



When we arrived at the City nearly four years ago, several core City services had reached a point where their delivery needed to be refreshed or completely re-engineered. Your direction has consistently been to prioritize public safety and streets before moving on to other needs.

Since then, with your help, the transformation has been remarkable. Crime is once again down double digits again through midyear. A 20-year plan for improving every major street in the City is being executed. Work is underway to reinvigorate Riverfront Park. Integrated strategies that leverage street, utility and park resources are getting us to a cleaner river faster – at a considerable savings to you. And, a once multi-million dollar gap between revenues and expenses has been eliminated.

Each of those accomplishments is transformative in its own right. Collectively, they are remarkable and have put the City in a position to focus on the future.

Maintaining the steadfast discipline to be affordable to the citizens we serve, accountable for the outcomes we deliver and aligned to community priorities has shifted us from lining expenses up to revenues to building the City of Choice through sustainable growth.

You will see work in 2016 that makes catalytic investments in critical infrastructure and strategic capital to jump-start private investment. Opening new opportunities through strategic investments in our community's workforce and people will become an increasing priority.

Vision 2020 set the goal of making Spokane the fastest growing job market in the Inland Northwest. Introducing greater certainty and resources, building depth in our labor market and encouraging new investment eases the burden on individual households and delivers municipal services more affordably.

City reserves also need to be strengthened. Those funds served the City well during the lean years and need to be replenished. Investments made at the close of 2014 were a down payment on returning those balances to healthy levels. Much like running a household, reserves are the backbone of financial stability and significantly impact the City's ability to affordably borrow money when it makes sense.

Public safety, streets, the river and other quality of life issues will remain a top priority, but the progress made making Spokane safer, stronger and smarter over the past few years creates opportunities to expand our scope.

I encourage you to review the proposals we have made and give us your feedback. Your engagement has taken Spokane a long way and will keep us moving forward.

Sincerely,

David A. Condon, Mayor



This budget book is Printed on recycled paper.















FTE: 35 \$4.5 M



**FTE: 8** \$1.1 M



FTE: 38 \$24.8 M



FTE: 61 \$12.6 M



FTE: 328 \$54.4 M



**FTE: 17** \$45.9 M



FTE: 49.3 \$11.2 M



FTE: 84.11 \$9.6 M



parks

FTE: 85.51 \$45.8 M



FTE: 406.75 \$56.8 M



FTE: 602.5 \$313.8 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 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. We've made significant progress in public safety and the cost of service delivery. New investments are entirely dependent upon job growth in our community and we must focus our efforts on job growth initiatives.

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 unequaled in living, learning and leisure

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

**Safer** – Through the first half of 2015 crime rates continue to drop double digits as we prioritized investment in the Spokane Police Division. Additional investments in the Fire Department allowed us to expand service and purchase new fire trucks.

**Stronger** – The City is on firm financial footing having eliminated the 'structural gap' from the 2015 budget and we are committed to maintaining that discipline.

**Smarter** – Taking an integrated approach to everything we do ensures that every dollar invested brings multiple benefits for citizens. The proof in this practices led to the successful street levy and park bond.

#### **Our Guiding Budget Principals**

The City Council has also established a set of core budget principals that guide our conduct in developing responsible, sustainable budgets across the organization. Our budget principles, ratified by City Council on April 28, 2014 are:

- 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 our citizens today. That philosophy requires us to consider affordability, accountability and alignment in all of our budget deliberations and actions.

#### **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 service lines must align to core municipal government competencies. All other services, if still deemed necessary, must be supported by partners or jurisdictions. Duplicating services or conducting business for which another partner or agency may be more effective is neither affordable nor accountable.

#### 2014 Close Out & 2015 YTD Results

The City of Spokane General Fund closed 2014 slightly ahead of projections. Revenue exceeded expenditures by about \$750K and total Fund Balance increased 4%. Increase in sales tax revenue and revenue from investments contributed to the positive variance. Gains on the sale of investments were deposited into the City's Contingency Reserve in the amount of \$1.34M – the first deposit to reserves since 2008. Even with the deposit, the Contingency Reserve closed the year at about 8.5% of the General Fund with a target goal of 10% or an additional \$2.6M. The City's Revenue Stabilization Account also remains far short of the \$6M target with a total of \$750K in reserve. Additionally, the 'checkbook balance' decreased from \$2.8M at the end of 2013 to \$2.3M at the end of 2014. The settlement of the Police Labor contract resulted in approximately \$1.75M in expenditures in excess of budget. Fortunately, the significant positive variance in sales tax revenue allowed the General Fund to absorb this cost and maintain a net positive variance.

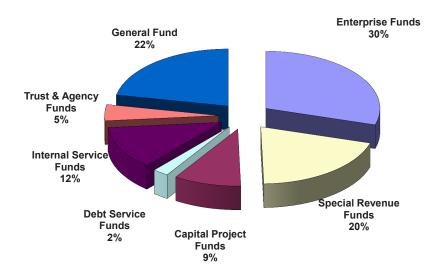
With only the first quarter of 2015 to review we have limited data to forecast outcomes for the 2015 budget. However, we are keeping a close watch on both revenues and expenses. So far sales tax revenue continues to exceed forecast and overall expenditures remain within budget parameters. Year-to-date sales tax revenue is up about 7% over the prior year, however, due to the unseasonably warm winter/spring weather, our utility taxes related to electricity and natural gas are currently well below budget. So far this year negative variances are outweighing positive variances on the revenue side. Maintaining strict controls on the expense side will continue to be important as the year progresses. We anticipate that savings related to position vacancies in the General Fund (a natural part of workforce turnover) should be sufficient to offset the current revenue shortfall. We will continue to monitor these items and provide updates on a regular basis.



#### **2016 Expense Estimates**

Expense estimates by category are outlined below:

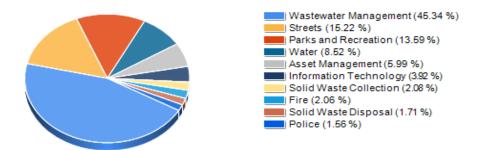
#### City of Spokane 2016 Preliminary Expense Report \$810,788,798



#### **Summary of 6 Year Capital Budget**

The 6 Year Capital budget will be updated during this budget process to include 2016-2021 capital needs. The current capital budget summary (2016-2021) is as follows:

Department	2016	2017	2018	2019	2020	2021	Total
Asset Management	\$ 2,909,148	\$ 15,267,580	\$ 7,307,926	\$ 9,851,404	\$ 9,765,948	\$ 7,418,400	\$ 52,520,406
Fire	\$ 3,535,000	\$ 2,891,972	\$ 3,303,301	\$ 1,791,000	\$ 3,387,501	\$ 3,149,689	\$ 18,058,463
Information Technology	\$ 2,287,075	\$ 5,446,271	\$ 8,598,086	\$ 6,491,558	\$ 5,201,225	\$ 6,338,541	\$ 34,362,756
Parks and Recreation	\$ 19,060,828	\$ 26,620,249	\$ 30,075,238	\$ 22,838,603	\$ 9,372,500	\$ 11,242,500	\$ 119,209,918
Police	\$ 2,335,540	\$ 2,842,580	\$ 1,970,580	\$ 2,456,120	\$ 2,055,120	\$ 2,035,120	\$ 13,695,060
Solid Waste Collection	\$ 4,321,280	\$ 2,038,408	\$ 3,367,249	\$ 3,908,974	\$ 2,315,000	\$ 2,250,000	\$ 18,200,911
Solid Waste Disposal	\$ 3,700,000	\$ 1,700,000	\$ 2,625,000	\$ 3,000,000	\$ 2,000,000	\$ 2,000,000	\$ 15,025,000
Streets	\$ 43,176,148	\$ 40,928,081	\$ 24,411,987	\$ 9,746,577	\$ 7,513,710	\$ 7,748,140	\$ 133,524,643
Wastewater Management	\$ 74,391,440	\$ 147,143,409	\$ 117,933,147	\$ 31,749,436	\$ 13,285,000	\$ 13,200,000	\$ 397,702,432
Water	\$ 13,892,000	\$ 17,535,000	\$ 9,040,000	\$ 13,840,000	\$ 10,710,000	\$ 9,750,000	\$ 74,767,000
Total	\$ 169,608,459	\$ 262,413,550	\$ 208,632,514	\$ 105,673,672	\$ 65,606,004	\$ 65,132,390	\$ 877,066,589





## **Continuing the Conversation**

Where and when it's convenient to you

**60** minute discussion

**40,599** calls made

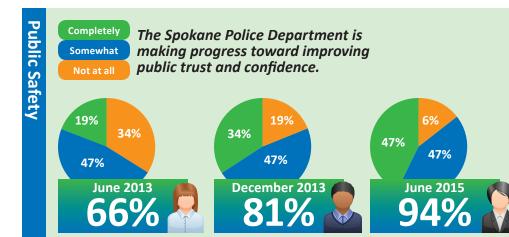
**3,450** participants

**10,959** social media participants



**242**Comments submitted

### Do you agree?

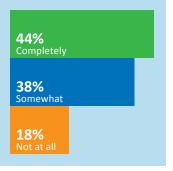


Sending smaller vehicles to medical calls instead of a large fire apparatus is an efficient use of resources.

1%
84%
December 2013

Growing the economy through economic investment helps keep costs to households down and City services affordable.

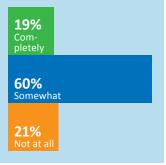
Investment



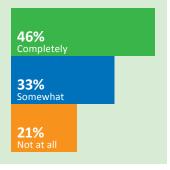
Percentage of respondents that indicated they have a growing public trust and confidence.

Our local economy is improving.

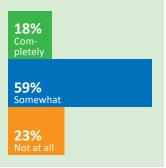
Economy



It is the role of City government to help drive jobs and economic growth.



The City is on the right track with a sustainable budget and commitment of future revenue growth to buying much-needed equipment and facilities.



Note: Data reflects a survey of citizens who joined a Telephone Town Hall conversation on June 9, 2015. It is non-scientific.



## Spokane 2016 Budget

An investment in a safer, stronger, smarter Spokane

# Saffer The safest city of our size



Accelerate Police and Fire hiring



**Increase training** for public safety



Invest in first responder vehicles and equipment



**Enhance Alternative** Response Unit pilot program



Expand fire service in southwest Spokane



Invest in volunteer programs - COPS

### The fastest growing job market in the Inland Northwest



**Increase investment** in human services



Increase funds to libraries



**Expand job growth** incentives



Focus funding and resources in target areas (TIP/PDA's)



**Increased resources** to neighborhood planning & development



Doubled investment in a cleaner river faster



Doubled investment in street improvements and maintenance



**Enhance reserve** account balances



Reinvigorate Riverfront Park

Smarter An innovative leader in cost-effective service delivery



**Grow and invest** interest revenue



**Invest in Municipal Court jail diversion** efforts



Partner with Spokane Schools on **Promise Zone** 



**Reduce discretionary** spending

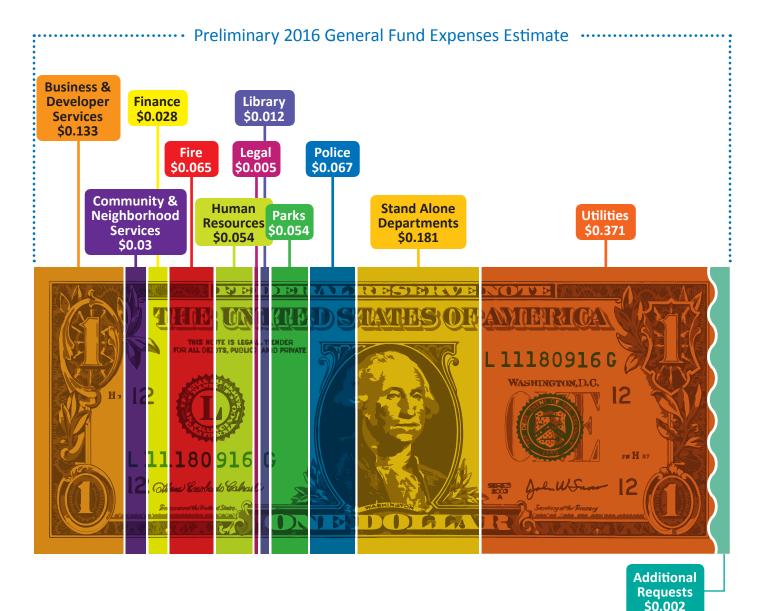


**Improve** performance measures



### **2016 Fiscal Guidance**

Your 2016 tax dollars at work



2015 adopted General Fund budget	\$170,134,952		
2016 preliminary General Fund revenue estimate	\$175,134,063 (2.94%)		
Estimated revenue increase	\$4,999,111 (2.94%)		
Estimated additional General Fund costs	\$6,298,000		
Difference	\$1,298,889		



### 2016 Budget Engagement Schedule

- **January 7** Convened Mayor's Advisory Council on Multicultural Affairs to discuss priorities and strategies related to jobs and economic growth.
- **February 11** Convened joint meeting of the Mayor's Advisory Councils on Economic Vitality and Small Business to discuss the City's economic outlook and workforce priorities and assemble workgroups on economic development strategies, job growth and workforce training.
  - **March 5** Engaged members of the East Spokane Kiwanis leaders in discussion about growth and development in Spokane and its impact on City services and revenues.
  - **March 25** Engaged citizens at the Indian Trail Public Library in a discussion about the State of the City and budget priorities.
  - **March 31** Engaged citizens at the Hillyard Public Library in a discussion about the State of the City and budget priorities.
    - **April 1** Engaged citizens at the Shadle Public Library in a discussion about the State of the City and budget priorities.
    - **April 29** Engaged the Mayor's Advisory Council on Multicultural Affairs in a discussion a bout the State of the City and budget priorities.
    - **April 30** Engaged the Greater Hillyard Business Association in a discussion about the City service and budget priorities.
    - **May 20** Engaged business and community leaders in a roundtable discussion on growing employment opportunities in Spokane.
    - **May 20** Convened Mayor's Task Force on Urban Concerns to discuss priorities, resources and investments in youth employment and social services.
    - **May 27** Convened the Mayor's Advisory Council on Economic Vitality to discuss needs, resources and budget priorities around enhancing youth employment opportunities.



- **June 3** Engaged North Central High School students in a discussion about City government and service priorities.
- **June 9** Engaged more than 14,000 people over the phone and online in a Community Conversation about community priorities.
- **June 15** Engaged the Greater Spokane Incorporated board members in a discussion about the midyear State of the City and future priorities.
- June 17 Convened joint meeting of the Mayor's Advisory Councils on Economic Vitality and Small Business to continue the February discussion on the City's economic outlook and workforce priorities, provide an update on the 2016 budget fiscal guidance and engage the group in a conversation about the City's role in economic development.
- August 4 Engaged neighborhoods in discussions about community priorities at multiple Night Out Against Crime events.
- **August 31** Published 216 Program Budget to the City's website and re-launched MySpokaneBudget.org, an interactive budget tool to engage the community.

### October

**September/** Engage neighborhoods in discussion about 2016 Program Budget.

- **September 2** Engage the Mayor's Advisory Council on Multicultural Affairs to discuss 2016 Program Budget.
- **September 29** Engage the Mayor's Task Force on Fire and EMS to discuss budget impacts of implementing Task Force recommendations.
- **September 30** Convene the Mayor's Advisory Council on Budget and Finance to discuss 2016 Program Budget.
  - **November 2** Deliver Line-Item Budget to City Council.
- **December 31** Deadline for City Council to adopt final 2016 budget.



### **Program Outline**

Following is the list of program funding sources for the City's divisions and departments.



#### **Business & Developer Services**

2004 UTGO Street Bonds

Arterial Street Fund

**Asset Management Operations** 

Asset Management Property Acquisition Fund

**Development Svcs Center** 

**Economic Development** 

**Engineering Services** 

**Historic Preservation** 

Intermodal Facility Operation

Kendall Yards TIF

Miscellaneous Grants Fund

Parking Meter Revenue

Paths & Trails Reserve Fund

**Planning Services** 

Real Estate Excise Tax Fund

Street Department

**Under Freeway Parking Fund** 

University District LRF

West Quadrant TIF



#### **Community & Neighborhood Services**

**Code Enforcement** 

Community & Neighborhood Services Division

**Community Centers** 

Community Development & Human Services

MySpokane

**Neighborhood Services** 

Office of the Youth

**Traffic Calming Measures** 



#### Finance

**Accounting Services** 

Finance Department

**Grants Management** 

Information Technology (IT)

IT Capital Replacement Fund

Risk Management



Combined Communications Building Combined Communications Center Fire Department / EMS

### Humai

#### **Human Resources**

Employee Benefits Human Resources Unemployment Workers' CompensationLoss Control



#### Legal

City Prosecutor Civil Division



#### Library

Spokane Public Library



#### **Parks**

Golf Fund

Park Cumulative Reserve Fund (Parks & Recreation Capital)

Parks & Recreation

Riverfront Park Bond



#### **Police**

Forfietures & Contributions Law Enforcement Grants Local Law Enforcement Block Grant Fund (Public Safety Jag Grants) Police Department

#### **Stand Alone Departments**

457 Deferred Compensation Fund

Channel 5 / PEG Capital

City Clerk

City Council

Civil Service Department

Communications & Public Information

Detention Services/Alternatives to Incarceration

Firefighters' Pension Fund

General Fund - Internal Service Charges

**General Fund Allocations** 

**Hearing Examiner** 

Hotel/Motel Tax Fund

Mayor's Office

**Municipal Court** 

Non-Departmental

Office of Polic Ombudsman

Police Pension Fund

**Probation Services** 

**Public Defender** 

Reprographics

**SERS** 

Spokane Regional Emergency Communications System

Trial Court Improvement Fund

#### **Utilities**

**Environmental Programs Dept** 

Fleet Replacement Fund

Fleet Services

Integrated Capital Management

**Public Works & Utilities** 

Riverside Park Water Reclamation Facility

Sewer Construction Fund

**Sewer Maintenance Division** 

Solid Waste Collection

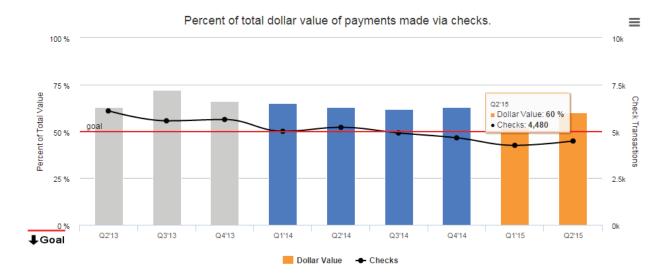
Solid Waste Disposal

Water & Hydroelectrical Services

Water/Wastewater Debt Service Fund

Water/Wastewater Revenue Bond Fund

#### **Accounting**

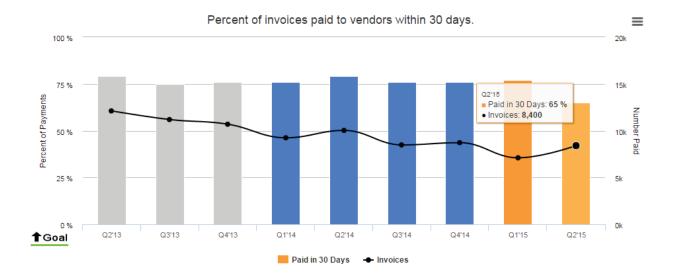




Kim Bustos, Accounting Director

Reducing usage of checks and instead using credit cards and ACH will save the city money in processing. The goal is fewer than 50 percent of payments made with checks.

Last fall, Accounting did some ACH marketing to vendors still receiving checks. Beginning in Q3, ACH is now required for all new vendors. As an incentive for employees to convert to ACH, all employee reimbursements will be mailed to the employee's home and no longer be distributed via mail courier to the employee's department.





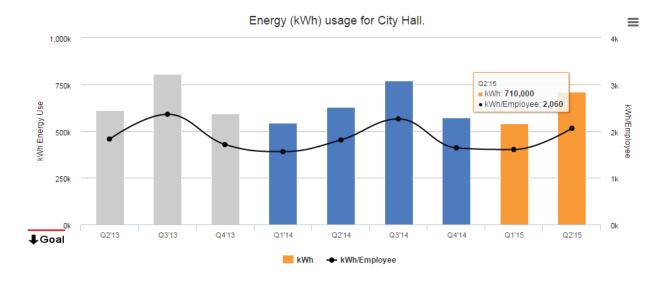
Kim Bustos, Accounting Director

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.

The reduction is due to the turnover of 2 key accounts payable positions during Q2 2015. Some of the decrease is attributable to a process change for vendors who were paid based on monthly statement vs. individual invoices. This change has resulted in more payments being paid in 31-60 days. Because the invoice-to-payment lifecycle involves staff throughout the City, a Kaizen event will planned to help identify challenges with the process and identify opportunities for improvement. We are going to separately process and track public works contract payments because there is a 45 day waiting period on final retainage payments.



#### **Asset Management**



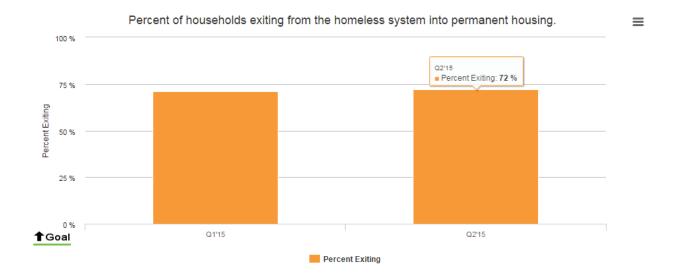


Ed Lukas, Director, Asset Management

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.

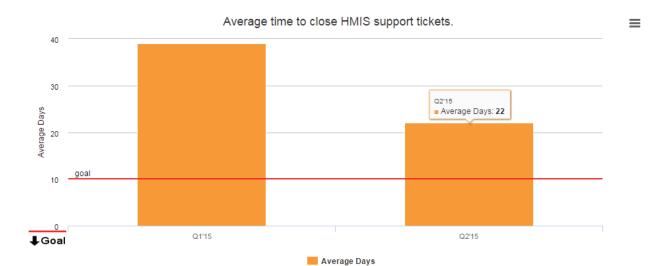
We are tracking City Hall power use closely. Weather does impact our electrical use, as does the number of employees working in City Hall. Efforts were made in the fall of 2014 to optimize air handling. LED lighting is just beginning to be introduced and used to reduce electrical use.

#### **CHHS**





Manager, CHHS This indicator describes the percentage of clients that exit from the homeless system (no longer require or eligible for services) into permanent housing (a rental house or apartment, public housing, Section 8 housing, Shelter Plus Care housing, homeownership, or permanently moving in with family or friends).

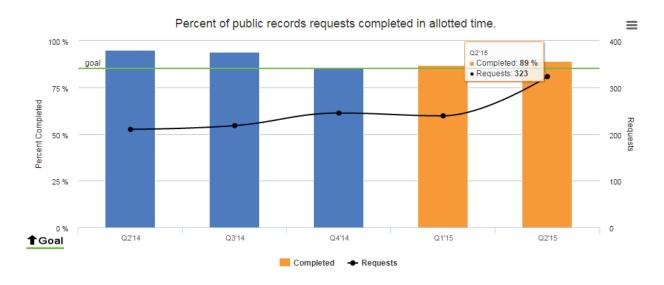




Manager, CHHS The Homeless Management Information System (HMIS) entry is required of agencies receiving several sources of homeless funding through our department. This data is collected across the nation and allows standardized, system wide, performance measurement. Significant growth in users (66%+ in past year) coinciding with a reduction in staff resulted in an increase in response times. The recent hire of an HMIS Specialist has and will continue to result in improved service.



#### **City Clerk**



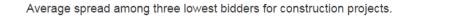


Terri Pfister, City Clerk

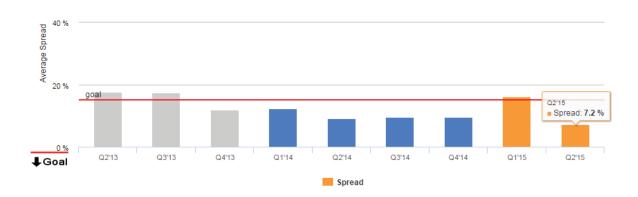
Customers expect records to be delivered within their quoted timeframe, which is determined by staff and varies with each request's complexity. The goal is to complete 85% of requests on time.

Q2 of 2015 had an increase of 84 requests over Q1 and more resources were put toward managing the increase. The number of requests, their complexity, and staff work load/schedules can impact the goal of filling requests in the allotted timeframe, which rose from 87% in Q1-15 to 89% in Q2-15.

#### **Engineering**



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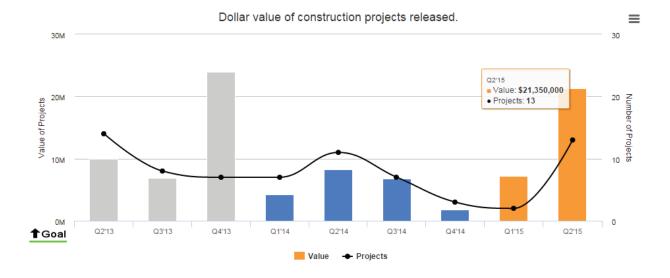


60 %

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.

This is one of the finest quarters Engineering has seen since we began tracking performance measures. The spread among bidders is lower than it has ever been. In Q2, Engineering released 12 projects, compared to 2 projects in Q1. The higher quantity of projects aided in spreading the influence of a single project, which then impacted the averages. Q2 is both a better statistical sample than Q1, based on the number of projects, and an example of how well our projects were defined, based on how tight the bidding was. Future goals should focus on effective construction outcomes, shorter construction timeframes, and fewer change orders, all of which would help us save time and money.





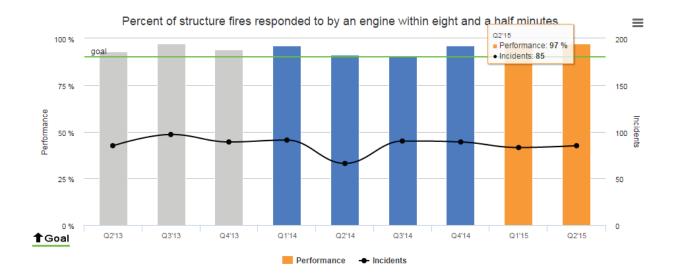
Kyle Twohig Operations Manager

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

A near-record quarter has had a great impact on the local economy, especially because it has been distributed over numerous projects. This quarter a tremendous amount of work has been released, ensuring a spread of projects throughout the local contracting community. While work released in Q2 will have a large impact on the community, goals for 2016 should be to move the volume of work released up to Q1. This will assist in starting projects earlier in the year, and attempt to prevent Q2 projects from falling into the following season.



#### **Fire**

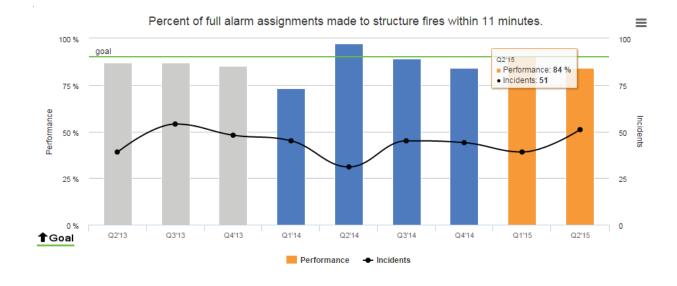




Bobby Williams, Fire Chief

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 improvement in this measure has been attributed to SFD's innovative approaches to deployment including CARES, ARU's and the new automatic vehicle location ability of the computer aided dispatch system. Going forward, we typically see increased call volumes in the summer. Efforts at maintaining performance will include adding Station 5 (Southwest Spokane) and expected improvements to the ARU program.





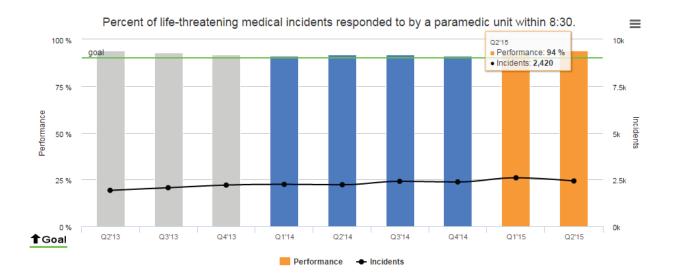
Bobby Williams, Fire Chief

A full alarm assignment of at least 16 fire fighters 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 improved performance of Q1-2015 over the same period last year is attributed to innovative approaches to deployment systems such as CARES, ARUs, and the new automated vehicle location capabilities. Routine systematic maintenance and road repair during the spring and summer months will likely increase overall response times. Efforts to plan for and mitigate expected delays will be a priority.



#### **Fire**

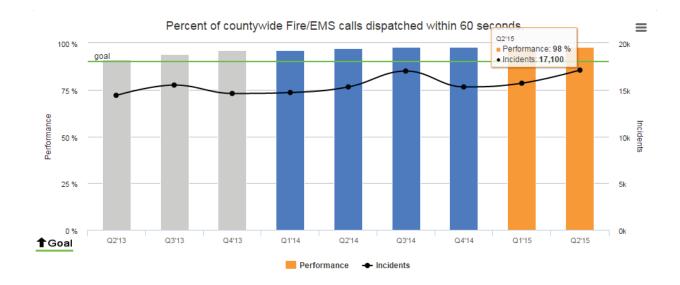




Bobby Williams, Fire Chief

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 improvement in this measure has been attributed to SFD's innovative approaches to deployment including CARES, ARU's and the new automatic vehicle location ability of the computer aided dispatch system. Going forward, we typically see increased call volumes in the summer. Efforts at maintaining performance will include adding Station 5 (Southwest Spokane) and expected improvements to the ARU program.





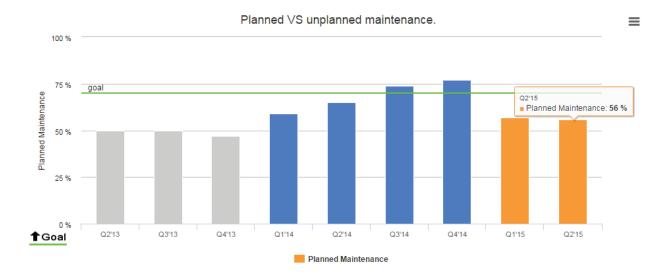
Bobby Williams, Fire Chief

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 existing contract with our partner agencies references the NFPA standard for call processing time of 60-seconds. Since the agreement was authored, the standard (NFPA 1221) changed in 2013. The revised standard is 90-seconds, 90% of the time and 120-seconds at 99% of the time. The revision affects six categories of calls and the department is currently evaluating the measure and its impacts.



#### **Fleet Services**





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 are in about the same area as we were last quarter; however, still lower than we'd like to be. This should improve moving forward due to our organizational redesign occurring in conjunction with our move in September, which will enable us to better plan maintenance and more closely monitor performance.



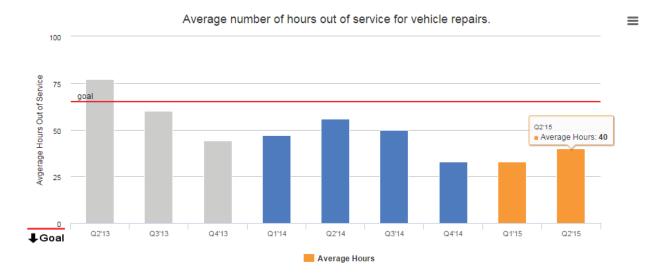


Preventive Maintenance is a proactive approach to identify and repair issues before they cause a breakdown through a systematic inspection, detection, correction, and prevention of incipient failures. Our goal is greater than 70% of maintenance being preventive versus breakdown maintenance. This is the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

We are even this quarter with last quarter; however, still trending in the right direction over last year. This will continue to trend upwards as we have implemented improved controls to monitor data that is required to forecast and schedule preventive maintenance inspections.



#### **Fleet Services**



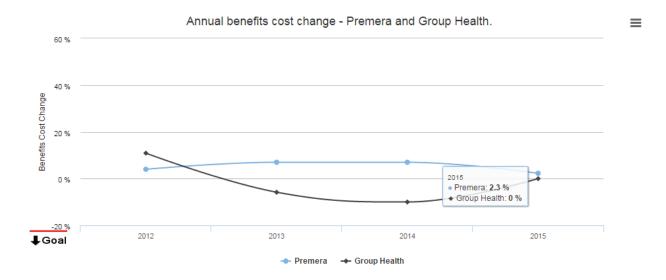


Gene Jakubczak, Director

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 higher than last quarter, but still well below the goal. This will trend downward through consistent process improvements, efficiencies gained in the combined facility, and our focus on our customer's needs.

#### **Human Resources**

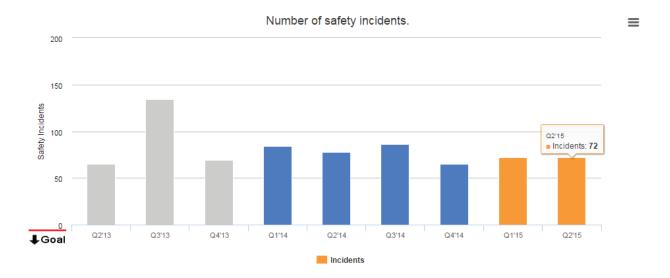




Heather Lowe, Director

Benefits costs are important to both the City and its employees.

This 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 contributing to a healthier workforce. While the country is seeing between 6% and 15% increases in healthcare costs, the City has experienced nowhere near this level of increase.





Heather Lowe, Director

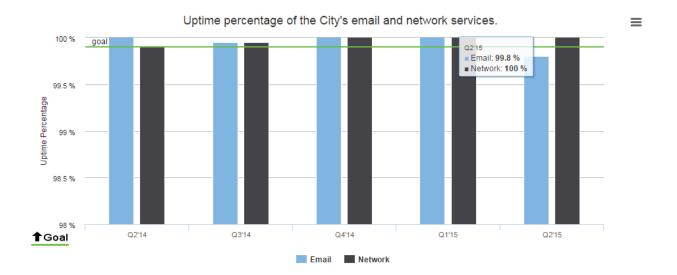
Operating a safe workplace is critical to the well-being of our employees. The goal is to continually reduce and minimize the number of safety incidents.

The City promotes a safe and healthy work environment and strives to ensure that employees go home in the same condition as when they arrived to work. By measuring the number of safety incidents, the City can then take actions to educate and train employees to reduce those types of injuries.



11

IT

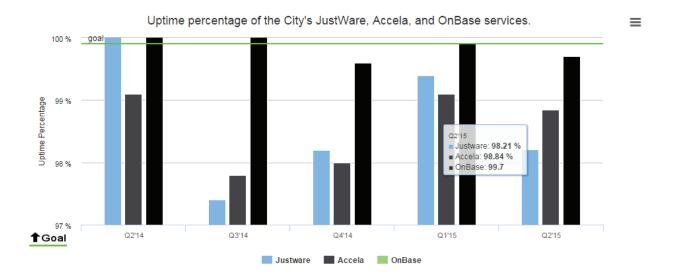




Director

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 continues to trend steady meeting goals. Challenges to this are generally related to City-wide systems upgrades or regional power outages.



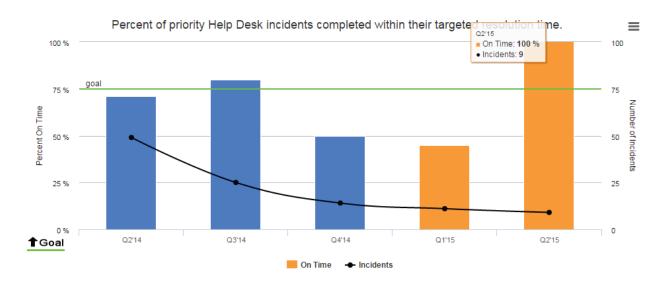


Palmer

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 % of an hour per quarter unless an update is requested by Department during business hours and does not impact customer service levels).

After accounting for requested maintenance, unscheduled downtime makes Justware and OnBase just under the desired goal. The challenge for these applications is the exchange of critical information between different Departments during non-business hours which is under review with internal IT and the vendor.



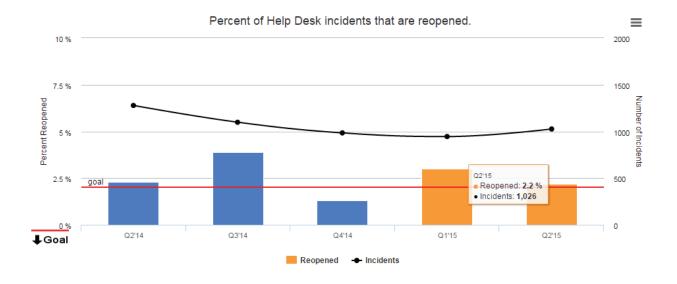




Kenn Freeman

Making sure that I.T. 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

Increased accuracy in determining task priority has resulted in better reporting and service level response. This resulted in only two Priority 1 or 2 tasks responded to past expected service time. In one case, a work around was determined within the period and the other was seven minutes over the response window. I.T. continues to work with the Departments to better refine the prioritization and higher level support required for certain incidents.





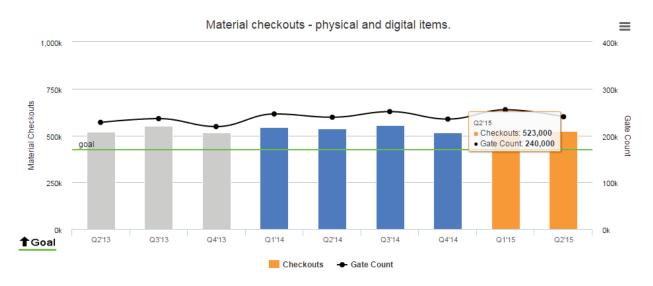
Kenn Freeman

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

The pattern variance for Q2 has been attributed to a combination of learning curve and multiple issues (network, application, help desk) requiring more than one visit. I.T. will continue to evolve this metric with Departments to increase first time incident closure.



#### **Library**



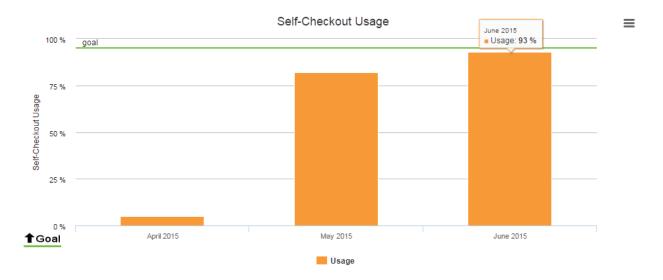
#### Send Feedback



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.

While physical material checkout has experienced a slight decrease, digital checkouts have seen a great increase. This trend is continuing in Q1.





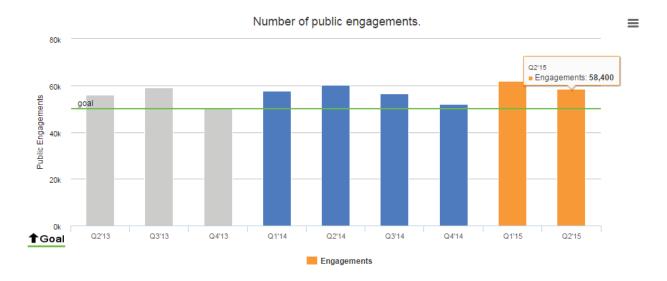
Andrew Chanse, Director

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.

Alongside this implementation, the Library implemented a new model to execute on organizational goals. Lead measures were chosen prior to implementation to make this project successful.



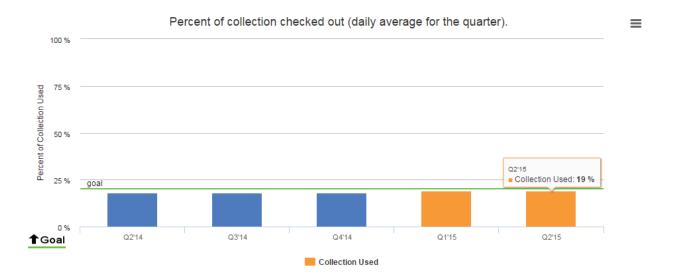
#### **Library**





Andrew Chanse, Director Staff assist customers in a variety of ways including outreach, and technical/reference assistance. The goal is 50,000 engagements per quarter, or 200,000 per year.

Due to information becoming more readily available via technology there has been a significant decrease in reference assistance and an increase in technical assistance and outreach.



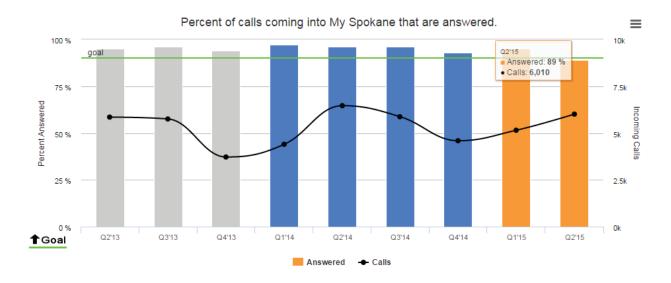


Andrew Chanse, Director The library strives to provide materials customers find useful and relevant for reading about, learning, and discovering the world around them. The goal is to have a daily average of 20% of all physical materials checked out.

Through collection maintenance, initiating a floating collection model, and streamlining the customer ability to suggest purchasing material an increase in collection activity has been achieved.



#### 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 voice mail or the caller disconnects. The goal is to answer 90 percent of calls.

We had a 28% increase in calls in June 2015 over June 2014, with one fewer employee. This impacted our ability to answer calls before they went to voice mail.





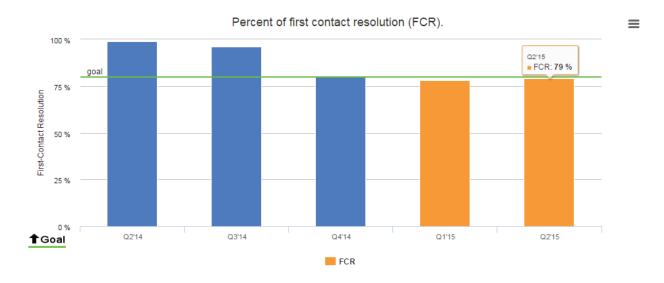
Carly Cortright Customer Service Director

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 90 percent customer satisfaction rating.

We continue to utilize customer feedback to improve our service delivery and are making positive headway in reaching our goal.



#### **My Spokane**



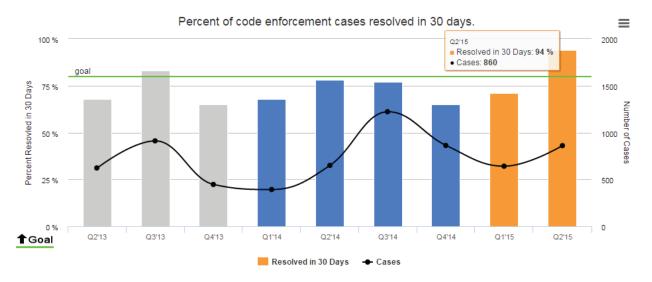


Carly Cortright, Customer Service Director

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.

Many calls to My Spokane are for non-City related general information; we monitor this measure for internal improvements to reduce need to transfer or refer.

#### **NS&CE**

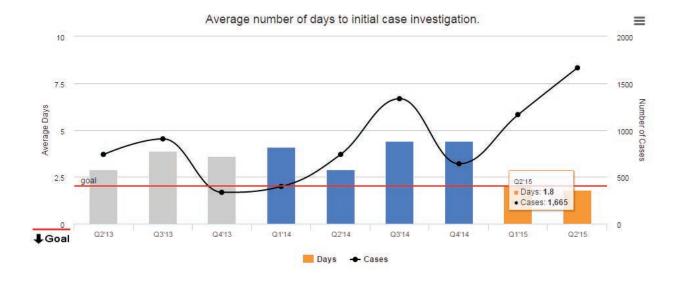




Heather Trautman, Director

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.

Performance improved over Q1-2014. We will continue to monitor case processing, including initial inspections and reinspections. We will work to develop new tools while utilizing existing tools, such as Accela, to provide notices and search ability for case follow-up.



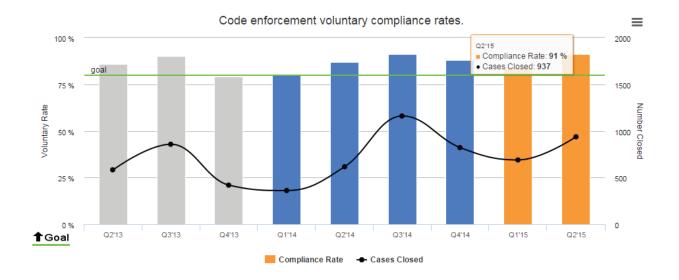


Heather Trautman, Director

Initial investigations should begin promptly after receiving a complaint. The goal is to begin the investigation within two days of receiving a complaint.



### **NS&CE**



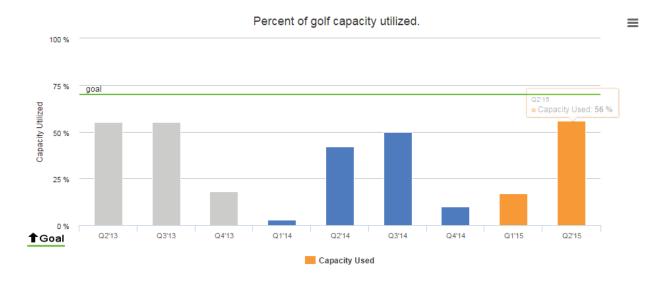


Heather Trautman, Director

We strive to achieve a high level of voluntary compliance. The goal is to achieve greater than an 80 percent voluntary compliance rate.

The voluntary compliance rate increased over the same quarter last year. We will continue to develop educational materials and resources for citizens to help them comply voluntarily. We will follow-up at time of re-inspection to evaluate if additional action can be taken to work towards voluntary compliance.

### **Parks & Recreation**



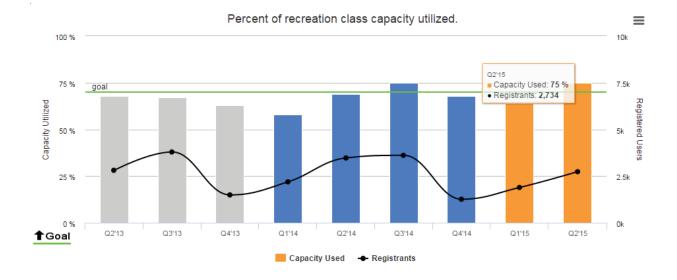


10

Vorderbrueggen, Recreation Director

Golf course revenue depends upon tee times to be filled near capacity. Activity is 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.

The second quarter of 2015 builds upon the success of Q1. Excellent course conditions and long days allow ample opportunity to golf all of the 4 courses. The second quarter recognizes a three –year high in capacity of rounds played.





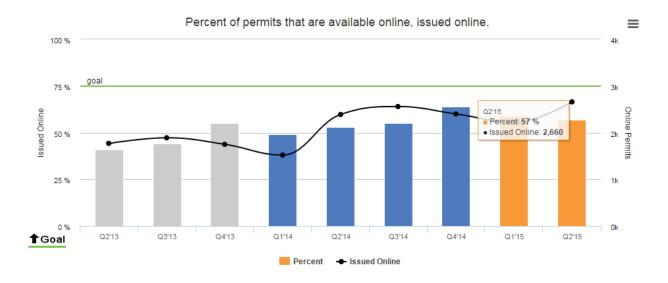
Recreation classes are programmed to offer relevant program offerings. The goal is to fill at least 70% of class capacity to control costs and thus offer affordable programs.

The second quarter of 2015 hits a three-year high as staff continues to program popular recreational classes and programs. Total registrations for Q2 were down this quarter due to low river flows and fewer classes.





### **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. Though the numbers for second quarter (57%) are lower than those for first quarter 2015 (59%), they are higher than second quarter of 2014 (52%). Several new permits types will become available online in 2015 starting with obstruction permits this summer. Also, as Electronic Document Review is implemented this year, customers will be able to apply online for permits that require plan review.





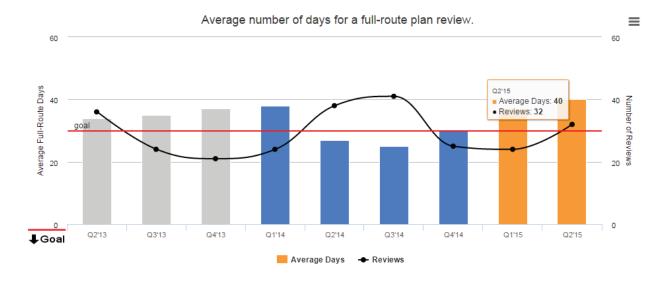
Manager,
Development
Services
Center

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. 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**



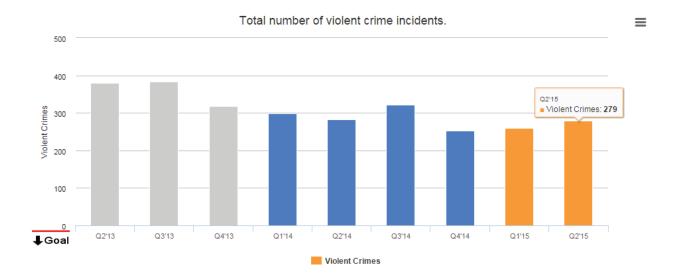


Kris Becker, Manager, Development Services Center

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 Q2 of 2015, full-route plan reviews averaged 40 days, which is higher than the last 4 quarters. Several projects approved this quarter took significantly longer than the 30 days for a variety of reasons including – the project sites were very complicated, additional approvals were needed (e.g. SEPA, boundary line adjustment, easements), or the submittals by the customer were incomplete. As Electronic Document Review is implemented this summer, 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**

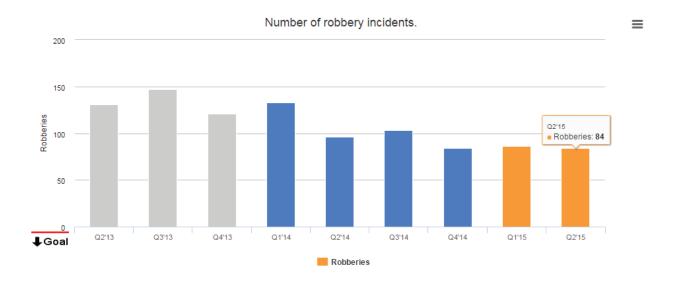




Frank Straub, Police Chief

Violent crimes impact the safety and security of the community.

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.





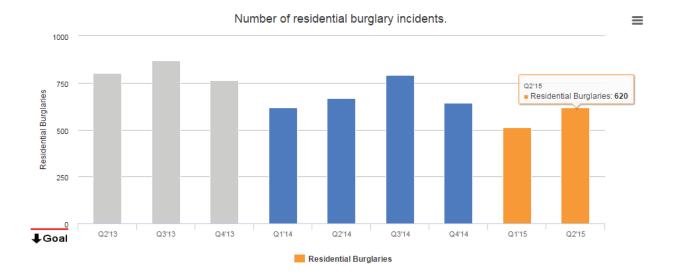
Frank Straub, Police Chief

Violent crimes impact the safety and security of the community.

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**

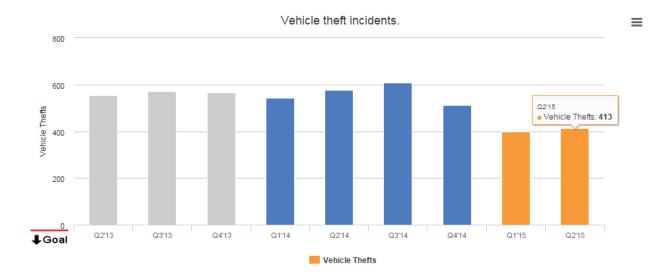




Frank Straub, Police Chief

Property crimes impact the safety and security of the community.

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.





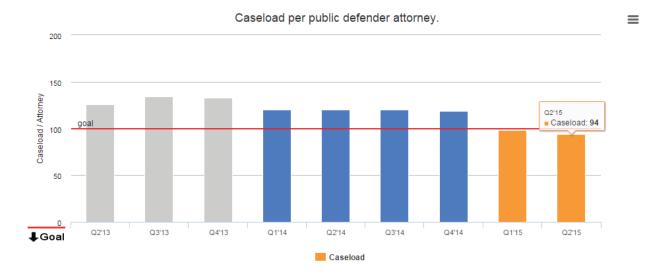
Frank Straub Police Chief

Property crimes impact the safety and security of the community.

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.



### **Public Defender**

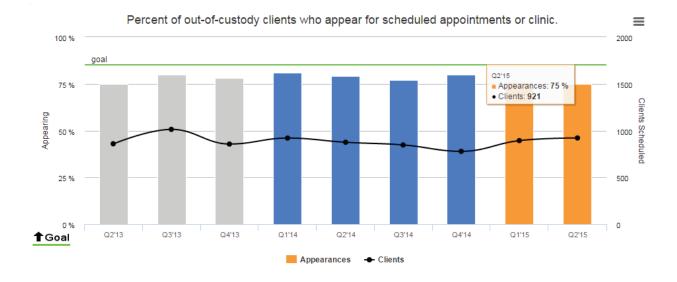




Kathy Knox, Public Defender

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 100 per quarter.

Efforts such as the Community Court and continuing diversion of driving with a license suspended (3rd degree) have helped to lower caseload counts. Additionally, an attorney and legal intern have been added to help meet the caseload standard.



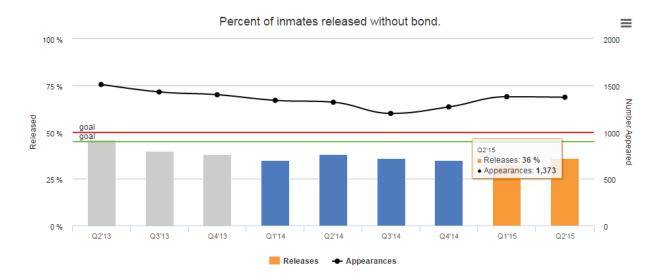


Public Defender Interviews between attorneys and clients are essential for preparing a defense. Missing interviews causes inconvenience for attorneys and can delay case resolution. If a client misses an interview, then they must attend a first-come / first-served clinic appointment. The goal is to have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

The City is in the process of implementing a reminder system, by text or phone call, to remind the clients of court dates and Public Defender / Probation appointments. This should result in a decrease in missed appointments.



### **Public Defender**

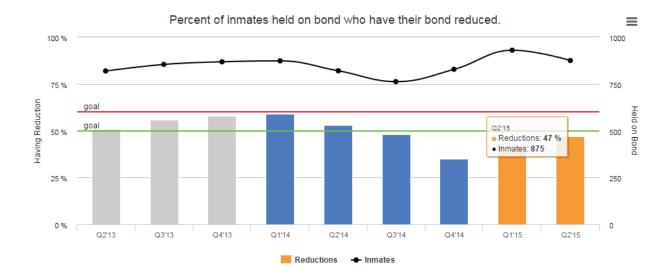




Kathy Knox, Public Defender

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.

Despite best efforts, there are often other factors that interfere with the Public Defender's ability get their client released without bond, such as warrant / criminal history, the nature of the charges they are facing, and holds from other jurisdictions.





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.

Despite best efforts, there are often other factors that interfere with the Public Defender's ability get their client a bond reduction, such as warrant / criminal history, the nature of the charges they are facing, and holds from other jurisdictions.



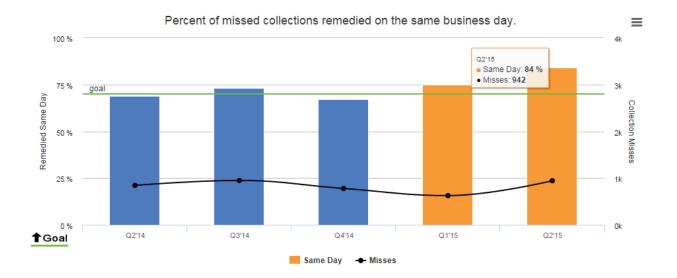
### **Solid Waste Collection**





Scott Windsor, Director Diverting refuse from the waste stream provides financial and environmental benefits.

This chart demonstrates the percent of materials diverted from the waste stream by recycling. Numbers reflect the seasonal nature of our yard waste service and the total percentage of waste diverted allows us to show the effects of our recycling programs in meeting State and Federal goals for municipal waste management.





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 missed for collections need to be addressed in a timely manner in order to provide the level of customer service they deserve. While misses can be due to a variety of issues, prompt collection of these results in our customers satisfaction. We attempt to do so in the same business day while the collection vehicles are in the area.



### **Solid Waste Collection**



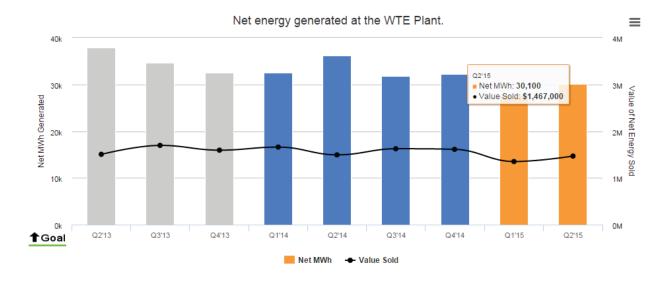


Scott Windsor, Director

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.

Customer service calls are extremely important in overall customer satisfaction. After a customer contacts us concerning issues such as carts needing service, cart size changes, additional cart service, optional cart service and starting and stopping service, it is important to follow through on their next collection day. Customers should only need to contact us once.

## **Solid Waste Disposal**

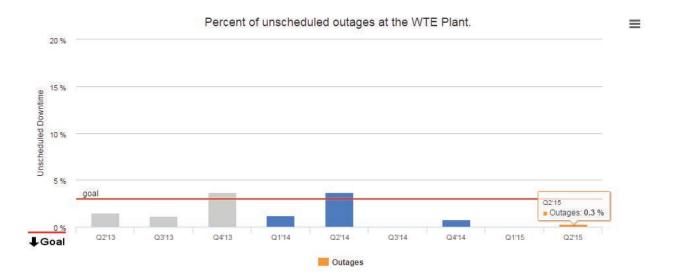




Chuck Conklin, Director

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

Electricity sold to Avista is up from the previous quarter. Refuse receipts were up in the second quarter allowing the facility to operate at increased loads.



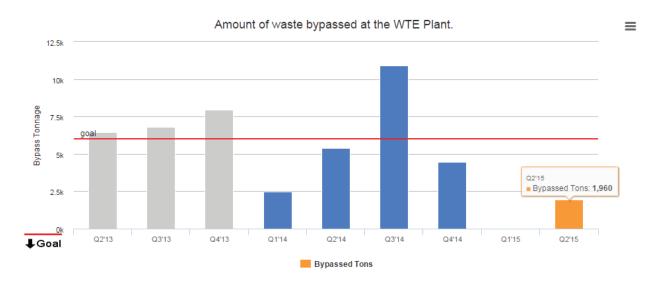


Unscheduled outages increase costs and reduces energy production and sales.

In Q2 of 2015, there was one minor unscheduled outage due to a fan motor bearing failure. Reliability and Predictability are of key importance at the WTE Plant.



### **Solid Waste Disposal**



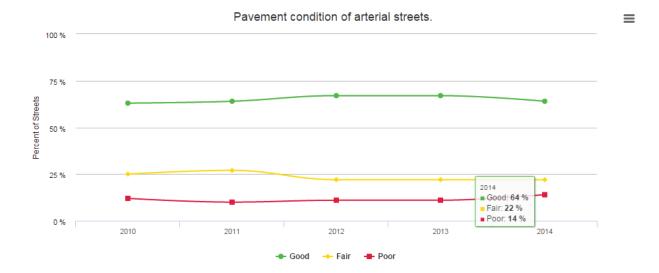


Chuck Conklin, Director

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 WTE Plant bypassed 1,960 tons. The WTE facility conducts periodic scheduled outages, during these outages waste must be bypassed as the facility's waste processing is reduced. In this case the waste was bypassed to our Northside Landfill thereby reducing bypass costs.

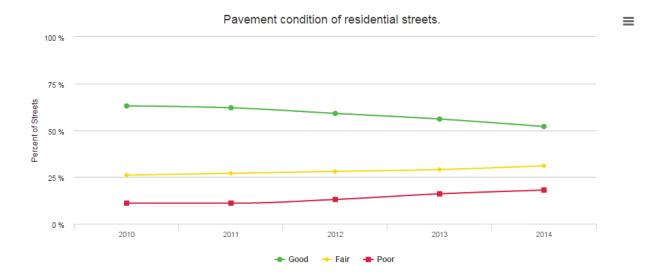
#### **Streets**





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 are classified as good being > 70, fair is 50-70, and poor is < 50.

This is a very slow moving measure of the total city roadway network, which is only recalculated once a year. 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.





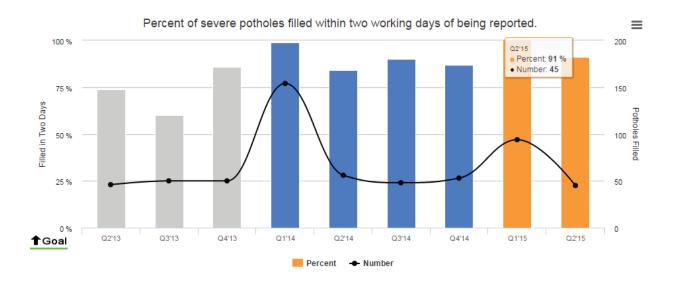
Director

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#### **Streets**



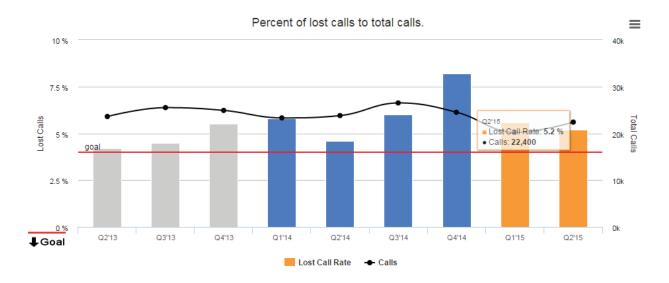


Mark Serbousek, Director

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.

### **Utilities Billing**

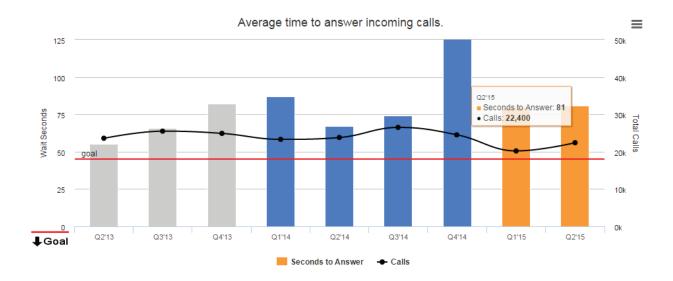




Ronald Nicodemus, Manager

A high percentage of lost calls can lead to discouraged customers. The goal is to keep the lost call rate under four percent.

The Quarter 2 percent shows improvement over the three previous quarters, but, is still above the desired goal. Three factors affected the post Memorial Day period which caused the figures to increase. The number of phone calls and the length of time to handle each call both increased. Two senior employees also left the City in June. The office is looking at methods of reducing phone calls, including providing the needed data via other media.





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.

Quarter 2 showed a minor setback to progressing to the goal. Daily call volumes increased after Memorial Day, sparked largely by an increase in the number of special bill orders for account closing bills. The office lost two senior employees in June. Efforts to reduce the number of phone calls and the eventual replacement of the positions should foster improvement.



### **Utilities Billing**



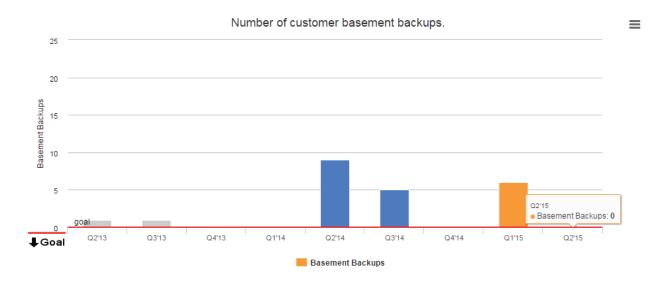


Ronald Nicodemus, Manager

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.

The trend is increasing as customers are getting used to the new website. Continued outreach to customers should continue to provide improvement.

### **Wastewater Management**

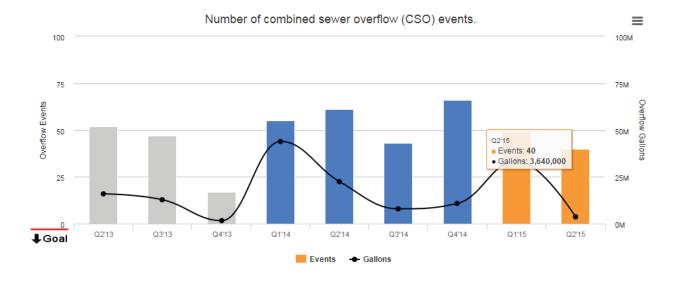




Dale Arnold Director

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

We show zero basement backups for Q2'15. This is a result of below average rainfall that kept our CSO flow all in the sanitary sewer system as it is designed. The other is the result continuous preventive maintenance. We have mechanical rodders and high pressure jet rodders working on this system on a daily basis. As our dry weather continues the root intrusion into the sewer pipes becomes a more significant than usual issue.





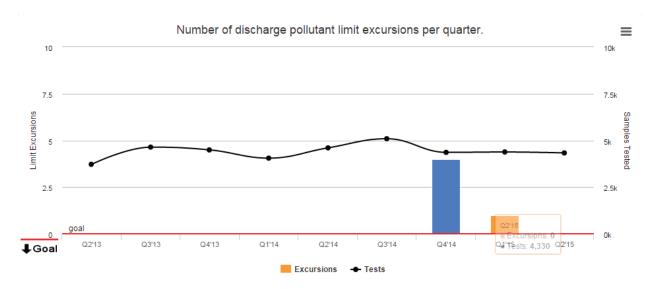
Dale Arnold, Director

Limiting the number of combined sewer overflow (CSO) events helps to ensure the cleanliness and vitality of the Spokane River. The goal is an average of fewer than one event per outfall location (20 total) per year over a 20-year period beginning in 2018.

CSOs are highly variable due to changes in rainfall volume and intensity. Q2'15 CSO events were below average due to below average rainfall. As more CSO facilities are constructed, events will continue to trend downward.

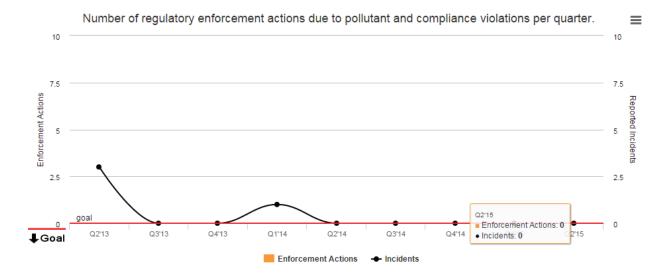


### **Wastewater Management**





Dale Arnold, Director We are consistent with the number of samples taken and processed at the RPWRF in order to protect the Spokane River and Aquifer. The goal of 0 excursions was met in the 2nd quarter of 2015. An excursion may not amount to a violation subject to EPA action.



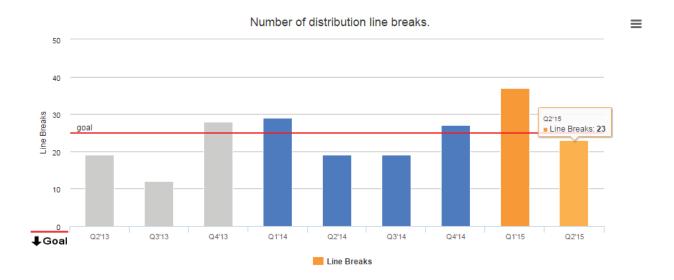


Dale Arnold, Director The Environmental Protection Agency takes regulatory enforcement actions against the city if severe pollutant violations occur. The goal is zero enforcement actions per quarter. All incidents are reported but not all result in EPA action.

The number of tests is normally stable and has remained unchanged. Permit limit excursions vary depending on whether it is plant loading related or treatment related. There are no excursions in Q2'15. There can potentially be further mitigation with increased pretreatment activities and updated methods of treatment.



#### Water





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.

In the coming months, in an effort to meet our goal, we will make additional efforts in leak surveys and leak correlation. We will augment current staff with better equipment to find leaks and address standard operating procedures to insure our efforts are fruitful.





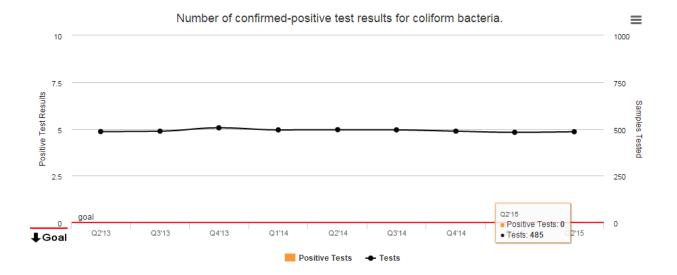
Dan Kegley, Director

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.

Customer Confidence is important to any water system. We strive to make sure our customer receive safe potable drinking water of high quality. Should we receive a complaint our water quality experts investigate usually on the same day. If trends are noted we correct the problem so we continue to deliver high quality water.



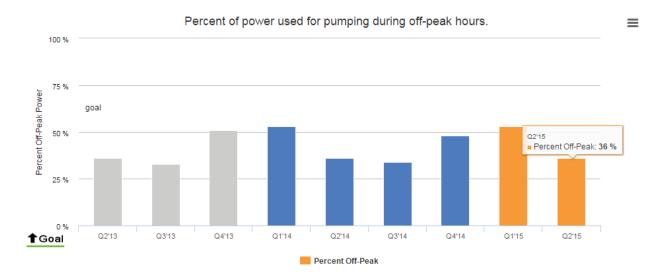
#### Water





Dan Kegley, Director A robust coliform bacteria monitoring program is essential in delivering safe reliable water of high quality. We routinely take more samples that the Department of Health requires to insure our monitoring program is representative of the distribution system.

We continually reassess our coliform monitoring program, we train and retrain employees on proper pipe handling techniques. Our water quality lab works diligently to insure we do not have a confirmed positive test result.





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.

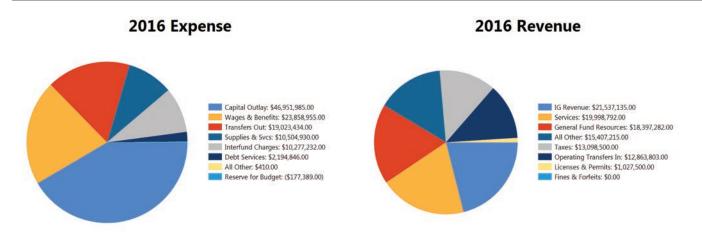
The effect of using off-peak power results in \$6,000 to \$10,000 in extra power sales to Avista per year. Due to the seasonal nature of water consumption, a performance measure to determine the efficiency and effectiveness of operating the water system is currently in development so that we can track the operator's performance through all the seasons.



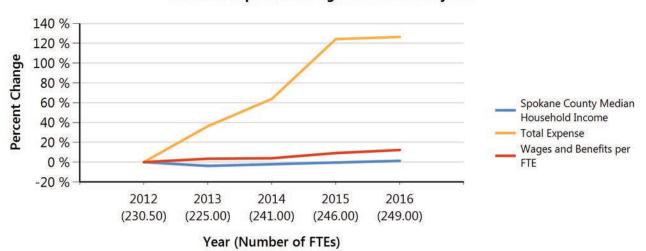


# **Business & Developer Services**

# **Business & Developer Services**



### Cumulative percent change over the last 5 years



### **Spending Per Capita**



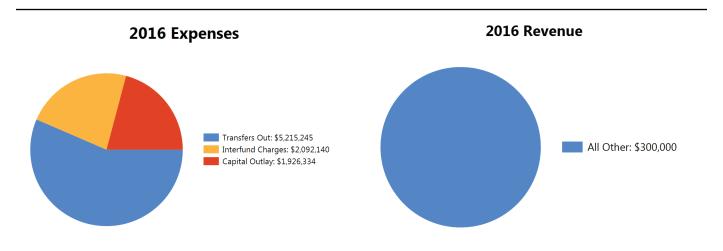
\* 2012 through 2014 Actual 2015 through 2016 Budget



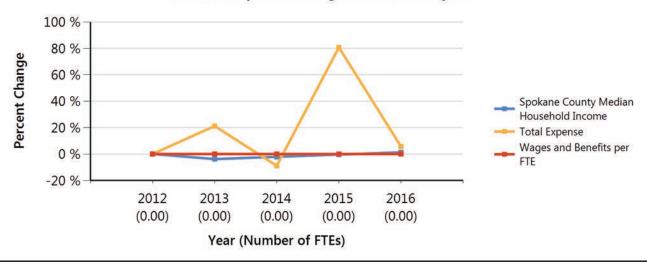


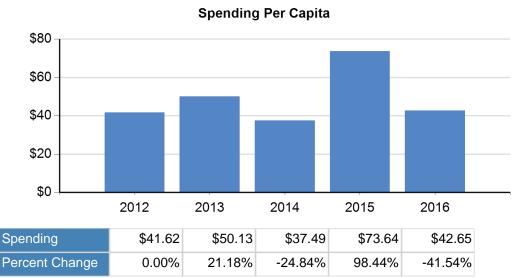
### 2004 UTGO Street Bonds

The 2004 Street Bond Fund: 10-yr Street Bond Program handles all the accounting transactions for the 10-yr Street Bond Program.



### Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Program Summary:** 2004 UTGO Street Bonds

**Division:** Business & Developer Services

**Priority:** Mobility

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.

#### **Legal/Contractual Mandate:**

None



### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	7,123,176	7,169,969	5,338,388	11,795,338	1,926,334
Debt Services	0	0	0	0	0
Interfund Charges	1,485,229	1,666,788	1,449,261	4,000,000	2,092,140
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	2,500	168,130	21,465	1,500	0
Transfers Out	129,014	1,586,763	1,151,053	0	5,215,245
Wages & Benefits	0	0	0	0	0
TOTAL	8,739,919	10,591,650	7,960,167	15,796,838	9,233,719

### **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	242,345	18,821	295,534	300,000	300,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	242,345	18,821	295,534	300,000	300,000

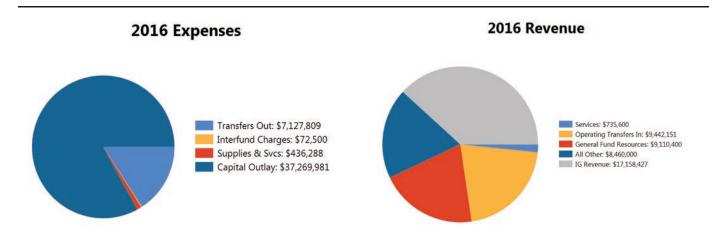
**Revenue Explanation:** 



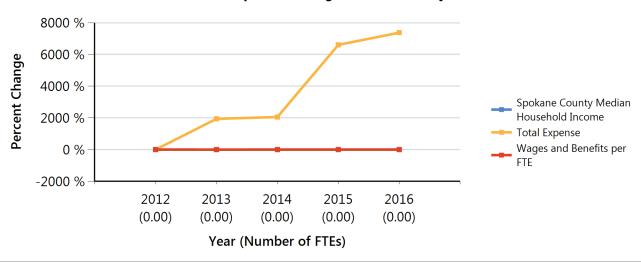


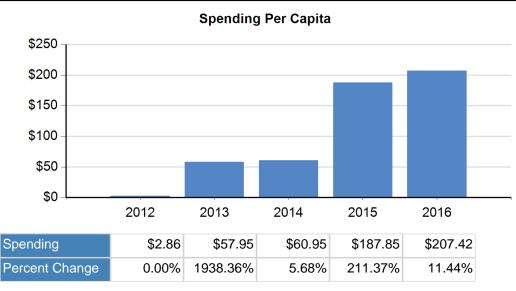
### **Arterial Street Fund**

The Arterial Street Fund: 6-yr Street Program handles all the accounting transactions for the Six-Year Street Program



#### **Cumulative percent change over the last 5 years**





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Program Summary:** Arterial Street Fund

**Division:** Business & Developer Services

**Priority:** Mobility

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.

#### **Legal/Contractual Mandate:**

None



### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	1,829	465	14,207	0	0
Capital Outlay	571,912	8,128,453	9,033,034	28,633,430	37,269,981
Debt Services	0	216,704	118,316	0	0
Interfund Charges	653	2,159,726	2,198,370	1,343,109	72,500
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	26,278	438,513	276,441	1,112,741	436,288
Transfers Out	0	1,300,000	1,300,000	9,204,242	7,127,809
Wages & Benefits	0	0	0	0	0
TOTAL	600,672	12,243,861	12,940,368	40,293,522	44,906,578

### **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	115,367	1,872,532	528,715	5,095,263	8,460,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	8,760,000	9,110,400
IG Revenue	195,295	6,135,361	10,751,363	21,221,609	17,158,427
Licenses & Permits	2,500	2,000	1,000	0	0
Operating Transfers In	0	50,000	3,850,092	2,699,585	9,442,151
Services	0	232,766	156,328	888,100	735,600
Taxes	0	0	0	0	0
TOTAL	313,162	8,292,659	15,287,498	38,664,557	44,906,578

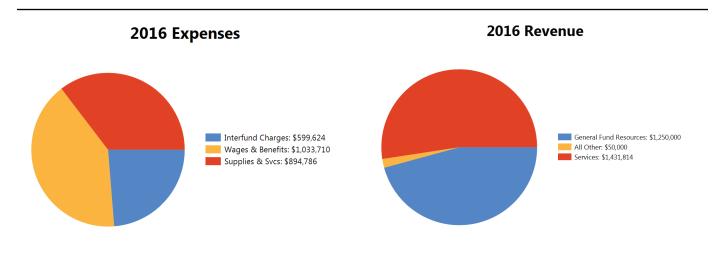
### **Revenue Explanation:**



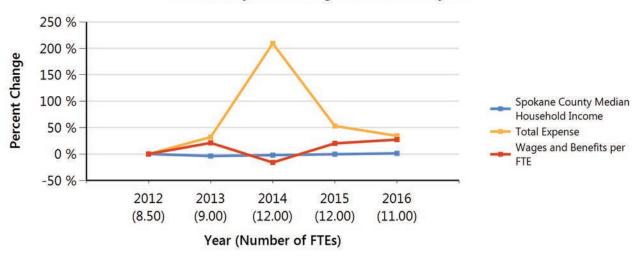


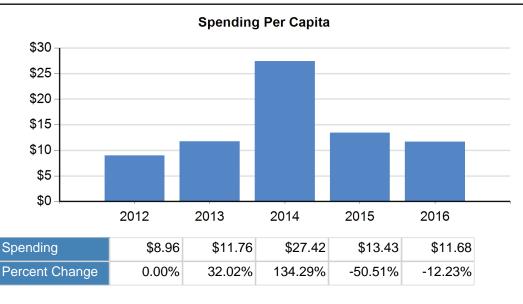
# **Asset Management Operations**

This department is responsible for the strategic management of all City owned assets, leases, parking, real estate and facilitites.



### Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Asset Management Operations

**Division:** Business & Developer Services

**Priority:** Strong Economy

Fund Type: Internal Service Fund

#### **Executive Summary:**

This department is responsible for the strategic management of all City owned assets, leases, parking, real estate and facilitites.

### **Programs and Services:**

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

### **Legal/Contractual Mandate:**

None



### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	8.50	9.00	12.00	12.00	11.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	2,377	0	0	40,000	0
Capital Outlay	0	0	39,632	295,000	0
Debt Services	0	0	0	0	0
Interfund Charges	119,253	310,310	475,898	386,877	599,624
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	1,015,724	1,222,362	1,194,124	1,104,886	894,786
Transfers Out	25,155	29,866	3,338,400	0	0
Wages & Benefits	719,543	922,276	773,721	1,053,942	1,033,710
TOTAL	1,882,052	2,484,814	5,821,775	2,880,705	2,528,120

### **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	776,916	311,307	110,261	550,000	50,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	1,429,170	1,049,616	750,000	1,250,000
IG Revenue	0	4,893	128,172	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	1,250,932	677,478	1,171,460	1,616,814	1,431,814
Taxes	0	0	0	0	0
TOTAL	2,027,848	2,422,848	2,459,509	2,916,814	2,731,814

**Revenue Explanation:** 



**Program Summary:** Arts

**Division:** Business & Developer Services

**Priority:** Strong Economy

Fund Type: Special Revenue Fund

### **Executive Summary:**

This BID supports the programming of public art in public spaces thru contribution to the Spokane Arts Fund

### **Programs and Services:**

This BID supports the programming of public art in public spaces thru contribution to the Spokane Arts Fund

### **Legal/Contractual Mandate:**

None



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	100,000	73,333	80,000	80,000
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	0	100,000	73,333	80,000	80,000

## **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	100,000	188,931	80,000	80,000
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	100,000	188,931	80,000	80,000



**Program Summary:** Asset Managment Administration

**Division:** Business & Developer Services

**Priority:** Strong Economy

Fund Type: Internal Service Fund

## **Executive Summary:**

Administration/Overhead expenses for the Asset Managment Department.

### **Programs and Services:**

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

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	3.00	3.00	2.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	117,353	207,576	414,700
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	26,372	0	20,000
Transfers Out	0	0	3,298,768	0	0
Wages & Benefits	0	0	184,156	293,321	225,582
TOTAL	0	0	3,626,649	500,897	660,282

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	500,000
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	319	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	319	0	500,000



Program Summary: City Hall Maintenance

**Division:** Business & Developer Services

**Priority:** Strong Economy

Fund Type: Special Revenue 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

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	5.50	5.00	5.00	5.00	4.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	38,097	0	0
Debt Services	0	0	0	0	0
Interfund Charges	48,901	105,105	173,908	122,853	145,319
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	425,160	516,568	742,448	463,424	464,424
Transfers Out	25,155	26,459	38,097	0	0
Wages & Benefits	427,815	304,629	304,292	343,681	302,140
TOTAL	927,031	952,761	1,296,842	929,958	911,883

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	987,683	535,304	530,000	530,000
IG Revenue	0	563	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	516,694	1,503	598,672	625,000	600,000
Taxes	0	0	0	0	0
TOTAL	516,694	989,749	1,133,976	1,155,000	1,130,000



**Program Summary:** Facilities Maintenance

**Division:** Business & Developer Services

**Priority:** Strong Economy

Fund Type: Special Revenue 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.00	2.00	2.00	2.00	3.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	2,377	0	0	0	0
Capital Outlay	0	0	0	30,000	0
Debt Services	0	0	0	0	0
Interfund Charges	66,264	55,308	46,835	56,448	38,778
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	590,542	453,051	249,776	402,935	256,577
Transfers Out	0	0	0	0	0
Wages & Benefits	221,499	204,399	131,030	187,547	251,888
TOTAL	880,682	712,758	427,641	676,930	547,243

## **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	9	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	734,238	675,975	572,469	751,411	591,411
Taxes	0	0	0	0	0
TOTAL	734,238	675,975	572,478	751,411	591,411



**Program Summary:** Real Estate

**Division:** Business & Developer Services

**Priority:** Strong Economy

Fund Type: Special Revenue Fund

#### **Executive Summary:**

This department is responsible for the evaluation, manangement, aquisition, 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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.00	2.00	2.00	2.00	2.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	40,000	0
Capital Outlay	0	0	1,535	0	0
Debt Services	0	0	0	0	0
Interfund Charges	4,088	149,897	137,802	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	22	114,240	71,034	31,245	24,045
Transfers Out	0	3,407	1,535	0	0
Wages & Benefits	70,229	413,248	154,243	229,393	254,100
TOTAL	74,339	680,792	366,149	300,638	278,145

## **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	776,916	265,039	68,192	500,000	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	341,487	325,381	140,000	140,000
IG Revenue	0	4,330	128,172	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	240,403	240,403
Taxes	0	0	0	0	0
TOTAL	776,916	610,856	521,745	880,403	380,403



**Program Summary:** Real Estate Rentals

**Division:** Business & Developer Services

**Priority:** Strong Economy

Fund Type: Special Revenue Fund

### **Executive Summary:**

The City owns 5 homes and adjacent parcels in the vicinity of East 37th Ave and S. Ray Street, near Joel E Ferris High School. This BID captures both the rental revenue and associated maintenance costs of the properties

#### **Programs and Services:**

The City owns 5 homes and adjacent parcels in anticipation of street improvements and a realignment of S. Ray Street into S. Freya Street.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	265,000	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	827
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	38,503	31,161	127,282	49,740
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	0	38,503	31,161	392,282	50,567

## **Expenditure Explanation:**

## **Revenues:**

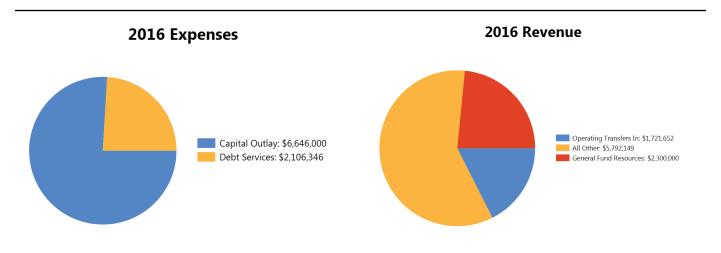
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	46,268	42,060	50,000	50,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	46,268	42,060	50,000	50,000



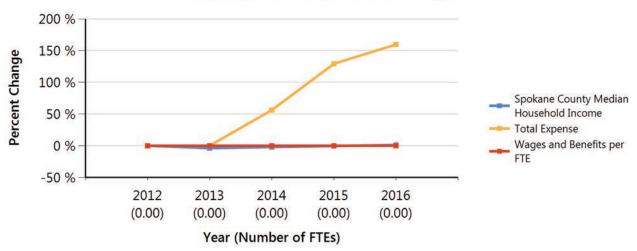


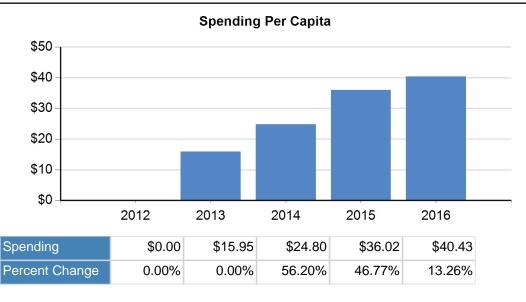
# **Asset Managment Property Acquisition Fund**

This department is responsible for the evaluation, manangement, aquisition, 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.



## Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Asset Managment Property Acquisition Fund

**Division:** Business & Developer Services

Priority: Strong Economy
Fund Type: Capital Project Fund

#### **Executive Summary:**

This department is responsible for the evaluation, manangement, aquisition, 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	1,950,177	3,432,278	7,000,000	6,646,000
Debt Services	0	1,419,989	1,574,385	727,115	2,106,346
Interfund Charges	0	0	33,709	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	224,160	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	0	3,370,166	5,264,532	7,727,115	8,752,346

## **Expenditure Explanation:**

## **Revenues:**

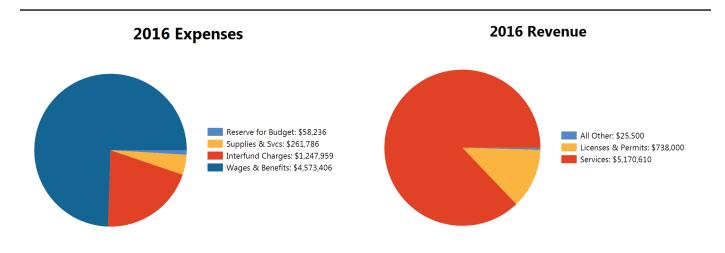
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	822,456	769,518	6,072,459	5,792,149
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	91,500	0	1,600,000	2,300,000
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	3,023,925	6,378,438	1,654,656	1,721,652
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	3,937,881	7,147,956	9,327,115	9,813,801



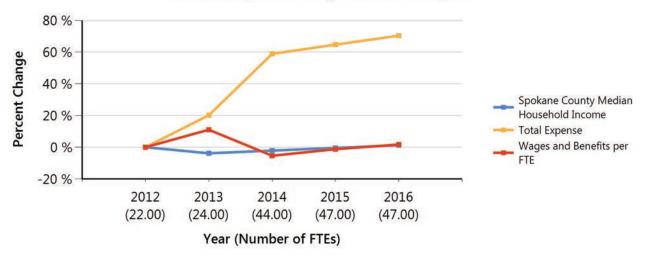


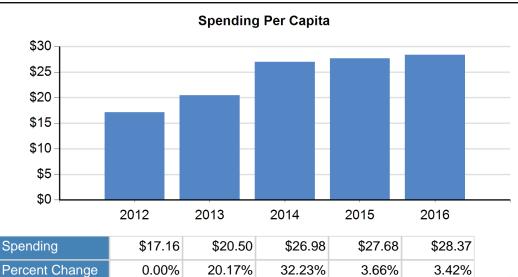
# **Development Svcs Center**

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.



## Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Development Svcs Center

**Division:** Business & Developer Services

**Priority:** Strong Economy **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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	22.00	24.00	44.00	47.00	47.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	538,195	540,947	547,991	0	0
Capital Outlay	0	45,001	13,595	0	0
Debt Services	0	0	0	0	0
Interfund Charges	728,285	951,172	952,795	1,165,364	1,247,959
Reserve for Budget	0	0	0	23,588	58,236
Supplies & Svcs	182,913	185,778	211,745	304,966	261,786
Transfers Out	3,032	2,520	7,225	0	0
Wages & Benefits	2,151,794	2,606,033	3,994,391	4,444,004	4,573,406
TOTAL	3,604,219	4,331,451	5,727,742	5,937,922	6,141,387

## **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	60,175	13,187	20,754	25,500	25,500
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	26,632	334,011	255,591	0
Licenses & Permits	727,294	902,746	822,770	508,000	738,000
Operating Transfers In	0	0	0	0	0
Services	4,268,508	4,776,107	3,801,709	5,145,019	5,170,610
Taxes	0	0	0	0	0
TOTAL	5,055,977	5,718,672	4,979,244	5,934,110	5,934,110



**Program Summary:** Development Svcs Administration

**Division:** Business & Developer Services

**Priority:** Strong Economy **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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.00	3.00	6.00	5.00	4.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	538,195	540,947	547,991	0	0
Capital Outlay	0	45,001	13,595	0	0
Debt Services	0	0	0	0	0
Interfund Charges	648,861	752,495	817,649	1,043,812	1,137,641
Reserve for Budget	0	0	0	23,588	58,236
Supplies & Svcs	172,295	174,391	194,546	294,062	250,882
Transfers Out	3,032	2,520	7,225	0	0
Wages & Benefits	199,618	271,303	484,460	488,821	452,043
TOTAL	1,562,001	1,786,657	2,065,466	1,850,283	1,898,802

## **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	8,011	13,187	20,754	21,000	21,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	26,632	19,139	55,591	0
Licenses & Permits	102,612	370,706	217,267	0	0
Operating Transfers In	0	0	0	0	0
Services	2,927,224	3,163,123	494,499	6,400	61,991
Taxes	0	0	0	0	0
TOTAL	3,037,847	3,573,648	751,659	82,991	82,991



**Program Summary:** DSC Boilers & Elevators

**Division:** Business & Developer Services

**Priority:** Strong Economy **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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	3.00	3.00	3.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	70	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	269,520	271,664	289,987
TOTAL	0	0	269,590	271,664	289,987

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	250	1,070	0	0
Operating Transfers In	0	0	0	0	0
Services	0	32,302	188,455	450,000	450,000
Taxes	0	0	0	0	0
TOTAL	0	32,552	189,525	450,000	450,000



**Division:** Business & Developer Services

**Priority:** Strong Economy **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 three 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	15.00	3.00	3.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	6,779	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	266	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	1,313,001	282,988	288,470
TOTAL	0	0	1,320,046	282,988	288,470

## **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	314,872	200,000	0
Licenses & Permits	0	0	0	8,000	238,000
Operating Transfers In	0	0	0	0	0
Services	0	0	0	250,000	220,000
Taxes	0	0	0	0	0
TOTAL	0	0	314,872	458,000	458,000



**Program Summary: Permitting** 

**Division:** Business & Developer Services

**Priority:** Strong Economy **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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.00	4.00	4.00	8.00	9.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	2,502	14,557	2,948	3,127	14,026
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	72	95	72	96	96
Transfers Out	0	0	0	0	0
Wages & Benefits	243,249	312,843	269,022	607,574	632,752
TOTAL	245,823	327,495	272,042	610,797	646,874

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	378,994	519,782	575,764	485,000	485,000
Operating Transfers In	0	0	0	0	0
Services	0	1,680	12,690	5,000	5,000
Taxes	0	0	0	0	0
TOTAL	378,994	521,462	588,454	490,000	490,000



**Program Summary:** Plan Checking

**Division:** Business & Developer Services

**Priority:** Strong Economy **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 provide 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.00	4.00	4.00	15.00	15.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	2,092	7,621	3,910	4,195	3,118
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	70	87	96	96	96
Transfers Out	0	0	0	0	0
Wages & Benefits	350,623	448,321	438,401	1,521,237	1,593,073
TOTAL	352,785	456,029	442,407	1,525,528	1,596,287

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	4,500	4,500
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	5,150	17,150	0	0
Operating Transfers In	0	0	0	0	0
Services	210,334	1,279,176	831,103	1,793,619	1,793,619
Taxes	0	0	0	0	0
TOTAL	210,334	1,284,326	848,253	1,798,119	1,798,119



**Program Summary:** Regulation and Enforcement

**Division:** Business & Developer Services

**Priority:** Strong Economy **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 12 inspectors complete over 30,000 inspections per year. Staff also works with Code Enforcement and the Development Services Center to improve compliance and insure safe buildings and public spaces.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	13.00	13.00	12.00	13.00	13.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	74,830	176,499	121,509	114,230	93,174
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	10,476	11,205	16,695	10,712	10,712
Transfers Out	0	0	0	0	0
Wages & Benefits	1,358,304	1,573,566	1,219,987	1,271,720	1,317,081
TOTAL	1,443,610	1,761,270	1,358,191	1,396,662	1,420,967

## **Expenditure Explanation:**

## **Revenues:**

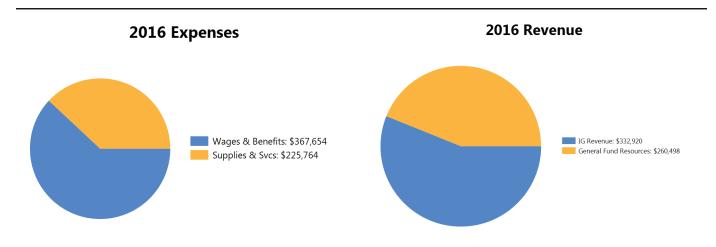
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	52,164	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	245,688	6,858	11,519	15,000	15,000
Operating Transfers In	0	0	0	0	0
Services	1,130,950	299,826	2,274,962	2,640,000	2,640,000
Taxes	0	0	0	0	0
TOTAL	1,428,802	306,684	2,286,481	2,655,000	2,655,000



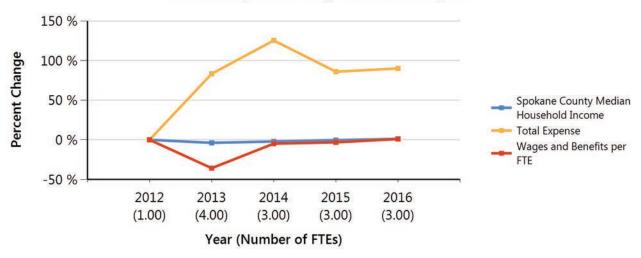


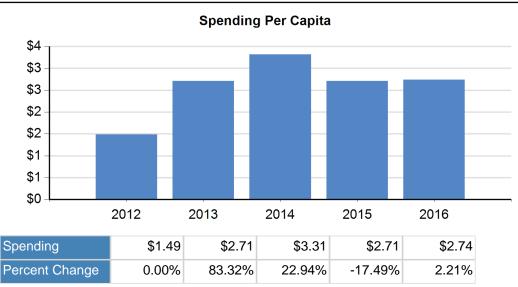
# **Economic Development**

This fund covers the Division Director and two other division-wide positions.



## Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Economic Development

**Division:** Business & Developer Services

**Priority:** Strong Economy **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.

## **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.00	4.00	3.00	3.00	3.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	80,588	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	174,522	218,804	275,868	227,602	225,764
Transfers Out	0	0	0	0	0
Wages & Benefits	137,697	353,580	347,256	352,961	367,654
TOTAL	312,219	572,384	703,712	580,563	593,418

## **Expenditure Explanation:**

## **Revenues:**

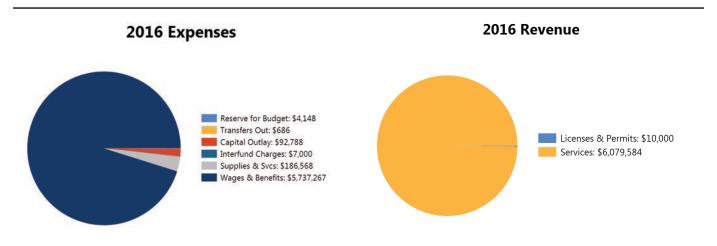
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	312,219	293,471	426,564	272,104	260,498
IG Revenue	0	278,913	277,148	308,459	332,920
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	312,219	572,384	703,712	580,563	593,418



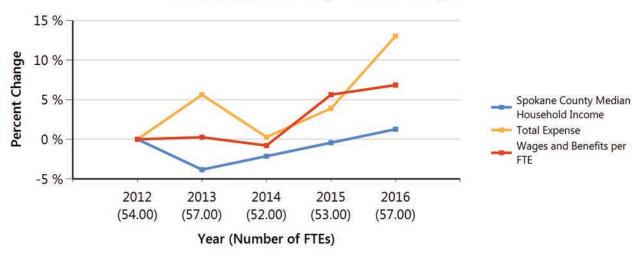


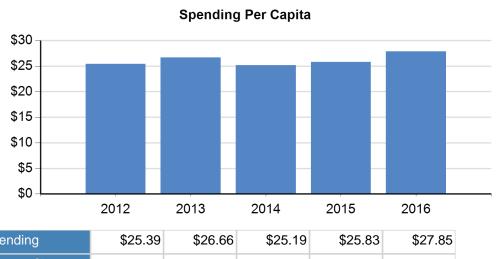
# **Engineering Services**

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.



## Cumulative percent change over the last 5 years









**Department Summary:** Engineering Services

**Division:** Business & Developer Services

**Priority:** Strong Economy **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.

## **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	54.00	57.00	52.00	53.00	57.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	17,142	58,028	87,505	55,000	92,788
Debt Services	0	0	0	0	0
Interfund Charges	23,739	6,869	3,500	22,000	7,000
Reserve for Budget	0	0	0	4,148	4,148
Supplies & Svcs	204,811	183,874	396,872	192,368	186,568
Transfers Out	686	686	686	686	686
Wages & Benefits	5,086,565	5,383,041	4,859,553	5,271,028	5,737,267
TOTAL	5,332,943	5,632,498	5,348,116	5,545,230	6,028,457

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	370	1,452	9,175	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,674,945	1,860,287	1,397,378	318,484	0
IG Revenue	222,256	0	0	0	0
Licenses & Permits	6,750	1,800	1,800	0	10,000
Operating Transfers In	0	0	0	0	0
Services	6,108,283	5,637,908	6,459,847	5,419,584	6,079,584
Taxes	0	0	0	0	0
TOTAL	8,012,604	7,501,447	7,868,200	5,738,068	6,089,584



**Program Summary:** Engineering Administration

**Division:** Business & Developer Services

**Priority:** Strong Economy **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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	6.00	5.00	5.00	5.00	5.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	17,142	58,028	87,505	55,000	92,788
Debt Services	0	0	0	0	0
Interfund Charges	23,739	6,869	3,500	22,000	7,000
Reserve for Budget	0	0	0	4,148	4,148
Supplies & Svcs	203,690	182,674	154,489	191,120	185,320
Transfers Out	686	686	686	686	686
Wages & Benefits	521,159	435,829	378,137	394,491	406,632
TOTAL	766,416	684,086	624,317	667,445	696,574

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	1,000	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	318,484	0
IG Revenue	222,256	0	0	0	0
Licenses & Permits	6,750	1,800	1,800	0	10,000
Operating Transfers In	0	0	0	0	0
Services	3,217,071	2,550,235	3,142,601	344,813	1,934,813
Taxes	0	0	0	0	0
TOTAL	3,446,077	2,553,035	3,144,401	663,297	1,944,813



**Program Summary:** Engineering Construction Management

**Division:** Business & Developer Services

**Priority:** Strong Economy **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 and 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.

LEVEL OF SERVICES requires that all projects meet requirements for quality, timeliness, and budget, and be well coordinated with all other regulatory agencies, depts., 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 Utility Division as shown in the annual reports. The Strong Economy proposal expressed the need for diversity in areas that encompass and drive a growing, healthy economy.

NETWORK, ENVIRONMENT, AND INFRASTRUCTURE THAT SUPPORT BUSINESS: Construction Management inspects all necessary infrastructure to support growth, business needs, and a strong economy. Sewer, water, bridges, streets, and stormwater infrastructure are designed and inspected to provide uninterrupted service for as long as 50 to 100 years. Capacities and water quality features are built to meet current and future needs as coordinated with Comp. Plan and Long Range Planning. Construction Management 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: Construction Management coordinates very closely with and supports private/public partnerships during the inspection of any capital infrastructure project. Examples include pre-construction meetings, public notification of street closures/obstructions, personal visits to directly affected homes and businesses prior to construction activity, continued monitoring of access and complaints, and assurance that 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 Construction Management elements focus on maximizing the use of the public ROW with the least disruption to private property and businesses while enhancing the public ROW, open space, streetscape and the environment. Quality management of all City infrastructure is our mission. Services 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: Construction Management provides professional services for a wide diversity of public projects. For example: 3rd Avenue Reconstruction, 5 Mile Road Project, Lincoln Heights Booster Station, 29th Avenue Street Bond, Martin Luther King Way, CSO 34-3, 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.

### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	30.00	30.00	33.00	33.00	37.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	711	722	725	720	720
Transfers Out	0	0	0	0	0
Wages & Benefits	2,889,005	2,966,422	3,148,525	3,420,518	3,812,694
TOTAL	2,889,716	2,967,144	3,149,250	3,421,238	3,813,414

### **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	370	452	9,175	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,044,997	969,292	795,536	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	1,844,349	1,997,400	2,344,539	3,424,771	2,994,771
Taxes	0	0	0	0	0
TOTAL	2,889,716	2,967,144	3,149,250	3,424,771	2,994,771



**Program Summary:** Engineering Design

**Division:** Business & Developer Services

**Priority:** Strong Economy **Fund Type:** General Fund

#### **Executive Summary:**

With a primary focus on Utilities Division needs, the City of Spokane provides high quality and cost effective engineering design services with emphasis on capital infrastructure (Sewer/Water/Streets/Stormwater/Bridges/Signals/Ped/Bikeways). Services include design and construction management of all capital projects for consistency and compliance with internal/external standards. Emphasis is placed 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. 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.

LEVEL OF SERVICES requires 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 service has a long proven history of providing this level of service on behalf of the citizens of Spokane and the Utilities Division as shown in the annual reports. The Strong Economy proposal expressed the need for diversity in areas that encompass and drive a growing, healthy economy.

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.

### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	18.00	22.00	14.00	15.00	15.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	410	478	241,658	528	528
Transfers Out	0	0	0	0	0
Wages & Benefits	1,676,401	1,980,790	1,332,891	1,456,019	1,517,941
TOTAL	1,676,811	1,981,268	1,574,549	1,456,547	1,518,469

## **Expenditure Explanation:**

#### **Revenues:**

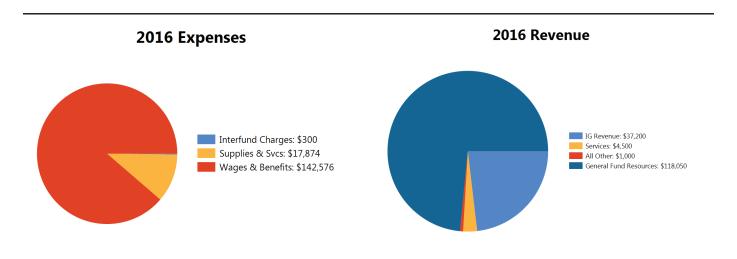
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	629,948	890,995	601,842	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	1,046,863	1,090,273	972,707	1,650,000	1,150,000
Taxes	0	0	0	0	0
TOTAL	1,676,811	1,981,268	1,574,549	1,650,000	1,150,000



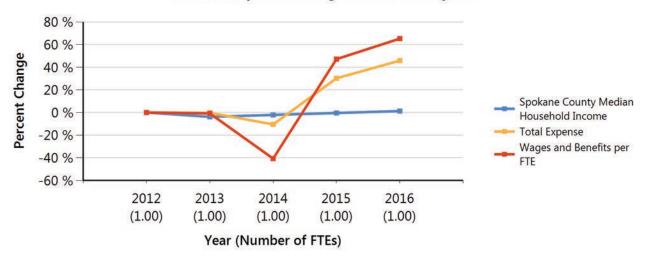


# **Historic Preservation**

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.



### Cumulative percent change over the last 5 years



### **Spending Per Capita** \$1 \$1 \$0 \$0 \$0 2012 2013 2014 2015 2016 \$0.52 \$0.52 \$0.46 \$0.67 \$0.74

 Spending
 \$0.52
 \$0.52
 \$0.46
 \$0.67
 \$0.74

 Percent Change
 0.00%
 -0.23%
 -10.30%
 45.52%
 11.98%



**Department Summary:** Historic Preservation

**Division:** Business & Developer Services

**Priority:** Strong Economy **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 Planning & Development leadership team.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.00	1.00	1.00	1.00	1.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	300
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	2,440	3,071	34,391	22,841	17,874
Transfers Out	0	0	0	0	0
Wages & Benefits	107,790	106,899	64,249	120,700	142,576
TOTAL	110,230	109,970	98,640	143,541	160,750

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	440	550	1,000	1,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	118,050
IG Revenue	0	50,000	0	5,000	37,200
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	2,575	2,250	4,500	4,500
Taxes	0	0	0	0	0
TOTAL	0	53,015	2,800	10,500	160,750



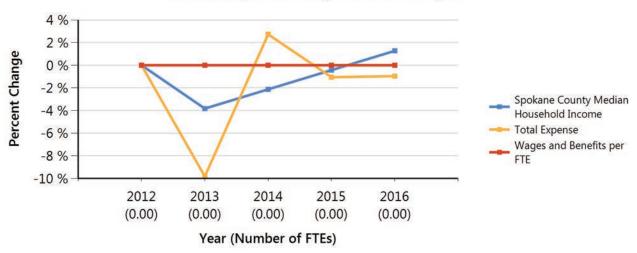


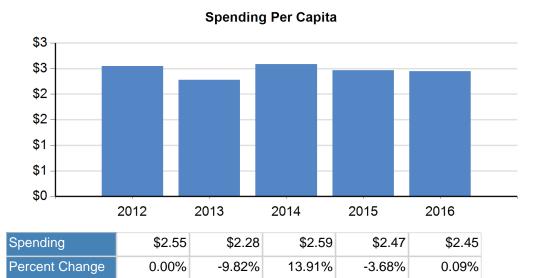
# **Intermodal Facility Operation**

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



## Cumulative percent change over the last 5 years







**Department Summary:** Intermodal Facility Operation

**Division:** Business & Developer Services

**Priority:** Strong Economy

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 Kiemle and Hagood 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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	27,254	17,254
Debt Services	0	0	0	0	0
Interfund Charges	6,822	5,743	26,307	6,394	26,890
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	526,902	476,456	516,956	494,950	481,150
Transfers Out	1,004	0	6,056	467	4,267
Wages & Benefits	0	0	0	0	0
TOTAL	534,728	482,199	549,319	529,065	529,561

# **Expenditure Explanation:**

### **Revenues:**

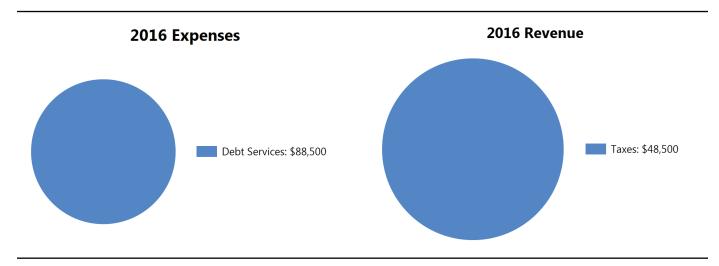
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	482,578	410,944	455,961	495,848	495,848
Fines & Forfeits	0	0	0	0	0
General Fund Resources	71,369	71,369	61,621	61,621	75,000
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	553,947	482,313	517,582	557,469	570,848



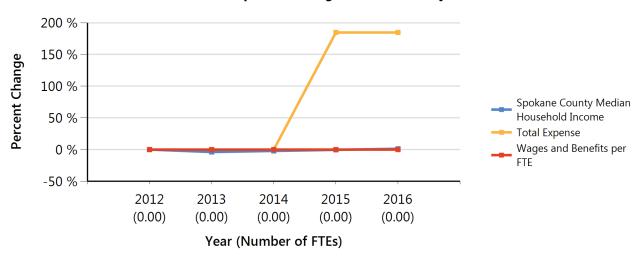


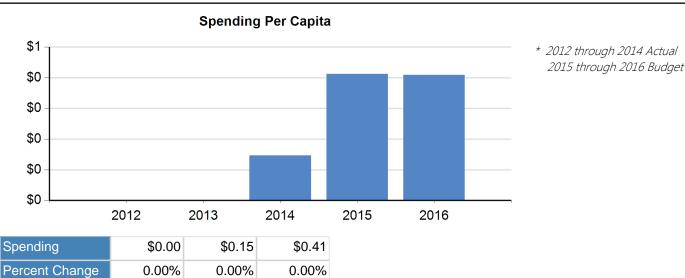
# **Kendall Yards TIF**

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



### **Cumulative percent change over the last 5 years**







**Department Summary:** Kendall Yards TIF

**Division:** Business & Developer Services

**Priority:** Growth & Learning **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

### **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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	2,146	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	28,939	88,500	88,500
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	0	0	31,085	88,500	88,500

# **Expenditure Explanation:**

### **Revenues:**

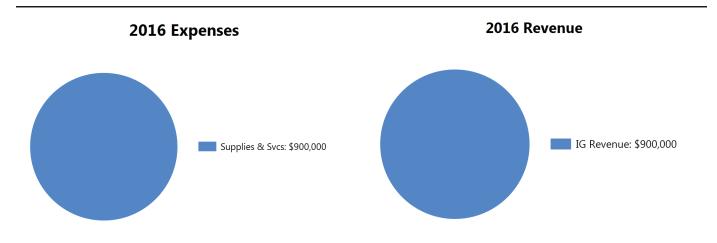
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	16,673	27,093	48,897	48,500	48,500
TOTAL	16,673	27,093	48,897	48,500	48,500



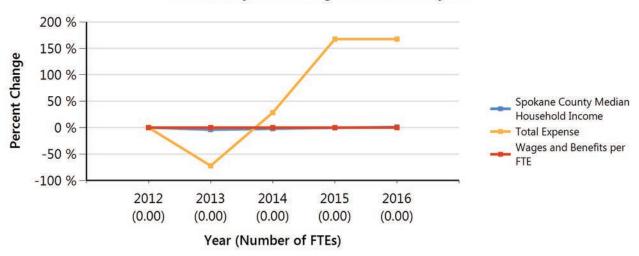


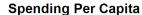
# **Miscellaneous Grants Funds**

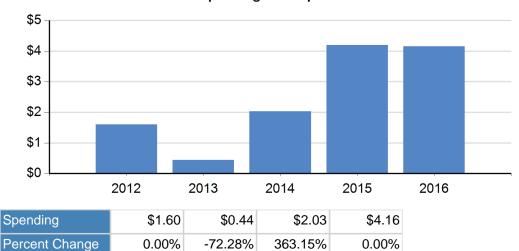
Economic Growth and Development grant funding such as EPA Brownfields funding



### Cumulative percent change over the last 5 years









**Department Summary:** Miscellaneous Grants Funds

**Division:** Business & Developer Services

**Priority:** Strong Economy

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	121,932	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	43	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	176,795	50,710	337,644	900,000	900,000
Transfers Out	0	0	0	0	0
Wages & Benefits	37,697	42,537	94,191	0	0
TOTAL	336,424	93,247	431,878	900,000	900,000

# **Expenditure Explanation:**

### **Revenues:**

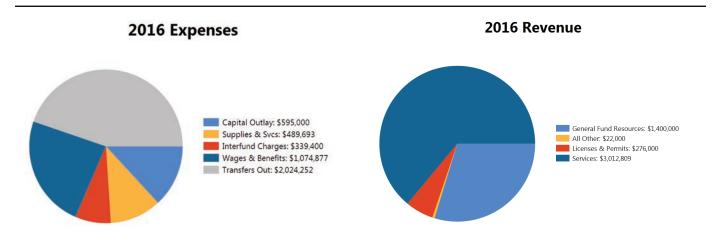
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	100,000	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	236,424	93,247	431,878	900,000	900,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	336,424	93,247	431,878	900,000	900,000



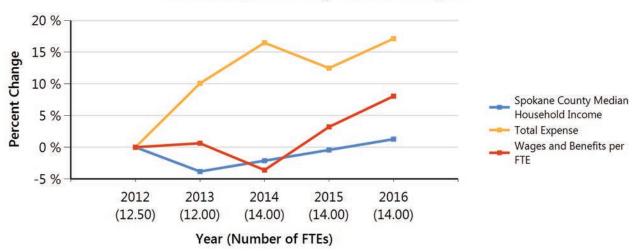


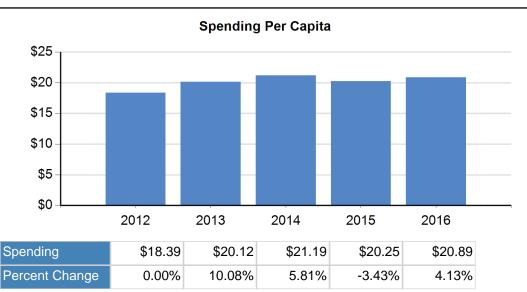
# **Parking Meter Revenue**

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 it assets.



## Cumulative percent change over the last 5 years







**Department Summary:** Parking Meter Revenue

**Division:** Business & Developer Services

**Priority:** Strong Economy

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 it 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 work 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 appilications 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 an 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	12.50	12.00	14.00	14.00	14.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	716,916	0	200,000	595,000
Debt Services	0	0	0	0	0
Interfund Charges	207,120	284,574	679,409	530,214	339,400
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	146,864	111,491	597,562	330,979	489,693
Transfers Out	2,618,570	2,279,085	2,261,504	2,257,422	2,024,252
Wages & Benefits	889,257	859,021	959,834	1,025,185	1,074,877
TOTAL	3,861,811	4,251,087	4,498,309	4,343,800	4,523,222

# **Expenditure Explanation:**

### **Revenues:**

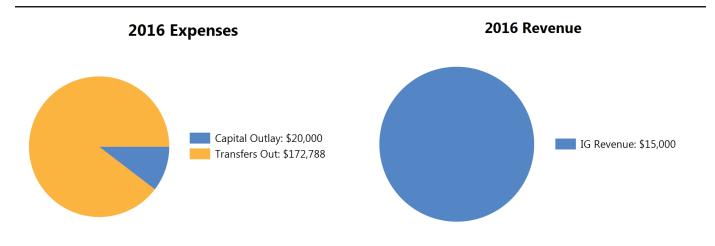
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	19,471	(1,014)	10,106	22,000	22,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	690,008	1,150,000	1,200,000	1,400,000
IG Revenue	1,964	2,803	0	0	0
Licenses & Permits	238,337	268,211	302,799	276,000	276,000
Operating Transfers In	0	0	0	0	0
Services	2,670,827	2,668,369	2,899,059	3,012,809	3,012,809
Taxes	0	0	0	0	0
TOTAL	2,930,599	3,628,377	4,361,964	4,510,809	4,710,809



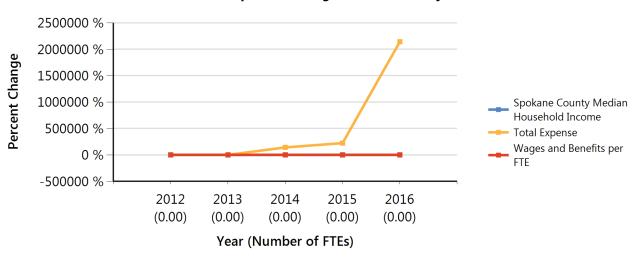


# Paths & Trails Reserve Fund

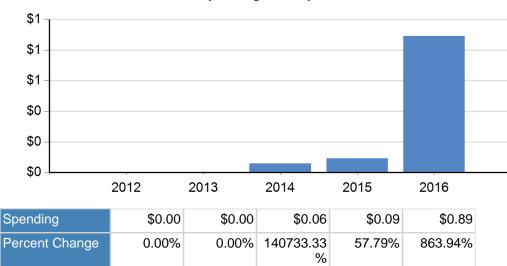
The Path and Trails Fund is the revenue stream for projects related to path and trail work.



### Cumulative percent change over the last 5 years



# **Spending Per Capita**





**Department Summary:** Paths & Trails Reserve Fund

**Division:** Business & Developer Services

**Priority:** Growth & Learning **Fund Type:** Capital Project 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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	20,000	20,000
Debt Services	0	0	0	0	0
Interfund Charges	0	(1)	2	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	10	1,673	0	0
Transfers Out	0	0	11,000	0	172,788
Wages & Benefits	0	0	0	0	0
TOTAL	0	9	12,675	20,000	192,788

# **Expenditure Explanation:**

### **Revenues:**

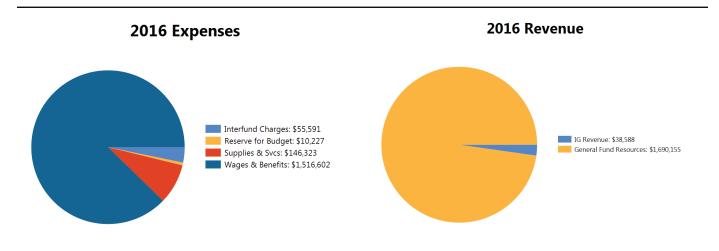
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	2,000	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	14,969	15,272	15,243	15,000	15,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	14,969	15,272	17,243	15,000	15,000



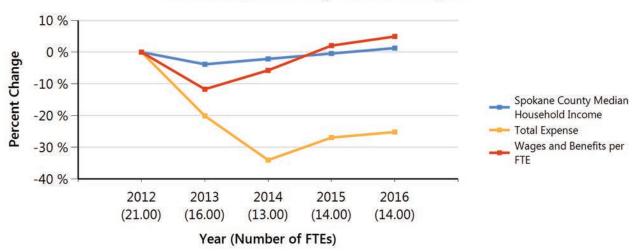


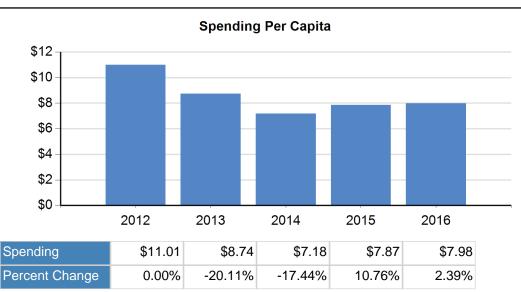
# **Planning Services**

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.



## Cumulative percent change over the last 5 years







**Department Summary: Planning Services** 

**Division:** Business & Developer Services

**Priority:** Strong Economy **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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	21.00	16.00	13.00	14.00	14.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	218,275	23,257	55,591	55,591
Reserve for Budget	0	0	0	0	10,227
Supplies & Svcs	118,879	152,985	231,156	158,415	146,323
Transfers Out	0	0	0	0	0
Wages & Benefits	2,192,567	1,475,142	1,269,895	1,474,335	1,516,602
TOTAL	2,311,446	1,846,402	1,524,308	1,688,341	1,728,743

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	19,856	1,800	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,886,229	1,842,205	1,392,937	1,649,753	1,690,155
IG Revenue	6,714	0	131,371	38,588	38,588
Licenses & Permits	3,640	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	395,007	2,397	0	0	0
Taxes	0	0	0	0	0
TOTAL	2,311,446	1,846,402	1,524,308	1,688,341	1,728,743



**Program Summary:** Planning & Development

**Division:** Business & Developer Services

**Priority:** Strong Economy **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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	19.00	13.00	10.00	11.00	11.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	3,264	2,593	27,113	27,113
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	74,314	86,200	116,628	288	288
Transfers Out	0	0	0	0	0
Wages & Benefits	1,979,340	1,180,734	976,555	1,139,884	1,179,258
TOTAL	2,053,654	1,270,198	1,095,776	1,167,285	1,206,659

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	19,856	1,800	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,628,437	1,266,001	964,405	1,128,697	1,168,071
IG Revenue	6,714	0	131,371	38,588	38,588
Licenses & Permits	3,640	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	395,007	2,397	0	0	0
Taxes	0	0	0	0	0
TOTAL	2,053,654	1,270,198	1,095,776	1,167,285	1,206,659



**Program Summary:** Planning Administration

**Division:** Business & Developer Services

**Priority:** Strong Economy **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.

## **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.00	3.00	3.00	3.00	3.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	215,011	20,664	28,478	28,478
Reserve for Budget	0	0	0	0	10,227
Supplies & Svcs	44,565	66,785	114,528	158,127	146,035
Transfers Out	0	0	0	0	0
Wages & Benefits	213,227	294,408	293,340	334,451	337,344
TOTAL	257,792	576,204	428,532	521,056	522,084

## **Expenditure Explanation:**

## **Revenues:**

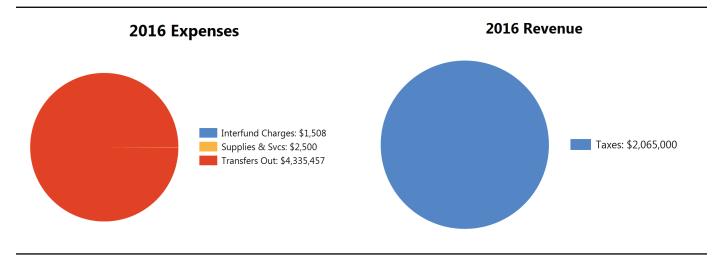
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	257,792	576,204	428,532	521,056	522,084
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	257,792	576,204	428,532	521,056	522,084



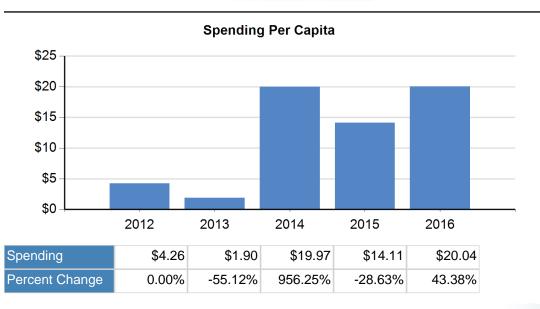


## Real Estate Excise Tax Fund

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.



#### Cumulative percent change over the last 5 years 400 % 300 % Percent Change 200 % Spokane County Median 100 % Household Income **Total Expense** 0 % Wages and Benefits per -100 % 2012 2013 2014 2015 2016 (0.00)(0.00)(0.00)(0.00)(0.00)Year (Number of FTEs)



\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Real Estate Excise Tax Fund

**Division:** Business & Developer Services

**Priority:** Mobility

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	64	56	87	4,074	1,508
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	1,956	1,422	1,441	2,500	2,500
Transfers Out	892,616	400,000	4,239,092	3,019,819	4,335,457
Wages & Benefits	0	0	0	0	0
TOTAL	894,636	401,478	4,240,620	3,026,393	4,339,465

## **Expenditure Explanation:**

### **Revenues:**

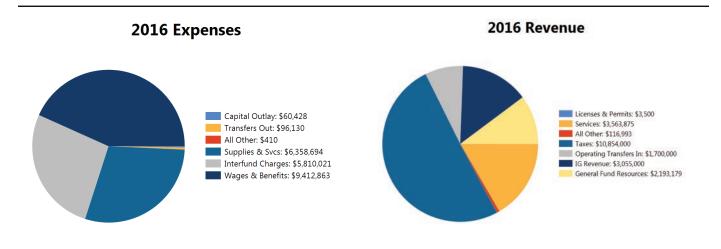
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	1,380,169	1,681,271	1,983,404	2,065,000	2,065,000
TOTAL	1,380,169	1,681,271	1,983,404	2,065,000	2,065,000



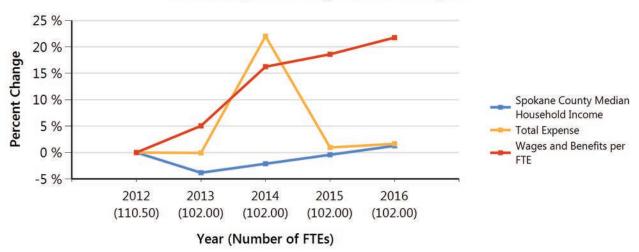


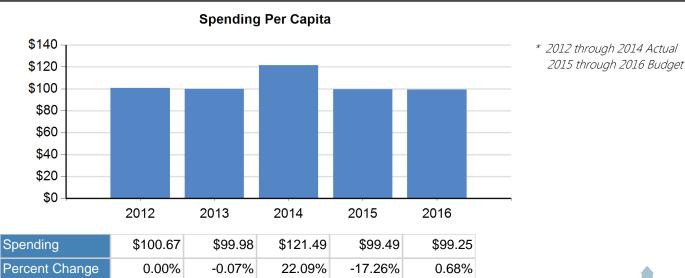
# **Street Department**

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.



## Cumulative percent change over the last 5 years







## **Department Summary:** Street Department

**Division:** Business & Developer Services

**Priority:** Mobility

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 2,100 lane miles of paved roadways, 41 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 2016, 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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	110.50	102.00	102.00	102.00	102.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	410	410
Capital Outlay	0	64,245	61,279	87,703	60,428
Debt Services	1,464,846	1,464,392	5,243,537	0	0
Interfund Charges	5,934,950	6,047,072	5,554,037	5,963,760	5,810,021
Reserve for Budget	0	0	0	(250,000)	(250,000)
Supplies & Svcs	5,473,349	5,533,280	6,020,338	6,318,609	6,358,694
Transfers Out	0	0	0	96,310	96,130
Wages & Benefits	8,267,785	8,016,860	8,914,154	9,124,564	9,412,863
TOTAL	21,140,930	21,125,849	25,793,345	21,341,356	21,488,546

## **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	175,632	170,200	248,084	121,493	116,993
Fines & Forfeits	0	0	0	0	0
General Fund Resources	12,700,000	11,923,604	10,553,179	1,793,179	2,193,179
IG Revenue	6,306,980	5,893,140	5,654,400	5,642,775	3,055,000
Licenses & Permits	(728)	6,301	2,263	3,500	3,500
Operating Transfers In	2,340,000	1,700,000	4,275,000	1,700,000	1,700,000
Services	11,491	38,484	527,305	903,465	3,563,875
Taxes	1,523,959	1,790,156	2,179,743	10,825,000	10,854,000
TOTAL	23,057,334	21,521,885	23,439,974	20,989,412	21,486,547



**Program Summary:** Bridge Maintenance

**Division:** Business & Developer Services

**Priority:** Mobility

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 22 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.

#### Legal Mandates:

The City is required to inspect and maintain its bridges in accordance with the requirements of the National Bridge Inspection Standards (NBIS). Inspection results are required to be reported to the Washington State Department of Transportation. Failure to comply with these standards can result in the federal government withholding all federal funds from Spokane.

### **Legal/Contractual Mandate:**

Bridge inspections are federally mandated.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	5.50	5.50	5.50	5.50	5.50

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	298,692	281,448	204,401	240,324	227,724
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	60,384	73,960	53,524	98,950	94,950
Transfers Out	0	0	0	0	0
Wages & Benefits	555,740	559,168	553,745	521,584	532,457
TOTAL	914,816	914,576	811,670	860,858	855,131

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	32,430	43,142	35,543	18,500	14,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	1,165	1,396	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	4,539	8,230	0	20,000	20,000
Taxes	0	0	0	0	0
TOTAL	38,134	52,768	35,543	38,500	34,000



Program Summary: Ice/Snow Removal

**Division:** Business & Developer Services

**Priority:** Mobility

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	7.50	7.50	7.50	7.50	7.50

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	971,406	841,771	836,252	873,900	797,900
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	1,069,526	795,707	997,376	1,045,418	1,045,418
Transfers Out	0	0	0	0	0
Wages & Benefits	696,005	824,006	1,041,176	646,712	663,137
TOTAL	2,736,937	2,461,484	2,874,804	2,566,030	2,506,455

## **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	1,717	(2,010)	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	3,533	581	192	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	5,250	(1,429)	192	0	0



**Program Summary:** Roadway Manitenance

**Division:** Business & Developer Services

**Priority:** Mobility

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 51 miles of gravel roads. 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.

#### Legal Mandate:

The Intermodal Surface Transportation Efficiency Act of 1991 (Public Law 102-240, 105 Stat. 1914) requires a pavement management system in place as part of the planning tools that an agency uses. Without the PMS in place, the agency is not eligible for Federal funding. State Legislation SSB 5248 – Transportation Efficiencies Bill; City Arterial Reporting (46.68 RCW).

#### **Legal/Contractual Mandate:**

A pavement management program is federally mandated in order to be eligible to receive federal funds.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	48.40	46.40	38.40	38.40	38.40

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	3,522	0	17,150	0
Debt Services	1,464,846	1,464,392	5,243,537	0	0
Interfund Charges	1,783,921	1,704,427	1,486,244	1,064,855	1,103,355
Reserve for Budget	0	0	0	(250,000)	(250,000)
Supplies & Svcs	1,117,122	1,224,285	1,509,031	1,406,136	1,399,936
Transfers Out	0	0	0	0	0
Wages & Benefits	2,702,372	2,286,875	2,341,974	3,279,097	3,391,006
TOTAL	7,068,261	6,683,501	10,580,786	5,517,238	5,644,297

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	27,717	36,674	22,413	36,968	36,968
Fines & Forfeits	0	0	0	0	0
General Fund Resources	12,700,000	11,923,604	10,553,179	1,793,179	2,193,179
IG Revenue	4,716,663	4,179,019	4,033,737	4,420,476	3,050,000
Licenses & Permits	(147)	1,139	514	1,500	1,500
Operating Transfers In	1,040,000	400,000	2,975,000	400,000	400,000
Services	0	0	0	0	1,620,476
Taxes	380,990	447,539	544,936	9,925,000	9,304,000
TOTAL	18,865,223	16,987,975	18,129,779	16,577,123	16,606,123



**Program Summary:** Signals & Lighting

**Division:** Business & Developer Services

**Priority:** Mobility

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, 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 469 traffic signal devices and associated systems authorized within the City. This includes 256 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 2,325 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. Legal Mandates: Manual of Uniform Traffic Control Devices, Spokane Municipal Code.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	10.50	10.00	10.00	10.00	10.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	54,001	50,089	50,428	50,428
Debt Services	0	0	0	0	0
Interfund Charges	264,604	302,627	113,675	126,627	114,793
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	412,971	430,311	481,358	454,964	479,064
Transfers Out	0	0	0	0	0
Wages & Benefits	893,870	895,652	892,311	923,996	967,324
TOTAL	1,571,445	1,682,591	1,537,433	1,556,015	1,611,609

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	82,974	72,791	163,660	55,000	55,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	86,962	101,420	122,904	97,299	0
Licenses & Permits	(210)	5,034	199	0	0
Operating Transfers In	0	0	0	0	0
Services	1,638	7,972	13,410	1,000	98,299
Taxes	0	0	0	0	0
TOTAL	171,364	187,217	300,173	153,299	153,299

## **Revenue Explanation:**

Revenue is generated by charges for services to other City departments, WSDOT and private contractors.



**Program Summary:** Signs & Markers

**Division:** Business & Developer Services

**Priority:** Mobility

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 of this section also assist in traffic design review for construction projects.

### **Programs and Services:**

This section is responsible for maintaining more than 88,000 traffic signs. 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 88,000 sign plates is 11.5 years. This section is responsible for the maintenance of more than 3.2 million lineal feet of striping, 1387 crosswalks and 1096 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 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 and disappears from 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. Legal Mandates: The Manual on Uniform Traffic Control Devices (MUTCD) is approved by the Federal Highway Administrator as the National Standard for the installation of signing, striping, and markings. The MUTCD, with any modifications, is adopted by the Washington State Secretary of Transportation and it is incorporated in to Washington Administrative Code (WAC) 468-95. AASHTO.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	13.00	11.00	11.00	11.00	11.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	6,722	11,190	10,000	10,000
Debt Services	0	0	0	0	0
Interfund Charges	248,940	272,901	122,302	140,819	139,837
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	242,093	305,221	298,517	321,540	321,540
Transfers Out	0	0	0	0	0
Wages & Benefits	988,809	883,477	908,377	955,012	981,400
TOTAL	1,479,842	1,468,321	1,340,386	1,427,371	1,452,777

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	19,142	19,478	25,268	11,000	11,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	87,040	126,014	242,565	95,000	5,000
Licenses & Permits	(371)	128	1,550	2,000	2,000
Operating Transfers In	0	0	0	0	0
Services	1,124	(562)	0	0	100,000
Taxes	0	0	0	0	0
TOTAL	106,935	145,058	269,383	108,000	118,000

## **Revenue Explanation:**

Revenue is generated from charges to other City departments and agencies. A small amount of revenue is from judgments and settlements for damaged street signs.



**Program Summary:** Street Administration

**Division:** Business & Developer Services

**Priority:** Mobility

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 the department. It provides the Human Resource support, coordinates training, equipment purchases and replacement and manages the budget.

### **Programs and Services:**

Street Department adminstration 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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	10.00	8.00	8.00	8.00	8.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	410	410
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	781,634	870,725	1,304,351	1,728,385	1,633,788
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	163,355	163,908	171,598	296,326	261,326
Transfers Out	0	0	0	96,310	96,130
Wages & Benefits	927,896	896,477	906,837	851,682	870,356
TOTAL	1,872,885	1,931,110	2,382,786	2,973,113	2,862,010

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	37,658	32,236	30,000	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	1,300,000	1,337,658	1,332,236	1,330,000	1,300,000



**Program Summary:** Street Cleaning

**Division:** Business & Developer Services

**Priority:** Mobility

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 preformed 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, helps to prevent flooding by keeping storm drain inlets clean and free of debris.

#### Legal Mandates:

STREET CLEANING is mandated by the United States Environmental Protection Agency, Washington State Department of Ecology, and Spokane Regional Clean Air Agency.

### **Legal/Contractual Mandate:**

Air quality is federally mandated in the Spokane Region which directly impacts the City's ability to receive federal funds.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	10.60	10.60	10.60	10.60	10.60

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	1,521,451	1,690,615	1,483,283	1,760,026	1,780,026
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	90,828	112,571	198,203	110,366	182,366
Transfers Out	0	0	0	0	0
Wages & Benefits	1,074,972	1,308,116	1,264,577	842,947	865,891
TOTAL	2,687,251	3,111,302	2,946,063	2,713,339	2,828,283

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	11,652	125	1,200	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	1,402,007	1,434,509	1,214,076	1,000,000	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	1,100,000
Taxes	0	0	0	0	0
TOTAL	1,413,659	1,434,634	1,215,276	1,000,000	1,100,000



**Program Summary:** Street Lighting

**Division:** Business & Developer Services

**Priority:** Mobility

Fund Type: Special Revenue Fund

### **Executive Summary:**

This program pays to operate (Street Light electricity), install and maintain Avista-owned Street Lights located within the City.

### **Programs and Services:**

This program pays to operate (Street Light electricity), install and maintain more than 10,725 Avista-owned Street Lights located in the City. 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 2,355 roadway lights. The maintenance cost for the City-owned lights is located in the Bid for "Signals & Lighting".

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	133	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	2,312,355	2,409,344	2,284,216	2,522,457	2,522,457
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	2,312,355	2,409,344	2,284,349	2,522,457	2,522,457

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	606	0	5,030	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	1,142,969	1,342,617	1,634,807	900,000	1,550,000
TOTAL	1,143,575	1,342,617	1,639,837	900,000	1,550,000

## **Revenue Explanation:**

Revenue comes from Real Estate Excise Tax.



Program Summary: Traffic Design/Investigation

**Division:** Business & Developer Services

**Priority:** Mobility

Fund Type: Special Revenue Fund

#### **Executive Summary:**

Traffic Engineering functions were 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:**

Consolidation of Traffic Engineering into the Street Department 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	5.00	3.00	11.00	11.00	11.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	10,125	0
Debt Services	0	0	0	0	0
Interfund Charges	64,302	82,558	3,396	28,824	12,598
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	4,715	17,973	26,515	62,452	51,637
Transfers Out	0	0	0	0	0
Wages & Benefits	428,121	363,089	1,005,157	1,103,534	1,141,292
TOTAL	497,138	463,620	1,035,068	1,204,935	1,205,527

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	25	25
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	9,004	12,543	3,660	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	4,190	22,844	513,895	882,465	625,100
Taxes	0	0	0	0	0
TOTAL	13,194	35,387	517,555	882,490	625,125

## **Revenue Explanation:**

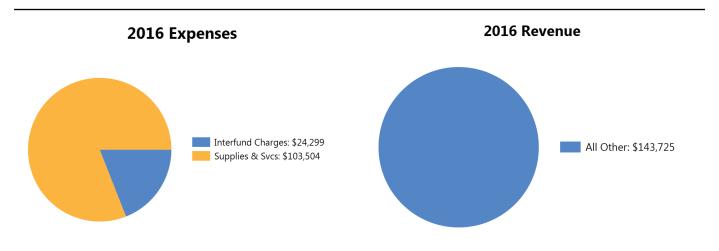
Revenue is generated by charges to other departments or agencies for services performed by the Traffic Engineering staff.



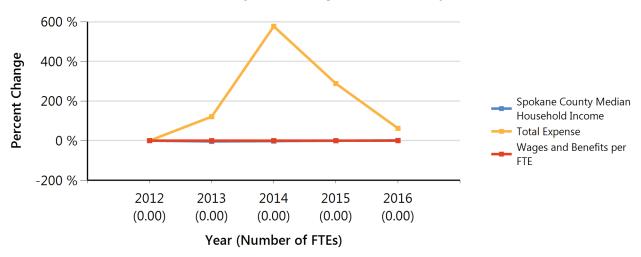


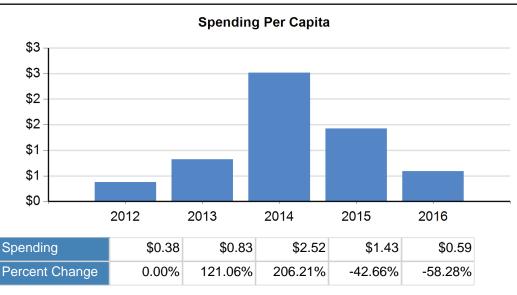
# **Under Freeway Parking Fund**

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.



### **Cumulative percent change over the last 5 years**





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Under Freeway Parking Fund

**Division:** Business & Developer Services

**Priority:** Strong Economy

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	58	72	134	60	0
Capital Outlay	0	62,910	0	100,000	0
Debt Services	0	0	0	0	0
Interfund Charges	1,239	3,664	24,847	23,348	24,299
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	77,655	104,074	138,589	183,000	103,504
Transfers Out	0	0	360,000	0	0
Wages & Benefits	0	3,819	10,892	0	0
TOTAL	78,952	174,539	534,462	306,408	127,803

## **Expenditure Explanation:**

## **Revenues:**

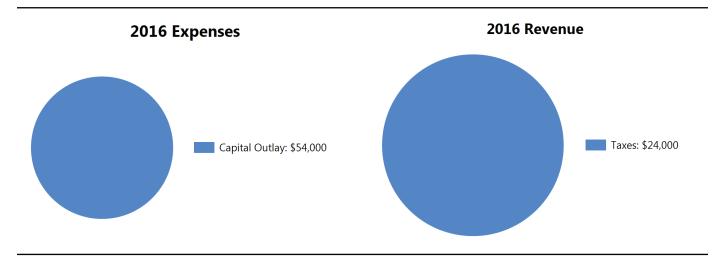
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	139,569	149,723	153,260	141,821	143,725
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	139,569	149,723	153,260	141,821	143,725



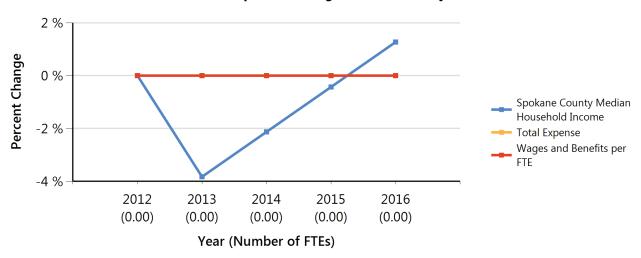


# **University District LRF**

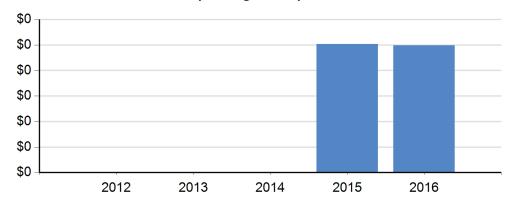
The U District LRF fund handles all the accounting transactions for the University District Revitalization Area.



#### **Cumulative percent change over the last 5 years**



#### **Spending Per Capita**



\* 2012 through 2014 Actual 2015 through 2016 Budget

Spending	\$0.00	\$0.25
Percent Change	0.00%	0.00%



**Department Summary:** University District LRF

**Division:** Business & Developer Services

**Priority:** Strong Economy**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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	54,000	54,000
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	0	0	0	54,000	54,000

# **Expenditure Explanation:**

## **Revenues:**

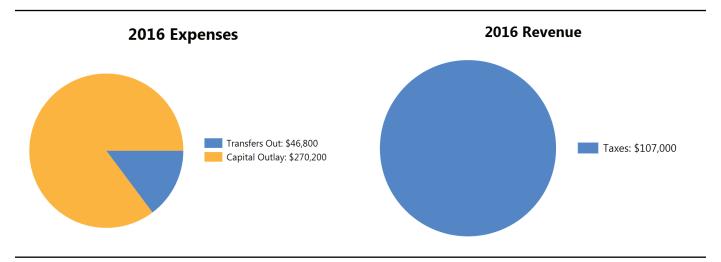
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	4,600	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	9,141	20,964	25,801	24,000	24,000
TOTAL	9,141	20,964	30,401	24,000	24,000



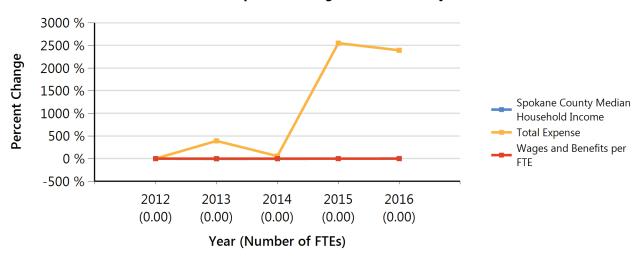


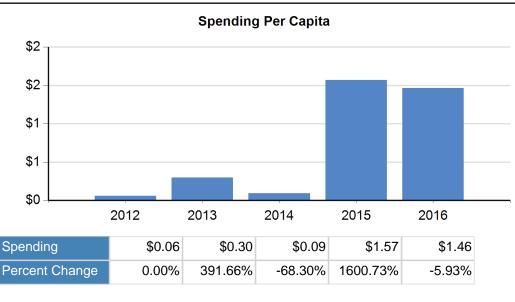
# West Quadrant TIF

The West Quadrant TIF handles all the accounting transactions for the West Quadrant's Neighborhood Sub-area of the West Quadrant Tax Increment Area.



#### **Cumulative percent change over the last 5 years**





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** West Quadrant TIF

**Division:** Business & Developer Services

Priority: Strong Economy
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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	3,700	60,656	19,678	337,000	270,200
Debt Services	0	0	0	0	0
Interfund Charges	9,015	1,763	6	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	96	131	0	0
Transfers Out	0	0	0	0	46,800
Wages & Benefits	0	0	0	0	0
TOTAL	12,715	62,515	19,815	337,000	317,000

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	61,685	52,827	88,148	107,000	107,000
TOTAL	61,685	52,827	88,148	107,000	107,000





# Community & Neighborhood Services

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Services

# **Community & Neighborhood Services**

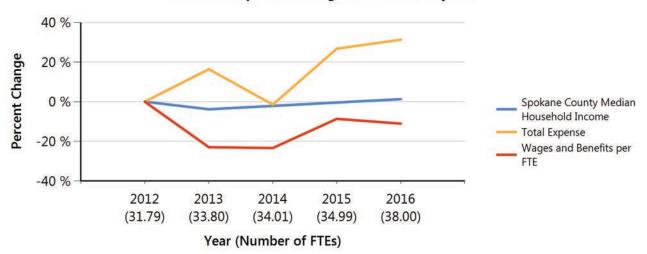


## 2016 Revenue

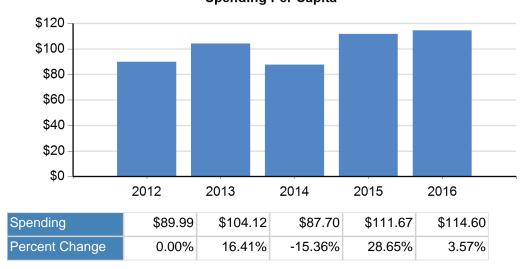




#### Cumulative percent change over the last 5 years



## **Spending Per Capita**



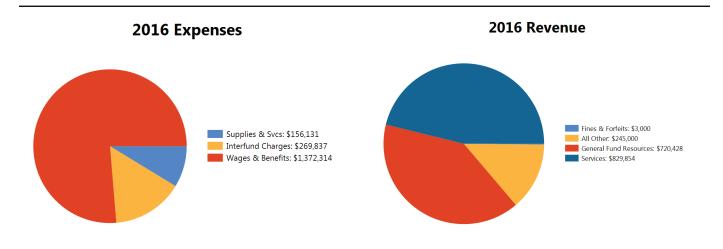
\* 2012 through 2014 Actual 2015 through 2016 Budget



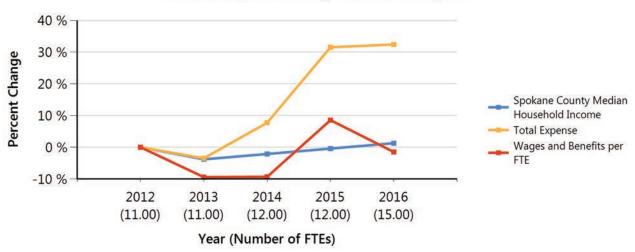


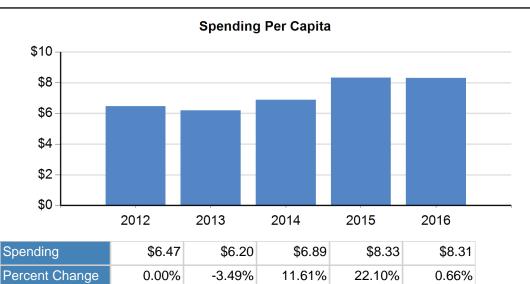
# **Code Enforcement**

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.



## Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Code Enforcement

**Division:** Community & Neighborhood Services

**Priority:** Safety

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.

## **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	11.00	11.00	12.00	12.00	15.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	226,038	244,765	260,425	270,359	269,837
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	85,233	117,868	167,319	295,691	156,131
Transfers Out	0	0	0	0	0
Wages & Benefits	1,046,814	948,019	1,035,204	1,220,286	1,372,314
TOTAL	1,358,085	1,310,652	1,462,948	1,786,336	1,798,282

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	108,564	205,199	286,368	109,930	245,000
Fines & Forfeits	0	0	0	0	3,000
General Fund Resources	247,224	270,315	578,397	476,257	720,428
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	1,009,623	827,810	598,183	1,193,349	829,854
Taxes	0	0	0	0	0
TOTAL	1,365,411	1,303,324	1,462,948	1,779,536	1,798,282



Program Summary: Admin/Overhead

**Division:** Community & Neighborhood Services

**Priority:** Safety

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.

## **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	3.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	166,280	174,482	201,692	200,338	208,206
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	30,077	(4,158)	25,155	9,443	17,093
Transfers Out	0	0	0	0	0
Wages & Benefits	128,976	135,365	183,783	231,722	344,332
TOTAL	325,333	305,689	410,630	441,503	569,631

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	108,564	205,199	286,368	109,930	245,000
Fines & Forfeits	0	0	0	0	3,000
General Fund Resources	247,224	270,315	578,397	304,553	464,398
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	394,977	316,552	226,995	206,504	370,912
Taxes	0	0	0	0	0
TOTAL	750,765	792,066	1,091,760	620,987	1,083,310



**Program Summary:** Code Enforcement

**Division:** Community & Neighborhood Services

**Priority:** Safety

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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	6.00	6.00	7.50	8.00	8.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	19,642	24,385	30,929	41,000	31,000
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	36,878	110,531	137,432	271,874	128,564
Transfers Out	0	0	0	0	0
Wages & Benefits	522,632	478,958	591,721	687,158	720,252
TOTAL	579,152	613,874	760,082	1,000,032	879,816

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	171,704	256,030
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	11,769	(6,415)	(47,748)	366,726	110,107
Taxes	0	0	0	0	0
TOTAL	11,769	(6,415)	(47,748)	538,430	366,137



**Program Summary:** Litter Control

**Division:** Community & Neighborhood Services

**Priority:** Safety

Fund Type: Special Revenue Fund

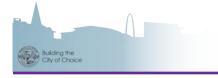
#### **Executive Summary:**

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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	5.00	5.00	4.50	4.00	4.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	40,116	45,898	27,804	29,021	30,631
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	18,278	11,495	4,732	14,374	10,474
Transfers Out	0	0	0	0	0
Wages & Benefits	395,206	333,696	259,700	301,406	307,730
TOTAL	453,600	391,089	292,236	344,801	348,835

# **Expenditure Explanation:**

## **Revenues:**

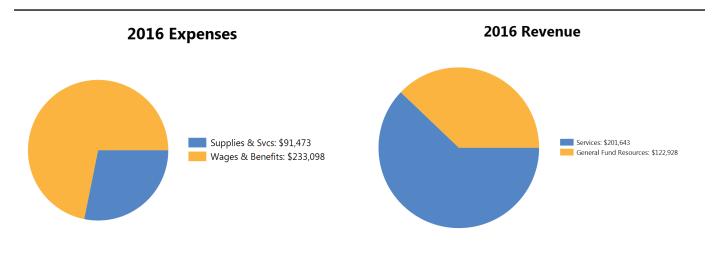
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	602,877	517,673	418,936	620,119	348,835
Taxes	0	0	0	0	0
TOTAL	602,877	517,673	418,936	620,119	348,835



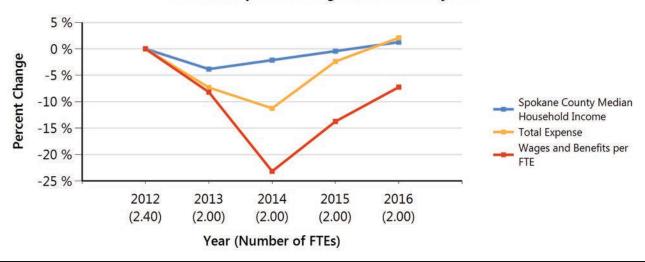


# **Community & Negihborhood Services Division**

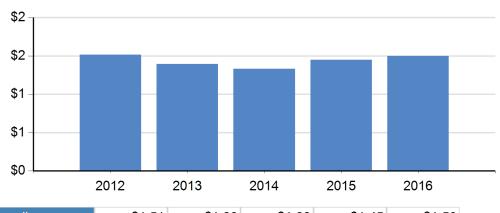
The division of Community and Neighborhood Services incorporates the City's citizen and community-oriented departments (ONS/Code, Human Services & Community Development, Community Centers and My Spokane). Our focus is empowering citizens to engage in government, providing support for Spokane's very-low-to-moderate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



#### Cumulative percent change over the last 5 years



#### **Spending Per Capita**



Spending	\$1.51	\$1.39	\$1.33	\$1.45	\$1.50
Percent Change	0.00%	-7.31%	-4.24%	9.98%	4.58%

\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Community & Negihborhood Services Division

**Division:** Community & Neighborhood Services

**Priority:** Leadership **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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.40	2.00	2.00	2.00	2.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	43,297	16	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	10,442	16,092	82,158	91,473	91,473
Transfers Out	0	0	0	0	0
Wages & Benefits	307,504	235,294	199,999	218,877	233,098
TOTAL	317,946	294,683	282,173	310,350	324,571

# **Expenditure Explanation:**

## **Revenues:**

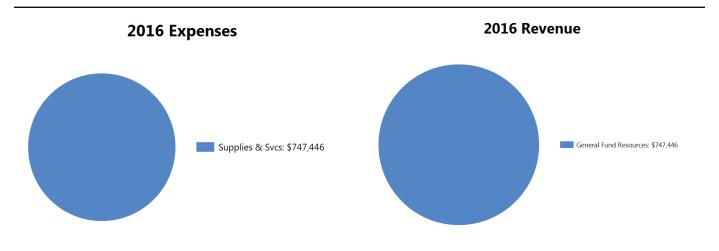
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	2,438	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	315,508	294,683	282,173	307,850	122,928
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	2,500	201,643
Taxes	0	0	0	0	0
TOTAL	317,946	294,683	282,173	310,350	324,571



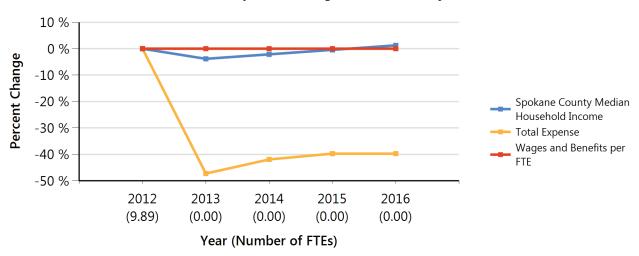


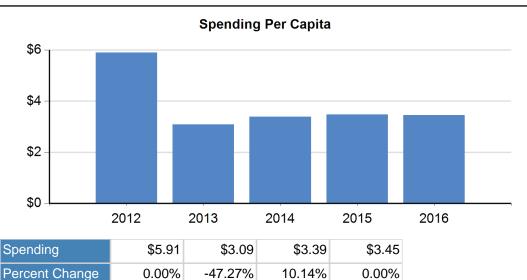
# **Community Centers**

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.



## Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



## **Department Summary:** Community Centers

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability

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 colocation 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	9.89	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	31,763	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	14,334	15,735	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	718,812	639,462	672,613	747,446	747,446
Transfers Out	0	0	0	0	0
Wages & Benefits	521,254	0	0	0	0
TOTAL	1,240,066	653,796	720,111	747,446	747,446

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	112,946	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	737,933	653,796	720,111	747,446	747,446
IG Revenue	212,702	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	128,037	0	0	0	0
Services	48,448	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	1,240,066	653,796	720,111	747,446	747,446



## **Program Summary:** Community Centers Support

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability

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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	116,054
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	0	0	0	0	116,054

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	116,054
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	116,054



Program Summary: East Central Community Center

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability

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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	9.89	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	23,860	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	14,334	15,735	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	460,538	387,213	357,653	474,446	344,446
Transfers Out	0	0	0	0	0
Wages & Benefits	521,254	0	0	0	0
TOTAL	981,792	401,547	397,248	474,446	344,446

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	112,946	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	479,659	401,547	397,248	474,446	344,446
IG Revenue	212,702	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	128,037	0	0	0	0
Services	48,448	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	981,792	401,547	397,248	474,446	344,446



**Program Summary:** North East Community Center

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability

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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	7,903	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	127,327	126,415	138,100	141,000	137,905
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	127,327	126,415	146,003	141,000	137,905

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	127,327	126,415	146,003	141,000	137,905
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	127,327	126,415	146,003	141,000	137,905



Program Summary: Peaceful Valley Communiyt Center

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability

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:**

In 2015, the Peaceful Valley Community Center opened a new facility and doubled their capacity to serve youth in our community. This center provides an array of services primarily focused on youth, education and recreation.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	30,554	10,000	80,008	31,000	37,101
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	30,554	10,000	80,008	31,000	37,101

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	30,554	10,000	80,008	31,000	37,101
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	30,554	10,000	80,008	31,000	37,101



**Program Summary:** West Central Community center

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	100,393	115,834	96,852	101,000	111,940
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	100,393	115,834	96,852	101,000	111,940

## **Expenditure Explanation:**

### **Revenues:**

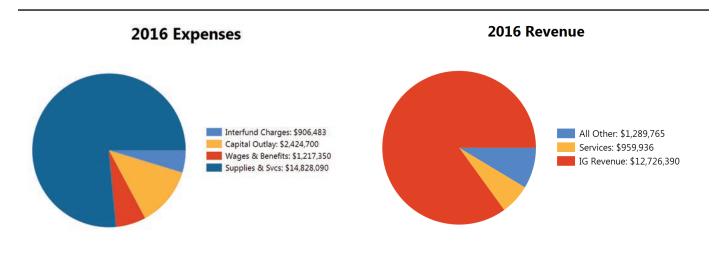
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	100,393	115,834	96,852	101,000	111,940
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	100,393	115,834	96,852	101,000	111,940



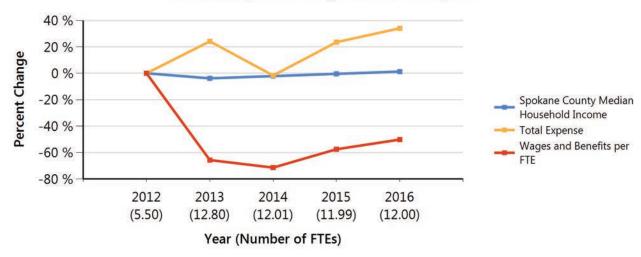


# **Community Development & Human Services**

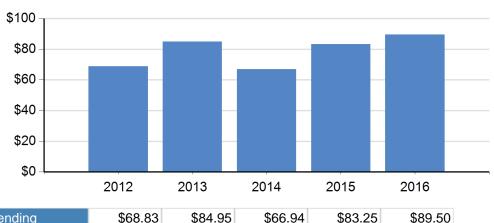
This bid covers various state and federal grants that enhance low-to-moderate income neighborhoods, foster economic development, create and sustain affordable housing, provide public services, fair housing education and awareness, and mitigate lead hazards in low-to-moderate income households. Community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



### Cumulative percent change over the last 5 years



#### **Spending Per Capita**



 Spending
 \$68.83
 \$84.95
 \$66.94
 \$83.25
 \$89.50

 Percent Change
 0.00%
 24.17%
 -20.81%
 25.65%
 8.50%

\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Community Development & Human Services

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability **Fund Type:** Special Revenue Fund

#### **Executive Summary:**

This bid covers various state and federal grants that enhance low-to-moderate income neighborhoods, foster economic development, create and sustain affordable housing, provide public services, fair housing education and awareness, 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 program administers the City's Community Development Block Grant, HOME, Emergency Solutions Grant, as well as state and federal LEAD Hazard Control grants. 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. In 2015, the Board is working closely with a committee of the Community Assembly to determine the method and decision making process to allocate CDBG funds to low income areas throughout the City.

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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	5.50	12.80	12.01	11.99	12.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	868,042	554,921	187,148	2,933,913	2,424,700
Debt Services	0	0	0	0	0
Interfund Charges	728,812	740,381	1,076,179	1,269,212	906,483
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	10,695,597	14,269,122	11,323,777	12,521,371	14,828,090
Transfers Out	749,445	1,257,983	628,492	0	0
Wages & Benefits	1,412,321	1,126,672	996,649	1,133,512	1,217,350
TOTAL	14,454,217	17,949,079	14,212,245	17,858,008	19,376,623

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	449,880	2,030,708	1,774,316	1,187,005	1,289,765
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	4,432,150	12,920,103	9,130,767	12,644,464	12,726,390
Licenses & Permits	0	0	0	0	0
Operating Transfers In	(53,500)	371,671	61,679	0	0
Services	1,577,457	929,242	787,663	959,936	959,936
Taxes	0	0	0	0	0
TOTAL	6,405,987	16,251,724	11,754,425	14,791,405	14,976,091



**Program Summary:** CD/HS Operations

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability **Fund Type:** Special Revenue Fund

### **Executive Summary:**

Administration/Overhead expenses for the Community Housing and Human Services Department as well as interfund overhead expenses for services such as Accounting.

**Programs and Services:** 

**Legal/Contractual Mandate:** 



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	2.58	0.00	0.13

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	346,703	(323,933)	11,450	(290)
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	(346,963)	9,408	(11,450)	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	260	214,145	0	13,461
TOTAL	0	0	(100,380)	0	13,171

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	475,000	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	475,000	0	0	0



Program Summary: CDBG Revolving Loan Fund

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability **Fund Type:** Special Revenue Fund

#### **Executive Summary:**

This Fund is made up of revenues/program income related to the Community Development Block Grant. This primarily comes from principal and interest payments received from loans made under the Single Family Rehab Program.

### **Programs and Services:**

This Fund supports the Single Family Rehabilitation Program administration, program delivery (rehabilitation) and loan servicing.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.03	0.00	1.05	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	25,894	72,609	103,436	95,049
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	1,561,265	2,560,701	684,138	904,951
Transfers Out	0	360,206	0	0	0
Wages & Benefits	0	2,283	0	99,139	0
TOTAL	0	1,949,648	2,633,310	886,713	1,000,000

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	1,381,121	1,038,745	900,000	1,000,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	75,720	1,004,557	750,000	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	94,009	58,529	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	1,550,850	2,101,831	1,650,000	1,000,000



**Program Summary:** Community Development Block Grants

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability **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. 20% of the annual CDBG allocation supports local improvements identified by Neighborhood Councils.

Program goals for 2016 include: 1) preserving and expanding quality, safety, 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.01	5.17	4.45	6.21	4.69

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	827,098	545,073	187,148	140,000	0
Debt Services	0	0	0	0	0
Interfund Charges	539,226	299,708	969,153	999,142	444,498
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	1,155,495	844,549	852,625	1,725,097	2,077,991
Transfers Out	749,445	422,777	628,492	0	0
Wages & Benefits	772,298	454,920	369,221	586,713	475,471
TOTAL	4,043,562	2,567,027	3,006,639	3,450,952	2,997,960

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	(7,134)	36,917	60	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	(3,270,288)	2,392,275	2,848,208	3,630,689	2,997,960
Licenses & Permits	0	0	0	0	0
Operating Transfers In	(53,500)	277,662	3,150	0	0
Services	(5,256)	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	(3,336,178)	2,706,854	2,851,418	3,630,689	2,997,960



**Program Summary:** Home Program

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability **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 supported the delivery of the City of Spokane Multi-family Housing Program, which 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 Organization (CHDO) project sponsors. Funds support the acquisition, construction and rehabilitation of low-income rental housing. They typically serve as "gap financing" leveraging other sources of financing. Funding priorities for 2016 include permanent supportive housing programs for the chronically homeless.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.30	1.61	1.10	1.64	1.84

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	50,268	11,783	146,720	30,078	152,795
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	1,491,399	1,971,165	1,033,874	866,760	549,954
Transfers Out	0	0	0	0	0
Wages & Benefits	76,548	141,690	91,073	154,898	186,212
TOTAL	1,618,215	2,124,638	1,271,667	1,051,736	888,961

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	101,835	207,374	379,255	142,000	142,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	1,235,524	1,547,713	629,293	959,734	888,961
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	1,337,359	1,755,087	1,008,548	1,101,734	1,030,961



**Program Summary:** Hope Acquisition Fund

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability **Fund Type:** Special Revenue Fund

### **Executive Summary:**

Miscellaneous Revenue Fund made up of revenues received from prior grant program affordable housing loans

### **Programs and Services:**

Matching funds for HOME grants and other affordable housing activities as determined by the City.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	40,944	9,848	0	241,750	241,700
Debt Services	0	0	0	0	0
Interfund Charges	0	0	208	0	273
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	51,577	16,543	7,285	14,650	14,550
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	92,521	26,391	7,493	256,400	256,523

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	27,050	3,239	9,518	26,400	26,400
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	27,050	3,239	9,518	26,400	26,400



**Program Summary:** Housing Assistance Program

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability **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:**

A housing rehabilitation program was administered under a grant program that has closed out.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.03	0.17	0.02	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	265,000	265,000
Debt Services	0	0	0	0	0
Interfund Charges	3,961	977	504	2,500	2,285
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	663,519	1,230,397	26	2,500	100
Transfers Out	0	0	0	0	0
Wages & Benefits	8,008	15,217	1,745	0	0
TOTAL	675,488	1,246,591	2,275	270,000	267,385

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	1,168	31,508	4,339	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	675,488	1,247,168	2,058	5,000	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	676,656	1,278,676	6,397	5,000	0



**Program Summary:** Housing Trust Grant Fund

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability **Fund Type:** Special Revenue Fund

### **Executive Summary:**

This program is supported with program income received from closed out housing grant programs.

**Programs and Services:** 

**Legal/Contractual Mandate:** 



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	198,000	198,000
Debt Services	0	0	0	0	0
Interfund Charges	0	0	102	0	134
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	0	0	102	198,000	198,134

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	5,277	2,511	5,736	3,000	3,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	5,277	2,511	5,736	3,000	3,000



**Program Summary:** Human Services

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability

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:**

This bid represents three (3) City investments in programs focused on improving the quality of life for low-income, vulnerable citizens; the City's human services grant program, the Warming Center program and support to Aging and Long Term Care of Eastern Washington.

The human services grants program typically funds approximately 35 programs to provide services to low income citizens through a competitive request for proposal process each fall. Grants range anywhere from \$5,000 to \$85,000. The funding priorities for this grant program are determined by City Council with input by the Community, Housing and Human Services Board. A sub-committee of the Community, Housing and Human Services Board is responsible for reviewing the grant requests and for making recommendations to the Board prior to forwarding to City Council for approval.

The Warming Center program provides a safe place for homeless individuals during times of extreme cold weather in the event that emergency shelters are full. Typically, the City certifies Warming Centers for single men, single women, couples and families with children and independent youth. The Centers are activated when the weather is forecasted to be 32 degrees or below and shelter beds were full the previous night. The program had over 100 activations during the 2014-15 winter (November 1 through the end of February).

As part of a consortium of local governments, the City has an Interlocal Agreement with Aging and Long Term Care of Eastern Washington. Per the Interlocal, the City agrees to provide an annual allocation of funds to the agency. The amount is formula based and takes into consideration factors such as the number of residents age 65 and older. Aging and Long Term Care of Eastern Washington uses these funds to support critical services to low income, elderly or disabled individuals.

#### **Legal/Contractual Mandate:**

The City is contractually mandated to provide annual support to Aging and Long Term Care of Eastern Washington. It is a quasigovernmental organization created and partially funded by the City of Spokane and Spokane County.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.02	2.01	1.20	1.35	1.75

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	90,042	26,948	86,364	112,606	105,919
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	1,009,141	1,091,617	1,124,947	1,181,319	1,137,810
Transfers Out	0	0	0	0	0
Wages & Benefits	262,758	176,890	100,078	127,618	177,814
TOTAL	1,361,941	1,295,455	1,311,389	1,421,543	1,421,543

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	329	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	26,130	21,684	22,401	21,000	21,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	26,130	21,684	22,730	21,000	21,000



**Program Summary:** Human Services Grant Funds

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability **Fund Type:** Special Revenue Fund

#### **Executive Summary:**

The Community, Housing and Human Services department acts as the lead agency for a number of city and regional 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 strategies to achieve those goals are incorporated within the following list of types of projects that will be funded:

- 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

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.02	3.41	2.61	1.35	3.59

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	3,000	0
Debt Services	0	0	0	0	0
Interfund Charges	32,258	21,363	116,563	0	93,721
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	5,473,228	6,888,849	5,029,695	7,507,118	9,341,734
Transfers Out	0	0	0	0	0
Wages & Benefits	262,323	300,382	216,450	127,866	364,392
TOTAL	5,767,809	7,210,594	5,362,708	7,637,984	9,799,847

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	18,101	(11)	7,648	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	5,180,146	6,498,697	4,341,110	6,678,041	8,818,469
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	1,582,713	929,242	787,663	959,936	959,936
Taxes	0	0	0	0	0
TOTAL	6,780,960	7,427,928	5,136,421	7,637,977	9,778,405



**Program Summary:** Misc Community Development Grants

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability **Fund Type:** Special Revenue Fund

### **Executive Summary:**

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

### **Programs and Services:**

Loan servicing of loans made under prior grant programs is the primary activity.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.12	0.40	0.05	0.39	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	13,057	7,005	7,889	0	12,099
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	768,071	948,924	702,891	526,834	1,000
Transfers Out	0	0	0	0	0
Wages & Benefits	30,386	35,030	3,937	37,278	0
TOTAL	811,514	990,959	714,717	564,112	13,099

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	15,117	13,615	16,143	0	2,760
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	585,150	661,846	283,140	600,000	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	600,267	675,461	299,283	600,000	2,760



**Program Summary:** Rental Rehabilitation Fund

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability **Fund Type:** Special Revenue Fund

#### **Executive Summary:**

Miscellaneous revenue from closed affordable housing federal grant programs used to support affordable housing, economic and community development.

### **Programs and Services:**

Affordable housing programs and/or any activities eligible under CDBG such as economic/community development, human services, etc. Programs 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	1,216,163	850,000
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	10,000	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	83,167	62,776	2,325	3,000	800,000
Transfers Out	0	475,000	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	83,167	537,776	2,325	1,229,163	1,650,000

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	273,917	354,345	298,808	94,200	94,200
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	273,917	354,345	298,808	94,200	94,200



**Program Summary: UDAG Fund** 

**Division:** Community & Neighborhood Services

**Priority:** Reduced Vulnerability **Fund Type:** Special Revenue Fund

#### **Executive Summary:**

Miscellaneous revenue from closed out Urban Development Action Grant Program from the U.S. Department of Housing and Urban Development that supports eligible activities under CDBG.

### **Programs and Services:**

Affordable housing programs and/or any activities eligible under CDBG such as economic/community development, human services, etc. Programs 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	870,000	870,000
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	21,405	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	0	0	0	891,405	870,000

## **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	14,549	89	13,735	21,405	21,405
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	14,549	89	13,735	21,405	21,405



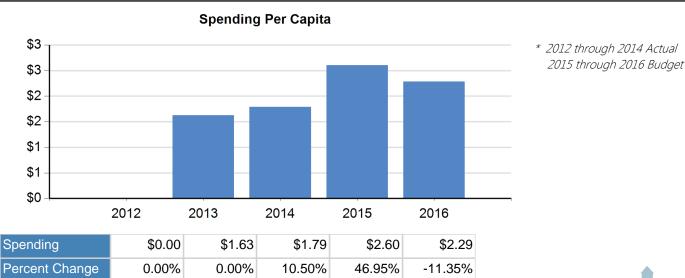


# My Spokane

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.



#### Cumulative percent change over the last 5 years 80 % 60 % Percent Change 40 % Spokane County Median 20 % Household Income **Total Expense** 0 % Wages and Benefits per -20 % 2012 2013 2014 2015 2016 (0.00)(5.00)(5.00)(6.00)(6.00)Year (Number of FTEs)





**Department Summary:** My Spokane

**Division:** Community & Neighborhood Services

**Priority:** Leadership **Fund Type:** General 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. 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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	5.00	5.00	6.00	6.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	99	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	211	2,159	11,450	11,570
Transfers Out	0	0	0	0	0
Wages & Benefits	0	343,494	377,771	546,876	483,333
TOTAL	0	343,804	379,930	558,326	494,903

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	93,668	187,175	25,326	24,903
IG Revenue	0	250,136	192,755	533,000	470,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	343,804	379,930	558,326	494,903



**Program Summary:** My Spokane - Customer Service

**Division:** Community & Neighborhood Services

Priority: LeadershipFund Type: General Fund

#### **Executive Summary:**

My Spokane staff engage with our community with knowledgeable, friendly, and quality service to answer questions or fulfill request on the first contact.

#### **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. Customers connect in person by visiting the My Spokane service desk on the first floor of City Hall. There citizens can pay a utility bill or non-contested parking ticket, inquire about parks classes, or register their animal with SCRAPS. Customers that prefer to connect by phone are greeted by a friendly voice who will assist them in registering for a parks class, connecting with an individual in another department, or in filing a code enforcement complaint such as an abandoned auto or graffiti complaint. Citizens can also submit their questions or service requests online to My Spokane, and staff will assist in finding the right answer and respond, or forward to the correct department such as Solid Waste or Utility Billing.

Staff are responsible for helping the customer resolve their call or visit 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	5.00	5.00	5.00	5.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	99	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	211	2,159	11,450	11,570
Transfers Out	0	0	0	0	0
Wages & Benefits	0	343,494	344,514	349,491	357,405
TOTAL	0	343,804	346,673	360,941	368,975

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	93,668	170,791	16,372	(101,025)
IG Revenue	0	250,136	175,882	344,569	470,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	343,804	346,673	360,941	368,975



**Program Summary:** My Spokane Administration

**Division:** Community & Neighborhood Services

**Priority:** Leadership **Fund Type:** General Fund

#### **Executive Summary:**

Leadership for My Spokane customer service program, providing direction and managing growth.

#### **Programs and Services:**

Providing overall management to the My Spokane department, this program will be responsible for setting and achieving performance measures, as well as interfacing with both external and internal customers to ensure we our meeting their needs. My Spokane administration will also be responsible for ensuring we provide excellent, cost-effective customer service while analyzing data to improve our service delivery.

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.

#### **Legal/Contractual Mandate:**



#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	1.00	1.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	33,257	197,385	125,928
TOTAL	0	0	33,257	197,385	125,928

### **Expenditure Explanation:**

#### **Revenues:**

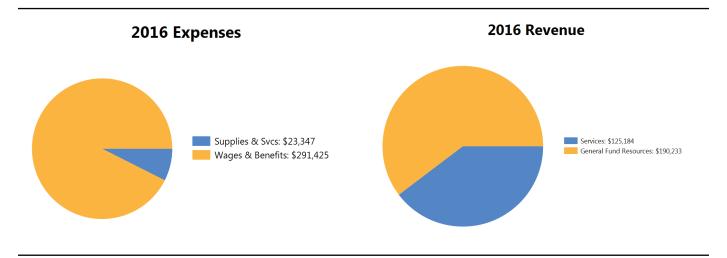
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	16,384	8,954	125,928
IG Revenue	0	0	16,873	188,431	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	33,257	197,385	125,928

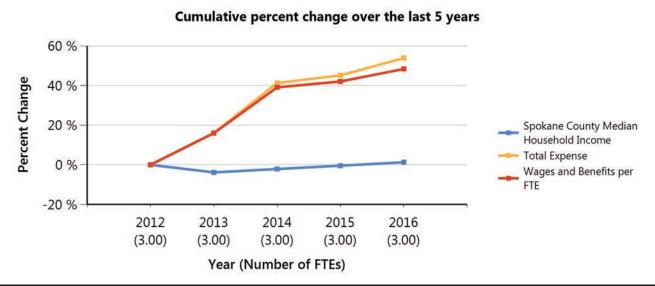


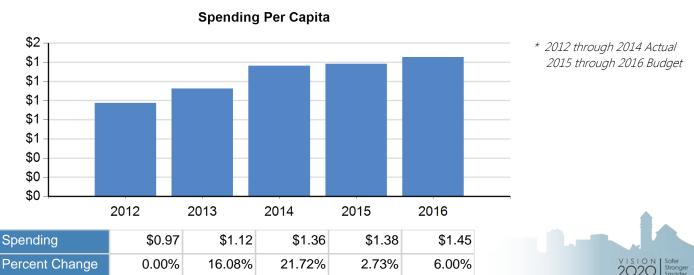


## **Neighborhood Services**

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. Additionally, ONS oversees direct neighborhood improvement efforts including the neighborhood council clean-up program, traffic calming program, and code enforcement.







**Department Summary:** Neighborhood Services

**Division:** Community & Neighborhood Services

**Priority:** Leadership **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. Additionally, ONS oversees direct neighborhood improvement efforts including the neighborhood council clean-up program, traffic calming program, and code enforcement.

#### **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.

#### **Legal/Contractual Mandate:**

The Office of Neighborhood Services is a charter-defined department to serve as the liaison between the legislative and executive branches of the City, the neighborhood councils and the community assembly in the following manner:

Implement programs and procedures that enhance neighborhood residents' knowledge of and involvement with government operations.

Implement programs and procedures that enhance both the City's elected officials' and employees' understanding of the needs and perspectives of neighborhood residents.

Implement programs and procedures that facilitate communication between the City and neighborhood residents. It is the responsibility of the department to timely respond to inquiries and disseminates pertinent information to the neighborhood councils, the community assembly and the general public.



#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	18,096	21,186	22,775	22,735	23,347
Transfers Out	0	0	0	0	0
Wages & Benefits	186,459	216,262	266,254	274,195	291,425
TOTAL	204,555	237,448	289,029	296,930	314,772

### **Expenditure Explanation:**

#### **Revenues:**

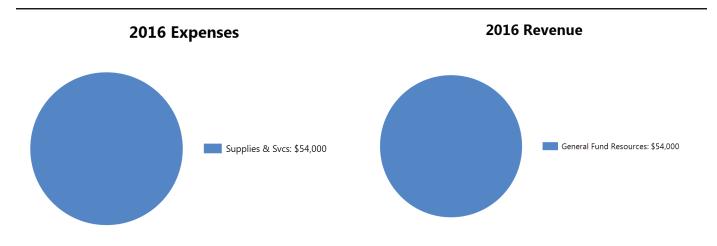
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	204,555	237,448	289,029	280,930	190,233
IG Revenue	0	0	0	15,000	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	125,184
Taxes	0	0	0	0	0
TOTAL	204,555	237,448	289,029	295,930	315,417



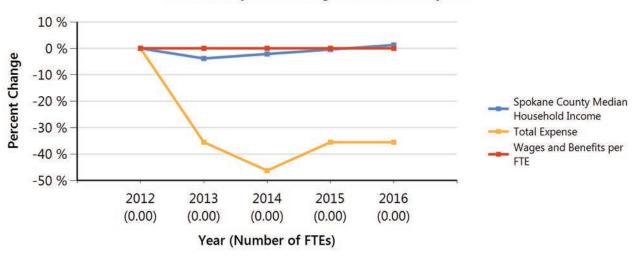


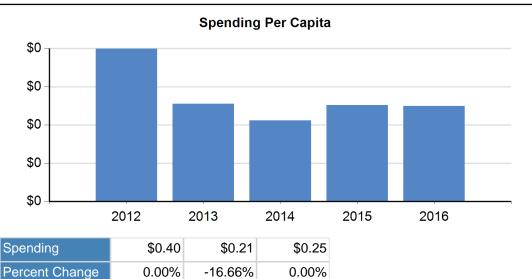
## Office of the Youth

This summary represents the City's contribution to the Chase Youth Commission.



