect water resources, and save energy, among other things.

The money raised through the bond sale, in large part, will help the City implement its Integrated Clean Water Plan. The plan includes work to manage overflows from combined sanitary and stormwater sewers, address untreated stormwater going to the river, and to add an additional level of wastewater treatment at the City's Riverside Park Water Reclamation Facility.

Programs and Services:

Net proceeds of the Bonds will be applied toward Clean Water and Drinking Water projects which will provide environmental benefits, including the following:

- Improve the health of the Spokane River and other surface water bodies by reducing flows of stormwater and wastewater into these water bodies and improve the quality of the effluent discharged from the City's wastewater treatment plant.
 - Protect the aquifer, the sole source of drinking water for more than a half million people in the Spokane region, by protecting wellhead influence zones, ensuring the integrity of underground wastewater infrastructure, and employing green infrastructure techniques to treat stormwater runoff.
 - Preserve aquifer water resources by reducing system leakage and effectively managing the water distribution system.
 - Promote efficient energy use by maintaining and updating distribution and treatment systems.
 - Enable resilience in anticipation of climate change and population growth by ensuring redundancies in water and wastewater systems and treating more stormwater on site to free up piping and treatment capacity to accommodate change.
-

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	2,574,365	0	107,176,860
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	295,728	2,574,365	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	50	0	0	0
Debt Services	0	928,261	0	0	0
All Other	0	0	0	0	0
TOTAL	0	1,224,039	5,148,730	0	107,176,860

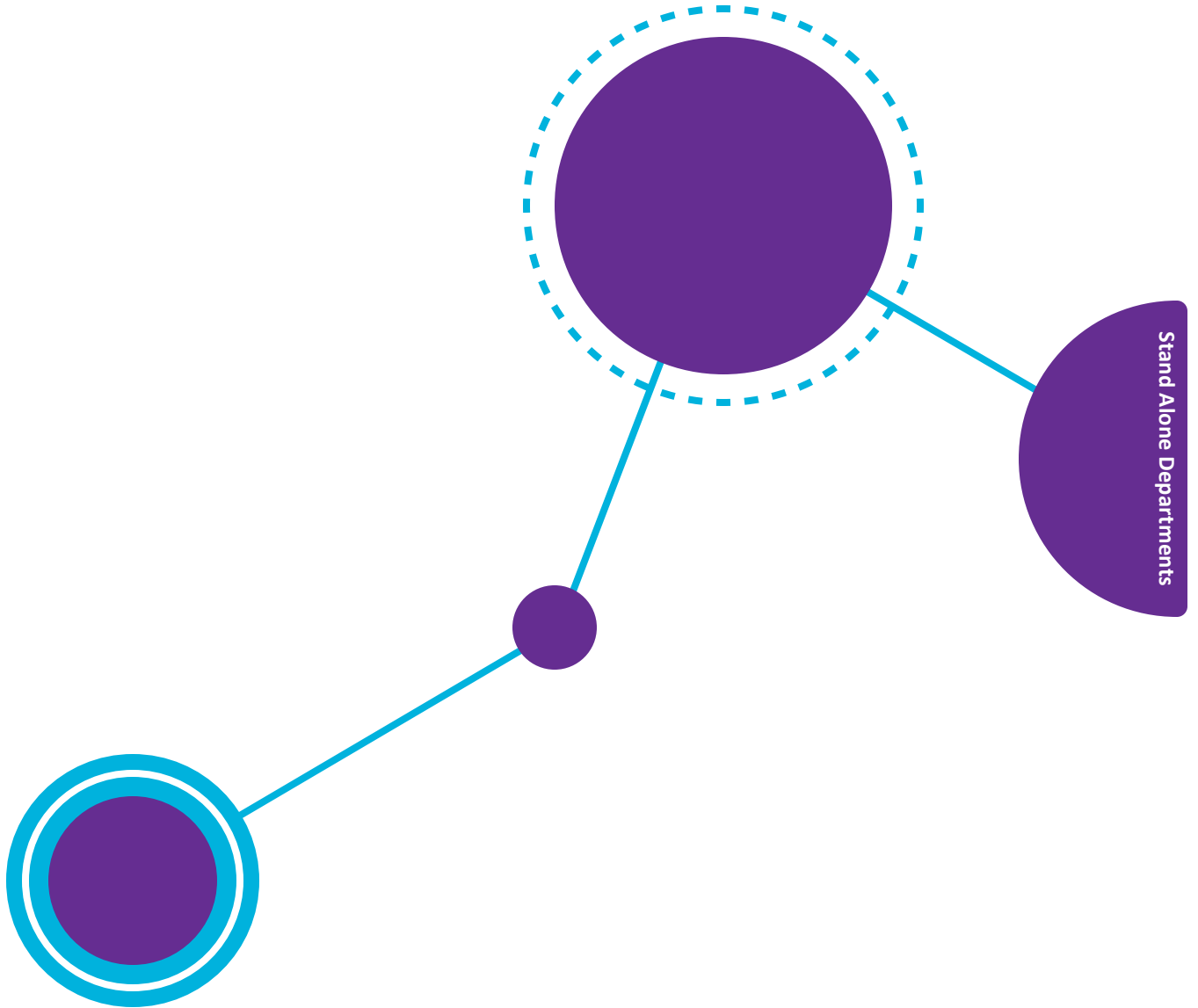
Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	201,143,902	842,898	606,780	650,000
TOTAL	0	201,143,902	842,898	606,780	650,000

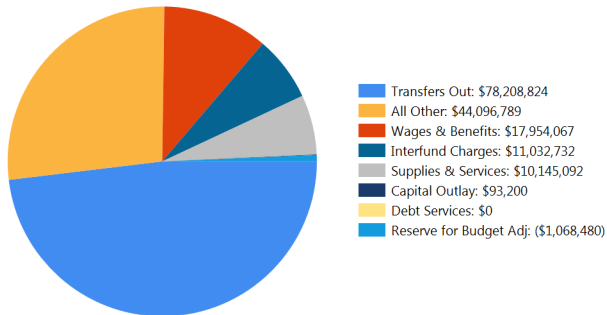
Revenue Notes:

Stand Alone Departments

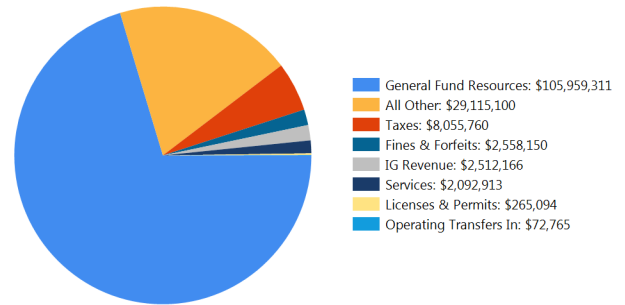


Stand Alone Departments

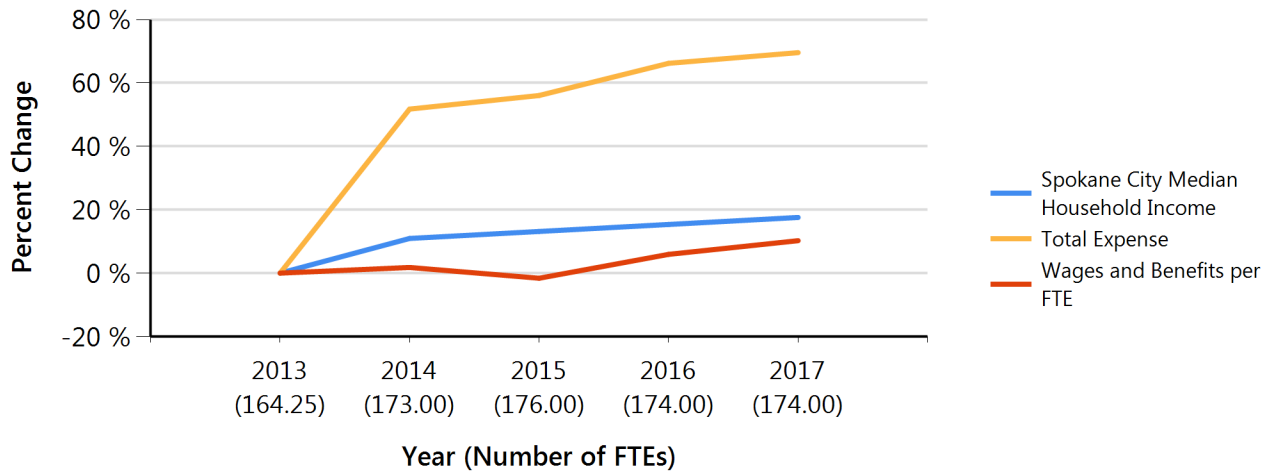
2017 Expense



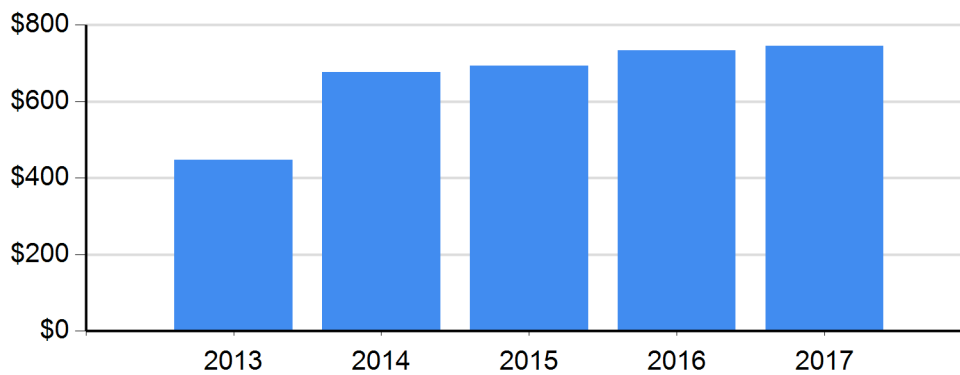
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



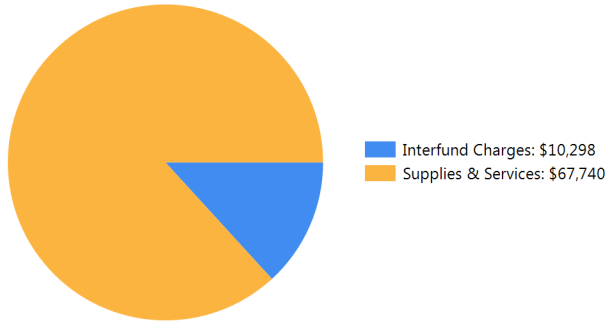
* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$447.81	\$676.43	\$692.91	\$733.18	\$744.79
Percent Change	0.00%	51.76%	2.82%	6.50%	2.03%

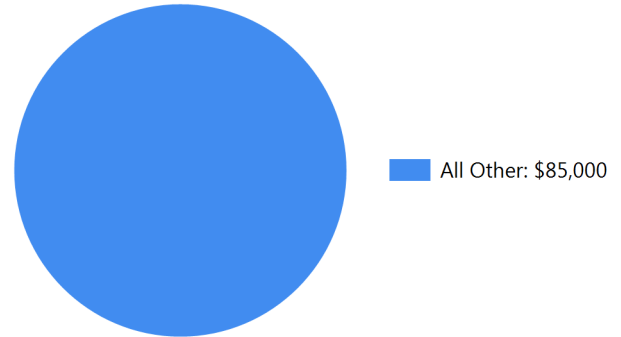
457 Deferred Compensation Fund

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the optional 457 defined contribution plan. The plan's record keeper is ICMA-RC.

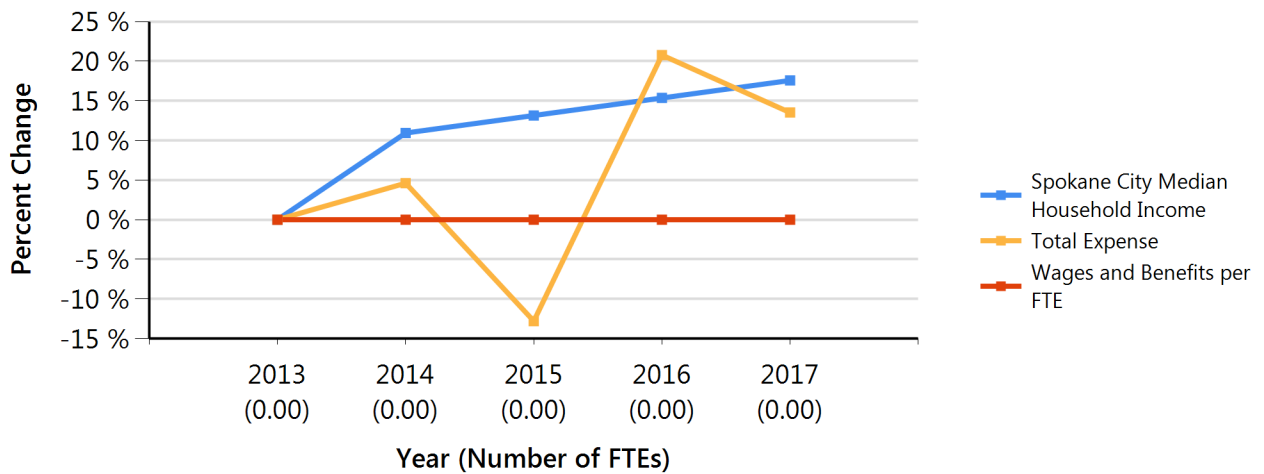
2017 Expenses



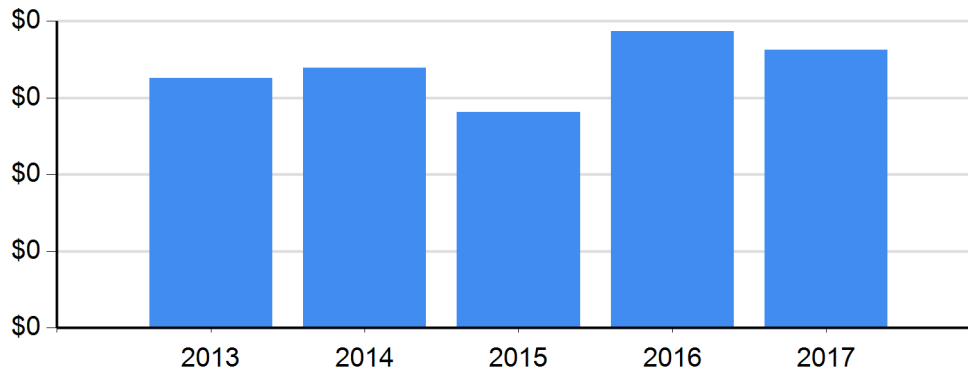
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.33	\$0.34	\$0.28	\$0.39	\$0.36
Percent Change	0.00%	4.60%	-16.64%	38.50%	-6.00%

Department Summary: 457 Deferred Compensation Fund**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the optional 457 defined contribution plan. The plan's record keeper is ICMA-RC.

Programs and Services:

The 457 Plan assets are held in a separate Trust on behalf of the employees who have contributed to the Plan. The assets are not part of the City's assets within the Comprehensive Annual Report. Revenues and expenditures flow through a separate special revenue fund within the City of Spokane. The largest 457 Plan expenditure relates to the independent investment consultant's retainer fee. The entire budget for the 457 Plan is funded through an administrative fee paid by participants. The Plan is governed by a seven member committee as defined in the City of Spokane 457 Plan Charter. The committee is responsible for decision-making on service providers and selecting the fund lineup as well as monitoring performance.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	13,373	16,070	6,180	10,284	10,298
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	55,371	55,842	53,763	72,740	67,740
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	68,744	71,912	59,943	83,024	78,038

Expenditure Notes:

The entire budget for the 457 Plan is funded through an administrative fee paid by plan participants.

Revenues:

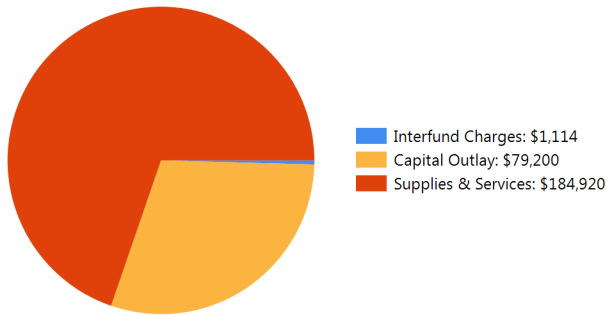
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	70,000	90,000	90,000	85,000	85,000
TOTAL	70,000	90,000	90,000	85,000	85,000

Revenue Notes:

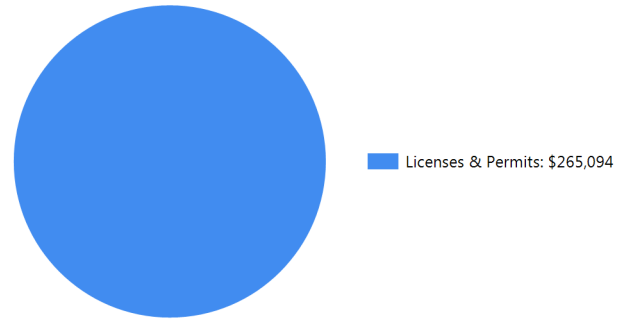
Channel 5 / PEG Capital

This bid allocates funding for capital expenditures for public, education, and government access (PEG) cable television channels. Funding is received from cable operator Comcast as part of the City's franchise. Subscribers pay 50 cents per month for PEG support.

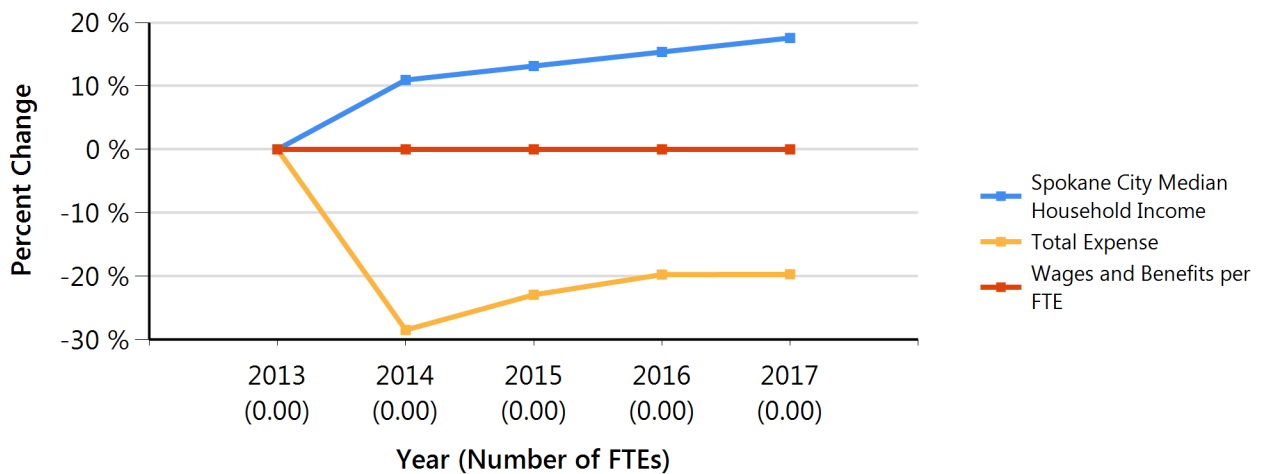
2017 Expenses



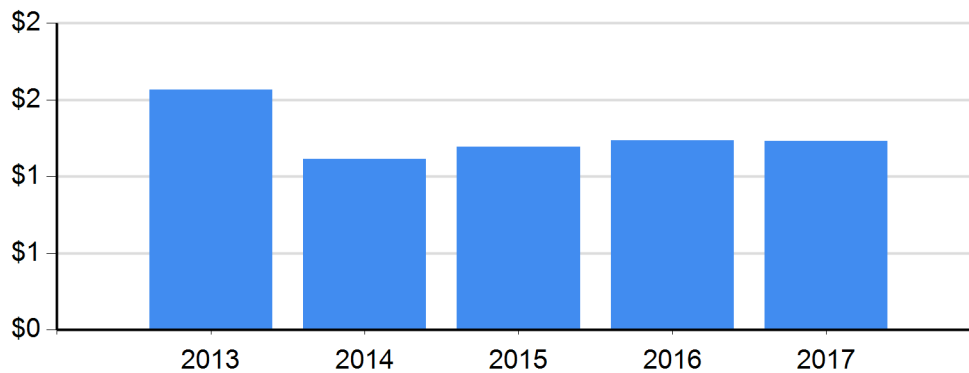
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$1.56	\$1.11	\$1.19	\$1.24	\$1.23
Percent Change	0.00%	-28.50%	7.76%	4.14%	0.05%

Department Summary: Channel 5 / PEG Capital**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

Executive Summary:

This bid allocates funding for capital expenditures for public, education, and government access (PEG) cable television channels. Funding is received from cable operator Comcast as part of the City's franchise. Subscribers pay 50 cents per month for PEG support.

Programs and Services:

The City renewed its cable television franchise with Comcast in 2005. This 12-year franchise continues until 2017 and includes a fee to fund capital equipment purchases for our public, education, and government access channels. These channels includes CityCable 5, Fire's training channel (Channel 95), 5 education access channels managed by the group, CABLE, and its partner education institutions; and a community access channel operated by contract with Community-Minded Enterprises. Expenditures are restricted to capital and equipment costs for the purpose of assisting with getting programming on the PEG channels.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	10,117	71,974	105,062	79,200	79,200
Interfund Charges	4	352	1,415	962	1,114
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	320,236	163,878	148,061	184,920	184,920
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	330,357	236,204	254,538	265,082	265,234

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	227,389	219,618	192,772	265,094	265,094
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(2,697)	1,229	1,260	0	0
TOTAL	224,692	220,847	194,032	265,094	265,094

Revenue Notes:

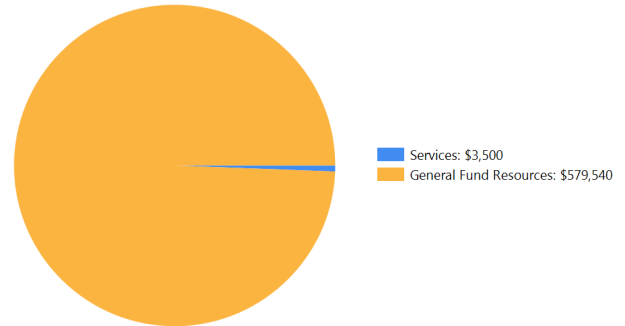
City Clerk

The Department: is repository for the City's official records; supports both the legislative and administrative branches by providing records maintenance and management services; and works in partnership with all City departments to ensure transparency and accessibility to information and services.

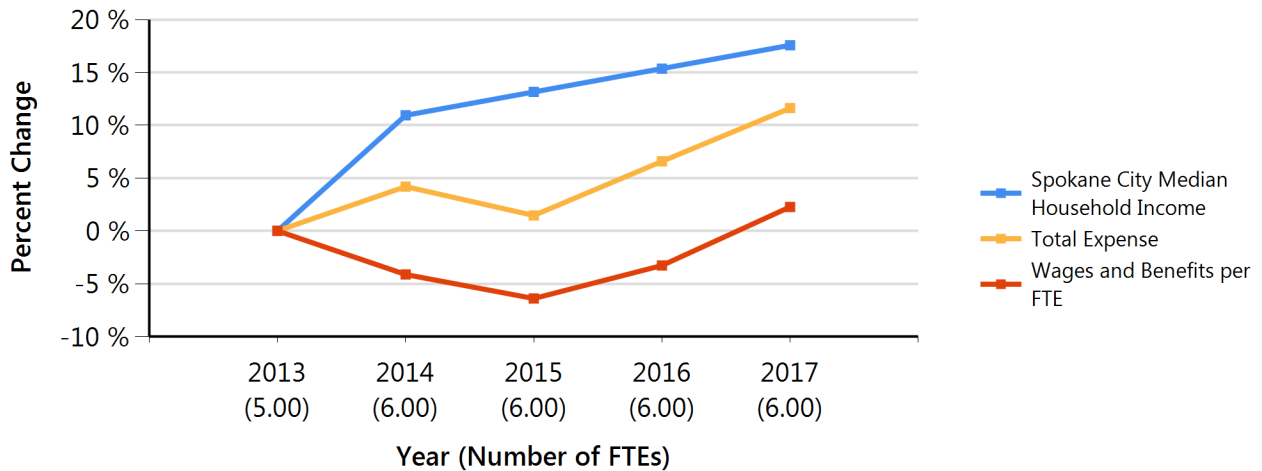
2017 Expenses



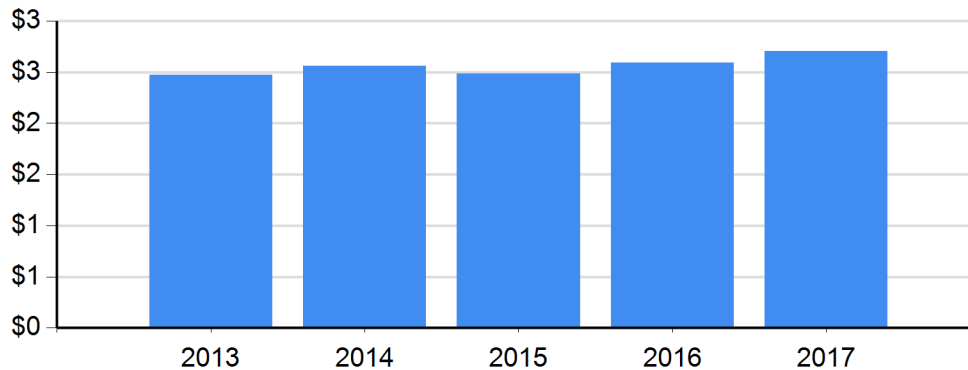
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$2.47	\$2.56	\$2.49	\$2.60	\$2.71
Percent Change	0.00%	4.19%	-2.62%	5.04%	4.72%

Department Summary: City Clerk

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

The Department: is repository for the City's official records; supports both the legislative and administrative branches by providing records maintenance and management services; and works in partnership with all City departments to ensure transparency and accessibility to information and services.

Programs and Services:

1. Records Maintenance/Management--Attest, index, scan, distribute and file all contracts, ordinances, resolutions, and other official documents; attend bid openings; process claims, lawsuits, and garnishments; coordinate election matters with County (actual costs for elections and validation of initiative/referendum signatures is not paid out of this office); hold annual Retirement Board Election; issue hearing notices for appeals, LIDs and street vacations; record necessary documents; perform annual purging and destruction of City Clerk records that have passed their required retention; process, distribute, and publish executive orders and policies and procedures; process initiatives and referendums; and maintain Spokane Municipal Code. Assist departments in complying with state retention guidelines; coordinate transfer of archival records to the state; oversee City's compliance with the public records disclosure requirements and track/respond to public records requests; oversee City's offsite records storage contract; and oversee inventory of off-site records and activity.
 2. City Council Agenda and Meetings--Prepare/publish/distribute weekly current and advance council agendas and packets; attend and record City Council meetings; prepare City Council actions and meeting minutes; and post agendas and agenda packet materials to the City website.
 3. Official Gazette--Act as editor and responsible for typesetting and layout of the Official Gazette; responsible for publication of City Council minutes, executive orders, ordinances, policies and procedures, and resolutions setting hearing; prepare affidavits of publication for bids, executive orders, LIDs, ordinances, and policies and procedures; and post Official Gazette to City website.
 4. Customer Service/Other--Assist on a daily basis internal/external customers with inquiries via telephone, email, and walk-in; perform notarization services on city documents; accept service on claims, lawsuits, and garnishments; and assist staff in locating older records that may be relevant to current projects and/or lawsuits. In addition, the City Clerk serves as a member on the Police and Fire Pension Boards.
-

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	5.00	6.00	6.00	6.00	6.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	40,552	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	425,414	489,410	478,299	493,241	520,594
Supplies & Services	56,385	54,835	51,676	63,480	62,446
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	522,351	544,245	529,975	556,721	583,040

Expenditure Notes:**Revenues:**

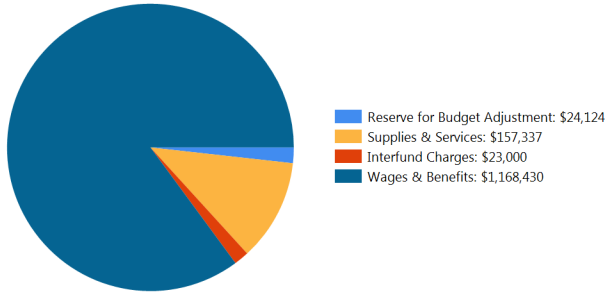
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	3,223	3,616	1,688	4,500	3,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	519,261	540,610	528,287	552,221	579,540
All Other	(133)	19	0	0	0
TOTAL	522,351	544,245	529,975	556,721	583,040

Revenue Notes:

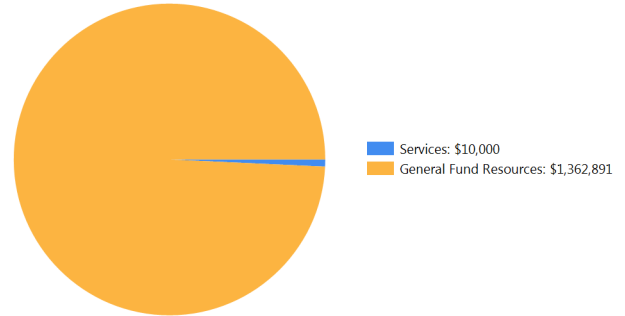
City Council

As provided in the City Charter a Council President and six Council Members (two Members for each of the three districts) comprise the Spokane City Council. Together they constitute a legislative body which is given authority by the Washington State Constitution and State law to make local law.

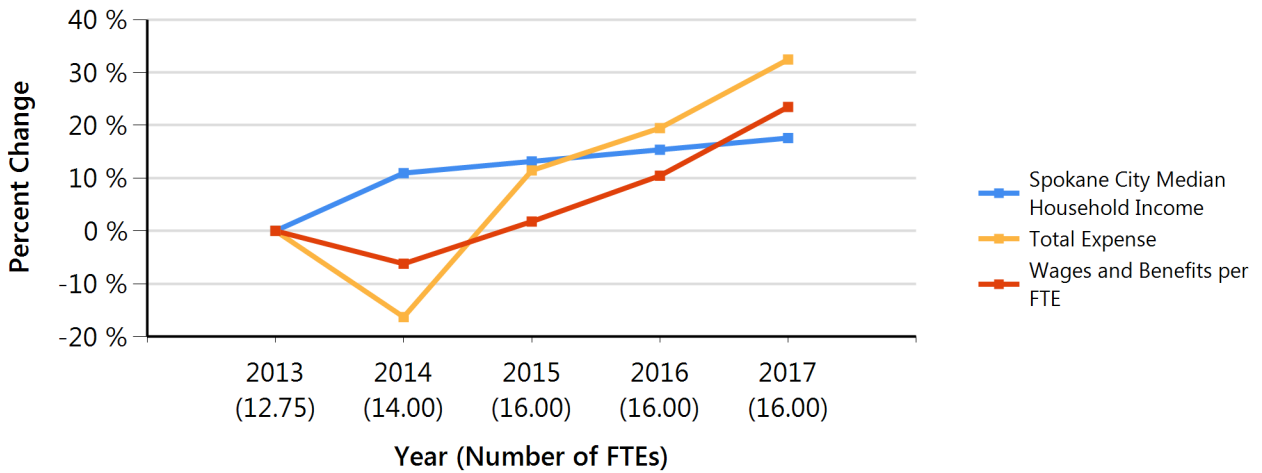
2017 Expenses



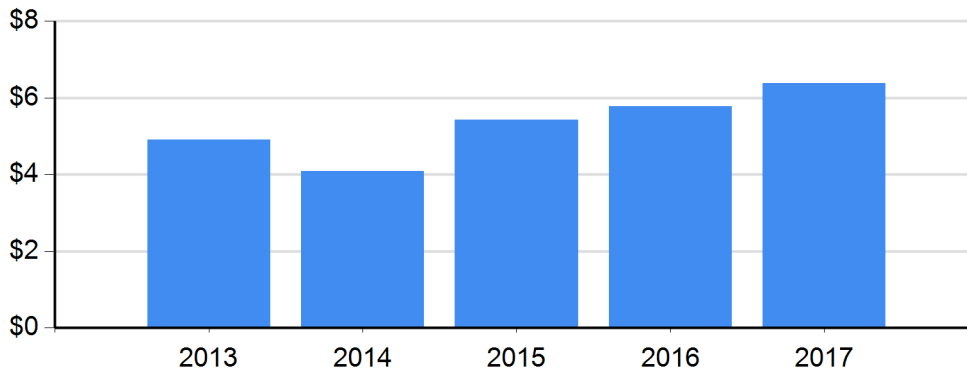
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$4.91	\$4.09	\$5.42	\$5.77	\$6.37
Percent Change	0.00%	-16.30%	33.15%	7.19%	10.87%

Department Summary: City Council

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

As provided in the City Charter a Council President and six Council Members (two Members for each of the three districts) comprise the Spokane City Council. Together they constitute a legislative body which is given authority by the Washington State Constitution and State law to make local law.

Programs and Services:

The Council President and City Council Members:

1. Appoint and discharge the Hearing Examiner;
2. Appoint, evaluate, and discharge the City Council's Senior Research/Policy Analyst and the Policy Adviser;
3. Confirm the appointment by the Mayor of the City Attorney, the City Clerk, and the Administrative Head in each department;
4. Appoint nominees of the mayor to boards, commissions, and other official City agencies, unless otherwise provided;
5. Hire, supervise, and remove their own administrative staff;
6. Hire, supervise, and discharge their individual legislative assistants.

The Council President reviews the preparation of the agenda for City Council meetings, briefings, and study session meetings and presides at meetings of the Council. The Council President also serves as the Mayor Pro Tem.

Each Council Member is provided with the budget to employ a Legislative Assistant. Council staff also includes a Senior Research and Policy Analyst, a Policy Adviser, as well as occasional interns.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	12.75	14.00	16.00	16.00	16.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	1,575	0	0
Interfund Charges	191,408	5,818	0	23,000	23,000
Reserve for Budget Adjustment	0	0	0	24,124	24,124
Transfers Out	4,000	6,000	0	0	0
Wages & Benefits	748,562	770,798	951,283	1,033,821	1,168,430
Supplies & Services	92,612	84,919	202,298	157,337	157,337
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,036,582	867,535	1,155,156	1,238,282	1,372,891

Expenditure Notes:**Revenues:**

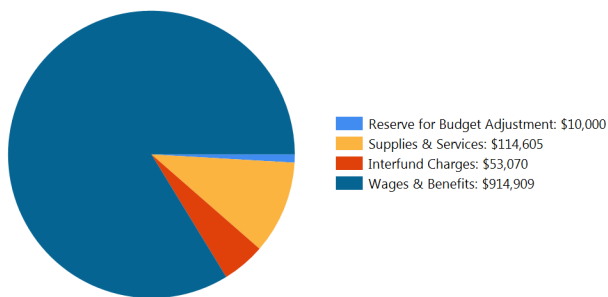
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	8,732	1,292	10,707	10,000	10,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,027,850	866,243	1,144,449	1,228,282	1,362,891
All Other	0	0	0	0	0
TOTAL	1,036,582	867,535	1,155,156	1,238,282	1,372,891

Revenue Notes:

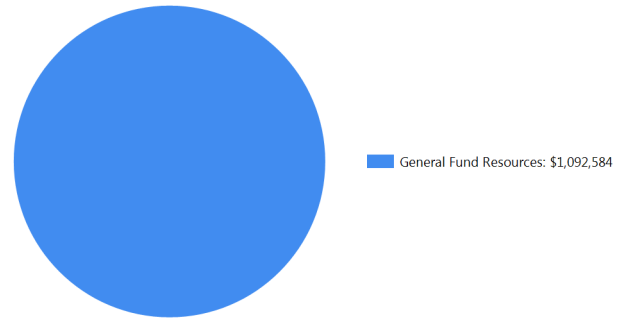
Civil Service

Civil Service provides an efficient, effective, merit-based system of employment ensuring that the most qualified applicants are equitably selected and retained. The development of the Civil Service Merit System has been one of the most important factors in raising the standards of government service and of increasing the respect of all citizens for their public servants. Fundamentally, every citizen should.

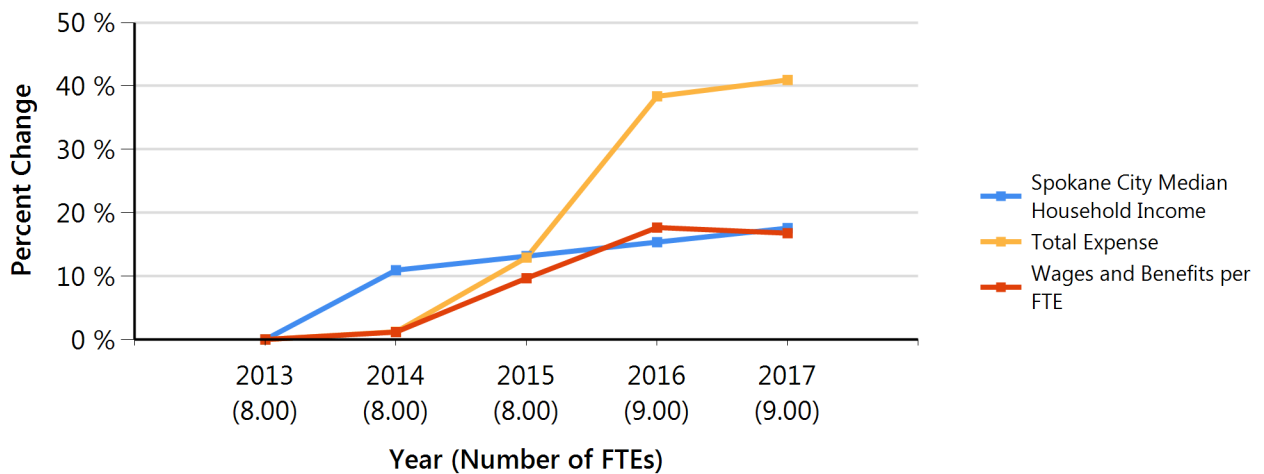
2017 Expenses



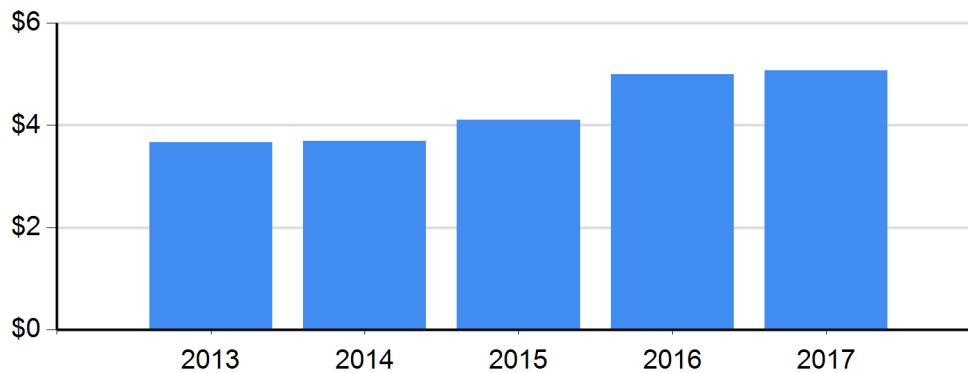
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$3.67	\$3.70	\$4.11	\$5.00	\$5.07
Percent Change	0.00%	1.21%	11.57%	22.52%	1.86%

Department Summary: Civil Service

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

Civil Service provides an efficient, effective, merit-based system of employment ensuring that the most qualified applicants are equitably selected and retained. The development of the Civil Service Merit System has been one of the most important factors in raising the standards of government service and of increasing the respect of all citizens for their public servants. Fundamentally, every citizen should.

Programs and Services:

The Spokane Civil Service Commission is an independent body created by the City Charter to administer that portion of the Charter pertaining to Civil Service and consists of five members: two nominated by the Mayor and selected by the City Council, two selected by City employee groups, and one selected by the other members. By Mandate of the Citizens of Spokane, the Commission is specifically charged with the responsibility of developing and maintaining a classification plan, a comprehensive recruitment program, and practical selection standards for all classified positions in the city government. It is also responsible for providing procedural rules for administration of classified employment and for resolving any differences that may arise as a result of these rules or the Charter. The Civil Service administrative staff consists of the Chief Examiner, six professional employees, and two clerical employees.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	8.00	8.00	8.00	9.00	9.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	1,119	0	0
Interfund Charges	44,254	43,503	42,849	47,256	53,070
Reserve for Budget Adjustment	0	0	0	7,000	10,000
Transfers Out	0	0	0	0	0
Wages & Benefits	692,159	700,286	759,786	923,117	914,909
Supplies & Services	38,740	40,795	71,647	95,185	114,605
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	775,153	784,584	875,401	1,072,558	1,092,584

Expenditure Notes:**Revenues:**

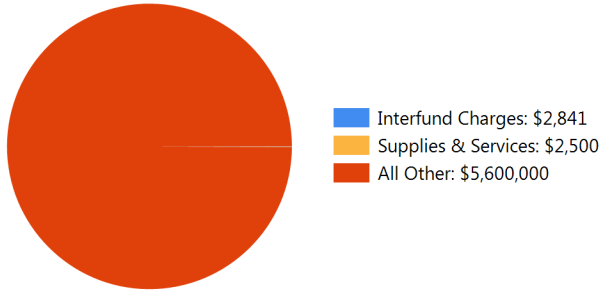
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	775,153	784,584	875,401	1,072,558	1,092,584
All Other	0	0	0	0	0
TOTAL	775,153	784,584	875,401	1,072,558	1,092,584

Revenue Notes:

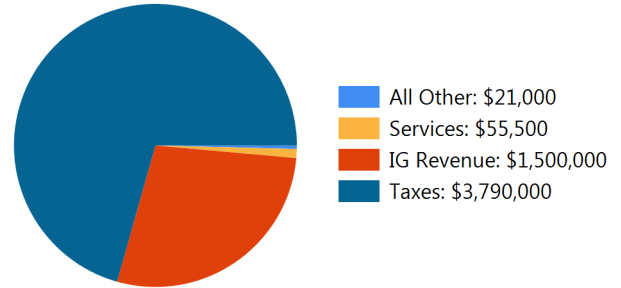
Criminal Justice Assistance Fund

This represents the City's costs related to incarceration of misdemeanants and the costs associated with Electronic Home Monitoring and other alternatives to incarceration.

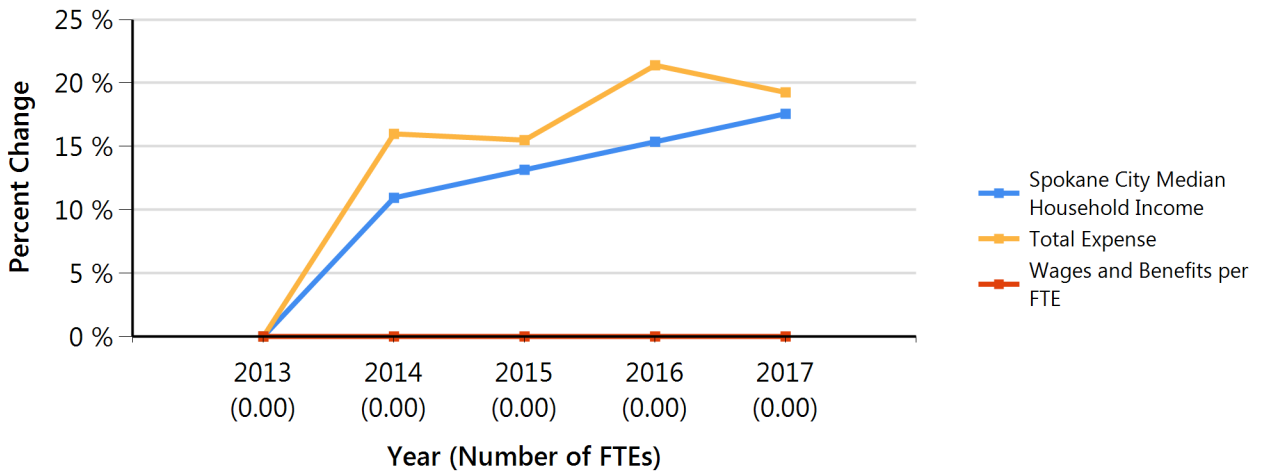
2017 Expenses



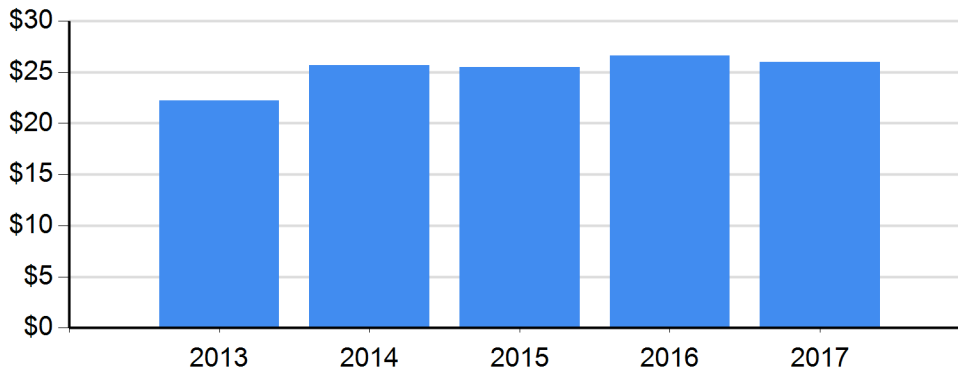
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$22.24	\$25.68	\$25.47	\$26.60	\$26.02
Percent Change	0.00%	15.98%	-0.42%	5.11%	-1.76%

Department Summary: Criminal Justice Assistance Fund**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

Executive Summary:

This represents the City's costs related to incarceration of misdemeanants and the costs associated with Electronic Home Monitoring and other alternatives to incarceration.

Programs and Services:

Jail and Geiger correctional facilities play an integral role in the justice process by providing facilities to securely house individuals awaiting trial or after they have been incarcerated. However, because Spokane does not possess its own correctional facilities, these services must be contracted out through various sources. The two primary sources of jail and correctional services are the Spokane County Jail (SCJ) and Geiger Correctional Facility. In addition to incarceration programs, the City offers various alternative such as Electronic Home Monitoring.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	338	794	3,140	3,444	2,841
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	1,976	2,393	2,568	2,500	2,500
Debt Services	0	0	0	0	0
All Other	4,697,931	5,448,429	5,422,703	5,700,000	5,600,000
TOTAL	4,700,245	5,451,616	5,428,411	5,705,944	5,605,341

Expenditure Notes:**Revenues:**

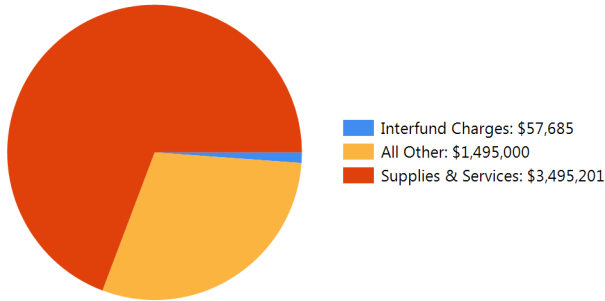
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	3,426,779	3,669,004	3,826,905	3,790,000	3,790,000
Licenses & Permits	0	0	0	0	0
IG Revenue	1,372,938	1,313,294	1,252,778	1,500,000	1,500,000
Services	70,946	55,154	45,291	55,500	55,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	400,000	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	236	21,282	5,710	21,000	21,000
TOTAL	5,270,899	5,058,734	5,130,684	5,366,500	5,366,500

Revenue Notes:

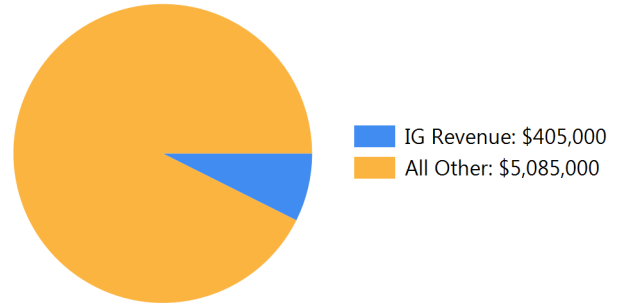
Firefighters Pension Fund

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for Law Enforcement Officer and Firefighter (LEOFF I) Firefighters' Plan, a closed defined benefit plan.

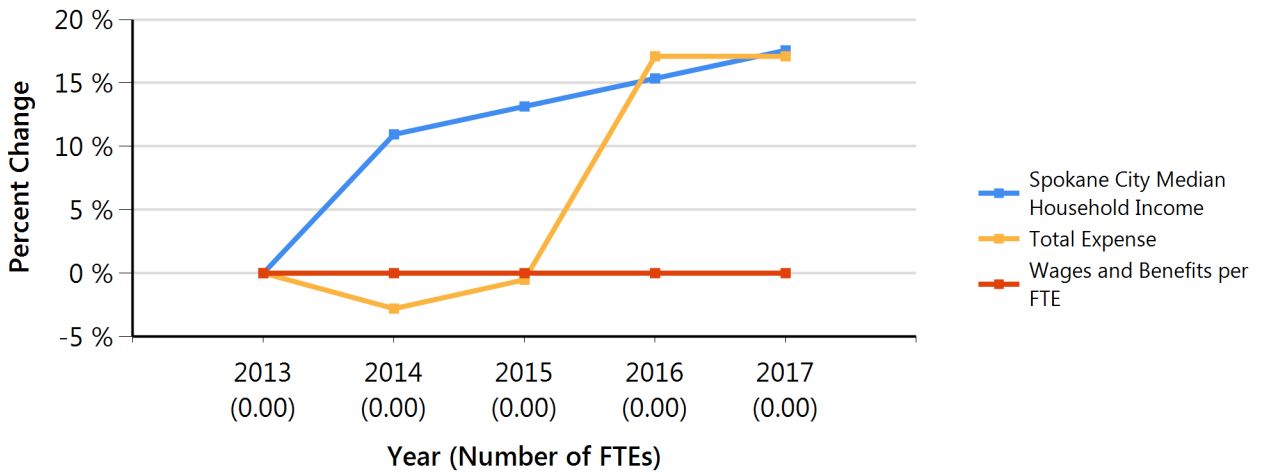
2017 Expenses



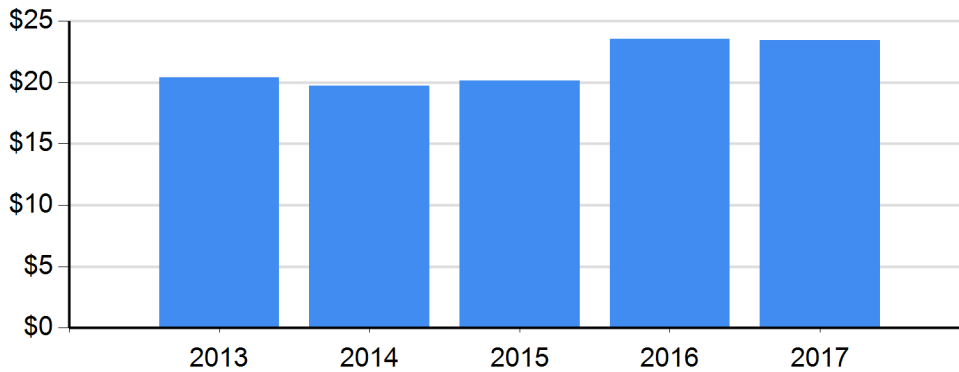
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$20.40	\$19.74	\$20.12	\$23.43
Percent Change	0.00%	-2.80%	2.34%	0.00%

Department Summary: Firefighters Pension Fund

Division: Stand Alone Departments

Fund Type: Trust and Agency Fund

Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for Law Enforcement Officer and Firefighter (LEOFF I) Firefighters' Plan, a closed defined benefit plan.

Programs and Services:

The LEOFF I Firefighters' Plan provides pension benefits related to retirement, disability, and death. In addition, the Plan pays for medical and dental expenses for its members, along with reimbursement of Medicare premium payments. At December 31, 2014, there were 229 members of the City of Spokane LEOFF I Firefighters' Plan of whom all but 2 were retired. A five-member board as defined in the Revised Code of Washington governs the Plan.

LEOFF I Firefighters' Plan general staff duties include processing pension and medical payments, counseling retirees, structuring and monitoring a \$28 million investment portfolio and ensuring compliance with Local, State and Federal Laws. The medical expenditures comprise the largest portion of the LEOFF I Firefighters' budget and, like pensions, are legal "claims" against the System. The Benefits Department (HR) handles claim processing for the medical portion of the benefit. For the 2017 budget, overall expenses of the LEOFF I Firefighters' Plan increase by more than \$29k (0.6%). The budget for benefit payments in 2017 remained flat at \$4.55M. LEOFF I Firefighter assets are separately held in a trust fund within the City of Spokane; LEOFF I Firefighter revenues and expenditures are also separately accounted for inside a trust fund within the City of Spokane.

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FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	37,265	33,485	43,618	48,166	57,685
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	2,940,198	2,812,424	2,933,946	3,594,720	3,495,201
Debt Services	0	0	0	0	0
All Other	1,333,197	1,344,018	1,310,418	1,405,000	1,495,000
TOTAL	4,310,660	4,189,927	4,287,982	5,047,886	5,047,886

Expenditure Notes:

"All Other" includes Pension annuity claims, death benefit payments and non-cash amortization of the PeopleSoft System's pension module. Medical payments and Medicare reimbursements comprise the majority of "Other Services & Charges".

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	290	272	613	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	392,056	404,625	399,863	405,000	405,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	5,313,876	5,161,135	5,028,314	5,185,000	5,085,000
TOTAL	5,706,222	5,566,032	5,428,790	5,590,000	5,490,000

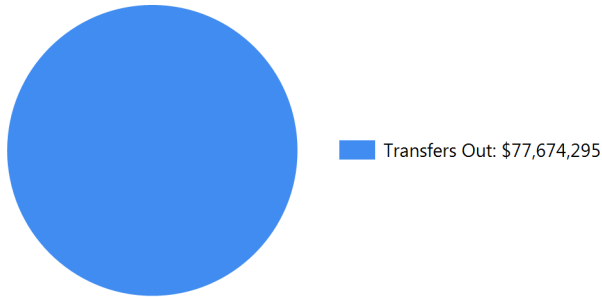
Revenue Notes:

"Miscellaneous Revenues" includes investment earnings and employer contributions.

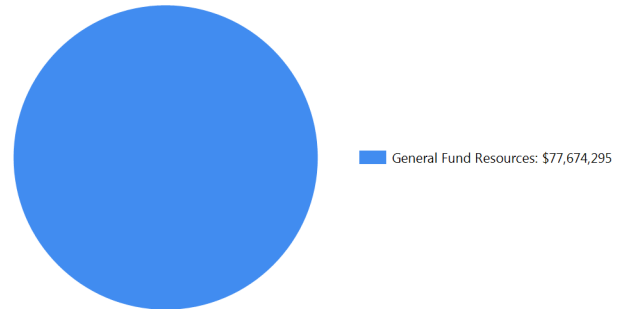
General Fund Allocations

This function represents General Fund support to various departments/activities that rely on the General Fund for financial support

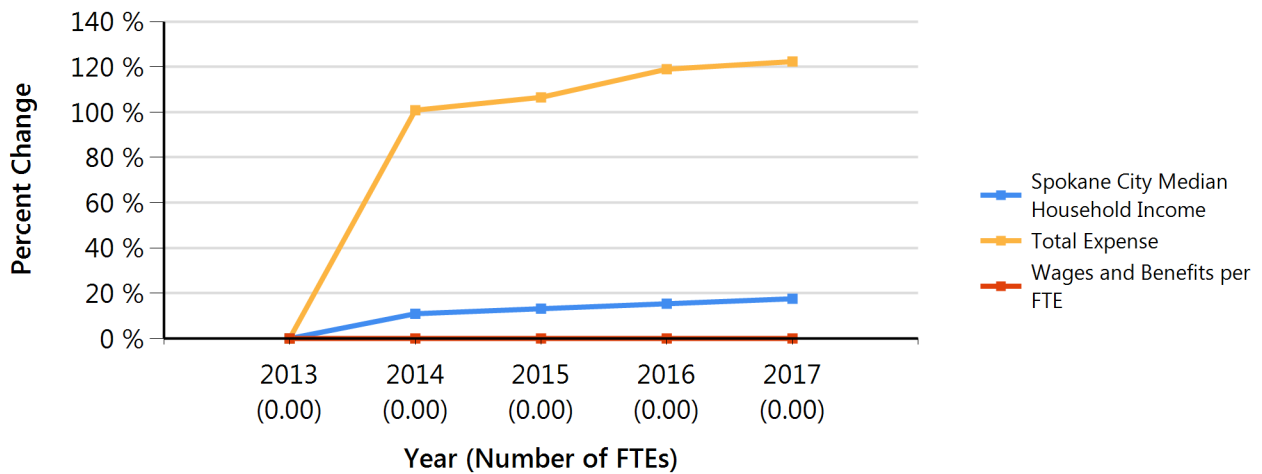
2017 Expenses



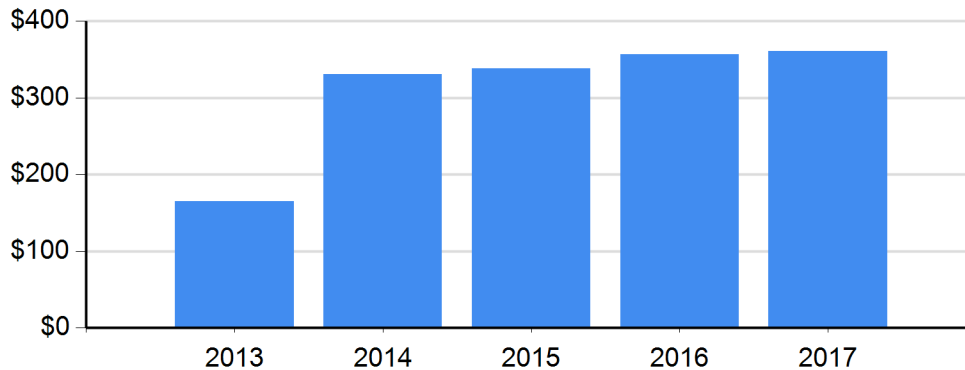
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$165.33	\$330.52	\$338.59	\$356.63	\$360.53
Percent Change	0.00%	100.85%	2.82%	6.02%	1.53%

Department Summary: General Fund Allocations**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This function represents General Fund support to various departments/activities that rely on the General Fund for financial support

Programs and Services:

See the department specific budget summaries for details on how the funds are used. The General Fund provides monetary support to several departments including: Streets, Code Enforcement, Library, Parks and Recreation, Fire/Emergency Medical Services, Asset Management, and Parking.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	34,934,618	70,169,159	72,152,589	76,497,169	77,674,295
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	34,934,618	70,169,159	72,152,589	76,497,169	77,674,295

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	34,934,618	70,169,159	72,152,589	76,497,169	77,674,295
All Other	0	0	0	0	0
TOTAL	34,934,618	70,169,159	72,152,589	76,497,169	77,674,295

Revenue Notes:

Program Summary: GF Allocation to Arterial Street Fund - Street Levy**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This represents the General Fund Allocation to Arterial Streets. The annual allocation to Arterial Streets will be equivalent to the amount of the Street Levy for the year.

Programs and Services:

This General Fund allocation will be used to support the Debt Service for existing Street Bonds and to provide additional Street Capital & Maintenance dollars that will be used in coordination with Integrated Capital dollars and any State and Federal matching dollars. See Arterial Street Fund budget summary for more details.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	8,444,700	9,100,000	9,360,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	8,444,700	9,100,000	9,360,000

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	8,444,700	9,100,000	9,360,000
All Other	0	0	0	0	0
TOTAL	0	0	8,444,700	9,100,000	9,360,000

Revenue Notes:

Program Summary: GF Allocation to Asset Management Operations

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

This represents the General Fund contribution to the Asset Management Fund to cover the cost of City Hall Maintenance and other portions of Asset Management that cannot be billed to other departments. Prior to 2013, these activities were budgeted in the General Fund.

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,429,170	1,049,615	794,999	1,150,000	1,350,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,429,170	1,049,615	794,999	1,150,000	1,350,000

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,429,170	1,049,615	794,999	1,150,000	1,350,000
All Other	0	0	0	0	0
TOTAL	1,429,170	1,049,615	794,999	1,150,000	1,350,000

Revenue Notes:

Program Summary: GF Allocation to Code Enforcement

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

This represents the estimated GF Contribution to the Code Enforcement Special Revenue Fund. For specifics on how these funds are used, refer to the Code Enforcement budget summary.

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	304,553	429,257	562,817	745,000	748,916
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	304,553	429,257	562,817	745,000	748,916

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	304,553	429,257	562,817	745,000	748,916
All Other	0	0	0	0	0
TOTAL	304,553	429,257	562,817	745,000	748,916

Revenue Notes:

Program Summary: GF Allocation to Fire/EMS

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

This represents the estimated GF Contribution to the EMS/Fire Special Revenue Fund. For specifics on how these funds are used, refer to the EMS/Fire budget summary.

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	34,900,000	36,295,000	37,500,000	38,500,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	34,900,000	36,295,000	37,500,000	38,500,000

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	34,900,000	36,295,000	37,500,000	38,500,000
All Other	0	0	0	0	0
TOTAL	0	34,900,000	36,295,000	37,500,000	38,500,000

Revenue Notes:

Program Summary: GF Allocation to Intermodal Facility

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

This represents the estimated GF Contribution for Intermodal Facility operations. For specifics on how these funds are used, refer to the Intermodal Facility budget summary.

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	71,369	61,621	121,983	75,000	75,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	71,369	61,621	121,983	75,000	75,000

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	71,369	61,621	121,983	75,000	75,000
All Other	0	0	0	0	0
TOTAL	71,369	61,621	121,983	75,000	75,000

Revenue Notes:

Program Summary: GF Allocation to Library

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

This represents the General Fund allocation to the Library Fund. For specifics on how these funds are used, please refer to the Library budget summaries.

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	7,923,397	8,970,397	9,003,397	9,228,482	8,383,482
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	7,923,397	8,970,397	9,003,397	9,228,482	8,383,482

Expenditure Notes:

In prior years, the Levy Lid Lift was included as part of this allocation. In 2017 the Lid Lift is reflected as revenue directly in the Library budget. There is a net increase to the Library when you combine this allocation with their budgeted Lid Lift amount.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	7,923,397	8,970,397	9,003,397	9,228,482	8,383,482
All Other	0	0	0	0	0
TOTAL	7,923,397	8,970,397	9,003,397	9,228,482	8,383,482

Revenue Notes:

Program Summary: GF Allocation to My Spokane

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

This represents the estimated GF Contribution to the My Spokane Internal Service Fund. For specifics on how these funds are used, refer to the My Spokane budget summary.

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	254,747
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	254,747

Expenditure Notes:

Prior to the 2017 Budget, the My Spokane Department was part of the General Fund and therefore did not receive a General Fund allocation. This Department is now an Internal Service Fund supported partially by the General Fund which is reflected in the Transfer-Out expense.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	254,747
All Other	0	0	0	0	0
TOTAL	0	0	0	0	254,747

Revenue Notes:

Program Summary: GF Allocation to Parking Fund

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

This represents the estimated GF Contribution to the Parking Fund Special Revenue Fund. For specifics on how these funds are used, refer to the Parking System budget summary.

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	690,008	1,150,000	1,200,000	1,200,000	1,000,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	690,008	1,150,000	1,200,000	1,200,000	1,000,000

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	690,008	1,150,000	1,200,000	1,200,000	1,000,000
All Other	0	0	0	0	0
TOTAL	690,008	1,150,000	1,200,000	1,200,000	1,000,000

Revenue Notes:

Program Summary: GF Allocation to Parks & Recreation

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

This represents the General Fund allocation to Parks and Recreation. For specifics on how these funds are used, please refer to the various Parks Department budget summaries.

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	12,526,517	12,989,090	12,870,514	13,439,508	13,742,971
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	12,526,517	12,989,090	12,870,514	13,439,508	13,742,971

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	12,526,517	12,989,090	12,870,514	13,439,508	13,742,971
All Other	0	0	0	0	0
TOTAL	12,526,517	12,989,090	12,870,514	13,439,508	13,742,971

Revenue Notes:

Program Summary: GF Allocation to Public Safety Capital**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This allocation represents a General Fund allocation for public safety capital. The funds will be used for Debt Service on a Public Safety Capital Bond that was approved in 2014. Bond proceeds will be used to procure police vehicles, fire apparatus, and other operational capital items.

Programs and Services:

In the early years of this program, the allocation from the General Fund will be higher than the scheduled Debt Service. These excess dollars will be set aside to cover the higher debt service in the later years.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	1,500,000	2,300,000	3,100,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	1,500,000	2,300,000	3,100,000

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	1,500,000	2,300,000	3,100,000
All Other	0	0	0	0	0
TOTAL	0	0	1,500,000	2,300,000	3,100,000

Revenue Notes:

Program Summary: GF Allocation to Street Maintenance

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

This represents the GF Contribution to the Street Department Special Revenue Fund. For specifics on how these funds are used, refer to the various Street Department budget summaries.

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	11,923,604	10,553,179	1,293,179	1,693,179	1,093,179
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	11,923,604	10,553,179	1,293,179	1,693,179	1,093,179

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	11,923,604	10,553,179	1,293,179	1,693,179	1,093,179
All Other	0	0	0	0	0
TOTAL	11,923,604	10,553,179	1,293,179	1,693,179	1,093,179

Revenue Notes:

Program Summary: GF Allocation to Urban Forestry

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

This represents the General Fund allocation to Urban Forestry. For specifics on how these funds will be used, please refer to the various Parks/Urban Forestry budget summaries.

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	66,000	66,000	66,000	66,000	66,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	66,000	66,000	66,000	66,000	66,000

Expenditure Notes:**Revenues:**

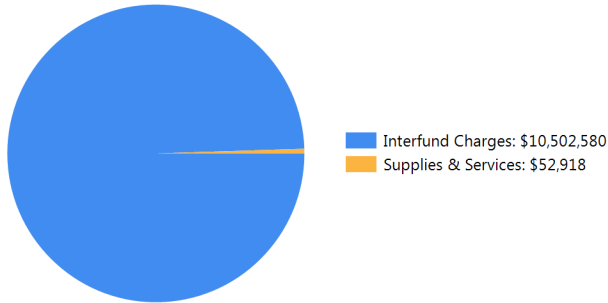
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	66,000	66,000	66,000	66,000	66,000
All Other	0	0	0	0	0
TOTAL	66,000	66,000	66,000	66,000	66,000

Revenue Notes:

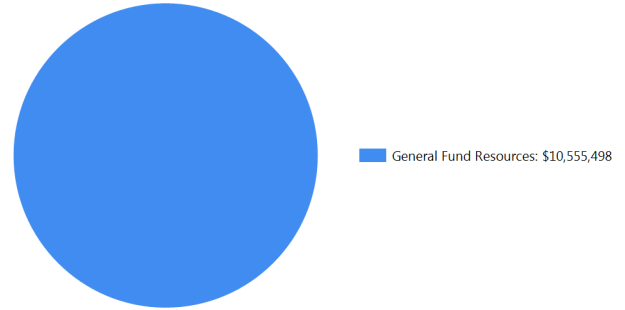
General Fund Internal Service Charges

This represents the majority of the charges to the General Fund for services provided by other City Departments such as Information Technology, Accounting, Insurance (Liability, Workers' Compensation, Unemployment), and Fleet/Vehicle Maintenance for General Fund vehicles.

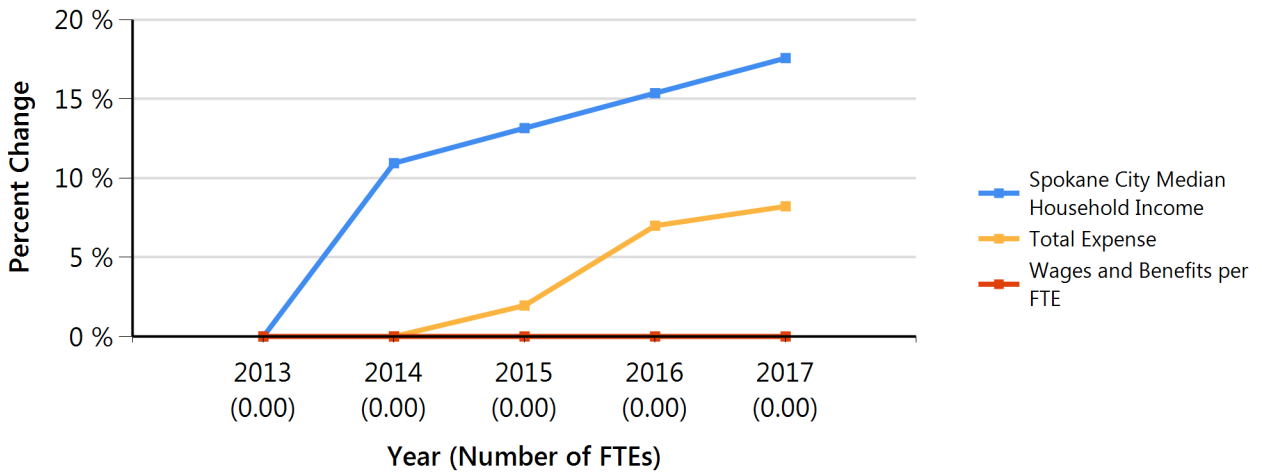
2017 Expenses



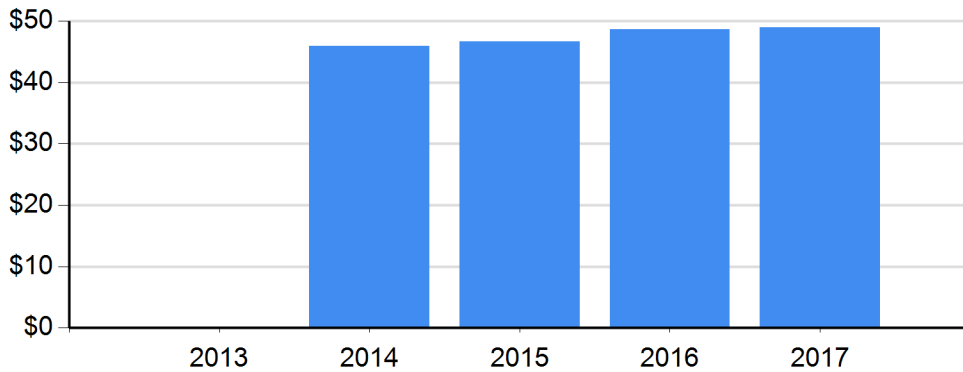
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.00	\$45.95	\$46.67	\$48.66	\$48.99
Percent Change	0.00%	0.00%	1.95%	4.94%	1.13%

Department Summary: General Fund Internal Service Charges**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This represents the majority of the charges to the General Fund for services provided by other City Departments such as Information Technology, Accounting, Insurance (Liability, Workers' Compensation, Unemployment), and Fleet/Vehicle Maintenance for General Fund vehicles.

Programs and Services:

General Fund Internal Service expenses include:

Accounting Services - \$1 million

IT Services - \$3.9 million

Insurance (Liability, W/C, Unemployment) - \$3.6 million

Fleet Maintenance (incl. Fuel) - \$2 million

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	156,574	0	0
Interfund Charges	0	9,754,440	9,028,733	10,383,631	10,502,580
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	759,761	52,918	52,918
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	9,754,440	9,945,068	10,436,549	10,555,498

Expenditure Notes:

Prior to 2014 these expenses were distributed to all of the individual General Fund Departments

Revenues:

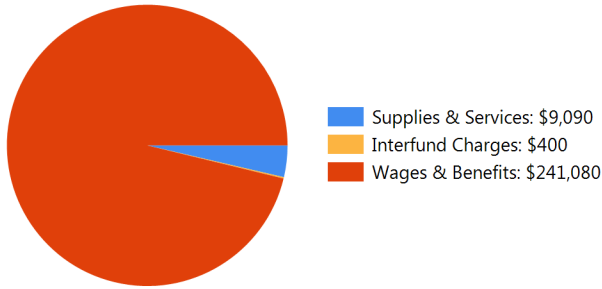
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	9,454,440	9,945,068	10,436,549	10,555,498
All Other	0	0	0	0	0
TOTAL	0	9,454,440	9,945,068	10,436,549	10,555,498

Revenue Notes:

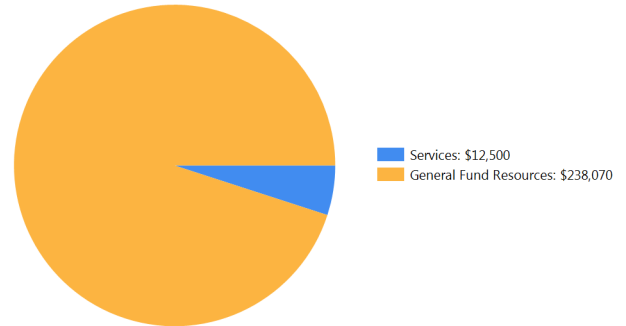
Hearing Examiner

The Office of the Hearing Examiner holds quasi-judicial hearings on behalf of the City in various matters, primarily related to Zoning, Land Use Regulation, and the Environment. The Hearing Examiner's Office conducts these hearings and renders decisions in accordance with state and local law.

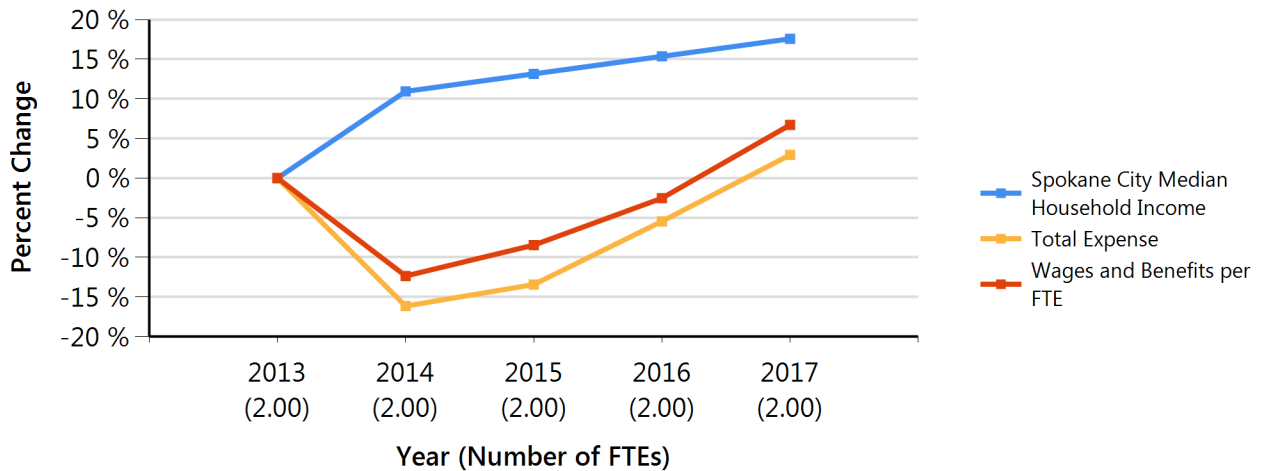
2017 Expenses



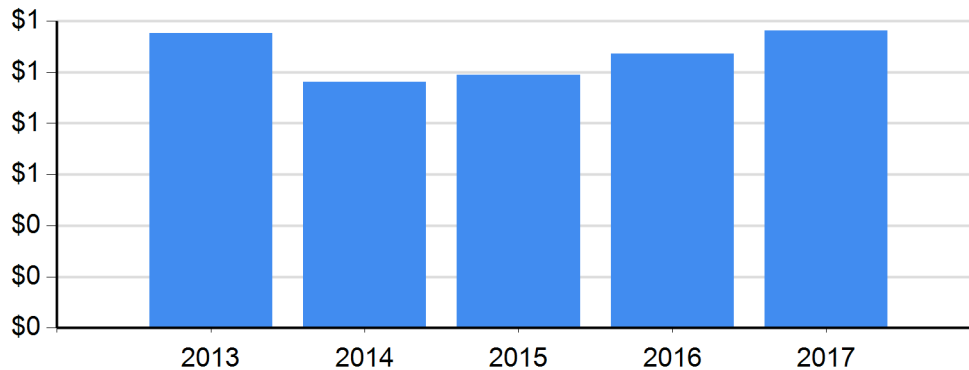
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$1.15	\$0.96	\$0.99	\$1.07	\$1.16
Percent Change	0.00%	-16.16%	3.24%	9.21%	8.86%

Department Summary: Hearing Examiner

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

The Office of the Hearing Examiner holds quasi-judicial hearings on behalf of the City in various matters, primarily related to Zoning, Land Use Regulation, and the Environment. The Hearing Examiner's Office conducts these hearings and renders decisions in accordance with state and local law.

Programs and Services:

Citizens have a right to appear at a hearing and comment upon a project being proposed in their neighborhood or which affects their property. The development community has the right to have permit applications handled expeditiously, in a consistent way, and in accordance with the relevant laws, rules and policies. Citizens should also have the right to appeal an administrative decision that they feel is wrong within the City structure without having to incur the expense of going to court. It is important that these hearings not only be fair but appear fair, and that the decisions made on these matters be not only fair but consistent. The City could face liability if its decisions, especially its land use decisions, are found to be arbitrary. Therefore, the Hearing Examiner's Office has an obligation, which it will carry out, to hold fair and impartial hearings and render consistent and legally defensible decisions. Expediency is also an important issue. The Hearing Examiner's Office has the experience and expertise to schedule hearings as quickly as possible and render decisions in a timely fashion. This office has the knowledge and expertise to provide information and respond to the questions and requests coming from the public and from other City departments on all the various matters. This serves the citizens, the business community, and the City at large. Some revenues are derived through the Examiner holding hearings for other cities and agencies, although the amount of that revenue varies from year to year.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	10,964	0	0	0	400
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	228,793	200,515	208,334	220,669	241,080
Supplies & Services	3,699	3,598	2,407	9,490	9,090
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	243,456	204,113	210,741	230,159	250,570

Expenditure Notes:

Revenues:

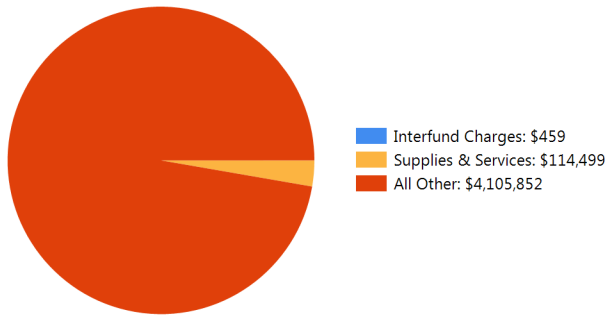
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	913	10,321	0	0	0
Services	0	0	0	12,500	12,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	239,884	192,825	201,462	217,659	238,070
All Other	2,659	967	9,279	0	0
TOTAL	243,456	204,113	210,741	230,159	250,570

Revenue Notes:

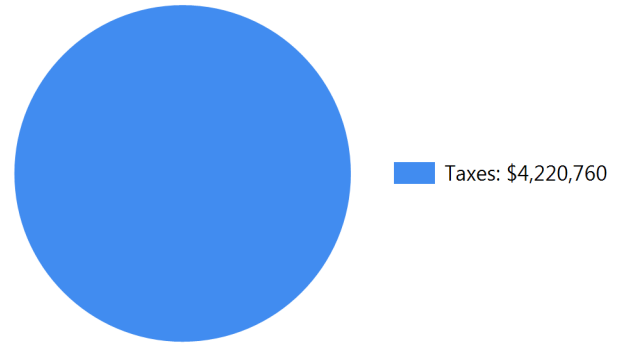
Hotel/Motel Tax Fund

The Hotel/Motel fund accounts for all monies received from the transient accommodations tax levied by SMC 8.08.010, & received by the State. Lodging tax revenues may be used directly by any municipality for the marketing of tourism, special events/festivals, or tourism-related operations of the municipality or a public facilities district.

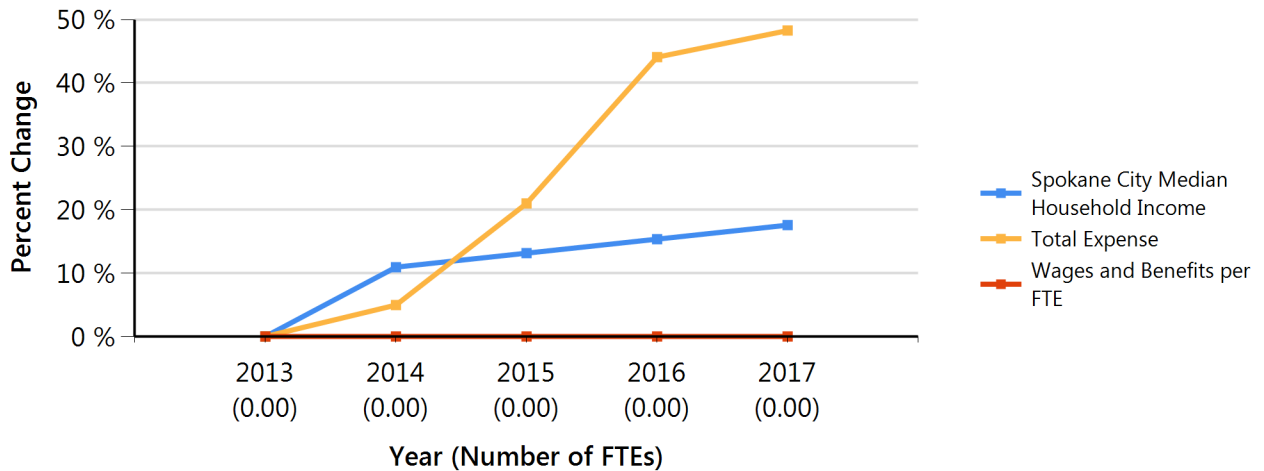
2017 Expenses



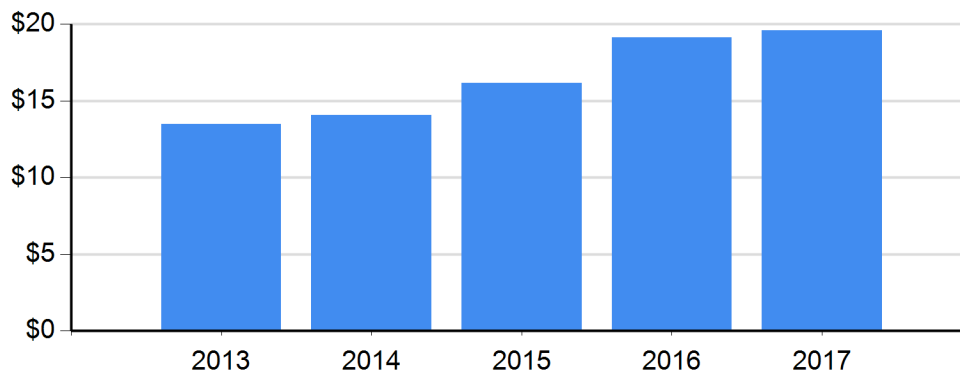
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$13.47	\$14.07	\$16.16	\$19.12	\$19.59
Percent Change	0.00%	4.96%	15.26%	19.08%	2.91%

Department Summary: Hotel/Motel Tax Fund**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

Executive Summary:

The Hotel/Motel fund accounts for all monies received from the transient accommodations tax levied by SMC 8.08.010, & received by the State. Lodging tax revenues may be used directly by any municipality for the marketing of tourism, special events/festivals, or tourism-related operations of the municipality or a public facilities district.

Programs and Services:

The interlocal agreement between the City and the Spokane Public Facilities District (PFD) provides that 100% of the lodging tax revenues is remitted to the PFD. Each year, \$100,000 (adjusted annually by CPI) is reserved by the City for tourism-generating activities/entities.

The amount reserved for tourism activities in 2017 is estimated at \$114,499, as reflected in the Supplies/Services budget. Annually, the Lodging Tax Committee determines which projects to fund from this amount.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	146	211	456	409	459
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	112,457	94,552	111,409	111,250	114,499
Debt Services	0	0	0	0	0
All Other	2,734,098	2,893,203	3,332,223	3,989,750	4,105,852
TOTAL	2,846,701	2,987,966	3,444,088	4,101,409	4,220,810

Expenditure Notes:

The increase in 2016 is based on the completion of the Grand Hotel and the additional capacity for large, nation-wide conferences that may occur.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	2,840,165	3,000,798	3,441,870	4,101,409	4,220,760
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,840,165	3,000,798	3,441,870	4,101,409	4,220,760

Revenue Notes:

The increase in 2016 is based on the completion of the Grand Hotel and the additional capacity for large, nation-wide conferences that may occur.

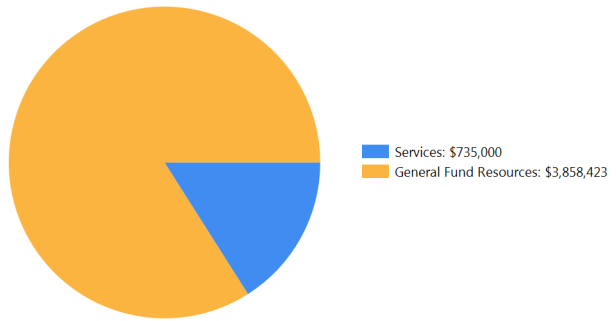
Legal

The City Attorney - Civil Division provides a wide variety of legal services to the Mayor, the Administration, City Council, City Departments, and Boards and Commissions, including advice and consultation, document drafting and review, contracts, policies, ordinances, resolutions, procedures and project planning. City attorneys defend against claims and lawsuits, prosecute all City civil and administrative claims and represent the City in all judicial, quasi-judicial and administrative proceedings. Outside counsel may be hired on a case-by-case basis as approved by the City Attorney.

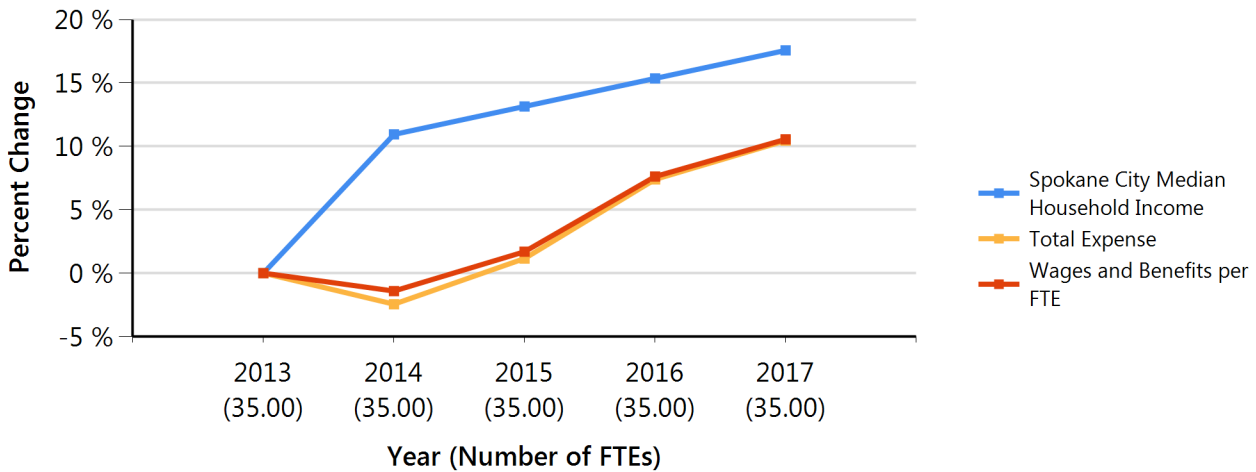
2017 Expenses



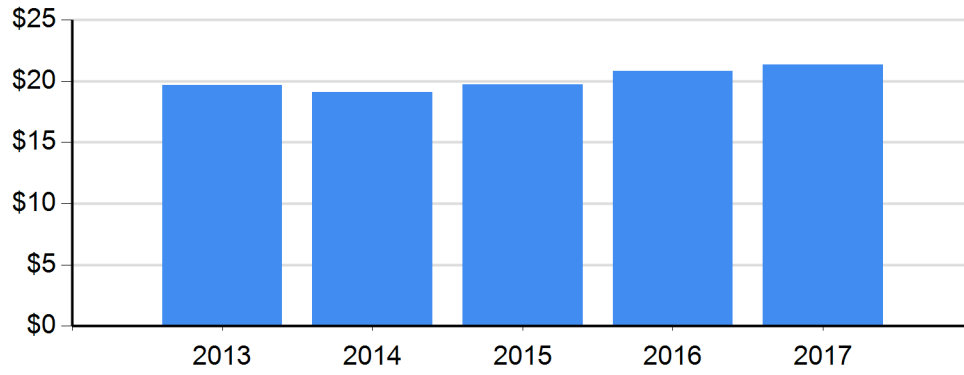
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$19.68	\$19.11	\$19.74	\$20.82	\$21.32
Percent Change	0.00%	-2.44%	3.69%	6.17%	2.84%

Department Summary: Legal

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

The City Attorney - Civil Division provides a wide variety of legal services to the Mayor, the Administration, City Council, City Departments, and Boards and Commissions, including advice and consultation, document drafting and review, contracts, policies, ordinances, resolutions, procedures and project planning. City attorneys defend against claims and lawsuits, prosecute all City civil and administrative claims and represent the City in all judicial, quasi-judicial and administrative proceedings. Outside counsel may be hired on a case-by-case basis as approved by the City Attorney.

Programs and Services:

Programs and Services: Members of the City's legal team provide oral and written legal opinions on specific matters of law and policy. Attorneys in the office have wide and deep experience in the matters of core competency necessary to address legal matters for the City. These functions include, but are not limited to, litigation (defense and prosecution), police advisory, and in-house advice and consultation for various departments requiring specific legal advice. In its public records function, attorneys review and assist the City Clerk's review of documents for public records requests. These requests are frequent and often voluminous, and require a timely and complete response to avoid litigation. The office prosecutes or defends all litigation matters, whether in federal, state, or local court, or before administrative tribunals. When the use of an outside law firm is required, the City Attorney supervises the activities of special counsel to ensure the interests of the City and the individual clients are being well-served and represented. The office provides in-depth legal counsel and assistance to numerous boards and commissions and the corresponding departments, including the Plan Commission, Park Board, Library Board, Ethics Commission, Landmarks Commission, and Civil Service Commission. Contract negotiation and contract compliance are critical to protecting the City's interest. The City Attorney has enhanced contract drafting, review and implementation with an emphasis on involvement in contract negotiation prior to finalization. This has enhanced the delivery of services and streamlined approval. Routine and regular review of City contracts to ensure compliance with the law and best practices is essential. Additionally, the Office of the City Attorney supplies the necessary background support for budget and economic development objectives pursued by the City. Three new responsibilities of the office include 1) designation of a Chief of Ethics Compliance Officer (following the adoption of the new Ethics Code); 2) a full legal review of all police use of force policies and programs as mandated by the Department of Justice, and 3) a comprehensive analysis of public records policies and procedures with an emphasis on recommendations regarding the retention, redaction and production of electronic records. In addition, to the full time attorney assigned as an advisor to the Police Department, a second attorney is working with the Civil Enforcement Unit on nuisance abatement policies, procedures and utilizing court processes.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	35.00	35.00	35.00	35.00	35.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	383	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	3,870,840	3,816,149	3,934,561	4,167,937	4,290,245
Supplies & Services	287,841	240,653	271,659	298,386	303,178
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	4,158,681	4,056,802	4,206,603	4,466,323	4,593,423

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	613,357	789,484	635,257	735,000	735,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	3,545,324	3,267,318	3,571,346	3,731,323	3,858,423
All Other	0	0	0	0	0
TOTAL	4,158,681	4,056,802	4,206,603	4,466,323	4,593,423

Revenue Notes:

Program Summary: City Prosecutor

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

Executive Summary: The City Prosecutor operates under statutory mandate to prosecute criminal misdemeanors, gross misdemeanors and civil infractions. Continued emphasis includes 1) pre-filing diversion, 2) technology in court, 3) Domestic Violence prosecution, and 4) crime victim services. The Prosecutor participates in Mental Health Court, Veterans Court, Community Court and the YWCA Family Justice Center, allowing the Prosecutor to develop streamlined procedures within the Criminal Justice System.

Programs and Services:

Programs and Services: The City Prosecutor's Office filed approximately 7,560 misdemeanor cases in 2015 in Spokane Municipal Court. The Prosecutor's Office is the sole authority responsible for carrying out this legally mandated function. Additionally, the Prosecutor's Office is responsible for the prosecution of all civil violations of the Spokane Municipal Code, including nuisance, building and fire code violations, traffic violation infractions, Photo Red tickets and parking infractions issued in the City. The Prosecutor's Office also effectively reduces systemic legal risk through the use of its appellate attorney. This attorney provides an important line of defense against adverse and far-reaching court decisions by aggressively defending cases against legal motions and other collateral attacks on the validity of City statutes. Based upon the introduction of "caseload standards" for public defense attorneys, the Prosecutor's Office has relied heavily on a pre-filing diversion program (which has resulted in a shift of approximately one-third of cases, primarily Driving While License Suspended 3rd Degree, to the infraction dockets). This strategy was designed to save costs on public defense services, while proactively reducing jail costs by keeping these offenders out of jail. The DWLS 3rd Diversion Program works in conjunction with the Community Relicensing Program to educate offenders and find solutions to getting their driving licenses reinstated. The use of JustWare as a case management system has had positive effects in the Office and new efficiencies continue to be realized. JustWare continues to set the City's prosecution efforts apart from other agencies because of its ease of use, electronic transmission of discovery and the availability of data collection. The Prosecutor's Office has co-located its dedicated Domestic Violence attorneys and staff to the Family Justice Center in the YWCA. This approach to Domestic Violence prosecution will lead to increased victim safety and offender accountability through better collaboration with law enforcement, victim advocacy services, as well as other prosecutors. The Prosecutor's Office is actively engaged in the downtown Community Court. This innovative approach attempts to address crime through solving the criminal defendant's underlying issues (e.g. homelessness, mental illness and substance abuse) instead of lengthy jail sentences. While Community Court has proven to be labor-intensive, the Prosecutor's Office is dedicated to doing everything possible to insure Community Court's success. Along with Community Court, the Prosecutor's Office continues to participate in other highly successful specialty courts. Mental Health Court and Veteran's Court have both provided the Prosecutor's Office innovative opportunities to better the lives of criminal defendants, while strengthening public safety. The Prosecutor's Office has taken a leading role with the Spokane Regional Law and Justice Commission's efforts to reform the criminal justice system, as well as the implementation of the MacArthur Foundation grant to reduce the jail population. Due to state and local budget cuts, the Prosecuting Attorney has increasingly relied upon the support of Rule 9 qualified law students, who are authorized to appear in court, to handle the preliminary criminal dockets and infraction dockets. With the loss of the state work study program that reimbursed the Rule 9 program in the past, funding for those slots is compromised. While there are increased demands upon its resources, the Prosecutor's Office continues to lead the way in criminal justice reform through the implementation of innovative strategies and remains committed to continuous evaluation and reform.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	18.00	19.00	19.00	19.00	19.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,800,031	1,684,382	1,689,571	1,769,588	1,846,984
Supplies & Services	137,631	142,051	146,879	160,329	160,947
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,937,662	1,826,433	1,836,450	1,929,917	2,007,931

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	148,124	143,592	147,372	185,000	185,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,789,538	1,682,841	1,689,078	1,744,917	1,822,931
All Other	0	0	0	0	0
TOTAL	1,937,662	1,826,433	1,836,450	1,929,917	2,007,931

Revenue Notes:

Program Summary: Civil Division

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

The City Attorney - Civil Division provides a wide variety of legal services to the Mayor, the Administration, City Council, City Departments, and Boards and Commissions, including advice and consultation, document drafting and review, contracts, policies, resolutions, procedures and ordinances. City attorneys defend against claims and lawsuits, and prosecute all City civil and administrative claims. Outside counsel may be hired on a case-by-case basis.