### Cumulative percent change over the last 5 years







**Department Summary:** Office of the Youth

**Division:** Community & Neighborhood Services

**Priority:** Leadership**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.

#### **Legal/Contractual Mandate:**



### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	53,809	54,000	44,999	54,000	54,000
Transfers Out	0	0	0	0	0
Wages & Benefits	29,957	0	0	0	0
TOTAL	83,766	54,000	44,999	54,000	54,000

### **Expenditure Explanation:**

### **Revenues:**

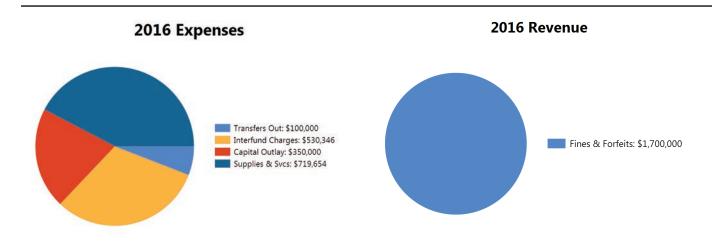
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	54,000
IG Revenue	160	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	160	0	0	0	54,000



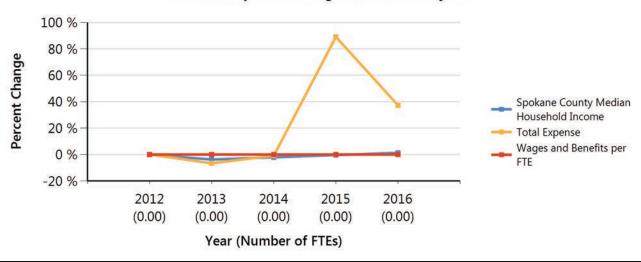


# **Traffic Calming Measures**

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.



#### Cumulative percent change over the last 5 years



2015

2016

 Spending
 \$5.90
 \$5.47
 \$5.78
 \$10.92
 \$7.85

 Percent Change
 0.00%
 -6.67%
 6.18%
 90.81%
 -27.43%

2014

2013

2012

**Spending Per Capita** 

\$12

\$10 \$8 \$6 \$4 \$2 \$0



**Department Summary:** Traffic Calming Measures

**Division:** Community & Neighborhood Services

**Priority:** Leadership

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.

#### **Legal/Contractual Mandate:**



#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	325,757	221,553	119,993	918,837	350,000
Debt Services	0	0	0	0	0
Interfund Charges	221,302	200,715	435,703	438,000	530,346
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	691,857	733,961	622,002	885,810	719,654
Transfers Out	0	0	50,000	100,000	100,000
Wages & Benefits	0	0	0	0	0
TOTAL	1,238,916	1,156,229	1,227,698	2,342,647	1,700,000

## **Expenditure Explanation:**

#### **Revenues:**

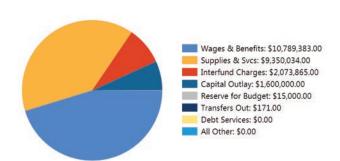
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	1,490,436	1,746,183	1,783,088	1,700,000	1,700,000
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	1,490,436	1,746,183	1,783,088	1,700,000	1,700,000

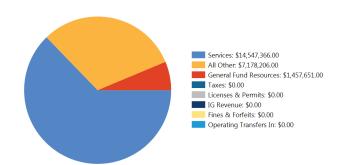




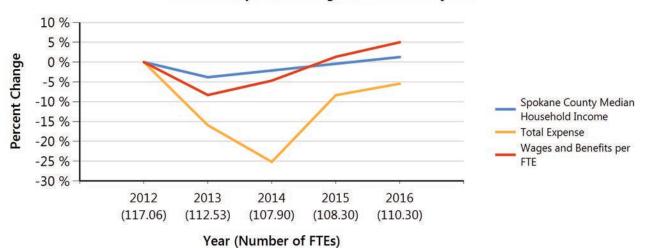
### 2016 Expense

#### 2016 Revenue

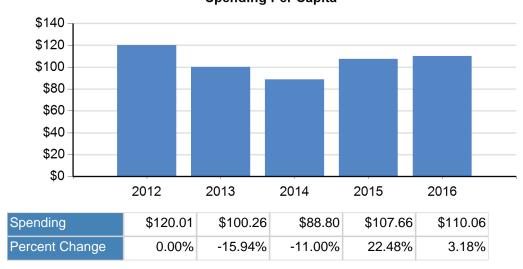




#### Cumulative percent change over the last 5 years



#### **Spending Per Capita**





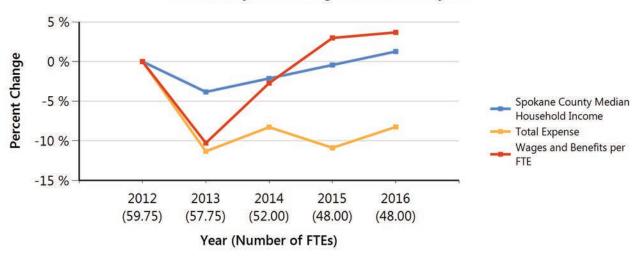


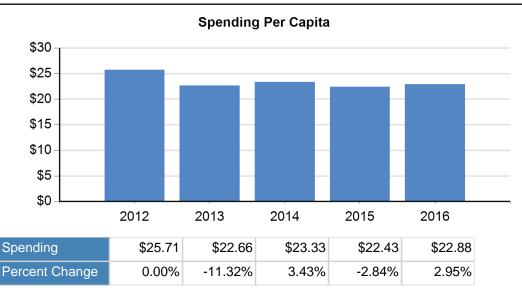
## **Accounting Services**

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



#### Cumulative percent change over the last 5 years







**Department Summary:** Accounting Services

**Division:** Finance

**Priority:** Leadership

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. Our 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. Our Departmental Accounting group facilitates accounting transactions and act as trusted financial advisors to City departments, providing expertise to assist in meeting their goals.

#### **Legal/Contractual Mandate:**



#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	59.75	57.75	52.00	48.00	48.00

#### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	2,000	0
Interfund Charges	278,586	345,066	488,300	427,110	546,244
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	52,494	46,300	179,974	230,607	226,710
Transfers Out	1,663	2,604	28,679	0	0
Wages & Benefits	5,067,281	4,394,276	4,255,889	4,152,335	4,181,476
TOTAL	5,400,024	4,788,246	4,952,842	4,812,052	4,954,430

#### **Expenditure Explanation:**

In 2012 and 2013, the Treasury function was recorded in the General Fund. These amounts have not been restated to reflect those costs prior to 2014.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	22,996	22,851	100,090	30,500	39,058
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	4,958,840	4,743,018	5,192,786	5,538,708	4,942,241
Taxes	0	0	0	0	0
TOTAL	4,981,836	4,765,869	5,292,876	5,569,208	4,981,299

#### **Revenue Explanation:**

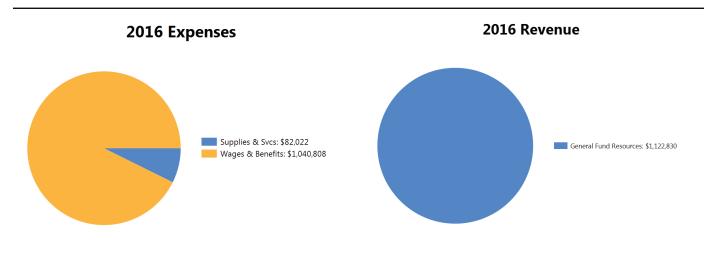
The additional revenue received in 2014 helped reduce the deficit fund balance from \$400k in 2012 and 2013, to \$92k



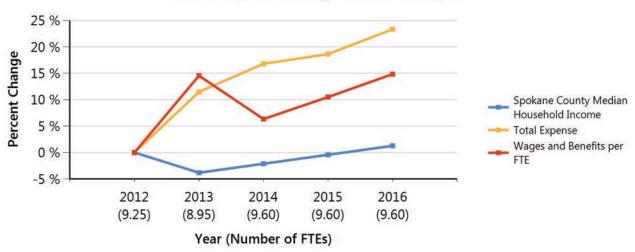


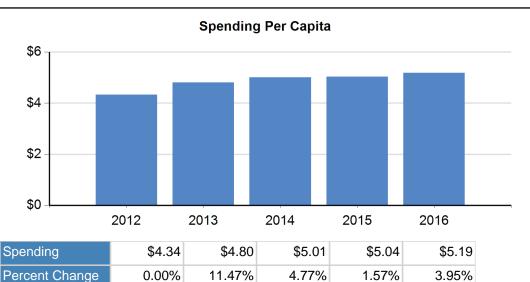
## **Finance Department**

Finance guides the strategic direction and execution of the City's financial activities. Its functions include Management and Budget, Business Analytics, Internal Audit, and the Chief Financial Officer. As a Division Director, the CFO oversees all aspects of Accounting and Finance, Purchasing, Treasury, Investments and debt management.



### Cumulative percent change over the last 5 years







**Department Summary: Finance Department** 

**Division:** Finance

**Priority:** Leadership

Fund Type: General Fund

#### **Executive Summary:**

Finance guides the strategic direction and execution of the City's financial activities. Its functions include Management and Budget, Business Analytics, Internal Audit, and the Chief Financial Officer. As a Division Director, the CFO oversees all aspects of Accounting and Finance, Purchasing, Treasury, Investments 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.
- The City's IT / MIS activities (see Summaries for MIS)
- Planning, organizing, and directing the operations and activities of the Finance, Budget, Taxes and Licenses, Accounting, Purchasing, Treasurer, Payroll, Risk 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 (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 all financial matters to government and community stakeholders. This includes City Council, unions, management and all citizens and citizen groups.

#### **Legal/Contractual Mandate:**



### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	9.25	8.95	9.60	9.60	9.60

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	32,829	42,277	105,756	82,540	82,022
Transfers Out	0	0	0	0	0
Wages & Benefits	877,612	972,602	957,599	997,555	1,040,808
TOTAL	910,441	1,014,879	1,063,355	1,080,095	1,122,830

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	912,441	994,879	1,063,355	1,080,095	1,122,830
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	912,441	994,879	1,063,355	1,080,095	1,122,830



**Program Summary:** Business Analytics

**Division:** Finance

**Priority:** Leadership

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.

#### **Legal/Contractual Mandate:**



#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	2.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	2,800
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	221,921
TOTAL	0	0	0	0	224,721

### **Expenditure Explanation:**

The Business Analytics Office was new in 2014 and was included in the Finance-CFO program which created an increase in both costs and FTE.

In 2016 a new program has been created for the Business Analytics Office.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	224,721
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	224,721



**Program Summary:** Finance - CFO

**Division:** Finance **Priority:** Leadership **Fund Type:** General Fund

#### **Executive Summary:**

The CFO performs oversight and management over Finance, Accounting, Budget, Risk Management, Business Analytics, Internal Audit and Purchasing. Emphasis is on clearly communicating and implementing effective financial policies throughout the organization.

#### **Programs and Services:**

Activities of the CFO will include:

- 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 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 (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 all financial matters to government and community stakeholders. This includes City Council, unions, management and all citizens and citizen groups.

#### **Legal/Contractual Mandate:**



#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.25	1.95	4.60	4.00	2.00

#### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	2,477	8,916	47,269	10,025	7,080
Transfers Out	0	0	0	0	0
Wages & Benefits	290,628	384,840	530,617	477,141	279,809
TOTAL	293,105	393,756	577,886	487,166	286,889

### **Expenditure Explanation:**

The Business Analytics Office, which was new in 2014, has been moved to a new program in the 2016 Budget which created a decrease in both costs and FTE in this program.

In 2015, the portion of the Internal Auditor/Budget Analyst position that was in this program was moved to the Taxes and Licenses program.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	293,105	393,756	577,886	487,166	286,889
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	293,105	393,756	577,886	487,166	286,889



**Program Summary:** Management & Budget

**Division:** Finance

**Priority:** Leadership

Fund Type: General Fund

#### **Executive Summary:**

The Budget Office organizes, compiles and maintains the citywide budget and provides financial analysis to the Mayor, City Council, and all City departments. The Budget Director is also a member of City's Labor Negotiations team and serves as the Risk Manager.

#### **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. The Budget Director serves as a member of the City's labor negotiations team and serves as the Risk Manager.

#### **Legal/Contractual Mandate:**



#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.00	1.00	1.00	1.00	1.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	938	697	821	5,504	5,374
Transfers Out	0	0	0	0	0
Wages & Benefits	146,989	153,658	137,977	154,427	158,690
TOTAL	147,927	154,355	138,798	159,931	164,064

### **Expenditure Explanation:**

2014 wages & benefits were lower due to a position vacancy for a portion of the year

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	149,927	154,355	138,798	159,931	164,064
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	149,927	154,355	138,798	159,931	164,064



**Program Summary:** Taxes & Licenses

**Division:** Finance

**Priority:** Leadership

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 inquires 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.

#### **Legal/Contractual Mandate:**



#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	6.00	6.00	4.00	4.60	4.60

#### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	29,414	32,663	57,666	67,011	66,768
Transfers Out	0	0	0	0	0
Wages & Benefits	439,995	434,104	289,005	365,987	380,388
TOTAL	469,409	466,767	346,671	432,998	447,156

#### **Expenditure Explanation:**

Effective November 2012, business registration processing was transitioned to the State Business Licensing Service. As a result of this transition and the realignment of staff responsibilities to the appropriate departments 2 positions were eliminated in 2014. Effective January 2015, the Internal Auditor/Budget Analyst will transfer 0.60 FTE from Finance to Tax & License.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	469,409	446,767	346,671	432,998	447,156
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	469,409	446,767	346,671	432,998	447,156



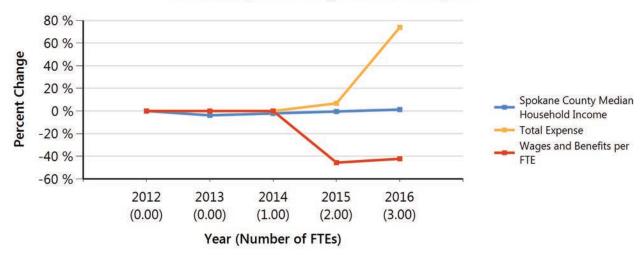


## **Grants Management**

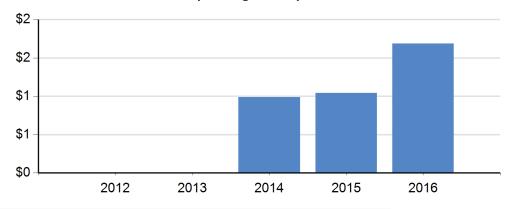
The purpose of the Grants Management And Financial Assistance Department is to establish, implement, and maintain meaningful oversight and coordination of grant and financial assistance awards throughout the entire award life cycle; thereby limiting the city's exposure to grant related liability and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



### Cumulative percent change over the last 5 years



#### **Spending Per Capita**



Spending	\$0.00	\$0.99	\$1.04	\$1.69
Percent Change	0.00%	0.00%	6.76%	62.91%



**Department Summary:** Grants Management

**Division:** Finance

**Priority:** Leadership

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.

#### **Legal/Contractual Mandate:**



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### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	1.00	2.00	3.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	22,318	20,000	48,610
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	187,424	203,937	316,211
TOTAL	0	0	209,742	223,937	364,821

## **Expenditure Explanation:**

In 2014 Grants Management was staffed with one full time position and one project staff. In 2015, the project staff was converted to full time. In 2016 it is anticipated that the Apprenticeship Compliance position will also be housed in Grants Management.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	209,742	223,937	334,821
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	30,000
Taxes	0	0	0	0	0
TOTAL	0	0	209,742	223,937	364,821

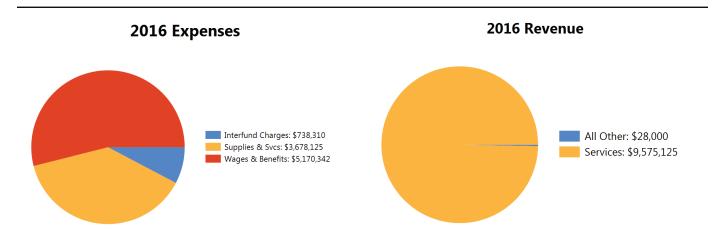




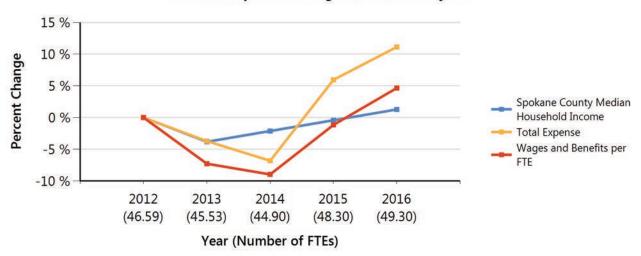
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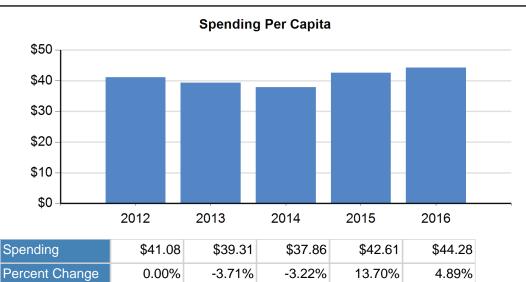
## IT

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.



### Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary: IT** 

**Division:** Finance

**Priority:** Leadership

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	46.59	45.53	44.90	48.30	49.30

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	814,378	711,322	608,185	850,415	738,310
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	2,855,838	2,936,020	3,215,681	3,502,013	3,678,125
Transfers Out	257,242	400,781	86,444	0	0
Wages & Benefits	4,698,974	4,257,446	4,127,637	4,787,052	5,170,342
TOTAL	8,626,432	8,305,569	8,037,947	9,139,480	9,586,777

## **Expenditure Explanation:**

## Revenues:

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	28,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	8,854,184	8,472,563	7,848,067	9,017,147	9,575,125
Taxes	0	0	0	0	0
TOTAL	8,854,184	8,472,563	7,848,067	9,017,147	9,603,125



**Program Summary:** Applications

**Division:** Finance

**Priority:** Leadership

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	18.90	19.10	19.00	20.43	20.43

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	141,104	131,888	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	665,763	835,099	1,175,482	1,015,624	1,060,874
Transfers Out	198,638	160,863	5,048	0	0
Wages & Benefits	1,790,534	1,698,126	1,598,746	1,958,456	2,016,352
TOTAL	2,796,039	2,825,976	2,779,276	2,974,080	3,077,226

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	2,796,039	2,825,976	2,779,276	2,974,080	3,077,226
Taxes	0	0	0	0	0
TOTAL	2,796,039	2,825,976	2,779,276	2,974,080	3,077,226



**Program Summary: DBA** 

**Division:** Finance

**Priority:** Leadership

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 Citywide applications.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.00	1.00	1.00	0.57	0.57

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	6,424	6,179	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	53,186	40,561	35,041	100,959	100,919
Transfers Out	0	0	1,254	0	0
Wages & Benefits	101,664	103,854	109,743	62,439	63,700
TOTAL	161,274	150,594	146,038	163,398	164,619

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	161,274	150,594	146,038	163,398	164,619
Taxes	0	0	0	0	0
TOTAL	161,274	150,594	146,038	163,398	164,619



**Program Summary:** Desktop

**Division:** Finance

**Priority:** Leadership

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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	7.18	7.18	7.10	7.50	7.50

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	78,278	68,100	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	384,008	358,410	384,673	488,200	506,271
Transfers Out	1,165	0	13,171	0	0
Wages & Benefits	652,915	656,676	652,447	685,887	691,114
TOTAL	1,116,366	1,083,186	1,050,291	1,174,087	1,197,385

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	1,116,366	1,083,186	1,050,291	1,174,087	1,197,385
Taxes	0	0	0	0	0
TOTAL	1,116,366	1,083,186	1,050,291	1,174,087	1,197,385



**Program Summary:** Geographical Information Systems

**Division:** Finance

**Priority:** Leadership

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:

### **Legal/Contractual Mandate:**



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## **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.90	2.90	3.00	4.00	4.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	149,221	24,651	0	192,166	172,166
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	102,600	136,887	179,708	267,620	267,620
Transfers Out	1,777	1,064	946	0	0
Wages & Benefits	294,564	308,002	320,482	381,252	437,146
TOTAL	548,162	470,604	501,136	841,038	876,932

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	548,162	470,604	501,136	841,038	876,932
Taxes	0	0	0	0	0
TOTAL	548,162	470,604	501,136	841,038	876,932



**Program Summary:** IT Administration

**Division:** Finance

**Priority:** Leadership

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	4.00	3.10	2.75	3.75	3.75

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	314,821	306,080	608,185	658,249	566,144
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	194,245	57,038	131,894	21,562	94,762
Transfers Out	2,205	5,995	1,492	0	0
Wages & Benefits	650,643	262,761	210,968	465,099	664,886
TOTAL	1,161,914	631,874	952,539	1,144,910	1,325,792

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	28,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	1,389,665	798,868	762,659	1,022,577	1,301,323
Taxes	0	0	0	0	0
TOTAL	1,389,665	798,868	762,659	1,022,577	1,329,323



**Program Summary:** Mail Center

**Division:** Finance

**Priority:** Leadership

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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.05	3.05	3.05	3.05	4.05

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	24,997	22,808	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	66,298	74,480	58,836	79,297	88,707
Transfers Out	0	0	16,053	0	0
Wages & Benefits	234,068	232,771	242,810	232,934	282,694
TOTAL	325,363	330,059	317,699	312,231	371,401

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	325,363	330,059	317,699	312,231	371,401
Taxes	0	0	0	0	0
TOTAL	325,363	330,059	317,699	312,231	371,401



**Program Summary:** Network

**Division:** Finance

**Priority:** Leadership

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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.18	3.00	3.00	3.00	3.17

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	58,272	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	392,430	380,561	271,219	412,961	413,021
Transfers Out	0	108,416	7,048	0	0
Wages & Benefits	310,113	318,685	342,784	328,316	340,674
TOTAL	702,543	865,934	621,051	741,277	753,695

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	702,543	865,934	621,051	741,277	753,695
Taxes	0	0	0	0	0
TOTAL	702,543	865,934	621,051	741,277	753,695



**Program Summary:** Operations

**Division:** Finance **Priority:** Leadership

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.

#### **Legal/Contractual Mandate:**



Finance 41

## **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.18	3.00	3.00	3.00	3.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	29,417	33,850	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	525,019	587,030	501,354	530,426	558,187
Transfers Out	14,214	81,137	6,370	0	0
Wages & Benefits	283,201	278,125	278,679	295,114	305,670
TOTAL	851,851	980,142	786,403	825,540	863,857

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	851,851	980,142	786,403	825,540	863,857
Taxes	0	0	0	0	0
TOTAL	851,851	980,142	786,403	825,540	863,857



**Program Summary:** Servers

**Division:** Finance

**Priority:** Leadership

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.

#### **Legal/Contractual Mandate:**



Finance 43

## FTEs

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.10	2.10	2.00	2.00	2.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	38,905	29,950	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	275,576	279,445	252,851	287,611	285,511
Transfers Out	14,739	0	2,087	0	0
Wages & Benefits	262,276	270,453	258,257	250,521	261,998
TOTAL	591,496	579,848	513,195	538,132	547,509

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	591,496	579,848	513,195	538,132	547,509
Taxes	0	0	0	0	0
TOTAL	591,496	579,848	513,195	538,132	547,509



**Program Summary:** Telephone System

**Division:** Finance

**Priority:** Leadership

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.10	1.10	1.00	1.00	0.83

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	31,211	29,544	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	196,713	186,509	224,623	297,753	302,253
Transfers Out	24,504	43,306	32,975	0	0
Wages & Benefits	118,996	127,993	112,721	127,034	106,108
TOTAL	371,424	387,352	370,319	424,787	408,361

## **Expenditure Explanation:**

### **Revenues:**

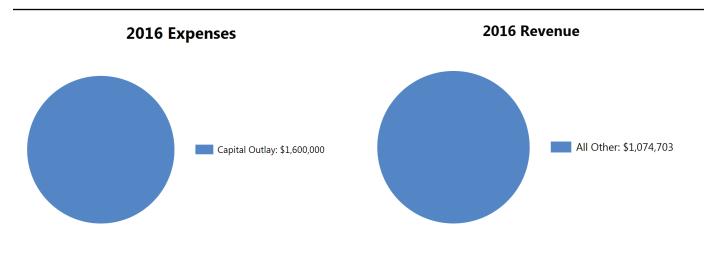
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	371,425	387,352	370,319	424,787	421,178
Taxes	0	0	0	0	0
TOTAL	371,425	387,352	370,319	424,787	421,178

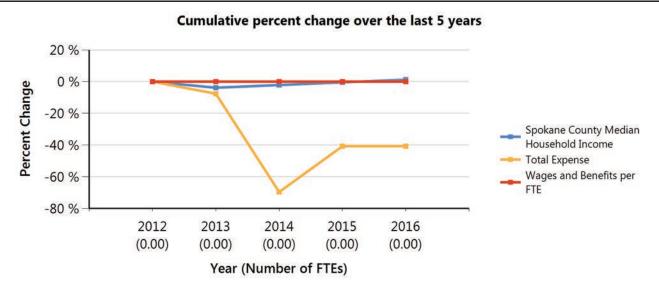


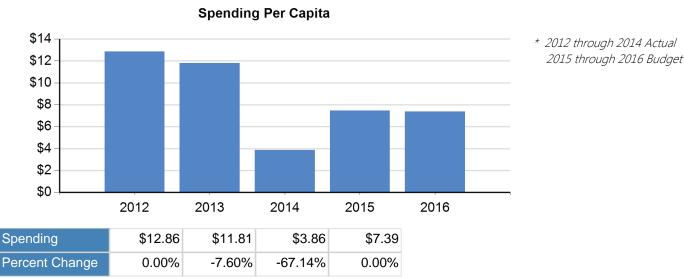


# **IT Capital Replacement Fund**

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.









**Department Summary: IT Capital Replacement Fund** 

**Division:** Finance

**Priority:** Leadership

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).

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	2,611,179	2,464,804	562,914	1,600,000	1,600,000
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	89,418	30,472	256,860	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	2,700,597	2,495,276	819,774	1,600,000	1,600,000

## **Expenditure Explanation:**

### **Revenues:**

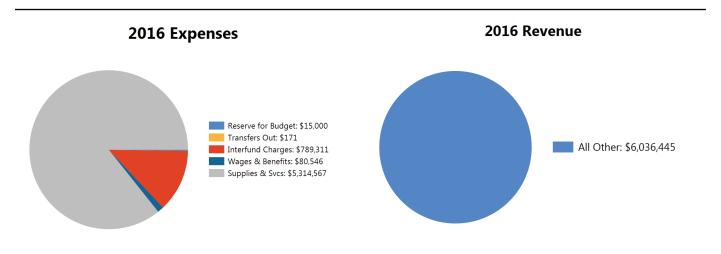
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	1,441,503	1,223,202	1,268,824	1,319,966	1,074,703
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	359,653	293,881	298,010	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	1,801,156	1,517,083	1,566,834	1,319,966	1,074,703



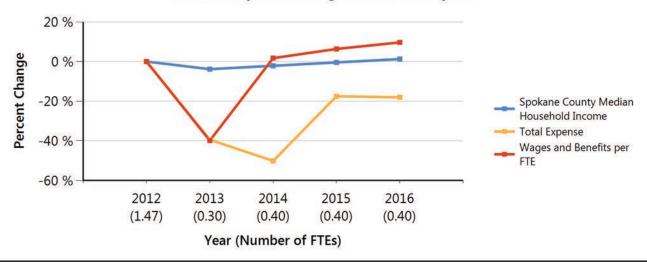


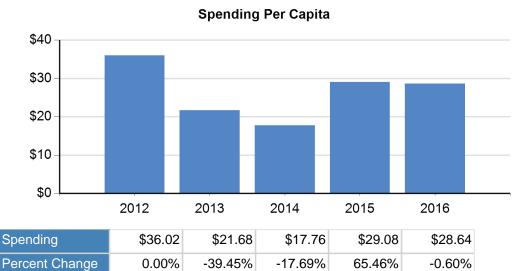
# **Risk Management**

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.



### Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary: Risk Management** 

**Division:** Finance

**Priority:** Leadership

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.

#### **Legal/Contractual Mandate:**



Finance 53

### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.47	0.30	0.40	0.40	0.40

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	315,018	312,305	390,258	837,507	789,311
Reserve for Budget	0	0	0	15,000	15,000
Supplies & Svcs	6,927,185	4,228,046	3,304,604	5,306,714	5,314,567
Transfers Out	171	172	172	171	171
Wages & Benefits	321,670	39,462	74,514	77,975	80,546
TOTAL	7,564,044	4,579,985	3,769,548	6,237,367	6,199,595

## **Expenditure Explanation:**

### **Revenues:**

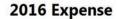
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	3,435,842	4,326,979	5,546,978	6,056,445	6,036,445
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	37,305	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	3,473,147	4,326,979	5,546,978	6,056,445	6,036,445



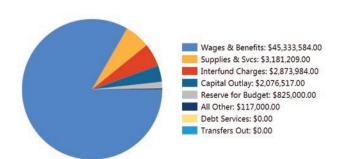


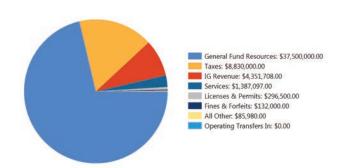
Fire

## **Fire**

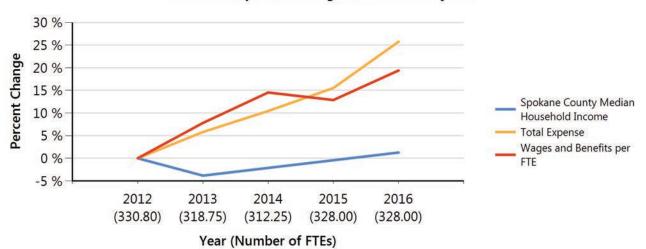


### 2016 Revenue

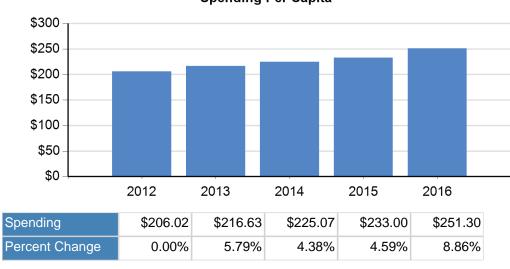




### Cumulative percent change over the last 5 years



### **Spending Per Capita**



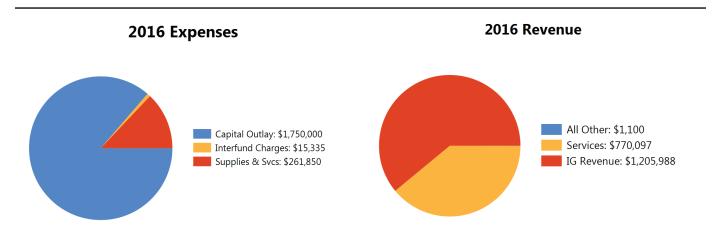
\* 2012 through 2014 Actual 2015 through 2016 Budget



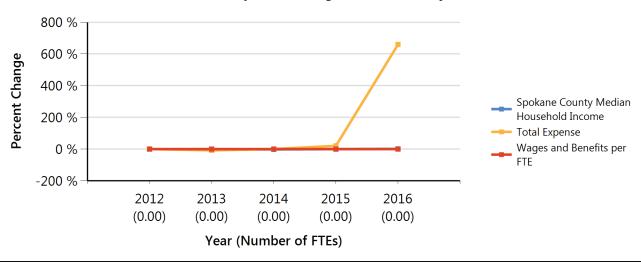


# **Combined Communications Building**

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.



### **Cumulative percent change over the last 5 years**



#### **Spending Per Capita** \$10 \$8 \$6 \$4 \$2 \$0 2012 2013 2014 2015 2016 Spending \$1.26 \$9.36 \$1.27 \$1.16 \$1.50 Percent Change 0.00% -8.10% 8.70% 20.62% 530.55%

\* 2012 through 2014 Actual 2015 through 2016 Budget





**Department Summary:** Combined Communications Building

**Division:** Fire **Priority:** 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

#### **Legal/Contractual Mandate:**

There is an Interlocal Agreement in place between the CCB agencies that stipulates the provisions by which the facility will operate and share costs.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	1,750,000
Debt Services	0	0	0	0	0
Interfund Charges	13,806	6,424	14,911	14,691	15,335
Reserve for Budget	0	0	0	50,000	0
Supplies & Svcs	252,982	238,748	251,605	256,802	261,850
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	266,788	245,172	266,516	321,493	2,027,185

# **Expenditure Explanation:**

### **Revenues:**

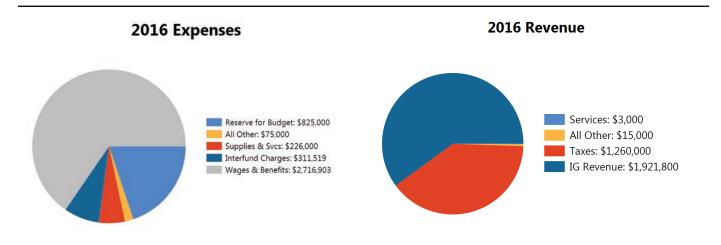
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	52,300	7,473	752	1,100	1,100
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	149,735	150,651	151,435	150,000	1,205,988
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	115,282	115,270	116,592	115,000	770,097
Taxes	0	0	0	0	0
TOTAL	317,317	273,394	268,779	266,100	1,977,185



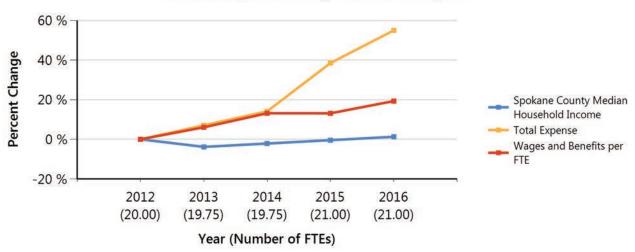


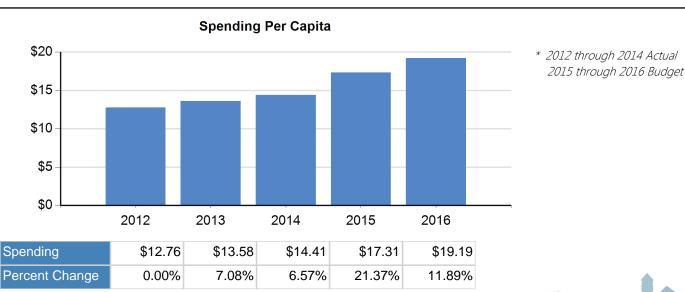
# **Combined Communications Center**

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.



### Cumulative percent change over the last 5 years







**Department Summary:** Combined Communications Center

**Division:** Fire **Priority:** 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 agecies 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 seperate 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	20.00	19.75	19.75	21.00	21.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	17,866	75,000	75,000
Capital Outlay	92,146	101,748	105,317	496,049	0
Debt Services	0	0	0	0	0
Interfund Charges	230,176	309,299	308,025	291,354	311,519
Reserve for Budget	0	0	0	75,000	825,000
Supplies & Svcs	211,783	211,115	220,521	216,550	226,000
Transfers Out	0	0	0	0	0
Wages & Benefits	2,146,275	2,248,190	2,407,406	2,558,921	2,716,903
TOTAL	2,680,380	2,870,352	3,059,135	3,712,874	4,154,422

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	42,021	(32,497)	14,987	40,000	15,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	1,745,478	1,757,775	1,829,325	1,921,800	1,921,800
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	9,851	1,084	10,525	0	3,000
Taxes	1,108,086	1,155,121	1,208,405	1,260,000	1,260,000
TOTAL	2,905,436	2,881,483	3,063,242	3,221,800	3,199,800



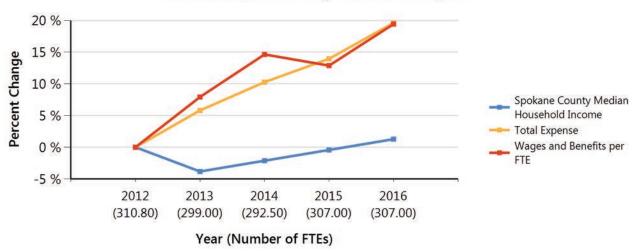


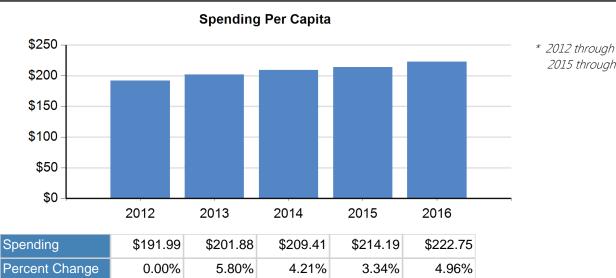
# Fire Department / EMS

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.



### Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget





**Department Summary:** Fire Department / EMS

**Division:** Fire **Priority:** 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.

### **Legal/Contractual Mandate:**

The Fire Department must comply with numerous federal and state laws and standards that are applicable to the City of Spokane and other fire service agencies. Additionally, there is responsibility to meet contractual obligations that are created through Interlocal Agreements, Collective Bargaining Agreements, and the numerous other legally binding documents to which the Fire Department is a party.

While not a legal mandate, the Fire Department must undergo an evaluation by the Washington Survey and Rating Bureau every 5-10 years to determine the City's Insurance Class rating. 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 used 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.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	310.80	299.00	292.50	307.00	307.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	33,282	36,763	39,134	42,000	42,000
Capital Outlay	140,671	221,501	71,654	326,517	326,517
Debt Services	0	0	0	0	0
Interfund Charges	2,073,691	2,983,522	2,945,701	3,038,661	2,547,130
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	2,282,274	2,259,735	2,610,317	2,541,507	2,693,359
Transfers Out	0	0	0	0	0
Wages & Benefits	35,787,583	37,156,530	38,789,890	39,995,639	42,616,681
TOTAL	40,317,501	42,658,051	44,456,696	45,944,324	48,225,687

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	56,675	(19,298)	51,982	53,500	69,880
Fines & Forfeits	98,580	105,540	168,780	115,000	132,000
General Fund Resources	32,262,764	34,911,475	34,900,000	36,100,000	37,500,000
IG Revenue	11,534	11,208	26,641	1,031,600	1,223,920
Licenses & Permits	0	0	367,170	296,500	296,500
Operating Transfers In	0	0	0	0	0
Services	383,461	489,875	1,060,487	568,000	614,000
Taxes	7,504,487	7,295,251	7,431,462	7,570,000	7,570,000
TOTAL	40,317,501	42,794,051	44,006,522	45,734,600	47,406,300



**Program Summary:** Facilities

Fire

**Division:** Fire **Priority:** 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	19,555	21,506	2,708	20,680	16,949
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	584,757	576,893	615,135	694,756	814,381
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	604,312	598,399	617,843	715,436	831,330

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	604,312	598,399	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	604,312	598,399	0	0	0



**Sub-Department** Fire Administration **Summary:** 

**Division:** Fire

**Priority:** 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	9.00	9.00	9.00	9.00	9.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	109	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	1,893,819	2,739,534	2,806,333	2,810,261	2,354,155
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	167,969	181,484	404,080	223,468	442,430
Transfers Out	0	0	0	0	0
Wages & Benefits	1,176,676	1,089,590	1,194,352	1,290,668	1,358,922
TOTAL	3,238,464	4,010,608	4,404,874	4,324,397	4,155,507

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	3,238,464	4,010,608	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	142,158	0	5,000
Taxes	0	0	0	0	0
TOTAL	3,238,464	4,010,608	142,158	0	5,000



**Program Summary:** Fire Suppression & EMS

**Division:** Fire **Priority:** Safety

Fund Type: Special Revenue Fund

#### **Executive Summary:**

FD Operations is a critical public safety service provided by the City. Responding to 35,000+ 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 35,000 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.

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.



Fire

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 single person units that generally operate 10 hours per day (~ 8:00 am - 6:00 pm) and primarily respond to non-life threatening medical calls. 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 by 3 units and operate 7 days per week. This expansion occurred through a \$2 million SAFER FEMA grant received by the city in late 2014.

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 *	3 per shift		Hazardous Materials
	Ladder 1	4 per shift	8	Squad 1
	South Battalion Chief	1 per shift		
Station 2 - 1001 E. North Foothills Dr	Engine 2 *	3 per shift	7	Water Rescue
	Ladder 2	4 per shift	7	
Station 3 - 1713 W. Indiana Ave	Engine 3 *	3 per shift	3	
Station 4 - 1515 W. 1st	Engine 4 *	3 per shift	7	Technical Rescue
	Ladder 4	4 per shift	7	
Station 5 - 115 W. Eagle Ridge Blvd	Attack 5 *	2 per shift	2	Brush
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 *	3 per shift	4	Medic 13
	North Battalion Chief	1 per shift	4	
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		

<sup>\*</sup> 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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	274.80	265.00	257.50	261.00	261.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	33,282	36,763	39,025	42,000	42,000
Capital Outlay	140,671	221,501	71,654	326,517	326,517
Debt Services	0	0	0	0	0
Interfund Charges	10,271	11,318	0	10,013	8,025
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	1,067,836	1,011,075	865,863	1,246,365	1,056,979
Transfers Out	0	0	0	0	0
Wages & Benefits	31,764,859	33,179,054	34,218,070	34,526,286	36,586,909
TOTAL	33,016,919	34,459,711	35,194,612	36,151,181	38,020,430

# **Expenditure Explanation:**

Wages and Benefits in this Bid includes \$80,018 related to the Dem Haz Mat Grant.

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	54,300	(19,298)	8,395	50,000	49,880
Fines & Forfeits	98,580	105,540	168,780	115,000	132,000
General Fund Resources	24,964,557	26,713,135	34,900,000	36,100,000	37,500,000
IG Revenue	11,534	11,208	26,641	31,600	85,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	383,461	489,875	373,692	395,000	436,000
Taxes	7,504,487	7,295,251	7,431,462	7,570,000	7,570,000
TOTAL	33,016,919	34,595,711	42,908,970	44,261,600	45,772,880



**Sub-Department** Prevention & Investigation

**Summary:** 

**Division:** Fire

**Priority:** Safety

Fund Type: Special Revenue Fund

#### **Executive Summary:**

The primary functions of City's Fire Prevention Bureau includes fire/building code enforcement, plan review, fire inspection services and coordination of fire safety education. 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.

#### **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.

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	15.00	14.00	14.00	14.00	14.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	102,823	129,646	78,767	123,375	103,390
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	37,772	38,440	82,656	54,265	58,956
Transfers Out	0	0	0	0	0
Wages & Benefits	1,542,070	1,512,855	1,852,144	1,851,847	1,939,514
TOTAL	1,682,665	1,680,941	2,013,567	2,029,487	2,101,860

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	16,695	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,682,665	1,680,941	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	367,170	296,500	296,500
Operating Transfers In	0	0	0	0	0
Services	0	0	544,637	173,000	173,000
Taxes	0	0	0	0	0
TOTAL	1,682,665	1,680,941	928,502	469,500	469,500



**Program Summary: SAFER Grant** 

**Division:** Fire **Priority:** Safety

Fund Type: Special Revenue Fund

#### **Executive Summary:**

The Fire Department submitted a grant application for the FY 2013 Staffing for Adequate Fire and Emergency Response (SAFER) Grant in the late summer of 2013 for a total of 12 firefighter positions. After initially being denied, the grant was awarded to the City in late 2014.

### **Programs and Services:**

SAFER Grant opportunities have been available for a number of years. Although the Fire Department has applied for a number of grants and been authorized for such grants, the City has previously turned down the grant funds due to funding conditions.

When the City learned that FEMA had reconsidered Spokane's 2013 SAFER Grant application for 12 firefighters the City had to determine if FEMA would accept a modification to the specific use of firefighters outlined in the grant application. During the period of time while FEMA was considering the grant, the City funded 4 additional FF position tot he budget to place Engine 9 back in service as a 3 person crew. This was a specific request for additional SAFER FF in the original grant application. The City asked FEMA if they would allow these 4 FF positions to be used to help staff a new station in SW Spokane to improve on duty strength citywide and to improve response times to the area. When FEMA agreed to the requested modification, the Mayor and City Council were in agreement to accept the grant. Formal action to accept the grant was taken by City Council in late November 2014.

The new firefighters were hired in January of 2015 and completed their Academy training in April 2015. They were then assigned to fire stations to improve service delivery.

The grant for 12 additional firefighter positions allowed the city to use the positions as follows:

- 6 to help staff ARU's to allow the city to operate ARU's for 10 hours per day for 7 days per week.
- 6 to help staff a new fire station in SW Spokane with 2 personnel 24-7-365. The City funded the other 2 positions necessary to achieve the total of 8 personnel needed to staff the 2 person unit.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	12.00	12.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	878,136	1,139,547
TOTAL	0	0	0	878,136	1,139,547

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	1,000,000	1,138,920
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	1,000,000	1,138,920



**Program Summary: Training** 

**Division:** Fire **Priority:** Safety

Fund Type: Special Revenue Fund

#### **Executive Summary:**

The Training Division ensures all Fire Department personnel receive necessary training and operate 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 280 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.



Fire

### **Legal/Contractual Mandate:**

There are mandated State and Federal training requirements in place that must be met to maintain fire, rescue, haz mat, and EMS certifications held by SFD members.

### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	6.00	5.00	6.00	5.00	5.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	24,383	36,161	23,754	33,805	29,147
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	88,815	67,135	87,536	98,077	96,037
Transfers Out	0	0	0	0	0
Wages & Benefits	698,505	733,437	885,699	819,656	841,592
TOTAL	811,703	836,733	996,989	951,538	966,776

### **Expenditure Explanation:**

Clerk II position salary and benefits are included here since the position provides direct support to the Training center. Supplies and services left under Training since not administrative in nature. Training building cost also included here.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	2,375	0	22,020	3,500	20,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	809,328	836,733	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	811,703	836,733	22,020	3,500	20,000



**Program Summary:** Vehicle & Equipment Maintenance

**Division:** Fire **Priority:** 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 35,000 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 tillered ladder, 2 pumper/ladders and several new engines are all ordered and should be delivered during 2016.

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.

#### **Legal/Contractual Mandate:**

National Fire Protection Association (NFPA) Standards for apparatus design, maintenance and operations are typically voluntary however they are recognized as industry standards when dealing with case law matters. WA, Labor & Industries (L&I) Standards require FD's to meet certain NFPA standards for apparatus and equipment



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	6.00	6.00	6.00	6.00	6.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	22,840	45,357	34,139	40,527	35,464
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	335,125	384,708	555,047	224,576	224,576
Transfers Out	0	0	0	0	0
Wages & Benefits	605,473	641,594	639,625	629,046	750,197
TOTAL	963,438	1,071,659	1,228,811	894,149	1,010,237

# **Expenditure Explanation:**

1 Equip. Servicer, 3 Heavy Equip Mechanic, Fire Apparatus Maint Foreperson, and Fire Facility & Logistic Chiefs positions are included in this bid.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	4,872	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	963,438	1,071,659	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	963,438	1,071,659	4,872	0	0



**Program Summary:** Fire Administration

**Division:** Fire **Priority:** 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.

#### **Legal/Contractual Mandate:**

Fire Administration must insure that the Fire Department complies with numerous Federal and State laws and standards that are applicable to the City of Spokane and other fire service agencies. Additionally, there is responsibility to meet contractual obligations that are created through Interlocal Agreements, Collective Bargaining Agreements, and the numerous other legally binding documents to which the Fire Department is a party.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	109	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	283,261	476,261	631,528	635,812	480,102
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	49,167	73,043	238,064	81,699	277,361
Transfers Out	0	0	0	0	0
Wages & Benefits	453,398	456,576	499,439	484,325	525,877
TOTAL	785,826	1,005,880	1,369,140	1,201,836	1,283,340

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	785,826	1,005,880	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	136,218	0	0
Taxes	0	0	0	0	0
TOTAL	785,826	1,005,880	136,218	0	0



**Program Summary:** Fire Operations Support

**Division:** Fire **Priority:** Safety

Fund Type: Special Revenue Fund

# **Executive Summary:**

This includes the administrative support for Fire Operation. This includes a Deputy Fire Chief and the Audio/Visual Tech.

**Programs and Services:** 

# **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	1,583,815	2,217,988	1,513,161	2,133,295	1,838,415
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	244	48	48
Transfers Out	0	0	0	0	0
Wages & Benefits	205,476	205,290	286,550	356,497	364,578
TOTAL	1,789,291	2,423,278	1,799,955	2,489,840	2,203,041

# **Expenditure Explanation:**

Support positions include: 1 Deputy Chief and 1 Audio/Visual Tech position. All Interfund Charges are included here.

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,789,291	2,423,278	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	1,789,291	2,423,278	0	0	0





Fire

**Program Summary:** Information Technology

**Division:** Fire **Priority:** 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 ongoing 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.

#### **Legal/Contractual Mandate:**

The FD is under contract with an Interlocal Agreement, to provide Fire and EMS dispatching services to 14 other fire agencies in Spokane County. CAD is a critical component of the City's ability to meet this contract obligation. FD IMS is responsible to ensure that CAD is operational at all times so the City can fulfill its contract obligations.



Fire

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	4.00	4.00	4.00	4.00	4.00

#### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	26,743	45,285	661,644	41,154	35,638
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	118,802	108,441	165,772	141,721	165,021
Transfers Out	0	0	0	0	0
Wages & Benefits	517,802	427,724	408,363	449,846	468,467
TOTAL	663,347	581,450	1,235,779	632,721	669,126

#### **Expenditure Explanation:**

4 each IMS positions salary and benefits information included on Admin/Overhead budget planner sheet. Supplies and services left here as M & O cost are not administrative in nature.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	663,347	581,450	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	5,940	0	5,000
Taxes	0	0	0	0	0
TOTAL	663,347	581,450	5,940	0	5,000



**Program Summary:** Investigations

**Division:** Fire **Priority:** 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 two full-time personnel and five Supplemental Investigators. 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 one Fire Lieutenant, plus five supplemental fire Investigators. The utilization of supplemental fire investigators (normally assigned to the Operations Department) allows for fill-in for and support to the full-time Investigators. This innovative approach enhances the staff and provides supplementation at a minimal cost. Supplemental investigators help with "On Call Duty" and assist in the event the fire investigation office becomes overwhelmed with investigations.

The Investigation unit provides classes on fire investigation to SFD personnel and assists the department's Public Education Officer 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.



### **Legal/Contractual Mandate:**

Yes; Washington State Law (RCW 43.44.050{1a} mandates that all fires be investigated to determine the origin and cause.

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	18,012	21,563	10,972	19,401	16,106
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	7,920	7,982	17,794	14,987	15,087
Transfers Out	0	0	0	0	0
Wages & Benefits	366,290	401,748	426,425	383,070	429,246
TOTAL	392,222	431,293	455,191	417,458	460,439

### **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	15,656	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	392,222	431,293	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	392,222	431,293	15,656	0	0



**Program Summary: Plan Review** 

**Division:** Fire **Priority:** 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.

To closely coordinate work between the Building and Fire Departments and improve customer service, the FPE works between the FD and City Hall. 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. The revenue is up with a projected increase in fees based on performance from last year over the same time period. The number of permits has increased over the past two years at a consistent rate, with corresponding valuations. The number of higher value permits has increased over the past two years, even during the economic downturn.

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.

#### **Legal/Contractual Mandate:**

Yes. In accordance with WA State Law, no jurisdiction may impose any Fire Code requirement that is less stringent than the Fire Code adopted by the State. Local jurisdictions may impose more stringent Fire Code provisions if approved by their policy body. Competent plan review service is necessary to comply with State law.

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.00	1.00	1.00	1.00	1.00

#### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	6,595	8,427	17	8,083	6,876
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	417	1,053	5,108	607	607
Transfers Out	0	0	0	0	0
Wages & Benefits	127,220	66,278	125,388	125,994	131,098
TOTAL	134,232	75,758	130,513	134,684	138,581

#### **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	134,232	75,758	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	134,969	70,000	70,000
Taxes	0	0	0	0	0
TOTAL	134,232	75,758	134,969	70,000	70,000





Fire 4

**Program Summary:** Prevention

**Division:** Fire **Priority:** 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, cryogens, 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.

#### **Legal/Contractual Mandate:**

In accordance with WA State Law, no jurisdiction may impose any Fire Code requirement that is less stringent than the Fire Code adopted by the State. Local jurisdictions may impose more stringent Fire Code provisions if approved by their policy body.

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	11.00	10.00	10.00	10.00	10.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	70,967	89,869	56,320	86,672	74,225
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	25,755	24,715	51,463	33,595	36,095
Transfers Out	0	0	0	0	0
Wages & Benefits	955,053	956,379	1,210,845	1,252,794	1,285,712
TOTAL	1,051,775	1,070,963	1,318,628	1,373,061	1,396,032

#### **Expenditure Explanation:**

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.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	1,039	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,051,775	1,070,963	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	367,170	296,500	296,500
Operating Transfers In	0	0	0	0	0
Services	0	0	409,693	103,000	103,000
Taxes	0	0	0	0	0
TOTAL	1,051,775	1,070,963	777,902	399,500	399,500



**Program Summary:** Public Education

**Division:** Fire **Priority:** Safety

Fund Type: Special Revenue Fund

#### **Executive Summary:**

Fire Prevention's Public Education/Emergency Preparedness function is an essential service 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 educate 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.00	1.00	1.00	1.00	1.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	7,249	9,787	11,458	9,219	6,183
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	3,680	4,690	8,291	5,076	7,167
Transfers Out	0	0	0	0	0
Wages & Benefits	93,507	88,450	89,486	89,989	93,458
TOTAL	104,436	102,927	109,235	104,284	106,808

# **Expenditure Explanation:**

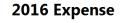
#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	104,436	102,927	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	(25)	0	0
Taxes	0	0	0	0	0
TOTAL	104,436	102,927	(25)	0	0

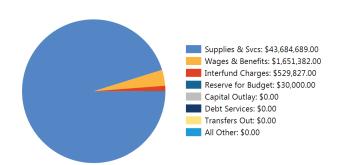


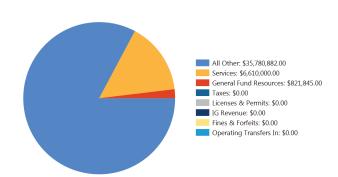


# **Human Resources**

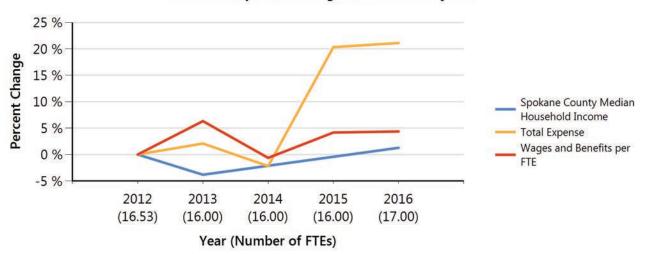


#### 2016 Revenue

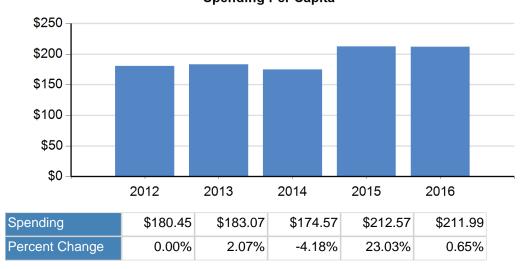




#### Cumulative percent change over the last 5 years



#### **Spending Per Capita**



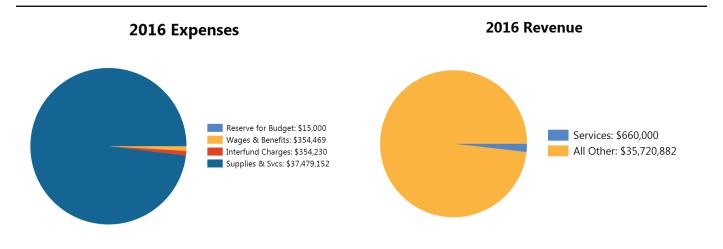
\* 2012 through 2014 Actual 2015 through 2016 Budget



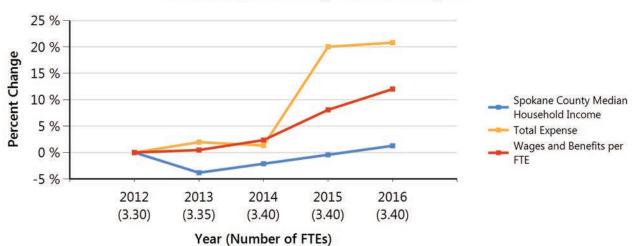


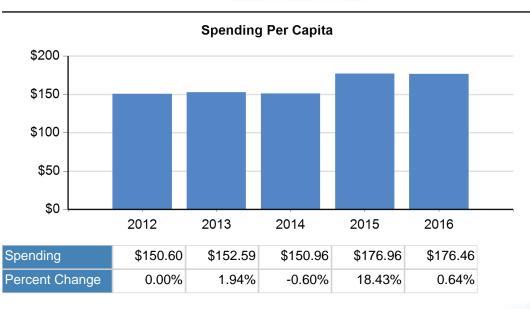
# **Employee Benefits**

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



### Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Employee Benefits

**Division:** Human Resources

**Priority:** Leadership

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, Group Health medical plan, LEOFF I medical benefits, Fire Trust medical plan, life insurance, and other voluntary benefits offered to employees.

#### **Programs and Services:**

HR 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, Fire Trust medical plan, life insurance, long term care insurance, and other voluntary benefits offered to employees. HR also manages the City's employee wellness program, benefits fair, and other health-related events.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.30	3.35	3.40	3.40	3.40

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	310,402	268,684	296,464	289,129	354,230
Reserve for Budget	0	0	0	15,000	15,000
Supplies & Svcs	31,010,098	31,662,377	31,428,725	37,312,112	37,479,152
Transfers Out	0	0	0	0	0
Wages & Benefits	305,878	311,967	322,563	341,033	354,469
TOTAL	31,626,378	32,243,028	32,047,752	37,957,274	38,202,851

# **Expenditure Explanation:**

#### **Revenues:**

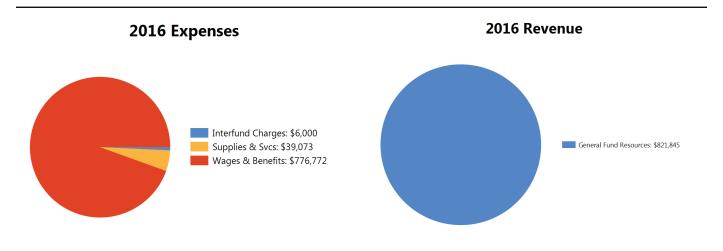
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	31,697,694	31,964,686	32,970,659	35,720,882	35,720,882
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	540,790	561,682	584,180	660,000	660,000
Taxes	0	0	0	0	0
TOTAL	32,238,484	32,526,368	33,554,839	36,380,882	36,380,882



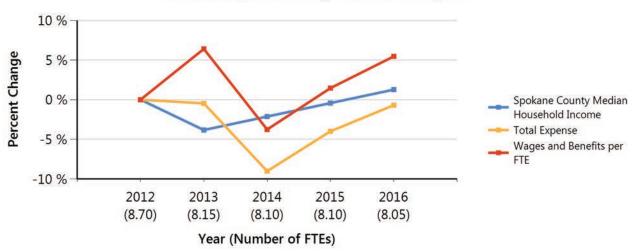


# **Human Resources**

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.

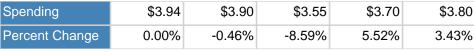


### Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget





**Department Summary:** Human Resources

**Division:** Human Resources

Priority: LeadershipFund 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	8.70	8.15	8.10	8.10	8.05

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	4,970	6,000	6,000
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	25,062	23,761	33,789	37,053	39,073
Transfers Out	0	0	0	0	0
Wages & Benefits	802,538	799,992	714,191	751,529	776,772
TOTAL	827,600	823,753	752,950	794,582	821,845

### **Expenditure Explanation:**

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

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	815,757	810,515	744,968	779,582	821,845
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	11,843	13,238	7,982	15,000	0
Taxes	0	0	0	0	0
TOTAL	827,600	823,753	752,950	794,582	821,845



**Program Summary:** Deferred Comp Administration

**Division:** Human Resources

**Priority:** Leadership **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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.40	0.40	0.40	0.40	0.40

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	9	9	8	0	10
Transfers Out	0	0	0	0	0
Wages & Benefits	31,373	32,483	35,327	31,149	31,649
TOTAL	31,382	32,492	35,335	31,149	31,659

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	31,382	32,492	35,335	31,149	31,659
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	31,382	32,492	35,335	31,149	31,659



**Program Summary:** Employee Relations

**Division:** Human Resources

**Priority:** Leadership **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.

#### **Legal/Contractual Mandate:**

Equal Employment Opportunity Commission, WA Human Rights Commission



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.20	0.20	0.20	0.20	0.20

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	5	5	5	0	5
Transfers Out	0	0	0	0	0
Wages & Benefits	21,625	21,364	21,125	21,135	21,919
TOTAL	21,630	21,369	21,130	21,135	21,924

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	21,630	21,369	21,130	21,135	21,924
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	21,630	21,369	21,130	21,135	21,924



**Program Summary:** Human Resources Administration

**Division:** Human Resources

Priority: LeadershipFund 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	4.55	4.50	4.45	4.20	4.40

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	4,970	6,000	6,000
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	15,548	18,452	29,809	24,383	38,985
Transfers Out	0	0	0	0	0
Wages & Benefits	412,113	422,329	346,659	361,343	395,122
TOTAL	427,661	440,781	381,438	391,726	440,107

### **Expenditure Explanation:**

For 2016, suppliies and services expenditures for all programs moved to administration program.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	415,818	427,543	373,456	376,726	440,107
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	11,843	13,238	7,982	15,000	0
Taxes	0	0	0	0	0
TOTAL	427,661	440,781	381,438	391,726	440,107



**Program Summary:** Labor Relations

**Division:** Human Resources

Priority: LeadershipFund 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 predisciplinary 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.

#### **Legal/Contractual Mandate:**

Per Federal, State, and Local labor and employment laws.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.55	2.25	2.25	2.25	1.90

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	5,168	5,098	3,771	9,150	48
Transfers Out	0	0	0	0	0
Wages & Benefits	259,558	257,011	228,673	244,010	222,897
TOTAL	264,726	262,109	232,444	253,160	222,945

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	264,726	262,109	232,444	253,160	222,945
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	264,726	262,109	232,444	253,160	222,945



**Program Summary:** Personnel Training

**Division:** Human Resources

Priority: LeadershipFund 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 2013 will include regionalizing a complete plan between the City and other municipalities such as the County, Liberty Lake, etc.; 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.

#### **Legal/Contractual Mandate:**

Per Federal, State, and Local mandate, sexual harassment and disability awareness are required for all supervisors every two years.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.00	0.80	0.80	1.05	1.15

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	4,332	197	196	3,520	25
Transfers Out	0	0	0	0	0
Wages & Benefits	77,869	66,805	82,407	93,892	105,185
TOTAL	82,201	67,002	82,603	97,412	105,210

# **Expenditure Explanation:**

#### **Revenues:**

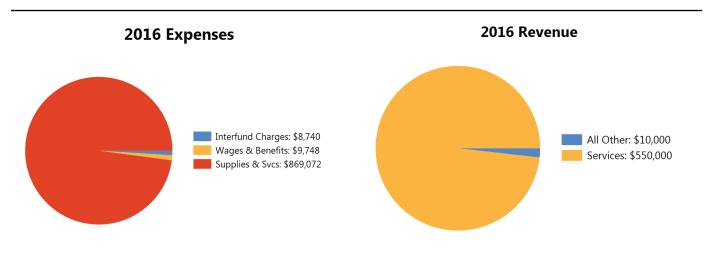
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	82,201	67,002	82,603	97,412	105,210
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	82,201	67,002	82,603	97,412	105,210



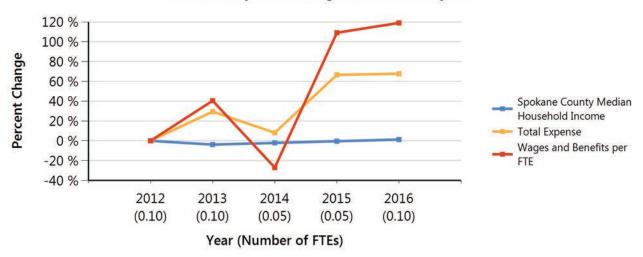


# Unemployment

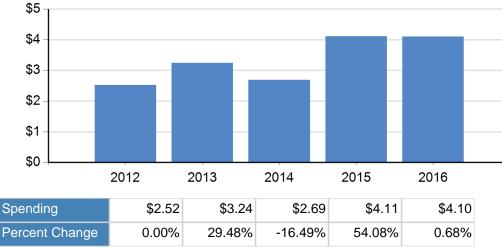
HR manages and administers the City's self-insured unemployment program. Management includes all aspects from policy development and financial management to premium payment and employee communication.



#### Cumulative percent change over the last 5 years







\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Unemployment

**Division:** Human Resources

**Priority:** Leadership

Fund Type: Internal Service Fund

#### **Executive Summary:**

HR 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.

#### **Legal/Contractual Mandate:**



## **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.10	0.10	0.05	0.05	0.10

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	6,678	6,578	6,985	7,992	8,740
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	514,243	667,009	563,272	869,134	869,072
Transfers Out	0	0	0	0	0
Wages & Benefits	8,225	11,555	1,878	4,434	9,748
TOTAL	529,146	685,142	572,135	881,560	887,560

# **Expenditure Explanation:**

Adding 5% HR Analyst II

## **Revenues:**

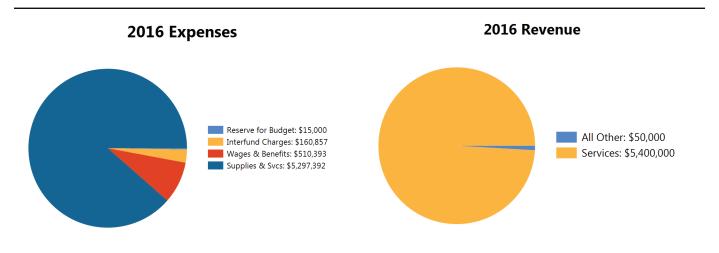
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	10,152	(6,814)	3,324	10,000	10,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	450,005	549,946	549,497	550,000	550,000
Taxes	0	0	0	0	0
TOTAL	460,157	543,132	552,821	560,000	560,000



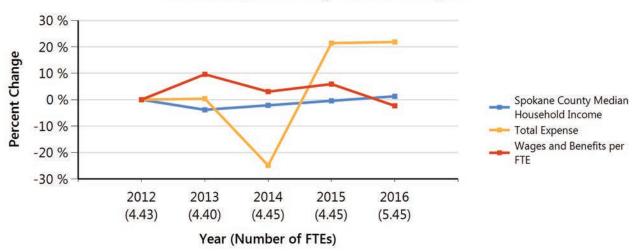


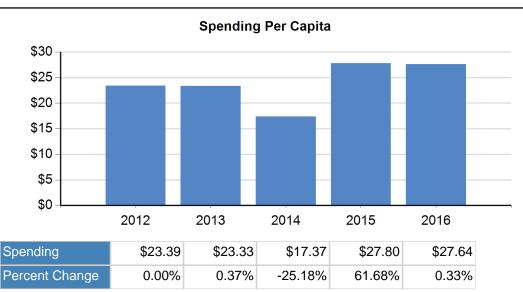
# Workers' Compensation/Loss Control

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.



## Cumulative percent change over the last 5 years







**Department Summary:** Workers' Compensation/Loss Control

**Division:** Human Resources

**Priority:** Leadership

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 and to 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.

#### **Legal/Contractual Mandate:**



# **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	4.43	4.40	4.45	4.45	5.45

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	155,368	121,359	155,865	157,580	160,857
Reserve for Budget	0	0	0	15,000	15,000
Supplies & Svcs	4,327,198	4,341,387	3,091,258	5,337,178	5,297,392
Transfers Out	0	0	0	0	0
Wages & Benefits	429,151	467,230	441,456	454,132	510,393
TOTAL	4,911,717	4,929,976	3,688,579	5,963,890	5,983,642

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	96,767	(64,991)	37,877	50,000	50,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	3,741,002	5,235,375	5,900,005	5,400,000	5,400,000
Taxes	0	0	0	0	0
TOTAL	3,837,769	5,170,384	5,937,882	5,450,000	5,450,000

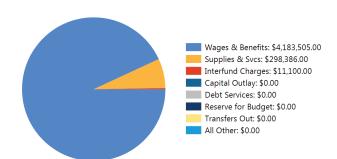


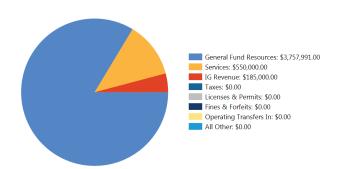


# Legal

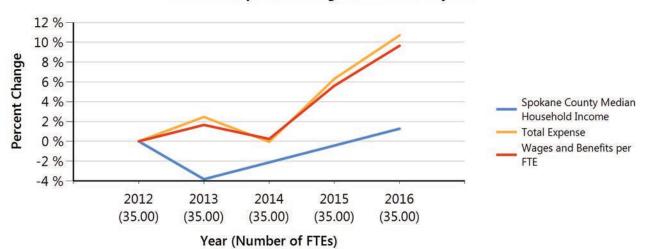


## 2016 Revenue

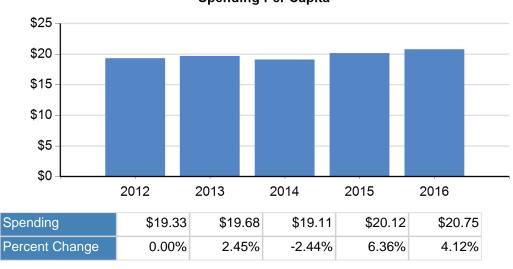




## Cumulative percent change over the last 5 years



#### **Spending Per Capita**



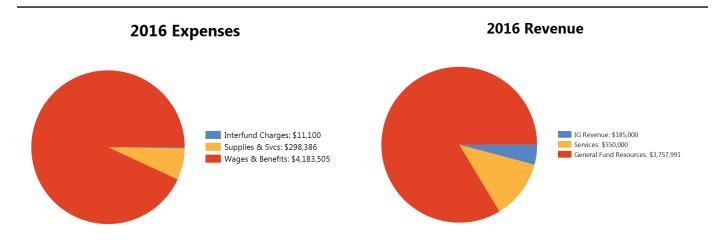




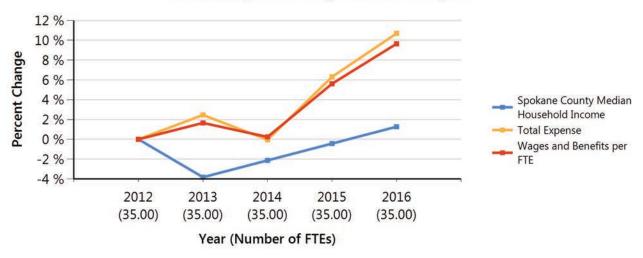
Legal

# **City 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.



## Cumulative percent change over the last 5 years



# \$25 \$20 \$15 \$10 \$5 \$0 2012 2013 2014 2015 2016

**Spending Per Capita** 

 Spending
 \$19.33
 \$19.68
 \$19.11
 \$20.12
 \$20.75

 Percent Change
 0.00%
 2.45%
 -2.44%
 6.36%
 4.12%



**Department Summary: City Legal** 

**Division:** Legal

**Priority:** Leadership **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.

#### **Legal/Contractual Mandate:**



Legal !

## FTEs

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	35.00	35.00	35.00	35.00	35.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	11,100
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	250,963	287,841	240,683	293,772	298,386
Transfers Out	0	0	0	0	0
Wages & Benefits	3,807,951	3,870,840	3,816,139	4,021,146	4,183,505
TOTAL	4,058,914	4,158,681	4,056,822	4,314,918	4,492,991

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	3,578,481	3,567,569	3,348,002	3,579,918	3,757,991
IG Revenue	124,037	173,536	155,432	185,000	185,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	356,396	417,575	553,368	550,000	550,000
Taxes	0	0	0	0	0
TOTAL	4,058,914	4,158,680	4,056,802	4,314,918	4,492,991



**Program Summary:** City Prosecutor

**Division:** Legal

**Priority:** Leadership **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 4) crime victim services. The Prosecutor participates in Mental Health Court, Veteran's 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 7540 misdemeanor cases in 2014 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 types of 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 recently co-located its dedicated Domestic Violence attorneys and staff to the newly opened 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 will soon be implementing new evidence based prosecution strategies that will seek to strengthen domestic violence prosecutions where the victim is unavailable or unwilling to testify at trial. The Prosecutor's Office is actively engaged in the newly created Community Court in downtown Spokane. 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. 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 participation in the Spokane Regional Criminal Justice Commission.

#### **Legal/Contractual Mandate:**

The statutory mandate contained in RCW 39.34.180 requires cities to fully prosecute gross misdemeanor offenses committed in their respective jurisdictions, and referred from their respective law enforcement agencies



Legal 7

## **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	19.00	18.00	19.00	19.00	19.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	11,100
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	135,774	137,631	142,081	159,617	160,329
Transfers Out	0	0	0	0	0
Wages & Benefits	1,704,589	1,800,031	1,684,372	1,700,697	1,777,103
TOTAL	1,840,363	1,937,662	1,826,453	1,860,314	1,948,532

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,716,326	1,764,125	1,671,001	1,675,314	1,763,532
IG Revenue	124,037	173,536	155,432	185,000	185,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	1,840,363	1,937,661	1,826,433	1,860,314	1,948,532



**Program Summary:** Civil Division

**Division:** Legal

**Priority:** Leadership **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 inhouse 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 he 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.

#### **Legal/Contractual Mandate:**

City Charter



Legal 9

## **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	16.00	17.00	16.00	16.00	16.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	115,189	150,210	98,602	134,155	138,057
Transfers Out	0	0	0	0	0
Wages & Benefits	2,103,362	2,070,809	2,131,767	2,320,449	2,406,402
TOTAL	2,218,551	2,221,019	2,230,369	2,454,604	2,544,459

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,862,155	1,803,444	1,677,001	1,904,604	1,994,459
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	356,396	417,575	553,368	550,000	550,000
Taxes	0	0	0	0	0
TOTAL	2,218,551	2,221,019	2,230,369	2,454,604	2,544,459

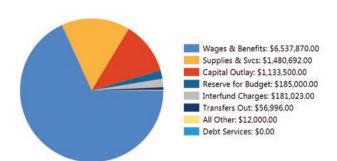


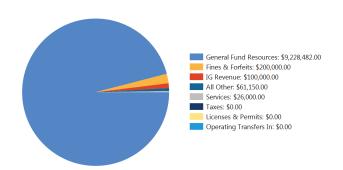


# Library

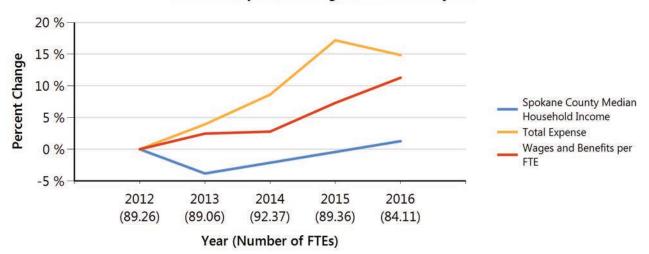


## 2016 Revenue

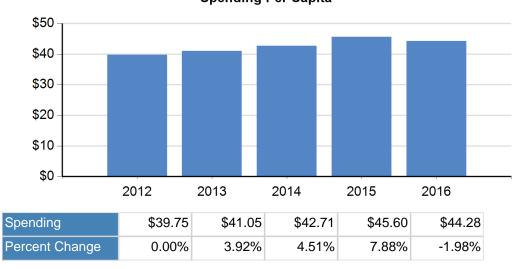




## Cumulative percent change over the last 5 years



#### **Spending Per Capita**

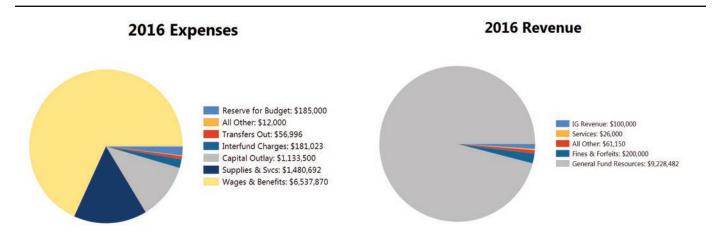




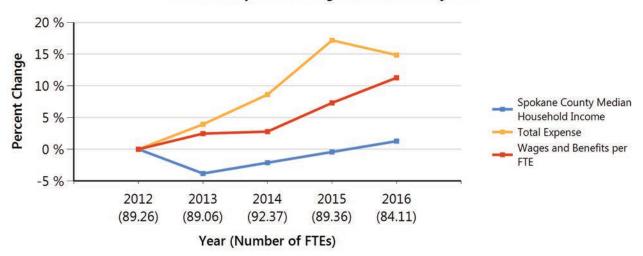


# **Spokane Public Library**

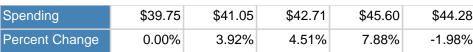
High-quality public education is provided through the downtown library, five neighborhood locations, a digital branch plus outreach to the business and nonprofit community, seniors and youth. We serve the educational needs of everybody in the city, regardless of age, means, or background.



#### Cumulative percent change over the last 5 years









**Program Summary:** Spokane Public Library

**Division:** Library

**Priority:** Growth & Learning **Fund Type:** Special Revenue Fund

#### **Executive Summary:**

High-quality public education is provided through the downtown library, five neighborhood locations, a digital branch plus outreach to the business and nonprofit community, seniors and youth. 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

#### **Legal/Contractual Mandate:**



Library 5

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	89.26	89.06	92.37	89.36	84.11

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	7,926	8,050	8,113	12,000	12,000
Capital Outlay	855,357	887,958	877,305	1,465,000	1,133,500
Debt Services	0	0	0	0	0
Interfund Charges	168,530	153,841	184,645	172,615	181,023
Reserve for Budget	0	0	0	185,000	185,000
Supplies & Svcs	1,092,633	1,263,702	1,389,646	1,209,794	1,480,692
Transfers Out	11,616	11,590	0	55,906	56,996
Wages & Benefits	6,210,953	6,349,739	6,606,601	6,680,788	6,537,870
TOTAL	8,347,015	8,674,880	9,066,310	9,781,103	9,587,081

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	101,816	73,142	64,319	553,155	61,150
Fines & Forfeits	205,966	176,109	179,811	200,000	200,000
General Fund Resources	7,938,397	7,923,397	8,970,397	9,003,397	9,228,482
IG Revenue	0	0	0	0	100,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	26,897	24,891	22,855	26,000	26,000
Taxes	0	0	0	0	0
TOTAL	8,273,076	8,197,539	9,237,382	9,782,552	9,615,632

## **Revenue Explanation:**

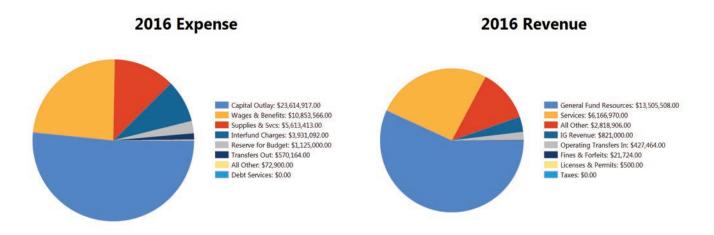
IG Revenue: The Library has become more active in applying for grants and in 2015 began receiving grants. A provision has been made for grants in the 2016 Budget.

General Fund Resources include a 2.5% allocation increase. This line item also includes \$1,080,000 in levy lid lift dollars.

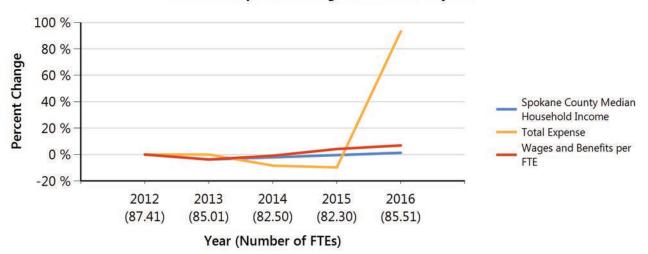


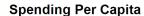


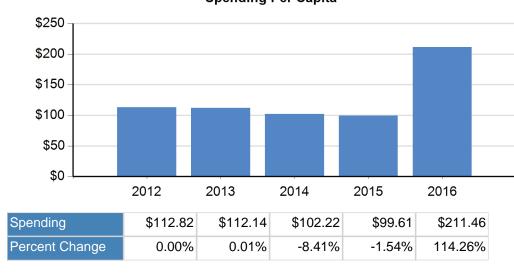
# **Parks**



## Cumulative percent change over the last 5 years





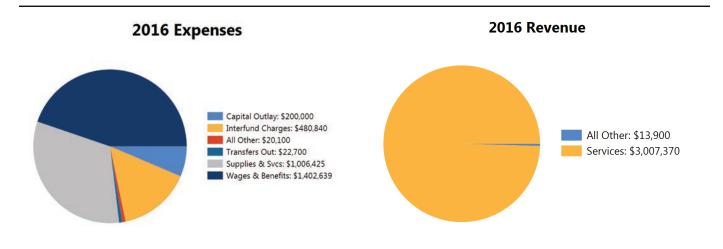




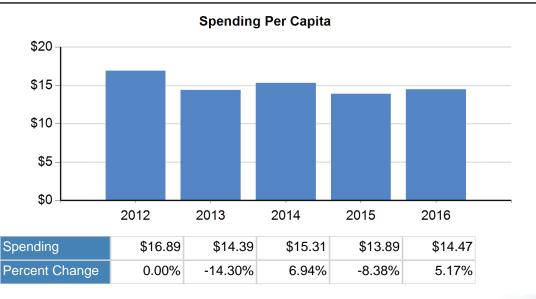


# **Golf Fund**

The Spokane Parks and Recreation Department operates four championship municipal golf courses: Downriver, Esmerelda, Indian Canyon and the Creek at Qualchan. For more than 88 years, these golf courses have been recognized nationally for their maintenance and operation as well as low greens fees.



#### Cumulative percent change over the last 5 years 10 % 5 % Percent Change 0% -5 % Spokane County Median Household Income -10 % **Total Expense** Wages and Benefits per -15 % -20 % 2012 2013 2014 2015 2016 (10.00)(9.55)(9.79)(9.79)(9.89)



Year (Number of FTEs)



**Department Summary: Golf Fund** 

**Division:** Parks

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

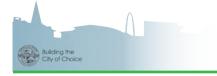
#### **Executive Summary:**

The Spokane Parks and Recreation Department operates four championship municipal golf courses: Downriver, Esmerelda, Indian Canyon and the Creek at Qualchan. For more than 88 years, 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.

#### **Legal/Contractual Mandate:**



Parks 5

## **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	10.00	9.55	9.79	9.79	9.89

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	459,782	408,840	388,268	20,100	20,100
Capital Outlay	30,216	75,313	103,560	100,000	200,000
Debt Services	9,725	5,039	1	0	0
Interfund Charges	333,421	327,402	459,773	496,452	480,840
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	862,676	889,175	933,895	993,787	1,006,425
Transfers Out	555,849	0	22,691	22,700	22,700
Wages & Benefits	1,295,962	1,334,226	1,342,795	1,345,481	1,402,639
TOTAL	3,547,631	3,039,994	3,250,983	2,978,520	3,132,704

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	7,438	34,760	(6,335)	5,800	13,900
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	520,000	0	0	0	0
Services	2,981,667	3,002,817	2,775,566	3,098,100	3,007,370
Taxes	0	0	0	0	0
TOTAL	3,509,105	3,037,577	2,769,232	3,103,900	3,021,270



**Program Summary:** Administration

**Division:** Parks

Priority: Healthy Citizens & 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.

## **Legal/Contractual Mandate:**



Parks 7

## **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.75	0.75	0.75	0.75	0.75

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	423,542	444,052	428,440
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	41,054	20,616	36,228
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	44,710	51,460	55,752
TOTAL	0	0	509,307	516,128	520,420

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	113	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	113	0	0



Program Summary: Creek at Qualchan Golf Course

**Division:** Parks

**Priority:** Healthy Citizens & 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.

## **Legal/Contractual Mandate:**



Parks 9

## **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	220,058	199,078	198,215	5,000	5,000
Capital Outlay	452	735	0	0	0
Debt Services	9,725	5,039	0	0	0
Interfund Charges	47,431	40,293	7,750	12,500	12,500
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	230,649	239,238	248,791	252,152	258,068
Transfers Out	540,000	0	22,691	22,700	22,700
Wages & Benefits	305,348	301,712	304,805	307,114	315,192
TOTAL	1,353,662	786,095	782,252	599,466	613,460

# **Expenditure Explanation:**

## Revenues:

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	1,843	1,818	2,642	1,800	1,800
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	520,000	0	0	0	0
Services	717,498	741,065	731,039	746,928	714,800
Taxes	0	0	0	0	0
TOTAL	1,239,341	742,882	733,681	748,728	716,600



**Program Summary:** Downriver Golf Course

**Division:** Parks

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

## **Executive Summary:**

**Downriver 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.

#### **Legal/Contractual Mandate:**



## FTEs

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	75,720	63,109	57,588	5,600	5,600
Capital Outlay	25,500	61,471	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	38,669	39,009	7,947	12,900	12,900
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	199,469	212,991	220,507	240,958	238,318
Transfers Out	0	0	0	0	0
Wages & Benefits	298,754	296,734	300,211	297,836	312,855
TOTAL	638,112	673,315	586,253	557,294	569,673

# **Expenditure Explanation:**

## Revenues:

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	882	2,486	1,428	1,000	1,300
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	807,313	853,727	877,772	844,664	909,570
Taxes	0	0	0	0	0
TOTAL	808,196	856,214	879,200	845,664	910,870



Program Summary: Esmeralda Golf Course

**Division:** Parks

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

### **Executive Summary:**

Esmeralda 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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	69,298	58,085	43,708	4,700	4,700
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	34,844	37,971	10,134	13,500	13,500
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	216,599	209,016	216,354	234,678	235,218
Transfers Out	0	0	0	0	0
Wages & Benefits	261,763	294,111	287,896	297,560	306,539
TOTAL	582,503	599,183	558,091	550,438	559,957

### **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	690	1,126	990	800	800
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	710,338	716,345	684,143	740,087	721,600
Taxes	0	0	0	0	0
TOTAL	711,028	717,472	685,133	740,887	722,400



Program Summary: Golf Admin (multi course support)

**Division:** Parks

**Priority:** Healthy Citizens & 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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.25	0.80	1.04	1.04	1.14

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	24,212	27,995	41,199	0	0
Capital Outlay	0	13,107	103,560	100,000	200,000
Debt Services	0	0	1	0	0
Interfund Charges	173,640	170,795	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	23,680	26,968	9,575	13,905	14,800
Transfers Out	15,849	0	0	0	0
Wages & Benefits	135,143	125,129	87,247	96,708	99,514
TOTAL	372,525	363,995	241,583	210,613	314,314

# **Expenditure Explanation:**

### Revenues:

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	3,080	243	5,526	2,200	4,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	93,810	105,938	43,208	75,800	77,800
Taxes	0	0	0	0	0
TOTAL	96,890	106,182	48,734	78,000	81,800



**Program Summary:** Indian Canyon Golf Course

**Division:** Parks

Priority: Healthy Citizens & 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, and currently hosts the Rosauers Open. This course has 4 out of 5 star rating on the PGA website.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	70,493	60,573	47,557	4,800	4,800
Capital Outlay	4,264	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	38,837	39,333	10,400	13,500	13,500
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	192,280	200,962	197,613	231,478	223,793
Transfers Out	0	0	0	0	0
Wages & Benefits	294,954	316,539	317,926	294,803	312,787
TOTAL	600,829	617,407	573,497	544,581	554,880

# **Expenditure Explanation:**

#### **Revenues:**

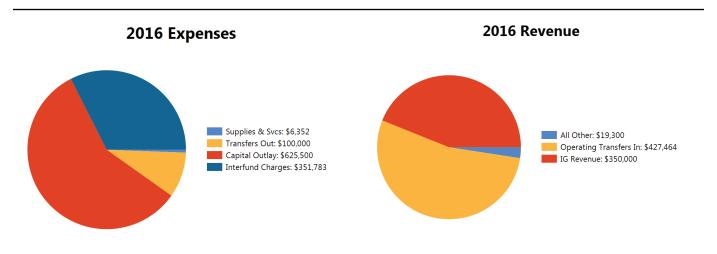
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	943	29,086	(17,034)	0	6,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	652,708	585,741	439,405	690,621	583,600
Taxes	0	0	0	0	0
TOTAL	653,650	614,827	422,371	690,621	589,600



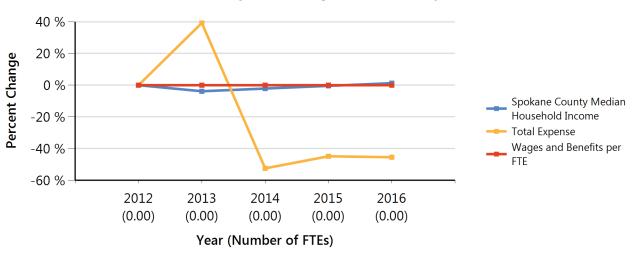


# Park Cumulative Reserve Fund (Parks & Recreation Capital)

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



#### **Cumulative percent change over the last 5 years**



# \$14 \$12 \$10 \$8 \$6 \$4 \$2 \$0 2012 2013 2014 2015 2016

 Spending
 \$9.46
 \$13.10
 \$4.45
 \$5.11
 \$5.01

 Percent Change
 0.00%
 39.26%
 -65.87%
 16.01%
 -1.08%

\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Park Cumulative Reserve Fund (Parks & Recreation Capital)

**Division:** Parks

**Priority:** Healthy Citizens & 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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	448,139	2,314,938	265,290	625,500	625,500
Debt Services	0	0	0	0	0
Interfund Charges	1,431,297	350,000	519,129	353,620	351,783
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	7,773	2,483	59,835	16,352	6,352
Transfers Out	100,000	100,000	100,000	100,000	100,000
Wages & Benefits	0	0	0	0	0
TOTAL	1,987,209	2,767,421	944,254	1,095,472	1,083,635

# **Expenditure Explanation:**

### **Revenues:**

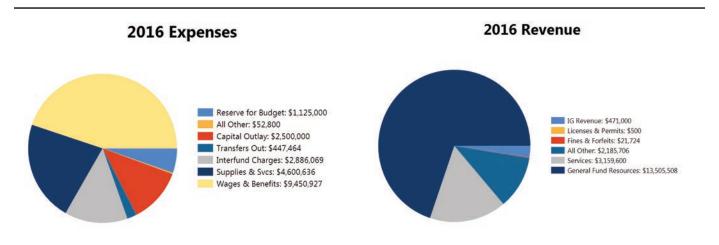
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	58,251	6,112	58,432	17,300	19,300
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	1,362,950	2,343,701	410,781	350,000	350,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	520,004	849,504	520,479	336,464	427,464
Services	3,000	4,000	26,000	0	0
Taxes	0	0	0	0	0
TOTAL	1,944,205	3,203,317	1,015,692	703,764	796,764



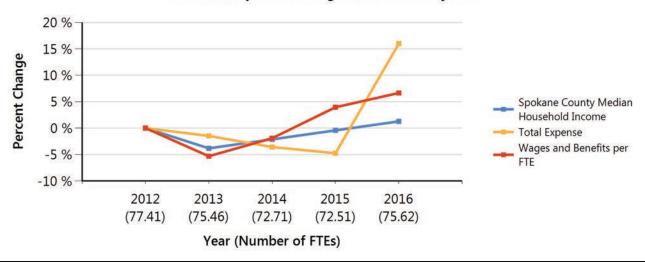


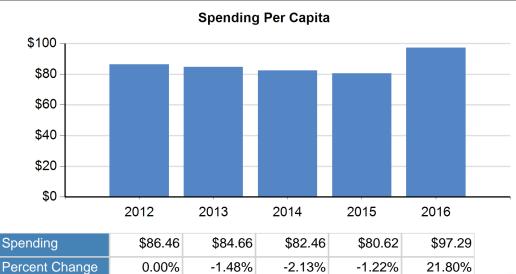
### Parks & Recreation

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.



### Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Parks & Recreation

**Division:** Parks

Priority: Healthy Citizens & 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	77.41	75.46	72.71	72.51	75.62

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	53,162	47,981	49,111	63,800	52,800
Capital Outlay	1,021,038	1,215,670	1,163,098	1,167,800	2,500,000
Debt Services	0	0	0	0	0
Interfund Charges	2,507,645	2,482,772	2,674,583	2,772,706	2,886,069
Reserve for Budget	0	0	0	125,000	1,125,000
Supplies & Svcs	4,376,862	4,478,008	4,719,792	3,994,520	4,600,636
Transfers Out	1,109,400	1,275,152	542,022	344,564	447,464
Wages & Benefits	9,089,306	8,388,340	8,358,126	8,824,092	9,450,927
TOTAL	18,157,413	17,887,923	17,506,733	17,292,482	21,062,896

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	2,020,324	2,002,752	2,129,618	2,196,700	2,185,706
Fines & Forfeits	11,953	14,209	23,727	18,000	21,724
General Fund Resources	12,842,715	12,592,517	13,055,090	12,911,514	13,505,508
IG Revenue	(22,085)	269	28,251	81,000	471,000
Licenses & Permits	600	383	765	500	500
Operating Transfers In	329,870	363,000	6,000	0	0
Services	2,865,410	2,774,808	2,927,839	2,834,817	3,159,600
Taxes	0	0	0	0	0
TOTAL	18,048,786	17,747,938	18,171,289	18,042,531	19,344,038



**Program Summary:** Administration

**Division:** Parks

**Priority:** Healthy Citizens & 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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	18.51	17.51	17.51	17.51	18.51

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	4,123	3,205	12,812	26,800	15,800
Capital Outlay	0	11,414	42,186	307,000	1,100,000
Debt Services	0	0	0	0	0
Interfund Charges	1,315,993	1,244,667	2,621,901	2,687,256	2,816,619
Reserve for Budget	0	0	0	125,000	1,125,000
Supplies & Svcs	129,100	250,836	704,758	556,977	521,087
Transfers Out	231,602	335,000	56,542	55,000	55,000
Wages & Benefits	757,555	548,944	1,491,508	1,818,621	2,163,660
TOTAL	2,438,373	2,394,066	4,929,708	5,576,654	7,797,166

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	27,872	(17,030)	18,886	131,600	137,100
Fines & Forfeits	0	0	0	0	0
General Fund Resources	12,776,715	12,526,517	12,989,090	12,845,514	13,439,508
IG Revenue	(22,085)	0	0	0	400,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	1,276	2,028	24,999	27,000	239,400
Taxes	0	0	0	0	0
TOTAL	12,783,778	12,511,515	13,032,976	13,004,114	14,216,008



**Program Summary:** Community Centers

**Division:** Parks

**Priority:** Healthy Citizens & Environment

Fund Type: Special Revenue Fund

### **Executive Summary:**

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

### **Programs and Services:**

Peaceful Valley, NE Youth Center, WCCC Youth, Midcity Senior Center, Corbin Senior Center, Sinto Senior Center, Hillyards Senior Center, South Senior Center.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	121,761	22,263	9,450	9,450	9,450
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	471,864	576,789	638,412	0	641,876
Transfers Out	0	0	0	0	0
Wages & Benefits	175,222	82,791	414	0	0
TOTAL	768,847	681,842	648,276	9,450	651,326

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	2,311	151	136	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	26,262	19	2,354	0	0
Taxes	0	0	0	0	0
TOTAL	28,573	170	2,490	0	0



**Program Summary:** Grants

**Division:** Parks

**Priority:** Healthy Citizens & Environment

Fund Type: Special Revenue Fund

Executive	Summary
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This Program represents minor grants received for activities in the Parks and Recreation Department.

**Programs and Services:** 

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	21,715	87,800	0
Debt Services	0	0	0	0	0
Interfund Charges	0	269	10,496	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	4,093	20,000	10,000
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	0	269	36,304	107,800	10,000

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	3,754	3,776	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	269	28,251	81,000	71,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	3,754	4,045	28,251	81,000	71,000



**Program Summary:** Horticulture

**Division:** Parks

**Priority:** Healthy Citizens & 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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	11.00	11.00	11.00	11.00	11.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	6,618	6,618	0	0	0
Capital Outlay	365,861	63,006	342,492	80,000	0
Debt Services	0	0	0	0	0
Interfund Charges	116,940	136,683	86	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	363,114	352,714	283,716	343,209	337,450
Transfers Out	331,040	363,540	30,000	5,000	11,000
Wages & Benefits	1,351,921	1,326,150	1,081,674	1,095,334	1,120,374
TOTAL	2,535,494	2,248,711	1,737,968	1,523,543	1,468,824

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	168,869	74,831	257,914	107,500	112,500
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	3,370	0	0	0	0
Services	25	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	172,264	74,831	257,914	107,500	112,500



**Program Summary:** Operations

**Division:** Parks

**Priority:** Healthy Citizens & 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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	22.00	22.05	21.05	20.85	21.86

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	242	0	0
Capital Outlay	314,079	488,103	382,045	291,500	630,000
Debt Services	0	0	0	0	0
Interfund Charges	386,036	402,484	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	815,959	850,545	815,955	818,895	865,674
Transfers Out	170,461	175,857	128,000	136,100	148,000
Wages & Benefits	2,290,396	2,380,438	1,885,791	2,009,040	2,081,531
TOTAL	3,976,930	4,297,428	3,212,032	3,255,535	3,725,205

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	56,409	66,649	15,857	43,600	44,230
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	4,000	6,000	0	0
Services	68,582	47,488	37,983	30,000	65,000
Taxes	0	0	0	0	0
TOTAL	124,991	118,137	59,840	73,600	109,230



**Program Summary: Recreation** 

**Division:** Parks

Priority: Healthy Citizens & 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 (4) 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	7.35	7.35	7.35	7.35	7.35

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	5,041	4,365	4,094	5,200	5,200
Capital Outlay	8,329	44,229	97,782	366,500	377,500
Debt Services	0	0	0	0	0
Interfund Charges	196,279	265,503	32,333	60,000	60,000
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	1,036,222	1,069,876	943,056	878,849	893,183
Transfers Out	15,264	15,264	15,264	15,264	15,264
Wages & Benefits	1,713,254	1,494,412	1,467,750	1,440,726	1,510,434
TOTAL	2,974,389	2,893,650	2,560,279	2,766,539	2,861,581

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	443,633	525,737	461,055	553,000	523,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	923,784	912,055	955,007	873,200	992,700
Taxes	0	0	0	0	0
TOTAL	1,367,418	1,437,792	1,416,062	1,426,200	1,515,700



**Program Summary:** Riverfront Park

**Division:** Parks

**Priority:** Healthy Citizens & 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, Pigout and Car Shows. In 2014, plans to renovate Riverfront Park commenced.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	14.55	13.55	11.80	11.80	12.90

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	37,380	33,792	31,963	31,800	31,800
Capital Outlay	332,768	608,919	276,878	35,000	82,500
Debt Services	0	0	0	0	0
Interfund Charges	320,704	353,945	318	16,000	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	1,510,764	1,339,654	1,254,316	1,281,545	1,238,006
Transfers Out	312,033	334,991	206,200	106,200	206,200
Wages & Benefits	2,502,156	2,236,253	2,009,877	2,012,225	2,119,611
TOTAL	5,015,806	4,907,553	3,779,551	3,482,770	3,678,117

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	1,297,438	1,329,614	1,341,369	1,346,000	1,353,876
Fines & Forfeits	11,953	14,209	23,727	18,000	21,724
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	1,813,859	1,742,336	1,881,109	1,875,117	1,837,500
Taxes	0	0	0	0	0
TOTAL	3,123,250	3,086,159	3,246,204	3,239,117	3,213,100



**Program Summary:** Urban Forestry

**Division:** Parks

**Priority:** Healthy Citizens & Environment

Fund Type: Special Revenue Fund

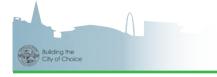
#### **Executive Summary:**

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	4.00	4.00	4.00	4.00	4.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	310,000
Debt Services	0	0	0	0	0
Interfund Charges	49,933	56,959	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	49,838	37,594	75,486	95,045	93,360
Transfers Out	49,000	50,500	106,015	27,000	12,000
Wages & Benefits	298,803	319,352	421,113	448,146	455,317
TOTAL	447,574	464,405	602,615	570,191	870,677

# **Expenditure Explanation:**

### **Revenues:**

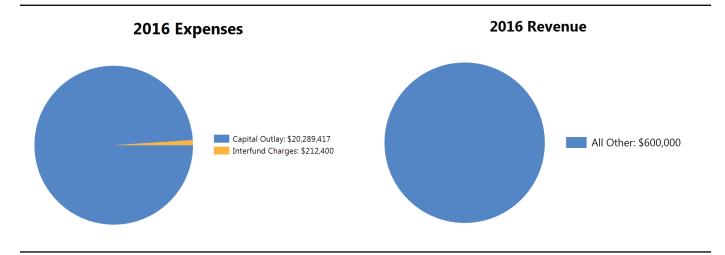
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	20,037	19,024	34,400	15,000	15,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	66,000	66,000	66,000	66,000	66,000
IG Revenue	0	0	0	0	0
Licenses & Permits	600	383	765	500	500
Operating Transfers In	326,500	359,000	0	0	0
Services	31,621	70,882	26,387	29,500	25,000
Taxes	0	0	0	0	0
TOTAL	444,758	515,289	127,553	111,000	106,500



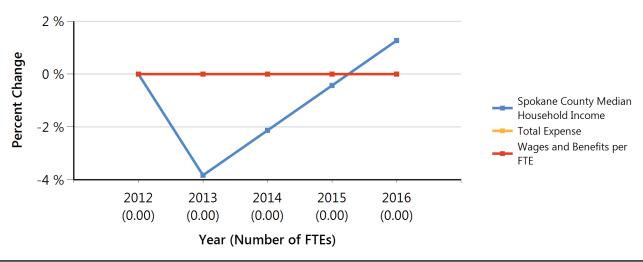


# **Riverfront Park Bond**

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).



### **Cumulative percent change over the last 5 years**



# \$100 \$80 \$60 \$40 \$20 \$0 2012 2013 2014 2015 2016

Spending	\$0.00	\$94.70
Percent Change	0.00%	0.00%



**Enhancement:** Riverfront Park Bond

**Division:** Parks

**Priority:** Healthy Citizens & 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.

### **Legal/Contractual Mandate:**



Parks 45

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	20,289,417
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	212,400
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	0	0	0	0	20,501,817

### **Expenditure Explanation:**

An estimated \$20MM is expected to be spent for capital projects for the Riverfront Park renovation in 2016. The \$212,400 is an inter-fund billing expenditure to cover project employee salary and benefits costs related to planning and administration of the bond.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	600,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	600,000

### **Revenue Explanation:**

Interest income of \$600,000 is expected to be earned in 2016.





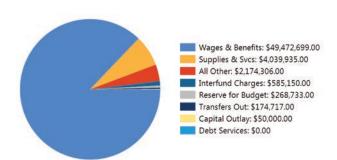
**Police** 

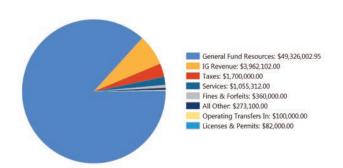
Polic

## **Police**

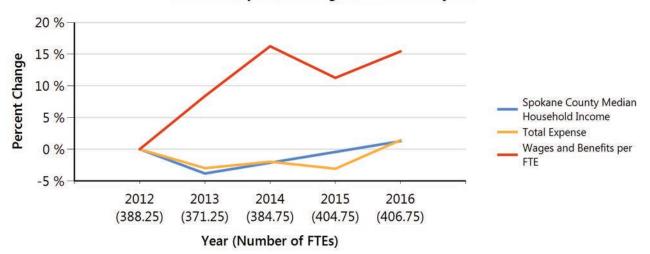


#### 2016 Revenue

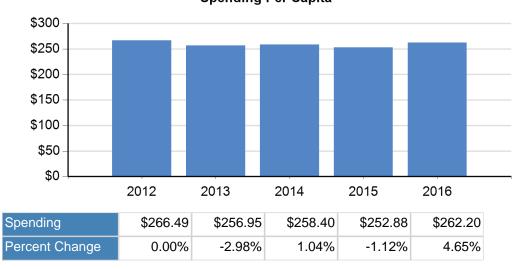




#### Cumulative percent change over the last 5 years



#### **Spending Per Capita**



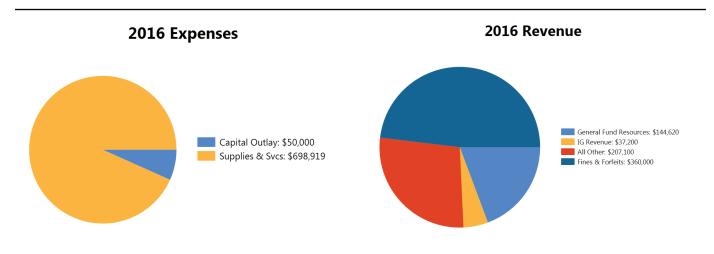
\* 2012 through 2014 Actual 2015 through 2016 Budget



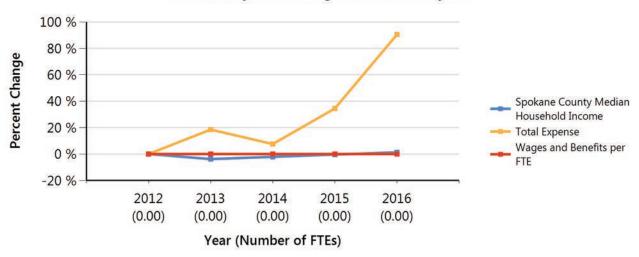


## **Forfietures & Contributions**

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.



#### Cumulative percent change over the last 5 years



#### **Spending Per Capita** \$4 \$3 \$3 \$2 \$2 \$1 \$1 \$0 2012 2013 2014 2015 2016 Spending \$1.87 \$2.20 \$1.99 \$2.47 \$3.46 Percent Change 0.00% 18.48% -9.22% 25.05% 41.63%

\* 2012 through 2014 Actual 2015 through 2016 Budget





**Department Summary:** Forfietures & Contributions

**Division:** Police **Priority:** 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. These auctions proceeds are restricted by agreement to supporting the joint Property Evidence Facility.

#### **Legal/Contractual Mandate:**

All revenues and expenses are typically restricted to a certain purpose as defined by the contributor or asset seizure.



Police

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	35,000	0	0	0
Capital Outlay	149,869	110,420	113,149	200,000	50,000
Debt Services	0	0	0	0	0
Interfund Charges	0	74	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	243,267	320,320	309,701	328,780	698,919
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	393,136	465,814	422,850	528,780	748,919

## **Expenditure Explanation:**

#### **Revenues:**

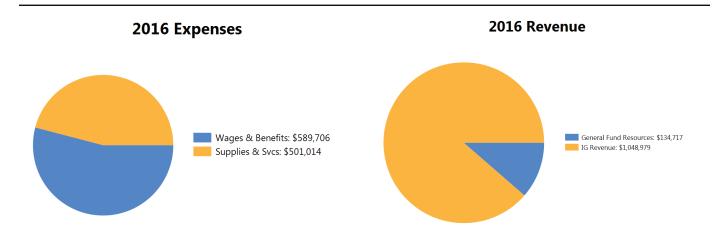
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	105,556	350,051	132,403	98,800	207,100
Fines & Forfeits	279,864	114,847	219,380	195,000	360,000
General Fund Resources	(39,825)	(250,441)	(1,489)	182,980	144,620
IG Revenue	47,540	225,045	79,018	0	37,200
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	26,342	(6,462)	52,000	0
Taxes	0	0	0	0	0
TOTAL	393,135	465,844	422,850	528,780	748,920



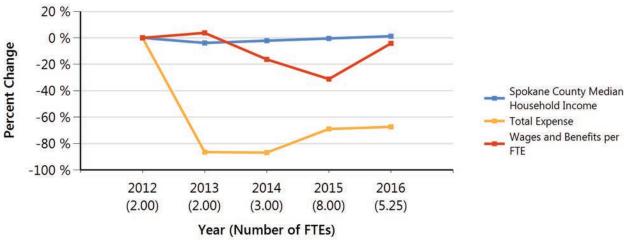


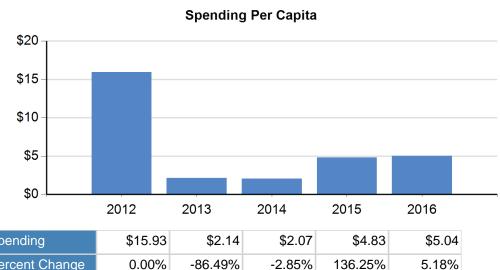
## Law Enforcement Grants

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.



## Cumulative percent change over the last 5 years





Spending Percent Change \* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Law Enforcement Grants

**Division:** Police **Priority:** 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.

#### **Legal/Contractual Mandate:**

These grants are specific to several contracts on file.



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#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.00	2.00	3.00	8.00	5.25

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	361,446	121,004	9,200	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	500	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	2,733,216	70,805	118,031	329,000	501,014
Transfers Out	0	0	0	0	0
Wages & Benefits	250,529	259,975	311,665	707,426	589,706
TOTAL	3,345,191	451,785	438,896	1,036,926	1,090,720

### **Expenditure Explanation:**

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:**

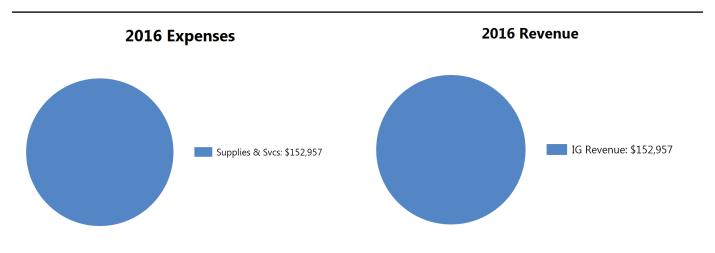
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	6,659	0	20,000	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	156,416	27,074	15,942	230,439	134,717
IG Revenue	3,182,115	424,711	418,896	806,487	1,048,979
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	3,345,191	451,785	454,838	1,036,926	1,183,696



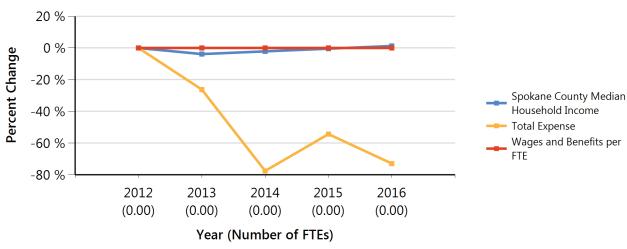


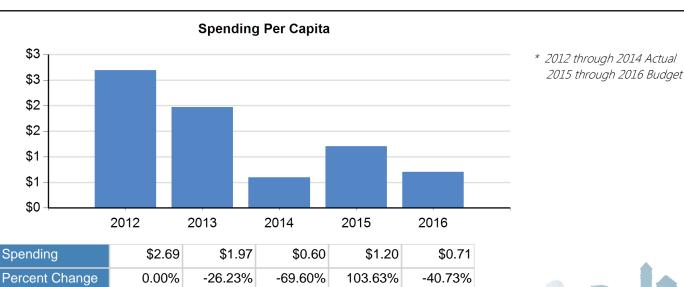
# Local Law Enforcement Block Grant Fund (Public Safety Jag Grants)

Department of Justice JAG grants fund in partnership with the county and other local jurisdictions to support Law Enforcement in special projects.



#### **Cumulative percent change over the last 5 years**







**Department Summary:** Local Law Enforcement Block Grant Fund (Public Safety Jag Grants)

**Division:** Police **Priority:** 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.

#### **Legal/Contractual Mandate:**

Contracts with the County and the Department of Justice support these revenues and expenses.



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#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	108,767	167,219	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	448,755	243,257	107,396	258,094	152,957
Transfers Out	0	0	0	0	0
Wages & Benefits	7,813	6,528	19,346	0	0
TOTAL	565,335	417,004	126,742	258,094	152,957

#### **Expenditure Explanation:**

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:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	8,639	199	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	556,696	385,538	31,263	0	0
IG Revenue	0	31,267	95,479	258,094	152,957
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	565,335	417,004	126,742	258,094	152,957

#### **Revenue Explanation:**

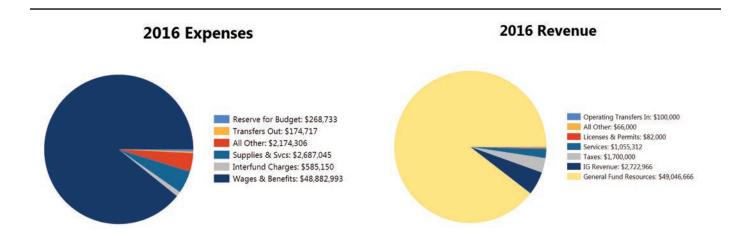
Shows revenue from General fund only because most of these grants in prior years were able to collect the revenue in previous years and manage the cash through the department. Subsequent years the policy changed.



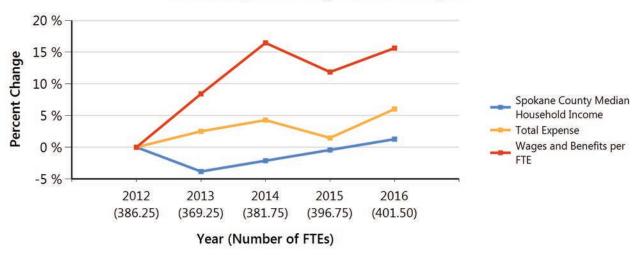


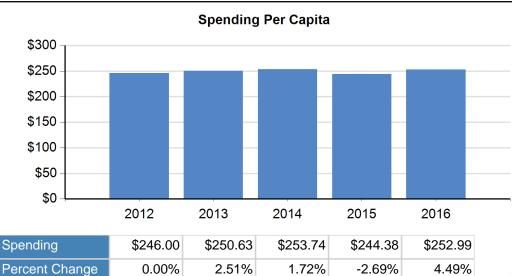
## **Police Department**

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.



#### Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget





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**Department Summary:** Police Department

**Division:** Police **Priority:** 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.

Additionally, our smart policing strategies incorporate traditional enforcement and non-traditional community-engaged problem-solving. Over the next five years, we plan on developing and utilizing predictive analysis to anticipate criminal activity and introduce strategies that "head crime off at the pass."

The Spokane Police Department's CompStat model is based on four fundamental principles:

#### 1. Accurate, Timely Intelligence.

To respond effectively to crime patterns and trends, all members of the SPD are provided with accurate and timely intelligence regarding the persons committing crimes, their activities, and the places were criminal activity is taking place. Our crime analysts turn real time data and intelligence into effective strategies and tactics. We gather, analyze and report data with geographic specificity to ensure police resources are directed to those neighborhoods most challenged by crime and/or quality of life issues and achieving desired outcomes.

#### 2. Rapid Deployment of Resources.

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.



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#### **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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	386.25	369.25	381.75	396.75	401.50

#### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	1,968,468	624,650	1,875,296	1,827,580	2,174,306
Capital Outlay	815,996	353,417	138,453	0	0
Debt Services	0	0	0	0	0
Interfund Charges	5,895,504	6,851,715	1,277,901	1,028,931	585,150
Reserve for Budget	0	0	0	66,978	268,733
Supplies & Svcs	2,168,540	2,866,860	3,408,980	2,687,597	2,687,045
Transfers Out	261,195	234,719	223,922	260,000	174,717
Wages & Benefits	40,550,121	42,026,585	46,945,196	46,547,674	48,882,993
TOTAL	51,659,824	52,957,946	53,869,748	52,418,760	54,772,944

#### **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	55,351	58,553	30,126	57,000	66,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	46,767,784	49,697,424	48,299,026	46,908,262	49,046,666
IG Revenue	2,598,246	844,964	2,738,007	2,600,311	2,722,966
Licenses & Permits	83,025	87,434	73,995	82,000	82,000
Operating Transfers In	0	0	50,000	100,000	100,000
Services	725,341	767,336	1,071,685	1,071,187	1,055,312
Taxes	1,430,403	1,502,236	1,606,914	1,600,000	1,700,000
TOTAL	51,660,150	52,957,946	53,869,753	52,418,760	54,772,944



**Program Summary:** K9

**Division:** Police **Priority:** 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	7.00	6.00	5.00	4.00	5.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	25,308	46,380	22,103	33,423	31,923
Transfers Out	0	0	0	0	0
Wages & Benefits	795,051	759,776	904,287	590,559	658,282
TOTAL	820,359	806,155	926,390	623,982	690,205

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	810,859	800,155	921,590	603,482	690,205
IG Revenue	9,500	6,000	4,800	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	20,500	0
Taxes	0	0	0	0	0
TOTAL	820,359	806,155	926,390	623,982	690,205



**Program Summary: Patrol** 

**Division:** Police **Priority:** 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	189.00	185.00	195.00	197.60	202.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	19,409	16,294	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	1,400	7,498	0	0	0
Reserve for Budget	0	0	0	26,978	0
Supplies & Svcs	174,877	183,276	172,555	214,349	150,260
Transfers Out	0	0	0	0	0
Wages & Benefits	19,662,928	20,472,158	24,471,271	23,190,956	24,976,062
TOTAL	19,858,614	20,679,227	24,643,825	23,432,283	25,126,322

## **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	17	(8)	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	18,198,727	19,084,247	22,356,811	21,209,283	25,027,322
IG Revenue	113,783	3,002	387,410	424,000	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	115,684	89,749	292,691	199,000	99,000
Taxes	1,430,403	1,502,236	1,606,914	1,600,000	0
TOTAL	19,858,614	20,679,226	24,643,825	23,432,283	25,126,322

## **Revenue Explanation:**

Taxes moved to admin



**Program Summary: Traffic** 

**Division:** Police **Priority:** 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	16.00	11.00	11.00	10.00	11.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	449	91	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	19,905	31,641	14,726	37,160	36,160
Transfers Out	0	0	0	0	0
Wages & Benefits	1,319,910	1,197,995	1,233,203	1,209,831	1,350,136
TOTAL	1,340,264	1,229,728	1,247,929	1,246,991	1,386,296

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,238,625	1,125,631	1,187,252	1,046,991	1,286,296
IG Revenue	0	350	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	100,000	100,000
Services	101,638	103,746	60,677	100,000	0
Taxes	0	0	0	0	0
TOTAL	1,340,264	1,229,727	1,247,929	1,246,991	1,386,296



**Program Summary:** Community Outreach and Engagement

**Division:** Police **Priority:** 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 the Chronic Offender unit make up this program in looking forward to building community relations and helping to reduce recidivism.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	7.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	3,575
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	888,118
TOTAL	0	0	0	0	891,693

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	891,693
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	891,693



**Program Summary:** Cops Contract

**Division:** Police **Priority:** 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	8,689	4,841	9,625	3,750	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	315,672	287,561	298,060	410,825	414,575
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	324,361	292,402	307,685	414,575	414,575

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	125,444	77,177	30,716	190,764	390,764
IG Revenue	198,917	215,225	226,970	223,811	23,811
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	50,000	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	324,361	292,402	307,685	414,575	414,575



Program Summary: Extra Duty Employment

**Division:** Police **Priority:** Safety

Fund Type: General Fund

#### **Executive Summary:**

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:**

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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	35,023	36,069	36,052	36,150	36,826
Transfers Out	0	0	0	0	0
Wages & Benefits	176,053	178,015	150,308	176,100	176,100
TOTAL	211,076	214,084	186,360	212,250	212,926

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	586	(106)	447	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	4,634	22,348	11,879	(13,937)	(13,261)
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	205,856	191,842	174,034	226,187	226,187
Taxes	0	0	0	0	0
TOTAL	211,076	214,084	186,360	212,250	212,926



**Program Summary:** Special Events

**Division:** Police **Priority:** Safety

Fund Type: General Fund

#### **Executive Summary:**

Special Events are a collaboration of SPD and the community and organization leaders.

#### **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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.00	2.00	1.00	3.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	21	277	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	6,401	13,848	0	3,575	0
Transfers Out	0	0	0	0	0
Wages & Benefits	452,162	617,597	631,202	442,715	359,721
TOTAL	458,584	631,722	631,202	446,290	359,721

## **Expenditure Explanation:**

There are two sergeants that split the duties for coordination, but are budgeted within traffic now.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	(53)	294	565	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	306,386	481,151	449,477	294,290	207,721
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	152,250	150,277	181,161	152,000	152,000
Taxes	0	0	0	0	0
TOTAL	458,584	631,722	631,202	446,290	359,721



**Program Summary:** Traffic School

**Division:** Police **Priority:** 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	66,599	65,202	67,504	25,000
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	4,082	421	29,600	72,104
Transfers Out	0	0	0	0	0
Wages & Benefits	0	63,240	54,154	61,341	61,341
TOTAL	0	133,921	119,777	158,445	158,445

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	(19,220)	(37,877)	(54,543)	(94,055)	(94,055)
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	19,220	171,799	174,320	252,500	252,500
Taxes	0	0	0	0	0
TOTAL	0	133,922	119,777	158,445	158,445



**Program Summary:** Volunteer Services

**Division:** Police **Priority:** 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.

#### **Legal/Contractual Mandate:**



## **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.00	2.00	1.00	2.00	1.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	1,276	1,224	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	29,436	46,335	37,181	55,391	35,441
Transfers Out	0	0	0	0	0
Wages & Benefits	210,391	208,743	106,304	180,281	74,500
TOTAL	241,103	256,302	143,485	235,672	109,941

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	241,103	253,802	143,485	235,672	109,941
IG Revenue	0	2,500	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	241,103	256,302	143,485	235,672	109,941



**Program Summary:** Communications Administration (Dispatch)

**Division:** Police **Priority:** 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	24.00	22.00	22.00	21.00	21.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	585,118	624,650	623,999	576,817	662,100
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	51,148	51,189	51,729	52,000	52,000
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	37,648	32,340	19,574	35,008	27,708
Transfers Out	0	0	0	0	0
Wages & Benefits	2,239,766	2,232,943	2,439,365	2,205,410	2,236,013
TOTAL	2,913,680	2,941,122	3,134,667	2,869,235	2,977,821

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	2,595,286	2,642,652	2,835,552	2,524,235	2,632,821
IG Revenue	308,877	296,132	292,086	335,000	335,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	9,517	2,336	7,029	10,000	10,000
Taxes	0	0	0	0	0
TOTAL	2,913,680	2,941,120	3,134,667	2,869,235	2,977,821



**Program Summary:** Crime Analysis

**Division:** Police **Priority:** 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.

### **Legal/Contractual Mandate:**



## **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	4.00	4.00	4.00	6.00	6.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	367	46	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	10,167	9,712	22,865	16,472	15,293
Transfers Out	0	0	0	0	0
Wages & Benefits	268,615	422,890	380,910	493,502	515,782
TOTAL	279,149	432,648	403,775	509,974	531,075

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	279,149	432,647	403,775	509,974	531,075
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	279,149	432,647	403,775	509,974	531,075



**Program Summary:** Police Academy/Training Center

**Division:** Police **Priority:** Safety

Fund Type: General Fund

#### **Executive Summary:**

The Spokane Police Department offers comprehensive training for both the community and law enforcement officers.

#### **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.

#### **Legal/Contractual Mandate:**



#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	9.00	7.00	9.00	8.40	8.60

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	9,850	0	0	10,763	10,763
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	4,176	2,187	0	350	350
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	318,682	361,129	515,249	310,798	224,229
Transfers Out	0	0	0	0	0
Wages & Benefits	1,003,943	1,333,787	796,883	1,031,142	1,100,998
TOTAL	1,336,651	1,697,103	1,312,132	1,353,053	1,336,340

## **Expenditure Explanation:**

Supplies & Service increase in 2014 due to account code changes. 2015 will also have adjustments and 2016 will need to be adjusted as well.

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	5,073	2,615	105	0	9,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,235,881	1,662,136	1,294,123	1,273,053	1,307,340
IG Revenue	1,975	1,952	13,803	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	93,721	30,400	4,100	80,000	20,000
Taxes	0	0	0	0	0
TOTAL	1,336,650	1,697,103	1,312,131	1,353,053	1,336,340



**Program Summary:** Police Records

**Division:** Police **Priority:** 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.

#### **Legal/Contractual Mandate:**



#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	33.00	32.00	31.00	32.00	33.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	94,831	166,845	163,724	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	72,993	96,522	63,829	89,178	80,178
Transfers Out	0	0	0	0	0
Wages & Benefits	2,174,714	2,204,985	1,944,416	2,356,219	2,533,875
TOTAL	2,342,538	2,468,352	2,171,969	2,445,397	2,614,053

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	(49)	210	25	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,136,724	2,370,164	2,093,187	1,104,397	2,614,053
IG Revenue	1,112,500	0	0	1,250,000	0
Licenses & Permits	83,025	87,434	73,995	82,000	0
Operating Transfers In	0	0	0	0	0
Services	10,338	10,544	4,762	9,000	0
Taxes	0	0	0	0	0
TOTAL	2,342,538	2,468,352	2,171,969	2,445,397	2,614,053

## **Revenue Explanation:**

Joint use revenue not booked yet for 2013 or 2014.



**Program Summary: Property** 

**Division:** Police **Priority:** 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.

#### **Legal/Contractual Mandate:**



#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	6.75	6.75	6.75	6.75	6.75

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	71,000	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	208,821	180,765	146,198	172,000	172,000
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	119,576	100,150	26,263	113,332	34,796
Transfers Out	0	0	0	0	0
Wages & Benefits	578,472	526,232	548,846	586,624	604,345
TOTAL	977,869	807,147	721,307	871,956	811,141

# **Expenditure Explanation:**

The expenditures for Property are lower than the previous years because of budget changes in coding. All facility related expenditures like gas, electric, sewer and building maintenance have been moved to Facilities.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	541,369	807,147	721,307	621,956	811,141
IG Revenue	436,500	0	0	250,000	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	977,869	807,147	721,307	871,956	811,141

### **Revenue Explanation:**

Joint Use Agreement was not finalized in time to record the IG Revenue. Once the agreement is finalized, this will be recorded.



**Program Summary:** Protective Services

**Division:** Police **Priority:** Safety

Fund Type: General Fund

Execu	tive	Sumn	narv:

Protective Services is used for general operations and support and allocated through the cost plan.

**Programs and Services:** 

## **Legal/Contractual Mandate:**



### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	3.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	8,933	0	0
Capital Outlay	748,549	48,501	119,769	0	0
Debt Services	0	0	0	0	0
Interfund Charges	4,899,125	5,749,301	751,350	1,100	1,000
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	523,420	800,621	786,600	746,757	737,947
Transfers Out	0	0	0	0	0
Wages & Benefits	312,412	342,600	347,600	734,734	365,523
TOTAL	6,483,506	6,941,023	2,014,252	1,482,591	1,104,470

## **Expenditure Explanation:**

The TARU group was funded in 2015 in this program and are now moved to their own program.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	49,143	55,530	28,834	57,000	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	6,417,263	6,876,057	1,975,518	1,416,591	1,045,470
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	17,100	9,437	9,900	9,000	59,000
Taxes	0	0	0	0	0
TOTAL	6,483,506	6,941,024	2,014,252	1,482,591	1,104,470



**Program Summary:** Technical Assistance Response Unit (TARU)

**Division:** Police **Priority:** 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.

#### **Legal/Contractual Mandate:**



Police 5:

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	4.00	10.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	26,172	56,350	94,366
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	343,402	1,006,571
TOTAL	0	0	26,172	399,752	1,100,937

### **Expenditure Explanation:**

Includes Arrest Program that is transferring to Special Revenue in 2016. The program is bringing on personnel from the SRECS fund in order to support the systems in the future after the county takes over the CAD system.

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	26,172	362,552	1,100,937
IG Revenue	0	0	0	37,200	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	26,172	399,752	1,100,937



Program Summary: Chiefs Office-Admin

**Division:** Police **Priority:** Safety

Fund Type: General Fund

#### **Executive Summary:**

The Chief of Police is responsible for administering and managing the Spokane Police Department both operationally and fiscally.

#### **Programs and Services:**

The office of the Chief shall administer Internal Affairs, PIO, Community Outreach, Training, Organizational Development, and all other administrative functions not assigned to the bureaus.

#### **Legal/Contractual Mandate:**



#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	22.50	19.50	26.00	31.00	16.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	1,302,500	0	824,661	1,240,000	1,501,443
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	507,524	499,907	0	619,227	221,800
Reserve for Budget	0	0	0	40,000	40,000
Supplies & Svcs	187,391	126,958	320,680	140,931	128,381
Transfers Out	14,848	28,839	190,942	220,000	134,717
Wages & Benefits	2,306,079	2,681,669	3,069,113	3,854,108	1,941,857
TOTAL	4,318,341	3,337,373	4,405,396	6,114,266	3,968,198

## **Expenditure Explanation:**

Joint use costs account for "other" and are not recorded for 2013 because the adjustment was netted. Adjusted most commissioned admin officers out of admin into respective units.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	57,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	4,318,350	3,337,374	2,830,991	6,112,966	16,593
IG Revenue	0	0	1,414,647	1,300	1,932,000
Licenses & Permits	0	0	0	0	82,000
Operating Transfers In	0	0	0	0	0
Services	0	0	159,761	0	180,605
Taxes	0	0	0	0	1,700,000
TOTAL	4,318,350	3,337,374	4,405,399	6,114,266	3,968,198

### **Revenue Explanation:**

Joint use revenue was netted instead of booked as sep. revenue and expense in prior years.



**Program Summary:** Facilities

**Division:** Police **Priority:** Safety

Fund Type: General Fund

### **Executive Summary:**

This program provides the costs for the maintenance of Facilities: Gardner, Alki, Academy and precincts.

### **Programs and Services:**

Maintenance of buildings includes Utilities, repairs, capital expenses and operating transfers for loan repayment.

### **Legal/Contractual Mandate:**



#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	406,188	0	0
Capital Outlay	15,292	110,112	9,371	0	0
Debt Services	0	0	0	0	0
Interfund Charges	115,558	119,181	90,073	113,000	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	51,531	54,734	297,523	87,771	277,450
Transfers Out	246,347	205,879	32,980	40,000	0
Wages & Benefits	0	0	0	0	0
TOTAL	428,728	489,906	836,135	240,771	277,450

## **Expenditure Explanation:**

Coding Adjustments per State BARS codes, Cost Plan, COPS contract facilities included in COPS bid tab. Joint use for other years is in Admin.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	317	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	428,410	489,905	836,134	240,771	277,450
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	428,727	489,905	836,134	240,771	277,450



**Program Summary:** Office of Professional Accountability (OPA)

**Division:** Police **Priority:** Safety

Fund Type: General Fund

#### **Executive Summary:**

The Office of Professional Accountability (OPA) works with Admin and the Ombudsman office in investigating complaints and works with the Dept. of Justice to resolve the outstanding collaboration.

#### **Programs and Services:**

Personnel Include all Internal Affairs staff which work directly with the DOJ in collaboration. Also included are other officers that work with other auditing functions within the department.

#### **Legal/Contractual Mandate:**



## **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	7.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	12,550
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	857,834
TOTAL	0	0	0	0	870,384

# **Expenditure Explanation:**

Budget was in Admin in prior years.

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	870,384
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	870,384



**Sub-Department** Administration/Overhead

**Summary:** 

**Division:** Police

**Priority:** Safety

Fund Type: General Fund

#### **Executive Summary:**

Administration support centralizes fiscal, human resources, and support services (Chief's office, Finance, Records, Crime Analysis, Information Technology, 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.

#### **Legal/Contractual Mandate:**



## **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	22.50	19.50	26.00	31.00	23.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	1,302,500	0	1,230,849	1,240,000	1,501,443
Capital Outlay	15,292	110,112	9,371	0	0
Debt Services	0	0	0	0	0
Interfund Charges	623,081	619,087	90,073	732,227	221,800
Reserve for Budget	0	0	0	40,000	40,000
Supplies & Svcs	238,922	181,692	618,203	228,702	418,381
Transfers Out	261,195	234,719	223,922	260,000	134,717
Wages & Benefits	2,306,079	2,681,669	3,069,113	3,854,108	2,799,691
TOTAL	4,747,069	3,827,279	5,241,531	6,355,037	5,116,032

## **Expenditure Explanation:**

## Revenues:

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	317	0	0	0	57,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	4,746,760	3,827,279	3,667,125	6,353,737	1,164,427
IG Revenue	0	0	1,414,647	1,300	1,932,000
Licenses & Permits	0	0	0	0	82,000
Operating Transfers In	0	0	0	0	0
Services	0	0	159,761	0	180,605
Taxes	0	0	0	0	1,700,000
TOTAL	4,747,077	3,827,279	5,241,533	6,355,037	5,116,032



**Sub-Department** Community/Special Events/Services

**Summary:** 

**Division:** Police **Priority:** 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.

#### **Legal/Contractual Mandate:**

SPD is under contract to the COPS program & Extra Duty for their involvement with the community. Traffic School is supported by the municipal code as an alternative to traffic citations. Special Events coordination contains many contractual obligations to the community to support safety in local events.



### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	4.00	4.00	2.00	5.00	8.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	9,986	72,941	74,827	71,254	25,000
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	386,532	387,895	371,714	535,541	562,521
Transfers Out	0	0	0	0	0
Wages & Benefits	838,606	1,067,595	941,968	860,437	1,559,780
TOTAL	1,235,124	1,528,431	1,388,509	1,467,232	2,147,301

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	533	188	1,012	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	658,347	796,601	581,014	612,734	1,492,803
IG Revenue	198,917	217,725	226,970	223,811	23,811
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	50,000	0	0
Services	377,326	513,918	529,515	630,687	630,687
Taxes	0	0	0	0	0
TOTAL	1,235,124	1,528,432	1,388,510	1,467,232	2,147,301

## **Revenue Explanation:**

Many contracts also include a provision to re-cooperate overtime costs. The revenue for overtime being re-cooperated is included in these numbers.





**Department Summary:** COPS Grant Match-2013

**Division:** Police **Priority:** Safety

Fund Type: General Fund

### **Executive Summary:**

In 2013 SPD applied for and received a grant to hire an additional officer. Requirements of the grant are to match the grant with general fund dollars. These expenses are this match.

#### **Programs and Services:**

#### **Legal/Contractual Mandate:**

Grant requirements and certain layoff requirements.



### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.75

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	11,924	0	75,094
TOTAL	0	0	11,924	0	75,094

## **Expenditure Explanation:**

2014 and 2015 funds were fully budgeted in the Special revenue fund and then matched with the proper funds. 2016 budget was placed in respective areas.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	11,924	0	75,094
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	11,924	0	75,094





**Department Summary: COPS Grant Match-2014** 

**Division:** Police **Priority:** Safety

Fund Type: General Fund

### **Executive Summary:**

In 2014 SPD applied for and received a grant to hire five officers. Requirements of the grant are to match the grant with general fund dollars. These expenses are this match.

### **Programs and Services:**

#### **Legal/Contractual Mandate:**

Grant requirements and certain layoff requirements.



### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	2.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	4,532	0	178,937
TOTAL	0	0	4,532	0	178,937

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	4,532	0	178,937
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	4,532	0	178,937



**Department Summary:** Investigations

**Division:** Police **Priority:** 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 Special Investigative Unit (SIU), the Targeted Crimes Unit (Property Crimes/TCU), the Gang Enforcement Team (GET), the Special Victims Unit (SVU), and the Traffic Collision Unit 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.

SIU 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 Spokane Violent Crime Gang Enforcement Team is made up of street officers, investigators, and support staff, all of whom were 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 Team 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.

Targeted Crimes (TCU) is a proactive investigative unit that works property crimes, primarily vehicle theft. TCU is a proactive investigative unit that works property crimes, primarily vehicle theft. Detectives work with other units, such as Patrol, to target repeat 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.

Major Crimes and Special Victims Units 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 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.

General Detectives investigate property crimes as well as conduct follow-up investigations regarding fraud cases and property recovery cases. General Detectives investigate property crimes such as burglary, larceny, and vehicle theft. They also investigate fraud and embezzlement 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.



Services include functions of the Central Intelligence Unit (CIU) in delivering field intelligence.

Services include functions of the Central Intelligence Unit (CIU) in delivering field intelligence reports, on active and potential gang members; conduct gang investigations; manage informants; and implement proactive tactics to deal with gang problems.

#### **Legal/Contractual Mandate:**

Collects, enters, maintain and purges data under Federal mandate 28 CFR part 23.

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	70.00	70.00	68.00	67.00	62.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	3,624	11,801	7,013	0	0
Debt Services	0	0	0	0	0
Interfund Charges	1,993	1,720	0	0	113,000
Reserve for Budget	0	0	0	0	26,978
Supplies & Svcs	165,327	156,392	137,835	171,496	163,777
Transfers Out	0	0	0	0	40,000
Wages & Benefits	8,528,947	8,272,961	8,789,980	8,787,548	8,386,816
TOTAL	8,699,891	8,442,874	8,934,828	8,959,044	8,730,571

#### **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	317	18	150	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	8,529,042	8,308,718	8,963,553	8,912,044	8,730,571
IG Revenue	170,833	134,140	(28,873)	46,000	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	16	0	0	1,000	0
Taxes	0	0	0	0	0
TOTAL	8,700,208	8,442,876	8,934,829	8,959,044	8,730,571



# **Sub-Department** Operations

**Summary:** 

**Division:** Police

**Priority:** Safety

Fund Type: General Fund

### **Executive Summary:**

Field Operations overseas 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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	212.00	202.00	211.00	211.60	218.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	19,409	16,294	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	1,849	7,590	0	0	0
Reserve for Budget	0	0	0	26,978	0
Supplies & Svcs	220,090	261,298	209,383	284,932	218,343
Transfers Out	0	0	0	0	0
Wages & Benefits	21,777,888	22,429,929	26,608,760	24,991,346	26,984,480
TOTAL	22,019,236	22,715,110	26,818,144	25,303,256	27,202,823

# **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	17	(8)	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	20,248,211	21,010,033	24,465,652	22,859,756	27,003,823
IG Revenue	123,283	9,352	392,210	424,000	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	100,000	100,000
Services	217,322	193,495	353,368	319,500	99,000
Taxes	1,430,403	1,502,236	1,606,914	1,600,000	0
TOTAL	22,019,236	22,715,108	26,818,144	25,303,256	27,202,823



**Sub-Department** Police Operations Support

**Summary:** 

**Division:** Police **Priority:** 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.

#### **Legal/Contractual Mandate:**



### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	76.75	71.75	72.75	81.15	85.35

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	665,968	624,650	632,932	587,580	672,863
Capital Outlay	748,549	48,501	119,769	0	0
Debt Services	0	0	0	0	0
Interfund Charges	5,258,467	6,150,332	1,113,001	225,450	225,350
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	1,082,486	1,400,474	1,460,552	1,367,895	1,214,517
Transfers Out	0	0	0	0	0
Wages & Benefits	6,577,922	7,063,437	6,458,020	7,751,033	8,363,107
TOTAL	14,333,392	15,287,394	9,784,273	9,931,958	10,475,837

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	54,167	58,355	28,964	57,000	9,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	12,205,672	14,790,803	9,349,634	7,812,758	10,042,837
IG Revenue	1,859,852	298,084	305,889	1,872,200	335,000
Licenses & Permits	83,025	87,434	73,995	82,000	0
Operating Transfers In	0	0	0	0	0
Services	130,676	52,717	25,791	108,000	89,000
Taxes	0	0	0	0	0
TOTAL	14,333,392	15,287,393	9,784,274	9,931,958	10,475,837



**Department Summary:** Reimbursed Contract Services

**Division:** Police **Priority:** 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.

#### **Legal/Contractual Mandate:**

As defined by the title, this fund is and should be supported by contractual obligations for services.



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### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.00	2.00	2.00	0.00	2.40

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	29,122	0	2,300	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	201,755
Supplies & Svcs	4,707	19	6,601	25	12,000
Transfers Out	0	0	0	0	0
Wages & Benefits	286,691	277,044	685,409	70	476,886
TOTAL	320,520	277,063	694,310	95	690,641

### **Expenditure Explanation:**

2015 amounts were budgeted elsewhere and expenses will be moved to this program.

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	75,160	91,402	267,145	(29,905)	217,466
IG Revenue	245,361	185,662	427,165	30,000	429,155
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	44,020
Taxes	0	0	0	0	0
TOTAL	320,521	277,064	694,310	95	690,641

### **Revenue Explanation:**

Revenues are collected in order to re-cooperate costs for these contracts.



**Sub-Department** Specialty Units

**Summary:** 

**Division:** Police

**Priority:** 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 Al are all necessary specialized components of SPD needed for extreme situations.

#### **Legal/Contractual Mandate:**

EDU-Homeland Security mandate. ET Al are all necessary specialized components of SPD needed for extreme situations.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	1.00	0.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	11,515	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	128	45	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	70,476	80,754	30,540	99,006	97,506
Transfers Out	0	0	0	0	0
Wages & Benefits	233,988	233,950	375,490	303,132	58,202
TOTAL	304,592	314,749	417,545	402,138	155,708

### **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	304,592	307,543	414,295	387,138	140,708
IG Revenue	0	0	0	3,000	3,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	7,206	3,250	12,000	12,000
Taxes	0	0	0	0	0
TOTAL	304,592	314,749	417,545	402,138	155,708



**Department Summary:** Use of Force Commission

**Division:** Police **Priority:** Safety

Fund Type: General Fund

#### **Executive Summary:**

The Spokane Police Department has implemented or has initiated the process of implementation of all 26 recommendations from the Use of Force Commission. Additionally, SPD is engaging in a Collaborative Reform with the U.S. Department of Justice, specifically focused on analysis of Use of Force.

#### **Programs and Services:**

When there is a documented use of force by an officer, it will be investigated and then once the investigation is compete it will be posted to the Spokane Police Department website.

We release the portions of the record(s) which are exempt from disclosure by RCW 42.56.210 and other statutes. For more information, please refer to the redaction checklist attached to each file.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	166,709	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	398,337	574,152	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	0	565,046	574,152	0	0

### **Expenditure Explanation:**

### **Revenues:**

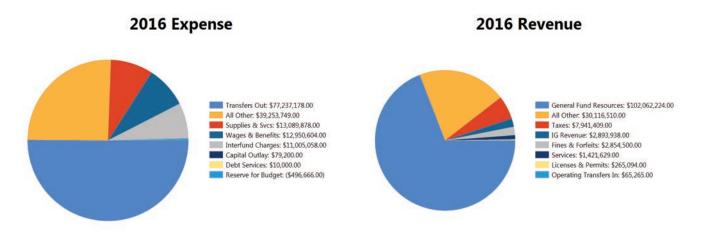
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	565,045	574,152	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	565,045	574,152	0	0



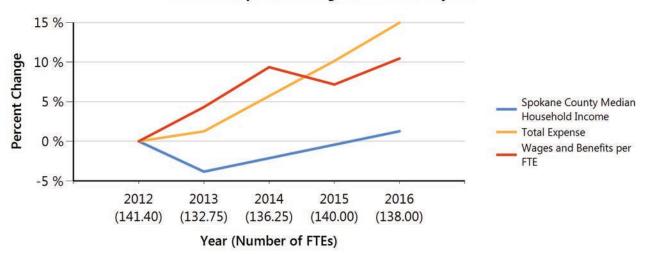


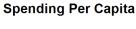
# **Stand Alone Departments**

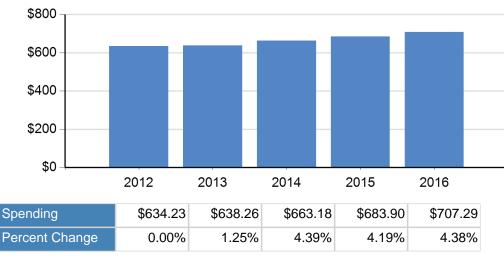
# **Stand Alone Departments**



### Cumulative percent change over the last 5 years





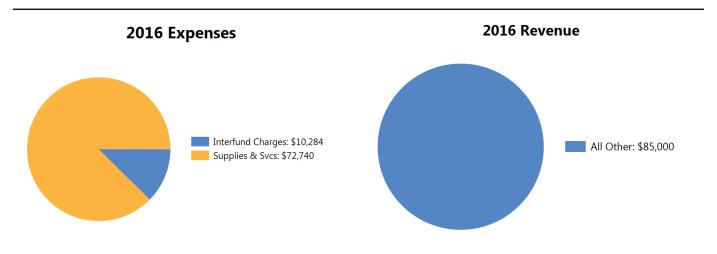




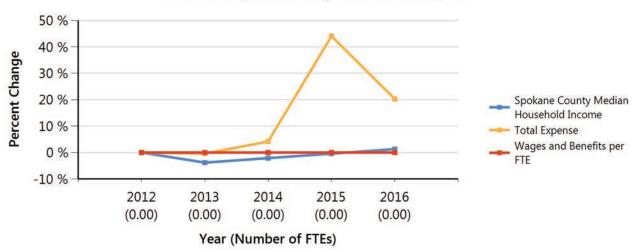


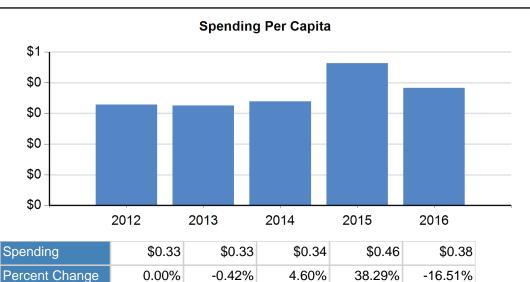
# **457 Deferred Compensation Fund**

The 457 Plan is a defined contribution plan that provides employees with an optional retirement benefit. The Retirement Department administers the budget for the 457 Plan. The Plan's record keeper is International City/County Management Association-Retirement Corporation (ICMA-RC).



### Cumulative percent change over the last 5 years







**Department Summary:** 457 Deferred Compensation Fund

**Division:** Stand Alone Departments

**Priority:** Leadership

Fund Type: Special Revenue Fund

#### **Executive Summary:**

The 457 Plan is a defined contribution plan that provides employees with an optional retirement benefit. The Retirement Department administers the budget for the 457 Plan. The Plan's record keeper is International City/County Management Association-Retirement Corporation (ICMA-RC).

#### **Programs and Services:**

The 457 Plan assets are held in a separate Trust and are not part of the City's assets within the Comprehensive Annual Report. Revenues and expenditures flow though 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 a revenue sharing agreement between the Plan and ICMA-RC. Negotiated revenue from ICMA-RC is credited back to the Plan and is used to pay for all Plan related expenditures. 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	11,988	13,373	209	20,411	10,284
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	57,049	55,371	71,704	79,040	72,740
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	69,037	68,744	71,912	99,451	83,024

### **Expenditure Explanation:**

The entire budget for the 457 Plan is funded through a revenue sharing agreement between the Plan and ICMA-RC. Negotiated revenue from ICMA-RC is credited back to the Plan and is used to pay for all Plan related expenditures.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	66,000	70,000	90,000	100,000	85,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	66,000	70,000	90,000	100,000	85,000

### **Revenue Explanation:**

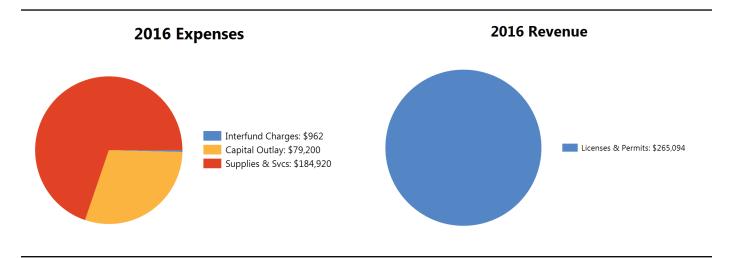
The entire budget for the 457 Plan is funded through a revenue sharing agreement between the Plan and ICMA-RC. Negotiated revenue from ICMA-RC is credited back to the Plan and is used to pay for all Plan related expenditures.



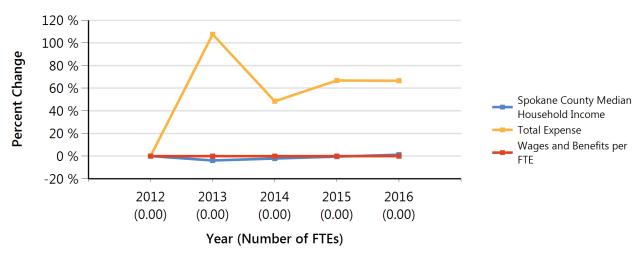


# Channel 5 / PEG Capital

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.



### **Cumulative percent change over the last 5 years**



### **Spending Per Capita** \$2 \$2 \$1 \$1 \$0 2012 2013 2014 2016 2015 \$0.76 \$1.56 \$1.11 \$1.24 \$1.22

 Spending
 \$0.76
 \$1.56
 \$1.11
 \$1.24
 \$1.22

 Percent Change
 0.00%
 107.62%
 -28.50%
 12.38%
 -0.13%



**Department Summary:** Channel 5 / PEG Capital

**Division:** Stand Alone Departments

**Priority:** Leadership

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	48,543	0	71,974	79,200	79,200
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	962
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	110,567	330,357	164,229	186,251	184,920
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	159,110	330,357	236,203	265,451	265,082

### **Expenditure Explanation:**

### **Revenues:**

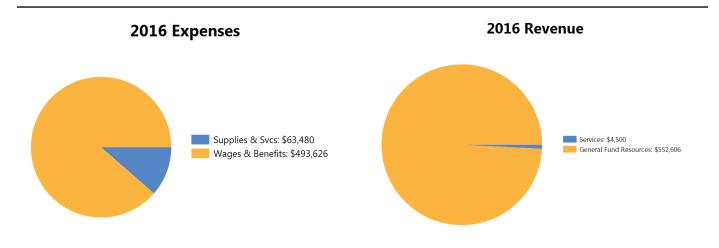
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	6,536	3,825	1,229	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	175,202	227,389	219,618	264,000	265,094
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	181,738	231,214	220,847	264,000	265,094



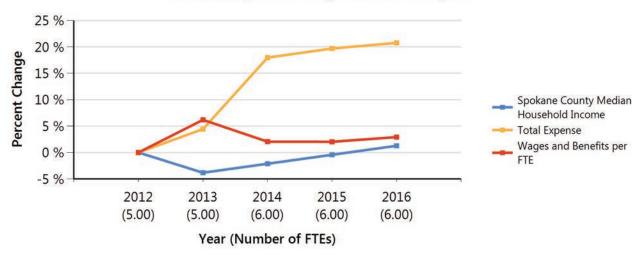


# **City Clerk**

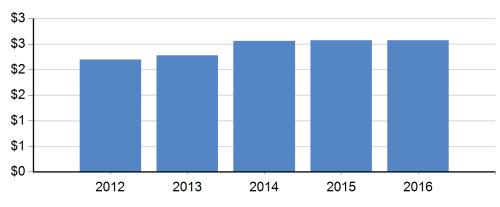
The Department is repository for the City's official records and is relied upon to: provide records maintenance/management services; prepare/post weekly Council agendas; keep legislative record of Council proceedings; track/respond to public records requests; publish/distribute weekly Gazette; update/maintain online Spokane Municipal Code; distribute/publish/post policies and procedures, and receive service of process.



### Cumulative percent change over the last 5 years



### **Spending Per Capita**



 Spending
 \$2.20
 \$2.28
 \$2.56
 \$2.57
 \$2.57

 Percent Change
 0.00%
 4.42%
 12.96%
 1.46%
 0.88%



**Department Summary:** City Clerk

**Division:** Stand Alone Departments

Priority: LeadershipFund Type: General Fund

#### **Executive Summary:**

The Department is repository for the City's official records and is relied upon to: provide records maintenance/management services; prepare/post weekly Council agendas; keep legislative record of Council proceedings; track/respond to public records requests; publish/distribute weekly Gazette; update/maintain online Spokane Municipal Code; distribute/publish/post policies and procedures, and receive service of process.

#### **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 respond to public information and records requests; oversee City's offsite records storage contract; 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 (regular and special) council meetings; prepare council actions and meeting minutes; and post agendas, agenda packet materials, and minutes to the City website.
- 3. Official Gazette--Act as editor and responsible for typesetting and layout of the Official Gazette; responsible for publication of 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	5.00	5.00	6.00	6.00	6.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	60,715	56,385	54,835	62,874	63,480
Transfers Out	0	0	0	0	0
Wages & Benefits	400,646	425,414	489,410	489,322	493,626
TOTAL	461,361	481,799	544,245	552,196	557,106

### **Expenditure Explanation:**

Contract for off-site storage: \$50,000.

### **Revenues:**

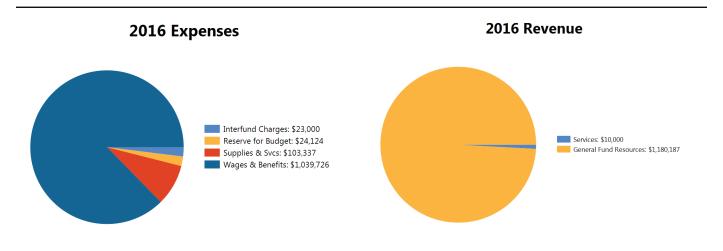
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	15	(133)	19	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	457,979	478,709	540,609	547,696	552,606
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	3,367	3,223	3,617	4,500	4,500
Taxes	0	0	0	0	0
TOTAL	461,361	481,799	544,245	552,196	557,106



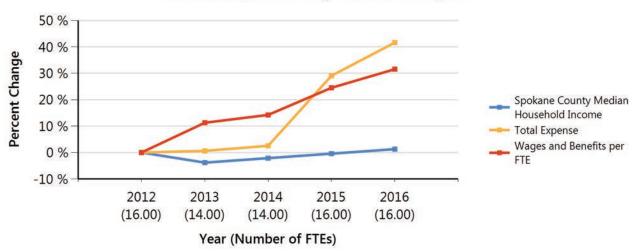


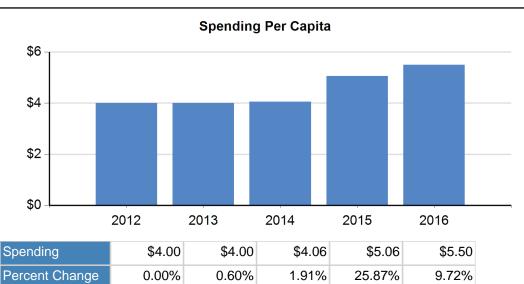
# **City Council**

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.



### Cumulative percent change over the last 5 years







**Department Summary: City Council** 

**Division:** Stand Alone Departments

Priority: LeadershipFund 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 employee a Legislative Assistant. Council staff also includes a Senior Research and Policy Analyst, a Policy Adviser, as well as occasional interns.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	16.00	14.00	14.00	16.00	16.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	176,639	191,408	5,818	18,000	23,000
Reserve for Budget	0	0	0	31,674	24,124
Supplies & Svcs	77,171	92,612	84,919	113,316	103,337
Transfers Out	15,000	4,000	6,000	0	0
Wages & Benefits	768,891	748,563	770,798	971,370	1,039,726
TOTAL	1,037,701	1,036,583	867,535	1,134,360	1,190,187

### **Expenditure Explanation:**

### **Revenues:**

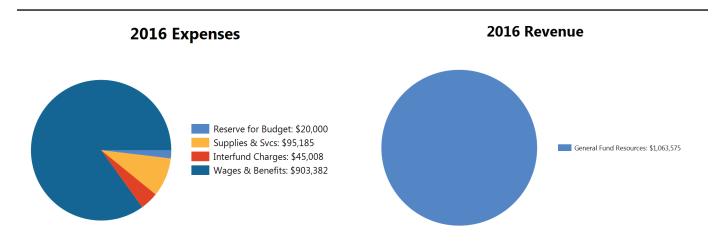
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	840,400	838,155	840,444	1,074,686	1,180,187
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	7,371	1,292	10,000	10,000
Taxes	0	0	0	0	0
TOTAL	840,400	845,526	841,736	1,084,686	1,190,187



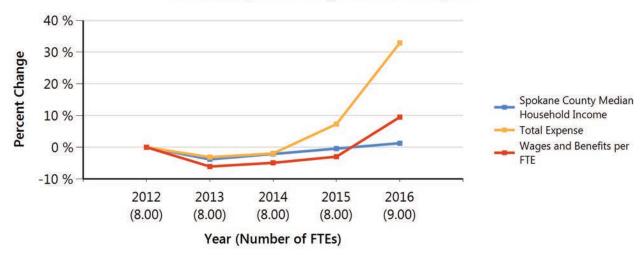


# **Civil Service Department**

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.



### Cumulative percent change over the last 5 years



# \$5 \$4 \$3 \$2 \$1 \$0 2012 2013 2014 2015 2016

**Spending Per Capita** 

 Spending
 \$3.81
 \$3.67
 \$3.70
 \$4.00
 \$4.91

 Percent Change
 0.00%
 -3.13%
 1.21%
 9.43%
 23.86%



**Department Summary:** Civil Service Department

**Division:** Stand Alone Departments

Priority: LeadershipFund 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.

#### **Legal/Contractual Mandate:**

Article VI of the City of Spokane Charter



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	8.00	8.00	8.00	8.00	9.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	43,549	44,254	43,503	46,900	45,008
Reserve for Budget	0	0	0	44,000	20,000
Supplies & Svcs	19,581	38,740	40,795	53,845	95,185
Transfers Out	0	0	0	0	0
Wages & Benefits	737,104	692,159	700,285	713,883	903,382
TOTAL	800,234	775,153	784,583	858,628	1,063,575

### **Expenditure Explanation:**

Added one FTE in May 2015

### **Revenues:**

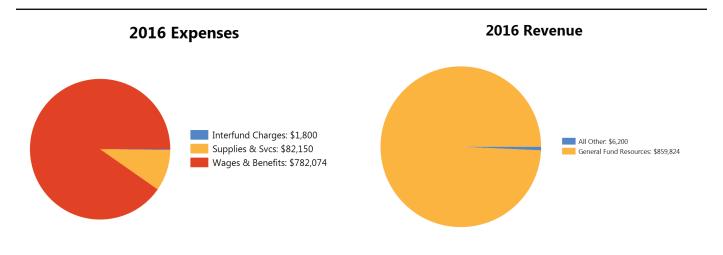
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	800,234	775,153	784,583	858,628	1,063,575
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	800,234	775,153	784,583	858,628	1,063,575



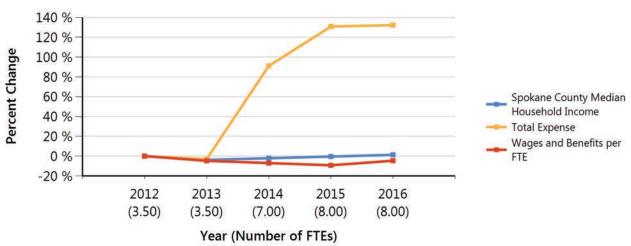


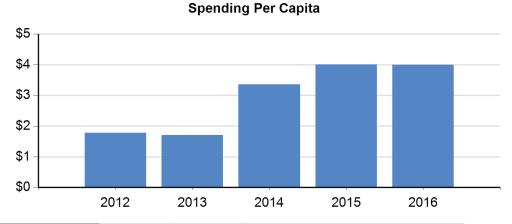
### **Communications & Public Information**

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.



### Cumulative percent change over the last 5 years





 Spending
 \$1.78
 \$1.71
 \$3.36
 \$4.01
 \$4.00

 Percent Change
 0.00%
 -3.05%
 97.11%
 20.78%
 0.63%



**Department Summary:** Communications & Public Information

**Division:** Stand Alone Departments

Priority: LeadershipFund 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.50	3.50	7.00	8.00	8.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	30,000	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	1,800
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	13,442	19,132	43,417	83,032	82,150
Transfers Out	0	0	0	0	0
Wages & Benefits	359,405	342,320	669,055	747,542	782,074
TOTAL	372,847	361,452	712,472	860,574	866,024

### **Expenditure Explanation:**

### **Revenues:**

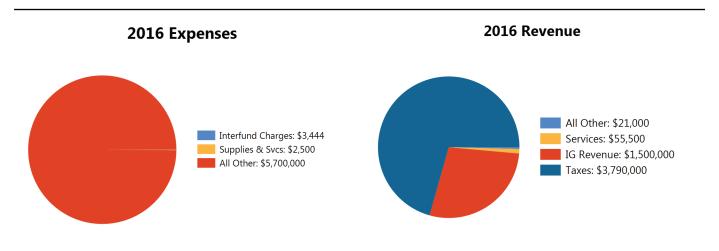
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	3,616	166	4,619	6,200	6,200
Fines & Forfeits	0	0	0	0	0
General Fund Resources	369,231	231,286	707,853	854,374	859,824
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	372,847	231,452	712,472	860,574	866,024



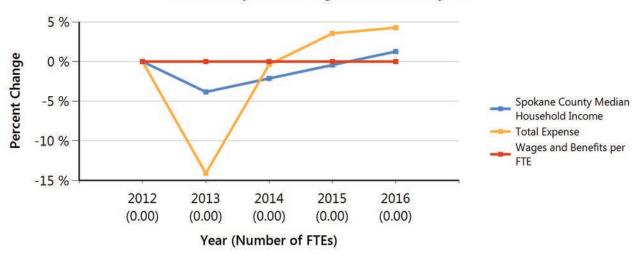


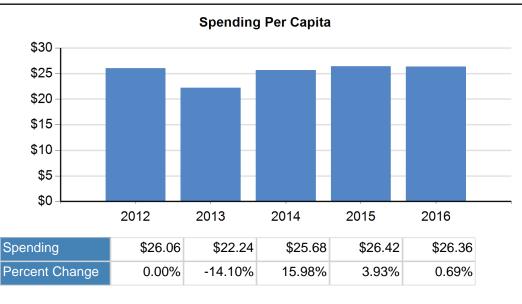
## **Detention Services/Alternatives to Incarceration**

This represents the City's costs related to incarceration of misdemeanants and the costs associated with Electronic Home Monitoring and other alternatives to incarceration.



### Cumulative percent change over the last 5 years







**Department Summary:** Detention Services/Alternatives to Incarceration

**Division:** Stand Alone Departments

**Priority:** Safety

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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	5,468,590	4,697,931	5,448,429	5,660,000	5,700,000
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	364	338	794	3,408	3,444
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	2,877	1,976	2,393	3,000	2,500
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	5,471,831	4,700,245	5,451,616	5,666,408	5,705,944

### **Expenditure Explanation:**

### **Revenues:**

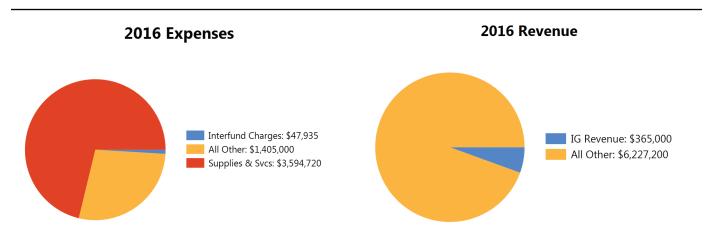
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	22,543	236	21,282	18,000	21,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	1,337,367	1,372,938	1,313,294	1,395,000	1,500,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	88,724	70,946	55,154	72,500	55,500
Taxes	3,245,600	3,426,779	3,669,004	3,700,000	3,790,000
TOTAL	4,694,234	4,870,899	5,058,734	5,185,500	5,366,500



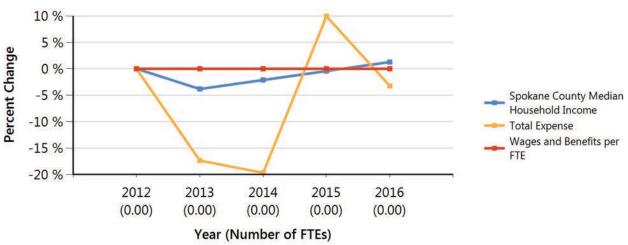


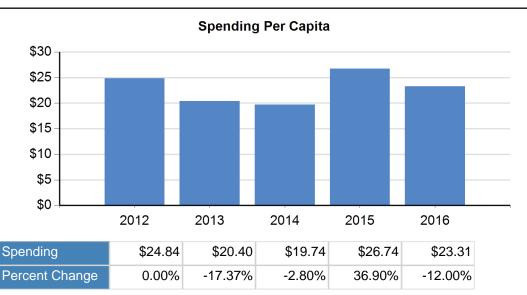
# Firefighters' Pension Fund

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.



# Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Firefighters' Pension Fund

**Division:** Stand Alone Departments

**Priority:** Leadership

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 related retirement, death, and disability benefits. In addition, the Plan pays for medical and dental expenses for its members, along with reimbursement for 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 2016 budget, overall operating expenses of the LEOFF I Firefighters' Plan have been reduced by more than \$18,000. The budget for benefit payments in 2016 decreased by \$670,000. 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.

#### **Legal/Contractual Mandate:**

41.16, 41.18 & 41.26 of the Revised Code of Washington (RCW)



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	1,571,149	1,333,198	1,340,440	1,755,000	1,405,000
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	34,256	37,265	37,062	50,435	47,935
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	3,612,004	2,940,199	2,812,425	3,930,620	3,594,720
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	5,217,409	4,310,662	4,189,927	5,736,055	5,047,655

#### **Expenditure Explanation:**

"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:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	1,329,779	120,914	5,161,135	5,779,000	6,227,200
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	348,947	392,056	404,625	380,000	365,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	5,201,488	5,192,961	0	0	0
Taxes	467	290	272	0	0
TOTAL	6,880,681	5,706,221	5,566,033	6,159,000	6,592,200

#### **Revenue Explanation:**

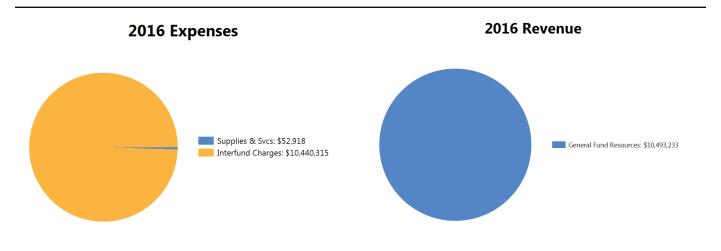
"All Other" includes investment earnings and employer contributions for all periods. Prior to 2015, "All Other" also includes interest realized & unrealized gains/losses. Employer contributions are currently classified as "All Other". Prior to 2014, employer contributions were classified as "Services".



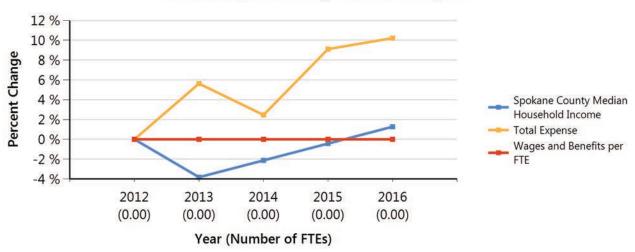


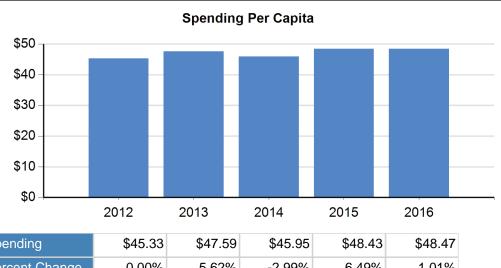
# **General Fund - Internal Service Charges**

This represents the majority of the General Fund charges for services provided by other City Departments such as IT Support & IT Capital, Accounting Services, Insurance (Liability, Workers' Compensation, Unemployment), and Fleet/Vehicle Maintenance including fuel costs for General Fund vehicles.



### Cumulative percent change over the last 5 years





Spending Percent Change 0.00% 5.62% -2.99% 6.49% 1.01% \* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** General Fund - Internal Service Charges

**Division:** Stand Alone Departments

Priority: LeadershipFund Type: General Fund

#### **Executive Summary:**

This represents the majority of the General Fund charges for services provided by other City Departments such as IT Support & IT Capital, Accounting Services, Insurance (Liability, Workers' Compensation, Unemployment), and Fleet/Vehicle Maintenance including fuel costs for General Fund vehicles.

#### **Programs and Services:**

General Fund Internal Service Charges include: Accounting Services - \$800,000 IT Services - \$3.9 million Insurance (Liability, W/C, Unemployment) - \$3.6 million Fleet Maintenance (incl. Fuel) - \$2 million

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	9,520,272	10,055,688	9,754,440	10,387,744	10,440,315
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	52,918
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	9,520,272	10,055,688	9,754,440	10,387,744	10,493,233

## **Expenditure Explanation:**

## Revenues:

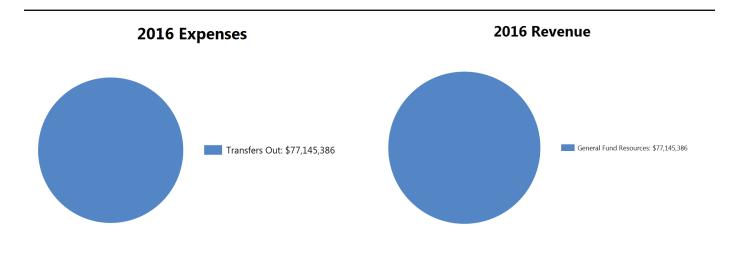
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	9,520,272	10,055,688	9,754,440	10,387,744	10,493,233
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	9,520,272	10,055,688	9,754,440	10,387,744	10,493,233



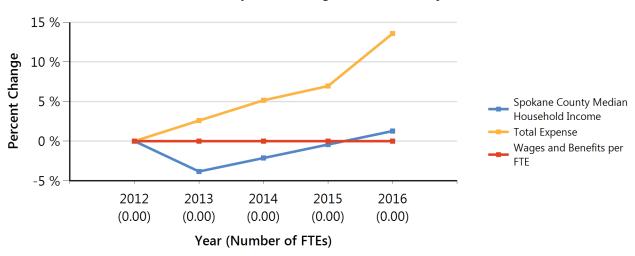


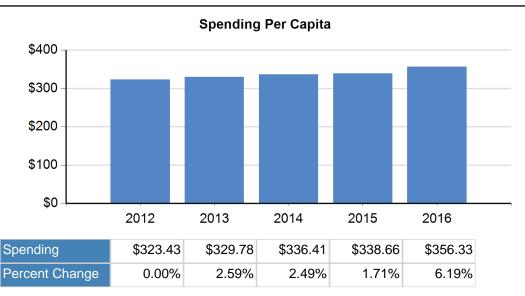
## **General Fund Allocations**

This budget summary represents the General Fund contribution to various funds that rely on the General Fund for financial support



### Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** General Fund Allocations

**Division:** Stand Alone Departments

Priority: LeadershipFund 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:

Street Maintenance, Code Enforcement, Library, Parks and Recreation, Urban Forestry, Fire/Emergency Medical Services, Asset Management, and Parking.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	67,919,627	69,682,140	71,419,159	72,642,528	77,145,386
Wages & Benefits	0	0	0	0	0
TOTAL	67,919,627	69,682,140	71,419,159	72,642,528	77,145,386

### **Expenditure Explanation:**

In 2014 the Fire Department General Fund Budget was consolidated with the EMS Special Revenue Fund. Instead of a general fund department for Fire, there will be an allocation from the GF to the EMS/Fire Special Revenue Fund. To create a valid comparison, the prior year amounts that were in the Fire Department are now shown here as transfers to EMS/Fire.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	67,919,627	69,682,140	71,419,159	72,642,528	77,145,386
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	67,919,627	69,682,140	71,419,159	72,642,528	77,145,386



Program Summary: GF Allocation to Arterial Street Fund - Street Levy

**Division:** Stand Alone Departments

Priority: LeadershipFund 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	8,760,000	9,110,400
Wages & Benefits	0	0	0	0	0
TOTAL	0	0	0	8,760,000	9,110,400

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	8,760,000	9,110,400
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	8,760,000	9,110,400



Program Summary: GF Allocation to Asset Management Operations

**Division:** Stand Alone Departments

Priority: LeadershipFund 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:** 

**Legal/Contractual Mandate:** 



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	1,429,170	1,049,615	750,000	1,250,000
Wages & Benefits	0	0	0	0	0
TOTAL	0	1,429,170	1,049,615	750,000	1,250,000

### **Expenditure Explanation:**

Prior to 2013, these expenses were in GF Departments such as General Administration and Real Estate which were consolidated into Asset Management.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	1,429,170	1,049,615	750,000	1,250,000
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	1,429,170	1,049,615	750,000	1,250,000



**Program Summary:** GF Allocation to Code Enforcement

**Division:** Stand Alone Departments

Priority: LeadershipFund 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:** 

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	247,224	304,553	429,257	562,817	582,817
Wages & Benefits	0	0	0	0	0
TOTAL	247,224	304,553	429,257	562,817	582,817

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	247,224	304,553	429,257	562,817	582,817
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	247,224	304,553	429,257	562,817	582,817



Program Summary: GF Allocation to Fire/EMS

**Division:** Stand Alone Departments

Priority: LeadershipFund 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:** 

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	34,146,322	34,347,522	35,400,000	36,100,000	37,500,000
Wages & Benefits	0	0	0	0	0
TOTAL	34,146,322	34,347,522	35,400,000	36,100,000	37,500,000

### **Expenditure Explanation:**

Prior to 2014 the Fire Department budget was split between a General Fund Fire Department and the EMS Special Revenue Fund. The amounts listed above for 2012 and 2013 represent the General Fund expense for Fire that would have been transferred to the Fire/EMS Special Revenue Fund had they been combined at that time.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	34,146,322	34,347,522	35,400,000	36,100,000	37,500,000
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	34,146,322	34,347,522	35,400,000	36,100,000	37,500,000



**Program Summary:** GF Allocation to Intermodal Facility

**Division:** Stand Alone Departments

Priority: LeadershipFund 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:** 

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	71,369	71,369	61,621	61,621	75,000
Wages & Benefits	0	0	0	0	0
TOTAL	71,369	71,369	61,621	61,621	75,000

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	71,369	71,369	61,621	61,621	75,000
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	71,369	71,369	61,621	61,621	75,000



**Program Summary:** GF Allocation to Library

**Division:** Stand Alone Departments

Priority: LeadershipFund 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:** 

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	7,923,397	7,923,397	8,970,397	9,003,397	9,228,482
Wages & Benefits	0	0	0	0	0
TOTAL	7,923,397	7,923,397	8,970,397	9,003,397	9,228,482

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	7,923,397	7,923,397	8,970,397	9,003,397	9,228,482
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	7,923,397	7,923,397	8,970,397	9,003,397	9,228,482



**Program Summary:** GF Allocation to Parking Fund

**Division:** Stand Alone Departments

Priority: LeadershipFund 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:** 

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	690,008	1,150,000	1,200,000	1,400,000
Wages & Benefits	0	0	0	0	0
TOTAL	0	690,008	1,150,000	1,200,000	1,400,000

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	690,008	1,150,000	1,200,000	1,400,000
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	690,008	1,150,000	1,200,000	1,400,000



Program Summary: GF Allocation to Parks & Recreation

**Division:** Stand Alone Departments

Priority: LeadershipFund Type: General Fund

### **Executive Summary:**

This represents the General Fund allocation to Parks and Recreaction. For specifics on how these funds are used, please refer to the various Parks Department budget summaries.

**Programs and Services:** 

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	12,776,715	12,526,517	12,989,090	12,845,514	13,439,508
Wages & Benefits	0	0	0	0	0
TOTAL	12,776,715	12,526,517	12,989,090	12,845,514	13,439,508

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	12,776,715	12,526,517	12,989,090	12,845,514	13,439,508
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	12,776,715	12,526,517	12,989,090	12,845,514	13,439,508



Program Summary: GF Allocation to Public Safety Capital

**Division:** Stand Alone Departments

Priority: LeadershipFund 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	400,000	750,000	1,500,000	2,300,000
Wages & Benefits	0	0	0	0	0
TOTAL	0	400,000	750,000	1,500,000	2,300,000

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	400,000	750,000	1,500,000	2,300,000
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	400,000	750,000	1,500,000	2,300,000



**Program Summary:** GF Allocation to Street Maintenance

**Division:** Stand Alone Departments

Priority: LeadershipFund 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:** 

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	12,700,000	11,923,604	10,553,179	1,793,179	2,193,179
Wages & Benefits	0	0	0	0	0
TOTAL	12,700,000	11,923,604	10,553,179	1,793,179	2,193,179

### **Expenditure Explanation:**

In 2014 the lower allocation to Streets was offset by a reduction in Street Maintenance expense due to the redemption of the 2003 Street Bond. In 2015, the Street Levy Lid Lift is coming directly into Street Maintenance. This resulted in a corresponding decrease in the GF Allocation. Those dollars are now being transferred to the Capital Street program (Arterial Street Fund).

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	12,700,000	11,923,604	10,553,179	1,793,179	2,193,179
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	12,700,000	11,923,604	10,553,179	1,793,179	2,193,179



**Program Summary:** GF Allocation to Urban Forestry

**Division:** Stand Alone Departments

Priority: LeadershipFund 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:** 

**Legal/Contractual Mandate:** 



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	54,600	66,000	66,000	66,000	66,000
Wages & Benefits	0	0	0	0	0
TOTAL	54,600	66,000	66,000	66,000	66,000

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	54,600	66,000	66,000	66,000	66,000
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	54,600	66,000	66,000	66,000	66,000



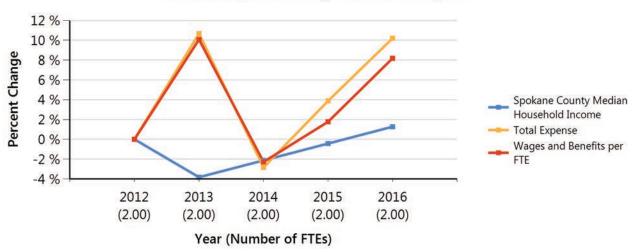


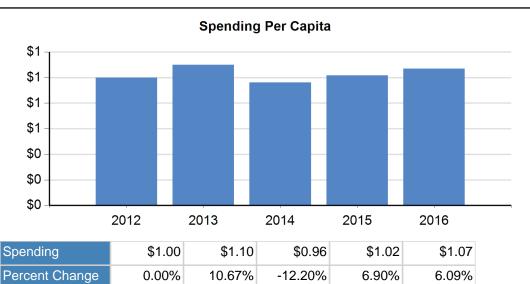
# **Hearing Examiner**

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.



### Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Hearing Examiner

**Division:** Stand Alone Departments

Priority: LeadershipFund 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 the 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 it 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.

#### **Legal/Contractual Mandate:**

The City has several processes set up whereby hearings are necessary. Open public hearings are required before certain proposals can move forward (i.e. local improvement districts, plats and zoning actions). Also, the City has several appeal processes set up whereby citizens can seek review of an administrative decision. In all of these instances, people have a right to attend hearings and give testimony and present evidence. The Hearing Examiner's Office was established to provide this hearing system. The Hearing Examiner is specially trained to conduct all of the hearings required by State laws and City ordinances. Specifically, the Examiner holds open public hearings on all zoning matters, preliminary plats, local improvement districts and junk vehicle complaints. The Examiner holds appeal hearings on appeals from all administrative decisions made pursuant to the zoning and land use codes, as well as decisions made on dangerous dogs, utility taxes, whistleblower actions, dangerous buildings, decisions by the responsible official under the State Environmental Policy Act (SEPA), assessments made by the Parking and Business Improvement Association (PBIA), business licenses, certain adult use licensing, and other matters as directed by the City Council.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	2,222	3,700	3,598	9,574	9,490
Transfers Out	0	0	0	0	0
Wages & Benefits	207,851	228,792	200,515	208,639	222,015
TOTAL	210,073	232,492	204,113	218,213	231,505

## **Expenditure Explanation:**

#### **Revenues:**

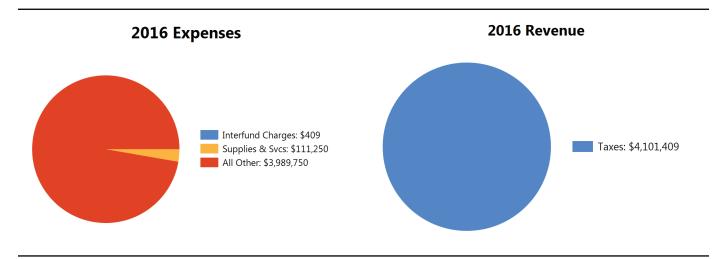
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	2,182	2,658	967	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	201,274	228,921	192,825	205,713	219,005
IG Revenue	6,617	913	10,321	12,500	12,500
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	210,073	232,492	204,113	218,213	231,505



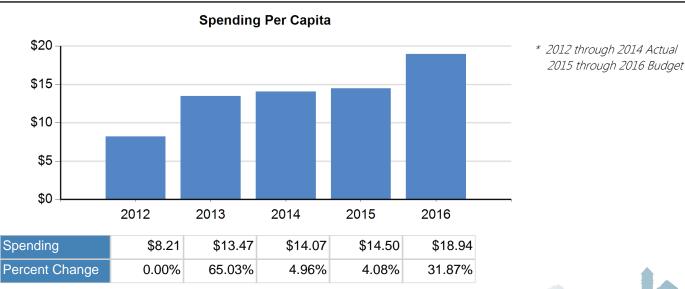


## Hotel/Motel Tax Fund

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.



#### Cumulative percent change over the last 5 years 140 % 120 % Percent Change 100 % 80 % 60 % Spokane County Median Household Income 40 % **Total Expense** 20 % Wages and Benefits per 0% -20 % 2012 2013 2014 2015 2016 (0.00)(0.00)(0.00)(0.00)(0.00)Year (Number of FTEs)





**Department Summary:** Hotel/Motel Tax Fund

**Division:** Stand Alone Departments

**Priority:** Strong Economy

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 2015 is estimated at \$110,000, as reflected in the Supplies/Services budget. Annually, the Lodging Tax Committee determines which projects to fund from this amount.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	1,257,670	2,734,098	2,893,203	3,000,000	3,989,750
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	161	146	211	0	409
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	103,249	112,457	94,552	110,000	111,250
Transfers Out	363,875	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	1,724,955	2,846,701	2,987,966	3,110,000	4,101,409

#### **Expenditure Explanation:**

The increase in 2013 is due to the additional stadium tax that is passed through to the PFD. 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:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	1,725,495	2,840,165	3,000,798	3,110,000	4,101,409
TOTAL	1,725,495	2,840,165	3,000,798	3,110,000	4,101,409

#### **Revenue Explanation:**

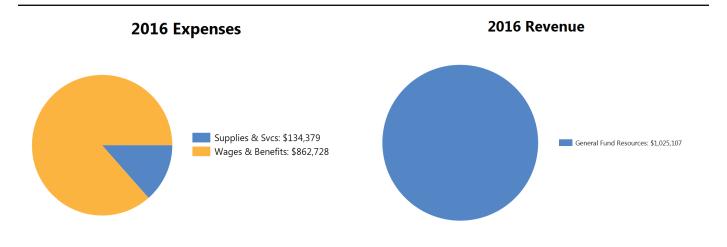
The increase in 2013 is due to the additional stadium tax. The increase in 2016 is based on the completion of the Grand Hotel and the additional capacity for large, nation-wide conferences that may occur.



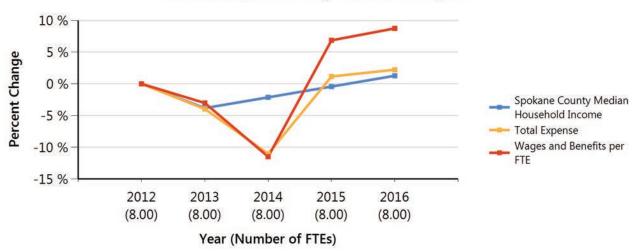


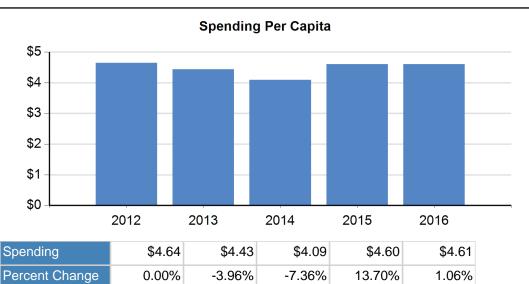
## Mayor's Office

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.



#### Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Mayor's Office

**Division:** Stand Alone Departments

Priority: LeadershipFund 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	8.00	8.00	8.00	8.00	8.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	169,338	155,004	152,260	139,879	134,379
Transfers Out	0	0	0	0	0
Wages & Benefits	806,025	781,660	715,436	846,764	862,728
TOTAL	975,363	936,664	867,696	986,643	997,107

## **Expenditure Explanation:**

#### **Revenues:**

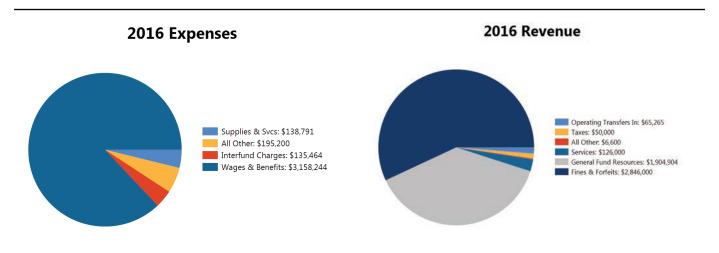
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	975,363	936,664	867,696	986,643	1,025,107
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	975,363	936,664	867,696	986,643	1,025,107



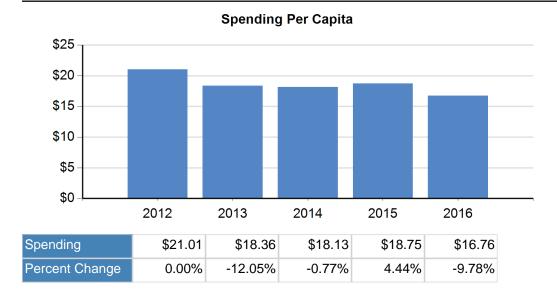


## **Municipal Court**

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.



#### Cumulative percent change over the last 5 years 30 % 20 % Percent Change 10 % Spokane County Median Household Income 0% **Total Expense** Wages and Benefits per -10 % -20 % 2012 2013 2014 2015 2016 (44.00)(38.00)(36.00)(36.00)(36.00)Year (Number of FTEs)



\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Municipal Court

**Division:** Stand Alone Departments

**Priority:** Safety

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 incarcertaion.

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.

#### **Legal/Contractual Mandate:**

Section 39.34.180 of the Revised Code of Washington makes municipalities responsible for "the prosecution, adjudication, sentencing, and incarceration of misdemeanor and gross misdemeanor offenses committed by adults in their respective jurisdictions and referred from their respective law enforcement agencies, whether filed under state law or city ordinance.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	44.00	38.00	36.00	36.00	36.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	439,123	164,554	154,860	195,200	195,200
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	699,920	618,678	577,330	620,924	135,464
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	160,412	111,278	110,534	140,515	138,791
Transfers Out	0	0	0	0	0
Wages & Benefits	3,112,545	2,985,450	3,007,289	3,064,456	3,158,244
TOTAL	4,412,000	3,879,960	3,850,013	4,021,095	3,627,699

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	85,577	66,537	2,873	10,100	6,600
Fines & Forfeits	2,659,467	2,688,866	3,055,621	2,865,000	2,846,000
General Fund Resources	2,336,876	2,191,046	1,807,298	2,030,101	1,904,904
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	63,420	65,265
Services	155,094	223,823	206,668	225,504	126,000
Taxes	46,968	16,255	39,857	50,000	50,000
TOTAL	5,283,982	5,186,527	5,112,317	5,244,125	4,998,769



**Program Summary:** Municipal Court

**Division:** Stand Alone Departments

**Priority:** Safety

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 10,000 criminal cases, 26,000 civil infractions and 59,000 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 incarcertaion.

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.

#### **Legal/Contractual Mandate:**

Section 39.34.180 of the Revised Code of Washington makes municipalities responsible for "the prosecution, adjudication, sentencing, and incarceration of misdemeanor and gross misdemeanor offenses committed by adults in their respective jurisdictions and referred from their respective law enforcement agencies, whether filed under state law or city ordinance.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	39.00	35.00	33.00	33.00	33.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	439,023	164,400	154,860	195,000	195,000
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	492,142	444,357	424,847	455,879	29,900
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	145,171	96,960	89,138	125,679	115,971
Transfers Out	0	0	0	0	0
Wages & Benefits	2,839,248	2,782,707	2,802,147	2,862,367	2,948,698
TOTAL	3,915,584	3,488,424	3,470,992	3,638,925	3,289,569

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	81,524	62,966	1,786	4,900	1,400
Fines & Forfeits	1,295,122	994,334	1,415,383	1,265,000	1,142,000
General Fund Resources	2,336,876	2,191,046	1,807,298	2,030,101	1,904,904
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	63,420	65,265
Services	155,094	223,823	206,668	225,504	126,000
Taxes	46,968	16,255	39,857	50,000	50,000
TOTAL	3,915,584	3,488,424	3,470,992	3,638,925	3,289,569



**Program Summary:** Parking Violations

**Division:** Stand Alone Departments

**Priority:** Safety

Fund Type: General Fund

#### **Executive Summary:**

Municipal Court is responsible for filing, processing, hearing, and adjudicating parking infractions in the Spokane Municipal Court.

#### **Programs and Services:**

On an annual basis, Spokane Municipal Court processes approximately 59,000 parking infractions.

All citations must be entered into and maintained in the city-owned Duncan parking system. The Clerk's Office staff must be vigilant to the critical stages of 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.

The Clerk's Office has 29 clerks who perform a wide variety of duties both parking and non-parking related, 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 100,000 individual payments related to infraction payments, including parking violations, 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 though two court commissioners are assigned to preside over infraction parking contested and mitigated dockets, primarily. 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.

#### **Legal/Contractual Mandate:**

As long as the City chooses to enforce and issue parking violations, there must be a statutorily approved venue in which to adjudicate these cases.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	5.00	3.00	3.00	3.00	3.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	100	154	0	200	200
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	207,778	174,321	152,483	165,045	105,564
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	15,241	14,318	21,396	14,836	22,820
Transfers Out	0	0	0	0	0
Wages & Benefits	273,297	202,743	205,142	202,089	209,546
TOTAL	496,416	391,536	379,021	382,170	338,130

## **Expenditure Explanation:**

#### **Revenues:**

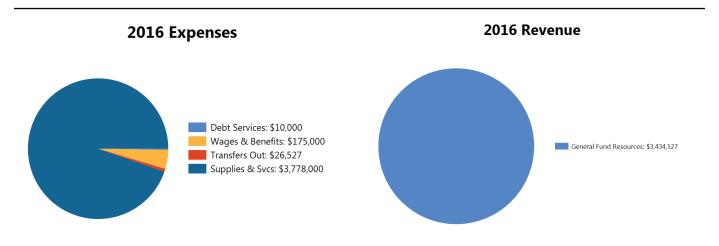
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	4,053	3,571	1,087	5,200	5,200
Fines & Forfeits	1,364,345	1,694,532	1,640,238	1,600,000	1,704,000
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	1,368,398	1,698,103	1,641,325	1,605,200	1,709,200



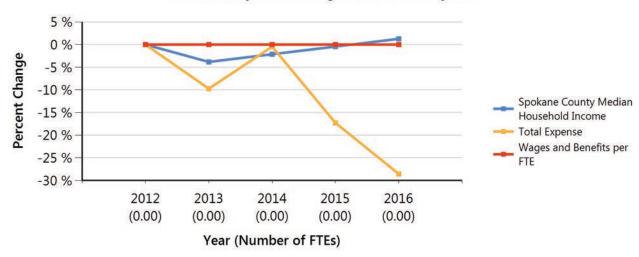


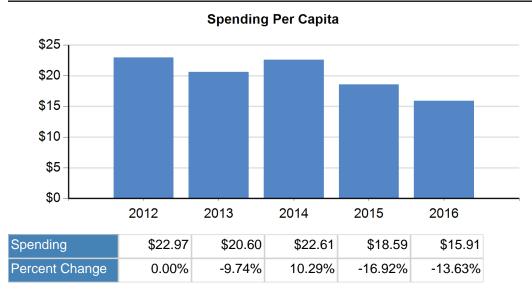
## Non-Departmental

This item covers the cost of funding misc. expenditures in the Non-Departmental budget that are not aligned with any one specific department.



#### Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Non-Departmental

**Division:** Stand Alone Departments

Priority: LeadershipFund 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

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	100,902	0	0	10,000	10,000
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	14,000	(545,000)
Supplies & Svcs	3,661,872	3,588,258	3,083,162	3,673,000	3,778,000
Transfers Out	925,248	613,407	1,131,928	126,527	26,527
Wages & Benefits	134,896	151,342	586,046	165,000	175,000
TOTAL	4,822,919	4,353,006	4,801,135	3,988,527	3,444,527

## **Expenditure Explanation:**

#### **Revenues:**

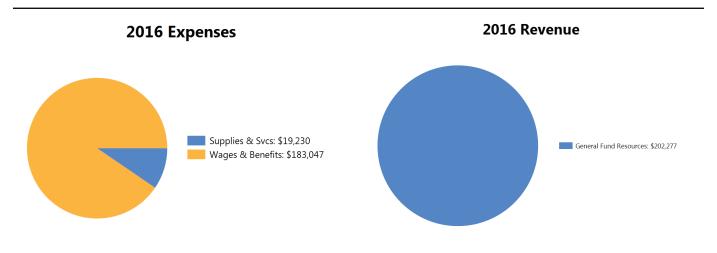
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	4,822,919	4,353,006	4,801,135	3,988,527	3,434,527
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	4,822,919	4,353,006	4,801,135	3,988,527	3,434,527



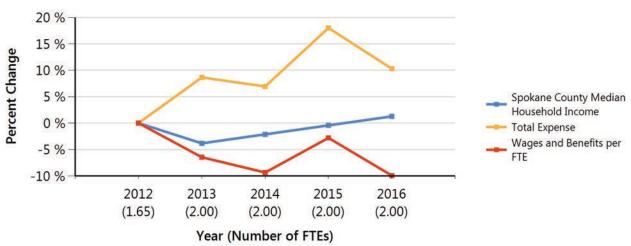


## Office of Police Ombudsman

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.



## Cumulative percent change over the last 5 years



\* 2012 through 2014 Actual 2015 through 2016 Budget

**	2012	2013	2014	2015	2016
Spending	\$0.87	\$0.94	\$0.92	\$1.01	\$0.93
Percent Change	0.00%	8.64%	-1.56%	10.35%	-6.53%

Spending Per Capita

\$1

\$1 \$1 \$0 \$0 \$0



**Department Summary:** Office of Police Ombudsman

**Division:** Stand Alone Departments

Priority: LeadershipFund 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.65	2.00	2.00	2.00	2.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	15,384	8,757	11,136	19,330	19,230
Transfers Out	0	0	0	0	0
Wages & Benefits	168,004	190,482	184,977	197,091	183,047
TOTAL	183,388	199,239	196,113	216,421	202,277

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	929	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	183,388	198,310	196,113	216,421	202,277
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	183,388	199,239	196,113	216,421	202,277



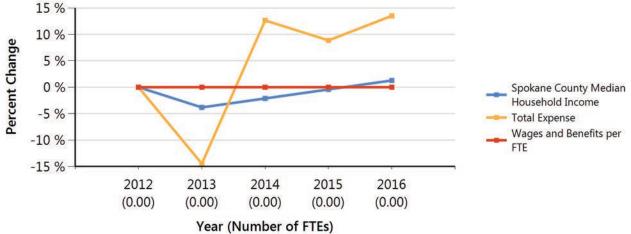


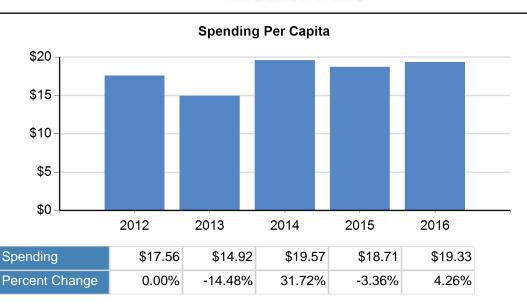
## **Police Pension Fund**

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.



# Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Police Pension Fund

**Division:** Stand Alone Departments

**Priority:** Leadership

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 related retirement, death, and disability benefits. In addition, the Plan pays for medical and dental expenses for its members, along with reimbursement for 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 2016 budget, operating expenses for the Plan have been reduced by over \$26,000. Benefit payments are budgeted to increase by \$195,000. LEOFF I Police revenues and expenditures are separately accounted for inside a trust fund within the City of Spokane.

#### **Legal/Contractual Mandate:**

41.20 & 41.26 of the Revised Code of Washington (RCW)



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	866,278	636,493	1,100,056	809,000	859,000
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	33,563	36,661	37,422	49,357	47,579
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	2,787,829	2,480,428	3,016,511	3,155,900	3,279,050
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	3,687,670	3,153,582	4,153,989	4,014,257	4,185,629

#### **Expenditure Explanation:**

"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:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	3,375,000	3,050,000	3,571,177	3,740,000	4,125,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	93,901	89,792	95,560	100,000	95,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	225,000	225,000	225,000	225,000	0
Taxes	0	0	0	0	0
TOTAL	3,693,901	3,364,792	3,891,737	4,065,000	4,220,000

#### **Revenue Explanation:**

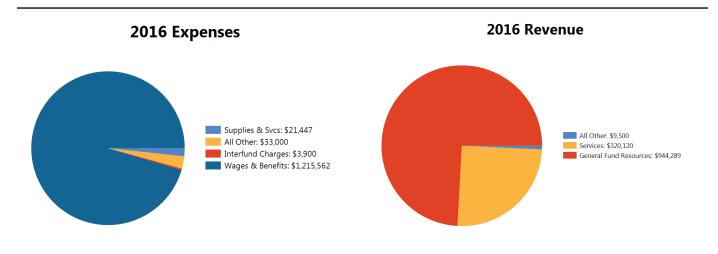
Employer contributions are currently classified as "All Other". Prior to 2012, employer contributions were classified as "Taxes".



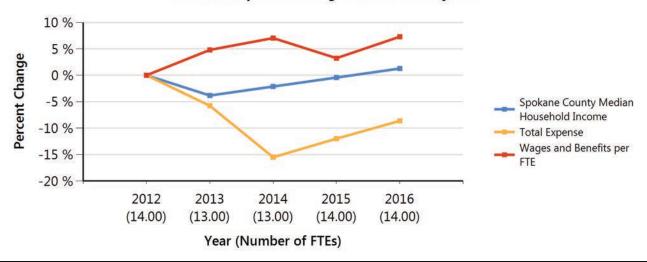


## **Probation Services**

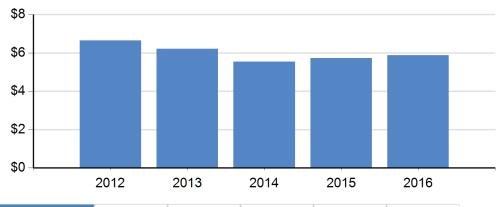
Supervises offenders placed on probation by Municipal Court. Enforces and monitors compliance with court ordered conditions, provides sentencing recommendations, provides alternatives to incarceration, refers offenders to community resources, conducts field visits, meet with offenders, collaborate/communicate with community and law enforcement partners, promote offender accountability, rehabilitation and victim / community safety



#### Cumulative percent change over the last 5 years



#### **Spending Per Capita**



 Spending
 \$6.64
 \$6.22
 \$5.55
 \$5.72
 \$5.88

 Percent Change
 0.00%
 -5.77%
 -10.34%
 4.15%
 3.83%

\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary: Probation Services** 

**Division:** Stand Alone Departments

**Priority:** Safety

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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	14.00	13.00	13.00	14.00	14.00

#### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	89,744	28,876	29,935	33,000	33,000
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	154,474	164,028	2,645	3,900	3,900
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	16,710	17,986	17,672	21,799	21,447
Transfers Out	0	0	0	0	0
Wages & Benefits	1,133,292	1,102,849	1,127,594	1,168,134	1,215,562
TOTAL	1,394,220	1,313,739	1,177,846	1,226,833	1,273,909

#### **Expenditure Explanation:**

The Probation Services budget is predominately staff and benefits. We have a very limited budget outside these items and we strive to use our budget wisely and efficiently. Probation has significantly reduced jails costs by offering and utilizing jail alternatives such as electronic home monitoring, work crew and evidence based programs and practices to promote compliance with court orders. Participation and development of specialty courts such as veterans, mental health and community courts have also assisted in promoting compliance, victim safety and reduction in jail usage. Despite heavy workloads and demands we have not reduced our public hours as many other state and city departments have.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	8,523	13,706	9,849	9,500	9,500
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,012,789	988,882	917,031	897,213	944,289
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	372,908	311,151	250,966	320,120	320,120
Taxes	0	0	0	0	0
TOTAL	1,394,220	1,313,739	1,177,846	1,226,833	1,273,909

#### **Revenue Explanation:**

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.



**Program Summary: Probation Services** 

**Division:** Stand Alone Departments

**Priority:** Safety

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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	14.00	13.00	13.00	14.00	14.00

#### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	89,744	28,876	29,935	33,000	33,000
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	154,474	164,028	2,645	3,900	3,900
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	16,710	17,986	17,672	21,799	21,447
Transfers Out	0	0	0	0	0
Wages & Benefits	1,133,292	1,102,849	1,127,594	1,168,134	1,215,562
TOTAL	1,394,220	1,313,739	1,177,846	1,226,833	1,273,909

#### **Expenditure Explanation:**

The Probation Services budget is predominately staff and benefits. We have a very limited budget outside these items and we strive to use our budget wisely and efficiently. Probation has significantly reduced jails costs by offering and utilizing jail alternatives such as electronic home monitoring, work crew and evidence based programs and practices to promote compliance with court orders. Participation and development of specialty courts such as veterans, mental health and community courts have also assisted in promoting compliance, victim safety and reduction in jail usage. Despite heavy workloads and demands we have not reduced our public hours as many other state and city departments have.

#### **Revenues:**

revenues.					
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	8,523	13,706	9,849	9,500	9,500
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,012,789	988,882	917,031	897,213	944,289
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	372,908	311,151	250,966	320,120	320,120
Taxes	0	0	0	0	0
TOTAL	1,394,220	1,313,739	1,177,846	1,226,833	1,273,909

#### **Revenue Explanation:**

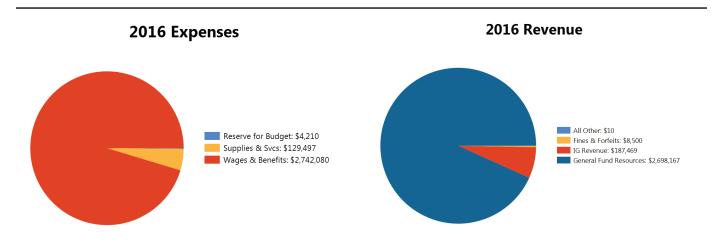
Revenue comes from fees collected in the form of monthly probation fees and programs such as electronic home monitoring and Alive at 25. While all probation fees collected are designated to probation, the Court assesses the probation fees or not at sentencing so this department has minimal direct control over the amount of fees ordered or received.



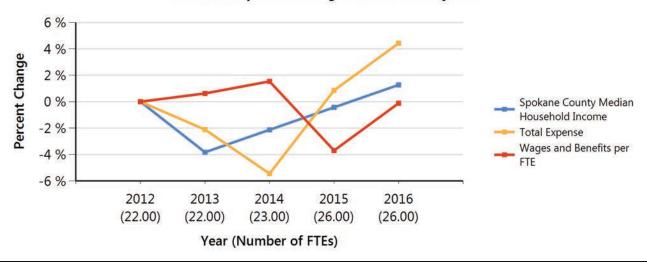


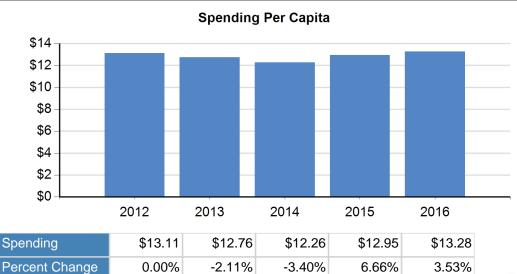
# **Public Defender**

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.



### Cumulative percent change over the last 5 years







**Department Summary:** Public Defender

**Division:** Stand Alone Departments

**Priority:** Safety

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.

### **Legal/Contractual Mandate:**

The United States and Washington Constitutions mandate the right to appointed counsel when a person cannot afford to hire private counsel on any charge where the person faces the possibility of a jail sentence. A recent federal case made clear the caseload limits for defenders affect the quality of legal representation that an indigent person receives in the criminal justice system.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	22.00	22.00	23.00	26.00	26.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	283,166	234,461	0	0	0
Reserve for Budget	0	0	0	0	4,210
Supplies & Svcs	142,903	118,890	132,674	130,256	129,497
Transfers Out	0	0	0	0	0
Wages & Benefits	2,327,817	2,342,358	2,471,168	2,647,234	2,742,080
TOTAL	2,753,886	2,695,709	2,603,842	2,777,490	2,875,787

### **Expenditure Explanation:**

For 2014 & 2015 interfund charges have been moved to the Internal Service Charges Fund. The additional positions are necessary to meet the Washington Supreme Court requirements effective January 1, 2015.

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	7,592	13	14	10	10
Fines & Forfeits	8,851	8,494	5,534	8,500	8,500
General Fund Resources	2,565,299	2,515,058	2,414,575	2,581,511	2,698,167
IG Revenue	172,144	172,144	183,719	187,469	187,469
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	2,753,886	2,695,709	2,603,842	2,777,490	2,894,146

### **Revenue Explanation:**

This includes the General Fund dollars, and monies from a therapeutic court sales tax, monies from the State Office of Public Defense, and incorporates the exchange of cases between City and County on conflict-of-interest cases and mental health court cases.



**Program Summary:** Mental Health Court

**Division:** Stand Alone Departments

**Priority:** Safety

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 on 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.

### **Legal/Contractual Mandate:**

Any person who is indigent and who is facing the possibility of a jail sentence because of a City criminal charge is entitled to an attorney from the City of Spokane at public expense. Representation in a specialty court is no different from other courts, as legal representation is constitutionally required.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.00	1.00	1.00	1.00	1.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	2,294
Supplies & Svcs	24	24	24	24	24
Transfers Out	0	0	0	0	0
Wages & Benefits	114,197	114,498	115,751	112,588	82,802
TOTAL	114,221	114,522	115,775	112,612	85,120

# **Expenditure Explanation:**

The reserve for Budget is for the automatic reclass of a Public Defender I to an Public Defender II after one year.

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	12	13	14	10	10
Fines & Forfeits	0	0	0	0	0
General Fund Resources	26,065	26,365	12,292	9,133	0
IG Revenue	88,144	88,144	103,469	103,469	103,469
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	114,221	114,522	115,775	112,612	103,479



Program Summary: Public Defender

**Division:** Stand Alone Departments

**Priority:** Safety

Fund Type: General Fund

### **Executive Summary:**

Appointment of a public defender is constitutionally mandated for anyone charged with a crime under the Spokane Municipal Code and facing the possibility of jail time, who cannot afford to hire a private attorney. The State Supreme Court has implemented annual caseload standards for attorneys of 300-400 cases per year.

### **Programs and Services:**

This is the main programmatic budget from the General Fund for the public defender's office, other than work done in the therapeutic mental health court and community court, a problem solving court. It contains a public defender that handles cases in the Veteran's Court as well as handles other cases. Within it, the defenders perform all functions to be present and prepared at all critical stages of a client's case.

### **Legal/Contractual Mandate:**

Counsel for indigent persons must be provided by the charging entity if a person faces the possibility of jail time. The filing of a criminal charge against a person raises the possibility of jail time. The number of attorneys needed is based on the caseload (cases filed) and workload (all things that attach to representation -- probation violations, DUI phone arrest advice, inmate first appearances, out-of-custody arraignments, and all hearings of motions, regular dockets and trials, in addition to appeals).

The City and County Public Defender's Offices exchange cases where there is a legal conflict of interest for one of the offices that prevents the usual representation by that office. The exchange saves money that would otherwise by paid to private attorneys to handle these cases.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	20.00	20.00	21.00	24.00	24.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	283,166	234,461	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	142,855	118,866	132,626	130,208	129,449
Transfers Out	0	0	0	0	0
Wages & Benefits	2,108,247	2,113,731	2,239,694	2,416,275	2,567,097
TOTAL	2,534,268	2,467,058	2,372,320	2,546,483	2,696,546

### **Expenditure Explanation:**

For 2014 & 2015 interfund charges have been moved to the Internal Service Charges Fund. The FTEs reflect the City's need to comply with Washington Supreme Court public defender per case standards and the need to have sufficient support staff to handle the client's inquiries and to properly assist the attorneys in file case management and data functions.

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	7,580	0	0	0	0
Fines & Forfeits	8,851	8,494	5,534	8,500	8,500
General Fund Resources	2,517,837	2,458,564	2,366,786	2,537,983	2,688,046
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	2,534,268	2,467,058	2,372,320	2,546,483	2,696,546

### **Revenue Explanation:**

Revenue in the department is from public defender recoupment paid to the Court by defendants who have been determined in the financial qualification process to be "indigent but able to contribute" a portion of the cost of their defense.



Program Summary: Public Defense Grant 2016

**Division:** Stand Alone Departments

**Priority:** Safety

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.

### **Legal/Contractual Mandate:**

The statewide defender standards as adopted and enforced by the Washington Supreme Court require that attorneys certify on a quarterly basis that they are in compliance with rules that require the attorney to take case assignments in the amount of 300 in a year, if the City adopts a case weighting system, and 400 if not case weighted. The attorney certification also involves compliance with other aspects of representation also, such as proper investigation of the facts and the law or the appropriate use of experts.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.00	1.00	1.00	1.00	1.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	1,916
Supplies & Svcs	24	0	24	24	24
Transfers Out	0	0	0	0	0
Wages & Benefits	105,373	114,129	115,723	118,371	92,181
TOTAL	105,397	114,129	115,747	118,395	94,121

# **Expenditure Explanation:**

The reserve for Budget is for the automatic reclass of a Public Defender I to an Public Defender II after one year.

### **Revenues:**

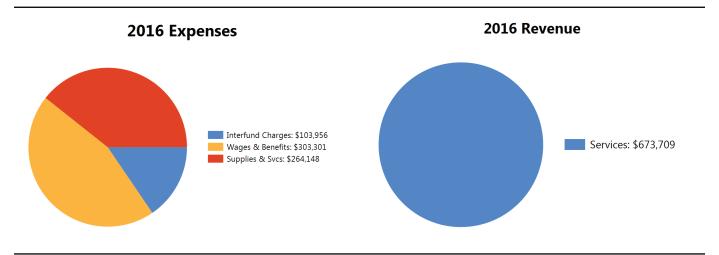
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	21,397	30,129	35,497	34,395	10,121
IG Revenue	84,000	84,000	80,250	84,000	84,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	105,397	114,129	115,747	118,395	94,121



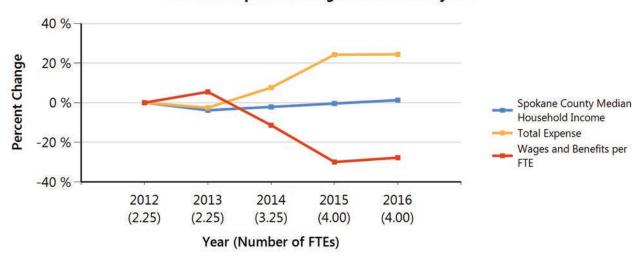


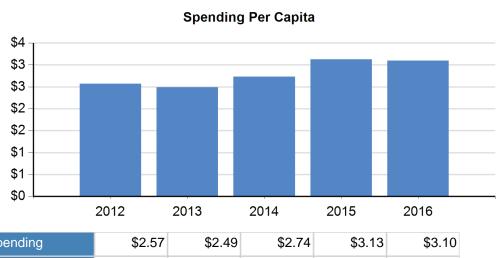
# Reprographics

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.



### Cumulative percent change over the last 5 years





Spending Percent Change 0.00% -2.55% 10.41% 15.46% 0.12%



**Department Summary: Reprographics** 

**Division:** Stand Alone Departments

**Priority:** Leadership

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.25	2.25	3.25	4.00	4.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	49,389	43,860	56,912	94,951	103,956
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	256,595	235,554	227,747	278,833	264,148
Transfers Out	0	0	0	0	0
Wages & Benefits	233,805	246,577	296,112	296,801	303,301
TOTAL	539,789	525,991	580,771	670,585	671,405

# **Expenditure Explanation:**

## **Revenues:**

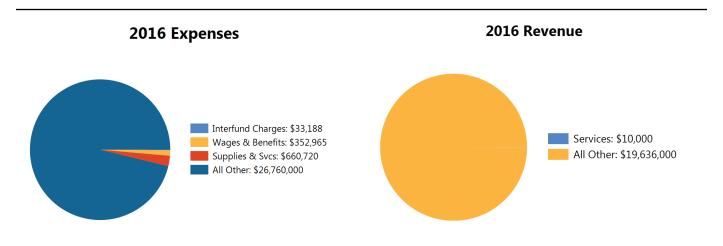
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	494,646	495,422	584,314	673,357	673,709
Taxes	0	0	0	0	0
TOTAL	494,646	495,422	584,314	673,357	673,709



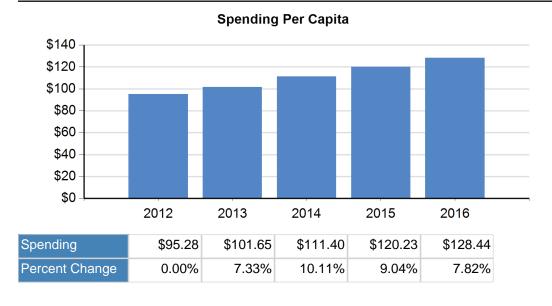


# **SERS**

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 City.



#### Cumulative percent change over the last 5 years 40 % Percent Change 20 % 0 % Spokane County Median Household Income **Total Expense** -20 % Wages and Benefits per -40 % 2012 2013 2016 2014 2015 (3.00)(3.00)(2.00)(3.00)(3.00)Year (Number of FTEs)





**Department Summary: SERS** 

**Division:** Stand Alone Departments

**Priority:** Leadership

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 City.

### **Programs and Services:**

SERS provides pension related retirement, death, and disability benefits. 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, 2014, there were 1,243 retirees and beneficiaries receiving benefits; 105 vested terminated, including portables, who are entitled to future benefits; and 1,407 active members for a total of 2,755 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 retirements, including processing retirements, preparing estimates, and counseling employees
- 2) Managing the \$290 million investment portfolio.
- 3) Monitoring compliance with City, State and Federal Laws.

The 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, which is comprised of employee contributions, the City's matching contribution and investment returns. For 2016, annuity payments are budgeted at \$26.76 million, which is an increase from the 2015 budget of \$24.66 million due to increased retirements.

For the 2016 budget, administrative costs of operating the Plan, not including pension annuities, decreased by \$76 thousand when compared to the 2015 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.

### **Legal/Contractual Mandate:**

Chapters 3.05 and 4.14 of the Spokane Municipal Code (SMC)



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.00	3.00	2.00	3.00	3.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	19,144,408	20,761,392	22,902,552	24,660,000	26,760,000
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	29,652	27,833	30,887	47,980	33,188
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	522,324	461,161	545,007	760,570	660,720
Transfers Out	0	0	0	0	0
Wages & Benefits	313,359	227,465	172,100	320,921	352,965
TOTAL	20,009,743	21,477,851	23,650,546	25,789,471	27,806,873

## **Expenditure Explanation:**

"All Other" includes pension annuity claims, terminated employee refunds of contributions and non-cash amortization of the pension module of the PeopleSoft System.

FTE increase in 2015 is due to filling of vacant Director position.

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	39,988,320	59,093,446	28,515,570	18,960,000	19,636,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	6,899	12,750	6,696	15,000	10,000
Taxes	0	0	0	0	0
TOTAL	39,995,219	59,106,196	28,522,266	18,975,000	19,646,000

### **Revenue Explanation:**

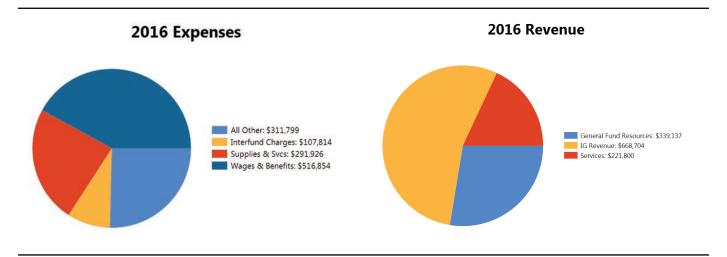
"All Other" includes investment interest earnings and employer contributions. For 2012-2014 Actual "All Other" also includes realized & unrealized gains/losses on investments.



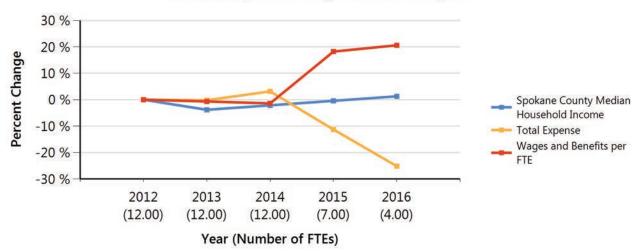


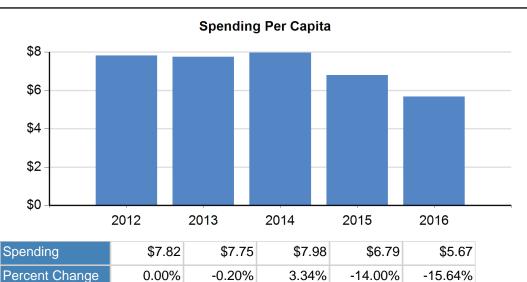
# **Spokane Regional Emergency Communications System (LEIS)**

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.



## Cumulative percent change over the last 5 years







**Department Summary:** Spokane Regional Emergency Communications System (LEIS)

**Division:** Stand Alone Departments

**Priority:** Safety

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	12.00	12.00	12.00	7.00	4.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	45,000	0	55,283	30,000	311,799
Capital Outlay	16,356	24,468	0	60,098	0
Debt Services	0	0	0	0	0
Interfund Charges	61,588	68,116	63,404	54,542	107,814
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	234,816	270,496	308,416	428,087	291,926
Transfers Out	0	0	0	0	0
Wages & Benefits	1,283,965	1,275,307	1,266,131	883,442	516,854
TOTAL	1,641,725	1,638,387	1,693,234	1,456,169	1,228,393

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	136,270	50,734	51,694	121,911	339,137
IG Revenue	697,356	679,639	699,825	710,000	668,704
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	819,193	906,347	903,184	969,967	221,800
Taxes	0	0	0	0	0
TOTAL	1,652,819	1,636,720	1,654,703	1,801,878	1,229,641



Program Summary: Administration/Overhead

**Division:** Stand Alone Departments

**Priority:** Safety

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 during 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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	1.00	1.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	5,426	0	287,799
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	465	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	6,400	24	19,375
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	15,155	121,887	127,412
TOTAL	0	0	27,446	121,911	434,586

### **Expenditure Explanation:**

2015 Budget is the Net budget which includes the addition of a Project Manager for the CAD/RMS position. This position was not included in the adopted 2015 Budget.

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	121,911	339,137
IG Revenue	0	0	0	0	95,891
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	121,911	435,028

### **Revenue Explanation:**

County pays approximately 75% of the Project Manager's Salary and benefits. Revenue was not budgeted in 2015, however County will be billed 75% of Project Manager's time.



**Program Summary:** Law Enforcement Information Systems

**Division:** Stand Alone Departments

**Priority:** Safety

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	10.30	10.30	10.30	5.00	2.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	45,000	0	49,857	30,000	24,000
Capital Outlay	16,356	24,468	0	60,098	0
Debt Services	0	0	0	0	0
Interfund Charges	59,815	68,116	62,601	53,975	107,340
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	234,014	269,239	300,583	421,814	271,394
Transfers Out	0	0	0	0	0
Wages & Benefits	1,061,578	1,054,339	986,510	610,903	232,625
TOTAL	1,416,763	1,416,162	1,399,551	1,176,790	635,359

# **Expenditure Explanation:**

# Revenues:

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	136,270	50,734	51,694	0	0
IG Revenue	461,300	459,081	444,673	475,000	414,064
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	819,193	906,347	903,184	969,967	221,800
Taxes	0	0	0	0	0
TOTAL	1,416,763	1,416,162	1,399,551	1,444,967	635,864



**Program Summary:** Regional Emergency Communication System

**Division:** Stand Alone Departments

**Priority:** Safety

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.70	1.70	1.70	1.00	1.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	1,773	0	338	567	474
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	802	1,257	1,433	6,249	1,157
Transfers Out	0	0	0	0	0
Wages & Benefits	222,387	220,968	264,466	150,652	156,817
TOTAL	224,962	222,225	266,237	157,468	158,448

# **Expenditure Explanation:**

### **Revenues:**

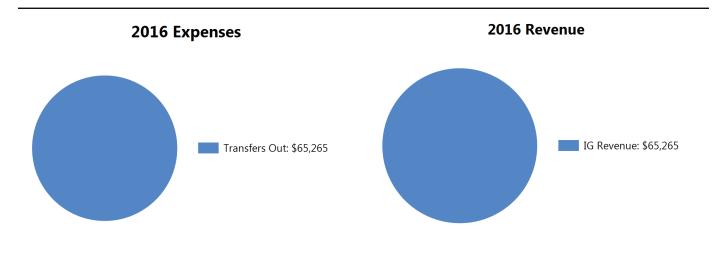
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	236,056	220,558	255,152	235,000	158,749
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	236,056	220,558	255,152	235,000	158,749



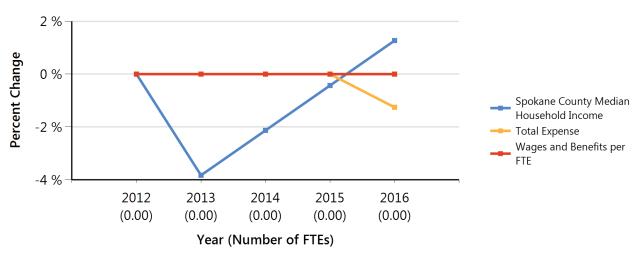


# **Trial Court Improvement Fund**

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.



## **Cumulative percent change over the last 5 years**



## 

 Spending
 \$0.00
 \$0.31
 \$0.30

 Percent Change
 0.00%
 0.00%
 -1.25%



**Department Summary:** Trial Court Improvement Fund

**Division:** Stand Alone Departments

**Priority:** Safety

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:** 

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	66,096	65,265
Wages & Benefits	0	0	0	0	0
TOTAL	0	0	0	66,096	65,265

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	66,096	65,265
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	66,096	65,265





# **Utilities**

\$2000

\$1500

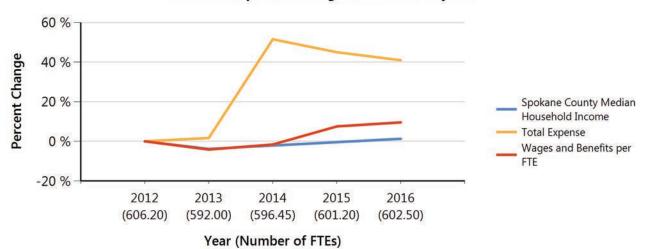
\$1000

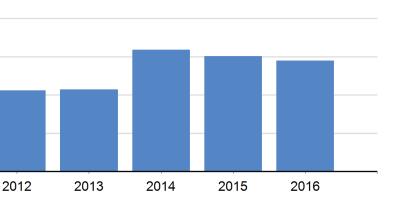
\$500

\$0



## Cumulative percent change over the last 5 years





Spending	\$1,060.57	\$1,071.69	\$1,589.45	\$1,505.28	\$1,449.60
Percent Change	0.00%	1.67%	49.01%	-4.31%	-2.80%

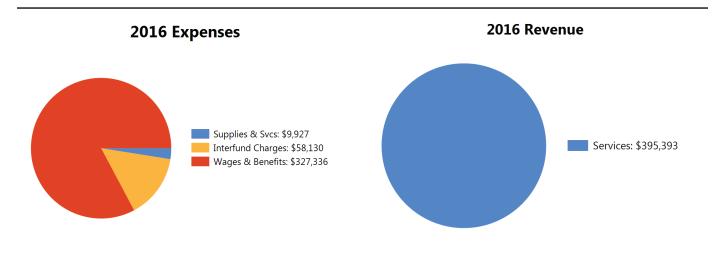
**Spending Per Capita** 



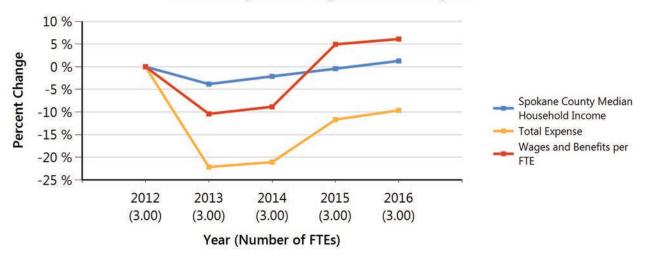


# **Environmental Programs Dept**

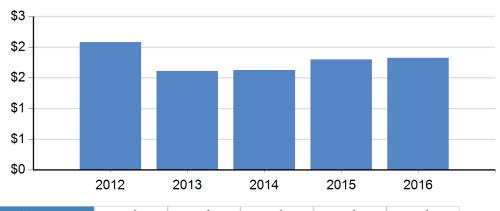
Environmental Programs helps the City understand and comply with environmental regulations through data gathering, review, maintenance, and reporting activities. We promote an open dialogue with local, state, and federal agencies and environmental advocates, and we support the City's perspective in regional environmental processes. We host the City's climate protection program.



### Cumulative percent change over the last 5 years



## **Spending Per Capita**



Spending	\$2.08	\$1.61	\$1.63	\$1.80	\$1.83
Percent Change	0.00%	-22.15%	1.39%	11.89%	2.32%

\* 2012 through 2014 Actual 2015 through 2016 Budget





**Department Summary:** Environmental Programs Dept

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	20,664	0	1,631	0	0
Debt Services	0	0	0	0	0
Interfund Charges	63,332	50,689	52,502	52,822	58,130
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	41,057	5,129	5,252	10,052	9,927
Transfers Out	0	4,853	1,631	0	0
Wages & Benefits	312,486	279,942	284,332	323,546	327,336
TOTAL	437,539	340,613	345,348	386,420	395,393

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	5,000	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	30,000	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	20,664	0	0	0	0
Services	418,812	340,592	345,517	388,055	395,393
Taxes	0	0	0	0	0
TOTAL	474,476	340,592	345,517	388,055	395,393



Program Summary: Administration/Overhead

**Division:** Utilities

Priority: Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

Environmental Programs administration works to interpret and inform City leadership on a variety of environmental regulations and maintains data to help ensure compliance with regulations at all levels of government.

#### **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

#### **Legal/Contractual Mandate:**



Utilities 7

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	45,596	52,822	57,530
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	0	0	45,596	52,822	57,530

## **Expenditure Explanation:**

Prior to 2014, all IF costs were charged to the operating program of the Environmental Programs Dept.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Environmental Programs

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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 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 produce reports on the quality and quantity of the City's water resources, energy use and water use by the City's departments, and greenhouse gas emissions generated by City facilities and assets. And, we serve as the City's representatives on a variety of regional processes dealing with environmental issues, 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.

#### **Legal/Contractual Mandate:**



Utilities

### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	20,664	0	1,631	0	0
Debt Services	0	0	0	0	0
Interfund Charges	63,332	50,689	6,906	0	600
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	41,057	5,129	5,252	10,052	9,927
Transfers Out	0	4,853	1,631	0	0
Wages & Benefits	312,486	279,942	284,332	323,546	327,336
TOTAL	437,539	340,613	299,752	333,598	337,863

## **Expenditure Explanation:**

### **Revenues:**

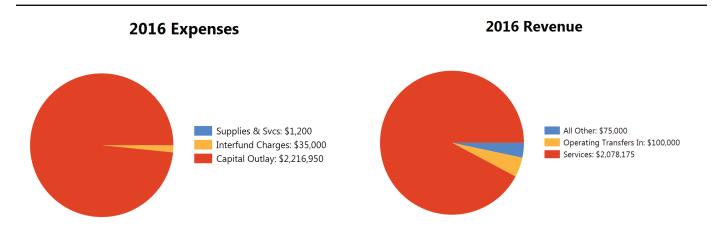
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	5,000	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	30,000	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	20,664	0	0	0	0
Services	418,812	340,592	345,517	388,055	395,393
Taxes	0	0	0	0	0
TOTAL	474,476	340,592	345,517	388,055	395,393



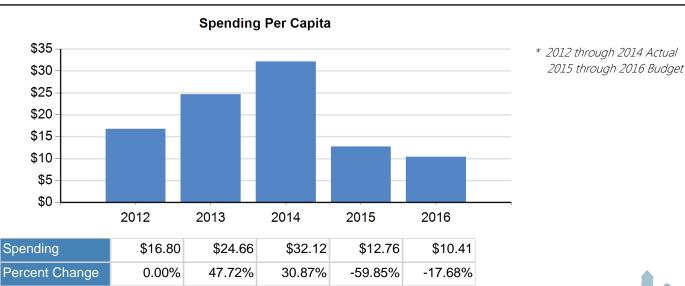


# Fleet Replacement Fund

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.



#### Cumulative percent change over the last 5 years 100 % 80 % Percent Change 60 % 40 % Spokane County Median 20 % Household Income **Total Expense** 0% Wages and Benefits per -20 % -40 % 2012 2013 2014 2015 2016 (0.00)(0.00)(0.00)(0.00)(0.00)



Year (Number of FTEs)



**Program Summary:** Fleet Replacement Fund

**Division:** Utilities

**Priority:** Leadership

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.

#### **Legal/Contractual Mandate:**

RCW 35.21.088. Equipment Rental Fund. "Every city having a population of more than eight thousand, according to the last official census, shall establish such an equipment rental fund in its street department or any other department of city government. Such fund shall acquire the equipment necessary to serve the needs of the city street department."



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	2,045,432	2,075,395	2,333,132	0	0
Capital Outlay	1,431,646	3,053,337	1,840,225	2,401,008	2,216,950
Debt Services	0	0	0	0	0
Interfund Charges	49,153	80,495	69,805	35,025	35,000
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	811	1,170	738	1,200	1,200
Transfers Out	0	0	2,575,000	300,000	0
Wages & Benefits	0	0	0	0	0
TOTAL	3,527,042	5,210,397	6,818,900	2,737,233	2,253,150

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	149,127	84,704	916,780	65,000	75,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	1,802	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	1,024,586	1,405,917	502,679	100,000	100,000
Services	2,093,059	1,705,349	1,757,648	1,897,000	2,078,175
Taxes	0	0	0	0	0
TOTAL	3,266,772	3,197,772	3,177,107	2,062,000	2,253,175



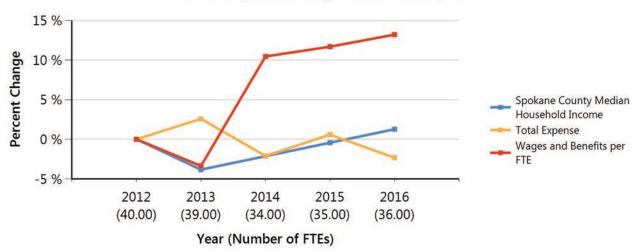


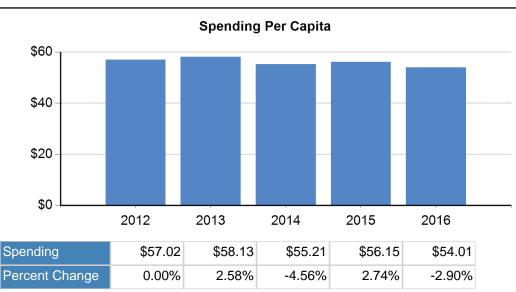
## **Fleet Services**

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.



## Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Fleet Services

**Division:** Utilities

**Priority:** Leadership

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.

In 2015 Fleet Services will consolidate operations at the newly constructed Spokane Central Service Center.

Centralized Fleet management - Develop and administer preventive maintenance schedules for all equipment (except the Fire Department). Manage the procurement and disposal of vehicles and equipment. Maintain records of all maintenance activities utilizing a fleet management information system. Manage the fleet replacement fund for participating departments. Develop replacement schedules for all equipment. Develop specifications for purchase of equipment. Make new equipment ready for service (commission). Manage equipment disposal process (decommission) and sale.

Fueling Facilities - Provide fueling facilities, both city owned and contract, for fueling of gasoline, diesel, and compressed natural gas (CNG) powered equipment.

Billing and departmental budget development - Provide detailed cost accounting of all expenditures on equipment and produce monthly billing to departments. Develop expenditure estimates for all departments for budget preparation.

Parts Inventory - Maintain inventory of parts and supplies at three maintenance locations. Develop contracts for supplies and services; manage inventories in accordance with state auditor requirements.

Motor Pool - Maintain a small pool of clean, serviced, energy-efficient vehicles for use by various City departments for in-town trips.

In the coming year, Fleet Services will undergo significant change. The City has started construction of the Nelson Service Center –a combined Solid Waste Management and Fleet Management facility that will be designed to create operational efficiencies and long-term savings.

#### The Center will:

- Consolidate repair and maintenance of the City's large vehicle fleet in one location, from 3 today.
- Consolidate Street and Solid Waste operations with Fleet operations, including fueling station, vehicle washing, and fleet repair facilities, resulting in reduced travel time and fuel costs.
- Replace aging facilities that are not appropriate for current use and exceedingly inefficient, including former stables at Normandie just south of Mission Avenue.
- Allow for the conversion to compressed natural gas from diesel fuel for Solid Waste vehicles, providing significant environmental and financial benefits.



### **Legal/Contractual Mandate:**

Ensure annual aerial lift equipment is inspected and maintained per regulations. Maintain fueling facilities in accordance with all federal, state and local regulations.

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	40.00	39.00	34.00	35.00	36.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	29,072	20,262	24,335	0	0
Capital Outlay	0	0	0	250,000	100,000
Debt Services	0	0	0	0	0
Interfund Charges	1,349,881	1,423,860	1,271,397	1,229,114	1,434,406
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	7,071,709	7,434,148	7,001,469	7,420,150	6,880,857
Transfers Out	405,655	467,360	510,223	107,545	107,545
Wages & Benefits	3,117,137	2,937,018	2,914,367	3,036,955	3,171,362
TOTAL	11,973,453	12,282,647	11,721,791	12,043,764	11,694,170

#### **Expenditure Explanation:**

Facilities Maintenance program is not included in 2012 and 2013 totals. \$842,047 and \$685,633 respectively. Program moved to Asset Management in 2014.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	20,502	135,757	50,587	18,050	14,550
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	11,630,434	12,348,468	11,634,089	12,385,633	11,973,465
Taxes	0	0	0	0	0
TOTAL	11,650,936	12,484,225	11,684,676	12,403,683	11,988,015

#### **Revenue Explanation:**

Facilities Maintenance program is not included in 2012 and 2013 totals. \$734,238 and \$675,975 respectively. Program moved to Asset Management in 2014.



**Program Summary:** Broadway

**Division:** Utilities

**Priority:** Leadership

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.

In 2015 Fleet Services will consolidate operations at the newly constructed Spokane Central Service Center.

#### **Legal/Contractual Mandate:**

Ensure annual aerial lift equipment is inspected and maintained per regulations. Maintain fueling facilities in accordance with all federal, state and local regulations.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	74,019	99,053	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	2,345,928	2,452,482	2,205,798	2,330,000	2,930,650
Transfers Out	0	0	0	0	0
Wages & Benefits	11,755	11,289	11,962	0	0
TOTAL	2,431,702	2,562,824	2,217,761	2,330,000	2,930,650

## **Expenditure Explanation:**

Wages and Benefits was for a temp seasonal position.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	2,499,518	2,521,345	2,519,676	2,475,475	3,175,000
Taxes	0	0	0	0	0
TOTAL	2,499,518	2,521,345	2,519,676	2,475,475	3,175,000



**Program Summary:** Communications - Radio

**Division:** Utilities

**Priority:** Leadership

Fund Type: Internal Service Fund

#### **Executive Summary:**

Radio Communications provides state-of-the-art communications systems that are relevant, reliable, and cost effective for City employees. This Program is like a small business devoted to maintaining and repairing radio infrastructure and equipment. The Communications shop is a program of Fleet Services and is organized as an internal services fund.

#### **Programs and Services:**

The responsibilities of this program include the design, implementation and maintenance of radio communications systems including dispatch centers, mountain top radio site (repeaters), portable and vehicular systems, and paging systems.

Communications staff perform the installation and removal of communications and other equipment in vehicles as well as the maintenance of FCC licenses for city communications systems and the regulatory compliance of all systems.

The program provides project planning and management services for major systems and provides equipment for special situations, emergencies and disasters to facilitate system operation and interoperability.

The communication program is responsible for more than 4,000 pieces of equipment including dispatch centers, base stations, mobile two-way radios, portables radios and mobile data computers.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.00	2.00	2.00	2.00	1.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	2,706	3,020	2,891	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	16,346	12,516	766	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	66,937	56,657	33,942	40,570	13,070
Transfers Out	0	0	0	0	0
Wages & Benefits	170,976	163,427	170,628	164,986	89,562
TOTAL	256,965	235,620	208,227	205,556	102,632

## **Expenditure Explanation:**

One FTE was consolidated into Fleet Services for 2016, leaving only one FTE at Radio Communications. Corresponding revenue and expenses were moved to Fleet Services Spokane Central Service Center (SCSC).

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	3,592	3,450	(10,727)	3,500	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	191,113	175,796	157,778	210,000	100,345
Taxes	0	0	0	0	0
TOTAL	194,705	179,246	147,051	213,500	100,345

#### **Revenue Explanation:**

One FTE was consolidated into Fleet Services for 2016, leaving only one FTE at Radio Communications. Corresponding revenue and expenses were moved to Fleet Services Spokane Central Service Center (SCSC).



**Program Summary:** Fleet Services Administration/Overhead

**Division:** Utilities

**Priority:** Leadership

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.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	9.00	10.00	11.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	1,261,022	1,215,414	1,102,115
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	317,556	339,793	218,200
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	897,086	1,012,681	1,062,510
TOTAL	0	0	2,475,664	2,567,888	2,382,825

### **Expenditure Explanation:**

Prior to 2014, administrative expenditures were included in other operational activity summaries. Moved one Foreman from operations to Administration in 2015.

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Motor Pool

**Division:** Utilities

**Priority:** Leadership

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.

#### **Legal/Contractual Mandate:**

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.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	7,877	8,533	7,753	10,200	12,100
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	7,877	8,533	7,753	10,200	12,100

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	8,674	9,894	14,337	11,000	15,000
Taxes	0	0	0	0	0
TOTAL	8,674	9,894	14,337	11,000	15,000



**Program Summary:** Spokane Central Service Center

**Division:** Utilities

**Priority:** Leadership

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.

In 2015 Fleet Services will consolidate operations at the newly constructed Spokane Central Service Center.

#### **Legal/Contractual Mandate:**

Ensure annual aerial lift equipment is inspected and maintained per regulations. Maintain fueling facilities in accordance with all federal, state and local regulations.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	37.00	37.00	23.00	23.00	24.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	26,366	17,242	21,444	0	0
Capital Outlay	0	0	0	250,000	100,000
Debt Services	0	0	0	0	0
Interfund Charges	1,251,639	1,303,758	1,856	3,500	320,191
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	4,658,844	4,925,009	4,444,172	4,709,787	3,718,937
Transfers Out	405,655	467,360	510,223	107,545	107,545
Wages & Benefits	2,934,405	2,762,302	1,834,691	1,859,288	2,019,290
TOTAL	9,276,909	9,475,670	6,812,387	6,930,120	6,265,963

### **Expenditure Explanation:**

In 2014 a new Administration Program was created. This resulted in a decrease in both FTE and budget amounts for this budget planner in 2014 and subsequent years. The Normandie, Foothills, and Facilities Maintenance Programs are consolidated into this new Program, Spokane Central Service Center.

#### **Revenues:**

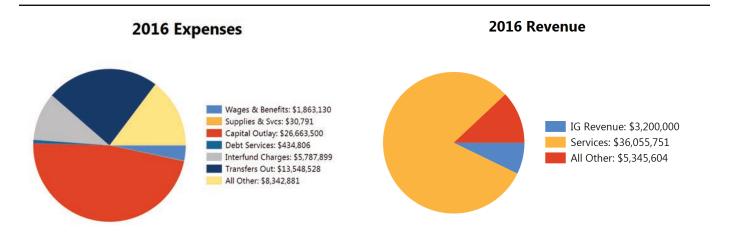
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	16,910	132,307	61,314	14,550	14,550
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	8,931,129	9,641,433	8,942,298	9,689,158	8,683,120
Taxes	0	0	0	0	0
TOTAL	8,948,039	9,773,740	9,003,612	9,703,708	8,697,670



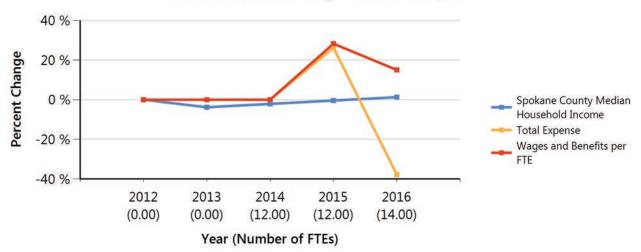


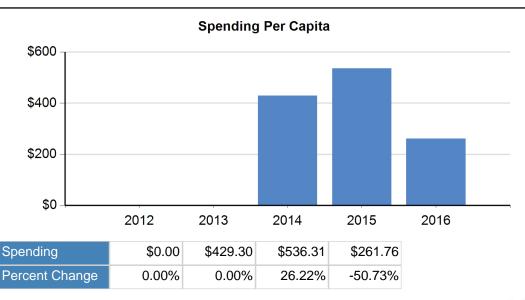
# **Integrated Capital Management**

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.



## Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Integrated Capital Management

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	12.00	12.00	14.00

#### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	7,007,088	7,048,919	8,342,881
Capital Outlay	0	0	40,206,599	101,019,000	26,663,500
Debt Services	0	0	0	0	434,806
Interfund Charges	0	0	1,409,642	5,106,601	5,787,899
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	23,793	23,630	30,791
Transfers Out	0	0	41,058,554	0	13,548,528
Wages & Benefits	0	0	1,435,137	1,840,532	1,863,130
TOTAL	0	0	91,140,813	115,038,682	56,671,535

### **Expenditure Explanation:**

Capital construction funding and management for water and wastewater have moved to the Integrated Capital Management Department, resulting in the significantly higher expenditures in 2015. Expenses in the "All Other" category is comprised of state and local taxes on revenues.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	21,272	0	5,345,604
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	3,200,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	33,911,352	41,609,161	36,055,751
Taxes	0	0	0	0	0
TOTAL	0	0	33,932,624	41,609,161	44,601,355

#### **Revenue Explanation:**

Revenue decrease in 2016, reflects a revised projection for interfund revenue. "All Other" revenues are from grants and Spokane County share of capital improvements at the Riverside Park Water Reclamation Facility.



**Program Summary:** Integrated Capital Management - Administration

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: ---

#### **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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	12.00	12.00	14.00

### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	7,007,088	7,048,919	8,342,881
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	434,806
Interfund Charges	0	0	1,409,642	5,106,601	5,787,899
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	23,793	23,630	30,791
Transfers Out	0	0	0	0	13,548,528
Wages & Benefits	0	0	1,435,137	1,840,532	1,863,130
TOTAL	0	0	9,875,660	14,019,682	30,008,035

## **Expenditure Explanation:**

Expenses in the "All Other" category is comprised of state and local taxes on revenues.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	21,272	0	5,345,604
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	3,200,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	33,911,352	41,609,161	36,055,751
Taxes	0	0	0	0	0
TOTAL	0	0	33,932,624	41,609,161	44,601,355

### **Revenue Explanation:**

Reduction in projected 2016 revenue from Services, reflects an adjustment to projected interfund revenues



**Program Summary:** Six Year Capital Sewer

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	35,460,914	83,317,000	21,023,500
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	35,460,914	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	0	0	70,921,828	83,317,000	21,023,500

## **Expenditure Explanation:**

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



Program Summary: Six Year Capital Water

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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. Project include capital construction within the right of way and outside of it, including upgrades at Upriver Dam.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	4,745,685	17,702,000	5,640,000
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	5,597,640	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	0	0	10,343,325	17,702,000	5,640,000

## **Expenditure Explanation:**

### **Revenues:**

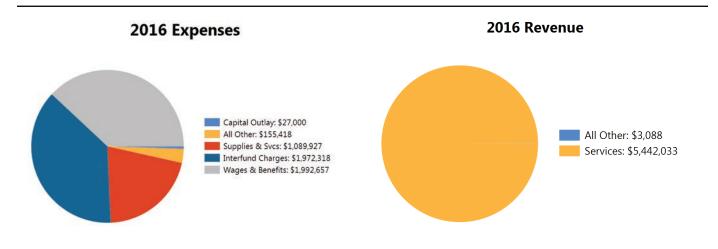
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



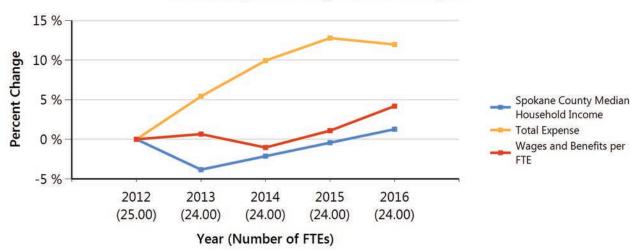


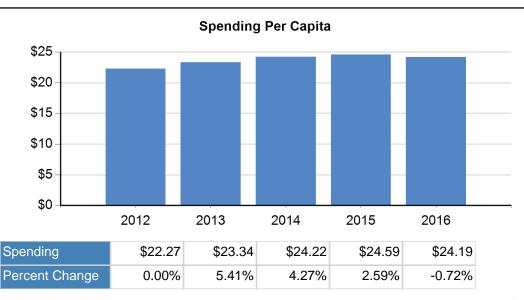
# **Public Works & Utilities**

The Utilities Division includes the City's major utility enterprises, including Water, Wastewater, and Solid Waste collection and disposal. Our Division provides services that are critical to our citizens' daily lives. This portion of the budget reflects the Division administration and comprehensive billing services for the utilities.



# Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Public Works & Utilities

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Internal Service Fund

#### **Executive Summary:**

The Utilities Division includes the City's major utility enterprises, including Water, Wastewater, and Solid Waste collection and disposal. Our Division provides services that are critical to our citizens' daily lives. This portion of the budget reflects the Division administration and comprehensive billing services for the utilities.

#### **Programs and Services:**

The 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 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	25.00	24.00	24.00	24.00	24.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	105,338	164,157	161,261	151,038	155,418
Capital Outlay	10,741	0	78,456	31,000	27,000
Debt Services	0	0	0	0	0
Interfund Charges	1,649,272	1,878,453	1,945,427	2,154,683	1,972,318
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	920,003	959,858	1,064,381	1,005,832	1,089,927
Transfers Out	0	3,558	0	0	0
Wages & Benefits	1,992,275	1,925,080	1,892,558	1,932,776	1,992,657
TOTAL	4,677,629	4,931,106	5,142,083	5,275,329	5,237,320

# **Expenditure Explanation:**

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	4,108	2,806	6,420	3,000	3,088
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	4,707,693	4,966,315	5,170,659	5,288,659	5,442,033
Taxes	0	0	0	0	0
TOTAL	4,711,801	4,969,121	5,177,079	5,291,659	5,445,121



**Program Summary:** Billing Production

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

This program is responsible for the accurate creation of more than 900,000 City utility bills a year, with charges totaling about \$162 million.

### **Programs and Services:**

Accurate and consistent billing is a top priority for the City's Utilities Billing program. We strive to provide customers with bills that are easy to understand and provide helpful comparisons to previous billing.

Subsections of this program include New Construction, Data Entry and Special Handling Duties.

\*New Construction - Accurate and timly billing starts on new accounts. Requires work with other offices, including, Permits to be sure has the proper data.

\*Data Entry - Makes credit adjustements and adds miscellenous charges to accounts. Processes closing bills.

\*Special Handling - Handles bankruptcies and foreclosed properties to ensure the Departments are properly paid.

#### **Legal/Contractual Mandate:**

There is an RCW that requires the office to provide closing bills to real estate closing agents at their request.



Utilities 43

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	5.07	5.07	5.07	5.07	5.07

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	10,205	4,610	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	122	121	121	74	74
Transfers Out	0	0	0	0	0
Wages & Benefits	384,198	402,302	385,244	393,179	404,582
TOTAL	394,525	407,033	385,365	393,253	404,656

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	400,198	409,274	395,454	396,321	407,815
Taxes	0	0	0	0	0
TOTAL	400,198	409,274	395,454	396,321	407,815

# **Revenue Explanation:**

In 2014 and 2015, IF Costs and Utility Taxes previously incurred in the operating programs have been moved to the Admin/OH program in Fund 5200. This change resulted in a corresponding adjustment to allocated revenues for all programs



**Program Summary:** Credit & Collection

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Internal Service Fund

#### **Executive Summary:**

This section is responsible for collecting past due utility accounts. Field workers inspect properties for occupancy, make observations to answer office questions, and turn water on or off as needed.

### **Programs and Services:**

We must always be good stewards of public resources, and we have a responsibility to work to keep our customers current on payments.

The office is responsible for making arrangements with customers for payment and setting up field work for the Utilities Collectors. Nearly 12,000 accounts are worked each year for deliquency. Water is turned off at about 1,900 properties annually.

Additionally, we conduct inspections at new construction sites to determine when to start charges. Employees also will conduct an inspection at a customer's request to ensure accounts are billed for a proper level of service. This staff also completes a majority of normal water turn on's and turn off's previously done by the Water Department

### **Legal/Contractual Mandate:**

City ordinances require that amounts billed and owing be collected.



Utilities 45

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	7.00	7.00	7.00	7.00	7.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	78,456	27,000	27,000
Debt Services	0	0	0	0	0
Interfund Charges	51,537	39,798	14,415	14,100	15,400
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	1,286	1,542	1,399	1,668	1,668
Transfers Out	0	0	0	0	0
Wages & Benefits	507,676	507,489	497,221	514,847	530,228
TOTAL	560,499	548,829	591,491	557,615	574,296

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	569,468	551,963	605,364	561,714	578,004
Taxes	0	0	0	0	0
TOTAL	569,468	551,963	605,364	561,714	578,004

# **Revenue Explanation:**

In 2014 and 2015, IF Costs and Utility Taxes previously incurred in the operating programs have been moved to the Admin/OH program in Fund 5200. This change resulted in a corresponding adjustment to allocated revenues for all programs



**Program Summary:** Customer Service Utilities Billing

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Internal Service Fund

#### **Executive Summary:**

Our Utilities Billing employees are a main point of contact for citizens. Our customer service staff members respond to 125,000 customer contacts through phone calls, emails and in person visits each year.

### **Programs and Services:**

The City exists to serve our customers. In Utilities Billing, staff members:

- \*Set up special work orders for real estate and rental closings, and water turn off or on by customer request.
- \*Take information about solid waste service changes and notify the Solid Waste Department.
- \*Work with customers to set up payment arrangements.
- \*Set up field inspections to check for proper service level.
- \*Process returned mail.
- \*Investigate payment issues.

We strive for consistent, excellent service for all of our residential and business customers. To improve service further, we are embarking on a project to add customer names to all accounts to ensure improved communications and more effective bill processing.

#### **Legal/Contractual Mandate:**



Utilities 47

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	9.00	8.00	8.00	8.00	8.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	18,261	8,183	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	216	191	192	216	216
Transfers Out	0	0	0	0	0
Wages & Benefits	630,212	583,140	557,732	563,987	580,872
TOTAL	648,689	591,514	557,924	564,203	581,088

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	661,573	633,269	573,528	569,001	585,503
Taxes	0	0	0	0	0
TOTAL	661,573	633,269	573,528	569,001	585,503

# **Revenue Explanation:**

In 2014 and 2015, IF Costs and Utility Taxes previously incurred in the operating programs have been moved to the Admin/OH program in Fund 5200. This change resulted in a corresponding adjustment to allocated revenues for all programs



**Program Summary:** Meter Reading

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Internal Service Fund

#### **Executive Summary:**

The Meter Reading area is responsible for verifying 35,000 meter reads monthly. Accuracy of the meter reads is of extreme importance to ensure accurate, predictable billing.

### **Programs and Services:**

Water usage comprises a significant portion of customers' utility bills. We want to ensure that our customers receive accurate billing information, and this program provides for validation of charges. Additionally, this work is critical to maintain the financial health of our utilities.

Excessively low usage could indicate an inoperable meter. High reads could indicate leaks that waste water resources and cause undue expense for our customers. When discrepancies are found, this service will generate re-reads of meters and indicate when repairs may be needed.

#### **Legal/Contractual Mandate:**



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#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.93	0.93	0.93	0.93	0.93

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	10,741	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	1,970	856	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	23	23	23	24	24
Transfers Out	0	0	0	0	0
Wages & Benefits	67,198	67,865	68,811	69,333	70,950
TOTAL	79,932	68,744	68,834	69,357	70,974

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	81,492	69,151	70,671	70,122	72,156
Taxes	0	0	0	0	0
TOTAL	81,492	69,151	70,671	70,122	72,156

# **Revenue Explanation:**

In 2014 and 2015, IF Costs and Utility Taxes previously incurred in the operating programs have been moved to the Admin/OH program in Fund 5200. This change resulted in a corresponding adjustment to allocated revenues for all programs



**Program Summary:** Utilities Division Administration

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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, 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 signficant above-ground benefits when underground utilities are upgraded as well as other public improvements that will help drive economic investment in our community.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	161,261	151,038	155,418
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	35,633	48,703	1,930,990	2,140,583	1,956,918
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	43,193	14,048	10,662	19,875	20,750
Transfers Out	0	0	0	0	0
Wages & Benefits	402,991	364,284	383,550	391,430	406,025
TOTAL	481,817	427,035	2,486,463	2,702,926	2,539,111

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	595,029	414,379	1,856,025	2,702,926	2,781,311
Taxes	0	0	0	0	0
TOTAL	595,029	414,379	1,856,025	2,702,926	2,781,311

# **Revenue Explanation:**

In 2014 and 2015, IF Costs and Utility Taxes previously incurred in the operating programs have been moved to the Admin/OH program in Fund 5200. This change resulted in a corresponding adjustment to allocated revenues for all programs



**Program Summary:** Utility Billing Administration

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Internal Service Fund

### **Executive Summary:**

Utility Billing Administration strives to ensure consistent, accurate utility biling to serve our customers and maintain healthy utilities.

### **Programs and Services:**

As with any department, we have overhead costs associated with utility billing work. Costs covered in this program include postage for bills, cashiering, legal costs, computer work, and Risk Management, in addition to management functions for this important service.

# **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	105,338	164,157	0	0	0
Capital Outlay	0	0	0	4,000	0
Debt Services	0	0	0	0	0
Interfund Charges	1,531,666	1,776,303	22	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	875,163	943,933	1,051,984	983,975	1,067,195
Transfers Out	0	3,558	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	2,512,167	2,887,951	1,052,006	987,975	1,067,195

# **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	4,108	2,806	6,420	3,000	3,088
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	2,399,933	2,888,279	1,669,617	988,575	1,017,244
Taxes	0	0	0	0	0
TOTAL	2,404,041	2,891,085	1,676,037	991,575	1,020,332

# **Revenue Explanation:**

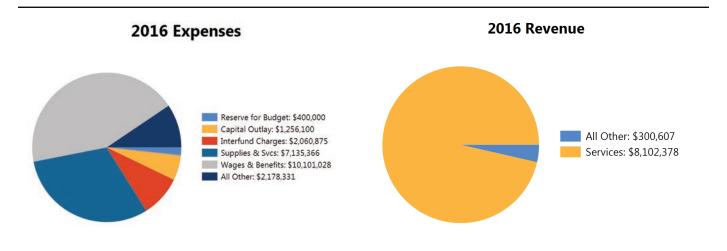
In 2014 and 2015, IF Costs and Utility Taxes previously incurred in the operating programs have been moved to the Admin/OH program in Fund 5200. This change resulted in a corresponding adjustment to allocated revenues for all programs



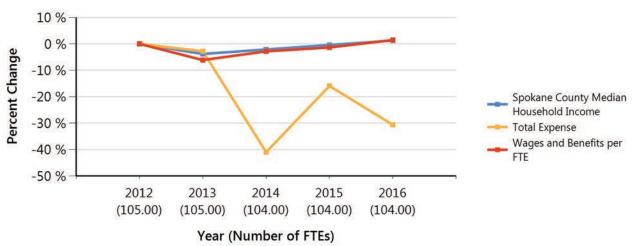


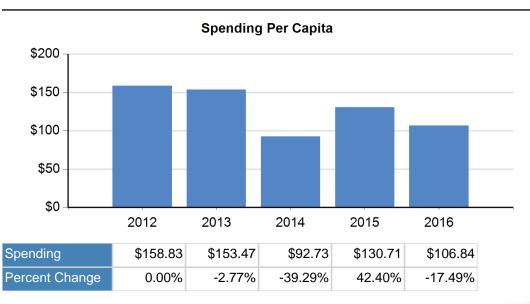
# **Riverside Park Water Reclamation Facility**

The City's Riverside Park Water Reclamation Facility recycles approximately 34 million gallons of wastewater a day, removing a variety of pollutants to protect public health and the environment. Wastewater comes to the plant from homes and businesses within the City and beyond.



# Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Riverside Park Water Reclamation Facility

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

The City's Riverside Park Water Reclamation Facility recycles approximately 34 million gallons of wastewater a day, removing a variety of pollutants to protect public health and the environment. Wastewater comes to the plant from homes and businesses within the City and beyond.

#### **Programs and Services:**

The Riverside Park Water Reclamation Facility is the community's oldest and largest water recycling facility. The facility recycles about 34 million gallons of wastewater a day and returns the cleaned water to the Spokane River. The plant can handle peak flows of between 100 and 130 million gallons a day.

A new solids digester is under construction at the plant, and an additional level of treatment will be built, vastly improving the quality of the effluent to the river.

# **Legal/Contractual Mandate:**



Utilities 5

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	105.00	105.00	104.00	104.00	104.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	14,205,245	14,157,743	1,049,874	7,979,094	2,178,331
Capital Outlay	681,804	627,256	247,169	1,061,000	1,256,100
Debt Services	0	0	0	0	0
Interfund Charges	2,121,980	1,974,466	2,137,758	1,891,472	2,060,875
Reserve for Budget	0	0	0	400,000	400,000
Supplies & Svcs	6,253,028	6,204,626	6,423,823	6,880,098	7,135,366
Transfers Out	11,495	1,924	147,668	0	0
Wages & Benefits	10,080,814	9,462,437	9,680,848	9,824,572	10,101,028
TOTAL	33,354,366	32,428,452	19,687,140	28,036,236	23,131,700

# **Expenditure Explanation:**

Expenses in the "All Other" category is comprised of state and local taxes on revenues.

The decrease in this category in the 2014 & 2015 Budgets is a result of a portion of the rate revenues being repurposed as an Integrated Capital Fee in the rate ordinance and is now reflected in the Integrated Capital Mangement Dept. Budget.

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	728,441	(475,971)	316,512	309,207	300,607
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	295,728	0	0
Services	62,013,016	65,144,870	1,543,598	36,349,661	8,102,378
Taxes	0	0	0	0	0
TOTAL	62,741,457	64,668,899	2,155,838	36,658,868	8,402,985

### **Revenue Explanation:**

Beginning in 2014, a portion of the rate revenue that previously came into this program, was repurposed as an Integrated Capital Charge in the rate ordinance, and this revenue is now reflected in the Integrated Capital Management Dept. Budget.



**Program Summary:** Administration

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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 construction is expected as early as 2016. A pilot project to test two types of membrane filtration technology for this project is under way. Work to use an alternate construction delivery method also is in the progress.

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.

### **Legal/Contractual Mandate:**



Utilities 5

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	14,205,245	14,157,743	1,047,837	7,979,094	2,176,294
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	2,121,980	1,974,466	1,886,642	1,891,472	2,060,875
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	11,957	0	1,330
Transfers Out	0	0	0	0	0
Wages & Benefits	177,977	139,449	142,966	195,377	195,225
TOTAL	16,505,202	16,271,658	3,089,402	10,065,943	4,433,724

# **Expenditure Explanation:**

Expenses in the "All Other" category is comprised of state and local taxes on revenues.

The decrease in this category in the 2014 & 2015 Budgets is a result of a portion of the rate revenues being repurposed as an Integrated Capital Fee in the rate ordinance and is now reflected in the Integrated Capital Mangement Dept. Budget.

### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Pumping Stations

**Division:** Utilities

Priority: Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

This program manages twenty-eight (28) pumping stations that "lift" wastewater so it can flow by gravity to the City's Water Reclamation Facility. The stations have standby power, telephone monitoring and are visited frequently to ensure their reliability.

### **Programs and Services:**

There are 28 wastewater pumping stations located in basins throughout the wastewater collection system. These stations contain wet wells that fill by gravity. Wastewater that fills the wet wells is then pumped up out of the basins to gravity lines that flow to the Water Reclamation Facility. To reliably operate and maintain all 28 of these pump stations, each must be visited at least three times per week, most of them daily. All of the stations have standby power and telephone monitoring to further ensure reliable operation.

### **Legal/Contractual Mandate:**

National Pollutant Discharge Elimination System (NPDES) Permit



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.20	2.20	2.20	2.20	2.20

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	119,376	466,212	0	50,000	70,000
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	336,987	367,149	301,816	397,783	558,744
Transfers Out	0	0	0	0	0
Wages & Benefits	194,410	185,078	180,543	192,517	192,102
TOTAL	650,773	1,018,439	482,359	640,300	820,846

# **Expenditure Explanation:**

Reduction in fiscal year 2014 expenditures is due to no capital being budgeted for program.

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Heating/Ventilating/Air Conditioning

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

This program provides sludge digestion heating, building ventilation, air conditioning, as well as management of Riverside Park Water Reclamation Facility's Odor Abatement Program, and compliance with its Spokane Regional Clean Air Agency permit.

### **Programs and Services:**

The Heating, Ventilation, and Air-Conditioning Workgroup operates and maintains equipment that converts flammable digester gas produced in the facility's digesters into steam to, in turn, heat the digesters as well as interior spaces at the plant.

The workgroup also operates and maintains critical ventilation system functions in compliance with mandated Life and Safety air changes per hour such that potential leaks cannot achieve explosive levels in various interior process areas in the facility.

Finally, the HVAC Workgroup manages the facility's Odor Control Program, which entails maintenance, operation, and monitoring of the Boilers, Gas Flares, Biofilters, and Primary Clarifier Activated Carbon Odor Scrubbing systems, and compliance with the facility's Spokane Regional Clean Air Agency permit.

#### **Legal/Contractual Mandate:**

National Pollutant Discharge Elimination System (NPDES) Permit. Spokane Regional Clean Air Agency Permit



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	10.65	10.65	10.65	10.65	10.65

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	12,956	19,512	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	236,147	257,381	280,111	339,505	370,485
Transfers Out	0	1,795	0	0	0
Wages & Benefits	991,209	997,463	1,031,281	1,024,934	1,028,211
TOTAL	1,240,312	1,276,151	1,311,392	1,364,439	1,398,696

# **Expenditure Explanation:**

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Industrial Monitoring Pretreatment

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

Under the industrial pretreatment program, the City of Spokane issues wastewater permits to certain businesses. The goal is to protect personnel, the environment and City treatment infrastructure. Large or specific types of industries within the City's wastewater sevice area are required to be permitted under federal EPA regulations.

### **Programs and Services:**

The City and County's wastewater collection system connects several EPA-designated and large industries to the City's Water Reclamation Facility. All business entities that have process flows greater than 25,000 gallons per day, have processes that fit into categories established by EPA or are large enough to impact the treatment system adversely must be issued pretreatment permits.

#### **Legal/Contractual Mandate:**

National Pollutant Discharge Elimination System (NPDES) Permit



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	6.90	6.90	6.90	6.90	6.90

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	48,753	39,404	28,549	57,376	58,995
Transfers Out	0	0	0	0	0
Wages & Benefits	587,414	599,953	539,760	607,994	632,864
TOTAL	636,167	639,357	568,309	665,370	691,859

# **Expenditure Explanation:**

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	25	(55)	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	22,026	7,782	12,102	8,000	8,000
Taxes	0	0	0	0	0
TOTAL	22,051	7,727	12,102	8,000	8,000



**Program Summary:** Instrumentation/Data

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

This program provides control, communication, and electrical maintenance for a large number of wastewater processes, and critical Life and Safety Systems within the Riverside Park Water Reclamation Facility, as well as real-time offsite monitoring of Combined Sewer Overflow systems and wastewater pumping stations.

#### **Programs and Services:**

The Riverside Park Water Reclamation Facility relies on an electronic Supervisory Control and Data Acquisition (SCADA) system to monitor and control its many process components, which enables the facility to operate effectively and efficiently with smaller crews.

The City's 28 wastewater pump stations are also monitored since a mechanical or electrical failure may result in sewage back-flowing to homes and businesses, to the ground, or to the Spokane River. In addition, this program provides extensive real-time monitoring of the City's Combined Sewer Overflow system, as required by its federal and state discharge permit.

# **Legal/Contractual Mandate:**

National Pollutant Discharge Elimination System (NPDES) Permit



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	10.00	10.00	9.00	9.00	9.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	51,583	22,321	0	175,000	523,000
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	166,231	189,157	176,987	180,198	249,596
Transfers Out	11,495	129	4,238	0	0
Wages & Benefits	913,912	938,361	923,532	870,629	931,220
TOTAL	1,143,221	1,149,968	1,104,757	1,225,827	1,703,816

# **Expenditure Explanation:**

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Laboratory

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

### **Executive Summary:**

This program provides plant process monitoring/control and analytical laboratory support for several programs mandated by state and federal permits.

#### **Programs and Services:**

The Riverside Park Water Reclamation Facility Laboratory Workgroup provides technical support for facility compliance with its National Pollutant Discharge Elimination System (NPDES) permit through sampling, analysis, facility data integration, process control, and monthly submission of a Discharge Monitoring Report (DMR) to Ecology.