Programs and Services:

Programs and Services: Members of the City's legal team provide oral and written legal opinions on specific matters of law and policy. Attorneys in the office have wide and deep experience in the matters of core competency necessary to address legal matters for the City. These functions include, but are not limited to, litigation (defense and prosecution), police advisory, and in-house advice and consultation for various departments requiring specific legal advice. In its public records function, attorneys review and assist the City Clerk's review of documents for public records requests. These requests are frequent and often voluminous, and require a timely and complete response to avoid litigation. The office prosecutes or defends all litigation matters, whether in federal, state, or local court, or before administrative tribunals. When the use of an outside law firm is required, the City Attorney supervises the activities of special counsel to ensure the interests of the City and the individual clients are being well-served and represented. Contract negotiation and contract compliance are critical to protecting the City's interest. The City Attorney has enhanced contract drafting, review and implementation with an emphasis on involvement in contract negotiation prior to finalization. This has enhanced the delivery of services and streamlined approval. Routine and regular review of City contracts to ensure compliance with the law and best practices is essential. Additionally, the Office of the City Attorney supplies the necessary background support for budget and economic development objectives pursued by the City. Three new responsibilities of the office include 1) designation of a Chief of Ethics Compliance Officer (following the adoption of the new Ethics Code; 2) a full legal review of all police use of force policies and programs as mandated by the Department of Justice, and 3) a comprehensive analysis of public records policies and procedures with an emphasis on recommendations regarding retention, redaction and production of electronic records. In addition, to the full time attorney assigned as an advisor to the Police Department, a second attorney is working with the Civil Enforcement Unit on nuisance abatement policies, procedures and utilizing court processes.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	17.00	16.00	16.00	16.00	16.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	383	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,070,809	2,131,767	2,244,990	2,398,349	2,443,261
Supplies & Services	150,210	98,602	124,780	138,057	142,231
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,221,019	2,230,369	2,370,153	2,536,406	2,585,492

Expenditure Notes:**Revenues:**

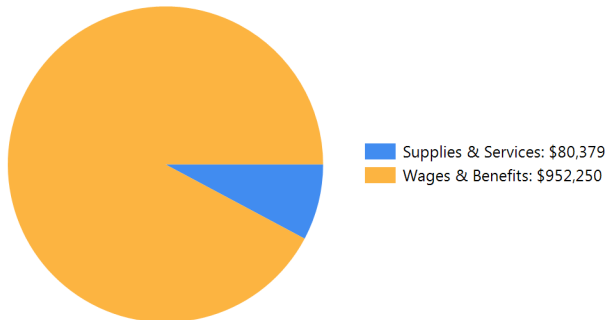
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	465,233	645,892	487,885	550,000	550,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,755,786	1,584,477	1,882,268	1,986,406	2,035,492
All Other	0	0	0	0	0
TOTAL	2,221,019	2,230,369	2,370,153	2,536,406	2,585,492

Revenue Notes:

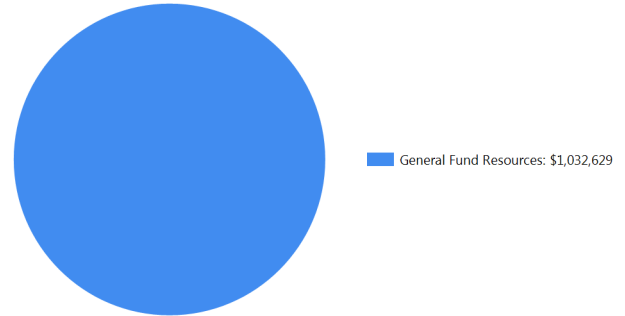
Mayor's Office

The Mayor is the City's Chief Executive Officer, directing the activities of the City's 2,000 employees and managing a \$600 million annual budget. The office ensures delivery of efficient and effective services, facilitation of economic opportunity, and enhancement to the quality of life for the citizens in our community.

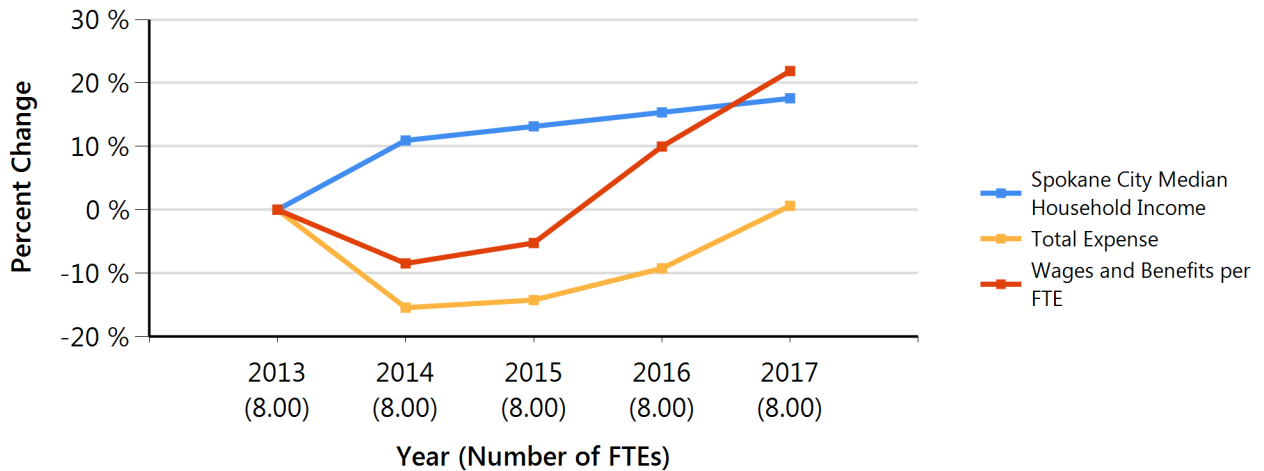
2017 Expenses



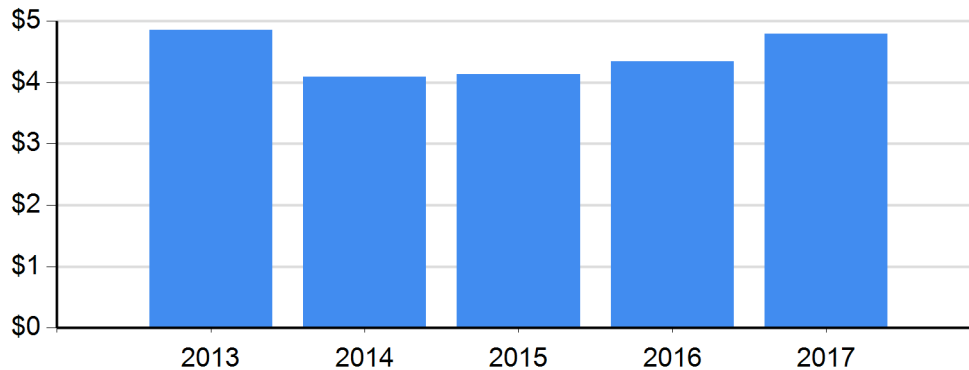
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$4.86	\$4.09	\$4.13	\$4.34	\$4.79
Percent Change	0.00%	-15.45%	1.42%	5.81%	10.87%

Department Summary: Mayor's Office

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

The Mayor is the City's Chief Executive Officer, directing the activities of the City's 2,000 employees and managing a \$600 million annual budget. The office ensures delivery of efficient and effective services, facilitation of economic opportunity, and enhancement to the quality of life for the citizens in our community.

Programs and Services:

The Office of the Mayor engages in: Administrative oversight for the City of Spokane, partnership with the Office of the Police Ombudsman, Constituent Services, Legislative Policy Research, and outreach to local government and labor relations.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	8.00	8.00	8.00	8.00	8.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	89,655	37	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	781,660	715,436	738,563	850,948	952,250
Supplies & Services	155,004	152,259	141,554	80,379	80,379
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,026,319	867,732	880,117	931,327	1,032,629

Expenditure Notes:**Revenues:**

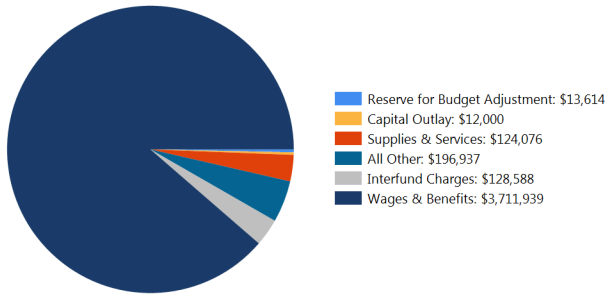
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,026,319	867,732	880,117	931,327	1,032,629
All Other	0	0	0	0	0
TOTAL	1,026,319	867,732	880,117	931,327	1,032,629

Revenue Notes:

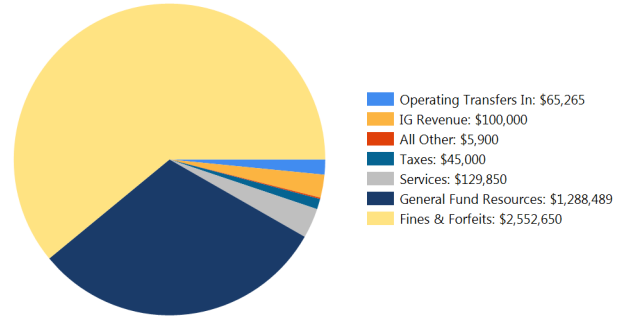
Municipal Court

In accordance with the provisions of section 3.50.020 of the Revised Code of Washington, Municipal Court maintains exclusive jurisdiction for the filing, processing, hearing, and adjudication of all misdemeanor and gross misdemeanor criminal offenses, civil infractions, photo enforcement, and parking infractions occurring within the boundaries of the City of Spokane.

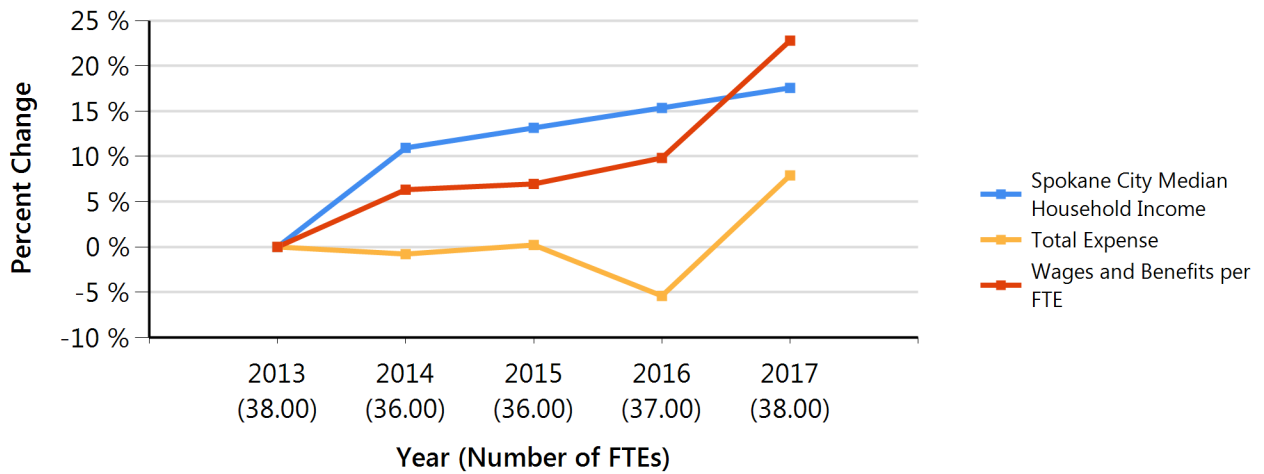
2017 Expenses



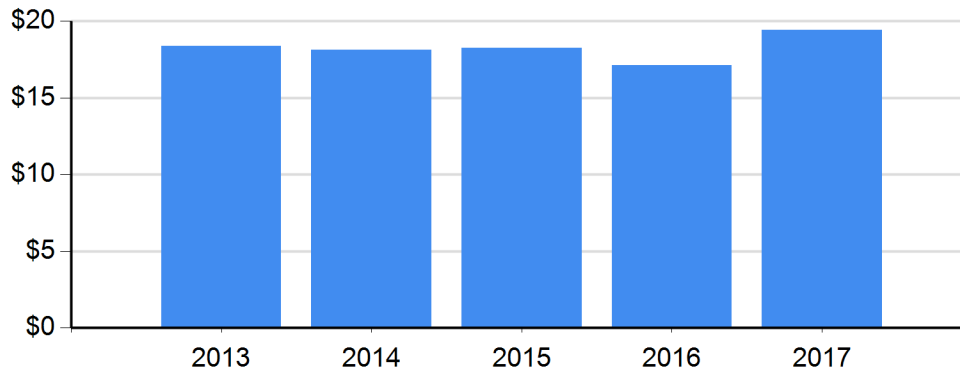
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$18.36	\$18.13	\$18.25	\$17.11	\$19.43
Percent Change	0.00%	-0.78%	1.00%	-5.60%	14.06%

Department Summary: Municipal Court

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

In accordance with the provisions of section 3.50.020 of the Revised Code of Washington, Municipal Court maintains exclusive jurisdiction for the filing, processing, hearing, and adjudication of all misdemeanor and gross misdemeanor criminal offenses, civil infractions, photo enforcement, and parking infractions occurring within the boundaries of the City of Spokane.

Programs and Services:

Drawn from 2015 case filing numbers, on an annual basis, Spokane Municipal Court processes approximately 7,500 criminal cases, 12,400 civil infractions, 15,900 photo enforcement infractions, and 57,000 parking infractions. All citations must be entered into and maintained in multiple computer software systems, including: (a) the state-operated Judicial Information Systems (JIS) database; (b) the City's JustWare case management system; (c) the City's contracted Duncan parking system; and/or (d) the City's contracted American Traffic Solutions' (ATS) photo enforcement database.

The Court Clerk's Office staff must be ever-vigilant to the critical stages of criminal and infraction case filing, notice and processing requirements. Court Clerk's office staff must be thoroughly trained in order to comply with all legal and statutory requirements, as well as with local and state court rules governing every aspect of a case or citation. Failure to comply with statutes, court rules, and/or policies/procedures can result in serious consequences including the premature release of an inmate or inappropriate incarceration. The Court Clerk's Office has 29 clerks who perform a wide variety of duties, including customer service via the phone, email or in person, data entry into JIS/JustWare/Duncan/ATS, maintaining electronic court files, requesting inmate transport, and assisting judicial officers in court. The Court Clerk's Office provides information and assistance to citizens, attorneys, state and city agencies, defendants, and others who are involved in cases filed in Municipal Court.

The Court Clerk's Office receives more than 20,000 pieces of mail annually which must be opened, reviewed, sorted, and processed according to state, city, and court policies. On an annual basis, the cashiers in Municipal Court receipt over 20,000 individual payments for criminal cases (most in \$25 increments) that results in over \$510,000 in General Fund revenue. The cashiers also receipt over 96,000 individual payments related to infraction payments (most in \$25 increments) which results in over \$2.7 million in General Fund revenue per year.

Judicial officers assigned to Municipal Court preside over a large variety of hearing types including arraignments, pretrial hearings, jury trials, domestic violence no contact order hearings, treatment reviews, bench warrant recalls, show cause hearings, contested and mitigated traffic, non-traffic, and parking dockets. The three elected Municipal Court judges preside over a wide array of criminal misdemeanor, civil infraction, and therapeutic/problem solving court matters. The Court's two appointed Court Commissioners are primarily assigned to preside over high volume infraction (including traffic, parking, and photo enforcement) contested and mitigated dockets. The Court's criminal dockets are quite large and frequently the judge and court clerk will process in excess of 45 cases in a single morning or afternoon session. Municipal Court is uniquely qualified and equipped to efficiently process these high volume dockets due to its many years of experience, its commitment to the innovative use of technology, and deployment of human capital resources.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	38.00	36.00	36.00	37.00	38.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	2,357	0	12,000
Interfund Charges	618,678	577,330	543,503	137,158	128,588
Reserve for Budget Adjustment	0	0	0	0	13,614
Transfers Out	0	0	0	0	0
Wages & Benefits	2,985,450	3,007,288	3,026,263	3,199,591	3,711,939
Supplies & Services	111,728	110,535	159,406	138,791	124,076
Debt Services	0	0	0	0	0
All Other	164,554	154,860	157,296	195,200	196,937
TOTAL	3,880,410	3,850,013	3,888,825	3,670,740	4,187,154

Expenditure Notes:

2017 Salaries increased by 6% due to the reclassification of Municipal Court Clerk positions. This increase also impacted benefits due to the associated FICA and Retirement. The 2017 budget also includes one additional FTE that will be funded from the Center for Court Innovation Grant.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	16,255	39,857	0	50,000	45,000
Licenses & Permits	0	0	0	0	0
IG Revenue	3,750	0	0	0	100,000
Services	223,823	206,668	126,191	126,000	129,850
Fines & Forfeits	2,688,866	3,055,621	2,853,049	2,871,000	2,552,650
Operating Transfers In	0	0	63,420	65,265	65,265
General Fund Resources	881,179	544,994	779,777	551,875	1,288,489
All Other	66,537	2,873	66,388	6,600	5,900
TOTAL	3,880,410	3,850,013	3,888,825	3,670,740	4,187,154

Revenue Notes:

2017 IG Revenue is a placeholder for the Community Court Grant that we have received in 2016 through the Center for Court Innovation. The Operating Transfer in is from the Washington State Administrative Office of the Courts (AOC) provides funding to support the City's Municipal Court. These funds flow through the Trial Court Improvement Account to the Municipal Court in support of their activities.

Program Summary: 2016 Community Court Grant

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

Spokane Municipal Community Court (SMCC) aims to reduce quality-of-life offenses and connect offenders with essential services in downtown Spokane through a collaborative, problem-solving approach. The SMCC endeavors to hold offenders accountable, address factors impacting criminal behavior, fulfill victims' needs, increase public confidence and bring enhanced quality-of-life to downtown Spokane.

Programs and Services:

In 2016, SMCC was awarded a Center for Court Innovation (CCI)/BJA enhancement grant for nearly \$200,000. In the next year SMCC will hire a Community Court Coordinator and secure additional resources to support enhancement efforts using grant dollars. SMCC will continue outreach efforts in additional geographic locations that will address crimes specific to that area. The SMCC team will strengthen the program and refine target areas as required to achieve grant compliance.

SMCC will be utilizing the CCI Criminal Court Assessment Tool for our Risk/Needs/Responsivity evaluations. This tool has been validated in other community courts and Spokane will seek validation within our target population. Washington State University (WSU) will be assisting in this validation process. Dr. Zachary Hamilton (Co-PI Dr. Jacqueline van Wormer) will be representing WSU as a court consultant throughout the validation process. The SMCC has three core goals, with numerous measurable objectives that reflect the CCCP. These include:

Goal One: Enhance the quality of life in the downtown area through expeditious and targeted processing of select misdemeanor offenses in order to reduce the overreliance on jail for the target population. This goal is aimed at providing accountability for offenders, and utilizing data to measure outcomes. Objectives include diverting 500 offenders for 35 different crimes per year, and reducing the use of jail (and associated costs) for the target population by 20%.

Goal Two: Improve offenders' lives and accountability by connecting them with necessary social, medical and restorative justice programs. This goal targets collaborative, problem-solving objectives including: 1) ensuring offenders will be properly referred, connected and engaged with social services within a 48-hour period following a court appearance; 2) 45% of offenders referred to social services will make initial contact and first appointment; 3) 40% of offenders referred to community service will complete assigned projects.

Goal Three: Forge and strengthen partnerships to solve downtown area crime problems. This goal specifically targets collaboration and community engagement. We have worked closely with downtown merchants, the Spokane City public library and neighborhood groups in development of the SMCC. The objective for this goal is to have the Community Court Advisory Board (CCAB) conduct quarterly meetings for purposes of data review and maintaining key partnerships.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	13,614
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	86,386
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	100,000

Expenditure Notes:

The 2017 Budget includes one additional FTE that will be funded through the Center for Court Innovation Grant that we received in 2016.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	100,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	100,000

Revenue Notes:

2017 IG Revenue is a placeholder for the Community Court Grant that we have received in 2016 through the Center for Court Innovation.

Program Summary: Municipal Court

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

In accordance with the provisions of section 3.50.020 of the Revised Code of Washington, Municipal Court maintains exclusive jurisdiction for the filing, processing, hearing, and adjudication of all misdemeanor and gross misdemeanor criminal offenses, civil infractions, photo enforcement, and parking infractions occurring within the boundaries of the City of Spokane.

Programs and Services:

Drawn from 2015 case filing numbers, on an annual basis, Spokane Municipal Court processes approximately 7,500 criminal cases, 12,400 civil infractions, 15,900 photo enforcement infractions, and 57,000 parking infractions. All citations must be entered into and maintained in multiple computer software systems, including: (a) the state-operated Judicial Information Systems (JIS) database; (b) the City's JustWare case management system; (c) the City's contracted Duncan parking system; and/or (d) the City's contracted American Traffic Solutions' (ATS) photo enforcement database.

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The Court Clerk's Office receives more than 20,000 pieces of mail annually which must be opened, reviewed, sorted, and processed according to state, city, and court policies. On an annual basis, the cashiers in Municipal Court receipt over 20,000 individual payments for criminal cases (most in \$25 increments) that results in over \$510,000 in General Fund revenue. The cashiers also receipt over 96,000 individual payments related to infraction payments (most in \$25 increments) which results in over \$2.7 million in General Fund revenue per year.

Judicial officers assigned to Municipal Court preside over a large variety of hearing types including arraignments, pretrial hearings, jury trials, domestic violence no contact order hearings, treatment reviews, bench warrant recalls, show cause hearings, contested and mitigated traffic, non-traffic, and parking dockets. The three elected Municipal Court judges preside over a wide array of criminal misdemeanor, civil infraction, and therapeutic/problem solving court matters. The Court's two appointed Court Commissioners are primarily assigned to preside over high volume infraction (including traffic, parking, and photo enforcement) contested and mitigated dockets. The Court's criminal dockets are quite large and frequently the judge and court clerk will process in excess of 45 cases in a single morning or afternoon session. Municipal Court is uniquely qualified and equipped to efficiently process these high volume dockets due to its many years of experience, its commitment to the innovative use of technology, and deployment of human capital resources.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	35.00	33.00	33.00	34.00	34.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	2,357	0	12,000
Interfund Charges	444,357	424,847	378,444	29,900	31,400
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,782,707	2,802,146	2,822,421	2,991,328	3,383,268
Supplies & Services	97,410	89,139	136,918	115,971	96,564
Debt Services	0	0	0	0	0
All Other	164,400	154,860	157,296	195,000	196,937
TOTAL	3,488,874	3,470,992	3,497,436	3,332,199	3,720,169

Expenditure Notes:

2017 Salaries increased by 6% due to the reclassification of Municipal Court Clerk positions. This increase also impacted benefits due to the associated FICA and Retirement.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	16,255	39,857	0	50,000	45,000
Licenses & Permits	0	0	0	0	0
IG Revenue	3,750	0	0	0	0
Services	223,823	206,668	126,191	126,000	129,850
Fines & Forfeits	994,334	1,415,383	1,544,820	1,217,000	1,143,150
Operating Transfers In	0	0	63,420	65,265	65,265
General Fund Resources	2,187,746	1,807,298	1,700,038	1,872,534	2,336,304
All Other	62,966	1,786	62,967	1,400	600
TOTAL	3,488,874	3,470,992	3,497,436	3,332,199	3,720,169

Revenue Notes:

The Operating Transfer in is from the Washington State Administrative Office of the Courts (AOC) provides funding to support the City's Municipal Court. These funds flow through the Trial Court Improvement Account to the Municipal Court in support of their activities.

Program Summary: Parking Violations

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

In accordance with the provisions of section 3.50.020 of the Revised Code of Washington, the Spokane Municipal Court maintains exclusive jurisdiction for the filing, processing, hearing, and adjudicating all misdemeanor and gross misdemeanor criminal offenses, civil infractions, photo enforcement, and parking infractions occurring within the City of Spokane boundaries.

Programs and Services:

Based upon a review of 2015 case filing data, the Spokane Municipal Court processes about 57,000 parking citations on an annual basis. The citations are issued by both the Parking Services Division enforcement officers and the Spokane Police Department.

All citations must be entered into and maintained in the City's contracted Duncan Parking Solutions software database. Defendants who wish to contest or mitigate violations are permitted to schedule cases for a range of hearing types, including in person, by telephone, and by mail.

As the parking workgroup has the advantage of case management automation, only three clerical/financial FTEs are required to manage the basic workload, with a .25 of a Court Supervisory FTE and 1 and .5 of a Court Commissioner FTE providing supervision of the function and adjudication of the citation.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	174,321	152,483	165,059	107,258	97,188
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	202,743	205,142	203,842	208,263	242,285
Supplies & Services	14,318	21,396	22,488	22,820	27,512
Debt Services	0	0	0	0	0
All Other	154	0	0	200	0
TOTAL	391,536	379,021	391,389	338,541	366,985

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	1,694,532	1,640,238	1,308,229	1,654,000	1,409,500
Operating Transfers In	0	0	0	0	0
General Fund Resources	(1,306,567)	(1,262,304)	(920,261)	(1,320,659)	(1,047,815)
All Other	3,571	1,087	3,421	5,200	5,300
TOTAL	391,536	379,021	391,389	338,541	366,985

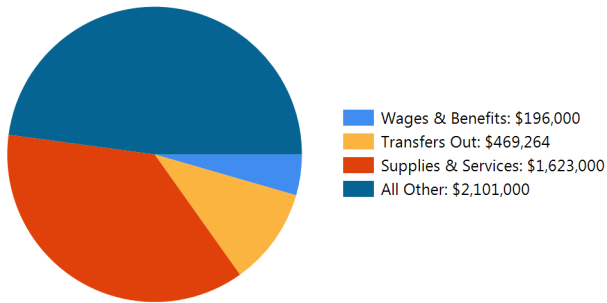
Revenue Notes:

Infraction revenue in excess of the expenses is transferred to the Parking Fund. General Fund Resources are shown as a negative so that Total Revenue only represents the amount that is available to support the Parking Infraction program.

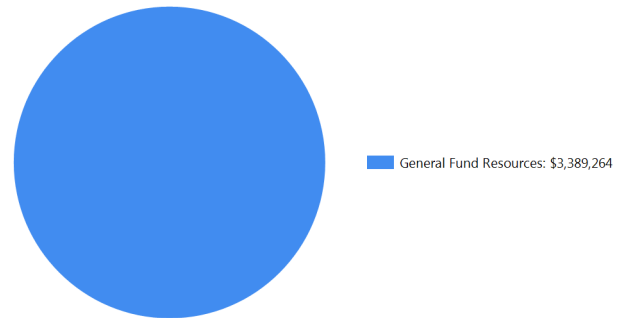
Non-Departmental

This item covers the cost of funding misc. expenditures in the Non-Departmental budget that are not aligned with any one specific department.

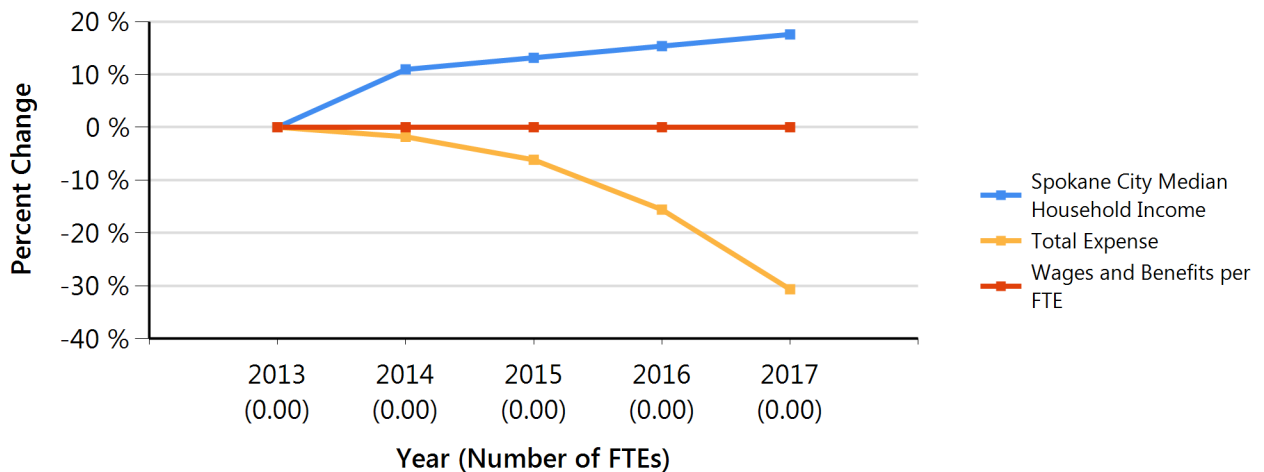
2017 Expenses



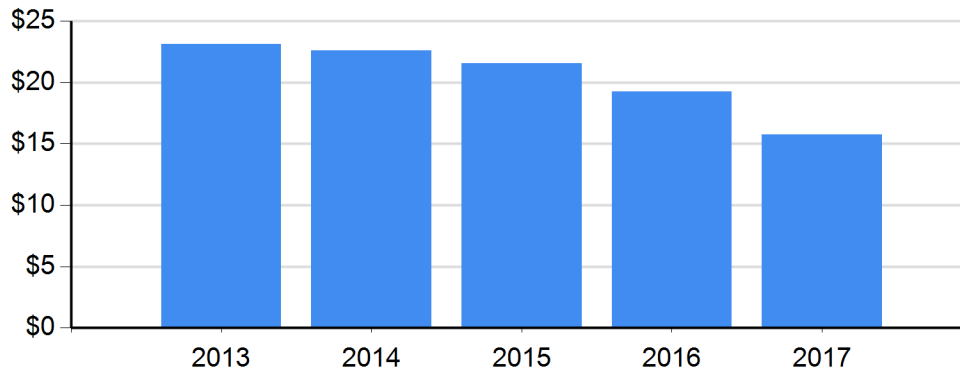
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$23.14	\$22.61	\$21.53	\$19.24	\$15.73
Percent Change	0.00%	-1.80%	-4.44%	-10.04%	-17.87%

Department Summary: Non-Departmental**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This item covers the cost of funding misc. expenditures in the Non-Departmental budget that are not aligned with any one specific department.

Programs and Services:

Listed below are some of the key programs included in the Non-Departmental budget:

- Animal Control
 - Citywide Memberships/Dues
 - Outside Legal Counsel
 - Election & Voter Registration Expenses
 - Dept of Emergency Management
 - Spokane County Pollution Control
 - Annexation Mitigation
 - Support for Spokane Regional Transportation
-

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	536,507	0	0	0	0
Reserve for Budget Adjustment	0	0	0	(650,813)	(1,000,000)
Transfers Out	613,407	1,131,928	312,033	812,577	469,264
Wages & Benefits	151,342	586,046	184,005	175,000	196,000
Supplies & Services	1,613,075	1,388,831	1,445,459	1,624,000	1,623,000
Debt Services	0	0	0	10,000	0
All Other	1,975,183	1,694,330	2,646,174	2,156,000	2,101,000
TOTAL	4,889,514	4,801,135	4,587,671	4,126,764	3,389,264

Expenditure Notes:**Revenues:**

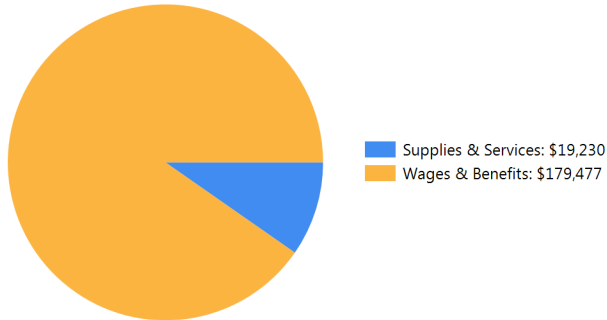
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	4,889,514	4,801,135	4,587,671	4,126,764	3,389,264
All Other	0	0	0	0	0
TOTAL	4,889,514	4,801,135	4,587,671	4,126,764	3,389,264

Revenue Notes:

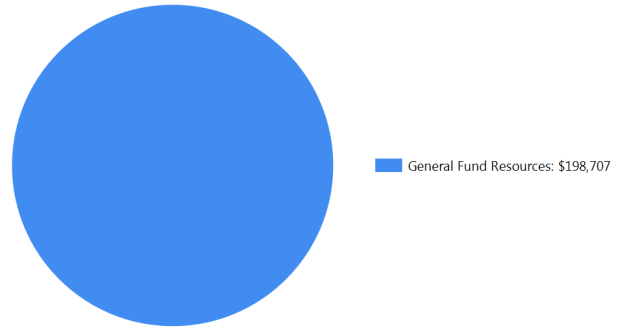
Police Ombudsman

The Office of Police Ombudsman exists to promote public confidence in the professionalism and accountability of the members of the Spokane Police Department by providing independent review of police actions, thoughtful policy recommendations and ongoing community outreach.

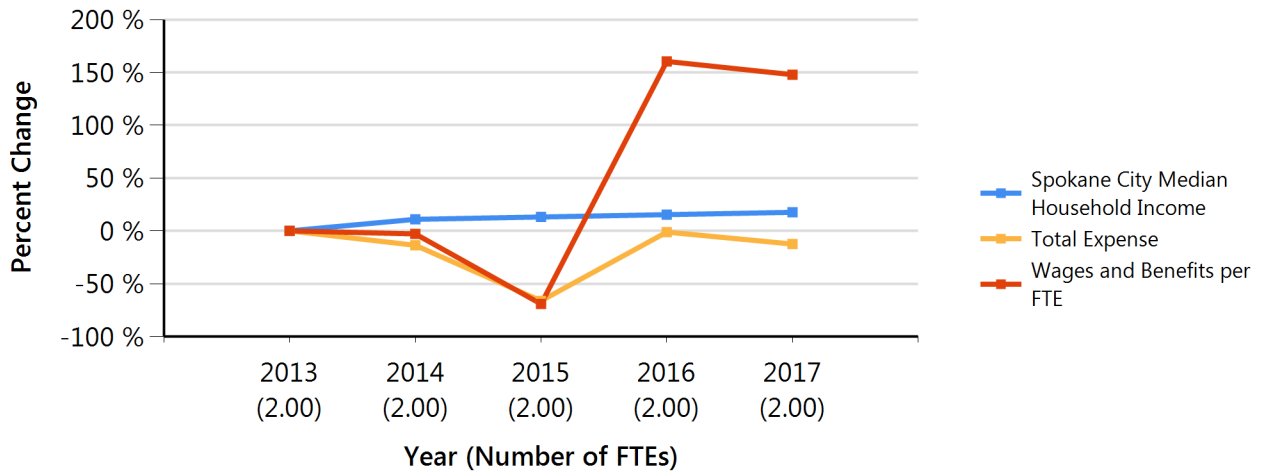
2017 Expenses



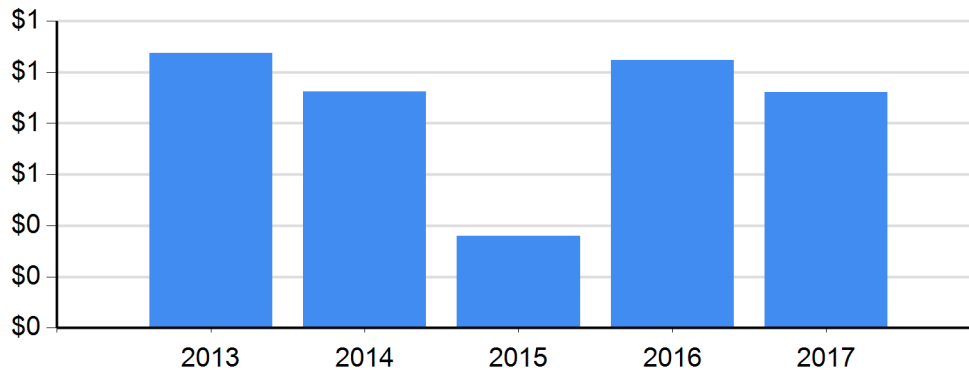
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$1.07	\$0.92	\$0.36	\$1.05	\$0.92
Percent Change	0.00%	-13.63%	-60.93%	192.97%	-11.47%

Department Summary: Police Ombudsman**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

The Office of Police Ombudsman exists to promote public confidence in the professionalism and accountability of the members of the Spokane Police Department by providing independent review of police actions, thoughtful policy recommendations and ongoing community outreach.

Programs and Services:

The Office of the Police Ombudsman: receives complaints involving employees of the Spokane Police Department (SPD); monitors SPD complaints and investigations; attends and observes Internal Affairs interviews of Officers, complainants and witnesses; mediates complaints; responds to critical incidents and acts as an observer; conducts closing interviews with a complainant once a complaint has been closed; certifies all SPD Internal Affairs investigations that are timely, thorough and objective; maintains a regular program of community outreach; makes monthly and annual reports to the City Council; audits the complaint resolution process; and recommends policies and procedures to improve the quality of SPD practices.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	27,823	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	190,483	184,977	62,258	205,228	179,477
Supplies & Services	8,757	11,136	14,355	19,230	19,230
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	227,063	196,113	76,613	224,458	198,707

Expenditure Notes:

Interfund charges were moved to department 0970 in 2014. Both positions were vacant for most of 2015.

Revenues:

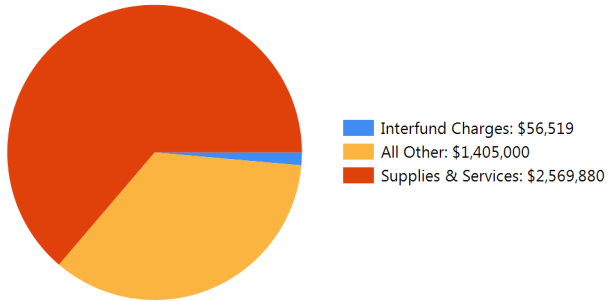
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	226,134	196,113	76,613	224,458	198,707
All Other	929	0	0	0	0
TOTAL	227,063	196,113	76,613	224,458	198,707

Revenue Notes:

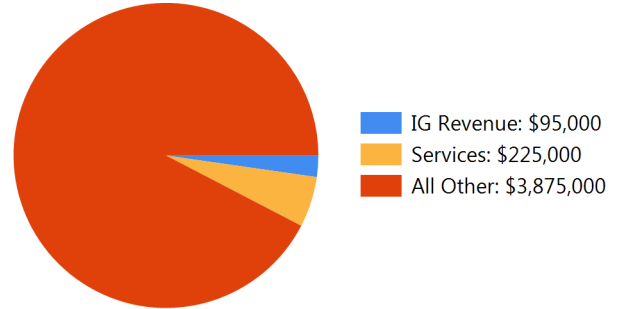
Police Pension Fund

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for Law Enforcement Officer and Firefighters' (LEOFF I) Police Pension Plan, a closed defined benefit plan.

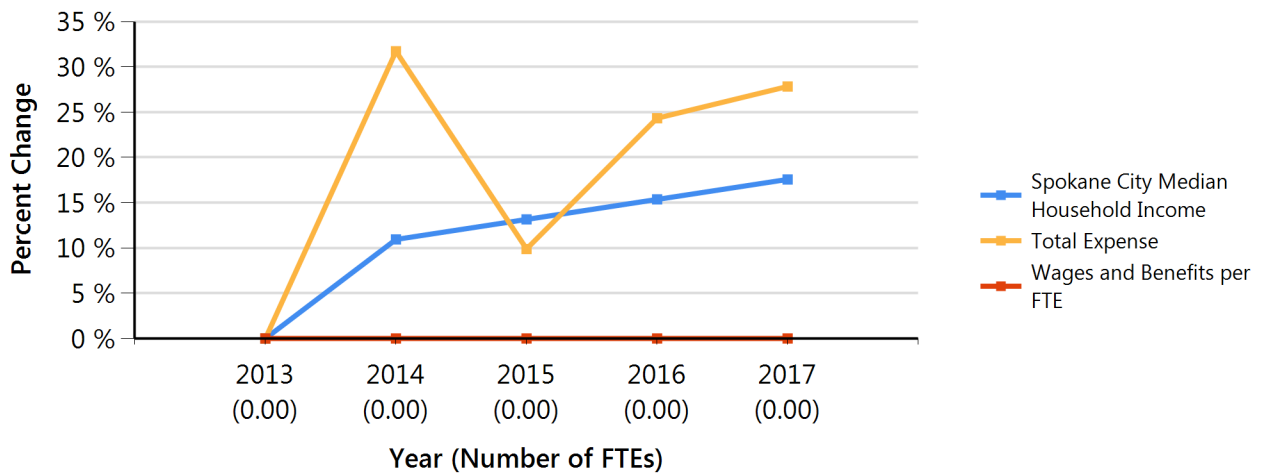
2017 Expenses



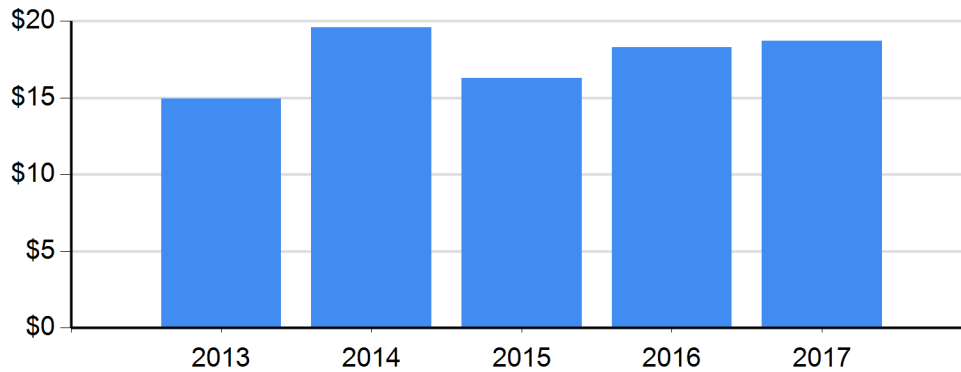
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$14.92	\$19.57	\$16.26	\$18.28	\$18.71
Percent Change	0.00%	31.72%	-16.57%	13.14%	2.81%

Department Summary: Police Pension Fund**Division:** Stand Alone Departments**Fund Type:** Trust and Agency Fund

Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for Law Enforcement Officer and Firefighters' (LEOFF I) Police Pension Plan, a closed defined benefit plan.

Programs and Services:

The LEOFF I Police Plan provides pension benefits related to retirement, disability, and death. In addition, the Plan pays for medical and dental expenses for its members, along with reimbursement of Medicare premium payments. At December 31, 2014, there were 182 members of the City of Spokane LEOFF I Police Plan of which all but 2 were retired. A seven-member board, as defined in the Revised Code of Washington, governs the Plan.

LEOFF I Police Plan general staff duties include processing pension and medical payments, counseling retirees, and ensuring compliance with State and Federal Laws. The medical expenditures comprise the largest portion of the LEOFF I Police budget and, like pensions, represent an earned benefit payable by the System. The Benefits Department (HR) handles claim processing for the medical portion of the benefit. For the 2017 budget, operating expenses for the Plan have been reduced by over \$13k (-2.5%). Benefit payments are budgeted to increase by \$75k (2.2%). LEOFF I Police revenues and expenditures are separately accounted for inside a trust fund within the City of Spokane.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	36,661	34,799	42,705	47,831	56,519
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	2,480,428	3,016,511	2,714,874	3,089,050	2,569,880
Debt Services	0	0	0	0	0
All Other	636,493	1,102,680	707,880	784,000	1,405,000
TOTAL	3,153,582	4,153,990	3,465,459	3,920,881	4,031,399

Expenditure Notes:

"All Other" includes Pension annuity claims, death benefit payments and the non-cash amortization of the pension module of the PeopleSoft System. Medical payments and Medicare reimbursements comprise the vast majority of the "Other Services & Charges"

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	89,792	95,560	88,740	95,000	95,000
Services	225,000	225,000	225,000	225,000	225,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	3,050,000	3,571,177	3,153,762	3,650,000	3,875,000
TOTAL	3,364,792	3,891,737	3,467,502	3,970,000	4,195,000

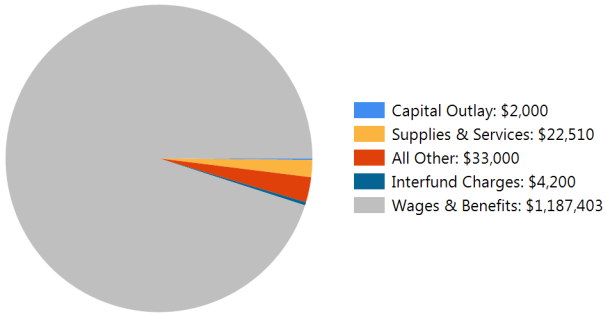
Revenue Notes:

"Miscellaneous Revenues" includes employer contributions.

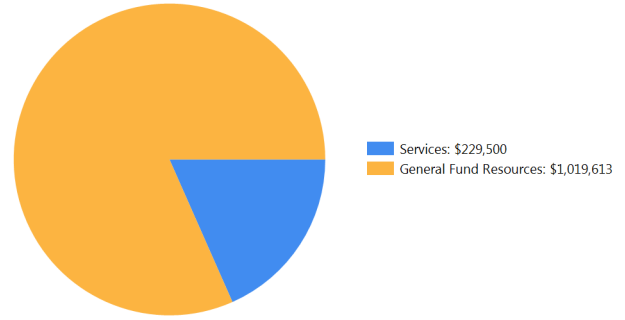
Probation Services

Probation promotes community safety through compliance monitoring of sentences promoting behavioral change. In 2017, the department plans to enhance its overall effectiveness via the implementation of innovative, evidence-based programming. A primary program driver will be a risk/needs tool to objectively determine the optimum level of offender supervision, education, and treatment.

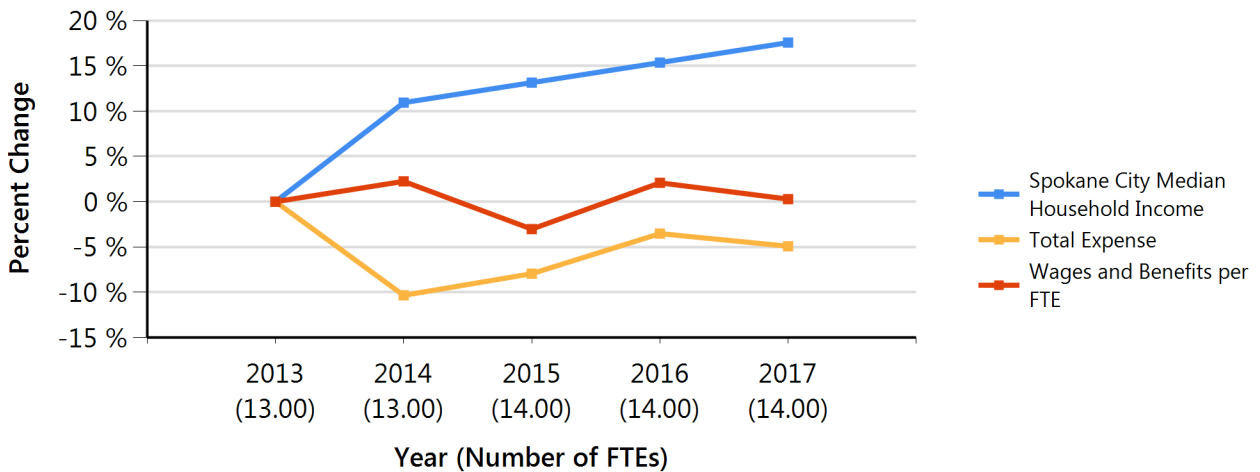
2017 Expenses



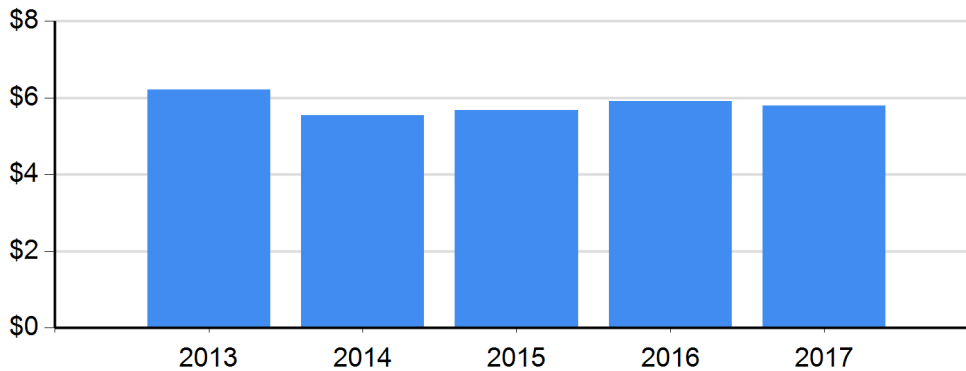
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$6.22	\$5.55	\$5.67	\$5.91	\$5.80
Percent Change	0.00%	-10.34%	2.67%	4.80%	-1.44%

Department Summary: Probation Services

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

Probation promotes community safety through compliance monitoring of sentences promoting behavioral change. In 2017, the department plans to enhance its overall effectiveness via the implementation of innovative, evidence-based programming. A primary program driver will be a risk/needs tool to objectively determine the optimum level of offender supervision, education, and treatment.

Programs and Services:

The Spokane Municipal Court Probation Department monitored over 9,000 municipal court cases in 2016. Of those cases, 312 were attributed to the mental health and veteran's therapeutic courts. Nearly 1,300 additional cases were supervised using alternatives to incarceration, such as Electronic Home Monitoring (EHM), GPS, and Transdermal Alcohol Detection (TAD).

As another mechanism to provide effective offender accountability while minimizing incarceration expenses, Probation contracts with the Department of Corrections (DOC) work crew program as a jail alternative. This partnership is a significant driver of jail cost savings for the City of Spokane, with Probation having referred nearly 500 defendants to work crew in 2016.

The Probation Department also plays a key role in the Spokane Community Court. In 2016, our probation officers conducted over 200 interviews with participants to determine the immediate and short-term needs that impact the offender's ability to be productive and law abiding members of our community. The Probation Department, in cooperation with the Center for Court Innovation and Washington State University, will implement and validate a specialized risk/needs tool in 2017. This therapeutic court tool will use data and interpersonal communication skills to promote behavior change and reduce quality of life crimes in the downtown corridor.

The department is taking affirmative steps to effect significant changes within its EHM pre-trial and post-conviction monitoring programs in 2017. Improved collaboration with the Spokane Police Department (SPD) is already in progress. In the event sufficient fiscal resources are allocated in the 2017 budget cycle, the Probation Department will pursue targeted electronic supervision of property criminals active in geographical areas of the City with the highest concentration of these crimes. This will be accomplished through increased EHM/GPS monitoring and maximizing the improved interagency communication with SPD and other law enforcement agencies.

Additionally, the Probation Department is working on increasing system collaboration with SRLJC, WSU, and County Pretrial Services. This program includes the interagency implementation of a risk/needs tool, along with enhanced financial screening tools and procedures to improve the data and methods supporting the appointment of public defenders, the assessment of probation fees, and the assessment of public defender recoupment fees. Each of these regional efforts will serve to more uniformly and equitably administrate the allocation of criminal justice legal and financial obligations between the City of Spokane and those low income individuals accessing the criminal justice system.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	13.00	13.00	14.00	14.00	14.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	1,779	0	2,000
Interfund Charges	164,028	2,645	1,753	3,900	4,200
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,102,850	1,127,593	1,150,326	1,209,121	1,187,403
Supplies & Services	17,985	17,672	24,968	21,447	22,510
Debt Services	0	0	0	0	0
All Other	28,876	29,935	30,497	33,000	33,000
TOTAL	1,313,739	1,177,845	1,209,323	1,267,468	1,249,113

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	311,151	250,966	187,812	320,120	229,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	988,882	917,030	1,021,511	937,848	1,019,613
All Other	13,706	9,849	0	9,500	0
TOTAL	1,313,739	1,177,845	1,209,323	1,267,468	1,249,113

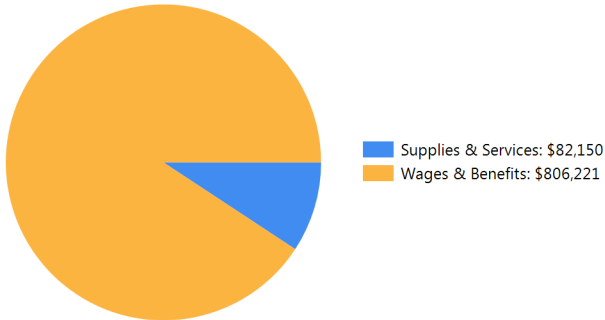
Revenue Notes:

Revenue comes from fees collected in the form of monthly probation fees and programs such as electronic home monitoring and Alive at 25. While all probation fees collected are designated to probation, the Court assesses the probation fees or not at sentencing so this department has minimal direct control over the amount of fees ordered or received.

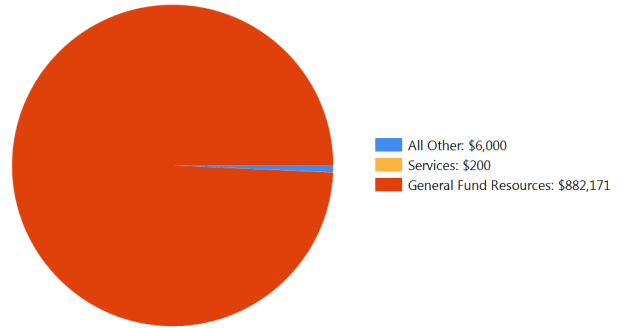
Public Affairs/Communications

Our goal is to provide accurate, timely information about the City and its projects, events, and issues to the public and our employees. Our services are designed to engage citizens, neighborhoods, and stakeholders where they congregate.

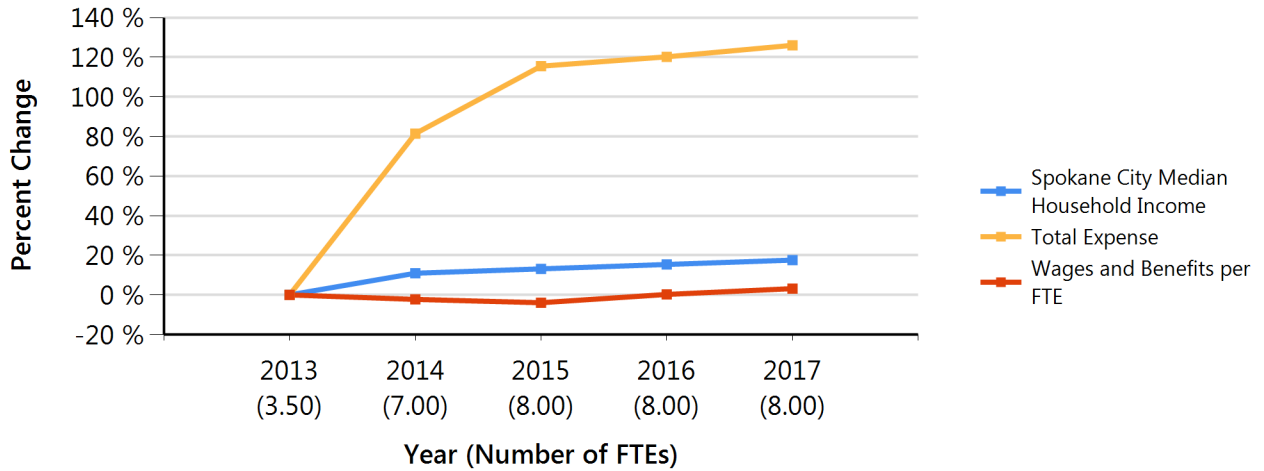
2017 Expenses



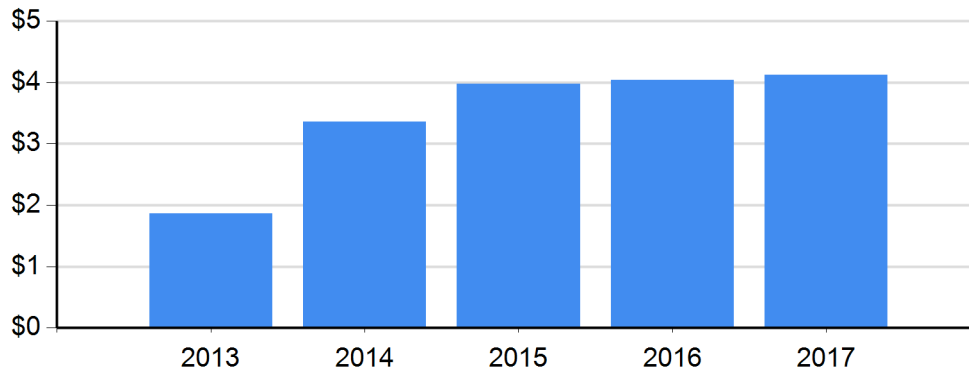
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$1.86	\$3.36	\$3.97	\$4.04	\$4.12
Percent Change	0.00%	81.43%	18.76%	2.18%	2.64%

Department Summary: Public Affairs/Communications**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

Our goal is to provide accurate, timely information about the City and its projects, events, and issues to the public and our employees. Our services are designed to engage citizens, neighborhoods, and stakeholders where they congregate.

Programs and Services:

This program provides a strong package of communication services for the public and employees across direct, digital, broadcast and print mediums. We have centralized information to allow for greater access and transparency, strengthened our core identity and incorporated cross-promotion of services and products and broad sharing of information to drive engagement.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	3.50	7.00	8.00	8.00	8.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	154	0	0
Interfund Charges	31,609	672	1,811	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	342,320	669,055	751,813	783,358	806,221
Supplies & Services	19,131	43,417	93,219	82,150	82,150
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	393,060	713,144	846,997	865,508	888,371

Expenditure Notes:

Revenues:

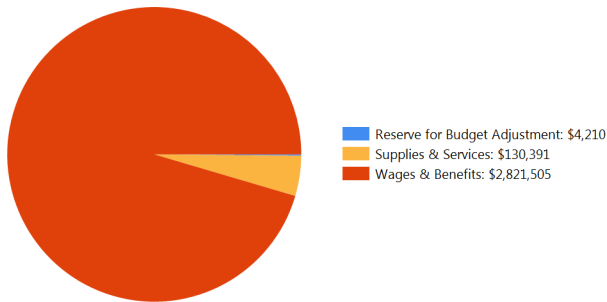
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	166	4,619	65	200	200
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	382,894	708,525	846,932	859,308	882,171
All Other	0	0	0	6,000	6,000
TOTAL	383,060	713,144	846,997	865,508	888,371

Revenue Notes:

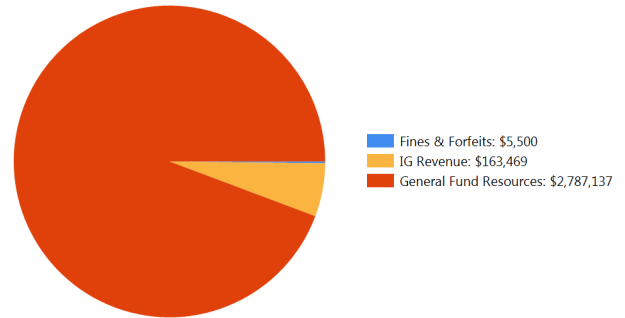
Public Defender

This is a compilation of all programs in the budget for the public defenders office. The public defenders represent indigent persons facing criminal charges under the Spokane Municipal Code. The public defenders also represent indigent persons in problem-solving courts (Community Court; Mental Health Court; Veteran's Court) and conflict cases.

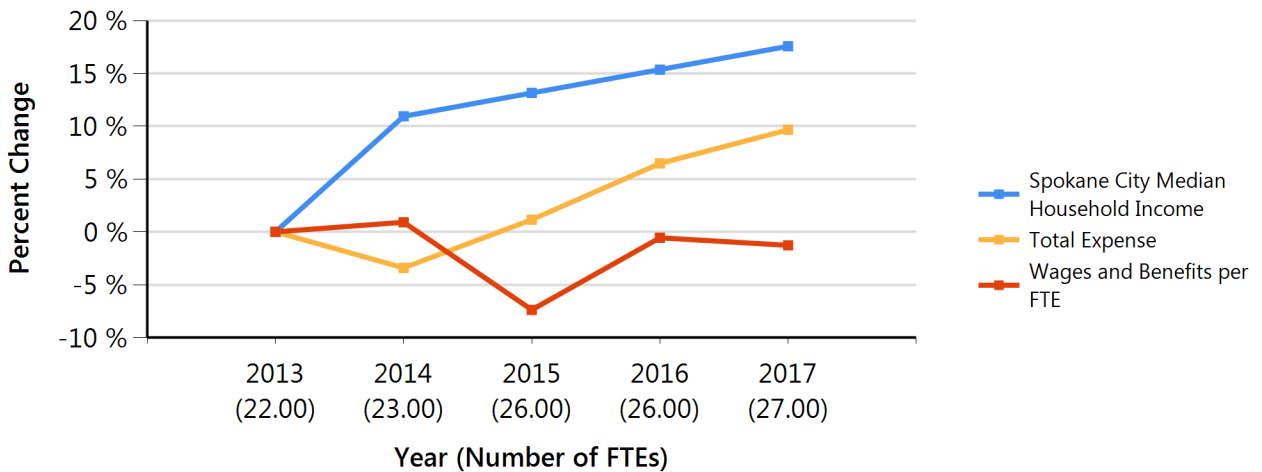
2017 Expenses



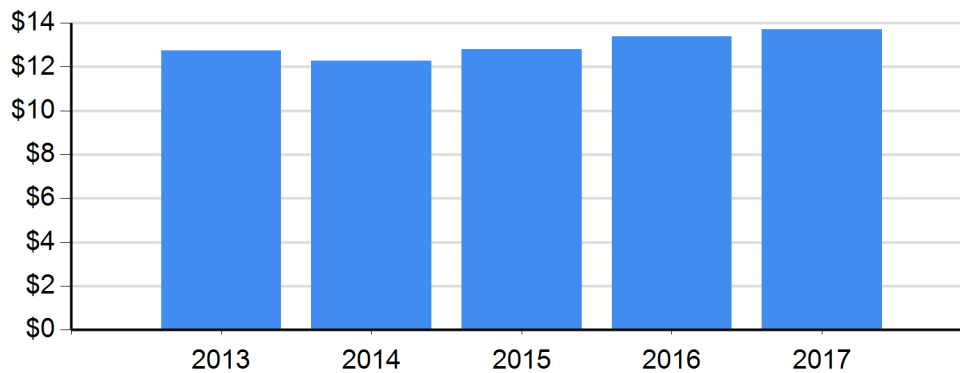
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$12.76	\$12.26	\$12.80	\$13.38	\$13.72
Percent Change	0.00%	-3.40%	4.72%	5.26%	2.98%

Department Summary: Public Defender**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This is a compilation of all programs in the budget for the public defenders office. The public defenders represent indigent persons facing criminal charges under the Spokane Municipal Code. The public defenders also represent indigent persons in problem-solving courts (Community Court; Mental Health Court; Veteran's Court) and conflict cases.

Programs and Services:

The Public Defenders Office operates under Supreme Court rules and WSBA Performance Guidelines which include public defender caseload standards. Several recent State and federal court decisions have emphasized the importance of providing a proper and effective defense including addressing sentencing consequences of a conviction as to immigration, licensing ramifications and benefits loss, and use of other professional services (investigator, experts), for the client to make an informed decision on whether to go to trial or not.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	22.00	23.00	26.00	26.00	27.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	1,776	0	0
Interfund Charges	234,461	0	0	1,916	0
Reserve for Budget Adjustment	0	0	0	2,294	4,210
Transfers Out	0	0	0	0	0
Wages & Benefits	2,342,358	2,471,168	2,561,800	2,736,610	2,821,505
Supplies & Services	118,890	132,675	163,225	129,497	130,391
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,695,709	2,603,843	2,726,801	2,870,317	2,956,106

Expenditure Notes:

The reserve for Budget Adjustment is for the automatic upgrade of a Public Defender I to a Public Defender II. The 2017 budget also includes one additional FTE that has been requested.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	172,144	183,719	173,840	163,469	163,469
Services	0	0	0	0	0
Fines & Forfeits	8,494	5,534	4,777	8,500	5,500
Operating Transfers In	0	0	0	0	0
General Fund Resources	2,515,058	2,414,576	2,588,001	2,717,035	2,787,137
All Other	13	14	0	10	0
TOTAL	2,695,709	2,603,843	2,766,618	2,889,014	2,956,106

Revenue Notes:

IG Revenue - 2016 & 2017 Budgets are an estimate.

Program Summary: Mental Health Court

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

Cases in the city/county Mental Health Court are presided over by a District Court Judge. Both the County Public Defender and City Public Defender offices have a defense attorney assigned to represent persons assigned to that court. Funding for therapeutic courts comes from a county-wide one-tenth of one percent sales tax.

Programs and Services:

Non-violent mentally ill defendants with Axis I diagnoses are accepted into the Mental Health Court. Axis I covers the more severe mental illnesses. Defendants covered by Medicaid are eligible for the court and for available treatment. The City Public Defender and County Public Defender have worked well together to coordinate the defense of cases in the court. The court employs a structured team approach to help establish and maintain services for the individual participants. Those services include continuous, intensive supervision, treatment reviews, drug testing, rehabilitation services, counseling and sanctions for non-compliance as appropriate.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	1.00	1.00	1.00	1.00	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	2,294	2,294
Transfers Out	0	0	0	0	0
Wages & Benefits	114,498	115,751	69,491	82,464	103,032
Supplies & Services	24	24	132	24	24
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	114,522	115,775	69,623	84,782	105,350

Expenditure Notes:

The Reserve for Budget Adjustment is for the automatic upgrade of a Public Defender I to a Public Defender II after one year.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	88,144	103,469	109,440	103,469	103,469
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	26,365	12,292	0	0	1,881
All Other	13	14	0	10	0
TOTAL	114,522	115,775	109,440	103,479	105,350

Revenue Notes:

The revenue comes from a county-collected sales tax for therapeutic courts. Those funds are shared by City and County criminal justice personnel associated with therapeutic and problem-solving courts including the felony drug court and felony mental health court.

Program Summary: Public Defender**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This is the main program for the Public Defender's Office for monies from the General Fund. This does not include monies from the State or from a County-collected sales tax relating to the Mental Health Court, or FTEs funded from these programs.

Programs and Services:

The main function of the public defender's office is to represent indigent persons assigned by the Municipal Court or its designee, or from a conflicts-trading agreement with the County Public Defender's Office. The main responsibility of the department head is to assure that clients receive effective representation and fair treatment and that the attorneys have caseloads within the standards of 400 cases per year.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	20.00	21.00	24.00	24.00	25.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	1,776	0	0
Interfund Charges	234,461	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,113,731	2,239,694	2,416,038	2,562,700	2,632,855
Supplies & Services	118,866	132,627	163,077	129,449	130,343
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,467,058	2,372,321	2,580,891	2,692,149	2,763,198

Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	8,494	5,534	4,777	8,500	5,500
Operating Transfers In	0	0	0	0	0
General Fund Resources	2,458,564	2,366,787	2,576,114	2,683,649	2,757,698
All Other	0	0	0	0	0
TOTAL	2,467,058	2,372,321	2,580,891	2,692,149	2,763,198

Revenue Notes:

Program Summary: Public Defense Grant 2017

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

For the past several years, the State Office of Public Defense (OPD) has provided the Public Defenders Office with grant funds for an attorney position to enable the office to provide legal representation at daily inmate first appearances and weekly out-of-custody arraignments. The office also provides representation at the weekly Community Court.

Programs and Services:

OPD has been very supportive of the Public Defender's efforts to provide quality representation at all court dockets. Court rules require that counsel be available and prepared to provide representation to a defendant at every critical stage of the proceedings. The Public Defender office will continue to work with OPD on the issues of case counting and case weighting. The City Attorney and the Public Defender will continue to work on how cases are to be counted to ensure that the City is in compliance with Washington State Supreme Court misdemeanor Defender Standards. The Public Defender will provide a report to the City Council at the Public Defender's Budget presentation as part of its oversight.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	1.00	1.00	1.00	1.00	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	1,916	0
Reserve for Budget Adjustment	0	0	0	0	1,916
Transfers Out	0	0	0	0	0
Wages & Benefits	114,129	115,723	76,271	91,446	85,618
Supplies & Services	0	24	16	24	24
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	114,129	115,747	76,287	93,386	87,558

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	84,000	80,250	64,400	60,000	60,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	30,129	35,497	11,887	33,386	27,558
All Other	0	0	0	0	0
TOTAL	114,129	115,747	76,287	93,386	87,558

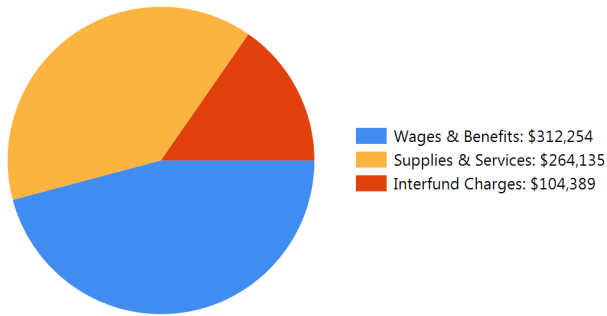
Revenue Notes:

The IG Revenue represents grant revenue from the State Office of Public Defense. The City of Spokane Public Defender's Office applies for these funds each year. There has been a decreasing amount allocated to each city, as the number of cities applying for the funds has increased because of the establishment of caseload standards for misdemeanors starting January 1, 2015.

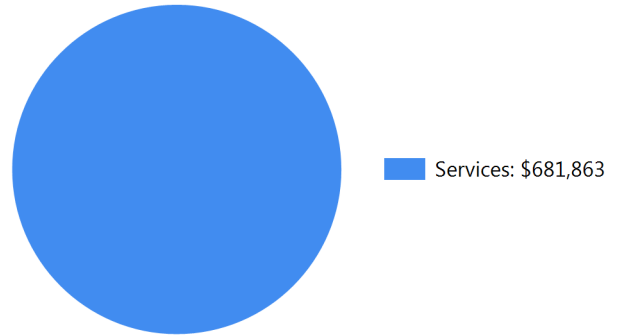
Reprographics

Provides duplication and printing services to all City departments and includes management of the floor copiers in City Hall. Provides duplication and printing services to all City departments and includes management of the floor copiers in City Hall.

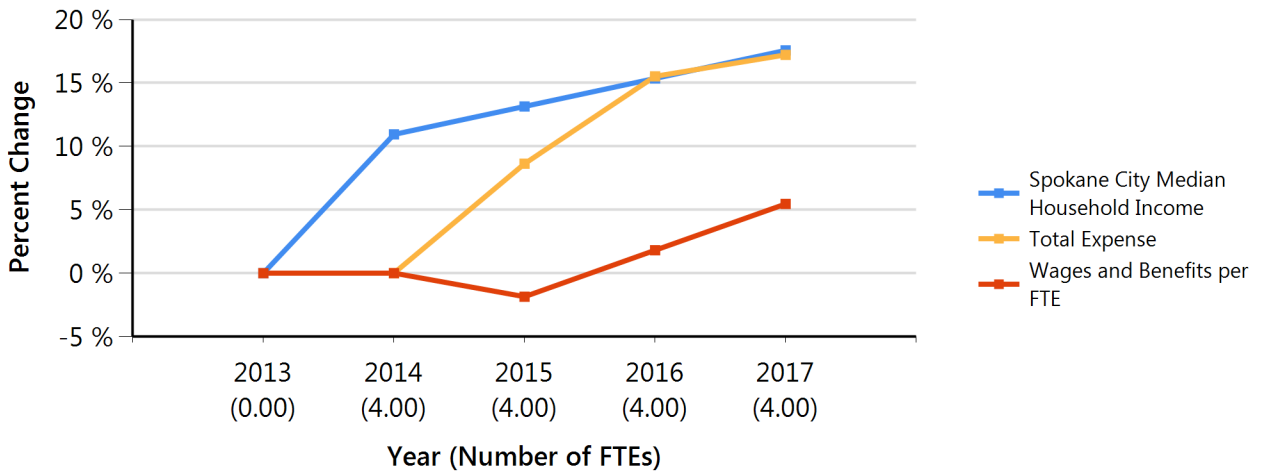
2017 Expenses



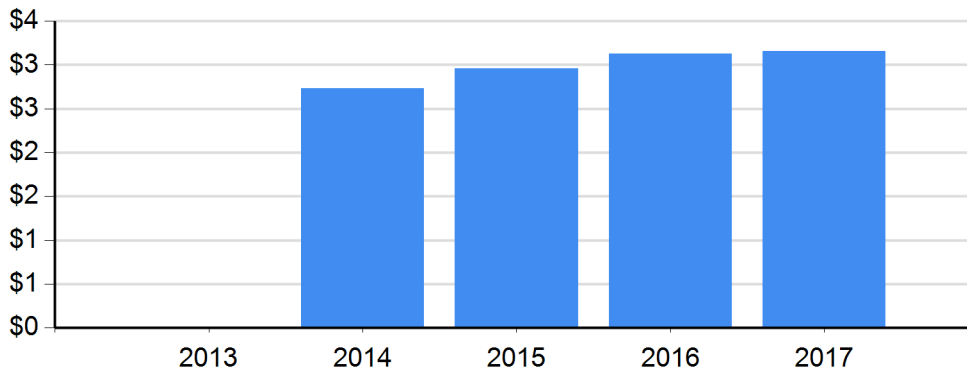
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.00	\$2.74	\$2.96	\$3.13	\$3.16
Percent Change	0.00%	0.00%	8.63%	6.34%	1.46%

Department Summary: Reprographics**Division:** Stand Alone Departments**Fund Type:** Internal Service Fund

Executive Summary:

Provides duplication and printing services to all City departments and includes management of the floor copiers in City Hall. Provides duplication and printing services to all City departments and includes management of the floor copiers in City Hall.

Programs and Services:

Reprographics supports and enhances the image of the City through quality publications. As a partner and support system service to City departments, Reprographics operates a centralized in-house print and copy shop, and manages the networked floor copiers in City Hall for the convenience and efficiency of employees. Quality and customer service is the focus of Reprographics.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	4.00	4.00	4.00	4.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	56,912	92,275	105,524	104,389
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	296,112	290,612	301,258	312,254
Supplies & Services	0	227,747	244,862	264,148	264,135
Debt Services	0	0	0	0	0
All Other	0	0	3,150	0	0
TOTAL	0	580,771	630,899	670,930	680,778

Expenditure Notes:

Revenues:

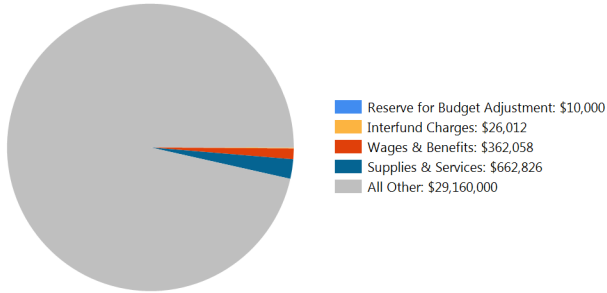
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	584,314	616,236	673,709	681,863
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	1,000	0	0
TOTAL	0	584,314	617,236	673,709	681,863

Revenue Notes:

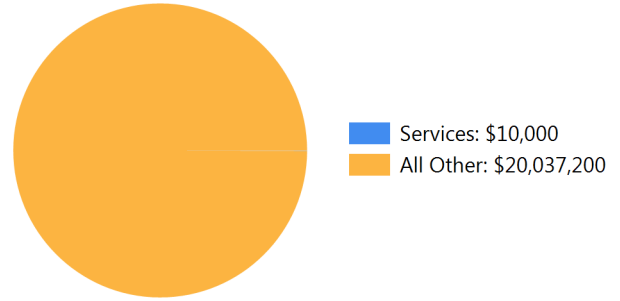
Retirement (SERS)

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the Spokane Employees' Retirement System (SERS), a defined benefit plan for the non-uniform employees of the City.

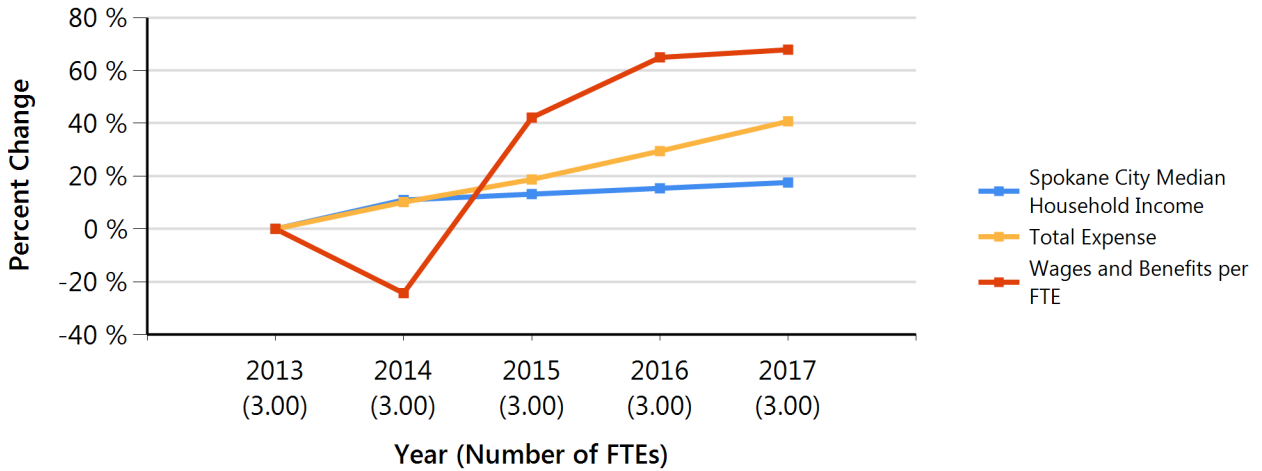
2017 Expenses



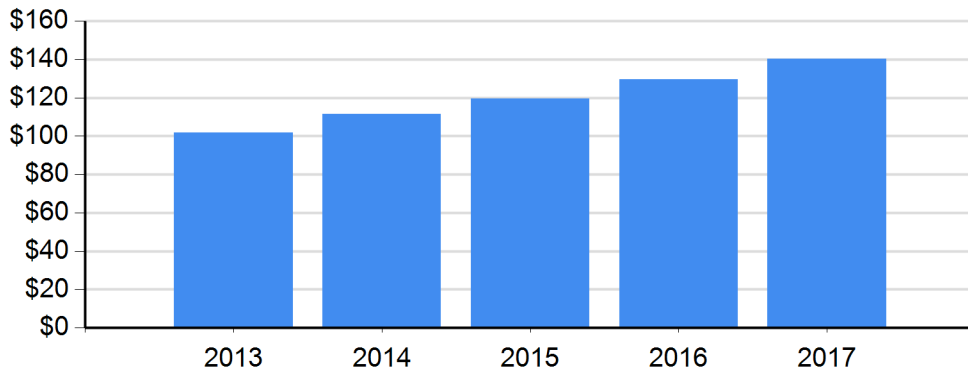
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$101.65	\$111.40	\$119.65	\$129.63	\$140.27
Percent Change	0.00%	10.11%	7.80%	9.05%	8.68%

Department Summary: Retirement (SERS)

Division: Stand Alone Departments

Fund Type: Trust and Agency Fund

Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the Spokane Employees' Retirement System (SERS), a defined benefit plan for the non-uniform employees of the City.

Programs and Services:

SERS provides pension benefits related to retirement, disability, and death. All permanent employees of the City are eligible to belong to SERS with the exception of police and firefighters who are members of the State Law Enforcement Officers and Firefighters' Retirement System. At December 31, 2015, there were 1,300 retirees and beneficiaries receiving benefits; 97 vested and portable former employees who are entitled to future benefits; and 1,424 active members for a total of 2,821 SERS members. A seven-member board, as defined in the Spokane Municipal Code, governs the Plan.

The primary defined benefit plan for the city is The Spokane Employees' Retirement System (SERS). SERS general staff duties comprise three functions:

- 1) Administering the system, including processing retirements, preparing estimates, counseling employees, and educating employees about the benefit.
- 2) Managing the \$270 million investment portfolio and providing funds for the monthly pension payments.
- 3) Monitoring compliance with City, State and Federal Laws.

Pension annuity payments represent the largest portion of the SERS budget. These payments are legal obligations owed to retirees and funded from the plan's assets. The assets are comprised of employee contributions, the City's matching contribution and investment returns. For 2017, annuity payments are budgeted at \$28.0 million, which is an increase from the 2016 budget of \$26.8 million due an increased population of retirees.

For the 2017 budget, administrative costs of operating the Plan, not including pension annuities, increased by \$15 thousand (1.5%) when compared to the 2016 Budget. SERS assets are separately held in a pension trust fund within the City of Spokane; SERS revenues and expenditures are also separately accounted for inside a trust fund within the City of Spokane.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	27,833	30,887	23,734	23,215	26,012
Reserve for Budget Adjustment	0	0	0	10,000	10,000
Transfers Out	0	0	0	0	0
Wages & Benefits	227,465	172,101	286,494	351,770	362,058
Supplies & Services	461,161	545,008	572,284	660,720	662,826
Debt Services	0	0	0	0	0
All Other	20,761,391	22,902,551	24,614,669	26,760,000	29,160,000
TOTAL	21,477,850	23,650,547	25,497,181	27,805,705	30,220,896

Expenditure Notes:

"All Other" includes pension annuity claims, terminated employee refunds of contributions and non-cash amortization of the pension module of the PeopleSoft System.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	12,780	6,696	22,061	10,000	10,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	59,093,446	28,515,569	12,003,590	19,636,000	20,037,200
TOTAL	59,106,226	28,522,265	12,025,651	19,646,000	20,047,200

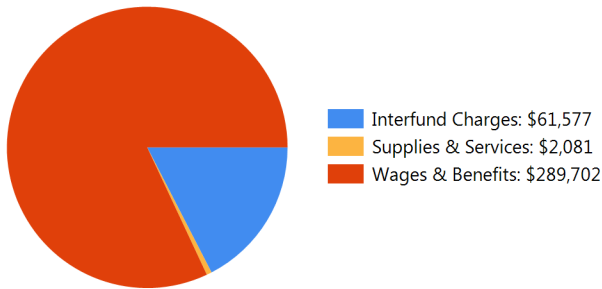
Revenue Notes:

"Miscellaneous Revenues" includes investment earnings, participant contributions, and employer contributions.

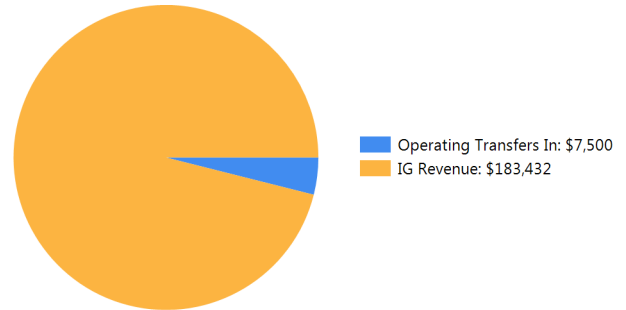
Spokane Regional Emergency Communications System (LEIS)

LEIS is a special revenue fund which provides computer support services for the Spokane Police and Sheriff's department for current legacy CAD RMS system and related applications, project management for new CAD RMS implementation and SREC support.

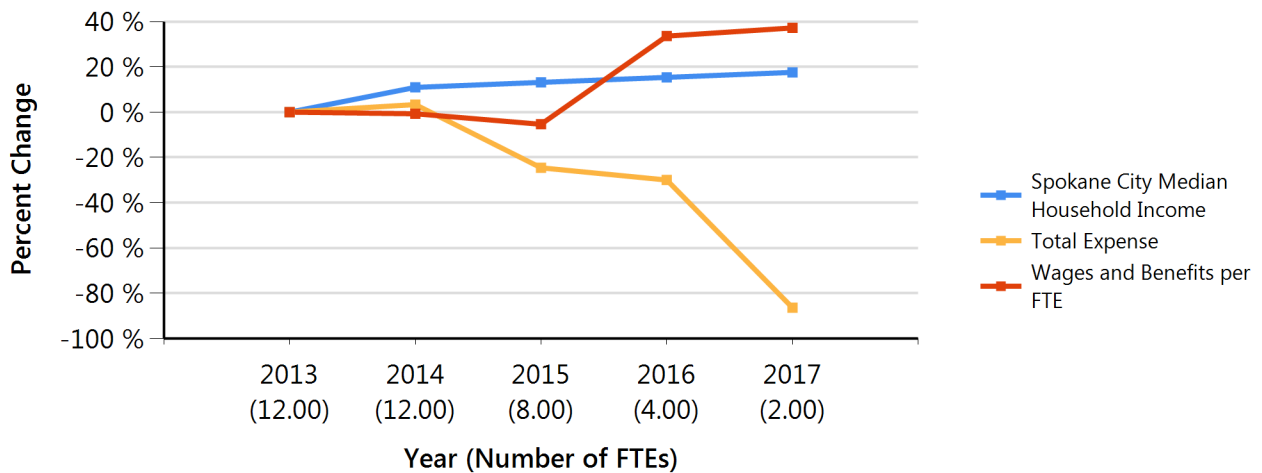
2017 Expenses



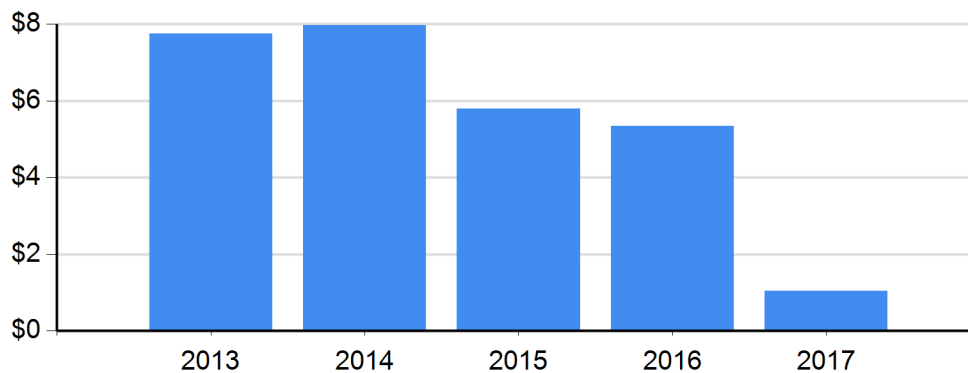
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$7.75	\$7.98	\$5.80	\$5.35	\$1.03
Percent Change	0.00%	3.34%	-27.03%	-7.16%	-80.56%

Department Summary: Spokane Regional Emergency Communications System (LEIS)**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

Executive Summary:

LEIS is a special revenue fund which provides computer support services for the Spokane Police and Sheriff's department for current legacy CAD RMS system and related applications, project management for new CAD RMS implementation and SREC support.

Programs and Services:

The Law Enforcement Information Systems (LEIS) division provides system support for the current legacy CAD RMS system and related applications. The LEIS group also maintains a strong connection with City MIS and County ISD in order to cooperatively address broader technological matters within the city. This includes the new CAD RMS replacement project implementation scheduled for October 2016. SREC supports the 1/10th of 1% sales tax for emergency communications and facilities enacted by voters in 2008.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	12.00	12.00	8.00	4.00	2.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	24,468	0	0	0	0
Interfund Charges	68,116	63,404	72,562	108,647	61,577
Reserve for Budget Adjustment	0	0	0	0	(130,428)
Transfers Out	0	0	0	0	0
Wages & Benefits	1,275,308	1,266,130	804,963	559,266	289,702
Supplies & Services	270,496	308,417	310,415	291,926	2,081
Debt Services	0	0	0	0	0
All Other	0	55,283	47,612	187,217	0
TOTAL	1,638,388	1,693,234	1,235,552	1,147,056	222,932

Expenditure Notes:

From 2013 - 2015, the ARREST program was included in this department. It has since been moved to the Police Department. Total Expenditures per this report are less than FMS reports due to the ARREST program's expenditures. 2013 - \$46,100, 2014- \$27,522, & 2015 - \$310.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	679,639	699,825	0	659,088	183,432
Services	906,347	903,184	1,272,172	222,278	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	235,813	7,500
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,585,986	1,603,009	1,272,172	1,117,179	190,932

Revenue Notes:

From 2013 - 2014, the ARREST program was included in this department. It has since been moved to the Police Department. Total Revenues per this report are less than FMS reports due to the ARREST program's revenues. 2013 - \$49,780, 2014- \$50,045.

Program Summary: Law Enforcement Info System**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

Executive Summary:

LEIS is a special revenue fund which provides computer services for the Spokane Police and Sheriff's department. They manage systems such as current legacy CAD/RMS, Cop-Link, and Photo Mugshots.

Programs and Services:

The Law Enforcement Information Systems (LEIS) division provides system support for the current legacy CAD RMS system and conversion support for the new CAD RMS implementation schedule for October 2016.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	10.30	10.30	6.00	2.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	24,468	0	0	0	0
Interfund Charges	68,116	62,601	69,245	108,143	59,411
Reserve for Budget Adjustment	0	0	0	0	(28,311)
Transfers Out	0	0	0	0	0
Wages & Benefits	1,054,340	986,509	511,907	232,324	0
Supplies & Services	269,239	300,583	278,529	271,394	900
Debt Services	0	0	0	0	0
All Other	0	49,857	43,485	24,000	0
TOTAL	1,416,163	1,399,550	903,166	635,861	32,000

Expenditure Notes:**Revenues:**

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	459,081	444,673	0	382,748	0
Services	906,347	903,184	1,037,360	222,278	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,365,428	1,347,857	1,037,360	605,026	0

Revenue Notes:

Program Summary: Regional Emergency Comm System**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

Executive Summary:

SREC supports the 1/10 of 1% initiative approved by voters in 2008 for emergency communications and facilities. This includes ongoing operational support for Crime Check.

Programs and Services:

Services for SREC include daily support for all radio equipment, programming, system maintenance, vendor (Motorola) support and associated administration. Additional support and maintenance is included for site facilities for radio towers. Current Crime Check operations are supported by this fund via the County 911 Department.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	1.70	1.70	1.00	1.00	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	338	1,569	504	158
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	220,968	264,466	159,206	156,516	159,617
Supplies & Services	1,257	1,433	1,537	1,157	1,157
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	222,225	266,237	162,312	158,177	160,932

Expenditure Notes:

2015 FTEs were originally budgeted in this program. FTE's have been broken out into their respective bids.

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	220,558	255,152	0	158,749	160,932
Services	0	0	187,949	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	220,558	255,152	187,949	158,749	160,932

Revenue Notes:

Program Summary: SRECS Administration**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

Executive Summary:

Project Management for the Law CAD RMS replacement project. The cost is shared 25% City and 75% with County entities for the duration of the project implementation; scheduled to be complete at the end of 2016.

Programs and Services:

Project Management for the Law CAD RMS replacement project is for services to oversee all site specific aspects of the implementation, interaction with the New World vendor and participate in other related functions with participating agencies.

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	1.00	1.00	1.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	465	1,748	0	2,008
Reserve for Budget Adjustment	0	0	0	0	(102,117)
Transfers Out	0	0	0	0	0
Wages & Benefits	0	15,155	133,850	170,426	130,085
Supplies & Services	0	6,401	30,349	19,375	24
Debt Services	0	0	0	0	0
All Other	0	5,426	4,127	163,217	0
TOTAL	0	27,447	170,074	353,018	30,000

Expenditure Notes:

Revenues:

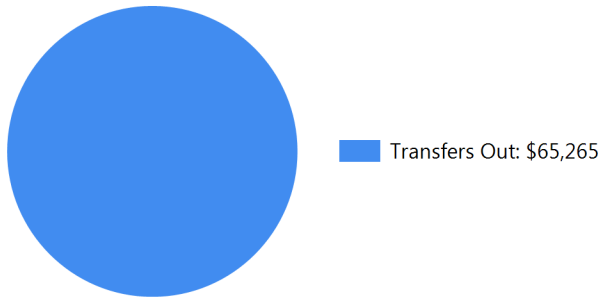
	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	117,591	22,500
Services	0	0	46,863	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	235,813	7,500
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	46,863	353,404	30,000

Revenue Notes:

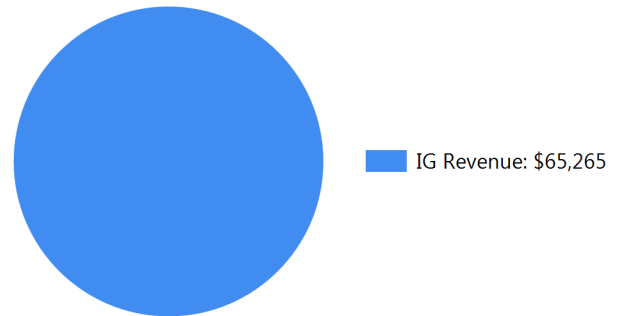
Trial Court Improvement Fund

The Washington State Administrative Office of the Courts (AOC) provides funding to support the City's Municipal Court. These funds flow through the Trial Court Improvement Account to the Municipal Court in support of their activities.

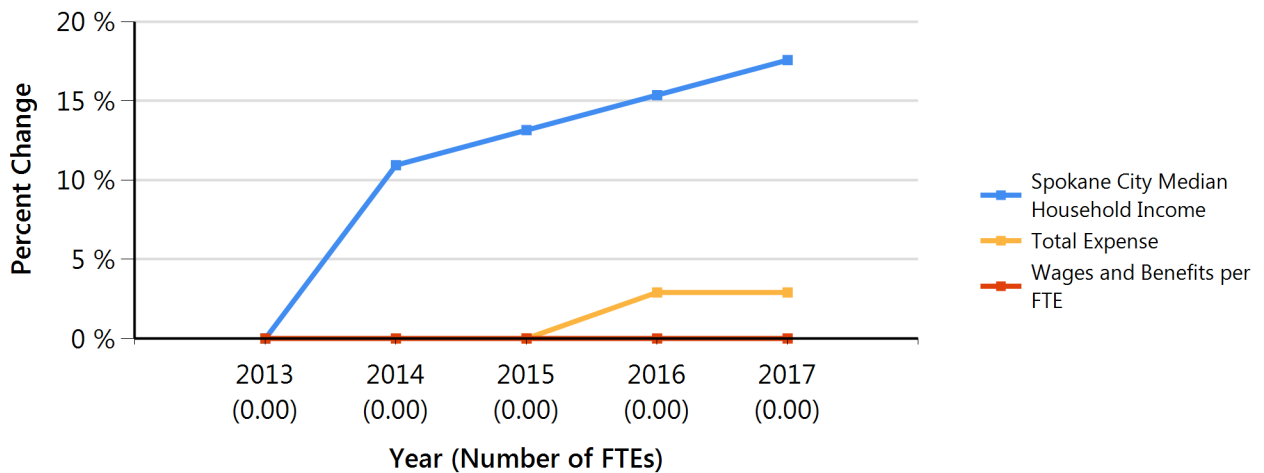
2017 Expenses



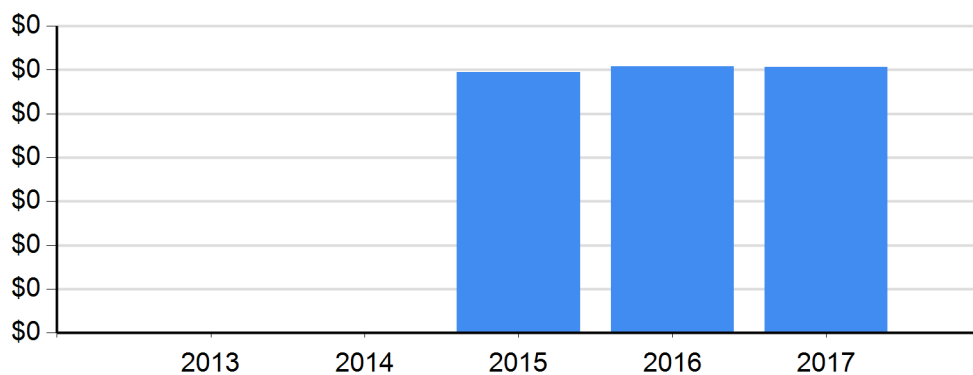
2017 Revenue



Cumulative percent change over the last 5 years



Spending Per Capita



* 2013 through 2015 Actual
2016 through 2017 Budget

Spending	\$0.00	\$0.30	\$0.30
Percent Change	0.00%	0.00%	0.00%

Department Summary: Trial Court Improvement Fund

Division: Stand Alone Departments

Fund Type: Special Revenue Fund

Executive Summary:

The Washington State Administrative Office of the Courts (AOC) provides funding to support the City's Municipal Court. These funds flow through the Trial Court Improvement Account to the Municipal Court in support of their activities.