As required by permit, the RPWRF Laboratory is fully accredited by the Washington State Department of Ecology to perform the mandated testing to achieve and maintain permit compliance. It is also responsible for soil testing and determination of agronomic loading rates for the Department's Biosolids Land Application Program, management of its Source Control Program (Industrial Pretreatment Program), as well as sampling, monitoring, and testing of the Spokane River, Lake Spokane and the City's Combined Sewer Overflow and Stormwater Systems. In addition the Laboratory is charged with toxics sampling and management of the facility's Hazardous Waste program.

#### **Legal/Contractual Mandate:**

National Pollutant Discharge Elimination System (NPDES) Permit



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	9.10	9.10	9.10	9.10	9.10

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	12,755	17,947	34,792	161,000	168,100
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	284,398	307,853	306,719	381,380	441,563
Transfers Out	0	0	0	0	0
Wages & Benefits	769,232	780,202	810,277	815,013	851,317
TOTAL	1,066,385	1,106,002	1,151,788	1,357,393	1,460,980

# **Expenditure Explanation:**

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



Program Summary: Odor Abatement

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

### **Executive Summary:**

This program utilizes structures, equipment, consumable materials, and appropriate work practices to reduce the impact of odors associated with wastewater treatment on the community.

#### **Programs and Services:**

Wastewater treatment is an important City function, and completing that task while reducing odors for surrounding neighbors is critical. The Riverside Park Water Reclamation Facility operates two engineered odor control processes--a Bark-Bed Biofilter to biologically reduce foul odors associated with various sludge dewatering activities and an Activated Carbon Air Scrubbers/Covered Primary Clarifier system to reduce odors emanating from raw sewage. The facility also practices timely cleaning of emptied treatment vessels, and also maintains activated carbon scrubbers at 3 of its 28 wastewater pumping stations.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.35	0.35	0.35	0.35	0.35

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	65,615	87,664	76,304	95,854	98,633
Transfers Out	0	0	0	0	0
Wages & Benefits	36,458	33,725	30,200	30,672	31,097
TOTAL	102,073	121,389	106,504	126,526	129,730

# **Expenditure Explanation:**

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Plant Maintenance

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

This program provides the resources necessary for Preventative Maintenance and repair of wastewater treatment mechanical processes and components at the Riverside Park Water Reclamation Facility, its 28 wastewater pump stations, and the Biosolids Land Application Program.

#### **Programs and Services:**

The continued safe, dependable, and regulatory-compliant functioning of the facility, its wastewater pump stations, and the Biosolids Land Application Program depends upon the efforts of its Plant Maintenance Workgroup to conduct preventative maintenance and repair activities for its many mechanical treatment systems. Successful and timely maintenance activity provides good stewardship of rate-payer funded equipment and a much-improved ability to comply with the plant's stringent federal and state discharge permit.

### **Legal/Contractual Mandate:**

National Pollution Discharge Elimination System (NPDES) Permit.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	17.00	17.00	17.00	17.00	17.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	11,084	101,264	46,139	50,000	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	813,526	1,231,903	560,071	1,113,864	1,098,354
Transfers Out	0	0	0	0	0
Wages & Benefits	1,524,841	1,447,855	1,501,411	1,533,706	1,555,889
TOTAL	2,349,451	2,781,022	2,107,621	2,697,570	2,654,243

# **Expenditure Explanation:**

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary: Plant Operations** 

**Division:** Utilities

Priority: Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

This program provides resources necessary for the safe, dependable, and regulatory-compliant operation of the Riverside Park Water Reclamation Facility.

#### **Programs and Services:**

The continued safe, dependable, and regulatory-compliant operation of the Riverside Park Water Reclamation Facility depends upon the efforts of its Operations Workgroup, which oversees complex wastewater treatment component processes and responds in an effective and appropriate manner to ensure that wastewater generated by the community is rendered suitable for discharge to the Spokane River. The size of the facility and its stringent federal and state discharge permit necessitates that the facility be staffed around the clock, every day of the year.

# **Legal/Contractual Mandate:**

National Pollutant Discharge Elimination System (NPDES) Permit



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	30.00	30.00	30.00	30.00	30.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	40,000
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	2,790,029	2,734,104	3,051,407	3,184,051	3,210,683
Transfers Out	0	0	0	0	0
Wages & Benefits	2,786,418	2,846,185	2,965,676	2,915,809	2,999,587
TOTAL	5,576,447	5,580,289	6,017,083	6,099,860	6,250,270

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Sludge Processing Application

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

This program manages the biosolids generated by wastewater treatment processes. They are recycled and spread on private farmland--within 25 miles of the reclamation facility--in accordance with state and federal biosolids regulations.

### **Programs and Services:**

The City's wastewater treatment system generates approximately 6,500 tons of dry biosolids annually. The biosolids need to be monitored for quality and are applied at agronomic rates on sites approved by the state Department of Ecology.

Biosolids are dewatered, hauled and spread on approximately 2,000 acres of private farmland within 25 miles of the City's Water Reclamation Facility. The agronomic rates of application are set by EPA criteria to protect human health and the environment.

The City is working to improve its biosolids management. A third solids digester is under construction at the plant to provide redundancy and other benefits.

## **Legal/Contractual Mandate:**

National Pollutant Discharge Elimination System (NPDES) Permit



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	11.80	11.80	11.80	11.80	11.80

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	426,549	0	0	150,000	455,000
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	168,570	94,081	143,351	189,295	207,984
Transfers Out	0	0	0	0	0
Wages & Benefits	1,017,165	952,838	1,068,068	1,068,018	1,088,211
TOTAL	1,612,284	1,046,919	1,211,419	1,407,313	1,751,195

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Water Reclamation Facility

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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.

#### **Legal/Contractual Mandate:**

National Pollutant Discharge Eliminatations System (NPDES) Permit.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	4.00	4.00	4.00	4.00	4.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	2,037	0	2,037
Capital Outlay	47,501	0	166,238	475,000	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	251,116	0	0
Reserve for Budget	0	0	0	400,000	400,000
Supplies & Svcs	1,342,772	895,930	1,486,551	940,792	838,999
Transfers Out	0	0	143,430	0	0
Wages & Benefits	1,081,778	541,328	487,134	569,903	595,305
TOTAL	2,472,051	1,437,258	2,536,506	2,385,695	1,836,341

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	728,416	(475,916)	316,512	309,207	300,607
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	295,728	0	0
Services	61,990,990	65,137,088	1,531,496	36,341,661	8,094,378
Taxes	0	0	0	0	0
TOTAL	62,719,406	64,661,172	2,143,736	36,650,868	8,394,985

## **Revenue Explanation:**

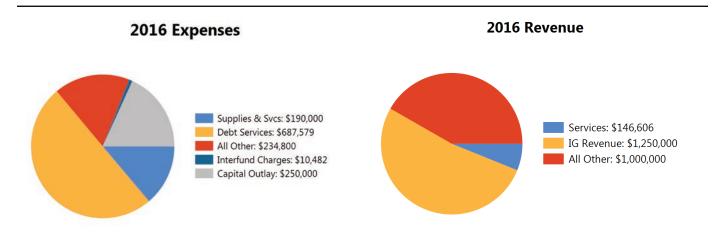
The negative balance in "All Other" revenue for Fiscal Year 2013 is caused by non-cash general ledger adjustments to record unrealized gain/loss on investments and the amortization of premiums and discouns on investments. Services Revenues are lower in 2016 due to the combination of residential treatment and collection revenues into the collection budget



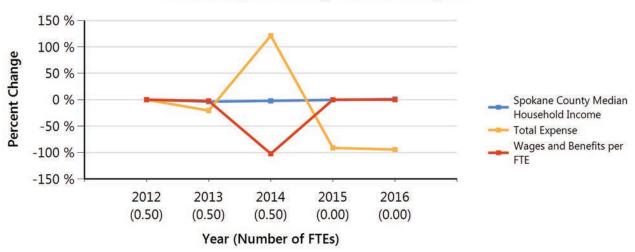


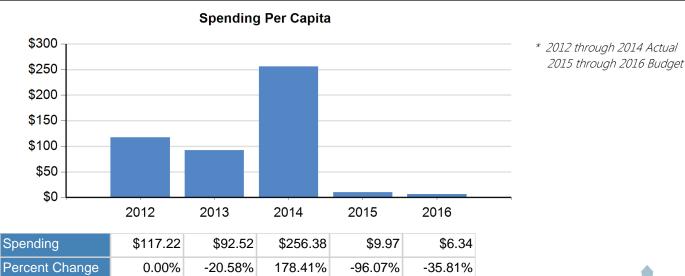
# **Sewer Construction Fund**

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.



## Cumulative percent change over the last 5 years







**Department Summary:** Sewer Construction Fund

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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.

### **Legal/Contractual Mandate:**

National Pollutant Discharges Systems (NPDES) permit requirements and other state and federal regulatory standards.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.50	0.50	0.50	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	684,103	699,277	1,323,547	1,433,436	234,800
Capital Outlay	21,611,962	17,189,506	51,381,230	0	250,000
Debt Services	457,587	468,816	448,072	672,749	687,579
Interfund Charges	1,790,732	1,097,422	1,259,548	15,361	10,482
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	125	24,548	17,335	17,335	190,000
Transfers Out	0	0	0	0	0
Wages & Benefits	72,040	70,366	0	0	0
TOTAL	24,616,549	19,549,935	54,429,732	2,138,881	1,372,861

## **Expenditure Explanation:**

Capital construction funding and management have moved to the Integrated Capital Management Department, resulting in the significantly lower expenditures in 2015 and beyond. Expenses in the "All Other" category is comprised of state and local taxes on revenues.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	9,969,410	3,598,441	5,986,486	6,825,181	1,000,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	223,301	1,383,836	1,250,000	1,250,000	1,250,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	133,936	199,228	183,500	167,000	146,606
Taxes	0	0	0	0	0
TOTAL	10,326,647	5,181,505	7,419,986	8,242,181	2,396,606



Program Summary: Administration/Overhead

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

Through careful planning, Wastewater Management works to maintain its systems. This provides for smaller capital projects.

## **Programs and Services:**

Maintaining efficient and effective wastewater systems requires ongoing maintenance and equipment upgrades. This program provides for those needs.

Starting in 2015, larger capital construction projects are funded and managed through the Integrated Capital Management Department, along with projects for the Water Department.

## **Legal/Contractual Mandate:**

None



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	684,103	699,277	1,323,547	1,433,436	234,800
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	6,792	4,100	15,361	10,482
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	684,103	706,069	1,327,647	1,448,797	245,282

## **Expenditure Explanation:**

Expenses in the "All Other" category is comprised of state and local taxes on revenues. The reduction in 2016 "All Other" expenditures is the transfer of utility taxes related to revenue from Spokane County's share of capital improvements at the RPWRF now being paid to the Integrated Capital Management Department.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Wastewater Capital Projects

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

Maintaining efficient and effective wastewater systems requires ongoing maintenance and equipment upgrades. This program provides for those needs.

### **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.

## **Legal/Contractual Mandate:**

National Pollutant Discharges Systems (NPDES) permit requirements and other state and federal regulatory standards.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.50	0.50	0.50	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	21,611,962	17,189,506	51,381,230	0	250,000
Debt Services	457,587	468,816	448,072	672,749	687,579
Interfund Charges	1,790,732	1,090,630	1,255,448	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	125	24,548	17,335	17,335	190,000
Transfers Out	0	0	0	0	0
Wages & Benefits	72,040	70,366	0	0	0
TOTAL	23,932,446	18,843,866	53,102,085	690,084	1,127,579

## **Expenditure Explanation:**

Starting in fiscal year year 2015 budget, capital expenditures are budgeted in department 4250 Integrated Capital Management. The fiscal year 2016 in crease in supplies and services is for Spokane Regional Toxics Task Force expenditures which used to be budgeted in the capital line item.

#### **Revenues:**

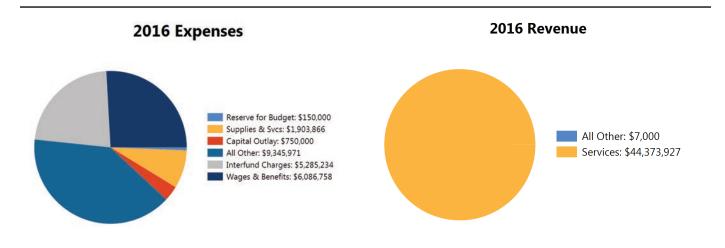
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	9,969,410	3,598,441	5,986,486	6,825,181	1,000,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	223,301	1,383,836	1,250,000	1,250,000	1,250,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	133,936	199,228	183,500	167,000	146,606
Taxes	0	0	0	0	0
TOTAL	10,326,647	5,181,505	7,419,986	8,242,181	2,396,606



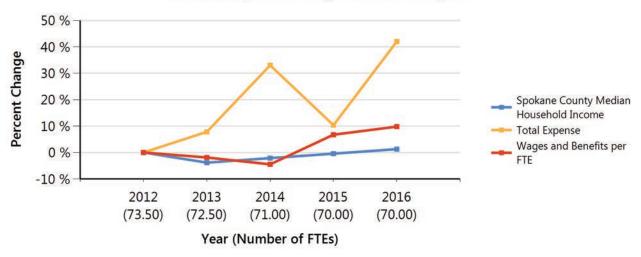


# **Sewer Maintenance Division**

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.



## Cumulative percent change over the last 5 years



#### **Spending Per Capita**



Spending	\$78.87	\$84.51	\$103.78	\$85.21	\$108.65
Percent Change	0.00%	7.82%	23.37%	-17.04%	28.69%

\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Sewer Maintenance Division

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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.

## **Legal/Contractual Mandate:**

None



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	73.50	72.50	71.00	70.00	70.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	3,438,330	3,292,718	9,937,151	3,462,009	9,345,971
Capital Outlay	1,360,208	1,621,539	322,117	975,000	750,000
Debt Services	0	0	0	0	0
Interfund Charges	4,978,611	6,092,548	5,015,010	6,211,631	5,285,234
Reserve for Budget	0	0	0	0	150,000
Supplies & Svcs	951,483	1,202,815	1,367,854	1,723,236	1,903,866
Transfers Out	0	2,476	3,777	0	0
Wages & Benefits	5,833,747	5,645,693	5,385,946	5,905,514	6,086,758
TOTAL	16,562,379	17,857,789	22,031,855	18,277,390	23,521,829

## **Expenditure Explanation:**

Expenses in the "All Other" category is comprised of state and local taxes on revenues. Increase in this line is due to the combination of residential collection and treatment charges into one line item on the utility bill resulting in higher taxes in the collection budget

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	2,943	198,661	61,598	8,000	7,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	257,691	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	14,056,942	14,225,863	48,197,045	15,050,285	44,373,927
Taxes	0	0	0	0	0
TOTAL	14,317,576	14,424,524	48,258,643	15,058,285	44,380,927



Program Summary: Sanitary Sewer and Stormwater Maintenance Administration

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

Leadership of Sanitary Sewer & Stormwater Maintenance program is charged with providing efficient operation of our wastewater collection system, while also planning for a huge investment in this system to reduce overflows from combined sewers and stormwater sewers to the Spokane River.

#### **Programs and Services:**

We currently are working on a comprehensive strategy to reduce flows to the Spokane River of untreated stormwater and overflows from combined sanitary and storm sewers. We are taking an integrated planning approach to this work that allows us to consider all discharges to the River and develop a comprehensive solution that helps bring us the best value for our investment.

#### Our goals:

- We want a cleaner River faster. We will prioritize projects that have a greater impact on reducing pollution going into the River.
- We want to implement cost-effective and innovative approaches. We are integrating "green" infrastructure into our approach and right-sizing other projects to get greater value.
- We want holistic integration with other critical infrastructure. We want to leverage our dollars to bring our citizens more benefits—like improved streets, new water mains, and better parks.

We will make a significant investment in this work, and we want to ensure that our environmentally and financially responsible program will achieve the needed results.

#### **Legal/Contractual Mandate:**

None



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	3,423,853	3,292,718	9,924,587	3,446,574	9,332,740
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	4,977,461	6,092,548	3,012,630	6,210,631	5,284,734
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	22,299	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	120,080	125,695	137,733	135,774	153,695
TOTAL	8,521,394	9,510,961	13,097,249	9,792,979	14,771,169

## **Expenditure Explanation:**

Expenses in the "All Other" category is comprised of state and local taxes on revenues.

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Sewer Maintenance

**Division:** Utilities

Priority: Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

The Wastewater Maintenance Department is responsible for the collection and conveyance of wastewater to the Riverside Park Water Reclamation Facility throughout the City's sewer service area. We accomplish this task with routine infrastructure maintenance, inspection of new and existing pipe, and construction/repairs as needed.

#### **Programs and Services:**

The Wastewater Maintenance Department maintains the 865 miles of sanitary sewer within our sewer service area (boundaries exceed city limits in some areas).

This program includes eliminating blockages by keeping roots, grease and debris out of the mains and minimizing vandalism. We accomplish this by a variety of methods: hydrocleaning, mechanical rodding, balling, chemical grease release and chemical root treatments.

#### **Legal/Contractual Mandate:**

National Pollutant Discharge Elimination Systems (NPDES) Permit



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	47.25	47.25	46.00	46.00	46.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	14,477	0	12,564	15,435	13,231
Capital Outlay	761,541	1,270,745	322,117	675,000	450,000
Debt Services	0	0	0	0	0
Interfund Charges	1,150	0	507,992	1,000	500
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	1,061,490	1,075,628	1,054,875	1,136,522	1,271,760
Transfers Out	0	0	1,707	0	0
Wages & Benefits	3,737,079	3,588,905	3,447,020	3,820,919	3,967,904
TOTAL	5,575,737	5,935,278	5,346,275	5,648,876	5,703,395

## **Expenditure Explanation:**

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	2,943	198,661	20,935	8,000	7,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	7,923,162	7,801,013	41,523,088	8,246,202	37,286,809
Taxes	0	0	0	0	0
TOTAL	7,926,105	7,999,674	41,544,023	8,254,202	37,293,809

## **Revenue Explanation:**

After the 2015 budget was approved the residential collection and treatment lines were combined into one line on the utility bill. Prior to this revenues were split between collection and treatment budgets, after the combination the revenues from both budget lines were combined into one.



**Program Summary:** Stormwater

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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.

### **Programs and Services:**

The Wastewater Maintenance Department maintains 367 miles of stormwater lines as well as manages the catch basins and drywells as part of the stormwater maintenance program. Our area of responsibility is within the Spokane city limits.

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.

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.

#### **Legal/Contractual Mandate:**

National Pollutant Discharge Elimination System (NPDES) Permit.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	24.25	23.25	23.00	22.00	22.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	598,667	350,794	0	300,000	300,000
Debt Services	0	0	0	0	0
Interfund Charges	0	0	1,494,388	0	0
Reserve for Budget	0	0	0	0	150,000
Supplies & Svcs	(110,007)	127,187	290,680	586,714	632,106
Transfers Out	0	2,476	2,070	0	0
Wages & Benefits	1,976,588	1,931,093	1,801,193	1,948,821	1,965,159
TOTAL	2,465,248	2,411,550	3,588,331	2,835,535	3,047,265

# **Expenditure Explanation:**

## **Revenues:**

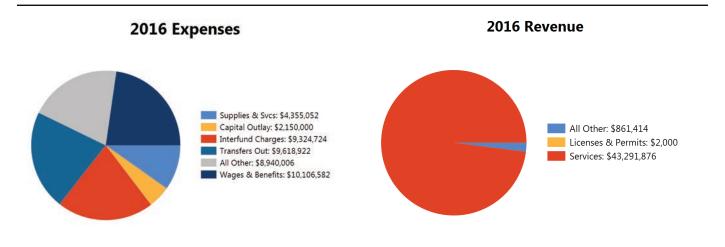
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	40,663	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	257,691	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	6,133,780	6,424,850	6,673,957	6,804,083	7,087,118
Taxes	0	0	0	0	0
TOTAL	6,391,471	6,424,850	6,714,620	6,804,083	7,087,118



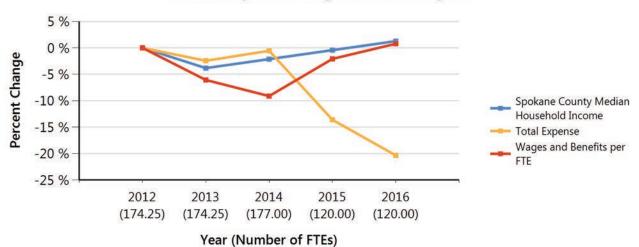


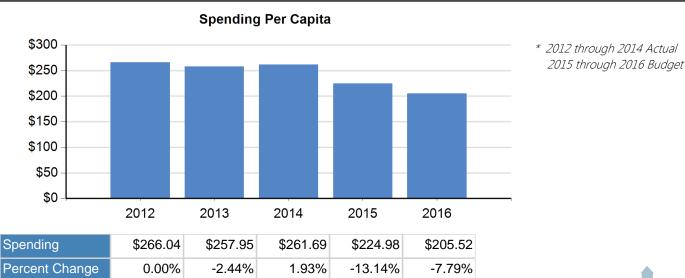
# **Solid Waste Collection**

Solid Waste Collection operates and manages one of the most efficient integrated solid waste 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.



## Cumulative percent change over the last 5 years









**Department Summary:** Solid Waste Collection

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

Solid Waste Collection operates and manages one of the most efficient integrated solid waste 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.

To launch this service required an upfront investment of about \$8 million, and we anticipate a return on that investment over five years through savings in disposal costs, reduced operational costs, and increased revenue from the sale of recyclables. We did not increase the cost to our customer to add this enhanced service.

Our next significant investment in Solid Waste Management includes consolidating our Solid Waste operations with Fleet maintenance services at the Spokane Central Service Center in the Chief Garry Park neighborhood.

The move will allow us to convert our 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 and expect to save about \$7 million in fuel costs over that time. Once the entire fleet is replaced, fuel savings could total up to \$1 million annually.

The Department also will achieve other cost savings and 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.

That facility is under construction and will open in September 2015.

After 20 years of operations, the City's Solid Waste Collection Department no longer is responsible for operating the Spokane Valley and North County solid waste transfer stations. Effective November 16, 2014, the community transitioned away from the City-operated Spokane Regional Solid Waste System to a regional system operated by Spokane County. As part of that transition, the County operates those two transfer stations.

The City will continue to provide solid waste collection and disposal services for City of Spokane residents and is working cooperatively with Spokane County for the future of regional solid waste services. Some positions previously in department were moved to the new City Solid Waste Disposal Department in 2015. That department operates the Waste to Energy Facility and the transfer station located at Waste to Energy.

#### **Legal/Contractual Mandate:**

Compliance of SMC 13.02 and RCW 70.95. Interlocal agreements with Spokane County and regional cities within Spokane County



Utilities 101

#### **FTEs**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	174.25	174.25	177.00	120.00	120.00

#### **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	11,636,879	12,364,461	12,246,827	8,594,927	8,940,006
Capital Outlay	6,778,784	5,011,567	7,152,353	5,168,573	2,150,000
Debt Services	0	0	0	0	0
Interfund Charges	9,882,444	10,282,185	10,161,226	10,314,993	9,324,724
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	2,197,105	3,100,282	3,185,705	3,194,849	4,355,052
Transfers Out	10,736,870	9,999,476	9,273,006	11,158,827	9,618,922
Wages & Benefits	14,637,218	13,747,580	13,538,674	9,825,285	10,106,582
TOTAL	55,869,300	54,505,551	55,557,791	48,257,454	44,495,286

### **Expenditure Explanation:**

In 2015, budgets for the Moderate Risk Waste and Landfill programs were moved to the Solid Waste Disposal budget. Prior years' FTE's, actual expenses and 2015 budgeted expenses for these programs are reflected in the Solid Waste Disposal Budget Planner for comparative purposes to the 2016 Budget.

Effective November 17, 2014, Spokane County took over operations of the Transfer Stations. For comparative purposes only, prior year actual expenses and FTE are included in the 2016 Budget Planner. Some positions previously in the Transfer Station Operations program were eliminated and some positions were moved to the Solid Waste Disposal Department in 2015.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	(16,263)	(21,599)	(9,853)	0	861,414
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	2,000	2,000	2,677	2,000	2,000
Operating Transfers In	4,710,639	6,249,931	5,677,876	0	0
Services	41,310,722	40,770,327	42,482,933	43,202,566	43,291,876
Taxes	0	0	0	0	0
TOTAL	46,007,098	47,000,659	48,153,633	43,204,566	44,155,290

#### **Revenue Explanation:**

In 2015 budgets for the Moderate Risk Waste and Landfill programs were moved to the Solid Waste Disposal budget. Prior years' actual revenues and 2015 budgeted revenues for these programs are reflected in the Solid Waste Disposal Budget Planner for comparative purposes to the 2016 Budget.

Effective November 17, 2014, Spokane County took over operations of the North Spokane and Spokane Valley Transfer Stations. For comparative purposes only, prior year actual revenues are included in the 2016 Budget Planner.



**Program Summary:** Community Project Support

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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.

## **Legal/Contractual Mandate:**

Compliance with 13.02 and SMC 70.95



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	406,095	322,520	234,258	575,109	590,817
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	122,591	121,305	164,339	185,500	185,500
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	528,686	443,825	398,597	760,609	776,317

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	20,430	6,504	4,135	3,000	4,000
Taxes	0	0	0	0	0
TOTAL	20,430	6,504	4,135	3,000	4,000



**Program Summary: Recycling** 

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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.

#### **Legal/Contractual Mandate:**

Compliance with SMC 13.02 and RCW 70.95.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	29.00	32.00	32.00	32.00	32.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	2,416,344	2,863,378	1,898,668	0	0
Capital Outlay	3,810,189	173,705	123,001	400,000	400,000
Debt Services	0	0	0	0	0
Interfund Charges	1,738,090	2,172,388	1,638,473	557,050	1,717,250
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	887,614	1,792,942	1,975,808	2,080,534	2,014,546
Transfers Out	35,923	284,205	18,925	50,000	18,922
Wages & Benefits	2,339,930	2,516,700	2,499,392	2,614,396	2,692,504
TOTAL	11,228,090	9,803,318	8,154,267	5,701,980	6,843,222

## **Expenditure Explanation:**

Inter fund charges for fuel and vehicle repair were budgeted in the Solid Waste Collection Administration program in 2014 and 2015, but expenditures were made in the Recycling program. The 2016 proposed budget includes these costs, which have been removed from the Admin program.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	3,870,100	4,867,087	5,168,533	4,959,471	4,166,385
Taxes	0	0	0	0	0
TOTAL	3,870,100	4,867,087	5,168,533	4,959,471	4,166,385





**Program Summary:** Solid Waste Collection Administration

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

The Solid Waste Collection administration works to provide citizens with one of the most efficient integrated solid waste systems in the state. 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:**

Leadership within the department currently is working on a major project to consolidate our Solid Waste operations with City Street services and Fleet maintenance services at the Spokane Central Service Center in the Chief Garry Park neighborhood.

The move will allow us to convert our garbage fleet from diesel to compressed natural gas, which will provide significant environmental and financial benefits. We anticipate replacing our truck fleet over about 10 years and expect to save about \$7 million in fuel costs over that time. Once the entire fleet is replaced, fuel savings could total up to \$1 million annually. This project is under construction and will be complete in the fall of 2015.

This new investment follows a very successful implementation of single stream recycling in Spokane. 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.

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.

#### **Legal/Contractual Mandate:**

None



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	9.00	9.00	9.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	8,421,114	8,594,927	8,940,006
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	7,993	4,096,102	8,018,734	3,660,757
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	29,422	0	600
Transfers Out	0	0	0	0	0
Wages & Benefits	0	1,764	760,911	764,261	860,518
TOTAL	0	9,757	13,307,549	17,377,922	13,461,881

## **Expenditure Explanation:**

Prior to 2014, administrative and overhead costs were charged throughout the multiple operating programs.

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Solid Waste Operations

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

Solid Waste Collection 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 commercial and 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 and businesses 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.

## **Legal/Contractual Mandate:**

Compliance with SMC 13.02 and RCW 70.95



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	88.30	85.30	79.00	79.00	79.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	8,860,145	9,159,710	1,582,468	0	0
Capital Outlay	2,968,595	4,652,754	473,523	1,750,000	1,750,000
Debt Services	0	0	0	0	0
Interfund Charges	5,988,273	6,006,341	3,067,685	1,164,100	3,255,900
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	580,181	672,436	517,485	746,900	1,974,606
Transfers Out	10,696,314	9,715,271	9,254,081	11,108,827	9,600,000
Wages & Benefits	7,498,089	6,831,032	6,039,811	6,446,628	6,553,560
TOTAL	36,591,597	37,037,544	20,935,053	21,216,455	23,134,066

## **Expenditure Explanation:**

Interfund charges for fuel and vehicle repair were budgeted in the Solid Waste Collection Administration program in 2014 and 2015, but expenditures were made in the Solid Waste Operations program. The 2016 proposed budget includes these costs, which have been removed from the Admin program.

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	(16,263)	(21,599)	(9,853)	0	861,414
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	2,000	2,000	2,677	2,000	2,000
Operating Transfers In	(2,269,107)	0	0	0	0
Services	37,151,478	35,630,911	37,068,395	37,979,395	38,875,791
Taxes	0	0	0	0	0
TOTAL	34,868,108	35,611,312	37,061,219	37,981,395	39,739,205



Program Summary: Spokane Central Service Center

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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.

#### The Center will:

- Consolidate repair and maintenance of the City's large vehicle fleet in one location, from 3 today.
- Consolidate Street and Solid Waste operations with Fleet operations, including fueling station, vehicle washing, and fleet repair facilities, resulting in reduced travel time and fuel costs.
- Replace aging facilities that are not appropriate for current use and exceedingly inefficient, including former stables at Normandie just south of Mission Avenue.
- Allow for the conversion to compressed natural gas from diesel fuel for Solid Waste vehicles, providing significant environmental and financial benefits.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	309,639	309,624	302,953	0	0
Capital Outlay	0	185,108	6,555,829	3,018,573	0
Debt Services	0	0	0	0	0
Interfund Charges	111,816	92,889	75,206	0	100,000
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	166,353	172,646	146,435	181,915	179,800
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	587,808	760,267	7,080,423	3,200,488	279,800

## **Expenditure Explanation:**

The Capital Outlay iss for the Spokane Central Service Center construction.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	259,430	265,825	241,426	260,700	245,700
Taxes	0	0	0	0	0
TOTAL	259,430	265,825	241,426	260,700	245,700



**Program Summary:** Transfer Station Operations

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

Solid Waste Collection no longer is responsible for the operation of garbage transfer stations. This information is provided only for comparison purposes to previous years.

As of November 16, 2014, the City of Spokane no longer owns or operates the North Side or Valley transfer stations.

#### **Programs and Services:**

After 20 years of operations, the City's Solid Waste Collection Department no longer is responsible for operating the Sopkane Valley and North County solid waste transfer stations. Effective November 16, 2014, the community transitioned away from the City-operated Spokane Regional Solid Waste System to a regional system operated by Spokane County. As part of that transition, the County operates those two transfer stations.

The City will continue to provide solid waste collection and disposal services for City of Spokane residents and is working cooperatively with Spokane County for the future of regional solid waste services.

Some positions previously in this program were to the new City Solid Waste Disposal Department in 2015. That department operates the Waste to Energy Facility and the transfer station located at Waste to Energy.

#### **Legal/Contractual Mandate:**

Interlocal agreements with Spokane County and regional cities within Spokane County



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	56.95	56.95	57.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	50,751	31,749	41,624	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	1,638,170	1,680,054	1,049,502	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	440,366	340,953	352,216	0	0
Transfers Out	4,633	0	0	0	0
Wages & Benefits	4,799,199	4,398,084	4,238,560	0	0
TOTAL	6,933,119	6,450,840	5,681,902	0	0

## **Expenditure Explanation:**

Effective November 17, 2014, Spokane County took over operations of the Transfer Stations. For comparative purposes only, prior year actual expenses and FTE are included in the 2016 Budget Planner.

Some positions previously in the Transfer Station Operations program were eliminated and some positions were moved to the Solid Waste Disposal Department in 2015.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	6,979,746	6,249,931	5,677,876	0	0
Services	9,284	0	444	0	0
Taxes	0	0	0	0	0
TOTAL	6,989,030	6,249,931	5,678,320	0	0

## **Revenue Explanation:**

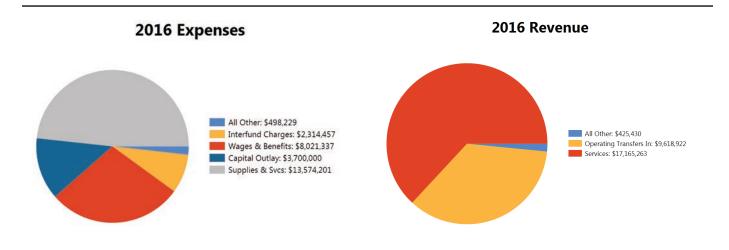
Effective November 17, 2014, Spokane County took over operations of the North Spokane and Spokane Valley Transfer Stations. For comparative purposes only, prior year actual revenues are included in the 2016 Budget Planner.



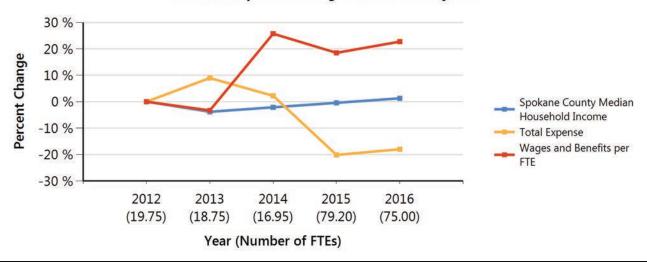


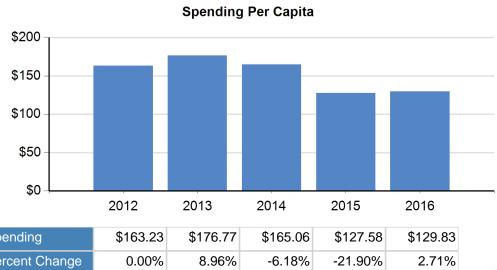
# **Solid Waste Disposal**

The City's Solid Waste Disposal Department provides comprehensive recycling and disposal services for all municipal solid waste generated in the City of Spokane. We prioritize waste reduction, recycling, and then processing of remaining waste at our Waste-to-Energy Facility, minimizing the amount of material being sent to landfills.

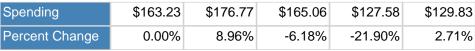


## Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget





**Department Summary:** Solid Waste Disposal

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

The City's Solid Waste Disposal Department provides comprehensive recycling and disposal services for all municipal solid waste generated in the City of Spokane. We prioritize waste reduction, recycling, and then processing of remaining waste at our Waste-to-Energy Facility, minimizing the amount of material being sent to landfills.

#### **Programs and Services:**

The City's Solid Waste Disposal Department operates Spokane's Waste to Energy Facility to manage the flow of solid waste in the City and in the jurisdictions that participate in the County's regional solid waste system. The Waste-to-Energy Facility can process up to 800 tons of waste per day.

This department was created in late 2014, following a significant change in solid waste management in our County. 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. Agreements with other local jurisdictions to provide disposal and related services also expired on a similar timeline.

New interlocal agreements were entered into with Spokane County. Under the new agreements, the County operates the Spokane Valley and North County transfer stations. Waste collected at those transfer stations is sent to the Waste-to-Energy facility for disposal. Some cities and towns within the County have joined this system, others contract with the City's Waste to Energy facility directly, while others have chosen to separate from the system.

The City is working to operate the Waste-to-Energy facility very efficiently, providing a clean disposal option for our community.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	19.75	18.75	16.95	79.20	75.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	779,399	722,952	703,868	464,757	498,229
Capital Outlay	3,756,004	6,161,856	3,199,064	2,300,000	3,700,000
Debt Services	0	0	0	0	0
Interfund Charges	1,471,615	1,846,823	1,695,402	1,146,714	2,314,457
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	26,061,189	26,581,122	27,220,210	15,328,389	13,574,201
Transfers Out	459,310	430,898	349,024	0	0
Wages & Benefits	1,750,808	1,607,056	1,874,802	8,126,322	8,021,337
TOTAL	34,278,325	37,350,707	35,042,370	27,366,182	28,108,224

## **Expenditure Explanation:**

In 2015 and 2016, budgets for the Moderate Risk Waste and Landfill programs have been moved from Solid Waste Collection to the Solid Waste Disposal budget. Prior years' FTE's and actual expenses for these programs are reflected in the Solid Waste Disposal Budget Planner for comparative purposes to the 2015 Budget and 2016 Projected.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	412,403	92,684	9,443,795	2,055,286	425,430
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	10,726,460	9,995,803	9,272,914	11,158,827	9,618,922
Services	26,777,569	27,110,461	26,781,680	14,502,700	17,165,263
Taxes	0	0	0	0	0
TOTAL	37,916,432	37,198,948	45,498,389	27,716,813	27,209,615

## **Revenue Explanation:**

In 2015 and 2016, budgets for the Moderate Risk Waste and Landfill programs have been moved from Solid Waste Collection to the Solid Waste Disposal budget. Prior years' actual revenues for these programs are reflected in the Solid Waste Disposal Budget Planner for comparitive purposes to the 2015 Budget and 2016 Projected.



**Program Summary:** Composting

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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.

Conposting 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. The cost to bring clean green to the Waste to Energy Facility is currently \$49.76 per ton. Without the clean green program, the cost to the public to dispose of organics as solid waste would be \$105.36 per ton.

## **Legal/Contractual Mandate:**

In accordance with state priorities expressed in RCW 70.95, and in conformance with the comprehensive solid waste management plan.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	1,443,104	1,667,744	1,471,521	500,323	387,600
Transfers Out	0	0	0	0	0
Wages & Benefits	105	110	106	0	0
TOTAL	1,443,209	1,667,854	1,471,627	500,323	387,600

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0





Program Summary: Long Haul Disposal

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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 send 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.

#### **Legal/Contractual Mandate:**

Contract expires on October 21, 2016.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	5,249,294	5,298,137	5,101,844	3,439,700	3,522,977
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	5,249,294	5,298,137	5,101,844	3,439,700	3,522,977

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



Program Summary: Moderate Risk Waste

**Division:** Utilities

Priority: Healthy Citizens & Environment

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.

### **Legal/Contractual Mandate:**

Moderate risk waste collection required by State law. Removal of refrigerants prior to recycling required by Federal law.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	4.25	3.25	3.00	3.00	3.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	146,821	157,542	27,917	5,000	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	88,587	113,443	94,193	49,702	169,500
Transfers Out	417,718	430,898	333,026	0	0
Wages & Benefits	251,478	262,112	248,814	252,059	252,155
TOTAL	904,604	963,995	703,950	306,761	421,655

## **Expenditure Explanation:**

2015 expenditures represent operation of only one household hazardous waste drop-off site. Sites at the Valley and North Side transfer stations will now be operated by Spokane County.

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Northside Landfill

**Division:** Utilities

Priority: Healthy Citizens & Environment

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 septage.

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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.55	3.55	3.20	3.20	0.80

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	5,682	0	0
Debt Services	0	0	0	0	0
Interfund Charges	97,139	93,153	37,918	7,050	8,250
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	86,072	64,078	62,415	80,242	170,150
Transfers Out	0	0	0	0	0
Wages & Benefits	292,338	278,753	66,964	79,112	72,803
TOTAL	475,549	435,984	172,979	166,404	251,203

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	583,540	422,995	359,994	344,011	411,746
Taxes	0	0	0	0	0
TOTAL	583,540	422,995	359,994	344,011	411,746



**Program Summary:** Northside Landfill Postclosure

**Division:** Utilities

Priority: Healthy Citizens & Environment

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 at both locations.

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.

#### **Legal/Contractual Mandate:**

Monitoring of closed landfills in compliance with State and Federal regulations.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	2.65	2.65	2.65	2.40	2.40

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	16,235	5,000	5,000
Capital Outlay	355,286	0	712	0	0
Debt Services	0	0	0	0	0
Interfund Charges	106,583	121,151	28,098	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	99,517	111,144	65,443	133,244	150,900
Transfers Out	0	0	0	0	0
Wages & Benefits	246,673	247,764	183,894	228,581	221,521
TOTAL	808,059	480,059	294,382	366,825	377,421

# **Expenditure Explanation:**

# Revenues:

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary: Recycling** 

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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.

#### **Legal/Contractual Mandate:**

Waste reduction and recycling programs are mandated by RCW 70.95. These programs are in compliance with the current comprehensive solid waste management plan, which was adopted by the City and the County, and was approved by the Department of Ecology.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	3.00	3.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	22,118	9,831	4,614	950	950
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	492,990	266,810	88,961	31,172	28,135
Transfers Out	0	0	0	0	0
Wages & Benefits	285,033	239,785	116,921	0	0
TOTAL	800,141	516,426	210,496	32,122	29,085

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	6,251	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	34,479	282,979	18,833	50,000	18,922
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	40,730	282,979	18,833	50,000	18,922





**Program Summary:** Solid Waste Disposal Administration

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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 signficiant 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.

This program also accounts for various taxes and interfund charges.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	5.00	5.00	6.80	6.80	6.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	779,399	722,952	687,633	459,757	493,229
Capital Outlay	0	0	2,176	0	0
Debt Services	0	0	0	0	0
Interfund Charges	1,079,930	1,426,626	1,581,299	1,132,014	2,300,557
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	234,419	267,633	188,513	79,477	180,212
Transfers Out	41,592	0	1,529	0	0
Wages & Benefits	525,424	441,903	502,933	605,025	636,349
TOTAL	2,660,764	2,859,114	2,964,083	2,276,273	3,610,347

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Southside Landfill Postclosure

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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.

## **Legal/Contractual Mandate:**

Monitoring of closed landfills in compliance with State and Federal regulations.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	1.30	1.30	1.30	1.30	1.30

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	120	0	0
Debt Services	0	0	0	0	0
Interfund Charges	18,630	15,736	9,763	1,700	1,700
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	22,212	59,088	45,999	52,535	15,000
Transfers Out	0	0	0	0	0
Wages & Benefits	131,219	130,654	126,425	131,725	130,787
TOTAL	172,061	205,478	182,307	185,960	147,487

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Waste to Energy Facility

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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.

#### **Legal/Contractual Mandate:**

Interlocal Agreement with Spokane County to provide disposal services.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	62.50	61.50

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	3,400,718	6,161,856	3,190,374	2,300,000	3,700,000
Debt Services	0	0	0	0	0
Interfund Charges	394	22,784	5,793	0	3,000
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	18,344,994	18,733,045	20,101,321	10,961,994	8,949,727
Transfers Out	0	0	14,469	0	0
Wages & Benefits	18,538	5,975	628,745	6,829,820	6,707,722
TOTAL	21,764,644	24,923,660	23,940,702	20,091,814	19,360,449

## **Expenditure Explanation:**

Beginning November 17, 2014, the City of Spokane took over operations of the Waste-To-Energy Facility previously operated under contract by Wheelabrator Spokane, Inc.

Some positions previously budgeted in the Transfer Station Operations program in the Solid Waste Management Department have been moved to the Waste-To-Energy Facility budget in 2015 and 2016 Projected. Some positions in the 2015 Budget and 2016 Projected are newly classified positions at the City.

#### **Revenues:**

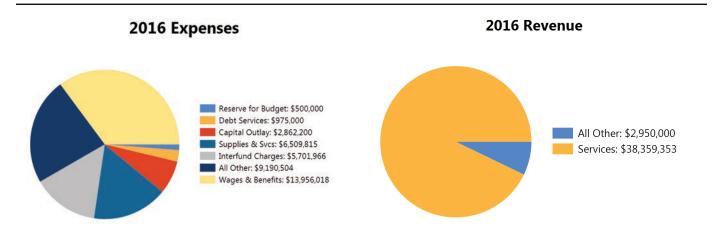
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	406,152	92,684	9,443,795	2,055,286	425,430
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	10,691,981	9,712,824	9,254,081	11,108,827	9,600,000
Services	26,194,029	26,687,466	26,421,686	14,158,689	16,753,517
Taxes	0	0	0	0	0
TOTAL	37,292,162	36,492,974	45,119,562	27,322,802	26,778,947



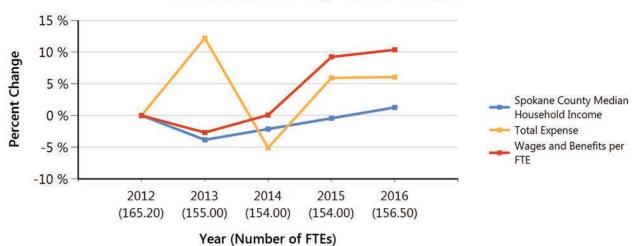


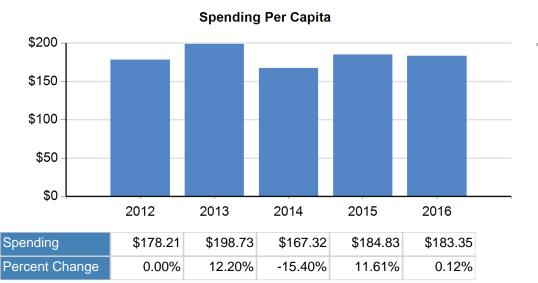
# Water & Hydroelectrical Services

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 well head protection.



## Cumulative percent change over the last 5 years





\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Water & Hydroelectrical Services

**Division:** Utilities

Priority: Healthy Citizens & Environment

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 well head protection.

#### **Programs and Services:**

The Water Department maintains a reliable potable 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	165.20	155.00	154.00	154.00	156.50

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	7,755,228	8,221,175	8,479,404	8,515,415	9,190,504
Capital Outlay	4,210,305	10,016,619	958,500	2,893,900	2,862,200
Debt Services	1,040,306	1,027,335	913,753	975,000	975,000
Interfund Charges	6,546,409	6,108,110	5,528,986	5,965,922	5,701,966
Reserve for Budget	0	0	0	500,000	500,000
Supplies & Svcs	4,520,640	4,422,392	7,201,405	7,216,796	6,509,815
Transfers Out	8,115	11,148	0	0	0
Wages & Benefits	13,342,965	12,184,031	12,439,480	13,578,922	13,956,018
TOTAL	37,423,968	41,990,810	35,521,528	39,645,955	39,695,503

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	2,978,719	2,924,595	2,658,127	3,120,000	2,950,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	1,400	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	33,444,280	35,270,605	36,563,110	37,287,609	38,359,353
Taxes	0	0	0	0	0
TOTAL	36,424,399	38,195,200	39,221,237	40,407,609	41,309,353





**Program Summary:** Water Administration

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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.

## **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	13.00	15.00	15.00	14.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	8,078,758	8,479,404	8,515,415	9,190,504
Capital Outlay	0	31,237	0	0	0
Debt Services	0	1,027,335	913,753	975,000	975,000
Interfund Charges	0	4,259,649	5,094,931	5,210,922	5,196,966
Reserve for Budget	0	0	0	500,000	500,000
Supplies & Svcs	0	442,486	746,381	707,279	871,130
Transfers Out	0	0	0	0	0
Wages & Benefits	0	1,039,671	1,114,077	1,179,129	1,221,103
TOTAL	0	14,879,136	16,348,546	17,087,745	17,954,703

## **Expenditure Explanation:**

Program was created in 2013. Prior costs were included in Operations & Maintenance.

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Sub-Department** Water Infrastructure Operating Capital

**Summary:** 

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

This program within the Water Department provides for smaller, operating capital items. With the 2015 budget, larger capital projects for the water system now 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	653,391	0	0	0	0
Capital Outlay	2,804,147	8,760,703	413,002	180,000	218,000
Debt Services	1,040,306	0	0	0	0
Interfund Charges	479,915	979,313	23,793	100,000	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	160,968	7,385	1,752,991	1,060,000	560,000
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	5,138,727	9,747,401	2,189,786	1,340,000	778,000

## **Expenditure Explanation:**

Capital construction funding and management moved to the Integrated Capital Management Department, resulting in the significantly lower expenditures since 2014.

#### **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Sub-Department** Water System Operations & Maintenance

**Summary:** 

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

## **Executive Summary:**

This program provides for the continuous construction 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.

## **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	165.20	142.00	139.00	139.00	142.50

## **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	7,101,837	142,417	0	0	0
Capital Outlay	1,406,158	1,224,679	545,498	2,713,900	2,644,200
Debt Services	0	0	0	0	0
Interfund Charges	6,066,494	869,148	410,262	655,000	505,000
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	4,359,672	3,972,521	4,702,033	5,449,517	5,078,685
Transfers Out	8,115	11,148	0	0	0
Wages & Benefits	13,342,965	11,144,360	11,325,403	12,399,793	12,734,915
TOTAL	32,285,241	17,364,273	16,983,196	21,218,210	20,962,800

# **Expenditure Explanation:**

## **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	2,978,719	2,924,595	2,658,127	3,120,000	2,950,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	1,400	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	33,444,280	35,270,605	36,563,110	37,287,609	38,359,353
Taxes	0	0	0	0	0
TOTAL	36,424,399	38,195,200	39,221,237	40,407,609	41,309,353



**Program Summary:** Engineering

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

This program provides support, information, and guidance to almost all other programs within the Water Department in the form of engineering design, construction specifications, survey, standards, regulatory compliance, planning, infrastructure replacement, renewal, upgrading, expansion, and record keeping amongst others.

#### **Programs and Services:**

Working in conjunction with the various field crews, this program supports the construction, maintenance, and development of the water system through engineering, planning, surveying, record management. We provide the information and design needed by the crews, contractors, and developers to perform their work effectively, helping to ensure the efficient operation of the water system that serves more than 200,000 people.

### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.50	9.00	8.00	8.00	7.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	2,377	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	21,594	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	207	166	3,710	66,610
Transfers Out	0	0	0	0	0
Wages & Benefits	36,257	959,570	762,334	796,790	791,163
TOTAL	38,634	981,371	762,500	800,500	857,773

# **Expenditure Explanation:**

Prior to 2013 program costs only included a halftime engineer for cell tower contract maintenance. Prior Engineering costs were included in Operations and Maintenance.

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Grounds

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

This program provides for the ongoing maintenance of all Water Department properties and areas within the public right of way. We also support the field crews in the restoration and maintenance of the water system.

## **Programs and Services:**

This program supports field crews with asphalt cuts, concrete cuts and the restoration of private property, when needed. Other key elements include: snow removal, weed spraying, pruning and mowing for the Water Department facilities and identified areas in the public right of way.

# **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	7.00	7.00	7.00	7.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	113,000	53,000
Debt Services	0	0	0	0	0
Interfund Charges	0	50,975	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	86,539	90,968	102,485	96,585
Transfers Out	0	0	0	0	0
Wages & Benefits	0	431,140	535,904	573,264	608,091
TOTAL	0	568,654	626,872	788,749	757,676

# **Expenditure Explanation:**

Program was created in 2013. Prior costs were included in Operations and Maintenance.

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	189,338	181,538	190,000	190,000
Taxes	0	0	0	0	0
TOTAL	0	189,338	181,538	190,000	190,000



**Program Summary:** Hydrants

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

To provide the maintenance, inspection, and testing and installation of fire hydrants to ensure public health, safety and growth for the City of Spokane.

## **Programs and Services:**

This program maintains more than 7,200 fire hydrants both inside and outside the city limits of Spokane. In doing so, we meet the Washington Survey and Rating Bureau and AWWA standards, allowing for the lowest insurance rates for our customers and increased public safety for the continued growth of Spokane.

# **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	8.00	8.00	8.00	8.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	233,196	307,619	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	19,195	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	(31,722)	(29,459)	4,290	4,190
Transfers Out	0	0	0	0	0
Wages & Benefits	0	570,990	568,047	673,116	619,908
TOTAL	0	791,659	846,207	677,406	624,098

# **Expenditure Explanation:**

Program was created in 2013. Prior costs were included in Operations and Maintenance.

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Metering

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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.

# **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	34.00	33.00	33.00	34.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	304,968	236,670	1,115,900	1,216,000
Debt Services	0	0	0	0	0
Interfund Charges	0	81,578	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	306,405	354,498	514,902	536,965
Transfers Out	0	0	0	0	0
Wages & Benefits	0	2,604,614	2,547,712	2,838,490	2,935,139
TOTAL	0	3,297,565	3,138,880	4,469,292	4,688,104

# **Expenditure Explanation:**

Program was created in 2013. Prior costs were included in Operations and Maintenance.

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Operations & Maintenance

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

# **Executive Summary:**

This program provides for the continuous construction 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 repair and maintenance of more than 73,000 service connections. In addition, we provide support for engineering, capital programs and leak surveys.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	155.70	33.00	33.00	33.00	35.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	7,053,048	0	0	0	0
Capital Outlay	1,406,158	27,455	1,209	50,000	142,000
Debt Services	0	0	0	0	0
Interfund Charges	6,066,494	566,408	410,262	655,000	500,000
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	3,988,758	272,487	135,515	733,650	330,795
Transfers Out	8,115	0	0	0	0
Wages & Benefits	12,608,174	2,392,647	2,535,032	2,981,954	3,120,325
TOTAL	31,130,747	3,258,997	3,082,018	4,420,604	4,093,120

# **Expenditure Explanation:**

Due to changes in 2013 (creation of individual programs), there has been a significant decrease in costs for the Operations & Maintenance program.

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	2,978,719	550,973	501,220	720,000	550,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	1,400	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	33,444,280	35,081,267	36,381,572	37,097,609	38,169,353
Taxes	0	0	0	0	0
TOTAL	36,424,399	35,632,240	36,882,792	37,817,609	38,719,353



**Program Summary:** Upriver Services

**Division:** Utilities

Priority: Healthy Citizens & Environment

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 80,000 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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	20.00	19.00	19.00	20.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	142,417	0	0	0
Capital Outlay	0	626,451	0	515,000	310,000
Debt Services	0	0	0	0	0
Interfund Charges	0	50,487	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	2,398,814	2,837,755	3,137,575	3,022,971
Transfers Out	0	11,148	0	0	0
Wages & Benefits	0	1,834,271	1,769,549	1,856,966	1,906,553
TOTAL	0	5,063,588	4,607,304	5,509,541	5,239,524

# **Expenditure Explanation:**

Program was created in 2013. Prior costs were included in Operations and Maintenance.

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	2,373,622	2,156,907	2,400,000	2,400,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	2,373,622	2,156,907	2,400,000	2,400,000



**Program Summary: Valves** 

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

# **Executive Summary:**

This program provides for the continuous operations and maintenance of the transmission, storage and distribution systems for the City of Spokane Water Department.

## **Programs and Services:**

Maintenance of 34 water tanks, reservoirs and 14,000 valves is included in this program, along with providing advance planning and support of capital programs, control valve maintenance and testing, electronic leak detection, and leak surveys for system maintenance and distribution system loss.

# **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	10.00	10.00	10.00	9.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	27,902	0	162,000	34,000
Debt Services	0	0	0	0	0
Interfund Charges	0	23,993	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	(43,582)	(5,919)	9,840	24,740
Transfers Out	0	0	0	0	0
Wages & Benefits	0	718,355	831,885	847,011	796,734
TOTAL	0	726,668	825,966	1,018,851	855,474

# **Expenditure Explanation:**

This program was created in 2013. Prior costs were included in Operations and Maintenance.

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Warehouse

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

This program provides for purchasing and storage of materials for operations and maintenance at the Water Department. The warehouse also provides daily support for Water Department field crews.

## **Programs and Services:**

The warehouse purchases inventory and non-inventory materials for the Water Department's daily operations and capital projects. The warehouse provides chlorination of all new water main installations to protect public health and safety. It also supports the daily operation of field crews, refurbishes and recycles inventory and non-inventory materials and is responsible for the maintenance of the yard.

# **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	7.00	7.00	7.00	8.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	4,707	0	751,000	781,000
Debt Services	0	0	0	0	0
Interfund Charges	0	16,795	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	657,553	679,777	670,890	714,665
Transfers Out	0	0	0	0	0
Wages & Benefits	0	561,569	607,650	580,523	677,217
TOTAL	0	1,240,624	1,287,427	2,002,413	2,172,882

# **Expenditure Explanation:**

Program was created in 2013. Prior costs were included in Operations and Maintenance.

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0



**Program Summary:** Water Conservation

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

The Water Conservation Program is responsible for public education and outreach about the importance of conserving water and 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.

The City's education program includes a variety of outreach and communications tactics. The City provides information through utility bills, news releases, social media, the web, and CityCable 5. We offer water audits, participate in retrofit programs, attend community events, and reach children in the classroom.

We also use financial tools to encourage conservation. We have aninclined block water rate structure that means customers who use more water pay more, and we offer a wastewater conservation credit for our lowest 20 percent of indoor water users.

The City's water use efficiency goals are as follows:

- 1. Continue the reduction of indoor residential use by one half percent (0.5%) on average for residential connections annually, over the next six (6) years.
- 2. Reduce outdoor residential use by two percent (2%) on average for residential connections annually, over the next six (6) years.
- 3. Reduce metered outdoor irrigation commercial/industrial use by two percent (2%) for Commercial/Industrial connections annually, over the next six (6) years.
- 4. Reduce outdoor metered governmental use by two percent (2%) for governmental connections annually, over the next six (6) years.

#### **Legal/Contractual Mandate:**

Washington State requires water purveyors to adopt water use efficiency goals, complete public outreach, and ensure an reliable drinking water supply. WAC 246-290-810 and WAC 246-290-840.



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.50

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	5,000
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	95,024
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	64,003
TOTAL	0	0	0	0	164,027

# **Expenditure Explanation:**

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0





Program Summary: Water Meter Reading

**Division:** Utilities

Priority: Healthy Citizens & Environment

Fund Type: Enterprise Fund

#### **Executive Summary:**

Meter Reading is necessary to deliver accurate bills to our customers and to assess consumption of water by our customers to determine compliance with the Water Use Efficiency Rule developed by the Department of Health.

## **Programs and Services:**

To determine water and sewer use by customers, we (1) read approximately 64,000 residential accounts bi-monthly and 11,000 commercial accounts monthly and (2) maintain an up-to-date inventory of the number of living units in mobile home parks and PUDs.

# **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	9.00	9.00	9.00	9.00	9.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	46,412	0	0	0	0
Capital Outlay	0	0	0	0	80,000
Debt Services	0	0	0	0	0
Interfund Charges	0	21,594	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	370,914	278,876	473,333	158,455	74,920
Transfers Out	0	0	0	0	0
Wages & Benefits	698,534	719,987	753,353	782,192	741,128
TOTAL	1,115,860	1,020,457	1,226,686	940,647	896,048

# **Expenditure Explanation:**

Program was created in 2013. Prior costs were included in Operations and Maintenance.

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0





**Program Summary: Welding** 

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Enterprise Fund

# **Executive Summary:**

This program provides welding and related repairs and services for the Water Department and numerous other city departments.

# **Programs and Services:**

This program provides quality services including design, fabrication and welding repairs on infrastructure, equipment, and capital projects in a timely and efficient manner.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	5.00	5.00	5.00	5.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	7,000	28,200
Debt Services	0	0	0	0	0
Interfund Charges	0	16,529	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	46,944	165,399	113,720	111,220
Transfers Out	0	0	0	0	0
Wages & Benefits	0	351,217	413,937	469,487	474,654
TOTAL	0	414,690	579,336	590,207	614,074

# **Expenditure Explanation:**

Program was created in 2013. Prior costs were included in Operations and Maintenance.

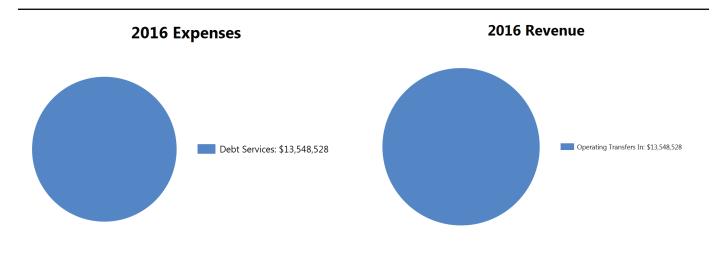
# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	0

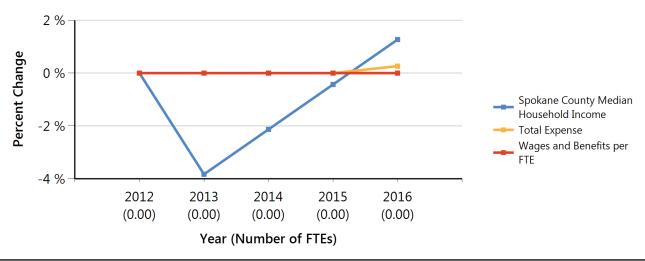




This program will pay the annual debt service on \$200 million in Water Wastewater Utility revenue bonds that were sold in the fall of 2014 to pay for a series of projects that are designed to improve the health of the Spokane River and protect drinking water.



# **Cumulative percent change over the last 5 years**



# \$80 \$60 \$40 \$20 \$0 2012 2013 2014 2015 2016

 Spending
 \$0.00
 \$63.00
 \$62.58

 Percent Change
 0.00%
 0.00%
 0.26%

\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Water/Wastewater Debt Service Fund

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

Fund Type: Debt Service

#### **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.

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	13,512,806	13,548,528
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	0	0	0	13,512,806	13,548,528

# **Expenditure Explanation:**

# **Revenues:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	13,548,528
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	0	13,548,528



# 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.

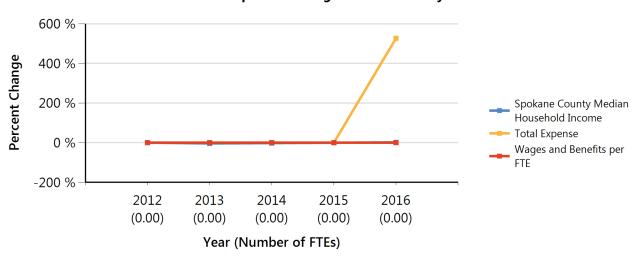
The bonds were designated as "green" bonds because they will be used to pay for "green" projects that provide environmental benefits. The work will improve water quality, protect water resources, and save energy, among other things.

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.

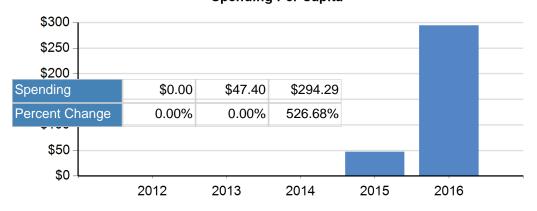


Utilities

# **Cumulative percent change over the last 5 years**



# **Spending Per Capita**



\* 2012 through 2014 Actual 2015 through 2016 Budget



**Department Summary:** Water/Wastewater Revenue Bond Fund

**Division:** Utilities

**Priority:** Healthy Citizens & Environment

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 aguifer 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

#### **Legal/Contractual Mandate:**



	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	0	0
Capital Outlay	0	0	0	10,166,686	63,713,336
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	0	0	0	10,166,686	63,713,336

# **Expenditure Explanation:**

\$200,008,439 was added to the 2015 budget and will not be part of the adopted budgets going forward, but the budget will be carried forward at the end of each year. There will be a variance from the Budget Planner to what is presented at the line item budget to adopt.

#### **Revenues:**

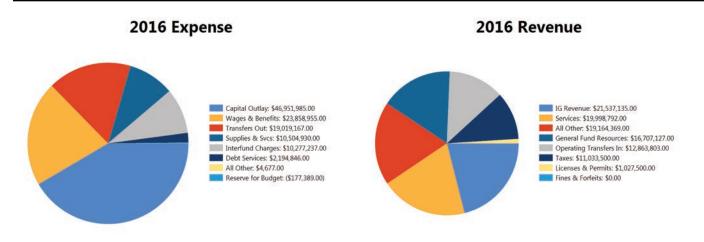
	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Proposed
All Other	0	0	0	876,616	606,780
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	0	0	0	876,616	606,780



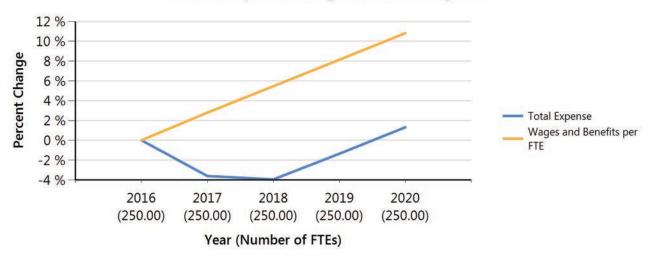


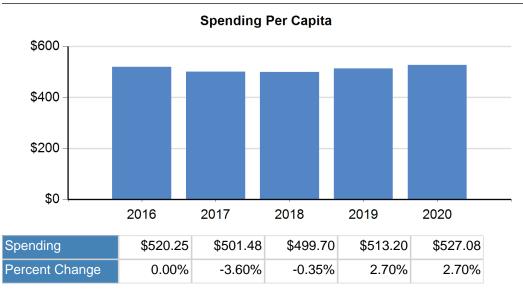


# **Business & Developer Services**



# Cumulative percent change over the next 5 years

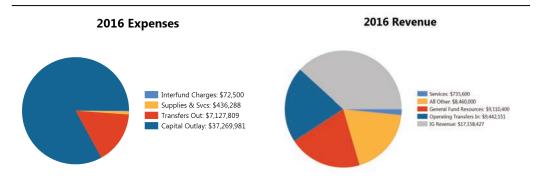




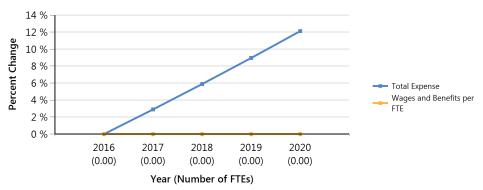


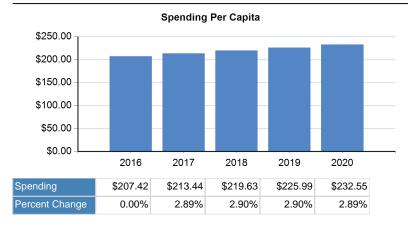
# **Arterial Street Fund -**

The Arterial Street Fund: 6-yr Street Program handles all the accounting transactions for the Six-Year Street Program



#### **Cumulative percent change over the next 5 years**







Arterial Street Fund: Arterial Street Fund

**Division:** Business & Developer Services

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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	37,269,981	38,350,810	39,462,984	40,607,411	41,785,025
Debt Services	0	0	0	0	0
Interfund Charges	72,500	74,603	76,766	78,992	81,283
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	436,288	448,940	461,960	475,356	489,142
Transfers Out	7,127,809	7,334,515	7,547,216	7,766,086	7,991,302
Wages & Benefits	0	0	0	0	0
TOTAL	44,906,578	46,208,868	47,548,926	48,927,845	50,346,752

#### **Expenditure Explanation:**

Annual increase of 2.9% CPI.

#### **Revenues:**

			2018	2019	2020
All Other	8,460,000	8,705,340	8,957,795	9,217,571	9,484,880
Fines & Forfeits	0	0	0	0	0
General Fund Resources	9,110,400	9,374,602	9,646,465	9,926,213	10,214,073
IG Revenue	17,158,427	17,656,021	18,168,046	18,694,919	19,237,072
Licenses & Permits	0	0	0	0	0
Operating Transfers In	9,442,151	9,715,973	9,997,737	10,287,671	10,586,013
Services	735,600	756,932	778,883	801,471	824,714
Taxes	0	0	0	0	0
TOTAL	44,906,578	46,208,868	47,548,926	48,927,845	50,346,752

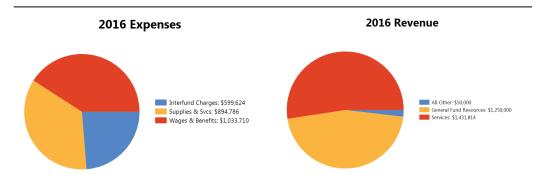
#### **Revenue Explanation:**

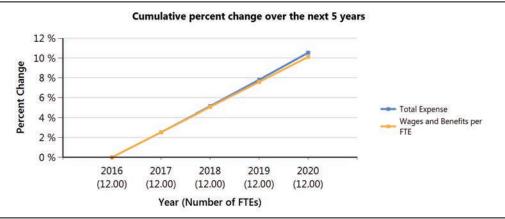
Annual increase of 2.9% CPI.

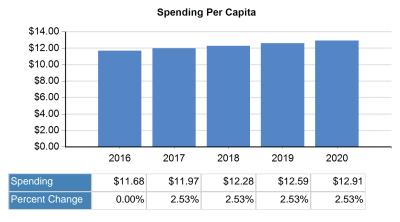


# **Asset Management - Asset Management Operations**

This department is responsible for the strategic management of all City owned assets, leases, parking, real estate and facilitites.









**Asset Management:** Asset Management

**Division:** Business & Developer Services

Fund Type: Internal Service Fund

#### **Executive Summary:**

This department is responsible for the strategic management of all City owned assets, leases, parking, real estate and facilitites.

#### **Programs and Services:**

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

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	12.00	12.00	12.00	12.00	12.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	599,624	611,617	623,849	636,326	649,053
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	894,786	920,734	947,435	974,910	1,003,182
Transfers Out	0	0	0	0	0
Wages & Benefits	1,033,710	1,059,840	1,086,631	1,114,098	1,142,260
TOTAL	2,528,120	2,592,191	2,657,915	2,725,334	2,794,495

## **Expenditure Explanation:**

2% wage increase, 4% benefit increase and 2.9% CPI on supplies & services

#### Revenues:

			2018	2019	2020
All Other	50,000	51,450	52,942	54,477	56,057
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,250,000	1,286,250	1,323,551	1,361,934	1,401,430
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	1,431,814	1,473,337	1,516,063	1,560,029	1,605,270
Taxes	0	0	0	0	0
TOTAL	2,731,814	2,811,037	2,892,556	2,976,440	3,062,757

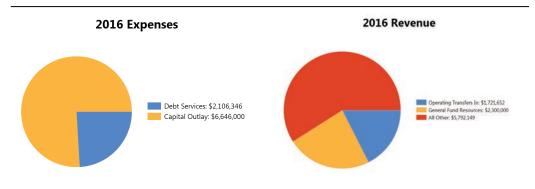
#### **Revenue Explanation:**

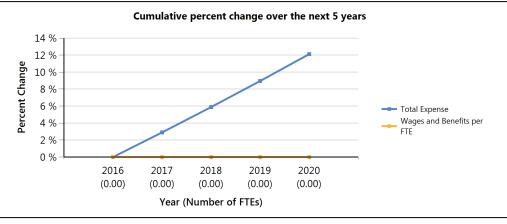
2% increase on IG Rev and General Fund and 2.9% CPI on other (cost plan revenue)

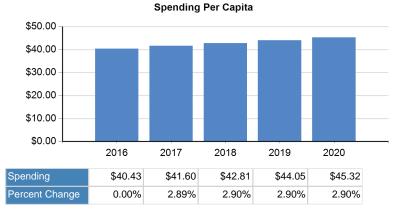


# Asset Management - Asset Management Property Acquisition Fund

This department is responsible for the evaluation, manangement, aquisition, 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.









**Asset Management:** Asset Management

**Division:** Business & Developer Services

Fund Type: Capital Project Fund

#### **Executive Summary:**

This department is responsible for the evaluation, manangement, aquisition, 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.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	6,646,000	6,838,734	7,037,057	7,241,132	7,451,125
Debt Services	2,106,346	2,167,430	2,230,286	2,294,964	2,361,518
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	8,752,346	9,006,164	9,267,343	9,536,096	9,812,643

#### **Expenditure Explanation:**

#### Revenues:

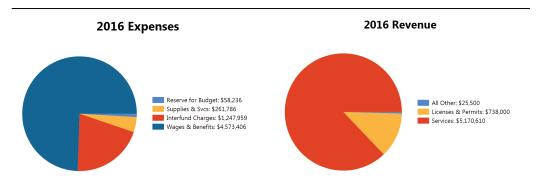
	2016	2017	2018	2019	2020
All Other	5,792,149	5,960,121	6,132,965	6,310,821	6,493,835
Fines & Forfeits	0	0	0	0	0
General Fund Resources	2,300,000	2,366,700	2,435,334	2,505,959	2,578,632
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	1,721,652	1,771,580	1,822,956	1,875,821	1,930,220
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	9,813,801	10,098,401	10,391,255	10,692,601	11,002,687

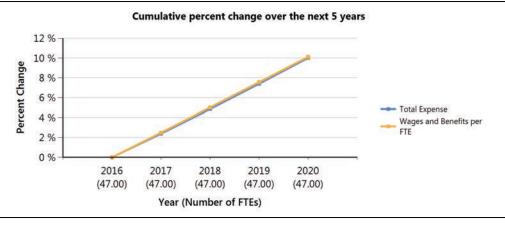
#### **Revenue Explanation:**

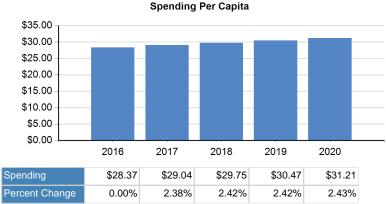


## **Building Services - Development Svcs Center**

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.









**Building Services:** Building Services

**Division:** Business & Developer Services

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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	47.00	47.00	47.00	47.00	47.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	1,247,959	1,273,041	1,298,501	1,324,471	1,350,961
Reserve for Budget	58,236	58,236	58,236	58,236	58,236
Supplies & Svcs	261,786	269,452	277,266	285,307	293,581
Transfers Out	0	0	0	0	0
Wages & Benefits	4,573,406	4,687,098	4,806,003	4,928,294	5,054,077
TOTAL	6,141,387	6,287,827	6,440,006	6,596,308	6,756,855

#### **Expenditure Explanation:**

2% wage increase, 4% benefit increase, 2.9% CPI increase

#### **Revenues:**

			2018	2019	2020
All Other	25,500	26,240	27,000	27,783	28,589
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	260,703	265,917	271,235	276,660
Licenses & Permits	738,000	522,732	537,891	553,490	569,541
Operating Transfers In	0	0	0	0	0
Services	5,170,610	5,294,225	5,447,757	5,605,742	5,768,309
Taxes	0	0	0	0	0
TOTAL	5,934,110	6,103,900	6,278,565	6,458,250	6,643,099

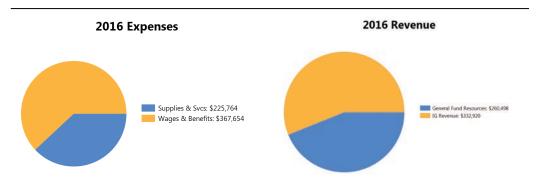
#### **Revenue Explanation:**

2.9% CPI, 2% IG rev increase

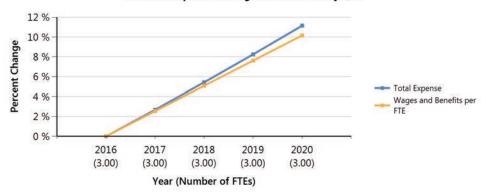


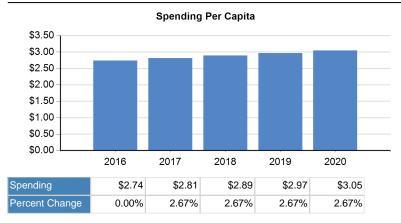
## **Business and Development Services - Economic Development**

This fund covers the Division Director and two other division-wide positions.



#### Cumulative percent change over the next 5 years







**Business and** Business and Development Services

**Development Services:** 

Division: Business & Developer Services

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.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	3.00	3.00	3.00	3.00	3.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	225,764	232,312	239,049	245,982	253,116
Transfers Out	0	0	0	0	0
Wages & Benefits	367,654	376,993	386,569	396,389	406,458
TOTAL	593,418	609,305	625,618	642,371	659,574

#### **Expenditure Explanation:**

2% increase in wages, 4% increase benefits & 2.9% CPI on services

#### **Revenues:**

			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	260,498	274,188	281,528	289,067	296,809
IG Revenue	332,920	335,117	344,090	353,304	362,765
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	593,418	609,305	625,618	642,371	659,574

#### **Revenue Explanation:**

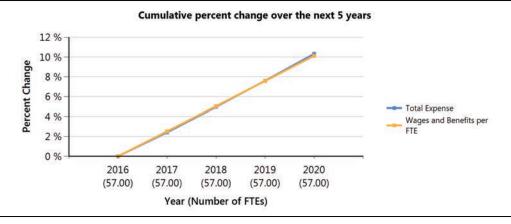
55% recovery of actual expenses

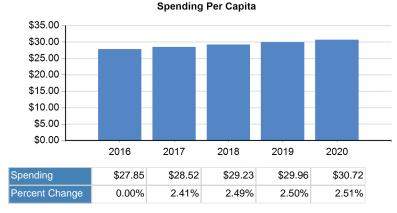


## **Engineering Services -**

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.









**Engineering Services:** Engineering Services

**Division:** Business & Developer Services

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.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	57.00	57.00	57.00	57.00	57.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	92,788	92,788	92,788	92,788	92,788
Debt Services	0	0	0	0	0
Interfund Charges	7,000	7,000	7,000	7,000	7,000
Reserve for Budget	4,148	0	0	0	0
Supplies & Svcs	186,568	191,978	197,546	203,275	209,170
Transfers Out	686	686	686	686	686
Wages & Benefits	5,737,267	5,881,835	6,030,488	6,183,354	6,340,568
TOTAL	6,028,457	6,174,287	6,328,508	6,487,103	6,650,212

#### **Expenditure Explanation:**

Standard 2% increase in wages per year, 4% cap on benefits per year, supplies and services increase by CPI of 2.9% per year

#### Revenues:

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	10,000	10,000	10,000	10,000	10,000
Operating Transfers In	0	0	0	0	0
Services	6,079,584	6,255,892	6,437,313	6,623,995	6,816,091
Taxes	0	0	0	0	0
TOTAL	6,089,584	6,265,892	6,447,313	6,633,995	6,826,091

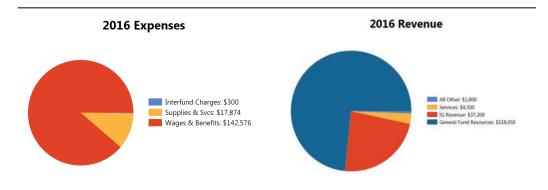
#### **Revenue Explanation:**

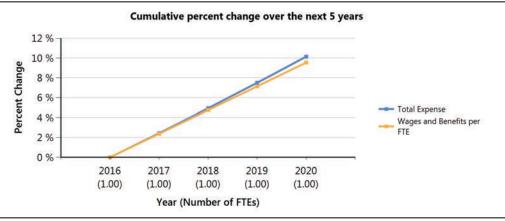
Increase IG revenues 3% per year for increase in wages and benefits.

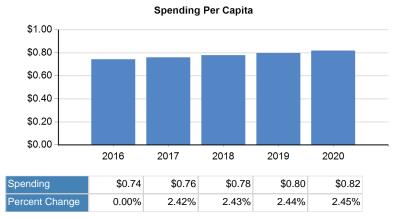


### **Historic Preservation -**

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.









Historic Preservation: Historic Preservation

**Division:** Business & Developer Services

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 Planning & Development leadership team.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	1.00	1.00	1.00	1.00	1.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	300	309	318	327	336
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	17,874	18,392	18,926	19,475	20,039
Transfers Out	0	0	0	0	0
Wages & Benefits	142,576	145,955	149,428	153,000	156,673
TOTAL	160,750	164,656	168,672	172,802	177,048

#### **Expenditure Explanation:**

2% Wage increase, 4% max increase in benefits and 2.9% CPI on supplies & Services

#### **Revenues:**

			2018	2019	2020
All Other	1,000	1,029	1,059	1,090	1,121
Fines & Forfeits	0	0	0	0	0
General Fund Resources	118,050	120,717	123,804	126,984	130,260
IG Revenue	37,200	38,279	39,044	39,825	40,622
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	4,500	4,631	4,765	4,903	5,045
Taxes	0	0	0	0	0
TOTAL	160,750	164,656	168,672	172,802	177,048

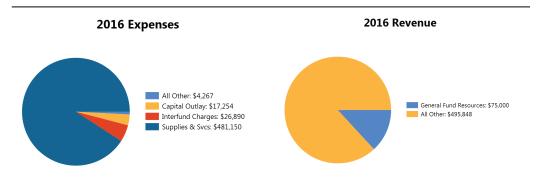
#### **Revenue Explanation:**

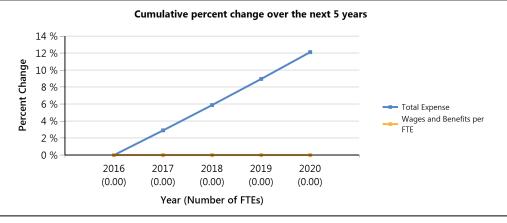
2.9% CPI

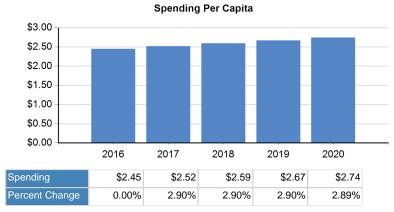


## **Intermodal Facility - Intermodal Facility Operation**

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









**Intermodal Facility:** Intermodal Facility

**Division:** Business & Developer Services

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 Kiemle and Hagood 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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	4,267	4,391	4,518	4,649	4,784
Capital Outlay	17,254	17,754	18,269	18,799	19,344
Debt Services	0	0	0	0	0
Interfund Charges	26,890	27,677	28,480	29,306	30,155
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	481,150	495,103	509,461	524,236	539,439
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	529,561	544,925	560,728	576,990	593,722

#### **Expenditure Explanation:**

#### **Revenues:**

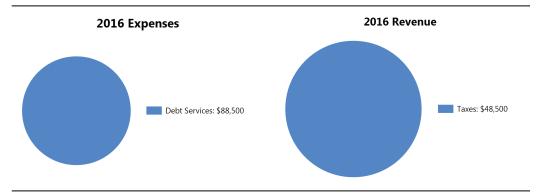
			2018	2019	2020
All Other	495,848	510,228	525,024	540,250	555,917
Fines & Forfeits	0	0	0	0	0
General Fund Resources	75,000	77,175	79,413	81,716	84,086
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	570,848	587,403	604,437	621,966	640,003

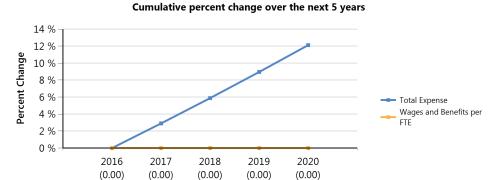
#### **Revenue Explanation:**

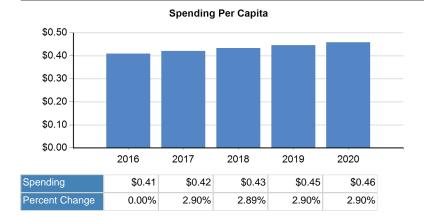


## Kendall Yards TIF -

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







Year (Number of FTEs)



Kendall Yards TIF: Kendall Yards TIF

**Division:** Business & Developer Services

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.

#### Legal/Contractual Mandate:

None

#### FTEs

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	88,500	91,067	93,704	96,425	99,222
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	88,500	91,067	93,704	96,425	99,222

#### **Expenditure Explanation:**

2.9% CPI

#### Revenues:

			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	48,500	49,906	51,354	52,843	54,376
TOTAL	48,500	49,906	51,354	52,843	54,376

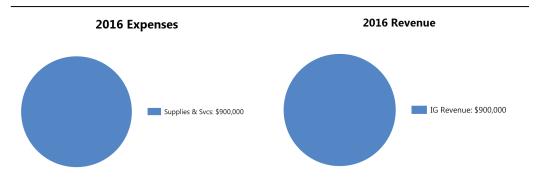
#### **Revenue Explanation:**

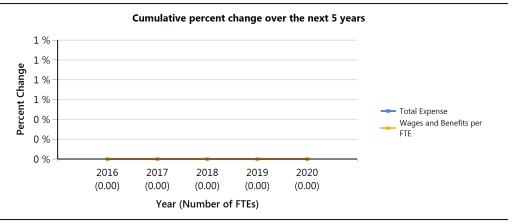
2.9% CPI

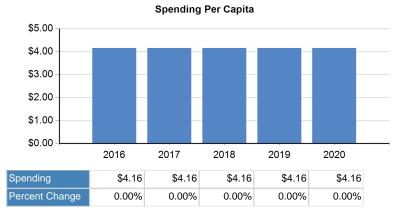


## Misc. Grants Fund -

Economic Growth and Development grant funding such as EPA Brownfields funding









Misc. Grants Fund: Misc. Grants Fund

**Division:** Business & Developer Services

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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	900,000	900,000	900,000	900,000	900,000
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	900,000	900,000	900,000	900,000	900,000

#### **Expenditure Explanation:**

Some grants will fall off and new will be granted. Status quo.

#### Revenues:

			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	900,000	900,000	900,000	900,000	900,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	900,000	900,000	900,000	900,000	900,000

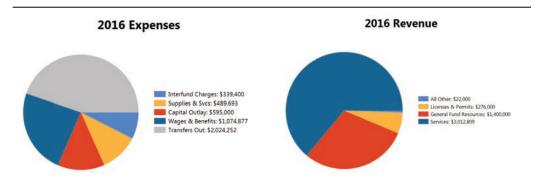
#### Revenue Explanation:

Some grants will fall off and new will be granted.

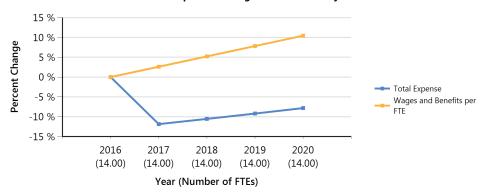


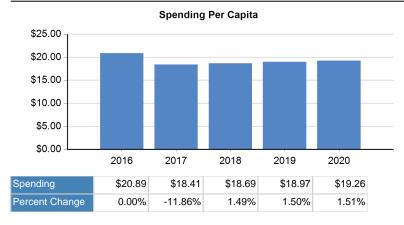
## Parking - Parking Meter Revenue

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 it assets.



#### Cumulative percent change over the next 5 years







Parking: Parking

**Division:** Business & Developer Services

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 it assets.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	14.00	14.00	14.00	14.00	14.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	595,000	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	339,400	346,188	353,112	360,174	367,377
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	489,693	503,894	518,507	533,544	549,017
Transfers Out	2,024,252	2,033,457	2,042,705	2,051,994	2,061,325
Wages & Benefits	1,074,877	1,102,917	1,131,689	1,161,211	1,191,503
TOTAL	4,523,222	3,986,456	4,046,013	4,106,923	4,169,222

#### **Expenditure Explanation:**

2% increase in wages, 4% increase in benefits, 2.9% CPI

#### Revenues:

			2018	2019	2020
All Other	22,000	22,000	22,000	22,000	22,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,400,000	1,428,000	1,456,560	1,485,691	1,515,405
IG Revenue	0	0	0	0	0
Licenses & Permits	276,000	282,348	288,842	295,485	302,282
Operating Transfers In	0	0	0	0	0
Services	3,012,809	3,082,104	3,152,992	3,225,511	3,299,698
Taxes	0	0	0	0	0
TOTAL	4,710,809	4,814,452	4,920,394	5,028,687	5,139,385

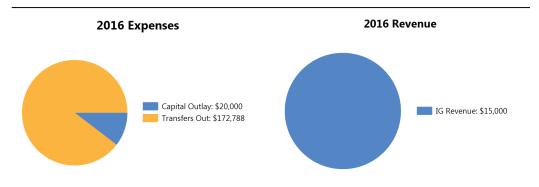
#### **Revenue Explanation:**

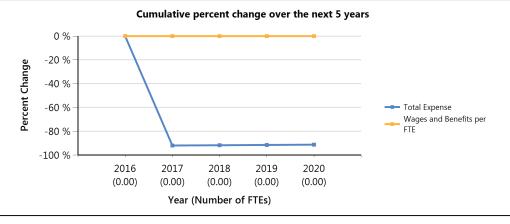
2.3% growth on meter revenue & Lic/Permits 2% growth on General Fund Allocation

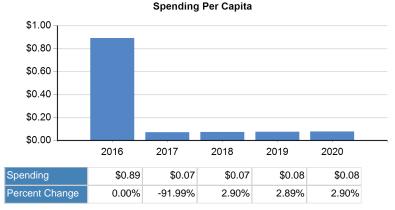


## Paths & Trails Fund -

The Path and Trails Fund is the revenue stream for projects related to path and trail work.









Paths & Trails Fund: Paths & Trails Fund

**Division:** Business & Developer Services

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.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	20,000	15,435	15,883	16,343	16,817
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	172,788	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	192,788	15,435	15,883	16,343	16,817

#### **Expenditure Explanation:**

In 2016 all available resources will be used on capital projects. Beginning in 2017, this Fund will only collect about \$15,000 a year to spend in the capital plan. Expenses projected include a 2.9% CPI Increase.

#### Revenues:

	2016		2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	15,000	15,435	15,883	16,343	16,817
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	15,000	15,435	15,883	16,343	16,817

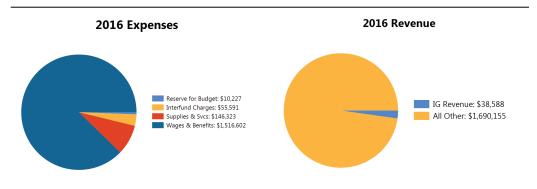
#### Revenue Explanation:

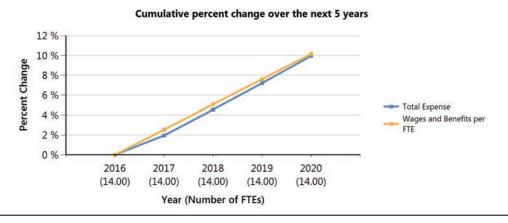
Revenues projected include a 2.9% CPI Increase.

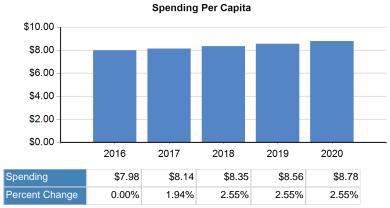


## **Planning Services -**

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.







**Planning Services:** Planning Services

**Division:** Business & Developer Services

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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	14.00	14.00	14.00	14.00	14.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	55,591	56,703	57,837	58,994	60,173
Reserve for Budget	10,227	0	0	0	0
Supplies & Svcs	146,323	150,566	154,932	159,425	164,048
Transfers Out	0	0	0	0	0
Wages & Benefits	1,516,602	1,555,124	1,594,624	1,635,127	1,676,659
TOTAL	1,728,743	1,762,393	1,807,393	1,853,546	1,900,880

#### **Expenditure Explanation:**

2% increase in wages per year, 4% cap on benefits per year and CPI 2.9% increase on supplies and services

#### Revenues:

			2018	2019	2020
All Other	1,690,155	1,723,033	1,767,246	1,812,596	1,859,111
Fines & Forfeits	0	0	0	0	0
IG Revenue	38,588	39,360	40,147	40,950	41,769
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	1,728,743	1,762,393	1,807,393	1,853,546	1,900,880

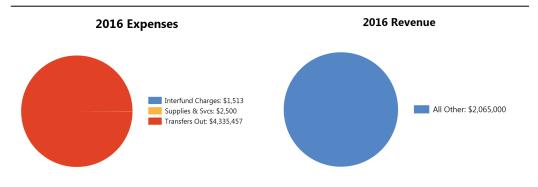
#### **Revenue Explanation:**

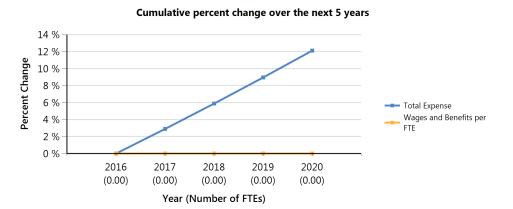
2% increase per year on billing time back to other departments.

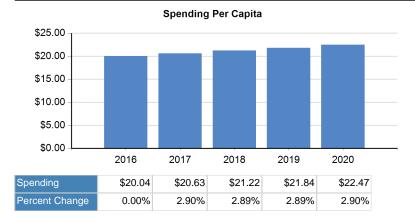


### Real Estate Excise Tax Fund -

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.









Real Estate Excise Tax Real Estate Excise Tax Fund

**Division:** Business & Developer Services

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%.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	1,513	1,557	1,602	1,648	1,696
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	2,500	2,573	2,647	2,724	2,803
Transfers Out	4,335,457	4,461,185	4,590,560	4,723,686	4,860,673
Wages & Benefits	0	0	0	0	0
TOTAL	4,339,470	4,465,315	4,594,809	4,728,058	4,865,172

#### **Expenditure Explanation:**

#### **Revenues:**

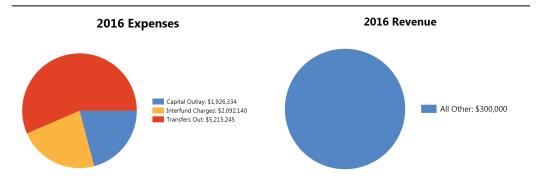
	2016	2017	2018	2019	2020
All Other	2,065,000	2,124,885	2,186,507	2,249,915	2,315,163
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	2,065,000	2,124,885	2,186,507	2,249,915	2,315,163

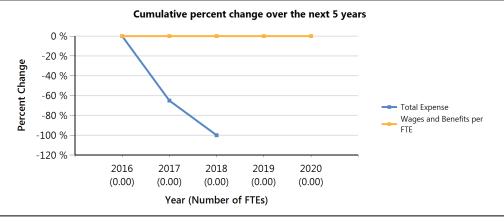
#### **Revenue Explanation:**

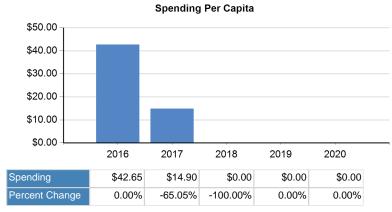


## Street Bond - 2004 UTGO Street Bonds

The 2004 Street Bond Fund: 10-yr Street Bond Program handles all the accounting transactions for the 10-yr Street Bond Program.









Street Bond: Street Bond

**Division:** Business & Developer Services

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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	1,926,334	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	2,092,140	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	5,215,245	3,226,495	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	9,233,719	3,226,495	0	0	0

#### **Expenditure Explanation:**

#### Revenues:

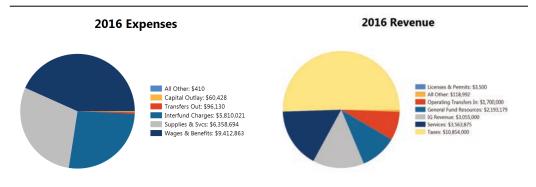
			2018	2019	2020
All Other	300,000	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	300,000	0	0	0	0

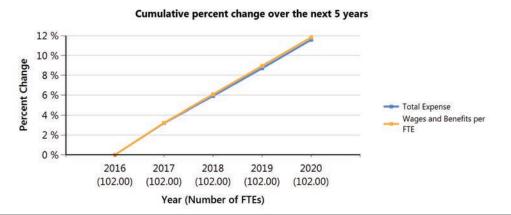
#### **Revenue Explanation:**

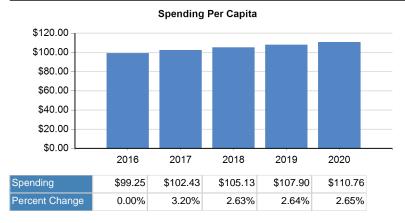


## Street Department -

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.









**Street Department:** Street Department

**Division:** Business & Developer Services

Fund Type: Internal Service 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.

#### Legal/Contractual Mandate:

None

#### FTEs

	2016	2017	2018	2019	2020
Total FTEs	102.00	102.00	102.00	102.00	102.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	410	10,910	10,910	10,910	10,910
Capital Outlay	60,428	60,428	60,428	60,428	60,428
Debt Services	0	85,630	85,630	85,630	85,630
Interfund Charges	5,810,021	5,780,945	5,897,990	6,017,416	6,139,272
Reserve for Budget	(250,000)	(257,250)	(264,710)	(272,387)	(280,286)
Supplies & Svcs	6,358,694	6,680,140	6,873,864	7,073,206	7,278,329
Transfers Out	96,130	98,918	101,786	104,738	107,776
Wages & Benefits	9,412,863	9,717,089	9,994,288	10,281,174	10,578,148
TOTAL	21,488,546	22,176,810	22,760,186	23,361,115	23,980,207

#### **Expenditure Explanation:**

2% increase in wages per year, 5% increase in benefits Streets is primarily made up of 270 employees M& P is maxed out at 4% increase per year assumption that 270 will be capped in next bargaining agreement.

Starting to 2017 we will be adding a total of \$100,000 for street markings and signal controllers.

#### Revenues:

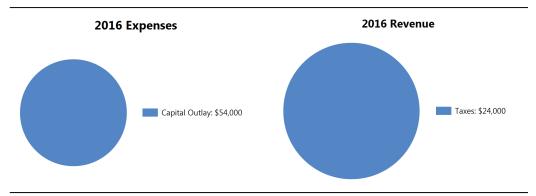
			2018	2019	2020
All Other	118,992	120,386	123,877	127,469	131,166
Fines & Forfeits	0	0	0	0	0
General Fund Resources	2,193,179	2,323,934	2,331,577	2,389,572	2,458,870
IG Revenue	3,055,000	3,143,595	3,234,759	3,328,567	3,425,096
Licenses & Permits	3,500	3,602	3,706	3,813	3,924
Operating Transfers In	1,700,000	1,749,300	1,800,030	1,852,231	1,905,945
Services	3,563,875	3,667,227	3,773,577	3,883,011	3,995,618
Taxes	10,854,000	11,168,766	11,492,660	11,776,452	12,059,588
TOTAL	21,488,546	22,176,810	22,760,186	23,361,115	23,980,207

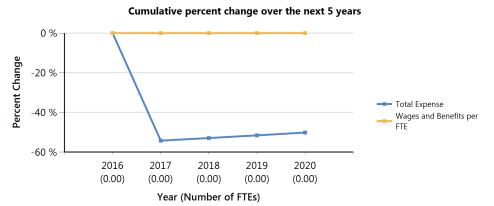
#### **Revenue Explanation:**

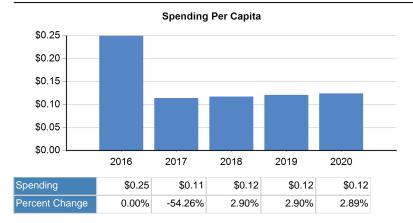


## U DISTRICT LRF -

The U District LRF fund handles all the accounting transactions for the University District Revitalization Area.









#### **U DISTRICT LRF:** U DISTRICT LRF

Division: Business & Developer Services

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.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	54,000	24,696	25,413	26,150	26,907
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	54,000	24,696	25,413	26,150	26,907

#### **Expenditure Explanation:**

2.9% CPI after 2016 spending fund balance

#### **Revenues:**

			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	24,000	24,696	25,413	26,150	26,907
TOTAL	24,000	24,696	25,413	26,150	26,907

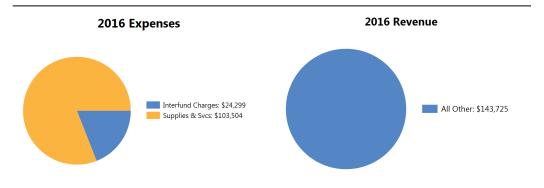
#### **Revenue Explanation:**

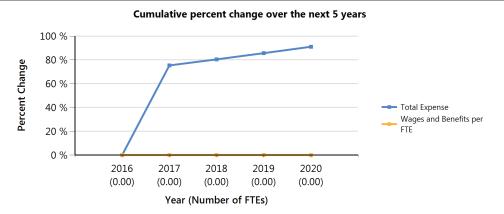
2.9 % CPI

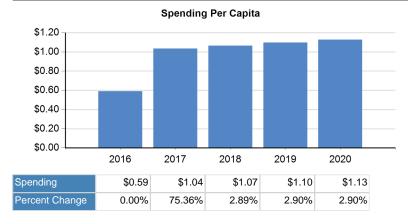


## **Under Freeway Parking -**

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.







**Under Freeway** Under Freeway Parking

Parking:

Division: Business & Developer Services

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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	92,610	95,296	98,059	100,903
Debt Services	0	0	0	0	0
Interfund Charges	24,299	25,004	25,729	26,475	27,243
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	103,504	106,506	109,594	112,773	116,043
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	127,803	224,120	230,619	237,307	244,189

#### **Expenditure Explanation:**

#### Revenues:

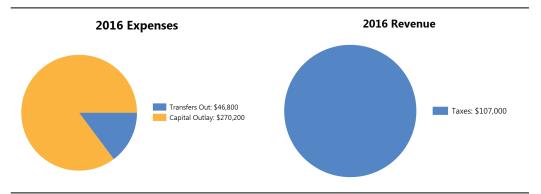
	2016	2017	2018	2019	2020
All Other	143,725	135,644	139,577	143,625	147,790
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	143,725	135,644	139,577	143,625	147,790

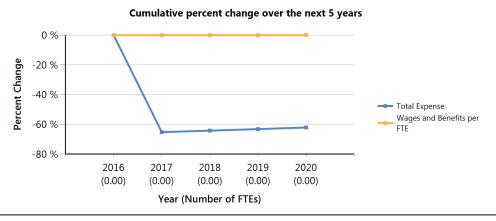
#### **Revenue Explanation:**

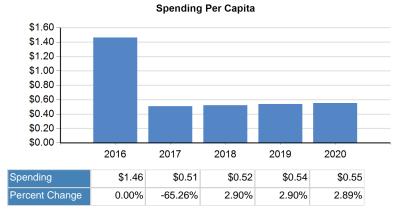


## West Quadrant TIF -

The West Quadrant TIF handles all the accounting transactions for the West Quadrant's Neighborhood Sub-area of the West Quadrant Tax Increment Area.









#### West Quadrant TIF: West Quadrant TIF

**Division:** Business & Developer Services

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.

#### Legal/Contractual Mandate:

None

#### FTEs

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	270,200	61,946	63,742	65,591	67,492
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	46,800	48,157	49,554	50,991	52,470
Wages & Benefits	0	0	0	0	0
TOTAL	317,000	110,103	113,296	116,582	119,962

#### **Expenditure Explanation:**

Fund balance then 2.9% CPI

#### Revenues:

			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	107,000	110,103	113,296	116,582	119,962
TOTAL	107,000	110,103	113,296	116,582	119,962

#### **Revenue Explanation:**

2.9% CPI

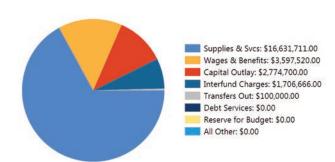


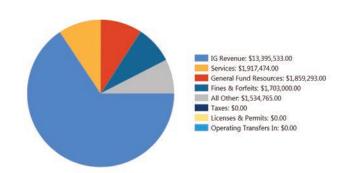


## **Community & Neighborhood Services**

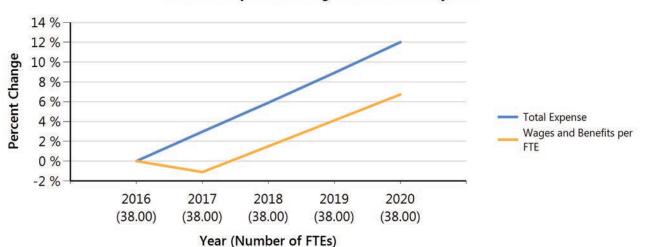
# 2016 Expense

## 2016 Revenue





#### Cumulative percent change over the next 5 years



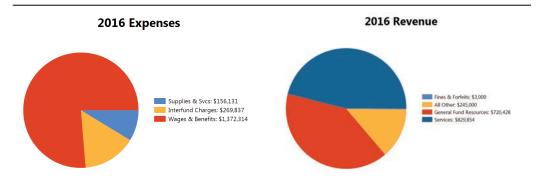
#### **Spending Per Capita**

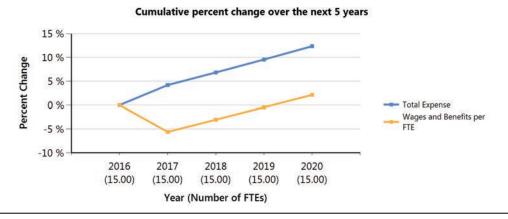


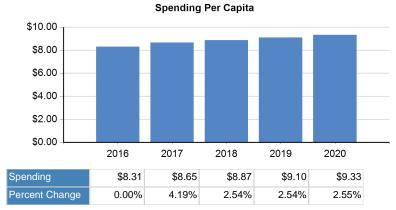


## **Code Enforcement -**

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.









Code Enforcement: Code Enforcement

**Division:** Community & Neighborhood Services

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.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	15.00	15.00	15.00	15.00	15.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	269,837	275,393	280,901	286,519	292,249
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	156,131	303,122	311,912	320,958	330,266
Transfers Out	0	0	0	0	0
Wages & Benefits	1,372,314	1,295,242	1,328,567	1,362,855	1,398,137
TOTAL	1,798,282	1,873,757	1,921,380	1,970,332	2,020,652

#### **Expenditure Explanation:**

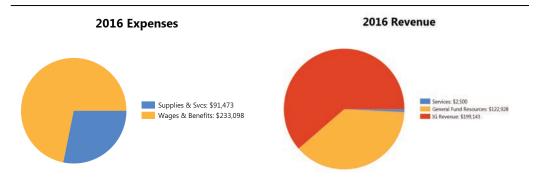
#### Revenues:

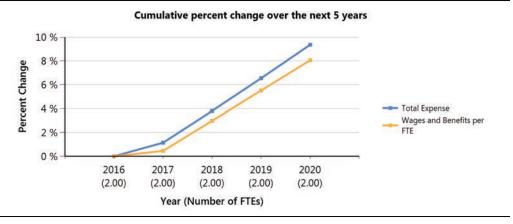
			2018	2019	2020
All Other	245,000	203,742	209,651	215,730	221,987
Fines & Forfeits	3,000	0	0	0	0
General Fund Resources	720,428	574,073	585,555	597,266	609,211
IG Revenue	0	1,047,162	1,077,530	1,108,778	1,140,932
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	829,854	2,244	2,289	2,335	2,381
Taxes	0	0	0	0	0
TOTAL	1,798,282	1,827,221	1,875,025	1,924,109	1,974,511

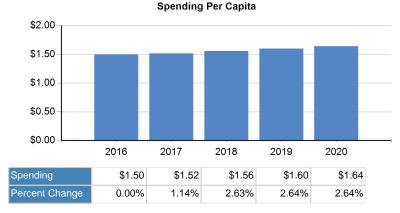


## Community & Neighborhood Services -

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.









**Community &** Community & Neighborhood Services

Neighborhood Services:

**Division:** Community & Neighborhood Services

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.

#### **Legal/Contractual Mandate:**

None

#### FTEs

	2016	2017	2018	2019	2020
Total FTEs	2.00	2.00	2.00	2.00	2.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	91,473	94,126	96,855	99,664	102,554
Transfers Out	0	0	0	0	0
Wages & Benefits	233,098	234,159	240,078	246,165	252,426
TOTAL	324,571	328,285	336,933	345,829	354,980

#### **Expenditure Explanation:**

2% Wage increase, 4% benefit increase & 2.9% CPI

#### **Revenues:**

			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	122,928	125,159	129,745	134,497	139,422
IG Revenue	199,143	203,126	207,188	211,332	215,558
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	2,500	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	324,571	328,285	336,933	345,829	354,980

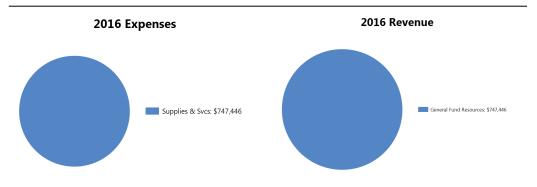
#### Revenue Explanation:

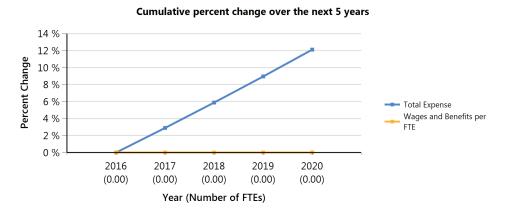
2% increase in billings

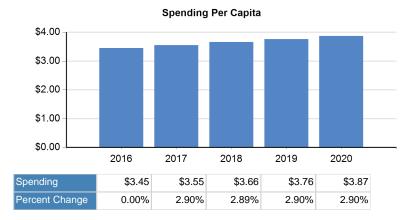


## **Community Centers -**

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.









**Community Centers:** Community Centers

**Division:** Community & Neighborhood Services

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 colocation 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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	747,446	769,122	791,426	814,378	837,995
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	747,446	769,122	791,426	814,378	837,995

#### **Expenditure Explanation:**

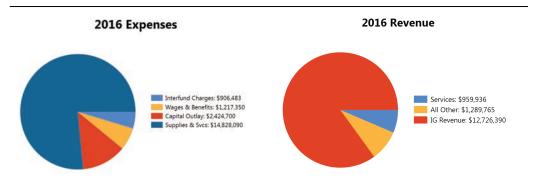
#### Revenues:

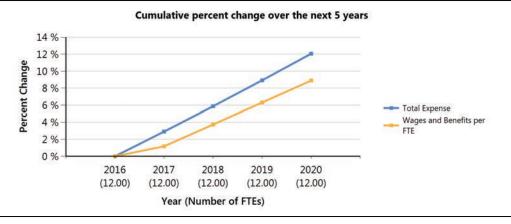
	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	747,446	769,122	791,426	814,378	837,995
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	747,446	769,122	791,426	814,378	837,995

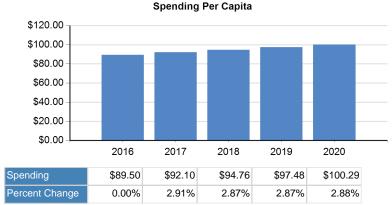


## **Community Development & Human Services -**

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









**Community** Community Development & Human Services

Development & Human Services:

**Division:** Community & Neighborhood Services

Fund Type: Special Revenue Fund

#### **Executive Summary:**

This bid covers various state and federal grants that enhance low-to-moderate income neighborhoods, foster economic development, create and sustain affordable housing, provide public services, fair housing education and awareness, 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 program administers the City's Community Development Block Grant, HOME, Emergency Solutions Grant, as well as state and federal LEAD Hazard Control grants. 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. In 2015, the Board is working closely with a committee of the Community Assembly to determine the method and decision making process to allocate CDBG funds to low income areas throughout the City.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	12.00	12.00	12.00	12.00	12.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	2,424,700	2,495,016	2,567,372	2,641,826	2,718,439
Debt Services	0	0	0	0	0
Interfund Charges	906,483	483,634	497,659	512,091	526,942
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	14,828,090	15,730,178	16,186,353	16,655,757	17,138,774
Transfers Out	0	0	0	0	0
Wages & Benefits	1,217,350	1,231,679	1,263,256	1,295,743	1,329,168
TOTAL	19,376,623	19,940,507	20,514,640	21,105,417	21,713,323

#### **Expenditure Explanation:**

#### **Revenues:**

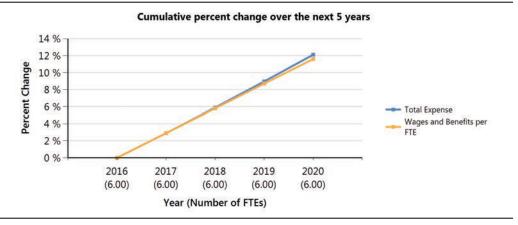
			2018	2019	2020
All Other	1,289,765	1,327,168	1,365,656	1,405,260	1,446,013
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	12,726,390	12,980,918	13,240,536	13,505,347	13,775,454
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	959,936	987,774	1,016,420	1,045,896	1,076,227
Taxes	0	0	0	0	0
TOTAL	14,976,091	15,295,860	15,622,612	15,956,503	16,297,694

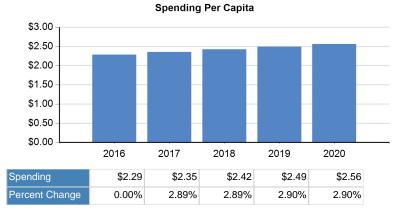


## MySpokane -

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.









MySpokane: MySpokane

**Division:** Community & Neighborhood Services

Fund Type: General 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.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	6.00	6.00	6.00	6.00	6.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	11,570	11,905	12,250	12,606	12,972
Transfers Out	0	0	0	0	0
Wages & Benefits	483,333	497,350	511,773	526,614	541,886
TOTAL	494,903	509,255	524,023	539,220	554,858

#### **Expenditure Explanation:**

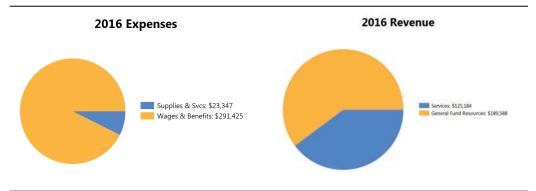
#### Revenues:

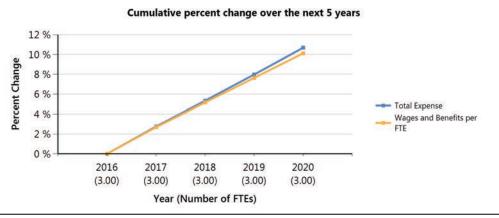
			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	24,903	25,625	26,368	27,133	27,920
IG Revenue	470,000	483,630	497,655	512,087	526,938
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	494,903	509,255	524,023	539,220	554,858

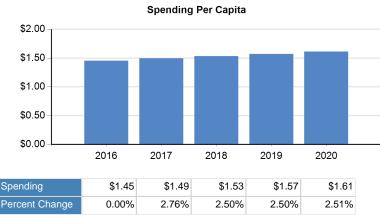


# Office of Neighborhood Services (ONS) - Neighborhood Services

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.









Office of Neighborhood Services (ONS)

**Neighborhood Services** 

(ONS):

**Division:** Community & Neighborhood Services

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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	3.00	3.00	3.00	3.00	3.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	23,347	24,199	24,901	25,623	26,366
Transfers Out	0	0	0	0	0
Wages & Benefits	291,425	299,263	306,654	314,248	322,054
TOTAL	314,772	323,462	331,555	339,871	348,420

#### **Expenditure Explanation:**

2% increase in wages, 4% increase in benefits and 22.9% CPI

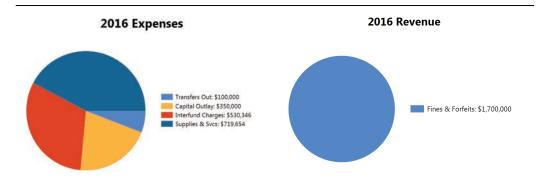
#### **Revenues:**

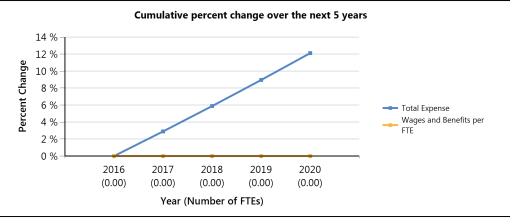
			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	189,588	308,462	316,555	324,871	333,420
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	125,184	15,000	15,000	15,000	15,000
Taxes	0	0	0	0	0
TOTAL	314,772	323,462	331,555	339,871	348,420

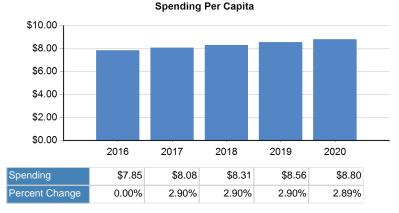


## **Traffic Calming Measures -**

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.









**Traffic Calming** Traffic Calming Measures

Measures:

**Division:** Community & Neighborhood Services

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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	350,000	360,150	370,595	381,342	392,401
Debt Services	0	0	0	0	0
Interfund Charges	530,346	545,726	561,552	577,837	594,594
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	719,654	740,524	761,999	784,097	806,836
Transfers Out	100,000	102,900	105,884	108,955	112,114
Wages & Benefits	0	0	0	0	0
TOTAL	1,700,000	1,749,300	1,800,030	1,852,231	1,905,945

#### **Expenditure Explanation:**

#### Revenues:

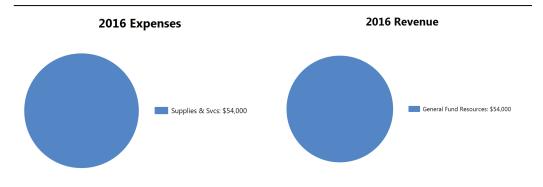
	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	1,700,000	1,749,300	1,800,030	1,852,231	1,905,945
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	1,700,000	1,749,300	1,800,030	1,852,231	1,905,945



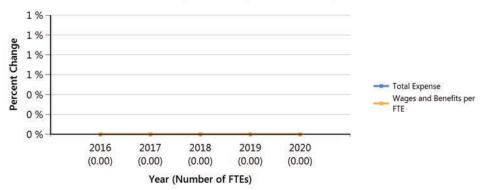
**5-Year Budget Plans** 

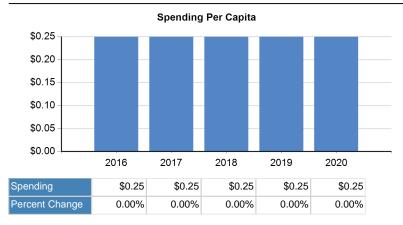
## Youth - Office of the Youth

This summary represents the City's contribution to the Chase Youth Commission.



#### Cumulative percent change over the next 5 years







Youth: Youth

**Division:** Community & Neighborhood Services

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.

#### **Legal/Contractual Mandate:**

None

#### FTEs

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	54,000	54,000	54,000	54,000	54,000
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	54,000	54,000	54,000	54,000	54,000

#### **Expenditure Explanation:**

Increase based on 2.9% CPI

#### Revenues:

		2017	2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	54,000	54,000	54,000	54,000	54,000
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	54,000	54,000	54,000	54,000	54,000

#### **Revenue Explanation:**

Increase based on 2.9% CPI

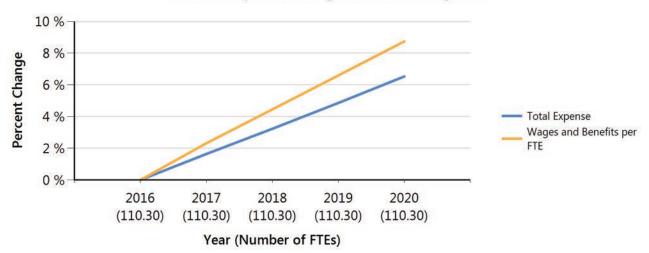


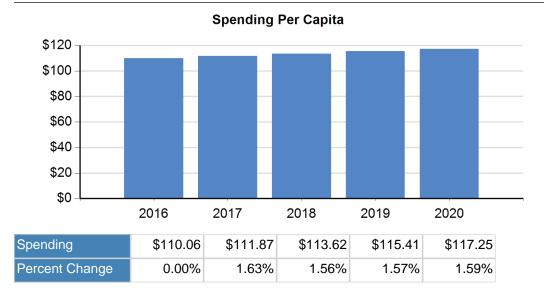


## **Finance**



### **Cumulative percent change over the next 5 years**







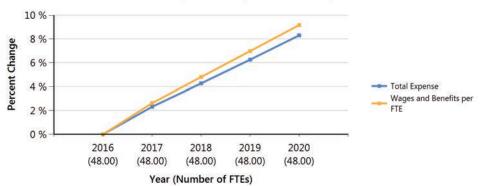
**5-Year Budget Plans** 

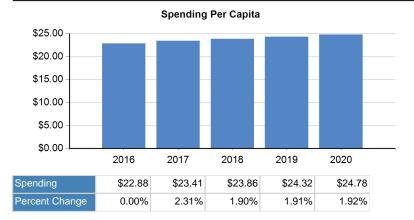
## **Accounting -**

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



## Cumulative percent change over the next 5 years







**Accounting:** Accounting

**Division:** Finance

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. Our 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. Our Departmental Accounting group facilitates accounting transactions and act as trusted financial advisors to City departments, providing expertise to assist in meeting their goals.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020	
Total FTEs	48.00	48.00	48.00	48.00	48.00	

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	546,244	548,588	548,939	549,297	549,662
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	226,710	229,402	232,173	235,023	237,956
Transfers Out	0	0	0	0	0
Wages & Benefits	4,181,476	4,291,187	4,384,523	4,480,196	4,578,268
TOTAL	4,954,430	5,069,177	5,165,635	5,264,516	5,365,886

#### **Expenditure Explanation:**

2% increase was used for salaries and 4% for medical expenses. It is expected that as many as 5 FTE that support Grants & Financial Assistance could be moved in a subsequent year.

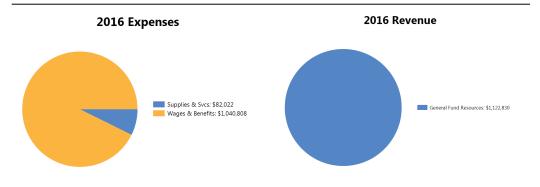
#### Revenues:

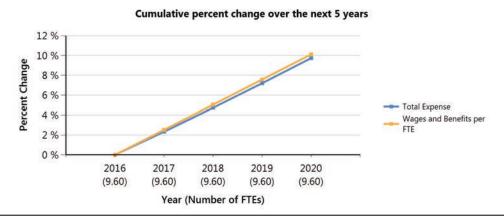
			2018	2019	2020
All Other	39,058	39,058	39,058	39,058	39,058
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	4,942,241	5,030,119	5,126,577	5,225,458	5,326,828
Taxes	0	0	0	0	0
TOTAL	4,981,299	5,069,177	5,165,635	5,264,516	5,365,886

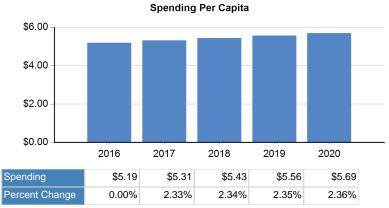


## **Finance - Finance Department**

Finance guides the strategic direction and execution of the City's financial activities. Its functions include Management and Budget, Business Analytics, Internal Audit, and the Chief Financial Officer. As a Division Director, the CFO oversees all aspects of Accounting and Finance, Purchasing, Treasury, Investments and debt management.









Finance: Finance
Division: Finance
Fund Type: General Fund

#### **Executive Summary:**

Finance guides the strategic direction and execution of the City's financial activities. Its functions include Management and Budget, Business Analytics, Internal Audit, and the Chief Financial Officer. As a Division Director, the CFO oversees all aspects of Accounting and Finance, Purchasing, Treasury, Investments and debt management.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	9.60	9.60	9.60	9.60	9.60

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	82,022	82,022	82,022	82,022	82,022
Transfers Out	0	0	0	0	0
Wages & Benefits	1,040,808	1,067,016	1,093,965	1,121,676	1,150,175
TOTAL	1,122,830	1,149,038	1,175,987	1,203,698	1,232,197

#### **Expenditure Explanation:**

Salary/wages estimated to increase at 2% annually while Benefits are estimated to grow at 4% per year.

#### Revenues:

			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,122,830	1,145,287	1,168,192	1,191,556	1,215,387
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	1,122,830	1,145,287	1,168,192	1,191,556	1,215,387

#### **Revenue Explanation:**

General Fund Resources are only anticipated to increase by 2% per year.



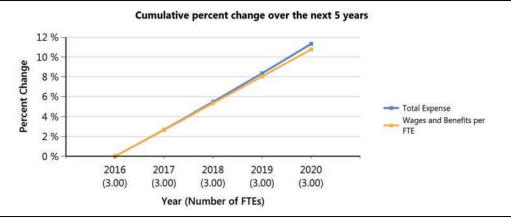
5-Year Budget Plans

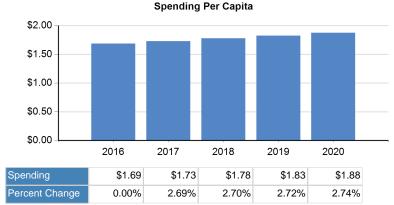
## **Grants Management -**

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.

**Finance** 









Finance 5-Year Budget Plans

**Grants Management:** Grants Management

**Division:** Finance **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.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	3.00	3.00	3.00	3.00	3.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	48,610	50,020	51,470	52,963	54,499
Transfers Out	0	0	0	0	0
Wages & Benefits	316,211	324,621	333,323	342,332	351,662
TOTAL	364,821	374,641	384,793	395,295	406,161

#### **Expenditure Explanation:**

Projected increase in salaries of 2% and increase in benefits of 6%.

Project increase in supplies and services by CPI (2.9%).

#### **Revenues:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	334,821	344,041	353,581	363,459	373,688
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	30,000	30,600	31,212	31,836	32,473
Taxes	0	0	0	0	0
TOTAL	364,821	374,641	384,793	395,295	406,161

#### **Revenue Explanation:**

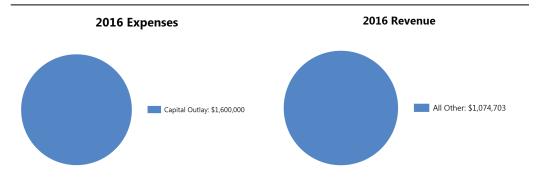
Revenues billed to CDBG for Apprenticeship Monitoring estimated to increase by projected salary increase of 2%.

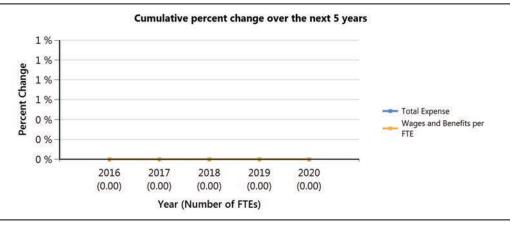


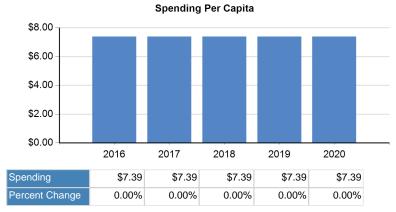
#### 66

## Information Technology (IT) - 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.









Information Information Technology (IT)

Technology (IT):

**Division:** Finance

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).

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000

#### **Expenditure Explanation:**

#### Revenues:

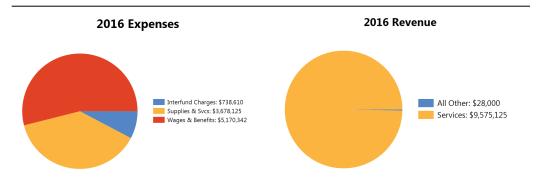
			2018	2019	2020
All Other	1,074,703	1,179,762	1,263,810	1,331,048	1,384,838
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	1,074,703	1,179,762	1,263,810	1,331,048	1,384,838

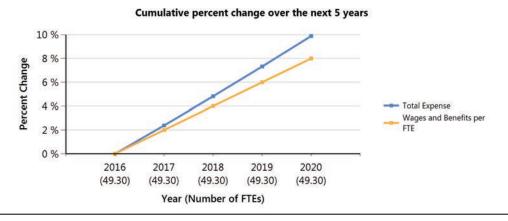


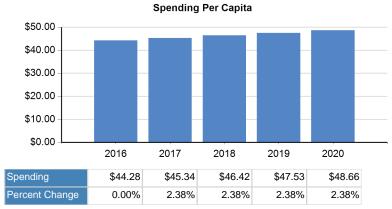
5-Year Budget Plans Finance

## 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.









Information Information Technology (IT)

Technology (IT):

**Division:** Finance

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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	49.30	49.30	49.30	49.30	49.30

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	738,610	756,768	775,687	795,079	814,956
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	3,678,125	3,784,791	3,894,550	4,007,492	4,123,709
Transfers Out	0	0	0	0	0
Wages & Benefits	5,170,342	5,273,749	5,379,224	5,486,808	5,596,544
TOTAL	9,587,077	9,815,308	10,049,461	10,289,379	10,535,209

#### **Expenditure Explanation:**

2% Payroll, 2.9% CPI, and 2.5% Interfund

#### Revenues:

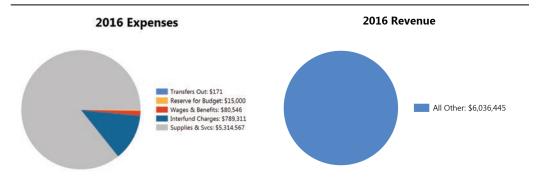
	2016	2017	2018	2019	2020
All Other	28,000	28,000	28,000	28,000	28,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	9,575,125	9,787,308	10,021,461	1,021,379	10,507,209
Taxes	0	0	0	0	0
TOTAL	9,603,125	9,815,308	10,049,461	1,049,379	10,535,209

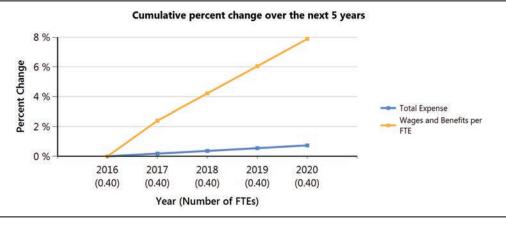


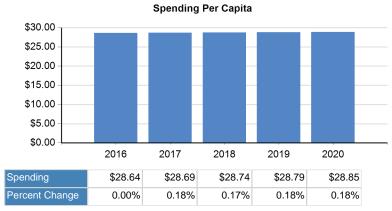
5-Year Budget Plans Finance

## 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.









Risk Management: Risk Management

**Division:** Finance

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.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.40	0.40	0.40	0.40	0.40

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	789,311	789,794	790,287	790,790	791,303
Reserve for Budget	15,000	15,000	15,000	15,000	15,000
Supplies & Svcs	5,314,567	5,323,421	5,332,540	5,341,933	5,351,608
Transfers Out	171	171	171	171	171
Wages & Benefits	80,546	82,477	83,979	85,516	87,088
TOTAL	6,199,595	6,210,863	6,221,977	6,233,410	6,245,170

#### **Expenditure Explanation:**

#### Revenues:

			2018	2019	2020
All Other	6,036,445	6,036,445	6,036,445	6,036,445	6,036,445
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	6,036,445	6,036,445	6,036,445	6,036,445	6,036,445



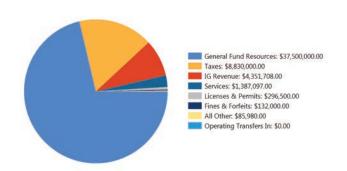


## **Fire**

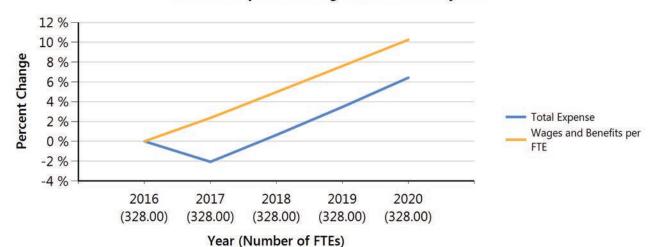
## 2016 Expense

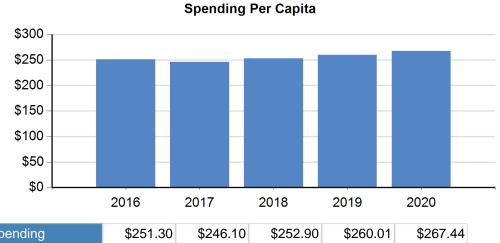
## 2016 Revenue

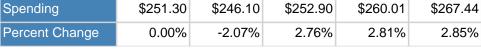




#### Cumulative percent change over the next 5 years





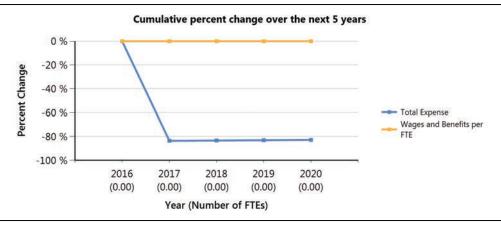


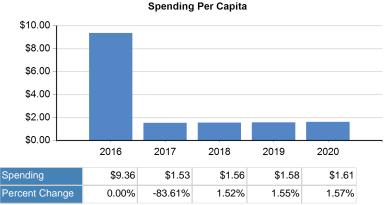


## **Combined Communications Building** -

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.









**Combined** Combined Communications Building

**Communications** 

Building :
Division: Fire
Fund Type: ---

#### **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.

#### **Legal/Contractual Mandate:**

There is an Interlocal Agreement in place between the CCB agencies that stipulates the provisions by which the facility will operate and share costs.

#### FTEs

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	1,750,000	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	15,335	15,735	16,155	16,596	17,059
Reserve for Budget	0	50,000	50,000	50,000	50,000
Supplies & Svcs	261,850	266,376	271,033	275,825	280,757
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	2,027,185	332,111	337,188	342,421	347,816

#### **Expenditure Explanation:**

2017-2020 projections are based on the following assumptions.

Contractual Services and utilities reflect a 2.9% (CPI) increase per year. All other expense reflect no change

2016 projection includes major capital improvements that are planned for the facility.

#### Revenues:

			2018	2019	2020
All Other	1,100	1,100	1,100	1,100	1,100
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	1,205,988	187,021	189,890	192,846	195,895
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	770,097	143,990	146,198	148,475	150,821
Taxes	0	0	0	0	0
TOTAL	1,977,185	332,111	337,188	342,421	347,816

#### **Revenue Explanation:**

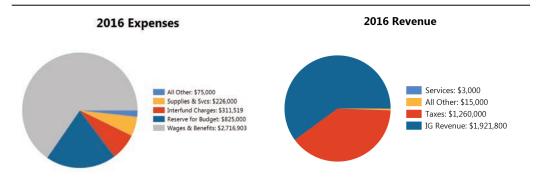
Revenues are projected based on expenditures. Each entity occupying the facility pays their proportionate share based on the space they occupy.

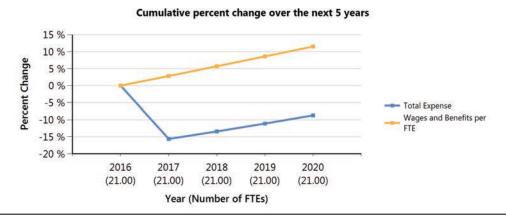


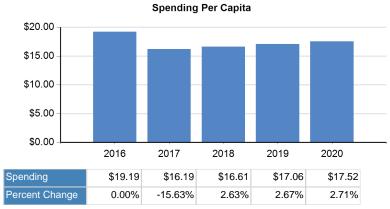
5-Year Budget Plans

### **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.









**Combined** Combined Communications Center

**Communications** 

Center: Division: Fire

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.

#### **Legal/Contractual Mandate:**

None

#### FTEs

	2016	2017	2018	2019	2020
Total FTEs	21.00	21.00	21.00	21.00	21.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	75,000	75,000	75,000	75,000	75,000
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	311,519	334,869	346,826	359,540	373,064
Reserve for Budget	825,000	75,000	75,000	75,000	75,000
Supplies & Svcs	226,000	226,000	226,110	226,231	226,364
Transfers Out	0	0	0	0	0
Wages & Benefits	2,716,903	2,794,081	2,874,209	2,957,431	3,043,894
TOTAL	4,154,422	3,504,950	3,597,145	3,693,202	3,793,322

#### **Expenditure Explanation:**

2017-2020 Projections are based on the following assumptions.

Salaries/Wages - 2% increase per year Benefits - 6% increase per year

2016 includes capital expenditures that will be paid for by Fund Balance.

#### Revenues:

	2016	2017	2018	2019	2020
All Other	15,000	15,000	15,000	15,000	15,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	1,921,800	1,921,800	1,921,800	1,921,800	1,921,800
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	3,000	3,060	3,121	3,183	3,247
Taxes	1,260,000	1,296,540	1,334,140	1,372,830	1,412,642
TOTAL	3,199,800	3,236,400	3,274,061	3,312,813	3,352,689

#### **Revenue Explanation:**

Projection does not include an increase at this time. Projection is based on \$75 per call.

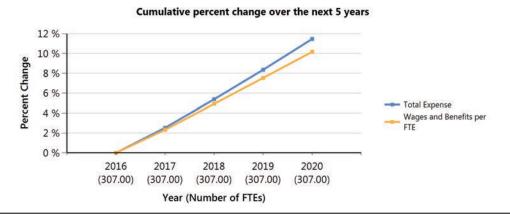
2016 includes capital expenditures that will be paid for by Fund Balance.

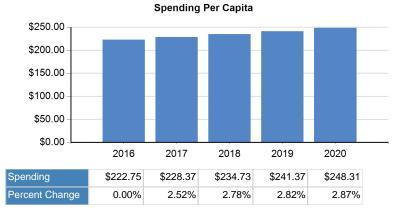


## Fire - Fire Department / EMS

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.









**Fire:** Fire **Division:** Fire

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.



5-Year Budget Plans Fire

#### **Legal/Contractual Mandate:**

The Fire Department must comply with numerous federal and state laws and standards that are applicable to the City of Spokane and other fire service agencies. Additionally, there is responsibility to meet contractual obligations that are created through Interlocal Agreements, Collective Bargaining Agreements, and the numerous other legally binding documents to which the Fire Department is a party.

While not a legal mandate, the Fire Department must undergo an evaluation by the Washington Survey and Rating Bureau every 5-10 years to determine the City's Insurance Class rating. 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 cates could increase from 0 to 20% as grading class increases. The primary evaluation criteria used 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

	2016	2017	2018	2019	2020
Total FTEs	307.00	307.00	307.00	307.00	307.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	42,000	44,940	48,086	51,452	55,054
Capital Outlay	326,517	326,517	326,517	326,517	326,517
Debt Services	0	0	0	0	0
Interfund Charges	2,547,130	2,747,746	2,967,529	3,208,337	3,472,207
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	2,693,359	2,715,399	2,738,078	2,761,414	2,785,428
Transfers Out	0	0	0	0	0
Wages & Benefits	42,616,681	43,608,191	44,739,338	45,909,203	47,119,530
TOTAL	48,225,687	49,442,793	50,819,548	52,256,923	53,758,736

#### **Expenditure Explanation:**

2017-2020 projections are based on the following assumptions.

Salaries & ATP – 2% inc/yr Benefits - 2% inc/yr IF Risk - 2.4 (5 yr avg)

IF Unemp - 10% inc/yr (trending up)

IF W/C - 10% inc/yr ( currently trending down, but will probably start climb)

IT Phone - 5% dec/yr (trending down)
IT Replacement - 4% inc/yr

IF IT - 3% inc/yr IF Acct - 10% inc/yr IF Repro - flat

County EMS - 7% inc (per trend) Utilities & Fuel - 2.9% inc/yr CPI

Supplies/Services (except utilitis/fuel) – no change

Safer Employees – added GF allocation equal to cost of these positions (netted).

#### **Revenues:**

	2016	2017	2018	2019	2020
All Other	69,880	69,880	69,880	69,880	69,880
Fines & Forfeits	132,000	132,000	132,000	132,000	132,000
General Fund Resources	37,500,000	38,250,000	39,015,000	39,795,300	40,591,206
IG Revenue	1,223,920	1,182,479	1,216,679	1,252,208	1,289,131
Licenses & Permits	296,500	296,500	296,500	296,500	296,500
Operating Transfers In	0	0	0	0	0
Services	614,000	624,236	626,761	629,336	631,963
Taxes	7,570,000	7,761,250	7,957,281	8,158,213	8,364,168
TOTAL	47,406,300	48,316,345	49,314,101	50,333,437	51,374,848

#### **Revenue Explanation:**

2017-2020 Revenues are projected based on the following assumptions.

Property tax revenue by 2.5% (Per Tim) GF Allocation 2% inc (Per Tim) Permit Revenues/licensing - no change

Safer Employees – added GF allocation equal to cost of these positions (netted).

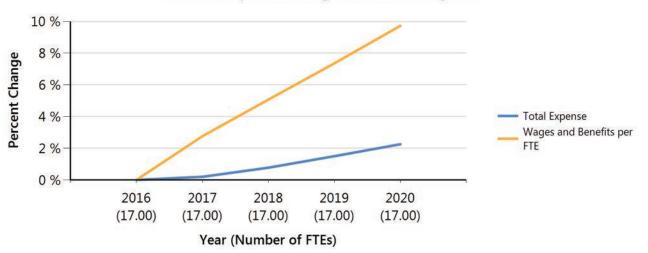




## **Human Resources**

#### 2016 Expense 2016 Revenue Supplies & Svcs: \$43,684,689.00 All Other: \$35,780,882.00 Wages & Benefits: \$1,651,382.00 Services: \$6,610,000.00 General Fund Resources: \$821,845.00 Interfund Charges: \$529,827.00 Reserve for Budget: \$30,000.00 Taxes: \$0.00 Capital Outlay: \$0.00 Licenses & Permits: \$0.00 IG Revenue: \$0.00 Debt Services: \$0.00 Fines & Forfeits: \$0.00 Transfers Out: \$0.00 Operating Transfers In: \$0.00 All Other: \$0.00

#### Cumulative percent change over the next 5 years

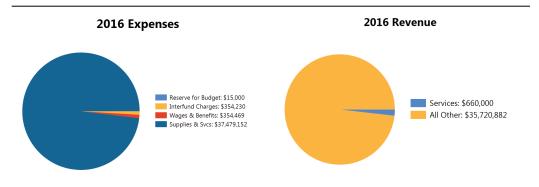


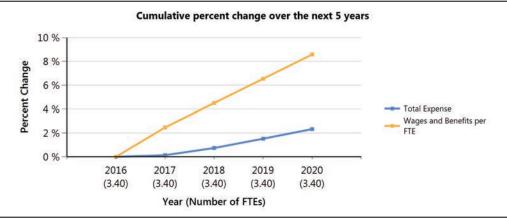
#### **Spending Per Capita** \$250 \$200 \$150 \$100 \$50 \$0 2018 2019 2016 2017 2020 Spending \$211.99 \$212.41 \$213.63 \$215.16 \$216.76 Percent Change 0.00% 0.19% 0.57% 0.71% 0.74%

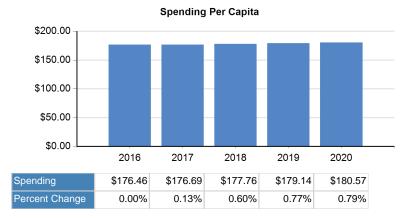


# **Employee Benefits -**

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









**Employee Benefits:** Employee Benefits

**Division:** Human Resources

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, Group Health medical plan, LEOFF I medical benefits, Fire Trust medical plan, life insurance, and other voluntary benefits offered to employees.

#### **Programs and Services:**

HR 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, Fire Trust medical plan, life insurance, long term care insurance, and other voluntary benefits offered to employees. HR also manages the City's employee wellness program, benefits fair, and other health-related events.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	3.40	3.40	3.40	3.40	3.40

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	354,230	355,410	356,614	357,842	359,095
Reserve for Budget	15,000	15,000	15,000	15,000	15,000
Supplies & Svcs	37,479,152	37,520,530	37,742,736	38,032,985	38,333,983
Transfers Out	0	0	0	0	0
Wages & Benefits	354,469	363,230	370,613	378,176	385,922
TOTAL	38,202,851	38,254,170	38,484,963	38,784,003	39,094,000

#### **Expenditure Explanation:**

2% on slalries, 4% on medical

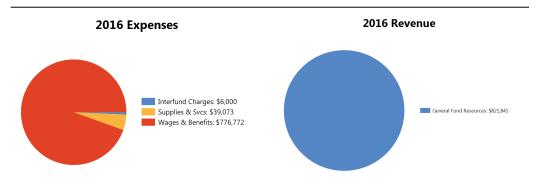
#### Revenues:

			2018	2019	2020
All Other	35,720,882	35,860,882	36,040,882	36,288,082	36,545,170
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	660,000	660,000	660,000	660,000	660,000
Taxes	0	0	0	0	0
TOTAL	36,380,882	36,520,882	36,700,882	36,948,082	37,205,170

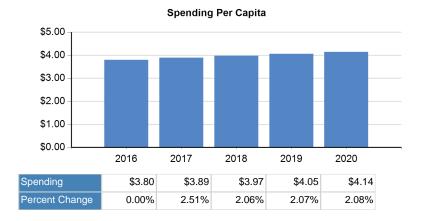


### **Human Resources -**

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.



#### Cumulative percent change over the next 5 years 10 % 8 % Percent Change 6 % 4 % Total Expense Wages and Benefits per 2 % FTE 0% 2016 2019 2017 2018 2020 (8.05)(8.05)(8.05)(8.05)(8.05)Year (Number of FTEs)





**Human Resources:** Human Resources

**Division:** Human Resources

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.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	8.05	8.05	8.05	8.05	8.05

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	6,000	6,120	6,242	6,367	6,494
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	39,073	39,373	39,679	39,991	40,309
Transfers Out	0	0	0	0	0
Wages & Benefits	776,772	797,046	814,046	831,452	849,275
TOTAL	821,845	842,539	859,967	877,810	896,078

#### **Expenditure Explanation:**

2% on salaries, 4% on medical

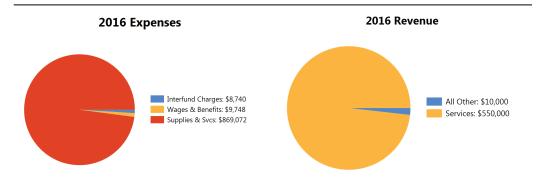
#### Revenues:

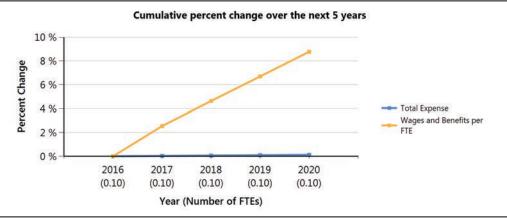
			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	821,845	842,539	859,967	877,810	896,078
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	821,845	842,539	859,967	877,810	896,078

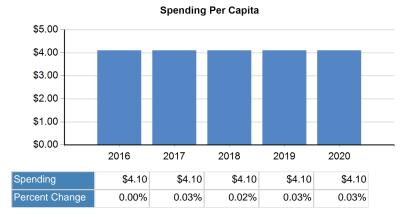


## **Unemployment -**

HR 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.









**Unemployment:** Unemployment

**Division:** Human Resources

Fund Type: Internal Service Fund

#### **Executive Summary:**

HR 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.

#### **Legal/Contractual Mandate:**

None

#### FTEs

	2016	2017	2018	2019	2020
Total FTEs	0.10	0.10	0.10	0.10	0.10

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	8,740	8,795	8,851	8,907	8,965
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	869,072	869,072	869,072	869,072	869,072
Transfers Out	0	0	0	0	0
Wages & Benefits	9,748	9,996	10,205	10,416	10,632
TOTAL	887,560	887,863	888,128	888,395	888,669

#### **Expenditure Explanation:**

2% on salaries, 4% on medical

#### Revenues:

			2018	2019	2020
All Other	10,000	10,000	10,000	10,000	10,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	550,000	575,000	600,000	625,000	625,000
Taxes	0	0	0	0	0
TOTAL	560,000	585,000	610,000	635,000	635,000

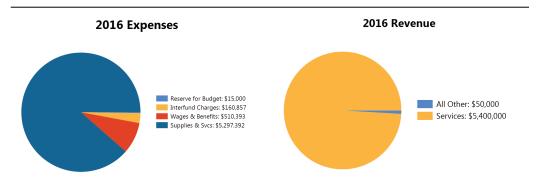
#### **Revenue Explanation:**

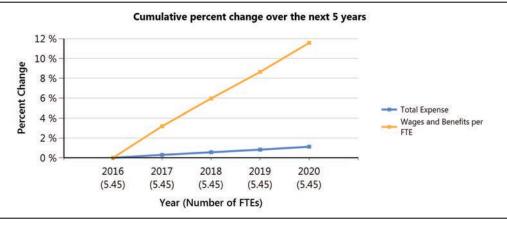
Increase IF revenues

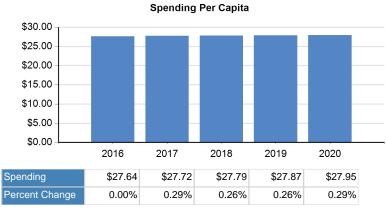


## Workers' Comp - Workers' Compensation/Loss Control

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.









Workers' Comp: Workers' Comp

**Division:** Human Resources

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 and to 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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	5.45	5.45	5.45	5.45	5.45

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	160,857	162,080	163,327	164,599	165,896
Reserve for Budget	15,000	15,000	15,000	15,000	15,000
Supplies & Svcs	5,297,392	5,297,392	5,297,392	5,297,392	5,297,392
Transfers Out	0	0	0	0	0
Wages & Benefits	510,393	526,659	541,283	555,808	572,126
TOTAL	5,983,642	6,001,131	6,017,002	6,032,799	6,050,414

#### **Expenditure Explanation:**

2% on salaries, 4% on medical (M&P capped at 4%

#### **Revenues:**

	2016	2017	2018	2019	2020
All Other	50,000	50,000	50,000	50,000	50,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	5,400,000	5,400,000	5,400,000	5,400,000	5,400,000
Taxes	0	0	0	0	0
TOTAL	5,450,000	5,450,000	5,450,000	5,450,000	5,450,000



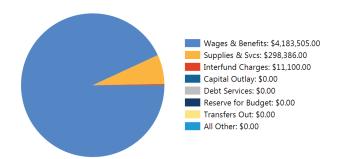


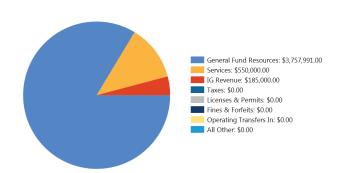


# Legal

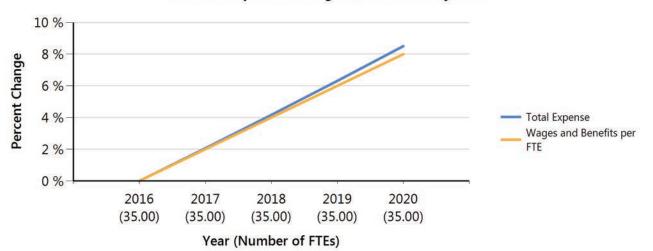
# 2016 Expense

#### 2016 Revenue





#### Cumulative percent change over the next 5 years



### **Spending Per Capita**



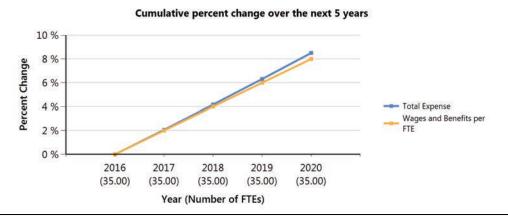


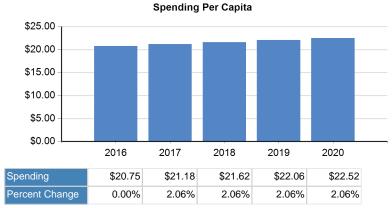
5-Year Budget Plans Legal

# City Attorney - City 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.









City Attorney: City Attorney

**Division:** Legal

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.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	35.00	35.00	35.00	35.00	35.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	11,100	11,378	11,662	11,954	12,253
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	298,386	307,039	315,943	325,105	334,533
Transfers Out	0	0	0	0	0
Wages & Benefits	4,183,505	4,267,175	4,352,519	4,439,569	4,528,360
TOTAL	4,492,991	4,585,592	4,680,124	4,776,628	4,875,146

#### **Expenditure Explanation:**

2%Payroll, 2.9%CPI, and 2.5% Interfund Charge

#### **Revenues:**

	2016	2017	2018	2019	2020
	2010	2017	2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	3,757,991	3,850,592	3,945,124	4,041,628	4,140,146
IG Revenue	185,000	185,000	185,000	185,000	185,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	550,000	550,000	550,000	550,000	550,000
Taxes	0	0	0	0	0
TOTAL	4,492,991	4,585,592	4,680,124	4,776,628	4,875,146

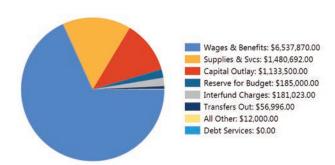


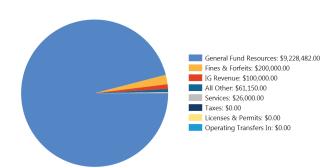


# Library

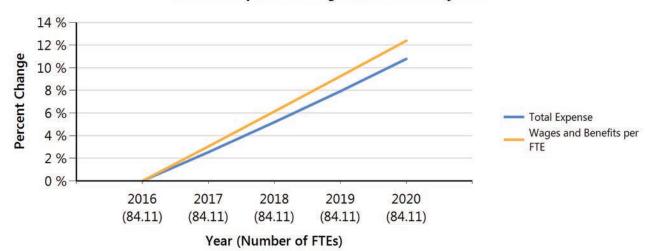
# 2016 Expense

#### 2016 Revenue

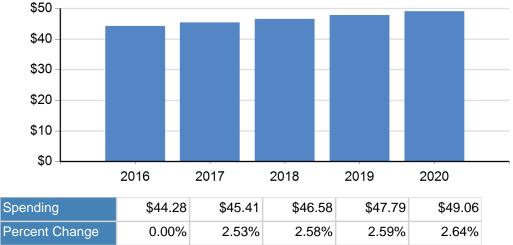




#### Cumulative percent change over the next 5 years



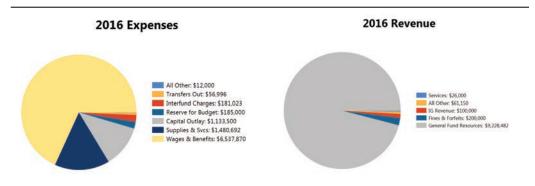
# Spending Per Capita

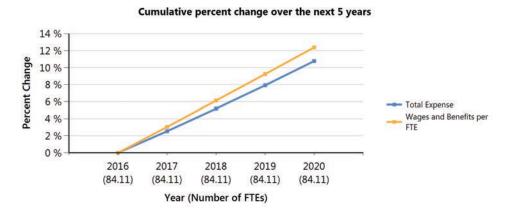


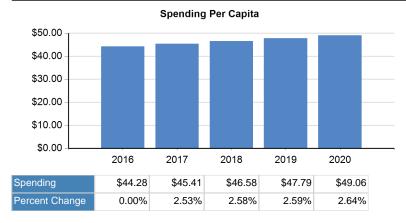


## Library - Spokane Public Library

High-quality public education is provided through the downtown library, five neighborhood locations, a digital branch plus outreach to the business and nonprofit community, seniors and youth. We serve the educational needs of everybody in the city, regardless of age, means, or background.









**Library:** Library **Division:** Library

Fund Type: Special Revenue Fund

#### **Executive Summary:**

High-quality public education is provided through the downtown library, five neighborhood locations, a digital branch plus outreach to the business and nonprofit community, seniors and youth. 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

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	84.11	84.11	84.11	84.11	84.11

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	12,000	12,000	12,000	12,000	12,000
Capital Outlay	1,133,500	1,133,500	1,133,500	1,133,500	1,133,500
Debt Services	0	0	0	0	0
Interfund Charges	181,023	190,000	200,000	210,000	221,000
Reserve for Budget	185,000	185,000	185,000	185,000	185,000
Supplies & Svcs	1,480,692	1,516,000	1,552,000	1,588,000	1,626,000
Transfers Out	56,996	56,996	56,996	56,996	56,996
Wages & Benefits	6,537,870	6,737,000	6,945,000	7,161,000	7,386,000
TOTAL	9,587,081	9,830,496	10,084,496	10,346,496	10,620,496

#### **Expenditure Explanation:**

Wages increase by 2% per year/Benefits increase by 6% per year/Supplies & Svcs increase of 2% per year/Utilities increase 3% per year/Capital is comprised of \$1,008,500 for Library Materials & Books/\$125,000 for Building & Equipment/Interfund Charges increase 5% per year/Transfers Out cover SIP loan payment

#### **Revenues:**

	2016	2017	2018	2019	2020
All Other	61,150	61,150	61,150	61,150	61,150
Fines & Forfeits	200,000	200,000	200,000	200,000	200,000
General Fund Resources	9,228,482	9,432,194	9,640,999	9,855,024	10,074,399
IG Revenue	100,000	100,000	100,000	100,000	100,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	26,000	26,000	26,000	26,000	26,000
Taxes	0	0	0	0	0
TOTAL	9,615,632	9,819,344	10,028,149	10,242,174	10,461,549

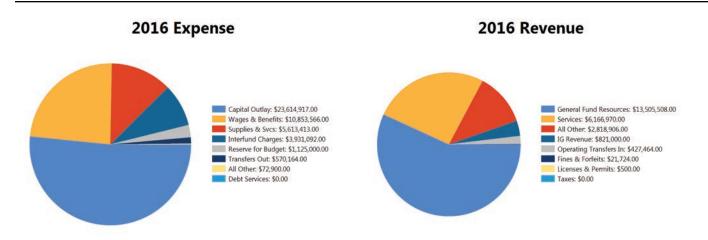
#### **Revenue Explanation:**

IG Revenue: Anticipated grants & awards/General Fund Resources: Existing Levy Lid Lift budgeted and projected for \$1,080,000 expires at end of 2017. A levy renewal and is projected in years 2018 through 2020 for the same amount. The GF Allocation includes a 2.5% increase.

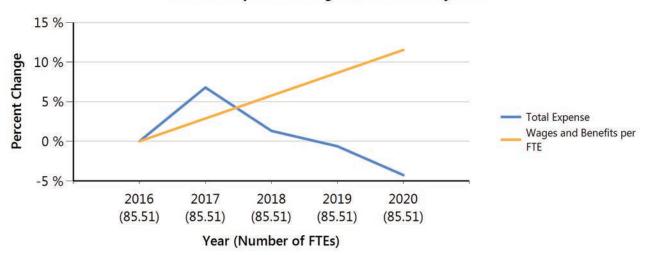


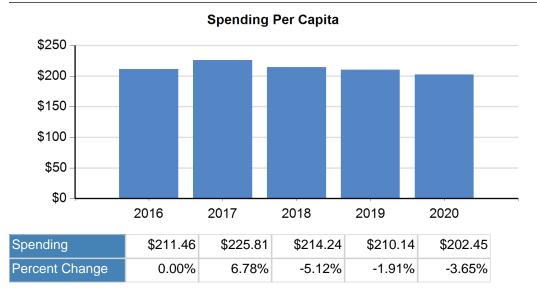


# **Parks**



#### Cumulative percent change over the next 5 years

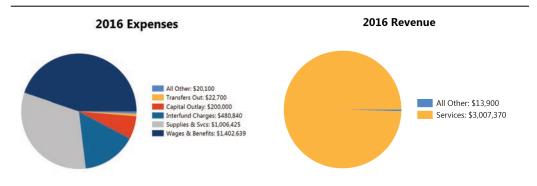


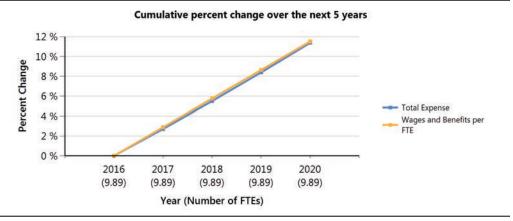


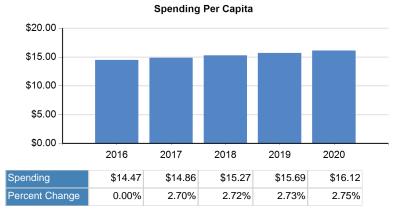


#### Golf Fund -

The Spokane Parks and Recreation Department operates four championship municipal golf courses: Downriver, Esmerelda, Indian Canyon and the Creek at Qualchan. For more than 88 years, these golf courses have been recognized nationally for their maintenance and operation as well as low greens fees.









Golf Fund: Golf Fund

**Division:** Parks

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 more than 88 years, 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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	9.89	9.89	9.89	9.89	9.89

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	20,100	20,100	20,100	20,100	20,100
Capital Outlay	200,000	200,000	200,000	200,000	200,000
Debt Services	0	0	0	0	0
Interfund Charges	480,840	504,882	530,126	556,632	584,464
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	1,006,425	1,026,845	1,047,680	1,068,937	1,090,626
Transfers Out	22,700	22,700	22,700	22,700	22,700
Wages & Benefits	1,402,639	1,443,063	1,484,652	1,527,440	1,571,461
TOTAL	3,132,704	3,217,590	3,305,258	3,395,810	3,489,351

#### **Expenditure Explanation:**

- -Salaries and wages increase by 2.00%
- -Personnel benefits increase by 6.00%
- -Supplies and services increase by 2% per year
- -Utilities increase by 3% per year

#### Revenues:

			2018	2019	2020
All Other	13,900	14,178	14,462	14,751	15,046
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	3,007,370	3,067,517	3,128,868	3,191,445	3,255,274
Taxes	0	0	0	0	0
TOTAL	3,021,270	3,081,695	3,143,329	3,206,196	3,270,320

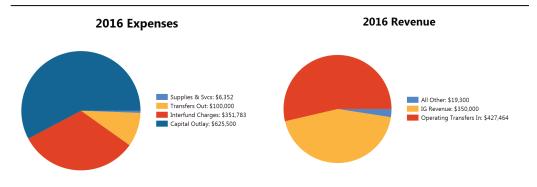
- Revenue to increase by 1.00% per year.
- -Supplies and services increase by 2.00% per year.

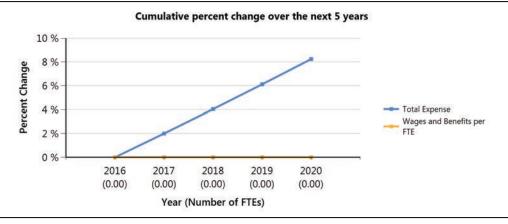


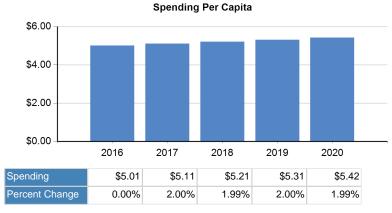
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# Parks & Rec Capital - Park Cumulative Reserve Fund (Parks & Recreation Capital)

This program account for Long Term capital projects for the Parks & Recreation Department and Golf, including but not limited to computer and fleet replacement.









Parks & Rec Capital: Parks & Rec Capital

**Division:** Parks

Fund Type: Capital Project Fund

#### **Executive Summary:**

**Parks** 

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.

#### Legal/Contractual Mandate:

None

#### FTEs

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	625,500	638,010	650,770	663,786	677,061
Debt Services	0	0	0	0	0
Interfund Charges	351,783	358,819	365,995	373,315	380,781
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	6,352	6,479	6,609	6,741	6,876
Transfers Out	100,000	102,000	104,040	106,121	108,243
Wages & Benefits	0	0	0	0	0
TOTAL	1,083,635	1,105,308	1,127,414	1,149,962	1,172,961

#### **Expenditure Explanation:**

2.00% overall increase.

#### Revenues:

	2016	2017	2018	2019	2020
All Other	19,300	19,686	20,080	20,481	20,891
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	350,000	357,000	364,140	371,423	378,851
Licenses & Permits	0	0	0	0	0
Operating Transfers In	427,464	436,013	444,733	453,628	462,700
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	796,764	812,699	828,953	845,532	862,442

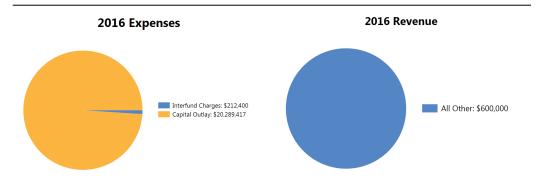
#### **Revenue Explanation:**

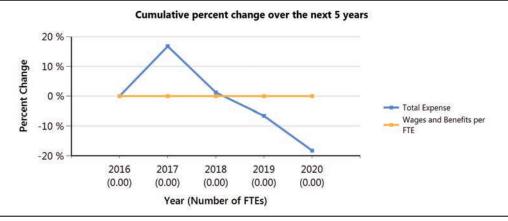
2.00% overall increase.

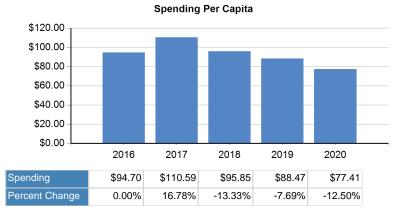


## Parks & Rec Capital - Riverfront Park Bond

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).









Parks & Rec Capital: Parks & Rec Capital

**Division:** Parks

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.

#### **Legal/Contractual Mandate:**

None

#### FTEs

	2016	2017	2018	2019	2020
Total FTI	s 0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	20,289,417	23,695,024	20,535,687	18,956,019	16,586,517
Debt Services	0	0	0	0	0
Interfund Charges	212,400	248,052	214,978	198,441	173,636
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	20,501,817	23,943,075	20,750,665	19,154,460	16,760,153

#### **Expenditure Explanation:**

#### Revenues:

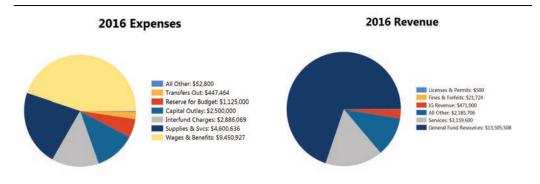
	2016	2017	2018	2019	2020
All Other	600,000	700,000	500,000	400,000	350,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	600,000	700,000	500,000	400,000	350,000

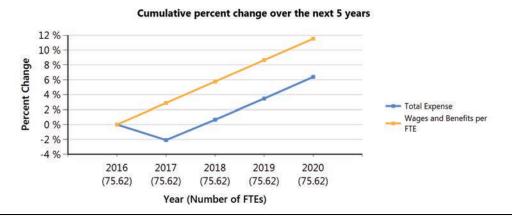


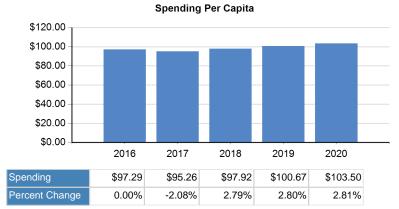
5-Year Budget Plans

#### 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.









Parks and Recreation: Parks and Recreation

**Division:** Parks

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.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	75.62	75.62	75.62	75.62	75.62

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	52,800	52,800	52,800	52,800	52,800
Capital Outlay	2,500,000	2,550,000	2,600,000	2,650,000	2,700,000
Debt Services	0	0	0	0	0
Interfund Charges	2,886,069	3,030,372	3,181,891	3,340,986	3,508,035
Reserve for Budget	1,125,000	125,000	125,000	125,000	125,000
Supplies & Svcs	4,600,636	4,693,983	4,789,224	4,886,397	4,985,542
Transfers Out	447,464	447,464	447,464	447,464	447,464
Wages & Benefits	9,450,927	9,723,303	10,003,528	10,291,830	10,588,441
TOTAL	21,062,896	20,622,922	21,199,907	21,794,477	22,407,282

#### **Expenditure Explanation:**

- -Salaries and wages increase by 2.00%
- -Personnel benefits increase by 6.00%
- -Supplies and services increase by 2% per year.
- -Utilities increase by 3% per year
- -Inter fund charges increase by 5% per year
- -Capital outlay increases \$50,000 per year

#### Revenues:

			2018	2019	2020
All Other	2,185,706	2,207,563	2,229,639	2,251,935	2,274,454
Fines & Forfeits	21,724	21,941	22,161	22,382	22,606
General Fund Resources	13,505,508	13,843,146	14,189,224	14,543,955	14,907,554
IG Revenue	471,000	465,610	470,266	474,968	479,718
Licenses & Permits	500	505	510	515	520
Operating Transfers In	0	0	0	0	0
Services	3,159,600	3,191,196	3,223,108	3,255,339	3,287,892
Taxes	0	0	0	0	0
TOTAL	19,344,038	19,729,961	20,134,908	20,549,094	20,972,745

- -Revenue to increase by 1.00% per year.
- -General Fund transfers based on forecast by City Budget Office 2.50%
- -Supplies and services increase by 2% per year.

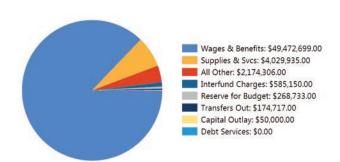


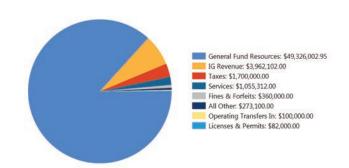


# **Police**

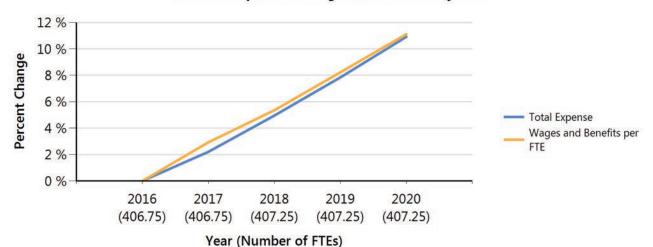
### 2016 Expense

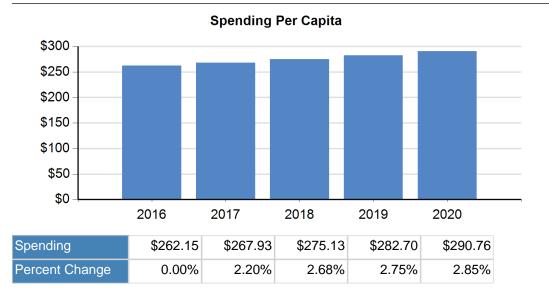
#### 2016 Revenue





#### Cumulative percent change over the next 5 years





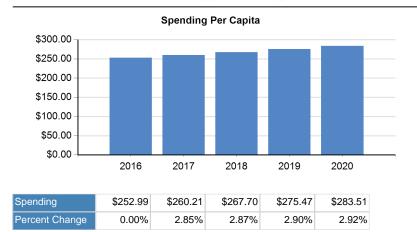


## Police - Police Department

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.



#### Cumulative percent change over the next 5 years 14 % 12 % Percent Change 10 % 8 % 6 % Total Expense Wages and Benefits per 4 % FTE 2 % 0% 2016 2017 2018 2019 2020 (401.50)(403.00)(405.25) (405.25)(405.25)Year (Number of FTEs)





Police: Police

Division: Police

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 the 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.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total	FTEs 401.50	403.00	405.25	405.25	405.25

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	2,174,306	2,239,535	2,306,721	2,375,923	2,447,201
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	585,150	602,705	620,786	639,409	658,591
Reserve for Budget	268,733	276,795	285,098	293,651	302,461
Supplies & Svcs	2,687,045	2,767,656	2,850,686	2,936,207	3,024,293
Transfers Out	174,717	179,958	185,357	190,918	196,645
Wages & Benefits	48,882,993	50,269,845	51,708,986	53,202,935	54,751,349
TOTAL	54,772,944	56,336,494	57,957,634	59,639,043	61,380,540

#### **Expenditure Explanation:**

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:**

	2016	2017	2018	2019	2020
All Other	66,000	66,000	66,000	66,000	66,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	49,046,666	50,588,493	52,209,634	53,891,043	55,632,540
IG Revenue	2,722,966	2,700,000	2,700,000	2,700,000	2,700,000
Licenses & Permits	82,000	82,000	82,000	82,000	82,000
Operating Transfers In	100,000	100,000	100,000	100,000	100,000
Services	1,055,312	1,100,000	1,100,000	1,100,000	1,100,000
Taxes	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
TOTAL	54,772,944	56,336,493	57,957,634	59,639,043	61,380,540

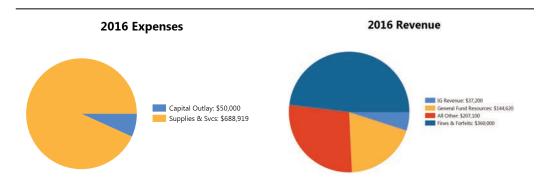
#### **Revenue Explanation:**

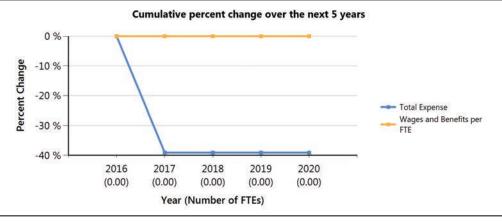
Conservatively assumed flat revenues with an increase of general fund resources

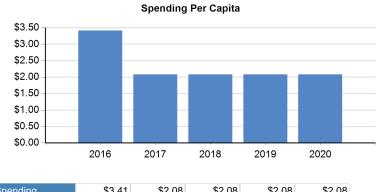


# Police - Forfeitures & Contributions

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.







Spending	\$3.41	\$2.08	\$2.08	\$2.08	\$2.08
Percent Change	0.00%	-39.10%	0.00%	0.00%	0.00%



**Police:** Police **Division:** Police

Fund Type: Special Revenue Fund

#### **Executive Summary:**

**Police** 

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. These auctions proceeds are restricted by agreement to supporting the joint Property Evidence Facility.

#### **Legal/Contractual Mandate:**

All revenues and expenses are typically restricted to a certain purpose as defined by the contributor or asset seizure.

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

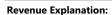
	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	50,000	50,000	50,000	50,000	50,000
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	688,919	400,000	400,000	400,000	400,000
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	738,919	450,000	450,000	450,000	450,000

## **Expenditure Explanation:**

Forfeitures based on average from prior years and expected revenue

# Revenues:

			2018	2019	2020
All Other	207,100	200,000	200,000	200,000	200,000
Fines & Forfeits	360,000	220,000	220,000	220,000	220,000
General Fund Resources	144,620	0	0	0	0
IG Revenue	37,200	30,000	30,000	30,000	30,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	748,920	450,000	450,000	450,000	450,000

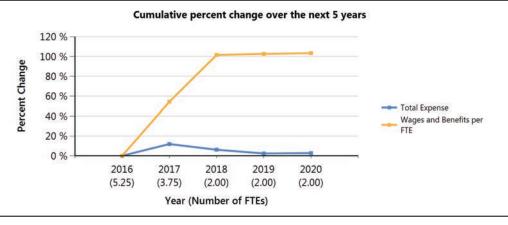


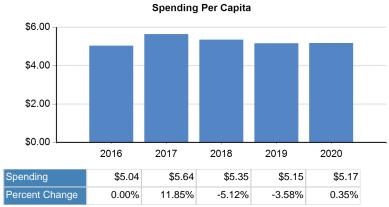


# **Police - Law Enforcement Grants**

Grants dollars are used to enhance technology, sustain necessary equipment purchases, and support essential traffic programs.









**Police:** Police **Division:** Police

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.

#### **Legal/Contractual Mandate:**

None

#### FTEs

	2016	2017	2018	2019	2020
Total FTEs	5.25	3.75	2.00	2.00	2.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	501,014	570,000	647,000	600,000	600,000
Transfers Out	0	0	0	0	0
Wages & Benefits	589,706	650,000	510,458	516,000	520,000
TOTAL	1,090,720	1,220,000	1,157,458	1,116,000	1,120,000

# **Expenditure Explanation:**

Based upon projection of each grant by year.

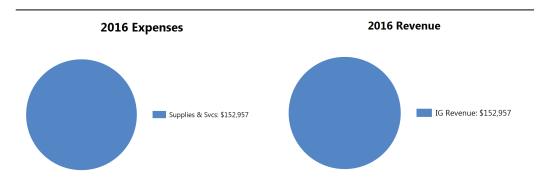
## Revenues:

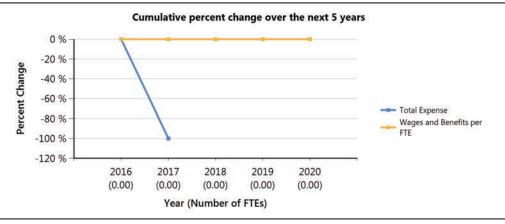
	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	134,717	150,000	150,000	150,000	150,000
IG Revenue	1,048,979	1,070,000	1,007,458	966,000	970,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	1,183,696	1,220,000	1,157,458	1,116,000	1,120,000

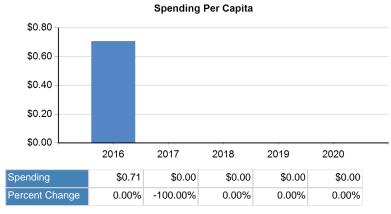


# Police - Local Law Enforcement Block Grant Fund (Public Safety Jag Grants)

Department of Justice JAG grants fund in partnership with the county and other local jurisdictions to support Law Enforcement in special projects.









**Police:** Police **Division:** Police

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.

# Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	152,957	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	152,957	0	0	0	0

# **Expenditure Explanation:**

These funds will move to the other grant program in the future.

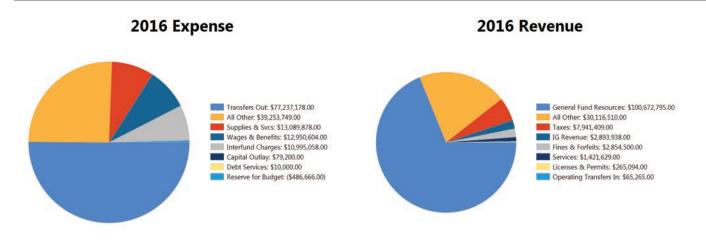
#### Revenues:

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	152,957	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	152,957	0	0	0	0

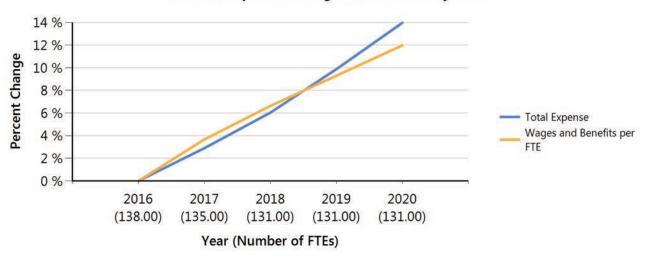


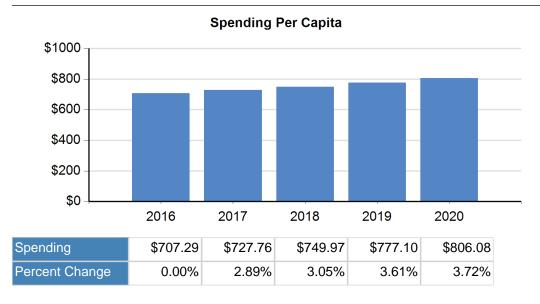


# **Stand Alone Departments**



# Cumulative percent change over the next 5 years

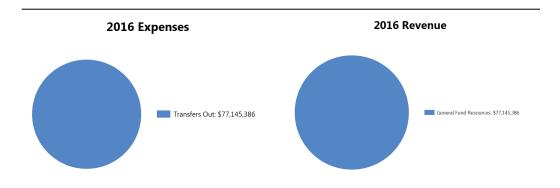


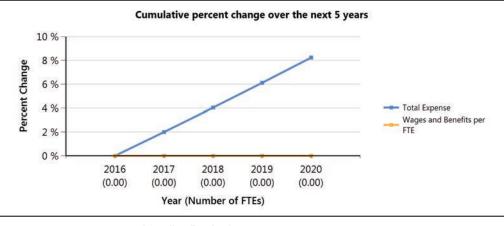


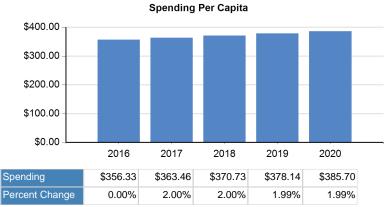


# **Allocations - General Fund Allocations**

This budget summary represents the General Fund contribution to various funds that rely on the General Fund for financial support









**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:

Street Maintenance, Code Enforcement, Library, Parks and Recreation, Urban Forestry, Fire/Emergency Medical Services, Asset Management, and Parking.

# Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	77,145,386	78,688,294	80,262,060	81,867,301	83,504,647
Wages & Benefits	0	0	0	0	0
TOTAL	77,145,386	78,688,294	80,262,060	81,867,301	83,504,647

# **Expenditure Explanation:**

# Revenues:

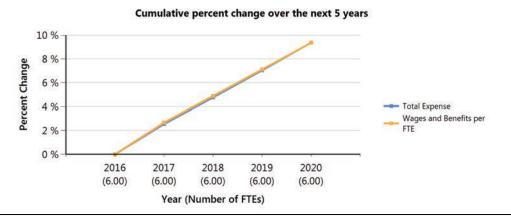
	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	77,145,386	78,688,294	80,262,060	81,867,301	83,504,647
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	77,145,386	78,688,294	80,262,060	81,867,301	83,504,647

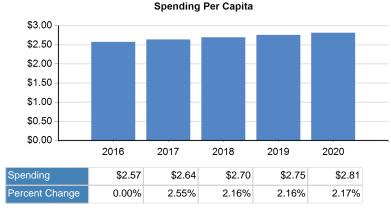


# City Clerk -

The Department is a repository for the City's official records and is relied upon to: provide records maintenance/management services; prepare/post weekly Council agendas; keep legislative record of Council proceedings; track/respond to public records requests; publish/distribute weekly Gazette; update/maintain online Spokane Municipal Code; distribute/publish/post policies and procedures, and receive service of process.









City Clerk: City Clerk

**Division:** Stand Alone Departments

Fund Type: General Fund

#### **Executive Summary:**

The Department is a repository for the City's official records and is relied upon to: provide records maintenance/management services; prepare/post weekly Council agendas; keep legislative record of Council proceedings; track/respond to public records requests; publish/distribute weekly Gazette; update/maintain online Spokane Municipal Code; distribute/publish/post policies and procedures, and receive service of process.

#### Legal/Contractual Mandate:

None

# FTEs

	2016	2017	2018	2019	2020
Total FTEs	6.00	6.00	6.00	6.00	6.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	63,480	64,546	65,633	66,742	67,873
Transfers Out	0	0	0	0	0
Wages & Benefits	493,626	506,802	518,071	529,628	541,476
TOTAL	557,106	571,348	583,704	596,370	609,349

# **Expenditure Explanation:**

2% for salaries, 4% for medical, 2% for contractual services

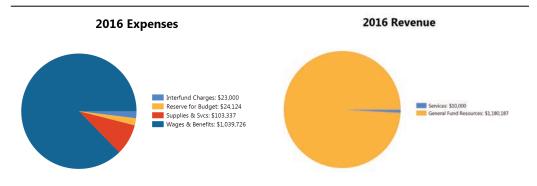
#### Revenues:

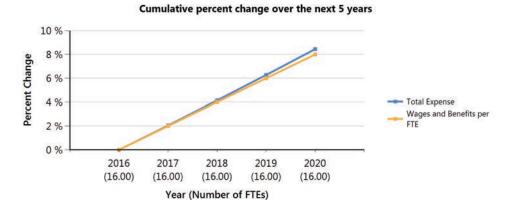
	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	552,606	566,848	579,204	591,870	604,849
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	4,500	4,500	4,500	4,500	4,500
Taxes	0	0	0	0	0
TOTAL	557,106	571,348	583,704	596,370	609,349

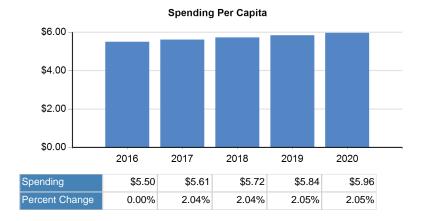


# City Council -

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.







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 employee a Legislative Assistant. Council staff also includes a Senior Research and Policy Analyst, a Policy Adviser, as well as occasional interns.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	16.00	16.00	16.00	16.00	16.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	23,000	23,575	24,164	24,768	25,387
Reserve for Budget	24,124	24,124	24,124	24,124	24,124
Supplies & Svcs	103,337	106,334	109,418	112,591	115,856
Transfers Out	0	0	0	0	0
Wages & Benefits	1,039,726	1,060,521	1,081,731	1,103,366	1,125,433
TOTAL	1,190,187	1,214,554	1,239,437	1,264,849	1,290,800

#### **Expenditure Explanation:**

2% Payroll, 2.9%CPI and 2.5% Interfund Charge

#### Revenues:

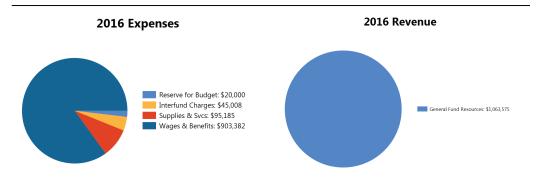
			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,180,187	1,204,554	1,229,437	1,254,849	1,280,800
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	10,000	10,000	10,000	10,000	10,000
Taxes	0	0	0	0	0
TOTAL	1,190,187	1,214,554	1,239,437	1,264,849	1,290,800

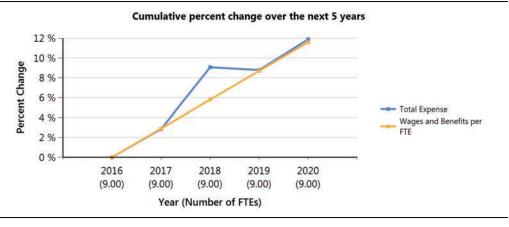


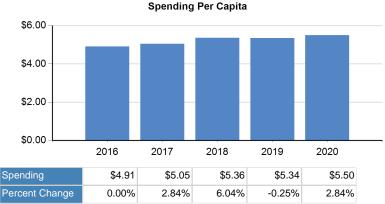


# Civil Service -

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.









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.

#### **Legal/Contractual Mandate:**

Article VI of the City of Spokane Charter

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	9.00	9.00	9.00	9.00	9.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	35,000	0	0
Debt Services	0	0	0	0	0
Interfund Charges	45,008	46,313	47,656	49,038	50,460
Reserve for Budget	20,000	20,000	20,000	20,000	20,000
Supplies & Svcs	95,185	97,945	100,785	103,708	106,716
Transfers Out	0	0	0	0	0
Wages & Benefits	903,382	929,580	956,538	984,278	1,012,822
TOTAL	1,063,575	1,093,838	1,159,979	1,157,024	1,189,998

#### **Expenditure Explanation:**

2018 anticipate implementing computer based testing anticipated cost include IT interfund, purchase of computers (10) and software & support. Projected 2.9% increase in all other cost areas.

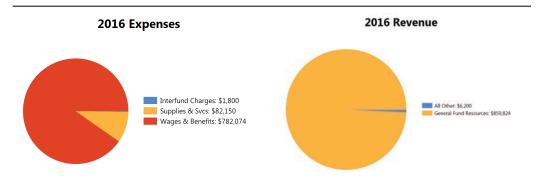
#### **Revenues:**

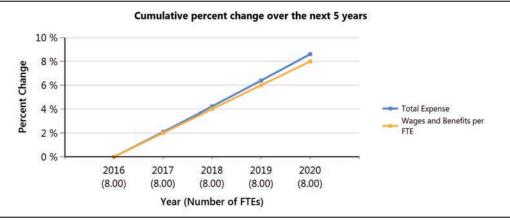
			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,063,575	1,093,838	1,159,979	1,157,024	1,189,998
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	1,063,575	1,093,838	1,159,979	1,157,024	1,189,998

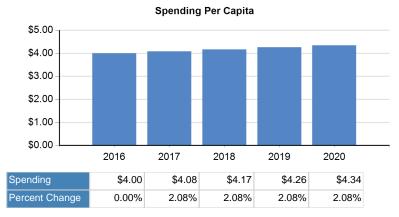


# **Communications - Communications & Public Information**

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.







**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.

# Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	8.00	8.00	8.00	8.00	8.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	1,800	1,852	1,906	1,961	2,018
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	82,150	84,532	86,983	89,506	92,102
Transfers Out	0	0	0	0	0
Wages & Benefits	782,074	797,715	813,669	829,942	846,541
TOTAL	866,024	884,099	902,558	921,409	940,661

# **Expenditure Explanation:**

2% Payroll and 2.9% CPI

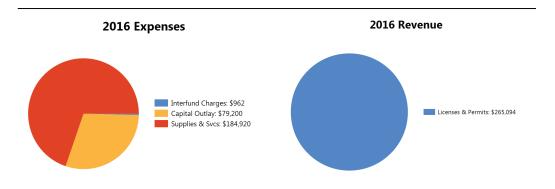
#### Revenues:

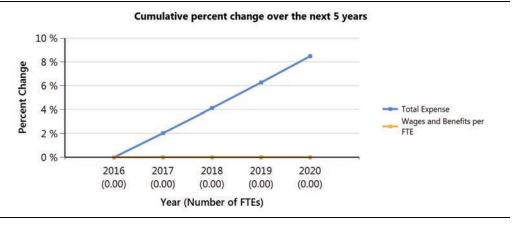
			2018	2019	2020
All Other	6,200	6,200	6,200	6,200	6,200
Fines & Forfeits	0	0	0	0	0
General Fund Resources	859,824	877,899	896,358	915,209	934,461
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	866,024	884,099	902,558	921,409	940,661

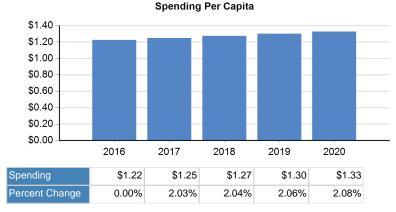


# Communications - Channel 5 / PEG Capital

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.









**Communications:** Communications

**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.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

# Expenditures:

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	79,200	79,200	79,200	79,200	79,200
Debt Services	0	0	0	0	0
Interfund Charges	962	986	1,011	1,036	1,062
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	184,920	190,283	195,801	201,479	207,322
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	265,082	270,469	276,012	281,715	287,584

#### **Expenditure Explanation:**

2.5% Interfund and 2.9% CPI

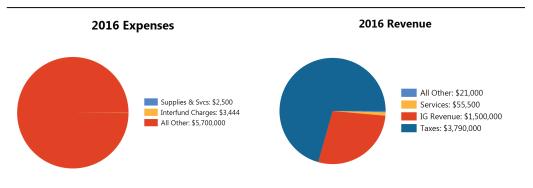
#### Revenues:

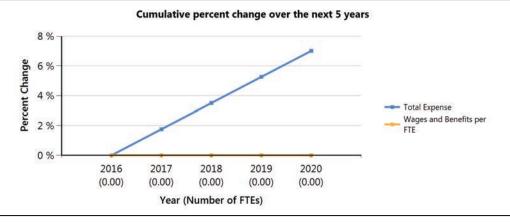
			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	265,094	270,469	276,012	281,715	287,584
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	265,094	270,469	276,012	281,715	287,584

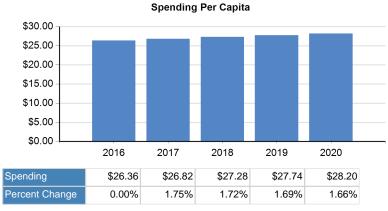


# Criminal Justice Assistance Fund - Detention Services/Alternatives to Incarceration

This represents the City's costs related to incarceration of misdemeanants and the costs associated with Electronic Home Monitoring and other alternatives to incarceration.









**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.

### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	5,700,000	5,800,000	5,900,000	6,000,000	6,100,000
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	3,444	3,500	3,500	3,600	3,600
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	2,500	2,500	2,500	2,500	2,500
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	5,705,944	5,806,000	5,906,000	6,006,100	6,106,100

# **Expenditure Explanation:**

#### **Revenues:**

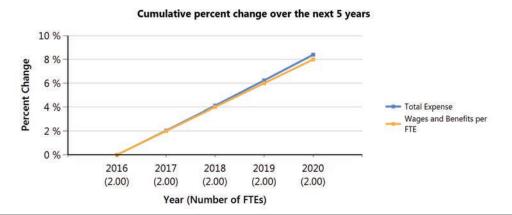
			2018	2019	2020
All Other	21,000	21,000	21,000	21,000	21,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	1,500,000	1,530,000	1,560,600	1,591,812	1,623,648
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	55,500	57,000	59,000	61,000	63,000
Taxes	3,790,000	3,903,700	4,020,811	4,141,435	4,265,678
TOTAL	5,366,500	5,511,700	5,661,411	5,815,247	5,973,326

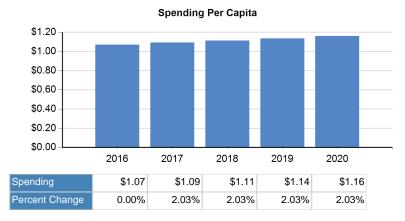


# **Hearing Examiner -**

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.









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.

#### Legal/Contractual Mandate:

The City has several processes set up whereby hearings are necessary. Open public hearings are required before certain proposals can move forward (i.e. local improvement districts, plats and zoning actions). Also, the City has several appeal processes set up whereby citizens can seek review of an administrative decision. In all of these instances, people have a right to attend hearings and give testimony and present evidence. The Hearing Examiner's Office was established to provide this hearing system. The Hearing Examiner is specially trained to conduct all of the hearings required by State laws and City ordinances. Specifically, the Examiner holds open public hearings on all zoning matters, preliminary plats, local improvement districts and junk vehicle complaints. The Examiner holds appeal hearings on appeals from all administrative decisions made pursuant to the zoning and land use codes, as well as decisions made on dangerous dogs, utility taxes, whistleblower actions, dangerous buildings, decisions by the responsible official under the State Environmental Policy Act (SEPA), assessments made by the Parking and Business Improvement Association (PBIA), business licenses, certain adult use licensing, and other matters as directed by the City Council.

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	2.00	2.00	2.00	2.00	2.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	9,490	9,765	10,048	10,339	10,639
Transfers Out	0	0	0	0	0
Wages & Benefits	222,015	226,455	230,984	235,604	240,316
TOTAL	231,505	236,220	241,032	245,943	250,955

# **Expenditure Explanation:**

2% Payroll and 2.9% CPI

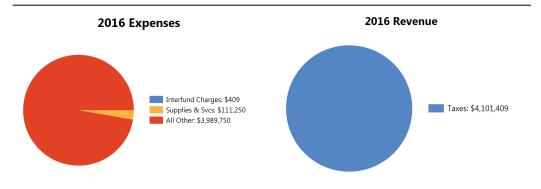
#### Revenues:

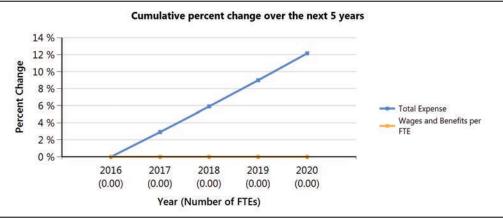
			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	219,005	223,720	228,532	233,443	238,455
IG Revenue	12,500	12,500	12,500	12,500	12,500
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	231,505	236,220	241,032	245,943	250,955

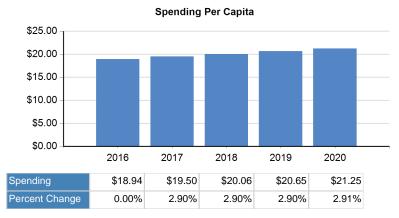


# Hotel/Motel Tax Fund -

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.









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 2015 is estimated at \$110,000, as reflected in the Supplies/Services budget. Annually, the Lodging Tax Committee determines which projects to fund from this amount.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

		2016	2017	2018	2019	2020
Ì	Total FTEs	0.00	0.00	0.00	0.00	0.00

# **Expenditures:**

	2016	2017	2018	2019	2020
All Other	3,989,750	4,105,852	4,225,332	4,348,289	4,474,824
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	409	421	433	446	459
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	111,250	114,487	117,819	121,247	124,776
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	4,101,409	4,220,760	4,343,584	4,469,982	4,600,059

#### **Expenditure Explanation:**

2.9% CPI increase

#### **Revenues:**

			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	4,101,409	4,220,760	4,343,584	4,469,982	4,600,059
TOTAL	4,101,409	4,220,760	4,343,584	4,469,982	4,600,059

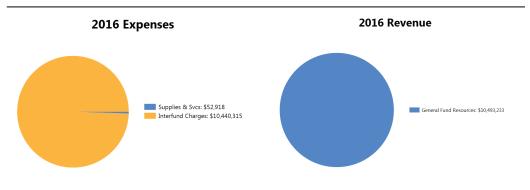
#### **Revenue Explanation:**

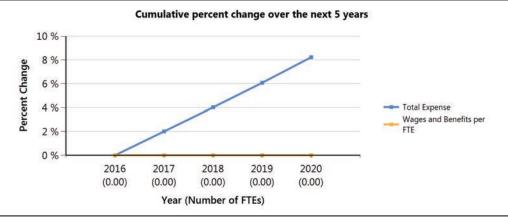
2.9% CPI increase

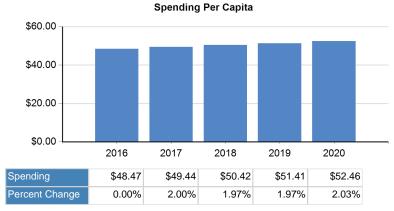


# Internal Service Charges - General Fund - Internal Service Charges

This represents the majority of the General Fund charges for services provided by other City Departments such as IT Support & IT Capital, Accounting Services, Insurance (Liability, Workers' Compensation, Unemployment), and Fleet/Vehicle Maintenance including fuel costs for General Fund vehicles.









**Internal Service** Internal Service Charges

Charges:

**Division:** Stand Alone Departments

Fund Type: General Fund

#### **Executive Summary:**

This represents the majority of the General Fund charges for services provided by other City Departments such as IT Support & IT Capital, Accounting Services, Insurance (Liability, Workers' Compensation, Unemployment), and Fleet/Vehicle Maintenance including fuel costs for General Fund vehicles.

#### **Programs and Services:**

General Fund Internal Service Charges consist primarily of:

Accounting Services - \$800,000

IT Services - \$3.9 million

Insurance (Liability, W/C, Unemployment) - \$3.6 million

Fleet Maintenance (incl. Fuel) - \$2 million

# Legal/Contractual Mandate:

None

#### FTEs

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	10,440,315	10,650,000	10,860,000	11,075,000	11,300,000
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	52,918	54,000	55,000	56,000	57,000
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	10,493,233	10,704,000	10,915,000	11,131,000	11,357,000

# **Expenditure Explanation:**

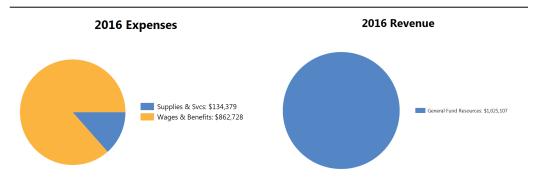
#### Revenues:

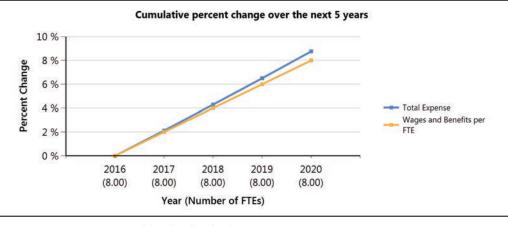
	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	10,493,233	10,701,262	10,915,287	11,133,593	11,356,265
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	10,493,233	10,701,262	10,915,287	11,133,593	11,356,265

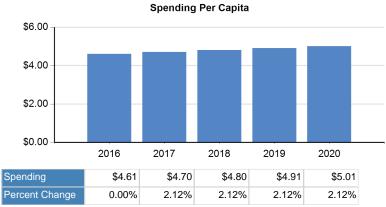


# Mayor's Office -

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.







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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	8.00	8.00	8.00	8.00	8.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	134,379	138,276	142,286	146,412	150,658
Transfers Out	0	0	0	0	0
Wages & Benefits	862,728	879,983	897,583	915,535	933,846
TOTAL	997,107	1,018,259	1,039,869	1,061,947	1,084,504

## **Expenditure Explanation:**

2% Payroll and 2.9% CPI

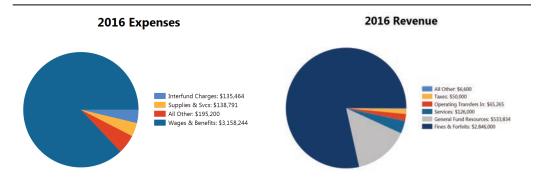
#### Revenues:

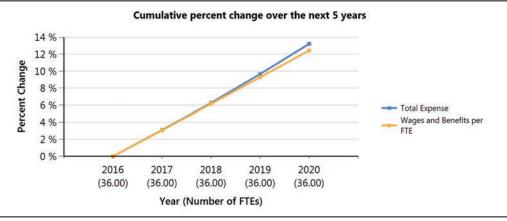
	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	1,025,107	1,047,071	1,069,517	1,092,455	1,115,897
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	1,025,107	1,047,071	1,069,517	1,092,455	1,115,897

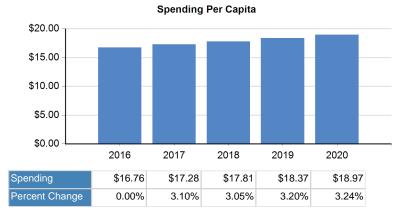


# **Municipal Court -**

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.









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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	36.00	36.00	36.00	36.00	36.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	195,200	200,623	206,203	211,945	217,854
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	135,464	146,021	154,133	166,907	180,958
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	138,791	138,791	138,791	138,791	138,791
Transfers Out	0	0	0	0	0
Wages & Benefits	3,158,244	3,254,984	3,355,672	3,460,513	3,569,711
TOTAL	3,627,699	3,740,419	3,854,799	3,978,156	4,107,314

#### **Expenditure Explanation:**

2017-2020 projections are based on the following assumptions.

Salaries & Wages - 2% increase per year Benefits - 6 % increase per year Supplies/Services = no change PSB rent = 2.9% CPI

Interfund Charges - 10% increase per year

## Revenues:

	2016	2017	2018	2019	2020
All Other	6,600	6,600	6,600	6,600	6,600
Fines & Forfeits	2,846,000	2,846,000	2,846,000	2,846,000	2,846,000
General Fund Resources	533,834	644,661	757,093	878,446	1,005,542
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	65,265	67,158	69,106	71,110	73,172
Services	126,000	126,000	126,000	126,000	126,000
Taxes	50,000	50,000	50,000	50,000	50,000
TOTAL	3,627,699	3,740,419	3,854,799	3,978,156	4,107,314

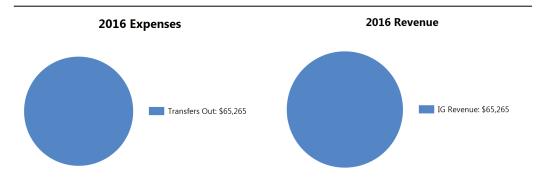
# **Revenue Explanation:**

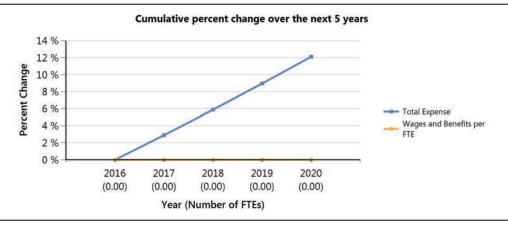
All revenues are projected to remain relatively flat at this time.

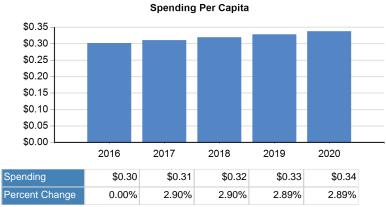


# **Municipal Court - Trial Court Improvement Fund**

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.









Municipal Court: Municipal Court

**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:**

#### **Legal/Contractual Mandate:**

None

# FTEs

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	65,265	67,158	69,106	71,110	73,172
Wages & Benefits	0	0	0	0	0
TOTAL	65,265	67,158	69,106	71,110	73,172

# **Expenditure Explanation:**

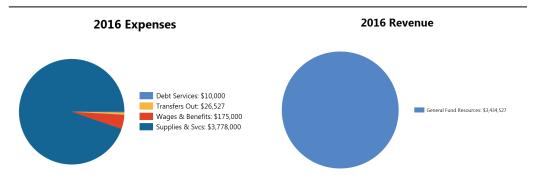
#### Revenues:

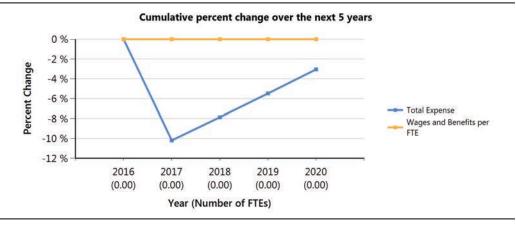
	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	65,265	67,158	69,106	71,110	73,172
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	65,265	67,158	69,106	71,110	73,172

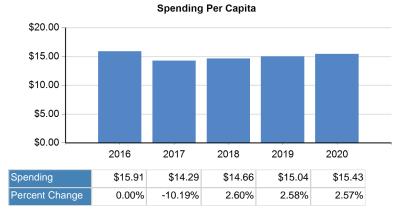


# Non-Departmental -

This activity summary covers the cost of funding misc. expenditures in the Non-Departmental budget that are not aligned with any one specific department.







Non-Departmental: Non-Departmental

**Division:** Stand Alone Departments

Fund Type: General Fund

#### **Executive Summary:**

This activity summary 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

# Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	10,000	10,000	10,000	10,000	10,000
Interfund Charges	0	0	0	0	0
Reserve for Budget	(545,000)	(965,000)	(965,000)	(965,000)	(965,000)
Supplies & Svcs	3,778,000	3,843,360	3,920,227	3,998,632	4,078,604
Transfers Out	26,527	26,527	26,527	26,527	26,527
Wages & Benefits	175,000	178,500	182,070	185,711	189,426
TOTAL	3,444,527	3,093,387	3,173,824	3,255,870	3,339,557

# **Expenditure Explanation:**

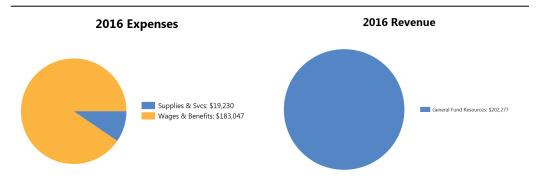
## Revenues:

			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	3,434,527	3,503,218	3,573,282	3,644,748	3,717,642
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	3,434,527	3,503,218	3,573,282	3,644,748	3,717,642

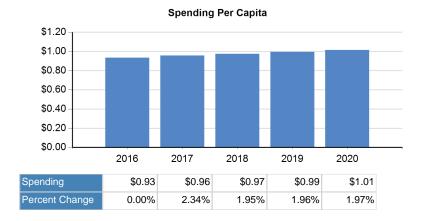


# **Ombudsman - Office of Police Ombudsman**

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.



#### Cumulative percent change over the next 5 years 10 % 8 % Percent Change 6 % Total Expense 4 % Wages and Benefits per 2 % FTE 0% 2016 2017 2018 2019 2020 (2.00)(2.00)(2.00)(2.00)(2.00)Year (Number of FTEs)





Ombudsman: 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.

## **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	2.00	2.00	2.00	2.00	2.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	19,230	19,230	19,230	19,230	19,230
Transfers Out	0	0	0	0	0
Wages & Benefits	183,047	187,790	191,827	195,964	200,205
TOTAL	202,277	207,020	211,057	215,194	219,435

## **Expenditure Explanation:**

2% on salaries, 4% on medical

#### Revenues:

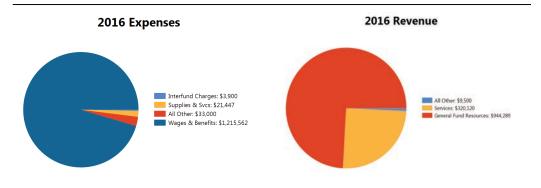
			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	202,277	207,020	211,057	215,194	219,435
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	202,277	207,020	211,057	215,194	219,435

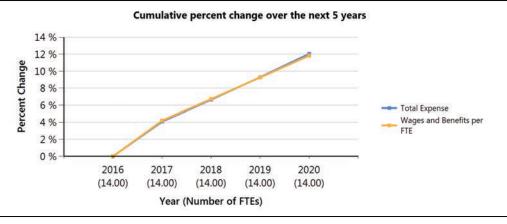
#### **Revenue Explanation:**

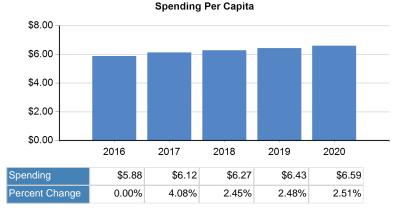


## **Probation Services -**

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









**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

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	14.00	14.00	14.00	14.00	14.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	33,000	33,957	34,636	35,329	36,036
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	3,900	3,928	3,957	3,986	4,016
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	21,447	21,447	21,447	21,447	21,447
Transfers Out	0	0	0	0	0
Wages & Benefits	1,215,562	1,266,634	1,298,454	1,331,442	1,365,673
TOTAL	1,273,909	1,325,966	1,358,494	1,392,204	1,427,172

#### **Expenditure Explanation:**

2017-2020 Projections are based on the following assumptions.

Salaries & Wages - 2% increase per year Medical Insurance - 4% increase per year Dental Insurance - 2% increase per year

All other benefits, Supplies, and services are estimated to remain flat. Public Safety Building Rent is projected with a 2.9% (CPI) increase per year.

#### Revenues:

			2018	2019	2020
All Other	9,500	9,500	9,500	9,500	9,500
Fines & Forfeits	0	0	0	0	0
General Fund Resources	944,289	996,346	1,028,874	1,062,584	1,097,552
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	320,120	320,120	320,120	320,120	320,120
Taxes	0	0	0	0	0
TOTAL	1,273,909	1,325,966	1,358,494	1,392,204	1,427,172

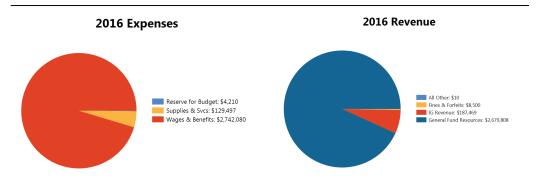
### **Revenue Explanation:**

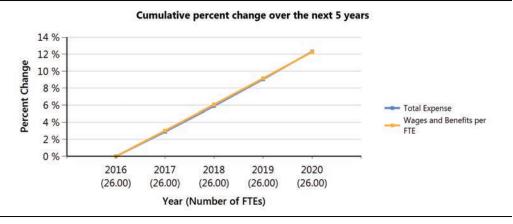
Revenues are projected to remain flat at this time. Revenue comes from fees collected in the form of monthly probation fees and programs such as electronic home monitoring and Alive at 25. While all probation fees collected are designated to probation, the Court assesses the probation fees or not at sentencing so this department has minimal direct control over the amount of fees ordered or received.

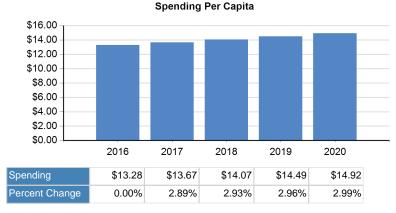


## Public Defender -

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.









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.

#### **Legal/Contractual Mandate:**

The United States and Washington Constitutions mandate the right to appointed counsel when a person cannot afford to hire private counsel on any charge where the person faces the possibility of a jail sentence. A recent federal case made clear the caseload limits for defenders affect the quality of legal representation that an indigent person receives in the criminal justice system.

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	26.00	26.00	26.00	26.00	26.00

## **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	4,210	4,294	4,380	4,468	4,557
Supplies & Svcs	129,497	129,926	130,367	130,821	131,288
Transfers Out	0	0	0	0	0
Wages & Benefits	2,742,080	2,824,927	2,911,110	3,000,802	3,094,174
TOTAL	2,875,787	2,959,147	3,045,857	3,136,091	3,230,019

#### **Expenditure Explanation:**

2017 - 2020 Projections are based on the following assumptions:

Salaries/Wages - 2% increase per year

Benefits - 6 % increase per year

Supplies & Services have been left flat, however due to the increase in investigations a budget increase was requested in 2016 for approximately \$40,000 more each year to cover this cost. This is not included in the projection above.

#### **Revenues:**

			2018	2019	2020
All Other	10	10	10	10	10
Fines & Forfeits	8,500	8,500	8,500	8,500	8,500
General Fund Resources	2,679,808	2,763,168	2,849,878	2,940,112	3,034,040
IG Revenue	187,469	187,469	187,469	187,469	187,469
Licenses & Permits	0	0	0	0	
Operating Transfers In	0	0	0	0	
Services	0	0	0	0	
Taxes	0	0	0	0	
TOTAL	2,875,787	2.959.147	3.045.857	3.136.091	3.230.01

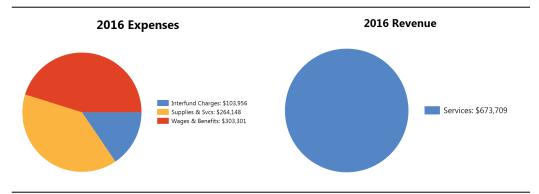
#### **Revenue Explanation:**

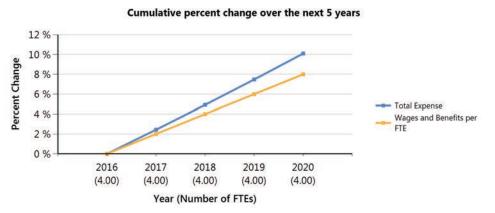
Projected Revenues from a therapeutic court sales tax and the State Office of Public Defense are estimated to remain flat.

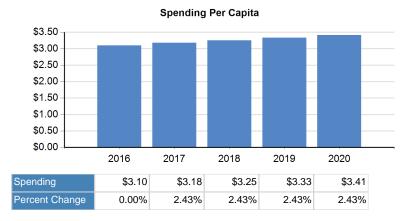


# **Reprographics** -

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.









**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.

## **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	4.00	4.00	4.00	4.00	4.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	103,956	106,555	109,219	111,949	114,748
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	264,148	271,808	279,690	287,801	296,147
Transfers Out	0	0	0	0	0
Wages & Benefits	303,301	309,367	315,554	321,865	328,302
TOTAL	671,405	687,730	704,463	721,615	739,197

## **Expenditure Explanation:**

2% Payroll, 2.9 CPI, and 2.5% Interfund

## Revenues:

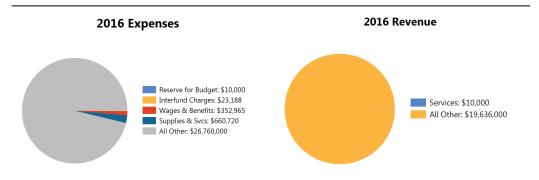
			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	673,709	687,730	704,463	721,615	739,197
Taxes	0	0	0	0	0
TOTAL	673,709	687,730	704,463	721,615	739,197

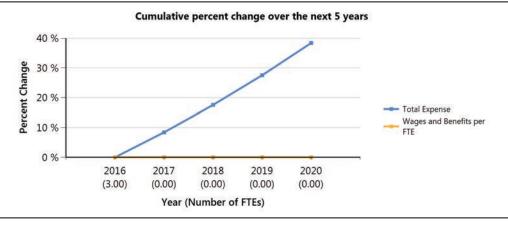
#### **Revenue Explanation:**

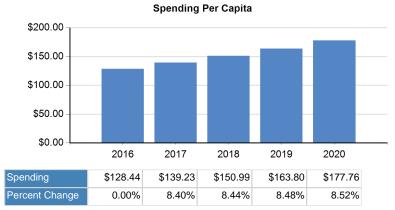


# **Retirement - SERS**

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 City.









**Retirement:** Retirement

**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 City.

#### **Programs and Services:**

SERS provides pension related retirement, death, and disability benefits. 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, 2014, there were 1,243 retirees and beneficiaries receiving benefits; 105 vested terminated, including portables, who are entitled to future benefits; and 1,407 active members for a total of 2,755 SERS members. A seven-member board, as defined in the Spokane Municipal Code, governs the Plan.

## **Legal/Contractual Mandate:**

Chapters 3.05 and 4.14 of the Spokane Municipal Code (SMC)

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	3.00	0.00	0.00	0.00	0.00

### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	26,760,000	29,088,400	31,625,556	34,390,248	37,402,946
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	23,188	23,927	24,405	24,893	25,391
Reserve for Budget	10,000	10,000	10,000	10,000	10,000
Supplies & Svcs	660,720	660,720	660,720	660,720	660,720
Transfers Out	0	0	0	0	0
Wages & Benefits	352,965	360,743	368,707	376,861	385,211
TOTAL	27,806,873	30,143,790	32,689,388	35,462,722	38,484,268

#### **Expenditure Explanation:**

#### Revenues:

			2018	2019	2020
All Other	19,636,000	20,012,220	20,395,689	20,786,547	21,184,937
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	10,000	10,200	10,404	10,612	10,824
Taxes	0	0	0	0	0
TOTAL	19,646,000	20,022,420	20,406,093	20,797,159	21,195,761

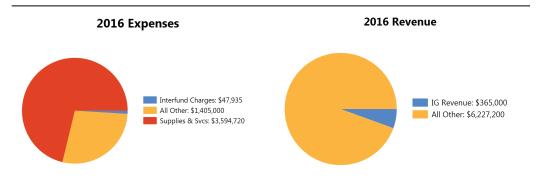
## Revenue Explanation:

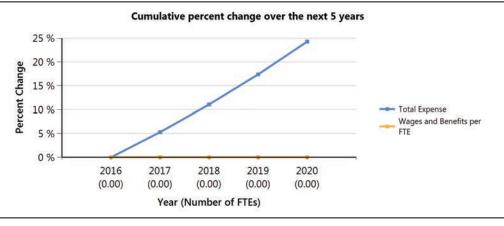


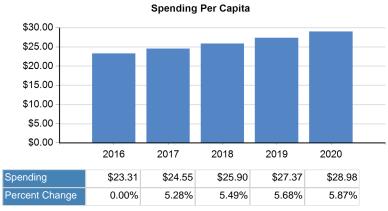
<sup>&</sup>quot;All Other" includes pension annuity claims, terminated employee refunds of contributions and non-cash amortization of the pension module of the PeopleSoft System.

# **Retirement - 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.









**Retirement:** Retirement

**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 related retirement, death, and disability benefits. In addition, the Plan pays for medical and dental expenses for its members, along with reimbursement for 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 2016 budget, overall expenses of the LEOFF I Firefighters' Plan have been reduced by more than \$18,000. The budget for benefit payments in 2016 increased by \$670,000. 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.

## Legal/Contractual Mandate:

41.16, 41.18 & 41.26 of the Revised Code of Washington (RCW)

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2016	2017	2018	2019	2020
All Other	1,405,000	1,391,000	1,377,140	1,363,419	1,349,834
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	47,935	48,894	49,872	50,869	51,886
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	3,594,720	3,874,720	4,179,420	4,511,026	4,871,942
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	5,047,655	5,314,614	5,606,432	5,925,314	6,273,662

#### **Expenditure Explanation:**

"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:

	2016	2017	2018	2019	2020
All Other	6,227,200	6,319,472	6,413,867	6,510,453	6,609,304
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	365,000	365,000	365,000	365,000	365,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	6,592,200	6,684,472	6,778,867	6,875,453	6,974,304

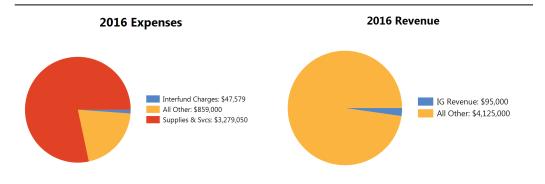
#### Revenue Explanation:

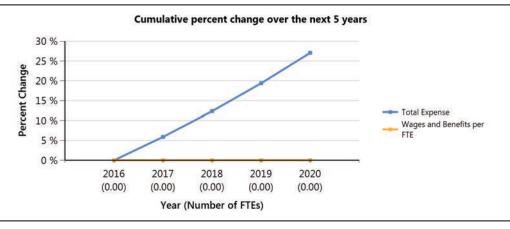
All Other" includes investment earnings and employer contributions.

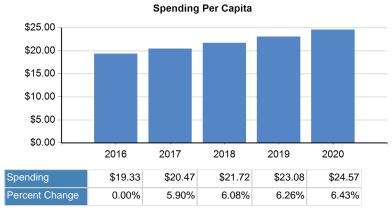


## **Retirement - Police Pension Plan**

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.









**Retirement:** Retirement

**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 related retirement, death, and disability benefits. In addition, the Plan pays for medical and dental expenses for its members, along with reimbursement for 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 2016 budget, operating expenses for the Plan have been reduced by over \$26,000. Benefit payments are budgeted to increase by \$195,000. LEOFF I Police revenues and expenditures are separately accounted for inside a trust fund within the City of Spokane.

#### **Legal/Contractual Mandate:**

41.20 & 41.26 of the Revised Code of Washington (RCW)

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2016	2017	2018	2019	2020
All Other	859,000	850,500	842,085	833,754	825,507
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	47,579	48,531	49,501	50,491	51,501
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	3,279,050	3,533,750	3,810,997	4,112,808	4,441,383
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	4,185,629	4,432,781	4,702,583	4,997,053	5,318,391

## **Expenditure Explanation:**

"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:**

			2018	2019	2020
All Other	4,125,000	4,337,781	4,607,583	4,902,054	5,223,391
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	95,000	95,000	95,000	95,000	95,000
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	4,220,000	4,432,781	4,702,583	4,997,054	5,318,391

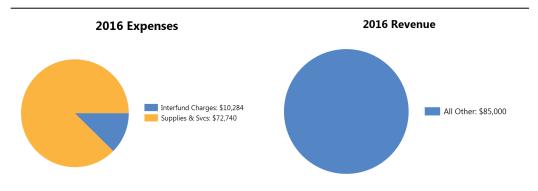
#### **Revenue Explanation:**

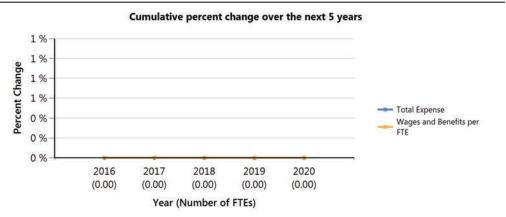
Employer contributions are currently classified as "All Other".

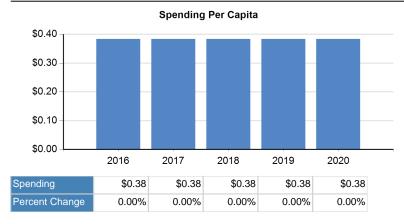


# Retirement - 457 Deferred Compensation Fund

The 457 Plan is a defined contribution plan that provides employees with an optional retirement benefit. The Retirement Department administers the budget for the 457 Plan. The Plan's record keeper is International City/County Management Association-Retirement Corporation (ICMA-RC).









**Retirement:** Retirement

**Division:** Stand Alone Departments **Fund Type:** Special Revenue Fund

#### **Executive Summary:**

The 457 Plan is a defined contribution plan that provides employees with an optional retirement benefit. The Retirement Department administers the budget for the 457 Plan. The Plan's record keeper is International City/County Management Association-Retirement Corporation (ICMA-RC).

## **Programs and Services:**

The 457 Plan assets are held in a separate Trust and are not part of the City's assets within the Comprehensive Annual Report. Revenues and expenditures flow though 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 a revenue sharing agreement between the Plan and ICMA-RC. Negotiated revenue from ICMA-RC is credited back to the Plan and is used to pay for all Plan related expenditures. 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.

## **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	10,284	10,284	10,284	10,284	10,284
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	72,740	72,740	72,740	72,740	72,740
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	83,024	83,024	83,024	83,024	83,024

#### **Expenditure Explanation:**

The entire budget for the 457 Plan is funded through a revenue sharing agreement between the Plan and ICMA-RC. Negotiated revenue from ICMA-RC is credited back to the Plan and is used to pay for all Plan related expenditures.

## Revenues:

			2018	2019	2020
All Other	85,000	85,000	85,000	85,000	850,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	85,000	85,000	85,000	85,000	850,000

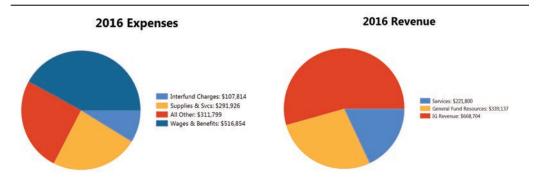
## **Revenue Explanation:**

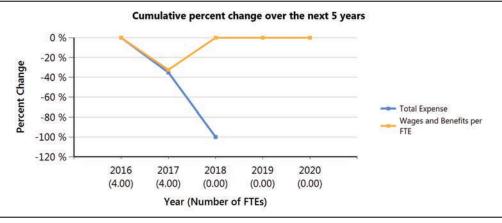
The entire budget for the 457 Plan is funded through a revenue sharing agreement between the Plan and ICMA-RC. Negotiated revenue from ICMA-RC is credited back to the Plan and is used to pay for all Plan related expenditures.

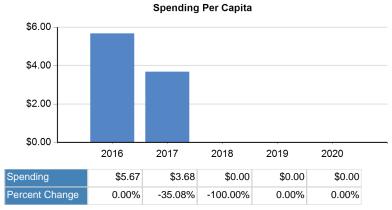


# Spokane Regional Emergency Communications System -

LEIS is a special revenue fund which provides computer services for the current Northrup Grumman CAD RMS for the Spokane Police, Sheriff's Office and a number of other regional law enforcement agencies. This suite of systems is scheduled for retirement in early 2017. The replacement system will be maintained by Spokane County ISD.









**Spokane Regional** Spokane Regional Emergency Communications System

Emergency Communications System:

**Division:** Stand Alone Departments **Fund Type:** Special Revenue Fund

#### **Executive Summary:**

LEIS is a special revenue fund which provides computer services for the current Northrup Grumman CAD RMS for the Spokane Police, Sheriff's Office and a number of other regional law enforcement agencies. This suite of systems is scheduled for retirement in early 2017. The replacement system will be maintained by Spokane County ISD.

## **Programs and Services:**

The Law Enforcement Information Systems (LEIS) division provides system support front-line support for the current CAD RMS system. In support of this mission, the LEIS group ensures that the justice system's operational and analytical computer systems are functioning optimally, and available to aid justice and law enforcement personnel in the execution of their duties. The service and costs are shared with the Spokane County Sheriff's Office and other regional law enforcement partners. The LEIS group is planned for reallocation and system retirement with the New World implementation scheduled for the end of 2016.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	4.00	4.00	0.00	0.00	0.00

## **Expenditures:**

	2016	2017	2018	2019	2020
All Other	311,799	334,301	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	107,814	84,512	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	291,926	29,006	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	516,854	349,596	0	0	0
TOTAL	1,228,393	797,415	0	0	0

## **Expenditure Explanation:**

The new CAD/RMS is projected to be fully implemented in 2017.

#### **Revenues:**

			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	339,137	329,027	0	0	0
IG Revenue	668,704	381,013	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	221,800	87,375	0	0	0
Taxes	0	0	0	0	0
TOTAL	1,229,641	797,415	0	0	0

#### **Revenue Explanation:**

The new CAD/RMS is projected to be fully implemented in 2017.

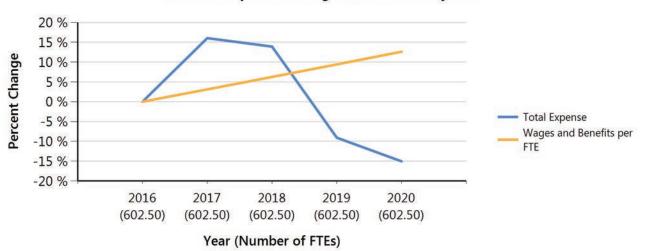


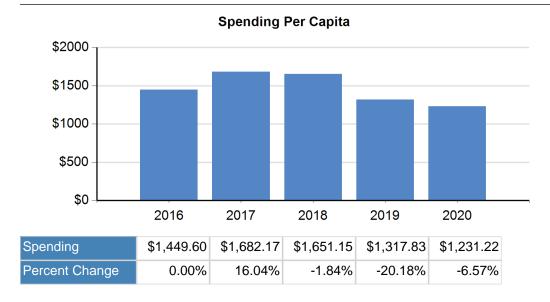


# **Utilities**



## Cumulative percent change over the next 5 years



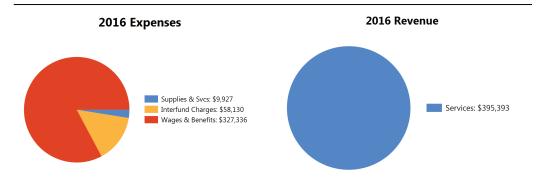


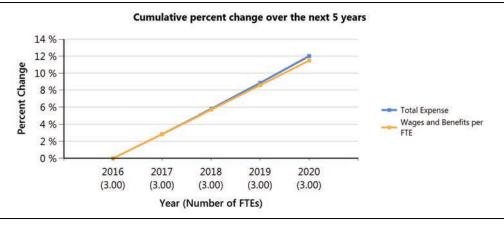


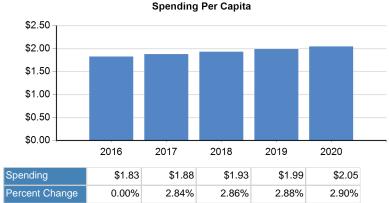
5-Year Budget Plans

# **Environmental Programs - Environmental Programs Dept.**

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.









**Environmental** Environmental Programs

**Programs:** 

**Division:** Utilities

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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	3.00	3.00	3.00	3.00	3.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	58,130	59,816	61,550	63,335	65,172
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	9,927	10,215	10,511	10,816	11,130
Transfers Out	0	0	0	0	0
Wages & Benefits	327,336	336,608	346,229	356,216	366,587
TOTAL	395,393	406,639	418,290	430,367	442,889

### **Expenditure Explanation:**

Wages 2% increase and Benefits 6% increase per Tim's email, all other 2.9% increase.

## Revenues:

			2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	395,393	406,639	418,290	430,367	442,889
Taxes	0	0	0	0	0
TOTAL	395,393	406,639	418,290	430,367	442,889

### **Revenue Explanation:**

2.9% increase

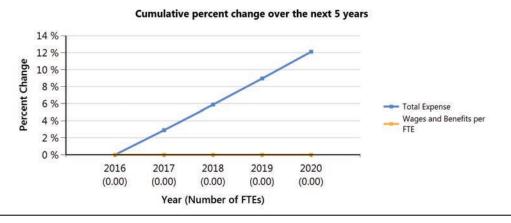


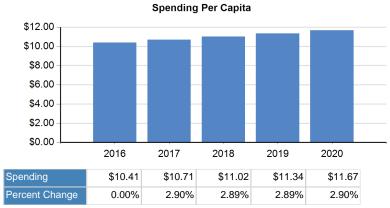
5-Year Budget Plans Utilities

# Fleet 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.









Fleet Replacement Fleet Replacement Fund

Fund:

**Division:** Utilities

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.

## Legal/Contractual Mandate:

RCW 35.21.088. Equipment Rental Fund. "Every city having a population of more than eight thousand, according to the last official census, shall establish such an equipment rental fund in its street department or any other department of city government. Such fund shall acquire the equipment necessary to serve the needs of the city street department."

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	2,216,950	2,281,242	2,347,398	2,415,472	2,485,521
Debt Services	0	0	0	0	0
Interfund Charges	35,025	36,041	37,086	38,161	39,268
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	1,200	1,235	1,271	1,307	1,345
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	2,253,175	2,318,518	2,385,755	2,454,940	2,526,134

## **Expenditure Explanation:**

## Revenues:

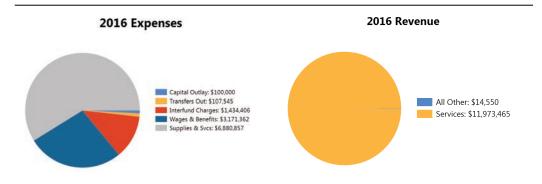
	2016	2017	2018	2019	2020
All Other	75,000	77,175	79,413	81,716	84,086
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	100,000	102,900	105,884	108,955	112,114
Services	2,078,175	2,138,442	2,200,457	2,264,270	2,329,934
Taxes	0	0	0	0	0
TOTAL	2,253,175	2,318,517	2,385,754	2,454,941	2,526,134

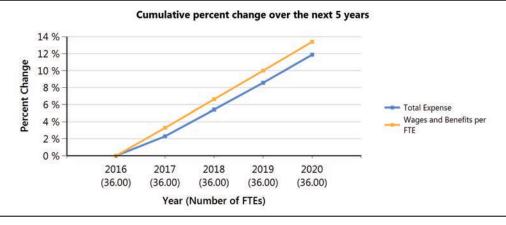
## **Revenue Explanation:**

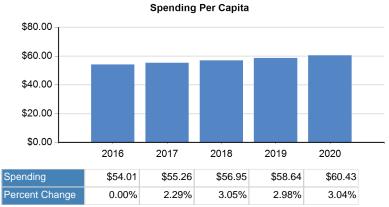


## Fleet Services -

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.









Fleet Services: Fleet Services

**Division:** Utilities

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.

## **Legal/Contractual Mandate:**

Ensure annual aerial lift equipment is inspected and maintained per regulations. Maintain fueling facilities in accordance with all federal, state and local regulations.

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	36.00	36.00	36.00	36.00	36.00

## **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	100,000	20,000	25,000	20,000	22,000
Debt Services	0	0	0	0	0
Interfund Charges	1,434,406	1,476,004	1,518,808	1,562,853	1,608,176
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	6,880,857	7,080,402	7,285,734	7,497,020	7,714,433
Transfers Out	107,545	110,664	113,873	117,175	120,573
Wages & Benefits	3,171,362	3,275,992	3,385,187	3,499,186	3,618,243
TOTAL	11,694,170	11,963,062	12,328,602	12,696,234	13,083,425

## **Expenditure Explanation:**

Wages 2% increase, Benefits 6% increase, Capital Outlay per 6 year plan, all others at 2.9%

#### **Revenues:**

			2018	2019	2020
All Other	14,550	14,972	15,406	15,853	16,313
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	11,973,465	12,320,695	12,677,996	13,045,658	13,423,982
Taxes	0	0	0	0	0
TOTAL	11,988,015	12,335,667	12,693,402	13,061,511	13,440,295

#### **Revenue Explanation:**

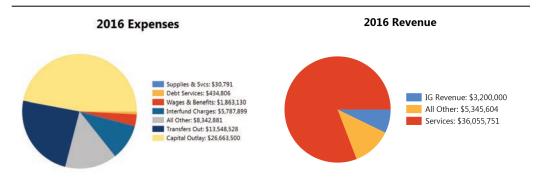
All revenues at 2.9% increase

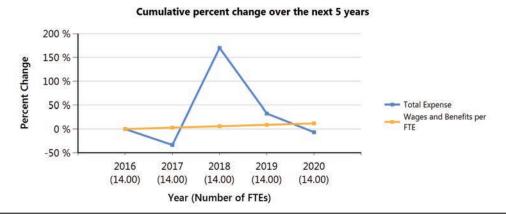


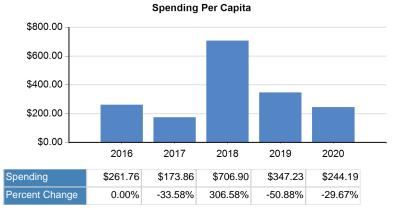
5-Year Budget Plans Utilities

# **Integrated Capital Mgmt -**

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.









Integrated Capital Integrated Capital Mgmt

Mgmt:

**Division:** Utilities

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.

## Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	14.00	14.00	14.00	14.00	14.00

## **Expenditures:**

	2016	2017	2018	2019	2020
All Other	8,342,881	8,584,825	8,833,784	9,089,964	9,353,573
Capital Outlay	26,663,500	7,168,000	120,563,147	42,109,436	19,125,000
Debt Services	434,806	434,806	1,963,912	2,054,769	2,222,479
Interfund Charges	5,787,899	5,955,748	6,128,465	6,306,190	6,489,070
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	30,791	31,684	32,603	33,548	34,521
Transfers Out	13,548,528	13,548,528	13,548,528	13,548,528	13,548,528
Wages & Benefits	1,863,130	1,917,573	1,974,135	2,032,922	2,094,042
TOTAL	56,671,535	37,641,164	153,044,574	75,175,357	52,867,213

## **Expenditure Explanation:**

Expenditures were increased by 2.9% annually

### Revenues:

TOTAL	44,601,355	54,535,155	59,650,418	48,240,478	45,423,699
Taxes	0	0	0	0	0
Services	36,055,751	37,101,368	38,177,308	39,284,450	40,423,699
Operating Transfers In	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	3,200,000	3,690,000	5,300,000	5,000,000	5,000,000
General Fund Resources	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
All Other	5,345,604	13,743,787	16,173,110	3,956,028	0
			2018	2019	2020

## Revenue Explanation:

Revenues were increased by 2.9% annually. The Integrated Capital Management fund anticipates receiving and estimated \$52,000,000 in long term debt proceeds, that are not included in the projected revenues above.

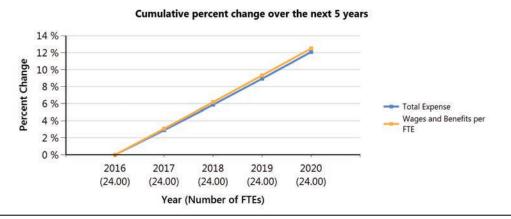


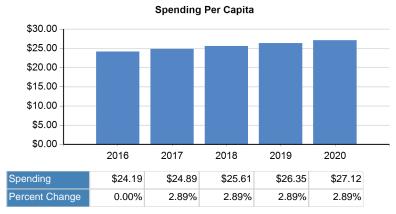
5-Year Budget Plans Utilities

## **Public Works and Utilities -**

The Utilities Division includes the City's major utility enterprises, including Water, Wastewater, and Solid Waste collection and disposal. Our Division provides services that are critical to our citizens' daily lives. This portion of the budget reflects the Division administration and comprehensive billing services for the utilities.









5-Year Budget Plans

## Public Works and Public Works and Utilities **Utilities:**

**Division:** Utilities

Fund Type: Internal Service Fund

#### **Executive Summary:**

The Utilities Division includes the City's major utility enterprises, including Water, Wastewater, and Solid Waste collection and disposal. Our Division provides services that are critical to our citizens' daily lives. This portion of the budget reflects the Division administration and comprehensive billing services for the utilities.

#### **Programs and Services:**

The 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 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.

## **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	24.00	24.00	24.00	24.00	24.00

## **Expenditures:**

	2016	2017	2018	2019	2020
All Other	155,418	159,925	164,563	169,335	174,246
Capital Outlay	27,000	27,783	28,589	29,418	30,271
Debt Services	0	0	0	0	0
Interfund Charges	1,972,318	2,029,515	2,088,371	2,148,934	2,211,253
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	1,089,927	1,117,715	1,145,558	1,173,402	1,201,187
Transfers Out	0	0	0	0	0
Wages & Benefits	1,992,657	2,053,992	2,117,844	2,184,338	2,253,611
TOTAL	5,237,320	5,388,930	5,544,925	5,705,427	5,870,568

### **Expenditure Explanation:**

#### **Revenues:**

TOTAL	5,445,121	5,603,030	5,765,517	5,932,717	6,104,766
Taxes	0	0	0	0	0
Services	5,442,033	5,599,852	5,762,248	5,929,353	6,101,304
Operating Transfers In	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
General Fund Resources	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
All Other	3,088	3,178	3,269	3,364	3,462
			2018	2019	2020

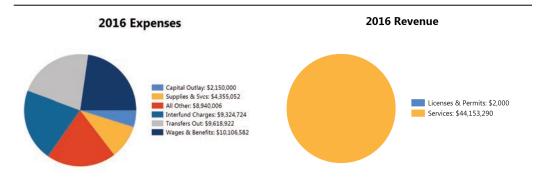
#### **Revenue Explanation:**

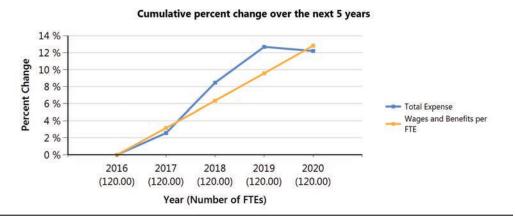


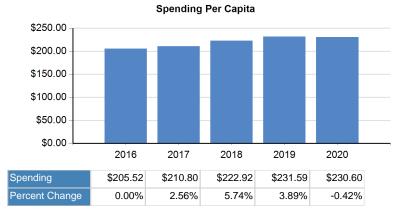
5-Year Budget Plans Utilities

## **Solid Waste Collection -**

Solid Waste Collection operates and manages one of the most efficient integrated solid waste 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.









Solid Waste Collection: Solid Waste Collection

**Division:** Utilities

Fund Type: Enterprise Fund

#### **Executive Summary:**

Solid Waste Collection operates and manages one of the most efficient integrated solid waste 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.

### **Legal/Contractual Mandate:**

Compliance of SMC 13.02 and RCW 70.95

#### FTEs

	2016	2017	2018	2019	2020
Total FTEs	120.00	120.00	120.00	120.00	120.00

## **Expenditures:**

	2016	2017	2018	2019	2020
All Other	8,940,006	9,199,266	9,466,045	9,740,560	10,023,036
Capital Outlay	2,150,000	2,038,408	3,367,249	3,908,974	2,315,000
Debt Services	0	0	0	0	0
Interfund Charges	9,324,724	9,595,141	9,873,400	10,159,729	10,454,361
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	4,355,052	4,481,349	4,611,308	4,745,036	4,882,642
Transfers Out	9,618,922	9,897,871	10,184,909	10,480,271	10,784,199
Wages & Benefits	10,106,582	10,425,702	10,758,224	11,104,837	11,466,269
TOTAL	44,495,286	45,637,737	48,261,135	50,139,407	49,925,507

### **Expenditure Explanation:**

Wages 2% increases & Benefits 6% increases. Capital per 6 year capital plan. Interfund and All Other Charges 2.9% increase (standard for City).

## Revenues:

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	2,000	2,058	2,118	2,179	2,242
Operating Transfers In	0	0	0	0	0
Services	44,153,290	45,433,735	46,751,314	48,107,102	49,502,208
Taxes	0	0	0	0	0
TOTAL	44,155,290	45,435,793	46,753,432	48,109,281	49,504,450

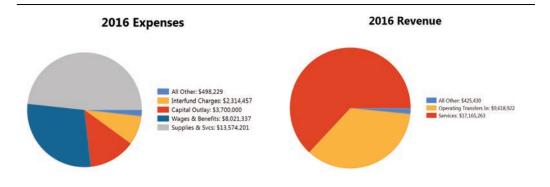
## **Revenue Explanation:**

2.9% increase.

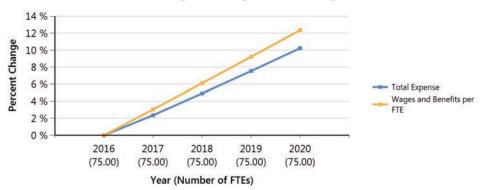


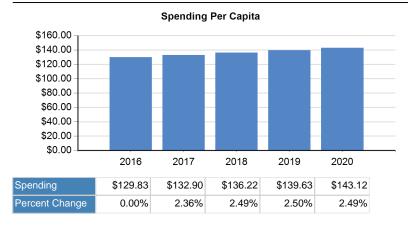
# Solid Waste Disposal -

The City's Solid Waste Disposal Department provides comprehensive recycling and disposal services for all municipal solid waste generated in the City of Spokane. We prioritize waste reduction, recycling, and then processing of remaining waste at our Waste-to-Energy Facility, minimizing the amount of material being sent to landfills.



### Cumulative percent change over the next 5 years







Solid Waste Disposal: Solid Waste Disposal

**Division:** Utilities

Fund Type: Enterprise Fund

#### **Executive Summary:**

The City's Solid Waste Disposal Department provides comprehensive recycling and disposal services for all municipal solid waste generated in the City of Spokane. We prioritize waste reduction, recycling, and then processing of remaining waste at our Waste-to-Energy Facility, minimizing the amount of material being sent to landfills.

## **Programs and Services:**

The City's Solid Waste Disposal Department operates Spokane's Waste to Energy Facility to manage the flow of solid waste in the City and in the jurisdictions that participate in the County's regional solid waste system. The Waste-to-Energy Facility can process up to 800 tons of waste per day.

## **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	75.00	75.00	75.00	75.00	75.00

## **Expenditures:**

	2016	2017	2018	2019	2020
All Other	498,229	512,678	527,545	542,844	558,587
Capital Outlay	3,700,000	1,700,000	2,625,000	3,000,000	2,000,000
Debt Services	0	0	0	0	0
Interfund Charges	2,314,457	2,381,576	2,450,642	2,521,711	2,594,840
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	13,574,201	15,912,572	15,368,845	15,380,258	16,771,660
Transfers Out	0	0	0	0	0
Wages & Benefits	8,021,337	8,265,530	8,519,632	8,784,145	9,059,594
TOTAL	28,108,224	28,772,356	29,491,664	30,228,958	30,984,681

### **Expenditure Explanation:**

Wages 2% increase & Benefits 6% increase. Capital per 6 year capital plan. Interfund and All Other Charges 2.9% increase (standard for City) and Supplies & Services, adjusted to meet department's expenditures.

#### Revenues:

	2016	2017	2018	2019	2020
All Other	425,430	409,981	421,523	433,398	445,617
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	9,618,922	10,278,185	10,549,395	10,828,067	11,114,411
Services	17,165,263	18,341,739	18,825,721	19,323,019	19,834,010
Taxes	0	0	0	0	0
TOTAL	27,209,615	29,029,905	29,796,639	30,584,484	31,394,038

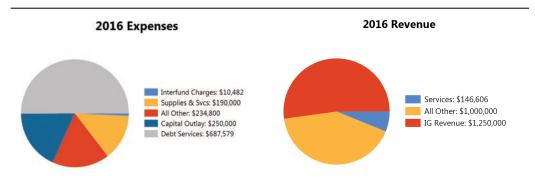
## Revenue Explanation:

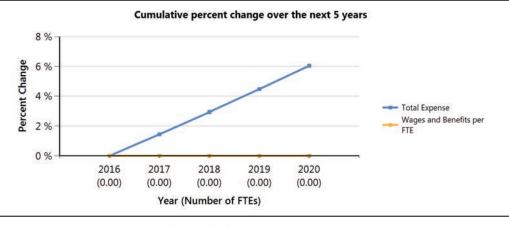
Revenue's increased per contracts with municipalities and 2.9% where applicable. Interest on investments presumes 1/3 will be used to pay for capital expenses in 2015 with remainder invested with a 0.3% rate.

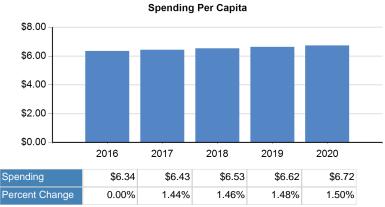


# **Wastewater Capital Projects - Sewer Construction Fund**

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.









Wastewater Capital Wastewater Capital Projects

**Projects:** 

**Division:** Utilities

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.

## Legal/Contractual Mandate:

None

## **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2016	2017	2018	2019	2020
All Other	234,800	241,609	248,616	255,826	263,245
Capital Outlay	250,000	257,250	264,710	272,387	280,286
Debt Services	687,579	687,579	687,579	687,579	687,579
Interfund Charges	10,482	10,786	11,099	11,421	11,752
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	190,000	195,510	201,180	207,014	213,017
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	1,372,861	1,392,734	1,413,184	1,434,227	1,455,879

## **Expenditure Explanation:**

Services, interfund charges and all other increased by 2.9% annually

#### Revenues:

	2016	2017	2018	2019	2020
All Other	1,000,000	1,029,000	1,058,841	1,089,547	1,121,144
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	1,250,000	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	146,606	150,858	155,232	159,734	164,366
Taxes	0	0	0	0	0
TOTAL	2,396,606	1,179,858	1,214,073	1,249,281	1,285,510

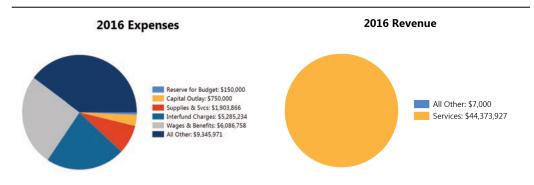
## Revenue Explanation:

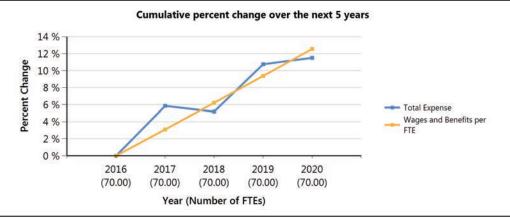
Revenues were increase by 2.9% annually

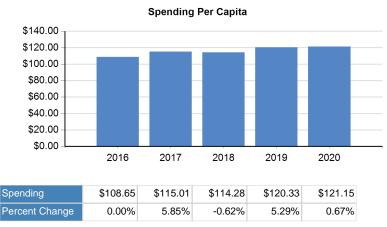


# Wastewater Collections and Maintenance - Sewer Maintenance Division

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.









# **Wastewater Collections** Wastewater Collections and Maintenance and Maintenance:

**Division:** Utilities

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.

#### Legal/Contractual Mandate:

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	70.00	70.00	70.00	70.00	70.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	9,345,971	9,617,004	9,895,897	10,182,878	10,478,182
Capital Outlay	750,000	1,450,000	600,000	1,200,000	650,000
Debt Services	0	0	0	0	0
Interfund Charges	5,285,234	5,438,506	5,596,222	5,758,513	5,925,510
Reserve for Budget	150,000	150,000	150,000	150,000	150,000
Supplies & Svcs	1,903,866	1,968,260	2,028,905	2,085,282	2,136,832
Transfers Out	0	0	0	0	0
Wages & Benefits	6,086,758	6,275,085	6,471,173	6,675,419	6,888,239
TOTAL	23,521,829	24,898,855	24,742,197	26,052,092	26,228,763

#### **Expenditure Explanation:**

Salaries increased at 2% annually, benefits increase at 6% annually, all other operating expenses increased at 2.9% annually

#### **Revenues:**

			2018	2019	2020
All Other	7,000	7,203	7,412	7,627	7,848
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	44,373,927	45,660,771	46,984,933	48,347,496	49,749,574
Taxes	0	0	0	0	0
TOTAL	44,380,927	45,667,974	46,992,345	48,355,123	49,757,422

# **Revenue Explanation:**

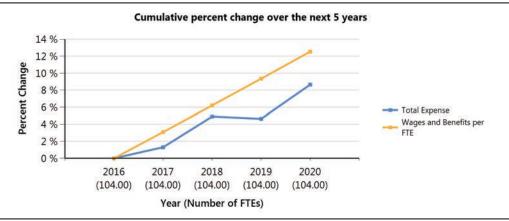
Revenues increased at 2.9% annually

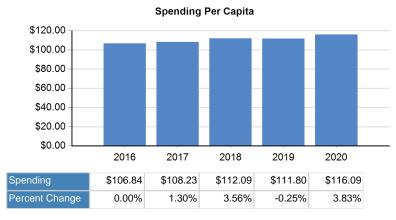


# Wastewater Management RPWRF - Riverside Park Water Reclamation Facility

The City's Riverside Park Water Reclamation Facility recycles approximately 34 million gallons of wastewater a day, removing a variety of pollutants to protect public health and the environment. Wastewater comes to the plant from homes and businesses within the City and beyond.









Wastewater Wastewater Management RPWRF

**Management RPWRF:** 

**Division:** Utilities

Fund Type: Enterprise Fund

#### **Executive Summary:**

The City's Riverside Park Water Reclamation Facility recycles approximately 34 million gallons of wastewater a day, removing a variety of pollutants to protect public health and the environment. Wastewater comes to the plant from homes and businesses within the City and beyond.

#### **Programs and Services:**

The Riverside Park Water Reclamation Facility is the community's oldest and largest water recycling facility. The facility recycles about 34 million gallons of wastewater a day and returns the cleaned water to the Spokane River. The plant can handle peak flows of between 100 and 130 million gallons a day.

A new solids digester is under construction at the plant, and an additional level of treatment will be built, vastly improving the quality of the effluent to the river.

#### **Legal/Contractual Mandate:**

National Pollutant Discharge Elimination System (NPDES) permit.

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	104.00	104.00	104.00	104.00	104.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	2,178,331	2,241,503	2,306,507	2,373,395	2,442,224
Capital Outlay	1,256,100	906,000	1,073,000	325,000	550,000
Debt Services	0	0	0	0	0
Interfund Charges	2,060,875	2,120,640	2,182,139	2,245,421	2,310,538
Reserve for Budget	400,000	400,000	400,000	400,000	400,000
Supplies & Svcs	7,135,366	7,351,474	7,568,231	7,785,249	8,002,098
Transfers Out	0	0	0	0	0
Wages & Benefits	10,101,028	10,412,801	10,737,396	11,075,462	11,427,689
TOTAL	23,131,700	23,432,418	24,267,273	24,204,527	25,132,549

# **Expenditure Explanation:**

Salaries increase at 2% annually, benefits increase 6% annually, other operating expenditures increase at 2.9% annually.

#### Revenues:

	2016	2017	2018	2019	2020
All Other	300,607	309,325	318,295	327,526	337,024
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	8,102,378	8,337,347	8,579,130	8,827,925	9,083,935
Taxes	0	0	0	0	0
TOTAL	8,402,985	8,646,672	8,897,425	9,155,450	9,420,958

#### **Revenue Explanation:**

Revenues increase at 2.9% annually. Beginning in 2014, a portion of the rate revenue that previously came into this program, was repurposed as an Integrated Capital Charge in the rate ordinance, and this revenue is now reflected in the Integrated Capital Management Dept. Budget.

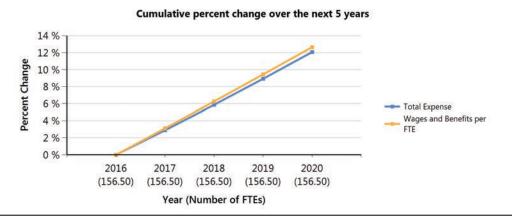


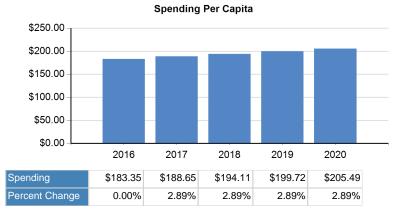
5-Year Budget Plans Utilities

# Water - 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 and well head protection.









Water: Water

Division: Utilities

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 and well head protection.

#### **Programs and Services:**

The Water Department maintains a reliable potable 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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	156.50	156.50	156.50	156.50	156.50

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	9,190,504	9,457,029	9,731,282	10,013,490	10,303,881
Capital Outlay	2,862,200	2,945,204	3,030,615	3,118,503	3,208,939
Debt Services	975,000	975,000	975,000	975,000	975,000
Interfund Charges	5,701,966	5,867,323	6,037,475	6,212,562	6,392,726
Reserve for Budget	500,000	500,000	500,000	500,000	500,000
Supplies & Svcs	6,509,815	6,707,782	6,905,872	7,103,681	7,300,765
Transfers Out	0	0	0	0	0
Wages & Benefits	13,956,018	14,391,028	14,844,091	15,316,130	15,808,119
TOTAL	39,695,503	40,843,366	42,024,335	43,239,366	44,489,430

# **Expenditure Explanation:**

## Revenues:

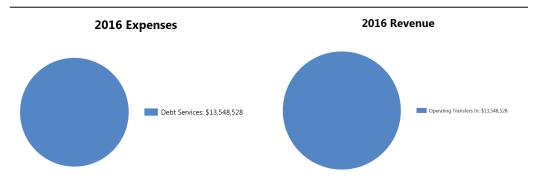
	2016	2017	2018	2019	2020
All Other	2,950,000	2,950,000	2,950,000	2,950,000	2,950,000
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	38,359,353	39,462,192	40,597,030	41,764,795	42,966,445
Taxes	0	0	0	0	0
TOTAL	41,309,353	42,412,192	43,547,030	44,714,795	45,916,445

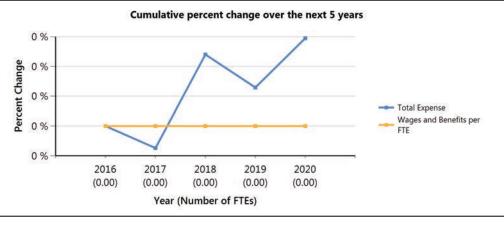
#### **Revenue Explanation:**

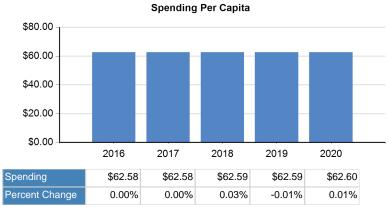


# Water/Wastewater Debt Service Fund -

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.









Water/Wastewater Water/Wastewater Debt Service Fund
Debt Service Fund:

**Division:** Utilities **Fund Type:** Debt Service

#### **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.

#### **Legal/Contractual Mandate:**

None

#### **FTEs**

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

## **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	0	0	0	0	0
Debt Services	13,548,528	13,547,528	13,551,778	13,550,278	13,552,528
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	13,548,528	13,547,528	13,551,778	13,550,278	13,552,528

## **Expenditure Explanation:**

#### Revenues:

		2017	2018	2019	2020
All Other	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	13,548,528	13,547,528	13,551,778	13,550,278	13,552,528
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	13,548,528	13,547,528	13,551,778	13,550,278	13,552,528

# **Revenue Explanation:**



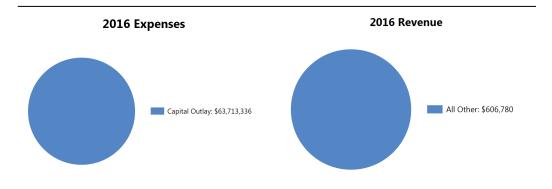
5-Year Budget Plans Utilities

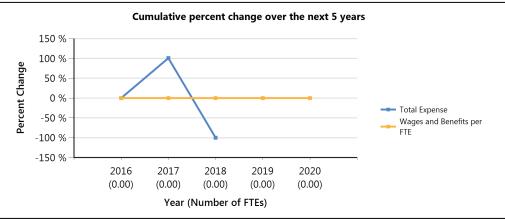
# Water/Wastewater Revenue Bond Fund -

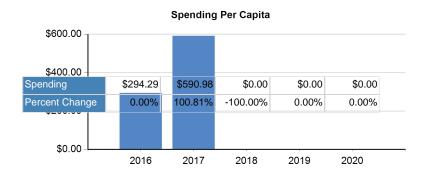
In November 2014, the City sold \$200 million in Water Wastewater Utility revenue bonds to pay for a series of projects that are designed to improve the health of the Spokane River and to protect the aquifer that provides Spokane residents with their drinking water.

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.









Water/Wastewater Water/Wastewater Revenue Bond Fund

**Revenue Bond Fund:** 

**Division:** Utilities

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.

#### Legal/Contractual Mandate:

None

#### FTEs

	2016	2017	2018	2019	2020
Total FTEs	0.00	0.00	0.00	0.00	0.00

#### **Expenditures:**

	2016	2017	2018	2019	2020
All Other	0	0	0	0	0
Capital Outlay	63,713,336	127,947,064	0	0	0
Debt Services	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget	0	0	0	0	0
Supplies & Svcs	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
TOTAL	63,713,336	127,947,064	0	0	0

#### **Expenditure Explanation:**

\$200,008,439 was added to the 2015 budget and will not be part of the adopted budgets going forward, but the budget will be carried forward at the end of each year. There will be a variance from the Budget Planner to what is presented at the line item budget to adopt. Estimate that total bond will be fully expensed during 2017.

#### **Revenues:**

			2018	2019	2020
All Other	606,780	228,043	0	0	0
Fines & Forfeits	0	0	0	0	0
General Fund Resources	0	0	0	0	0
IG Revenue	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
Services	0	0	0	0	0
Taxes	0	0	0	0	0
TOTAL	606,780	228,043	0	0	0

#### **Revenue Explanation:**





Appendix

# **Executive Leadership**

The Mayor's Executive Team is the body ultimately responsible for the City's delivery of an affordable, accountable and aligned budget. Its members are expected to find efficencies that both enhance the quality of service we deliver to citizens and enable the City to make strategic investments in key community priorities.

# Theresa Sanders, City Administrator

Theresa has a strong background in management, economic development, and local government. She has worked for the City previously as the Economic Development Director, as well as Microsoft Corporation and The Spokane Club. She has served as Executive Vice President of the Spokane Area Economic Development Council with responsibility for the organization's marketing, policy and business development efforts. Theresa is a Spokane native and attended North Central High School. She has a BA in Government from Eastern Washington University.

# **Bobby Williams, Fire Chief**

Bobby was hired in 1988, becoming the first such appointment from outside of the department and now is the longest serving Fire Chief in Spokane's history. Since becoming Chief, the department has been successful in: the passage of two major bond issues that allowed for the modernization of the City's 15 fire stations and much of its apparatus; renewal of its EMS levy on several occasions; combining dispatch services with all County fire agencies; and participating in the improvement of regional fire services. He received his BS in Fire Protection & Safety and MBA from Oklahoma State University. Originally from Virginia, it was in Chesterfield that his fire service career started as a volunteer at Company 12 in Ettrick in 1967. He is a member of the IAFC, NFPA, WSAFC and many other related organizations. He has previously served as the President of the Western Fire Chiefs and Chairman of the Board of the International Fire Code Institute.

# Frank G. Straub Jr., Chief of Police

Frank was hired by the City on October 1, 2012 to lead the Spokane Police Department, which consists of approximately 390 commissioned and civilian staff that serves a community of 210,000 in Northeastern Washington. He previously served as the Public Safety Director for the City of Indianapolis, the Public Safety Commissioner in White Plains, New York, and the Deputy Commissioner of Training for the New York Police Department (NYPD). During a critical time in homeland security, he developed and implemented counterterrorism training programs for all sworn and civilian members of the NYPD. He also served as a special agent in the U.S. Department of Justice Inspector General, U.S. Naval Investigative Service, and U.S. Department of State's Bureau of Diplomatic Security. He earned his Ph.D. in Criminal Justice from the City University of New York, his Master's Degree in Forensic Psychology from John Jay College of Criminal Justice, and his Bachelor's Degree in Psychology from St. John's University.

# **Eric Finch, Chief Information and Technology Officer**

Eric started as Chief Information & Technology Officer (CITO) for the City of Spokane, Washington in March 2015 and is chartered to bring a new level of integration and service partnership to the City with an increasing focus on citizen engagement and access to information through Smart City, Open Data, and other initiatives. Mr. Finch transitioned from the U.S. Army in November 2014 as Chief Operating Officer responsible for planning and operations of a U.S. Army Division of over 90 subordinate units and 12,000 personnel. This included a final tour to Afghanistan in 2013 where he was responsible for all combat

12,000 personnel. This included a final tour to Afghanistan in 2013 where he was responsible for all combat and supporting operations for two provinces. As part of his transition from active military service, Eric served as temporary Vice President of Logistics and State of California Liaison to the Special Olympics World Games held in Los Angeles in July 2015. Eric has a Master's of Business from the University of Southern California (USC) and holds over a dozen technical, management, and emergency services certifications including Project Management Professional and Lean Six Sigma Black Belt.

# **Rick Romero, Utilities Director**

Rick came to the City in April 2008 after a 28-year career as an administrator at Eastern Washington University. Rick served as the City Internal Auditor for four years and was appointed the City Utilities Director in June 2012. He is responsible for the oversight of the Water, Wastewater and Solid Waste utilities with an annual budget of \$300 million. Rick has a BA in Business Administration and a Masters in Business Administration from Eastern Washington University.

# **Leroy Eadie, Parks & Recreation Director**

Leroy has been the City Parks and Recreation Director since 2009 and prior to that was the Planning Director. He started with the City in 1994 after graduating with a BA in Urban and Regional Planning from Eastern Washington University in 1993. Prior to taking a position with the City, Leroy worked for Kootenai County and served in the Army from 1988 to 1990, being called up for Operation Desert Storm. He is a Colville Tribal member and graduated from Okanogan High School in 1985. Leroy currently serves on the EWU Foundation Board.

# Jonathan Mallahan, Community & Neighborhood Services Director

Jonathan was appointed the Community & Neighborhood Services Director in March, 2012. He is responsible for managing the City's investment of federal, state and local funding that supports extremely low to moderate income citizens through services and housing, ensuring excellence in City customer service, citizen engagement through neighborhood councils and code enforcement. Jonathan has also served at the City directly managing the neighborhood program and coordinating the 2009 National Neighborhoods, USA conference. Jonathan received a degree in political science from Gonzaga University.

# **Andrew Chanse, Library Director**

Andrew has been with City as the new Library Director since May 13, 2013. He spent the first 18 years of his life in a small town in upstate New York. He earned degrees at Arizona State University, then the University of Arizona, and stayed in Arizona where he began his career as a librarian. Before being selected to lead Spokane's library, he was the Innovations & Strategies Administrator for the Maricopa County Library District near Phoenix.

## Nancy Isserlis, City Attorney

Nancy has been with the City since April, 2012. Prior to her appointment, she was in private practice in Spokane, with an emphasis on insolvency and restructuring. She has served as a trustee in Bankruptcy Court and a court-appointed receiver in Superior Court, managing businesses ranging from a trucking company to a multi-million logging operation and yard. Nancy has served on the Washington State Bar Association Board of Governors, and was elected Treasurer in 2011. She has also served on numerous non-profit boards in Spokane, and is currently the Chair of the Health Science and Services Authority.



# **Gavin Cooley, Chief Financial Officer**

Gavin became the City's first CFO under the City 'Strong Mayor' form of government in 2003. He has since managed the City's credit rating up six notches from BBB to its current AA rating, dramatically increased General Fund reserves and fund balance to over 20% of budget. He has also directed the full integration of all City accounting, finance and technology personnel around the Administration's vision and strategies for affordable and effective government. Gavin was born in Spokane, attended Gonzaga Prep high school and went on to attend Eastern Washington University and the University of Washington.

# **Heather L. Lowe, Human Resources Director**

Heather has been with the City since May, 2011. She brings more than 15 years of HR experience from the private sector with Ford Motor Company, YRC Logistics, and Carrier Corporation. She has extensive experience in all HR functions, including collective bargaining, recruitment, compensation, benefits, and organizational design. She has an MA in Human Resources Management from Webster University and a BA in Sociology from Wayne State University. Heather is a board member of the Washington Public Employees Labor Relations Association and sits on the Advisory Board for HR curriculum at Gonzaga University.

# Gloria Ochoa, Local Government & Multi-Cultural Affairs Director

Gloria has been with the City since December, 2013. Prior to her appointment, Gloria served as a Deputy Prosecuting Attorney for Benton County before transitioning into private practice where she focused on state and federal criminal defense. Prior to commencing her position, Gloria held a judicial services contract with the Spokane Tribe of Indians and served as Chief Judge for Spokane Tribal Court. Gloria is the point of contact for the City/County regional criminal justice reform efforts. Gloria serves as Chair of Governor Inslee's Commission on Hispanic Affairs. Gloria serves on the board for the Washington State Bar Association Lawyer's Fund for Client Protection Board. She is a member of the cohort of the Washington Equal Justice Community Leadership Academy and a certified Intercultural Development Inventory Consultant. Gloria serves as the City's liaison to local government.

#### **Brian Coddington, Communications & Marketing Director**

Brian joined the City in February, 2013 and has more than 17 years of communications experience. He spent the past 12 years developing strategies for public agencies and leading companies as part of a global public relations agency. That work focused on clients with interests in economic development, natural resources, real estate, financial services, labor relations, legal services and technologies. Prior working in public relations, Brian spent six years as a newspaper reporter. Brian earned a Bachelor's degree from Whitworth University.

# Scott Simmons, Business and Developer Services Director

Scott is a results-driven professional with more than 18 years of leadership experience in employee development and strategic business execution. He bring a business acumen and collaborative leadership style that targets increasing efficiencies, developing better decision making practices, and improvements to service both internally and externally. His strong financial background allows him to make consistent and effective decisions through a broad range of analytics and collaborative processes across teams and within budgets. Scott has a Bachelor's degree in business and accounting.