Programs and Services:

FTEs

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	63,420	65,265	65,265
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	63,420	65,265	65,265

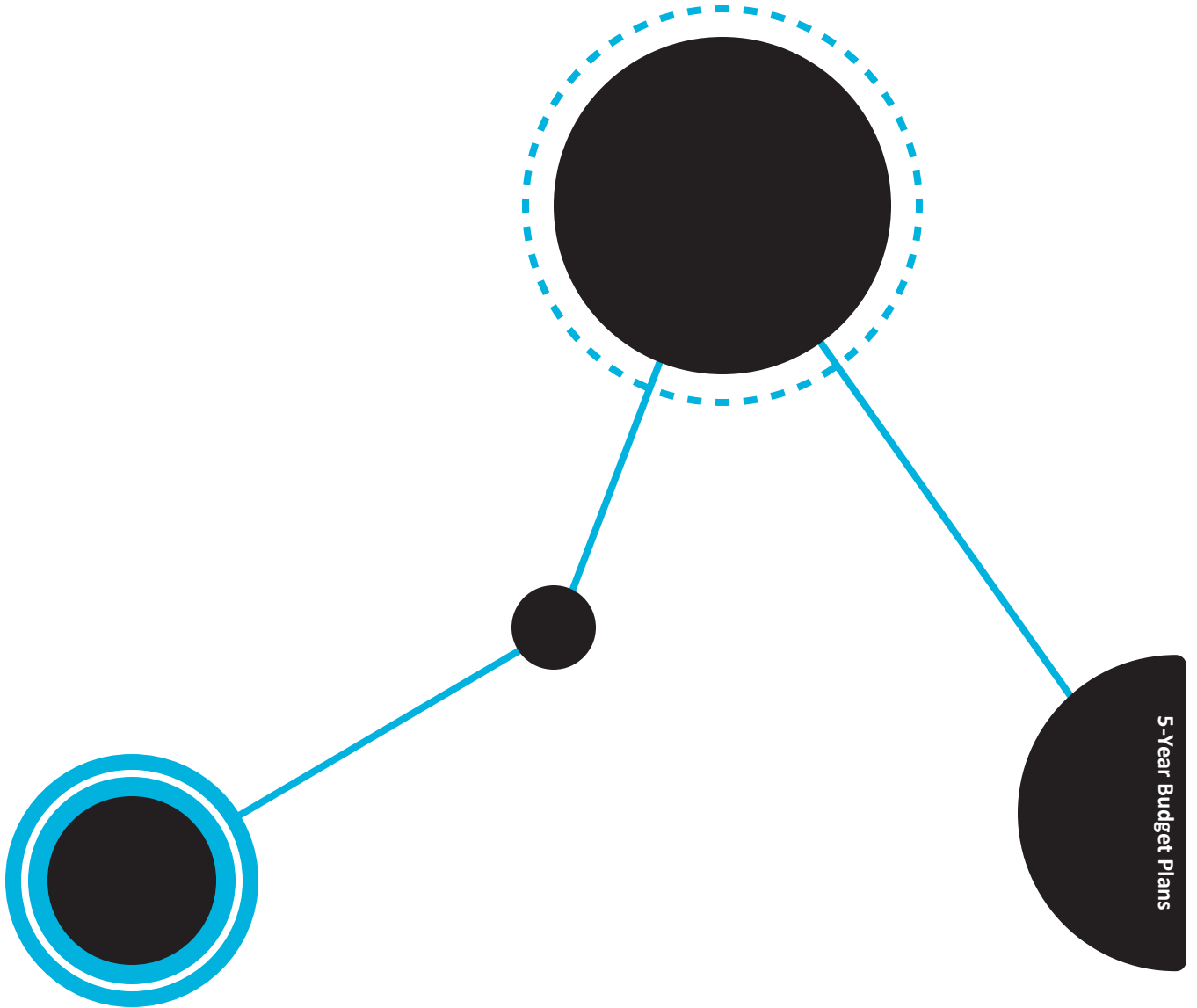
Expenditure Notes:

Revenues:

	2013 Actual	2014 Actual	2015 Actual	2016 Budget	2017 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	66,112	65,265	65,265
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	66,112	65,265	65,265

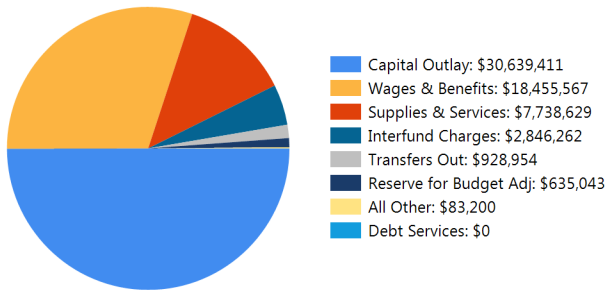
Revenue Notes:

5-Year Budget Plans

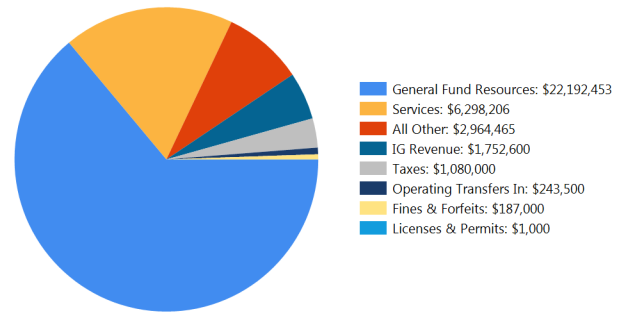


Community, Health, and Environment

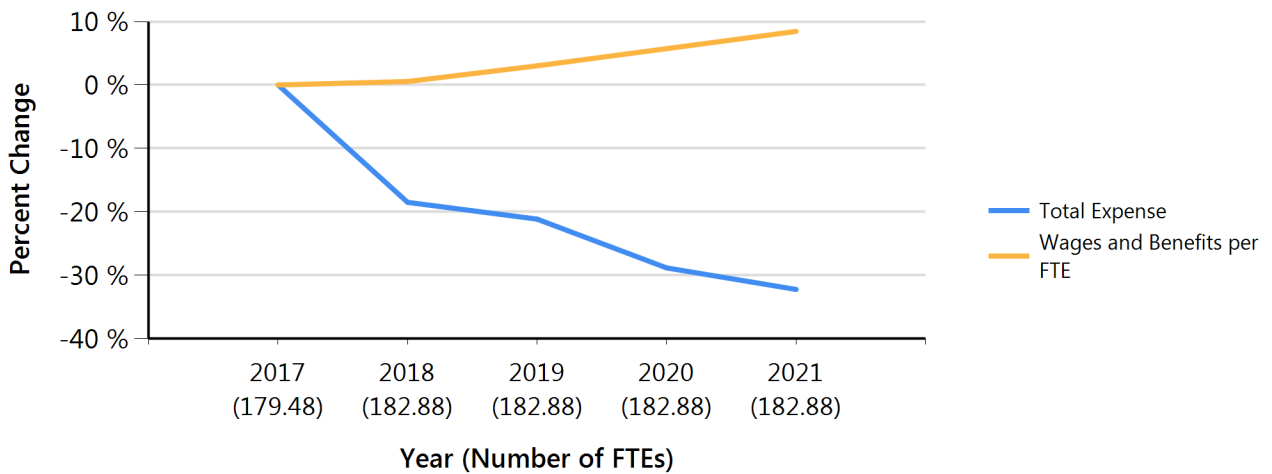
2017 Expense



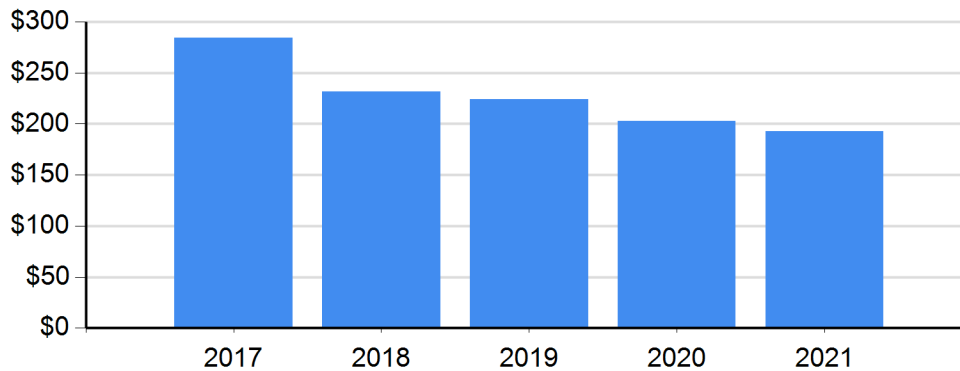
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita

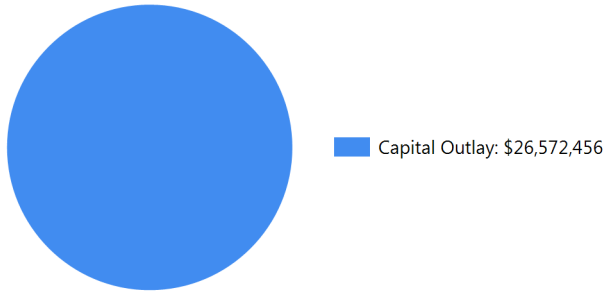


Spending	\$284.65	\$231.95	\$224.41	\$202.50	\$192.83
Percent Change	0.00%	-18.51%	-3.25%	-9.76%	-4.77%

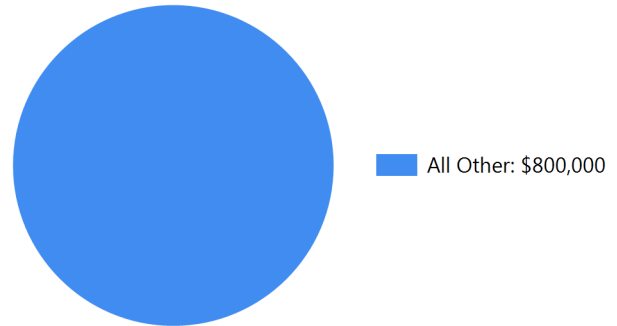
Capital Improvements 2015 Parks - Capital Improvements 2015 Parks

The Riverfront Park Bond was passed by the citizens of Spokane for the purpose of renovating Riverfront Park. \$63MM in Bond Funds were received in 2015 to be utilized for capital projects within the park (An additional estimated \$2MM in interest income is expected to be earned, totaling \$65MM in bond funds).

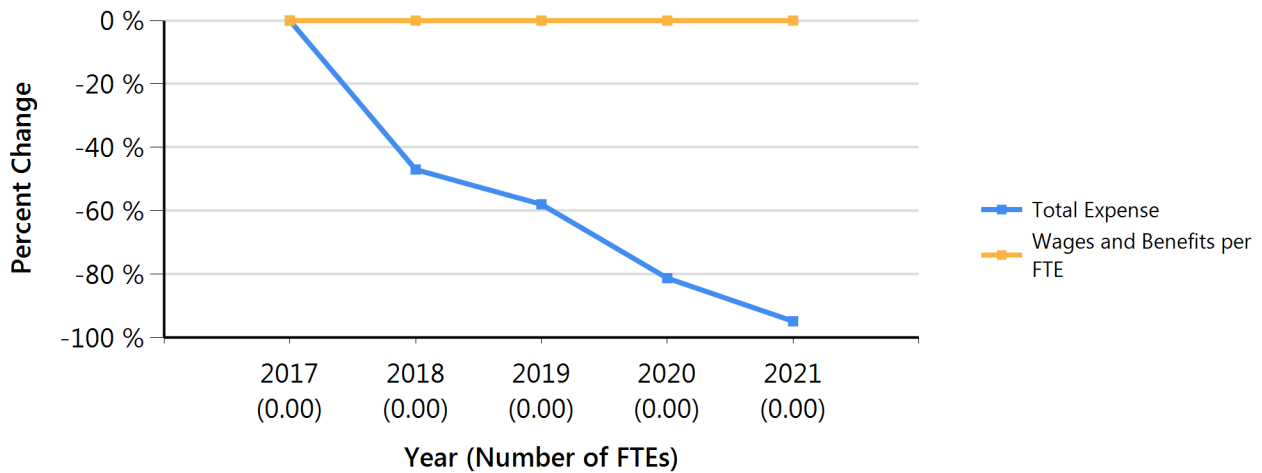
2017 Expenses



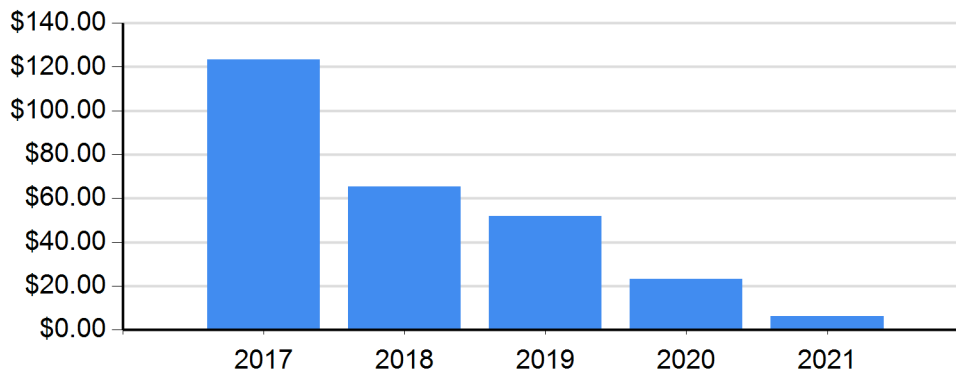
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$123.34	\$65.36	\$51.83	\$23.09	\$6.33
Percent Change	0.00%	-47.00%	-20.69%	-55.44%	-72.60%

Capital Improvements Capital Improvements 2015 Parks 2015 Parks:

Division: Community, Health, and Environment

Fund Type: Capital Project Fund

Executive Summary:

The Riverfront Park Bond was passed by the citizens of Spokane for the purpose of renovating Riverfront Park. \$63MM in Bond Funds were received in 2015 to be utilized for capital projects within the park (An additional estimated \$2MM in interest income is expected to be earned, totaling \$65MM in bond funds).

Programs and Services:

This Bond will be used for capital projects dictated by the Riverfront master plan that is undergoing review by the Spokane Park Board. The Bond was incorporated into the 2015 Budget and any remaining capital budget at the end of each year will carry forward for future year expenditures.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	26,572,456	14,080,953	11,166,310	4,974,923	1,362,761
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	26,572,456	14,080,953	11,166,310	4,974,923	1,362,761

Expenditure Notes:**Revenues:**

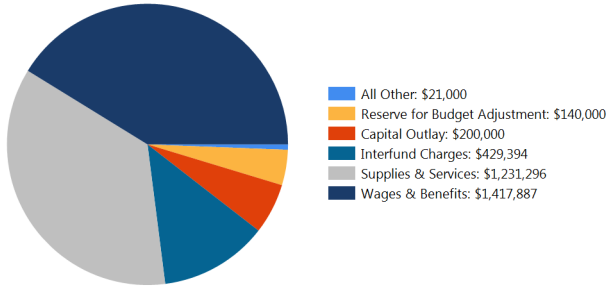
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	800,000	700,000	550,000	350,000	100,000
TOTAL	800,000	700,000	550,000	350,000	100,000

Revenue Notes:

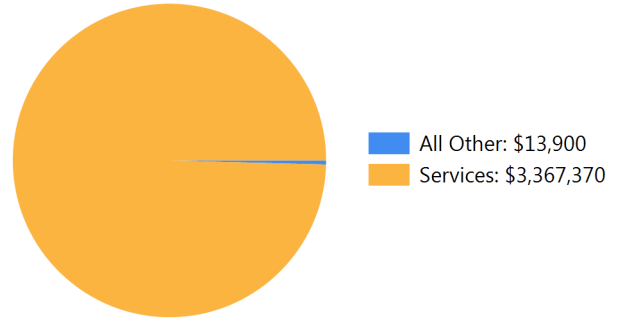
Golf Fund - Golf Fund

The Spokane Parks and Recreation Department operates four championship municipal golf courses: Downriver, Esmerelda, Indian Canyon and the Creek at Qualchan. For decades, these golf courses have been recognized nationally for their maintenance and operation as well as low greens fees.

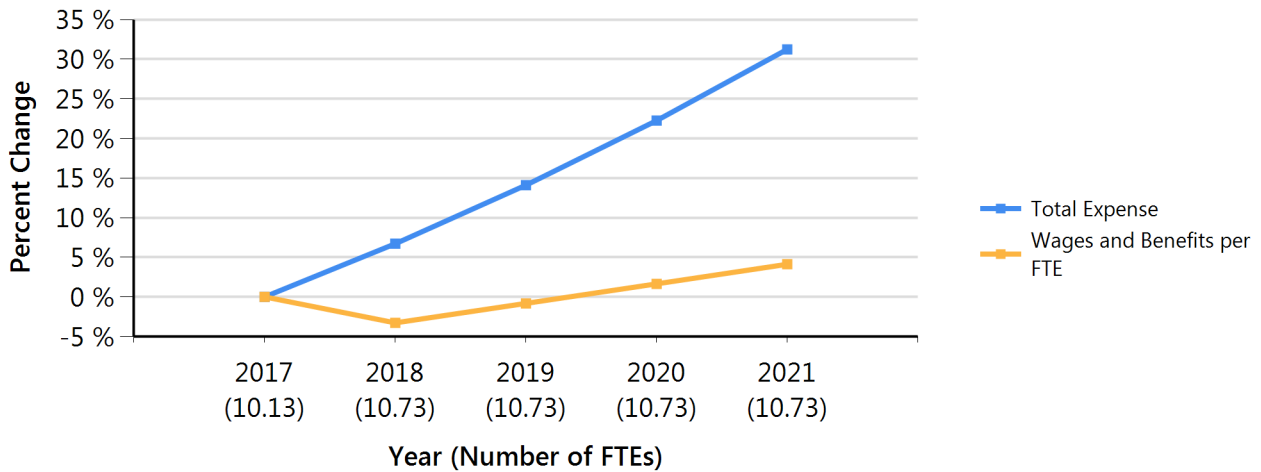
2017 Expenses



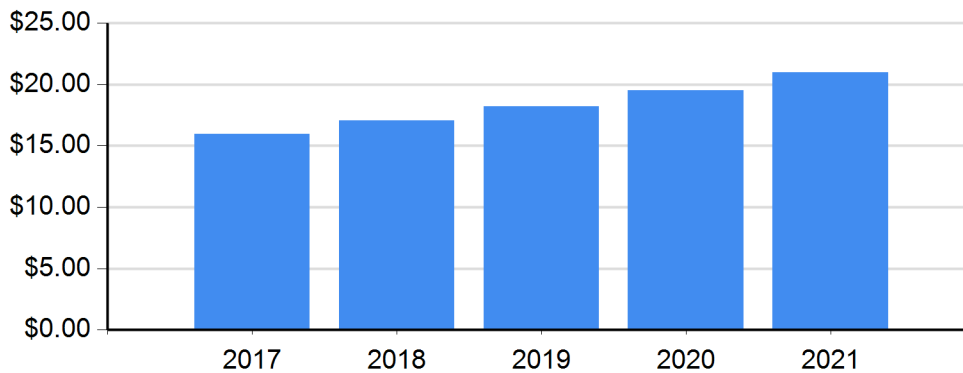
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$15.96	\$17.04	\$18.22	\$19.52	\$20.95
Percent Change	0.00%	6.71%	6.92%	7.14%	7.35%

Golf Fund: Golf Fund

Division: Community, Health, and Environment

Fund Type: Enterprise Fund

Executive Summary:

The Spokane Parks and Recreation Department operates four championship municipal golf courses: Downriver, Esmerelda, Indian Canyon and the Creek at Qualchan. For decades, these golf courses have been recognized nationally for their maintenance and operation as well as low greens fees.

Programs and Services:

The Golf Fund supports itself through the revenue it generates. The goals are to provide quality golf at reasonable and fairly priced rates, attract more golfers and provide education to the public about courtesy and fair play. The city maintains approximately 760 acres, and manages four Golf Professional contracts, which include pro shops, clubhouses, restaurants and driving range facilities. Each golf course offers a variety of golf lessons, tournaments and outings for the public for approximately eight months of the year, weather permitting. Course revenue has declined in recent years and efforts toward rebuilding a financially sustainable program are a point of emphasis.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	10.13	10.73	10.73	10.73	10.73

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	200,000	200,000	200,000	200,000	200,000
Interfund Charges	429,394	488,059	554,739	630,529	716,674
Reserve for Budget Adjustment	140,000	145,600	151,424	157,481	163,780
Transfers Out	0	0	0	0	0
Wages & Benefits	1,417,887	1,452,647	1,488,358	1,525,050	1,562,753
Supplies & Services	258,920	281,578	306,218	333,015	362,157
Other Services & Changes	972,376	1,081,126	1,202,038	1,336,473	1,485,944
Debt Services	0	0	0	0	0
All Other	21,000	21,475	21,961	22,457	22,965
TOTAL	3,439,577	3,670,485	3,924,738	4,205,005	4,514,273

Expenditure Notes:

Washington State Excise/Sales Tax paid by the Golf Department is reflected in the "All Other" Expenditure category. Based on historical trends, a 2% increase was incorporated in projecting future tax expenditures.

The following assumed increases were incorporated in projecting future year's expenditures: Salaries 2%, Benefits 4%, Interfund Expenditures 14%, Supplies 9%, Services 11%.

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	3,367,370	3,670,433	4,000,772	4,360,842	4,753,318
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	13,900	5,000	5,000	5,000	5,000
TOTAL	3,381,270	3,675,433	4,005,772	4,365,842	4,758,318

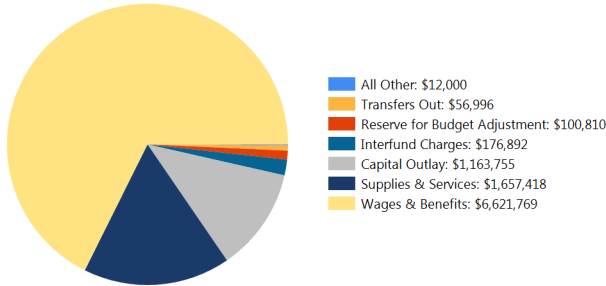
Revenue Notes:



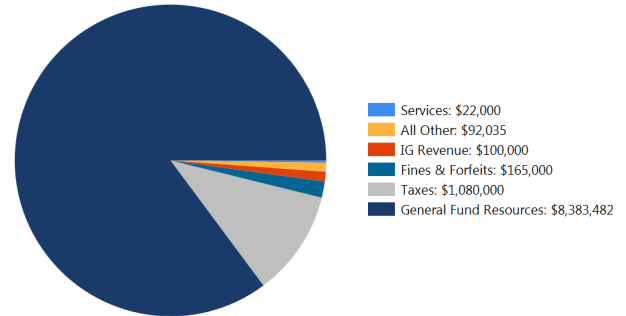
Library - Library

High-quality public education is provided through the downtown library, five neighborhood locations, digital branch as well as an outreach program to the business, nonprofit, senior and youth communities. We serve the educational needs of everybody in the city, regardless of age, means, or background.

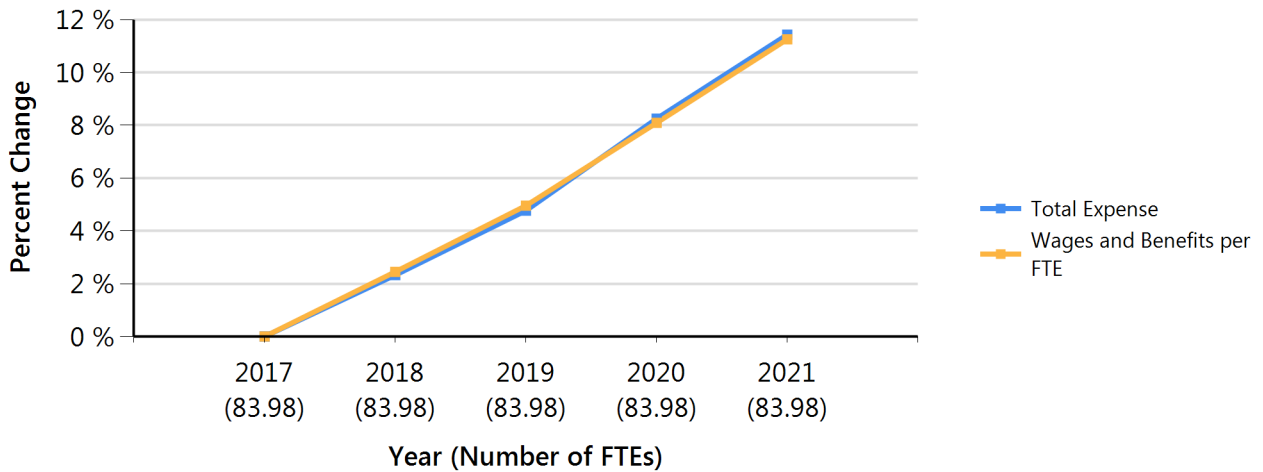
2017 Expenses



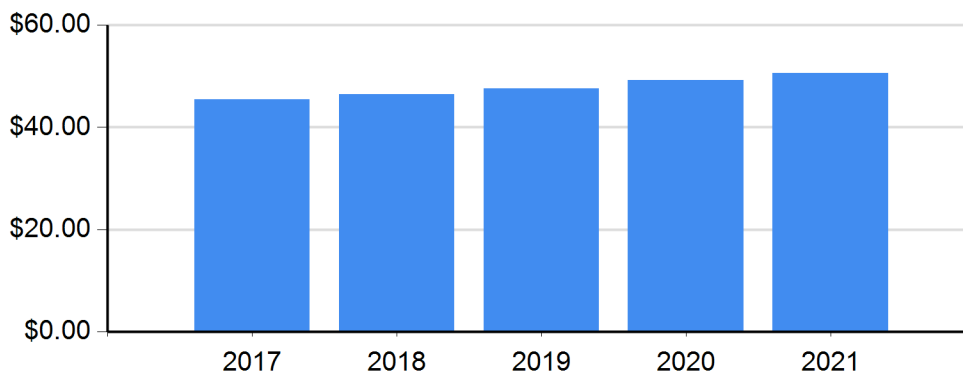
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$45.44	\$46.50	\$47.61	\$49.19	\$50.63
Percent Change	0.00%	2.32%	2.38%	3.32%	2.93%

Library: Library**Division:** Community, Health, and Environment**Fund Type:** Special Revenue Fund

Executive Summary:

High-quality public education is provided through the downtown library, five neighborhood locations, digital branch as well as an outreach program to the business, nonprofit, senior and youth communities. We serve the educational needs of everybody in the city, regardless of age, means, or background.

Programs and Services:

1. Self-Directed Education—early, adult & digital literacy through our collections of items in print, audio, video, and digital formats, specialized online research tools, historical collections and educational tools;
 2. Small Business and Workforce Support—increase workforce skills and strengthening the small business sector through high-quality business information resources, training, and workshops;
 3. Outreach to Seniors and Youth—delivering educational materials to those that would not have it otherwise;
 4. Research and Instruction—enabling citizens to find reputable and reliable sources of information via professional assistance, classes and events.
-

FTEs

	2017	2018	2019	2020	2021
Total FTEs	83.98	83.98	83.98	83.98	83.98

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	1,163,755	1,194,918	1,227,015	1,260,076	1,306,628
Interfund Charges	176,892	188,000	194,000	200,000	206,000
Reserve for Budget Adjustment	100,810	100,810	100,810	100,810	100,810
Transfers Out	56,996	56,996	56,996	56,996	56,996
Wages & Benefits	6,621,769	6,784,000	6,954,000	7,172,000	7,399,000
Supplies & Services	379,564	390,951	402,679	414,760	427,203
Other Services & Changes	1,277,854	1,301,643	1,320,885	1,392,533	1,411,789
Debt Services	0	0	0	0	0
All Other	12,000	0	0	0	0
TOTAL	9,789,640	10,017,318	10,256,385	10,597,175	10,908,426

Expenditure Notes:

- 1) Salaries and wages increase by 2.00% 2017 through 2024
- 2) Personnel benefits increase by 8.00% in 2017 and 6% 2018 through 2024
- 3) Supplies and Services increase by 1.5% per year
- 4) Utilities increase by 3% per year
- 5) Interfund charges increase by 3% per year
- 6) 3% increase to Books & Materials 2017-2024

Revenues:

	2017	2018	2019	2020	2021
Taxes	1,080,000	1,100,000	1,100,000	1,100,000	1,100,000
Licenses & Permits	0	0	0	0	0
IG Revenue	100,000	100,000	100,000	100,000	100,000
Services	22,000	22,000	22,000	22,000	22,000
Fines & Forfeits	165,000	156,750	148,913	141,467	134,394
Operating Transfers In	0	0	0	0	0
General Fund Resources	8,383,482	8,584,686	8,790,718	9,001,695	9,217,736
All Other	92,035	101,417	112,154	120,489	129,625
TOTAL	9,842,517	10,064,853	10,273,785	10,485,651	10,703,755

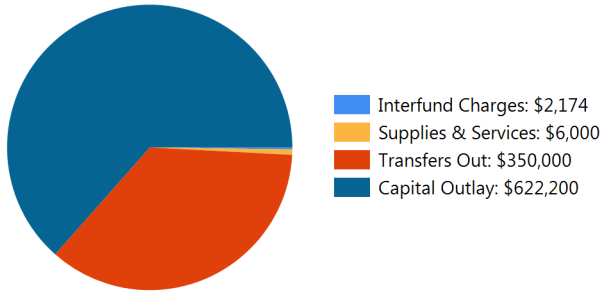
Revenue Notes:

- 1) Fee & Fine Revenue - Reduce 5% each year
- 2) General Fund allocation increase estimated using a 2.4% increase factor
- 3) Levy Lid Lift will be renewed for 2018 - 2021
- 4) Continued focus on strategic partnerships to increase Contributions & Donations - 15% increase 2017 - 2019 and 10% thereafter

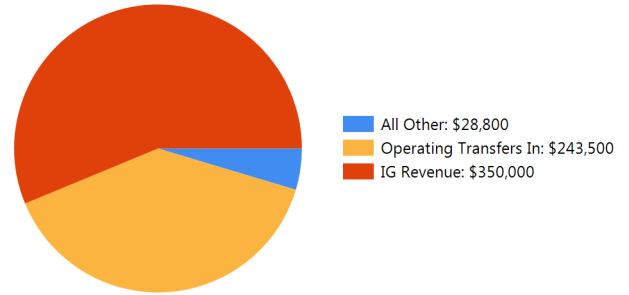
Parks & Rec Capital - Park Cumulative Reserve Fund

This program account for Long Term capital projects for the Parks & Recreation Department and Golf, including but not limited to computer and fleet replacement.

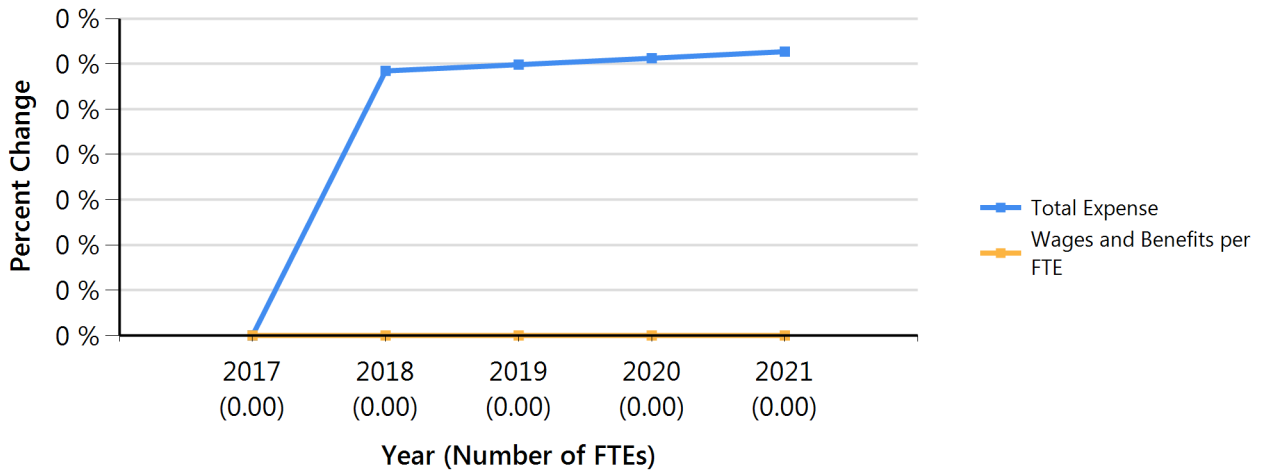
2017 Expenses



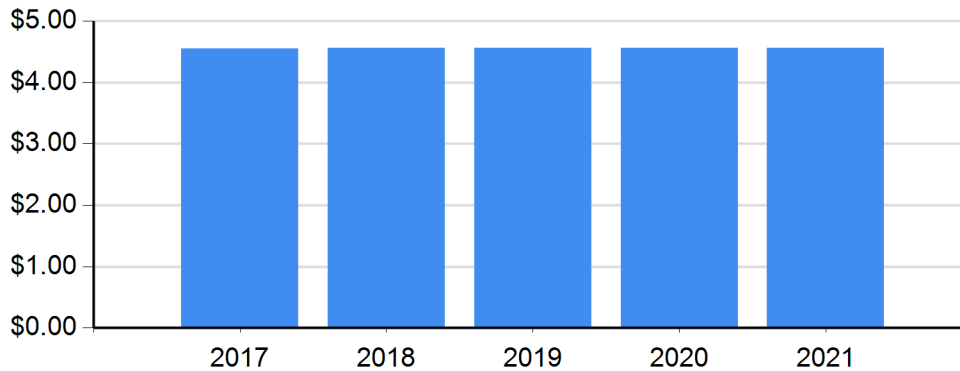
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$4.55	\$4.56	\$4.56	\$4.56	\$4.56
Percent Change	0.00%	0.29%	0.00%	0.00%	0.00%

Parks & Rec Capital: Parks & Rec Capital

Division: Community, Health, and Environment

Fund Type: Special Revenue Fund

Executive Summary:

This program account for Long Term capital projects for the Parks & Recreation Department and Golf, including but not limited to computer and fleet replacement.

Programs and Services:

The Capital Project fund covers fleet and computer replacement, major repairs, debt service on the Riverfront Conservation Land. All current funds in the Capital Project Fund are reserved or designated for specific purposes.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	622,200	625,000	625,000	625,000	625,000
Interfund Charges	2,174	2,239	2,306	2,376	2,447
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	350,000	350,000	350,000	350,000	350,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	6,000	6,000	6,000	6,000	6,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	980,374	983,239	983,306	983,376	983,447

Expenditure Notes:

Assumed 3% increase in Interfund Expenditures in future years.

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	350,000	350,000	350,000	350,000	350,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	243,500	250,000	250,000	250,000	250,000
General Fund Resources	0	0	0	0	0
All Other	28,800	20,000	20,000	20,000	20,000
TOTAL	622,300	620,000	620,000	620,000	620,000

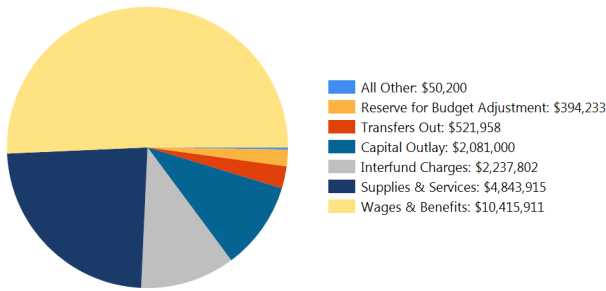
Revenue Notes:



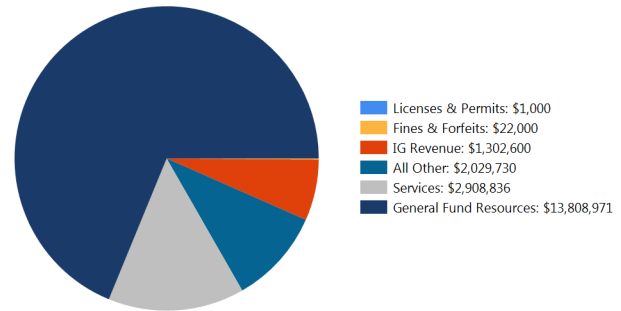
Parks and Recreation - Parks and Recreation

Parks & Recreation manages/operates and performs care taking on more than 3,100 acres, including developed parks, gardens, conservation lands, playgrounds, the arboretum, the amusement park, sports facilities, aquatic enters, splash pads and 40 miles of trails. In addition Parks & Recreation coordinates classes, events and athletic opportunities for individuals of all ages and abilities.

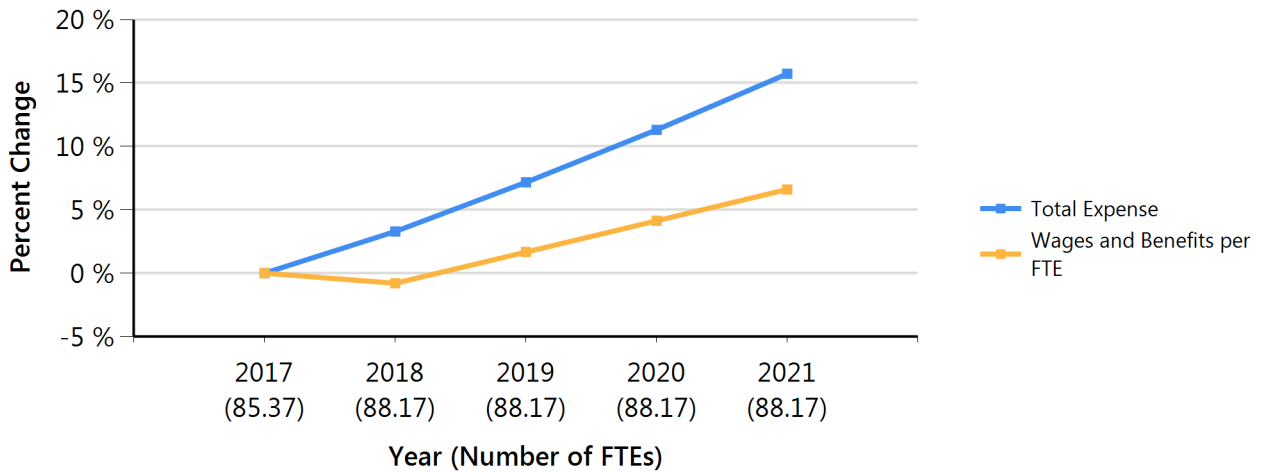
2017 Expenses



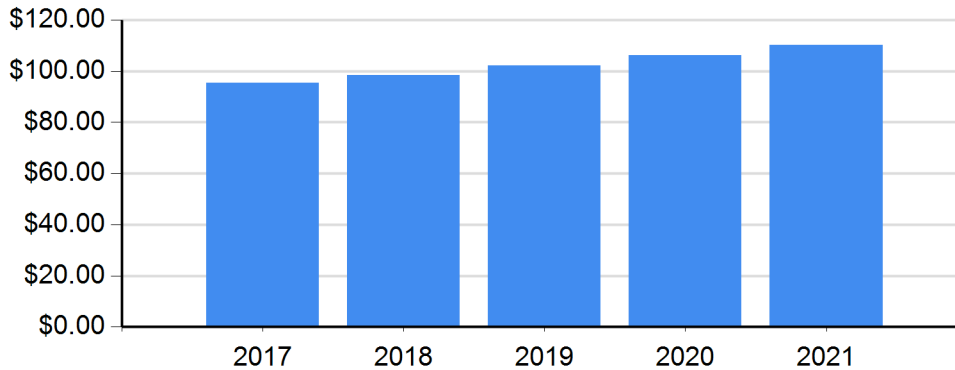
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$95.36	\$98.49	\$102.19	\$106.14	\$110.36
Percent Change	0.00%	3.28%	3.75%	3.86%	3.97%

Parks and Recreation: Parks and Recreation

Division: Community, Health, and Environment

Fund Type: Special Revenue Fund

Executive Summary:

Parks & Recreation manages/operates and performs care taking on more than 3,100 acres, including developed parks, gardens, conservation lands, playgrounds, the arboretum, the amusement park, sports facilities, aquatic enters, splash pads and 40 miles of trails. In addition Parks & Recreation coordinates classes, events and athletic opportunities for individuals of all ages and abilities.

Programs and Services:

Parks and Recreation is continually striving to improve in it's ability to meet the publics needs. Efforts continue to establish a leaner, more efficient Parks & Recreation system that will be sustainable for future years. This includes leveraging opportunities as much as possible with partner organizations to share services and resources. In 2014, a stabilization fund was approved to address revenue declines and sustainability. Funds are being set aside in an effort to fully fund fleet equipment replacements.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	85.37	88.17	88.17	88.17	88.17

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	2,081,000	2,000,000	2,000,000	2,000,000	2,000,000
Interfund Charges	2,237,802	2,304,936	2,374,084	2,445,307	2,518,666
Reserve for Budget Adjustment	394,233	405,002	416,202	427,851	439,965
Transfers Out	521,958	530,000	530,000	530,000	530,000
Wages & Benefits	10,415,911	10,671,490	10,934,071	11,203,869	11,481,108
Supplies & Services	960,591	981,890	1,003,661	1,025,915	1,048,662
Other Services & Changes	3,883,324	4,271,656	4,698,822	5,168,704	5,685,575
Debt Services	0	0	0	0	0
All Other	50,200	54,834	59,896	65,426	71,465
TOTAL	20,545,019	21,219,808	22,016,736	22,867,072	23,775,441

Expenditure Notes:

Washington State Excise/Sales Tax paid by the Parks Department is reflected in the "All Other" Expenditure category. Based on historical trends, a 9% increase was incorporated in projecting future tax expenditures.

The following assumed increases were incorporated in projecting future year's expenditures:
Salaries 2%, Benefits 4%, Interfund Expenditures 3%, Supplies 2%, Services 10%.

Revenues:

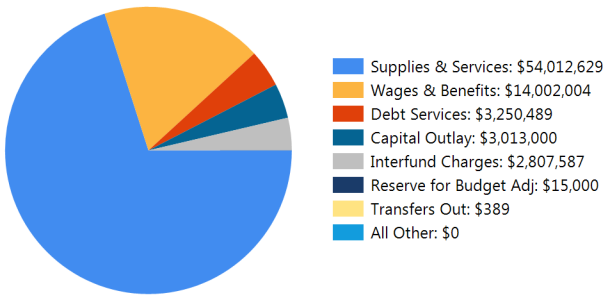
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	1,000	5,200	5,200	5,200	5,200
IG Revenue	1,302,600	733,330	446,030	459,111	472,584
Services	2,908,836	2,900,000	2,900,000	2,900,000	2,900,000
Fines & Forfeits	22,000	25,000	25,000	25,000	25,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	13,808,971	14,361,330	14,935,783	15,533,214	16,154,543
All Other	2,029,730	2,035,000	2,035,000	2,035,000	2,035,000
TOTAL	20,073,137	20,059,860	20,347,013	20,957,525	21,592,327

Revenue Notes:

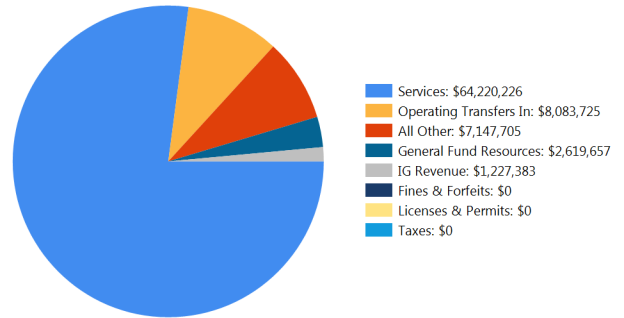
Intergovernmental Revenue in 2017 and 2018 includes Grant funds for the Adaptive Ball Field Capital Project. This project is expected to be complete in 2018 and Grant funds will not be received for this project after 2018. The related capital expenditures for this project are reflected in the Capital Outlay category of the Expenditures.

Finance & Technology

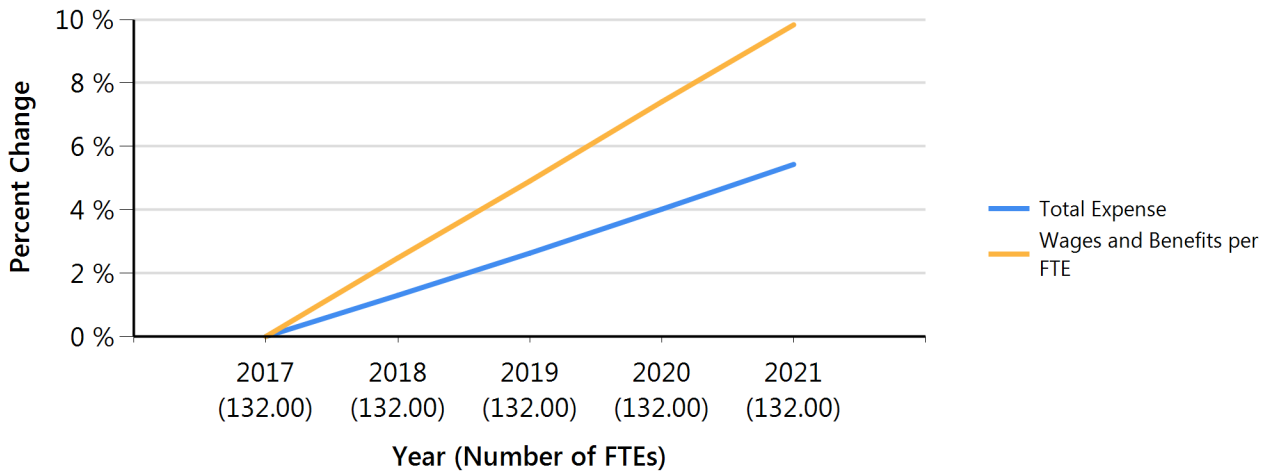
2017 Expense



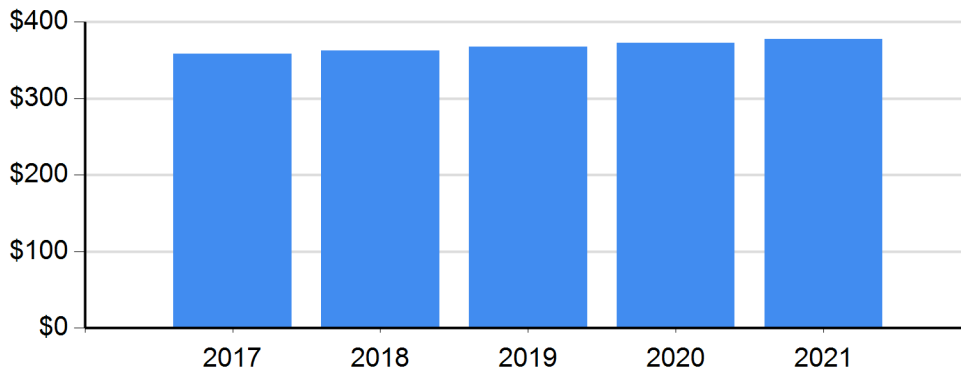
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita

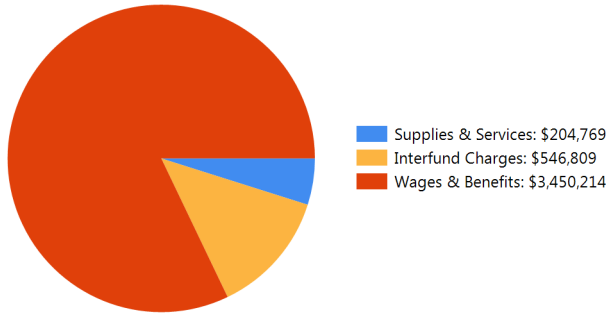


Spending	\$358.01	\$362.66	\$367.42	\$372.39	\$377.45
Percent Change	0.00%	1.29%	1.31%	1.35%	1.35%

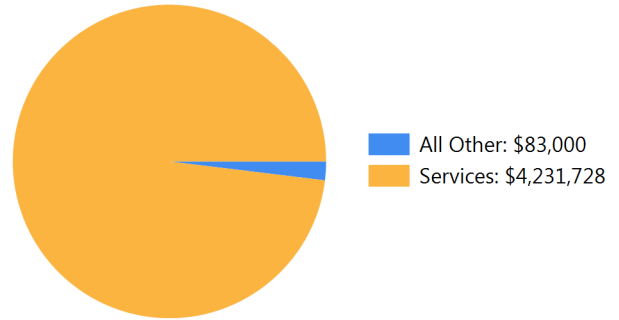
Accounting Services - Accounting

The Accounting Services department provides accounting, treasury, payroll and purchasing services for all City departments.

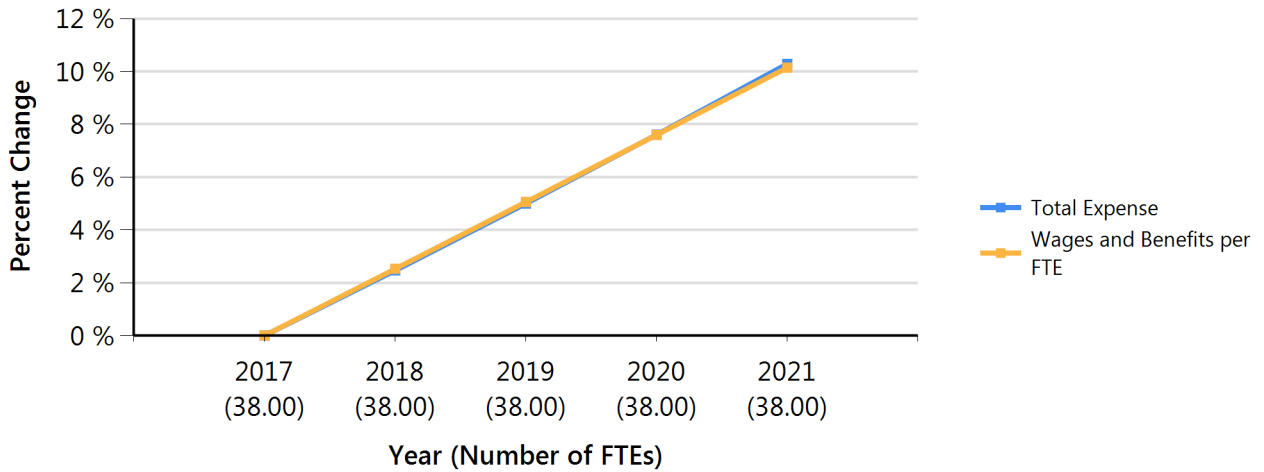
2017 Expenses



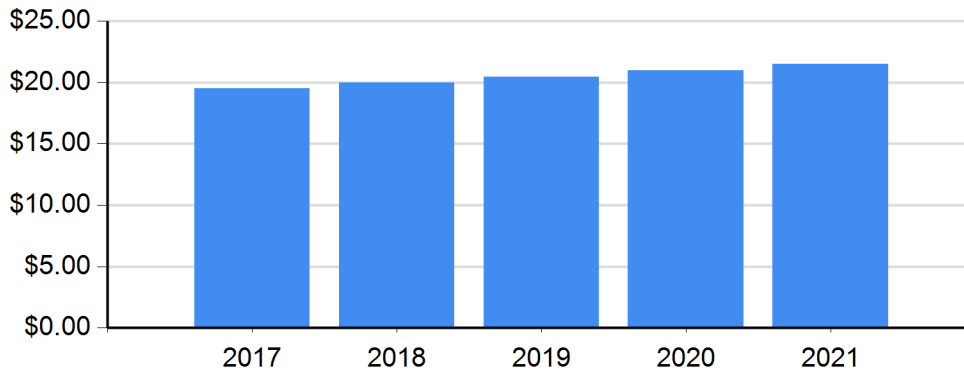
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$19.50	\$19.98	\$20.48	\$20.99	\$21.51
Percent Change	0.00%	2.46%	2.47%	2.48%	2.49%

Accounting Services: Accounting Services

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

The Accounting Services department provides accounting, treasury, payroll and purchasing services for all City departments.

Programs and Services:

Accounting Services supports the City's operational objectives that directly impact our citizens with professional financial services. The Treasury group collects revenues and manages the City's cash and investments to ensure the citizens' money is secure. The Purchasing section partners with City departments to effectively procure goods and services. Payroll processes payments to our employees, and Accounts Payable pays our vendors so that services are seamlessly delivered to our citizens. The General Accounting division organizes and reports financial information to our regulatory entities and other stakeholders. The Departmental Accounting group facilitates accounting transactions and act as trusted financial advisors to City departments, providing expertise to assist in meeting their goals.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	38.00	38.00	38.00	38.00	38.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	546,809	563,213	580,109	597,512	615,437
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	3,450,214	3,537,313	3,626,878	3,718,987	3,813,721
Supplies & Services	31,609	31,609	31,609	31,609	31,609
Other Services & Changes	173,160	173,160	173,160	173,160	173,160
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	4,201,792	4,305,295	4,411,756	4,521,268	4,633,927

Expenditure Notes:

2% increase for salaries; 3% increase for interfund charges; 4% increase for personnel benefits.

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	4,231,728	4,222,295	4,328,756	4,438,268	4,550,927
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	83,000	83,000	83,000	83,000	83,000
TOTAL	4,314,728	4,305,295	4,411,756	4,521,268	4,633,927

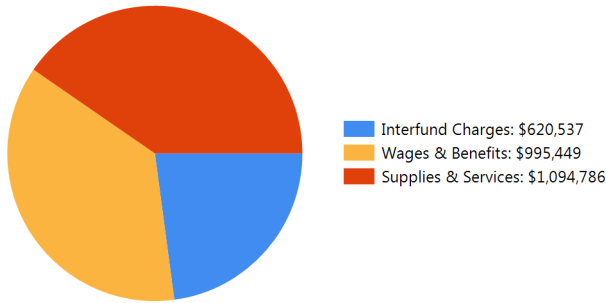
Revenue Notes:

Miscellaneous revenue includes interest income from investments and credit card rebates.

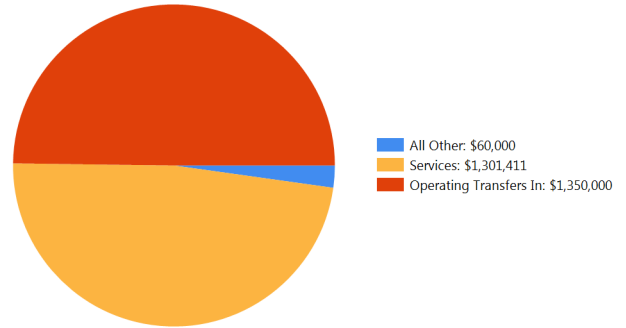
Asset Management - Asset Management

This department is responsible for the strategic management of all City owned assets, leases, real estate and facilities.

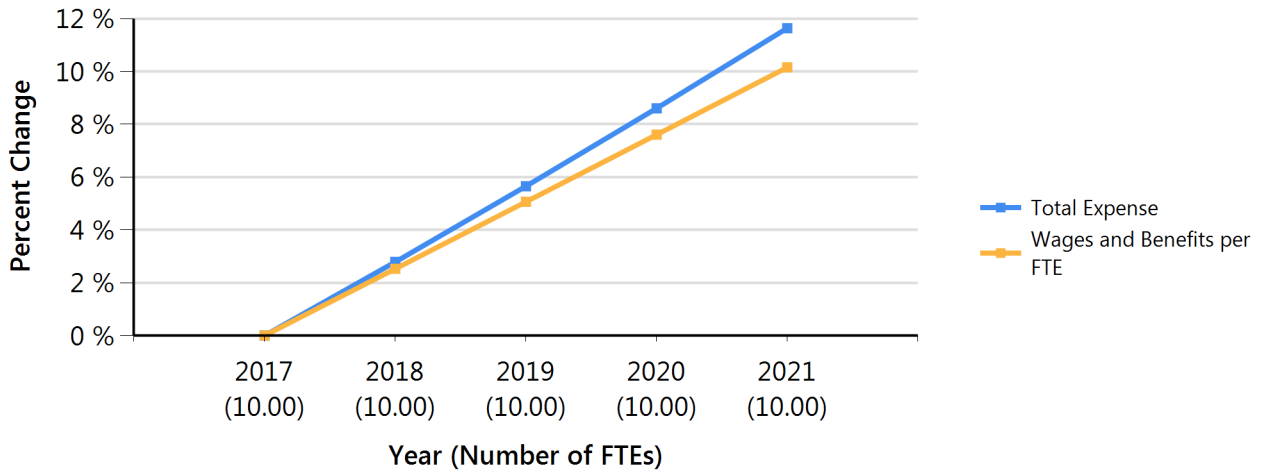
2017 Expenses



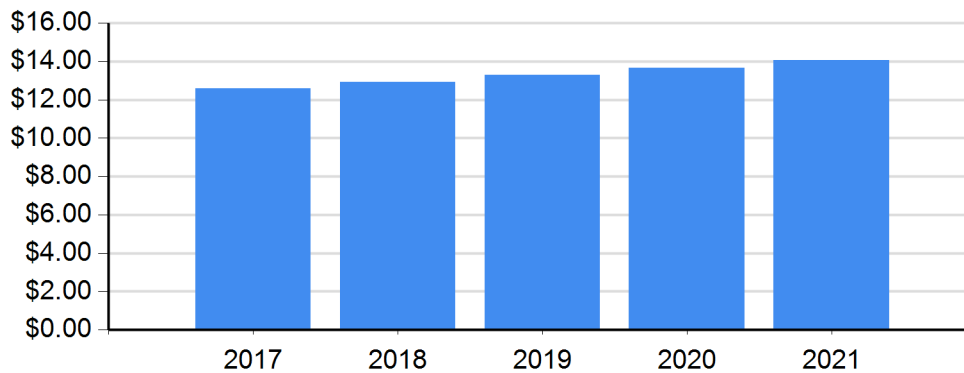
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$12.58	\$12.93	\$13.29	\$13.66	\$14.05
Percent Change	0.00%	2.78%	2.78%	2.79%	2.79%

Asset Management: Asset Management

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

This department is responsible for the strategic management of all City owned assets, leases, real estate and facilities.

Programs and Services:

This department will be oriented toward returning value by monetizing assets, providing service to internal and external customers and stakeholders, identifying opportunities to partner, improving value by maintaining assets and developing systems that create revenues where possible. This department is diverse in scope and impacts many areas of the City.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	10.00	10.00	10.00	10.00	10.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	620,537	639,153	658,328	678,078	698,420
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	995,449	1,020,602	1,046,468	1,073,069	1,100,429
Supplies & Services	36,800	37,867	38,965	40,095	41,258
Other Services & Changes	1,057,986	1,088,668	1,120,239	1,152,726	1,186,155
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,710,772	2,786,290	2,864,000	2,943,968	3,026,262

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,301,411	1,339,152	1,377,987	1,417,949	1,459,069
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	1,350,000	1,389,150	1,429,435	1,470,889	1,513,545
General Fund Resources	0	0	0	0	0
All Other	60,000	61,740	63,530	65,373	67,269
TOTAL	2,711,411	2,790,042	2,870,952	2,954,211	3,039,883

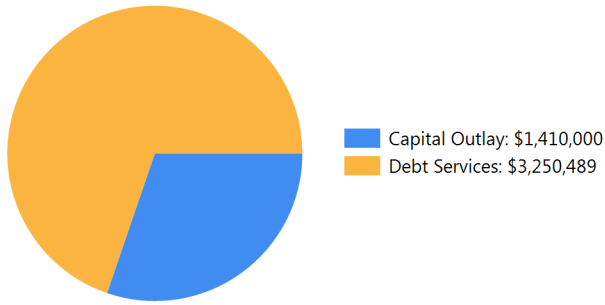
Revenue Notes:

Increase IG revenues 2.9% per year for increase in wages and benefits.

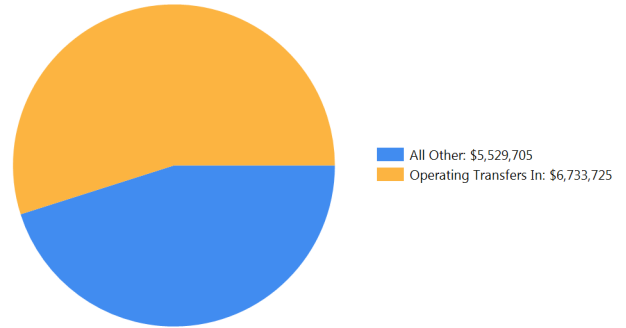
Asset Management Fund Capital - Asset Management Fund Capital

This department is responsible for the evaluation, management, acquisition, trading and monetization of all real estate assets owned by the City. Its role is to ensure the City's real assets are responsibly managed.

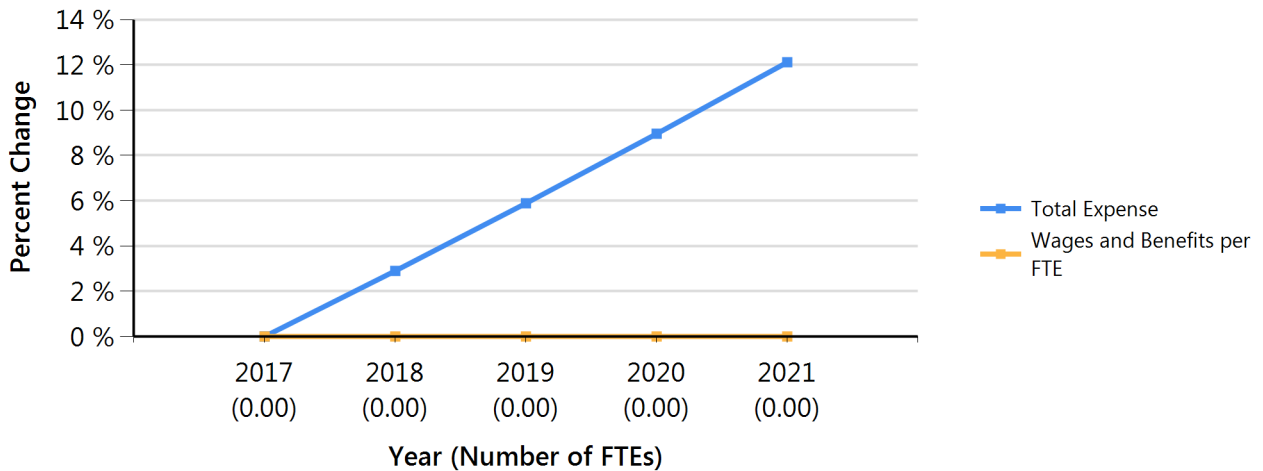
2017 Expenses



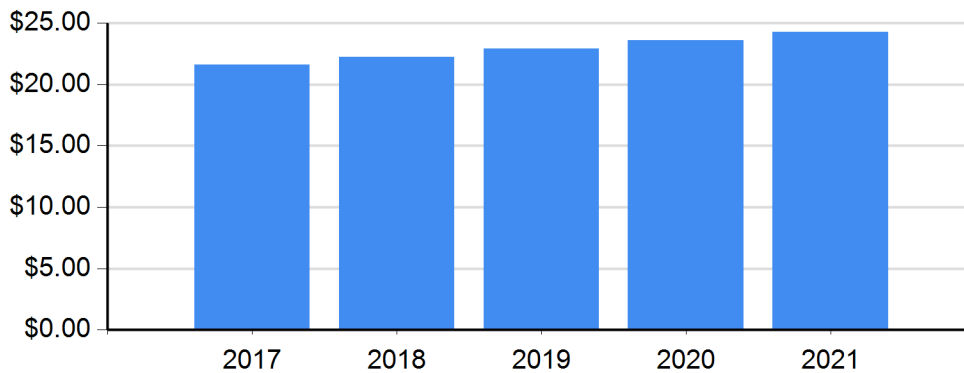
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$21.63	\$22.26	\$22.90	\$23.57	\$24.25
Percent Change	0.00%	2.89%	2.90%	2.90%	2.89%



Asset Management Asset Management Fund Capital
Fund Capital:

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

This department is responsible for the evaluation, management, acquisition, trading and monetization of all real estate assets owned by the City. Its role is to ensure the City's real assets are responsibly managed.

Programs and Services:

This department will effectively manage the portfolio of properties currently owned by addressing each property and its relative value to the City. This portfolio will be scrutinized in the coming years and properties inconsistent with needs or that are functionally obsolete will be disposed. This department will look for partners to optimize and monetize current assets via trade, rental, or strategic partnering.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	1,410,000	1,450,890	1,492,966	1,536,262	1,580,813
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	3,250,489	3,344,753	3,441,751	3,541,562	3,644,267
All Other	0	0	0	0	0
TOTAL	4,660,489	4,795,643	4,934,717	5,077,824	5,225,080

Expenditure Notes:

CPI 2.9%

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	6,733,725	6,929,003	7,129,944	7,336,712	7,549,477
General Fund Resources	0	0	0	0	0
All Other	5,529,705	5,690,066	5,855,078	6,024,876	6,199,597
TOTAL	12,263,430	12,619,069	12,985,022	13,361,588	13,749,074

Revenue Notes:

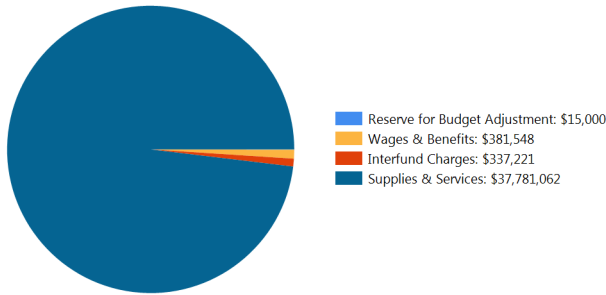
CPI 2.9%



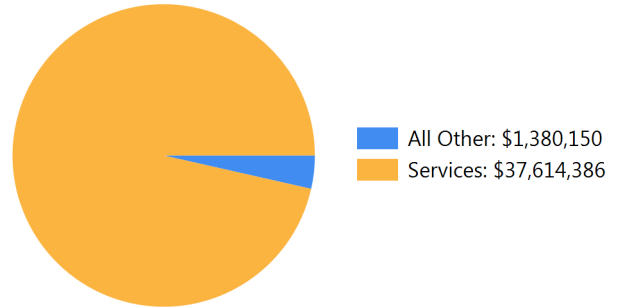
Employee Benefits - Employee Benefits

Human Resources manages and administers the City's employee benefits, including the City's self-insured medical and dental plans, LEOFF I medical benefits, life insurance, and other voluntary benefits offered to employees.

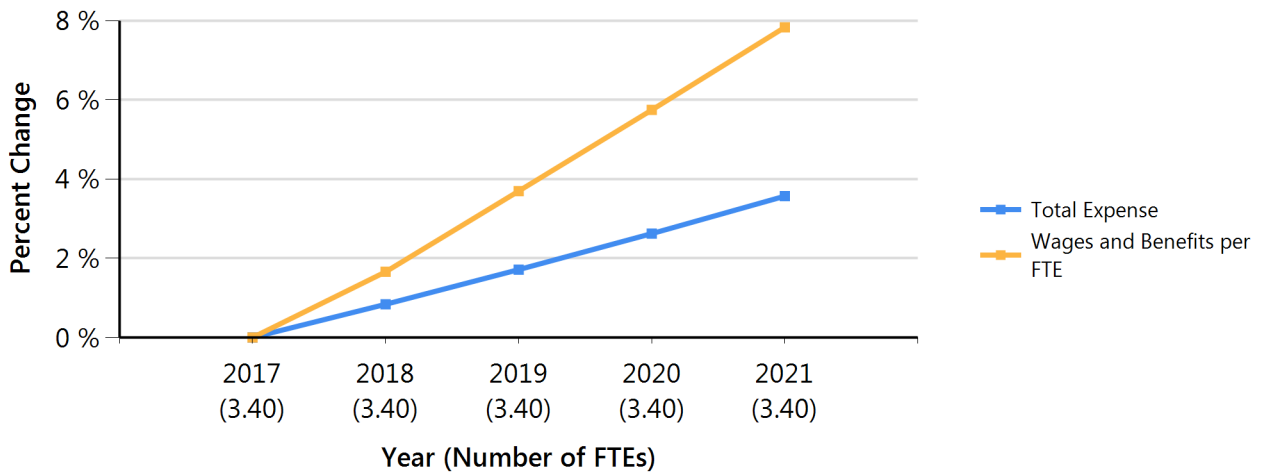
2017 Expenses



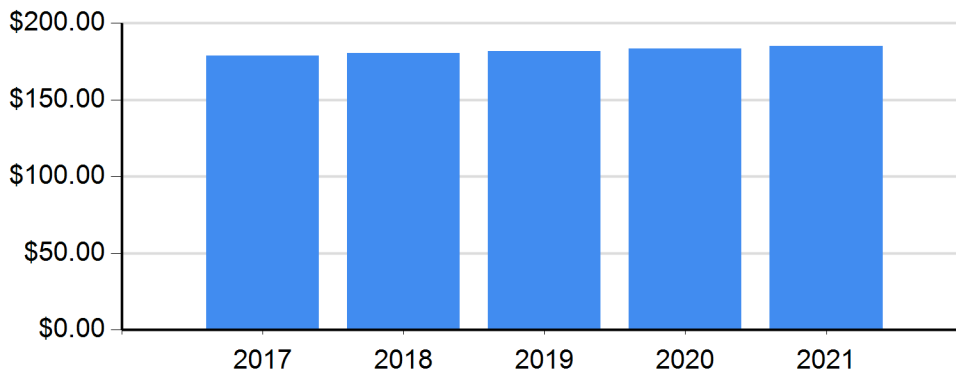
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$178.77	\$180.27	\$181.83	\$183.46	\$185.15
Percent Change	0.00%	0.83%	0.86%	0.89%	0.92%

Employee Benefits: Employee Benefits

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

Human Resources manages and administers the City's employee benefits, including the City's self-insured medical and dental plans, LEOFF I medical benefits, life insurance, and other voluntary benefits offered to employees.

Programs and Services:

Human Resources manages and administers all City employee benefit programs. This includes the City's self-insured medical (Premera and Group Health) and dental plans, LEOFF I medical benefits, life insurance, and other voluntary benefits offered to employees. Employee Benefits also manages the City's employee wellness program, benefits fair, and other health-related events. Employee Benefits oversees the timely payments to the Firefighters' Trust, and the contributions to the Police SSP HRA and the Firefighters' SSP VEBA plans.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	3.40	3.40	3.40	3.40	3.40

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	337,221	338,298	339,396	340,517	341,660
Reserve for Budget Adjustment	15,000	15,000	15,000	15,000	15,000
Transfers Out	0	0	0	0	0
Wages & Benefits	381,548	387,874	395,781	403,885	412,314
Supplies & Services	10,450	10,450	10,450	10,450	10,450
Other Services & Changes	37,770,612	38,086,235	38,414,276	38,755,226	39,109,598
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	38,514,831	38,837,857	39,174,903	39,525,078	39,889,022

Expenditure Notes:

2% increase for salaries including interfund accounting services, 4% increase for medical premiums including stop loss premiums and 2% increase in Third Party administration costs.

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	37,614,386	37,899,735	38,196,480	38,505,076	38,825,998
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,380,150	1,380,150	1,380,150	1,380,150	1,380,150
TOTAL	38,994,536	39,279,885	39,576,630	39,885,226	40,206,148

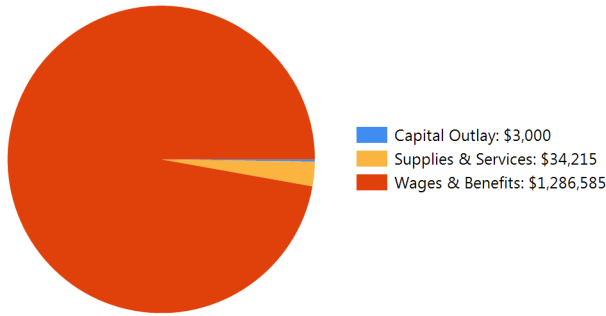
Revenue Notes:

Miscellaneous revenues include interest on investments, COBRA premiums, voluntary employee payments to VEBA and broker contingency fees.

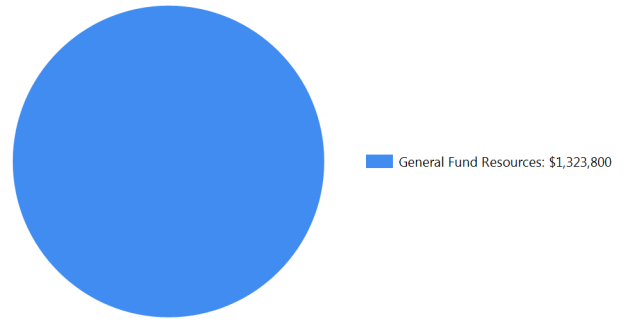
Finance - Finance

Finance guides the strategic direction and execution of the City's financial activities. As a Division Director, the Director of Finance and Administration oversees Accounting, Budget, Taxes & Licensing, Purchasing, Asset Management, Grants Management, Audit, and Treasury. The CFO handles all investment activity and debt management.

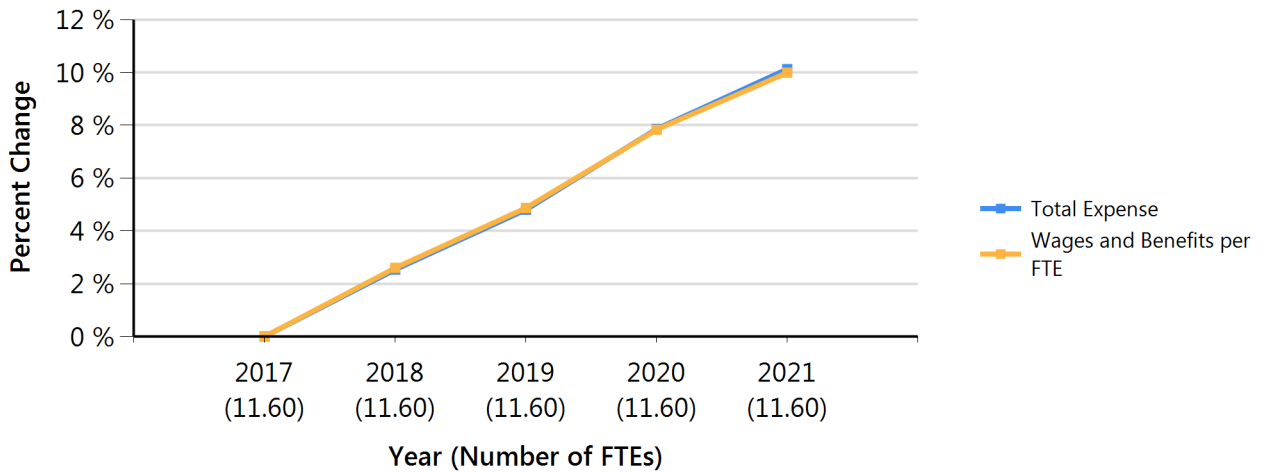
2017 Expenses



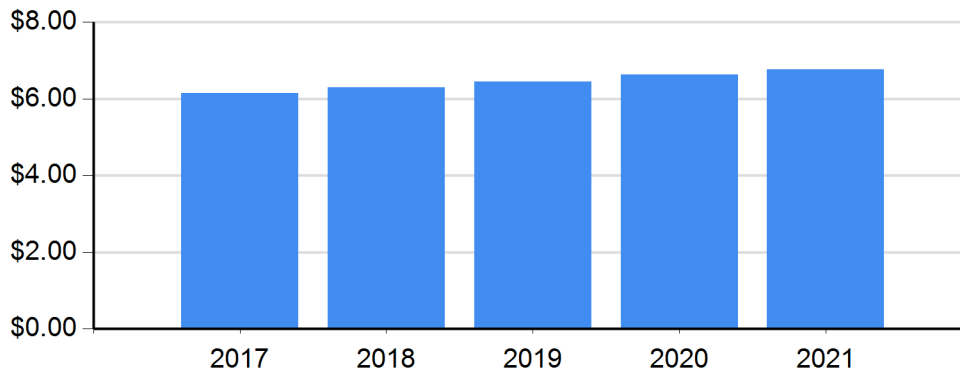
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$6.14	\$6.30	\$6.44	\$6.63	\$6.77
Percent Change	0.00%	2.53%	2.21%	2.91%	2.10%



Finance: Finance**Division:** Finance & Technology**Fund Type:** General Fund

Executive Summary:

Finance guides the strategic direction and execution of the City's financial activities. As a Division Director, the Director of Finance and Administration oversees Accounting, Budget, Taxes & Licensing, Purchasing, Asset Management, Grants Management, Audit, and Treasury. The CFO handles all investment activity and debt management.

Programs and Services:

Finance Department oversees activities and strategic direction of the City's financial activities, including:

- Executing a budget process that matches City goals and objectives to the City's limited financial resources. This includes communicating all aspects of the budget process to the citizens to assure confidence that tax dollars are being spent judiciously and effectively.
 - Planning, organizing, and directing the operations and activities of the Finance, Budget, Taxes and Licenses, Accounting, Purchasing, Treasurer, Payroll, Risk Management, Asset Management, Audit, and all other financial functions of the City.
 - Administration of debt offerings including communication and support of key City initiatives involving the use of debt
 - Overseeing and assuring optimum relationships with key monitoring organizations, including rating agencies (S&P, Moody's, etc.) and State Auditor's office.
 - Maintaining and optimizing key professional relationships, including the City's financial advisor, debt underwriters and bond counsel.
 - Effective communication of all financial matters to government and community stakeholders. This includes City Council, unions, management and all citizens and citizen groups.
-

FTEs

	2017	2018	2019	2020	2021
Total FTEs	11.60	11.60	11.60	11.60	11.60

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	3,000	3,000	3,000	3,000	3,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,286,585	1,320,000	1,350,000	1,390,000	1,420,000
Supplies & Services	15,350	15,350	15,350	15,350	15,350
Other Services & Changes	18,865	19,000	19,000	19,500	19,500
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,323,800	1,357,350	1,387,350	1,427,850	1,457,850

Expenditure Notes:**Revenues:**

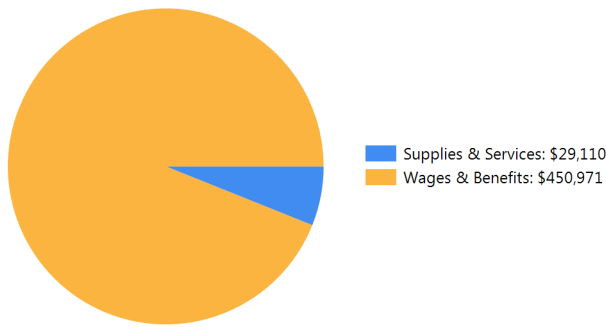
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,323,800	1,357,350	1,387,350	1,427,850	1,457,850
All Other	0	0	0	0	0
TOTAL	1,323,800	1,357,350	1,387,350	1,427,850	1,457,850

Revenue Notes:

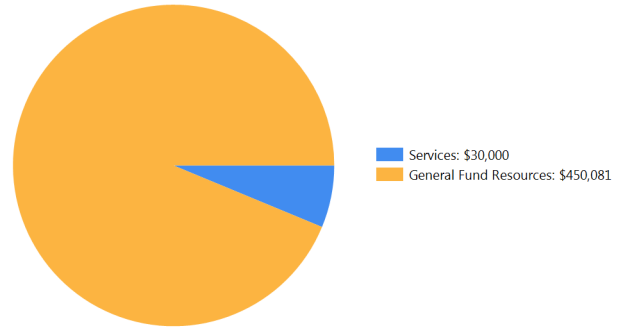
Grants Management - Grants Management

The purpose of the Grants Management and Financial Assistance Department is to establish, implement, and maintain meaningful oversight and coordination of grant and financial assistance awards throughout the entire award life cycle; thereby limiting the city's exposure to grant related liability and improving the impact of programs provided through awards.

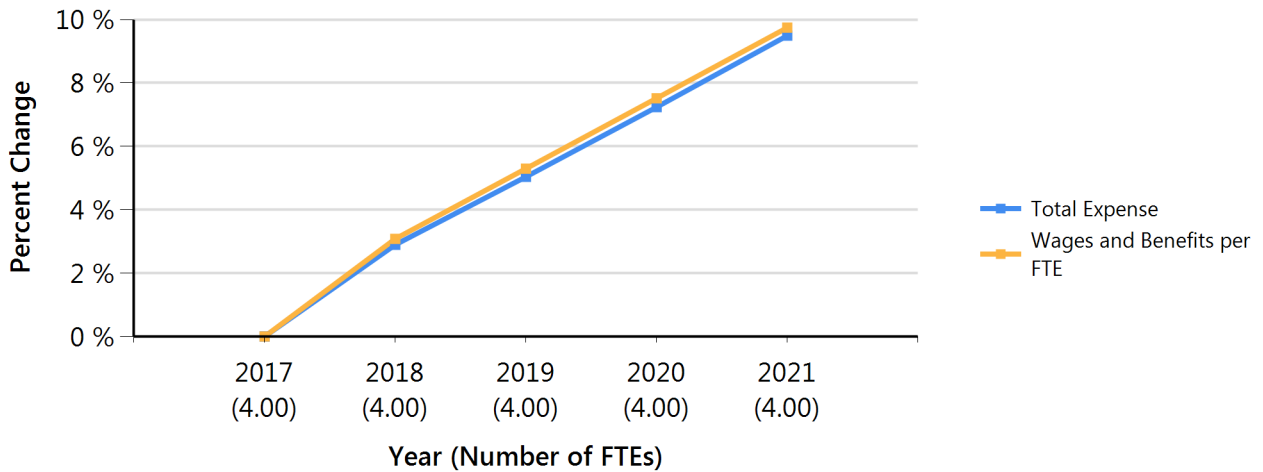
2017 Expenses



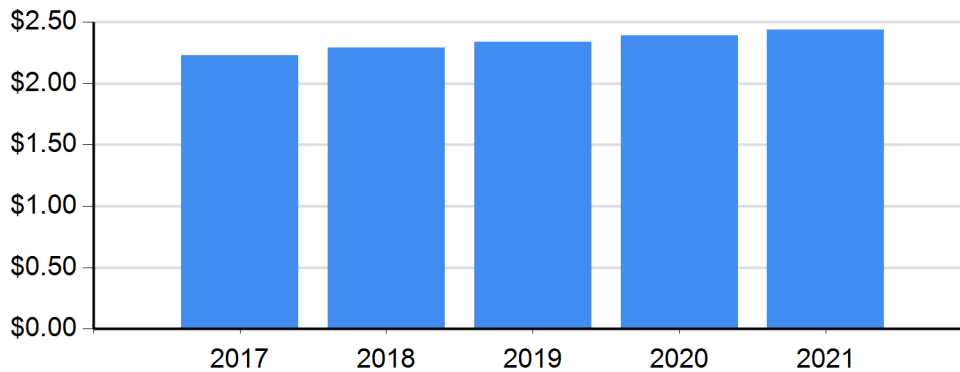
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$2.23	\$2.29	\$2.34	\$2.39	\$2.44
Percent Change	0.00%	2.89%	2.08%	2.09%	2.10%

Grants Management: Grants Management

Division: Finance & Technology

Fund Type: General Fund

Executive Summary:

The purpose of the Grants Management and Financial Assistance Department is to establish, implement, and maintain meaningful oversight and coordination of grant and financial assistance awards throughout the entire award life cycle; thereby limiting the city's exposure to grant related liability and improving the impact of programs provided through awards.

Programs and Services:

The Department of Grants Management and Financial Assistance provides centralized management, oversight and other support services to City-wide activities involving the application, administration, reporting and close-out of grants and financial assistance.

Additionally, GMFA provides centralized consultation and coordination with City administration and the City Council, to strategically identify and manage the grants and financial assistance opportunities to be pursued by the City and region.

Additional responsibilities of GMFA include strategic award planning, training of internal customers, promotion of funding opportunities, technical assistance, maintenance of informational web pages, identifying and investigating compliance issues that may arise with respect to the management of City grants and financial assistance awards, and mediation towards collaborative grant submittals between internal/external agencies, organizations and individuals.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	4.00	4.00	4.00	4.00	4.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	450,971	464,873	475,167	485,720	496,541
Supplies & Services	4,475	4,475	4,475	4,475	4,475
Other Services & Changes	24,635	24,635	24,635	24,635	24,635
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	480,081	493,983	504,277	514,830	525,651

Expenditure Notes:

2% increase in salaries and 4% increase in medical premiums

Revenues:

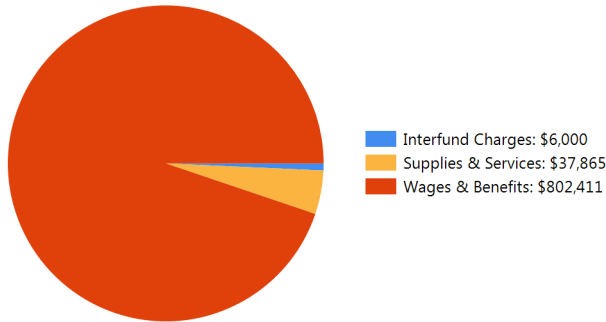
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	30,000	30,000	30,000	30,000	30,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	450,081	463,983	474,277	484,830	495,651
All Other	0	0	0	0	0
TOTAL	480,081	493,983	504,277	514,830	525,651

Revenue Notes:

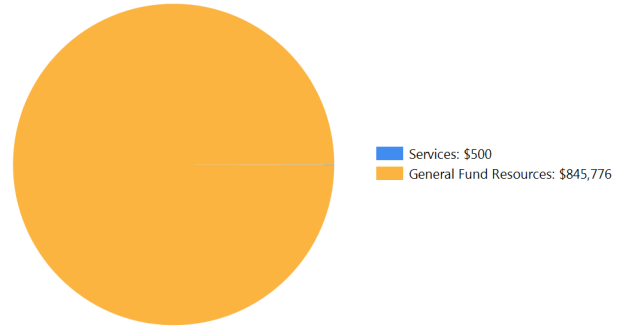
Human Resources - Human Resources

Human Resources oversees and manages employee and labor relations, compensation and benefits, employee development and training, personnel activity actions, performance management, investigations and disciplinary actions, and exempt recruitments.

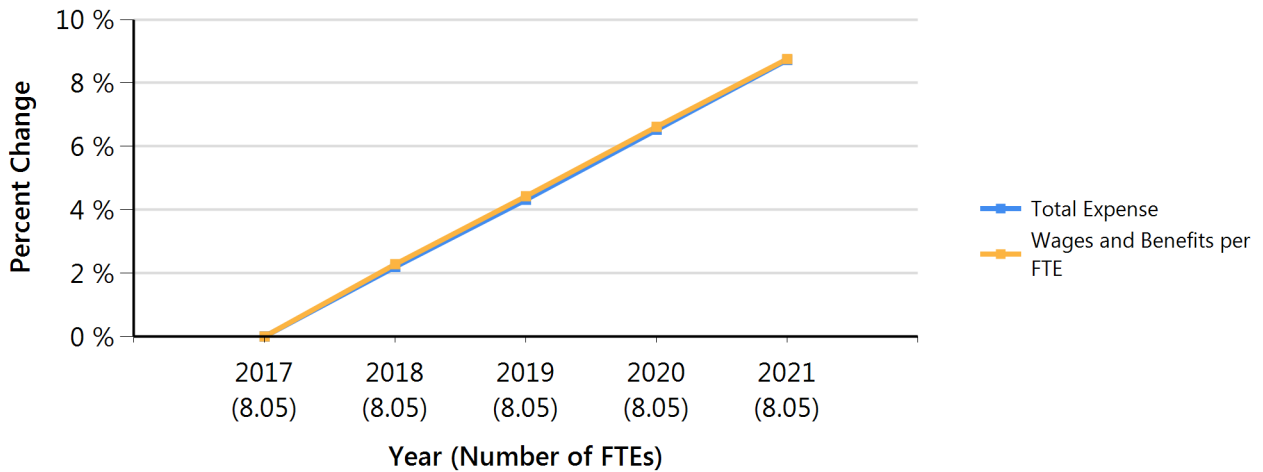
2017 Expenses



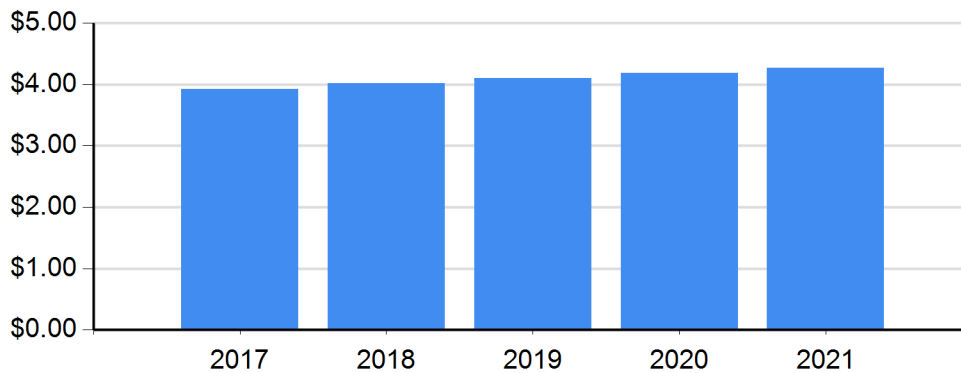
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$3.93	\$4.01	\$4.10	\$4.18	\$4.27
Percent Change	0.00%	2.19%	2.07%	2.11%	2.06%

Human Resources: Human Resources**Division:** Finance & Technology**Fund Type:** General Fund

Executive Summary:

Human Resources oversees and manages employee and labor relations, compensation and benefits, employee development and training, personnel activity actions, performance management, investigations and disciplinary actions, and exempt recruitments.

Programs and Services:

Human Resources plans, directs, and coordinates the HR management activities of the City to maximize the strategic use of human resources and maintain functions such as employee compensation, benefits administration, employee and labor relations, personnel policies, and regulatory compliance. The HR department provides leadership to the City in designing systems and developing policies for organizational development.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	8.05	8.05	8.05	8.05	8.05

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	6,000	6,000	6,000	6,000	6,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	802,411	820,716	838,320	856,694	875,025
Supplies & Services	9,140	9,140	9,140	9,140	9,140
Other Services & Changes	28,725	29,025	29,331	29,643	29,961
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	846,276	864,881	882,791	901,477	920,126

Expenditure Notes:

2% increase to salaries, 4% increase to medical premiums and 2% increase to pre-employment physicals

Revenues:

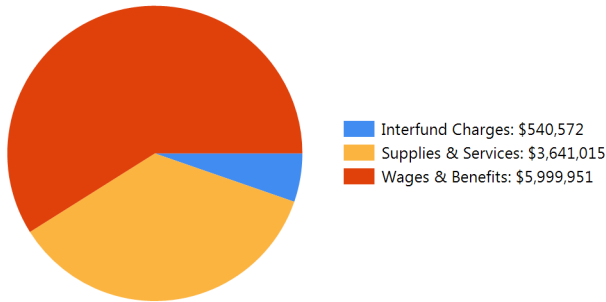
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	500	500	500	500	500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	845,776	864,381	882,291	900,977	919,626
All Other	0	0	0	0	0
TOTAL	846,276	864,881	882,791	901,477	920,126

Revenue Notes:

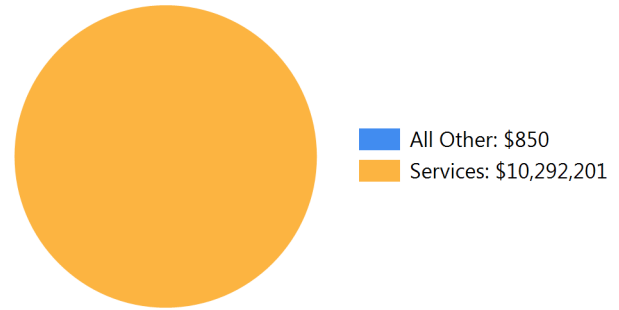
Information Technology (IT) - Information Technology (IT)

IT provides information technology services and support to all City departments, and other governmental agencies within the region. IT delivers effective information technology resources and tools so City government can deliver services to the citizens and businesses of the City of Spokane.

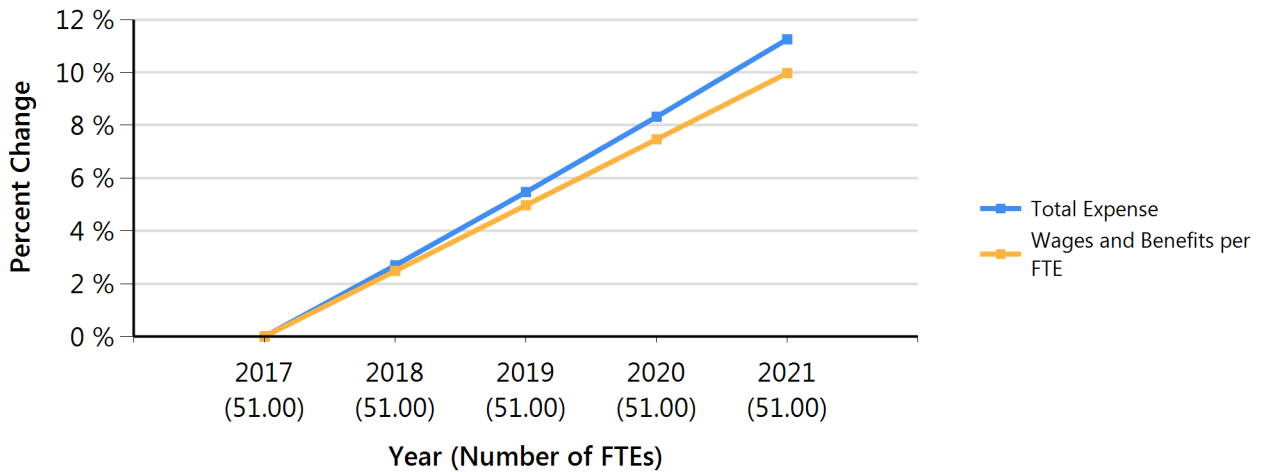
2017 Expenses



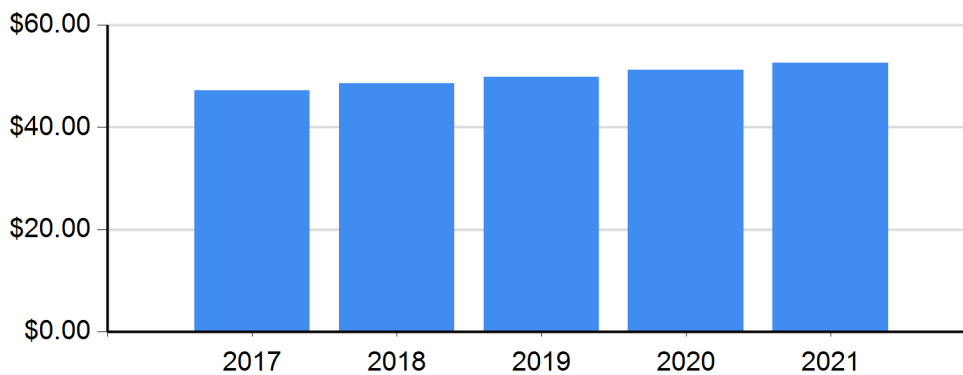
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$47.26	\$48.53	\$49.84	\$51.19	\$52.58
Percent Change	0.00%	2.69%	2.69%	2.70%	2.70%

Information Technology (IT)
Technology (IT):

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

IT provides information technology services and support to all City departments, and other governmental agencies within the region. IT delivers effective information technology resources and tools so City government can deliver services to the citizens and businesses of the City of Spokane.

Programs and Services:

IT is responsible for Network, Telephone, Application, Data Center, Reprographic, GIS, Desk Top, Mail Room, and Intranet/Internet services. Critical IT services include data and network security, 24 x 7 application availability and support, and strategic technology planning to anticipate the business and information needs of the City.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	51.00	51.00	51.00	51.00	51.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	540,572	556,789	573,493	590,698	608,419
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	5,999,951	6,148,889	6,301,962	6,459,301	6,621,039
Supplies & Services	210,773	217,096	223,609	230,317	237,227
Other Services & Changes	3,430,242	3,533,149	3,639,144	3,748,318	3,860,768
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	10,181,538	10,455,923	10,738,208	11,028,634	11,327,453

Expenditure Notes:

Projected:

- 2% increase each year for salaries & wages
- 4% increase each year for benefits
- 3% increase each year for Interfund Expenses
- 3% increase each year for all other expenses

Revenues:

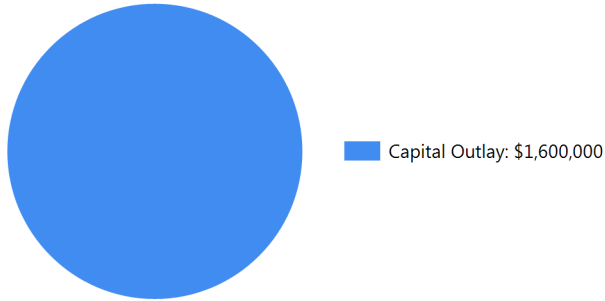
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	10,292,201	10,455,073	10,737,358	11,027,784	11,326,603
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	850	850	850	850	850
TOTAL	10,293,051	10,455,923	10,738,208	11,028,634	11,327,453

Revenue Notes:

IT Capital Replacement Fund - IT Capital Replacement Fund

Capital replacement funds is a fiduciary responsibility to ensure the City has the ability to replace failed or end-of-life assets thus reducing the need for emergency funding through loans, bonds, or other financial mechanisms.

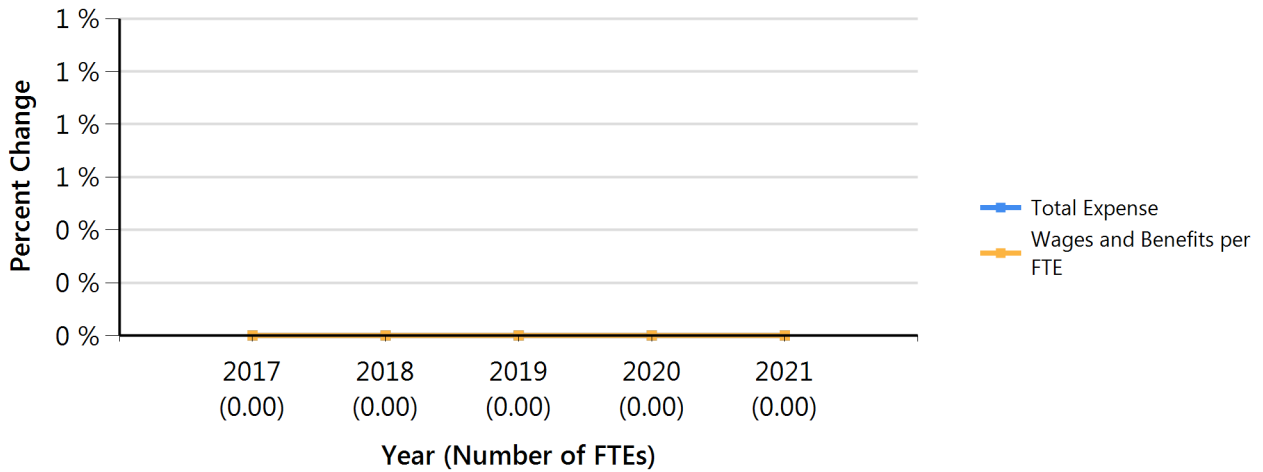
2017 Expenses



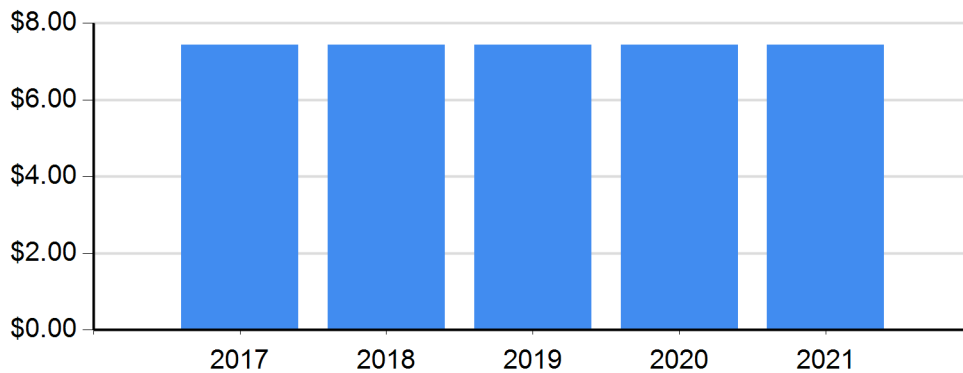
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$7.43	\$7.43	\$7.43	\$7.43	\$7.43
Percent Change	0.00%	0.00%	0.00%	0.00%	0.00%

IT Capital Replacement IT Capital Replacement Fund

Fund:

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

Capital replacement funds is a fiduciary responsibility to ensure the City has the ability to replace failed or end-of-life assets thus reducing the need for emergency funding through loans, bonds, or other financial mechanisms.

Programs and Services:

IT Capital Replacement Funding is collected and segregated, over a period of time (based on Modified Asset Cost Recovery System - MACRS), to cover the replacement cost of existing capital IT assets (Computer hardware, network equipment, and fiber infrastructure).

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000

Expenditure Notes:**Revenues:**

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,227,383	1,301,907	1,361,525	1,409,220	1,447,376
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,227,383	1,301,907	1,361,525	1,409,220	1,447,376

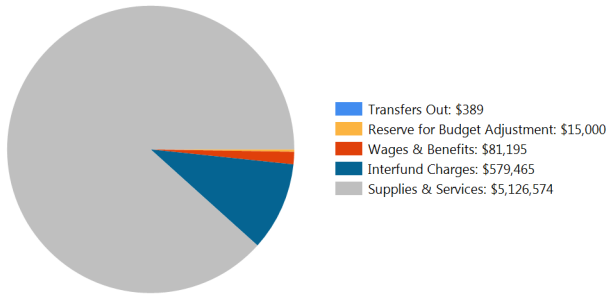
Revenue Notes:

Projection is based on collecting replacement fund in 5 years.

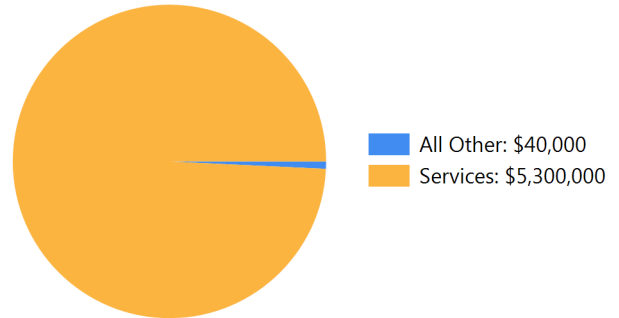
Risk Management - Risk Management

Risk Management manages and administrators the City's self-insured Property & Liability Fund. Emphasis is placed on early claims resolution through efficient management and analysis of claims data.

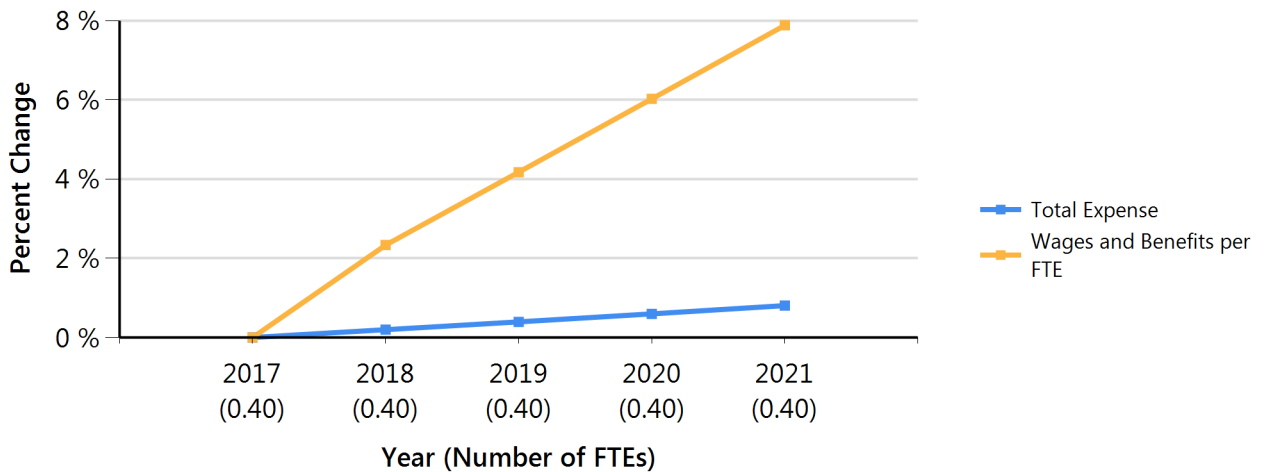
2017 Expenses



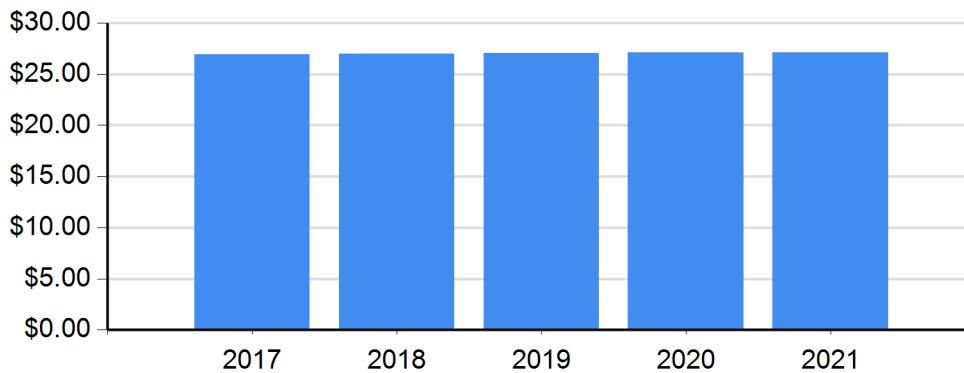
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$26.93	\$26.99	\$27.04	\$27.09	\$27.15
Percent Change	0.00%	0.19%	0.19%	0.20%	0.20%

Risk Management: Risk Management

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

Risk Management manages and administrators the City's self-insured Property & Liability Fund. Emphasis is placed on early claims resolution through efficient management and analysis of claims data.

Programs and Services:

Risk Management provides program and claims management services. Responsibilities are similar to insurance company management, as the City has a self-insurance and reinsurance component. Services include rate promulgation and allocation, insurance renewals, and retention plan design. In addition to reserving and cost projections, we provide appropriate claims management for incurred claims, timely payment of claims for damages and/or benefits, and fair and equitable treatment to our citizens.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.40	0.40	0.40	0.40	0.40

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	579,465	579,947	580,440	580,942	581,454
Reserve for Budget Adjustment	15,000	15,000	15,000	15,000	15,000
Transfers Out	389	389	389	389	389
Wages & Benefits	81,195	83,090	84,619	86,184	87,785
Supplies & Services	600	600	600	600	600
Other Services & Changes	5,125,974	5,135,093	5,144,486	5,154,161	5,164,126
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	5,802,623	5,814,119	5,825,534	5,837,276	5,849,354

Expenditure Notes:

2% increase to salaries, 4% increase to medical premiums, 3% increase to Third Party Administrator costs, and 2% increase to interfund charges for accounting services.

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,300,000	5,300,000	5,300,000	5,300,000	5,300,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	40,000	40,000	40,000	40,000	40,000
TOTAL	5,340,000	5,340,000	5,340,000	5,340,000	5,340,000

Revenue Notes:

Miscellaneous revenue is interest earned on investments.

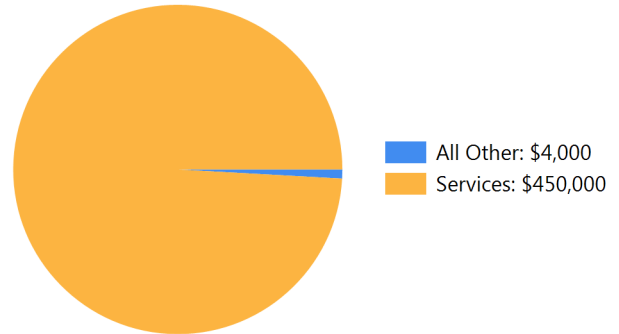
Unemployment - Unemployment

Human Resources manages and administers the City's self-insured unemployment program. Management includes all aspects from policy development and financial management to premium payment and employee communication.

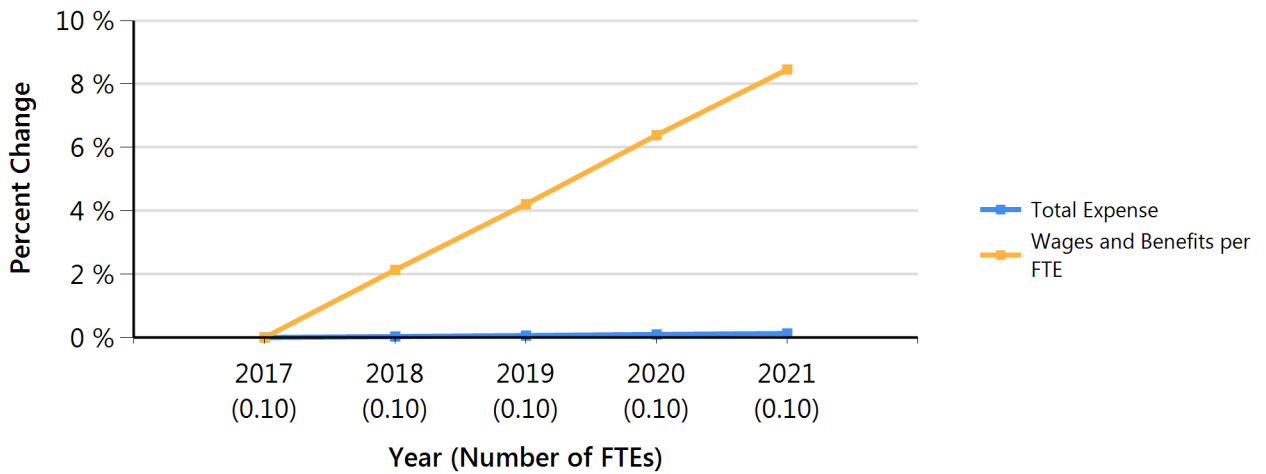
2017 Expenses



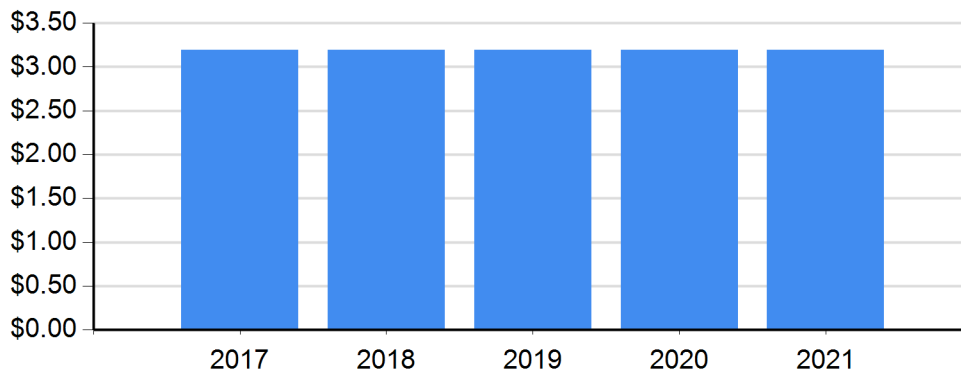
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$3.19	\$3.19	\$3.19	\$3.19	\$3.20
Percent Change	0.00%	0.03%	0.03%	0.03%	0.03%

Unemployment: Unemployment**Division:** Finance & Technology**Fund Type:** Internal Service Fund

Executive Summary:

Human Resources manages and administers the City's self-insured unemployment program. Management includes all aspects from policy development and financial management to premium payment and employee communication.

Programs and Services:

Human Resources provides program and claims management services for unemployment. Responsibilities are similar to insurance company management. This purpose of this program provide appropriate claims management for incurred claims, timely payment of benefits, and fair and equitable treatment to our employees, and coordination of benefits that will prevent over or under payment of benefits. Additionally, claims management attempts to minimize and/or mitigate the severity or costs of those claims to the City.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.10	0.10	0.10	0.10	0.10

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	8,492	8,492	8,492	8,492	8,492
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	10,115	10,331	10,545	10,775	10,998
Supplies & Services	125	125	125	125	125
Other Services & Changes	668,947	668,947	668,947	668,947	668,947
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	687,679	687,895	688,109	688,339	688,562

Expenditure Notes:

2% increase to salaries and 4% increase to medical premiums.

Revenues:

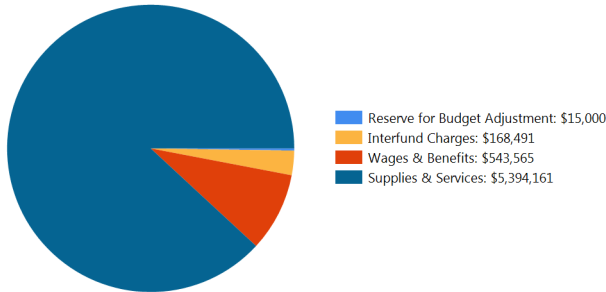
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	450,000	450,000	450,000	450,000	450,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	4,000	4,000	4,000	4,000	4,000
TOTAL	454,000	454,000	454,000	454,000	454,000

Revenue Notes:

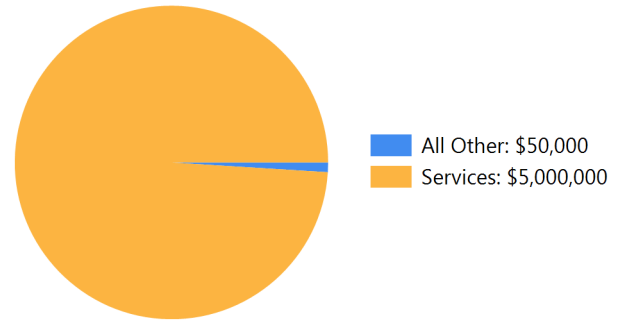
Workers Compensation - Workers Compensation

Manages and administers the City's workers' compensation program. This includes all aspects from policy development and financial management to premium payment and employee communication. Loss Control is a critical component of cost containment.

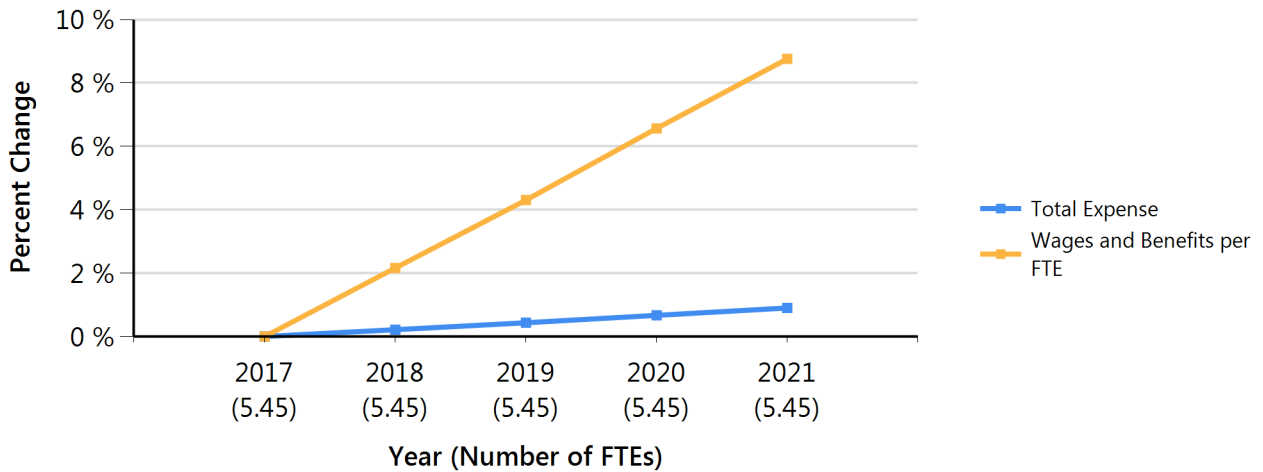
2017 Expenses



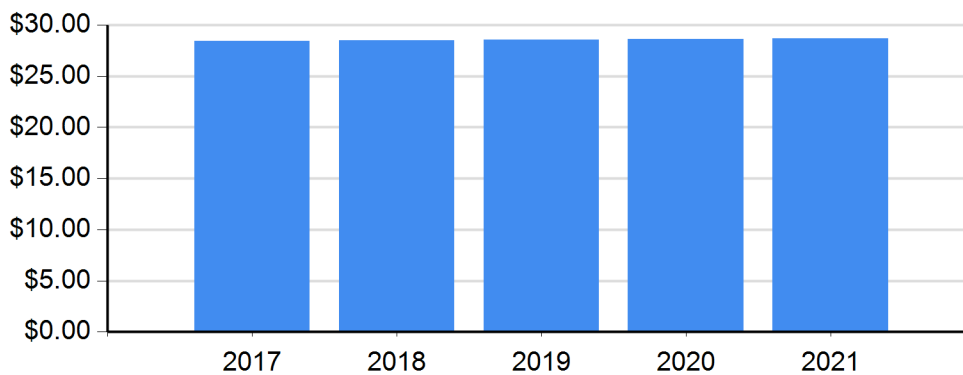
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$28.41	\$28.47	\$28.54	\$28.60	\$28.67
Percent Change	0.00%	0.21%	0.21%	0.23%	0.23%

Workers Compensation

Compensation:

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

Manages and administers the City's workers' compensation program. This includes all aspects from policy development and financial management to premium payment and employee communication. Loss Control is a critical component of cost containment.

Programs and Services:

Through our safety program and in consultation and compliance with regulatory agencies such as DOSH, OSHA, EPA, LGSI, and SCAPCA, we strive keep our workforce safe, minimize physical and financial loss to the City, and assure minimal disruption of service from such loss. We communicate with our regulatory agencies and provide trending analysis and internal support to establish and maintain appropriate loss control measures, disciplines, training and support mechanisms for City departments. In addition to reserving and cost projections, we provide appropriate claims management for incurred claims, timely payment of claims for damages and/or benefits, and fair and equitable treatment to our employees who believe they have been damaged by the City. Additionally, claims management attempts to minimize and/or mitigate the severity or costs of those claims to the City.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	5.45	5.45	5.45	5.45	5.45

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	168,491	169,932	171,401	172,901	174,430
Reserve for Budget Adjustment	15,000	15,000	15,000	15,000	15,000
Transfers Out	0	0	0	0	0
Wages & Benefits	543,565	555,321	567,219	580,045	592,772
Supplies & Services	22,737	22,737	22,737	22,737	22,737
Other Services & Changes	5,371,424	5,371,424	5,371,424	5,371,424	5,371,424
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	6,121,217	6,134,414	6,147,781	6,162,107	6,176,363

Expenditure Notes:

2% increase in salaries including interfund charges for accounting and professional services, and 4% increase to medical premiums.

Revenues:

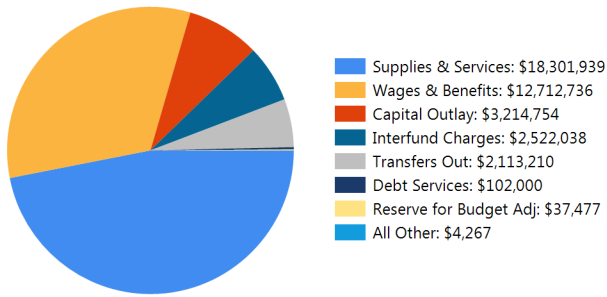
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	50,000	50,000	50,000	50,000	50,000
TOTAL	5,050,000	5,050,000	5,050,000	5,050,000	5,050,000

Revenue Notes:

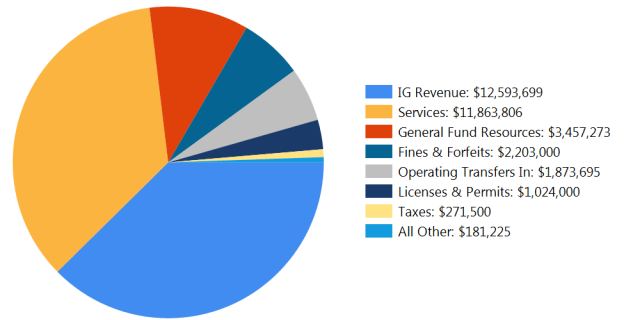
Miscellaneous revenues is from interest earned on investments.

Planning and Economic Development

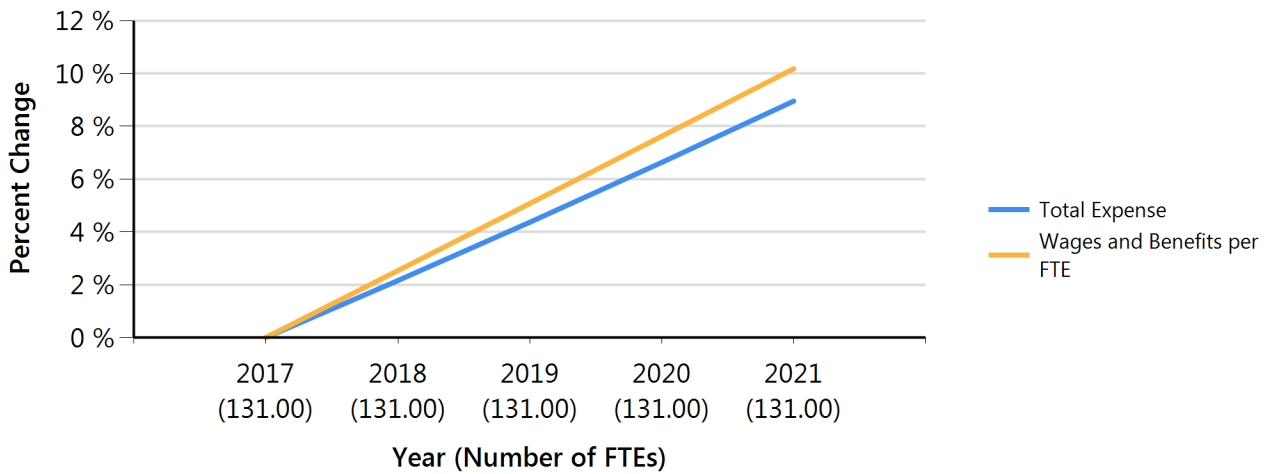
2017 Expense



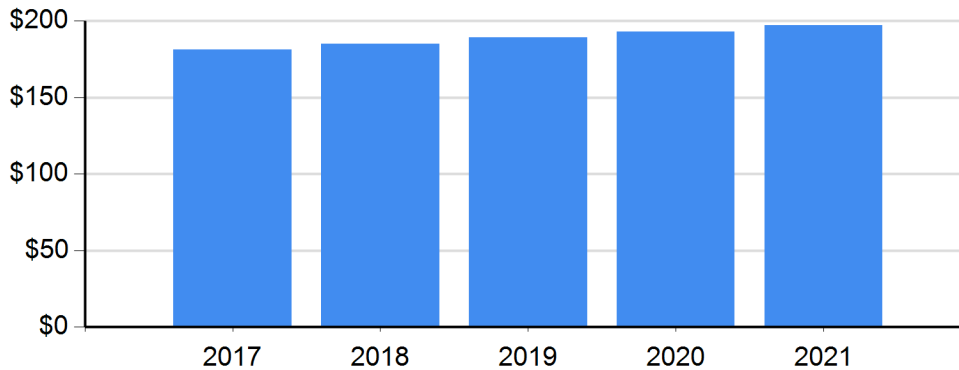
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita

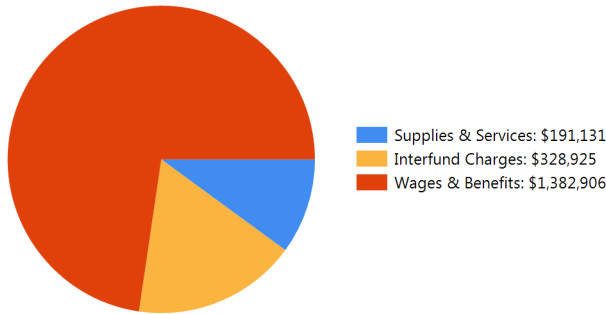


Spending	\$181.06	\$184.96	\$188.96	\$193.06	\$197.27
Percent Change	0.00%	2.15%	2.16%	2.16%	2.17%

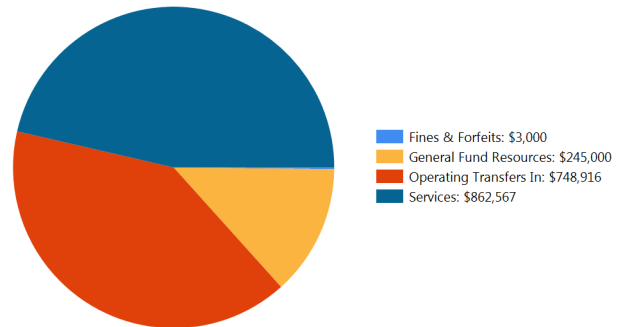
Code Enforcement - Code Enforcement

The primary contact for land use complaints, enforcing City health and safety codes and ordinances; helps the public understand its rights and obligations; works with other government agencies to promote community goals; and acts as a liaison on programs and policies to ensure improvement to quality of life and neighborhoods.

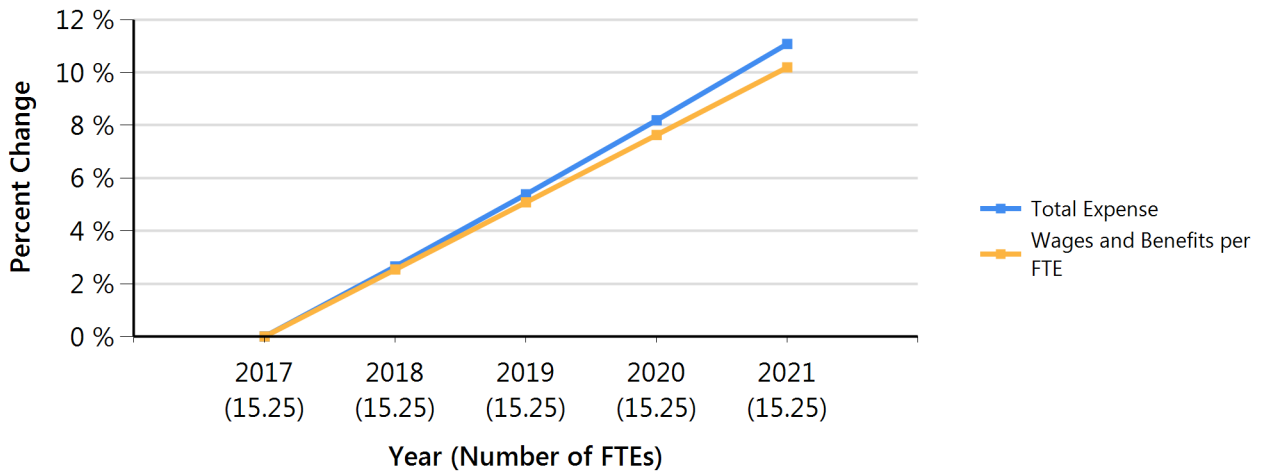
2017 Expenses



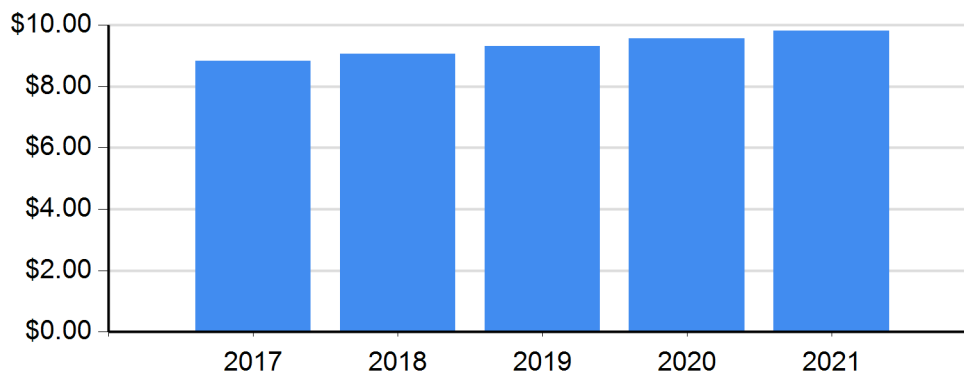
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$8.83	\$9.07	\$9.31	\$9.56	\$9.81
Percent Change	0.00%	2.65%	2.65%	2.66%	2.67%

Code Enforcement: Code Enforcement

Division: Planning and Economic Development

Fund Type: Special Revenue Fund

Executive Summary:

The primary contact for land use complaints, enforcing City health and safety codes and ordinances; helps the public understand its rights and obligations; works with other government agencies to promote community goals; and acts as a liaison on programs and policies to ensure improvement to quality of life and neighborhoods.

Programs and Services:

Respond and resolve violations including: nuisances, solid waste accumulation, junk and abandoned vehicles, vacant and dangerous buildings, fire hazards from vegetation and debris, zoning violations, right-of-way obstructions, illegal dumping, graffiti and other land use violations. The department's 15 FTEs respond to complaints and inquiries. The program provides one of the most comprehensive knowledge bases of City functions and resources for responding to citizens to call for assistance. Code Enforcement coordinates with numerous agencies for services, increasing resolution rates and decreasing response time.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	15.25	15.25	15.25	15.25	15.25

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	328,925	338,793	348,957	359,425	370,208
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,382,906	1,417,977	1,454,047	1,491,146	1,529,307
Supplies & Services	21,900	22,535	23,189	23,861	24,553
Other Services & Changes	169,231	174,139	179,189	184,385	189,732
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,902,962	1,953,444	2,005,382	2,058,817	2,113,800

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	862,567	887,581	913,321	939,808	967,062
Fines & Forfeits	3,000	3,087	3,177	3,269	3,363
Operating Transfers In	748,916	770,635	792,983	815,979	839,643
General Fund Resources	245,000	252,105	259,416	266,939	274,680
All Other	0	0	0	0	0
TOTAL	1,859,483	1,913,408	1,968,897	2,025,995	2,084,748

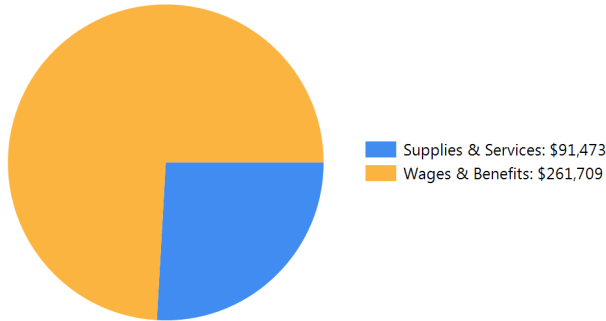
Revenue Notes:

Increase IG revenues 2.9% per year for increase in wages and benefits.

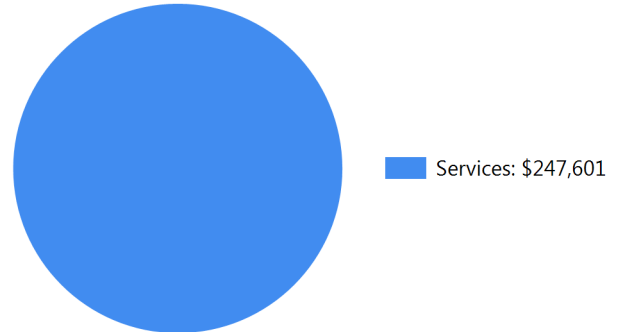
Community & Neighborhood Services Division - Community and Neighborhood Services Division

The division of Community and Neighborhood Services incorporates the City's citizen and community-oriented departments (ONS/Code, Human Services & Community Development, Community Centers and My Spokane). Our focus is empowering citizens to engage in government, providing support for Spokane's very-low-to-moderate income citizens, and creating excellent customer experiences across City services.

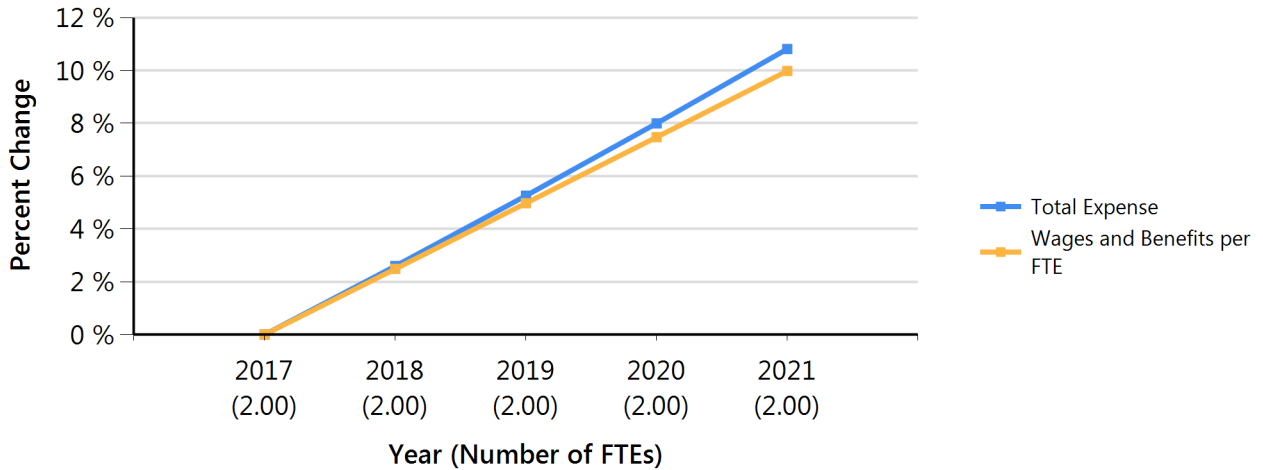
2017 Expenses



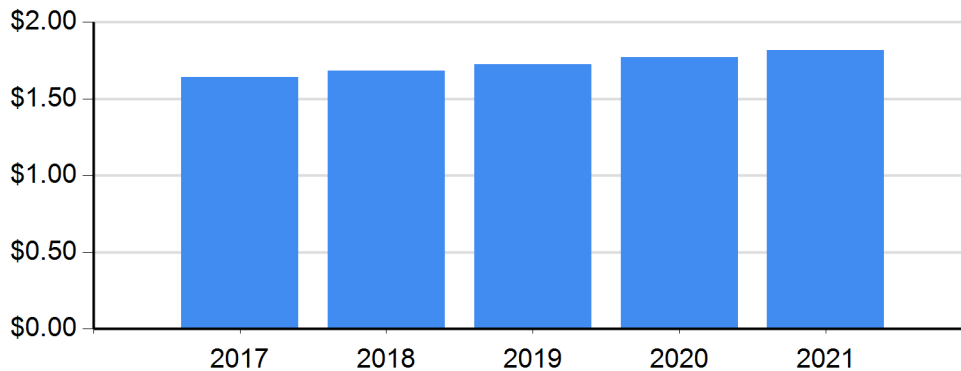
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$1.64	\$1.68	\$1.73	\$1.77	\$1.82
Percent Change	0.00%	2.59%	2.59%	2.60%	2.60%



Community & Neighborhood Services Community & Neighborhood Services Division

Division:

Division: Planning and Economic Development

Fund Type: General Fund

Executive Summary:

The division of Community and Neighborhood Services incorporates the City's citizen and community-oriented departments (ONS/Code, Human Services & Community Development, Community Centers and My Spokane). Our focus is empowering citizens to engage in government, providing support for Spokane's very-low-to-moderate income citizens, and creating excellent customer experiences across City services.

Programs and Services:

This budget includes administrative support and management for the division of Community and Neighborhood Services.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	2.00	2.00	2.00	2.00	2.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	261,709	268,209	274,889	281,755	288,814
Supplies & Services	586	603	620	638	657
Other Services & Changes	90,887	93,523	96,235	99,026	101,897
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	353,182	362,335	371,744	381,419	391,368

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	247,601	254,781	262,170	269,773	277,596
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	247,601	254,781	262,170	269,773	277,596

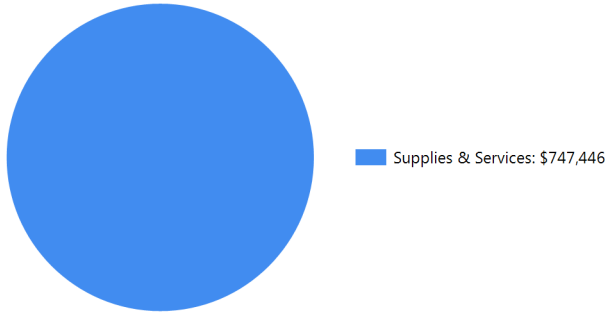
Revenue Notes:

Increase IG revenues 2.9% per year for increase in wages and benefits.

Community Centers - Community Centers

This funding represents the general fund allocations to our four primary community centers (East Central, Northeast and West Central & Peaceful Valley). Community Center operators leverage this contribution to seek outside funding and provide community services like healthcare, food security, job training, childcare and elder services.

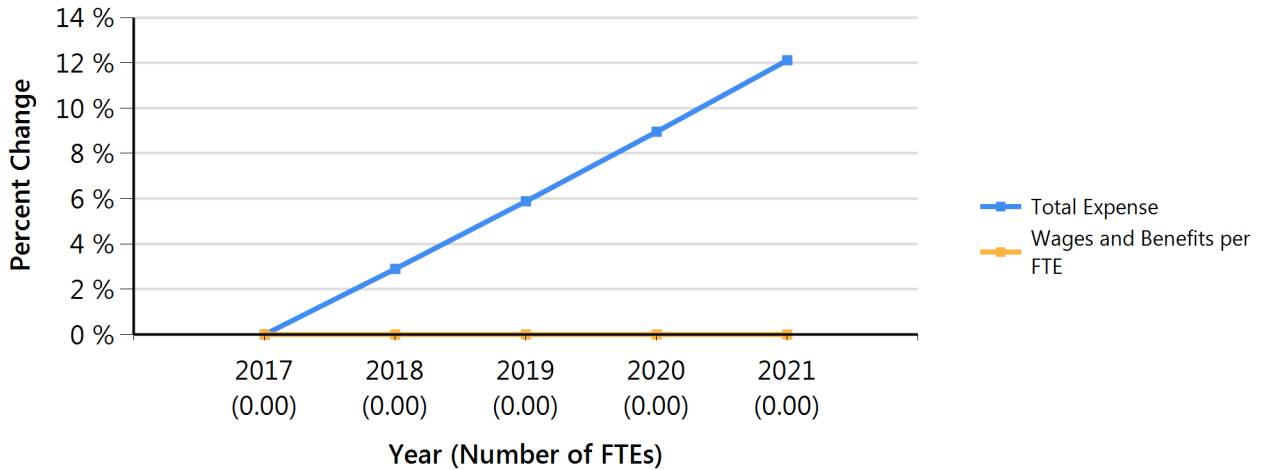
2017 Expenses



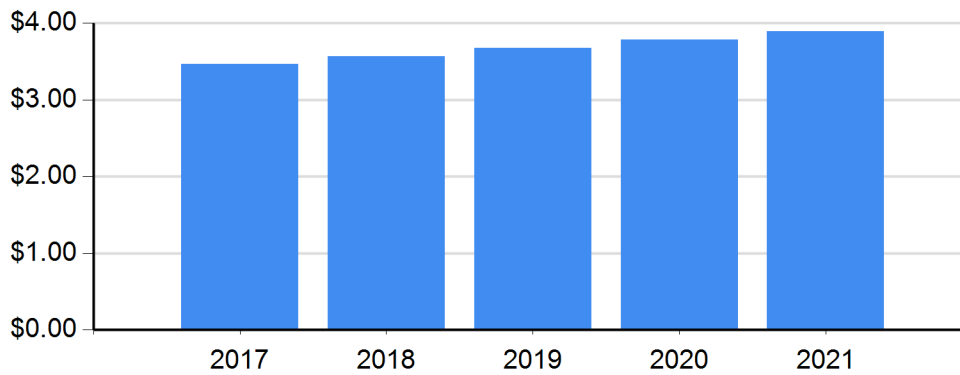
2017 Revenue

No Data Available

Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$3.47	\$3.57	\$3.67	\$3.78	\$3.89
Percent Change	0.00%	2.90%	2.89%	2.90%	2.90%

Community Centers: Community Centers

Division: Planning and Economic Development

Fund Type: General Fund

Executive Summary:

This funding represents the general fund allocations to our four primary community centers (East Central, Northeast and West Central & Peaceful Valley). Community Center operators leverage this contribution to seek outside funding and provide community services like healthcare, food security, job training, childcare and elder services.

Programs and Services:

Community Centers are a key component of the City's strategy to supporting a safety net for our citizens. Centers provide co-location of services tailored to meet the needs of the neighborhoods surrounding each center. Co-locating services provides easier access for citizens who utilize multiple services while reducing operating costs for service providers.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	747,446	769,122	791,426	814,378	837,995
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	747,446	769,122	791,426	814,378	837,995

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

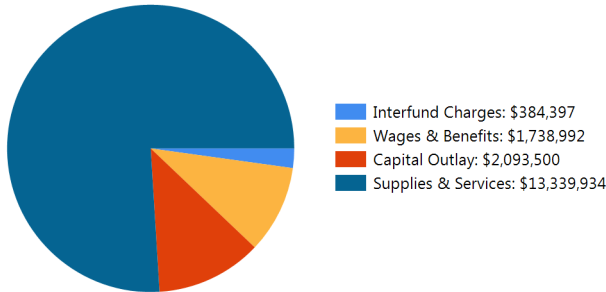
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

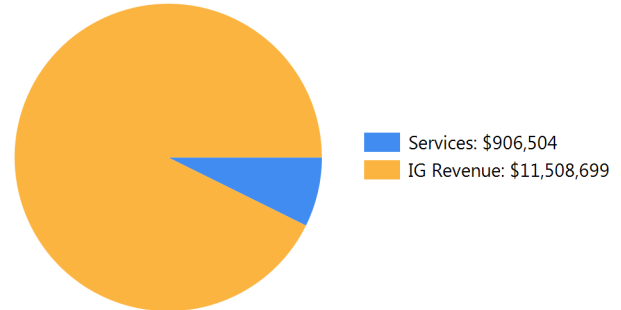
Community Development & Human Services - Community Development & Human Services

This bid covers various state and federal grants that assist the homeless, enhance low-to-moderate income neighborhoods, foster economic development, create and sustain affordable housing, provide public services and education, and mitigate lead hazards in low-to-moderate income households. Community engagement is a key requirement in the implementation of these grants.

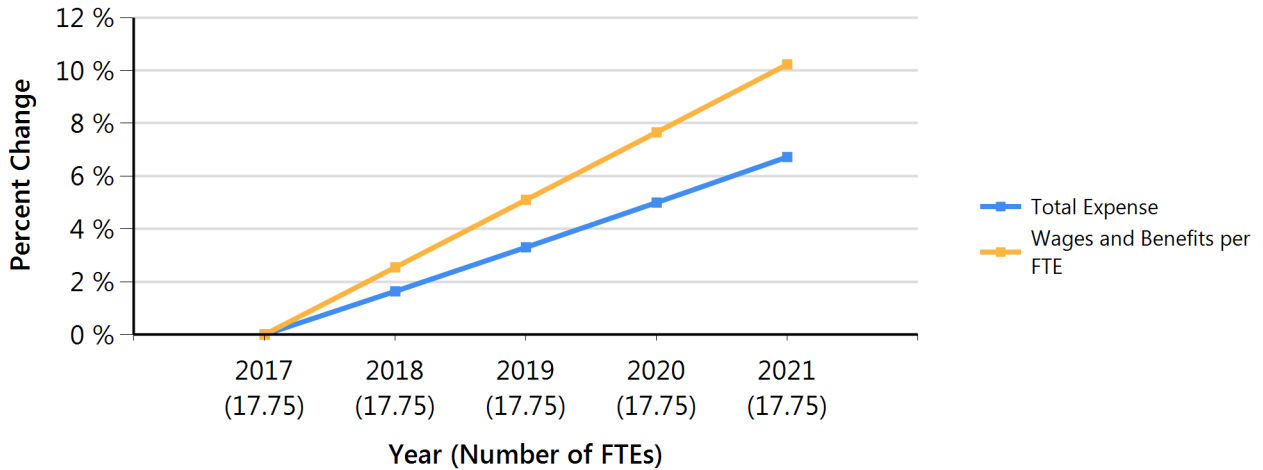
2017 Expenses



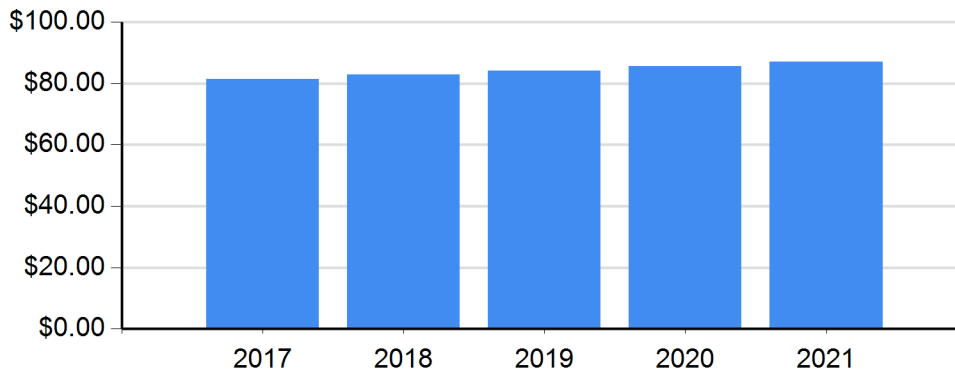
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$81.49	\$82.82	\$84.18	\$85.56	\$86.97
Percent Change	0.00%	1.63%	1.63%	1.64%	1.64%



Community Development & Human Services Community Development & Human Services

Division: Planning and Economic Development

Fund Type: Special Revenue Fund

Executive Summary:

This bid covers various state and federal grants that assist the homeless, enhance low-to-moderate income neighborhoods, foster economic development, create and sustain affordable housing, provide public services and education, and mitigate lead hazards in low-to-moderate income households. Community engagement is a key requirement in the implementation of these grants.

Programs and Services:

This department administers the City's Community Development Block Grant, HOME, Emergency Solutions Grant, Continuum of Care Program as well as other state and federal programs related to housing and welfare. Spokane receives these entitlement grants from HUD based on a formula derived through the American Community Survey. These funds are allocated locally through a combination of neighborhood recommendations and competitive requests for proposals. The Community, Housing and Human Services Board is responsible for reviewing the funding requests and making funding recommendations to City Council.

As a recipient of these funds, the department is required to develop and follow a detailed plan that encourages citizen participation, particularly low-to-moderate income residents of neighborhoods in which the funds will be utilized.

The department's responsibility for these funds is largely administrative. The department is responsible for overall grant administration duties such as ensuring compliance with applicable restrictions and regulations for each of the grant programs, reporting to state and federal agencies, monitoring programs for performance and for providing technical assistance to the agencies receiving these funds.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	17.75	17.75	17.75	17.75	17.75

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	2,093,500	2,124,903	2,156,776	2,189,128	2,221,965
Interfund Charges	384,397	395,929	407,807	420,041	432,642
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,738,992	1,783,241	1,828,753	1,875,569	1,923,731
Supplies & Services	20,800	21,112	21,429	21,750	22,076
Other Services & Changes	13,319,134	13,518,921	13,721,705	13,927,530	14,136,443
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	17,556,823	17,844,106	18,136,470	18,434,018	18,736,857

Expenditure Notes:

Projected annual increases were as follows:
 Supplies, Services and other Charges, and Capital Outlay - 1.5%
 Salaries and Wages - 2%
 Interfund Charges - 3%
 Benefits - 4%

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	11,508,699	11,738,873	11,973,650	12,213,123	12,457,386
Services	906,504	924,634	943,127	961,989	981,229
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,092,500	1,114,350	1,136,637	1,159,370	1,182,557
TOTAL	13,507,703	13,777,857	14,053,414	14,334,482	14,621,172

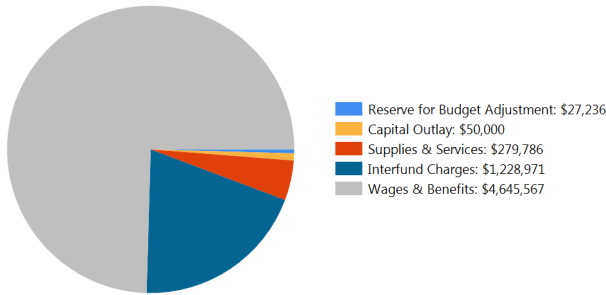
Revenue Notes:

All revenues were projected to increase at 2% annually

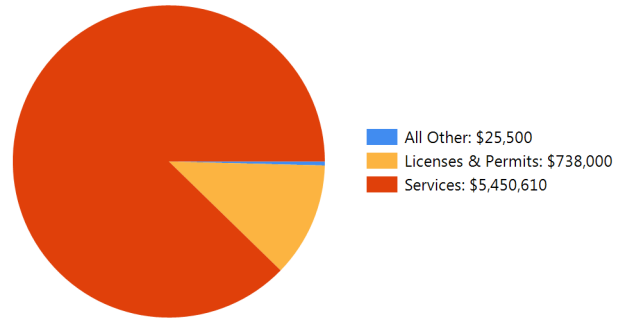
Building Services - Development Services Center

The Development Services Center is the core facility where customers are provided creative and innovative solutions through plan review, project evaluation and assistance in permitting by multi-skilled staff and on-hand experts in all construction disciplines. The DSC manages the enhanced permitting website including online permitting and electronic document review.

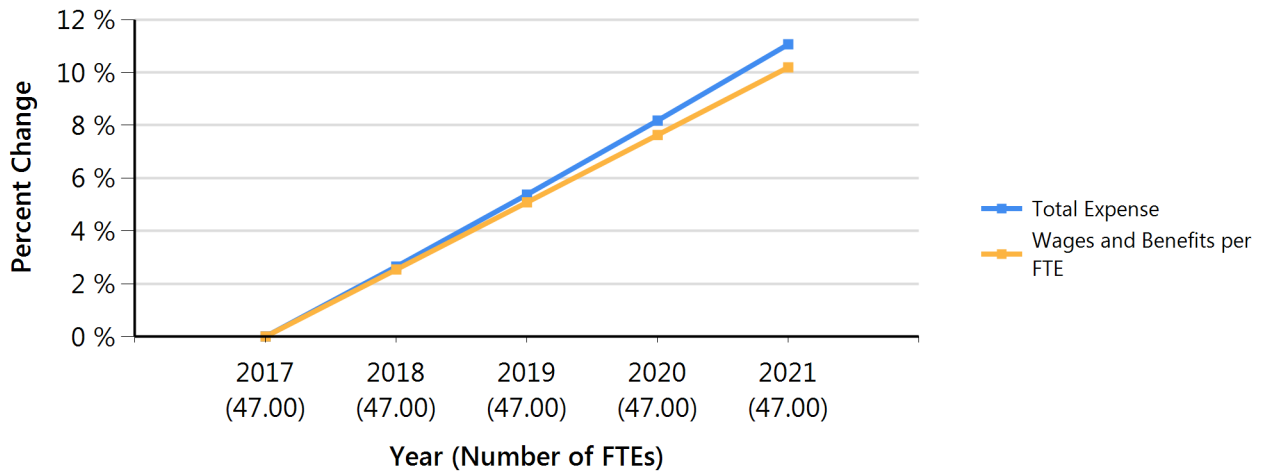
2017 Expenses



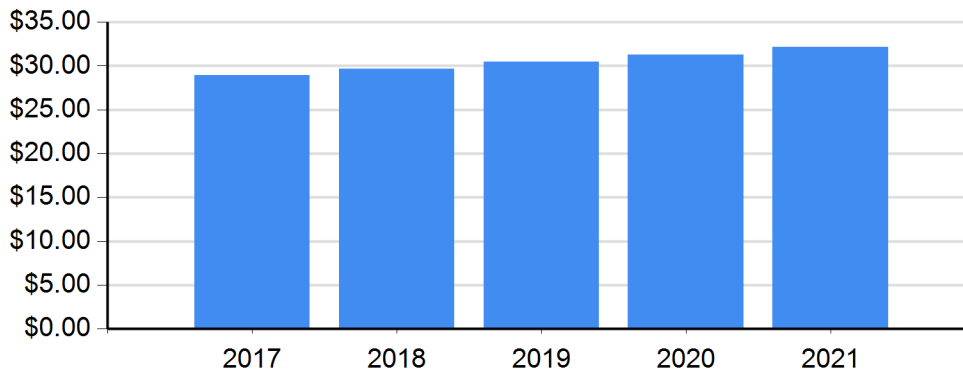
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$28.92	\$29.69	\$30.48	\$31.29	\$32.12
Percent Change	0.00%	2.64%	2.65%	2.66%	2.66%

Building Services: Building Services**Division:** Planning and Economic Development**Fund Type:** Enterprise Fund

Executive Summary:

The Development Services Center is the core facility where customers are provided creative and innovative solutions through plan review, project evaluation and assistance in permitting by multi-skilled staff and on-hand experts in all construction disciplines. The DSC manages the enhanced permitting website including online permitting and electronic document review.

Programs and Services:

Traditional plan review and permits are issued from the DSC. Project enhancement is offered through pre-development conferences and direct consultation with planning, design, engineering, and construction professional staff.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	47.00	47.00	47.00	47.00	47.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	50,000	51,450	52,942	54,477	56,057
Interfund Charges	1,228,971	1,265,840	1,303,815	1,342,930	1,383,218
Reserve for Budget Adjustment	27,236	28,026	28,839	29,675	30,535
Transfers Out	0	0	0	0	0
Wages & Benefits	4,645,567	4,763,391	4,884,567	5,009,203	5,137,410
Supplies & Services	44,000	45,276	46,589	47,940	49,330
Other Services & Changes	235,786	242,624	249,660	256,900	264,350
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	6,231,560	6,396,607	6,566,412	6,741,125	6,920,900

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	738,000	759,402	781,425	804,086	827,404
IG Revenue	0	0	0	0	0
Services	5,450,610	5,608,678	5,771,329	5,938,698	6,110,920
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	25,500	26,240	27,000	27,783	28,589
TOTAL	6,214,110	6,394,320	6,579,754	6,770,567	6,966,913

Revenue Notes:

Increase IG revenues 2.9% per year for increase in wages and benefits.

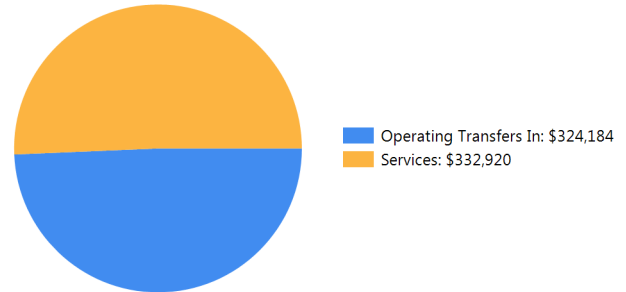
Economic Development - Economic Development

This fund covers the Division Director and two other division-wide positions.

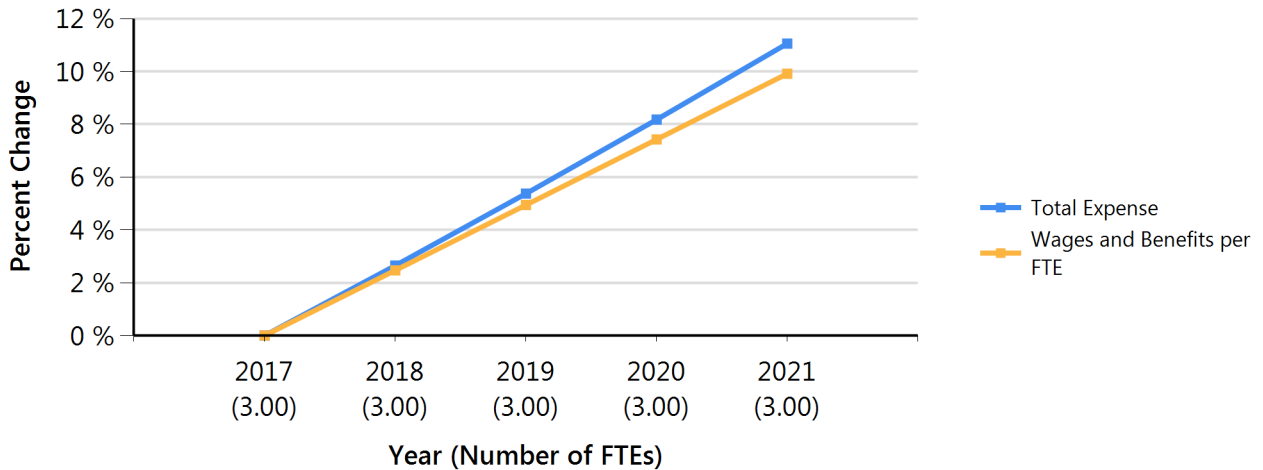
2017 Expenses



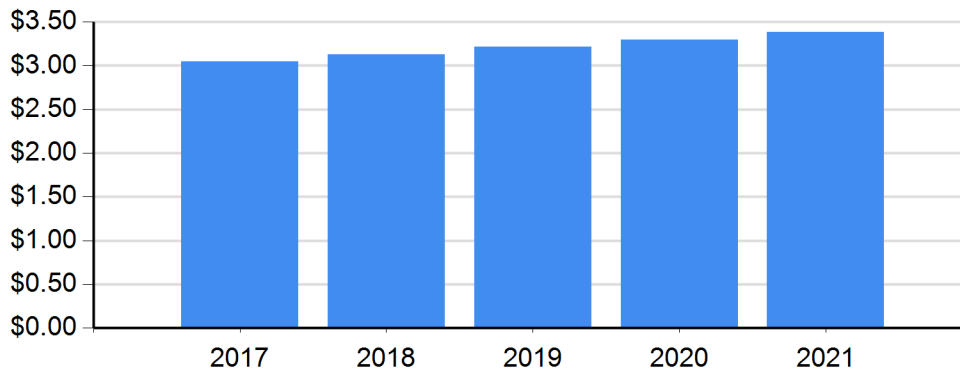
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$3.05	\$3.13	\$3.21	\$3.30	\$3.39
Percent Change	0.00%	2.64%	2.65%	2.65%	2.66%

Economic Development: Economic Development

Division: Planning and Economic Development

Fund Type: General Fund

Executive Summary:

This fund covers the Division Director and two other division-wide positions.

Programs and Services:

This fund covers the Division Director and two other division-wide positions.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	381,340	390,751	400,421	410,359	420,573
Supplies & Services	2,668	2,745	2,825	2,907	2,991
Other Services & Changes	273,096	281,016	289,165	297,551	306,180
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	657,104	674,512	692,411	710,817	729,744

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	332,920	342,575	352,509	362,732	373,251
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	324,184	333,585	343,259	353,214	363,457
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	657,104	676,160	695,768	715,946	736,708

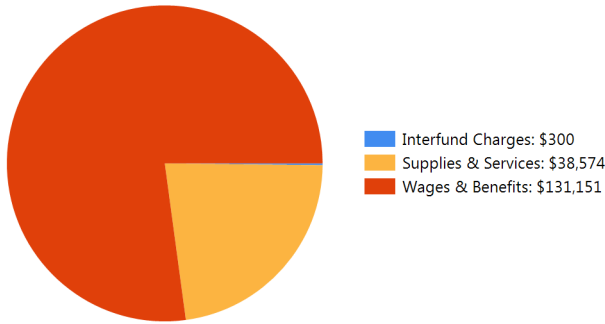
Revenue Notes:

Increase IG revenues 2.9% per year for increase in wages and benefits.

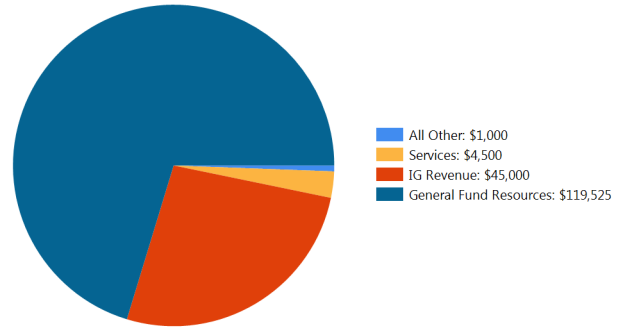
Historic Preservation - Historic Preservation

Historic Preservation enables the City to meet preservation objectives of the Comprehensive Plan and the Spokane Municipal Code, and to respond to state/federal historic preservation mandates. The program facilitates stewardship of historic properties to preserve character, as well as urban revitalization, building adaptive reuse, job creation, and increased tax base.

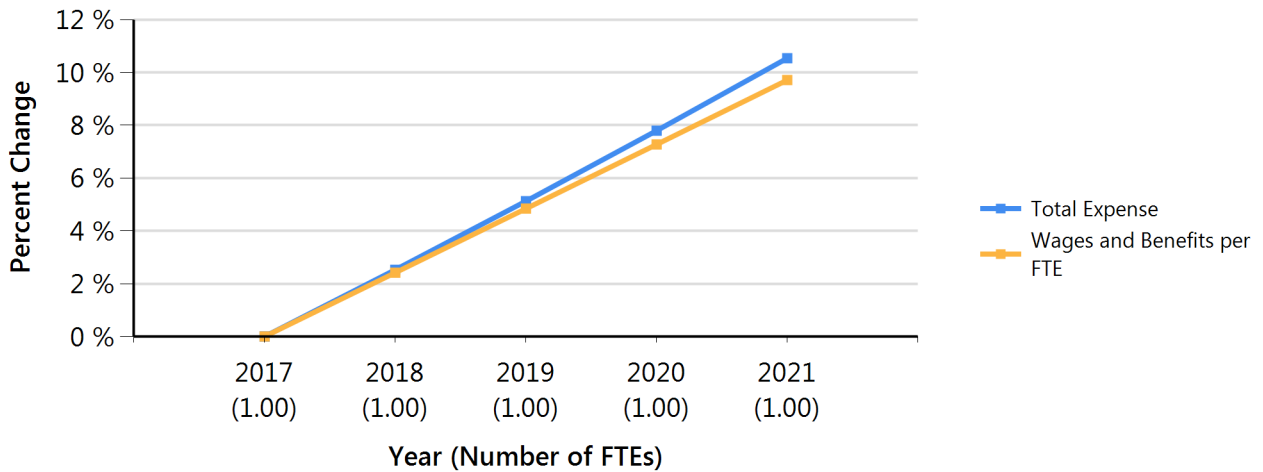
2017 Expenses



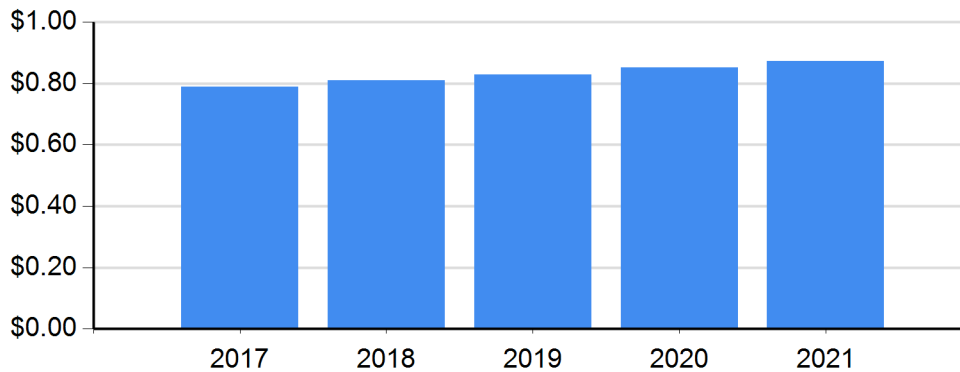
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$0.79	\$0.81	\$0.83	\$0.85	\$0.87
Percent Change	0.00%	2.52%	2.53%	2.53%	2.54%

Historic Preservation: Historic Preservation

Division: Planning and Economic Development

Fund Type: General Fund

Executive Summary:

Historic Preservation enables the City to meet preservation objectives of the Comprehensive Plan and the Spokane Municipal Code, and to respond to state/federal historic preservation mandates. The program facilitates stewardship of historic properties to preserve character, as well as urban revitalization, building adaptive reuse, job creation, and increased tax base.

Programs and Services:

Programs and incentives that encourage private investment are the most effective way to encourage historic preservation in our community. Historic Preservation is an effective and relevant tool in adaptive reuse of older buildings. The Historic Preservation Department reviews and implements tax and code incentives to encourage historic building rehabilitation. The Historic Preservation Officer is a member of the Neighborhood and Business Services leadership team.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	1.00	1.00	1.00	1.00	1.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	300	309	318	328	338
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	131,151	134,322	137,578	140,921	144,356
Supplies & Services	1,300	1,338	1,376	1,416	1,457
Other Services & Changes	37,274	38,355	39,467	40,612	41,790
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	170,025	174,324	178,739	183,277	187,941

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	45,000	46,305	47,648	49,030	50,451
Services	4,500	4,631	4,765	4,903	5,045
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	119,525	122,359	125,267	128,254	131,324
All Other	1,000	1,029	1,059	1,090	1,121
TOTAL	170,025	174,324	178,739	183,277	187,941

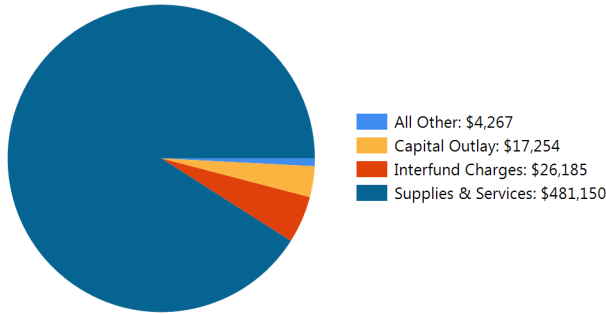
Revenue Notes:

Increase IG revenues 2.9% per year for increase in wages and benefits.

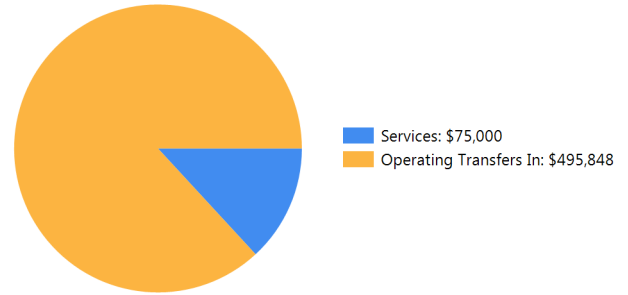
Intermodal Facility - Intermodal Facility

The Intermodal Facility is a City-owned transportation center for interstate train service, local and interstate bus and taxi service.

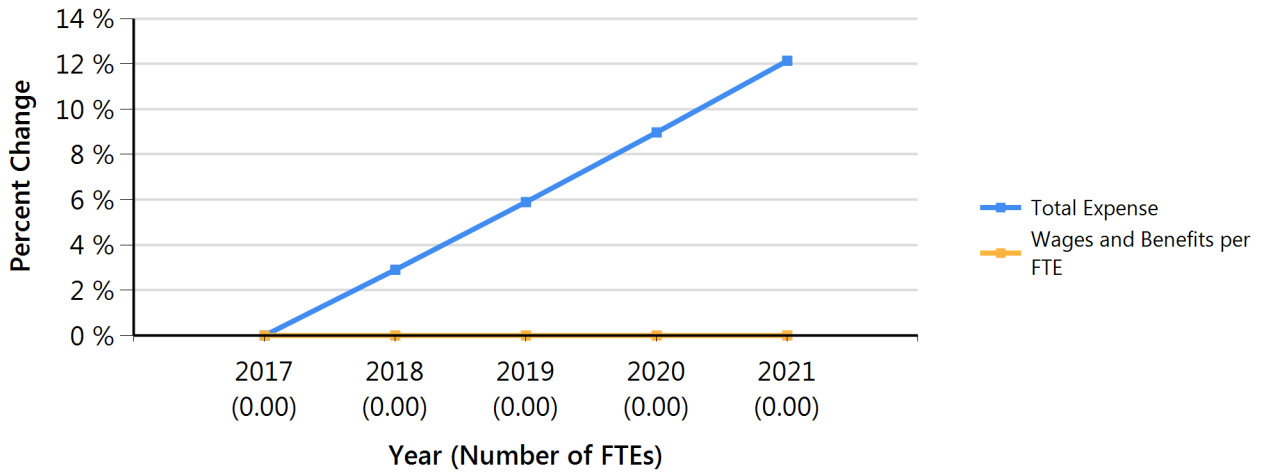
2017 Expenses



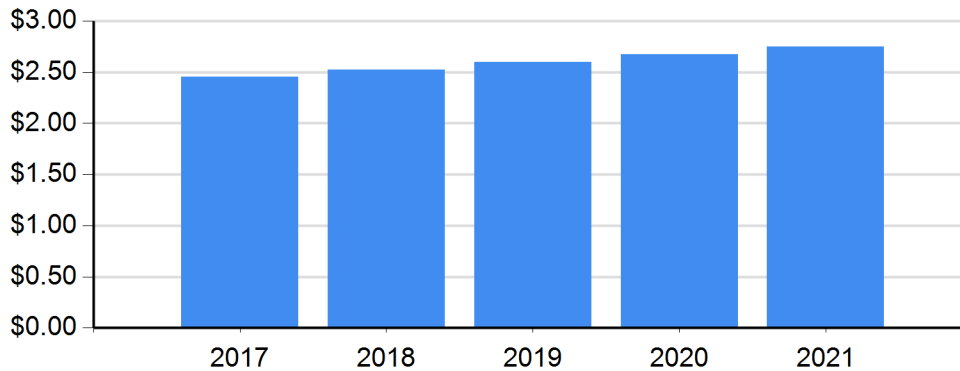
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$2.45	\$2.53	\$2.60	\$2.67	\$2.75
Percent Change	0.00%	2.90%	2.90%	2.90%	2.90%

Intermodal Facility: Intermodal Facility**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

Executive Summary:

The Intermodal Facility is a City-owned transportation center for interstate train service, local and interstate bus and taxi service.

Programs and Services:

The Intermodal Facility is a transportation center for interstate train service, interstate and intercity bus service and taxi service for the traveling public. The Burlington Northern railroad station building was acquired by the City in 1993. At that time, the City entered into a 99-year lease with Burlington Northern Railroad Co. for the land the building sits on. Private management company Goodale and Barbieri manages the facility. The Real Estate Department under Asset Management oversees the contract with the management company, negotiates lease terms for new tenants, responds to complaints and inquiries and reviews maintenance and capital improvement. The Intermodal Facility has a great deal of unrealized potential. It has operated at a loss continually.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	17,254	17,754	18,269	18,799	19,344
Interfund Charges	26,185	26,971	27,780	28,613	29,471
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	13,432	13,822	14,222	14,635	15,059
Other Services & Changes	467,718	481,282	495,239	509,601	524,379
Debt Services	0	0	0	0	0
All Other	4,267	4,391	4,518	4,649	4,784
TOTAL	528,856	544,220	560,028	576,297	593,037

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	75,000	77,175	79,413	81,716	84,086
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	495,848	510,228	525,024	540,250	555,917
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	570,848	587,403	604,437	621,966	640,003

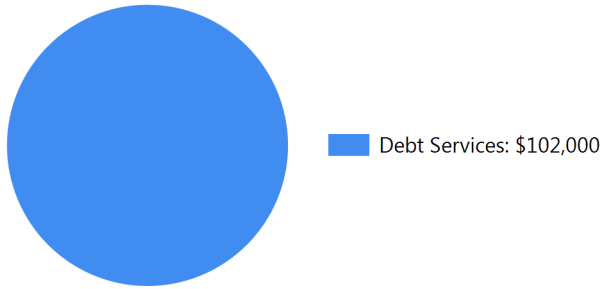
Revenue Notes:

Increase IG revenues 2.9% per year for increase in wages and benefits.

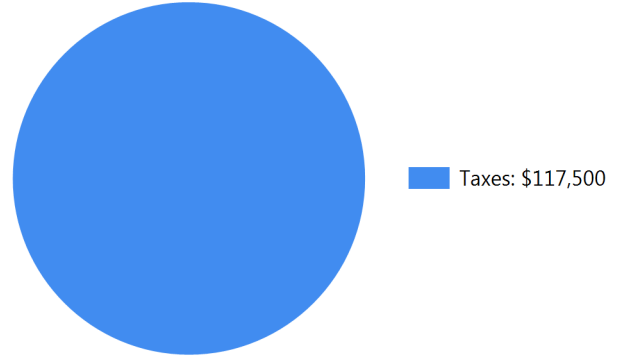
Kendall Yards TIF - Kendall Yards TIF

The Kendall Yards TIF handles all the accounting transactions for the Kendall Yards sub-area of the West Quadrant Tax Increment Area

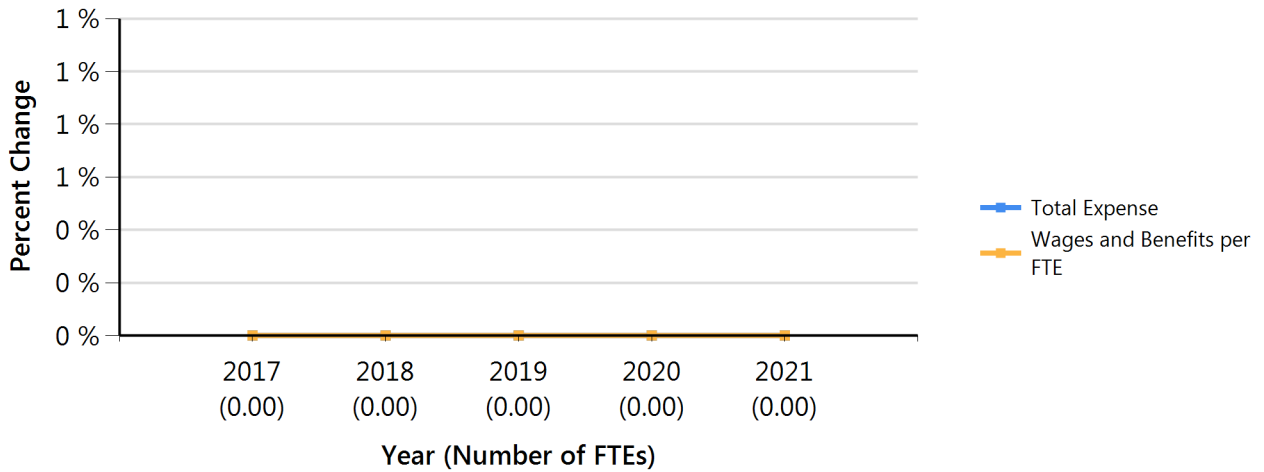
2017 Expenses



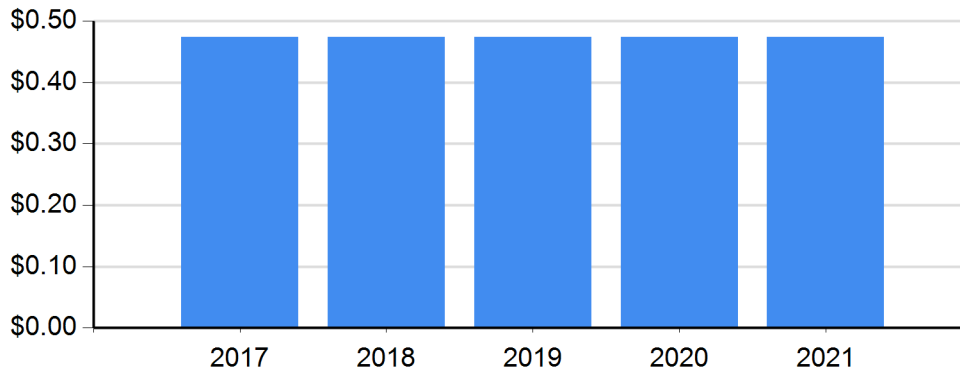
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$0.47	\$0.47	\$0.47	\$0.47	\$0.47
Percent Change	0.00%	0.00%	0.00%	0.00%	0.00%

Kendall Yards TIF: Kendall Yards TIF**Division:** Planning and Economic Development**Fund Type:** Capital Project Fund

Executive Summary:

The Kendall Yards TIF handles all the accounting transactions for the Kendall Yards sub-area of the West Quadrant Tax Increment Area

Programs and Services:

The Kendall Yards TIF is used for the transactions of all eligible project costs associated with the Kendall Yards Sub-area public improvements. The Kendall Yards sub-area of the West Quadrant Tax Increment Area No. 2007-1 was created by Council Ordinance No. C34032 to use incremental property tax revenue from the sub-area to finance public improvements within the Kendall Yards development area pursuant to the amended and restated Reimbursement Agreement (Ordinance No. C34758). This bid acts as the cash flow account for the Kendall Yards sub-area fund.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	102,000	102,000	102,000	102,000	102,000
All Other	0	0	0	0	0
TOTAL	102,000	102,000	102,000	102,000	102,000

Expenditure Notes:

Revenues:

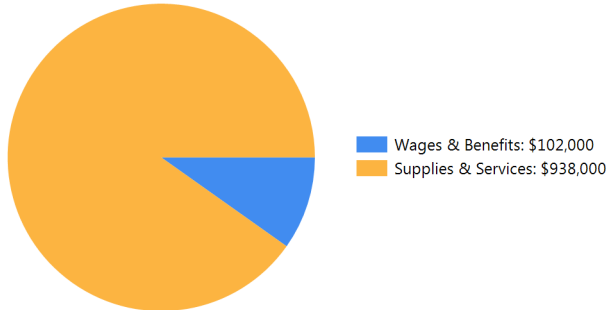
	2017	2018	2019	2020	2021
Taxes	117,500	117,500	117,500	117,500	117,500
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	117,500	117,500	117,500	117,500	117,500

Revenue Notes:

Miscellaneous Grants Fund - Miscellaneous Grants Fund

Economic Growth and Development grant funding such as EPA Brownfields funding

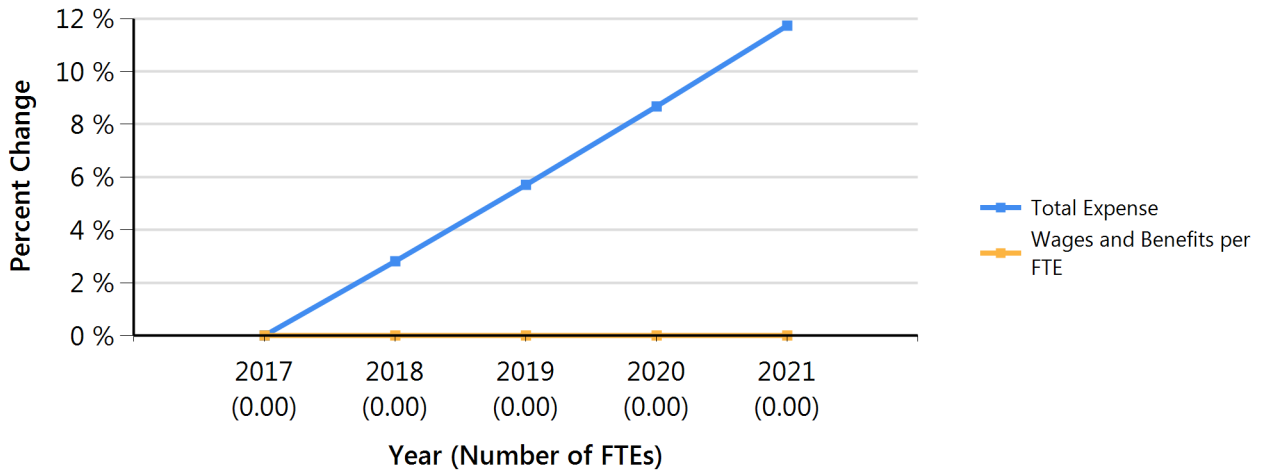
2017 Expenses



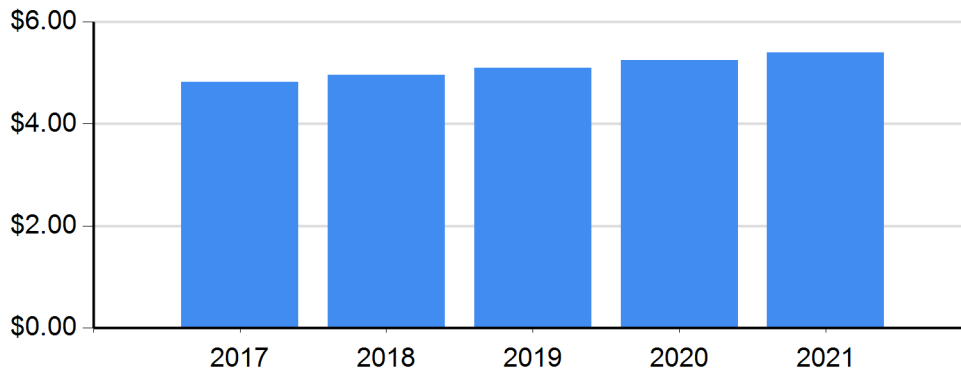
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$4.83	\$4.96	\$5.10	\$5.25	\$5.39
Percent Change	0.00%	2.81%	2.81%	2.81%	2.81%

Miscellaneous Grants Miscellaneous Grants Fund

Fund:

Division: Planning and Economic Development

Fund Type: Special Revenue Fund

Executive Summary:

Economic Growth and Development grant funding such as EPA Brownfields funding

Programs and Services:

Grants sought are paired with development partnerships to leverage more than 1:1 private investment for each dollar of public investment.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	102,000	104,040	106,121	108,243	110,408
Supplies & Services	0	0	0	0	0
Other Services & Changes	938,000	965,202	993,193	1,021,995	1,051,633
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,040,000	1,069,242	1,099,314	1,130,238	1,162,041

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,040,000	1,070,160	1,101,195	1,133,129	1,165,990
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,040,000	1,070,160	1,101,195	1,133,129	1,165,990

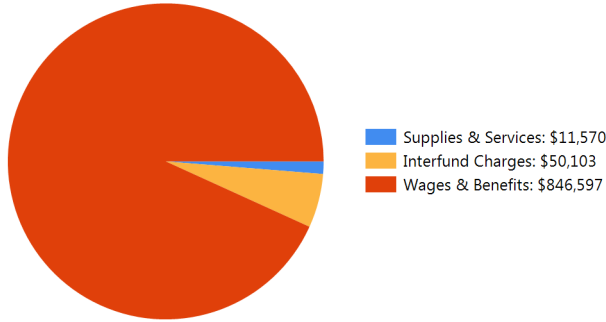
Revenue Notes:

Increase IG revenues 2.9% per year for increase in wages and benefits.

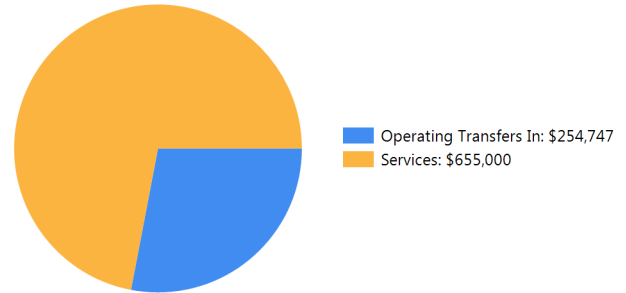
My Spokane - My Spokane

My Spokane is the City's customer service program, serving as the central point for citizens to engage with the City. Providing simple access to services, My Spokane connects our community with knowledgeable, friendly, and quality service with one call, one click, or one visit.

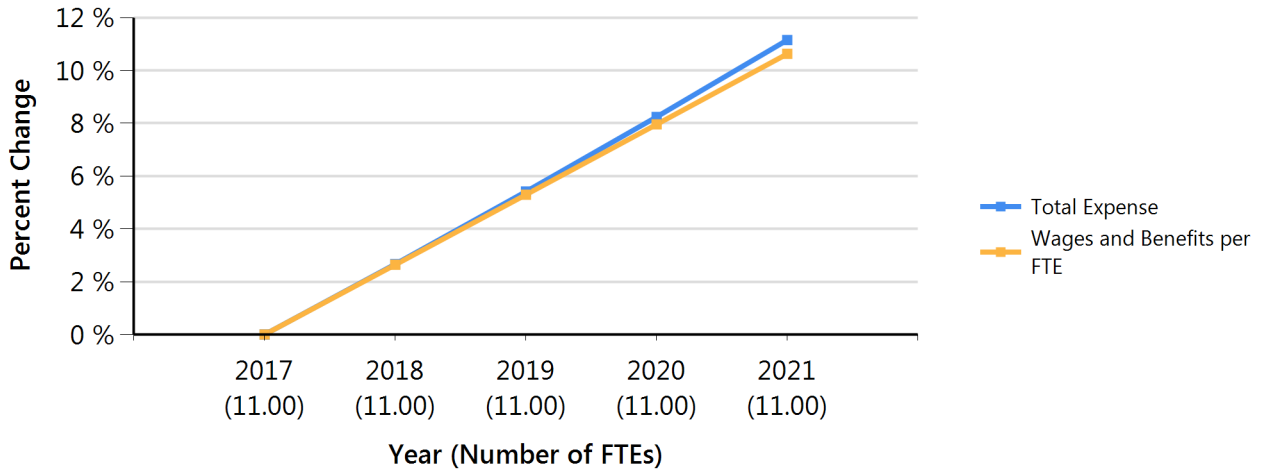
2017 Expenses



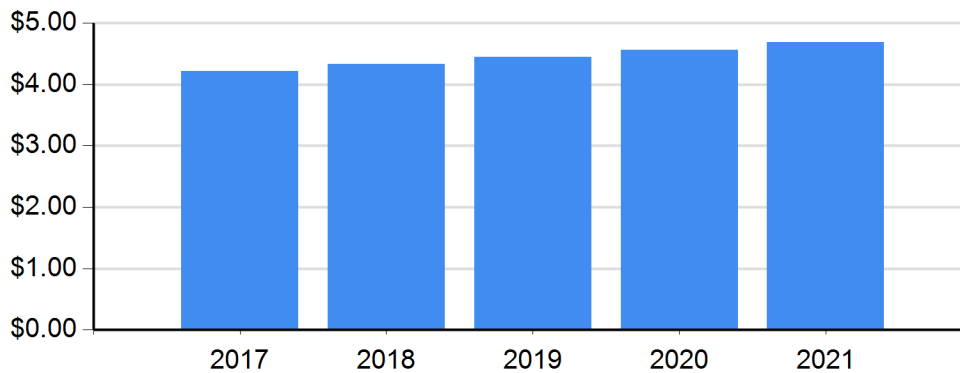
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$4.22	\$4.33	\$4.44	\$4.56	\$4.69
Percent Change	0.00%	2.66%	2.67%	2.68%	2.69%

My Spokane: My Spokane

Division: Planning and Economic Development

Fund Type: Internal Service Fund

Executive Summary:

My Spokane is the City's customer service program, serving as the central point for citizens to engage with the City. Providing simple access to services, My Spokane connects our community with knowledgeable, friendly, and quality service with one call, one click, or one visit.

Programs and Services:

My Spokane staff serve as the gateway to city services and information, whether citizens choose to connect in person, by phone, or by internet.

In 2015, My Spokane will expand to include 311. The 311 component will centralize telephony customer service intake to My Spokane. Instead of a citizen searching for the right department or person to call to answer their question he or she will be able to simply dial 311 and the My Spokane Customer Service Specialist who answers the phone will be able to assist or direct the citizen to the correct person. In addition to the current service requests My Spokane processes, the customer service function for solid waste and utilities will reside with My Spokane. Citizens will call one number for assistance with their utilities account; if they require more intensive assistance, they will be transferred to a subject matter expert within the correct department. However, the majority of customers will receive all the assistance they need with the first phone call to 311. With other technology enhancements that have improved our web and mobile interfaces, citizens will also be able to connect with the City via the Internet and track the status of their request. These self-serve options, in addition to in person and phone options, will greatly improve the customer experience with the City of Spokane.

In conclusion, My Spokane embodies the principle that working with the City should be easy and that customers should not have to understand how government works to receive excellent services from government.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	11.00	11.00	11.00	11.00	11.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	50,103	51,606	53,154	54,749	56,391
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	846,597	868,976	892,022	915,754	940,196
Supplies & Services	6,500	6,689	6,882	7,082	7,287
Other Services & Changes	5,070	5,217	5,368	5,524	5,684
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	908,270	932,488	957,426	983,109	1,009,558

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	655,000	673,995	693,541	713,654	734,349
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	254,747	262,135	269,737	277,559	285,608
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	909,747	936,130	963,278	991,213	1,019,957

Revenue Notes:

Increase IG revenues 2.9% per year for increase in wages and benefits.

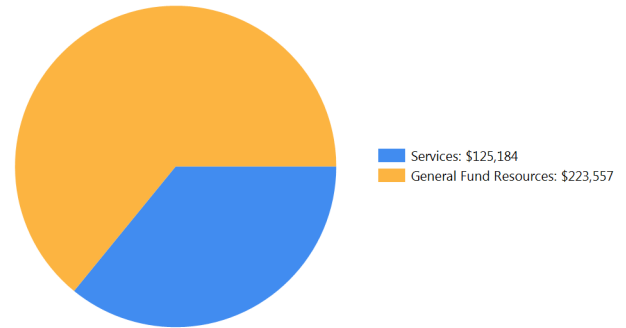
Office of Neighborhood Services (ONS) - Office of Neighborhood Services (ONS)

Neighborhood Services provides a key link between the City and its citizens. ONS empowers citizens to make their neighborhood a better place by facilitating communication between citizens, departments, and elected officials. This communication is essential to creating a transparent and responsive City to its citizen’s needs. This engagement leads to policy development and impacts government decision making.

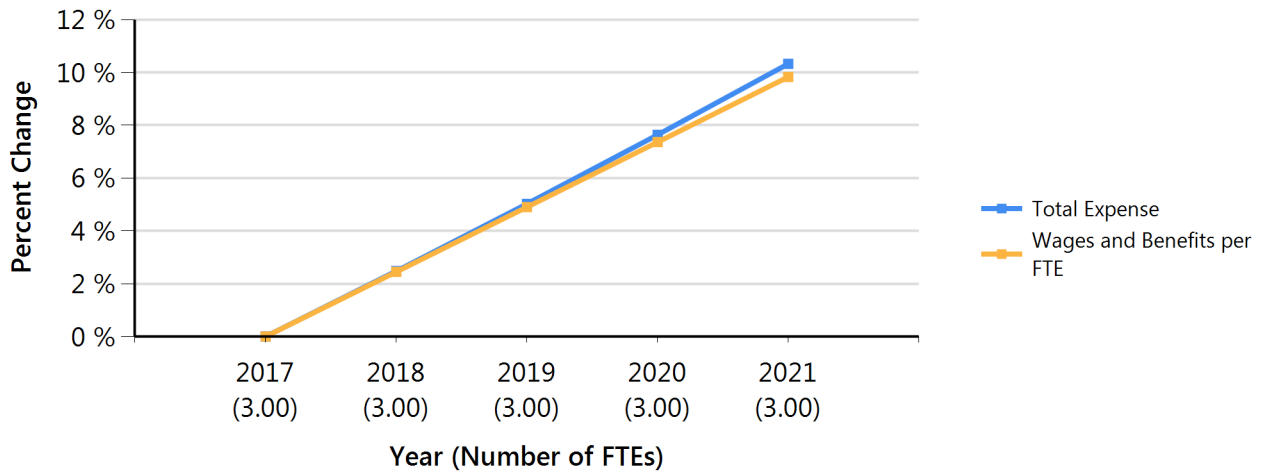
2017 Expenses



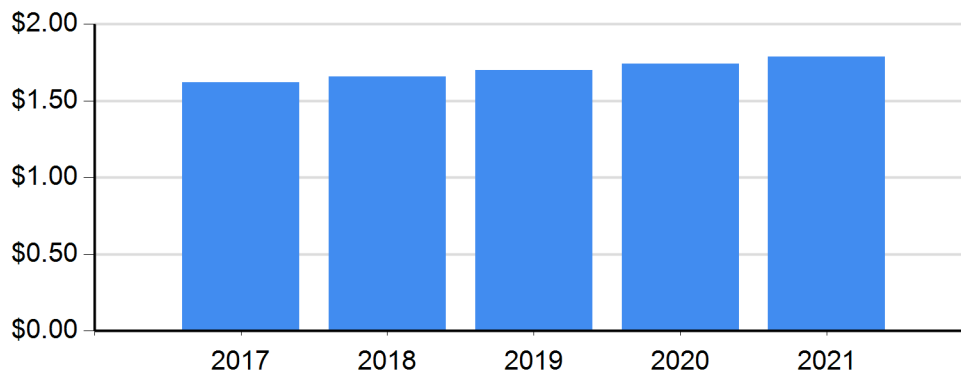
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$1.62	\$1.66	\$1.70	\$1.74	\$1.79
Percent Change	0.00%	2.47%	2.48%	2.49%	2.49%



Office of Office of Neighborhood Services (ONS)
Neighborhood Services
(ONS):

Division: Planning and Economic Development

Fund Type: General Fund

Executive Summary:

Neighborhood Services provides a key link between the City and its citizens. ONS empowers citizens to make their neighborhood a better place by facilitating communication between citizens, departments, and elected officials. This communication is essential to creating a transparent and responsive City to its citizen's needs. This engagement leads to policy development and impacts government decision making.

Programs and Services:

Neighborhood Services will provide the necessary resources to respond to the community, department and agencies needs through effective and continuous communication, process engagement and program implementation. The department's community program coordinators facilitate communication and meetings, training and program implementation, provide technical assistance on a wide variety of needs and concerns, and mediate conflicts for the best resolution possible. The staff will liaise with multiple agencies and departments on a variety of issues from neighborhood cleanup, traffic calming, neighborhood safety, community development and improvement.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	325,394	333,357	341,537	349,941	358,577
Supplies & Services	18,775	19,319	19,880	20,456	21,049
Other Services & Changes	4,572	4,705	4,841	4,981	5,126
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	348,741	357,381	366,258	375,378	384,752

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	125,184	128,814	132,550	136,394	140,349
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	223,557	230,040	236,711	243,576	250,640
All Other	0	0	0	0	0
TOTAL	348,741	358,854	369,261	379,970	390,989

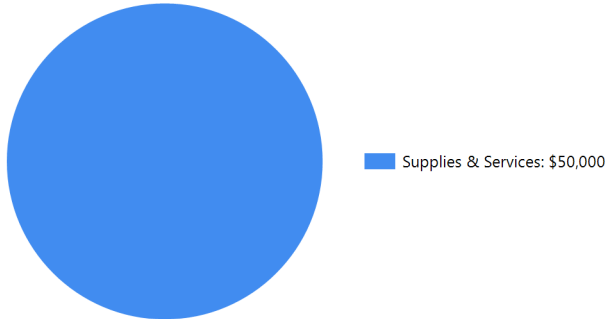
Revenue Notes:

Increase IG revenues 2.9% per year for increase in wages and benefits.

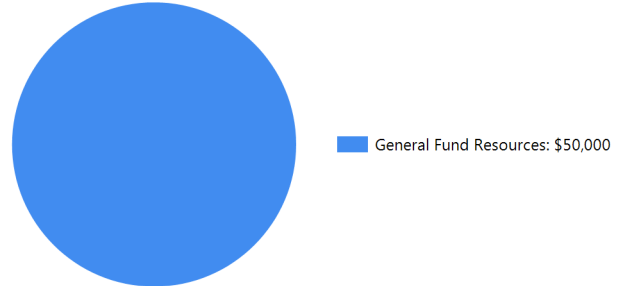
Office of Youth - Office of Youth

This summary represents the City's contribution to the Chase Youth Commission.

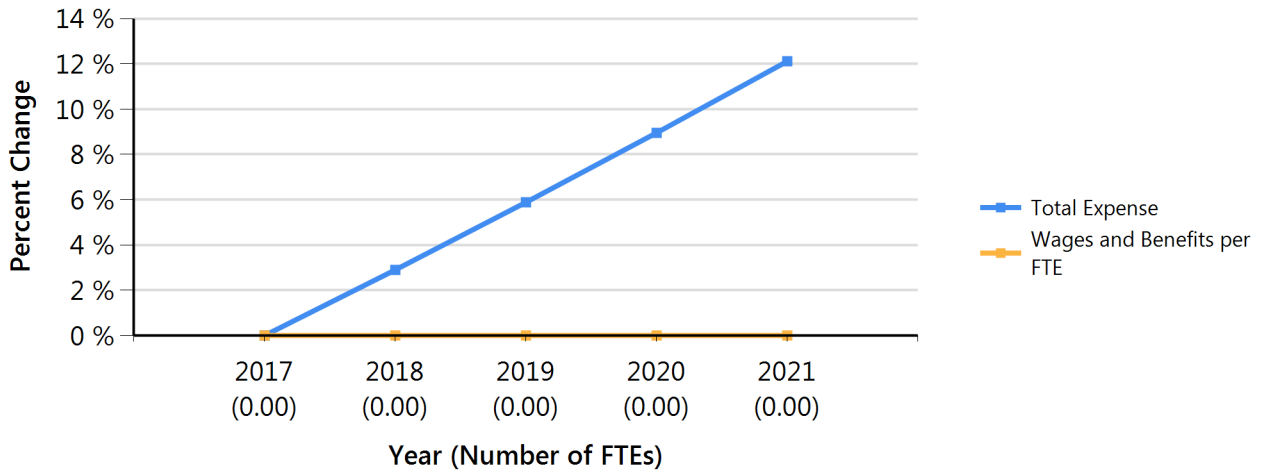
2017 Expenses



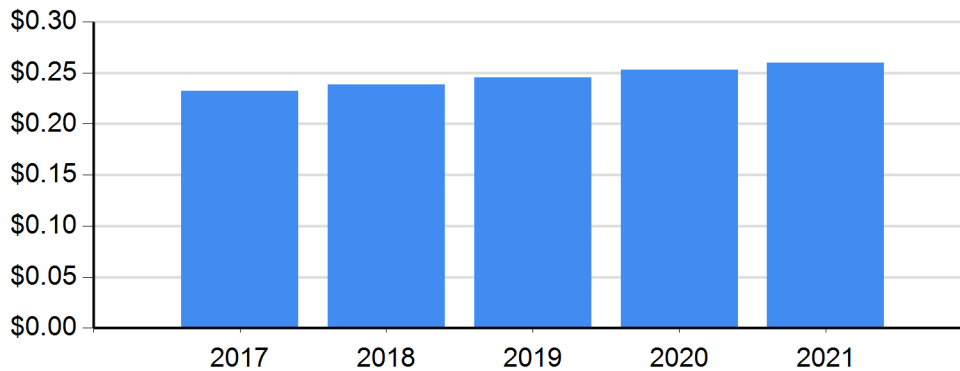
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$0.23	\$0.24	\$0.25	\$0.25	\$0.26
Percent Change	0.00%	2.90%	2.89%	2.89%	2.90%

Office of Youth: Office of Youth**Division:** Planning and Economic Development**Fund Type:** General Fund

Executive Summary:

This summary represents the City's contribution to the Chase Youth Commission.

Programs and Services:

The Chase Youth Commission gives youth a voice in bringing about change in our community. They provide a positive environment to collaborate with young people and empower them to become leaders.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	50,000	51,450	52,942	54,477	56,057
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	50,000	51,450	52,942	54,477	56,057

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	50,000	51,450	52,942	54,477	56,057
All Other	0	0	0	0	0
TOTAL	50,000	51,450	52,942	54,477	56,057

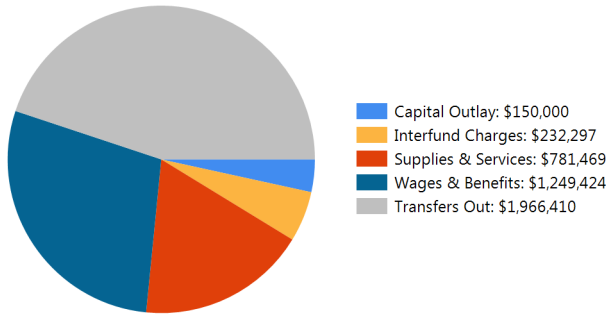
Revenue Notes:

Increase IG revenues 2.9% per year for increase in wages and benefits.

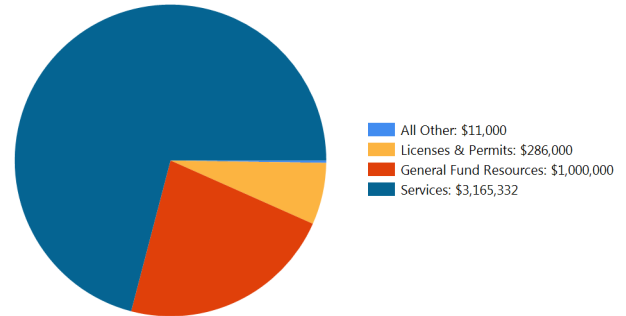
Parking Meter Revenue - Parking Meter Revenue Fund

Currently City Parking meter operations include enforcement of Citywide parking ordinances with a focus on customer service, enforcement of disabled parking stalls, innovation, installation and maintenance of the parking system and its assets.

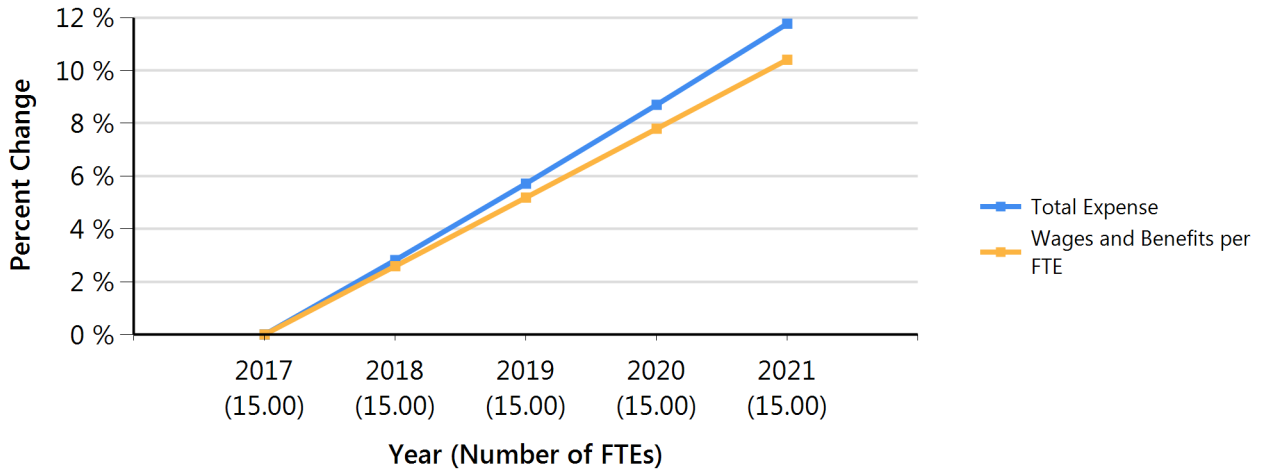
2017 Expenses



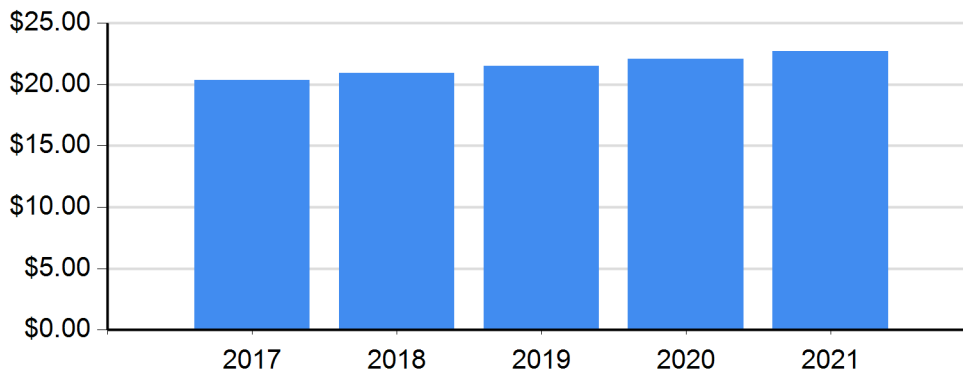
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$20.33	\$20.90	\$21.49	\$22.10	\$22.72
Percent Change	0.00%	2.81%	2.81%	2.82%	2.82%

Parking Meter Parking Meter Revenue **Revenue:**

Division: Planning and Economic Development

Fund Type: Special Revenue Fund

Executive Summary:

Currently City Parking meter operations include enforcement of Citywide parking ordinances with a focus on customer service, enforcement of disabled parking stalls, innovation, installation and maintenance of the parking system and its assets.

Programs and Services:

The Parking Department will establish, install and maintain parking meters as required throughout the approved meter zone. In 2008 hours of operation were extended to 8am-7pm. (one hour earlier and one hour later). This generated more revenue which in turn required an increase in collection hours and a corresponding reduction in patrol hours. In 2012, parking meter rates were increased. All monies from the parking devices must be regularly collected, counted and receipted to ensure proper handling of the \$2.3 million average annual revenues generated from coin transactions. With the addition of the new Credit Card accepting (Smart Meters) in some portions of the parking environment, the cost to maintain the meters will go down and conversely increase parking revenues. With the proposed budget, the City will continue to enhance operations through the use of emerging software applications and hardware technologies. Parking system management activities will include rational levels of enforcement and customer service to provide the desired turnover and availability of convenient parking spaces within the central Business District and new areas of expansion. Parking enforcement services will also provide City-wide coverage into residential neighborhoods and commercial/business districts to enhance vehicle and pedestrian safety, mobility and access for all citizens, including those with physical disabilities. Enforcement efforts will be accomplished utilizing Duncan Solution meter and handheld technologies that provide real time information, data driven decision making and faster response times than previous technologies. The entire parking team has been through extensive training on the new system. Over 800 meters were placed in the top 85% parking revenue producing area of the central business district downtown. These enhancements will allow for better measures and investment in and around the parking environment.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	15.00	15.00	15.00	15.00	15.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	150,000	154,350	158,826	163,432	168,172
Interfund Charges	232,297	239,266	246,444	253,837	261,452
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,966,410	2,023,436	2,082,116	2,142,497	2,204,629
Wages & Benefits	1,249,424	1,281,770	1,315,057	1,349,316	1,384,578
Supplies & Services	199,500	205,286	211,239	217,365	223,668
Other Services & Changes	581,969	598,846	616,213	634,083	652,471
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	4,379,600	4,502,954	4,629,895	4,760,530	4,894,970

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	286,000	294,294	302,829	311,611	320,647
IG Revenue	0	0	0	0	0
Services	3,165,332	3,257,127	3,351,583	3,448,779	3,548,794
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,000,000	1,029,000	1,058,841	1,089,547	1,121,144
All Other	11,000	11,319	11,647	11,985	12,333
TOTAL	4,462,332	4,591,740	4,724,900	4,861,922	5,002,918

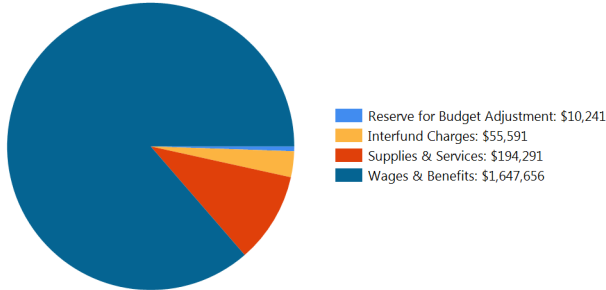
Revenue Notes:

Increase IG revenues 2.9% per year for increase in wages and benefits.

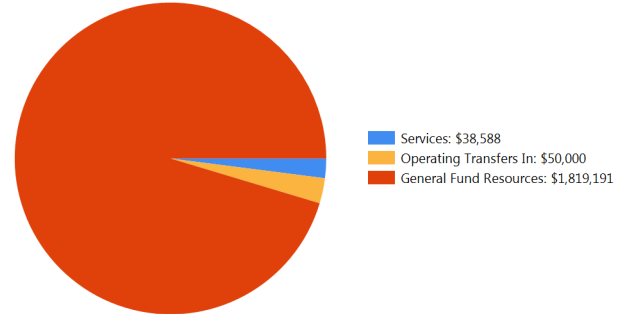
Planning Services - Planning Services

PDS role is to provide guidance for the growth, preservation, and development of the City in order to maintain a community of lasting value. This includes the economic development strategy and public infrastructure system plans found in the Comprehensive Plan and the continual improvement of the Unified Development Code.

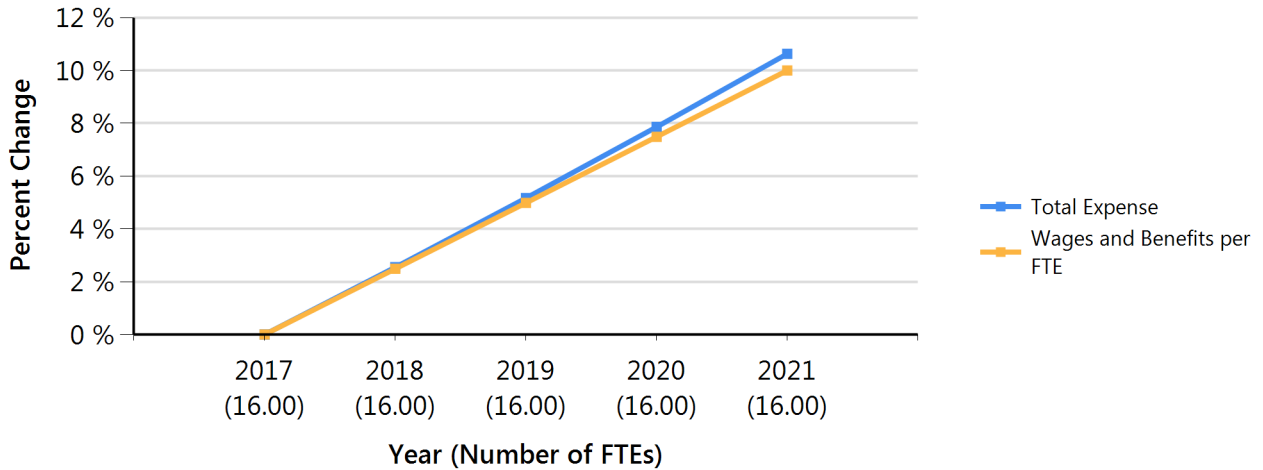
2017 Expenses



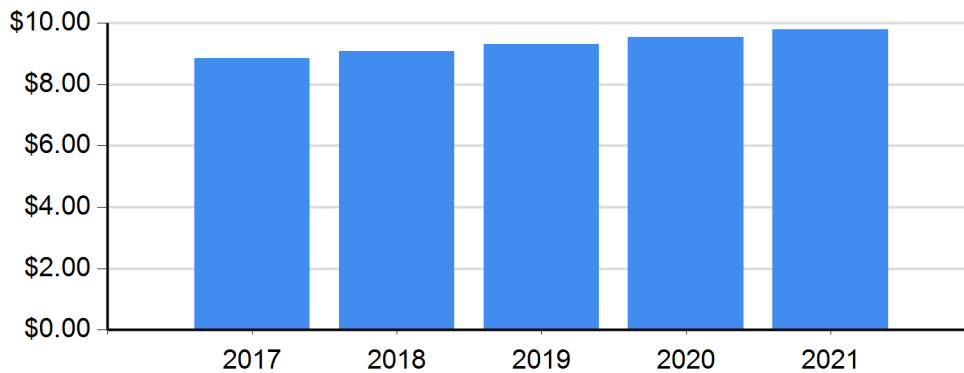
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$8.86	\$9.08	\$9.31	\$9.55	\$9.80
Percent Change	0.00%	2.54%	2.55%	2.56%	2.56%

Planning Services: Planning Services

Division: Planning and Economic Development

Fund Type: General Fund

Executive Summary:

PDS role is to provide guidance for the growth, preservation, and development of the City in order to maintain a community of lasting value. This includes the economic development strategy and public infrastructure system plans found in the Comprehensive Plan and the continual improvement of the Unified Development Code.

Programs and Services:

The program provides comprehensive planning, economic analysis, and advanced project development services for targeted development and geographic areas in concert with development partners such as the Downtown Spokane Partnership, Greater Spokane Incorporated, City created PDAs, U-District Board, Spokane Airports, Neighborhoods and Neighborhood Business organizations and others. It coordinates the maintenance of the Comprehensive Plan (20 Year Capital Project Priorities), the Unified Development Code, and Incentive Programs.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	16.00	16.00	16.00	16.00	16.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	55,591	57,259	58,976	60,746	62,568
Reserve for Budget Adjustment	10,241	10,538	10,844	11,158	11,482
Transfers Out	0	0	0	0	0
Wages & Benefits	1,647,656	1,688,654	1,730,794	1,774,112	1,818,644
Supplies & Services	11,745	12,086	12,436	12,797	13,168
Other Services & Changes	182,546	187,840	193,287	198,893	204,660
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,907,779	1,956,377	2,006,337	2,057,706	2,110,522

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	38,588	39,707	40,859	42,043	43,263
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	50,000	51,450	52,942	54,477	56,057
General Fund Resources	1,819,191	1,865,220	1,912,536	1,961,186	2,011,202
All Other	0	0	0	0	0
TOTAL	1,907,779	1,956,377	2,006,337	2,057,706	2,110,522

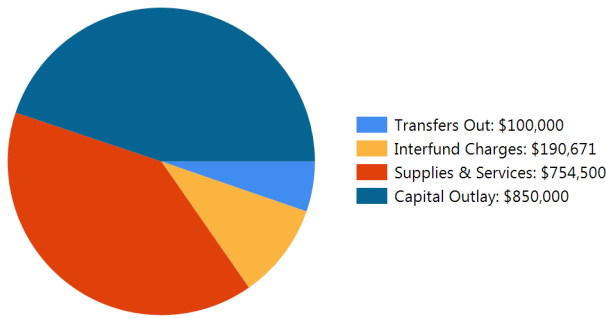
Revenue Notes:

Increase IG revenues 2.9% per year for increase in wages and benefits.

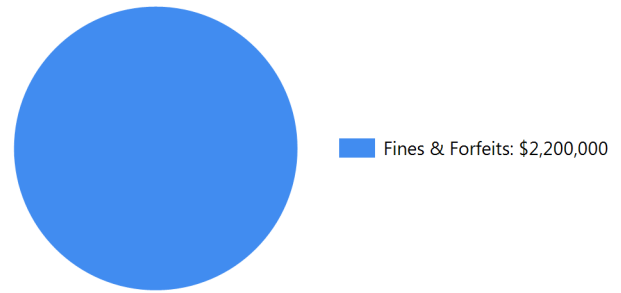
Traffic Calming Measures - Traffic Calming Measures

Traffic Calming is funded through the Photo Red program and provides annual traffic calming measures and infrastructure. It supports camera operations from violation imaging to issuance of civil infractions, and invests significant resources into traffic calming infrastructure through a competitive bid process between neighborhood councils in each council district.

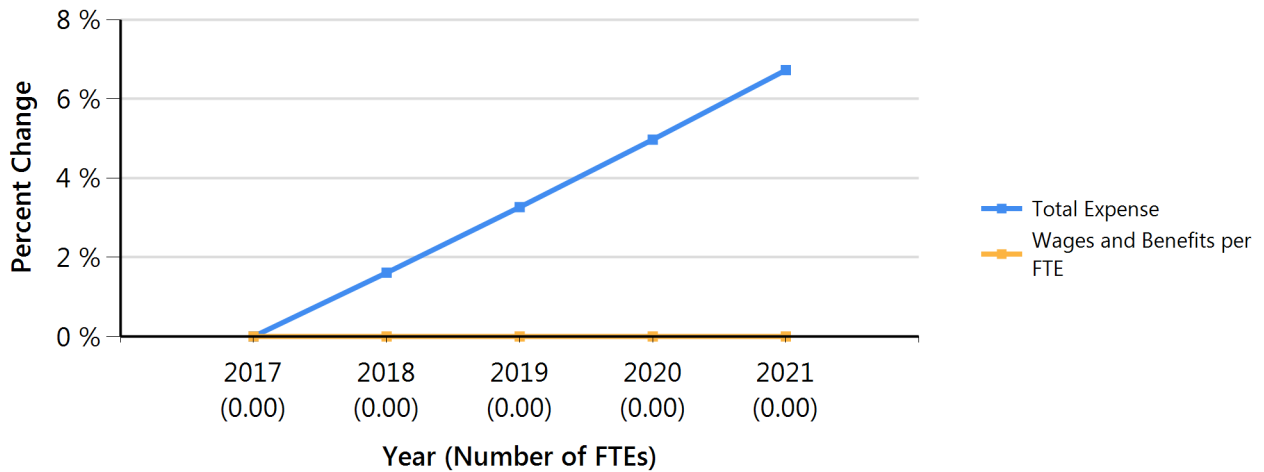
2017 Expenses



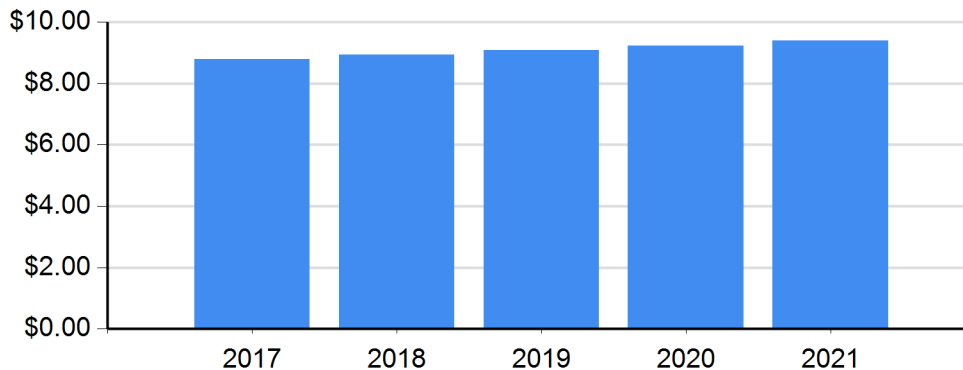
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$8.80	\$8.94	\$9.08	\$9.23	\$9.39
Percent Change	0.00%	1.60%	1.63%	1.65%	1.67%

Traffic Calming Traffic Calming Measures **Measures:**

Division: Planning and Economic Development

Fund Type: Special Revenue Fund

Executive Summary:

Traffic Calming is funded through the Photo Red program and provides annual traffic calming measures and infrastructure. It supports camera operations from violation imaging to issuance of civil infractions, and invests significant resources into traffic calming infrastructure through a competitive bid process between neighborhood councils in each council district.

Programs and Services:

Traffic Calming is managed through the Neighborhood Services Program to coordinate the coordination of the placement of the speed feedback signs with the neighborhood councils. The ONS also coordinates the application process for the traffic calming infrastructure applications with the 27 neighborhoods, City Engineering and Traffic and elected officials. The projects requested for implementation including over 70 arterial and local access streets including improvements to sidewalks, bicycle lanes, curbing for reduced speed, safety features (cross walks, sharros) and increased pedestrian buffers.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	850,000	850,000	850,000	850,000	850,000
Interfund Charges	190,671	196,391	202,283	208,351	214,602
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	100,000	102,900	105,884	108,955	112,114
Wages & Benefits	0	0	0	0	0
Supplies & Services	16,000	16,464	16,941	17,433	17,938
Other Services & Changes	738,500	759,917	781,954	804,631	827,965
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,895,171	1,925,672	1,957,062	1,989,370	2,022,619

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

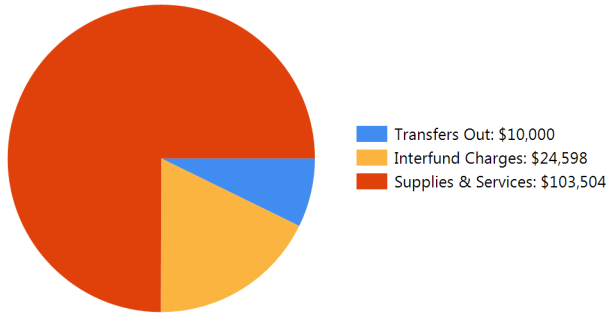
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	2,200,000	2,263,800	2,329,450	297,004	2,466,517
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,200,000	2,263,800	2,329,450	297,004	2,466,517

Revenue Notes:

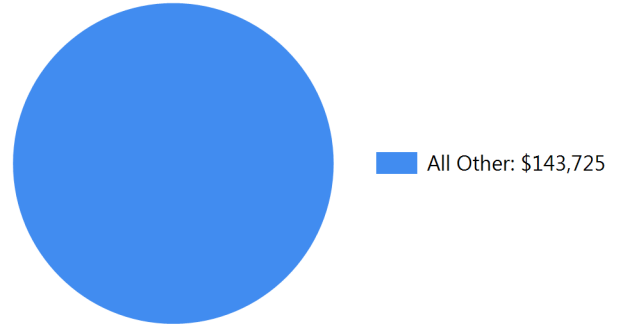
Under Freeway Parking - Under Freeway Parking

Under Freeway Parking manages the parking and landscape areas under and adjacent to I-90. Negotiates leases and manages maintenance and improvements to the property.

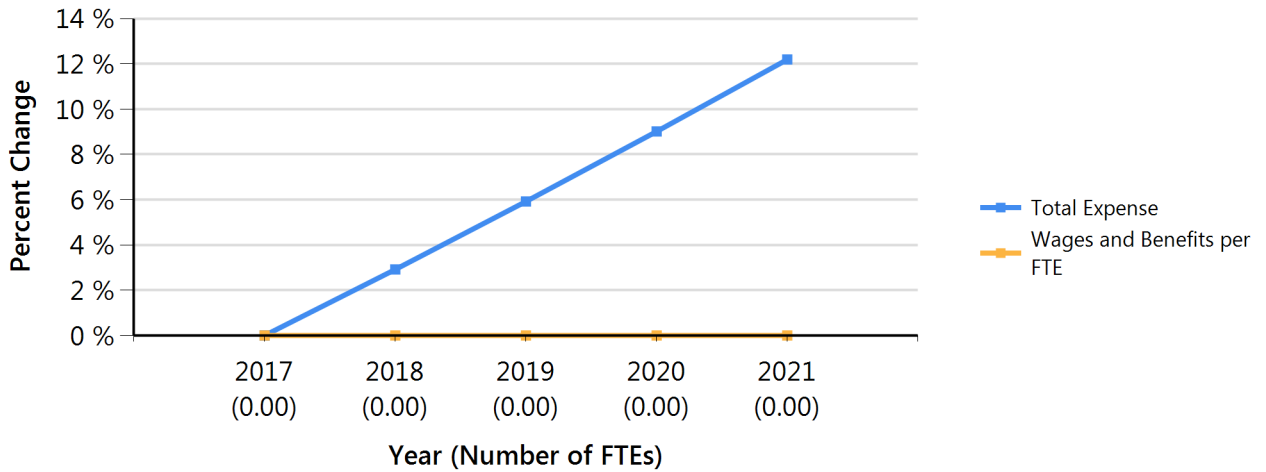
2017 Expenses



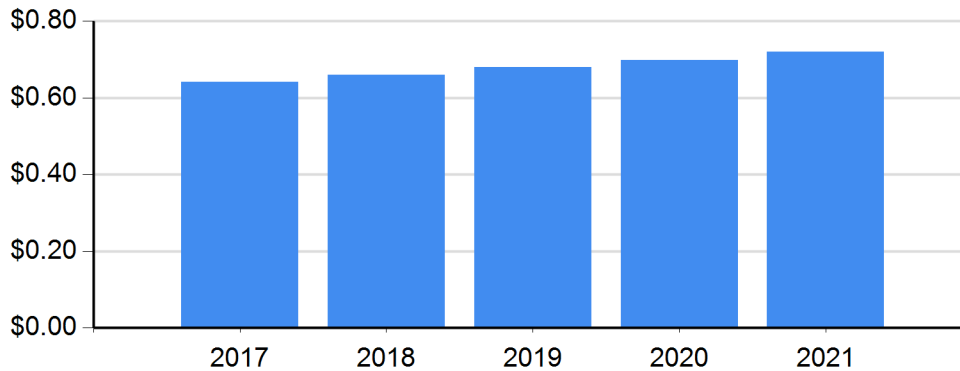
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$0.64	\$0.66	\$0.68	\$0.70	\$0.72
Percent Change	0.00%	2.91%	2.91%	2.91%	2.91%

Under Freeway Under Freeway Parking Parking:

Division: Planning and Economic Development

Fund Type: Special Revenue Fund

Executive Summary:

Under Freeway Parking manages the parking and landscape areas under and adjacent to I-90. Negotiates leases and manages maintenance and improvements to the property.

Programs and Services:

The Washington State Department of Transportation has contracted with the City of Spokane for maintenance of state-owned property located under Interstate I-90. Additionally, the City has leased at no cost this property and subsequently entered into subleases with individuals and companies for parking facilities. The City also has contracted with the Downtown Spokane Partners for property maintenance.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	24,598	25,336	26,096	26,879	27,685
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	10,000	10,290	10,588	10,895	11,211
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	103,504	106,506	109,594	112,773	116,043
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	138,102	142,132	146,278	150,547	154,939

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	143,725	147,893	152,182	156,595	161,136
TOTAL	143,725	147,893	152,182	156,595	161,136

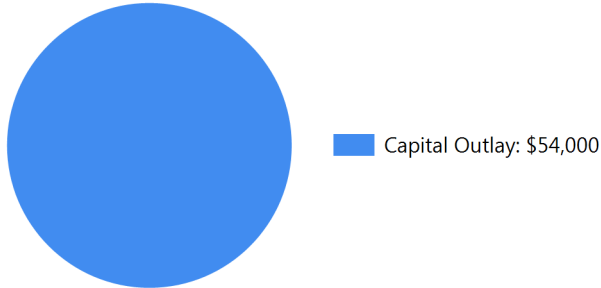
Revenue Notes:

Increase IG revenues 2.9% per year for increase in wages and benefits.

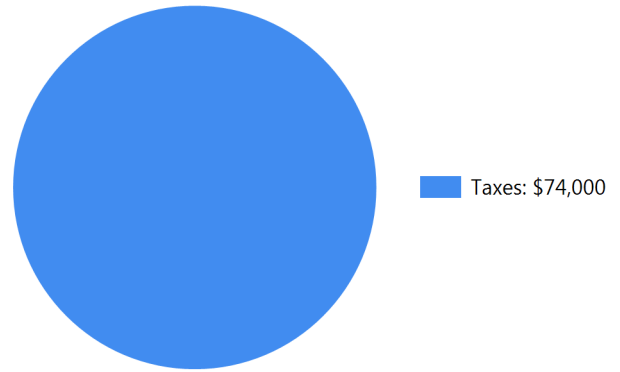
University District LRF - University District LRF

The U District LRF fund handles all the accounting transactions for the University District Revitalization Area.

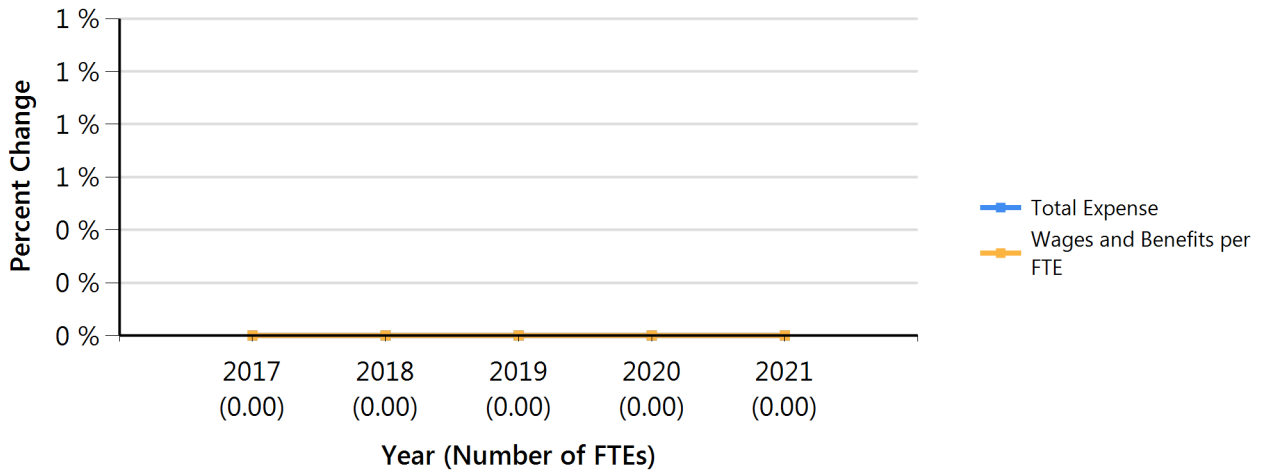
2017 Expenses



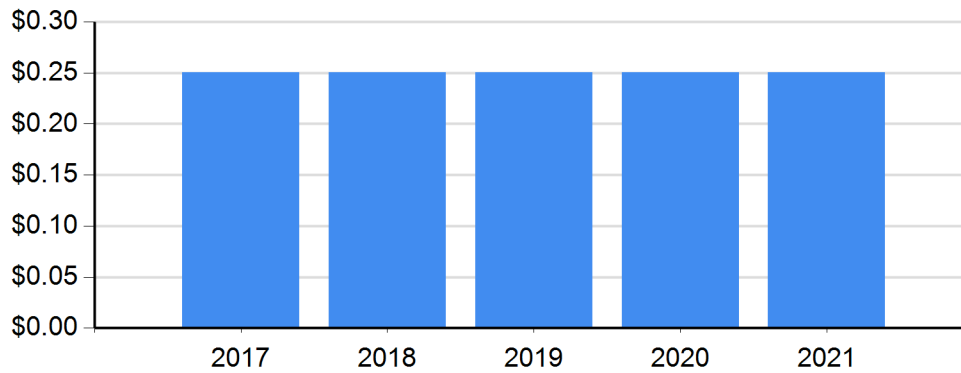
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25
Percent Change	0.00%	0.00%	0.00%	0.00%	0.00%

University District LRF: University District LRF**Division:** Planning and Economic Development**Fund Type:** Capital Project Fund

Executive Summary:

The U District LRF fund handles all the accounting transactions for the University District Revitalization Area.

Programs and Services:

The U District LRF is used for the transactions of all eligible project costs associated with the Spokane University District Revitalization Area public improvements. The Spokane University District Revitalization Area was created by Ordinance of the City Council (Ordinance No. C34470) to use incremental local property and sales tax revenue together with a state-approved match implemented through a sales tax credit (Ord. No. 34730) to finance public improvements within the Spokane University District as provided for in RCW 39.104. This bid acts as the cash flow account for the Spokane University District Revitalization Area (UDRA) fund.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	54,000	54,000	54,000	54,000	54,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	54,000	54,000	54,000	54,000	54,000

Expenditure Notes:

Revenues:

	2017	2018	2019	2020	2021
Taxes	74,000	76,146	78,354	80,626	82,965
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	74,000	76,146	78,354	80,626	82,965

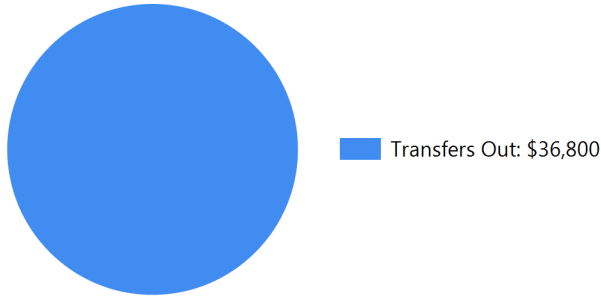
Revenue Notes:

CPI 2.9%

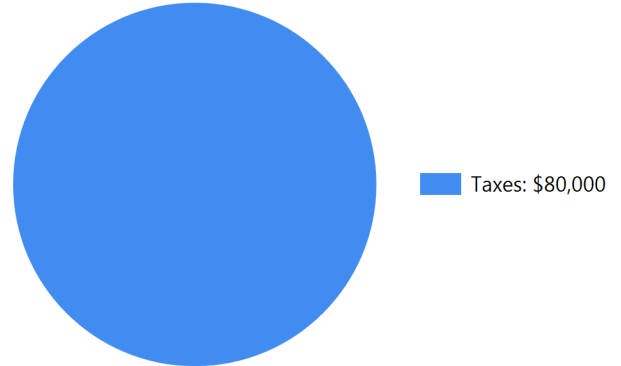
West Quadrant TIF - West Quadrant TIF

The West Quadrant TIF handles all the accounting transactions for the West Quadrant's Neighborhood Sub-area of the West Quadrant Tax Increment Area.

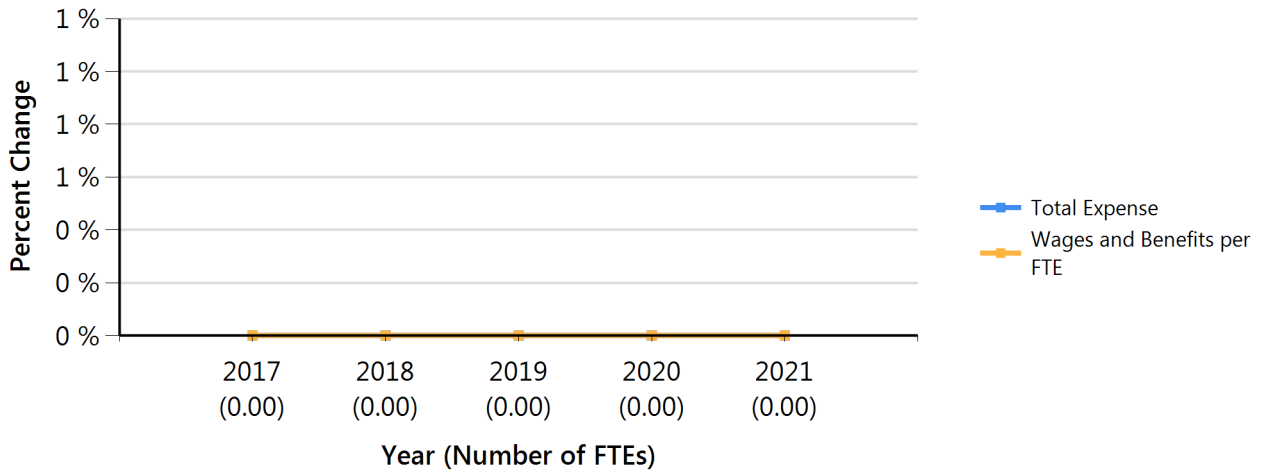
2017 Expenses



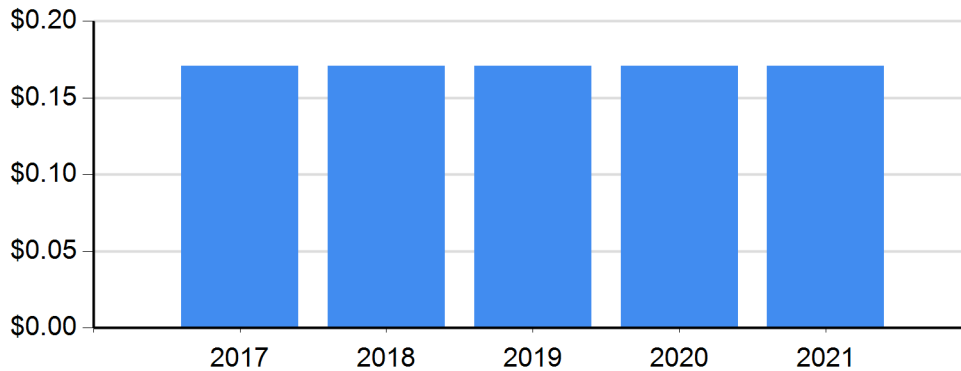
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$0.17	\$0.17	\$0.17	\$0.17	\$0.17
Percent Change	0.00%	0.00%	0.00%	0.00%	0.00%

West Quadrant TIF: West Quadrant TIF**Division:** Planning and Economic Development**Fund Type:** Capital Project Fund

Executive Summary:

The West Quadrant TIF handles all the accounting transactions for the West Quadrant's Neighborhood Sub-area of the West Quadrant Tax Increment Area.

Programs and Services:

The West Quadrant TIF is used for the transactions of all eligible project costs associated with the West Quadrant Neighborhood Sub-area public improvements. The West Quadrant Tax Increment Area No. 2007-1 was created by Council Ordinance No. C34032 to use incremental property tax revenue from the subarea to finance public improvements within the West Quadrant neighborhoods as provided in Ordinance No. C34032. This bid acts as the cash flow account for the West Quadrant Neighborhood project fund.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	36,800	36,800	36,800	36,800	36,800
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	36,800	36,800	36,800	36,800	36,800

Expenditure Notes:

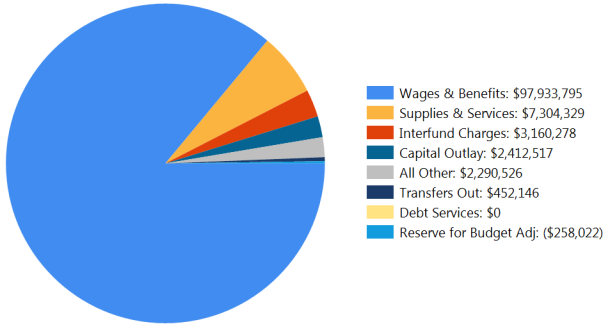
Revenues:

	2017	2018	2019	2020	2021
Taxes	80,000	80,000	80,000	80,000	80,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	80,000	80,000	80,000	80,000	80,000

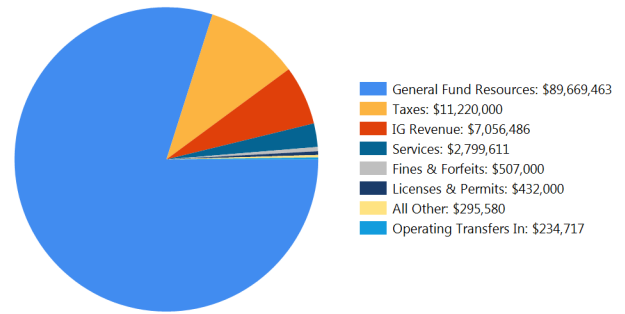
Revenue Notes:

Public Safety

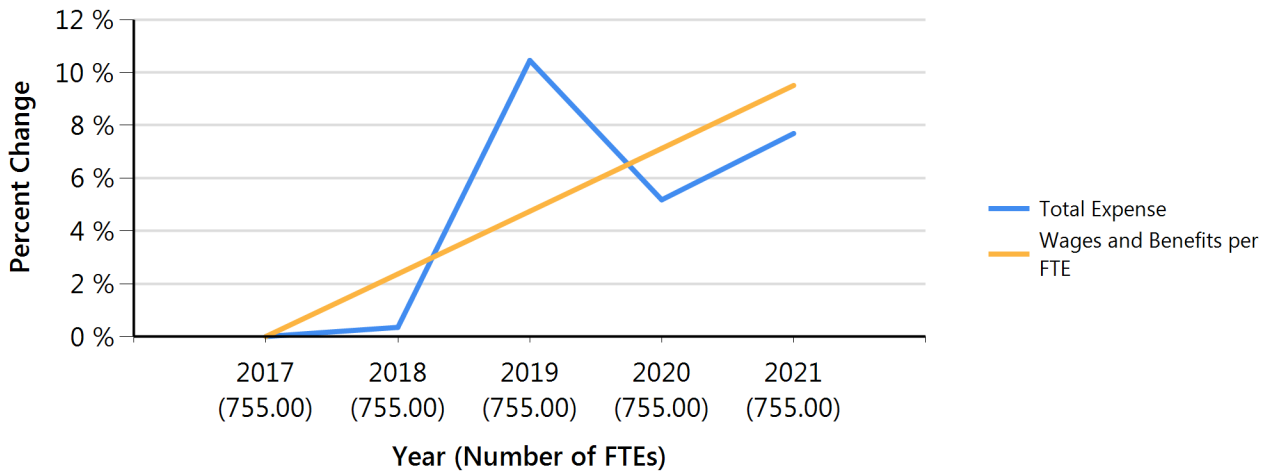
2017 Expense



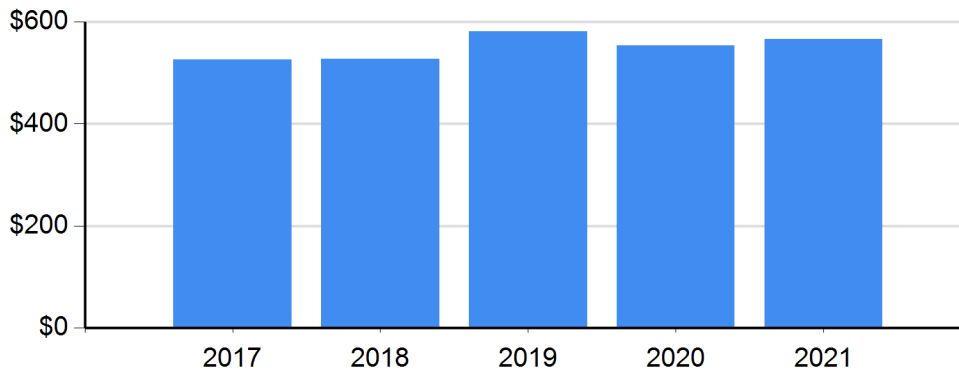
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita

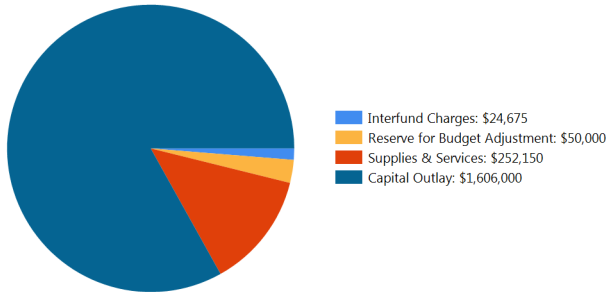


Spending	\$525.87	\$527.69	\$580.84	\$553.08	\$566.29
Percent Change	0.00%	0.34%	10.07%	-4.77%	2.38%

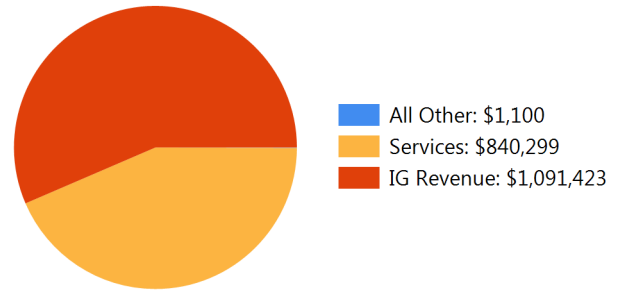
Combined Communications Building - Combined Communications Building

The Combined Communications Building (CCB) is an essential facility to coordinating the response of public safety agencies to calls within Spokane County. The CCB is home to Spokane County 9-1-1 and Crime Check, Spokane Police Dispatch, Spokane Sheriff Dispatch and the Combined Communications Center (CCC) which dispatches Fire/EMS.

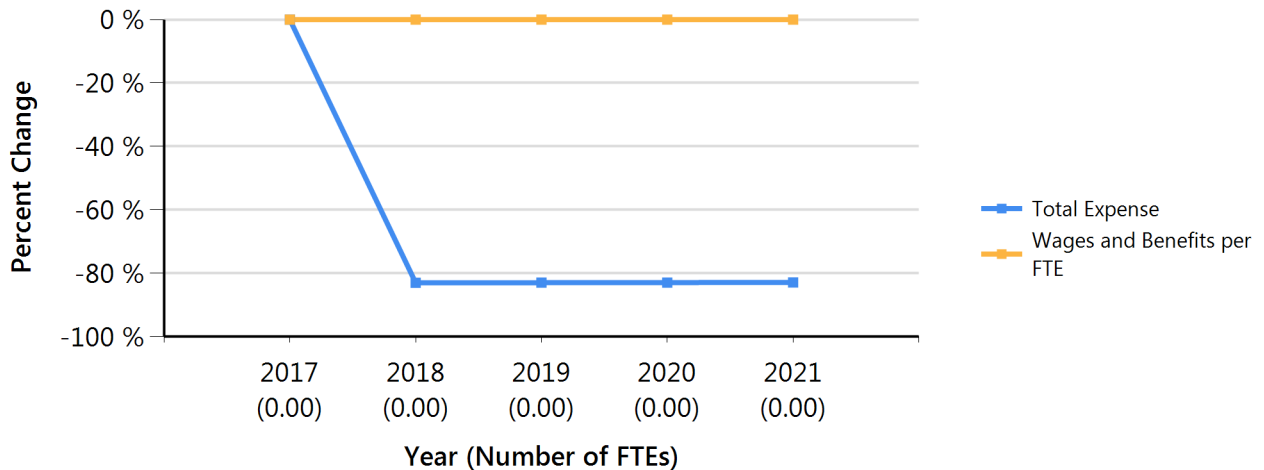
2017 Expenses



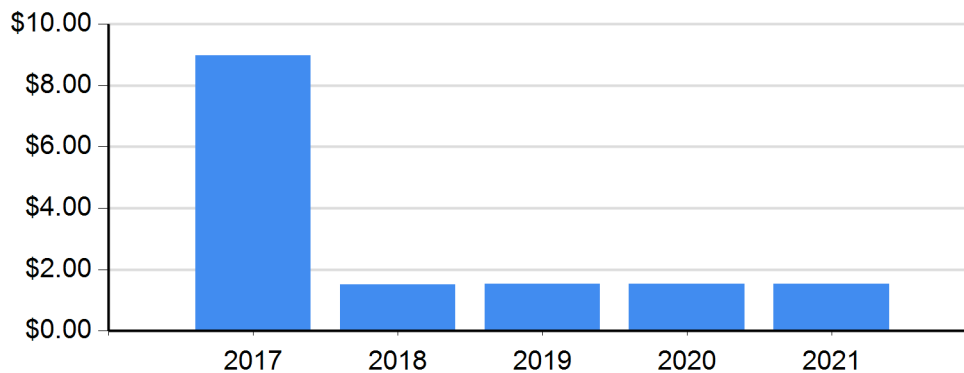
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$8.97	\$1.52	\$1.52	\$1.53	\$1.53
Percent Change	0.00%	-83.05%	0.23%	0.23%	0.24%



Combined Combined Communications Building **Communications** **Building:**

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The Combined Communications Building (CCB) is an essential facility to coordinating the response of public safety agencies to calls within Spokane County. The CCB is home to Spokane County 9-1-1 and Crime Check, Spokane Police Dispatch, Spokane Sheriff Dispatch and the Combined Communications Center (CCC) which dispatches Fire/EMS.

Programs and Services:

The CCB operates through an Interlocal Agreement that outlines the sharing of the facilities operational costs based on space occupancy of the individual resident organizations.

The CCB is a state of the art communications facility that houses 9-1-1 and the majority of the public safety dispatch operations in Spokane County. Located at the Spokane Fire Department's Readiness Complex, the CCB opened in 2004. The cost of construction was shared by the resident agencies based on the square footage of the space they utilize/ occupy within the structure. The approach of operating in a shared facility is not only cost effective for the community but also enhances operational effectiveness and efficiency for all public safety agencies throughout Spokane County.

On-going costs to maintain and operate the building are also shared among the occupants of the CCB based on percentage of space allocation to the agency. The CCC Manager is responsible for the day to day oversight of the facility with support from the FD's Maintenance Division.

Operationally, there is a backup Center in place at a separate remote location to provides for relocation of CCB functions should circumstances dictate such. The Backup Center has redundant phone, computer and radio systems in place that will provide for operations by each of the CCB agencies

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	1,606,000	0	0	0	0
Interfund Charges	24,675	25,412	26,173	26,958	27,766
Reserve for Budget Adjustment	50,000	50,000	50,000	50,000	50,000
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	12,700	12,700	12,700	12,700	12,700
Other Services & Changes	239,450	239,450	239,450	239,450	239,450
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,932,825	327,562	328,323	329,108	329,916

Expenditure Notes:

2017 projection includes major capital improvements that are planned for the facility. 2018-2021 do not have the planned capital outlay. Budget is anticipated to stay relatively flat overall.

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,091,423	212,701	213,131	213,575	214,032
Services	840,299	163,761	164,092	164,433	164,784
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,100	1,100	1,100	1,100	1,100
TOTAL	1,932,822	377,562	378,323	379,108	379,916

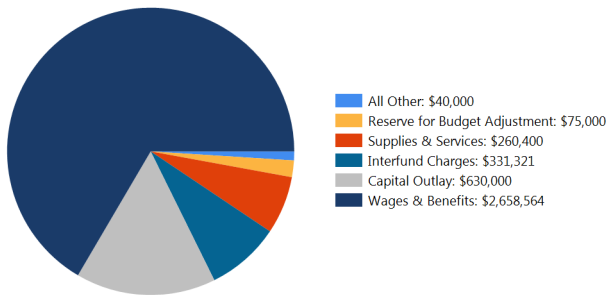
Revenue Notes:

Revenues are projected based on expenditures. Each entity occupying the facility pays their proportionate share based on the space they occupy.

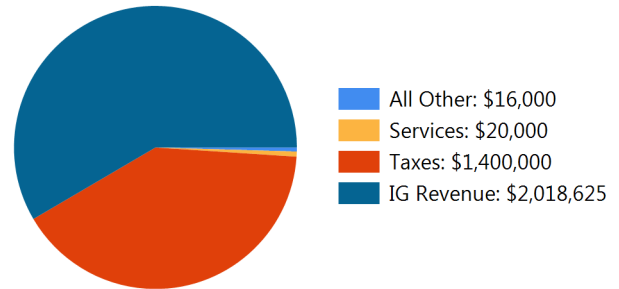
Combined Communications Center - Combined Communications Center

The CCC (Combined Communications Center) is the Fire/EMS dispatch operation within the Spokane Fire Department that dispatches for most fire agencies in Spokane County through an Interlocal Agreement/ contract arrangement. Agencies pay for service through a "cost per call" arrangement that is overseen by the CCC Board.

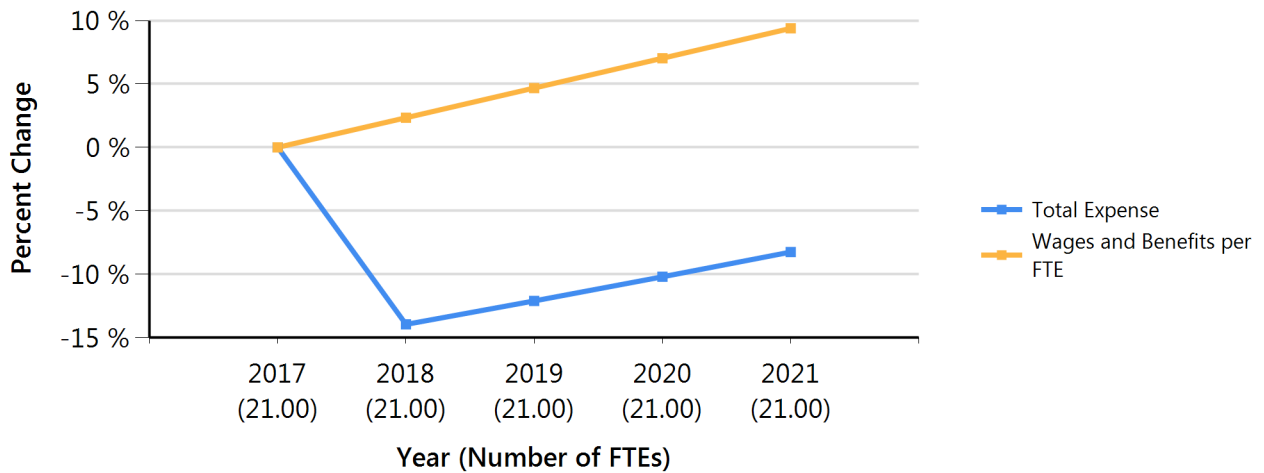
2017 Expenses



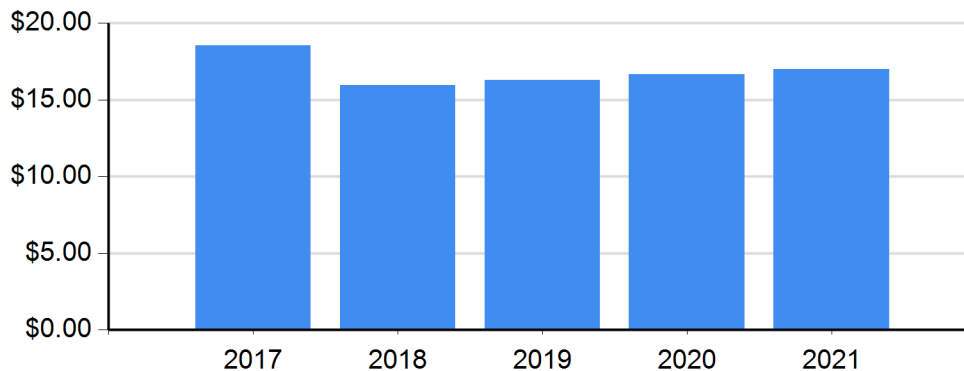
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$18.54	\$15.95	\$16.30	\$16.65	\$17.01
Percent Change	0.00%	-13.96%	2.15%	2.16%	2.17%

Combined Combined Communications Center **Communications** **Center:**

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The CCC (Combined Communications Center) is the Fire/EMS dispatch operation within the Spokane Fire Department that dispatches for most fire agencies in Spokane County through an Interlocal Agreement/ contract arrangement. Agencies pay for service through a "cost per call" arrangement that is overseen by the CCC Board.

Programs and Services:

The CCC receives calls through the county-wide 9-1-1 system and dispatches over 60,000 calls per year.

The CCC's Communications Specialist are trained to quickly answer calls received from 9-1-1 operators; question callers while entering essential information in the Computer Aided Dispatch (CAD) system; dispatch appropriate resources; and support those resources by radio and other communications mediums, until the incident is concluded.

CCC personnel are constantly working to improve their skills to offer the best services possible to those calling for help and to those field providers who are responding to the incidents. The CAD system is a critical tool in helping the Communications Specialist to perform their job.

The CCC uses a "Quick Dispatch" process to get information to responders as quickly as possible so response times are as short as possible. After obtain basic information through the first 5-6 questions, the call is shipped through CAD to the interfaced "Locution" system that provides for and verbal dispatch of the call through a software driven system. The Locution system allows the Communications Specialist to remain on the phone with the caller to obtain all necessary information and/ or to provide protocol driven medical assistance until responders arrive at the scene.

The CCC strives to meet the performance measure of dispatching emergency calls for service within 60 seconds from the receipt of the call, 90% of the time.

The CCC The CCC is Special Revenue Fund. Funding for the CCC is generated through a cost per call formula among the agencies that receive CCC Fire/ EMS dispatch services. The CCC is lead and managed by the Spokane Fire Department and is overseen by a CCC Policy Board that is made up of representatives of the user agencies.

The CCC operates at the CCB (Combined Communications Building) along with 9-1-1; Spokane Police Dispatch and Spokane Sheriff Dispatch. The approach of operating in a shared facility is not only cost effective for the community but also enhances operational effectiveness and efficiency for all public safety agencies throughout Spokane County.

Likewise, the combining of the 4 separate Fire Dispatch Centers into the CCC in the late 1990's has improved operational effectiveness and gained efficiencies for all of the Fire Agencies that are part of the CCC.

Operationally, there is a backup Center in place at a separate remote location to provide for relocation of CCB functions should circumstances dictate such. The Backup Center has redundant phone, computer and radio systems in place that will provide for operations by each of the CCB agencies if relocation is necessary.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	21.00	21.00	21.00	21.00	21.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	630,000	0	0	0	0
Interfund Charges	331,321	341,262	351,500	362,045	372,906
Reserve for Budget Adjustment	75,000	75,000	75,000	75,000	75,000
Transfers Out	0	0	0	0	0
Wages & Benefits	2,658,564	2,720,706	2,784,464	2,849,885	2,917,016
Supplies & Services	28,950	28,950	28,950	28,950	28,950
Other Services & Changes	231,450	231,450	231,450	231,450	231,450
Debt Services	0	0	0	0	0
All Other	40,000	40,000	40,000	40,000	40,000
TOTAL	3,995,285	3,437,368	3,511,364	3,587,330	3,665,322

Expenditure Notes:

Salaries/Wages - 2% increase per year

Medical Benefits - 4% increase per year

Interfund Charges - 3% increase per year

2017 includes capital expenditures that will be paid for by Fund Balance.

Revenues:

	2017	2018	2019	2020	2021
Taxes	1,400,000	1,470,000	1,543,500	1,620,675	1,701,709
Licenses & Permits	0	0	0	0	0
IG Revenue	2,018,625	2,006,048	2,006,218	2,004,676	2,001,294
Services	20,000	20,320	20,646	20,979	21,319
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	16,000	16,000	16,000	16,000	16,000
TOTAL	3,454,625	3,512,368	3,586,364	3,662,330	3,740,322

Revenue Notes:

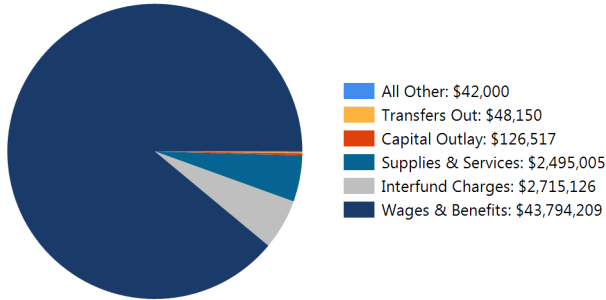
IG Rev - Projection does not include an increase at this time. Projection is based on \$75 per call.

Tax revenue estimated at 5% increase each year

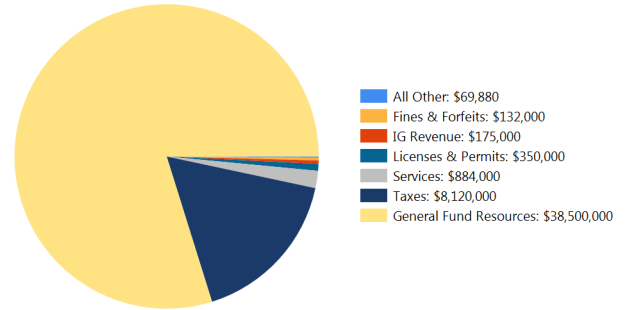
Fire / EMS - Fire/EMS

The Spokane Fire Department provides critical public safety services that make a difference in lives in Spokane every day. SFD's mission is to serve the community by protecting life, property and the environment. We provide excellent service through prevention, education, preparedness and mitigation.

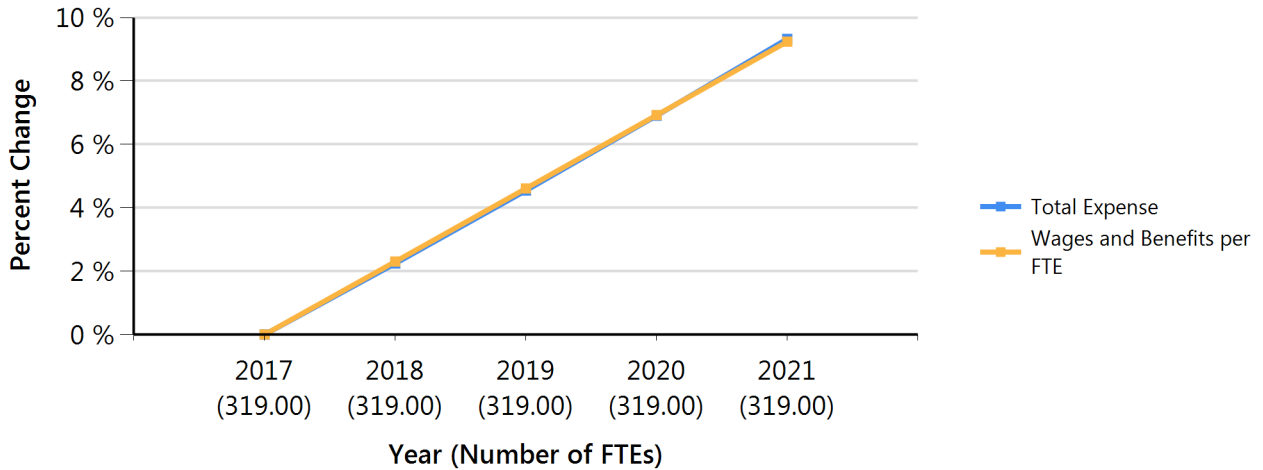
2017 Expenses



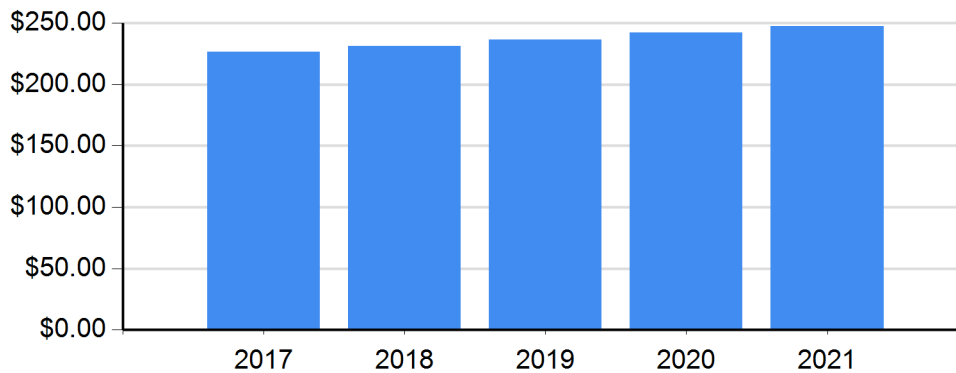
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$226.37	\$231.45	\$236.66	\$242.00	\$247.49
Percent Change	0.00%	2.24%	2.25%	2.25%	2.26%

Fire / EMS: Fire / EMS

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The Spokane Fire Department provides critical public safety services that make a difference in lives in Spokane every day. SFD's mission is to serve the community by protecting life, property and the environment. We provide excellent service through prevention, education, preparedness and mitigation.

Programs and Services:

The Spokane Fire Department is a full service emergency service organization serving the second largest City in the state. The most recognized service of the FD is Fire and EMS response, which occurs approximately 35,000 times each year. The Operations Division of the FD could not make those incident responses and meet the public's need without the support of the other areas of the FD that assure they have the apparatus, tools and information necessary to provide the service. The Fire Prevention Bureau protects life and property through code enforcement, plan review and public education.

Spokane Fire is collaborative partner among public and private sector agencies throughout eastern Washington. Besides providing dispatch services to 14 other fire service agencies throughout Spokane County, SFD is an active participant in the Spokane County Fire Resource Plan, Emergency Management, Special Events, training, and the many other facets associated with being a public safety provider.

The FD is organized into several major sections including; Administration, Operations, Combined Communications Center (CCC) Training, Prevention, Maintenance, Information Management and specialty units such as the Special Investigations Unit (SIU) and Special Operations (HazMat, Water Rescue, Urban Search/Rescue).

The creation and approval of a funding mechanism by the Mayor and City Council for the replacement/ update of fire apparatus and equipment during 2014, has helped to address one of the critical issues facing the Fire Department. This new funding strategy will provided several million dollars to the FD each year to catch up on needed apparatus and equipment purchase and provide for scheduled purchases going forward.

Traditionally, the City and FD relied on funding for capital needs being met through the approval of voted bonds. Unfortunately, the 2009 fire bond failed by a small margin to receive the 60% level of votes needed to pass. Prior to the approval of the fire apparatus and equipment funding, most of the FD's front line and reserve fire apparatus were experiencing extremely high mileage with no means of replacement in sight. With this new funding of FD apparatus and equipment the FD has replaced PPE (personal protective equipment) for all firefighters and has approved the purchase of a new tillered ladder truck. Additional bid awards occurred during 2015 for 2 Pumper/Ladders and several Engines. In addition to funds authorized by the Mayor and Council, the FD received FEMA Fire Grant funds that allowed the purchase of hose, nozzles, extrication equipment and other tools used by firefighters.

While apparatus and equipment replacement now has a funding stream, financing for upgrade/repair/ replacement of existing and construction of new fire facilities, has not occurred. The City is working on a funding plan for both FD and Citywide facility and capital needs.

During late 2014, the FD was awarded a \$2 million grant through the SAFER program administered by FEMA to fund 12 new firefighter positions for the City. This grant allowed the FD/ City to expand the ARU (Alternative Response Unit) program to 7 days a week. ARU's are single person units that primarily respond to non-life threatening calls and by doing so, keep larger apparatus and crews available for more critical calls. Additionally, the FEMA grant provided firefighters so the City could start providing service to the growing SW portion of the City. Through a cooperative agreement with Local 29, a non-traditional two-person Attack Unit started providing service from a temporary fire station (Station 5) located at the entrance to the Eagle Ridge Subdivision. This new Station and Unit will significantly improve first response service to the growing area with plans to expand the unit to 3 persons by 2020. Better response times that will help with better insurance rates are a result of the opening of Fire Station 5. The City will have to increase FD funding to continue these services after the grant expires in mid 2017.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	319.00	319.00	319.00	319.00	319.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	126,517	126,517	126,517	126,517	126,517
Interfund Charges	2,715,126	2,796,579	2,880,475	2,966,890	3,055,896
Reserve for Budget Adjustment	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
Transfers Out	48,150	48,150	48,150	48,150	48,150
Wages & Benefits	43,794,209	44,802,283	45,836,058	46,896,282	47,983,715
Supplies & Services	1,196,037	1,196,037	1,196,037	1,196,037	1,196,037
Other Services & Changes	1,298,968	1,298,968	1,298,968	1,298,968	1,298,968
Debt Services	0	0	0	0	0
All Other	42,000	46,200	50,820	55,902	61,492
TOTAL	48,771,007	49,864,734	50,987,025	52,138,746	53,320,775

Expenditure Notes:

Salaries, Add to Pays, and associated FICA and retirement benefits– 2% inc/yr
 Medical Benefits – 4% inc/yr
 IF Expenses - 3% in /yr
 County EMS - 10% inc (per trend)
 Supplies/Services – no change

Revenues:

	2017	2018	2019	2020	2021
Taxes	8,120,000	8,323,000	8,531,075	8,744,352	8,962,961
Licenses & Permits	350,000	350,000	350,000	350,000	350,000
IG Revenue	175,000	180,100	182,803	185,587	188,455
Services	884,000	904,010	915,289	926,843	938,679
Fines & Forfeits	132,000	132,000	132,000	132,000	132,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	38,500,000	38,437,500	39,398,438	40,383,399	41,392,984
All Other	69,880	69,880	69,880	69,880	69,880
TOTAL	48,230,880	48,396,490	49,579,485	50,792,061	52,034,959

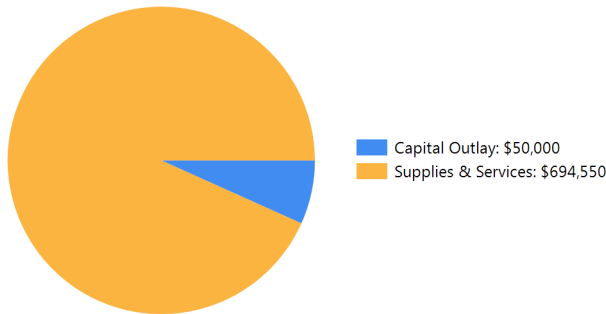
Revenue Notes:

Property tax revenue by 2.5%/yr
 GF Allocation 2.5% inc/yr
 AMR Contract - 2% in/yr
 Permit Revenues/licensing – no change
 Integrated Medical Services - 3% inc/yr
 If revenues - 3% inc/yr - for staffing increases
 Better Health Together - 2% inc/yr

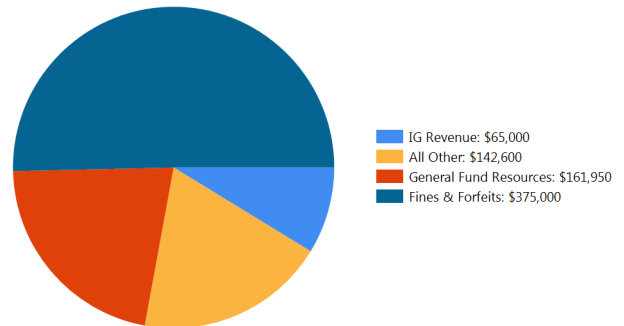
Forfeitures & Contributions - Forfeitures & Contributions

The Forfeitures and Contributions fund serves as a repository for funds received from drug investigations, donations made to the department, and auction proceeds from the Property Evidence Facility.

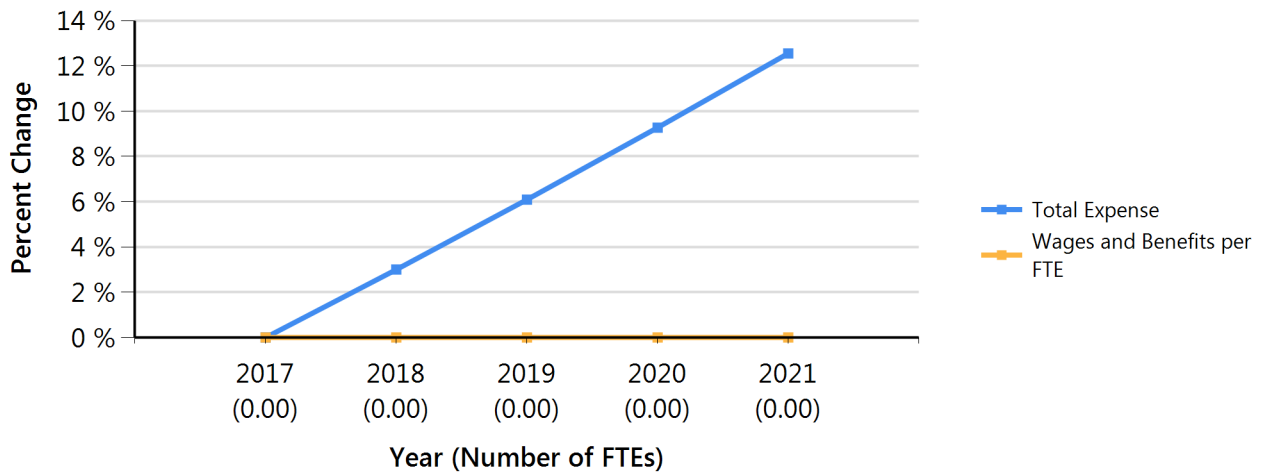
2017 Expenses



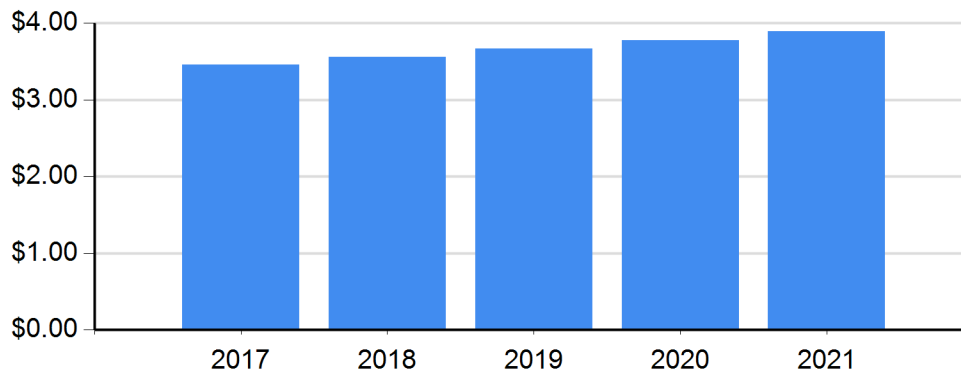
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$3.46	\$3.56	\$3.67	\$3.78	\$3.89
Percent Change	0.00%	3.00%	2.99%	2.99%	2.99%

Forfeitures & Contributions

Contributions:

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The Forfeitures and Contributions fund serves as a repository for funds received from drug investigations, donations made to the department, and auction proceeds from the Property Evidence Facility.

Programs and Services:

Proceeds in this fund are for restricted purposes. Per law, drug seizure funds must be utilized for drug investigations or related law enforcement activities (utilization of SWAT for serving a high risk drug warrant, for example). These seizure funds are the result of money, weapons, and vehicles seized during an investigation. Law enforcement can seize property if they have probable cause the suspect intended to use property in the commission of a crime.

Donations are made directly to the department normally for a specific purpose at the request of the donator. Property that has not been claimed and can be sold per law is auctioned off.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	50,000	51,500	53,045	54,636	56,275
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	475,950	490,229	504,935	520,083	535,685
Other Services & Changes	218,600	225,158	231,913	238,870	246,036
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	744,550	766,887	789,893	813,589	837,996

Expenditure Notes:

Forfeitures based on average from prior years and expected revenue

Revenues:

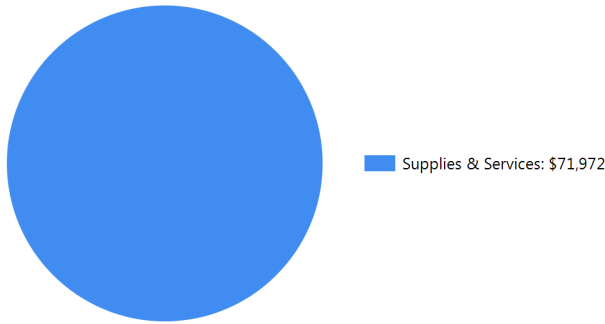
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	65,000	65,000	65,000	65,000	65,000
Services	0	0	0	0	0
Fines & Forfeits	375,000	375,000	375,000	375,000	375,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	161,950	184,287	207,293	230,989	255,396
All Other	142,600	142,600	142,600	142,600	142,600
TOTAL	744,550	766,887	789,893	813,589	837,996

Revenue Notes:

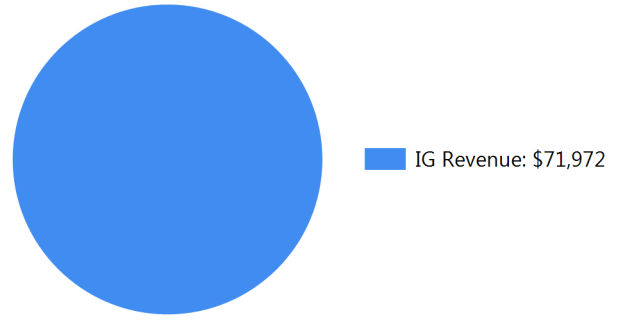
Local Law Enforcement Block Grants - Local Law Enforcement Block Grants

Department of Justice JAG grants fund in partnership with the county and other local jurisdictions to support Law Enforcement in special projects.

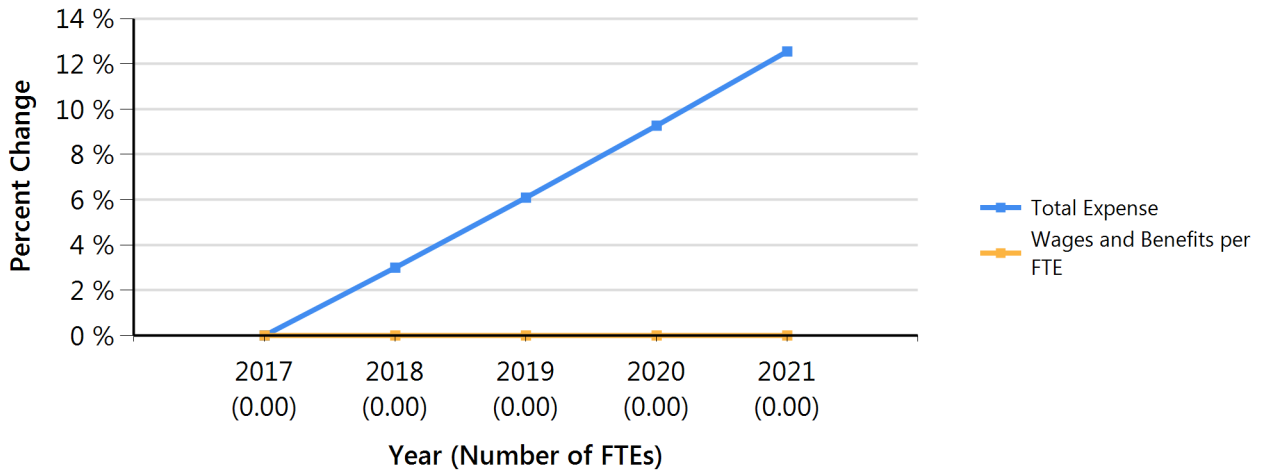
2017 Expenses



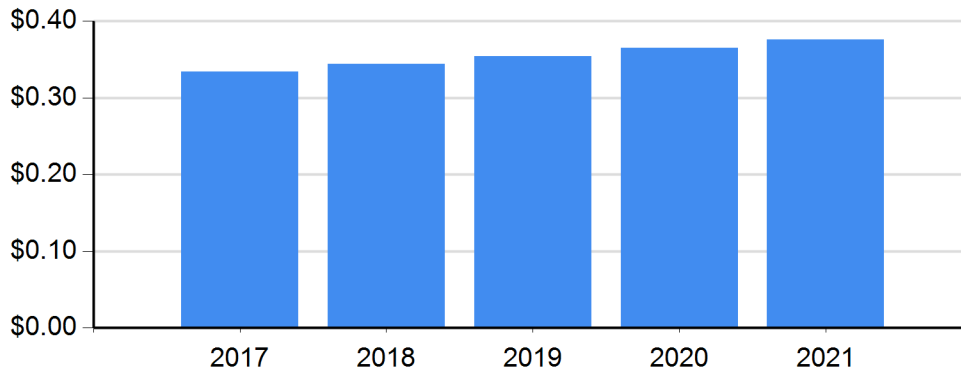
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$0.33	\$0.34	\$0.35	\$0.37	\$0.38
Percent Change	0.00%	2.99%	3.00%	2.99%	3.00%

Local Law Enforcement Local Law Enforcement Block Grants
Block Grants:

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

Department of Justice JAG grants fund in partnership with the county and other local jurisdictions to support Law Enforcement in special projects.

Programs and Services:

Annual block grants such as the Justice Assistance Grant (JAG) ensure SPD is able to make equipment purchases such as computers and weapons as well as software purchases to enhance efficiency.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	71,972	74,131	76,355	78,645	81,005
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	71,972	74,131	76,355	78,645	81,005

Expenditure Notes:

3% supply increase

Revenues:

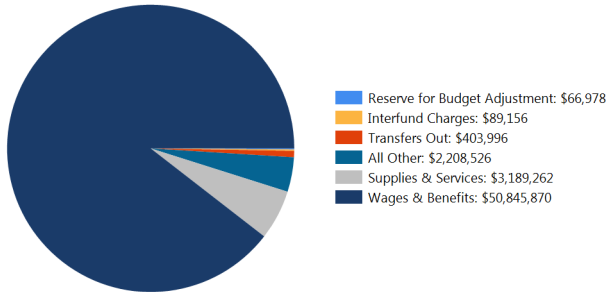
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	71,972	74,131	76,355	78,645	81,005
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	71,972	74,131	76,355	78,645	81,005

Revenue Notes:

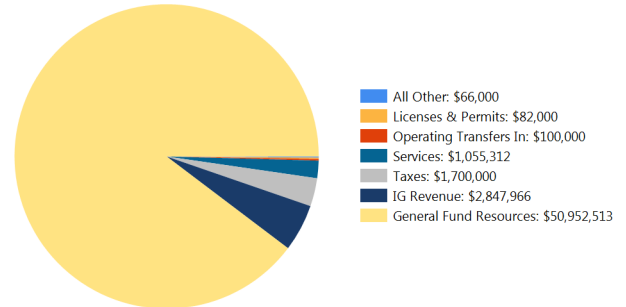
Police - Police

The mission of the Spokane Police Department is to demonstrate excellence in policing by working in partnership with the community we serve to prevent and reduce crime, the fear of crime, and improve the quality of life for our residents and visitors.

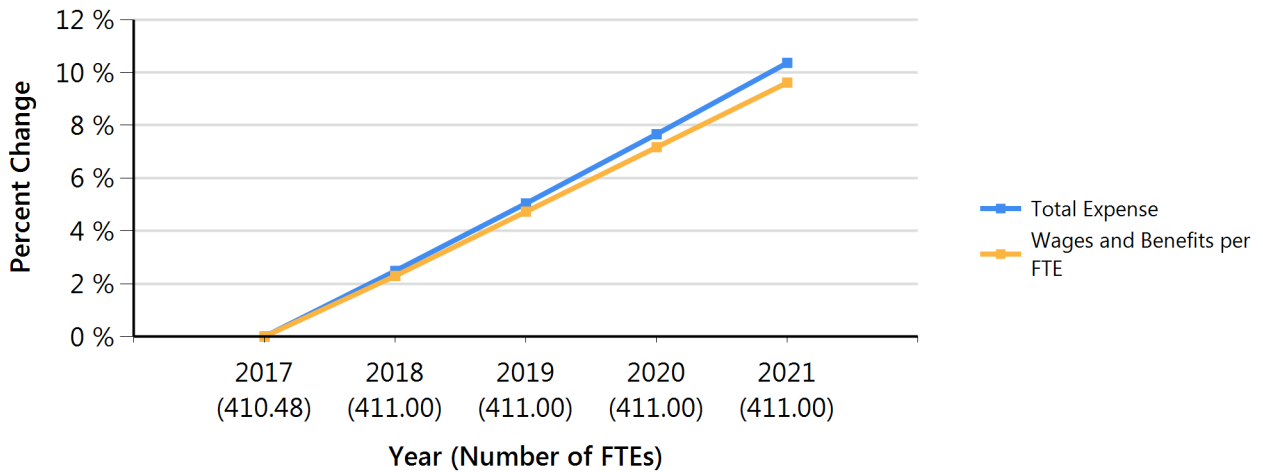
2017 Expenses



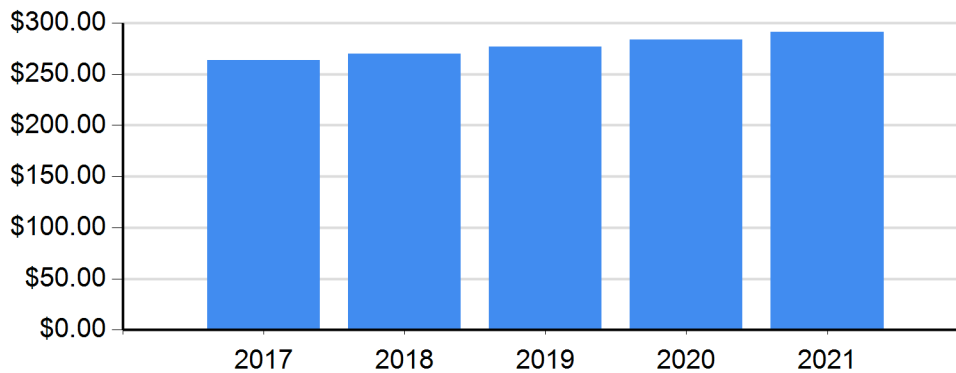
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$263.66	\$270.21	\$276.94	\$283.86	\$290.97
Percent Change	0.00%	2.48%	2.49%	2.49%	2.50%

Police: Police

Division: Public Safety

Fund Type: General Fund

Executive Summary:

The mission of the Spokane Police Department is to demonstrate excellence in policing by working in partnership with the community we serve to prevent and reduce crime, the fear of crime, and improve the quality of life for our residents and visitors.

Programs and Services:

Programs and Services that support the mission of the Police Department include all operations of Patrol, Specialty Teams, Dispatch, Community Outreach, Investigations, Operational Support, Administration, and collaborative reimbursed contracts.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	410.48	411.00	411.00	411.00	411.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	89,156	91,833	94,588	97,426	100,349
Reserve for Budget Adjustment	66,978	68,987	71,056	73,189	75,384
Transfers Out	403,996	416,115	428,599	441,457	454,701
Wages & Benefits	50,845,870	52,079,059	53,345,562	54,646,393	55,982,597
Supplies & Services	916,694	944,194	972,520	1,001,696	1,031,747
Other Services & Changes	2,272,568	2,340,745	2,410,967	2,483,296	2,557,795
Debt Services	0	0	0	0	0
All Other	2,208,526	2,274,781	2,343,025	2,413,315	2,485,715
TOTAL	56,803,788	58,215,714	59,666,317	61,156,772	62,688,288

Expenditure Notes:

Salaries-2% increase, Benefits-8% increase, CPI-3% increase on Supplies, Interfund & Reserve for budget and Operating Transfers.

Increase of FTE's based on phase out of COPS grants, current portions of the position are in fund 1620.

Revenues:

	2017	2018	2019	2020	2021
Taxes	1,700,000	1,751,000	1,803,530	1,857,635	1,913,364
Licenses & Permits	82,000	84,460	86,993	89,604	92,291
IG Revenue	2,847,966	2,933,404	3,021,407	3,112,049	3,205,410
Services	1,055,312	1,086,971	1,119,580	1,153,167	1,187,762
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	100,000	103,000	106,090	109,272	112,550
General Fund Resources	50,952,513	52,188,901	53,458,699	54,762,924	56,102,624
All Other	66,000	67,980	70,019	72,119	74,283
TOTAL	56,803,791	58,215,716	59,666,318	61,156,770	62,688,284

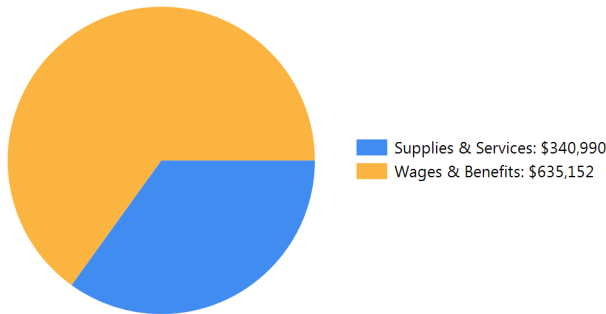
Revenue Notes:

Assumed 3% increase in revenues

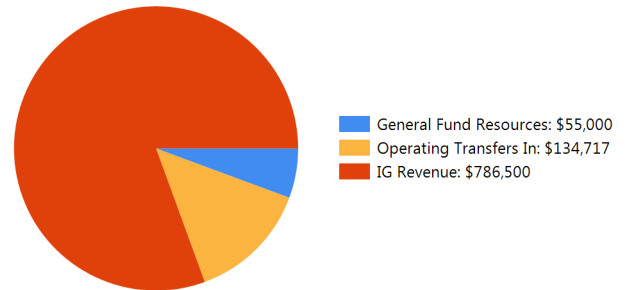
Public Safety & Judicial Grant - Public Safety & Judicial Grant

Grants dollars are used to enhance technology, sustain necessary equipment purchases, and support essential traffic programs.

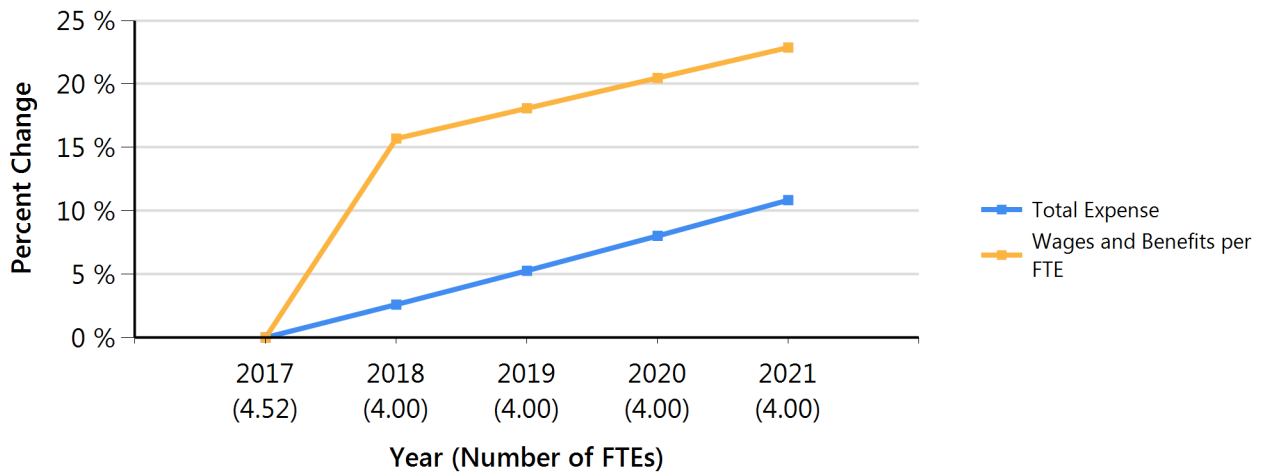
2017 Expenses



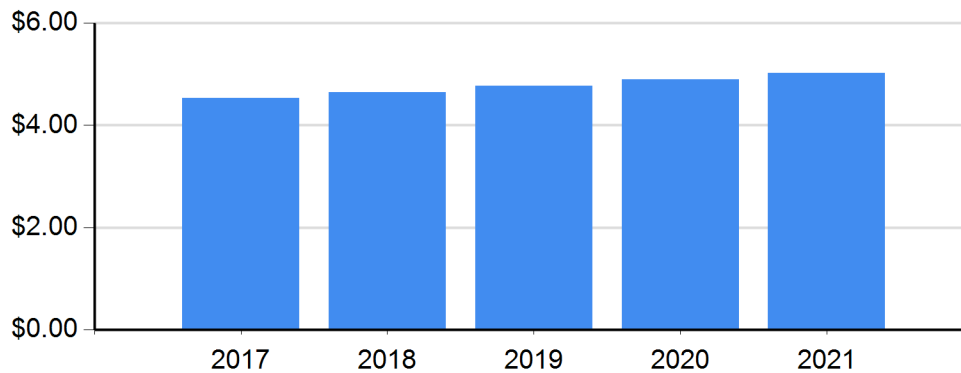
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$4.53	\$4.65	\$4.77	\$4.89	\$5.02
Percent Change	0.00%	2.59%	2.60%	2.60%	2.61%

Public Safety & Judicial Public Safety & Judicial Grant**Grant:****Division:** Public Safety**Fund Type:** Special Revenue Fund

Executive Summary:

Grants dollars are used to enhance technology, sustain necessary equipment purchases, and support essential traffic programs.

Programs and Services:

Units supported by these grants include mostly patrol, traffic and investigations through the following programs such as Click-it-or-Ticket, x52 (DUI emphasis), Drive Hammered - Get Nailed, and others. They also support two detectives' positions in TCU and SVU, and portions of 6 positions with DOJ's COPS Hiring program.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	4.52	4.00	4.00	4.00	4.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	635,152	650,284	665,816	681,760	698,126
Supplies & Services	108,000	111,240	114,577	118,014	121,555
Other Services & Changes	232,990	239,979	247,179	254,595	262,232
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	976,142	1,001,503	1,027,572	1,054,369	1,081,913

Expenditure Notes:

Salaries-2% increase, Benefits-8% increase, CPI-3% increase on Supplies, Interfund & Reserve for budget and Operating Transfers.

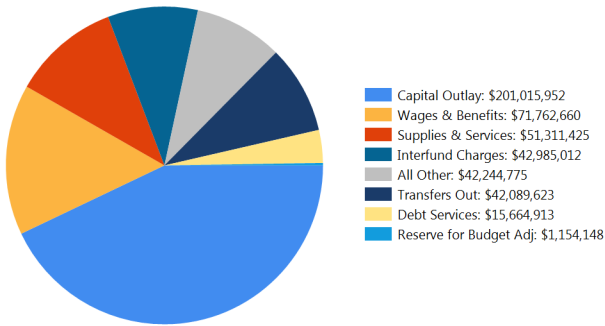
Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	786,500	786,500	786,500	786,500	786,500
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	134,717	135,000	135,000	135,000	135,000
General Fund Resources	55,000	80,003	106,071	132,868	160,413
All Other	0	0	0	0	0
TOTAL	976,217	1,001,503	1,027,571	1,054,368	1,081,913

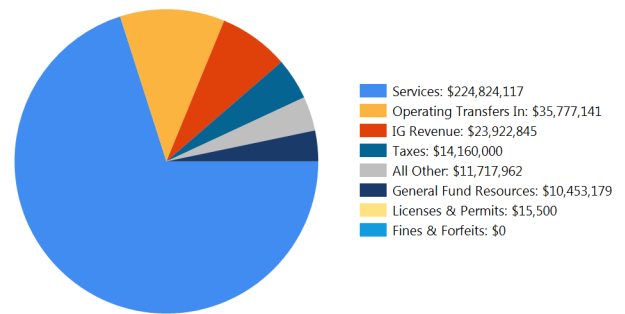
Revenue Notes:

Public Works

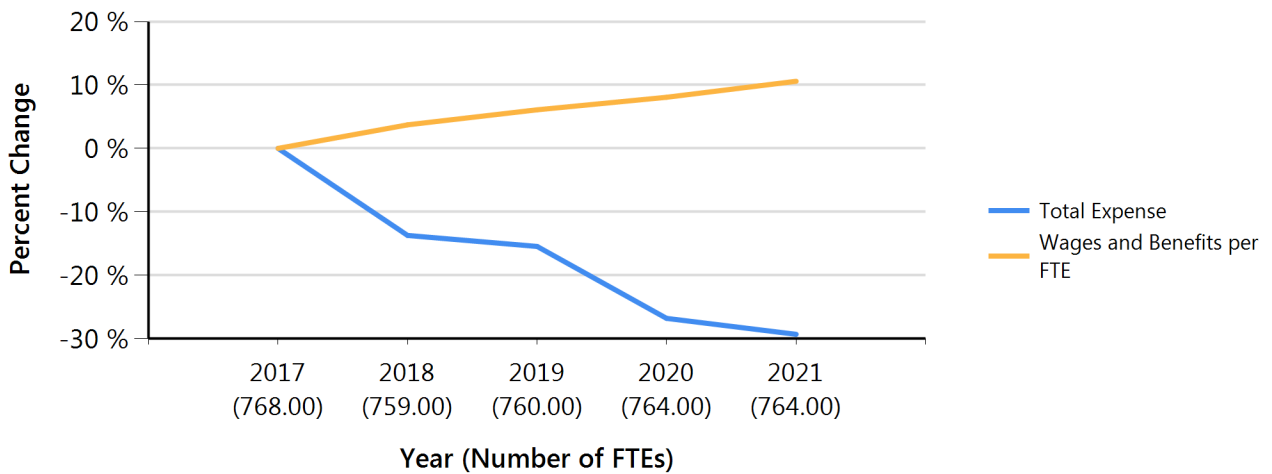
2017 Expense



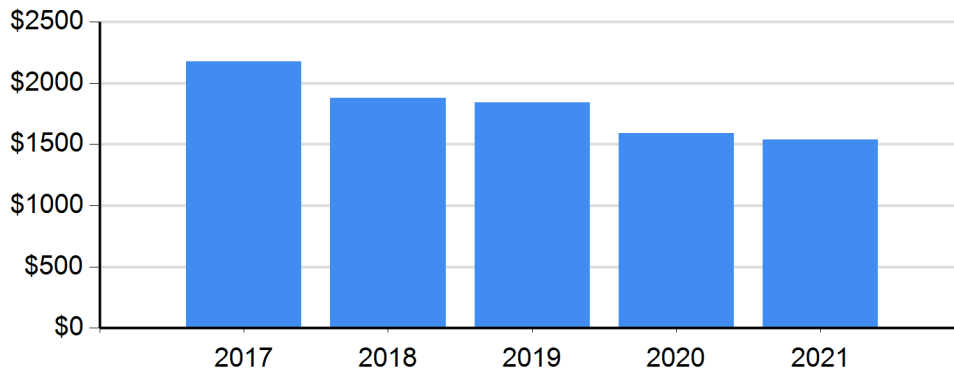
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$2,175.63	\$1,876.74	\$1,839.07	\$1,592.08	\$1,537.40
Percent Change	0.00%	-13.73%	-2.00%	-13.43%	-3.43%

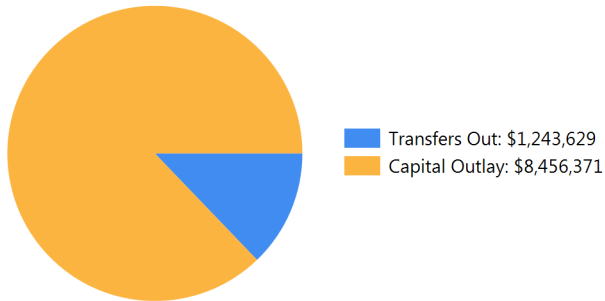
2004 UTGO Streets Bond - 2004 UTGO Street Bonds

The 2004 Street Bond Fund: 10-yr Street Bond Program handles all the accounting transactions for the 10-yr Street Bond Program.

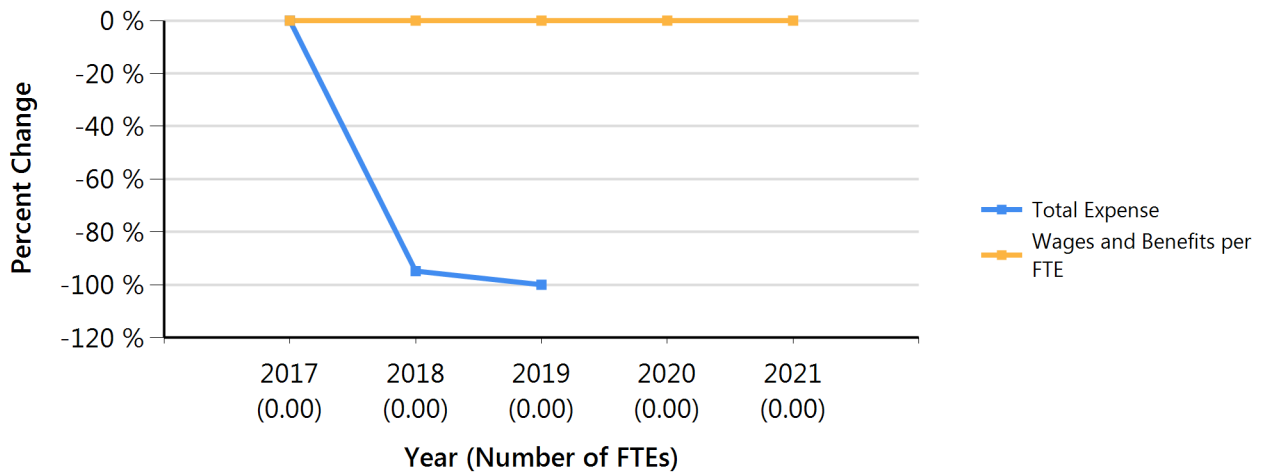
2017 Expenses

2017 Revenue

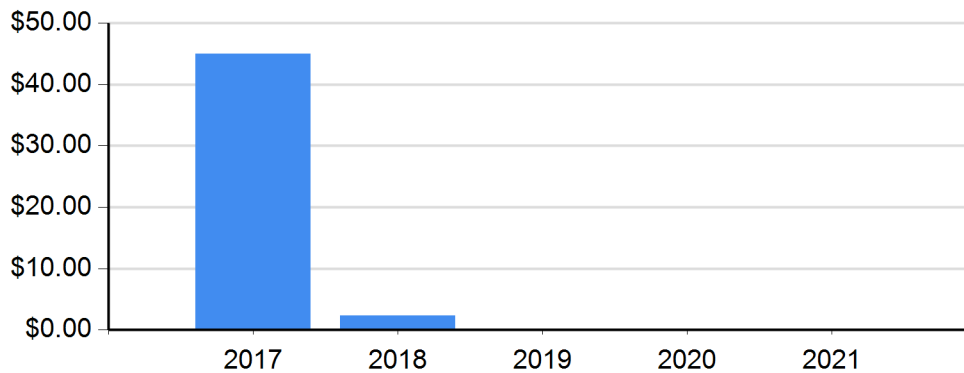
No Data Available



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$45.02	\$2.32	\$0.00	\$0.00	\$0.00
Percent Change	0.00%	-94.84%	-100.00%	0.00%	0.00%

2004 UTGO Streets 2004 UTGO Streets Bond**Bond:****Division:** Public Works**Fund Type:** Capital Project Fund

Executive Summary:

The 2004 Street Bond Fund: 10-yr Street Bond Program handles all the accounting transactions for the 10-yr Street Bond Program.

Programs and Services:

The 10-yr Street Bond Program is used in the transaction of all project costs incurred for projects found within the 10-yr Street Bond Program. On September 7, 2004 the City Council passed ordinance #33942 to implement a road improvement plan forwarded to them by the Mayor and the Citizens' Street Advisory Committee. The ordinance further submitted a proposition to the voters to issue general obligation bonds in the total amount of \$117,351,000 to finance the road improvement plan. This bond vote was approved by more than 60% of voters in a special election held November 2, 2004. The bonds were sold, and the proceeds are provided to the City to reimburse actual road improvement expenses incurred. This bid acts as the cash flow account for all the projects within 10-yr Street Bond Program.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	8,456,371	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,243,629	500,000	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	9,700,000	500,000	0	0	0

Expenditure Notes:

Revenues:

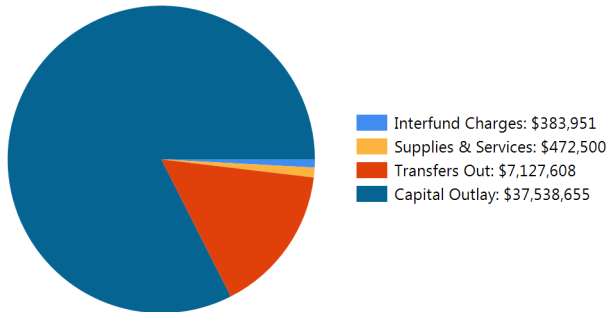
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

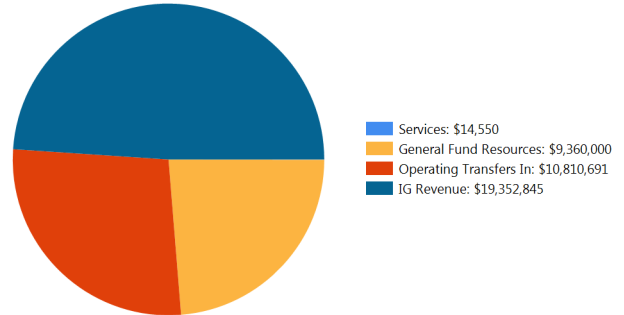
Arterial Street Fund - Arterial Street Fund

The Arterial Street Fund: 6-yr Street Program handles all the accounting transactions for the Six-Year Street Program

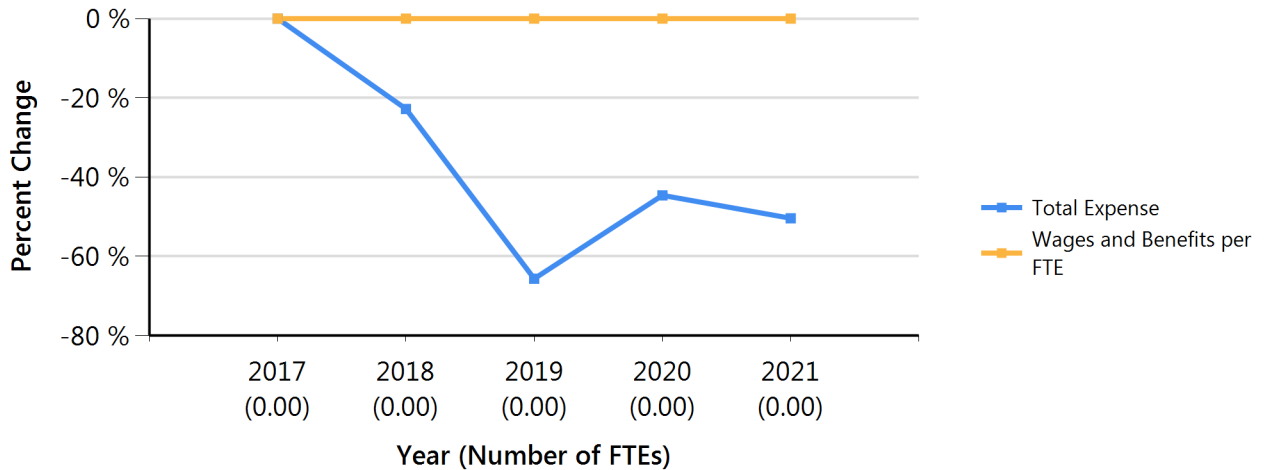
2017 Expenses



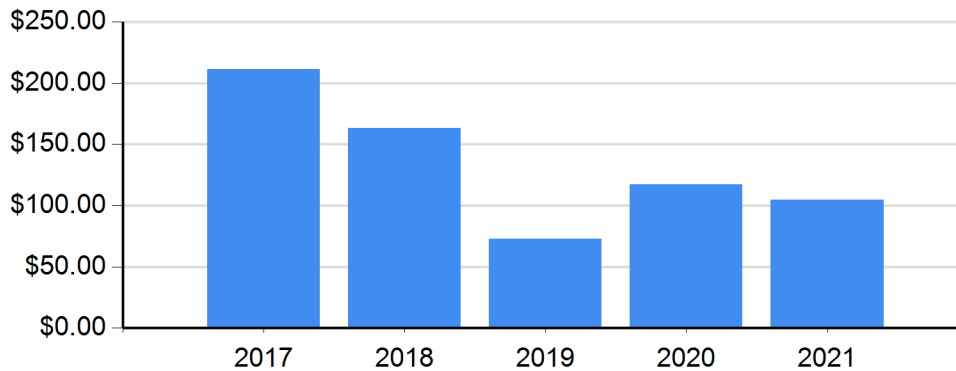
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$211.30	\$163.10	\$72.56	\$117.03	\$104.80
Percent Change	0.00%	-22.80%	-55.51%	61.29%	-10.45%

Arterial Street Fund: Arterial Street Fund

Division: Public Works

Fund Type: Capital Project Fund

Executive Summary:

The Arterial Street Fund: 6-yr Street Program handles all the accounting transactions for the Six-Year Street Program

Programs and Services:

The Arterial Street Fund: 6-yr Street Program is used in the transaction of all project costs incurred for projects found within the Six-Year Street Program. The City relies upon federal and state funding sources for a majority of the cost to design, purchase right-of-way and construct capital transportation projects. Federal and state transportation funds are provided to the City as reimbursements to actual expenses incurred, and are "eligible" as determined by federal and state rules/regulations. Because of this reimbursement-only policy, this bid acts as the cash flow account for all the projects within Street Program. In other words, the City must have enough cash on hand in this account to pay the bills and then obtain reimbursement of the eligible costs from the federal and/or state funding source.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	37,538,655	27,275,424	7,979,048	17,479,790	14,885,699
Interfund Charges	383,951	280,420	85,650	181,764	155,712
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	7,127,608	7,097,608	7,067,608	7,037,608	7,007,608
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	472,500	486,203	500,302	514,811	529,741
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	45,522,714	35,139,655	15,632,608	25,213,973	22,578,760

Expenditure Notes:

Capital Plan

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	19,352,845	9,275,599	3,930,250	6,625,039	4,741,151
Services	14,550	14,971	15,220	15,661	16,116
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	10,810,691	9,520,262	5,000,000	5,145,000	5,294,205
General Fund Resources	9,360,000	9,360,000	9,360,000	9,360,000	9,360,000
All Other	1,368,879	0	0	0	0
TOTAL	40,906,965	28,170,832	18,305,470	21,145,700	19,411,472

Revenue Notes:

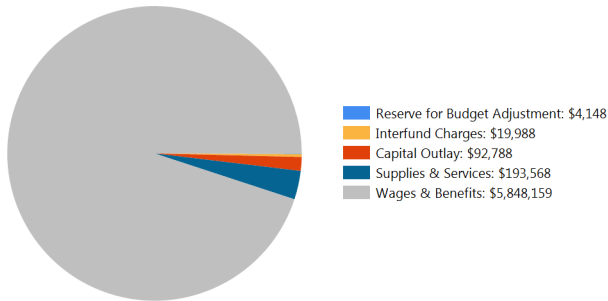
Capital Plan



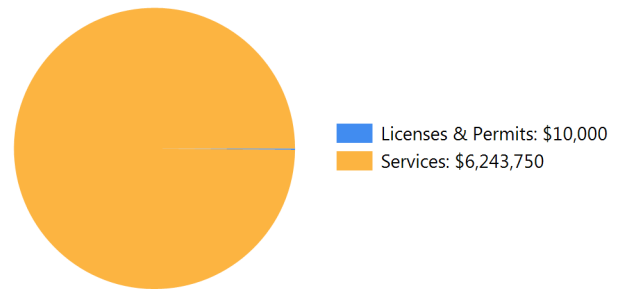
Engineering Services - Engineering Services

The City of Spokane provides efficient and effective design and construction management services to facilitate economic opportunity and enhance the quality of life in Spokane. Engineering services is the primary design and construction management steward for the basic street, sewer, water, ped, bikeway, sanitary and storm sewer systems that support Spokane.

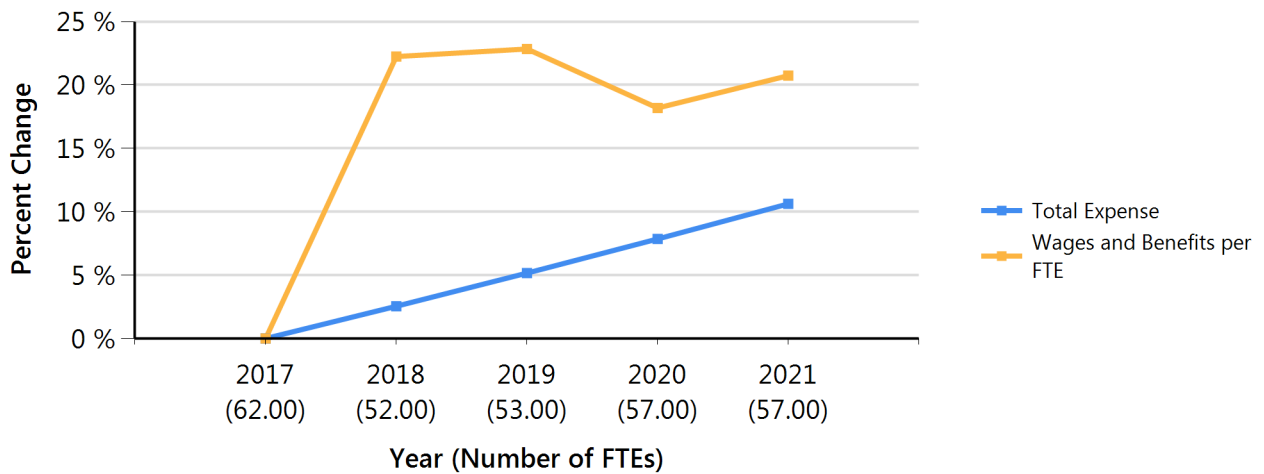
2017 Expenses



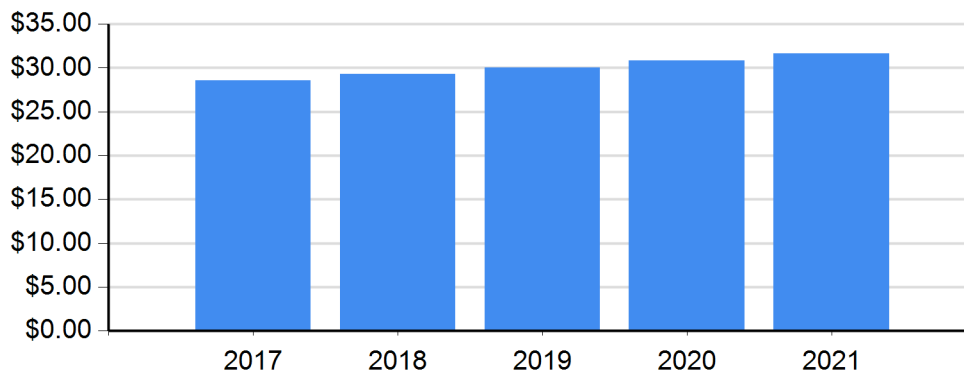
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$28.59	\$29.31	\$30.06	\$30.83	\$31.62
Percent Change	0.00%	2.54%	2.55%	2.55%	2.56%

Engineering Services: Engineering Services

Division: Public Works

Fund Type: General Fund

Executive Summary:

The City of Spokane provides efficient and effective design and construction management services to facilitate economic opportunity and enhance the quality of life in Spokane. Engineering services is the primary design and construction management steward for the basic street, sewer, water, ped, bikeway, sanitary and storm sewer systems that support Spokane.

Programs and Services:

For infrastructure stewardship, a thorough understanding of the systems, their context, capacities and conditions is essential. These are the fundamental tools for their responsible planning, efficient design and construction management to assure that these services are reliably and responsibly available where and when required for a vibrant economy.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	62.00	52.00	53.00	57.00	57.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	92,788	95,479	98,248	101,097	104,029
Interfund Charges	19,988	20,588	21,205	21,841	22,497
Reserve for Budget Adjustment	4,148	4,268	4,392	4,519	4,651
Transfers Out	0	0	0	0	0
Wages & Benefits	5,848,159	5,995,834	6,147,690	6,303,861	6,464,485
Supplies & Services	70,000	72,030	74,119	76,268	78,480
Other Services & Changes	123,568	127,151	130,839	134,633	138,538
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	6,158,651	6,315,350	6,476,493	6,642,219	6,812,680

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	10,000	10,290	10,588	10,895	11,211
IG Revenue	0	0	0	0	0
Services	6,243,750	6,424,819	6,611,138	6,802,862	7,000,144
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	6,253,750	6,435,109	6,621,726	6,813,757	7,011,355

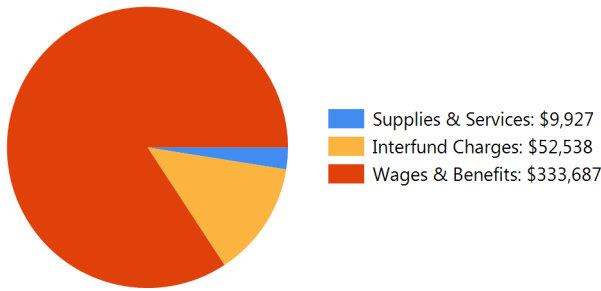
Revenue Notes:

Increase IG revenues 2.9% per year for increase in wages and benefits.

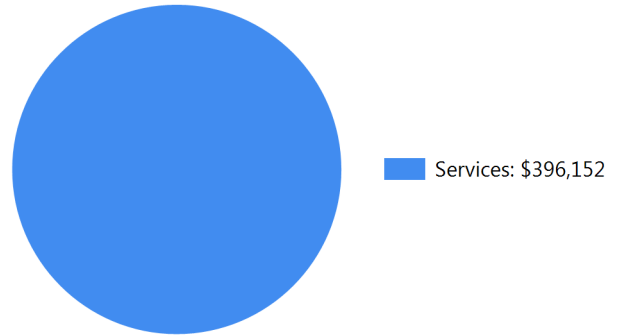
Environmental Programs - Environmental Programs

Environmental Programs helps the City understand and comply with environmental regulations through data gathering, review, maintenance, and reporting activities. We promote an open dialogue with local, state, and federal agencies and environmental advocates, and we support the City’s perspective in regional environmental processes. We host the City’s climate protection program.

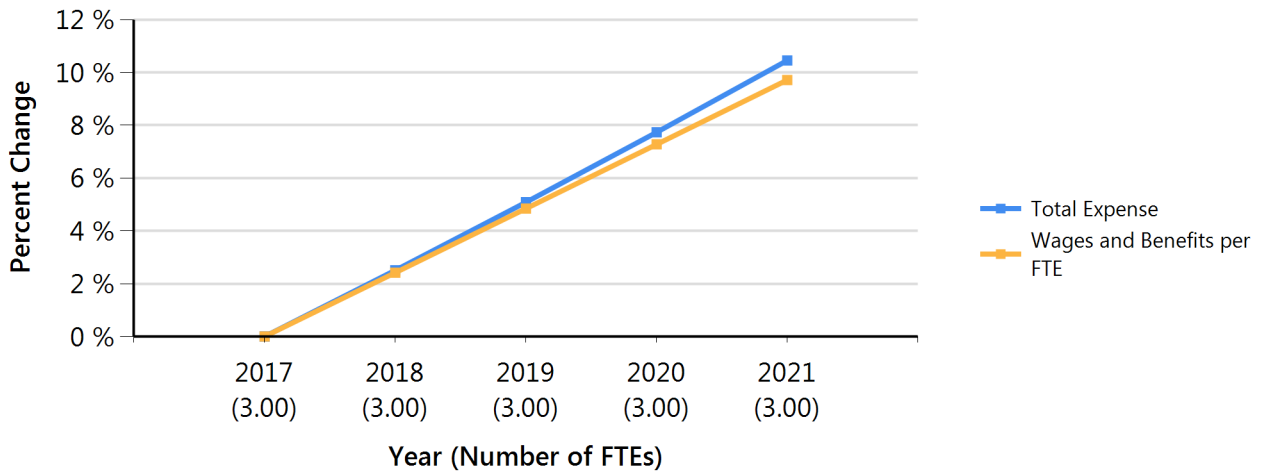
2017 Expenses



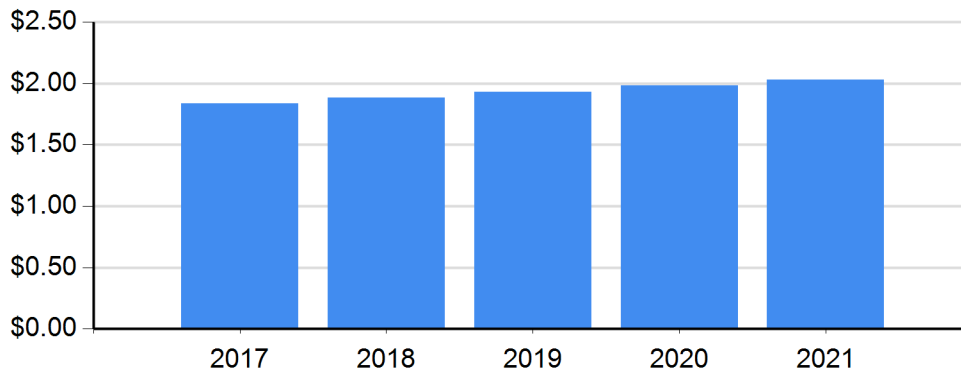
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$1.84	\$1.88	\$1.93	\$1.98	\$2.03
Percent Change	0.00%	2.50%	2.51%	2.51%	2.52%

Environmental Environmental Programs **Programs:**

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

Environmental Programs helps the City understand and comply with environmental regulations through data gathering, review, maintenance, and reporting activities. We promote an open dialogue with local, state, and federal agencies and environmental advocates, and we support the City's perspective in regional environmental processes. We host the City's climate protection program.

Programs and Services:

Environmental Programs helps other City departments, businesses, and individuals understand and comply with environmental regulations. In particular, we work closely with the City's utilities—water, wastewater, stormwater, and solid waste—in meeting environmental goals.

We gather environmental data, review information, track maintenance activities, and complete required reporting. We promote communication, understanding, and cooperation between the City and environmental interests and agencies. We also work to bring the City's views and perspectives to regional environmental processes, such as watershed planning. The program works to facilitate climate protection and resource stewardship through documenting and reporting current standing as compared to existing goals.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	52,538	54,114	55,738	57,410	59,132
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	333,687	341,757	350,045	358,556	367,299
Supplies & Services	4,200	4,322	4,447	4,576	4,709
Other Services & Changes	5,727	5,893	6,064	6,240	6,421
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	396,152	406,086	416,294	426,782	437,560

Expenditure Notes:

Interfund Charges increase @ 3%, Salaries increase @ 2%, Benefits increase @ 4%, Supplies increase at 2.9% and Services increase @ 2.9%

Revenues:

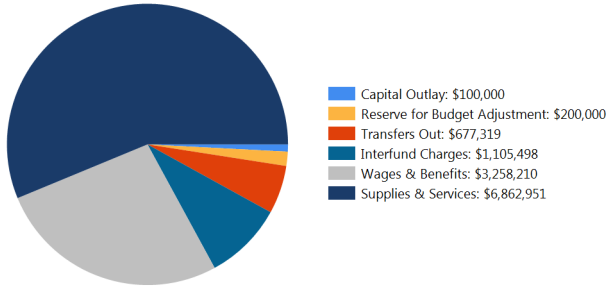
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	396,152	406,086	416,294	426,782	437,560
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	396,152	406,086	416,294	426,782	437,560

Revenue Notes:

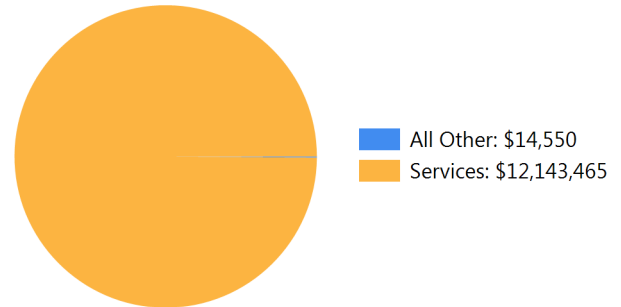
Fleet Services - Fleet Services

Fleet Services provides centralized fleet management, maintenance, procurement, disposal, and record keeping services for City of Spokane departments that utilize vehicles and equipment to fulfill their missions. Fleet Services is organized as an internal services fund and functions like a small business within City government.

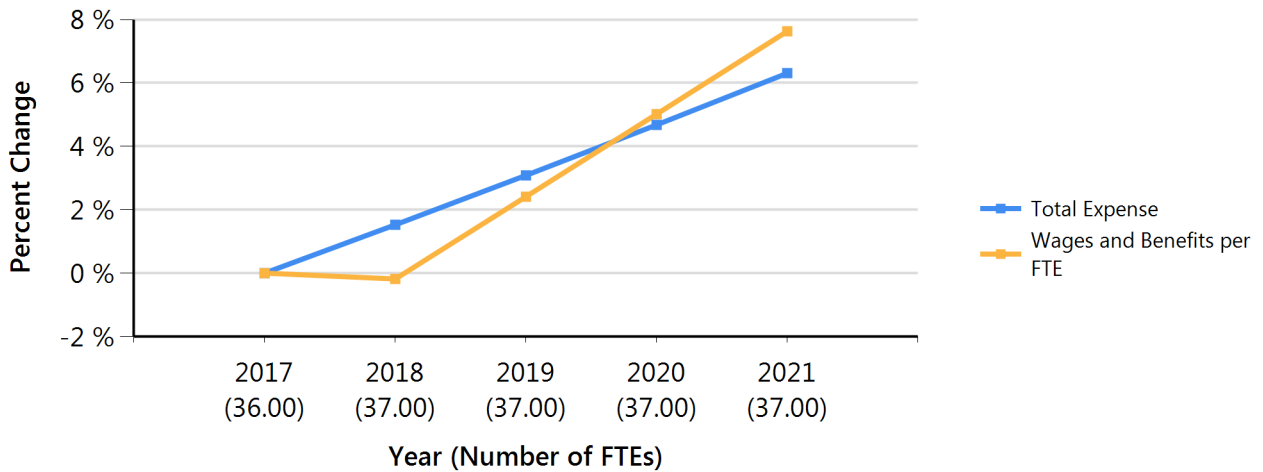
2017 Expenses



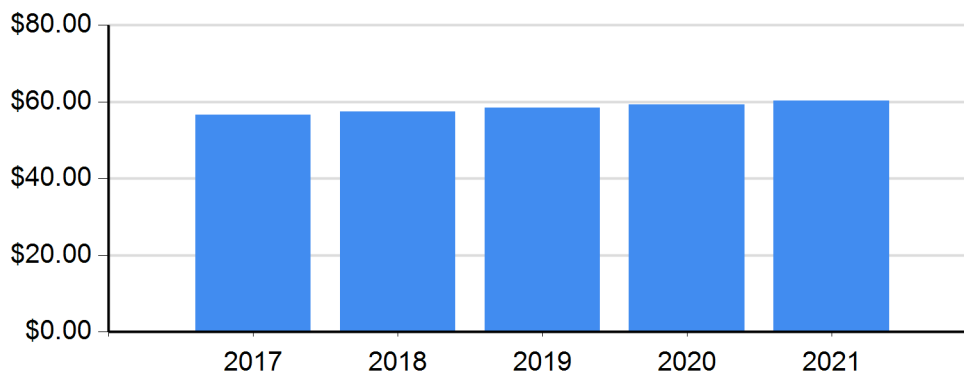
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$56.65	\$57.51	\$58.39	\$59.30	\$60.22
Percent Change	0.00%	1.52%	1.53%	1.54%	1.55%

Fleet Services: Fleet Services**Division:** Public Works**Fund Type:** Internal Service Fund

Executive Summary:

Fleet Services provides centralized fleet management, maintenance, procurement, disposal, and record keeping services for City of Spokane departments that utilize vehicles and equipment to fulfill their missions. Fleet Services is organized as an internal services fund and functions like a small business within City government.

Programs and Services:

Fleet Services provides City departments and some external customers with safe, reliable, economical and environmentally sound transportation and related support services that are responsive to their needs and that conserve vehicle value and equipment investment. The 39 employees of Fleet Services are based out of three shops and provide service and centralized fleet management services for more than 1,400 vehicles and related pieces of equipment.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	36.00	37.00	37.00	37.00	37.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	100,000	100,000	100,000	100,000	100,000
Interfund Charges	1,105,498	1,138,663	1,172,823	1,208,008	1,244,248
Reserve for Budget Adjustment	200,000	200,000	200,000	200,000	200,000
Transfers Out	677,319	677,319	677,319	677,319	677,319
Wages & Benefits	3,258,210	3,342,553	3,429,350	3,518,681	3,610,628
Supplies & Services	3,096,769	3,127,737	3,159,014	3,190,604	3,222,510
Other Services & Changes	3,766,182	3,803,844	3,841,882	3,880,301	3,919,104
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	12,203,978	12,390,116	12,580,388	12,774,913	12,973,809

Expenditure Notes:

Transfers out is Debt Service for Nelson Center plus 100k annual to Fleet Replacement. Assuming a 1% increase per year in fuel for Supplies and a 1% increase in Services and Charges. Fuel goes up and shipping costs go up.

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	12,143,465	12,447,052	12,758,228	13,077,184	13,404,113
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	14,550	14,550	14,550	14,550	14,550
TOTAL	12,158,015	12,461,602	12,772,778	13,091,734	13,418,663

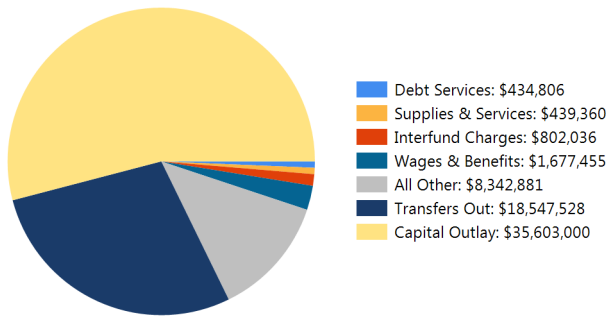
Revenue Notes:

Assuming a 2.5% increase in Service revenue related to 1% increase in fuel pricing and IF CNG fuel billings of approximately 205k per year

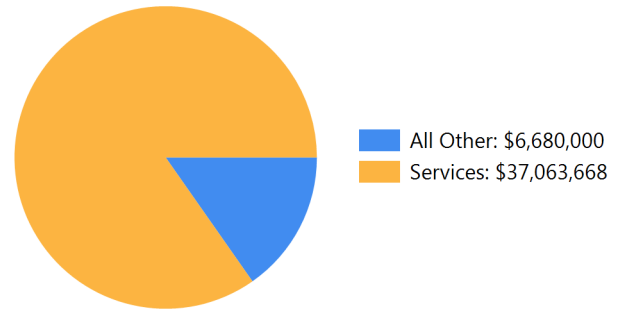
Integrated Capital Management - Integrated Capital Management

The Integrated Capital Management Department supports integrated and holistic capital planning for all infrastructure needs within the right of way, including streets, water, wastewater, stormwater and other needs. This program also holds the funding for all water and wastewater infrastructure capital design and construction.

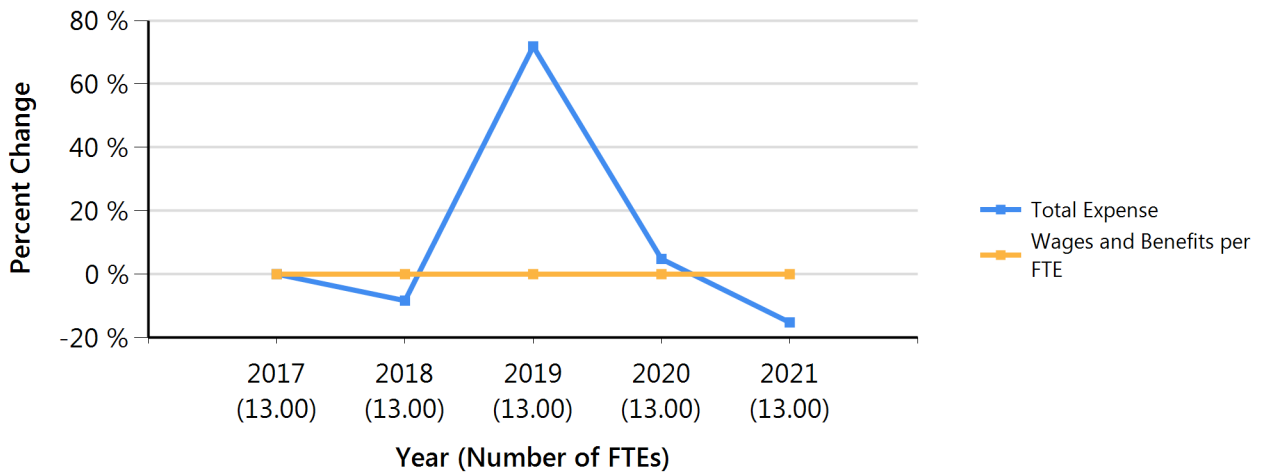
2017 Expenses



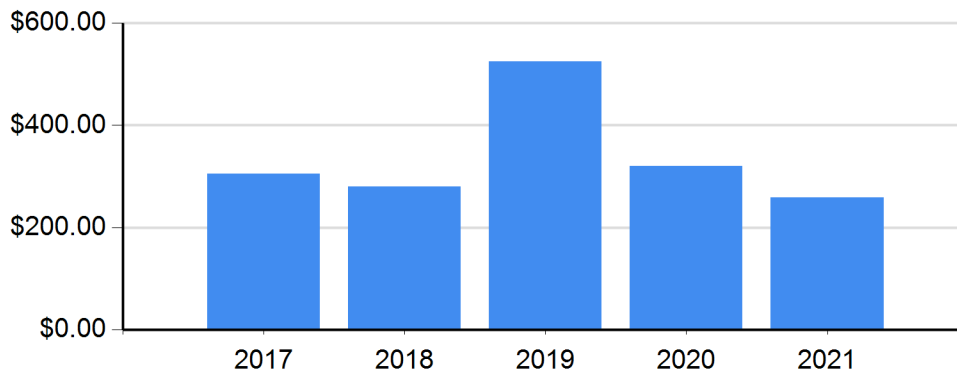
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$305.63	\$280.05	\$525.21	\$320.24	\$259.08
Percent Change	0.00%	-8.37%	87.54%	-39.02%	-19.09%



Integrated Capital Management: Integrated Capital Management

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Integrated Capital Management Department supports integrated and holistic capital planning for all infrastructure needs within the right of way, including streets, water, wastewater, stormwater and other needs. This program also holds the funding for all water and wastewater infrastructure capital design and construction.

Programs and Services:

The Integrated Capital Management Department coordinates and prioritizes all the interrelated infrastructure requirements within the City's right of way. Treating the array of necessary streets and utilities within the right of way in a holistic, system-wide manner is recognized as a best practice. It is a more efficient and cost-effective way to deliver the best value for investments. The citizens have embraced this new "integrated" approach to manage the street right of way, approving a new 20-year levy in November 2014 with a nearly 78 percent "yes" vote to support construction of improved and integrated streets. Additionally, the City committed in its new Integrated Clean Water Plan, which was submitted to regulators, and in its sale of \$200 million in "Green" bonds to manage stormwater on site when streets are rebuilt.

This program also manages all the capital construction for water and wastewater outside of the right of way. This includes major upgrades at the City's Riverside Park Water Reclamation Facility and at Upriver Dam. In 2014, we created the new combined Water-Wastewater Integrated Capital Fund, with citizens paying a single capital charge for water and wastewater construction needs on their monthly utility bills.

This integrated approach to our capital expenditures will allow for more coordinated and consistent planning into the future. This process has already yielded significantly better outcomes with 10% to 30% savings had they been planned, designed and constructed individually.

In addition to increased efficiency, this integration will result in:

- Improved responsiveness.
- Greater flexibility to address emergent issues.
- Improved levels of service with less capital demands.
- The opportunity to leverage revenues to increase capital capacity.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	13.00	13.00	13.00	13.00	13.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	35,603,000	34,860,000	87,016,358	42,277,435	28,810,000
Interfund Charges	802,036	826,097	850,880	876,406	902,699
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	18,547,528	13,512,806	13,512,806	13,512,806	13,512,806
Wages & Benefits	1,677,455	1,677,455	1,677,455	1,677,455	1,677,455
Supplies & Services	20,429	20,429	20,429	20,429	20,429
Other Services & Changes	418,931	418,931	418,931	418,931	418,931
Debt Services	434,806	434,806	823,959	1,120,741	1,120,741
All Other	8,342,881	8,584,825	8,833,784	9,089,964	9,353,573
TOTAL	65,847,066	60,335,349	113,154,602	68,994,167	55,816,634

Expenditure Notes:

2% increases for salaries and wages, 4% increases for benefits, 3% increases for interfund expenditures.

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	37,063,668	38,138,514	39,244,531	40,382,623	41,553,719
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	6,680,000	23,589,724	9,141,417	0	0
TOTAL	43,743,668	61,728,238	48,385,948	40,382,623	41,553,719

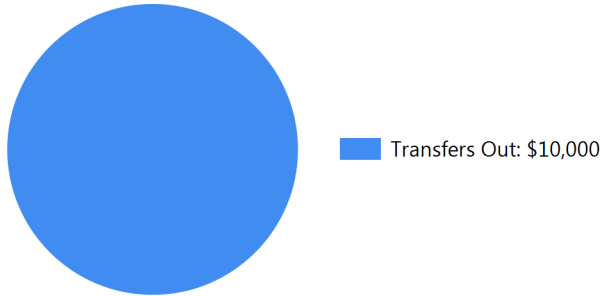
Revenue Notes:

Services Revenues increase at 2.9%

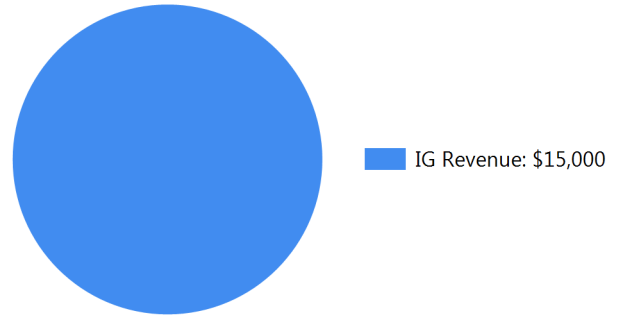
Paths and Trails - Paths and Trails

The Path and Trails Fund is the revenue stream for projects related to path and trail work.

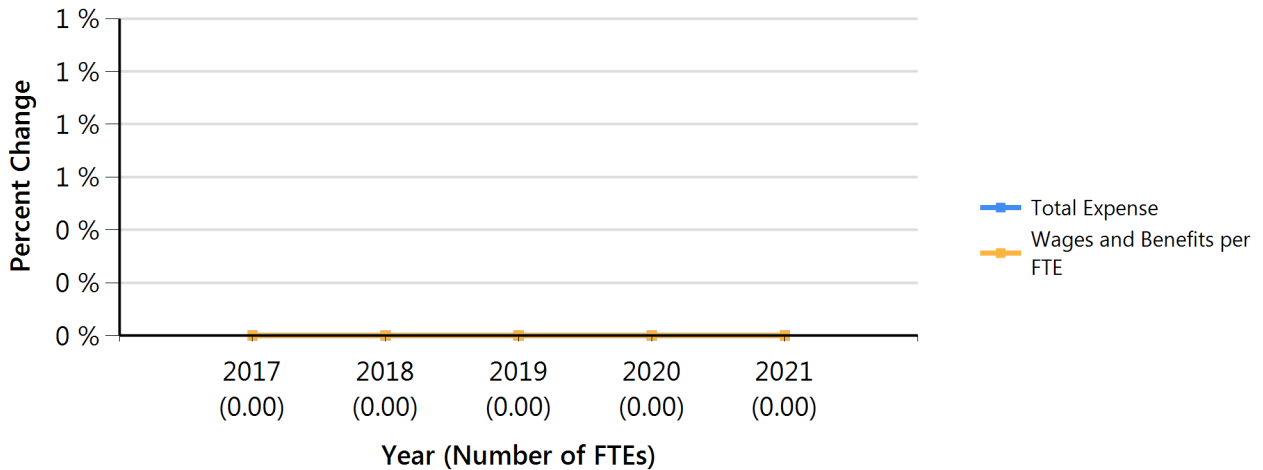
2017 Expenses



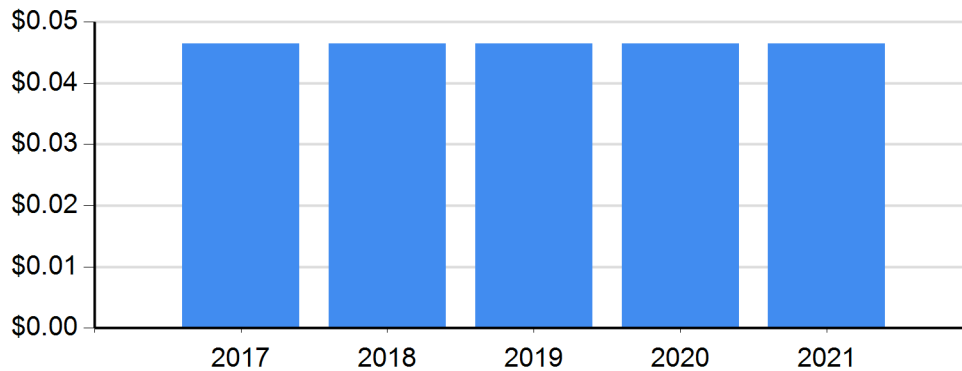
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$0.05	\$0.05	\$0.05	\$0.05	\$0.05
Percent Change	0.00%	0.00%	0.00%	0.00%	0.00%

Paths and Trails: Paths and Trails

Division: Public Works

Fund Type: Special Revenue Fund

Executive Summary:

The Path and Trails Fund is the revenue stream for projects related to path and trail work.

Programs and Services:

A portion of state gasoline tax revenue is returned to local governments to be used for the development and maintenance of paths and trails. One half of one percent (0.5%) of the tax is returned to the City. Presently, the City receives approximately \$15,000 per year from this funding source. Both pedestrian and bike facilities can utilize these funds, however, historically these funds have been extremely limited. This revenue source has been used as matching funds, which are typically required from federal and state funding sources on minor pedestrian and or bike projects. Typically this bid has been used to cover incidental costs such as minor striping and signage replacement that support a bike or pedestrian facility.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	10,000	10,000	10,000	10,000	10,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	10,000	10,000	10,000	10,000	10,000

Expenditure Notes:

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	15,000	15,000	15,000	15,000	15,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	15,000	15,000	15,000	15,000	15,000

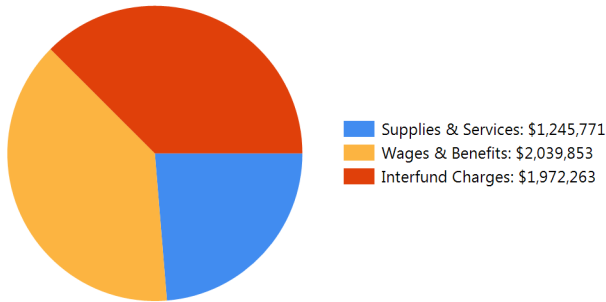
Revenue Notes:



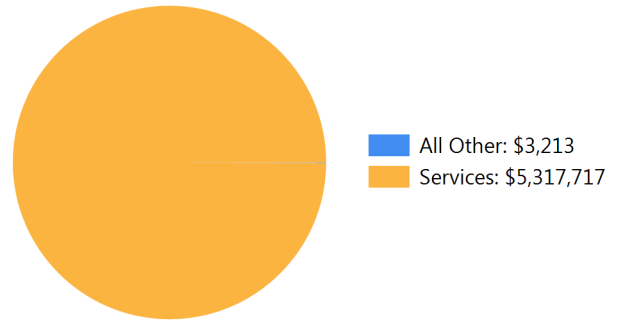
Public Works and Utilities - Public Works and Utilities

The Public Works & Utilities Division includes the City's major utility enterprises, including Water, Wastewater, and Solid Waste collection and disposal, along with Streets, Engineering Services, and Integrated Capital Management. Our Division provides services that are critical to our citizens' daily lives.

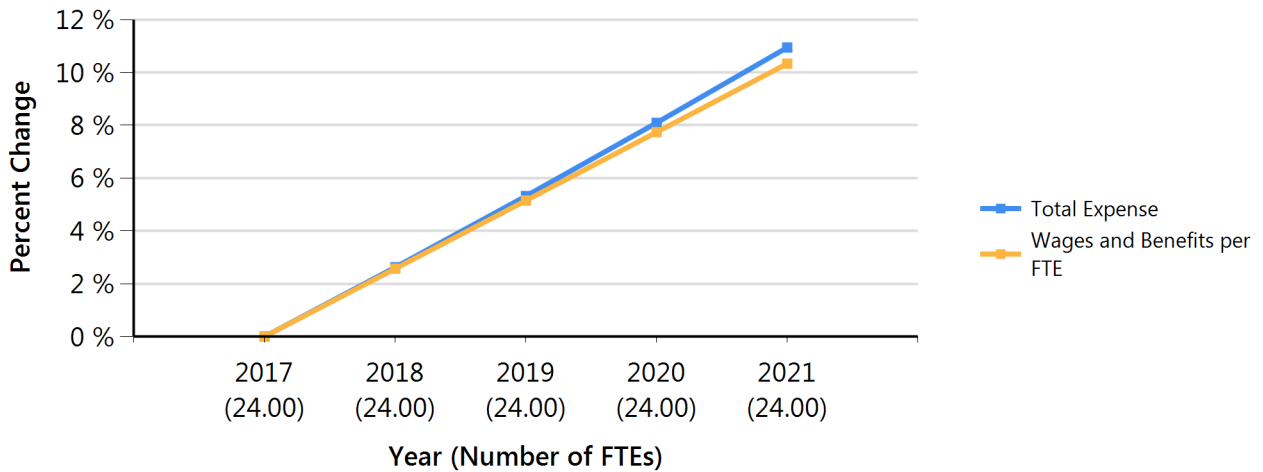
2017 Expenses



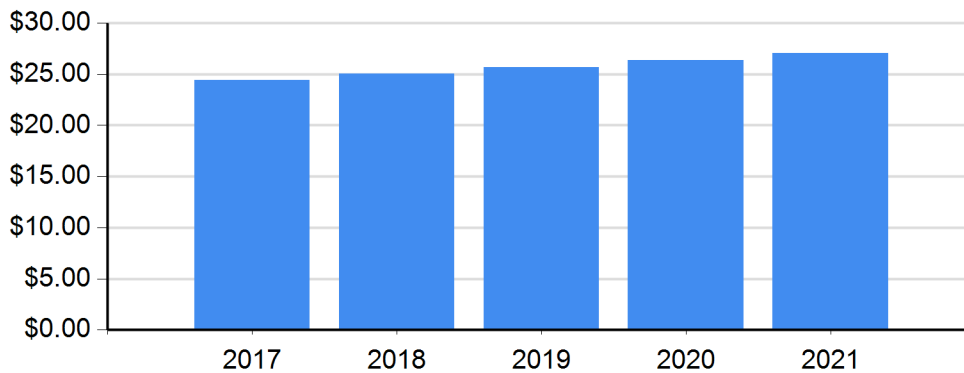
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$24.40	\$25.04	\$25.70	\$26.38	\$27.08
Percent Change	0.00%	2.62%	2.62%	2.63%	2.63%

Public Works and Utilities: Public Works and Utilities

Division: Public Works

Fund Type: Internal Service Fund

Executive Summary:

The Public Works & Utilities Division includes the City's major utility enterprises, including Water, Wastewater, and Solid Waste collection and disposal, along with Streets, Engineering Services, and Integrated Capital Management. Our Division provides services that are critical to our citizens' daily lives.

Programs and Services:

The Public Works & Utilities Division portion of the budget encompasses administrative oversight and customer billing for the City's large utility services: the Water Department, the Wastewater Department and the Solid Waste collection and disposal. The Division also includes Streets, Engineering Services, and Integrated Capital Management. This portion of the budget reflects the Division administration and comprehensive billing services for the utilities.

The Division staff is responsible for billing out and collecting more than \$160 million in service and usage charges from utility customers each year. Collection rates consistently are above 99 percent of billings, providing for a very efficient and effective service, keeping costs low for the utilities that pay for these services. We have committed to limiting annual rate increases to inflation to keep our services affordable.

The Division is focusing on an integrated approach to providing services to citizens. Capital projects are designed to be environmentally and financially responsible. Additionally, we are working to leverage dollars to provide multiple benefits to our customers and citizens.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	24.00	24.00	24.00	24.00	24.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	1,972,263	2,031,431	2,092,374	2,155,145	2,219,799
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,039,853	2,092,301	2,146,263	2,201,790	2,258,931
Supplies & Services	441,365	454,606	468,244	482,291	496,760
Other Services & Changes	804,406	817,386	830,625	844,129	857,903
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	5,257,887	5,395,723	5,537,506	5,683,356	5,833,394

Expenditure Notes:

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,317,717	5,471,931	5,630,617	5,793,905	5,961,928
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	3,213	3,306	3,402	3,501	3,602
TOTAL	5,320,930	5,475,237	5,634,019	5,797,405	5,965,530

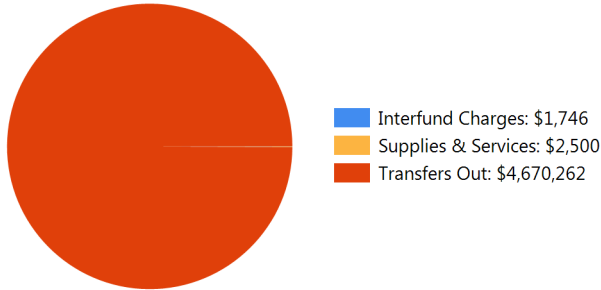
Revenue Notes:



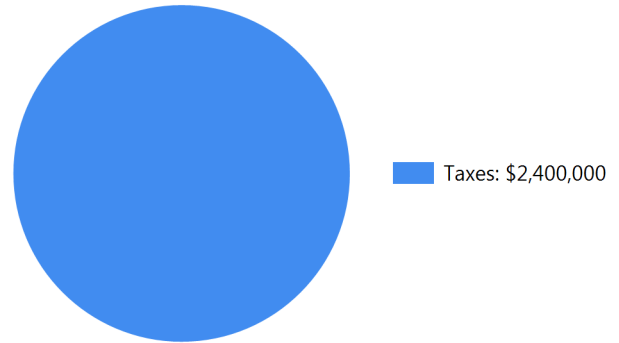
Real Estate Excise Tax Fund - Real Estate Excise Tax Fund

Approximately 50% of the Real Estate Excise Tax revenue is used to handle several needs from the 6-yr Street Program i.e.; the cash flow demands stemming from Street Program projects, the required matching funds to obtain federal/state grants and project expenditures not covered by other sources.

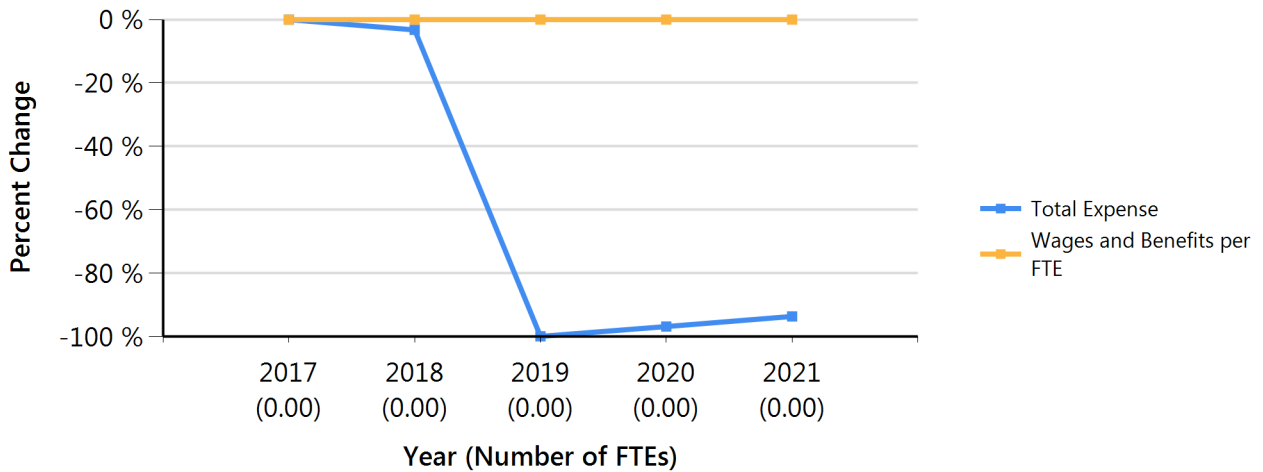
2017 Expenses



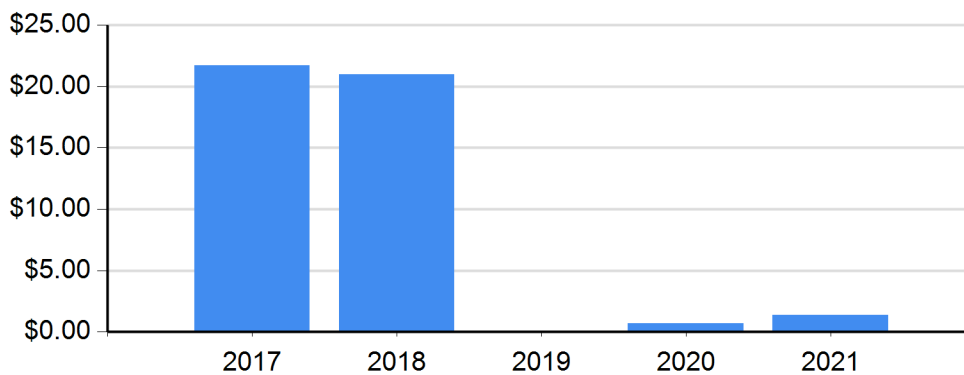
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$21.70	\$20.99	\$0.01	\$0.68	\$1.37
Percent Change	0.00%	-3.26%	-99.95%	7844.98%	101.60%

Real Estate Excise Tax Real Estate Excise Tax Fund**Fund:****Division:** Public Works**Fund Type:** Special Revenue Fund

Executive Summary:

Approximately 50% of the Real Estate Excise Tax revenue is used to handle several needs from the 6-yr Street Program i.e.; the cash flow demands stemming from Street Program projects, the required matching funds to obtain federal/state grants and project expenditures not covered by other sources.

Programs and Services:

These funds are the only source of significant "local" funds used to maintain the 6-yr Street Program. This revenue source is used in several different ways. During the construction season, hundreds of thousands of dollars are transacted, and a positive cash flow is needed to cover expenditures. This budget is needed to ensure construction is not delayed due to the City's inability to cover expenditures in a timely manner. This fund is also the most significant source of matching funds the City is required to pledge when grant applications are being sought. The City relies upon federal and state funding sources for a majority of the cost to design, purchase right-of-way and construct capital transportation projects. Typically a grant criteria from federal and state funding sources includes the requirement for local agencies to provide local funds as a match. The match typically ranges between 20% and 13%.

For every dollar the City spends, it typically receives \$4 in grant funds from federal and/or state sources. This is a significant return on investment for this size of community and this bid enables the City to pursue grant dollars.

Finally, this source of funds covers any expenditure not covered by other sources. Cost increases, change orders or other expenditures that are impossible to account for prior to their occurrence still must be covered after all other funding sources have been depleted. Since grant funding sources are obtained months, if not years, prior to actual construction, the City must have available a funding source that will cover any remaining expenses at the end of each project.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	1,746	1,797	1,849	1,903	1,958
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	4,670,262	4,520,262	0	145,000	294,205
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	2,500	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	4,674,508	4,522,059	1,849	146,903	296,163

Expenditure Notes:

Revenues:

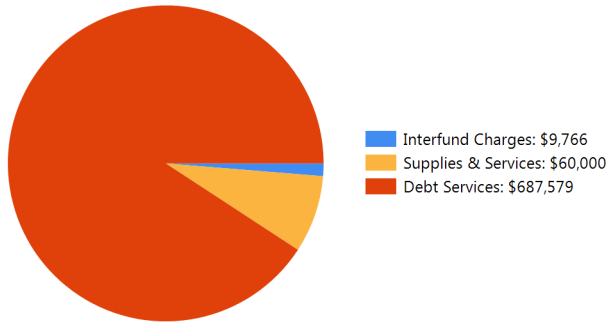
	2017	2018	2019	2020	2021
Taxes	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000

Revenue Notes:

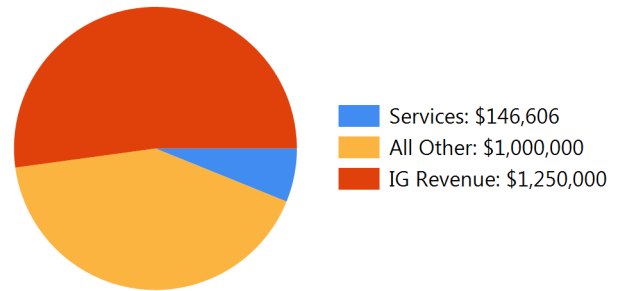
Sewer Construction - Sewer Construction

Wastewater Management has ongoing operational equipment and related needs provided for through this program. Larger capital construction projects for wastewater are funded and managed through the Integrated Capital Management Department.

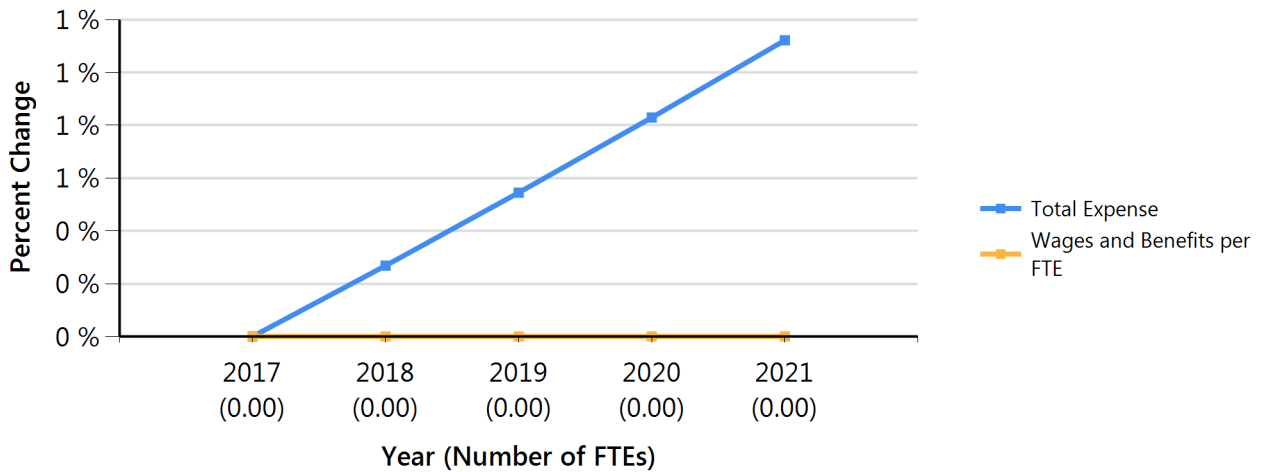
2017 Expenses



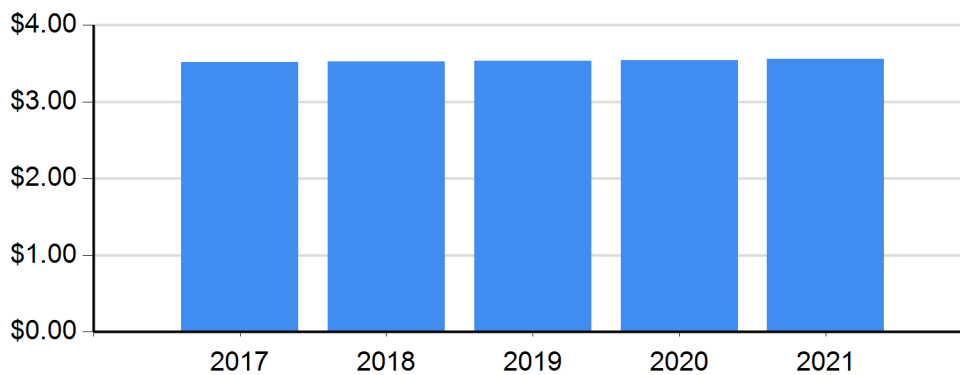
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$3.52	\$3.52	\$3.53	\$3.54	\$3.55
Percent Change	0.00%	0.26%	0.27%	0.28%	0.29%

Sewer Construction: Sewer Construction

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

Wastewater Management has ongoing operational equipment and related needs provided for through this program. Larger capital construction projects for wastewater are funded and managed through the Integrated Capital Management Department.

Programs and Services:

Maintaining efficient and effective wastewater systems requires ongoing maintenance and equipment upgrades. This program provides for those needs.

Larger capital construction projects are funded and managed through the Integrated Capital Management Department, along with projects for the Water Department. This change was effective in 2015.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	9,766	10,059	10,361	10,672	10,992
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	60,000	61,740	63,530	65,373	67,269
Debt Services	687,579	687,579	687,579	687,579	687,579
All Other	0	0	0	0	0
TOTAL	757,345	759,378	761,470	763,624	765,840

Expenditure Notes:

Services and charges increase at 2.9%, Interfund charges increase at 3%

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,250,000	0	0	0	0
Services	146,606	150,858	155,232	159,734	164,366
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,000,000	1,029,000	1,058,841	1,089,547	1,121,144
TOTAL	2,396,606	1,179,858	1,214,073	1,249,281	1,285,510

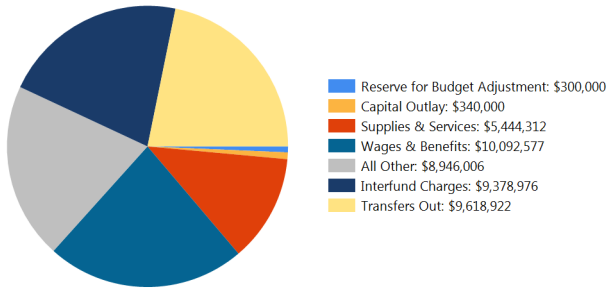
Revenue Notes:

Revenues increase at 2.9%

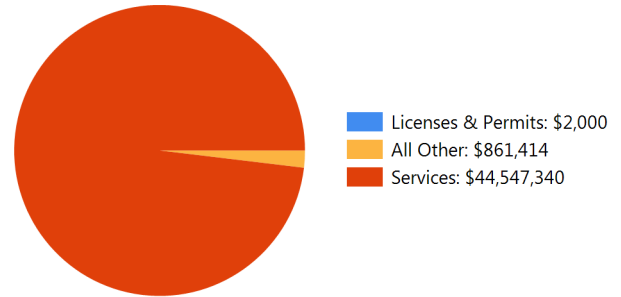
Solid Waste Collection - Solid Waste Collection

Solid Waste Collection operates and manages one of the most efficient solid waste collection systems in the state. We strive to provide exceptional service at reasonable, competitive rates. We utilize new technologies, optimize collection and disposal strategies and always keep the needs of our customers in mind.

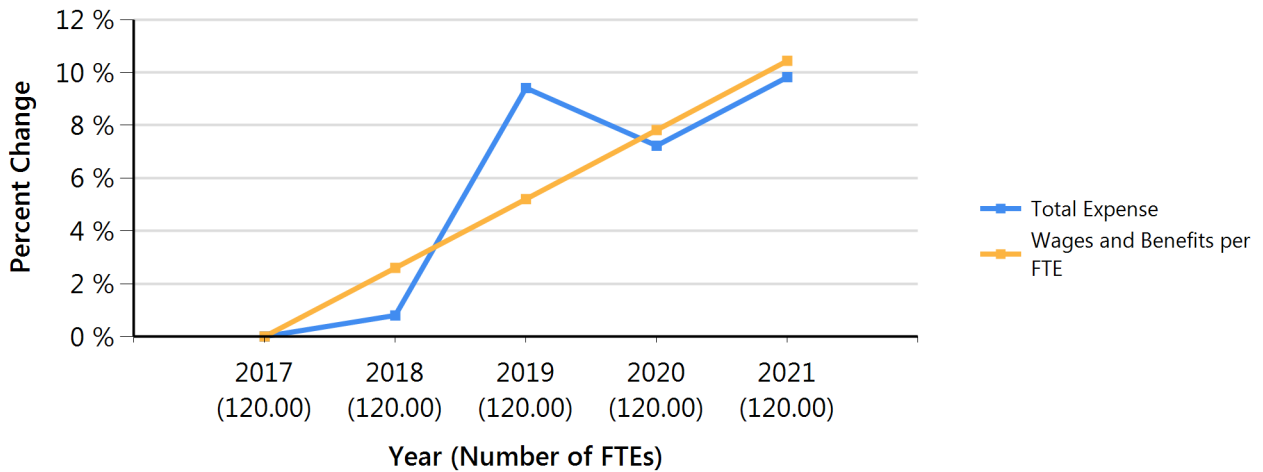
2017 Expenses



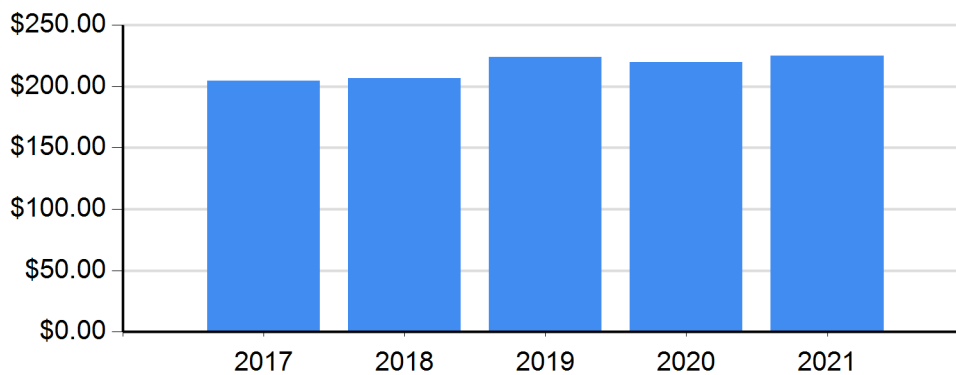
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$204.79	\$206.43	\$224.06	\$219.59	\$224.90
Percent Change	0.00%	0.79%	8.54%	-1.99%	2.41%

Solid Waste Collection: Solid Waste Collection

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

Solid Waste Collection operates and manages one of the most efficient solid waste collection systems in the state. We strive to provide exceptional service at reasonable, competitive rates. We utilize new technologies, optimize collection and disposal strategies and always keep the needs of our customers in mind.

Programs and Services:

The Solid Waste Collection Department provides citizens and businesses with a suite of convenient and dependable solid waste collection services at an affordable price. We offer weekly commercial and residential solid waste collection and recycling, and we offer an optional yard and food waste collection services for nine months out of the year.

We upgraded our residential recycling service in the fall of 2012 to a curbside, single stream system that allows our citizens to put all their recyclables in a large, 64-gallon rolling cart without sorting. The service allows for significantly more recyclables to be collected curbside and allows for fully automated collection, increasing efficiencies and reducing operating costs.

Additionally, in 2015, we opened the Spokane Central Service Center, which consolidated Solid Waste Collection operations with Fleet maintenance services in the Chief Garry Park neighborhood.

The move allows for the conversion of the garbage fleet from diesel fuel to compressed natural gas, which will provide significant environmental and financial benefits. We anticipate replacing our truck fleet over about 10 years.

The Department also will achieve other efficiencies as a result of this move. A route optimization study is under way to ensure that we are deploying our fleet of collection vehicles in the most efficient and effective way possible from the new location.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	120.00	120.00	120.00	120.00	120.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	340,000	100,000	3,290,000	1,700,000	2,200,000
Interfund Charges	9,378,976	9,660,345	9,950,156	10,248,660	10,556,120
Reserve for Budget Adjustment	300,000	300,000	300,000	300,000	300,000
Transfers Out	9,618,922	9,618,922	9,618,922	9,618,922	9,618,922
Wages & Benefits	10,092,577	10,354,679	10,624,434	10,902,091	11,187,907
Supplies & Services	533,800	533,800	533,800	533,800	533,800
Other Services & Changes	4,910,512	4,959,617	5,009,213	5,059,305	5,109,898
Debt Services	0	0	0	0	0
All Other	8,946,006	8,946,006	8,946,006	8,946,006	8,946,006
TOTAL	44,120,793	44,473,369	48,272,531	47,308,784	48,452,653

Expenditure Notes:

Assumed 1% uptick in services

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	2,000	2,000	2,000	2,000	2,000
IG Revenue	0	0	0	0	0
Services	44,547,340	45,839,213	47,168,550	48,536,438	49,943,995
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	861,414	861,414	861,414	861,414	861,414
TOTAL	45,410,754	46,702,627	48,031,964	49,399,852	50,807,409

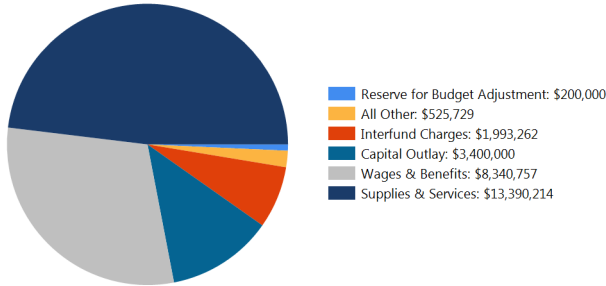
Revenue Notes:

Assumed 2.9% uptick in Service revenue per 2017 budget estimate

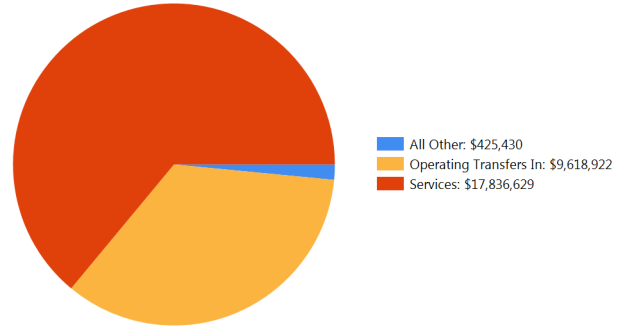
Solid Waste Disposal - Solid Waste Disposal

The City maintains and operates the Waste to Energy Facility to maximize processing of municipal solid waste in compliance with all environmental permits to minimize the quantity of raw solid waste being landfilled and maximize the generation of electricity and recovery of ferrous metals.

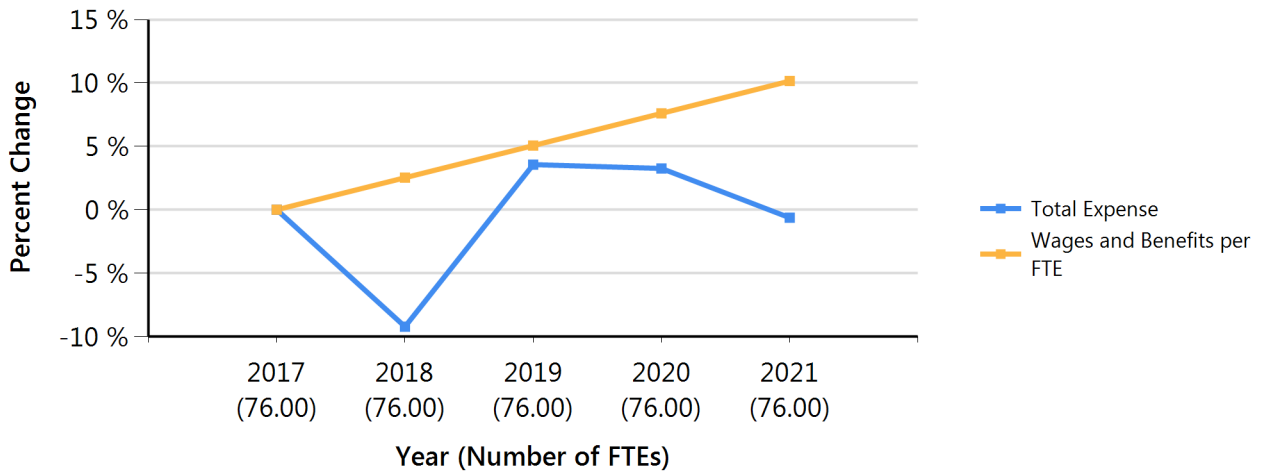
2017 Expenses



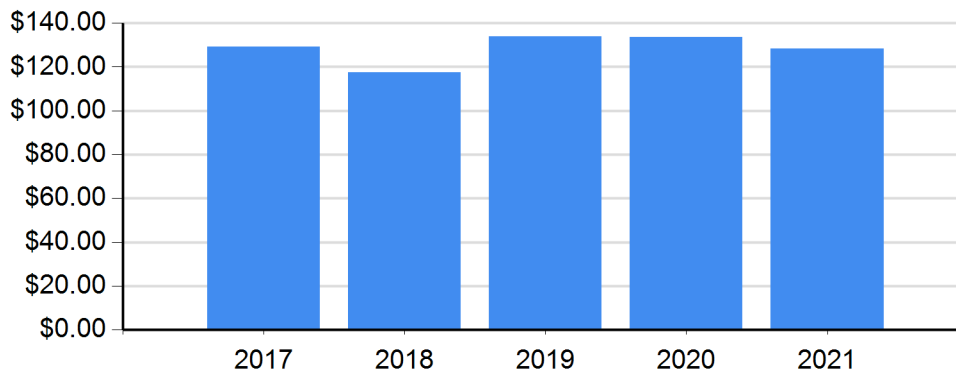
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$129.27	\$117.34	\$133.87	\$133.48	\$128.45
Percent Change	0.00%	-9.22%	14.08%	-0.29%	-3.76%

Solid Waste Disposal: Solid Waste Disposal

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The City maintains and operates the Waste to Energy Facility to maximize processing of municipal solid waste in compliance with all environmental permits to minimize the quantity of raw solid waste being landfilled and maximize the generation of electricity and recovery of ferrous metals.

Programs and Services:

The Waste to Energy Facility is the cornerstone of the City's Solid Waste Disposal System. At the end of 2014, the City took over operations of the facility, ending a long-time contract for operations with the private-sector company, Wheelabrator.

The Facility can process up to 280,000 tons of municipal solid waste per year by incineration, reducing waste volumes by 90%. It converts the solid waste to electricity, generating revenue that offsets tipping fees. The facility also recovers approximately 6,000 to 8,000 tons of ferrous metals for recycling annually.

Municipal solid waste is delivered to the Facility by the City's Solid Waste Collection trucks, from the Spokane Valley and North County Transfer Stations or is self-hauled by residential/commercial customers and other garbage haulers, primarily in the south and west areas of Spokane County. For the benefit of the public, the facility is open seven days per week from 7:30 a.m. to 5 p.m.

Annual compliance testing, which is a permit requirement, has been performed every year since 1991. The results verify that the emissions are consistently below--in some cases, orders of magnitude below--stringent emission limits, making it one of the cleanest facilities in the United States. In addition to the annual tests, continuous emissions monitors measure and record (on an ongoing basis) a number of operating conditions and emissions, to assure continuous good operation and permit compliance.

The System strives to employ the latest in environmental technology, efficiencies and equipment innovation. Since the Facility began operation in 1991, a number of upgrades and additions have been completed, to further reduce emissions, to increase operating efficiency, and to increase recycling and minimize landfilling. The Facility is also the first municipally run facility to receive the highest employee safety rating from the state of Washington.

Not only do all the residents of Spokane and many jurisdictions throughout the County benefit from the Facility, but agencies and municipalities throughout the State are served by utilizing it for disposal of drugs and pharmaceuticals. Law enforcement agencies and the health care industry are able to have seized controlled substances, legend drugs and over-the-counter drugs incinerated as solid waste at Spokane's Waste to Energy Facility, the only permitted facility in the state that can accept these items.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	76.00	76.00	76.00	76.00	76.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	3,400,000	335,000	3,385,000	2,775,000	1,150,000
Interfund Charges	1,993,262	2,053,060	2,114,652	2,178,091	2,243,434
Reserve for Budget Adjustment	200,000	200,000	200,000	200,000	200,000
Transfers Out	0	0	0	0	0
Wages & Benefits	8,340,757	8,551,475	8,768,163	8,991,012	9,220,217
Supplies & Services	2,290,940	2,405,487	2,525,761	2,652,049	2,784,652
Other Services & Changes	11,099,274	11,210,267	11,322,369	11,435,593	11,549,949
Debt Services	0	0	0	0	0
All Other	525,729	525,729	525,729	525,729	525,729
TOTAL	27,849,962	25,281,018	28,841,674	28,757,474	27,673,981

Expenditure Notes:

Revenues:

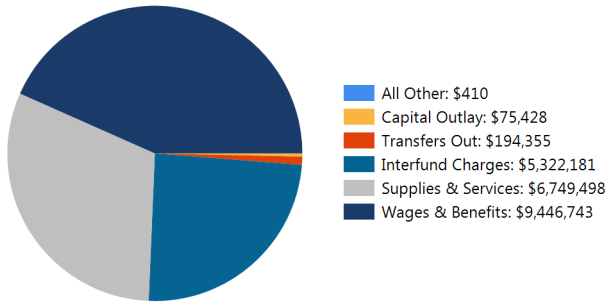
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	17,836,629	18,103,279	18,377,160	18,658,480	18,947,453
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	9,618,922	9,618,922	9,618,922	9,618,922	9,618,922
General Fund Resources	0	0	0	0	0
All Other	425,430	425,430	425,430	425,430	425,430
TOTAL	27,880,981	28,147,631	28,421,512	28,702,832	28,991,805

Revenue Notes:

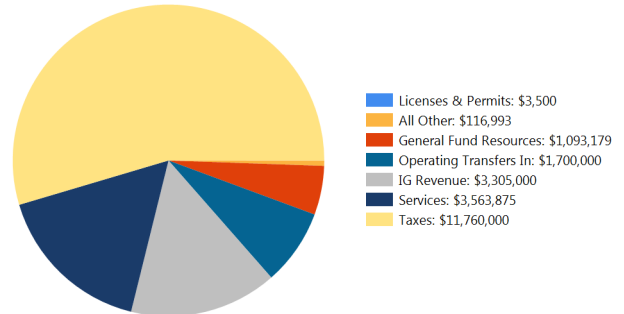
Street Department - Street Department

The Street Department manages the safe and efficient movement of people and goods on the streets of the City of Spokane. There are six functional activities coordinated under a single department mission: Street Maintenance, Bridge Maintenance, Traffic Operations, Signs and Markings, Signal and Lighting and Street Administration.

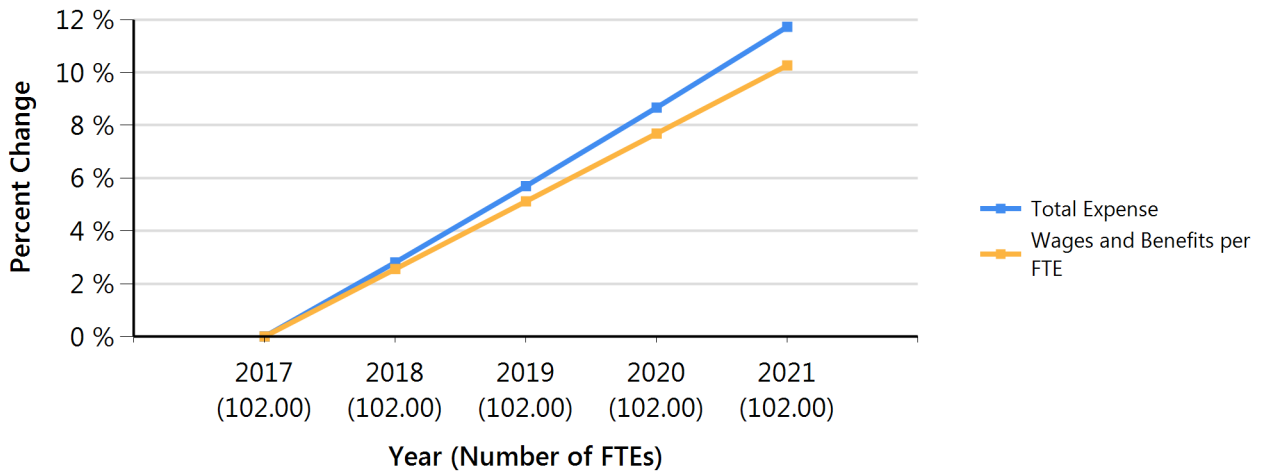
2017 Expenses



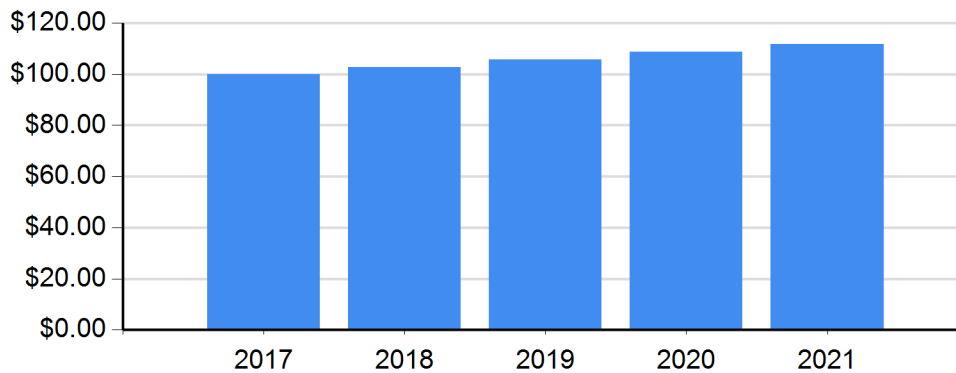
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$99.97	\$102.78	\$105.67	\$108.64	\$111.70
Percent Change	0.00%	2.80%	2.80%	2.81%	2.81%

Street Department: Street Department**Division:** Public Works**Fund Type:** Special Revenue Fund

Executive Summary:

The Street Department manages the safe and efficient movement of people and goods on the streets of the City of Spokane. There are six functional activities coordinated under a single department mission: Street Maintenance, Bridge Maintenance, Traffic Operations, Signs and Markings, Signal and Lighting and Street Administration.

Programs and Services:

The Street Department is responsible for approximately 2,200 lane miles of paved roadways, 42 vehicular bridges, almost 470 traffic signal devices, approximately 88,000 traffic signs, 3.2 million lineal feet of pavement striping, and over 13,000 street lights. This is all provided to the traveling public 24 hours per day 365 days per year. In 2015, we continue to evaluate solutions to funding street maintenance to care for the roads we build in a timely manner, eliminating the need to rebuild as often.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	102.00	102.00	102.00	102.00	102.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	75,428	77,615	79,866	82,182	84,566
Interfund Charges	5,322,181	5,481,846	5,646,302	5,815,691	5,990,162
Reserve for Budget Adjustment	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Transfers Out	194,355	199,991	205,791	211,759	217,900
Wages & Benefits	9,446,743	9,688,067	9,936,313	10,191,703	10,454,469
Supplies & Services	181,075	186,326	191,730	197,290	203,011
Other Services & Changes	6,568,423	6,758,907	6,954,916	7,156,608	7,364,150
Debt Services	0	0	0	0	0
All Other	410	422	434	447	460
TOTAL	21,538,615	22,143,174	22,765,352	23,405,680	24,064,718

Expenditure Notes:

Standard 2% increase in wages per year, 4% cap on benefits per year, 3 % on Interfund Expenses per year, supplies and services increase by CPI of 2.9% per year

Revenues:

	2017	2018	2019	2020	2021
Taxes	11,760,000	12,101,040	12,451,970	12,813,077	13,184,657
Licenses & Permits	3,500	3,602	3,706	3,813	3,924
IG Revenue	3,305,000	3,400,845	3,499,470	3,600,954	3,705,382
Services	3,563,875	3,667,227	3,773,577	3,883,011	3,995,618
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	1,700,000	1,749,300	1,800,030	1,852,231	1,905,945
General Fund Resources	1,093,179	1,124,881	1,157,503	1,191,070	1,225,611
All Other	116,993	120,386	123,877	127,469	131,166
TOTAL	21,542,547	22,167,281	22,810,133	23,471,625	24,152,303

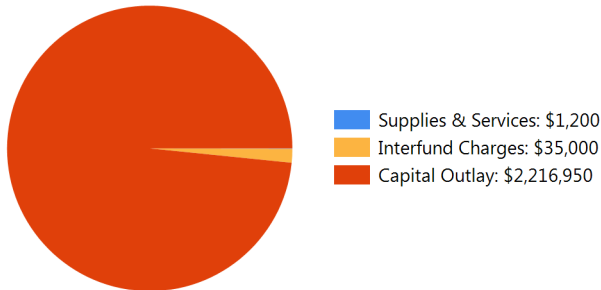
Revenue Notes:

Increase IG revenues 2.9% per year for increase in wages and benefits.

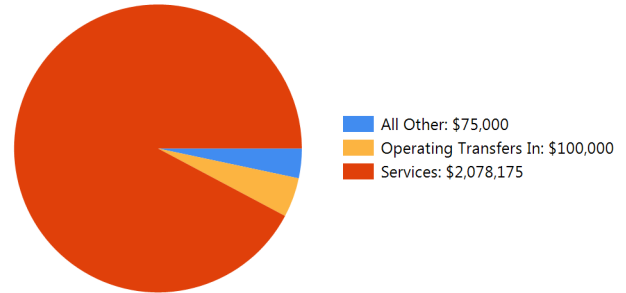
Fleet Replacement Fund - Vehicle Replacement Fund

The Fleet Replacement Fund bills participating customer departments on a monthly basis for future replacement costs of vehicles and equipment, using appropriate schedules. The funds are then available to purchase replacements when the useful life has ended.

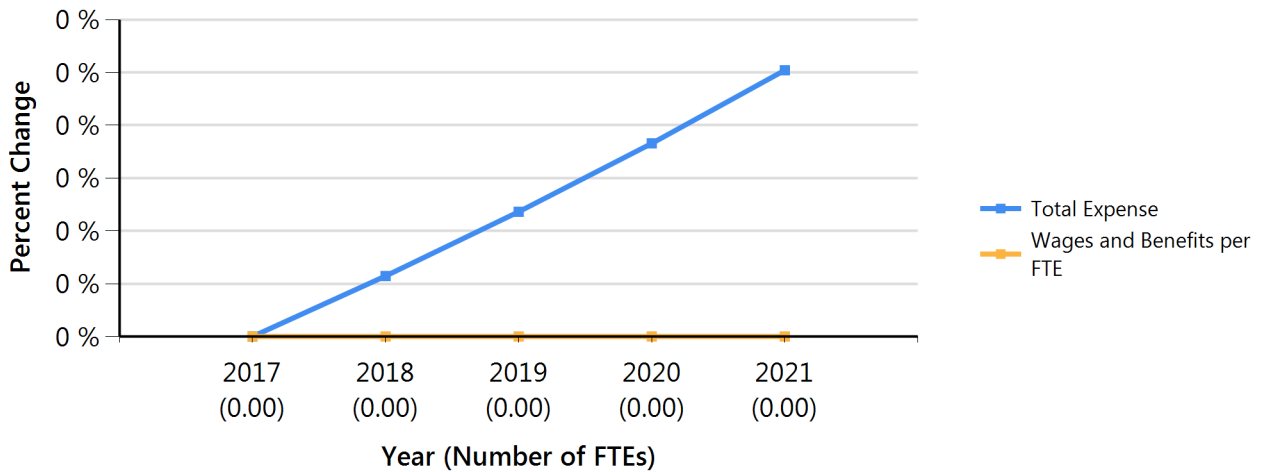
2017 Expenses



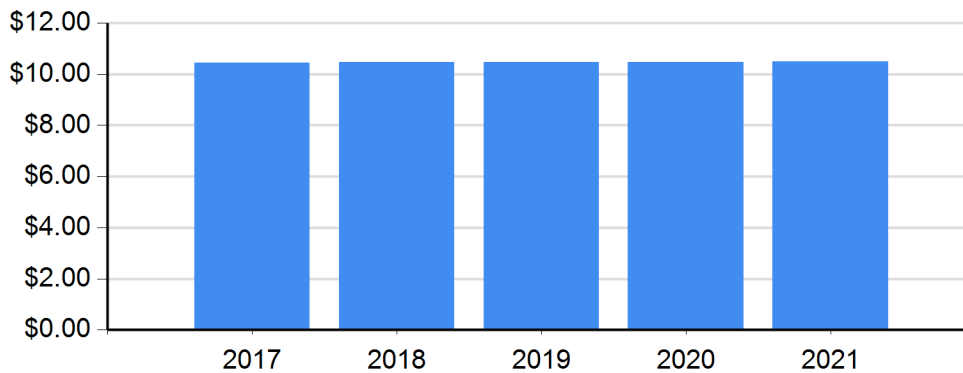
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$10.46	\$10.46	\$10.47	\$10.48	\$10.48
Percent Change	0.00%	0.05%	0.06%	0.06%	0.06%

Fleet Replacement Fleet Replacement Fund**Fund:****Division:** Public Works**Fund Type:** Internal Service Fund

Executive Summary:

The Fleet Replacement Fund bills participating customer departments on a monthly basis for future replacement costs of vehicles and equipment, using appropriate schedules. The funds are then available to purchase replacements when the useful life has ended.

Programs and Services:

Budgeting for the replacement of vehicles and equipment is important to ensure the provision of effective services to citizens.

The replacement model used for fleet vehicles and equipment depends on the estimated useful life of each unit. Data is based on the established maintenance class code for the type of equipment. The M5 maintenance management system calculates the monthly replacement cost per unit, and bills this out monthly. Monies are transferred to Fund 5110, where they will be available at the end of the unit's useful life. Currently only the Street Department is fully utilizing the Replacement Fund, as required by RCW 35.21.088.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	2,216,950	2,216,950	2,216,950	2,216,950	2,216,950
Interfund Charges	35,000	36,050	37,132	38,245	39,393
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	1,200	1,440	1,728	2,074	2,488
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,253,150	2,254,440	2,255,810	2,257,269	2,258,831

Expenditure Notes:

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	2,078,175	2,078,175	2,078,175	2,078,175	2,078,175
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	100,000	100,000	100,000	100,000	100,000
General Fund Resources	0	0	0	0	0
All Other	75,000	75,000	75,000	75,000	75,000
TOTAL	2,253,175	2,253,175	2,253,175	2,253,175	2,253,175

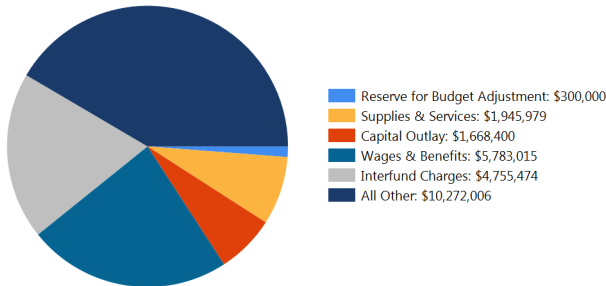
Revenue Notes:



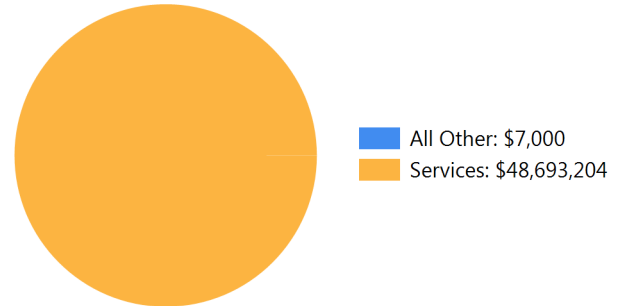
Wastewater Collections and Maintenance - Wastewater Collections and Maintenance

Wastewater Maintenance is responsible for the collection and conveyance of wastewater to the Riverside Park Water Reclamation Facility through sanitary sewer lines and combined sanitary and stormwater sewer lines (CSO). We also operate and maintain stormwater infrastructure throughout the City, including catch basins, separated storm sewers, drywells and swales.

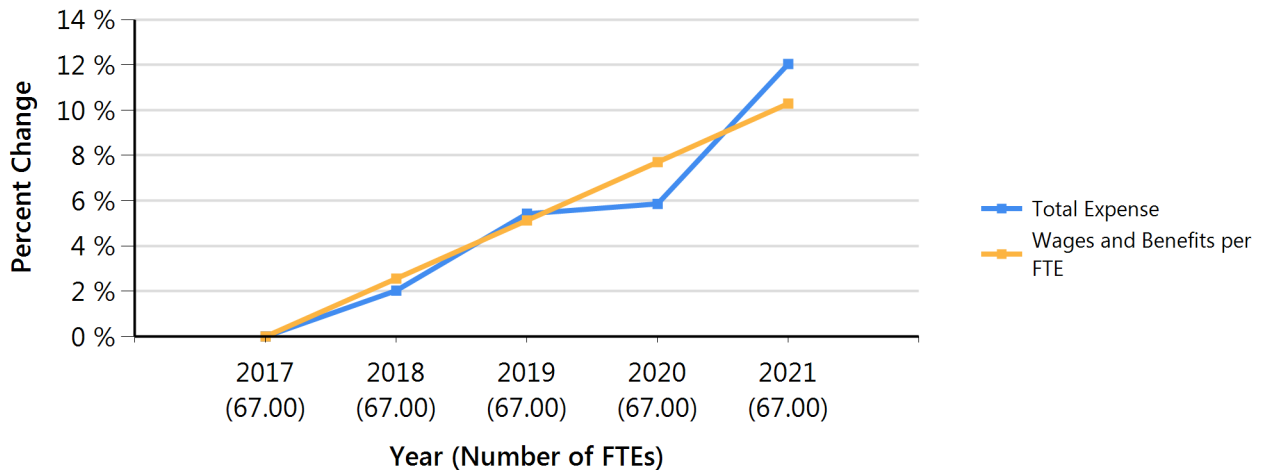
2017 Expenses



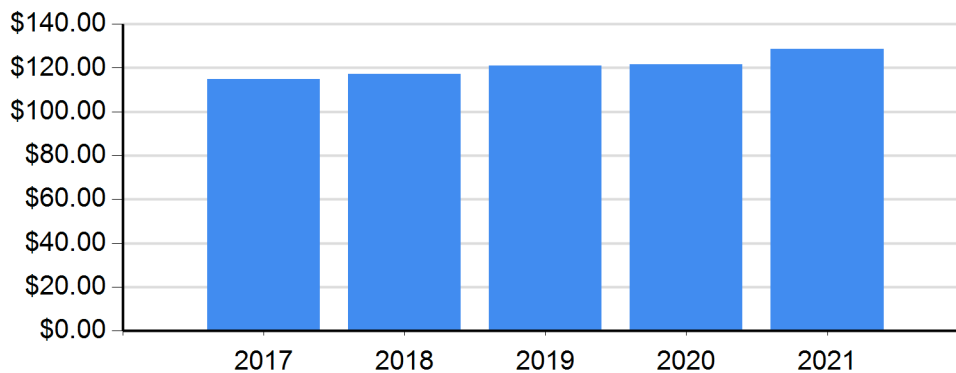
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$114.76	\$117.09	\$120.98	\$121.49	\$128.58
Percent Change	0.00%	2.02%	3.32%	0.41%	5.83%



Wastewater Collections and Maintenance: Wastewater Collections and Maintenance

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

Wastewater Maintenance is responsible for the collection and conveyance of wastewater to the Riverside Park Water Reclamation Facility through sanitary sewer lines and combined sanitary and stormwater sewer lines (CSO). We also operate and maintain stormwater infrastructure throughout the City, including catch basins, separated storm sewers, drywells and swales.

Programs and Services:

Wastewater Collections and Maintenance manages a comprehensive program to efficiently operate the sanitary sewer and stormwater collection systems for the benefit of the citizens and the environment. We maintain 865 miles of sanitary sewer lines, 367 miles of stormwater lines, 18,823 catch basins and drywells, and numerous swales and stormwater detention facilities.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	67.00	67.00	67.00	67.00	67.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	1,668,400	1,525,000	1,700,000	1,125,000	1,950,000
Interfund Charges	4,755,474	4,898,138	5,045,082	5,196,435	5,352,328
Reserve for Budget Adjustment	300,000	300,000	300,000	300,000	300,000
Transfers Out	0	0	0	0	0
Wages & Benefits	5,783,015	5,931,080	6,083,403	6,240,121	6,401,375
Supplies & Services	383,039	394,147	405,577	417,339	429,442
Other Services & Changes	1,562,940	1,608,265	1,654,905	1,702,897	1,752,281
Debt Services	0	0	0	0	0
All Other	10,272,006	10,569,894	10,876,421	11,191,837	11,516,401
TOTAL	24,724,874	25,226,524	26,065,388	26,173,629	27,701,827

Expenditure Notes:

Salaries increase at 2%, benefits increase at 4%, interfund expenditures increase at 3%, supplies and services increase at 2.9%.

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	48,693,204	50,105,307	51,558,361	53,053,553	54,592,106
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	7,000	7,000	7,000	7,000	7,000
TOTAL	48,700,204	50,112,307	51,565,361	53,060,553	54,599,106

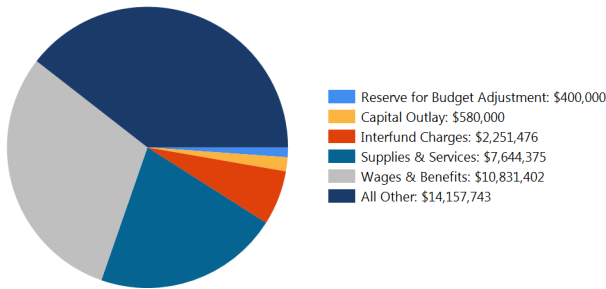
Revenue Notes:

Services Revenues increase at 2.9%

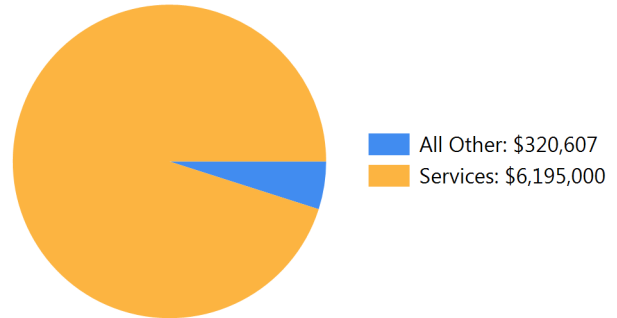
Wastewater Management RPWRF - Wastewater Management RPWRF

The Riverside Park Water Reclamation Facility (RPWRF) recycles approximately 34 million gallons of wastewater per day, removing pollutants and returning the cleaned effluent to the Spokane River

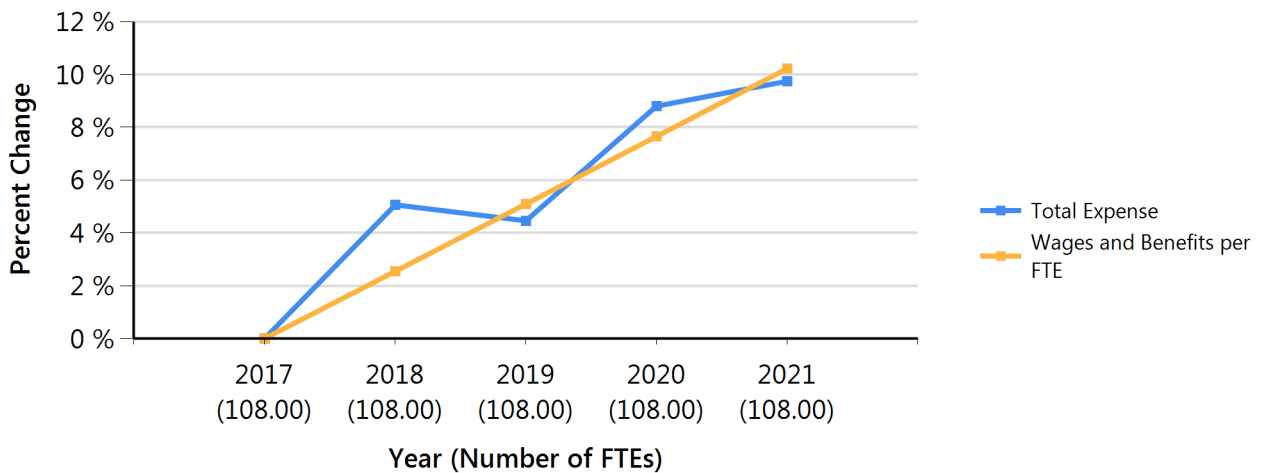
2017 Expenses



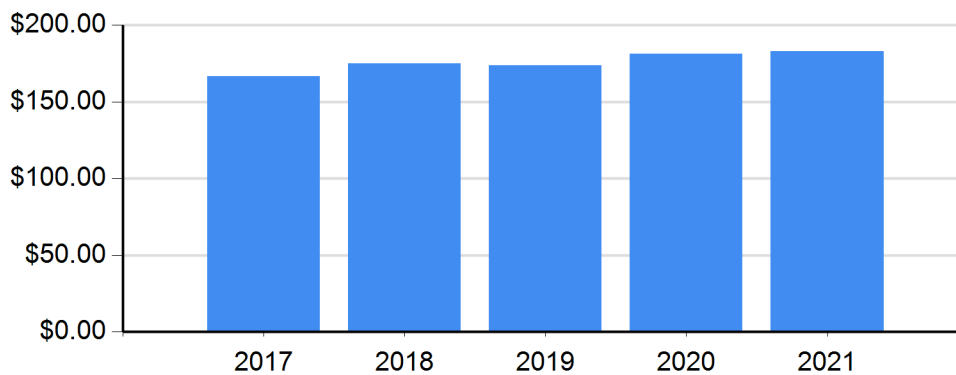
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$166.47	\$174.90	\$173.89	\$181.12	\$182.69
Percent Change	0.00%	5.06%	-0.57%	4.15%	0.86%

Wastewater Wastewater Management RPWRF **Management RPWRF:**

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Riverside Park Water Reclamation Facility (RPWRF) recycles approximately 34 million gallons of wastewater per day, removing pollutants and returning the cleaned effluent to the Spokane River

Programs and Services:

The original wastewater treatment plant was built on the current facility site by 1958. Since then, there have been two major upgrades to the facility, and a third is anticipated.

The water reclamation facility currently removes pollutants from and recycles to the river approximately 34 million gallons of wastewater per day. It provides advanced secondary treatment to peak flows of between 100 and 125 million gallons per day.

By consistently producing high-quality effluent, the facility meets standards and passes inspections for operations and maintenance excellence and beneficial use of biosolids, the RPWRF routinely passes several inspections by Ecology. For 2014, the facility was recognized by the Department of Ecology for meeting all aspects of its permits.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	108.00	108.00	108.00	108.00	108.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	580,000	1,420,000	200,000	725,000	0
Interfund Charges	2,251,476	2,319,020	2,388,591	2,460,249	2,534,056
Reserve for Budget Adjustment	400,000	400,000	400,000	400,000	400,000
Transfers Out	0	0	0	0	0
Wages & Benefits	10,831,402	11,106,886	11,390,234	11,681,697	11,981,535
Supplies & Services	3,134,201	3,225,093	3,318,621	3,414,861	3,513,891
Other Services & Changes	4,510,174	4,640,969	4,775,557	4,914,048	5,056,556
Debt Services	0	0	0	0	0
All Other	14,157,743	14,568,318	14,990,799	15,425,532	15,872,872
TOTAL	35,864,996	37,680,286	37,463,802	39,021,387	39,358,910

Expenditure Notes:

Salaries increase at 2%, Benefits increase at 4%, Interfunds increase at 3%, Supplies and Services increase & n 2.9%.

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	6,195,000	6,374,655	6,559,520	6,749,746	6,945,489
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	320,607	309,325	318,295	327,526	337,024
TOTAL	6,515,607	6,683,980	6,877,815	7,077,272	7,282,513

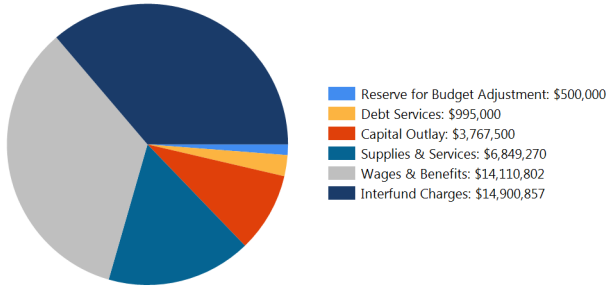
Revenue Notes:

Charges for Services increase at 2.9%

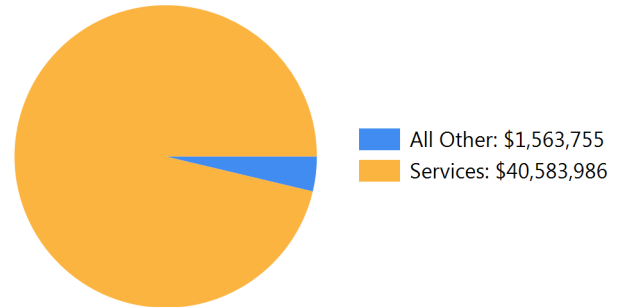
Water - Water

The City's Water and Hydroelectrical Services Department delivers up to 180 million gallons of clean, safe drinking water per day through the operation and maintenance of pumps, reservoirs, power generation, conservation programs and wellhead protection.

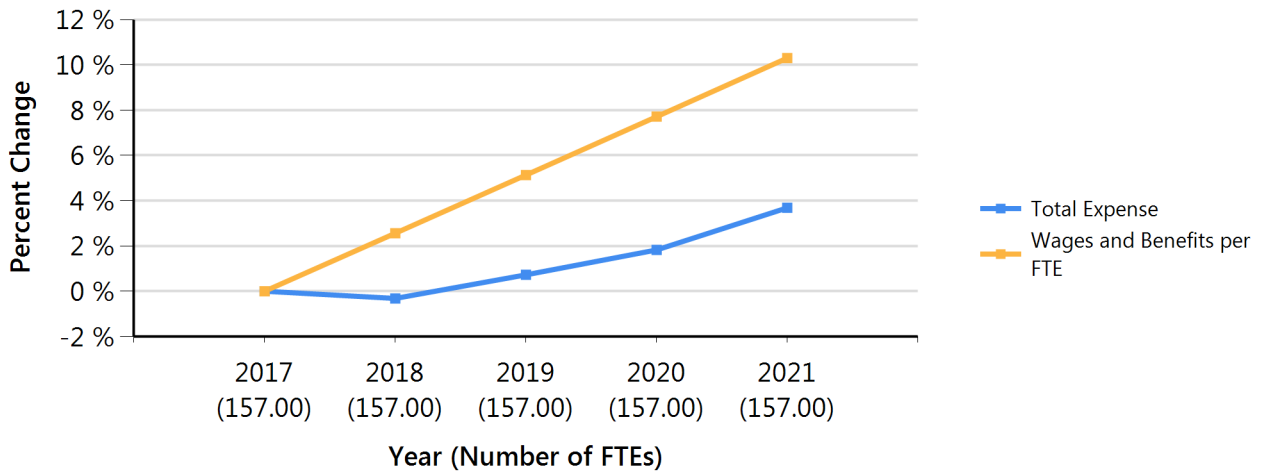
2017 Expenses



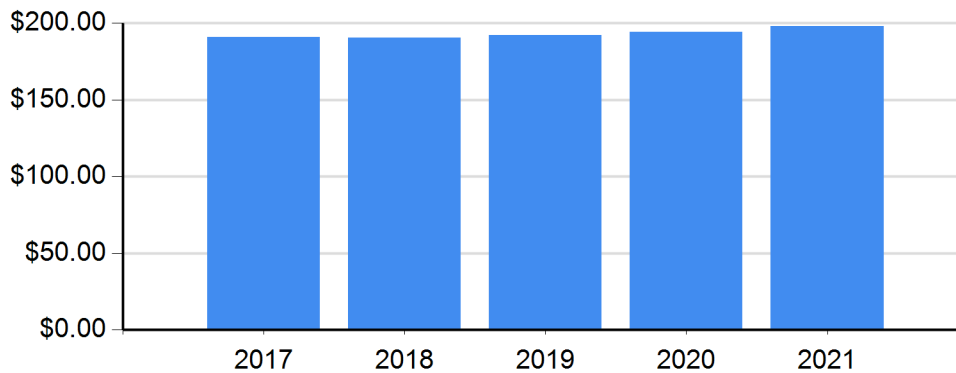
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$190.88	\$190.27	\$192.26	\$194.36	\$197.91
Percent Change	0.00%	-0.31%	1.04%	1.09%	1.82%

Water: Water**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The City's Water and Hydroelectrical Services Department delivers up to 180 million gallons of clean, safe drinking water per day through the operation and maintenance of pumps, reservoirs, power generation, conservation programs and wellhead protection.

Programs and Services:

The Water Department maintains a reliable drinking water system in adequate volume and pressure, while providing reliable fire flows. We work to optimize resources and assets of the Water Department so we may provide safe drinking water at an affordable price with minimal service outages. We strive to provide these services while remaining in 100% compliance with all regulatory agencies.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	157.00	157.00	157.00	157.00	157.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	3,767,500	2,940,000	2,650,000	2,360,000	2,360,000
Interfund Charges	14,900,857	15,066,653	15,237,423	15,413,317	15,594,487
Reserve for Budget Adjustment	500,000	500,000	500,000	500,000	500,000
Transfers Out	0	0	0	0	0
Wages & Benefits	14,110,802	14,472,459	14,844,526	15,227,339	15,621,246
Supplies & Services	2,519,685	2,645,669	2,777,953	2,916,850	3,062,693
Other Services & Changes	4,329,585	4,372,881	4,416,610	4,460,776	4,505,384
Debt Services	995,000	995,000	995,000	995,000	995,000
All Other	0	0	0	0	0
TOTAL	41,123,429	40,992,662	41,421,512	41,873,282	42,638,809

Expenditure Notes:

Revenues:

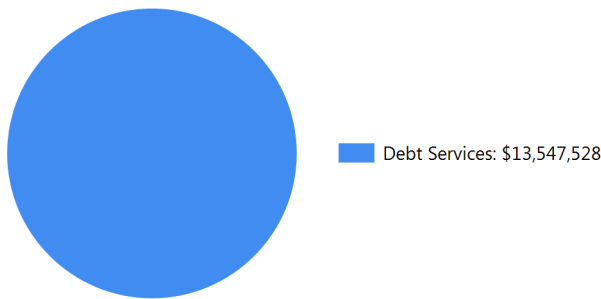
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	40,583,986	41,829,682	42,900,558	44,002,490	45,136,377
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,563,755	1,566,288	1,584,346	1,602,947	1,622,105
TOTAL	42,147,741	43,395,970	44,484,905	45,605,437	46,758,482

Revenue Notes:

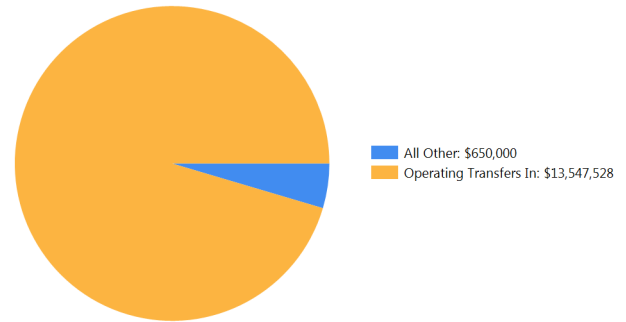
Water/Wastewater Debt Services Fund - Water/Wastewater Debt Service Fund

This program will pay the annual debt service on \$200 million in Water Wastewater Utility revenue bonds that were sold in the fall of 2014 to pay for a series of projects that are designed to improve the health of the Spokane River and protect drinking water.

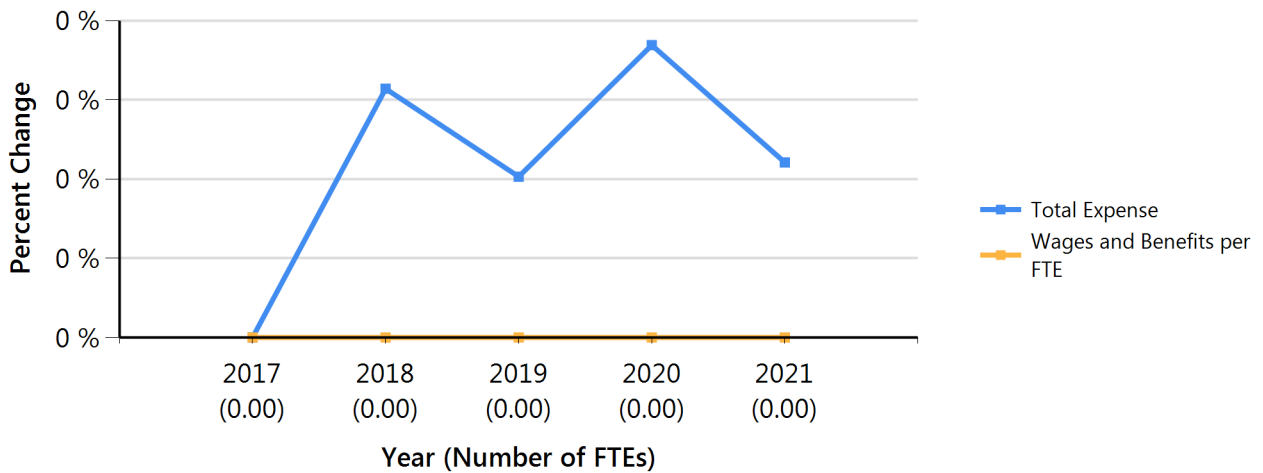
2017 Expenses



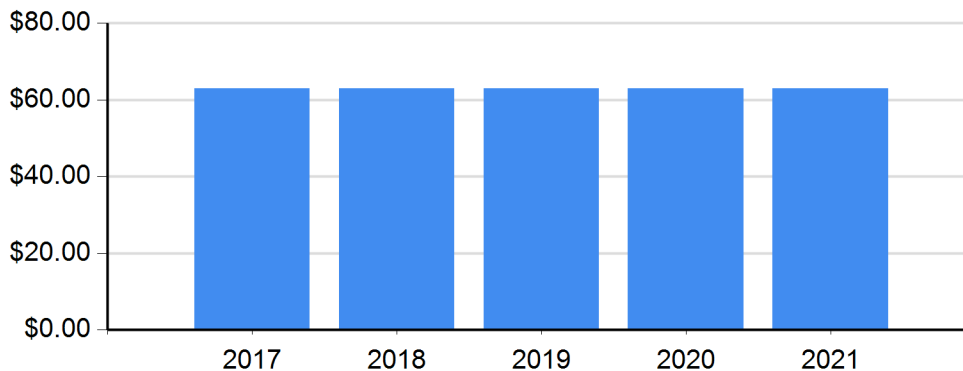
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$62.88	\$62.90	\$62.89	\$62.90	\$62.90
Percent Change	0.00%	0.03%	-0.01%	0.01%	-0.01%

Water/Wastewater Water/Wastewater Debt Services Fund **Debt Services Fund:**

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

This program will pay the annual debt service on \$200 million in Water Wastewater Utility revenue bonds that were sold in the fall of 2014 to pay for a series of projects that are designed to improve the health of the Spokane River and protect drinking water.

Programs and Services:

In November 2014, the City sold \$200 million in Water Wastewater Utility revenue bonds to pay for a series of projects that are designed to improve the health of the Spokane River and to protect the aquifer that provides Spokane residents with their drinking water.

The bonds were designated as "green" bonds because they will be used to pay for "green" projects that provide environmental benefits. The work will improve water quality, protect water resources, and save energy, among other things.

In large part, the bond funding will help the City implement its Integrated Clean Water Plan. The plan includes work to manage overflows from combined sanitary and stormwater sewers, address untreated stormwater going to the river, and to add an additional level of wastewater treatment at the City's Riverside Park Water Reclamation Facility.

The City will be able to repay these bonds, while maintaining affordable and predictable utility rates. The City has committed to limit the annual rate increases to the cost of inflation -- or about 2.9 percent annually.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	13,547,528	13,551,778	13,550,278	13,552,528	13,550,528
All Other	0	0	0	0	0
TOTAL	13,547,528	13,551,778	13,550,278	13,552,528	13,550,528

Expenditure Notes:

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	13,547,528	13,551,778	113,550,278	13,552,528	13,550,528
General Fund Resources	0	0	0	0	0
All Other	650,000	0	0	0	0
TOTAL	14,197,528	13,551,778	113,550,278	13,552,528	13,550,528

Revenue Notes:

Water/Wastewater Revenue Bond Fund - Water/Wastewater Revenue Bond Fund

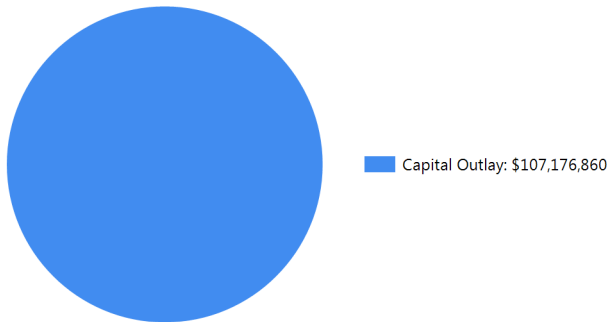
In November 2014, the City sold \$200 million in Water Wastewater Utility revenue bonds to pay for a series of projects that are designed to improve the health of the Spokane River and to protect the aquifer that provides Spokane residents with their drinking water.

The bonds were designated as "green" bonds because they will be used to pay for

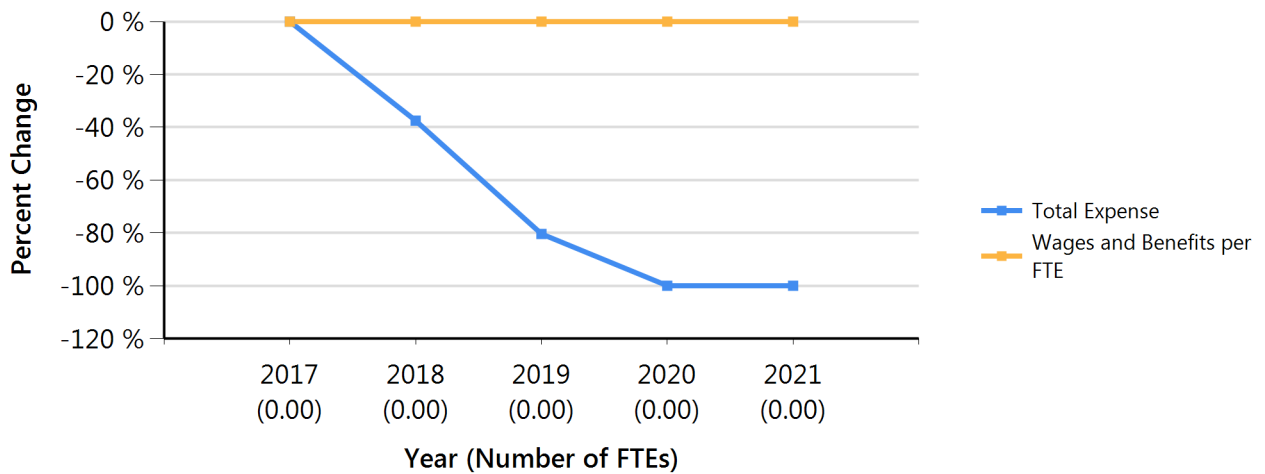
2017 Expenses

2017 Revenue

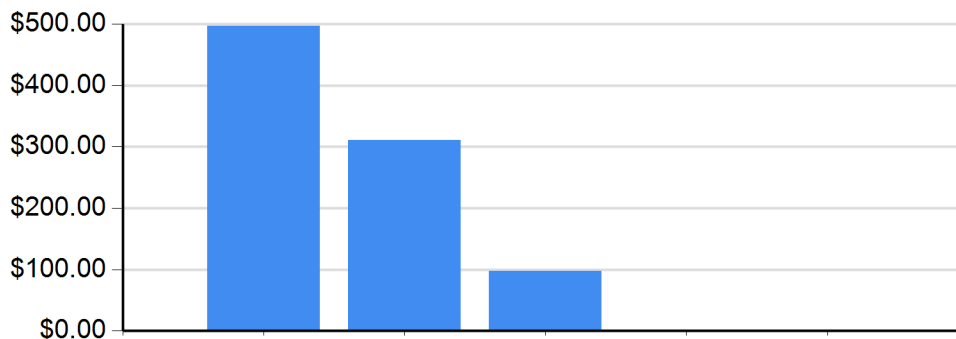
No Data Available



Cumulative percent change over the next 5 years



Spending Per Capita



	2017	2018	2019	2020	2021
Spending	\$497.47	\$310.78	\$97.52	\$0.00	\$0.00
Percent Change	0.00%	-37.52%	-68.62%	-100.00%	0.00%



Water/Wastewater Water/Wastewater Revenue Bond Fund **Revenue Bond Fund:**

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

In November 2014, the City sold \$200 million in Water Wastewater Utility revenue bonds to pay for a series of projects that are designed to improve the health of the Spokane River and to protect the aquifer that provides Spokane residents with their drinking water.

The bonds were designated as "green" bonds because they will be used to pay for

Programs and Services:

Net proceeds of the Bonds will be applied toward Clean Water and Drinking Water projects which will provide environmental benefits, including the following:

- Improve the health of the Spokane River and other surface water bodies by reducing flows of stormwater and wastewater into these water bodies and improve the quality of the effluent discharged from the City's wastewater treatment plant.
 - Protect the aquifer, the sole source of drinking water for more than a half million people in the Spokane region, by protecting wellhead influence zones, ensuring the integrity of underground wastewater infrastructure, and employing green infrastructure techniques to treat stormwater runoff.
 - Preserve aquifer water resources by reducing system leakage and effectively managing the water distribution system.
 - Promote efficient energy use by maintaining and updating distribution and treatment systems.
 - Enable resilience in anticipation of climate change and population growth by ensuring redundancies in water and wastewater systems and treating more stormwater on site to free up piping and treatment capacity to accommodate change.
-

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	107,176,860	66,957,052	21,011,088	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	107,176,860	66,957,052	21,011,088	0	0

Expenditure Notes:

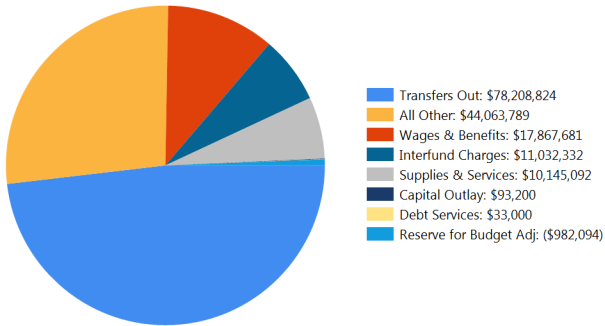
Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

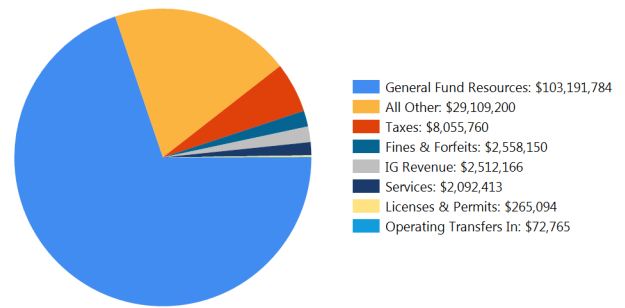
Revenue Notes:

Stand Alone Departments

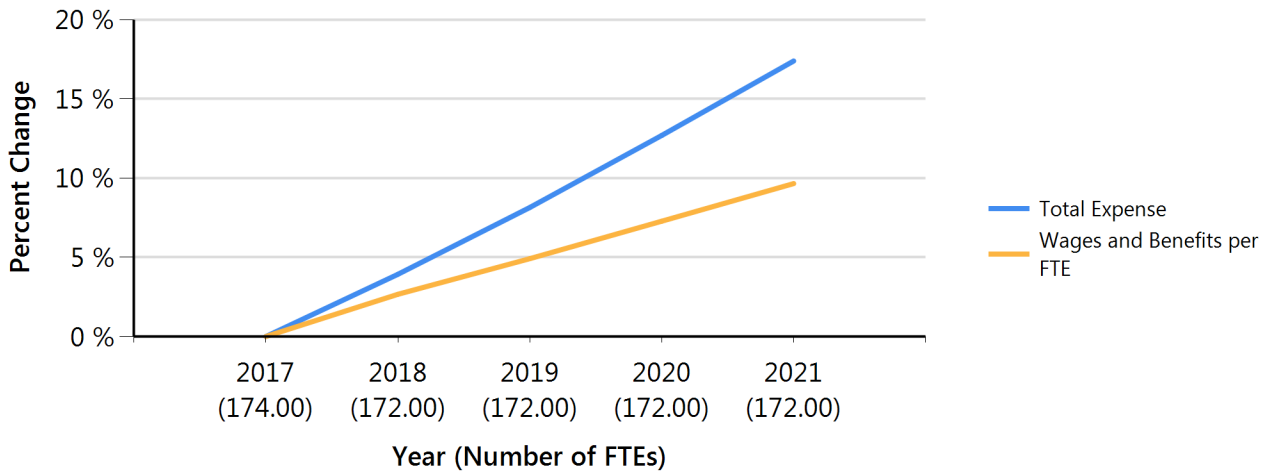
2017 Expense



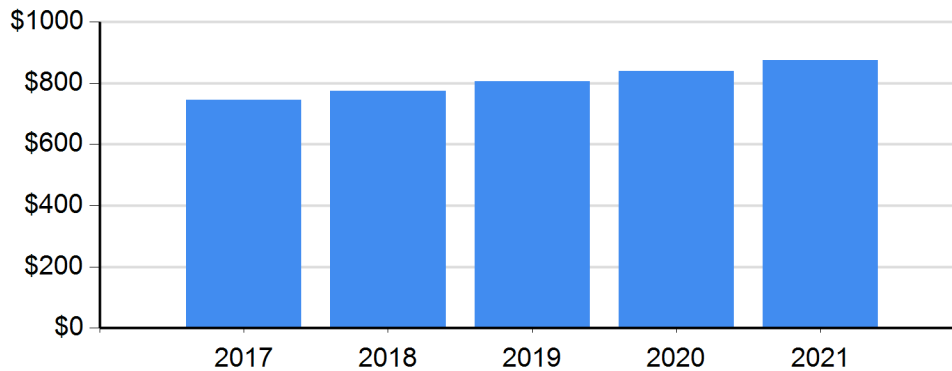
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita

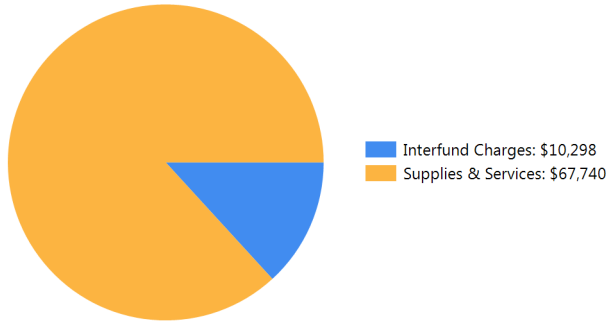


Spending	\$744.79	\$774.03	\$805.43	\$839.31	\$874.30
Percent Change	0.00%	3.92%	4.05%	4.20%	4.16%

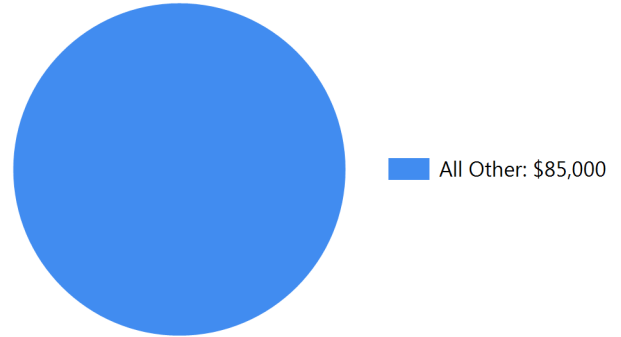
457 Deferred Compensation Fund - 457 Deferred Compensation Fund

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the optional 457 defined contribution plan. The plan's record keeper is ICMA-RC.

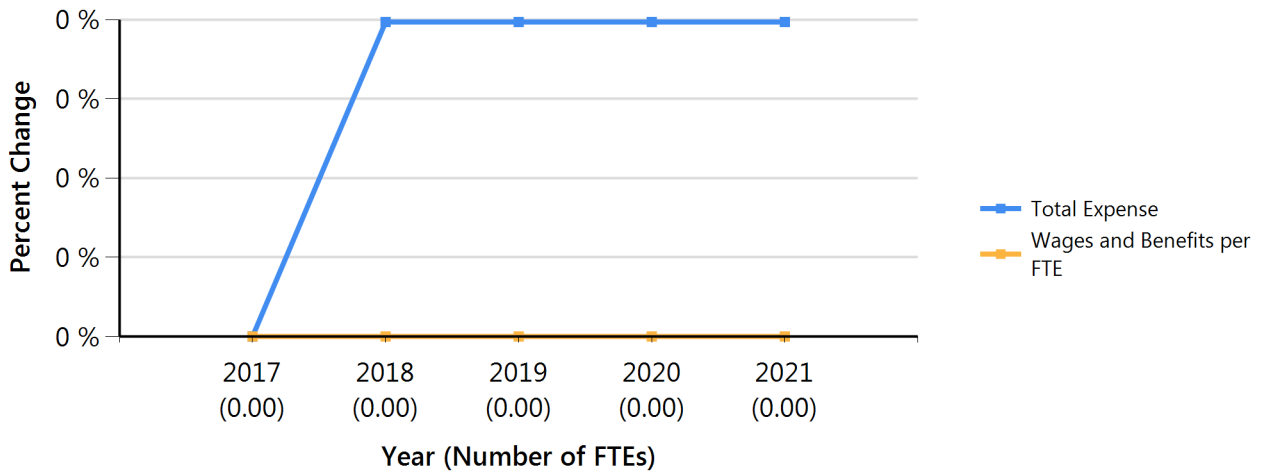
2017 Expenses



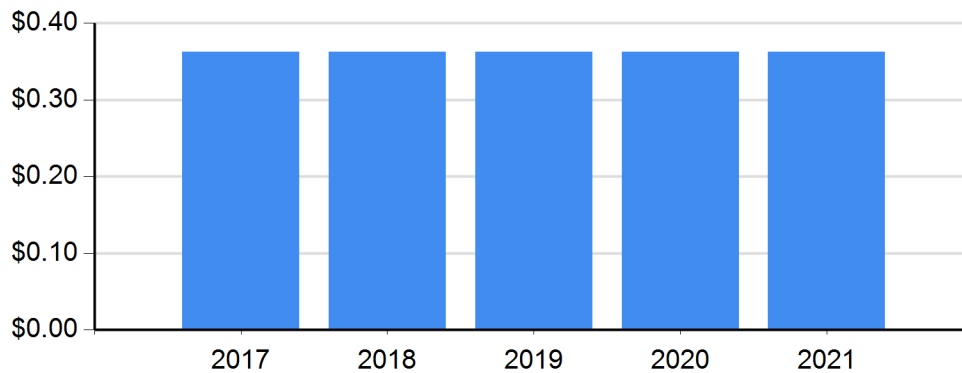
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$0.36	\$0.36	\$0.36	\$0.36	\$0.36
Percent Change	0.00%	0.07%	0.00%	0.00%	0.00%

457 Deferred Compensation Fund

Compensation Fund:

Division: Stand Alone Departments

Fund Type: Special Revenue Fund

Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the optional 457 defined contribution plan. The plan's record keeper is ICMA-RC.

Programs and Services:

The 457 Plan assets are held in a separate Trust on behalf of the employees who have contributed to the Plan. The assets are not part of the City's assets within the Comprehensive Annual Report. Revenues and expenditures flow through a separate special revenue fund within the City of Spokane. The largest 457 Plan expenditure relates to the independent investment consultant's retainer fee. The entire budget for the 457 Plan is funded through an administrative fee paid by participants. The Plan is governed by a seven member committee as defined in the City of Spokane 457 Plan Charter. The committee is responsible for decision-making on service providers and selecting the fund lineup as well as monitoring performance.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	10,298	10,300	10,300	10,300	10,300
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	300	300	300	300	300
Other Services & Changes	67,440	67,500	67,500	67,500	67,500
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	78,038	78,100	78,100	78,100	78,100

Expenditure Notes:

The entire budget for the 457 Plan is funded through an administrative fee paid by plan participants.

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	85,000	85,000	85,000	85,000	85,000
TOTAL	85,000	85,000	85,000	85,000	85,000

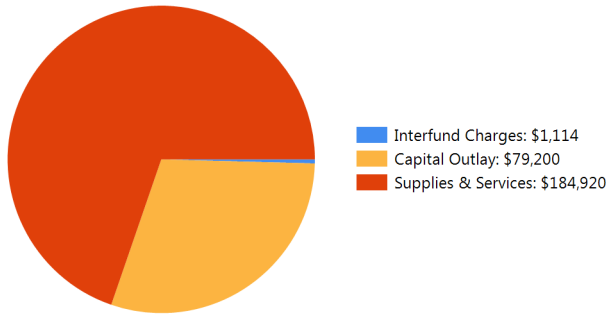
Revenue Notes:

The entire budget for the 457 Plan is funded through an administrative fee paid by plan participants.

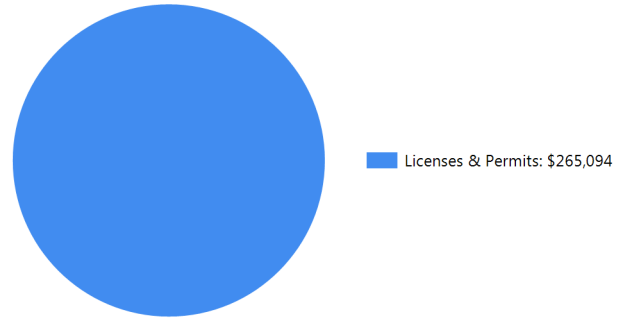
Channel 5 / PEG Capital - Channel 5 / PEG Capital

This bid allocates funding for capital expenditures for public, education, and government access (PEG) cable television channels. Funding is received from cable operator Comcast as part of the City's franchise. Subscribers pay 50 cents per month for PEG support.

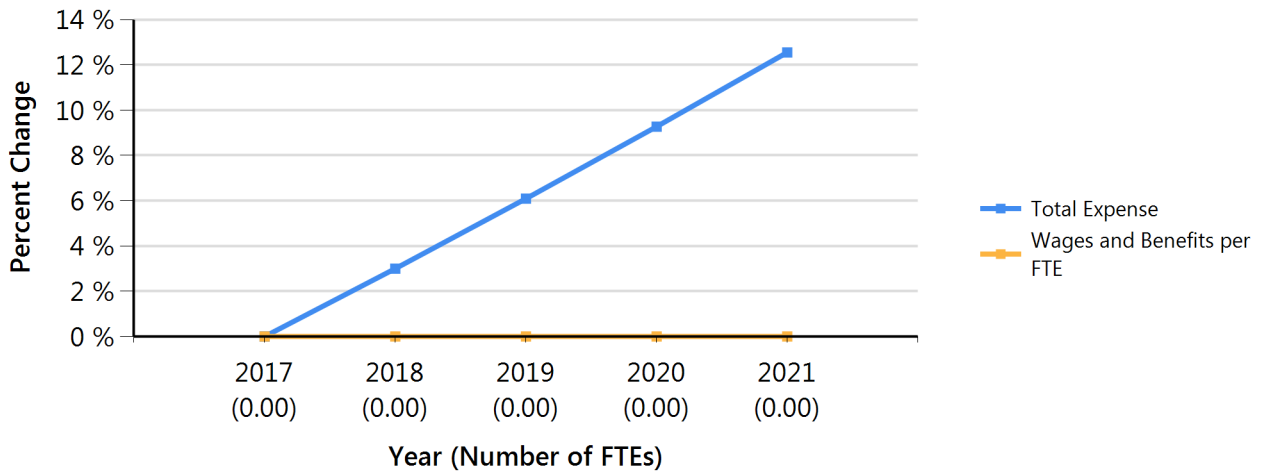
2017 Expenses



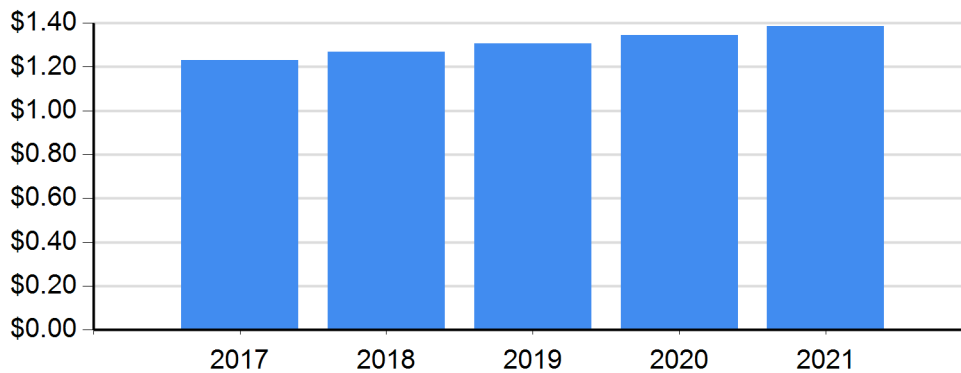
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$1.23	\$1.27	\$1.31	\$1.35	\$1.39
Percent Change	0.00%	2.99%	3.00%	2.99%	3.00%

Channel 5 / PEG Channel 5 / PEG Capital
Capital:**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

Executive Summary:

This bid allocates funding for capital expenditures for public, education, and government access (PEG) cable television channels. Funding is received from cable operator Comcast as part of the City's franchise. Subscribers pay 50 cents per month for PEG support.

Programs and Services:

The City renewed its cable television franchise with Comcast in 2005. This 12-year franchise continues until 2017 and includes a fee to fund capital equipment purchases for our public, education, and government access channels. These channels includes CityCable 5, Fire's training channel (Channel 95), 5 education access channels managed by the group, CABLE, and its partner education institutions; and a community access channel operated by contract with Community-Minded Enterprises. Expenditures are restricted to capital and equipment costs for the purpose of assisting with getting programming on the PEG channels.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	79,200	81,576	84,023	86,544	89,140
Interfund Charges	1,114	1,147	1,182	1,217	1,254
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	8,800	9,064	9,336	9,616	9,904
Other Services & Changes	176,120	181,404	186,846	192,451	198,225
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	265,234	273,191	281,387	289,828	298,523

Expenditure Notes:

Projected 3 % increase each year

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	265,094	273,047	281,238	289,675	298,366
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	265,094	273,047	281,238	289,675	298,366

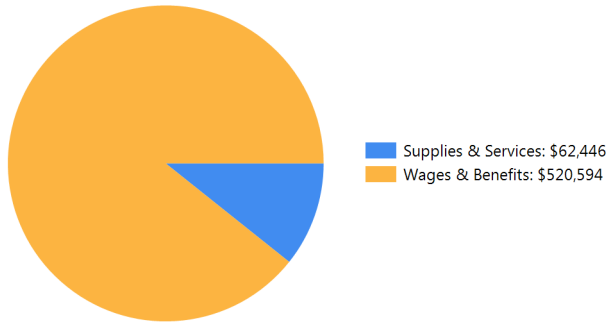
Revenue Notes:

Projected 3% increase each year

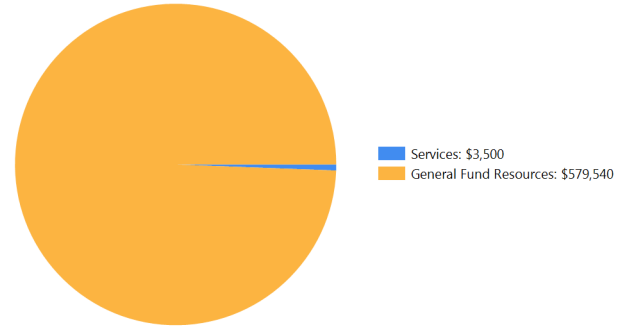
City Clerk - City Clerk

The Department: is repository for the City's official records; supports both the legislative and administrative branches by providing records maintenance and management services; and works in partnership with all City departments to ensure transparency and accessibility to information and services.

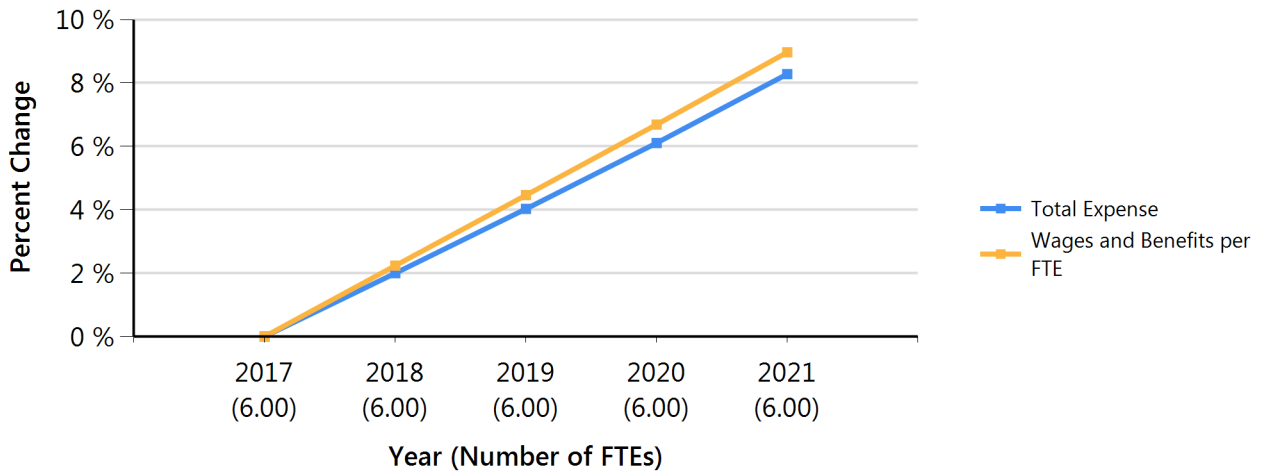
2017 Expenses



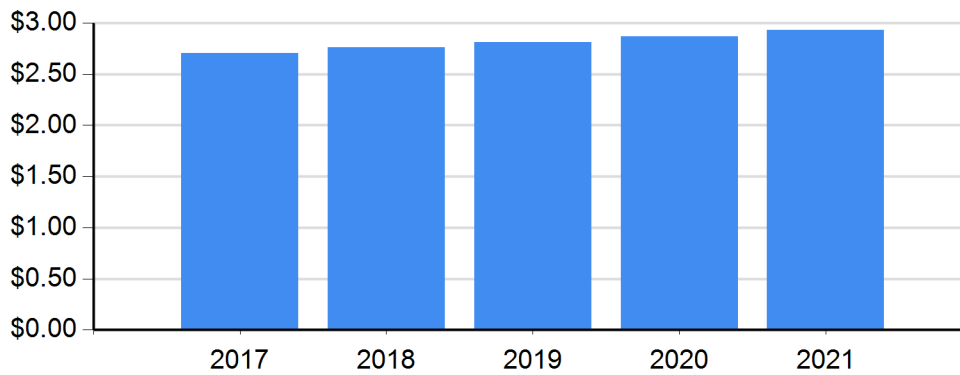
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$2.71	\$2.76	\$2.82	\$2.87	\$2.93
Percent Change	0.00%	1.99%	1.98%	1.99%	2.04%

City Clerk: City Clerk**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

The Department: is repository for the City's official records; supports both the legislative and administrative branches by providing records maintenance and management services; and works in partnership with all City departments to ensure transparency and accessibility to information and services.

Programs and Services:

1. Records Maintenance/Management--Attest, index, scan, distribute and file all contracts, ordinances, resolutions, and other official documents; attend bid openings; process claims, lawsuits, and garnishments; coordinate election matters with County (actual costs for elections and validation of initiative/referendum signatures is not paid out of this office); hold annual Retirement Board Election; issue hearing notices for appeals, LIDs and street vacations; record necessary documents; perform annual purging and destruction of City Clerk records that have passed their required retention; process, distribute, and publish executive orders and policies and procedures; process initiatives and referendums; and maintain Spokane Municipal Code. Assist departments in complying with state retention guidelines; coordinate transfer of archival records to the state; oversee City's compliance with the public records disclosure requirements and track/respond to public records requests; oversee City's offsite records storage contract; and oversee inventory of off-site records and activity.
2. City Council Agenda and Meetings--Prepare/publish/distribute weekly current and advance council agendas and packets; attend and record City Council meetings; prepare City Council actions and meeting minutes; and post agendas and agenda packet materials to the City website.
3. Official Gazette--Act as editor and responsible for typesetting and layout of the Official Gazette; responsible for publication of City Council minutes, executive orders, ordinances, policies and procedures, and resolutions setting hearing; prepare affidavits of publication for bids, executive orders, LIDs, ordinances, and policies and procedures; and post Official Gazette to City website.
4. Customer Service/Other--Assist on a daily basis internal/external customers with inquiries via telephone, email, and walk-in; perform notarization services on city documents; accept service on claims, lawsuits, and garnishments; and assist staff in locating older records that may be relevant to current projects and/or lawsuits. In addition, the City Clerk serves as a member on the Police and Fire Pension Boards. current projects and/or lawsuits. In addition, the City Clerk serves as a member on the Police and Fire Pension Boards.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	6.00	6.00	6.00	6.00	6.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	520,594	532,240	544,069	556,197	568,875
Supplies & Services	3,000	3,000	3,000	3,000	3,000
Other Services & Changes	59,446	59,446	59,446	59,446	59,446
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	583,040	594,686	606,515	618,643	631,321

Expenditure Notes:

2% increase to salaries and 4% increase to medical premiums

Revenues:

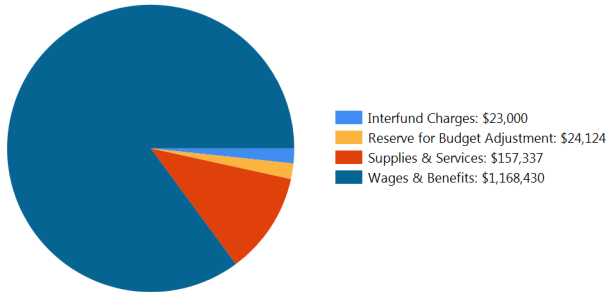
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	3,500	3,500	3,500	3,500	3,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	579,540	591,186	603,015	615,143	627,821
All Other	0	0	0	0	0
TOTAL	583,040	594,686	606,515	618,643	631,321

Revenue Notes:

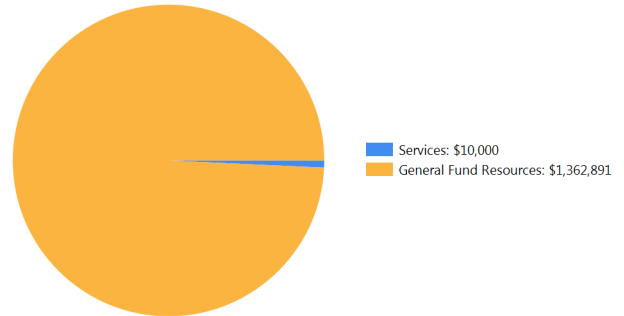
City Council - City Council

As provided in the City Charter a Council President and six Council Members (two Members for each of the three districts) comprise the Spokane City Council. Together they constitute a legislative body which is given authority by the Washington State Constitution and State law to make local law.

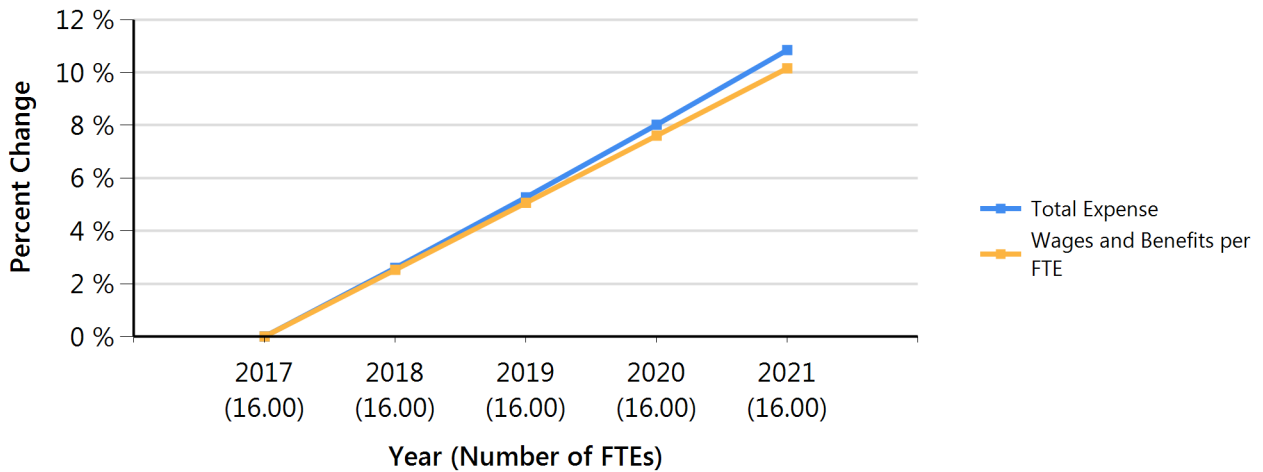
2017 Expenses



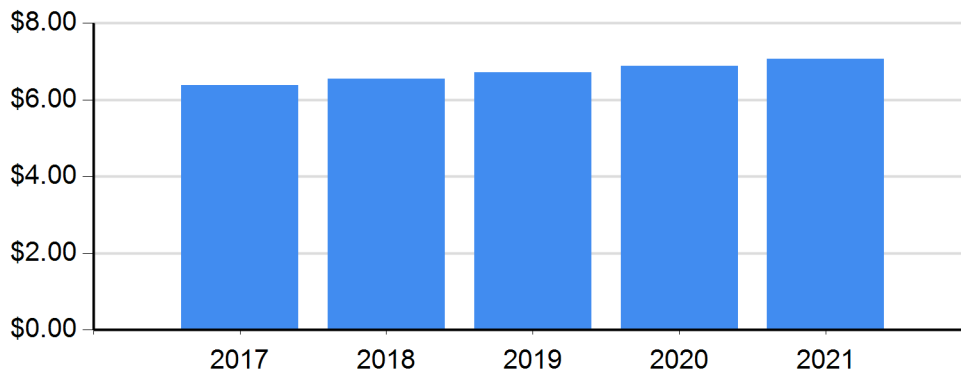
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$6.37	\$6.54	\$6.71	\$6.88	\$7.06
Percent Change	0.00%	2.59%	2.60%	2.61%	2.61%

City Council: City Council**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

As provided in the City Charter a Council President and six Council Members (two Members for each of the three districts) comprise the Spokane City Council. Together they constitute a legislative body which is given authority by the Washington State Constitution and State law to make local law.

Programs and Services:

The Council President and City Council Members:

1. Appoint and discharge the Hearing Examiner;
2. Appoint, evaluate, and discharge the City Council's Senior Research and Policy Adviser;
3. Confirm the appointment by the Mayor of the City Attorney, the City Clerk, and the Administrative Head in each department;
4. Appoint nominees of the mayor to boards, commissions, and other official City agencies, unless otherwise provided;
5. Hire, supervise, and remove their own administrative staff;
6. Hire, supervise, and discharge their individual legislative assistants.

The Council President reviews the preparation of the agenda for City Council meetings, briefings, and study session meetings and presides at meetings of the Council. The Council President also serves as the Mayor Pro Tem.

Each Council Member is provided with the budget to employ a Legislative Assistant. Council staff also includes a Senior Research and Policy Analyst, a Policy Adviser, as well as occasional interns.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	16.00	16.00	16.00	16.00	16.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	23,000	23,690	24,401	25,133	25,887
Reserve for Budget Adjustment	24,124	24,848	25,593	26,361	27,152
Transfers Out	0	0	0	0	0
Wages & Benefits	1,168,430	1,197,959	1,228,325	1,259,555	1,291,676
Supplies & Services	5,700	5,871	6,047	6,229	6,415
Other Services & Changes	151,637	156,186	160,872	165,698	170,669
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,372,891	1,408,554	1,445,238	1,482,976	1,521,799

Expenditure Notes:

Projected:

- 2% increase each year for salaries & wages
- 4% increase each year for benefits
- 3% increase each year for Interfund Expenses
- 3% increase each year for all other expenses

Revenues:

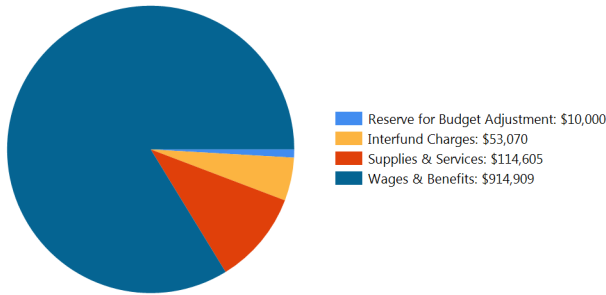
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	10,000	10,000	10,000	10,000	10,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,362,891	1,398,554	1,435,238	1,472,976	1,511,799
All Other	0	0	0	0	0
TOTAL	1,372,891	1,408,554	1,445,238	1,482,976	1,521,799

Revenue Notes:

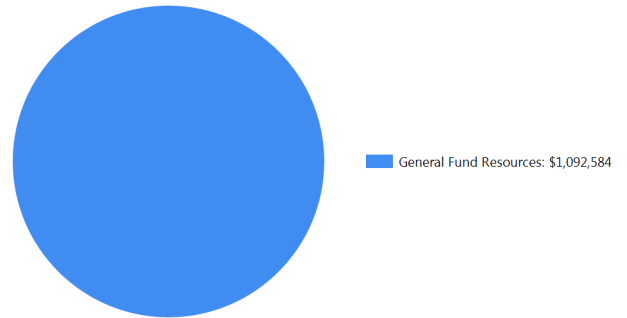
Civil Service - Civil Service

Civil Service provides an efficient, effective, merit-based system of employment ensuring that the most qualified applicants are equitably selected and retained. The development of the Civil Service Merit System has been one of the most important factors in raising the standards of government service and of increasing the respect of all citizens for their public servants. Fundamentally, every citizen should.

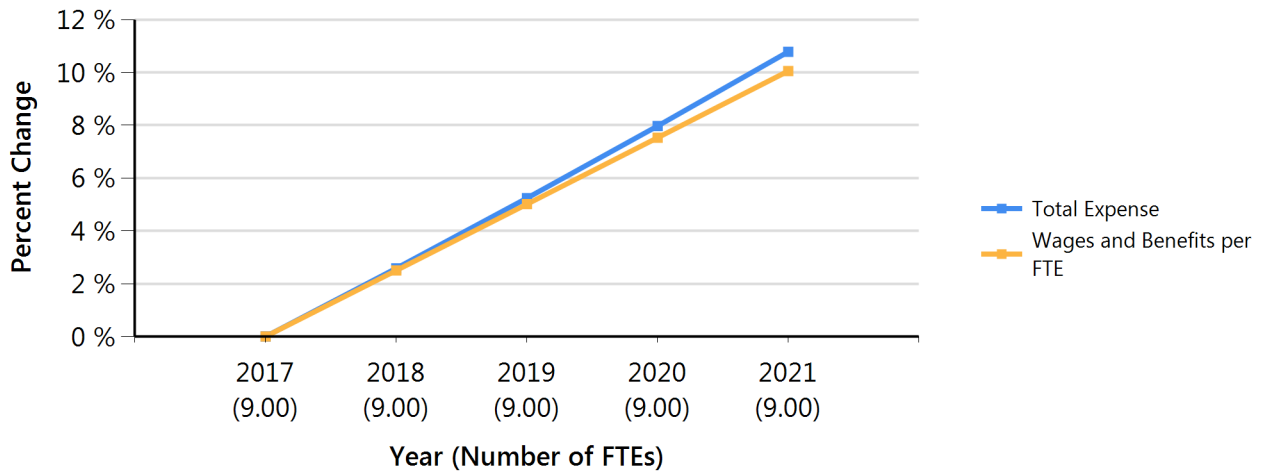
2017 Expenses



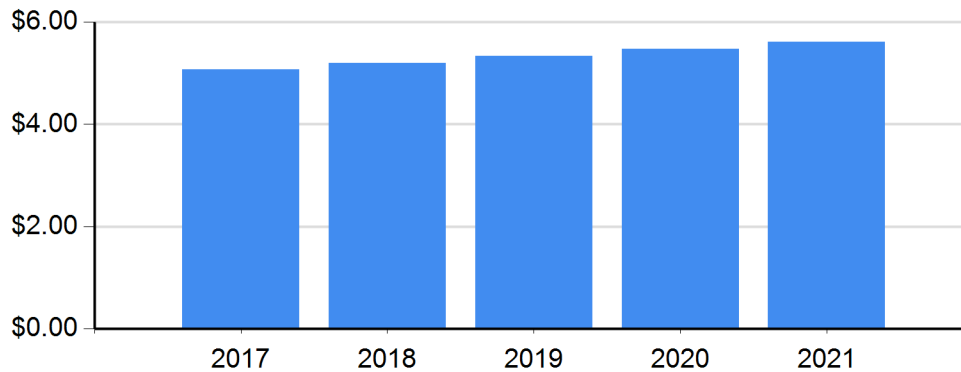
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$5.07	\$5.20	\$5.34	\$5.48	\$5.62
Percent Change	0.00%	2.58%	2.58%	2.59%	2.60%

Civil Service: Civil Service**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

Civil Service provides an efficient, effective, merit-based system of employment ensuring that the most qualified applicants are equitably selected and retained. The development of the Civil Service Merit System has been one of the most important factors in raising the standards of government service and of increasing the respect of all citizens for their public servants. Fundamentally, every citizen should.

Programs and Services:

The Spokane Civil Service Commission is an independent body created by the City Charter to administer that portion of the Charter pertaining to Civil Service and consists of five members: two nominated by the Mayor and selected by the City Council, two selected by City employee groups, and one selected by the other members. By Mandate of the Citizens of Spokane, the Commission is specifically charged with the responsibility of developing and maintaining a classification plan, a comprehensive recruitment program, and practical selection standards for all classified positions in the city government. It is also responsible for providing procedural rules for administration of classified employment and for resolving any differences that may arise as a result of these rules or the Charter. The Civil Service administrative staff consists of the Chief Examiner, six professional employees, and two clerical employees.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	9.00	9.00	9.00	9.00	9.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	53,070	54,662	56,302	57,991	59,731
Reserve for Budget Adjustment	10,000	10,300	10,609	10,927	11,255
Transfers Out	0	0	0	0	0
Wages & Benefits	914,909	937,802	961,336	985,531	1,010,410
Supplies & Services	16,600	17,098	17,611	18,139	18,683
Other Services & Changes	98,005	100,945	103,974	107,093	110,305
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,092,584	1,120,807	1,149,832	1,179,681	1,210,384

Expenditure Notes:

Projected:

- 2% increase each year for salaries & wages
- 4% increase each year for benefits
- 3% increase each year for Interfund Expenses
- 3% increase each year for all other expenses

Revenues:

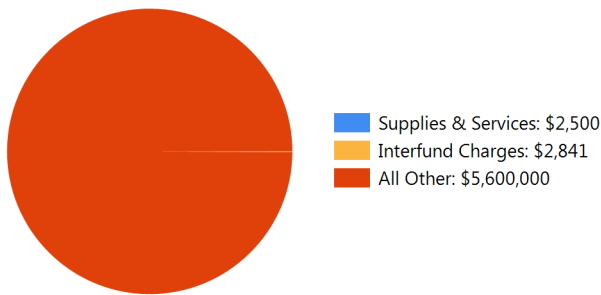
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,092,584	1,120,807	1,149,832	1,179,681	1,210,384
All Other	0	0	0	0	0
TOTAL	1,092,584	1,120,807	1,149,832	1,179,681	1,210,384

Revenue Notes:

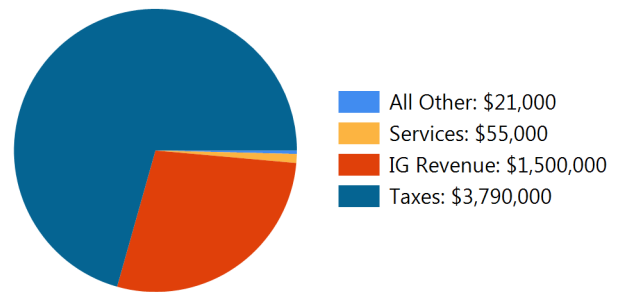
Criminal Justice Assistance Fund - Criminal Justice Assistance Fund

This represents the City's costs related to incarceration of misdemeanants and the costs associated with Electronic Home Monitoring and other alternatives to incarceration.

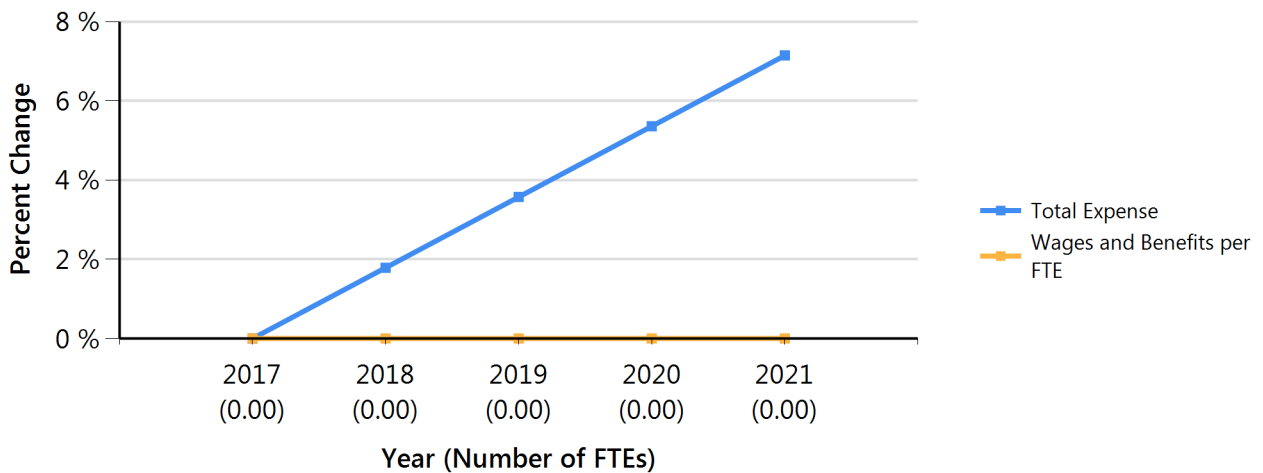
2017 Expenses



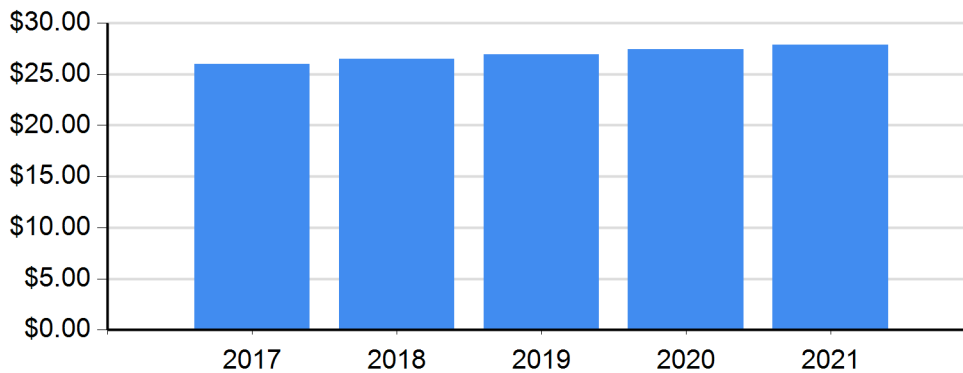
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$26.02	\$26.48	\$26.95	\$27.41	\$27.88
Percent Change	0.00%	1.78%	1.75%	1.72%	1.69%

Criminal Justice Criminal Justice Assistance Fund
Assistance Fund:**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

Executive Summary:

This represents the City's costs related to incarceration of misdemeanants and the costs associated with Electronic Home Monitoring and other alternatives to incarceration.

Programs and Services:

Jail and Geiger correctional facilities play an integral role in the justice process by providing facilities to securely house individuals awaiting trial or after they have been incarcerated. However, because Spokane does not possess its own correctional facilities, these services must be contracted out through various sources. The two primary sources of jail and correctional services are the Spokane County Jail (SCJ) and Geiger Correctional Facility. In addition to incarceration programs, the City offers various alternative such as Electronic Home Monitoring.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	2,841	3,000	3,100	3,200	3,300
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	2,500	2,500	2,500	2,500	2,500
Debt Services	0	0	0	0	0
All Other	5,600,000	5,700,000	5,800,000	5,900,000	6,000,000
TOTAL	5,605,341	5,705,500	5,805,600	5,905,700	6,005,800

Expenditure Notes:

Revenues:

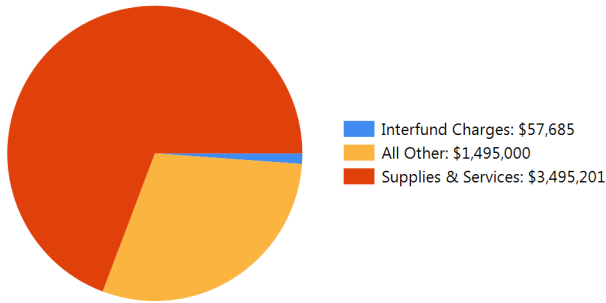
	2017	2018	2019	2020	2021
Taxes	3,790,000	3,900,000	4,000,000	4,100,000	4,200,000
Licenses & Permits	0	0	0	0	0
IG Revenue	1,500,000	1,550,000	1,600,000	1,650,000	1,700,000
Services	55,000	55,000	55,000	55,000	55,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	21,000	0	0	0	0
TOTAL	5,366,000	5,505,000	5,655,000	5,805,000	5,955,000

Revenue Notes:

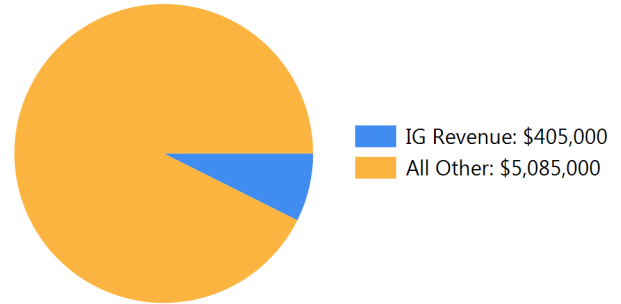
Firefighters Pension Fund - Firefighters Pension Fund

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for Law Enforcement Officer and Firefighter (LEOFF I) Firefighters' Plan, a closed defined benefit plan.

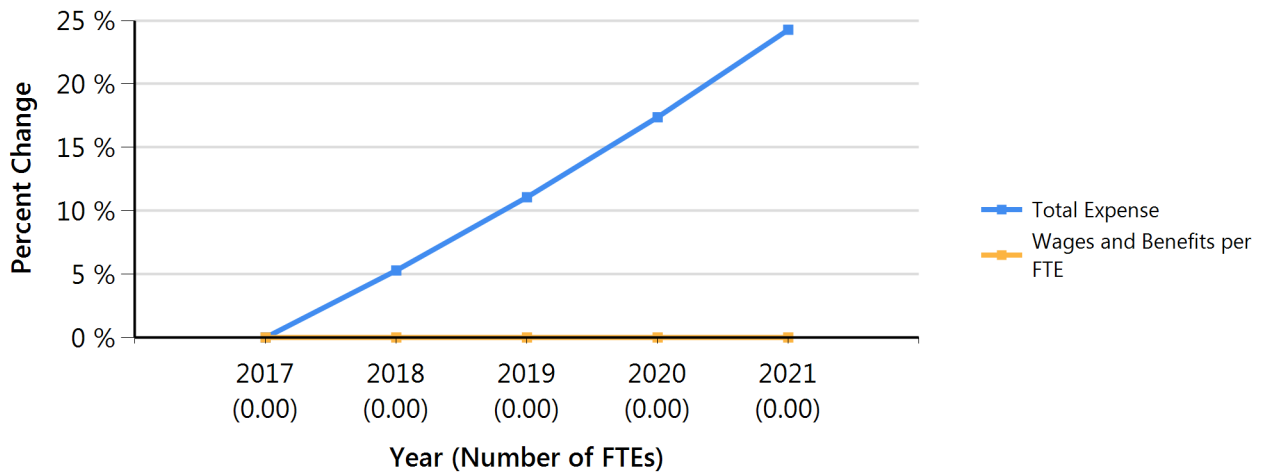
2017 Expenses



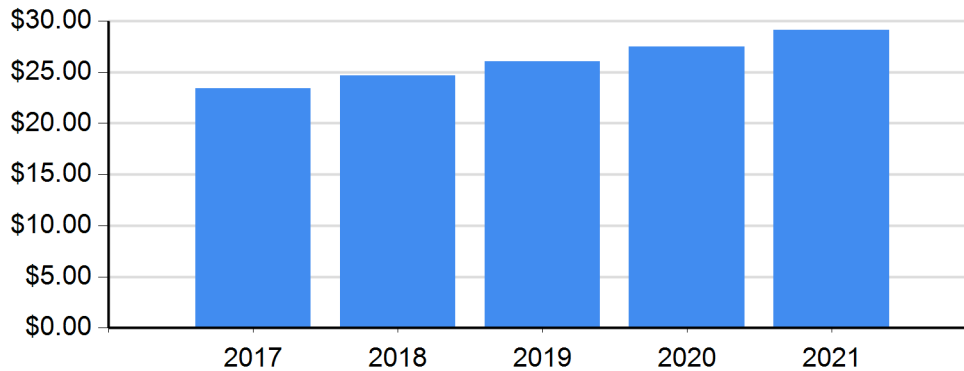
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$23.43	\$24.67	\$26.02	\$27.50	\$29.12
Percent Change	0.00%	5.28%	5.48%	5.68%	5.87%

Firefighters Pension Firefighters Pension Fund**Fund:****Division:** Stand Alone Departments**Fund Type:** Trust and Agency Fund

Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for Law Enforcement Officer and Firefighter (LEOFF I) Firefighters' Plan, a closed defined benefit plan.

Programs and Services:

The LEOFF I Firefighters' Plan provides pension benefits related to retirement, disability, and death. In addition, the Plan pays for medical and dental expenses for its members, along with reimbursement of Medicare premium payments. At December 31, 2014, there were 229 members of the City of Spokane LEOFF I Firefighters' Plan of whom all but 2 were retired. A five-member board as defined in the Revised Code of Washington governs the Plan.

LEOFF I Firefighters' Plan general staff duties include processing pension and medical payments, counseling retirees, structuring and monitoring a \$28 million investment portfolio and ensuring compliance with Local, State and Federal Laws. The medical expenditures comprise the largest portion of the LEOFF I Firefighters' budget and, like pensions, are legal "claims" against the System. The Benefits Department (HR) handles claim processing for the medical portion of the benefit. For the 2017 budget, overall expenses of the LEOFF I Firefighters' Plan increase by more than \$29k (0.6%). The budget for benefit payments in 2017 remained flat at \$4.55M. LEOFF I Firefighter assets are separately held in a trust fund within the City of Spokane; LEOFF I Firefighter revenues and expenditures are also separately accounted for inside a trust fund within the City of Spokane.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	57,685	59,000	60,200	61,400	62,600
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	2,550	2,600	2,600	2,600	2,600
Other Services & Changes	3,492,651	3,772,300	4,076,600	4,407,800	4,768,200
Debt Services	0	0	0	0	0
All Other	1,495,000	1,481,000	1,467,100	1,453,400	1,439,800
TOTAL	5,047,886	5,314,900	5,606,500	5,925,200	6,273,200

Expenditure Notes:

"All Other" includes Pension annuity claims, death benefit payments and non-cash amortization of the PeopleSoft System's pension module. Medical payments and Medicare reimbursements comprise the majority of "Supplies & Services".

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	405,000	405,000	405,000	405,000	405,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	5,085,000	5,147,900	5,211,800	5,276,900	5,343,200
TOTAL	5,490,000	5,552,900	5,616,800	5,681,900	5,748,200

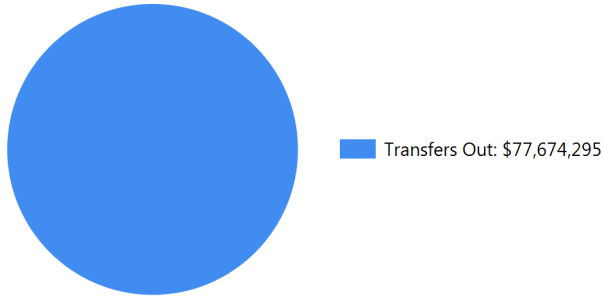
Revenue Notes:

"Miscellaneous Revenues" includes investment earnings and employer contributions.

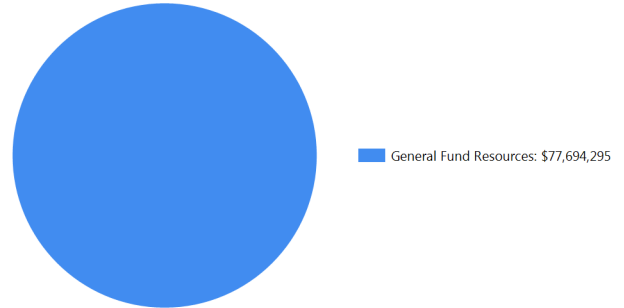
General Fund Allocations - General Fund Allocations

This budget summary represents the General Fund contribution to various funds that rely on the General Fund for financial support

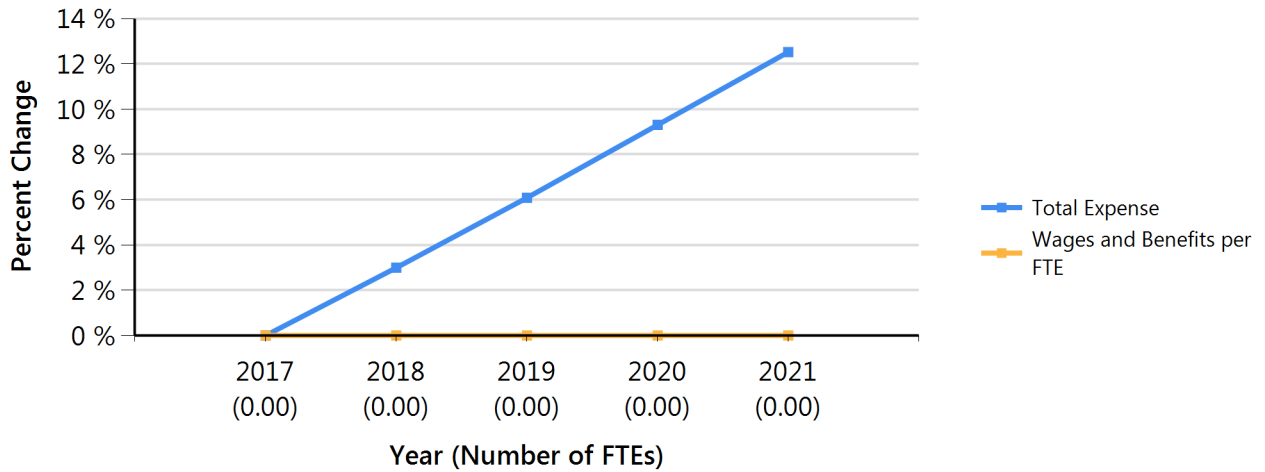
2017 Expenses



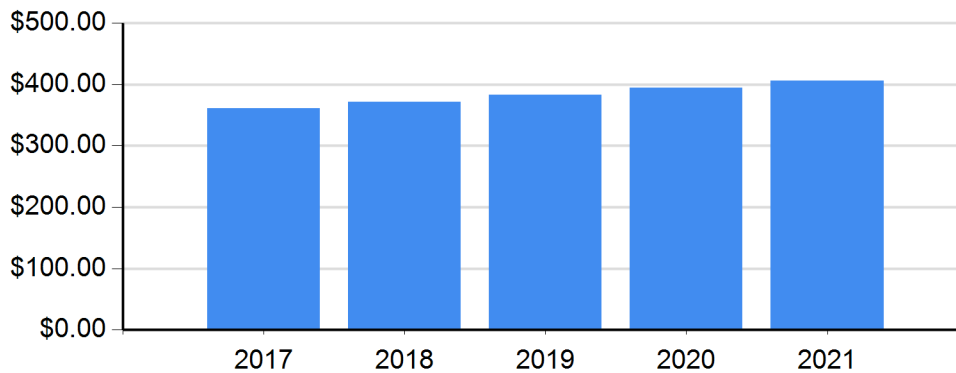
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$360.53	\$371.32	\$382.46	\$394.07	\$405.67
Percent Change	0.00%	2.99%	3.00%	3.03%	2.94%

General Fund General Fund Allocations **Allocations:**

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

This budget summary represents the General Fund contribution to various funds that rely on the General Fund for financial support

Programs and Services:

See the department specific budget summaries for details on how the funds are used. The General Fund provides monetary support to several departments including:
Streets, Code Enforcement, Library, Parks and Recreation, Fire/Emergency Medical Services, Asset Management, and Parking.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	77,674,295	80,000,000	82,400,000	84,900,000	87,400,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	77,674,295	80,000,000	82,400,000	84,900,000	87,400,000

Expenditure Notes:**Revenues:**

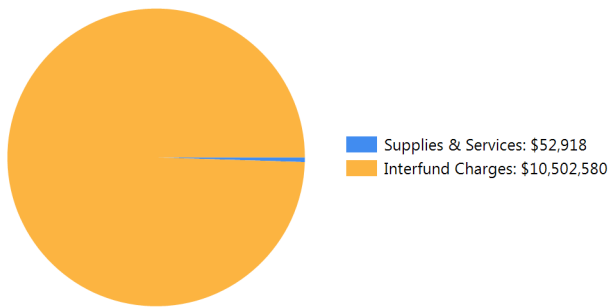
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	77,694,295	80,000,000	82,400,000	84,900,000	87,400,000
All Other	0	0	0	0	0
TOTAL	77,694,295	80,000,000	82,400,000	84,900,000	87,400,000

Revenue Notes:

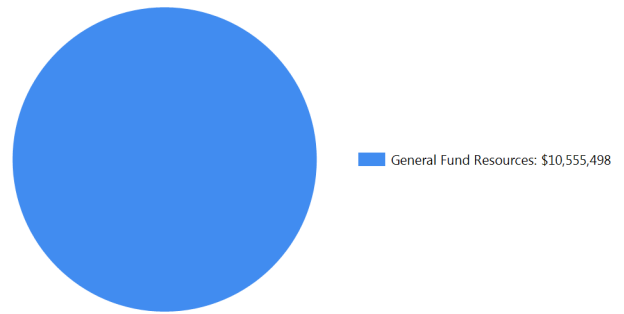
General Fund Internal Service Charges - General Fund Internal Service Charges

This represents the majority of the charges to the General Fund for services provided by other City Departments such as IT, Accounting, Insurance (Liability, Workers' Compensation, Unemployment), and Fleet/Vehicle Maintenance for General Fund vehicles.

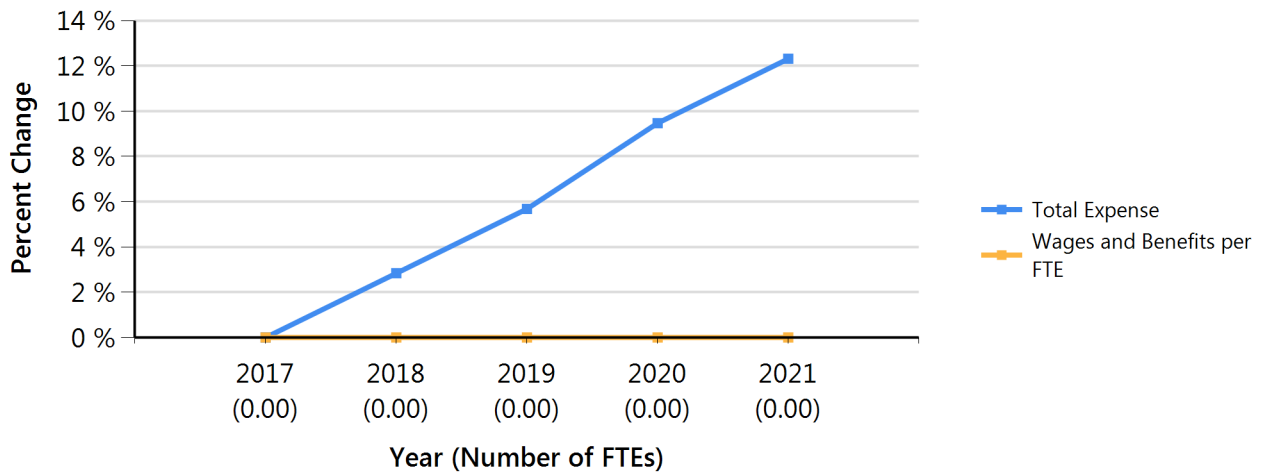
2017 Expenses



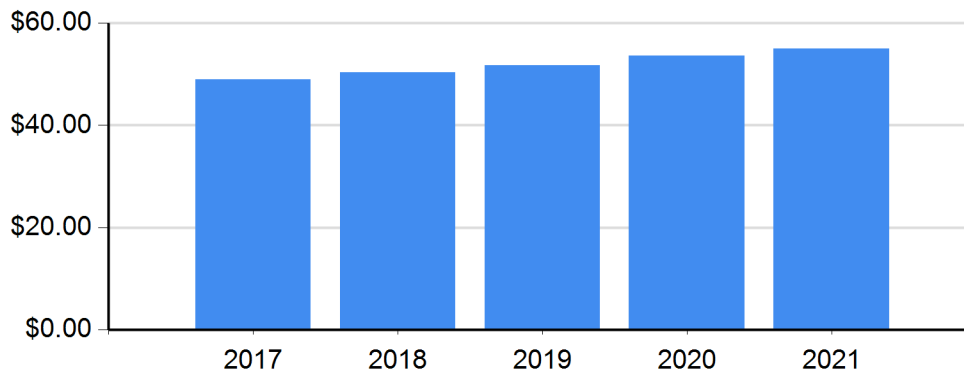
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$48.99	\$50.38	\$51.78	\$53.63	\$55.03
Percent Change	0.00%	2.83%	2.76%	3.58%	2.59%

General Fund Internal Service Charges

Service Charges:

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

This represents the majority of the charges to the General Fund for services provided by other City Departments such as IT, Accounting, Insurance (Liability, Workers' Compensation, Unemployment), and Fleet/Vehicle Maintenance for General Fund vehicles.

Programs and Services:

General Fund Internal Service Charges include:

Accounting Services - \$1,000,000

IT Services - \$3.9 million

Insurance (Liability, W/C, Unemployment) - \$3.6 million

Fleet Maintenance (incl. Fuel) - \$2 million

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	10,502,580	10,800,000	11,100,000	11,500,000	11,800,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	52,918	55,000	55,000	55,000	55,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	10,555,498	10,855,000	11,155,000	11,555,000	11,855,000

Expenditure Notes:**Revenues:**

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	10,555,498	10,855,000	11,155,000	11,555,000	11,855,000
All Other	0	0	0	0	0
TOTAL	10,555,498	10,855,000	11,155,000	11,555,000	11,855,000

Revenue Notes:

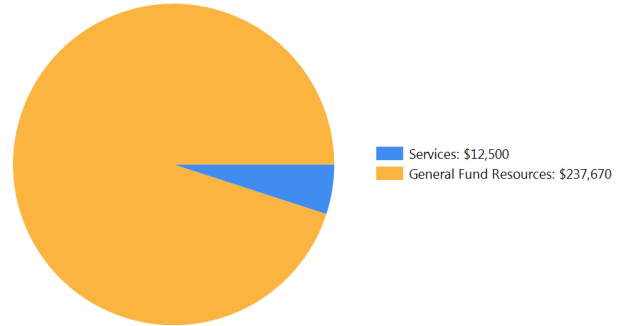
Hearing Examiner - Hearing Examiner

The Office of the Hearing Examiner holds quasi-judicial hearings on behalf of the City in various matters, primarily related to Zoning, Land Use Regulation, and the Environment. The Hearing Examiner's Office conducts these hearings and renders decisions in accordance with state and local law.

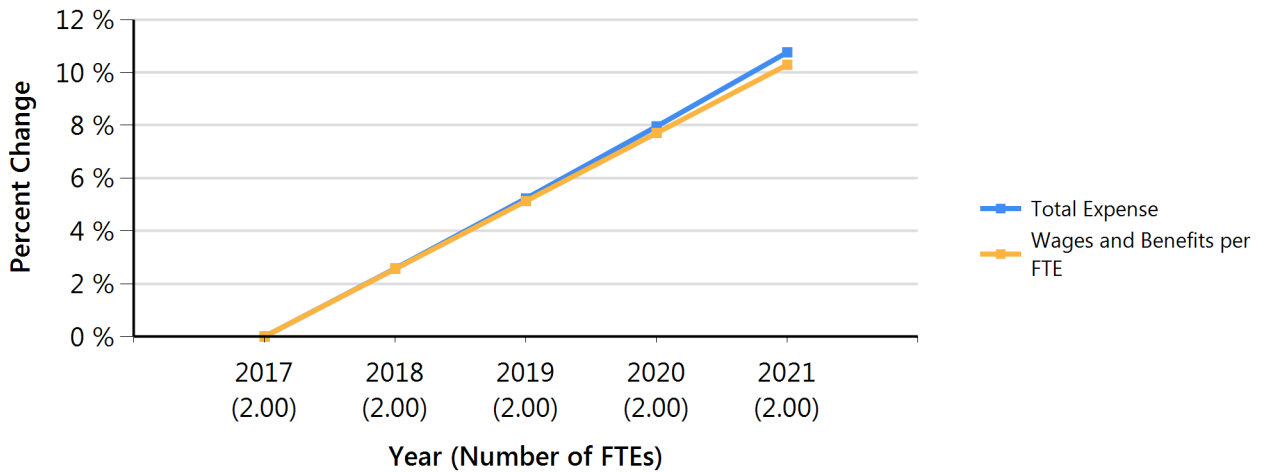
2017 Expenses



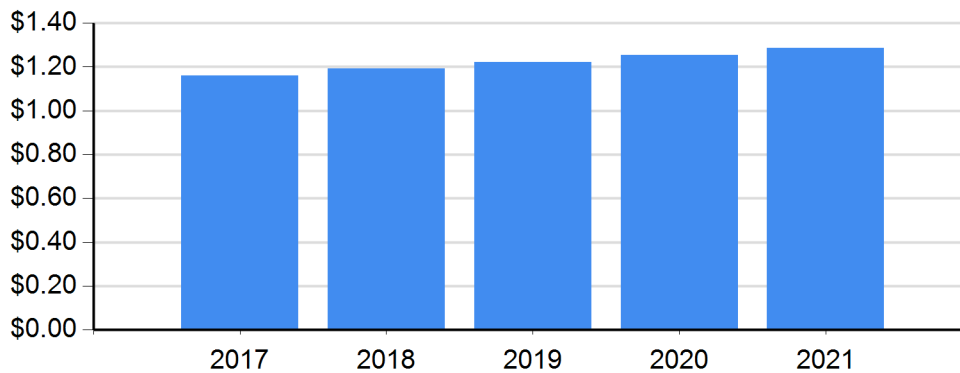
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$1.16	\$1.19	\$1.22	\$1.25	\$1.29
Percent Change	0.00%	2.57%	2.58%	2.59%	2.59%

Hearing Examiner: Hearing Examiner

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

The Office of the Hearing Examiner holds quasi-judicial hearings on behalf of the City in various matters, primarily related to Zoning, Land Use Regulation, and the Environment. The Hearing Examiner's Office conducts these hearings and renders decisions in accordance with state and local law.

Programs and Services:

Citizens have a right to appear at a hearing and comment upon a project being proposed in their neighborhood or which affects their property. The development community has the right to have permit applications handled expeditiously, in a consistent way, and in accordance with the relevant laws, rules and policies. Citizens should also have the right to appeal an administrative decision that they feel is wrong within the City structure without having to incur the expense of going to court. It is important that these hearings not only be fair but appear fair, and that the decisions made on these matters be not only fair but consistent. The City could face liability if its decisions, especially its land use decisions, are found to be arbitrary. Therefore, the Hearing Examiner's Office has an obligation, which it will carry out, to hold fair and impartial hearings and render consistent and legally defensible decisions. Expediency is also an important issue. The Hearing Examiner's Office has the experience and expertise to schedule hearings as quickly as possible and render decisions in a timely fashion. This office has the knowledge and expertise to provide information and respond to the questions and requests coming from the public and from other City departments on all the various matters. This serves the citizens, the business community, and the City at large. Some revenues are derived through the Examiner holding hearings for other cities and agencies, although the amount of that revenue varies from year to year.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	2.00	2.00	2.00	2.00	2.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	241,080	247,254	253,605	260,139	266,862
Supplies & Services	2,267	2,335	2,405	2,477	2,552
Other Services & Changes	6,823	7,028	7,239	7,456	7,679
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	250,170	256,617	263,249	270,072	277,093

Expenditure Notes:

Projected:

- 2% increase each year for salaries & wages
- 4% increase each year for benefits
- 3% increase each year for Interfund Expenses
- 3% increase each year for all other expenses

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	12,500	12,875	13,261	13,659	14,069
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	237,670	243,742	249,988	256,413	263,024
All Other	0	0	0	0	0
TOTAL	250,170	256,617	263,249	270,072	277,093

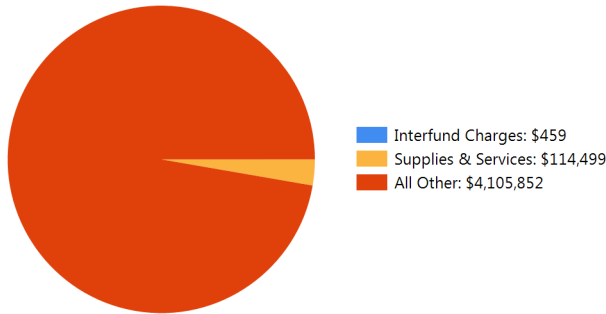
Revenue Notes:

Projected 3% increase each year

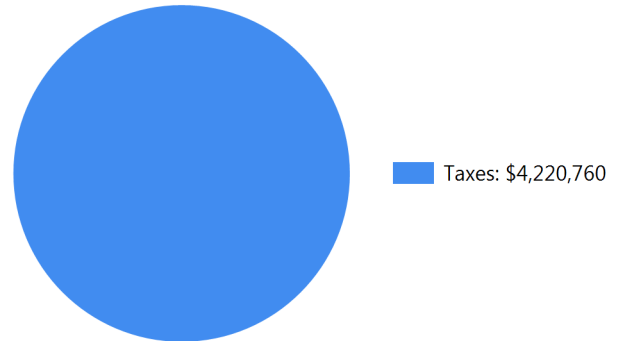
Hotel/Motel Tax Fund - Hotel/Motel Tax Fund

The Hotel/Motel fund accounts for all monies received from the transient accommodations tax levied by SMC 8.08.010, & received by the State. Lodging tax revenues may be used directly by any municipality for the marketing of tourism, special events/festivals, or tourism-related operations of the municipality or a public facilities district.

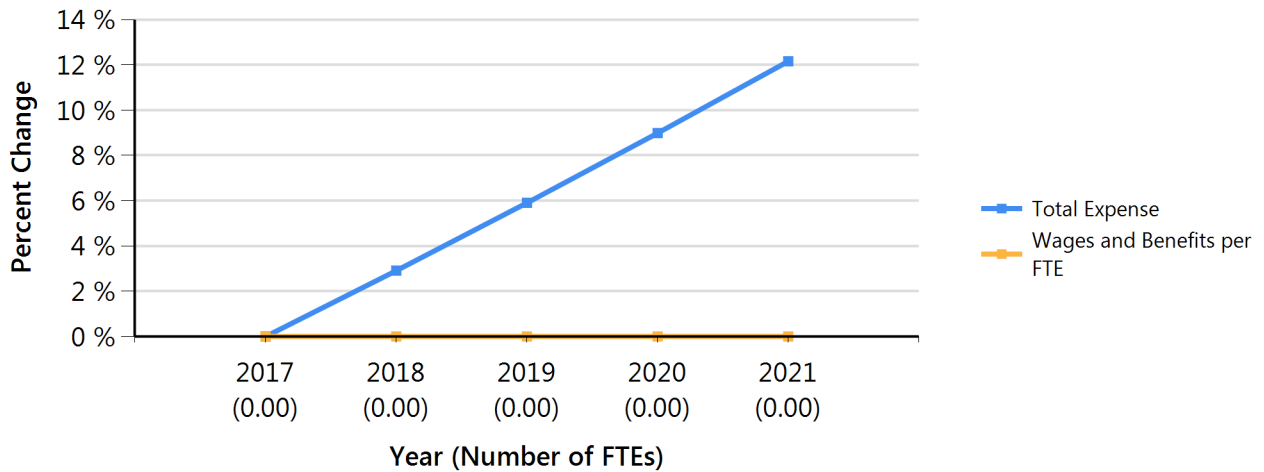
2017 Expenses



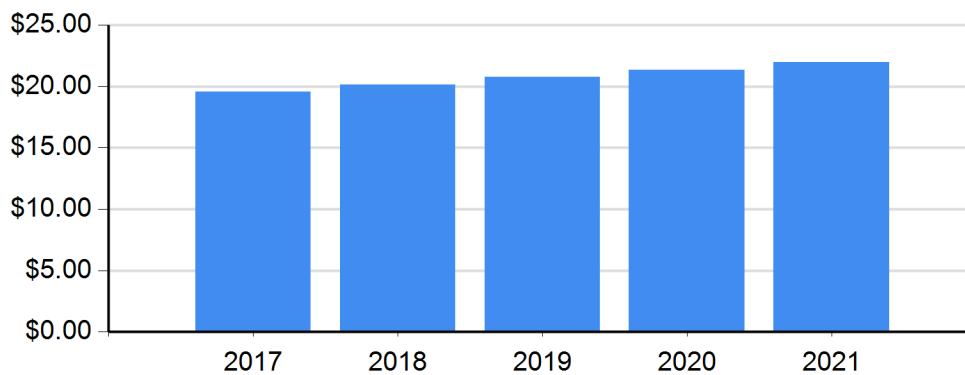
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$19.59	\$20.16	\$20.75	\$21.35	\$21.97
Percent Change	0.00%	2.90%	2.90%	2.91%	2.91%

Hotel/Motel Tax Fund: Hotel/Motel Tax Fund**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

Executive Summary:

The Hotel/Motel fund accounts for all monies received from the transient accommodations tax levied by SMC 8.08.010, & received by the State. Lodging tax revenues may be used directly by any municipality for the marketing of tourism, special events/festivals, or tourism-related operations of the municipality or a public facilities district.

Programs and Services:

The Interlocal agreement between the City and the Spokane Public Facilities District (PFD) provides that 100% of the lodging tax revenues is remitted to the PFD. Each year, \$100,000 (adjusted annually by CPI) is reserved by the City for tourism-generating activities/entities.

The amount reserved for tourism activities in 2017 is estimated at \$114,499, as reflected in the Supplies/Services budget. Annually, the Lodging Tax Committee determines which projects to fund from this amount.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	459	433	446	459	472
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	114,499	117,819	121,247	124,776	128,407
Debt Services	0	0	0	0	0
All Other	4,105,852	4,225,332	4,348,289	4,474,824	4,605,042
TOTAL	4,220,810	4,343,584	4,469,982	4,600,059	4,733,921

Expenditure Notes:

Five year outlook is based on a 0.0291 Growth Factor.

Revenues:

	2017	2018	2019	2020	2021
Taxes	4,220,760	4,343,584	4,469,982	4,600,059	4,733,921
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	4,220,760	4,343,584	4,469,982	4,600,059	4,733,921

Revenue Notes:

Five year outlook is based on a 0.0291 Growth Factor.

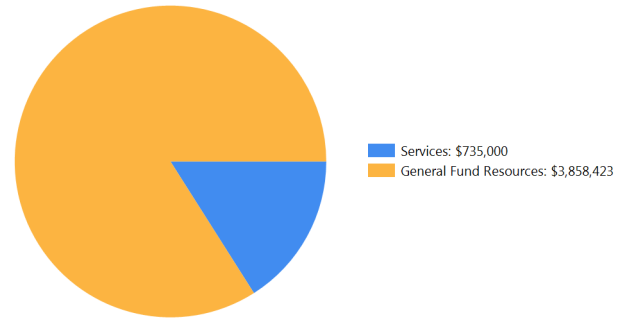
Legal - Legal

The City Attorney's Office is responsible for oversight of the Civil Division and the Prosecutor's Office. The Civil Division provides a wide variety of legal services to the Mayor, City Council, City Departments, Boards, and Commissions. The Prosecutor's Office operates under statutory mandate to prosecute criminal misdemeanors, gross misdemeanors, and civil infractions.

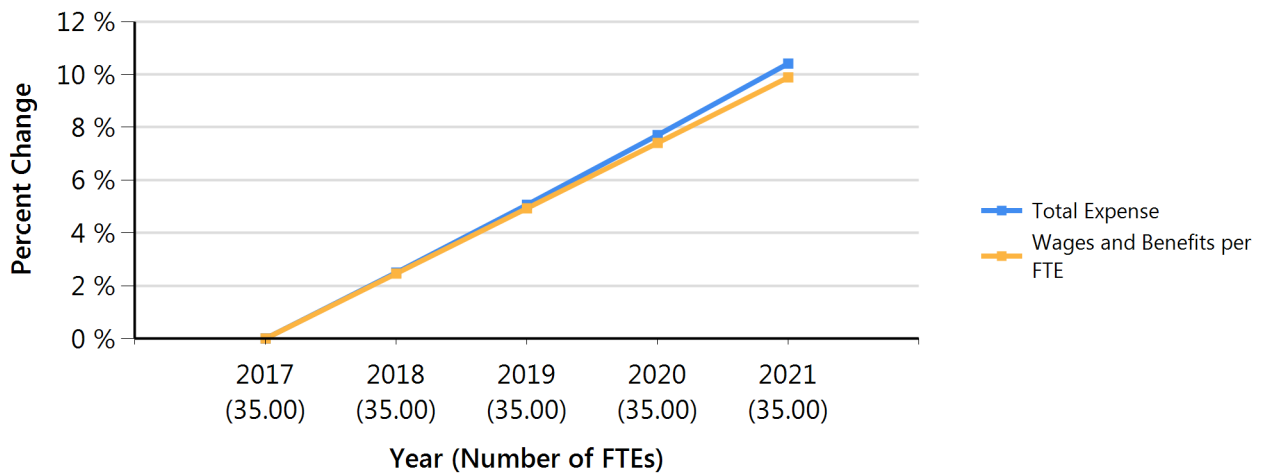
2017 Expenses



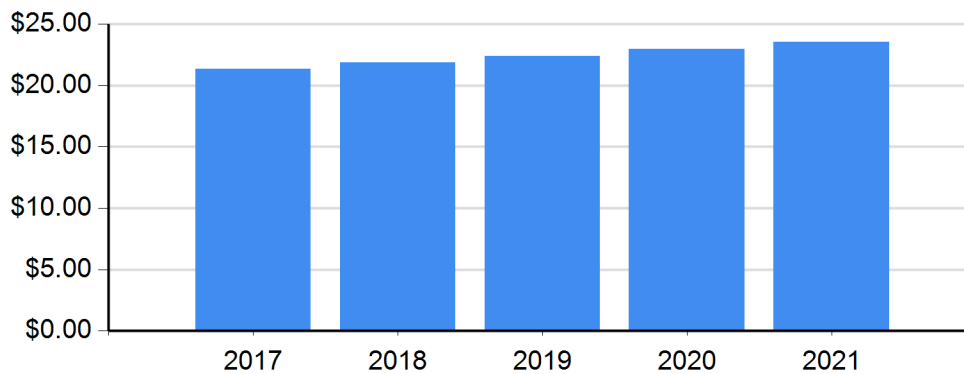
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$21.32	\$21.85	\$22.40	\$22.96	\$23.54
Percent Change	0.00%	2.49%	2.50%	2.51%	2.51%

Legal: Legal**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

The City Attorney's Office is responsible for oversight of the Civil Division and the Prosecutor's Office. The Civil Division provides a wide variety of legal services to the Mayor, City Council, City Departments, Boards, and Commissions. The Prosecutor's Office operates under statutory mandate to prosecute criminal misdemeanors, gross misdemeanors, and civil infractions.

Programs and Services:**Civil Division:**

Members of the City's legal team provide oral and written legal opinions on specific matters of law and policy. Attorneys in the office have wide and deep experience in the matters of core competency necessary to address legal matters for the City. These functions include, but are not limited to, litigation (defense and prosecution), police advisory, and in-house advice and consultation for various departments requiring specific legal advice. The office prosecutes or defends all litigation matters, whether in federal, state, or local court, or before administrative tribunals. When the use of an outside law firm is required, the City Attorney supervises the activities of special counsel to ensure the interests of the City and the individual clients are being well-served and represented. Contract negotiation and contract compliance are critical to protecting the City's interest. Routine and regular review of City contracts to ensure compliance with the law and best practices is essential.

The Prosecutors Office is responsible for the prosecution of all civil violations of the Spokane Municipal Code, including nuisance, building and fire code violations, traffic violation infractions, Photo Red tickets and parking infractions issued in the City. The Prosecutor's Office also effectively reduces systemic legal risk through the use of its appellate attorney. This attorney provides an important line of defense against adverse and far-reaching court decisions by aggressively defending cases against legal motions and other collateral attacks on the validity of City statutes.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	35.00	35.00	35.00	35.00	35.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	4,290,245	4,395,855	4,504,369	4,615,878	4,730,474
Supplies & Services	102,036	105,097	108,250	111,497	114,842
Other Services & Changes	201,142	207,176	213,392	219,793	226,387
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	4,593,423	4,708,128	4,826,011	4,947,168	5,071,703

Expenditure Notes:

Projected:

- 2% increase each year for salaries & wages
- 4% increase each year for benefits
- 3% increase each year for Interfund Expenses
- 3% increase each year for all other expenses

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	735,000	757,050	779,762	803,154	827,249
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	3,858,423	3,951,078	4,046,249	4,144,014	4,244,454
All Other	0	0	0	0	0
TOTAL	4,593,423	4,708,128	4,826,011	4,947,168	5,071,703

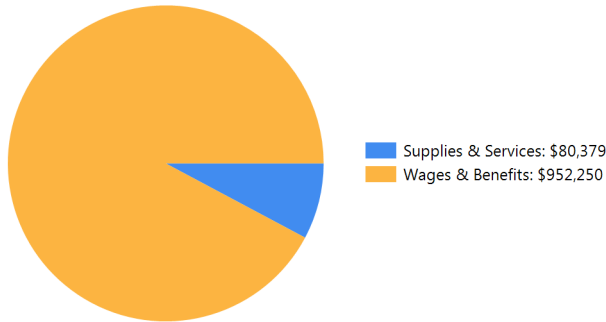
Revenue Notes:

3% increase each year

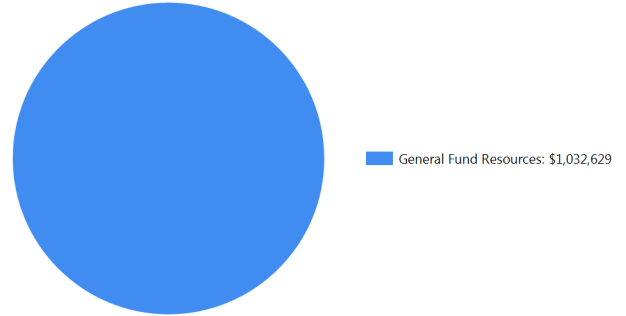
Mayor's Office - Mayors Office

The Mayor is the City's Chief Executive Officer, directing the activities of the City's 2,000 employees and managing a \$600 million annual budget. The office ensures delivery of efficient and effective services, facilitation of economic opportunity, and enhancement to the quality of life for the citizens in our community.

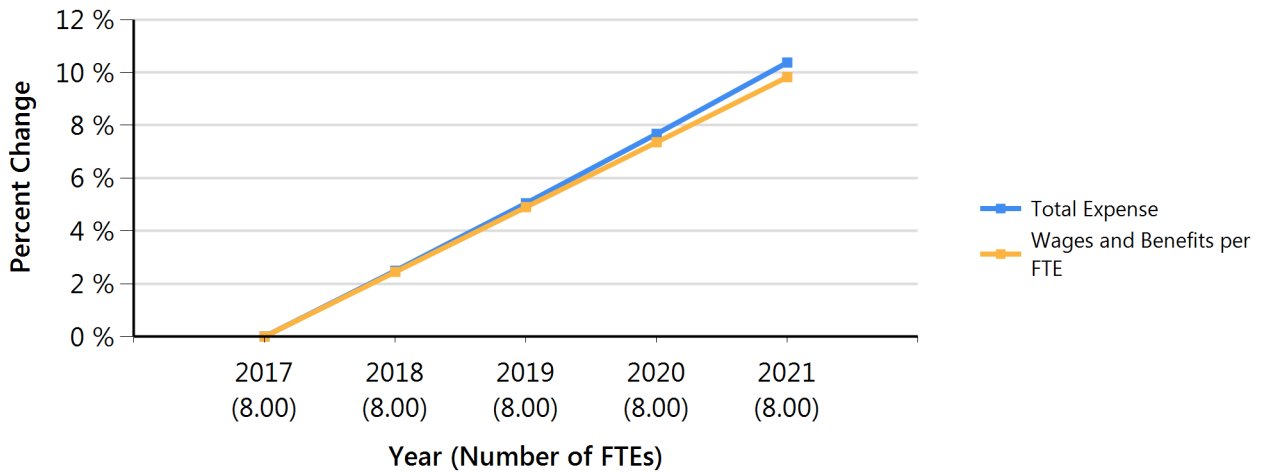
2017 Expenses



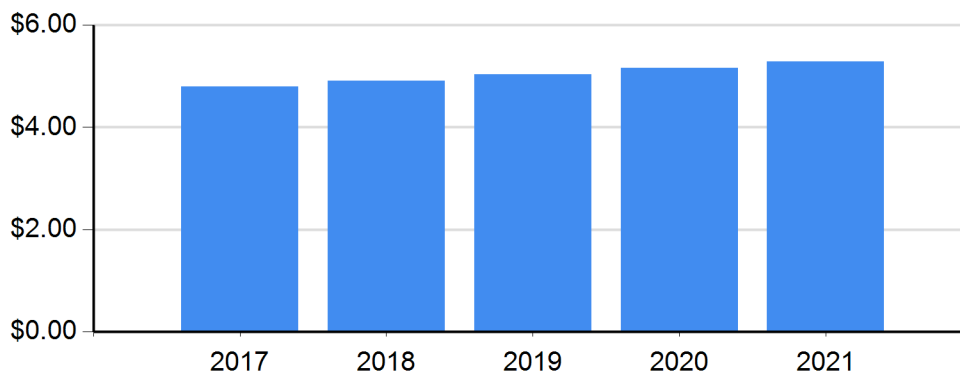
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$4.79	\$4.91	\$5.03	\$5.16	\$5.29
Percent Change	0.00%	2.48%	2.49%	2.50%	2.50%

Mayor's Office: Mayor's Office**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

The Mayor is the City's Chief Executive Officer, directing the activities of the City's 2,000 employees and managing a \$600 million annual budget. The office ensures delivery of efficient and effective services, facilitation of economic opportunity, and enhancement to the quality of life for the citizens in our community.

Programs and Services:

The Office of the Mayor engages in: Administrative oversight for the City of Spokane, partnership with the Office of the Police Ombudsman, Constituent Services, Legislative Policy Research, and outreach to local government and labor relations.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	8.00	8.00	8.00	8.00	8.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	952,250	975,534	999,453	1,024,027	1,049,276
Supplies & Services	17,950	18,489	19,043	19,614	20,203
Other Services & Changes	62,429	64,302	66,231	68,218	70,264
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,032,629	1,058,325	1,084,727	1,111,859	1,139,743

Expenditure Notes:

Projected:

- 2% increase each year for salaries & wages
- 4% increase each year for benefits
- 3% increase each year for Interfund Expenses
- 3% increase each year for all other expenses

Revenues:

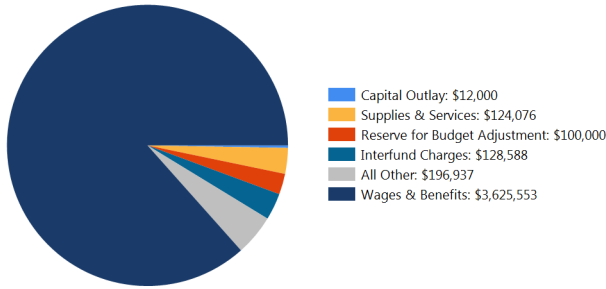
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,032,629	1,058,325	1,084,727	1,111,859	1,139,743
All Other	0	0	0	0	0
TOTAL	1,032,629	1,058,325	1,084,727	1,111,859	1,139,743

Revenue Notes:

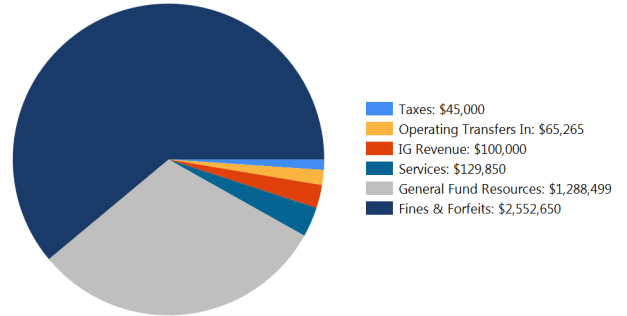
Municipal Court - Municipal Court

Municipal Court is responsible for filing, processing, hearing, and adjudicating criminal cases (including domestic violence, traffic and non-traffic), civil infractions, photo red, and parking infractions in the Spokane Municipal Court.

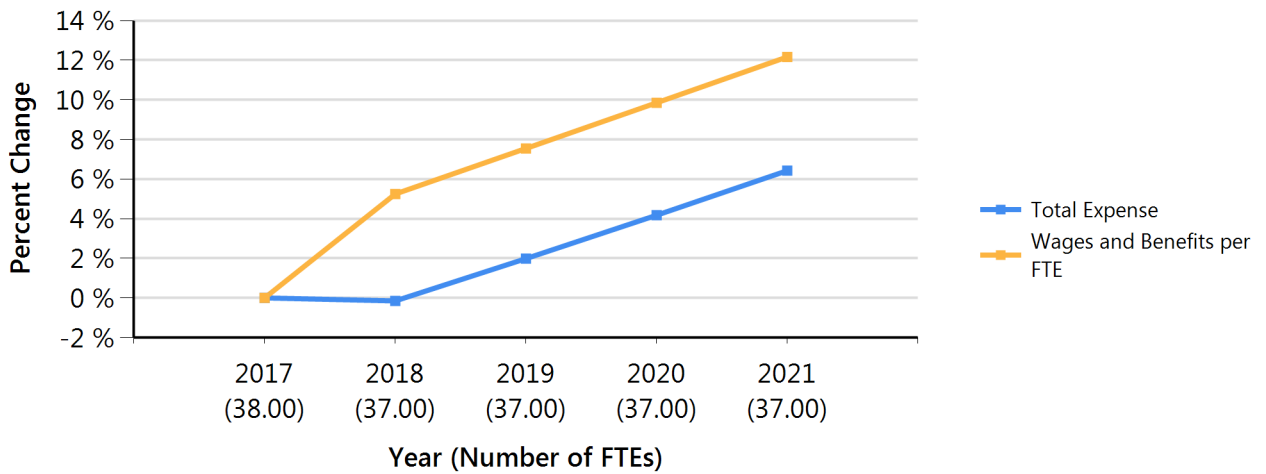
2017 Expenses



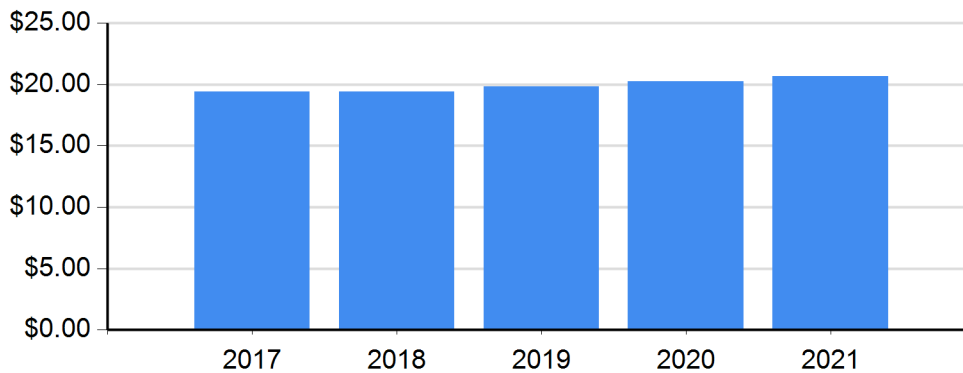
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$19.43	\$19.41	\$19.82	\$20.25	\$20.68
Percent Change	0.00%	-0.15%	2.13%	2.14%	2.15%

Municipal Court: Municipal Court

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

Municipal Court is responsible for filing, processing, hearing, and adjudicating criminal cases (including domestic violence, traffic and non-traffic), civil infractions, photo red, and parking infractions in the Spokane Municipal Court.

Programs and Services:

On an annual basis, Spokane Municipal Court processes approximately 8,000 criminal cases, 29,000 civil infractions and 66,000 parking infractions.

All citations must be entered into and maintained in multiple computer systems: the state-operated Judicial Information Systems (JIS) database, the city-owned JustWare case management and Duncan parking systems and American Traffic Solutions' (ATS) photo red database. The Clerk's Office staff must be vigilant to the critical stages of criminal and infraction case filing, notice and processing. Clerk's office staff must be thoroughly trained in order to comply with all legal and statutory requirements as well as with local and state court rules governing every aspect of a case or citation. Failure to comply with statutes, court rules and policies/procedures can result in serious consequences including the premature release of an inmate or inappropriate incarceration.

The Clerk's Office has 29 clerks who perform a wide variety of duties including customer service via the phone, email or in person, data entry into JIS/JustWare/Duncan/ATS, preparing court files, requesting inmate transport and assisting judicial officers in court. The Clerk's Office provides information and assistance to citizens, attorneys, state and city agencies, defendants and others who are involved in cases filed in Municipal Court.

The Clerk's Office receives more than 10,000 pieces of mail annually which must be opened, reviewed, sorted and processed according to state, city and court policies. On an annual basis, the cashiers in Municipal Court receipt over 17,000 individual payments for criminal cases (most in \$25 increments) that results in over \$400,000 in General Fund revenue. The cashiers also receipt over 100,000 individual payments related to infraction payments (most in \$25 increments) which results in over \$3 million in General Fund revenue per year.

Judicial officers assigned to Municipal Court preside over a large variety of hearings types including arraignments, pre-trial hearings, jury trials, no contact hearings, treatment reviews, bench warrant recalls, show cause hearings, contested and mitigated traffic, non-traffic and parking dockets. Three judges preside over criminal misdemeanor and civil infractions. There are two court commissioner assigned to preside over infraction (including parking and photo red) contested and mitigated dockets. Criminal dockets are quite large and frequently the judge and court clerk will process 60-70 cases in a single morning or afternoon session. Municipal Court is uniquely qualified and equipped to efficiently process these cases due to its many years of experience and its access to the statewide JIS and other criminal justice databases.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	38.00	37.00	37.00	37.00	37.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	12,000	12,000	12,000	12,000	12,000
Interfund Charges	128,588	132,445	136,418	140,511	144,726
Reserve for Budget Adjustment	100,000	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	3,625,553	3,715,347	3,800,740	3,888,395	3,978,376
Supplies & Services	53,540	53,540	53,540	53,540	53,540
Other Services & Changes	70,536	70,536	70,536	70,536	70,536
Debt Services	0	0	0	0	0
All Other	196,937	196,937	196,937	196,937	196,937
TOTAL	4,187,154	4,180,805	4,270,171	4,361,919	4,456,115

Expenditure Notes:

The 2017 Reserve for Budget Adjustment is to fund one additional FTE from the Center for Court Innovation Grant, since we do not know the funding for this position beyond the grant, I have removed this for future years.

Other assumptions are as follows:

- 2% increase each year for salaries & wages
- 4% increase each year for Medical benefits
- 3% increase each year for Interfund Expenses

Revenues:

	2017	2018	2019	2020	2021
Taxes	45,000	45,000	45,000	45,000	45,000
Licenses & Permits	0	0	0	0	0
IG Revenue	100,000	0	0	0	0
Services	129,850	129,850	129,850	129,850	129,850
Fines & Forfeits	2,552,650	2,552,650	2,552,650	2,552,650	2,552,650
Operating Transfers In	65,265	65,265	65,265	65,265	65,265
General Fund Resources	1,288,499	1,382,140	1,471,506	1,563,254	1,657,450
All Other	5,900	5,900	5,900	5,900	5,900
TOTAL	4,187,164	4,180,805	4,270,171	4,361,919	4,456,115

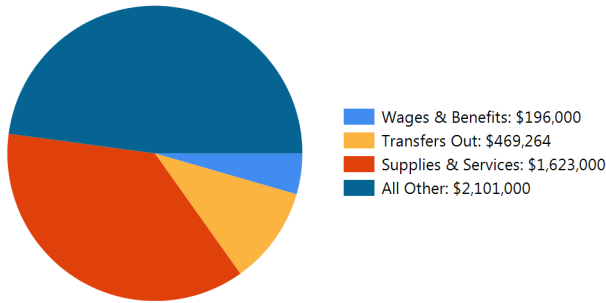
Revenue Notes:

2017 IG Revenue is a placeholder for the Community Court Grant that we have received in 2016 through the Center for Court Innovation.

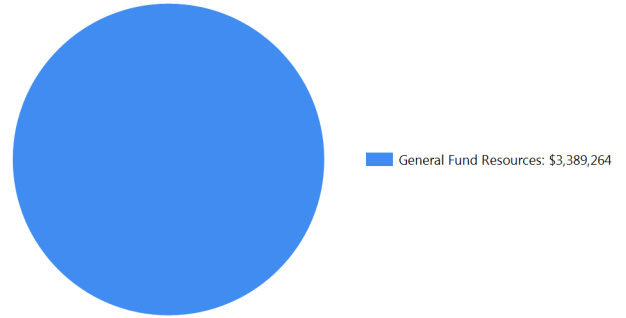
Non-Departmental - Non-Departmental

This item covers the cost of funding misc. expenditures in the Non-Departmental budget that are not aligned with any one specific department.

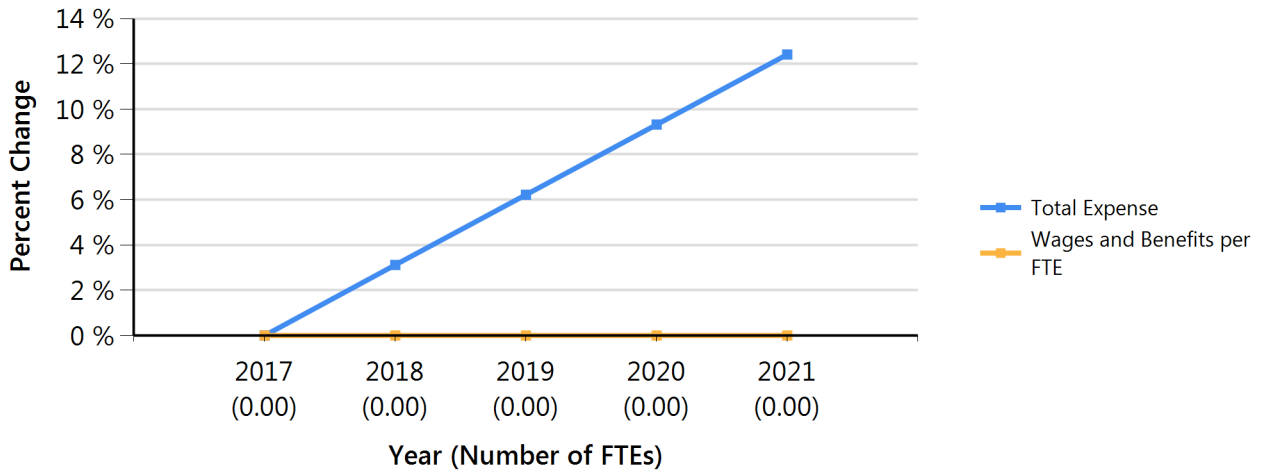
2017 Expenses



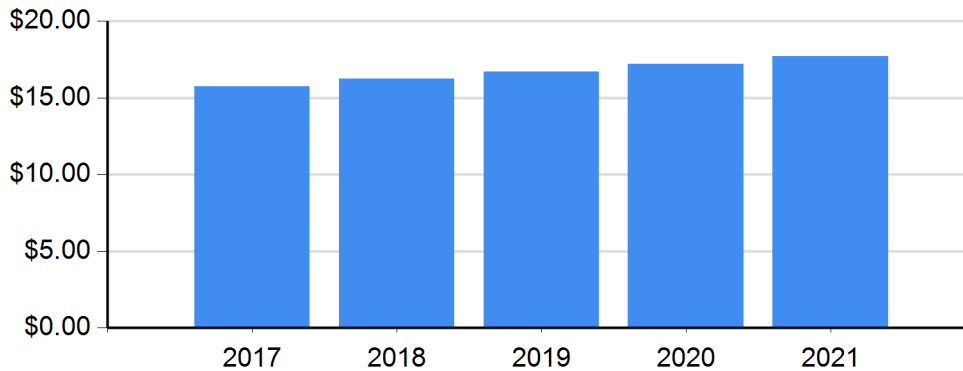
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$15.73	\$16.22	\$16.71	\$17.20	\$17.68
Percent Change	0.00%	3.11%	3.00%	2.91%	2.83%

Non-Departmental: Non-Departmental**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This item covers the cost of funding misc. expenditures in the Non-Departmental budget that are not aligned with any one specific department.

Programs and Services:

Listed below are some of the key programs included in the Non-Departmental budget:

- Animal Control
 - Citywide Memberships/Dues
 - Outside Legal Counsel
 - Election & Voter Registration Expenses
 - Dept of Emergency Management
 - Spokane County Pollution Control
 - Annexation Mitigation
 - Support for Spokane Regional Transportation
-

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)	(1,000,000)
Transfers Out	469,264	470,000	470,000	470,000	470,000
Wages & Benefits	196,000	200,000	205,000	210,000	215,000
Supplies & Services	0	0	0	0	0
Other Services & Changes	1,623,000	1,675,000	1,725,000	1,775,000	1,825,000
Debt Services	0	0	0	0	0
All Other	2,101,000	2,150,000	2,200,000	2,250,000	2,300,000
TOTAL	3,389,264	3,495,000	3,600,000	3,705,000	3,810,000

Expenditure Notes:

Revenues:

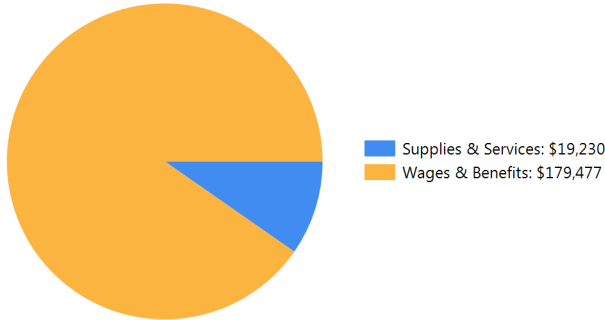
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	3,389,264	3,495,000	3,600,000	3,705,000	3,810,000
All Other	0	0	0	0	0
TOTAL	3,389,264	3,495,000	3,600,000	3,705,000	3,810,000

Revenue Notes:

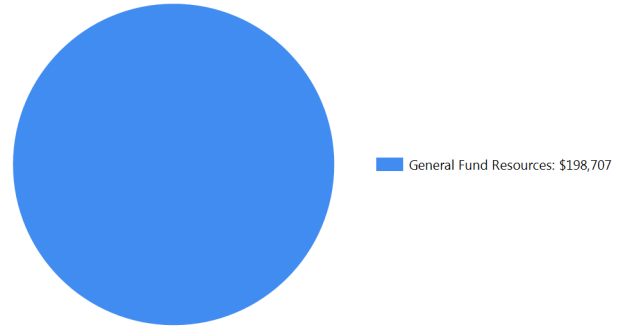
Police Ombudsman - Police Ombudsman

The Office of Police Ombudsman exists to promote public confidence in the professionalism and accountability of the members of the Spokane Police Department by providing independent review of police actions, thoughtful policy recommendations and ongoing community outreach.

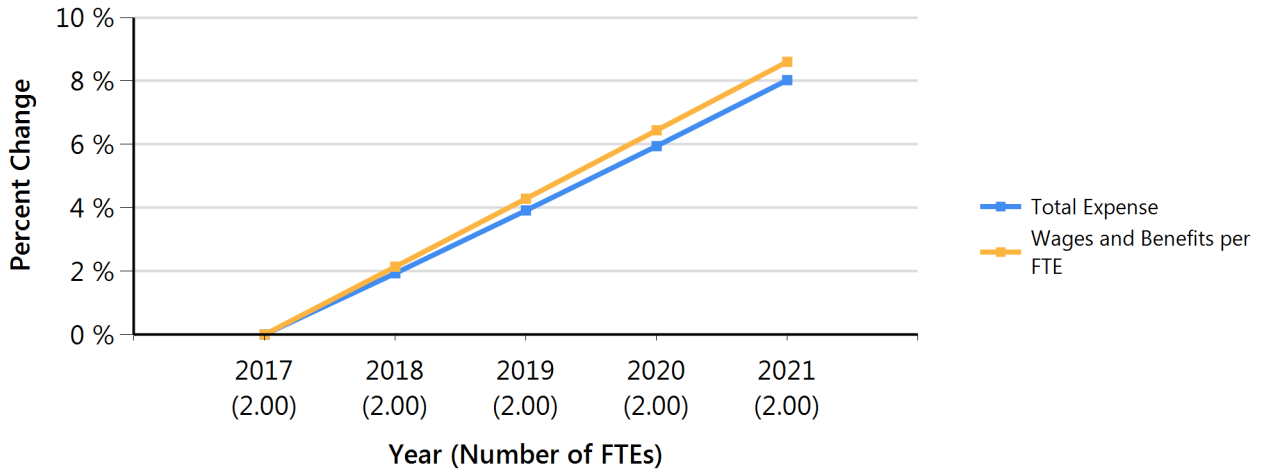
2017 Expenses



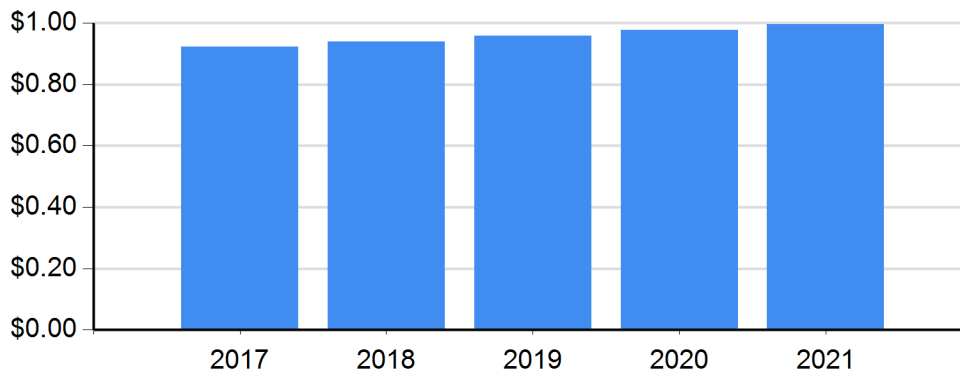
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$0.92	\$0.94	\$0.96	\$0.98	\$1.00
Percent Change	0.00%	1.93%	1.94%	1.95%	1.96%

Police Ombudsman: Police Ombudsman**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

The Office of Police Ombudsman exists to promote public confidence in the professionalism and accountability of the members of the Spokane Police Department by providing independent review of police actions, thoughtful policy recommendations and ongoing community outreach.

Programs and Services:

The Office of the Police Ombudsman: receives complaints involving employees of the Spokane Police Department (SPD); monitors SPD complaints and investigations; attends and observes Internal Affairs interviews of Officers, complainants and witnesses; mediates complaints; responds to critical incidents and acts as an observer; conducts closing interviews with a complainant once a complaint has been closed; certifies all SPD Internal Affairs investigations that are timely, thorough and objective; maintains a regular program of community outreach; makes monthly and annual reports to the City Council; audits the complaint resolution process; and recommends policies and procedures to improve the quality of SPD practices.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	2.00	2.00	2.00	2.00	2.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	179,477	183,315	187,253	191,290	195,428
Supplies & Services	630	630	630	630	630
Other Services & Changes	18,600	18,600	18,600	18,600	18,600
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	198,707	202,545	206,483	210,520	214,658

Expenditure Notes:

2% increase to salaries and 4% increase to medical

Revenues:

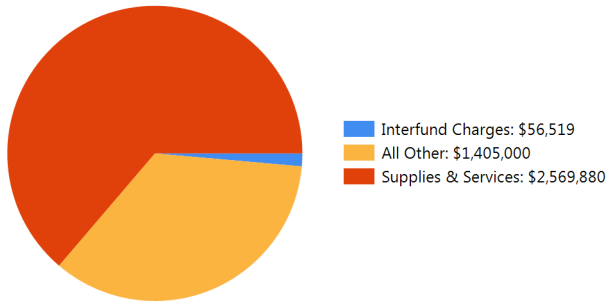
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	198,707	202,545	206,483	210,520	214,658
All Other	0	0	0	0	0
TOTAL	198,707	202,545	206,483	210,520	214,658

Revenue Notes:

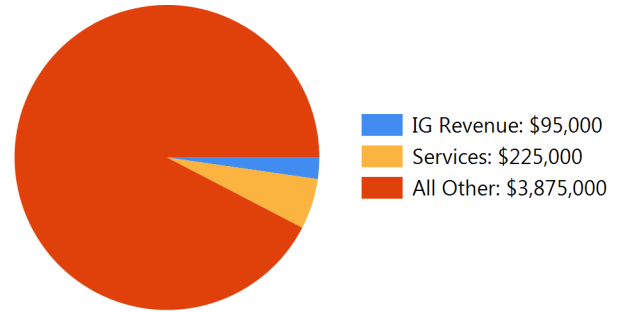
Police Pension Fund - Police Pension Fund

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for Law Enforcement Officer and Firefighters' (LEOFF I) Police Pension Plan, a closed defined benefit plan.

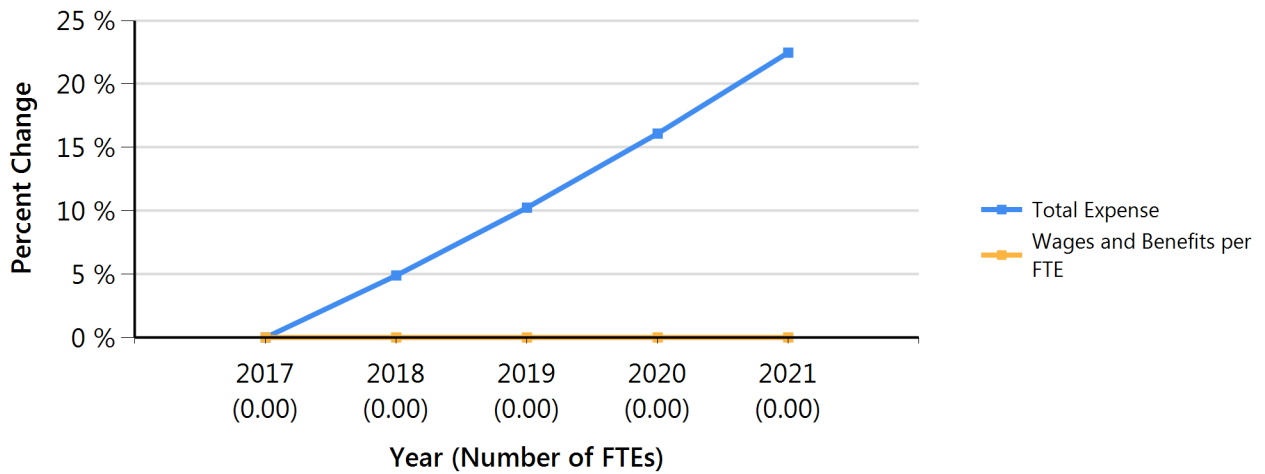
2017 Expenses



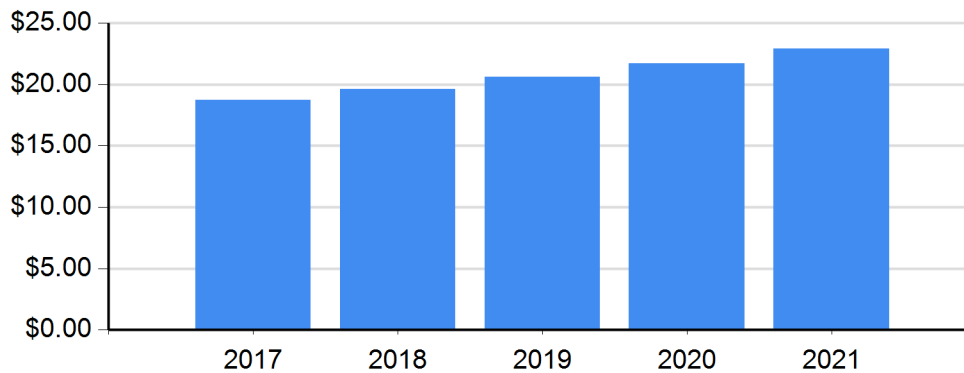
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$18.71	\$19.63	\$20.63	\$21.72	\$22.92
Percent Change	0.00%	4.89%	5.09%	5.30%	5.50%

Police Pension Fund: Police Pension Fund**Division:** Stand Alone Departments**Fund Type:** Trust and Agency Fund

Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for Law Enforcement Officer and Firefighters' (LEOFF I) Police Pension Plan, a closed defined benefit plan.

Programs and Services:

The LEOFF I Police Plan provides pension benefits related to retirement, disability, and death. In addition, the Plan pays for medical and dental expenses for its members, along with reimbursement of Medicare premium payments. At December 31, 2014, there were 182 members of the City of Spokane LEOFF I Police Plan of which all but 2 were retired. A seven-member board, as defined in the Revised Code of Washington, governs the Plan.

LEOFF I Police Plan general staff duties include processing pension and medical payments, counseling retirees, and ensuring compliance with State and Federal Laws. The medical expenditures comprise the largest portion of the LEOFF I Police budget and, like pensions, represent an earned benefit payable by the System. The Benefits Department (HR) handles claim processing for the medical portion of the benefit. For the 2017 budget, operating expenses for the Plan have been reduced by over \$13k (-2.5%). Benefit payments are budgeted to increase by \$75k (2.2%). LEOFF I Police revenues and expenditures are separately accounted for inside a trust fund within the City of Spokane.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	56,519	57,800	59,000	60,200	61,400
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	2,530	2,500	2,500	2,500	2,500
Other Services & Changes	2,567,350	2,775,500	3,001,800	3,248,000	3,516,100
Debt Services	0	0	0	0	0
All Other	1,405,000	1,392,900	1,381,000	1,369,200	1,357,500
TOTAL	4,031,399	4,228,700	4,444,300	4,679,900	4,937,500

Expenditure Notes:

"All Other" includes Pension annuity claims, death benefit payments and the non-cash amortization of the pension module of the PeopleSoft System. Medical payments and Medicare reimbursements comprise the vast majority of the "Supplies & Services"

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	95,000	95,000	95,000	95,000	95,000
Services	225,000	225,000	225,000	225,000	225,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	3,875,000	4,133,700	4,349,300	4,584,900	4,842,500
TOTAL	4,195,000	4,453,700	4,669,300	4,904,900	5,162,500

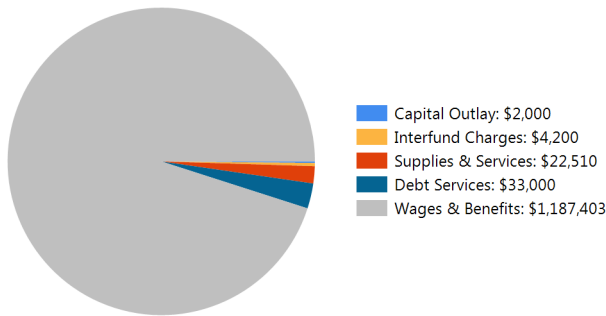
Revenue Notes:

"Miscellaneous Revenues" includes employer contributions.

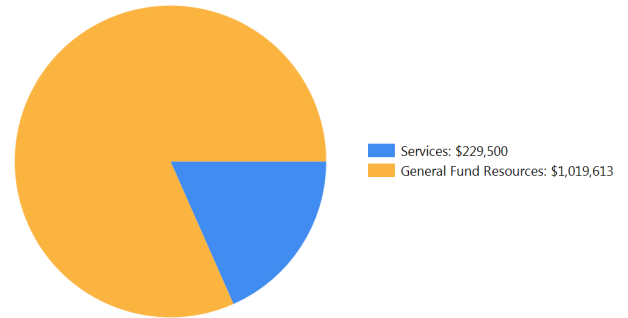
Probation Services - Probation Services

Supervises offenders placed on probation by Municipal Court. Enforces and monitors compliance with court ordered conditions, provides sentencing recommendations, provides alternatives to incarceration, refers offenders to community resources, conducts field visits, meet with offenders, collaborate/communicate with community and law enforcement partners, promote offender accountability, rehabilitation and victim / community safety

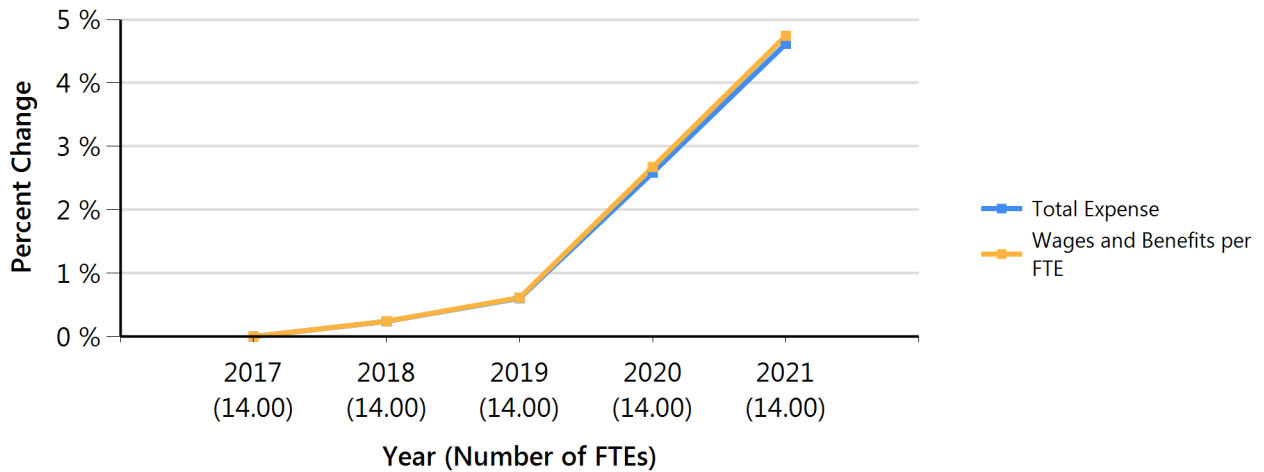
2017 Expenses



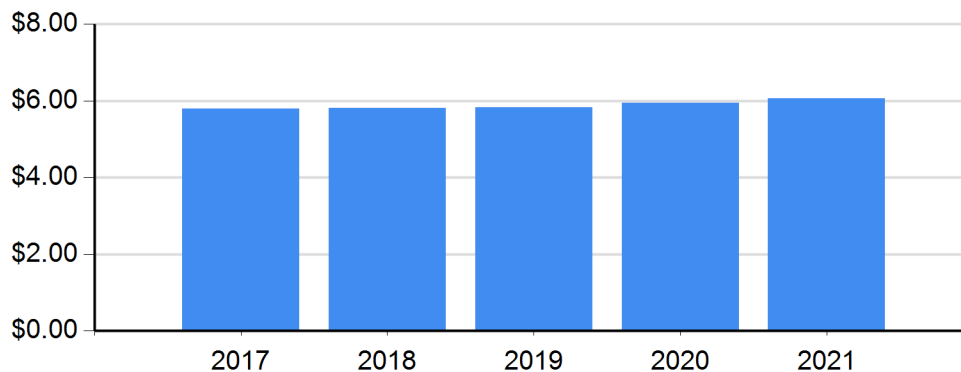
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$5.80	\$5.81	\$5.83	\$5.95	\$6.07
Percent Change	0.00%	0.23%	0.36%	1.96%	1.98%

Probation Services: Probation Services

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

Supervises offenders placed on probation by Municipal Court. Enforces and monitors compliance with court ordered conditions, provides sentencing recommendations, provides alternatives to incarceration, refers offenders to community resources, conducts field visits, meet with offenders, collaborate/communicate with community and law enforcement partners, promote offender accountability, rehabilitation and victim / community safety

Programs and Services:

The primary function of probation is being the first jail alternative. We supervise offenders, promote compliance, and encourage services that promote rehabilitation. We participate in specialized courts such as community court, veteran's court and mental health court. We conduct needs assessments pre sentence to determine appropriate sanctions and sentencing that provide accountability with the opportunity for behavioral change. We investigate best practices and evidence based programs to determine what promotes the optimal compliance and rehabilitation of offenders. Probation includes an in house electronic home monitoring program to reduce the jail cost to the City as well as offering work crew as alternative sanctions. We offer and promote cognitive behavioral programs such as Alive at 25 (defensive driving program), Moral Recognition Therapy and Thinking for a Change. Future strategic visions include increased staff for programs as a result of the furtherance of evidence based practices (such as day reporting, conducting risk / needs evaluations, in house cognitive behavioral change programs) that are promoted nationally and locally. Legislative changes regarding electronic home monitoring as well as the criminal justice agencies also encourage a 24/7 response to violations which would require on call pay or additional staff as well as the promotion of increased capacity on the program as a jail alternative.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	14.00	14.00	14.00	14.00	14.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	2,000	2,000	2,000	2,000	2,000
Interfund Charges	4,200	4,326	4,455	4,590	4,728
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,187,403	1,190,261	1,194,697	1,219,307	1,244,550
Supplies & Services	8,500	8,500	8,500	8,500	8,500
Other Services & Changes	14,010	14,010	14,010	14,010	14,010
Debt Services	33,000	33,000	33,000	33,000	33,000
All Other	0	0	0	0	0
TOTAL	1,249,113	1,252,097	1,256,662	1,281,407	1,306,788

Expenditure Notes:

2% increase each year for salaries & wages
 4% increase each year for Medical benefits
 3% increase each year for Interfund Expenses

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	229,500	229,500	229,500	229,500	229,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,019,613	1,022,597	1,027,162	1,051,907	1,077,288
All Other	0	0	0	0	0
TOTAL	1,249,113	1,252,097	1,256,662	1,281,407	1,306,788

Revenue Notes:

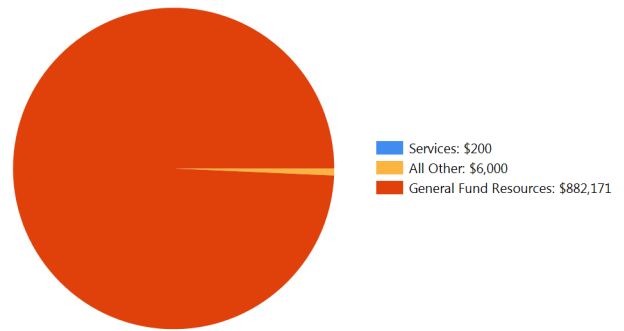
Public Affairs / Communications - Public Affairs/Communications

Our goal is to provide accurate, timely information about the City and its projects, events, and issues to the public and our employees. Our services are designed to engage citizens, neighborhoods, and stakeholders where they congregate.

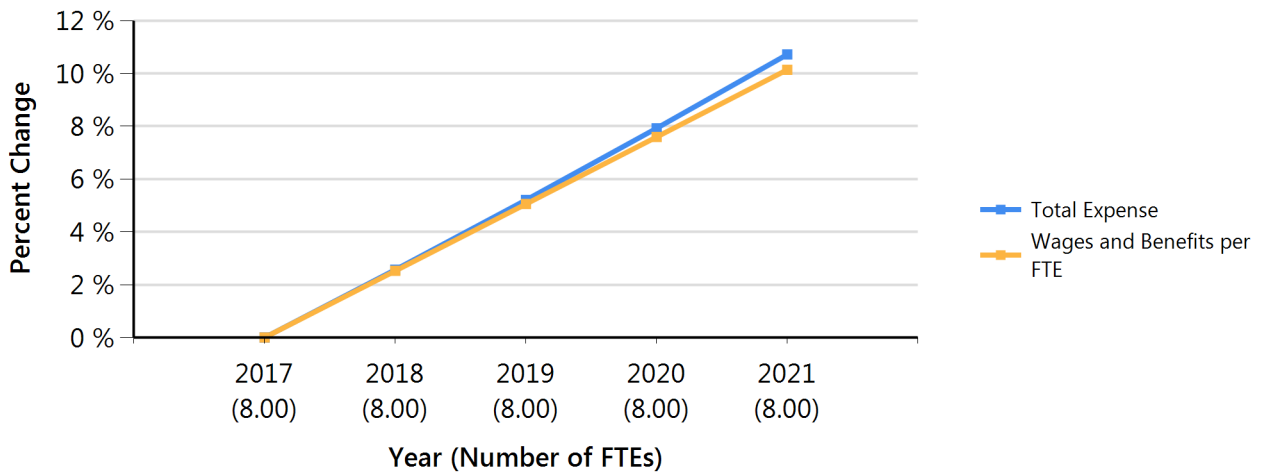
2017 Expenses



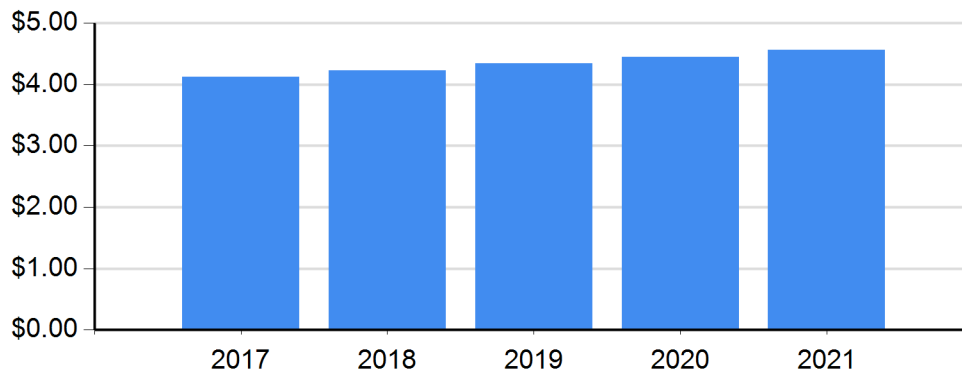
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$4.12	\$4.23	\$4.34	\$4.45	\$4.57
Percent Change	0.00%	2.56%	2.57%	2.58%	2.58%

Public Affairs / Public Affairs / Communications
Communications:

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

Our goal is to provide accurate, timely information about the City and its projects, events, and issues to the public and our employees. Our services are designed to engage citizens, neighborhoods, and stakeholders where they congregate.

Programs and Services:

This program provides a strong package of communication services for the public and employees across direct, digital, broadcast and print mediums. We have centralized information to allow for greater access and transparency, strengthened our core identity and incorporated cross-promotion of services and products and broad sharing of information to drive engagement.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	8.00	8.00	8.00	8.00	8.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	806,221	826,563	847,480	868,991	891,115
Supplies & Services	24,148	24,872	25,619	26,387	27,179
Other Services & Changes	58,002	59,742	61,523	63,380	65,282
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	888,371	911,177	934,622	958,758	983,576

Expenditure Notes:

Projected:

- 2% increase each year for salaries & wages
- 4% increase each year for benefits
- 3% increase each year for Interfund Expenses
- 3% increase each year for all other expenses

Revenues:

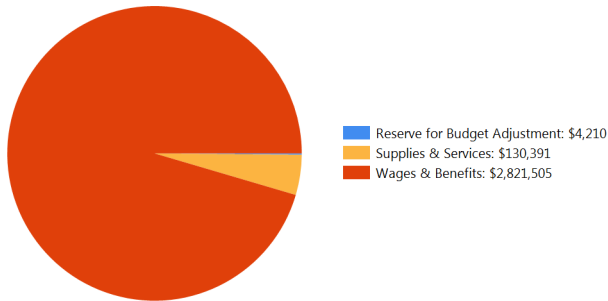
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	200	200	200	200	200
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	882,171	904,977	928,422	952,558	977,376
All Other	6,000	6,000	6,000	6,000	6,000
TOTAL	888,371	911,177	934,622	958,758	983,576

Revenue Notes:

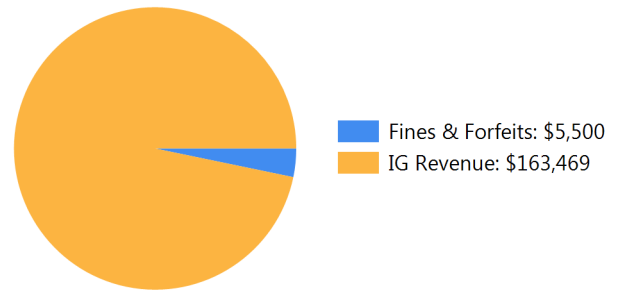
Public Defender - Public Defender

This is a compilation of all programs in the budget for the public defenders office. The Public Defenders represent indigent persons facing criminal charges under the Spokane Municipal Code. The Public Defenders also represent persons in therapeutic and problem-solving courts. By cooperative agreements, the Public Defenders also represent on some County conflict cases.

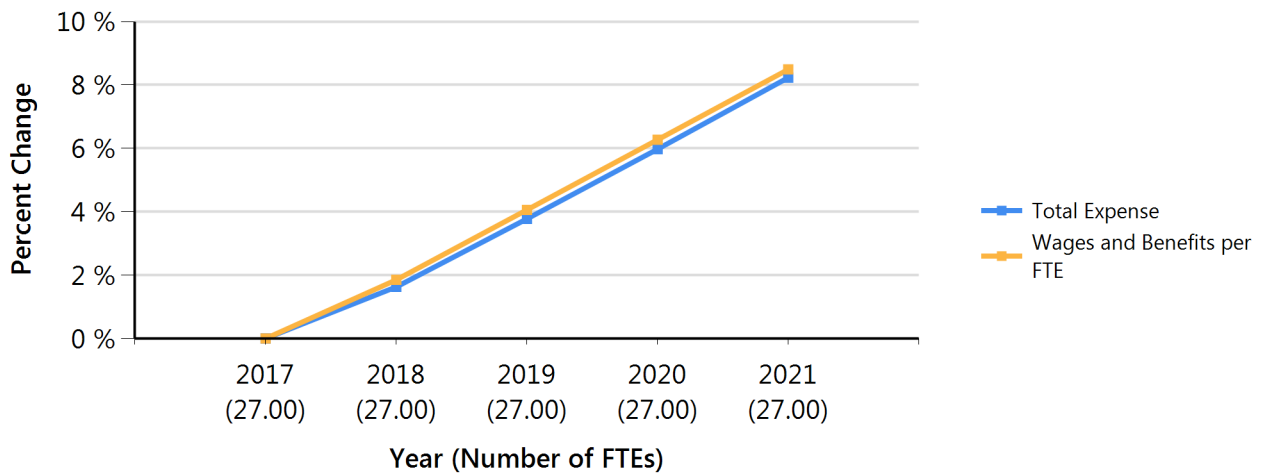
2017 Expenses



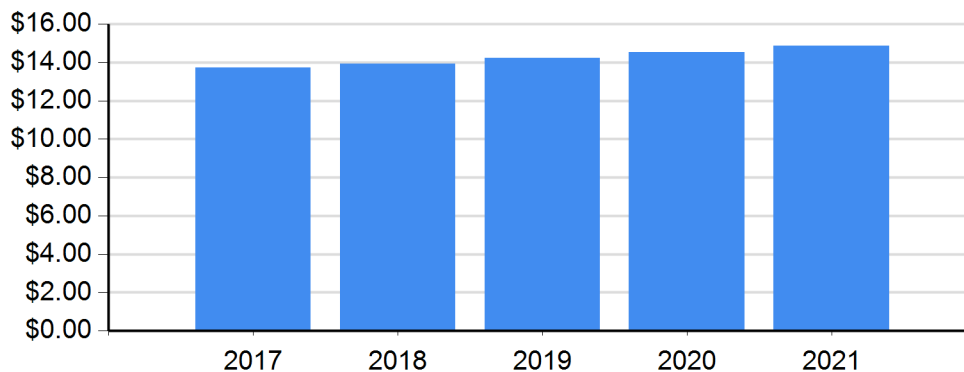
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$13.72	\$13.94	\$14.24	\$14.54	\$14.85
Percent Change	0.00%	1.62%	2.11%	2.12%	2.12%

Public Defender: Public Defender**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This is a compilation of all programs in the budget for the public defenders office. The Public Defenders represent indigent persons facing criminal charges under the Spokane Municipal Code. The Public Defenders also represent persons in therapeutic and problem-solving courts. By cooperative agreements, the Public Defenders also represent on some County conflict cases.

Programs and Services:

The Washington Supreme Court has adopted defender caseload standards effective January 1, 2015. The Court and WSBA have adopted Performance Guidelines for public defense, and several recent court decisions have emphasized the importance of all parts of a proper and effective defense, including full investigation of the facts with the use of an investigator, to give the defendant a complete and accurate understanding of the consequences or ramifications of a conviction, such as immigration, licensing or benefits-loss, that affect his or her decision to forego a jury trial. There is a separate enhancement request for an additional clerk II position which is necessary to meet the Washington Supreme Court requirements which were effective January 1, 2015.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	27.00	27.00	27.00	27.00	27.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	4,210	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,821,505	2,873,771	2,937,193	3,002,180	3,068,782
Supplies & Services	25,284	25,284	25,284	25,284	25,284
Other Services & Changes	105,107	105,173	105,241	105,311	105,383
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,956,106	3,004,228	3,067,718	3,132,775	3,199,449

Expenditure Notes:

2% increase each year for salaries & wages
 4% increase each year for Medical benefits
 3% increase each year for Interfund Expenses
 3% increase for City Utilities

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	163,469	165,538	167,649	169,802	171,998
Services	0	0	0	0	0
Fines & Forfeits	5,500	5,500	5,500	5,500	5,500
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	168,969	171,038	173,149	175,302	177,498

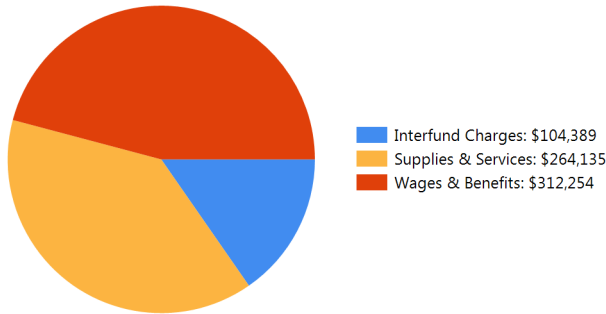
Revenue Notes:

IG Revenue: used 2% increase each year for RSN agreement with Spokane County.

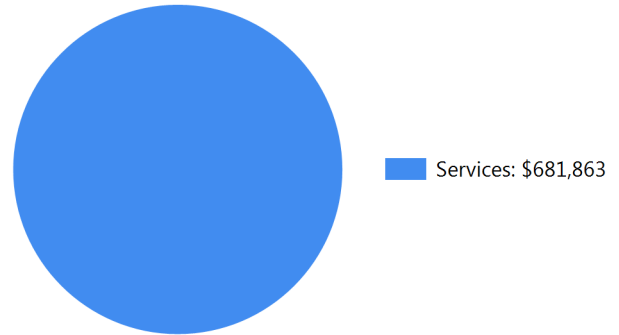
Reprographics - Reprographics

Provides duplication and printing services to all City departments and includes management of the floor copiers in City Hall. Provides duplication and printing services to all City departments and includes management of the floor copiers in City Hall.

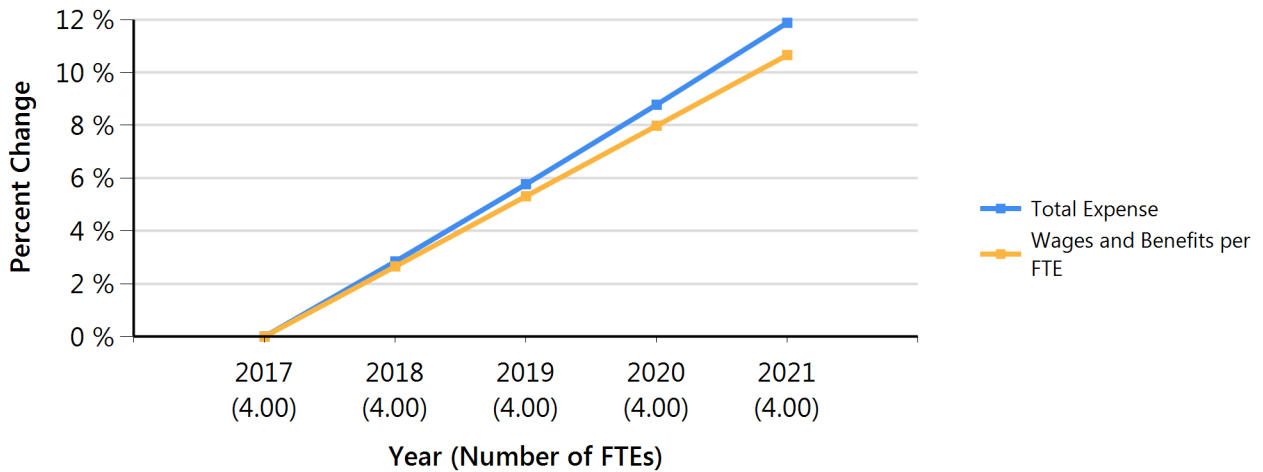
2017 Expenses



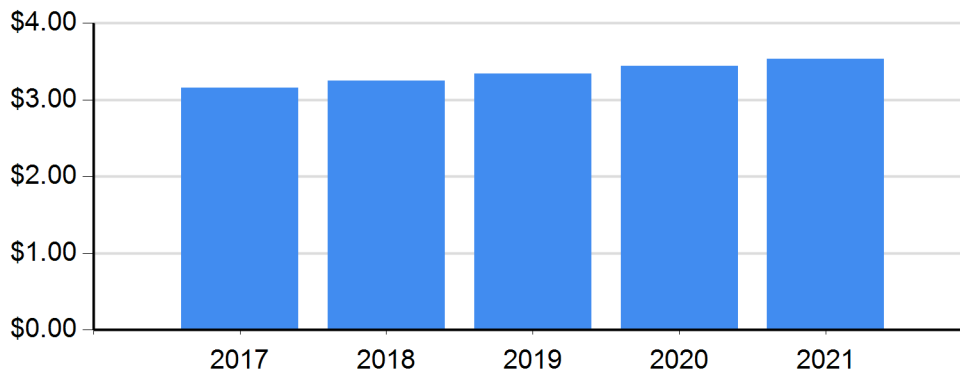
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$3.16	\$3.25	\$3.34	\$3.44	\$3.54
Percent Change	0.00%	2.84%	2.84%	2.84%	2.85%

Reprographics: Reprographics**Division:** Stand Alone Departments**Fund Type:** Internal Service Fund

Executive Summary:

Provides duplication and printing services to all City departments and includes management of the floor copiers in City Hall. Provides duplication and printing services to all City departments and includes management of the floor copiers in City Hall.

Programs and Services:

Reprographics supports and enhances the image of the City through quality publications. As a partner and support system service to City departments, Reprographics operates a centralized in-house print and copy shop, and manages the networked floor copiers in City Hall for the convenience and efficiency of employees. Quality and customer service is the focus of Reprographics.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	4.00	4.00	4.00	4.00	4.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	104,389	107,521	110,746	114,069	117,491
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	312,254	320,533	329,058	337,839	346,882
Supplies & Services	93,000	95,790	98,664	101,624	104,672
Other Services & Changes	171,135	176,269	181,557	187,004	192,614
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	680,778	700,113	720,025	740,536	761,659

Expenditure Notes:

Projected:

- 2% increase each year for salaries & wages
- 4% increase each year for benefits
- 3% increase each year for Interfund Expenses
- 3% increase each year for all other expenses

Revenues:

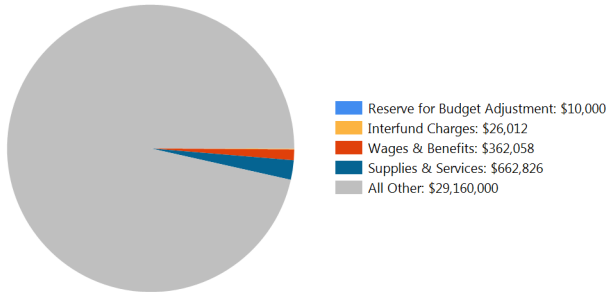
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	681,863	700,113	720,025	740,536	761,659
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	681,863	700,113	720,025	740,536	761,659

Revenue Notes:

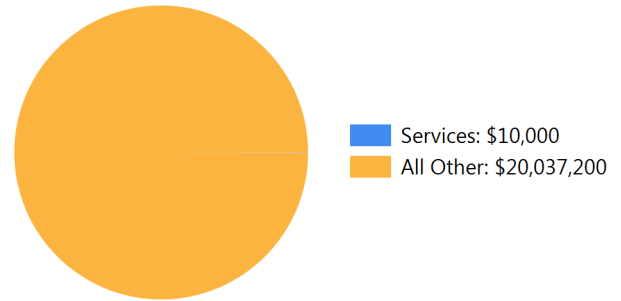
Retirement (SERS) - Retirement (SERS)

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the Spokane Employees' Retirement System (SERS), a defined benefit plan for the non-uniform employees of the City.

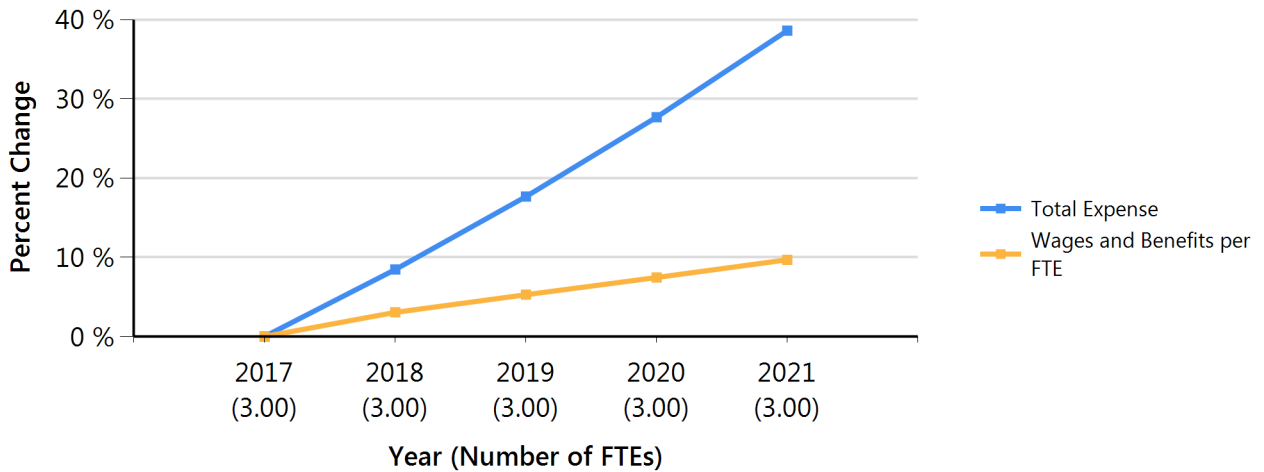
2017 Expenses



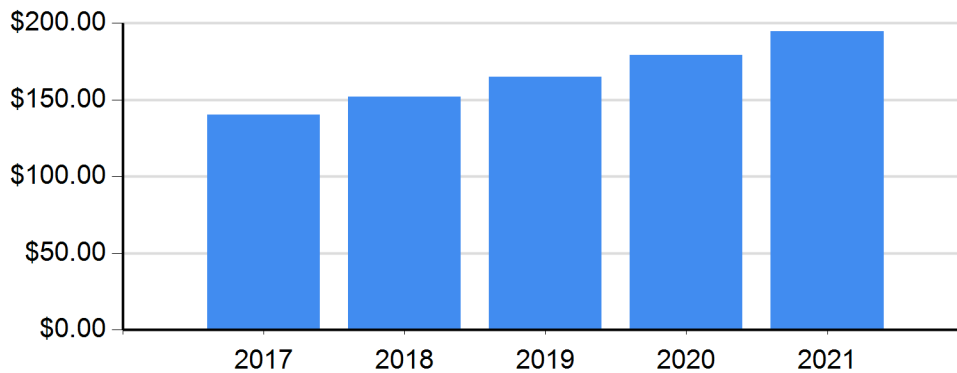
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$140.27	\$152.14	\$165.05	\$179.11	\$194.43
Percent Change	0.00%	8.45%	8.48%	8.52%	8.55%

Retirement (SERS): Retirement (SERS)**Division:** Stand Alone Departments**Fund Type:** Trust and Agency Fund

Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the Spokane Employees' Retirement System (SERS), a defined benefit plan for the non-uniform employees of the City.

Programs and Services:

SERS provides pension benefits related to retirement, disability, and death. All permanent employees of the City are eligible to belong to SERS with the exception of police and firefighters who are members of the State Law Enforcement Officers and Firefighters' Retirement System. At December 31, 2015, there were 1,300 retirees and beneficiaries receiving benefits; 97 vested and portable former employees who are entitled to future benefits; and 1,424 active members for a total of 2,821 SERS members. A seven-member board, as defined in the Spokane Municipal Code, governs the Plan.

The primary defined benefit plan for the city is The Spokane Employees' Retirement System (SERS). SERS general staff duties comprise three functions:

- 1) Administering the system, including processing retirements, preparing estimates, counseling employees, and educating employees about the benefit.
- 2) Managing the \$270 million investment portfolio and providing funds for the monthly pension payments.
- 3) Monitoring compliance with City, State and Federal Laws.

Pension annuity payments represent the largest portion of the SERS budget. These payments are legal obligations owed to retirees and funded from the plan's assets. The assets are comprised of employee contributions, the City's matching contribution and investment returns. For 2017, annuity payments are budgeted at \$28.0 million, which is an increase from the 2016 budget of \$26.8 million due an increased population of retirees.

For the 2017 budget, administrative costs of operating the Plan, not including pension annuities, increased by \$15 thousand (1.5%) when compared to the 2016 Budget. SERS assets are separately held in a pension trust fund within the City of Spokane; SERS revenues and expenditures are also separately accounted for inside a trust fund within the City of Spokane.

FTEs

	2017	2018	2019	2020	2021
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	26,012	26,500	27,000	27,500	28,000
Reserve for Budget Adjustment	10,000	10,000	10,000	10,000	10,000
Transfers Out	0	0	0	0	0
Wages & Benefits	362,058	373,100	381,400	389,700	398,400
Supplies & Services	16,000	16,000	16,000	16,000	16,000
Other Services & Changes	646,826	646,800	646,800	646,800	646,800
Debt Services	0	0	0	0	0
All Other	29,160,000	31,704,400	34,477,000	37,498,300	40,790,700
TOTAL	30,220,896	32,776,800	35,558,200	38,588,300	41,889,900

Expenditure Notes:

"All Other" includes pension annuity claims, terminated employee refunds of contributions and non-cash amortization of the pension module of the PeopleSoft System.

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	10,000	10,200	10,400	10,600	10,800
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	20,037,200	22,394,300	22,825,400	23,264,900	23,712,900
TOTAL	20,047,200	22,404,500	22,835,800	23,275,500	23,723,700

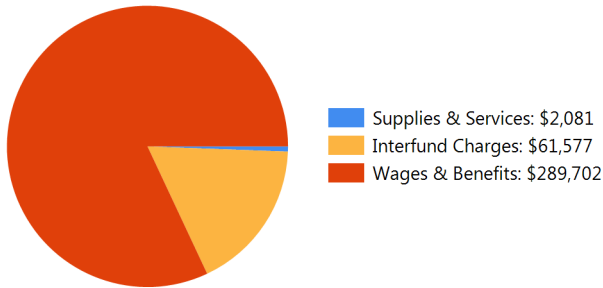
Revenue Notes:

All Other" includes investment earnings, participant contributions, and employer contributions.

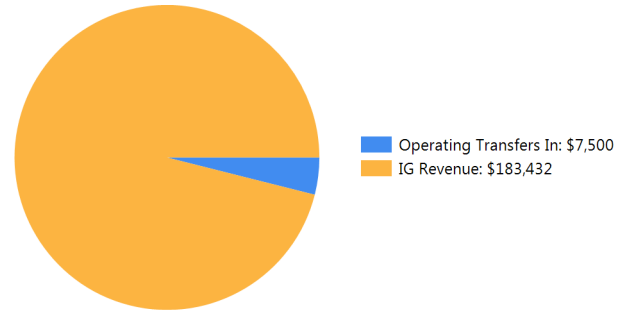
Spokane Regional Emergency Communications System (LEIS) - Spokane Regional Emergency Communications System (LEIS)

The LEIS portion (only) of the Spokane Regional Emergency Communications Systems fund will be retired with the cutover of the New World suite of applications for CAD RMS and Mobile functions for Law Enforcement. The fund balance will be retained until all legacy systems have been decommissioned. Then cost allocation matrix members will be credited final balance.

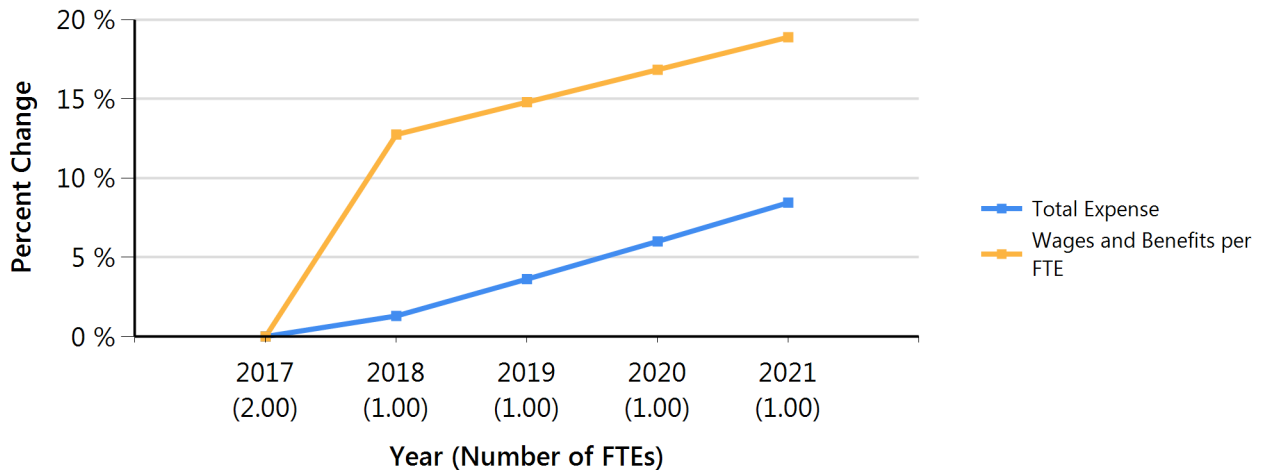
2017 Expenses



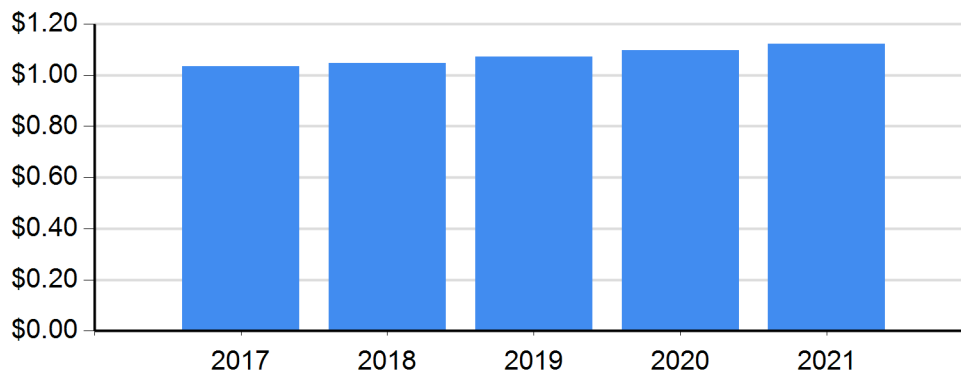
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$1.03	\$1.05	\$1.07	\$1.10	\$1.12
Percent Change	0.00%	1.29%	2.29%	2.29%	2.30%



Spokane Regional Emergency Communications System (LEIS)

Emergency Communications System (LEIS):

Division: Stand Alone Departments

Fund Type: Special Revenue Fund

Executive Summary:

The LEIS portion (only) of the Spokane Regional Emergency Communications Systems fund will be retired with the cutover of the New World suite of applications for CAD RMS and Mobile functions for Law Enforcement. The fund balance will be retained until all legacy systems have been decommissioned. Then cost allocation matrix members will be credited final balance.

Programs and Services:

FTEs

	2017	2018	2019	2020	2021
Total FTEs	2.00	1.00	1.00	1.00	1.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	61,577	61,356	63,198	65,094	67,048
Reserve for Budget Adjustment	(130,428)	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	289,702	163,310	166,648	170,061	173,550
Supplies & Services	0	0	0	0	0
Other Services & Changes	2,081	1,157	1,157	1,157	1,157
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	222,932	225,823	231,003	236,312	241,755

Expenditure Notes:

2% increase each year for salaries & wages
 4% increase each year for Medical benefits
 3% increase each year for Interfund Expenses

2018 and future years only includes one position that is billed to the County 1/10 of 1% Sales Tax Distribution.

Revenues:

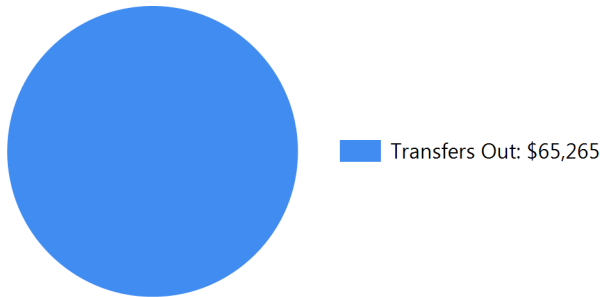
	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	183,432	164,630	167,973	171,391	174,885
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	7,500	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	190,932	164,630	167,973	171,391	174,885

Revenue Notes:

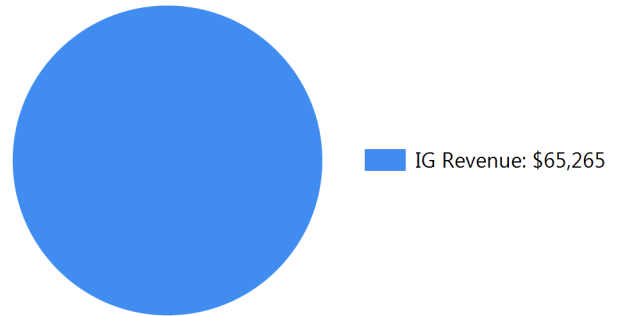
Trial Court Improvement Fund - Trial Court Improvement Fund

The Washington State Administrative Office of the Courts (AOC) provides funding to support the City's Municipal Court. These funds flow through the Trial Court Improvement Account to the Municipal Court in support of their activities.

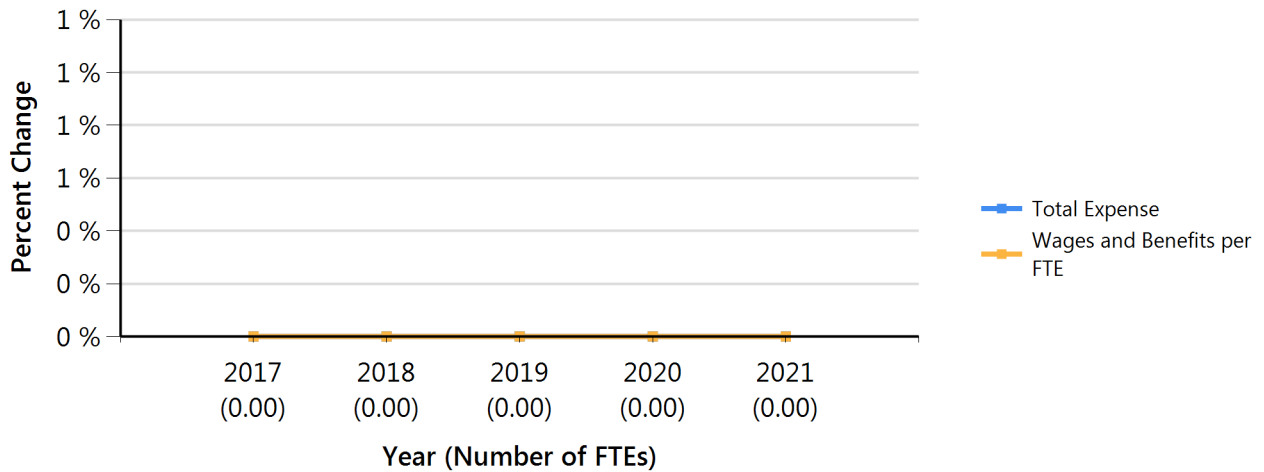
2017 Expenses



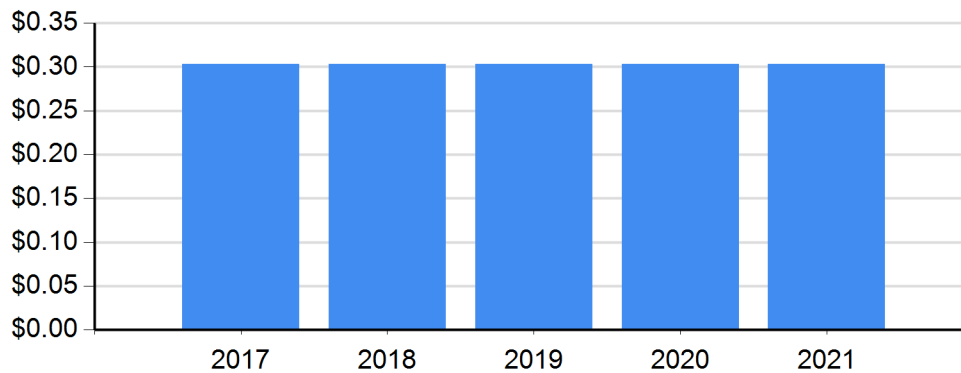
2017 Revenue



Cumulative percent change over the next 5 years



Spending Per Capita



Spending	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30
Percent Change	0.00%	0.00%	0.00%	0.00%	0.00%

Trial Court Trial Court Improvement Fund
Improvement Fund:

Division: Stand Alone Departments

Fund Type: Special Revenue Fund

Executive Summary:

The Washington State Administrative Office of the Courts (AOC) provides funding to support the City's Municipal Court. These funds flow through the Trial Court Improvement Account to the Municipal Court in support of their activities.

Programs and Services:

FTEs

	2017	2018	2019	2020	2021
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2017	2018	2019	2020	2021
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	65,265	65,265	65,265	65,265	65,265
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	65,265	65,265	65,265	65,265	65,265

Expenditure Notes:

Revenues:

	2017	2018	2019	2020	2021
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	65,265	65,265	65,265	65,265	65,265
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	65,265	65,265	65,265	65,265	65,265

Revenue Notes:

