



# 2018

Program Budget Proposal



Success is measured by outcomes. A safer community. Smoother, more drivable streets. A safe, warm place to sleep for everyone. A cleaner river faster. A rising median household income. A balanced budget free from the burdens of a structural gap.

Each of those is something we can measure, a way to evaluate performance. These important variables define Spokane's urban advantage. Collectively, they make the capitol of the Intermountain Northwest a place where you can work and live in a thriving metropolitan center that is steps from a majestic oasis of recreation and beauty.

Spokane is updating its story. A strategic plan developed jointly by the Administration and City Council lays out four goals:

- Build and effectively manage an innovative infrastructure that supports community accessibility, mobility and resiliency
- Foster a healthy and compassionate community where all people feel safe, empowered and welcome
- Promote significant growth that connects people to place and builds upon cultural, historic, and natural resources
- Make sustainable financial decisions that support strategic goals, deliver excellent customer service, and contribute to economic prosperity

That plan, those goals, the underlying strategies are what this budget is all about. The city's budgeting philosophy, implemented by the Administration and reaffirmed by many City Councils, has been to make government more affordable to the people the city serves, accountable to their expectations and aligned to their priorities.

Years of determination and discipline has the city's focus on the long-term economic prosperity of the community and the people who call Spokane home. That means remaining steadfast in our sustainable budgeting approach that acknowledges the positives, such as greater than average sales tax returns, while treating anything above norm as incremental one-time money, reconfirming citizen priorities and directing resources to the areas that achieve the outcomes the community desires most.

Public safety, central to a safe, healthy and compassionate community, remains a top priority, as do integrated street improvements that are imperative to an innovative infrastructure. Finding a place for everyone to call home and connecting them to the supportive services to keep them there is also critical to the well-being of our community.

Next year's budget will also continue the major investments in our river and place greater emphasis on leveraging Spokane's significant urban edge. It will seek partnerships that improve service delivery and create a sense of place that delivers high livability returns.

Spokane has tremendous momentum and a lot to build on. The outcomes over the past six years have marked incremental progress that can deliver long-term success and quality of life.

Sincerely,

David A. Condon, Mayor

## Our Mission

At its most basic level, the City's mission is working every day to deliver a safer, smarter, healthier Spokane. That mission has been reaffirmed by many City Councils and Mayors. It reads:

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

Performance is evaluated daily and reviewed organization-wide every quarter to make sure the City is delivering "efficient and effective services" and that the measures continue to provide relevant guidance to continue delivering the best quality service possible for the dollars the citizens of Spokane entrust to us.

## Vision 2020 – Building a Safer, Smarter, Healthier Spokane

Steady and fruitful progress has established a solid foundation for future growth. Continued discipline in our practices and focus on promoting economic growth and vitality will create new opportunities for Spokane and its citizens.

To that end, the organization's commitment to building a safer, smarter and healthier 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 a municipal leader in innovation
- To be unequalled in living, learning and leisure

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

**Safer** – Property crime remains a focus for the Spokane Police Department. A new Vehicle Theft Task Force, launched specifically to target and prosecute offenders, has already impacted the city's most prolific offenders. A third-party cultural audit of the department is also helping to continue ever-evolving training for new and veteran officers. This budget proposes 10 new officers.

The Spokane Fire Department continues to be a leader in seeking new ways to better serve the most pressing citizen needs. Fire equipment is on a regular replacement schedule, the pilot sending smaller vehicles to non-emergency medical calls – our fastest growing need in the Fire department – has expanded and a new program, called Spokane Ride to Care, gives those with less pressing ailments the alternative of seeking services through clinics and service providers rather than the emergency room.

**Smarter** – An integrated approach that is all about the river is delivering better outcomes and getting us to a cleaner river faster. That includes \$27 million directly invested in integrated capital projects that ensures every dollar invested brings multiple benefits for citizens. Work on a system that captures, stores and releases combined sewer and wastewater in a more controlled manner during large weather events to keep it from entering the river continues on schedule to meet a 2019 deadline for completion.

**Healthier** – Redevelopment of Riverfront Park, the first major investment in more than 40 years, is well underway. The first major improvements are scheduled to open this winter as a significant addition to a growing park footprint that is improving access and connectivity to the Spokane River. A new overlook immediately north of the downtown Spokane Public Library will create new vistas of the river and serve as a new connection to the river gorge and planned trail loop.

Financial improvements are also part of a healthier Spokane. Continued emphasis on economic vitality has delivered \$1.5 billion in new investment in Spokane over the past five-plus years and contributed to another rise in median household income to its highest level in at least 10 years.

## Our Guiding Budget Principals

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

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

## Our Budget Philosophy: Affordable, Accountable, Aligned

We adopted a philosophy during the 2013 budget process that continues to guide our decisions to better serve citizens today. That philosophy requires us to consider affordability, accountability and alignment in all of our budget deliberations and actions.

### Affordability

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

### Accountability

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

### Alignment

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

## 2016 Close Out & 2017 YTD Results

The City of Spokane General Fund closed 2016 on a positive note. Overall, General Fund revenue exceeded expenditures by about \$2.9 million while overall Fund Balance (General Fund only) decreased by about 4%. Just as in 2016, increased sales tax revenue and revenue from investments were the primary contributors to the positive variance. These positive results led to an increase in the General Fund 'checkbook balance' from \$5.2 million at the end of 2015 to \$6.2 million at the end of 2016. At the end of 2016, the General Fund Contingency Reserve was approximately 8% of General Fund budgeted expenditures while the targeted funding level is 10%. City Council approved Resolution 2015-0059, which established a formal plan that allows the City to shift positive General Fund variances into the General Fund Contingency Reserves. If the net increase in the City's cash General Fund cash position from 2016 is shifted to the contingency reserve, the level of funding would increase to about 8.5% in relation to the 2017 General Fund expense budget. However, the City's Revenue Stabilization Account still remains far short of the targeted funding level of \$6.25 million at just over \$700,000.

In the first half of 2017, General Fund revenue is coming in at about 3% over what was projected in the adopted budget. We continue to closely monitor both revenues and expenses so we can be responsive if current trends begin to shift. The positive trends in General Fund revenue are led by sales tax, private utility tax, business registration revenue, and interest income.



## 2018 Fiscal Guidance

For the second consecutive year, the City was not faced with cuts to staff or programs during the budget cycle, reversing a trend that spanned more than a decade. Continued diligence in budgeting and an increased focus on jobs and economic growth are significant reasons for the reversal and has the city in an even better position as we progress through 2017. For 2018, we anticipate another year of sustainable moderate growth.

Our ability to make new investments is limited by the significant commitment made to existing investments and now depends entirely on the growth of the local economy. During the 2016 budget process we committed to creating a strategic plan and a set of tools to help spur business growth, and that work is under way. There are a number of factors to consider as we work through the 2018 budget process:

- **Revenue Growth** – For the purpose of developing the 2018 General Fund budget we assume revenue growth of 3%. This is right in line with our long-range revenue forecast.
- **Median Household Income** – Following up on a significant increase in MHI in 2014 (11%), MHI in the city increased by 1.5% in 2015 to \$44,350. Although that is the highest MHI has been in at least 10 years, it remains below our United Way ALICE (Asset Limited, Income Constrained, Employed) goal of \$54,000. We remain among the lowest in both categories in Spokane County. Our focus on affordability of government remains and all budget decisions must consider citizens ability to pay.
- **Investment in Our Employees** – Working in partnership with our labor groups we have kept the growth in labor costs in line with revenue projections. The 2018 budget will include approximately \$5 million in contractually obligated pay increases (cost of living increases (COLA) and longevity step increases) as well as budgeted increases in benefits costs of about \$4 million.
- **1% to Public Safety Capital + Matching Funds** – We remain committed to contributing the 1% property tax growth of about \$400,000 as well as the \$400,000 match from the General Fund to purchasing vehicles and equipment for public safety. City Council adopted Resolution 2014-0081 on July 14, 2014 to support this ongoing investment. The set aside for capital does limit the City's ability to make new investment in other areas. At this point we are halfway to our goal of having a sustainable funding source. We have committed the 1% increase for four consecutive years and will achieve this goal by continuing to commit the 1% increases from 2018 – 2021. At that point in time, the City will have approximately \$6.5 million annually dedicated for this purpose and will no longer need to commit future property tax increase for this purpose.
- **Investment in Public Safety Operations** – Anticipated expiration of the federal SAFER grant that allowed expansion of fire service to southwest Spokane as well as extension of the ARU program has us planning for increases in both operating and capital expense for Fire. We also remain committed to sustaining funding for the additional 35 police officers (25 funded in 2014 and 10 in 2015) and will make targeted investments in key U.S. Department of Justice recommendations related to use of force. The 2018 budget includes another 10 police officer positions to continue our commitment of greater police presence in our community.
- **Unfunded Capital** – We continue to look for solutions to the shortfall in our \$735 million 6-year capital budget, which currently stands at about \$29 million of projects that are unfunded and have no identified funding source.

- **Reserves** – The City Council approved Resolution 2015-0059, which established a formal plan allowing us to shift positive General Fund variances into the General Fund Contingency Reserves. Shifting the 2017 net positive cash variance into the Contingency Reserve would increase the level of funding to about 8.5%, just short of our 10% goal.
- **2.9% Utility Rate Cap** – We are committed to supporting the Utility rate cap set by City Council at 2.9%. The City's long-range revenue growth as well as public works capital projects will be tied to that rate in 2018 and in future budgets.
- **Impact of State & Federal Policy** – We anticipate that federal policy changes may have regulatory impacts related to the Affordable Care Act and changes to EPA regulations/rules that could have a negative financial impact on the City budget.
- **Spokane Employee Retirement System** – City employees depend on SERS for their retirement and it is a priority to improve the financial sustainability of SERS for currently retired employees and for future retirees. We continue to work with our employee labor groups to ensure the sustainability of this program now and into the future.

	General Fund Only		
	2018 Step Est.	2018 COLA Est.	Total
M&P	62,358	185,646	248,004
Prosecutors	14,270	19,300	33,570
Local 270	144,169	502,439	646,608
Exempt-Confidential	20,864	75,898	96,762
Lt & Cpt	3,301	59,938	63,239
Police Guild	289,325	525,244	814,569
Step / Longevity	<b>534,287</b>	<b>1,368,464</b>	<b>1,902,751</b>

	City-wide Cost		
	2018 Step Est.	2018 COLA Est.	Total
M&P	196,718	587,601	784,319
Prosecutors	14,270	19,300	33,570
Local 270	530,208	2,325,547	2,855,755
Library 270	14,103	60,909	75,012
Exempt-Confidential	42,183	132,393	174,576
Library Managerial	0	111,000	111,000
SAFO	6,892	28,375	35,267
Lt & Cpt	3,301	59,938	63,239
Local 29 - Fire	327,134	424,332	751,466
Police Guild	289,325	532,574	821,899
Local 29 - Dispatch	25,064	21,460	46,524
	<b>1,449,198</b>	<b>4,303,429</b>	<b>5,752,627</b>

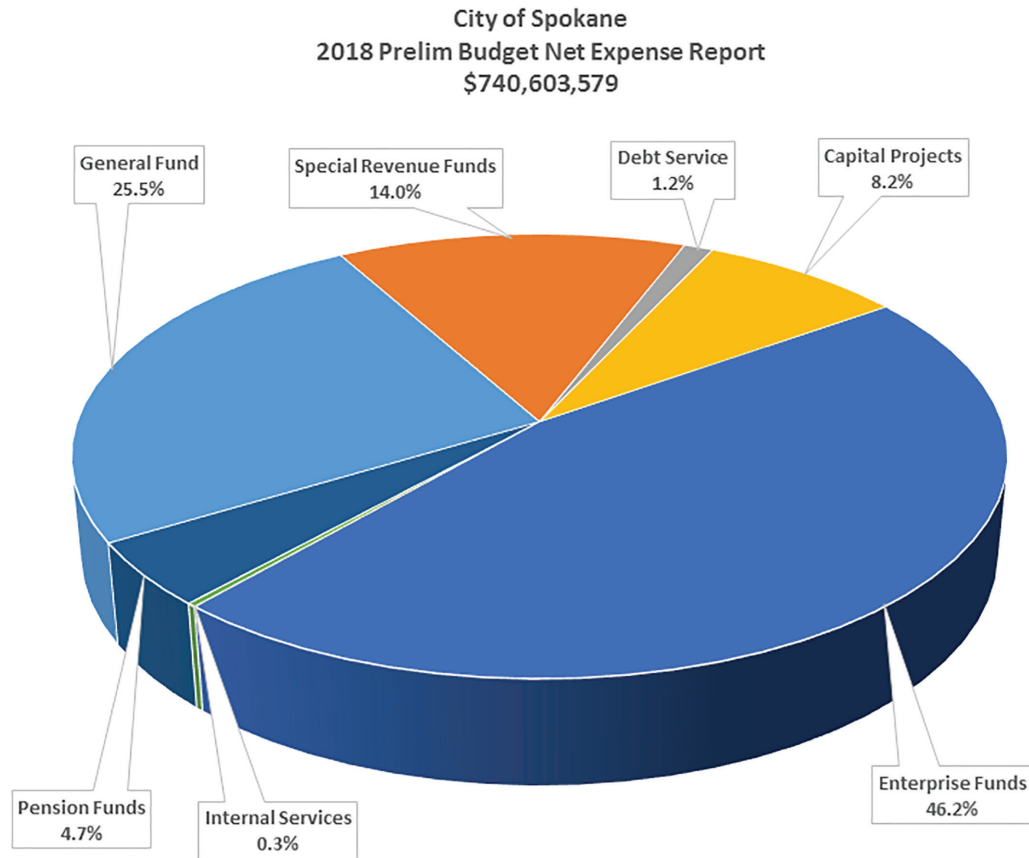
## 2018 General Fund Estimates

Revenue and expense estimates for the 2018 General Fund budget are outlined below:

<b>2017 Adopted Budget GF Revenue</b>	<b>181,638,522</b>
<b>2018 Preliminary Budget GF Revenue</b>	<b>189,736,463</b>
<b>Available for new or increased expenses</b>	<b>8,097,941</b>
<b>2018 Proposed GF Expense changes</b>	
<b>Contractually Obligated</b>	
Wages and Benefits	5,690,000
Impact of Prior Year Wage Adjustments	450,000
Prior Year COPS Grant – 2018 Impact	200,000
New Positions (SBO 2017)	115,000
<b>Total Contractually Obligated</b>	<b>6,455,000</b>
<b>Available/(Shortfall)</b>	<b>1,642,941</b>
<b>Other Obligations/Commitments</b>	
SIP Public Safety Capital (1% + Match)	800,000
Increase in Parking Infraction Revenue to Parking Fund	250,000
Street Levy Reconciliation	200,000
Net M&O Changes	139,000
Increase for Joint City/County PM	90,000
Increase in Intermodal Related to Vacancies	50,000
<b>Total Other Obligations/Commitments</b>	<b>1,529,000</b>
<b>Available/(Shortfall)</b>	<b>113,941</b>
<b>Joint Priorities</b>	
10 New Police Officer Positions	750,000
New COPS Grant	(382,200)
24/7 Shelter	250,000
<b>Total Joint Priorities</b>	<b>618,000</b>
<b>Available/(Shortfall)</b>	<b>(504,059)</b>

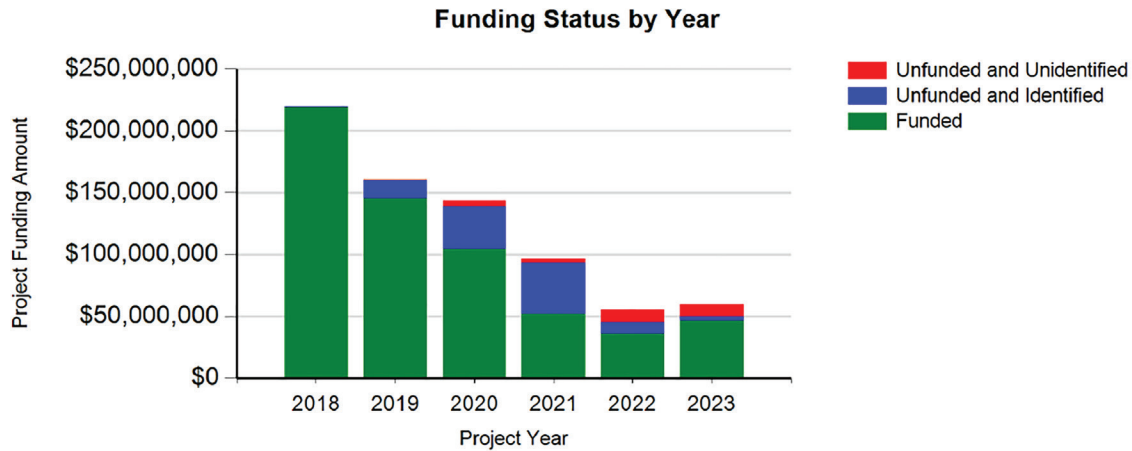
## 2017 Expense Estimates

Expense estimates by category are outlined below:



## Summary of 6 Year Capital Budget

The current capital budget summary (2018-2023) is as follows:



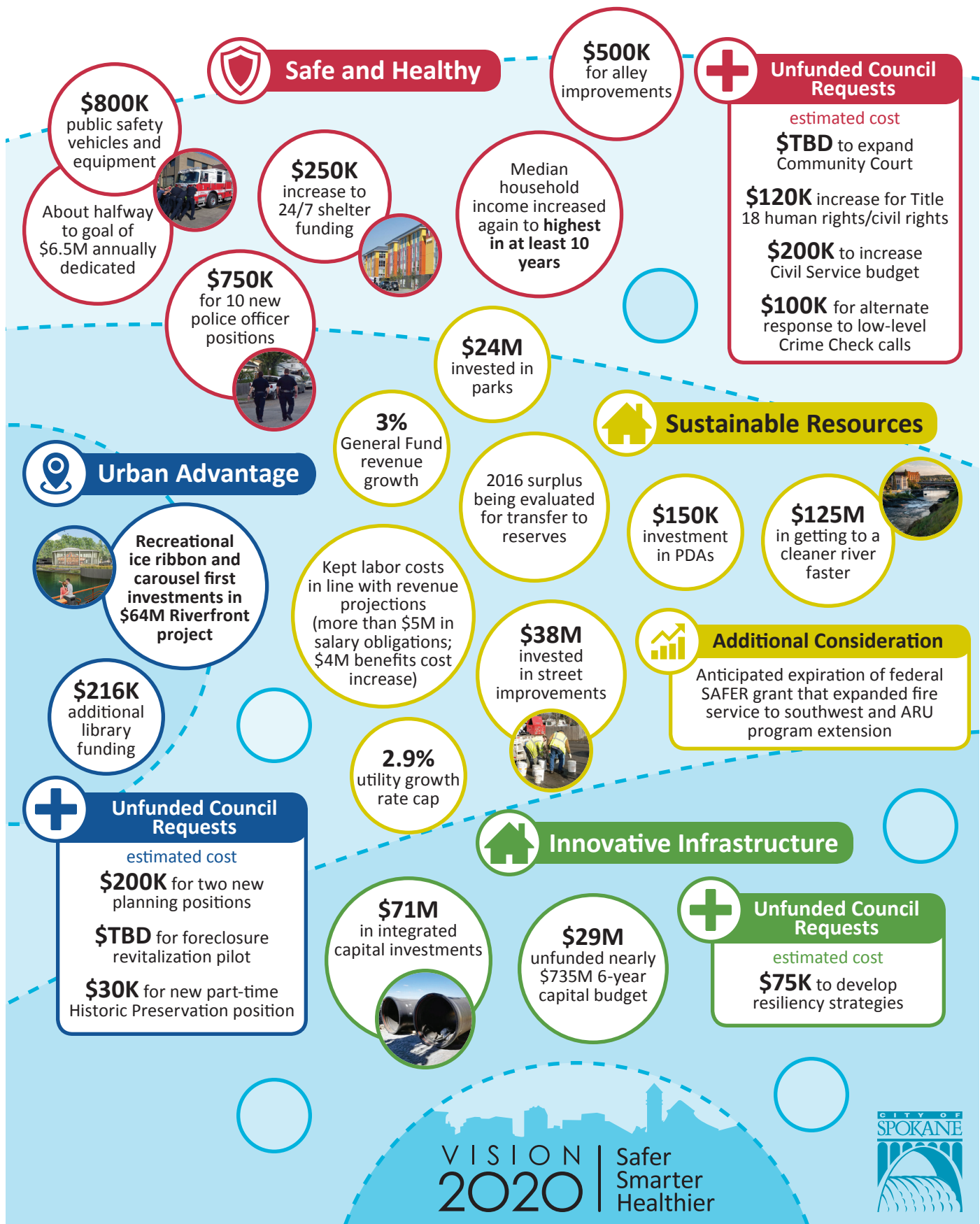
Details of the 6 Year Capital Plan are outlined below:

Department	2018	2019	2020	2021	2022	2023	Total
Asset Management	2,800,210	5,769,022	33,829,027	40,271,940	4,200,000	2,470,000	89,340,199
Fire	2,953,543	5,243,567	3,045,455	3,422,568	3,255,209	2,810,822	20,731,224
Information Technology	3,515,235	2,400,000	2,250,001	2,000,000	2,000,000	1,600,000	13,765,236
Library	42,000	0	0	0	0	0	42,000
Parks and Recreation	24,776,475	17,655,681	6,245,391	6,764,314	7,702,500	1,442,500	64,586,761
Police	2,157,149	3,131,402	2,748,417	2,019,965	1,971,452	2,127,958	14,156,343
Solid Waste Collection	100,000	3,290,000	2,516,000	3,300,000	4,400,000	4,630,000	18,236,000
Solid Waste Disposal	5,457,500	4,055,500	3,358,000	1,484,000	500,000	2,450,000	17,305,000
Streets	38,207,757	30,729,329	11,357,120	12,694,756	14,479,392	19,365,983	126,834,337
Wastewater Management	125,487,650	72,386,930	62,580,000	11,468,500	11,455,000	10,480,000	293,858,080
Water	13,924,000	15,537,000	15,394,000	13,001,000	5,276,000	12,165,000	75,297,000
<b>Total</b>	<b>219,421,519</b>	<b>160,198,331</b>	<b>143,323,411</b>	<b>96,427,043</b>	<b>55,239,553</b>	<b>59,542,323</b>	<b>734,152,180</b>
Unfunded / Unidentified	0.00%	0.43%	2.99%	3.75%	18.20%	16.63%	3.89%
Unfunded / Identified	0.08%	8.63%	24.38%	42.64%	16.91%	5.61%	14.00%
Funded	99.92%	90.93%	72.63%	53.61%	64.89%	77.75%	82.11%



# Your Spokane Budget

Our budgeting approach is based on a shared philosophy to make government more affordable to the people we serve, accountable to outcomes and aligned to citizen priorities. This budget matches community priorities to desired outcomes.



## 2018 Budget Engagement Schedule

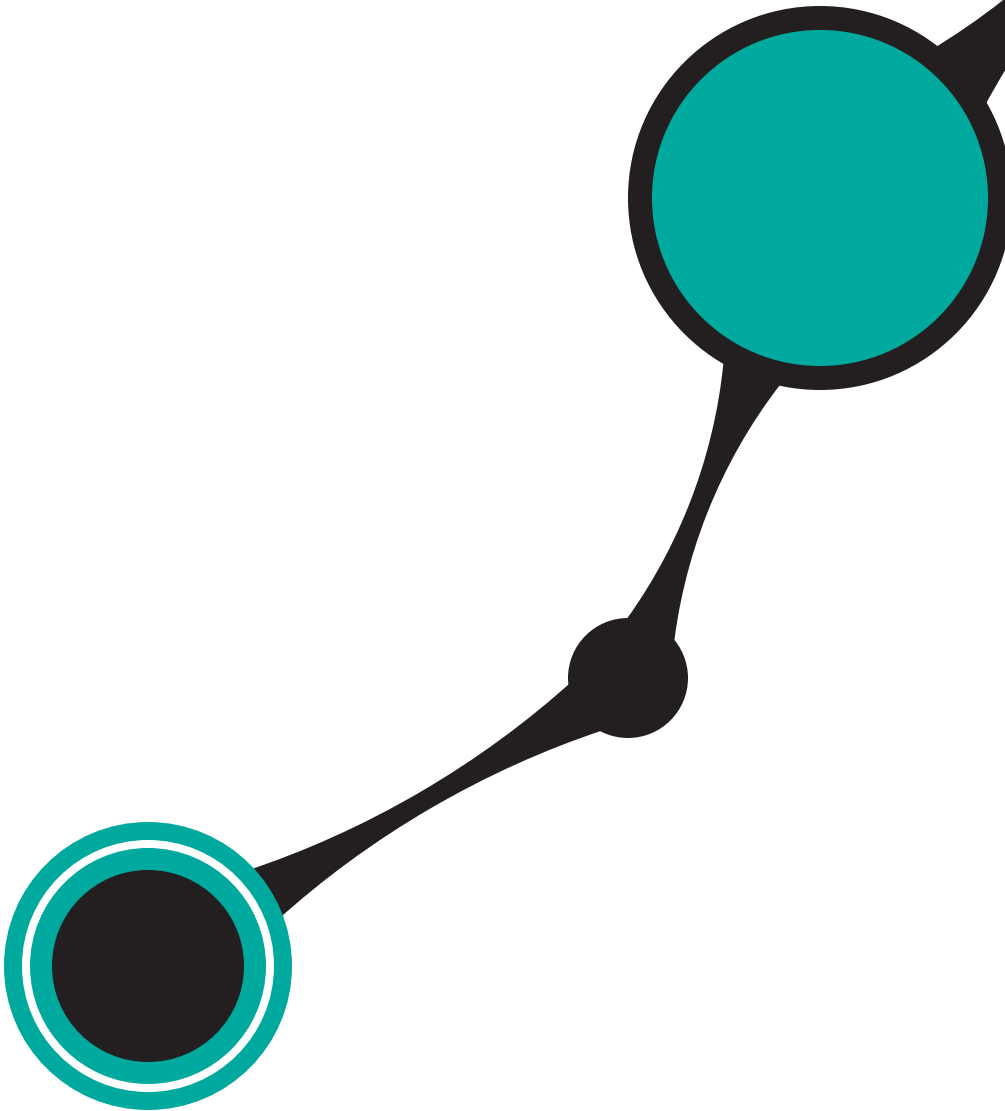
- February 10** Delivered State of the City Address and engaged attendees on priorities.
- February 13** Delivered the State of the City Address to the City Council during its regularly scheduled public legislative meeting and discussed priorities.
- March 8** Engaged citizens at the Emerson Garfield Neighborhood meeting in discussion about the State of the City, budget priorities and the city's performance.
- March 9** Engaged citizens in a discussion about homelessness, priorities and the resources the city commits to solve the challenge.
- March 21** Delivered the State of the City Address to the Board of County Commissioners during its regularly scheduled public legislative meeting and discussed priorities.
- March 22** Engaged citizens at the Logan Neighborhood meeting in a discussion about the State of the City, budget priorities and the city's performance.
- March 27** Engaged youth in a discussion about the city's vision, priorities and how those decisions impact youth.
- March 30** Engaged citizens at Rockwood Retirement Community in a discussion about the State of the City, budget priorities and the city's performance.
- March 31** Hosted a stakeholder discussion about the city's snow removal performance and budget.
- April 12** Delivered the State of the City Address to the Inland Northwest Business Alliance and discussed priorities and city performance.
- April 14** Delivered the State of the City Address to the Marketing Associates of Spokane and discussed priorities and city performance.
- May 9** Delivered the State of the City Address to the League of Women Voters and discussed priorities and city performance.
- April 12** Engaged the Mayor's Advisory Council on Economic Vitality in a discussion about the city's vision, strategic plan and budget.
- May 25** Delivered the State of the City Address to Rotary 21 and discussed priorities and city performance.
- June 17** Appeared on a State of the City Roundtable discussion on Invest Northwest and sought feedback on city performance.

- September 7** Held leadership retreat to discuss and address priorities related to city's joint strategic plan.
- September/October** Engage neighborhoods in 2018 Program Budget discussion and reconfirm priorities.
- September/October** Conduct study sessions with City Council on individual program sections.
- September 12** Publish 2018 Program Budget to the City's website and re-launch MySpokaneBudget.org, an interactive tool to engage the community in reviewing the proposal.
- September 13** Convene Mayor's Advisory Council on Economic Vitality to discuss city's strategic plan and priorities.
- September 18** Deliver overview of the 2018 Program Budget to City Council's Finance Committee.
- October 3** Convene the Mayor's Advisory Council on Multicultural Affairs to discuss budget and priorities.
- October 11** Review budget plans with Plan Commission for consistency.
- October 12** Deliver the State of the City Address to the Spokane Young Lawyers Division and discuss priorities and city performance.
- October 19** Discuss the city's vision, strategic plan and budget priorities with the East Sprague Business Association.
- October 30** Begin public budget hearings with City Council.
- November 2** Deliver 2018 Line-Item Budget to City Council.
- December 31** Deadline for City Council to adopt 2018 budget.



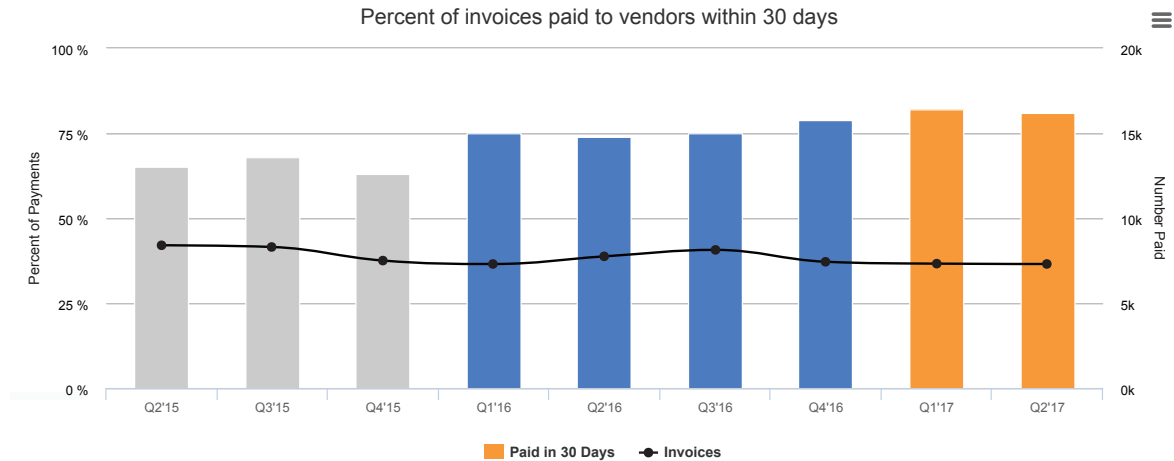
# Performance Measures

Performance Measures





# Accounting

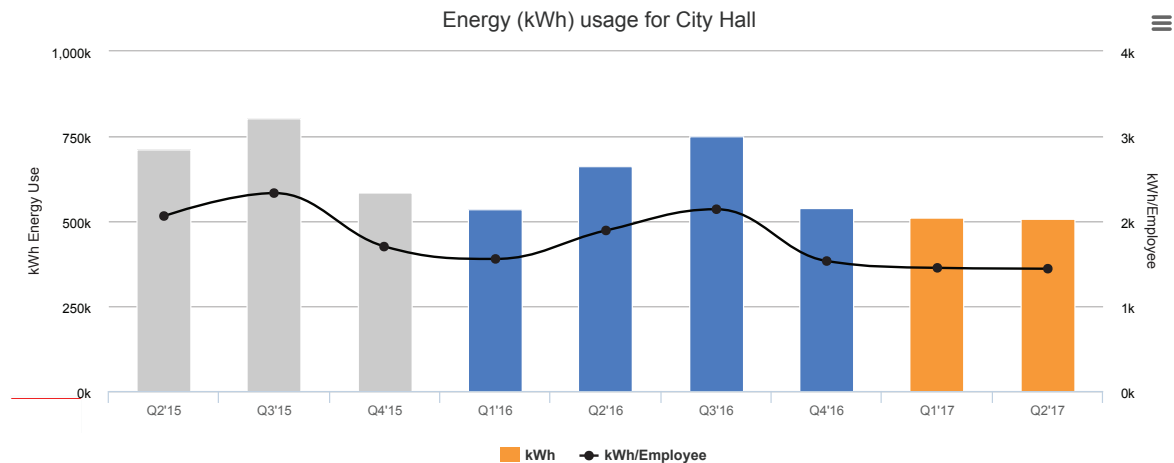


Kim Bustos,  
Accounting  
Director

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.

We continue to see improved performance in this area. To truly affect this performance measure, it will be necessary to implement a technology solution that manages an invoice during its lifecycle. We are going to beta test use of invoice monitoring and workflow via onBase.

# Asset Management



Ed Lukas,  
Director, Asset  
Management

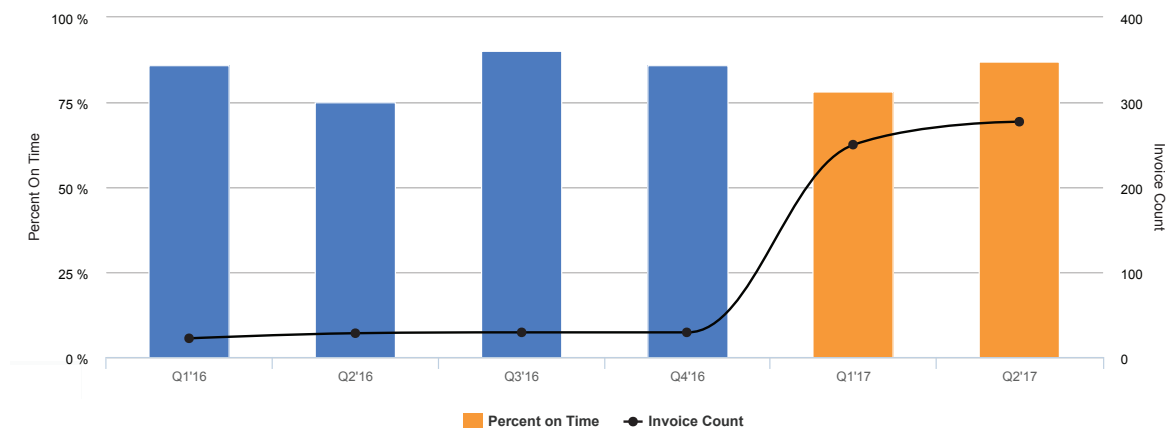
Improving energy performance of our facilities provides for effective use of taxpayer resources and supports environmental stewardship. Lighting, computer equipment, and air handling are significant electrical uses, but the air conditioning in summer drives the peak electrical use. In winter City Hall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

Prevailing weather conditions have a great bearing on City Hall energy usage. However, weather conditions for Q2 in 2017 and 2016 were similar, so the significant decrease in energy usage is attributed to lighting upgrades and reduced power consumption in our three data centers in the building. Asset Management is working closely with the Environmental Programs department on monitoring our energy usage at many of our city facilities via energy tracking software. Reviewing our energy usage on disparate properties such as city hall, fire stations, solid waste facilities, libraries, and others and then comparing the findings with our peer groups will help us identify opportunities for better energy usage. LED lamps, solar panels, and energy efficient HVAC upgrades are a few of the tools that can help us achieve

better building performance.

# CHHS

Percent of invoices turned around in three business days



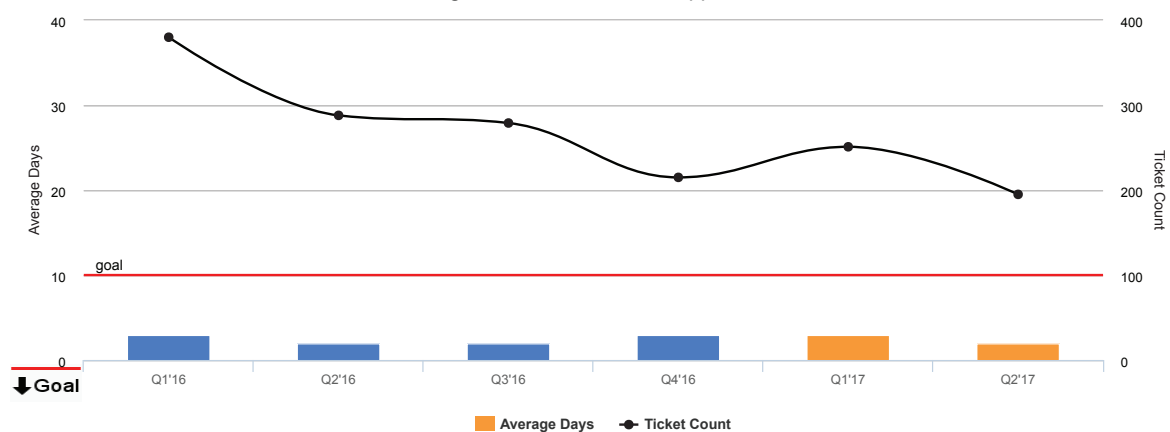
Dawn Kinder,  
Director, CHHS

Agencies that receive grants through the Community, Housing and Human Services (CHHS) Department are reimbursed for grant-funded activities through an invoice process. The purpose of invoice review is to ensure that public funds are expended for reasonable and allowable grant expenses. A timely reimbursement process is equally important and the department goal for reviewing and forwarding invoices to be processed for payment is three business days.

During the second quarter of 2017, CHHS received 277 grant invoices and 87 percent were forwarded for payment within the target time frame. That represents an improvement over the first quarter of 2017, when 78 percent of invoices were forwarded for payment within the target time frame. On average, invoices in the second quarter of 2017 were under review for three business days, and 16% were returned to the submitting agency for corrections or compliance-related issues. More than a third (36 percent) of invoices were reviewed and approved for payment the same day they were received.

# CHHS

Average time to close HMIS support tickets

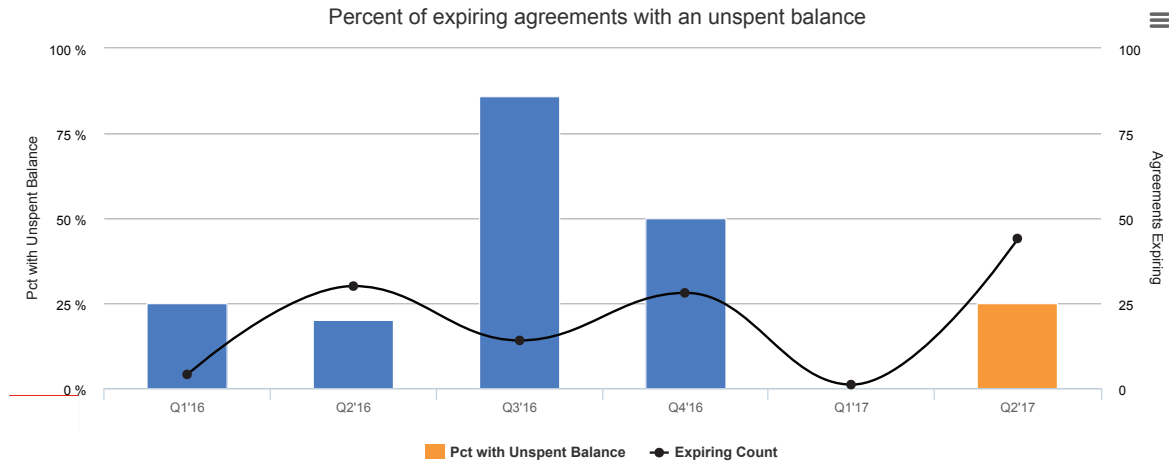


Dawn Kinder,  
Director, CHHS

Agencies that receive funds through the Community, Housing and Human Services (CHHS) Department for provision of services to people experiencing homelessness are required to enter data about the clients they serve into the Homeless Management Information System (HMIS). HMIS is web-based, and system users submit online support tickets when they have questions or if problems arise. The support tickets are processed and addressed by CHHS staff and the goal for support ticket closure is 10 days.

In the 2nd quarter of 2017, the average time from support ticket submission to closure was 2.0 days. That reflects a drop in ticket turnaround time of almost one day compared to the first quarter of 2017. There were also 20% fewer support tickets received in the second quarter of 2017 compared to the first quarter of the year.

# CHHS

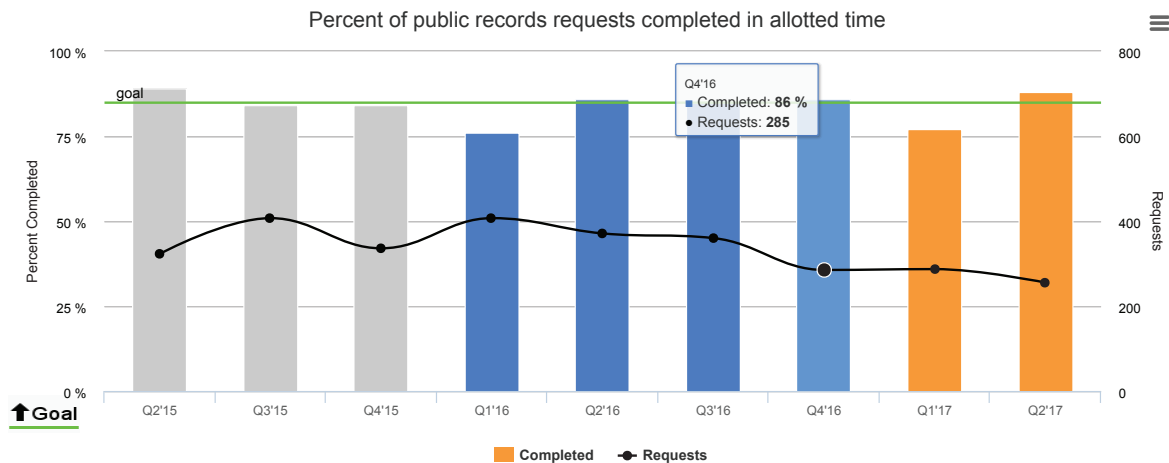


Dawn Kinder,  
Director, CHHS

Grant spend down review is a critical part of the grant lifecycle and is essential to meeting funder expectations and maximizing the impact of grant programs. The Community, Housing and Human Services Department (CHHS) works closely with community partners to manage grant spend down in the context of multiple grant funding streams, shifting community needs, extreme weather events, and other factors. In some situations, it may be appropriate for a grant agreement to expire with unspent funds, such as when a construction project is completed under budget, or if a service-based project is ramping down to closure. In other situations, programmatic and/or budget adjustments may be necessary to minimize the amount of unspent grant funds. This performance measure reflects the percent of CHHS grant agreements that expired during the reporting quarter with grant funds remaining unspent.

In the second quarter of 2017, 44 grant agreements expired. 11 of those agreements had a balance of funds remaining at expiration.

# City Clerk

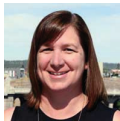
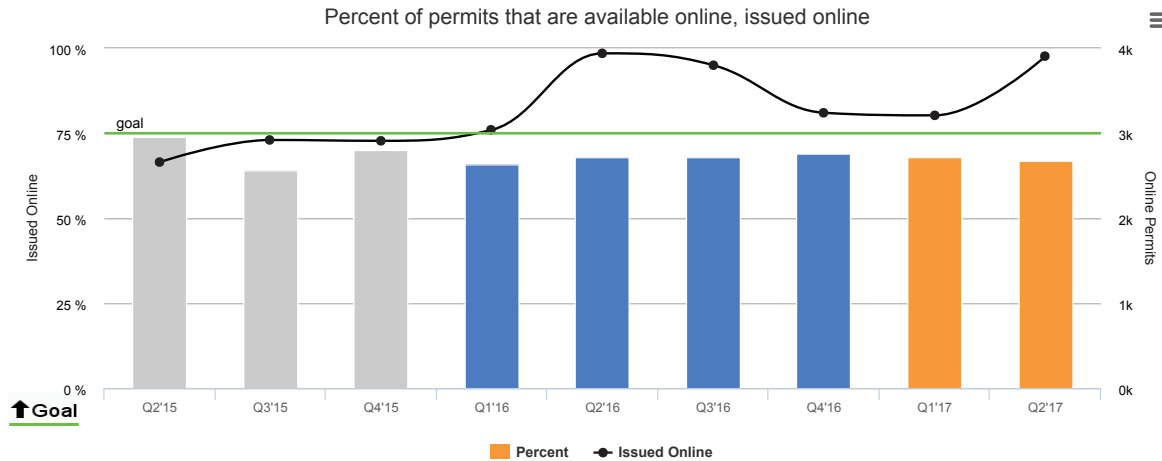


Terri Pfister,  
City Clerk

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

The number of requests received in Q2-17 (337) decreased by 9.16 % compared to the number of requests received in Q2-16 (371) (or a reduction of 34 requests). There was also a 5.1% decrease in the number of requests received in Q2-17 (337) compared to Q1-17 (355) (or a decrease of 18 requests). The average completion rate for the second quarter is at 88.27%.

## Development Services Center

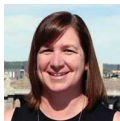
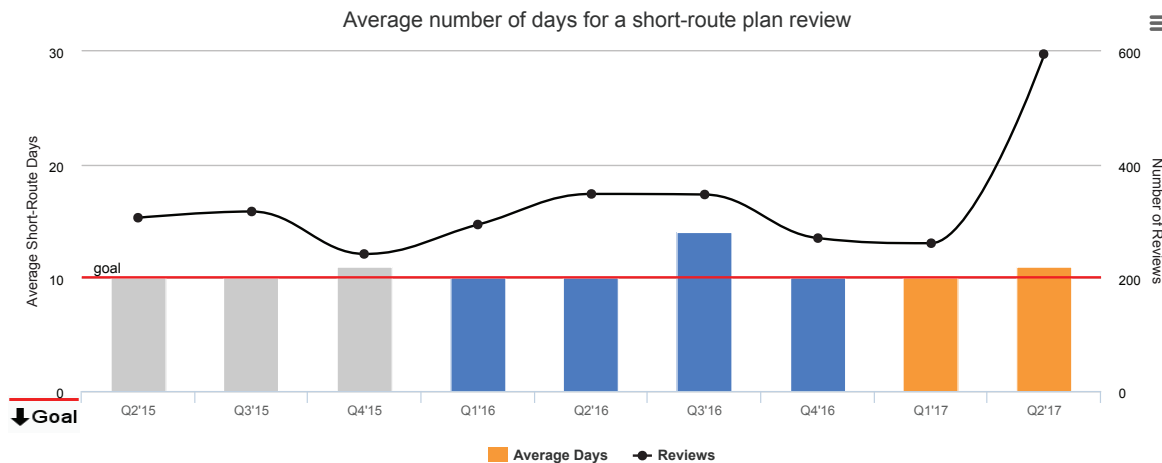


Kris Becker,  
Manager,  
Development  
Services  
Center

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. In the second quarter of 2017, the percentage of permits issued online was 67%, down from 68% in the first quarter. We expect to see a steady increase in the number of permits issued online as more contractors are trained to use Accela Citizen Access. Parking passes and Public Tree permits were available online in the fourth quarter of 2016. Siding and window permits will become available in the 3rd quarter of 2017.

## Development Services Center



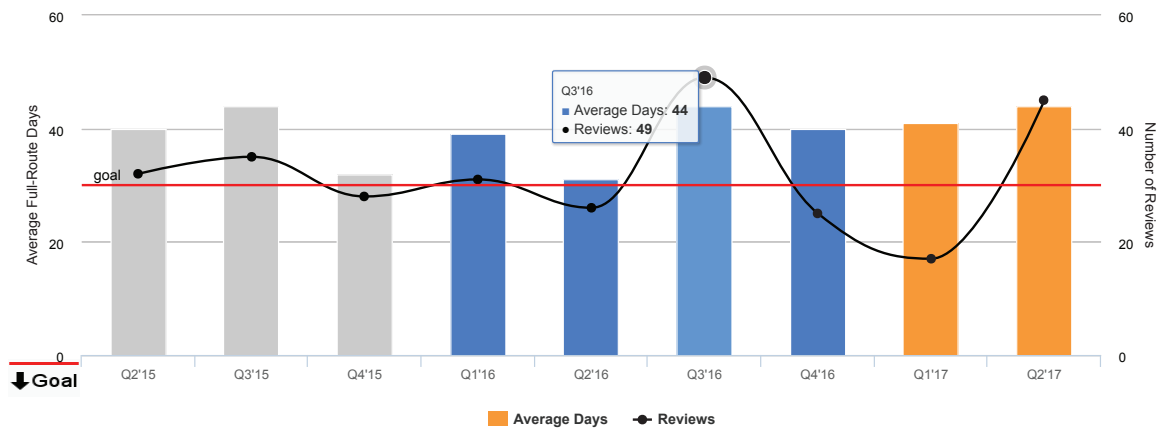
Kris Becker,  
Manager,  
Development  
Services  
Center

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

Short route plan reviews averaged 11 days in the first quarter. 2017 continues to be a record setting year in terms of permit volumes. The permitting process will be continually evaluated and improved for efficiency, effectiveness, and flexibility.

# Development Services Center

Average number of days for a full-route plan review



Kris Becker,  
Manager,  
Development  
Services  
Center

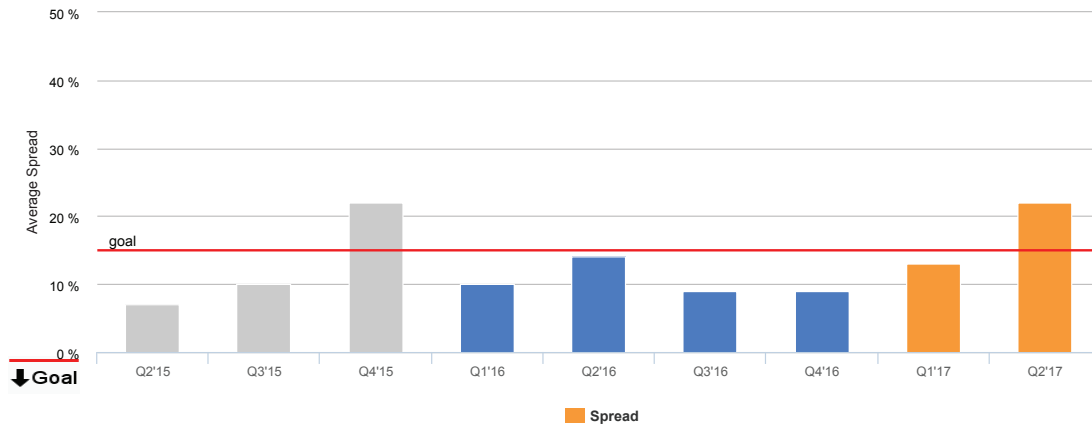
Full-route plan reviews are new commercial building permits. Delays in permitting negatively impact the cost of development. We strive to issue permits in a timely manner so the economic benefits of the development are realized as quickly as possible. Our customers have asked for a quick permitting process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

In the second quarter of 2017, full-route plan reviews averaged 44 days, up from 41 days in quarter 1. Several projects that were approved in the first 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. The permitting process will be continually evaluated and improved for efficiency, effectiveness, and flexibility.



# Engineering

Average spread among three lowest bidders for construction projects



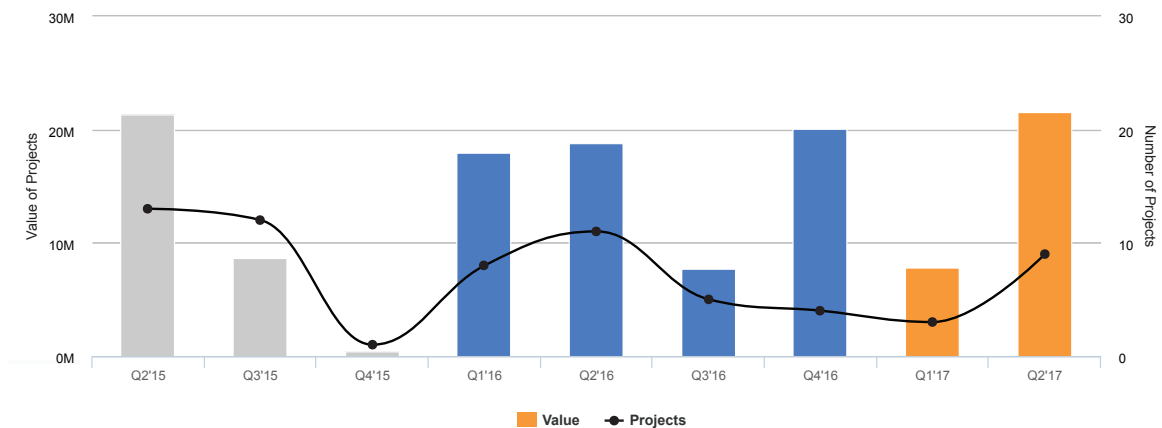
Kyle Twohig,  
Operations  
Manager

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

In Q2 of 2017, we saw another increase in our bid variance, along with more projects exceeding engineer's estimate. Several projects were released this quarter many of them smaller which we expect to see higher variance. As each bid came out later into the year, we generally saw fewer bidders and higher bid variance. Specifically, concrete flatwork pricing is increasing, and our pool of contractors are very low on capacity for additional work. Fortunately, we have gotten nearly every project for our record construction season advertised and contracted. We did realize the desired outcome of a new strategy this year by bundling smaller projects into a larger, more desirable project, which helped suppress the inflated bids we are accustomed to seeing on second quarter small jobs.

# Engineering

Dollar value of construction projects released

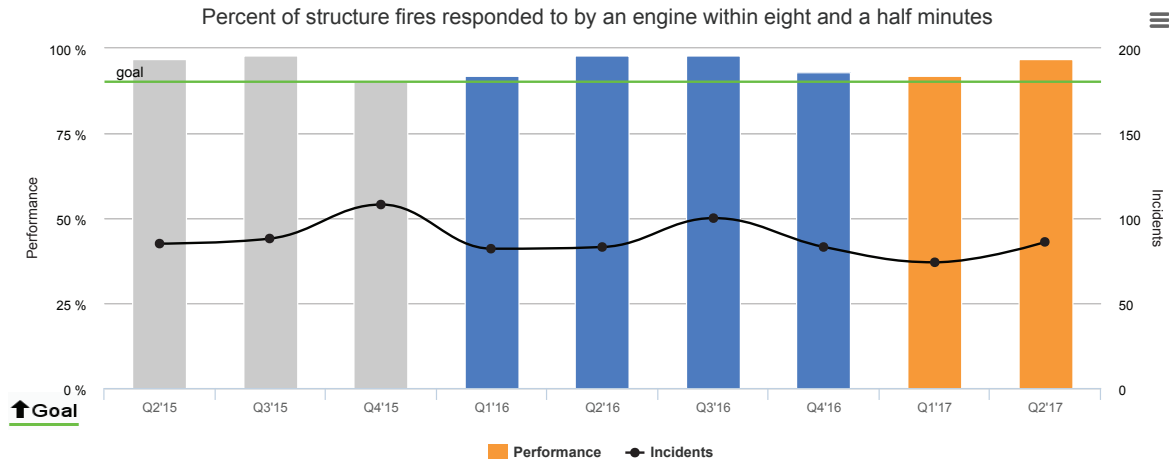


Kyle Twohig,  
Operations  
Manager

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

The second quarter of 2017 saw over \$20M of construction work released to our local economy. This is the fourth time in the past six quarters we have neared \$20M in projects. All of this is still without accounting for our largest projects of the year in CSOs 24 and 26. Due to the alternative contracting methodology, the entire valuation will be finalized in Q3 despite work already commencing. There is an additional ~\$50M yet to hit our performance measures! Our local economy is greatly benefiting from this peak in capital projects released, and from a contract award standpoint we have summited the mountain. Every large CSO tank in the program has now been awarded and construction is underway. For the most part, we have been very fortunate to get our entire CSO program under contract prior to the local construction boom that is drying up all available contractor capacity.

# Fire



## Discussion

[Send Feedback](#)

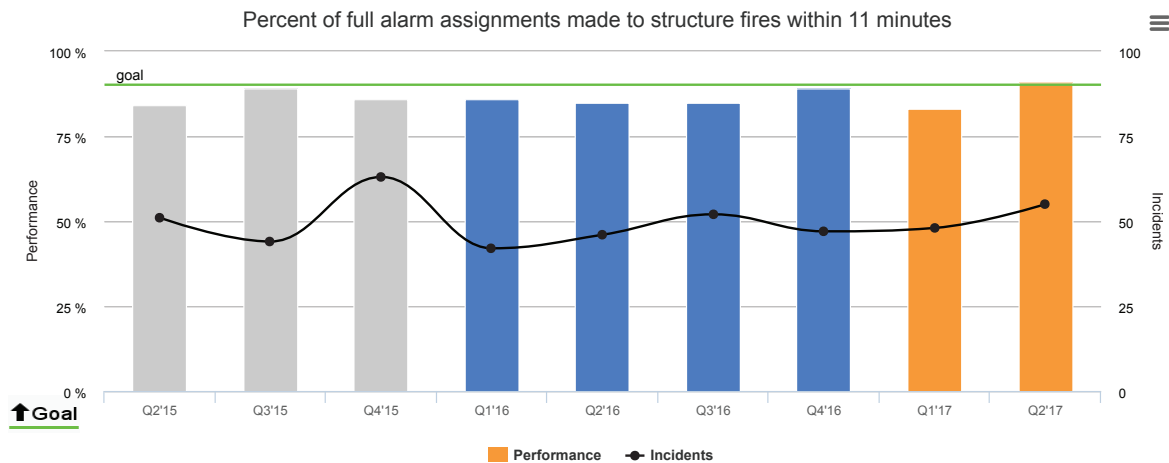


Brian  
Schaeffer, Fire  
Chief

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

The number of structure fires increased from 74 to 86. This represents a 16% increase in the total number of structure fire incidents. Response times improved, as expected, with a significant change in weather and road conditions. The first Engine arrived, on average, in 7 minutes 45 seconds, 90% of the time. This places the department in the 96.5% range in compliance.

# Fire



## Discussion

[Send Feedback](#)

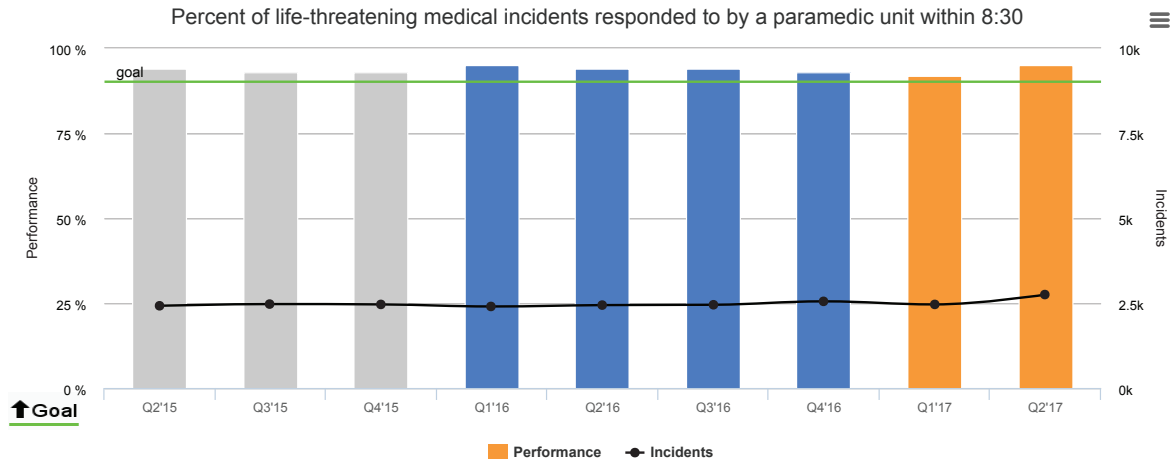


Brian  
Schaeffer, Fire  
Chief

A full alarm assignment of at least 15 firefighters needs to be on the scene of a fire in order to make the most effective fire attack. The goal is to assemble an effective response force at 90 percent of these incidents within 11:00.

The number of structure fires necessitating a full-response increased from 48 to 55. This performance measure was exceeded and accomplished in meeting the established response time. The average time to assemble an effective firefighting force was 10:55. This represents a 9% improvement.

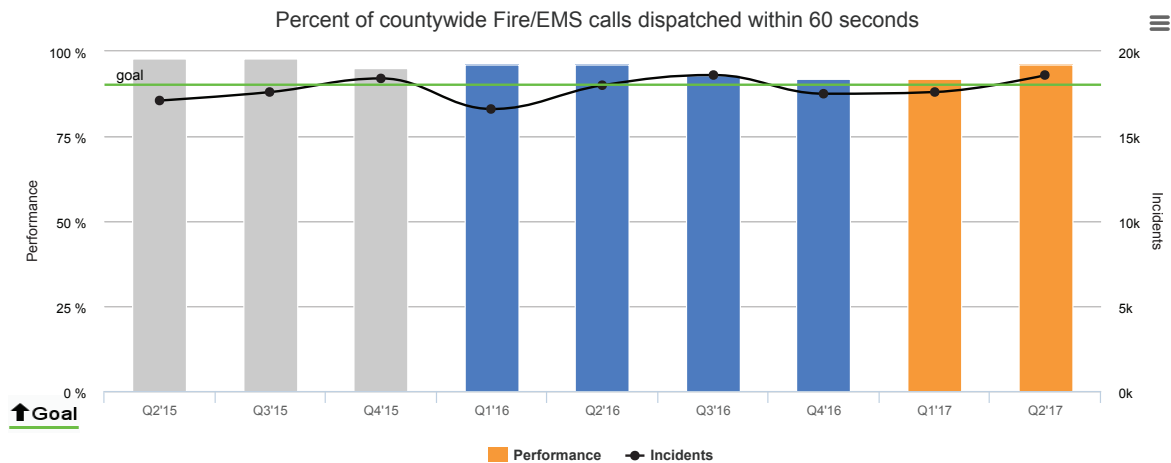
# Fire



Brian  
Schaeffer, 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.

# Fire



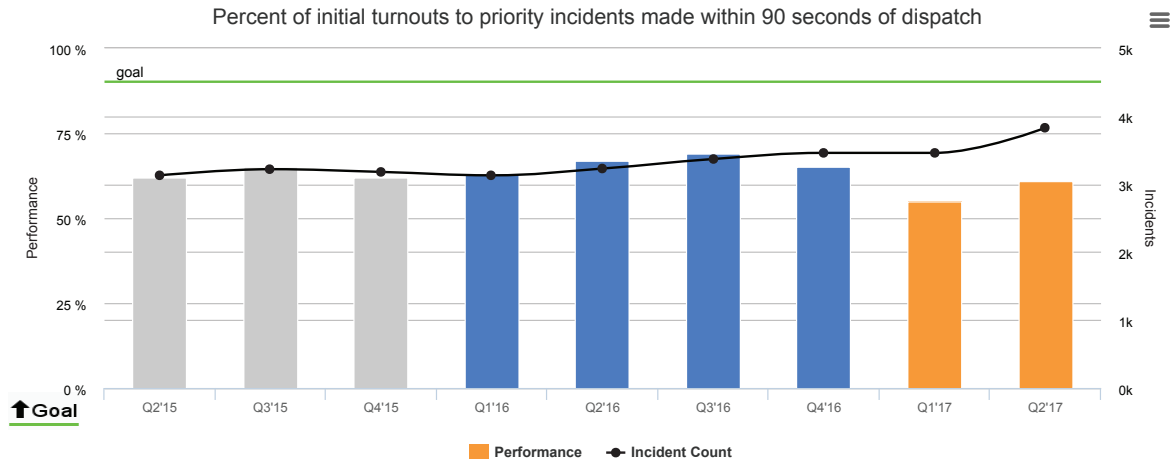
Brian  
Schaeffer, Fire  
Chief

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.

Starting in Q3 we will be reporting the performance measure in accordance with how we are now tracking dispatch statistics as outlined by the current CCC contract and NFPA Standard 1221. The Performance Measure Standard will read as follows: 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 high acuity calls within 60 seconds and 90 percent of all low acuity calls within 90 seconds. Year to date, end of Q2, the CCC is 93% compliant in Priority call processing and 99% in Non-priority call processing. Overall the average call processing time has improved drastically from previous quarters as a result of Communication Specialists increased familiarity with the use of the Priority Dispatch Paramount software and training received in May.

Communication Specialists increased familiarity with the use of the Priority Dispatch Paramount software and training received in May.

# Fire



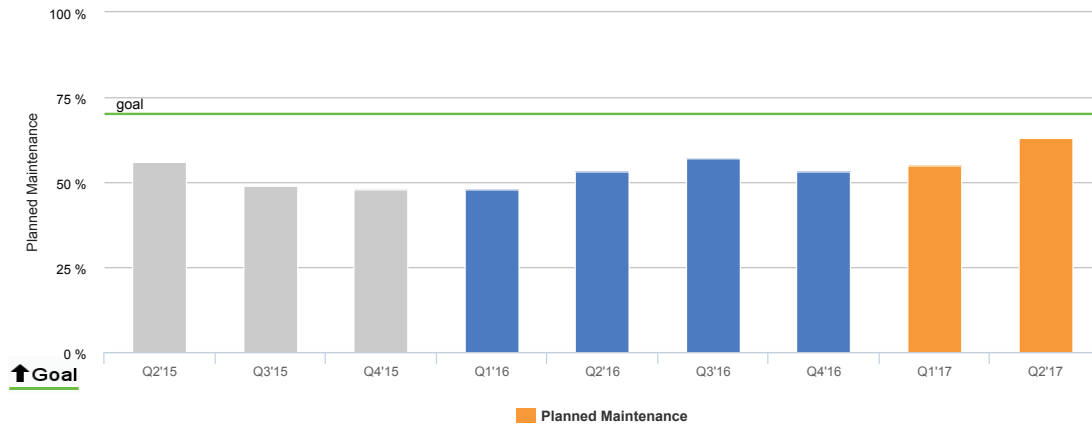
Brian  
Schaeffer, Fire  
Chief

Turnout time is measured from initial dispatch to initiation of travel toward the incident. For this measure only priority incidents are included in the calculation. The goal is to turnout within 90 seconds for 90 percent of all priority incidents.

The department saw a slight improvement in turn out times for Q2, with the average time moving from 2:25 to 2:15. The administration will continue to evaluate and identify areas where enhancements can be made or implemented to meet the defined goal of 90 seconds 90% of the time.

# Fleet Services

Planned VS unplanned maintenance



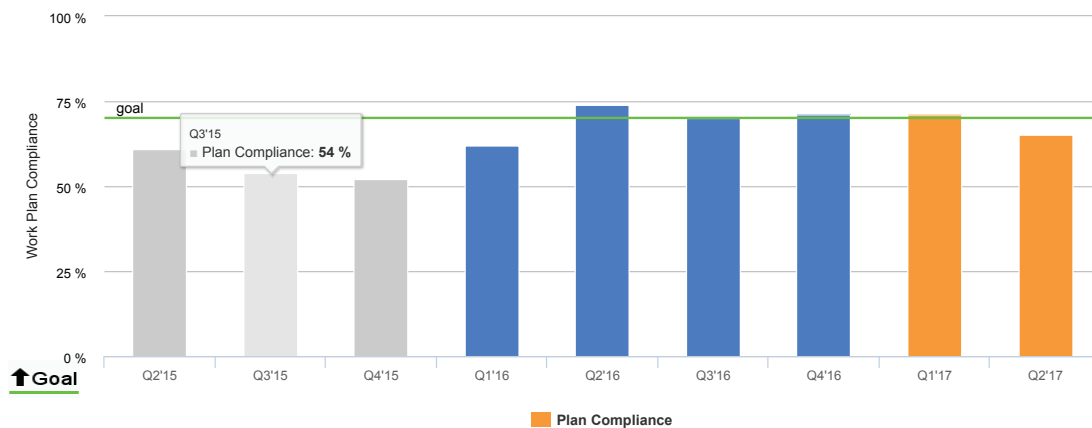
Steve Riggs,  
Fleet Services  
Director

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.

Fleet's planned maintenance improved quite a bit this quarter as we have finally met our goal! I believe this is due to better internal communication and building stronger relationships with our customers. As we continue to move towards a more proactive maintenance approach, I am confident Fleet's planned maintenance will continue to improve. Fleet has teamed up with the City's Continuous Process Improvement section and we are reevaluating our processes to become more efficient and create capacity for our workforce to be able to attend to our customers' expectations and better maintain the City's vehicle and equipment fleet.

# Fleet Services

Preventive maintenance work plan compliance



Steve Riggs,  
Fleet Services  
Director

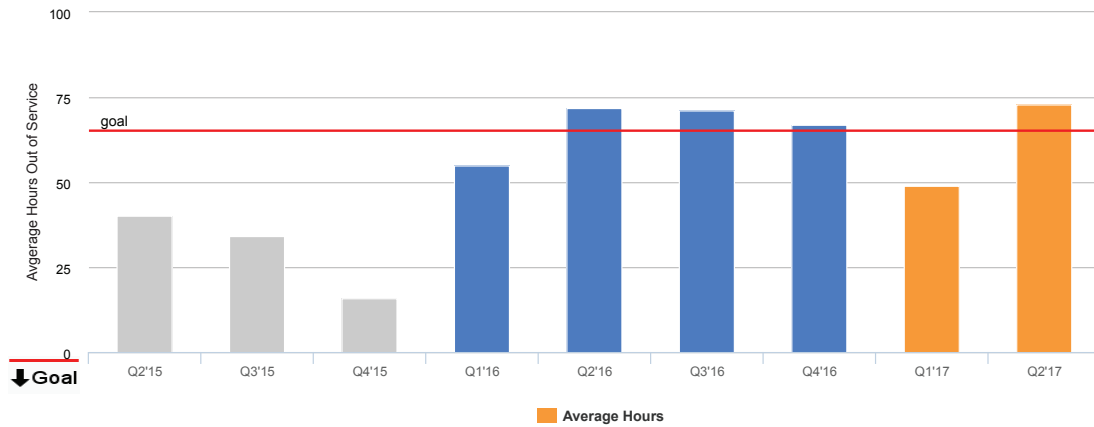
Preventive Maintenance is a proactive approach to identify and repair issues before they cause a breakdown through a systematic inspection, detection, correction, and prevention of incipient failures. Our goal is greater than 70% of maintenance being preventive versus breakdown maintenance. This is the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

We continue to strengthen our PM program through education and awareness. Our numbers here have started to drop due to continual shifting of priorities and many staff illnesses. This is the first quarter that we haven't met our goal in four quarters, so I am confident that it will get back to up to what we expect soon. One of our issues is having enough available work hours to keep up with the preventive maintenance program. I believe our continual process improvements will create more capacity for our Equipment Servicers to better keep up with the demand of our PM program.



# Fleet Services

Average number of hours out of service for vehicle repairs



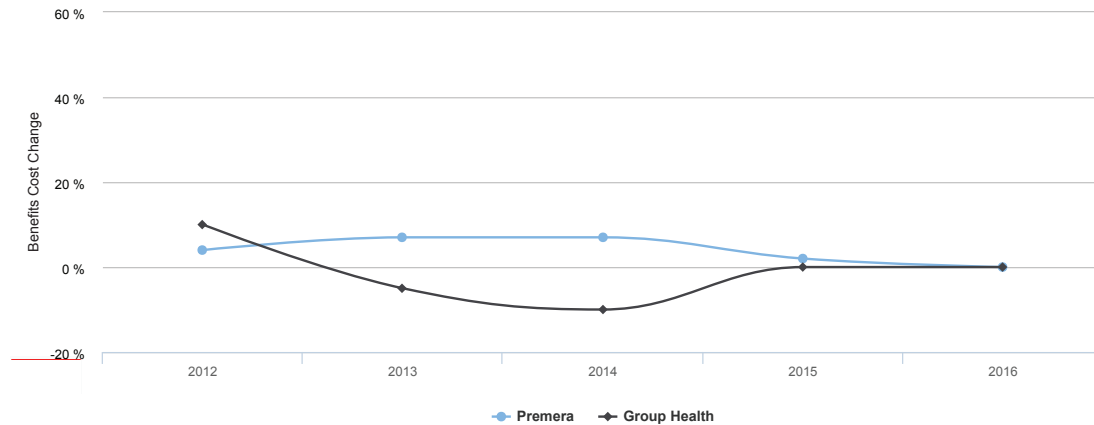
Steve Riggs,  
Fleet Services  
Director

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 went up this quarter quite a bit due to a longer than expected break-in period of the 12 new refuse trucks and saturating our vendors with other work to keep the up with the demands of the refuse fleet. I believe this break-in period will be over soon and our average downtime will start to get back to expected levels.

# Human Resources

Annual benefits cost change - Premera and Group Health



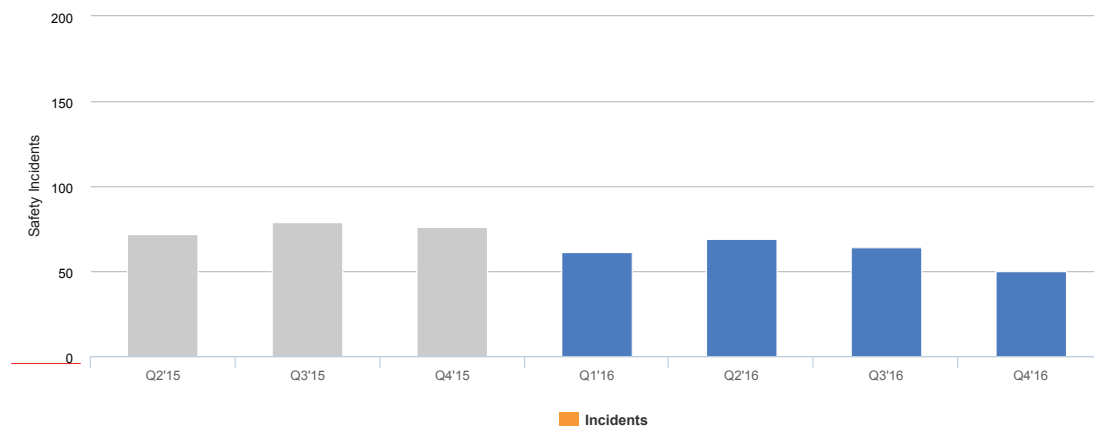
Christine Cavanaugh,  
Director

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

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

# Human Resources

Number of safety incidents



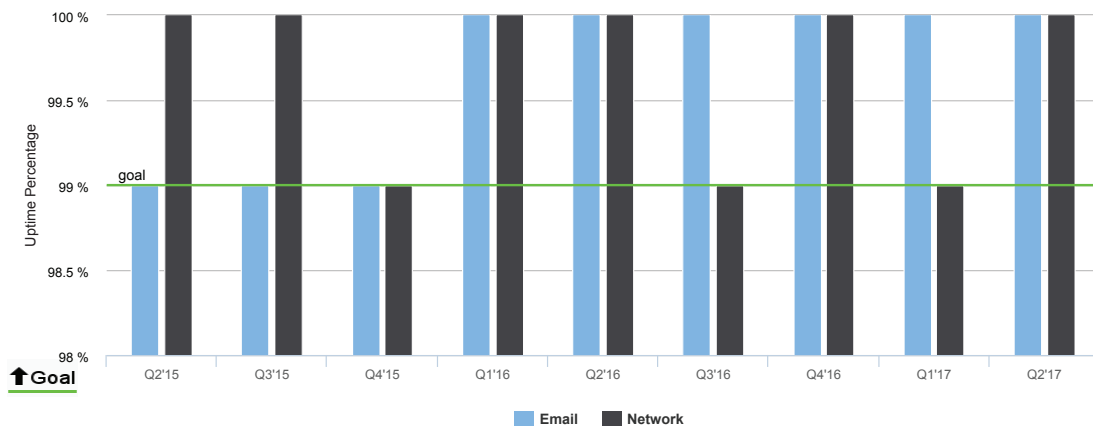
Christine Cavanaugh,  
Director

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 through education, training and providing the right tools for each position. Benchmark results indicate that for an organization of this size with the specific lines of business we provide, the annual benchmark is 192, or 48 quarterly.

While the City is above this benchmark goal, we have made progress in reducing the number of incidents and will continue the efforts we have started as well as focusing on a culture of safety.

## IT

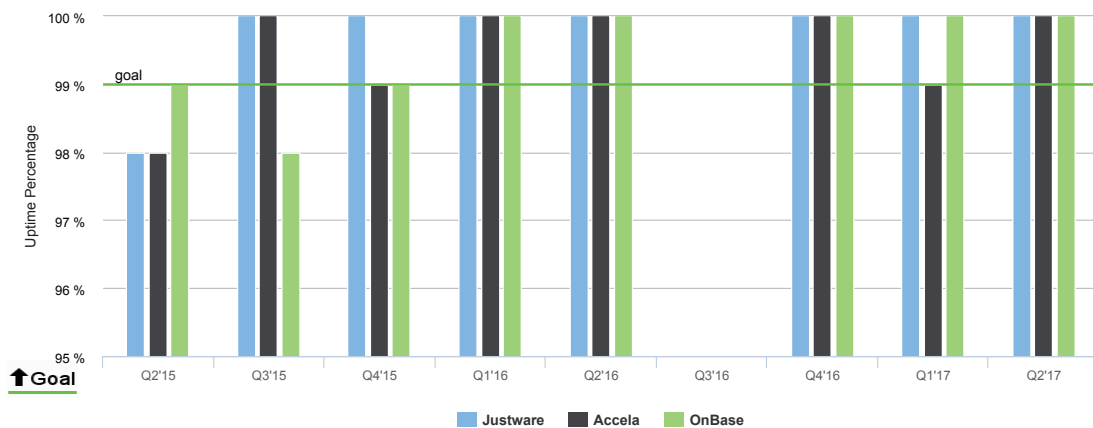
Uptime percentage of the City's email and network services

Michael Sloon,  
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 two hours per quarter) for 7 x 24 operations.

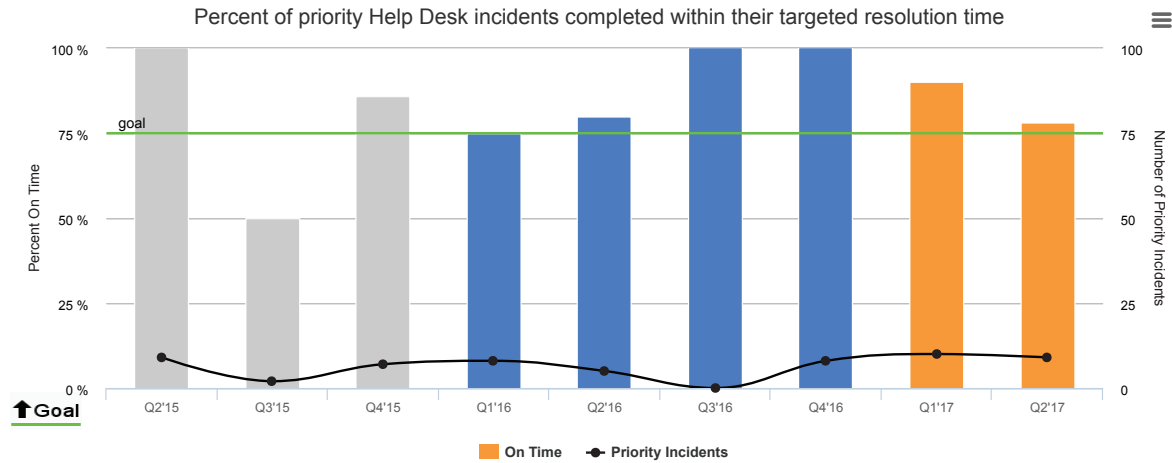
## IT

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

Michael Sloon,  
Director

Performance objective goal for all major city applications is 99.9% availability (less than two hours per quarter). This is a common benchmark standard, and represents the high standard needed to provide and maintain critical application availability.

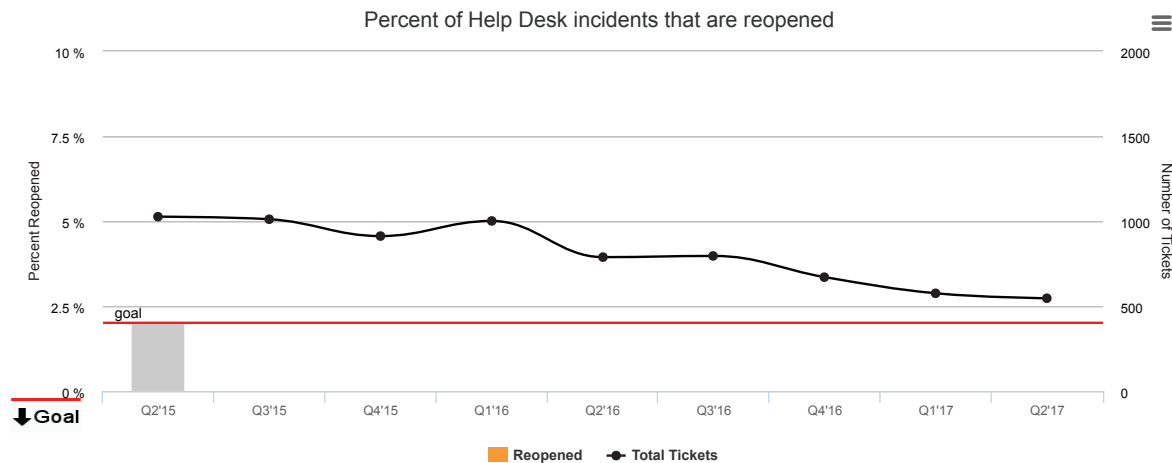
## IT



Kenn Freeman

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

## IT

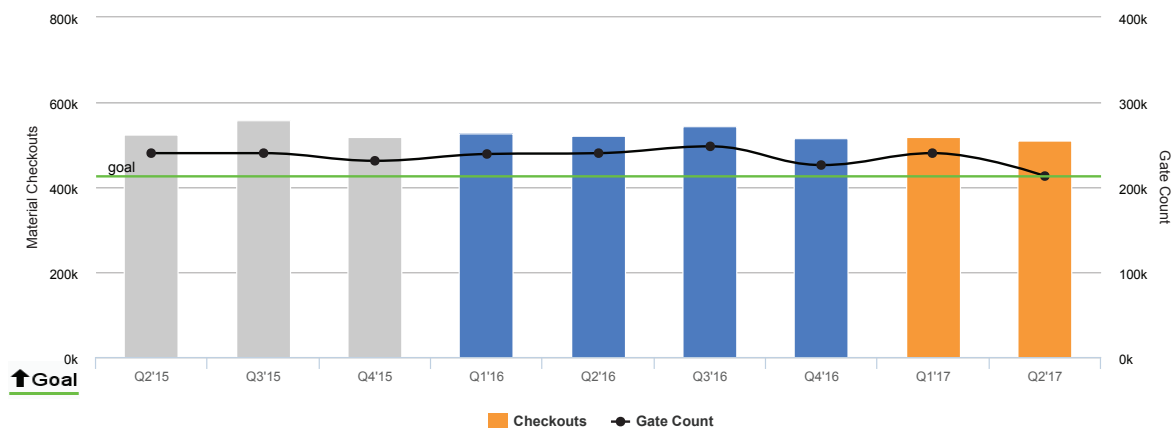


Kenn Freeman

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

# Library

Material checkouts - physical and digital items



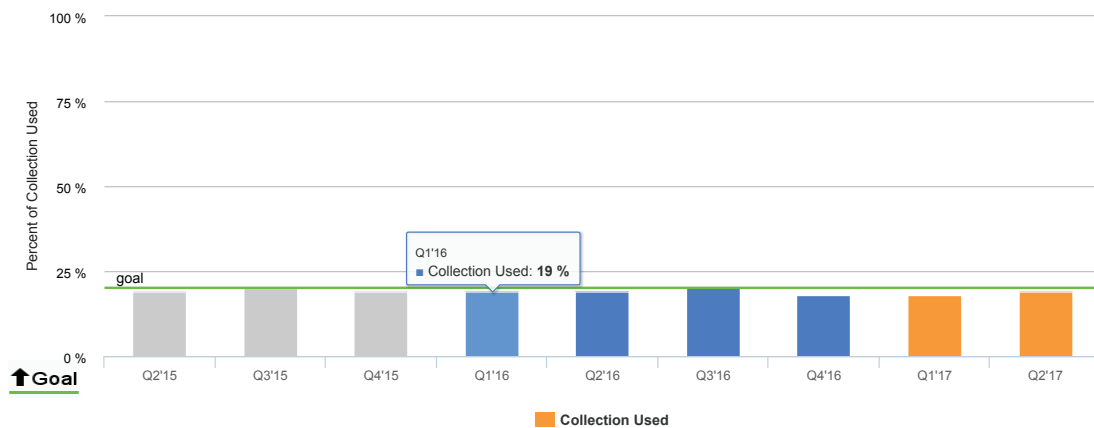
Andrew Chanse,  
Director

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

Our second quarter showed the effects of the construction season with our Downtown and Eastside branches feeling the negative impact. Access has been limited to both locations and has caused a drop in usage. In the month of May, our outreach department had a location close and another that did notify their residents our drop off location correctly and that caused a dip in usage as well. We are encouraged by the significant increase in new card holders which is up 17% from last year at this time.

# Library

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

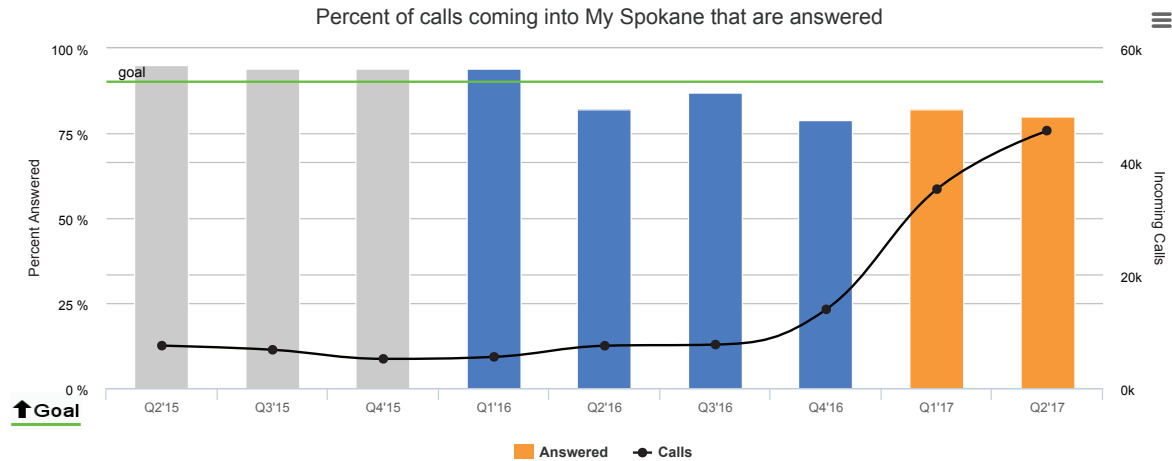


Andrew Chanse,  
Director

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

Our second quarter showed the effects of the construction season with our Downtown and Eastside branches feeling the negative impact. Access has been limited to both locations and has caused a drop in usage. In the month of May, our outreach department had a location close and another that did notify their residents our drop off location correctly and that caused a dip in usage as well. We are encouraged by the significant increase in new card holders which is up 17% from last year at this time.

# My Spokane

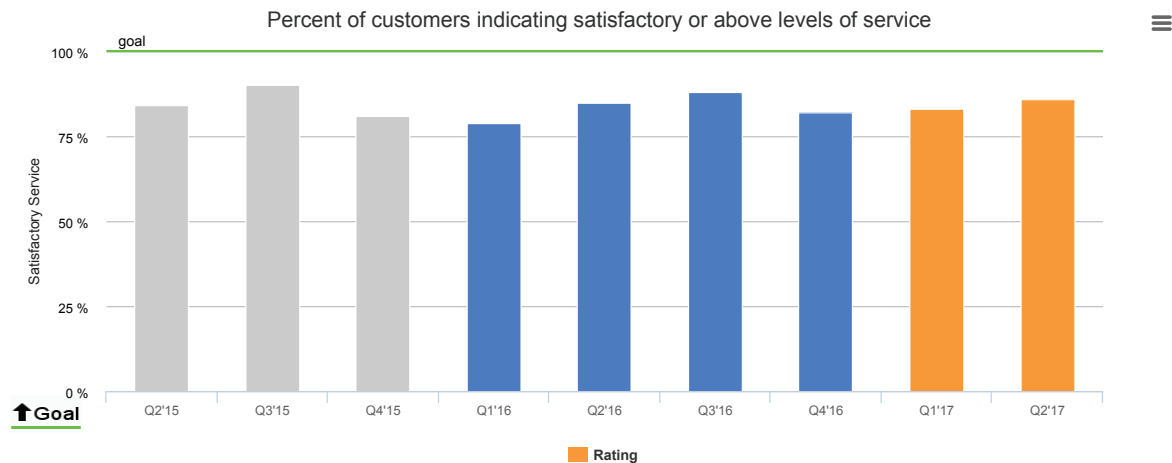


Carly Cortright,  
Customer  
Service  
Director

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

Our calls continue to increase with the launch of 311, which is also due to seasonality.

# My Spokane



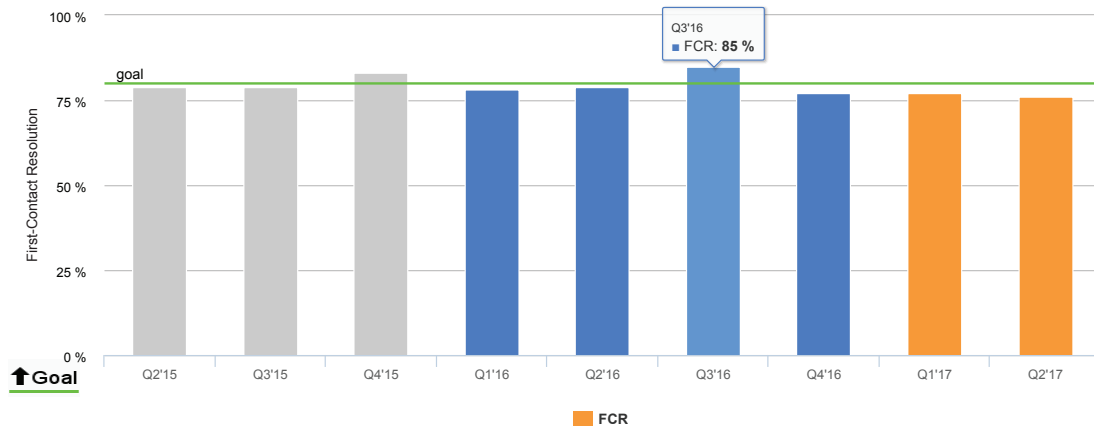
Carly Cortright,  
Customer  
Service  
Director

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

The main complaint from Q2 was long wait times to speak to representative.

# My Spokane

Percent of first contact resolution (FCR)



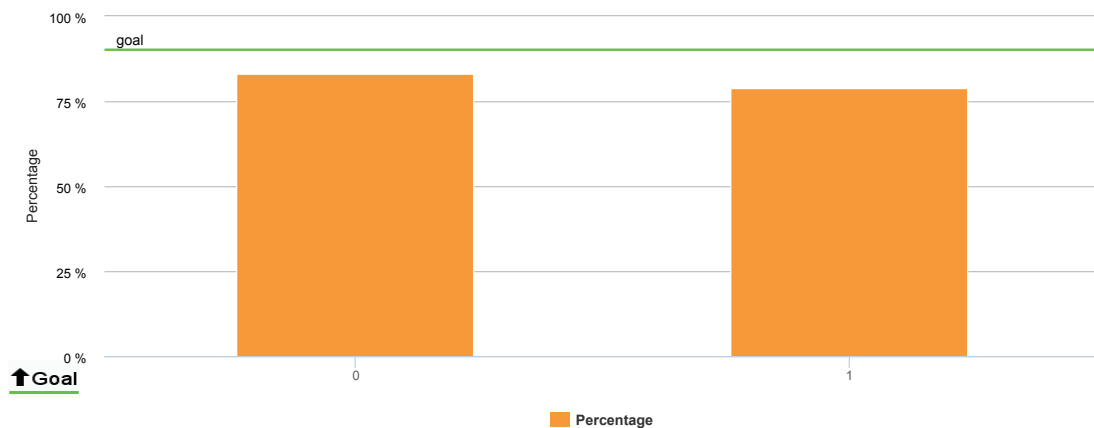
Carly Cortright,  
Customer  
Service  
Director

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

While 311 is able to handle the majority of calls, some require a transfer to a subject matter expert.

# My Spokane

Percent of calls answered within 60 seconds



Carly Cortright,  
Customer  
Service  
Director

Long hold times are frustrating to customers, but we must also be efficient in our staffing levels. To balance those objectives, we strive to make sure 90% of calls are answered within 60 seconds.

Staffing challenges coupled with call volume increase impacted our ability to answer in timely matter this quarter.

# My Spokane



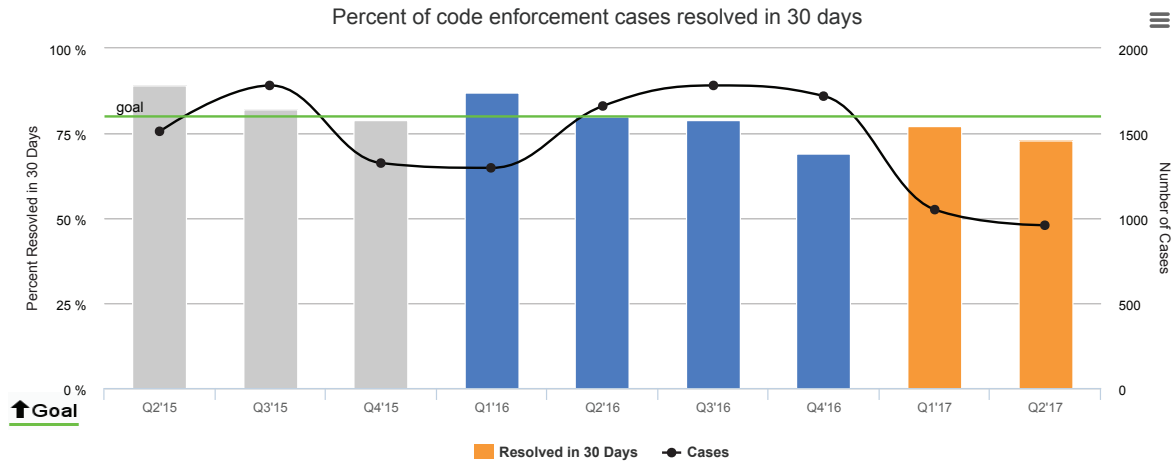
Carly Cortright,  
Customer  
Service  
Director

The survey score is weighted based on the results to five metrics; friendly and courteous service is one of those metrics. We list it separately to ensure that our customers are treated with respect and professionalism, two of our values at My Spokane.

311 staff continue to provide friendly service to customers.



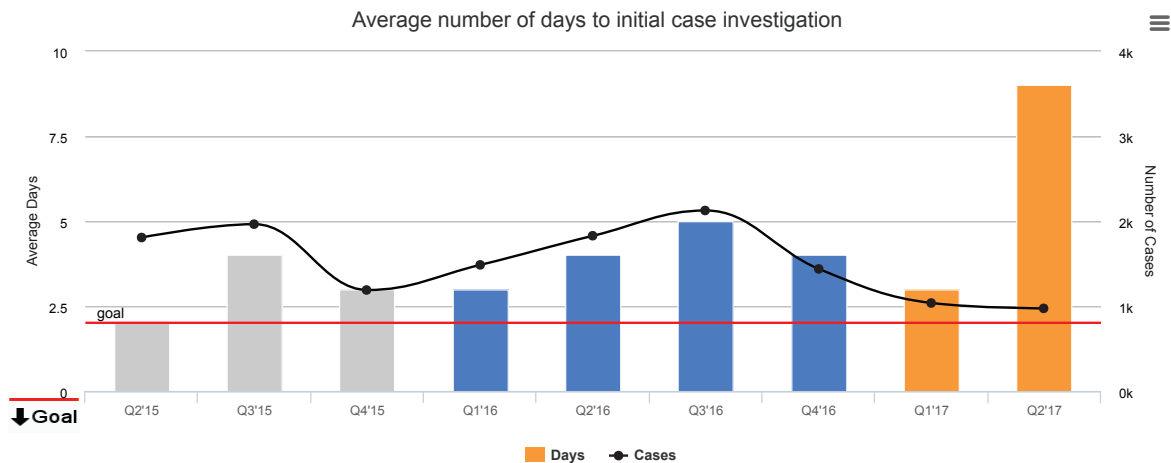
# NS&CE



Heather  
Trautman,  
Director

A swift resolution is ideal for all parties involved in an issue. The data for this measure excludes Violations in the Right of Way and Building Official Hearings due to the lengthy nature of bringing those case types to compliance. The goal is to resolve greater than 80 percent of cases within 30 days.

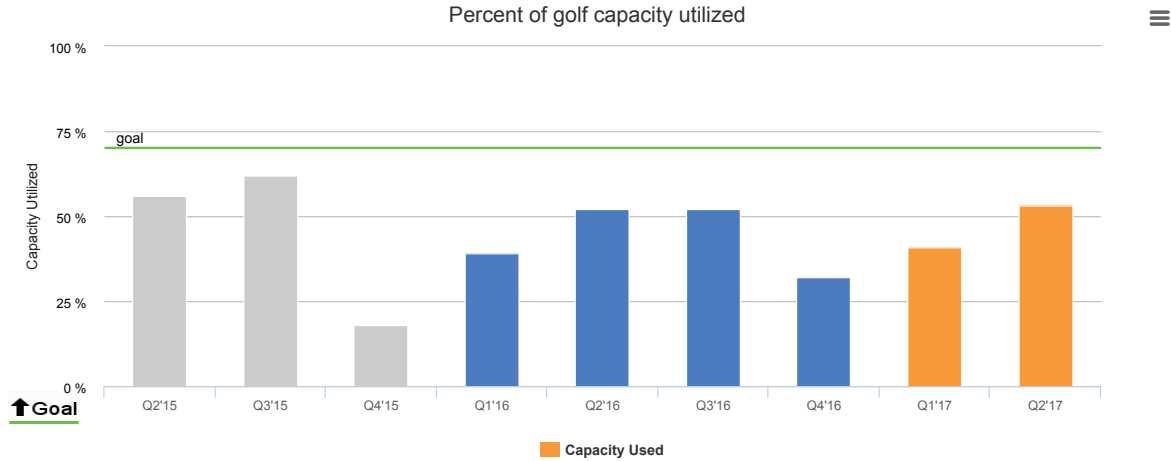
# NS&CE



Heather  
Trautman,  
Director

Initial investigations should begin promptly after receiving a complaint. The data for this measure include all case types except Building Official and Hulk Slip requests, and excludes weekend days. The goal is to begin the investigation within two business days of receiving a complaint.

# Parks & Recreation

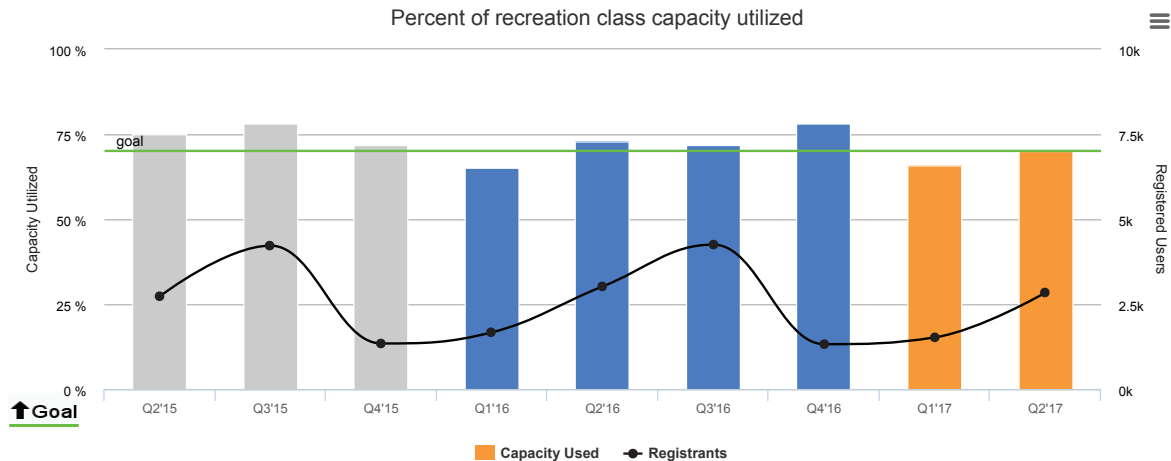


Al  
Vorderbrueggen,  
Recreation  
Director

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

Q2 2017 achieves 53% of all available tee times (dawn to dusk) for all four City golf courses and trends even with the 3-year average of 53% for April, May, and June total tee times. Spokane received slightly above average rainfall for Q2 (+.29 inches) Golf is a governmental enterprise fund, and must recover all expenses through revenues associated with user fees.

# Parks & Recreation

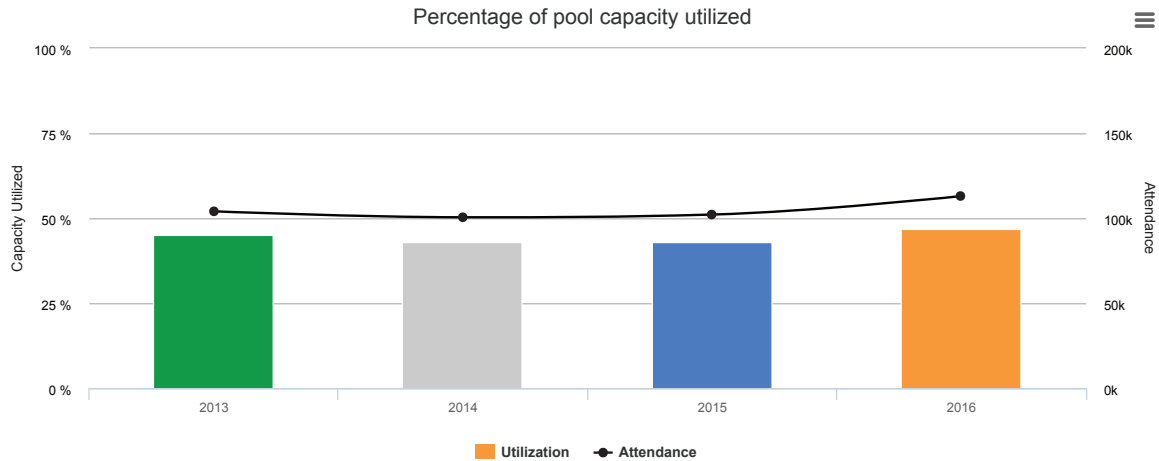


Al  
Vorderbrueggen,  
Recreation  
Director

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

Q2 2017 achieves 70% of recreational class capacity utilization and trends slightly below the 3-year average of 72% for the second quarter, yet falls right at overarching goal of 70% class capacity. Normal Spokane weather in Q2 is reflected in outdoor recreational class registrations. Recreation continually evaluates program offerings to remain above the trend line.

# Parks & Recreation

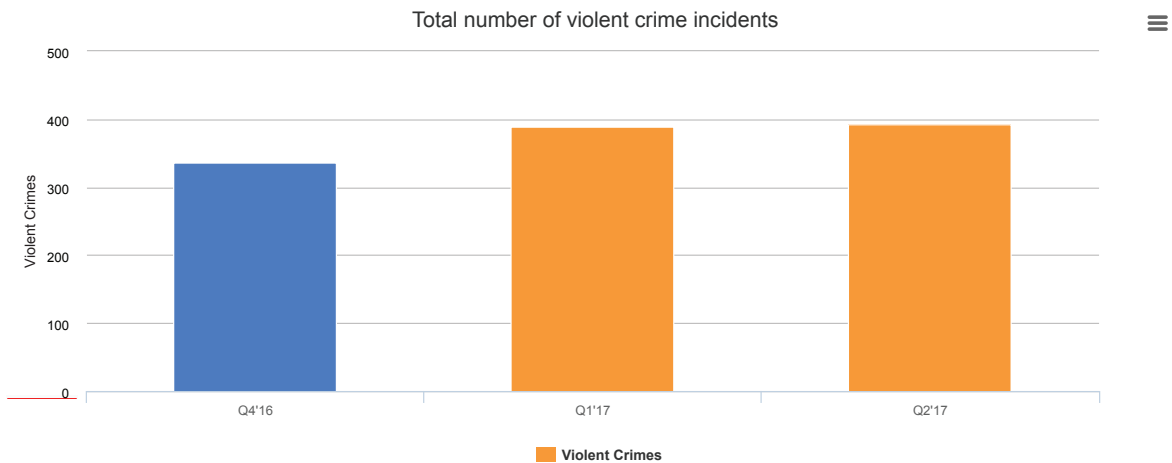


Al  
Vorderbrueggen,  
Recreation  
Director

The six city aquatic centers are available for use during the 10 weeks following the end of school each summer and includes water related classes, variety of open swims, and rentals.

The overall percentage of pool capacity utilized for the aquatic centers is 47%. Currently the water related classes are averaging 80% capacity which leaves the biggest area for improvement in the open swim times. Efforts to change hours, offerings and programs to assist and encourage the public to use the pools has been implemented and boosted total attendance for the 2016 swim season.

## Police

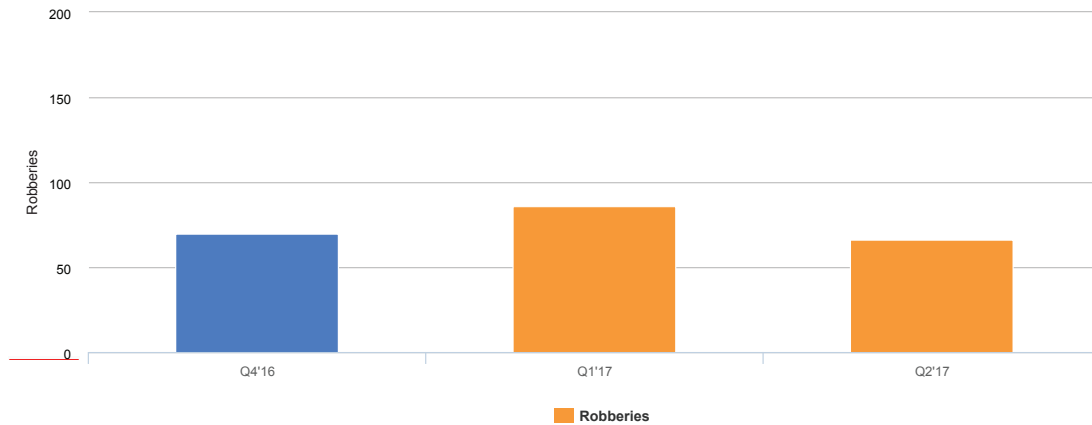


Craig Meidl,  
Police Chief

Violent crime includes homicide, rape, robbery and aggravated assault. In October 2016 SPD moved to a new reporting methodology that is not comparable with historic data.

# Police

Number of robbery incidents

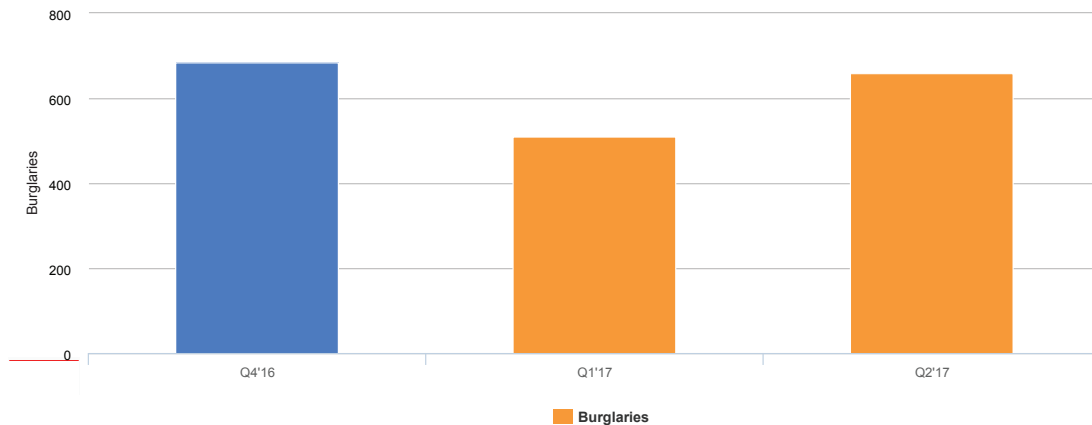


Craig Meidl,  
Police Chief

Robbery is defined as taking or attempting to take anything of value under confrontational circumstances by force or threat of force. In October 2016 SPD moved to a new reporting methodology that is not comparable with historic data.

# Police

Number of burglary incidents

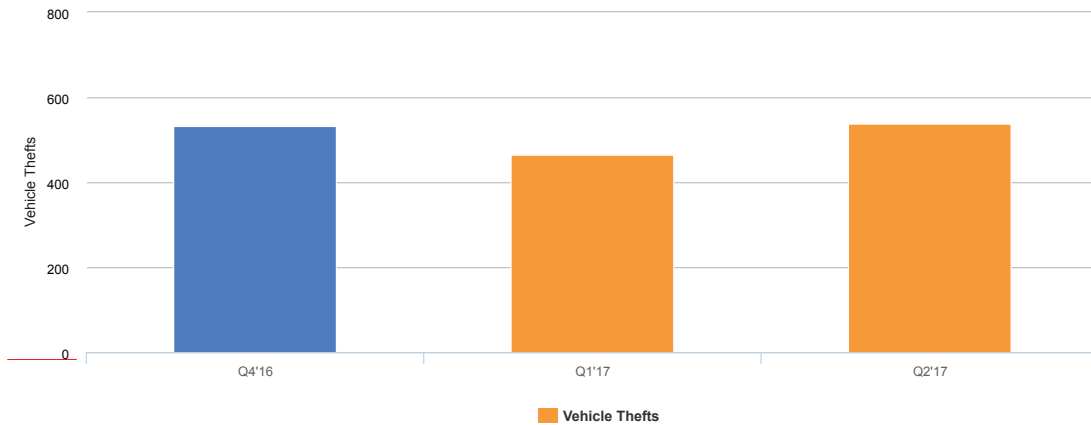


Craig Meidl,  
Police Chief

Burglary is defined as the unlawful entry into a building or other structure with the intent to commit a felony or theft. In October 2016 SPD moved to a new reporting methodology that is not comparable with historic data.

# Police

## Vehicle theft incidents

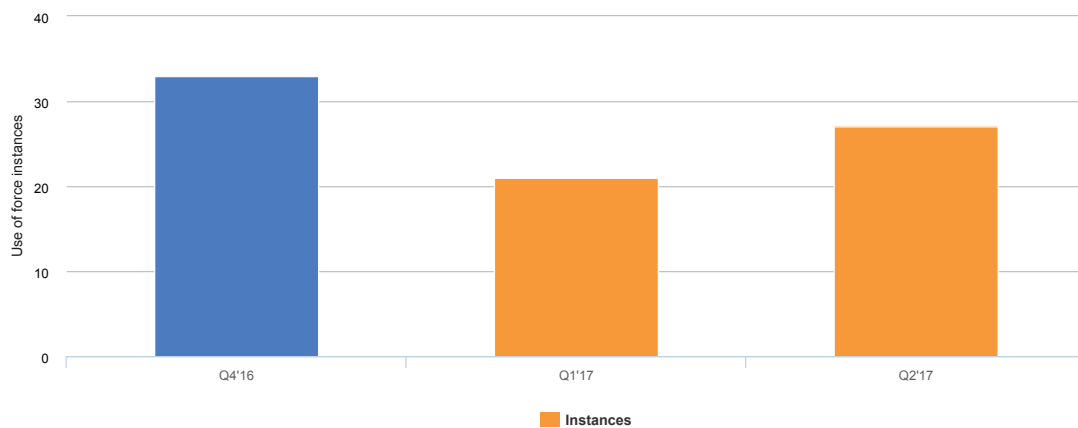


Craig Meidl,  
Police Chief

Motor vehicle theft is defined as the theft of a self-propelled vehicle that runs on the surface of land and not on rails. In October 2016 SPD moved to a new reporting methodology that is not comparable with historic data.

# Police

## Use of force instances

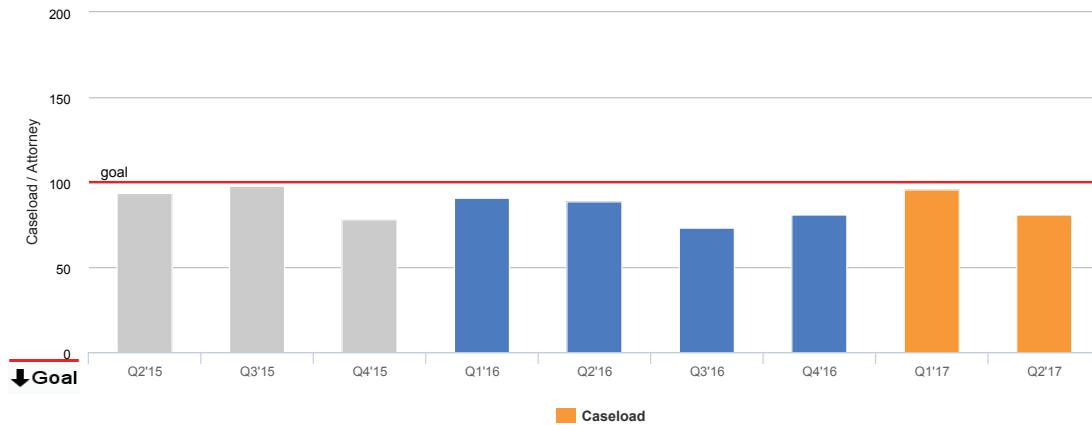


Craig Meidl,  
Police Chief

The SPD is committed to protecting people, their property and their rights. Daily, officers are involved in numerous and varied interactions and, when warranted, may use reasonable force in carrying out their duties. Force is defined as any effort towards detention or control; reportable Use of Force incidents involve control techniques and devices for which officers have successfully completed training. Vesting officers with the authority to use objectively reasonable force requires continual monitoring and thorough evaluation. Incidents are reviewed by the chain of command and the Use of Force Review Board (UOFRB) to ensure that all force is reasonably objective and within policy / law. The UOFRB is comprised of SPD's Training Unit, Internal Affairs personnel, and the Police Ombudsman.

# Public Defender

Caseload per public defender attorney

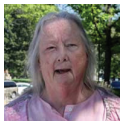
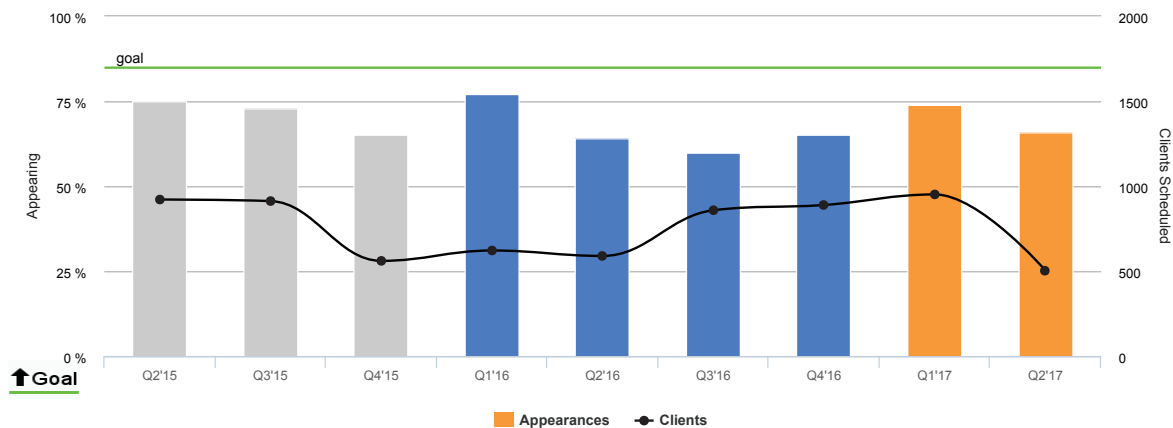


Kathy Knox,  
Public  
Defender

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

# Public Defender

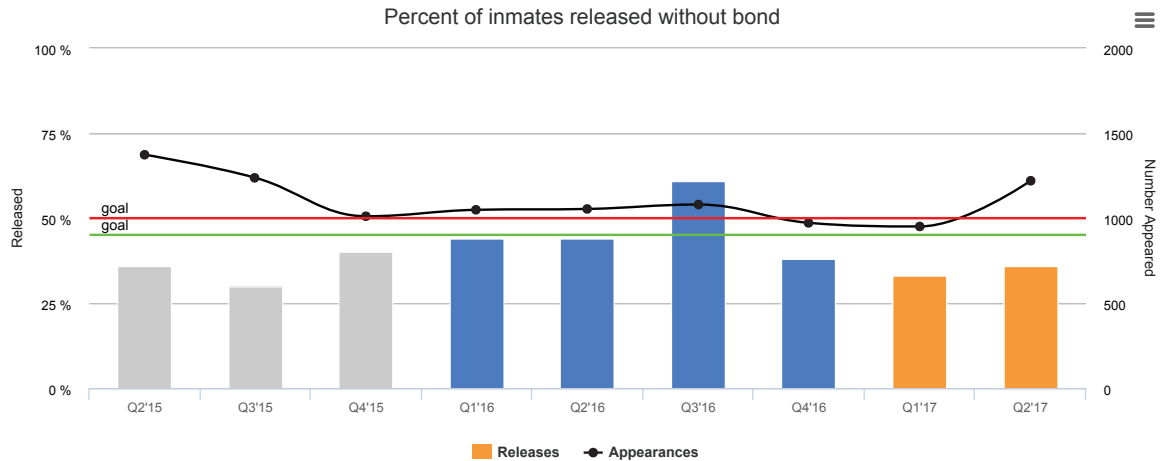
Percent of out-of-custody clients who appear for scheduled appointments or clinic



Kathy Knox,  
Public  
Defender

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

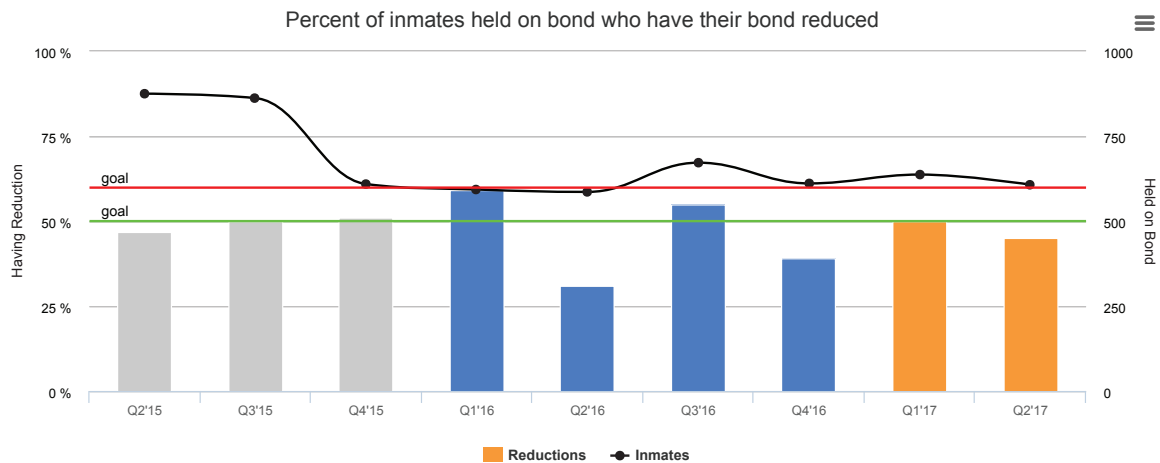
# Public Defender



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.

# Public Defender

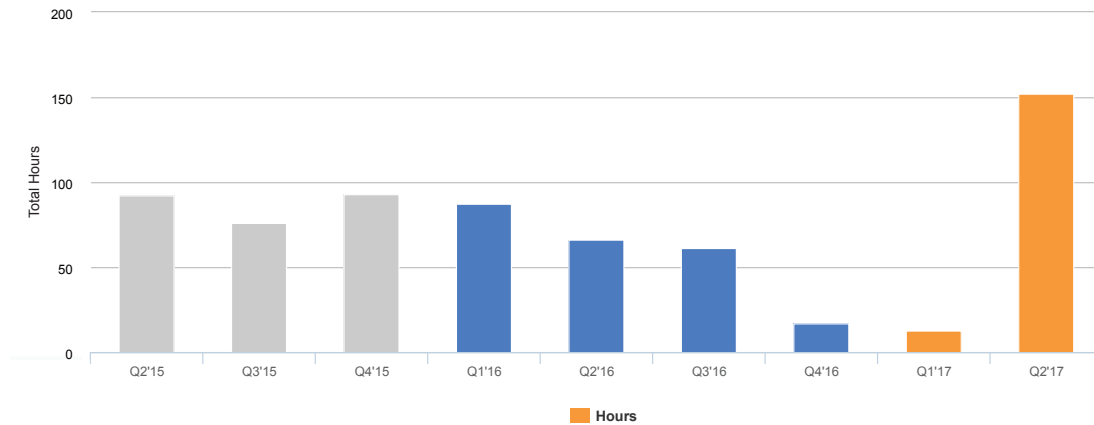


Kathy Knox,  
Public  
Defender

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

# Spokane COPS

Hours spend on neighborhood observation patrol

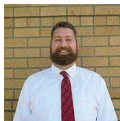
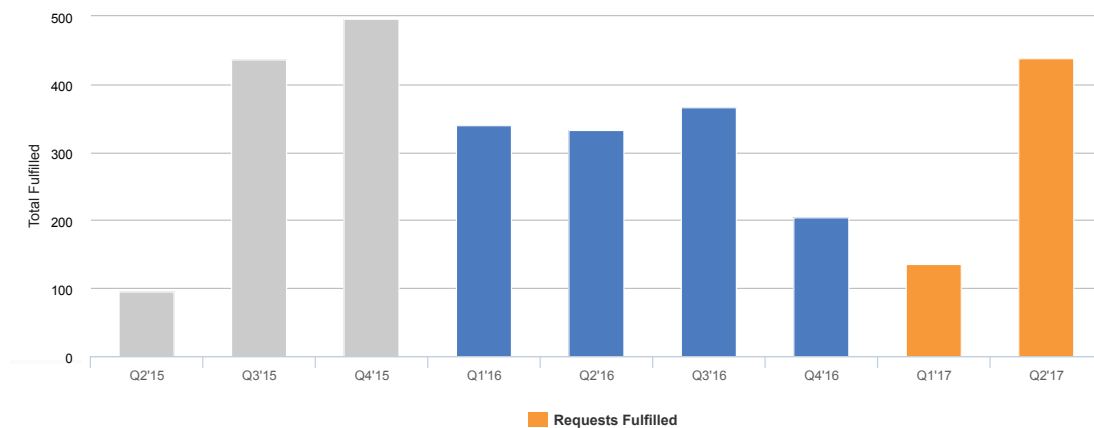


Patrick Striker,  
Director

NOP is the key to what we do. ALL shops will have NOP hours in time. I am re-envisioning NOP to expand it, as NOP can take on any form – getting in a vehicle, walking around your neighborhood, walking through a park, etc. The key is looking for things to report and being the eyes and ears of your neighborhood. Shops can work with their NRO for problem areas they need assistance with. NOP should be the most vibrant program we have as it typically accomplishes the most.

# Spokane COPS

Latent fingerprinting requests fulfilled



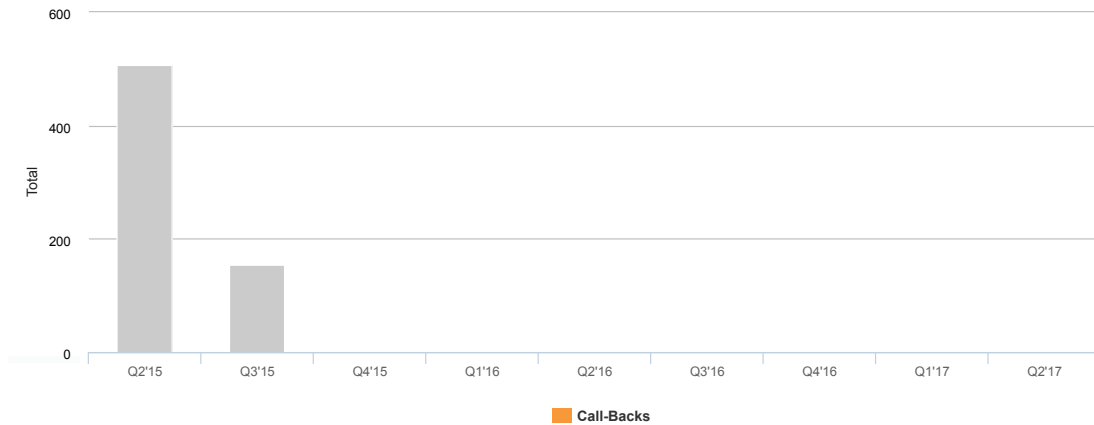
Patrick Striker,  
Director

Car prowls are an issue in Spokane and this is a great program where our volunteers get to actually catch the bad guys. This frees up officer time to do other things. We give those lifts to forensics, and forensics uses them to create a match. Not only does it help catch car prowlers/thieves, but it's great PR when we talk to people: we can give them information on how to make sure it doesn't happen again, answer other questions, etc.



# Spokane COPS

Victim call-backs

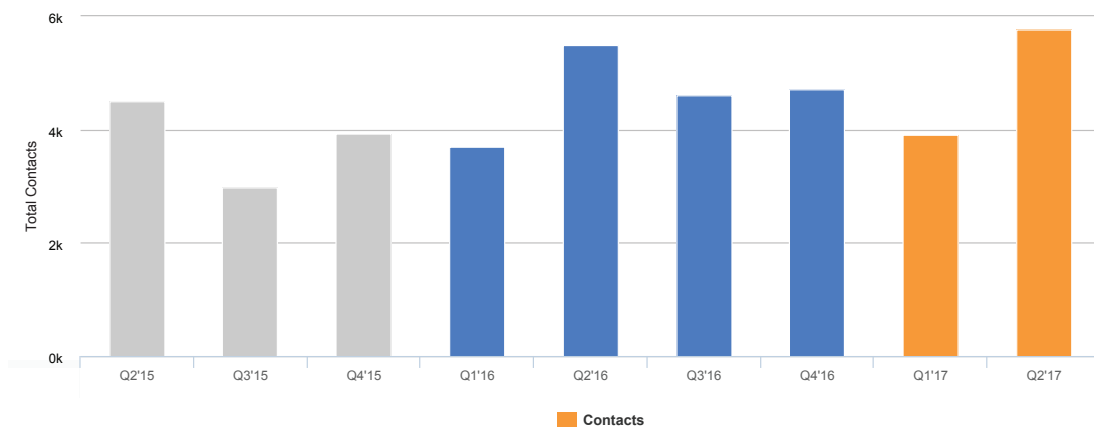


Patrick Striker,  
Director

As soon as we get SPD's program operational, we will get crime reports. Up until a few years ago, we used these victim callbacks to get in touch with people who have been victimized. It was a great program for PR and shop awareness, but it also worked to get people involved: we could tell them how to stay safe, send them information, get them into the shop to report more crimes, start a Block Watch, etc. Our volunteers really enjoyed this program for its community benefit, and I think we will have it operational again very soon. Since we have not had this for the past few years, Q1 is nonexistent. However, we are almost ready to make this live. I found a good loophole that should enable us to bring this back.

# Spokane COPS

COP Shop contacts

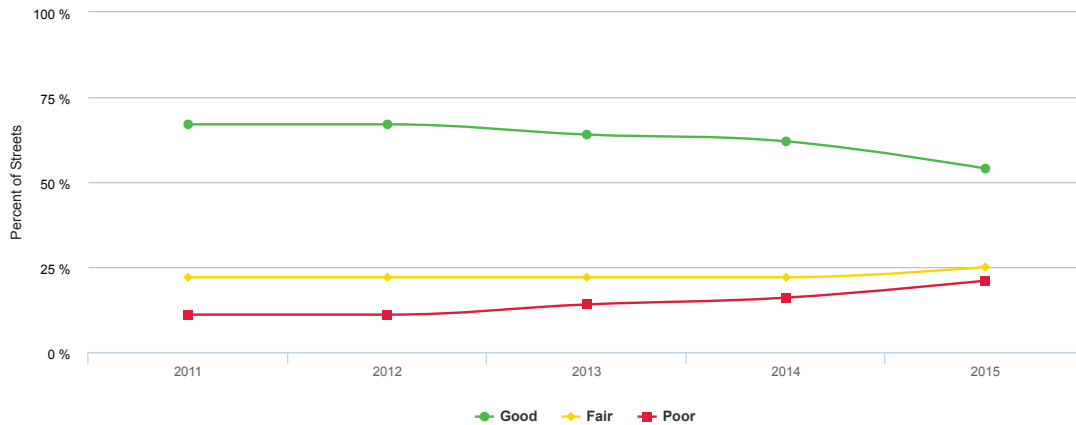


Patrick Striker,  
Director

This measure is all the people who made use of a shop. Walk-ins, emails, phone calls, etc. – anyone who reached out to us for assistance. We have a lot of information and the ability to help people with crime related issues, and we want to encourage people to make use of us. Often, members of the community want to talk to someone and get empathy and to be heard, and that is a value of the shops as opposed to simply calling Crime Check or 911 and nothing more. It also allows the volunteers to work with the NRO to target problems that arise and get results. We can also use this to recruit volunteers, educate people, start a Block Watch, etc.

# Streets

Pavement condition of arterial streets



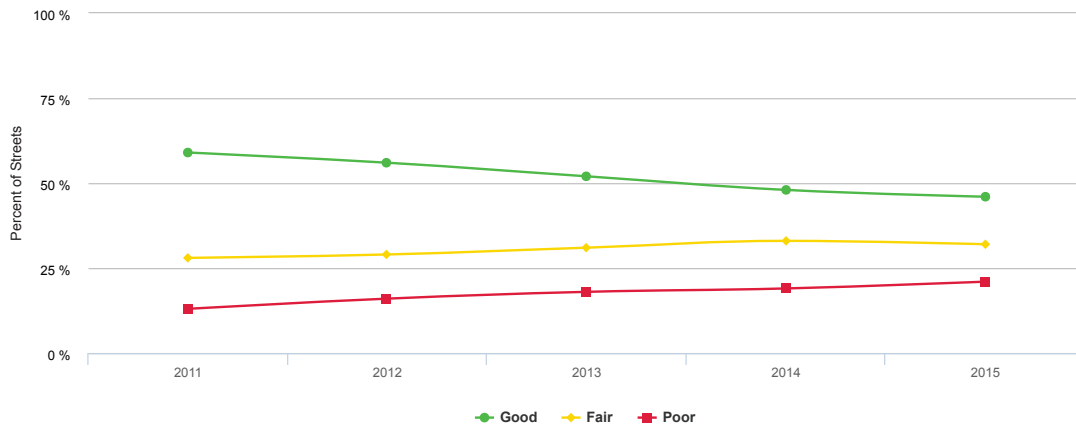
Gary  
Kaesemeyer,  
Director

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

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

# Streets

Pavement condition of residential streets

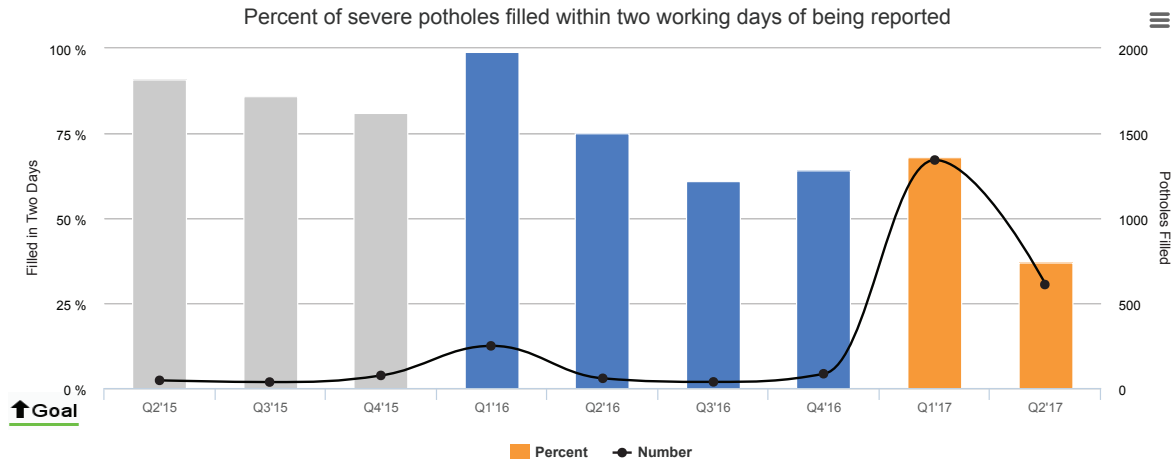


Gary  
Kaesemeyer,  
Director

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

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

# Streets

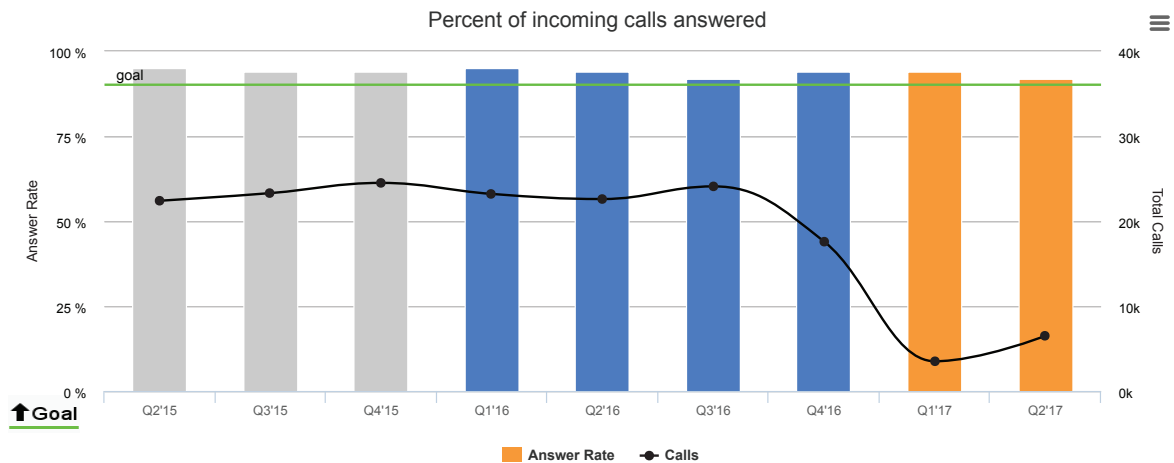


Gary  
Kaesemeyer,  
Director

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

During the second quarter of 2017, we experienced normal temperatures during the day and night with the possibility of precipitation in the form of rain, resulting in a lower amount of reported potholes than during the wetter time of the year.

# Utilities Billing

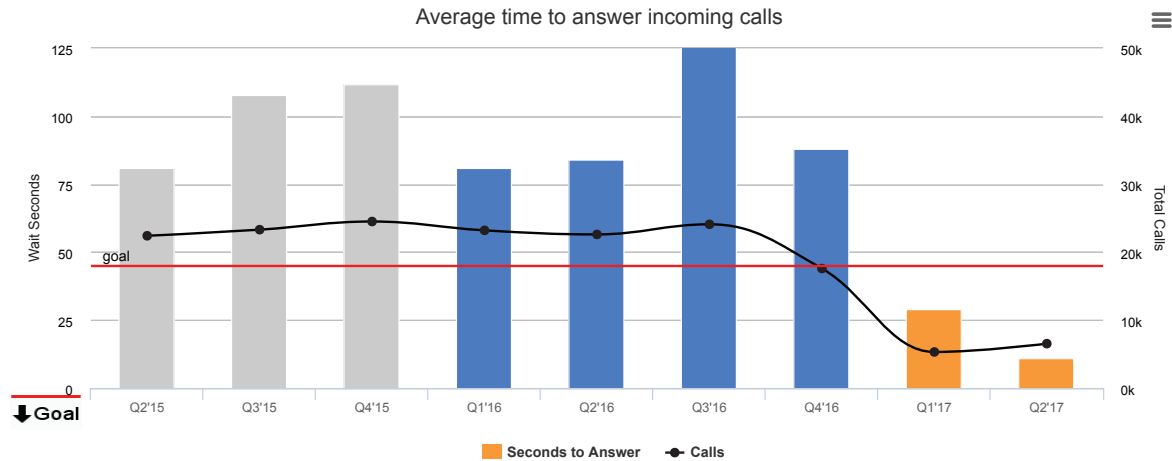


Corin Morse,  
Utilities Division  
Customer  
Service  
Manager

A high percentage of lost calls can lead to discouraged customers. The goal is to keep the answer rate above 90 percent.

Q2 shows an 18% increase to total call volume into UB. It is typical to experience a higher call volume during the warmer months due to service demand.

# Utilities Billing

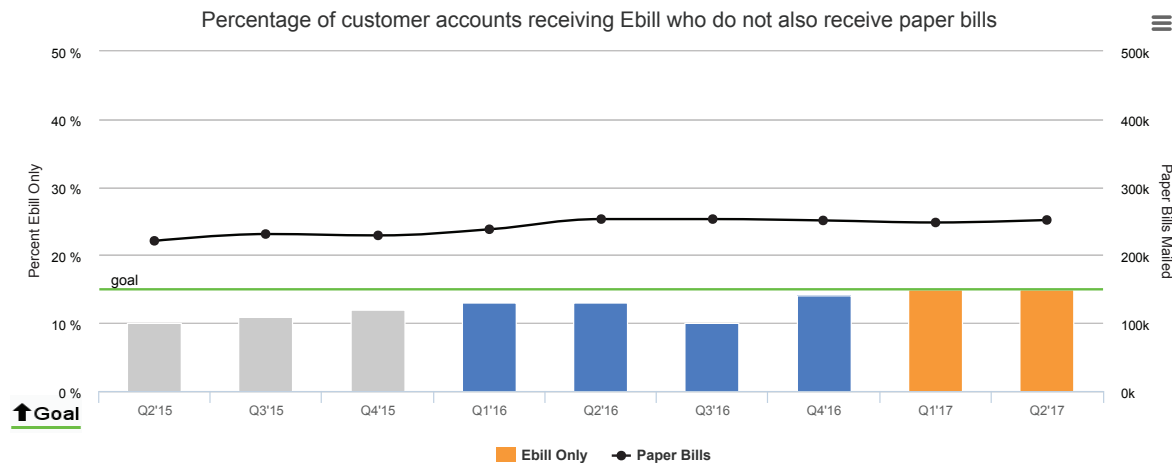


Corin Morse,  
Utilities Division  
Customer  
Service  
Manager

Answering phone calls in a timely manner is a key component of great customer service. Long wait times can lead to dissatisfied customers. The goal is to answer incoming calls within 45 seconds.

Q2 shows substantial improvement to the time it takes to answer customer calls coming into UB from 311. It is important that we are responsive to our customers as quickly as possible.

# Utilities Billing

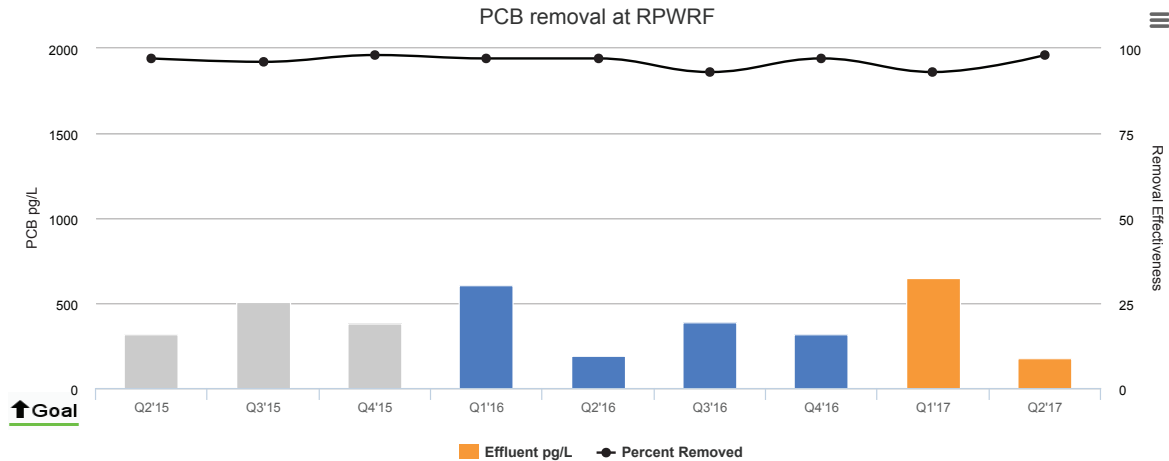


Corin Morse,  
Utilities Division  
Customer  
Service  
Manager

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.

Q2 reflects a 1% increase over Q1 thanks to increased efforts to promote paperless bills when speaking to customers. During Aug, Sept and Oct we are mailing a bill stuffer of are easy 1-2-3 steps to set up paperless bills.

# Wastewater Treatment Plant

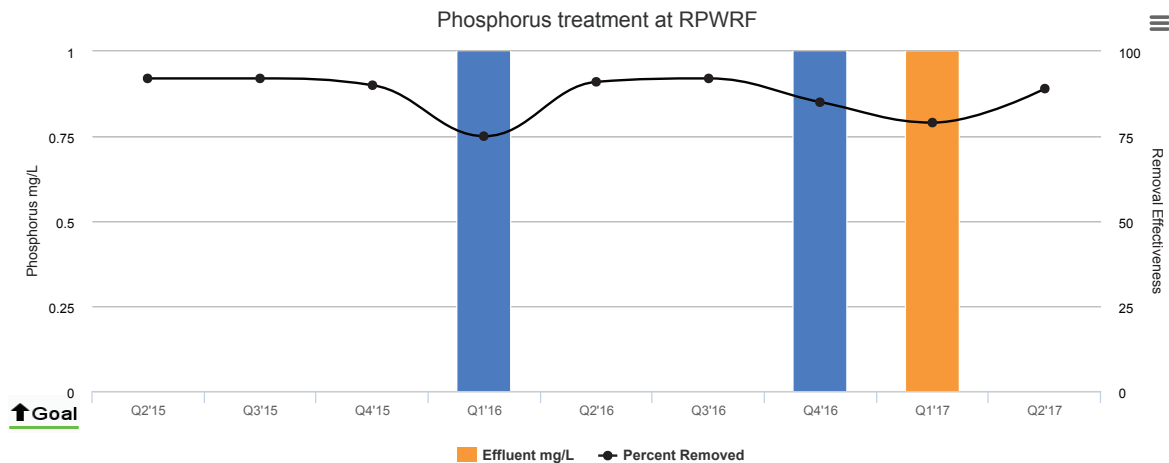


Chuck Conklin,  
Director

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

Future improvements in treatment technology will likely provide even greater removal efficiencies of PCBs from the treatment plant waste stream. While there are currently no limits on PCBs, the red line in the graph above represents the limit that is being proposed in the facility's new NPDES permit. The goal for PCB removal was met in Q2 of 2017.

# Wastewater Treatment Plant



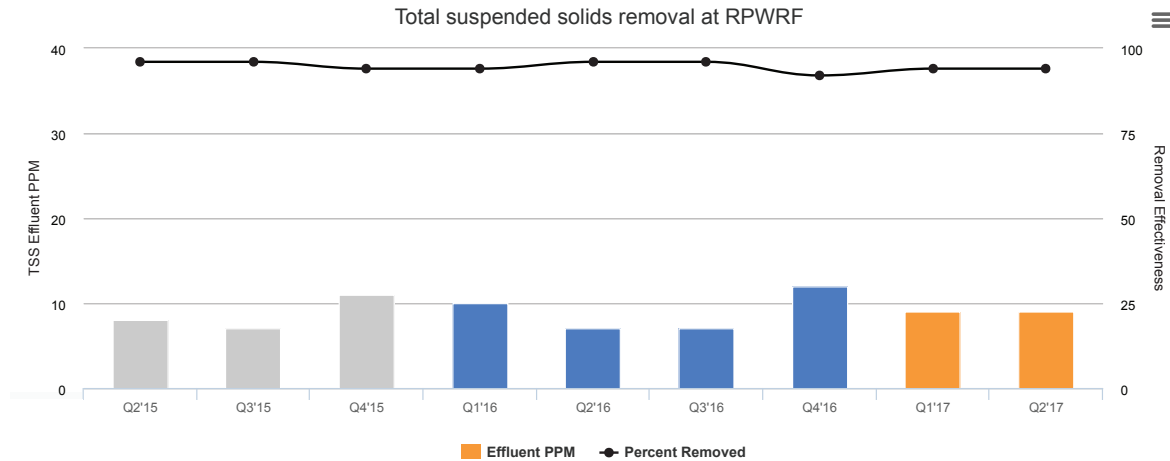
Chuck Conklin,  
Director

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

The current permit limit for phosphorus is effective from April through October where the monthly average is 0.63 mg/L and the weekly average is 0.95 mg/L. With Chemically Enhanced Primary Treatment (CEPT) this Limit is obtainable, without it, removal is extremely difficult. The plant is removing phosphorus consistently below the permit limits, but our removal goal was not quite met in Q2 2017. This was due to the lower than usual concentrations of phosphorus in the incoming wastewater which was diluted by the higher flows and river

infiltration.

# Wastewater Treatment Plant



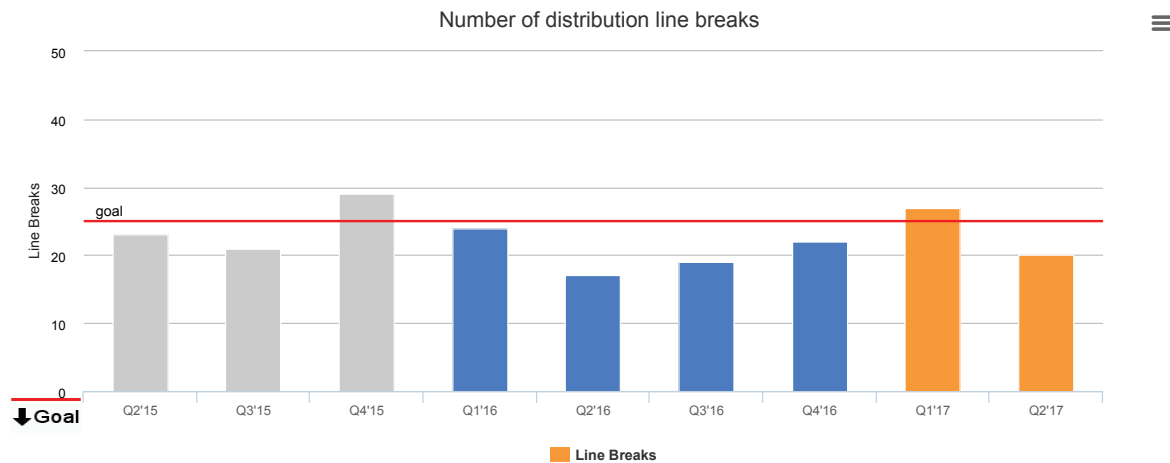
Chuck Conklin,  
Director

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

With the upcoming expansion of the facility (the next level of treatment), removal of Suspended Solids will increase greatly. The solids will become undetectable by current technology. The water quality is currently well below the limits for Q2 2017. We were off by 1.3% on our removal goal of 95% though, which was largely due to the wetter than average year causing high amounts of dilution in the incoming

wastewater.

## Water



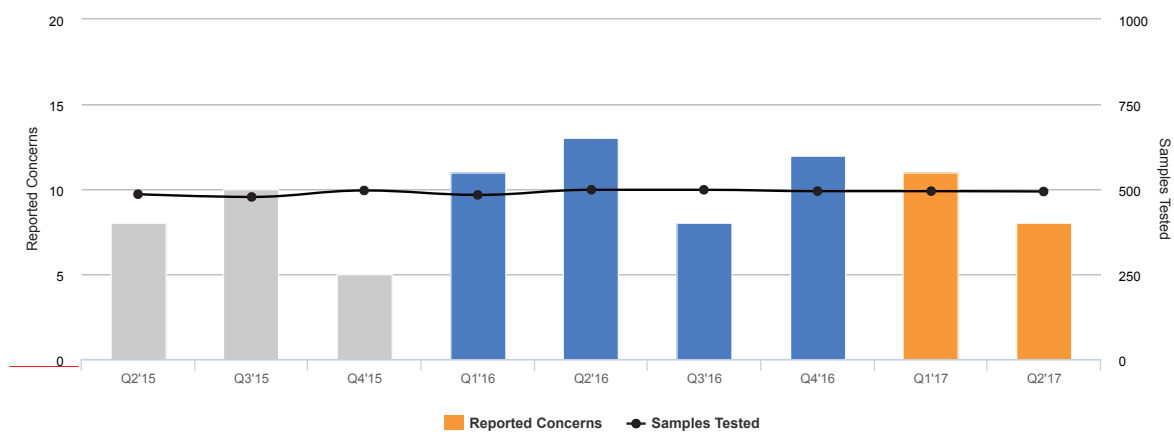
Dan Kegley,  
Director

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.

The added leak detection efforts coupled with crew availability prior to the construction season allow the Water Department to again reduce the number of line break below the national average. We continue to explore new technologies to assist us.

# Water

Number of water quality concerns reported by customers



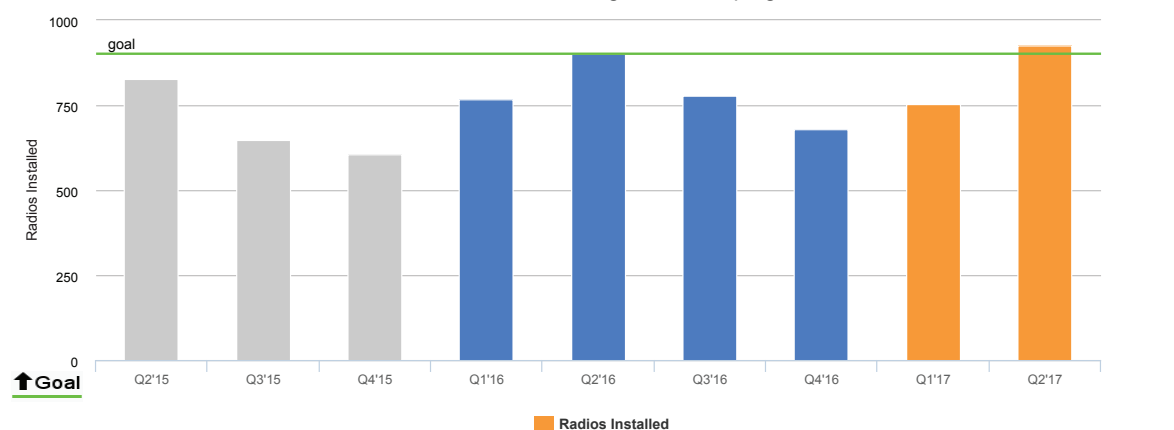
Dan Kegley,  
Director

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

The water system is made up of approximately 1,000 miles of water main and 80,000 service connections serving a population of over 220,000 people. This quarter 8 people stepped forward to ask about water quality most revolving about the West Plains issue.

# Water

Automated meter reading installation progress



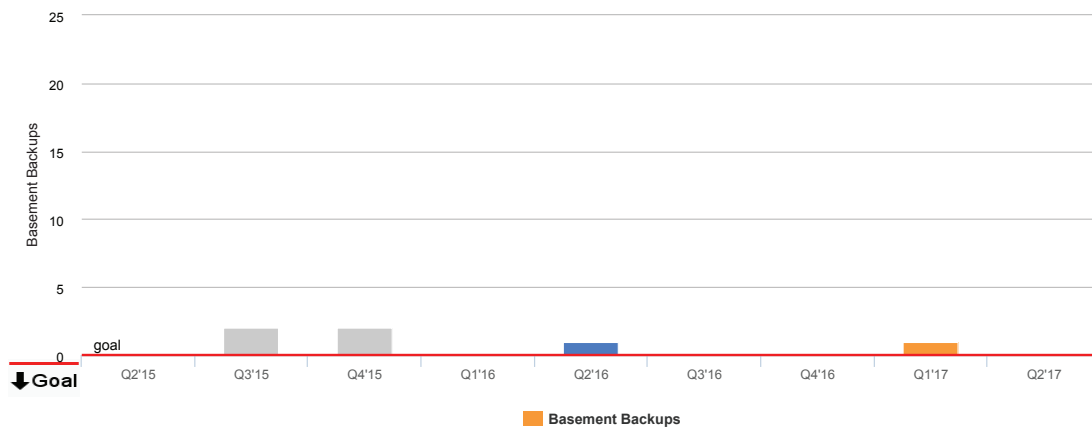
Dan Kegley,  
Director

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

With crews able to identify and repair reading issues with our meter reading system we have turned our focus on the installation of new radios. This fall we will begin the installation of the latest upgrade in technology that will provide more information for property owners to help them manage consumption.

# Water

Number of customer basement backups



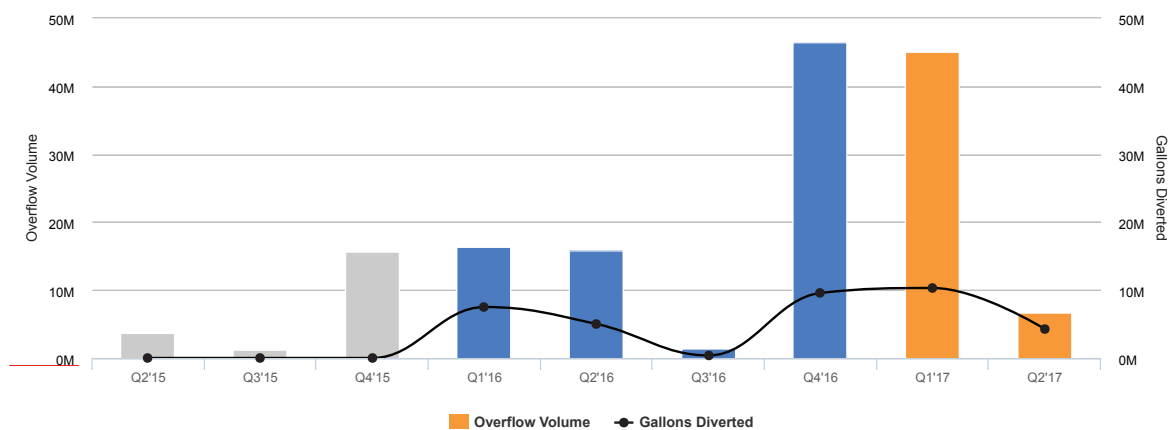
Dan Kegley,  
Director

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

We were fortunate enough this quarter to meet our goal of zero backups. The effort put forth by our maintenance staff has been incredible. Continued cleaning of roots, rocks and debris aided by inspection of the collection system keeps our system functioning and shows impending issues.

# Water

Volume of combined sewer overflow (CSO) events



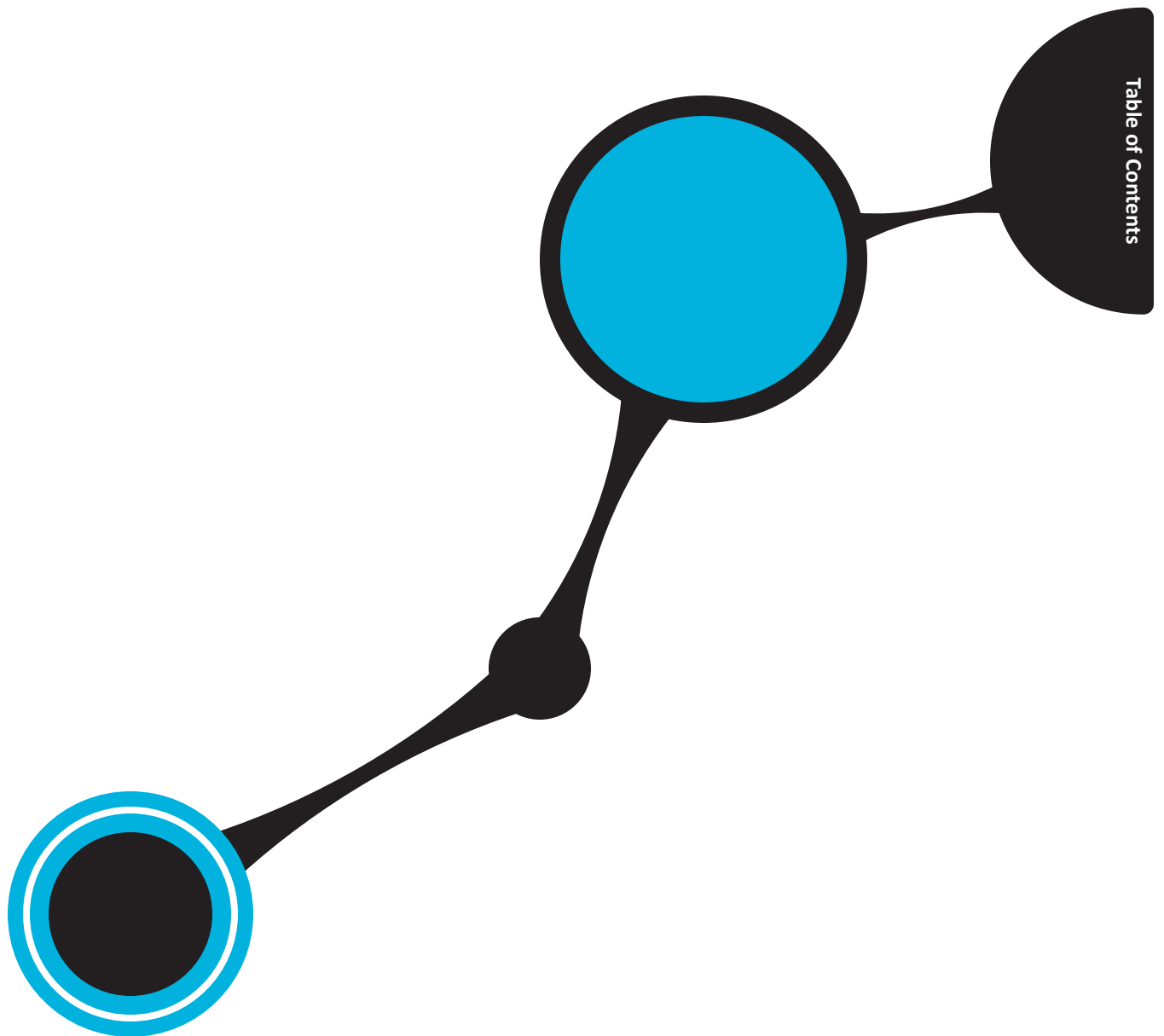
Dan Kegley,  
Director

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

The spring of 2017 was well within the range of normal precipitation and all CSO facilities performed as designed. The addition of CSO 12, along Pettet Drive in March has added to CSO overflow reduction during the quarter.



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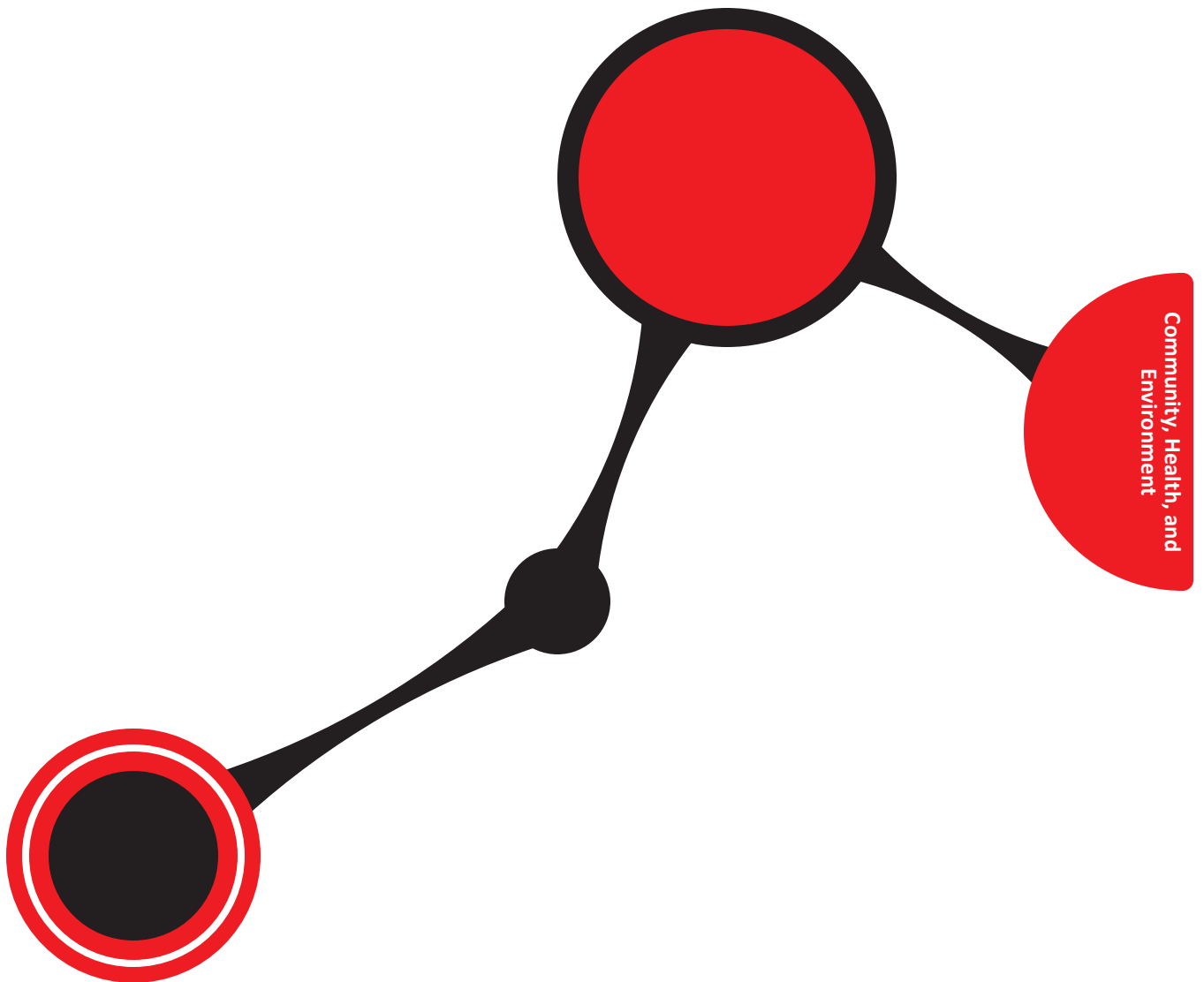
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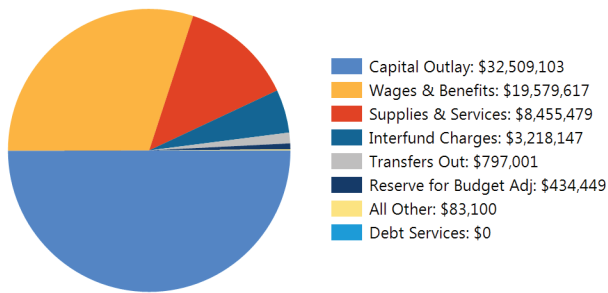


# Community, Health, and Environment

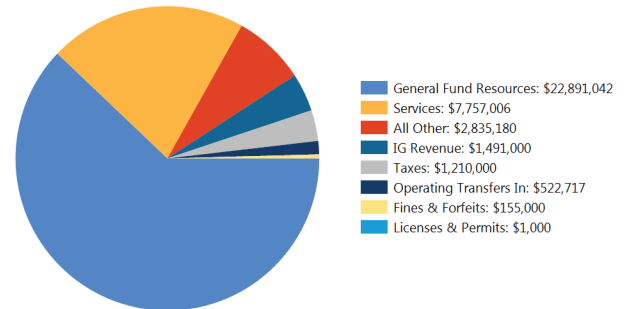


# Community, Health, and Environment

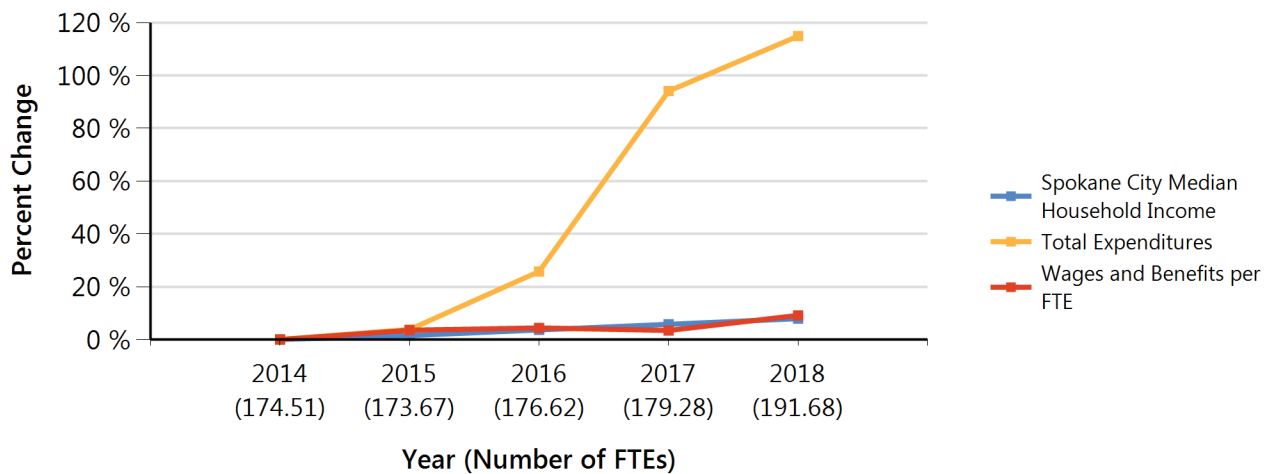
## 2018 Expenditures



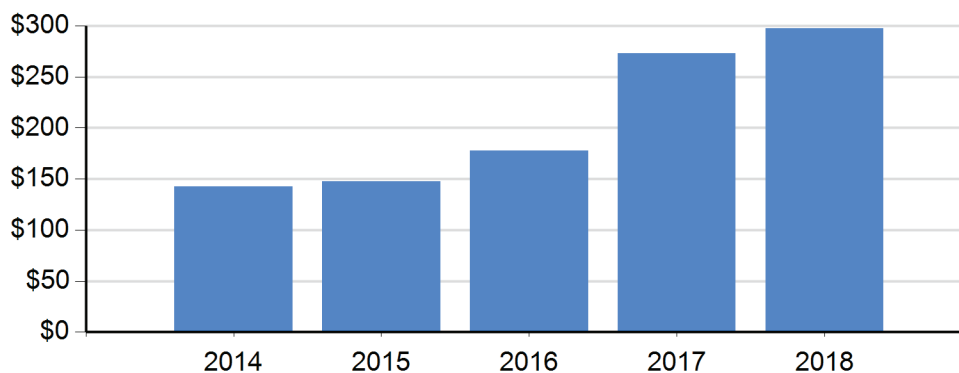
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

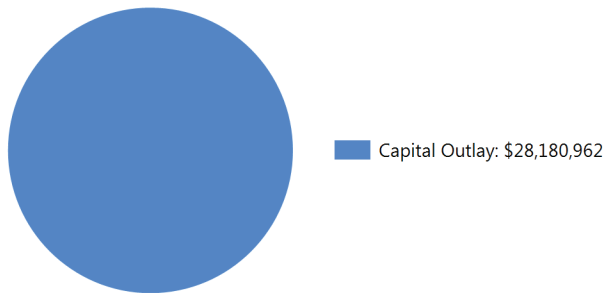
Spending	\$142.66	\$147.52	\$177.56	\$272.80	\$297.80
Percent Change	0.00%	3.79%	21.15%	54.31%	10.72%



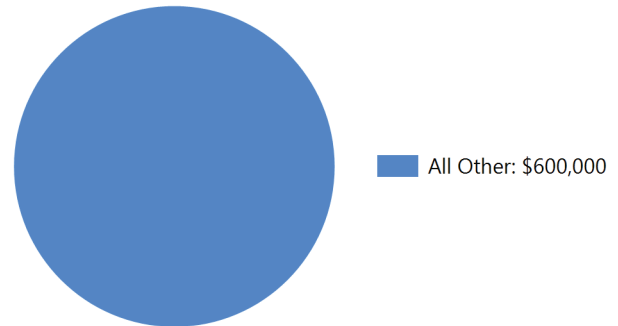
# Capital Improvements 2015 Parks

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

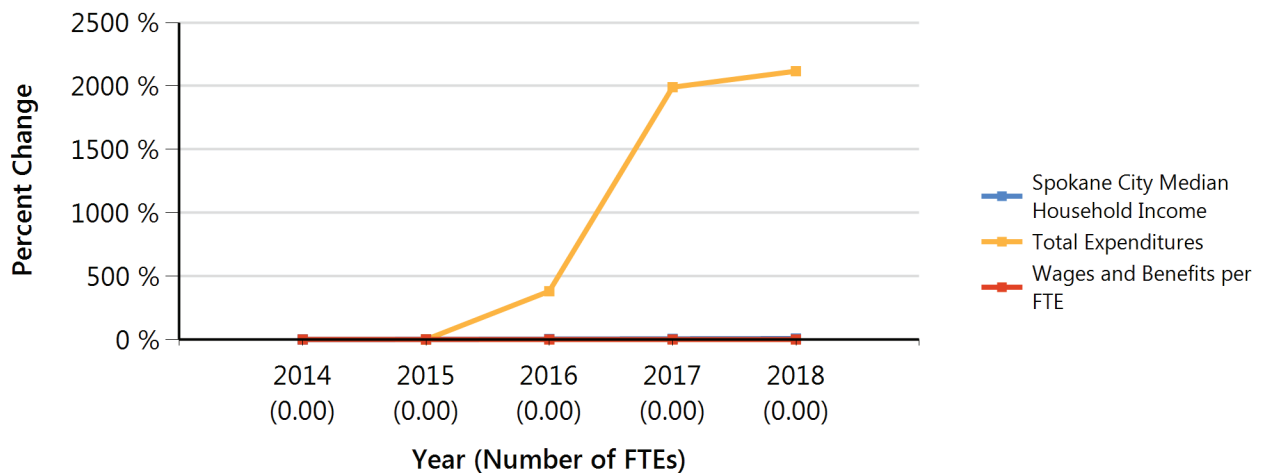
### 2018 Expenditures



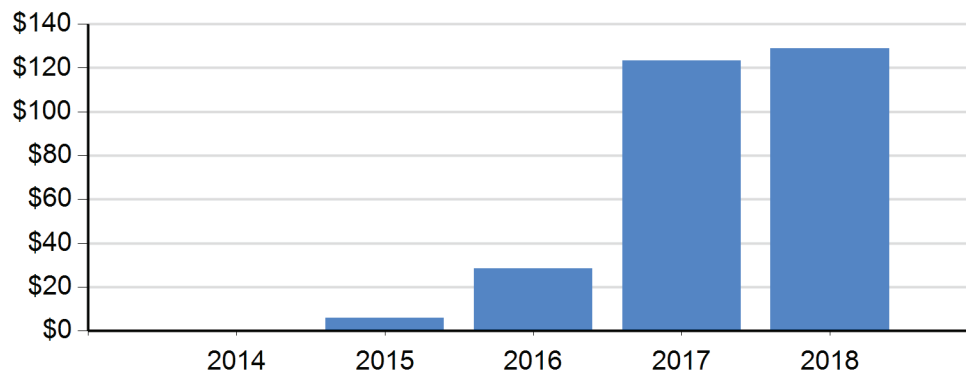
### 2018 Revenues



### Cumulative percent change over the last 5 years



### Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$0.00	\$5.97	\$28.52	\$123.34	\$128.96
Percent Change	0.00%	0.00%	381.19%	334.41%	6.05%

## Department Summary: Capital Improvements 2015 Parks

**Division:** Community, Health, and Environment

**Fund Type:** Capital Project Fund

---

### Executive Summary:

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

---

### Programs and Services:

This Bond will be used for capital projects directed by the Riverfront Park Master plan. The Bond was incorporated into the 2015 Budget and any remaining capital budget at the end of each year will carry forward for future year expenditures.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	677,805	6,116,808	26,572,456	28,180,962
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	166,607	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	426,770	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>1,271,182</b>	<b>6,116,808</b>	<b>26,572,456</b>	<b>28,180,962</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	65,263,586	(2,864,819)	800,000	600,000
<b>TOTAL</b>	<b>0</b>	<b>65,263,586</b>	<b>(2,864,819)</b>	<b>800,000</b>	<b>600,000</b>

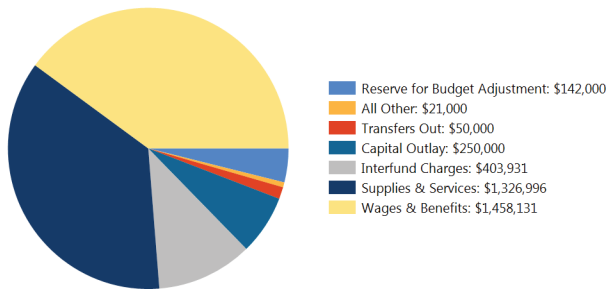
**Revenue Notes:**



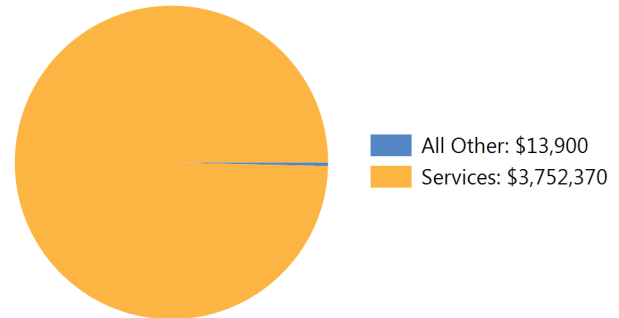
# Golf Fund

The Spokane Parks and Recreation Department operates four championship municipal golf courses: Downriver, Esmerelda, Indian Canyon and the Creek at Qualchan. For more than 88 years, these golf courses have been recognized nationally for their maintenance and operation as well as low greens fees.

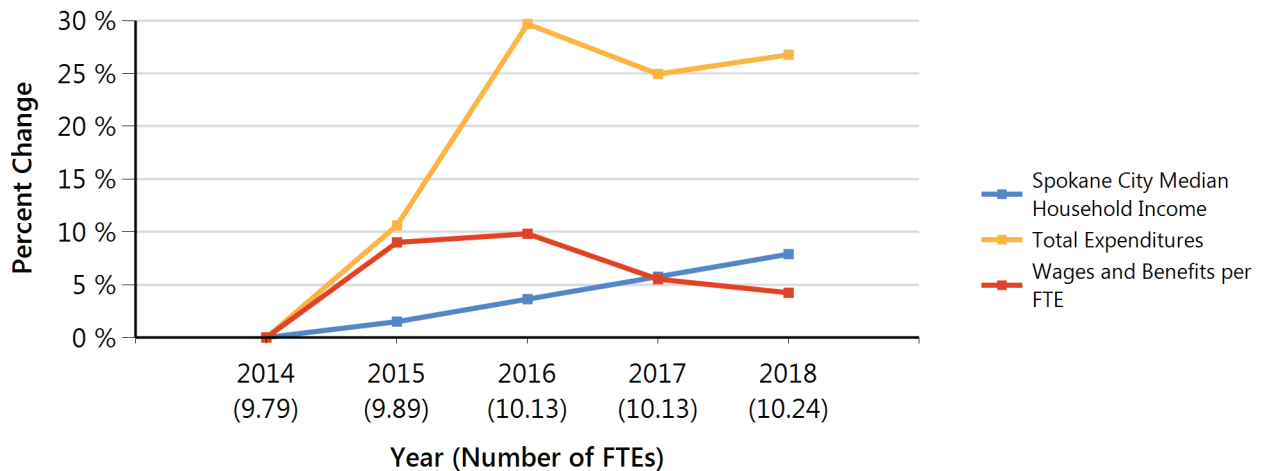
## 2018 Expenditures



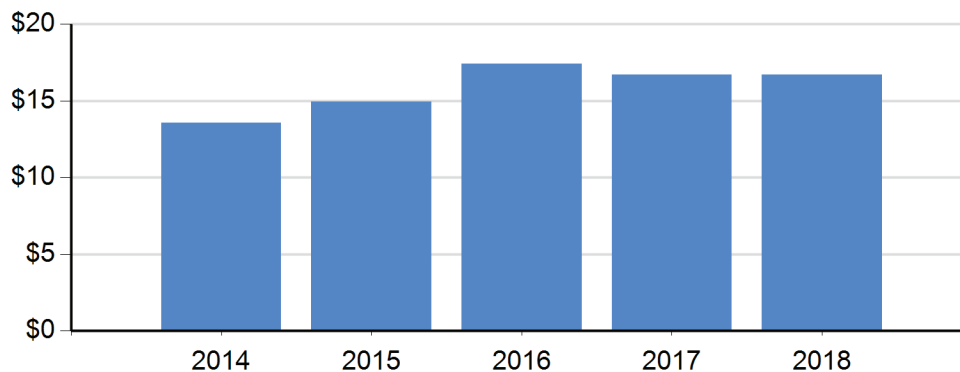
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$13.57	\$14.95	\$17.42	\$16.71	\$16.71
Percent Change	0.00%	10.61%	17.23%	-3.65%	1.45%

## Department Summary: Golf Fund

**Division:** Community, Health, and Environment

**Fund Type:** Enterprise Fund

---

### Executive Summary:

The Spokane Parks and Recreation Department operates four championship municipal golf courses: Downriver, Esmerelda, Indian Canyon and the Creek at Qualchan. For 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.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>9.79</b>	<b>9.89</b>	<b>10.13</b>	<b>10.13</b>	<b>10.24</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	103,560	116,798	152,663	250,000	250,000
Interfund Charges	459,773	385,014	346,453	398,288	403,931
Reserve for Budget Adjustment	0	0	0	142,000	142,000
Transfers Out	22,690	11,345	0	0	50,000
Wages & Benefits	1,342,796	1,478,609	1,526,866	1,461,223	1,458,131
Supplies & Services	933,896	1,174,430	1,234,994	1,326,996	1,326,996
Debt Services	0	0	453,712	0	0
All Other	18,297	20,650	21,302	21,000	21,000
<b>TOTAL</b>	<b>2,881,012</b>	<b>3,186,846</b>	<b>3,735,990</b>	<b>3,599,507</b>	<b>3,652,058</b>

**Expenditure Notes:**

All Other Expenses is for outside excise taxes on Golf sales and operations at the 4 municipal golf courses.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	2,775,567	3,146,044	3,215,891	3,667,370	3,752,370
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	162,000	35,000	0	0
General Fund Resources	0	0	0	0	0
All Other	126,164	2,486	7,311	13,900	13,900
<b>TOTAL</b>	<b>2,901,731</b>	<b>3,310,530</b>	<b>3,258,202</b>	<b>3,681,270</b>	<b>3,766,270</b>

**Revenue Notes:**

**Program Summary:** Creek At Qualchan Golf Course**Division:** Community, Health, and Environment**Fund Type:** Enterprise Fund

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**Executive Summary:**

Creek at Qualchan Municipal Golf Course

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**Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	22,245	17,361	0	0
Interfund Charges	7,750	1,696	267	2,500	2,500
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	22,690	11,345	0	0	0
Wages & Benefits	304,805	321,434	333,124	325,620	339,345
Supplies & Services	248,791	278,676	287,339	310,683	310,683
Debt Services	0	0	0	0	0
All Other	4,879	5,430	4,699	5,200	5,200
<b>TOTAL</b>	<b>588,915</b>	<b>640,826</b>	<b>642,790</b>	<b>644,003</b>	<b>657,728</b>

**Expenditure Notes:**

All Other Expenses is for excise tax on Golf operations.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	731,039	820,554	825,547	864,800	924,800
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	2,642	4,037	246	1,800	1,800
<b>TOTAL</b>	<b>733,681</b>	<b>824,591</b>	<b>825,793</b>	<b>866,600</b>	<b>926,600</b>

**Revenue Notes:**

## **Program Summary:** Downriver Golf Course

**Division:** Community, Health, and Environment

**Fund Type:** Enterprise Fund

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### **Executive Summary:**

Downriver Golf Course

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### **Programs and Services:**

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



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	3,590	0	0
Interfund Charges	7,947	2,008	(181)	2,500	2,500
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	300,211	315,600	338,101	317,870	330,664
Supplies & Services	220,508	238,101	279,172	344,657	344,657
Debt Services	0	0	0	0	0
All Other	5,814	6,077	6,400	6,300	6,300
<b>TOTAL</b>	<b>534,480</b>	<b>561,786</b>	<b>627,082</b>	<b>671,327</b>	<b>684,121</b>

**Expenditure Notes:**

All Other Expenses is for excise taxes on Golf operations.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	877,772	920,754	962,724	1,092,570	1,092,570
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,428	1,924	1,133	1,300	1,300
<b>TOTAL</b>	<b>879,200</b>	<b>922,678</b>	<b>963,857</b>	<b>1,093,870</b>	<b>1,093,870</b>

**Revenue Notes:**

## **Program Summary:** Esmeralda Golf Course

**Division:** Community, Health, and Environment

**Fund Type:** Enterprise Fund

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### **Executive Summary:**

Esmeralda Golf Course

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### **Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	9,288	0	0
Interfund Charges	10,134	2,430	3,276	2,500	2,500
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	287,896	319,850	325,147	321,268	329,504
Supplies & Services	216,354	244,717	209,540	279,587	279,587
Debt Services	0	0	0	0	0
All Other	4,467	4,567	6,083	5,000	5,000
<b>TOTAL</b>	<b>518,851</b>	<b>571,564</b>	<b>553,334</b>	<b>608,355</b>	<b>616,591</b>

**Expenditure Notes:**

All Other Expenses is for excise taxes on Golf operations.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	684,143	693,988	674,958	865,600	840,600
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	990	194	261	800	800
<b>TOTAL</b>	<b>685,133</b>	<b>694,182</b>	<b>675,219</b>	<b>866,400</b>	<b>841,400</b>

**Revenue Notes:**

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

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**Executive Summary:**

Administrative Program for Golf.

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**Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>1.14</b>	<b>1.14</b>	<b>1.14</b>	<b>1.14</b>	<b>2.12</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	103,560	72,431	63,064	250,000	250,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	15,000
Wages & Benefits	87,247	97,201	97,304	99,822	102,972
Supplies & Services	9,575	16,835	10,971	14,500	14,500
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>200,382</b>	<b>186,467</b>	<b>171,339</b>	<b>364,322</b>	<b>382,472</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	43,208	91,512	80,513	77,800	77,800
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	5,526	2,187	3,064	4,000	4,000
<b>TOTAL</b>	<b>48,734</b>	<b>93,699</b>	<b>83,577</b>	<b>81,800</b>	<b>81,800</b>

**Revenue Notes:**

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

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**Executive Summary:**

Overhead support for all four municipal golf courses.

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**Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.65</b>	<b>0.75</b>	<b>0.99</b>	<b>0.99</b>	<b>0.12</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	423,542	378,100	342,855	388,288	393,931
Reserve for Budget Adjustment	0	0	0	142,000	142,000
Transfers Out	0	0	0	0	35,000
Wages & Benefits	44,710	35,811	86,826	69,382	21,104
Supplies & Services	41,055	89,819	178,098	67,158	67,158
Debt Services	0	0	453,712	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>509,307</b>	<b>503,730</b>	<b>1,061,491</b>	<b>666,828</b>	<b>659,193</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	25,000	0	0	0
General Fund Resources	0	0	0	0	0
All Other	112	(12)	(24)	0	0
<b>TOTAL</b>	<b>112</b>	<b>24,988</b>	<b>(24)</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## **Program Summary:** Indian Canyon Golf Course

**Division:** Community, Health, and Environment

**Fund Type:** Enterprise Fund

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### **Executive Summary:**

Indian Canyon Municipal Golf Course

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### **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.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	22,122	59,360	0	0
Interfund Charges	10,400	780	236	2,500	2,500
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	317,927	388,713	346,364	327,261	334,542
Supplies & Services	197,613	306,282	269,874	310,411	310,411
Debt Services	0	0	0	0	0
All Other	3,137	4,576	4,120	4,500	4,500
<b>TOTAL</b>	<b>529,077</b>	<b>722,473</b>	<b>679,954</b>	<b>644,672</b>	<b>651,953</b>

**Expenditure Notes:**

All Other Expenses is for excise taxes on Golf operations.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	439,405	619,236	672,149	766,600	816,600
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	137,000	35,000	0	0
General Fund Resources	0	0	0	0	0
All Other	115,466	(5,844)	2,631	6,000	6,000
<b>TOTAL</b>	<b>554,871</b>	<b>750,392</b>	<b>709,780</b>	<b>772,600</b>	<b>822,600</b>

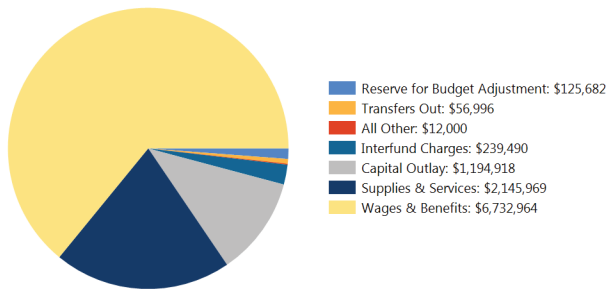
**Revenue Notes:**



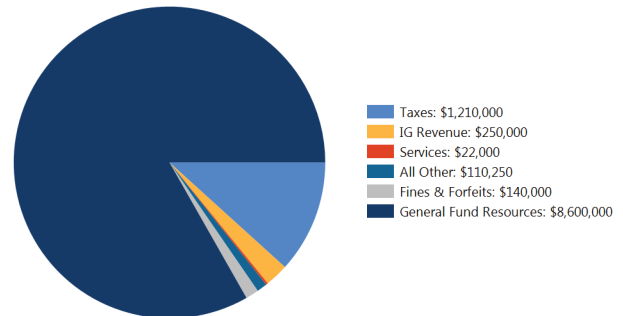
# Library

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

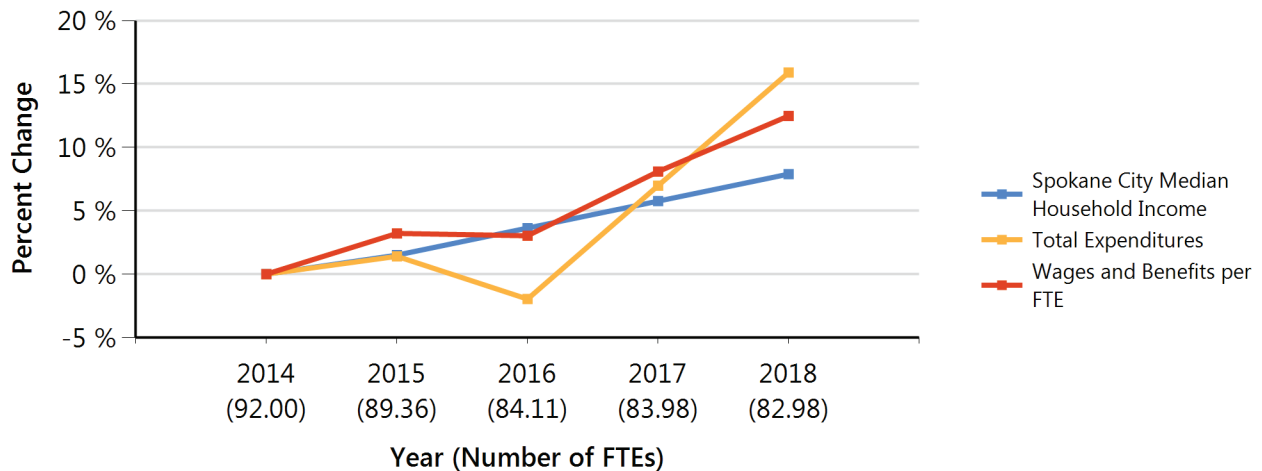
## 2018 Expenditures



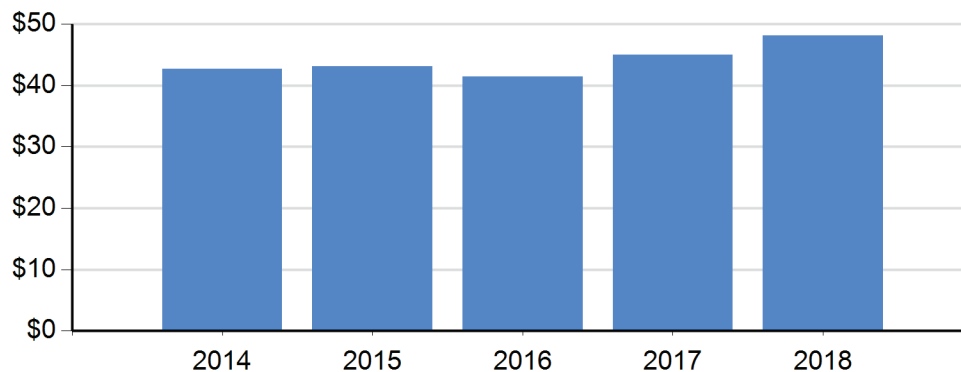
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$42.71	\$43.14	\$41.44	\$45.02	\$48.09
Percent Change	0.00%	1.40%	-3.32%	9.12%	8.34%

## Department Summary: Library

**Division:** Community, Health, and Environment

**Fund Type:** Special Revenue Fund

---

### Executive Summary:

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

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### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>92.00</b>	<b>89.36</b>	<b>84.11</b>	<b>83.98</b>	<b>82.98</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	877,305	935,510	1,090,488	1,163,755	1,194,918
Interfund Charges	184,645	158,210	202,988	176,299	239,490
Reserve for Budget Adjustment	0	0	0	100,810	125,682
Transfers Out	0	56,996	56,996	56,996	56,996
Wages & Benefits	6,606,601	6,623,265	6,222,527	6,527,429	6,732,964
Supplies & Services	1,389,647	1,411,269	1,306,410	1,661,818	2,145,969
Debt Services	0	0	0	0	0
All Other	8,113	8,260	8,423	12,000	12,000
<b>TOTAL</b>	<b>9,066,311</b>	<b>9,193,510</b>	<b>8,887,832</b>	<b>9,699,107</b>	<b>10,508,019</b>

**Expenditure Notes:**

The Supplies budget line expenditures increased in 2018 in anticipation of a \$250,000 blend of offsetting grant funding. Services budget line expenditures increased to reflect outside vendor book and audio-visual preparation costs, \$242,000. An increase to additional services as well as a 3% increase to utilities was also included in this budget line. All Other budget line is an expenditure for an assessment for the business improvement district.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	5	5	0	1,170,000	1,210,000
Licenses & Permits	0	0	0	0	0
IG Revenue	3,472	45,126	9,196	100,000	250,000
Services	22,855	18,006	18,050	22,000	22,000
Fines & Forfeits	179,811	146,954	123,343	165,000	140,000
Operating Transfers In	0	0	115,000	0	0
General Fund Resources	8,970,397	9,003,397	9,228,482	8,383,482	8,600,000
All Other	60,848	122,226	109,367	92,035	110,250
<b>TOTAL</b>	<b>9,237,388</b>	<b>9,335,714</b>	<b>9,603,438</b>	<b>9,932,517</b>	<b>10,332,250</b>

**Revenue Notes:**

The Fines & Forfeitures budget revenue line is reduced in 2018 to reflect the impact online materials are having to this revenue stream (online materials do not incur late charges, they simply disappear from the patron's device).

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

Intergovernmental Revenue – anticipated blend of grant funding for the 24/7 Library to be placed in West Central.

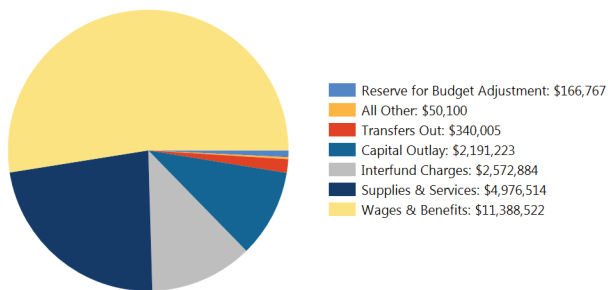
The General Fund increased by 2.58%.



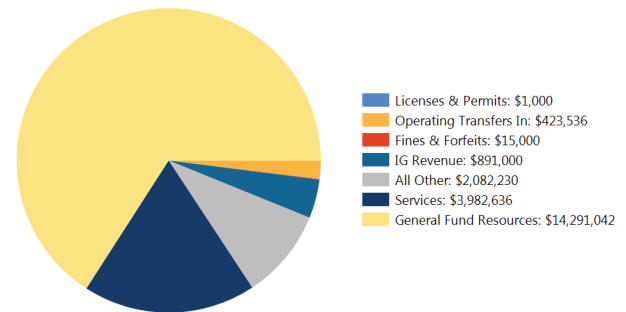
## Parks and Recreation

Parks & Recreation manages/operates and maintains more than 3,100 acres, including developed parks, gardens, conservation lands, playgrounds, the arboretum, Riverfront 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.

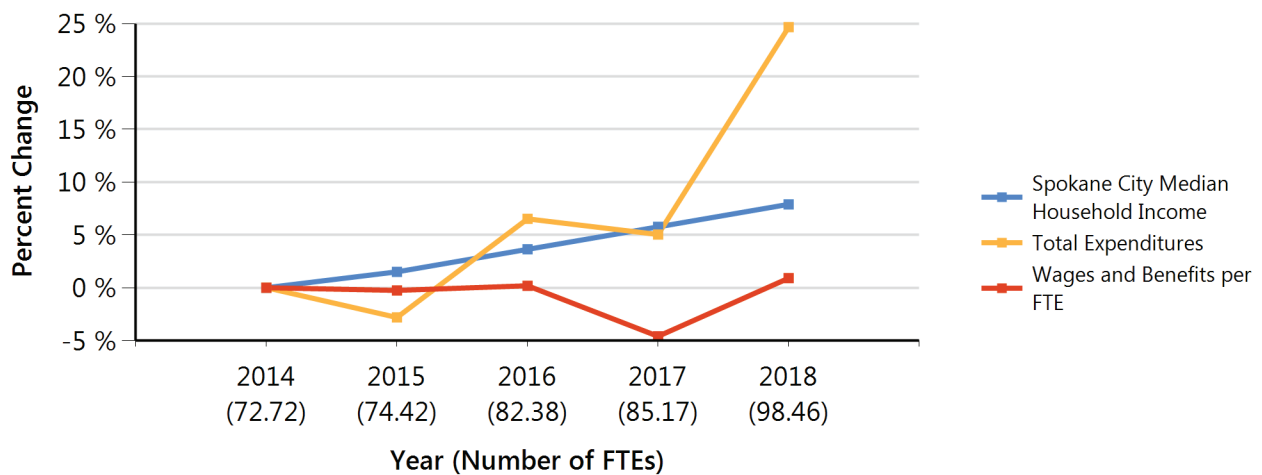
### 2018 Expenditures



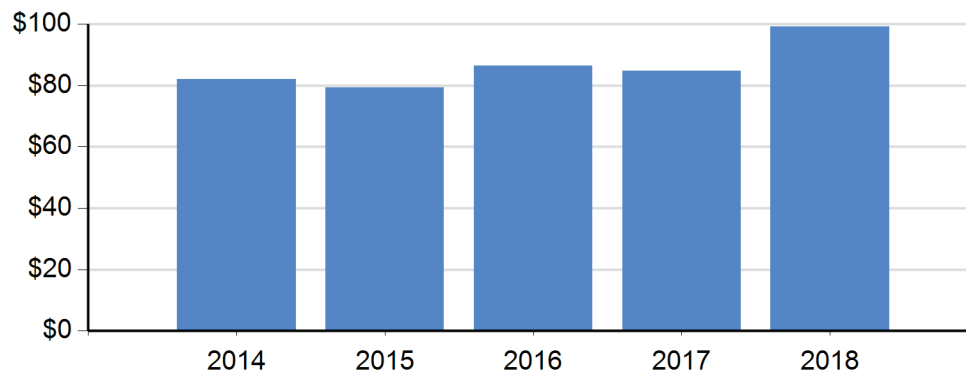
### 2018 Revenues



### Cumulative percent change over the last 5 years



### Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$81.94	\$79.33	\$86.38	\$84.81	\$99.24
Percent Change	0.00%	-2.81%	9.60%	-1.38%	18.68%

## Department Summary: Parks and Recreation

**Division:** Community, Health, and Environment

**Fund Type:** Special Revenue Fund

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### Executive Summary:

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

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### Programs and Services:

Parks and Recreation is continually striving to improve in its ability to meet the needs of the public. 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. The Parks Fund strives to maintain a 7 percent reserve and other additional reserves as necessary. Funds are being set aside in an effort to fully fund fleet equipment replacements, and a plan to systematically fund the replacement of other maintenance equipment, computers, and recreational equipment is being developed.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>72.72</b>	<b>74.42</b>	<b>82.38</b>	<b>85.17</b>	<b>98.46</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	1,135,063	595,917	1,048,435	2,106,223	2,191,223
Interfund Charges	2,664,088	2,138,771	2,531,861	2,217,737	2,572,884
Reserve for Budget Adjustment	0	0	0	190,401	166,767
Transfers Out	463,006	567,964	280,845	322,441	340,005
Wages & Benefits	8,358,129	8,531,561	9,485,756	9,337,444	11,388,522
Supplies & Services	4,726,127	5,025,457	5,135,753	4,069,750	4,976,514
Debt Services	0	0	0	0	0
All Other	49,111	45,621	46,489	27,900	50,100
<b>TOTAL</b>	<b>17,395,524</b>	<b>16,905,291</b>	<b>18,529,139</b>	<b>18,271,896</b>	<b>21,686,015</b>

**Expenditure Notes:**

Expenditure increases primarily reflect proposed programmatic expansion at Riverfront Park as facilities are completed and park reopens.

All Other Expenses is for payment of external taxes and interfund taxes on various Park operations and activities.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	765	1,080	4,489	1,000	1,000
IG Revenue	28,251	4,879	142,018	891,000	891,000
Services	2,928,180	2,873,496	3,999,063	2,319,136	3,982,636
Fines & Forfeits	23,727	27,266	23,127	15,000	15,000
Operating Transfers In	6,000	0	0	0	423,536
General Fund Resources	13,055,090	12,936,514	13,505,508	13,808,971	14,291,042
All Other	2,129,617	2,089,097	1,412,920	1,421,730	2,082,230
<b>TOTAL</b>	<b>18,171,630</b>	<b>17,932,332</b>	<b>19,087,125</b>	<b>18,456,837</b>	<b>21,686,444</b>

**Revenue Notes:**

Significant increases in revenue due primarily to reopening of portions of Riverfront Park that have been closed due to construction.

15/16 doesn't include Wind Damage Costs.

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

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**Executive Summary:**

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

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**Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	4,093	13,647	15,254	10,000	10,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>4,093</b>	<b>13,647</b>	<b>15,254</b>	<b>10,000</b>	<b>10,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	4,093	4,803	23,848	10,000	10,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>4,093</b>	<b>4,803</b>	<b>23,848</b>	<b>10,000</b>	<b>10,000</b>

**Revenue Notes:**

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

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**Executive Summary:**

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

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**Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	342,492	123,466	88,215	0	0
Interfund Charges	86	203	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	30,000	5,000	8,000	1,761	1,761
Wages & Benefits	1,081,674	1,100,721	1,132,796	1,105,599	1,148,539
Supplies & Services	283,717	301,430	355,135	367,161	367,161
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,737,969</b>	<b>1,530,820</b>	<b>1,584,146</b>	<b>1,474,521</b>	<b>1,517,461</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	257,914	113,379	115,750	107,000	107,000
<b>TOTAL</b>	<b>257,914</b>	<b>113,379</b>	<b>115,750</b>	<b>107,000</b>	<b>107,000</b>

**Revenue Notes:**

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

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**Executive Summary:**

Administrative Program for Parks & Recreation.

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**Programs and Services:**

Provides Administrative support for entire department including but not limited to Financial Reporting, Budgeting, Accounts Payable, Accounts Receivable, Payroll, HR, Advertising & Marketing, Parks Planning, and Customer Service. Budget also includes the administrative portions of Parks & Recreation's major operating divisions such as Recreation, Park Operations, Riverfront Park, and Urban Forestry.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>17.61</b>	<b>18.31</b>	<b>24.27</b>	<b>24.77</b>	<b>28.26</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	42,186	12,920	52,448	1,225,223	1,225,223
Interfund Charges	2,621,901	2,138,568	2,454,892	2,176,987	2,532,134
Reserve for Budget Adjustment	0	0	0	445,277	166,767
Transfers Out	56,542	249,000	86,345	54,927	58,195
Wages & Benefits	1,491,509	1,607,366	2,326,581	2,630,203	2,983,318
Supplies & Services	704,758	968,567	838,720	578,077	609,177
Debt Services	0	0	0	0	0
All Other	12,812	10,154	10,757	11,500	11,500
<b>TOTAL</b>	<b>4,929,708</b>	<b>4,986,575</b>	<b>5,769,743</b>	<b>7,122,194</b>	<b>7,586,314</b>

**Expenditure Notes:**

All Other Expenses is for external taxes on Park activities and programs and taxes on interfund transfers and payments.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	1,942	0	0
IG Revenue	24,158	76	116,120	0	0
Services	24,999	20,317	505,673	871,436	881,436
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	423,536
General Fund Resources	12,989,090	12,870,514	13,439,508	13,742,971	14,225,042
All Other	18,886	17,558	41,767	135,500	143,000
<b>TOTAL</b>	<b>13,057,133</b>	<b>12,908,465</b>	<b>14,105,010</b>	<b>14,749,907</b>	<b>15,673,014</b>

**Revenue Notes:**

## **Program Summary:** Parks Operations

**Division:** Community, Health, and Environment

**Fund Type:** Special Revenue Fund

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### **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.

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### **Programs and Services:**

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



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>21.86</b>	<b>21.86</b>	<b>22.16</b>	<b>21.65</b>	<b>23.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	375,725	360,157	309,946	0	0
Interfund Charges	0	0	2	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	128,000	128,000	108,000	23,765	23,765
Wages & Benefits	1,885,791	1,837,108	1,996,869	2,133,026	2,307,587
Supplies & Services	822,275	880,058	921,343	897,848	947,848
Debt Services	0	0	0	0	0
All Other	242	0	0	0	0
<b>TOTAL</b>	<b>3,212,033</b>	<b>3,205,323</b>	<b>3,336,160</b>	<b>3,054,639</b>	<b>3,279,200</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	37,983	81,554	74,017	40,000	40,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	6,000	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	15,857	46,206	48,706	43,430	43,430
<b>TOTAL</b>	<b>59,840</b>	<b>127,760</b>	<b>122,723</b>	<b>83,430</b>	<b>83,430</b>

**Revenue Notes:**

## Program Summary: RCO-Adaptive Ball Field

**Division:** Community, Health, and Environment

**Fund Type:** Special Revenue Fund

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### Executive Summary:

Grant provided by Washington State Recreation and Conservation Office (RCO) for matching funds for Adaptive ball field located at Mission Park. Phase One construction completed in 2017.

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### Programs and Services:

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

Total Project Amount: \$476,111

RCO Grant Request: \$238,056

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

(Cash Donation Matching Funds)

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	476,000	476,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>476,000</b>	<b>476,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	476,000	476,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>476,000</b>	<b>476,000</b>

**Revenue Notes:**

## Program Summary: RCO-Mirror Pond

**Division:** Community, Health, and Environment

**Fund Type:** Special Revenue Fund

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### Executive Summary:

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

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### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	4,100	180,000	180,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>4,100</b>	<b>180,000</b>	<b>180,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	2,050	180,000	180,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>2,050</b>	<b>180,000</b>	<b>180,000</b>

**Revenue Notes:**

## Program Summary: RCO-YAF-Adaptive Ball Field

**Division:** Community, Health, and Environment

**Fund Type:** Special Revenue Fund

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### Executive Summary:

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

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### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	225,000	225,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>225,000</b>	<b>225,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	225,000	225,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>225,000</b>	<b>225,000</b>

**Revenue Notes:**

## Program Summary: Recreation

**Division:** Community, Health, and Environment

**Fund Type:** Special Revenue Fund

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### 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.

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### 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, 4 Swimming Pools and 17 Splash Pads. Recreation strives to achieve/maintain financial stability in keeping up with growing public demand in a wide array of recreational areas, while leveraging opportunities for continued growth and needs.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>7.35</b>	<b>7.35</b>	<b>7.55</b>	<b>7.55</b>	<b>7.60</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	97,782	73,798	438,449	0	0
Interfund Charges	32,333	0	76,967	7,500	7,500
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	15,264	52,764	70,500	15,513	15,513
Wages & Benefits	1,467,750	1,551,673	1,637,803	1,533,504	1,544,850
Supplies & Services	943,057	981,378	1,035,242	941,989	999,689
Debt Services	0	0	0	0	0
All Other	4,094	4,691	4,842	5,200	5,200
<b>TOTAL</b>	<b>2,560,280</b>	<b>2,664,304</b>	<b>3,263,803</b>	<b>2,503,706</b>	<b>2,572,752</b>

**Expenditure Notes:**

All Other Expenses for excise taxes on Recreation programs and activities.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	955,007	943,697	1,117,401	985,700	1,024,200
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	461,055	553,472	430,784	472,800	470,800
<b>TOTAL</b>	<b>1,416,062</b>	<b>1,497,169</b>	<b>1,548,185</b>	<b>1,458,500</b>	<b>1,495,000</b>

**Revenue Notes:**

## **Program Summary:** Riverfront Park

**Division:** Community, Health, and Environment

**Fund Type:** Special Revenue Fund

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### **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.

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### **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 2018, the major renovation of Riverfront Park approved by the voters will continue.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>10.90</b>	<b>11.90</b>	<b>13.40</b>	<b>15.40</b>	<b>23.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	276,878	25,576	40,788	0	85,000
Interfund Charges	318	0	0	0	0
Reserve for Budget Adjustment	0	0	0	(254,876)	0
Transfers Out	206,200	106,200	0	223,834	238,130
Wages & Benefits	2,009,877	2,001,134	1,919,278	1,404,697	2,796,265
Supplies & Services	1,254,316	1,121,968	1,160,081	447,892	1,165,856
Debt Services	0	0	0	0	0
All Other	31,963	30,776	30,890	11,200	33,400
<b>TOTAL</b>	<b>3,779,552</b>	<b>3,285,654</b>	<b>3,151,037</b>	<b>1,832,747</b>	<b>4,318,651</b>

**Expenditure Notes:**

As the Riverfront Park construction project progresses and facilities start to come on line, the Dept. of Parks and Recreation is requesting an additional net staffing increase of 7.0 FTEs, increases in Temporary Seasonal help, and several operating accounts to handle the programmatic changes in RFP operations.

All Other Expenses is for excise taxes on Riverfront Park sales and program activities.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	1,242	0	0
IG Revenue	0	0	0	0	0
Services	1,881,109	1,767,184	2,250,314	394,000	1,959,000
Fines & Forfeits	23,727	27,266	23,127	15,000	15,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,341,369	1,331,727	750,180	638,000	1,293,000
<b>TOTAL</b>	<b>3,246,205</b>	<b>3,126,177</b>	<b>3,024,863</b>	<b>1,047,000</b>	<b>3,267,000</b>

**Revenue Notes:**

Riverfront Park is anticipating an additional \$2,220,000 in revenue due to the re-opening of RFP facilities and increases in Park programming.

**Program Summary:** Senior And Community Centers**Division:** Community, Health, and Environment**Fund Type:** Special Revenue Fund

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**Executive Summary:**

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

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**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.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	9,450	0	0	9,450	9,450
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	414	0	0	0	0
Supplies & Services	638,412	659,336	661,419	638,578	638,578
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>648,276</b>	<b>659,336</b>	<b>661,419</b>	<b>648,028</b>	<b>648,028</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	2,695	1,095	658	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	136	75	0	0	0
<b>TOTAL</b>	<b>2,831</b>	<b>1,170</b>	<b>658</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## **Program Summary:** Urban Forestry

**Division:** Community, Health, and Environment

**Fund Type:** Special Revenue Fund

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### **Executive Summary:**

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

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### **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 of trees in the community through outreach programs such as the Heritage Tree Program and the Neighborhood Tree Program.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.80</b>	<b>5.60</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	114,489	0	0
Interfund Charges	0	0	0	23,800	23,800
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	27,000	27,000	8,000	2,641	2,641
Wages & Benefits	421,114	433,559	472,429	530,415	607,963
Supplies & Services	75,499	99,073	148,559	188,205	238,205
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>523,613</b>	<b>559,632</b>	<b>743,477</b>	<b>745,061</b>	<b>872,609</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	765	1,080	1,305	1,000	1,000
IG Revenue	0	0	0	0	0
Services	26,387	59,649	51,000	28,000	78,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	66,000	66,000	66,000	66,000	66,000
All Other	34,400	26,680	25,733	25,000	25,000
<b>TOTAL</b>	<b>127,552</b>	<b>153,409</b>	<b>144,038</b>	<b>120,000</b>	<b>170,000</b>

**Revenue Notes:**

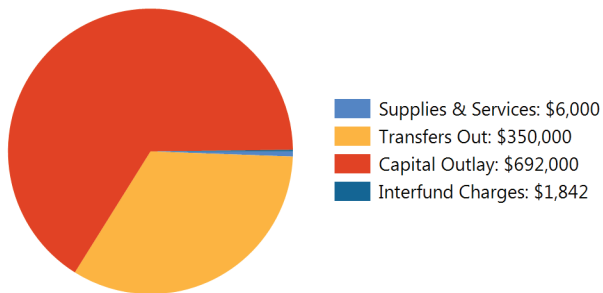




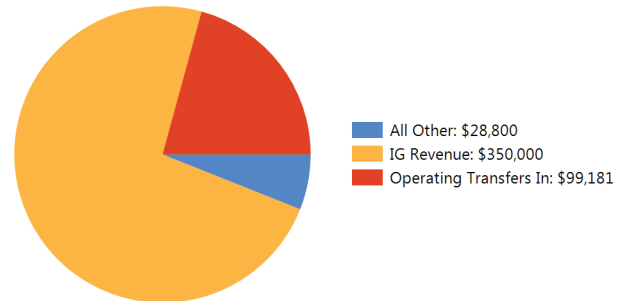
## Parks Cumulative Reserve Fund

This program account for Long Term capital projects for the Parks & Recreation Department and Golf, including but not limited to computer and fleet replacement.

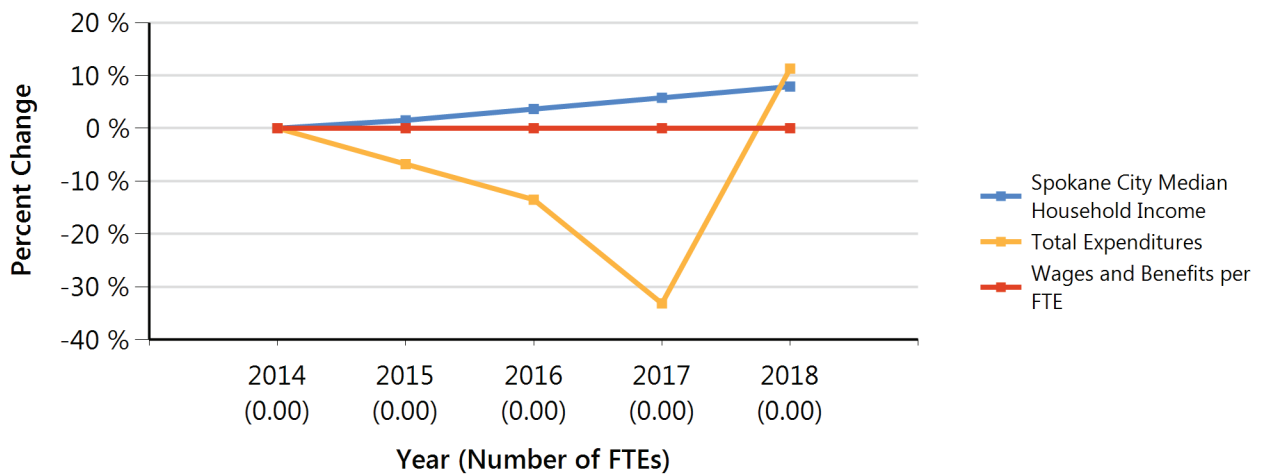
### 2018 Expenditures



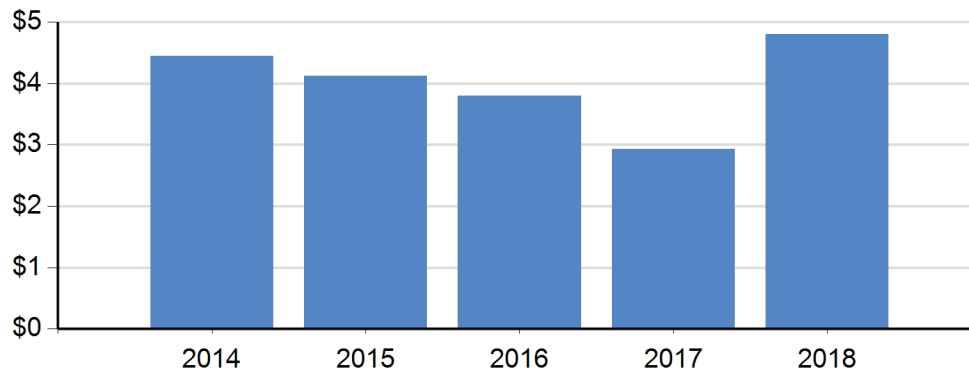
### 2018 Revenues



### Cumulative percent change over the last 5 years



### Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$4.44	\$4.13	\$3.80	\$2.93	\$4.80
Percent Change	0.00%	-6.79%	-7.21%	-22.73%	66.54%

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

---

**Executive Summary:**

This program account for Long Term capital projects for the Parks & Recreation Department and Golf, including but not limited to computer and fleet replacement.

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**Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	265,290	420,999	412,861	622,200	692,000
Interfund Charges	519,129	3,476	1,677	2,174	1,842
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	100,000	100,000	400,000	0	350,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	58,985	354,844	1,324	6,000	6,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>943,404</b>	<b>879,319</b>	<b>815,862</b>	<b>630,374</b>	<b>1,049,842</b>

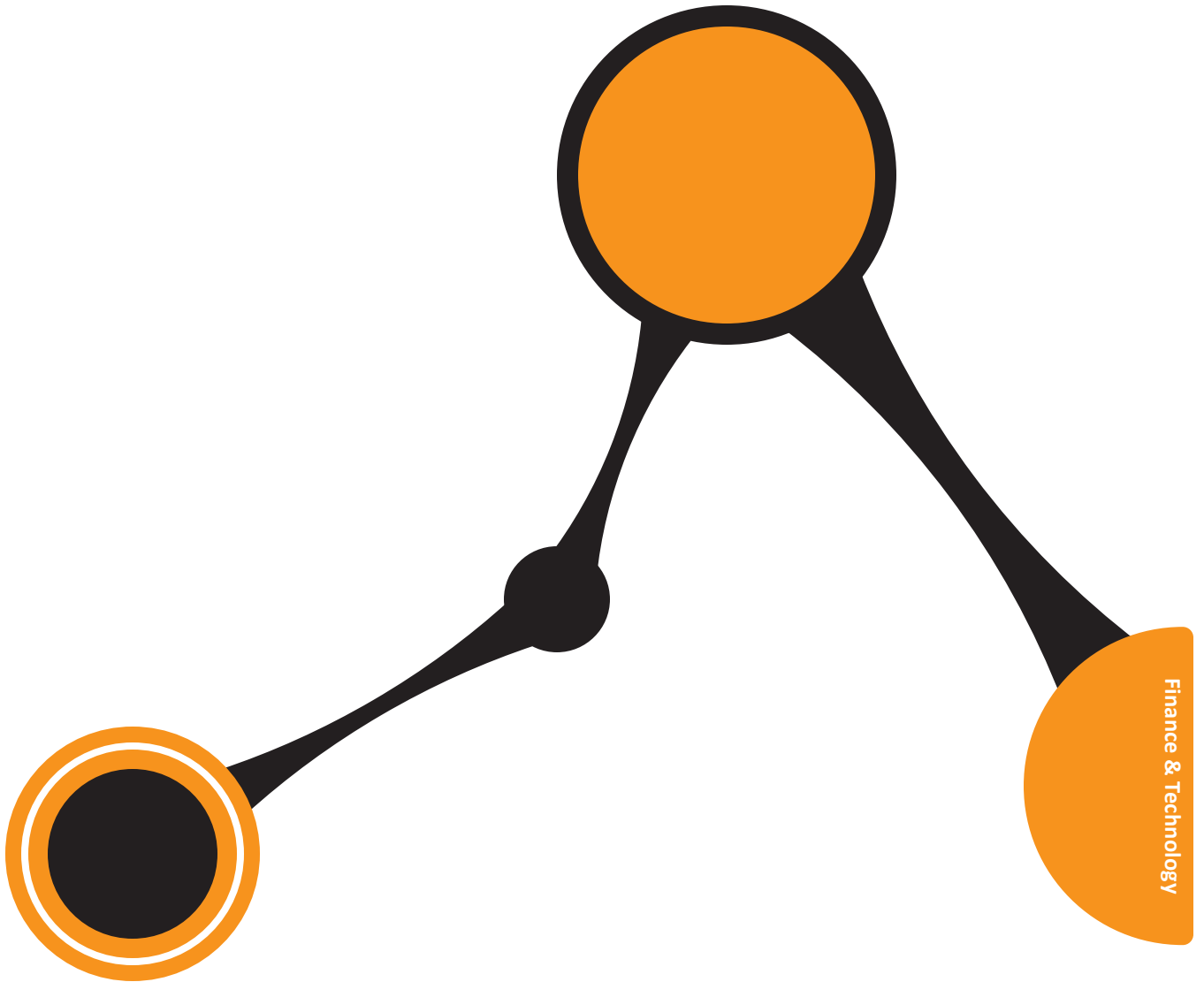
**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	410,781	401,846	361,180	350,000	350,000
Services	26,000	8,300	11,030	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	520,479	373,964	234,500	49,181	99,181
General Fund Resources	0	0	0	0	0
All Other	48,244	142,853	125,617	28,800	28,800
<b>TOTAL</b>	<b>1,005,504</b>	<b>926,963</b>	<b>732,327</b>	<b>427,981</b>	<b>477,981</b>

**Revenue Notes:**

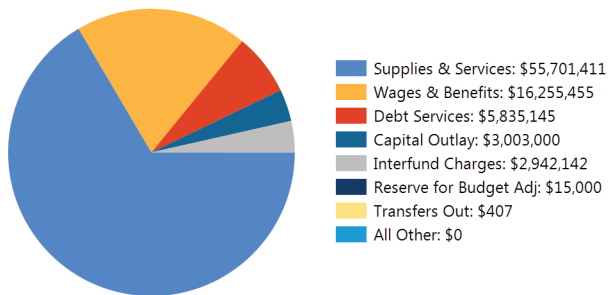


# Finance & Technology

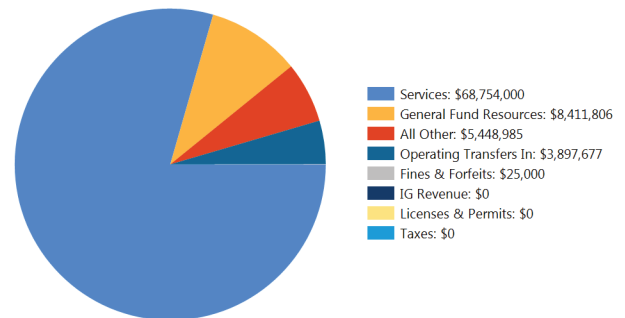


# Finance & Technology

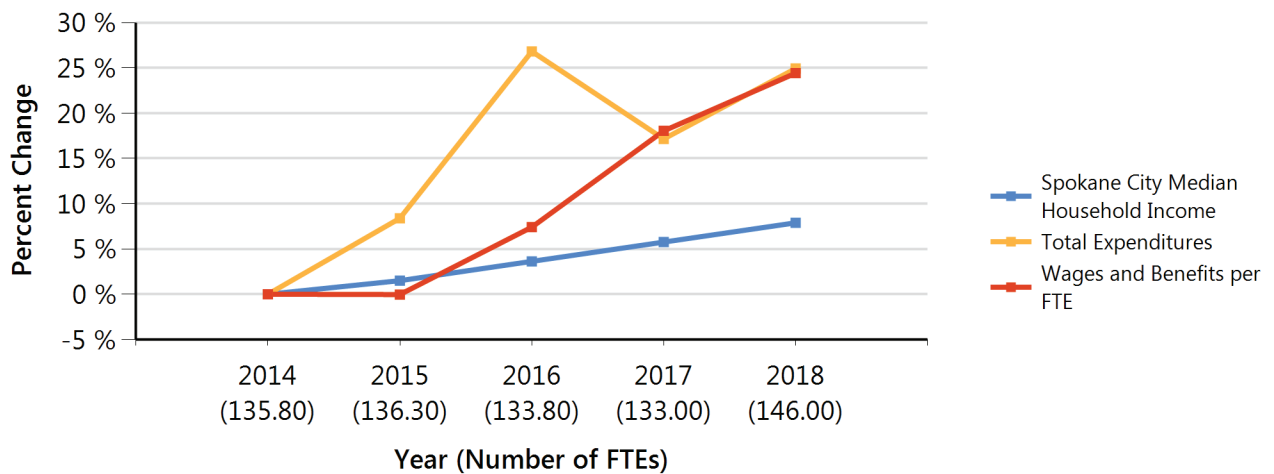
## 2018 Expenditures



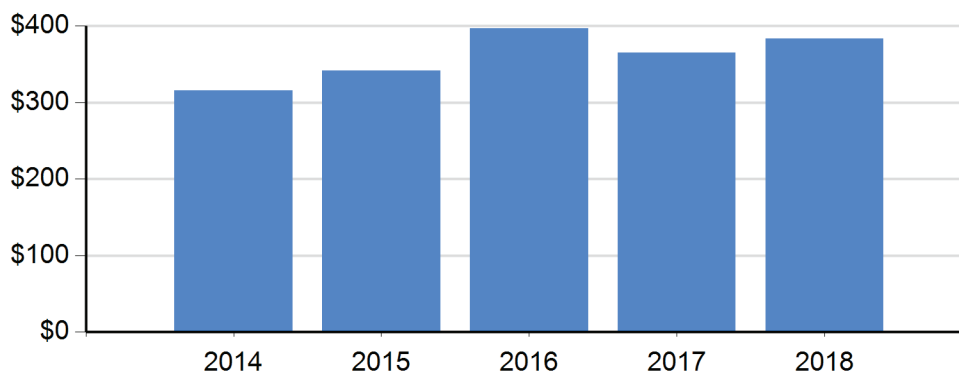
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

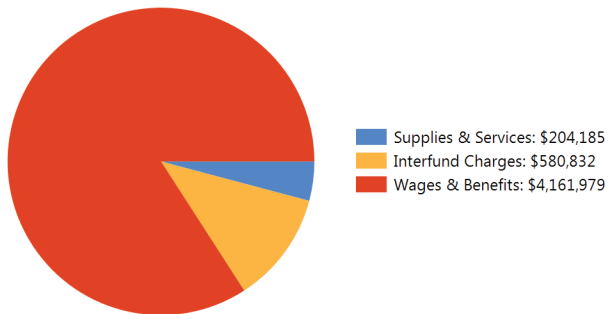
Spending	\$315.89	\$341.10	\$396.49	\$364.66	\$383.40
Percent Change	0.00%	8.38%	16.99%	-7.62%	6.64%



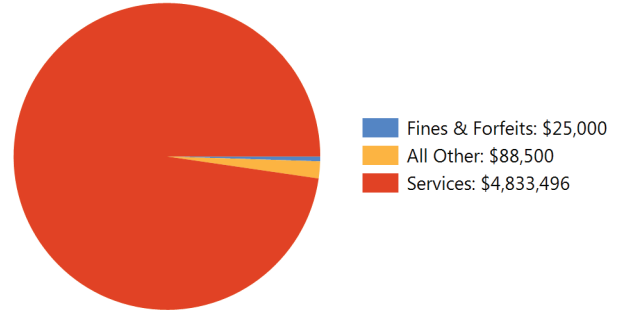
# Accounting Services

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

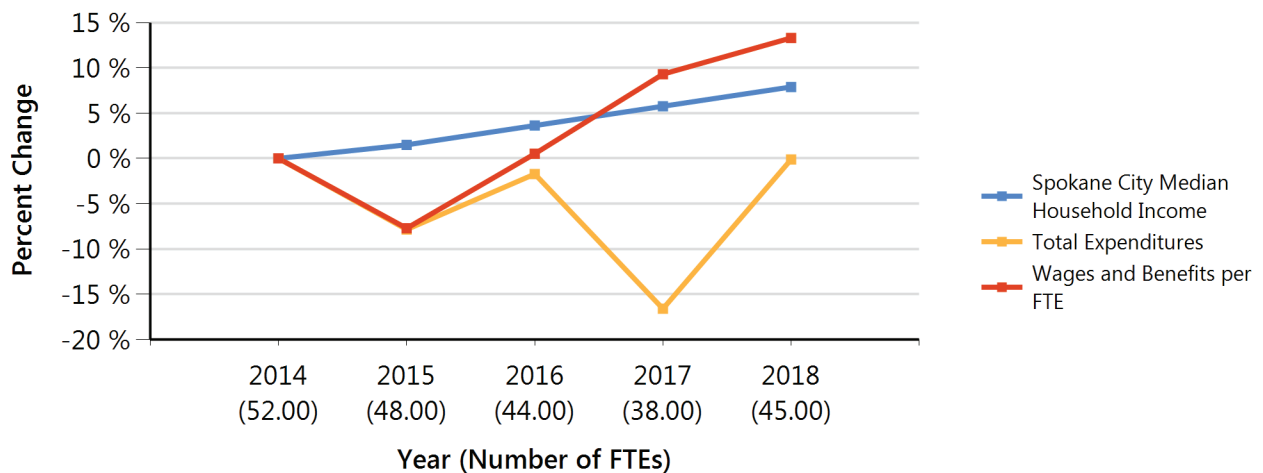
## 2018 Expenditures



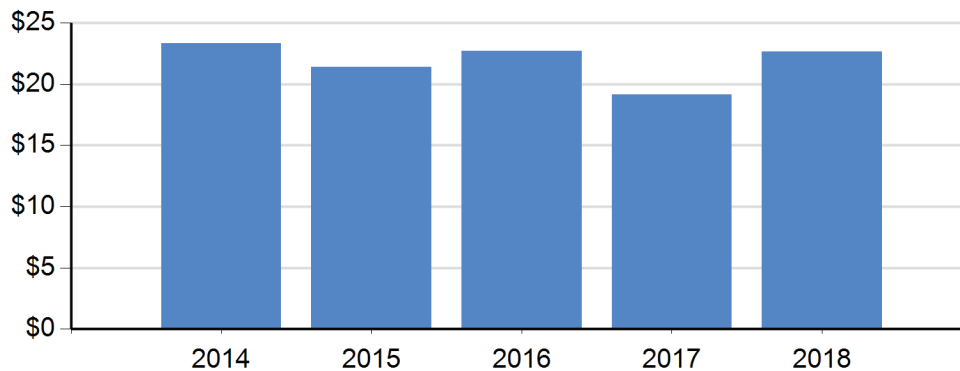
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$23.33	\$21.42	\$22.69	\$19.17	\$22.64
Percent Change	0.00%	-7.85%	6.65%	-15.14%	19.76%



## Department Summary: Accounting Services

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

---

### Executive Summary:

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

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### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>52.00</b>	<b>48.00</b>	<b>44.00</b>	<b>38.00</b>	<b>45.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	5,453	601	0	0
Interfund Charges	488,300	513,644	699,218	521,175	580,832
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	28,679	5,453	601	0	0
Wages & Benefits	4,255,889	3,625,445	3,596,745	3,379,433	4,161,979
Supplies & Services	179,974	413,914	570,312	229,849	204,185
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>4,952,842</b>	<b>4,563,909</b>	<b>4,867,477</b>	<b>4,130,457</b>	<b>4,946,996</b>

**Expenditure Notes:**

The accounting staff for the Police department are returning to Accounting Services in 2018. A Proposed Buyer 1 position is being requested in 2018 to service the Fleet Department.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,192,786	4,289,725	4,109,719	4,231,728	4,833,496
Fines & Forfeits	0	41,954	26,921	0	25,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	100,091	92,182	132,429	83,000	88,500
<b>TOTAL</b>	<b>5,292,877</b>	<b>4,423,861</b>	<b>4,269,069</b>	<b>4,314,728</b>	<b>4,946,996</b>

**Revenue Notes:**

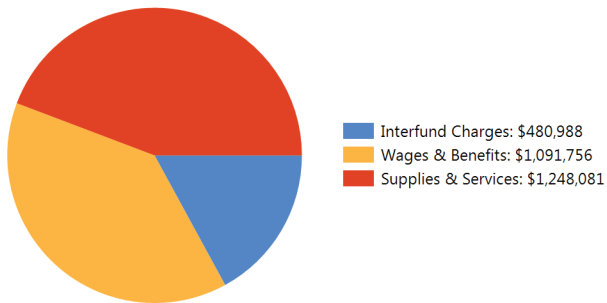
Miscellaneous revenues include the purchasing card rebates and the NSF check fees. The accounting staff for the Police department are returning to Accounting Services in 2018.



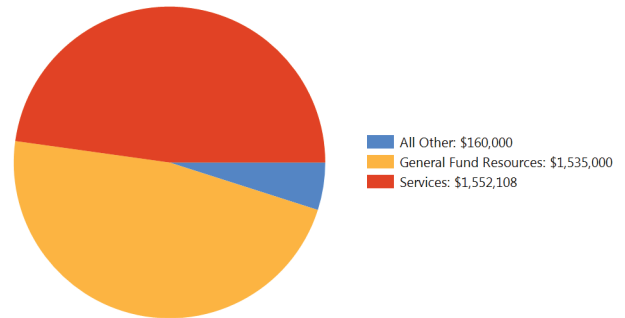
# Asset Management

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

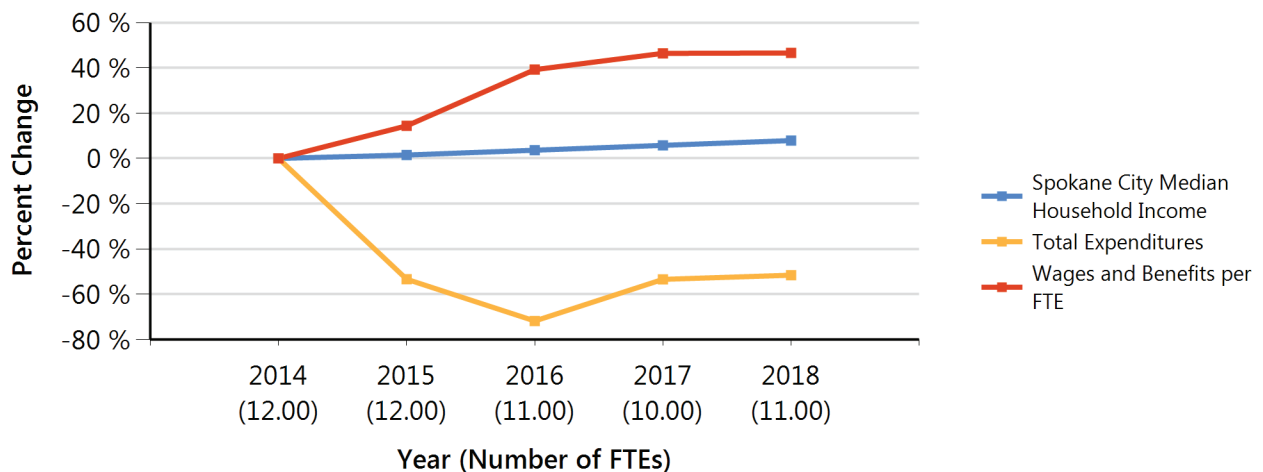
## 2018 Expenditures



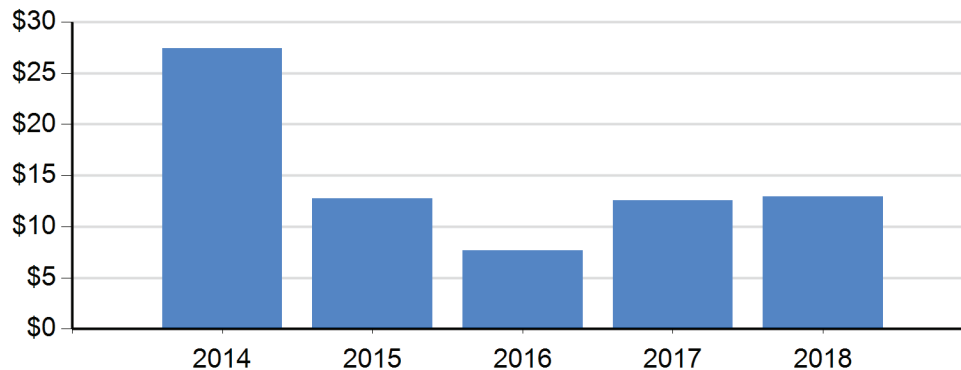
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$27.44	\$12.75	\$7.65	\$12.59	\$12.91
Percent Change	0.00%	-53.36%	-39.56%	65.26%	3.97%

## Department Summary: Asset Management

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

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### Executive Summary:

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

---

### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>12.00</b>	<b>12.00</b>	<b>11.00</b>	<b>10.00</b>	<b>11.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	3,338,400	235,439	2,795	0	0
Interfund Charges	476,708	429,415	445,458	436,278	480,988
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	39,632	79,012	2,795	0	0
Wages & Benefits	776,779	888,523	1,016,703	990,846	1,091,756
Supplies & Services	1,193,742	1,083,751	173,959	1,285,986	1,248,081
Debt Services	0	0	0	0	0
All Other	7	468	0	0	0
<b>TOTAL</b>	<b>5,825,268</b>	<b>2,716,608</b>	<b>1,641,710</b>	<b>2,713,110</b>	<b>2,820,825</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,294,843	1,295,686	1,624,783	1,553,519	1,552,108
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,049,616	795,000	856,000	1,535,000	1,535,000
All Other	124,033	258,099	238,599	60,000	160,000
<b>TOTAL</b>	<b>2,468,492</b>	<b>2,348,785</b>	<b>2,719,382</b>	<b>3,148,519</b>	<b>3,247,108</b>

**Revenue Notes:**

## Program Summary: Arts

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

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### Executive Summary:

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

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### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	73,333	86,667	80,000	265,000	265,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>73,333</b>	<b>86,667</b>	<b>80,000</b>	<b>265,000</b>	<b>265,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	188,931	84,826	80,000	265,000	265,000
All Other	0	285	0	0	0
<b>TOTAL</b>	<b>188,931</b>	<b>85,111</b>	<b>80,000</b>	<b>265,000</b>	<b>265,000</b>

**Revenue Notes:**



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

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**Executive Summary:**

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

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**Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	3,298,768	2,060	0	0	0
Interfund Charges	154,978	88,128	70,643	253,611	120,732
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	2,060	0	0	0
Wages & Benefits	187,258	169,863	222,327	162,858	168,511
Supplies & Services	37,072	95,060	(807,296)	220,000	173,200
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>3,678,076</b>	<b>357,171</b>	<b>(514,326)</b>	<b>636,469</b>	<b>462,443</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	10,309	59,809	131,852	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	500,000	700,000	700,000
All Other	8,230	792	6,966	0	0
<b>TOTAL</b>	<b>18,539</b>	<b>60,601</b>	<b>638,818</b>	<b>700,000</b>	<b>700,000</b>

**Revenue Notes:**

## **Program Summary:** City Hall Maintenance

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

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### **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

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### **Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	38,097	76,593	2,795	0	0
Interfund Charges	173,908	214,015	224,924	147,957	183,696
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	38,097	47,845	2,795	0	0
Wages & Benefits	304,292	271,601	253,947	307,328	380,355
Supplies & Services	742,449	578,338	635,169	473,424	493,344
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,296,843</b>	<b>1,188,392</b>	<b>1,119,630</b>	<b>928,709</b>	<b>1,057,395</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	593,130	580,043	894,693	852,108	852,108
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	535,304	561,827	136,000	430,000	430,000
All Other	5,542	5,398	71,265	0	0
<b>TOTAL</b>	<b>1,133,976</b>	<b>1,147,268</b>	<b>1,101,958</b>	<b>1,282,108</b>	<b>1,282,108</b>

**Revenue Notes:**

## **Program Summary:** Facilities Maintenance

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

---

### **Executive Summary:**

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

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### **Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	29,107	0	0	0
Interfund Charges	9,210	123,452	147,296	34,710	175,263
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	29,107	0	0	0
Wages & Benefits	130,986	211,631	253,665	251,064	278,079
Supplies & Services	239,511	221,172	209,665	253,777	255,777
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>379,707</b>	<b>614,469</b>	<b>610,626</b>	<b>539,551</b>	<b>709,119</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	572,469	551,025	566,213	551,411	550,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	9	0	0	0	0
<b>TOTAL</b>	<b>572,478</b>	<b>551,025</b>	<b>566,213</b>	<b>551,411</b>	<b>550,000</b>

**Revenue Notes:**

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

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**Executive Summary:**

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

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**Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	1,535	0	0	0	0
Interfund Charges	137,802	3,820	1,551	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,535	0	0	0	0
Wages & Benefits	154,243	235,428	286,764	269,596	264,811
Supplies & Services	71,027	27,066	8,535	24,045	7,720
Debt Services	0	0	0	0	0
All Other	7	468	0	0	0
<b>TOTAL</b>	<b>366,149</b>	<b>266,782</b>	<b>296,850</b>	<b>293,641</b>	<b>272,531</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	118,935	104,809	32,025	150,000	150,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	325,381	148,347	140,000	140,000	140,000
All Other	68,192	14,110	0	0	0
<b>TOTAL</b>	<b>512,508</b>	<b>267,266</b>	<b>172,025</b>	<b>290,000</b>	<b>290,000</b>

**Revenue Notes:**



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

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**Executive Summary:**

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

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**Programs and Services:**

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	127,679	0	0	0
Interfund Charges	810	0	1,044	0	1,297
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	30,350	75,448	47,886	49,740	53,040
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>31,160</b>	<b>203,127</b>	<b>48,930</b>	<b>49,740</b>	<b>54,337</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	42,060	237,514	160,368	60,000	160,000
<b>TOTAL</b>	<b>42,060</b>	<b>237,514</b>	<b>160,368</b>	<b>60,000</b>	<b>160,000</b>

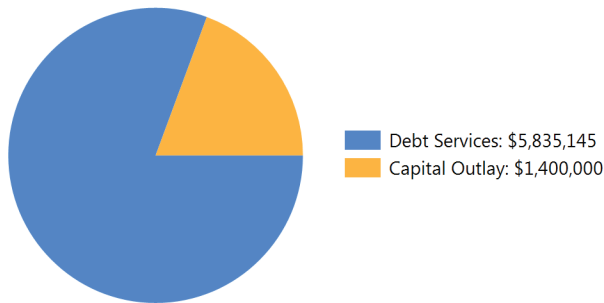
**Revenue Notes:**



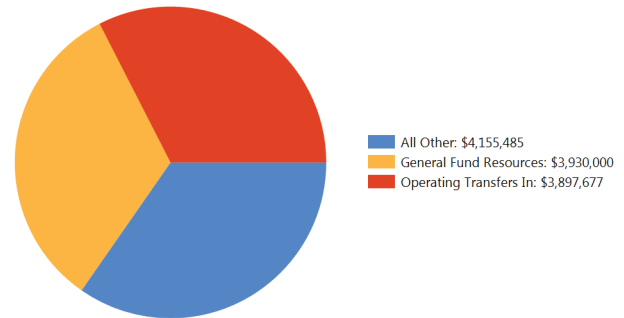
# Asset Management Fund Capital

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

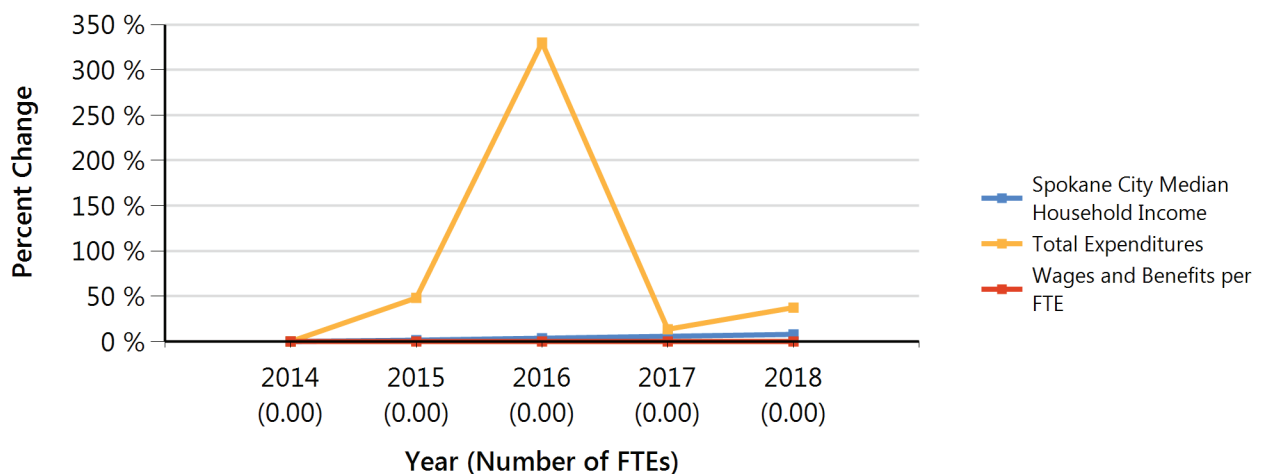
## 2018 Expenditures



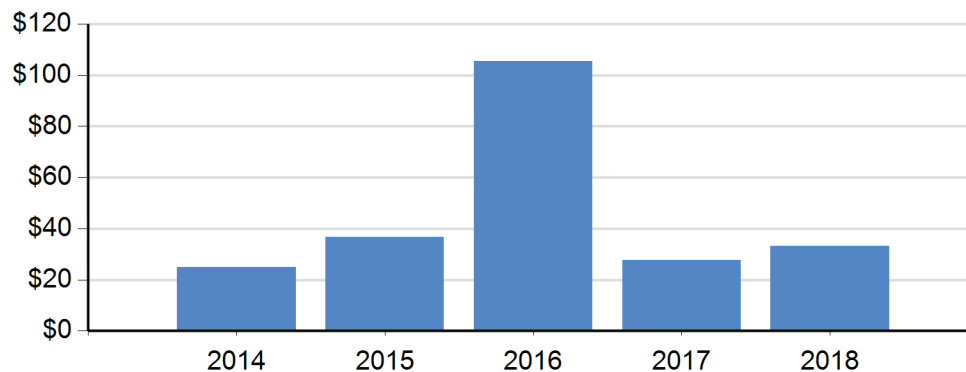
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$24.80	\$36.59	\$105.56	\$27.74	\$33.11
Percent Change	0.00%	48.12%	190.37%	-73.60%	21.05%

## Department Summary: Asset Management Fund Capital

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

---

### Executive Summary:

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

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### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	3,432,278	4,611,932	7,527,831	1,410,000	1,400,000
Interfund Charges	33,709	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	5,218,782	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	224,160	617,455	351,069	0	0
Debt Services	1,574,385	2,568,521	9,545,461	4,566,987	5,835,145
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>5,264,532</b>	<b>7,797,908</b>	<b>22,643,143</b>	<b>5,976,987</b>	<b>7,235,145</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	131,474	0	0	0
Services	0	4,628	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	6,378,438	1,322,641	2,105,109	2,597,667	3,897,677
General Fund Resources	0	1,700,000	2,929,278	3,789,873	3,930,000
All Other	769,518	13,745,473	5,246,437	5,529,705	4,155,485
<b>TOTAL</b>	<b>7,147,956</b>	<b>16,904,216</b>	<b>10,280,824</b>	<b>11,917,245</b>	<b>11,983,162</b>

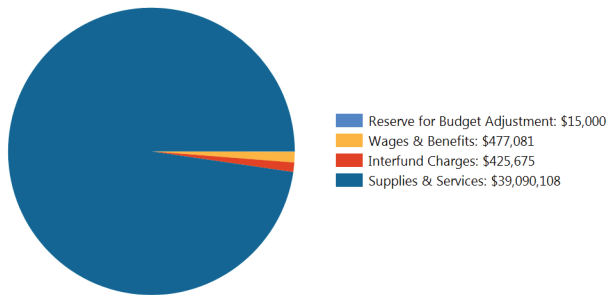
**Revenue Notes:**



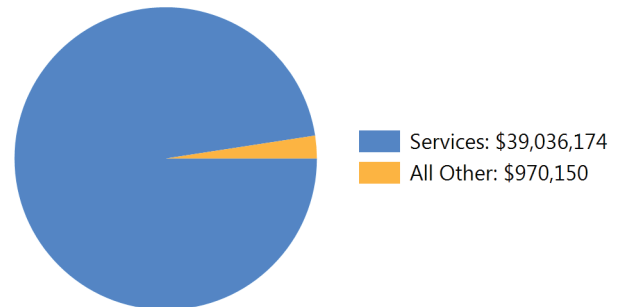
# Employee Benefits

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

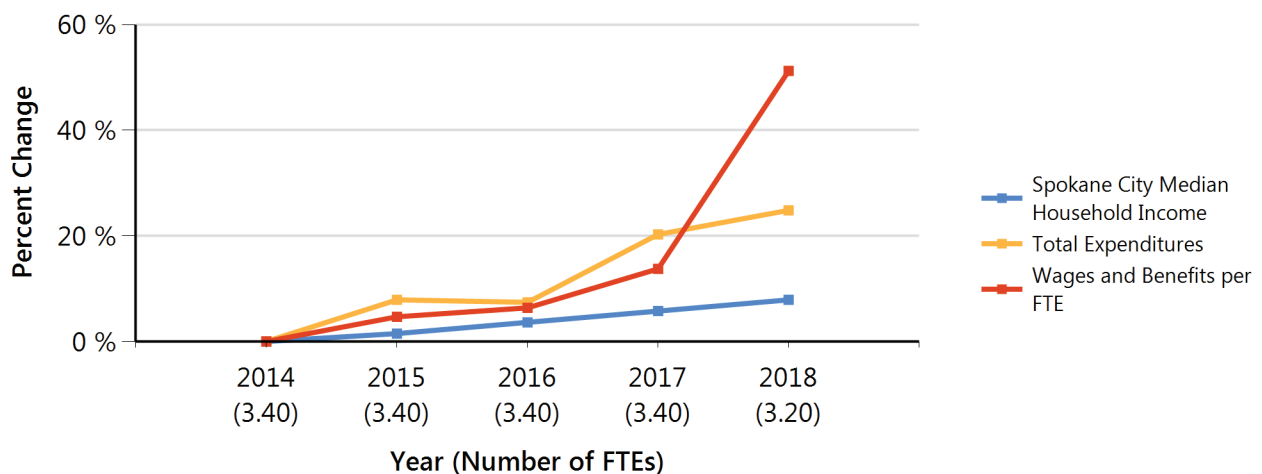
## 2018 Expenditures



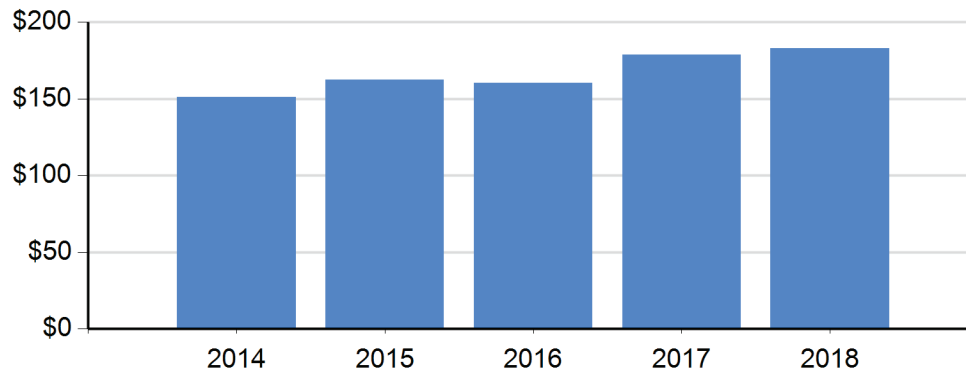
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$150.96	\$162.26	\$160.48	\$178.91	\$183.08
Percent Change	0.00%	7.89%	-0.44%	11.97%	3.79%



## Department Summary: Employee Benefits

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

---

### Executive Summary:

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

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### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.40</b>	<b>3.40</b>	<b>3.40</b>	<b>3.40</b>	<b>3.20</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	296,464	332,301	349,946	379,848	425,675
Reserve for Budget Adjustment	0	0	0	15,000	15,000
Transfers Out	0	0	0	0	0
Wages & Benefits	322,564	337,657	343,385	368,722	477,081
Supplies & Services	31,428,725	33,906,707	33,730,664	37,781,062	39,090,108
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>32,047,753</b>	<b>34,576,665</b>	<b>34,423,995</b>	<b>38,544,632</b>	<b>40,007,864</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	584,180	33,813,248	34,807,204	37,614,386	39,036,174
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	32,970,659	1,260,109	1,103,688	1,380,150	970,150
<b>TOTAL</b>	<b>33,554,839</b>	<b>35,073,357</b>	<b>35,910,892</b>	<b>38,994,536</b>	<b>40,006,324</b>

**Revenue Notes:**

Miscellaneous revenues include interest, contingent fees, COBRA and VEBA payments.

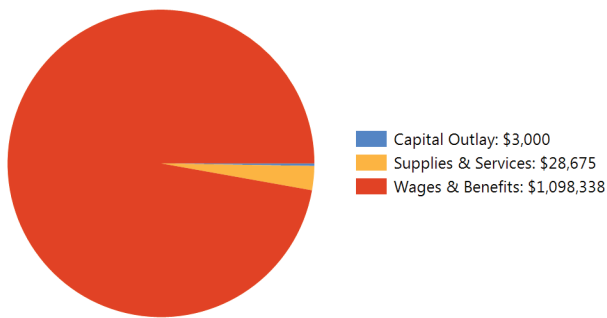


# Finance

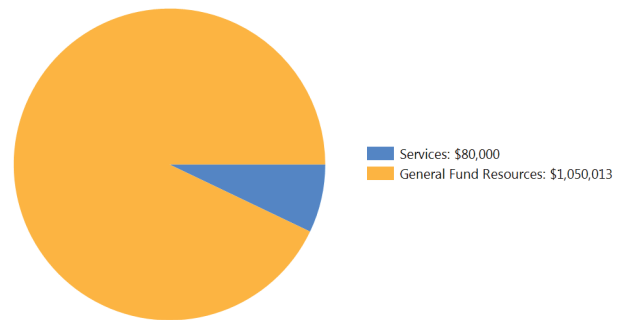
Finance guides the strategic direction and execution of the City's financial activities. The Director of Finance & Administration oversees Accounting, Budget, Taxes & Licensing, Purchasing, Treasury, Grants Management, Auditing, Risk Management and Asset Management.

- Investment activity and debt management is separately managed by the CFO.

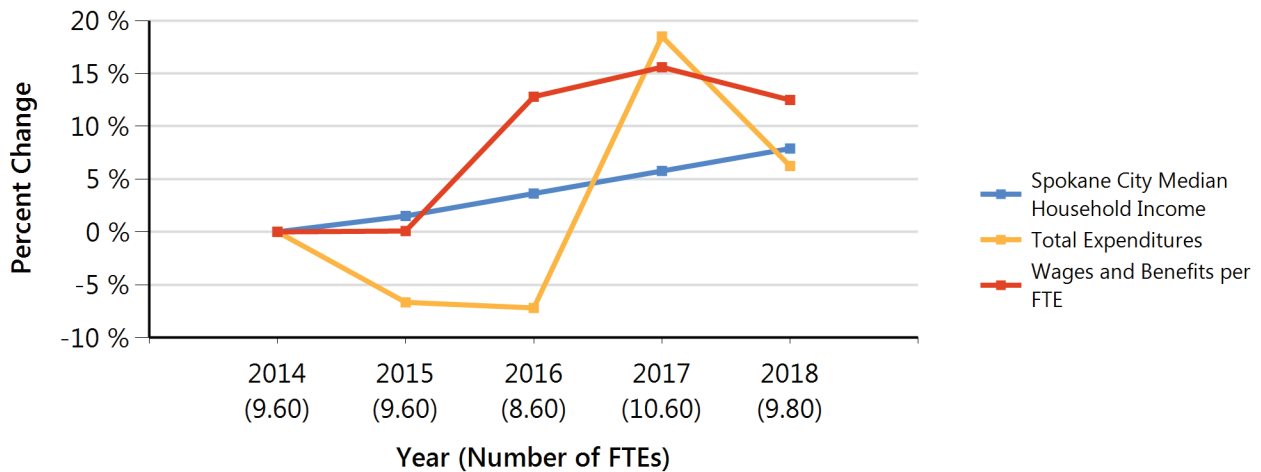
## 2018 Expenditures



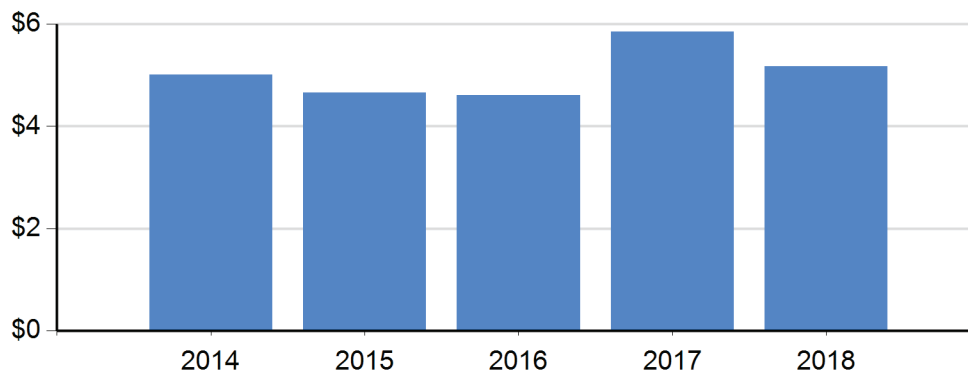
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$5.01	\$4.66	\$4.60	\$5.85	\$5.17
Percent Change	0.00%	-6.67%	-0.56%	27.68%	-10.34%

## Department Summary: Finance

**Division:** Finance & Technology

**Fund Type:** General Fund

---

### Executive Summary:

Finance guides the strategic direction and execution of the City's financial activities. The Director of Finance & Administration oversees Accounting, Budget, Taxes & Licensing, Purchasing, Treasury, Grants Management, Auditing, Risk Management and Asset Management.

- Investment activity and debt management is separately managed by the CFO.

---

### Programs and Services:

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

- Executing a budget process that matches City goals and objectives to the City's limited financial resources. This includes communicating all aspects of the budget process to the citizens to assure confidence that tax dollars are being spent judiciously and effectively.
- Planning, organizing, and directing the operations and activities of the Finance, Budget, Grants Management, Taxes and Licenses, Accounting, Purchasing, Treasurer, Payroll, Risk Management, Auditing, and Asset Management.
- Effective communication of financial matters to government and community stakeholders. This includes City Council, unions, management and all citizens and citizen groups.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>9.60</b>	<b>9.60</b>	<b>8.60</b>	<b>10.60</b>	<b>9.80</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	2,693	1,984	3,000	3,000
Interfund Charges	378	142	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	957,598	958,408	967,731	1,226,044	1,098,338
Supplies & Services	105,757	31,510	17,454	31,415	28,675
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,063,733</b>	<b>992,753</b>	<b>987,169</b>	<b>1,260,459</b>	<b>1,130,013</b>

**Expenditure Notes:**

In the 2018 Budget, the City's CFO and Business Analytics function are budgeted in Treasury Services. Prior to 2018, these positions and corresponding costs, were budgeted in Finance.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	20,234	100,000	80,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,063,733	992,753	966,935	1,160,459	1,050,013
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,063,733</b>	<b>992,753</b>	<b>987,169</b>	<b>1,260,459</b>	<b>1,130,013</b>

**Revenue Notes:**

## Program Summary: Finance

**Division:** Finance & Technology

**Fund Type:** General Fund

---

### Executive Summary:

The Director of Finance & Administration plans, organizes, and directs the financial operations and activities of the City. The Director is also responsible for oversight of several Internal Service functions within the organization.

---

### Programs and Services:

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

- Executing a budget process that matches City goals and objectives to the City's limited financial resources. This includes communicating all aspects of the budget process to the citizens to assure confidence that tax dollars are being spent judiciously and effectively.
- Planning, organizing, and directing the operations and activities of the Finance, Budget, Grants Management, Taxes and Licenses, Accounting, Purchasing, Treasurer, Payroll, Risk Management, Auditing, and Asset Management.
- Effective communication of financial matters to government and community stakeholders. This includes City Council, unions, management and all citizens and citizen groups.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>4.60</b>	<b>4.00</b>	<b>3.00</b>	<b>5.00</b>	<b>3.80</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	2,693	1,984	3,000	3,000
Interfund Charges	378	142	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	530,616	453,568	415,796	683,849	488,033
Supplies & Services	47,270	3,711	10,368	8,100	8,060
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>578,264</b>	<b>460,114</b>	<b>428,148</b>	<b>694,949</b>	<b>499,093</b>

**Expenditure Notes:**

In the 2018 Budget, the City's CFO and Business Analytics function are budgeted in Treasury Services. Prior to 2018, these positions and corresponding costs, were budgeted in the Finance Program.

For comparison purposes, the historical costs of the Business Analytics function are presented in the new Treasury Services Department. The historical costs for the City's CFO are still presented in the Finance Program.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	20,234	100,000	80,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	578,264	460,114	407,914	594,949	419,093
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>578,264</b>	<b>460,114</b>	<b>428,148</b>	<b>694,949</b>	<b>499,093</b>

**Revenue Notes:**



## **Program Summary:** Management/Budget

**Division:** Finance & Technology

**Fund Type:** General Fund

---

### **Executive Summary:**

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

---

### **Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.80</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	137,977	153,410	166,827	160,575	254,375
Supplies & Services	821	2,020	1,569	6,400	5,900
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>138,798</b>	<b>155,430</b>	<b>168,396</b>	<b>166,975</b>	<b>260,275</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	138,798	155,430	168,396	166,975	260,275
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>138,798</b>	<b>155,430</b>	<b>168,396</b>	<b>166,975</b>	<b>260,275</b>

**Revenue Notes:**

## Program Summary: Taxes & Licenses

**Division:** Finance & Technology

**Fund Type:** General Fund

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### 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.

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### 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 Taxes and Licenses Office collects all taxes and licenses equitably to ensure a level playing field for all entities doing business in Spokane. We respond to all customer inquiries with the goal of providing accurate and timely information. Applications and tax returns are processed to ensure all accounts are correctly credited and entered in the City's permit and accounting systems.

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>4.00</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>4.20</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	289,005	351,430	385,108	381,620	355,930
Supplies & Services	57,666	25,779	5,517	16,915	14,715
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>346,671</b>	<b>377,209</b>	<b>390,625</b>	<b>398,535</b>	<b>370,645</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	346,671	377,209	390,625	398,535	370,645
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>346,671</b>	<b>377,209</b>	<b>390,625</b>	<b>398,535</b>	<b>370,645</b>

**Revenue Notes:**



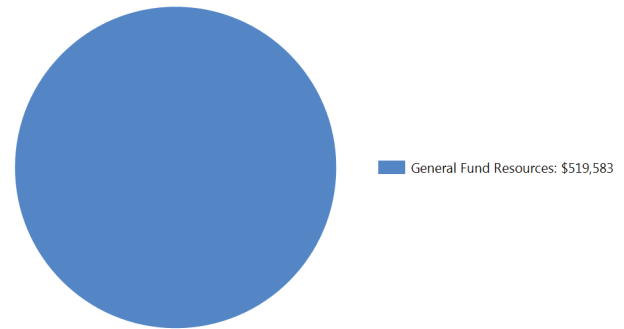
# Grants Management

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

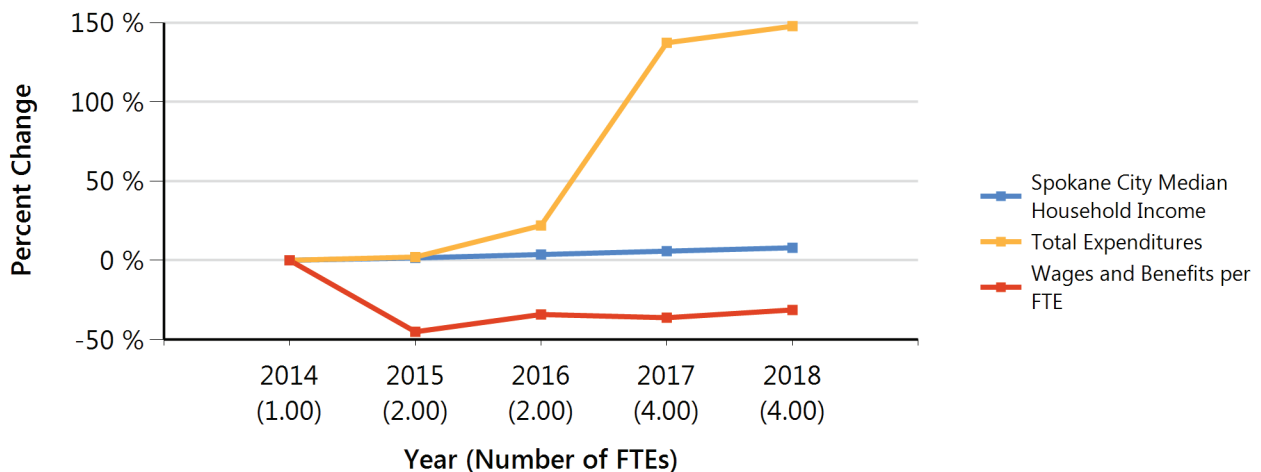
## 2018 Expenditures



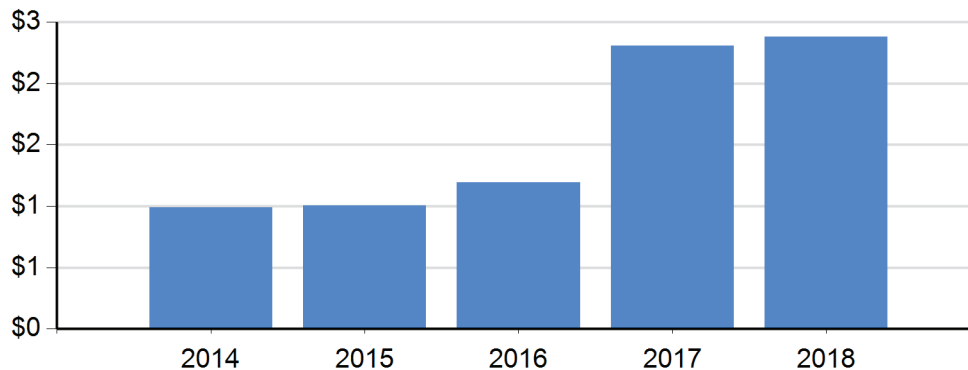
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

	2014	2015	2016	2017	2018
Spending	\$0.99	\$1.00	\$1.19	\$2.31	\$2.38
Percent Change	0.00%	2.04%	19.47%	94.58%	4.41%

## Department Summary: Grants Management

**Division:** Finance & Technology

**Fund Type:** General Fund

---

### Executive Summary:

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

---

### Programs and Services:

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

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

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>4.00</b>	<b>4.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	2,994	1,935	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	187,424	205,723	228,173	447,081	469,073
Supplies & Services	22,319	5,325	25,613	50,510	50,510
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>209,743</b>	<b>214,042</b>	<b>255,721</b>	<b>497,591</b>	<b>519,583</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	209,743	214,042	254,221	467,591	519,583
All Other	0	0	1,500	30,000	0
<b>TOTAL</b>	<b>209,743</b>	<b>214,042</b>	<b>255,721</b>	<b>497,591</b>	<b>519,583</b>

**Revenue Notes:**

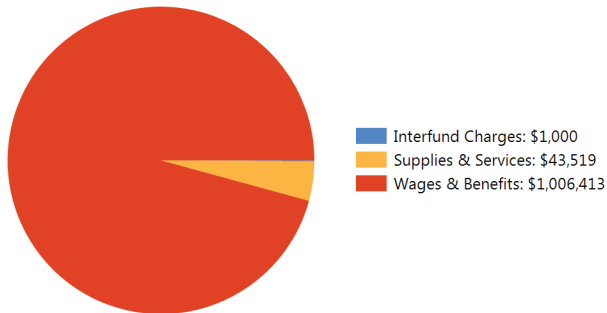




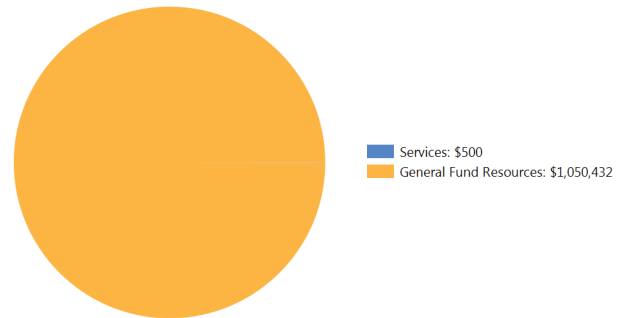
# Human Resources

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

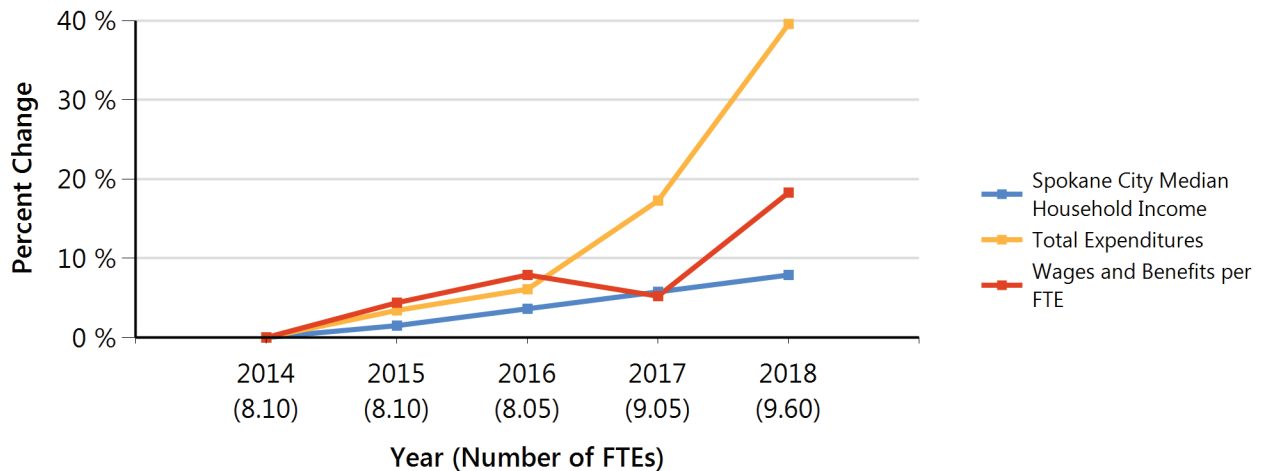
## 2018 Expenditures



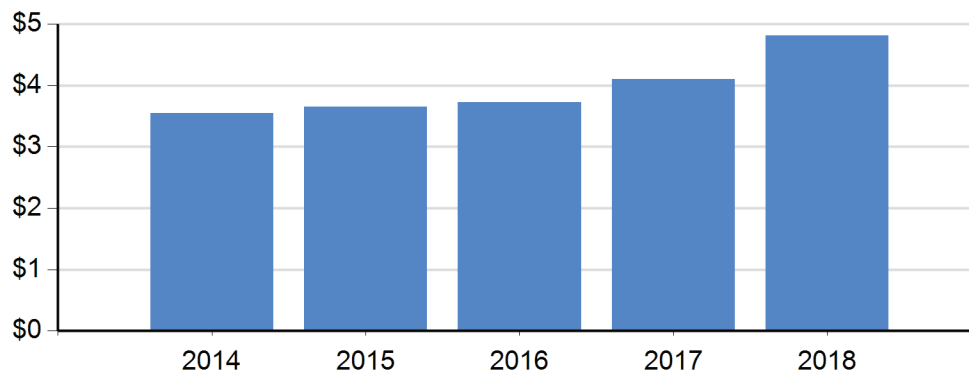
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$3.55	\$3.65	\$3.72	\$4.10	\$4.81
Percent Change	0.00%	3.42%	2.58%	10.52%	19.01%

## Department Summary: Human Resources

**Division:** Finance & Technology

**Fund Type:** General Fund

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### 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.

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### Programs and Services:

1. 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.
2. Human Resources negotiates and administers labor contracts for the City pursuant to each of the nine bargaining units. The HR department will negotiate contracts as appropriate to their lifecycle; brief Executive Team and City Council as needed on the status of negotiations; provide regular direction to City management and staff on proper application on contract language; conduct grievance investigations and determine appropriate grievance resolutions; attend pre-disciplinary hearings and prepare resulting letters of counseling, reprimand, suspension, or termination; and prepare supplemental agreements and memoranda of understanding as needed to address negotiated revisions to the nine collective bargaining agreements.
3. Human Resources ensures that quality training programs based on assessed needs are provided for City employees, including managers and supervisors. HR staff develops curriculum and course content, teaches the majority of classes, and researches and selects alternative, economic training development and delivery options. Training for 2017 will include updating and delivering sexual harassment and disability awareness, which is required for all employees per mandate; participating in new employee orientations that are scheduled throughout the year to provide introductory training to all employees; and developing and delivering updated courses on a variety of other areas to include management and supervisor training.
4. 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.
5. Human Resources provides for the operation and administration of the 457 deferred compensation plans, including enrollment, education, monitoring, decision-making on providers and mutual funds, and decision-making on hardship withdrawals

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>8.10</b>	<b>8.10</b>	<b>8.05</b>	<b>9.05</b>	<b>9.60</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	4,970	858	756	6,000	1,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	714,191	745,577	766,946	839,125	1,006,413
Supplies & Services	33,788	32,322	31,175	37,865	43,519
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>752,949</b>	<b>778,757</b>	<b>798,877</b>	<b>882,990</b>	<b>1,050,932</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	7,982	1,026	7,294	500	500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	744,967	777,731	791,583	882,490	1,050,432
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>752,949</b>	<b>778,757</b>	<b>798,877</b>	<b>882,990</b>	<b>1,050,932</b>

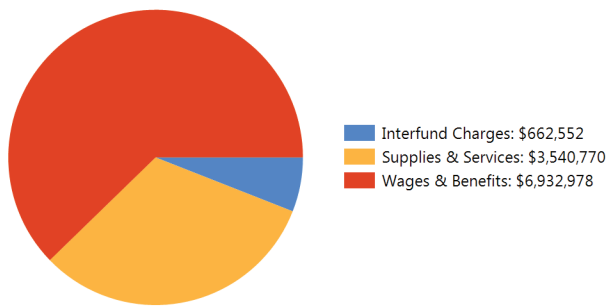
**Revenue Notes:**



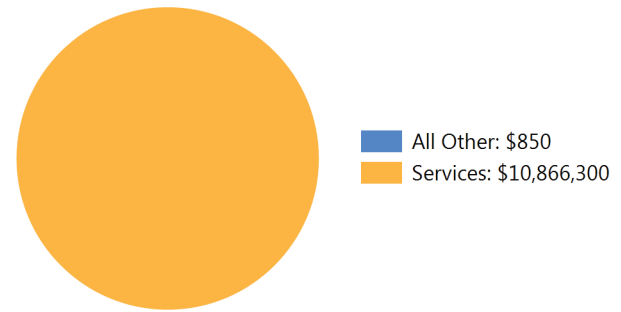
# Innovation and Technology Services

Innovation and Technology Services Division (formerly Information Technology or Management Information Systems) provides City-wide and regional focus on technology, process, and innovation to deliver services to our citizens. ITSD provides collaborative leadership with Divisions to pursue technology-related solutions with traditional and new technology for an increasingly mobile workforce.

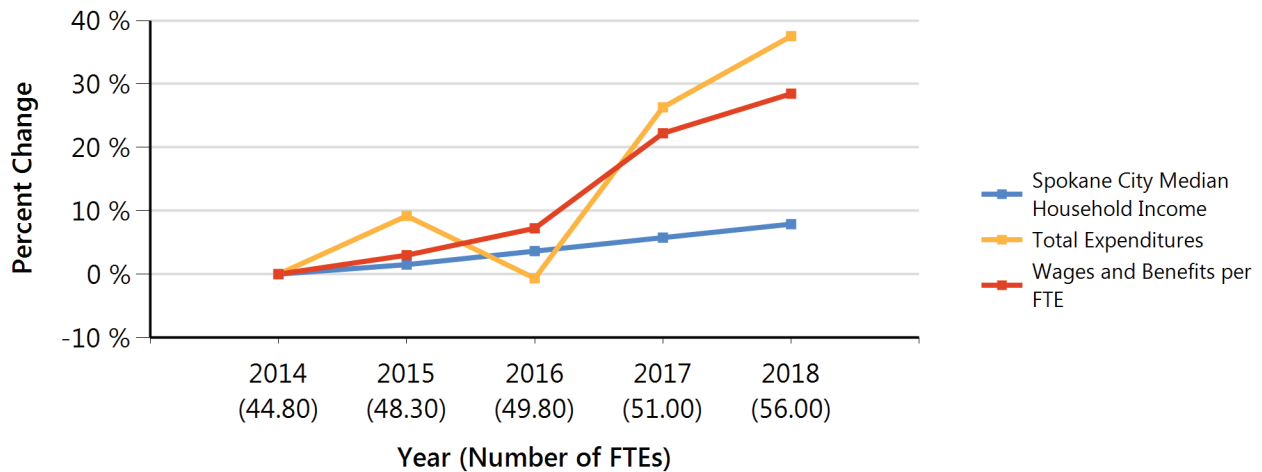
## 2018 Expenditures



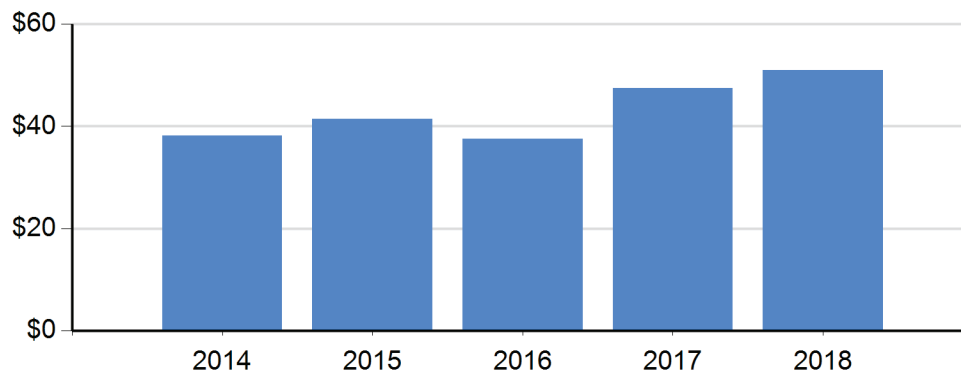
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$38.14	\$41.48	\$37.50	\$47.47	\$50.96
Percent Change	0.00%	9.18%	-9.01%	27.15%	8.88%

## Department Summary: Innovation and Technology Services

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

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### Executive Summary:

Innovation and Technology Services Division (formerly Information Technology or Management Information Systems) provides City-wide and regional focus on technology, process, and innovation to deliver services to our citizens. ITSD provides collaborative leadership with Divisions to pursue technology-related solutions with traditional and new technology for an increasingly mobile workforce.

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### Programs and Services:

Innovation and Technology has four program areas to help organize staff and leadership to meet City priorities and strategic initiatives. There are also three related technology groups for Public Safety, Library, and Regional efforts.

The four program areas are:

- o Public Works Technology – Dedicated and integrated technology roles for systems and related process needs that can match or exceed the other parts of the City IT budget
- o Program Management – Strategic partnerships, innovation support, project management, continuous improvement, resiliency, and open government
- o Information Delivery Services – Applications, GIS, data, web\* that focus on delivering digital solutions and information directly to a user (\*=in Communications)
- o Technology Operations – Critical back-office functions including Desktop support, infrastructure, enterprise services, data center, information security, administration and contract/procurement management, and mail center

Innovation and Technology formalizes six cross-functional teams to focus priority of effort and better connect resources based on Vision 2020 priorities and strategic initiatives:

- o Public Safety & Criminal Justice Technology – Dedicated technology roles to better connect Police and Fire to project management, continuous improvement, information system integration, back office operations, and open government/open data projects
- o Resiliency – Specific 2017 focus on Continuity of Operations planning and execution
- o Open Government / Open Data – Focus on transparency, performance management, public records innovation, and City-wide information sharing. City Clerk's Office, Library, legal, and Performance groups are integrated into this effort.
- o Continuous improvement – A focus on process in support of City-wide efforts led by Human Resources
- o Innovation and Small Projects – Strike Team for short term, high payoff innovation
- o Regional Projects – Technology projects identified to achieve regional benefits with Spokane County and other regional partners.

Innovation and Technology currently delivers over 300 services to internal departments related to the use of technology and automation.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>44.80</b>	<b>48.30</b>	<b>49.80</b>	<b>51.00</b>	<b>56.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	192,811	0	0	0
Interfund Charges	608,185	491,269	602,953	624,361	662,552
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	86,445	192,811	0	0	0
Wages & Benefits	4,229,124	4,695,802	5,046,901	5,943,718	6,932,978
Supplies & Services	3,172,478	3,267,326	2,393,520	3,659,095	3,540,770
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>8,096,232</b>	<b>8,840,019</b>	<b>8,043,374</b>	<b>10,227,174</b>	<b>11,136,300</b>

**Expenditure Notes:**

Expenditures trends relate to increased support in the areas of City digital infrastructure and information security, Public Safety, Public Works, and citizen engagement and access to public record information.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	2,228	0	0	0	0
Services	7,845,343	8,999,593	9,208,286	10,312,201	10,866,300
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,439	1,764	66,212	850	850
<b>TOTAL</b>	<b>7,849,010</b>	<b>9,001,357</b>	<b>9,274,498</b>	<b>10,313,051</b>	<b>10,867,150</b>

**Revenue Notes:**



## Program Summary: Applications

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

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### 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.

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### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>19.00</b>	<b>20.43</b>	<b>20.43</b>	<b>18.58</b>	<b>17.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	1,213	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	5,048	1,213	0	0	0
Wages & Benefits	1,598,746	1,789,703	1,747,058	1,847,187	1,808,341
Supplies & Services	1,175,482	879,410	890,815	1,011,753	973,440
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,779,276</b>	<b>2,671,539</b>	<b>2,637,873</b>	<b>2,858,940</b>	<b>2,781,781</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	2,781,781
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,781,781</b>

**Revenue Notes:**

## **Program Summary:** Database Administration

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

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### **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.

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### **Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>1.00</b>	<b>0.57</b>	<b>0.57</b>	<b>1.00</b>	<b>2.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,254	0	0	0	0
Wages & Benefits	109,742	71,308	74,698	93,417	312,880
Supplies & Services	35,041	116,148	40,996	103,607	107,485
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>146,037</b>	<b>187,456</b>	<b>115,694</b>	<b>197,024</b>	<b>420,365</b>

**Expenditure Notes:**

New position 01590 SUPDBADMINS added in 2017.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	420,365
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>420,365</b>

**Revenue Notes:**

## Program Summary: Desktop

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

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### Executive Summary:

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

---

### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>7.00</b>	<b>7.50</b>	<b>8.00</b>	<b>8.00</b>	<b>8.50</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	78,507	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	13,172	78,507	0	0	0
Wages & Benefits	652,447	642,445	800,886	773,673	873,428
Supplies & Services	384,673	453,282	461,113	445,601	528,447
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,050,292</b>	<b>1,252,741</b>	<b>1,261,999</b>	<b>1,219,274</b>	<b>1,401,875</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	1,401,875
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,401,875</b>

**Revenue Notes:**

## **Program Summary:** Enterprise Services

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

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### **Executive Summary:**

Technology Operations – Enterprise Services represent critical back-office functions including server administration, data center, cloud services, public records support, administration and systems access related efforts.

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### **Programs and Services:**

Services include administration and update of servers and data center systems to run more than 1000 applications, services and platforms so that departments can provides services to the City and it's citizens. This includes data storage and archival, cloud services, centralized printing, video security, business continuity and disaster recovery, records management, public records support, email management, access credentialing, and related server administration services.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	70,561	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	8,457	70,561	0	0	0
Wages & Benefits	536,937	550,282	547,430	565,111	686,613
Supplies & Services	754,204	701,437	555,348	786,142	667,715
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,299,598</b>	<b>1,392,841</b>	<b>1,102,778</b>	<b>1,351,253</b>	<b>1,354,328</b>

**Expenditure Notes:**

2018 and 2019 will see significant data center improvements and investment to ensure business continuity and fail-over capabilities of key services to a secondary site.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	3,432	0	0	0	1,354,328
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>3,432</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,354,328</b>

**Revenue Notes:**



## Program Summary: GIS

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

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### 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.

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### 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:

- Customer training, ad hoc reporting
- Customer relations, problem resolution
- Project management, software upgrades
- Vendor management/contract compliance, design and analysis
- Research, testing, documentation
- Requirements definitions, programming
- Set up and maintenance, data correction
- Data base administration, software management tools

More than 1,500 Gigabytes of GIS data is stored. The City has an agreement with Spokane County for the timely exchange of parcel data. The City also has a license to use Digital Orthogonal Photography from AVISTA that is replaced annually. Internally various departments use applications developed by IT staff or GIS qualified staff in their departments to maintain data that is shared through the websites.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.50</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	3,148	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	946	3,148	0	0	0
Wages & Benefits	320,482	414,304	471,005	448,531	508,152
Supplies & Services	179,708	179,766	229,342	384,514	366,514
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>501,136</b>	<b>600,366</b>	<b>700,347</b>	<b>833,045</b>	<b>874,666</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	874,666
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>874,666</b>

**Revenue Notes:**

**Program Summary:** Information Security**Division:** Finance & Technology**Fund Type:** Internal Service Fund

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**Executive Summary:**

Ensure the confidentiality, integrity, compliance, and availability of systems, networks, and data through the planning, analysis, development, implementation, maintenance, and enhancement of information systems security programs, policies, procedures, and tools.

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**Programs and Services:**

Provide security and risk assessments for all department systems and technologies. Plan and assist implementation of policies, procedures, and technologies to ensure City services meet privacy, compliance, and accessibility requirements.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.05</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	154,051
Supplies & Services	0	0	0	0	103,800
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>257,851</b>

**Expenditure Notes:**

First year for budget of Information Security as a program within the City.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## **Program Summary:** Infrastructure Services

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

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### **Executive Summary:**

Technology Operations – Infrastructure Services represent critical physical digital infrastructure for the City network including fiber investment between facilities, wireless capabilities, physical access layer, and related network technology services.

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### **Programs and Services:**

Services include all physical network layer hardware and services to connect facilities and in buildings to ensure ability to connect to the City network. This includes digital infrastructure in the ground, in buildings, wireless, voice and radio capabilities. Increasing effort goes to information security and business continuity to ensure resilience and accessibility of the City network 24/7 and during crisis events.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	25,307	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	40,023	25,307	0	0	0
Wages & Benefits	455,505	454,034	482,193	458,821	536,088
Supplies & Services	495,842	579,731	605,373	728,650	617,510
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>991,370</b>	<b>1,084,379</b>	<b>1,087,566</b>	<b>1,187,471</b>	<b>1,153,598</b>

**Expenditure Notes:**

2018 and 2019 will see significant network improvements and investment to ensure business continuity and fail-over capabilities of key services to a secondary site.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	259	0	0	0	0
Services	443,565	434,748	435,848	411,182	1,153,598
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	717	925	499	0	0
<b>TOTAL</b>	<b>444,541</b>	<b>435,673</b>	<b>436,347</b>	<b>411,182</b>	<b>1,153,598</b>

**Revenue Notes:**

## **Program Summary:** IT Administration

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

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### **Executive Summary:**

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

---

### **Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>2.75</b>	<b>3.75</b>	<b>3.75</b>	<b>6.17</b>	<b>7.60</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	14,075	0	0	0
Interfund Charges	608,185	491,269	602,953	624,361	662,552
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,492	14,075	0	0	0
Wages & Benefits	312,456	477,580	647,305	1,465,583	1,436,390
Supplies & Services	88,692	321,091	(444,718)	112,842	107,842
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,010,825</b>	<b>1,318,090</b>	<b>805,540</b>	<b>2,202,786</b>	<b>2,206,784</b>

**Expenditure Notes:**

4 additional FTEs included in Admin budget that will be transferred to other program when positions are created.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,969	0	0	0	0
Services	7,398,346	8,564,845	8,772,438	9,901,019	2,551,243
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	722	839	65,713	850	850
<b>TOTAL</b>	<b>7,401,037</b>	<b>8,565,684</b>	<b>8,838,151</b>	<b>9,901,869</b>	<b>2,552,093</b>

**Revenue Notes:**



## Program Summary: Mail Center

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

---

### Executive Summary:

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

---

### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.05</b>	<b>3.05</b>	<b>4.05</b>	<b>4.25</b>	<b>3.35</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	16,053	0	0	0	0
Wages & Benefits	242,809	296,146	276,326	291,395	290,891
Supplies & Services	58,836	36,461	55,251	85,986	65,717
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>317,698</b>	<b>332,607</b>	<b>331,577</b>	<b>377,381</b>	<b>356,608</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## Program Summary: Program Management Office

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

---

### Executive Summary:

The Project Management Office (PMO) supports City efforts with project management principles, tools, and methodology. Its primary goal is to continuously improve our ability to deliver structured, planned solutions within budget, on schedule, on scope, to contribute to accomplishing City strategic and operational goals.

---

### Programs and Services:

The project work environment within the PMO is dynamic. Projects deal with evolving business needs in often uncertain or emerging customer requirements. It is the Project Manager's job to manage uncertainty and change in a manner that does not negatively affect the outcome of their projects. The PMO project support framework contains activity definitions, guidelines, and templates for the various project management activities undertaken to deliver successful projects. The methodology provides:

- Defined best practices.
- Standardized reporting.
- Common language and term definitions.
- More effective and efficient project management.
- Monitoring of progress against pre-determined metrics.
- An ability to think through and plan an entire project before ever starting.

The framework establishes standards for all projects managed in conjunction with the PMO. The long-term intent is to build a repository of exemplary projects, best practices, and lessons learned as well as train and engage project managers in key functional areas throughout the City of Spokane.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	326,144
Supplies & Services	0	0	0	0	2,300
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>328,444</b>

**Expenditure Notes:**

This is a new program in 2018 ITSD budget.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	328,444
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>328,444</b>

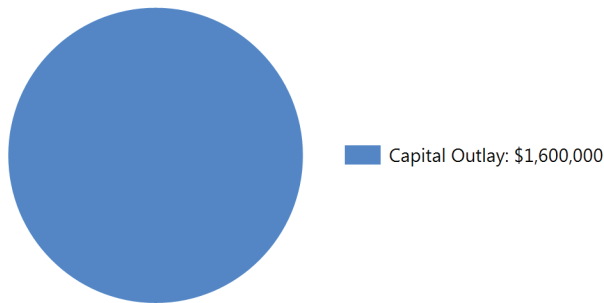
**Revenue Notes:**



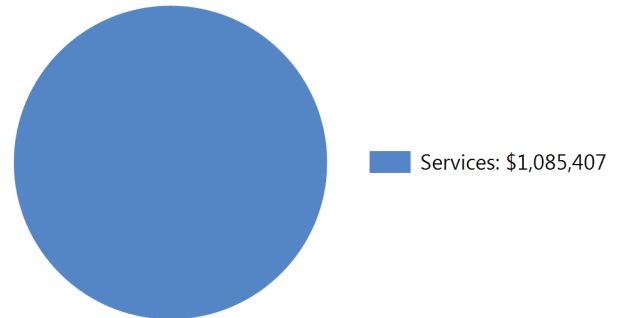
# IT Capital Replacement Fund

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

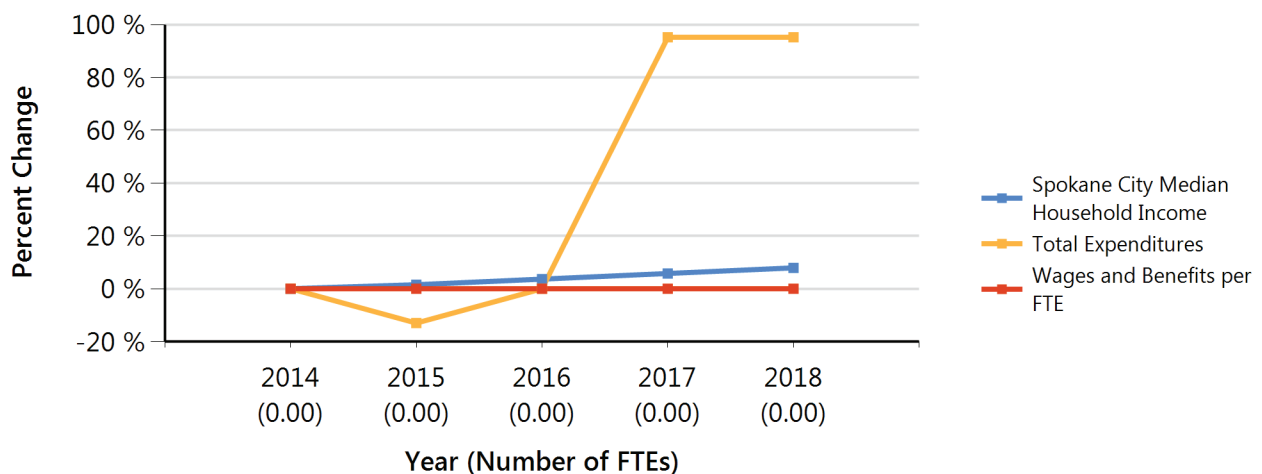
## 2018 Expenditures



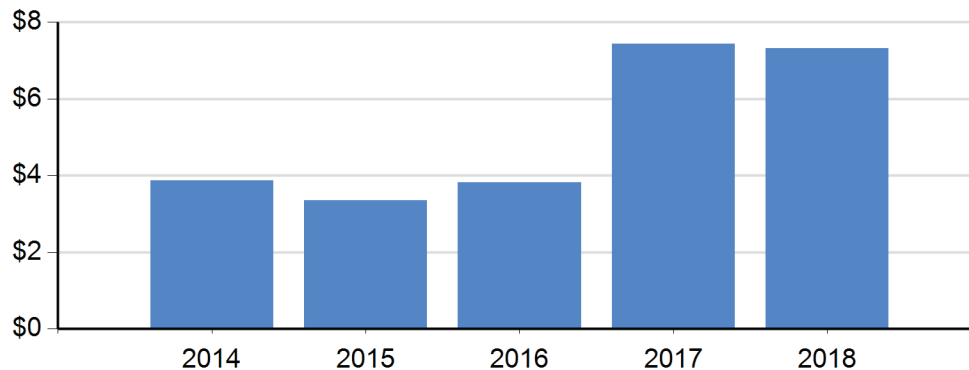
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$3.86	\$3.35	\$3.82	\$7.32
Percent Change	0.00%	-13.02%	14.94%	0.00%

## Department Summary: IT Capital Replacement Fund

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

---

### Executive Summary:

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

---

### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	561,634	687,906	819,536	1,600,000	1,600,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	256,860	25,101	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	1,280	0	0	0	0
<b>TOTAL</b>	<b>819,774</b>	<b>713,007</b>	<b>819,536</b>	<b>1,600,000</b>	<b>1,600,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,280	0	0	0	0
Services	1,241,436	1,308,501	1,048,867	1,227,383	1,085,407
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	298,010	244,747	127,910	0	0
General Fund Resources	0	0	0	0	0
All Other	26,108	58,633	44,278	0	0
<b>TOTAL</b>	<b>1,566,834</b>	<b>1,611,881</b>	<b>1,221,055</b>	<b>1,227,383</b>	<b>1,085,407</b>

**Revenue Notes:**

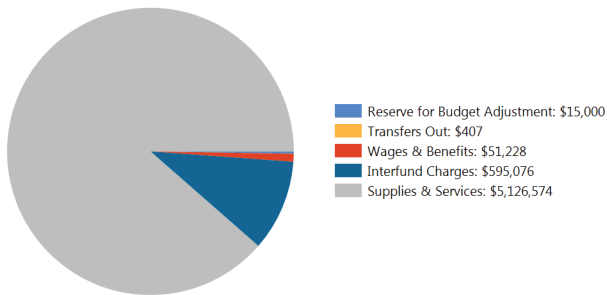




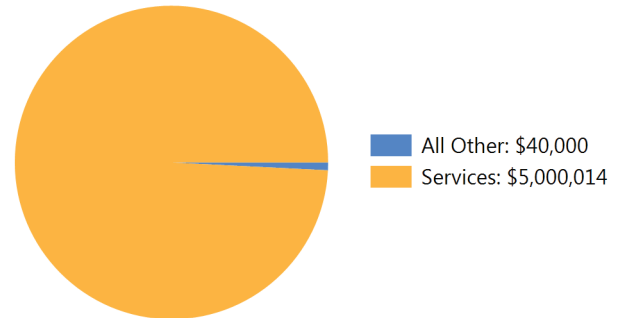
# Risk Management

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

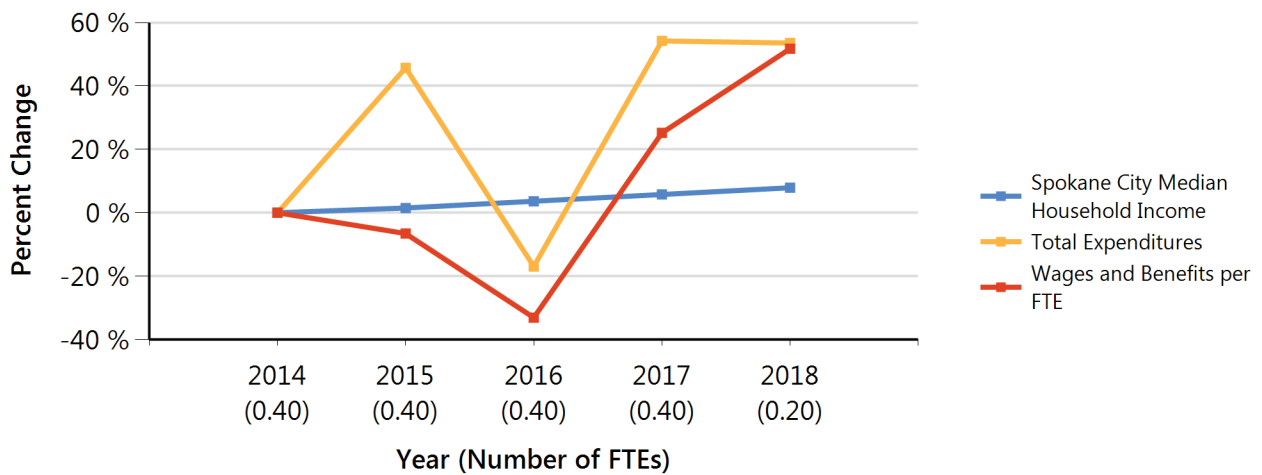
## 2018 Expenditures



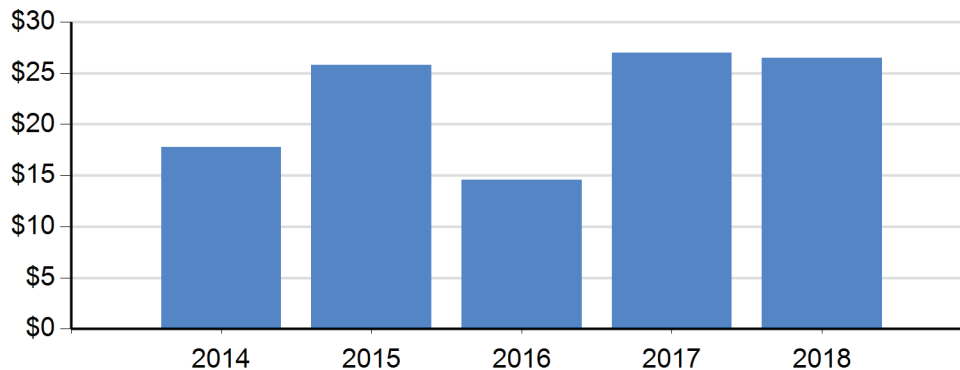
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$17.76	\$25.78	\$14.59	\$26.98	\$26.49
Percent Change	0.00%	45.71%	-43.00%	85.70%	-0.42%

## Department Summary: Risk Management

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

---

### Executive Summary:

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

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### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>	<b>0.20</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	390,259	265,084	192,661	590,332	595,076
Reserve for Budget Adjustment	0	0	0	15,000	15,000
Transfers Out	172	172	86	382	407
Wages & Benefits	74,515	69,621	51,146	80,963	51,228
Supplies & Services	3,304,604	5,157,962	2,886,543	5,126,574	5,126,574
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>3,769,550</b>	<b>5,492,839</b>	<b>3,130,436</b>	<b>5,813,251</b>	<b>5,788,285</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,518,449	5,996,445	5,355,147	5,300,000	5,000,014
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	28,529	39,318	27,845	40,000	40,000
<b>TOTAL</b>	<b>5,546,978</b>	<b>6,035,763</b>	<b>5,382,992</b>	<b>5,340,000</b>	<b>5,040,014</b>

**Revenue Notes:**

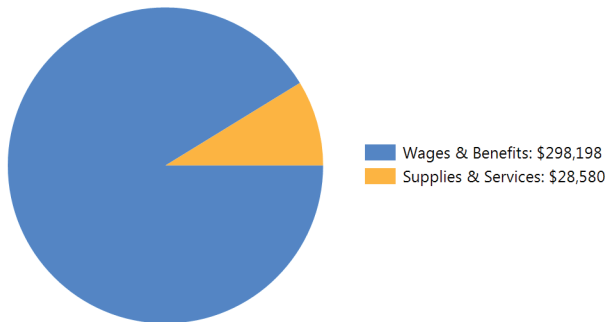
Miscellaneous revenues include interest income.



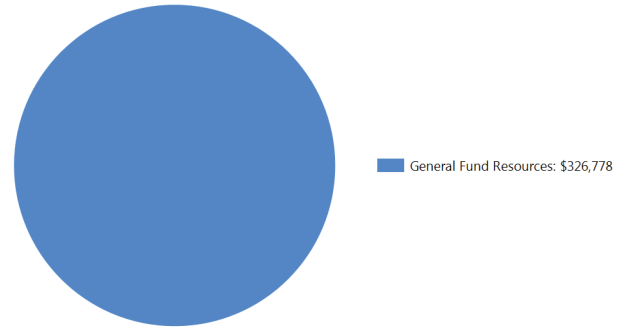
# Treasury Services

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

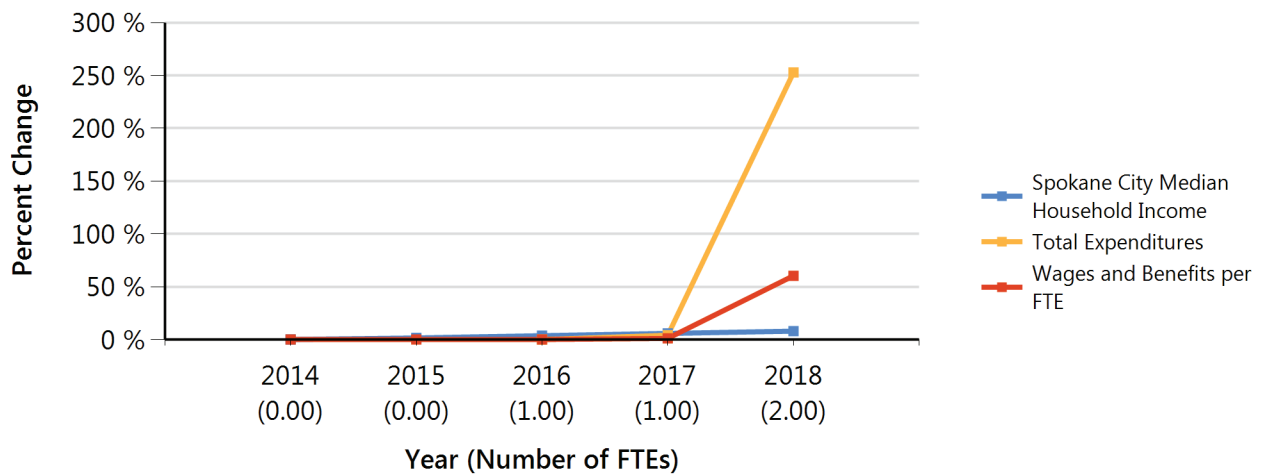
## 2018 Expenditures



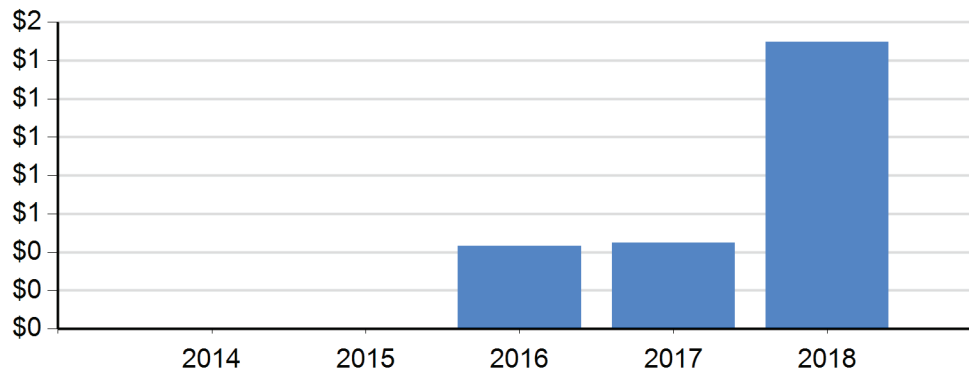
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$0.00	\$0.43	\$0.45	\$1.50
Percent Change	0.00%	0.00%	4.06%	238.98%

**Department Summary:** Treasury Services**Division:** Finance & Technology**Fund Type:** General Fund

---

**Executive Summary:**

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

---

**Programs and Services:**

Activities of the CFO include:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	92,631	93,599	298,198
Supplies & Services	0	0	0	2,800	28,580
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>92,631</b>	<b>96,399</b>	<b>326,778</b>

**Expenditure Notes:**

In the 2018 Budget, the City's CFO and Business Analytics function are budgeted in Treasury Services. Prior to 2018, these positions and corresponding costs, were budgeted in the Finance Program.

For comparison purposes, the historical costs of the Business Analytics function are presented in the new Treasury Services Department. The historical costs for the City's CFO are still presented in the Finance Department.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	92,631	96,399	326,778
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>92,631</b>	<b>96,399</b>	<b>326,778</b>

**Revenue Notes:**



## **Program Summary:** Business Analytics

**Division:** Finance & Technology

**Fund Type:** General Fund

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### **Executive Summary:**

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

---

### **Programs and Services:**

The Business Analytics group is responsible for:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	92,631	93,599	97,138
Supplies & Services	0	0	0	2,800	2,100
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>92,631</b>	<b>96,399</b>	<b>99,238</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	92,631	96,399	99,238
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>92,631</b>	<b>96,399</b>	<b>99,238</b>

**Revenue Notes:**

**Program Summary:** Chief Financial Officer**Division:** Finance & Technology**Fund Type:** General Fund

---

**Executive Summary:**

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

---

**Programs and Services:**

Activities of the CFO include:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	201,060
Supplies & Services	0	0	0	0	26,480
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>227,540</b>

**Expenditure Notes:**

In the 2018 Budget, the City's CFO is budgeted in Treasury Services. Prior to 2018, this position and corresponding costs, were budgeted in the Finance Program.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	227,540
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>227,540</b>

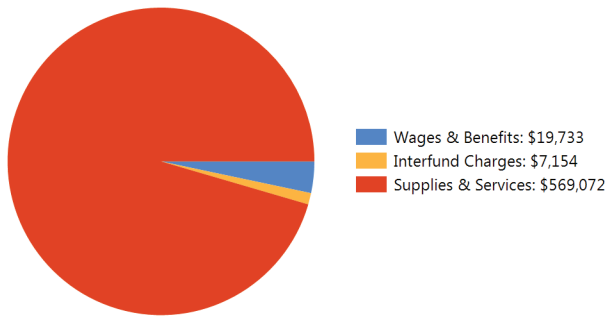
**Revenue Notes:**



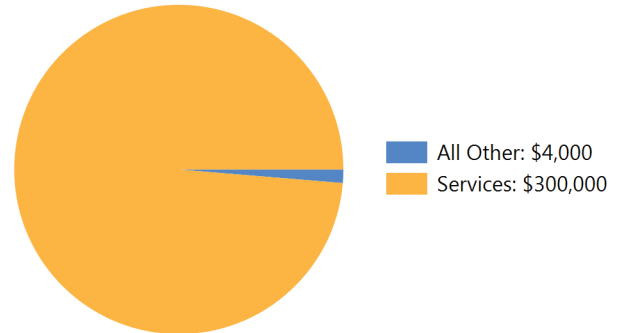
# Unemployment

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

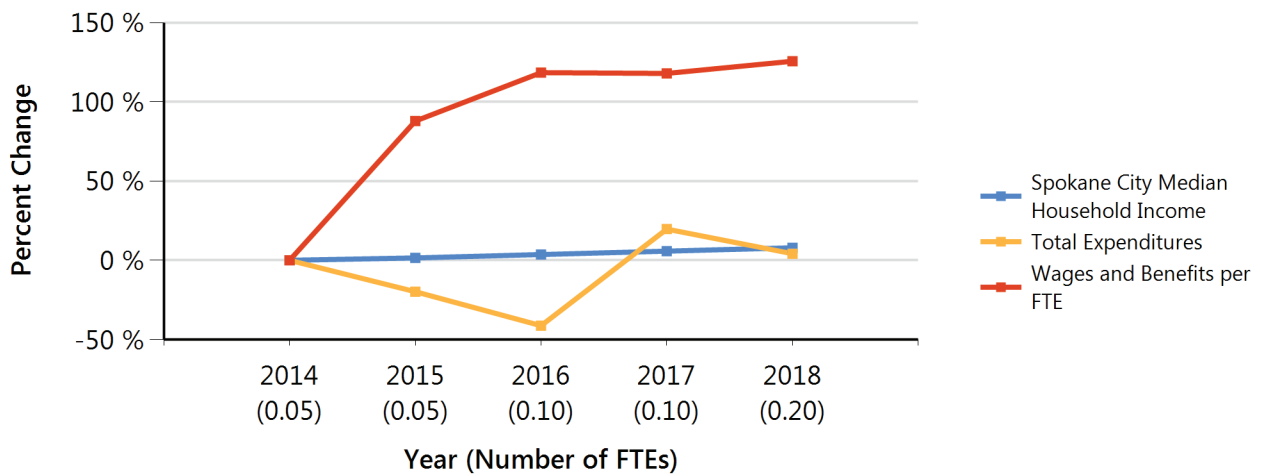
## 2018 Expenditures



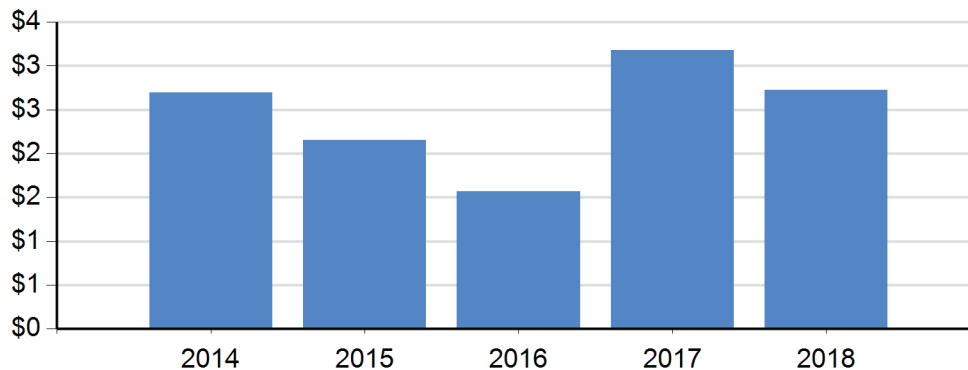
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$2.69	\$2.15	\$1.57	\$3.18	\$2.73
Percent Change	0.00%	-19.82%	-26.75%	103.79%	-12.96%

## Department Summary: Unemployment

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

---

### Executive Summary:

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

---

### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.05</b>	<b>0.05</b>	<b>0.10</b>	<b>0.10</b>	<b>0.20</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	6,985	8,725	7,219	6,492	7,154
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,877	3,526	9,207	9,162	19,733
Supplies & Services	563,272	446,452	319,565	669,072	569,072
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>572,134</b>	<b>458,703</b>	<b>335,991</b>	<b>684,726</b>	<b>595,959</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	549,497	549,997	550,001	450,000	300,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	3,324	3,740	2,043	4,000	4,000
<b>TOTAL</b>	<b>552,821</b>	<b>553,737</b>	<b>552,044</b>	<b>454,000</b>	<b>304,000</b>

**Revenue Notes:**

Miscellaneous revenues include interest income.

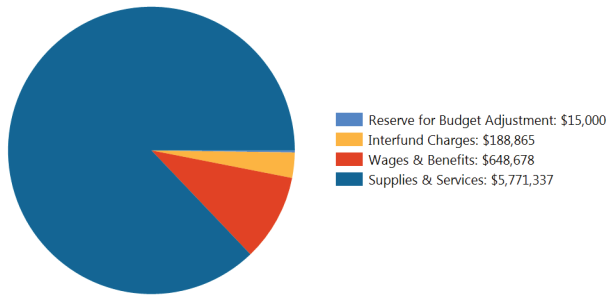




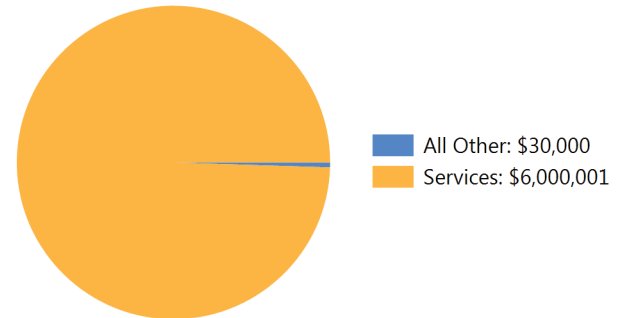
# Workers Compensation

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

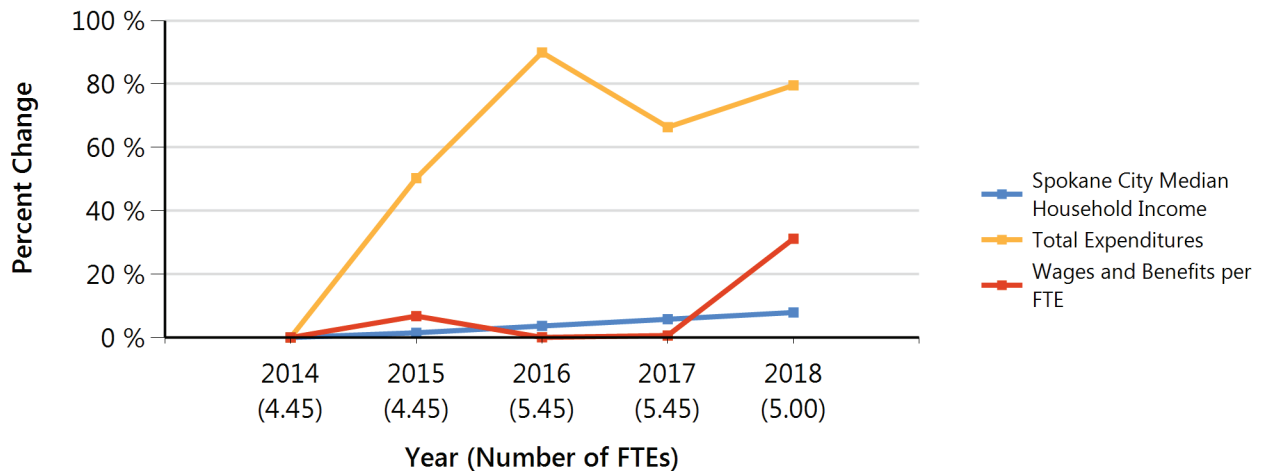
## 2018 Expenditures



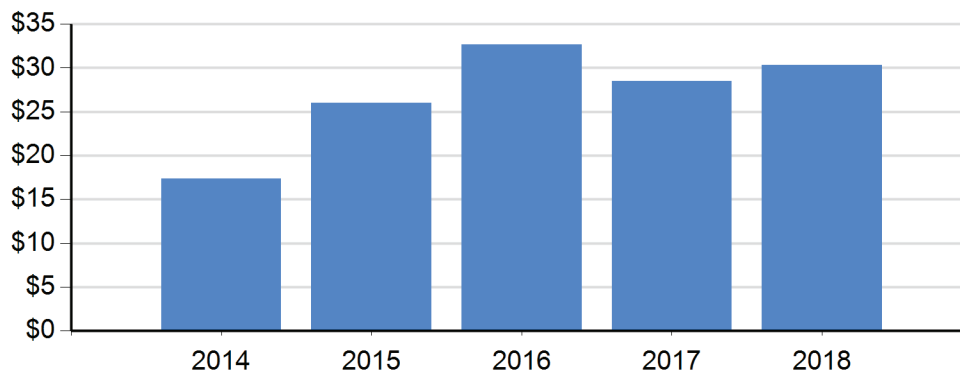
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$17.37	\$26.02	\$32.66	\$28.48	\$30.31
Percent Change	0.00%	50.30%	26.37%	-12.41%	7.94%

## Department Summary: Workers Compensation

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

---

### Executive Summary:

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

---

### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>4.45</b>	<b>4.45</b>	<b>5.45</b>	<b>5.45</b>	<b>5.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	155,865	148,692	146,792	185,711	188,865
Reserve for Budget Adjustment	0	0	0	15,000	15,000
Transfers Out	0	0	0	0	0
Wages & Benefits	441,456	471,304	538,427	541,635	648,678
Supplies & Services	3,091,259	4,924,011	6,320,939	5,394,161	5,771,337
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>3,688,580</b>	<b>5,544,007</b>	<b>7,006,158</b>	<b>6,136,507</b>	<b>6,623,880</b>

**Expenditure Notes:****Revenues:**

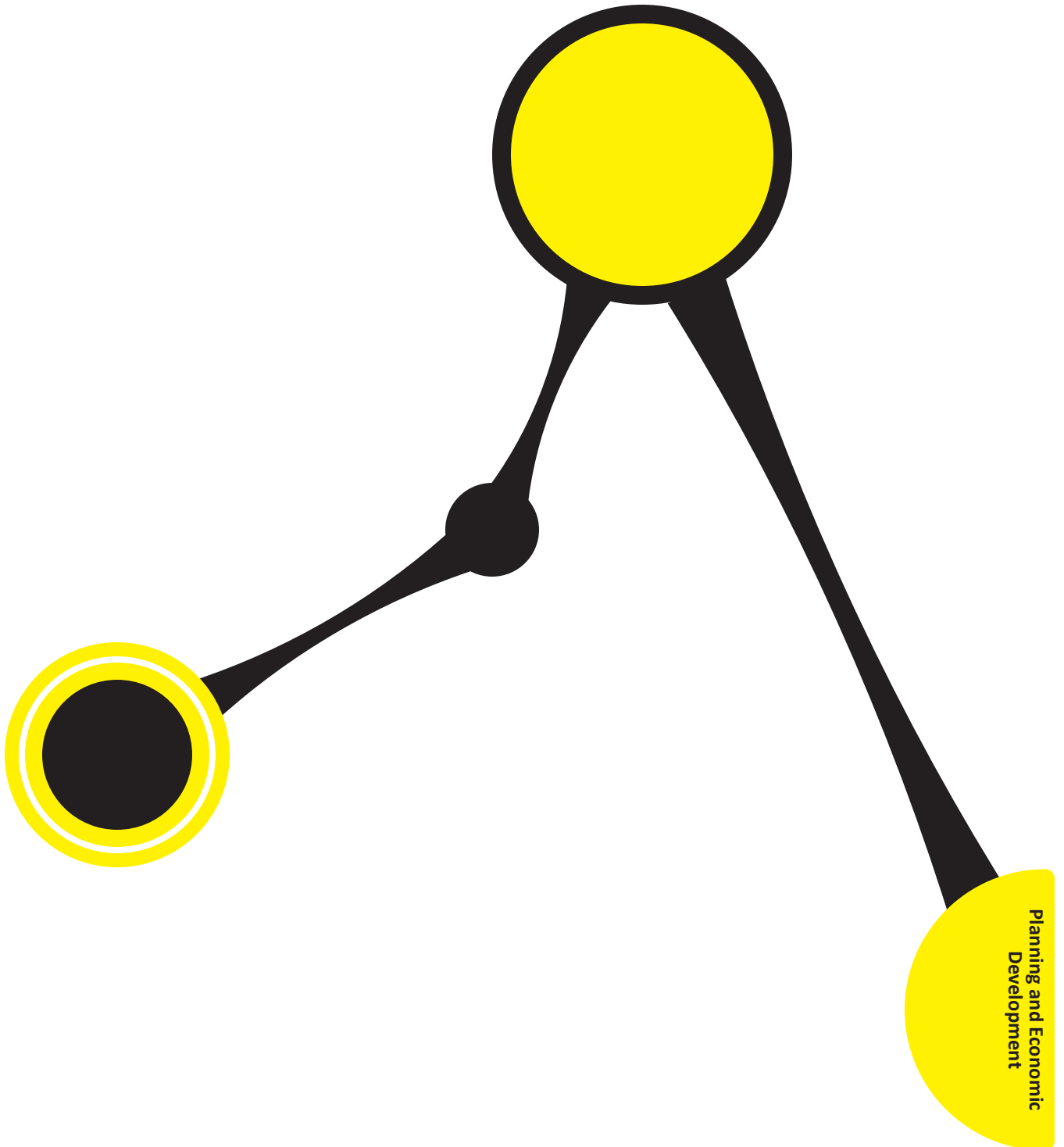
	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,900,005	4,049,708	4,798,709	5,000,000	6,000,001
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	37,877	49,050	20,356	50,000	30,000
<b>TOTAL</b>	<b>5,937,882</b>	<b>4,098,758</b>	<b>4,819,065</b>	<b>5,050,000</b>	<b>6,030,001</b>

**Revenue Notes:**

Miscellaneous revenues include interest income.

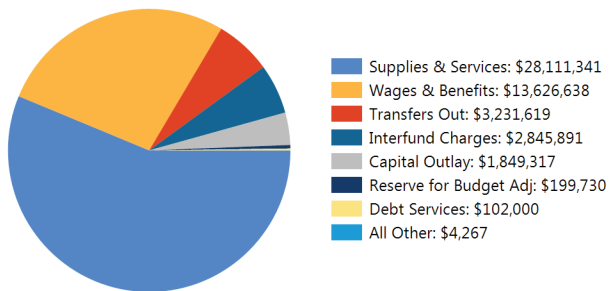


# Planning and Economic Development

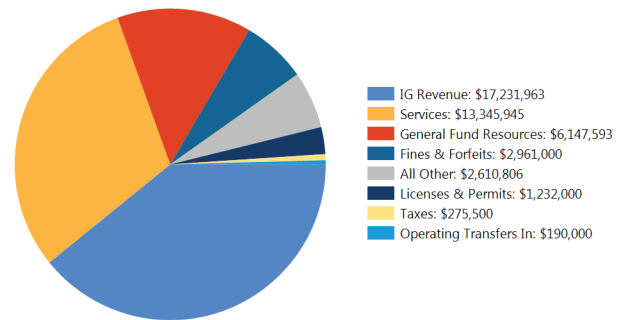


# Planning and Economic Development

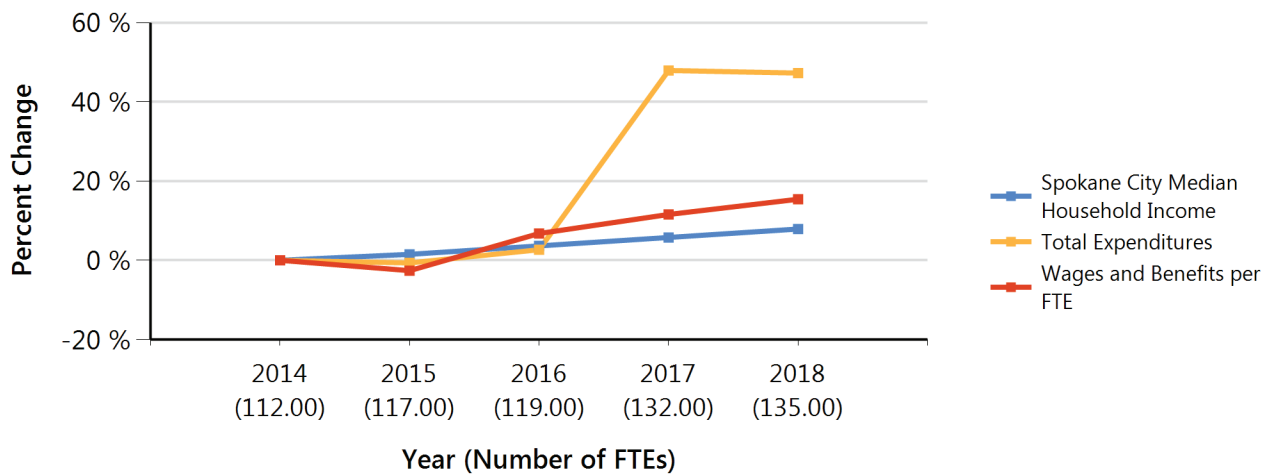
## 2018 Expenditures



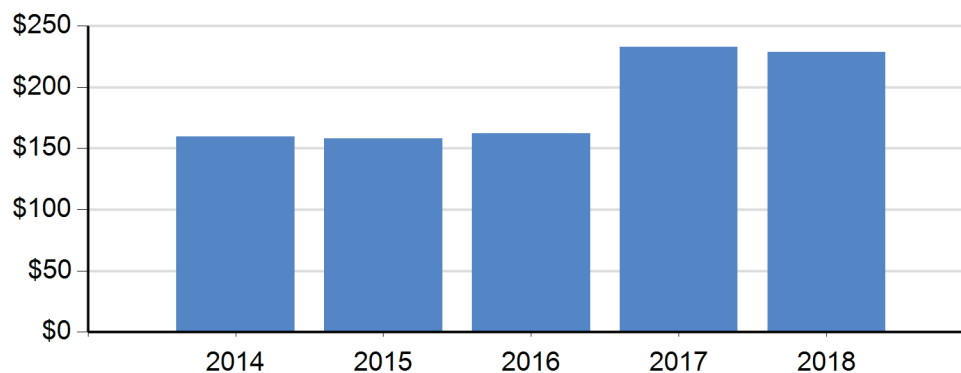
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$159.84	\$158.19	\$162.42	\$232.98	\$228.67
Percent Change	0.00%	-0.66%	3.35%	44.07%	-0.44%

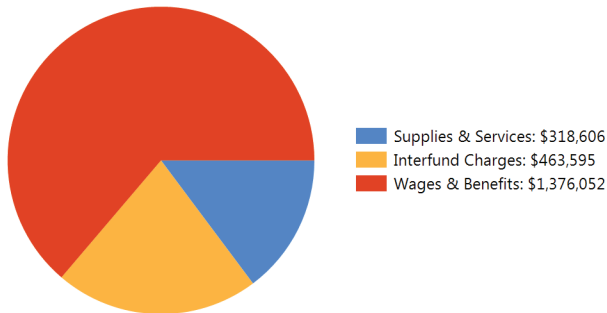




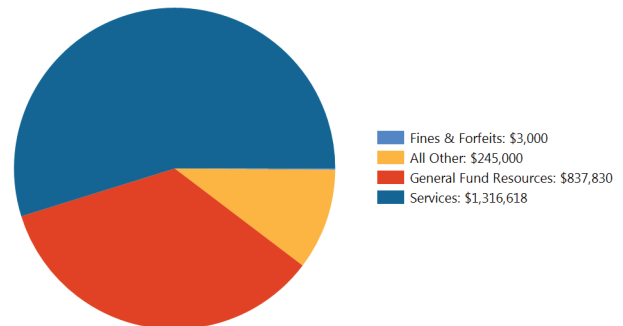
# Code Enforcement

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.

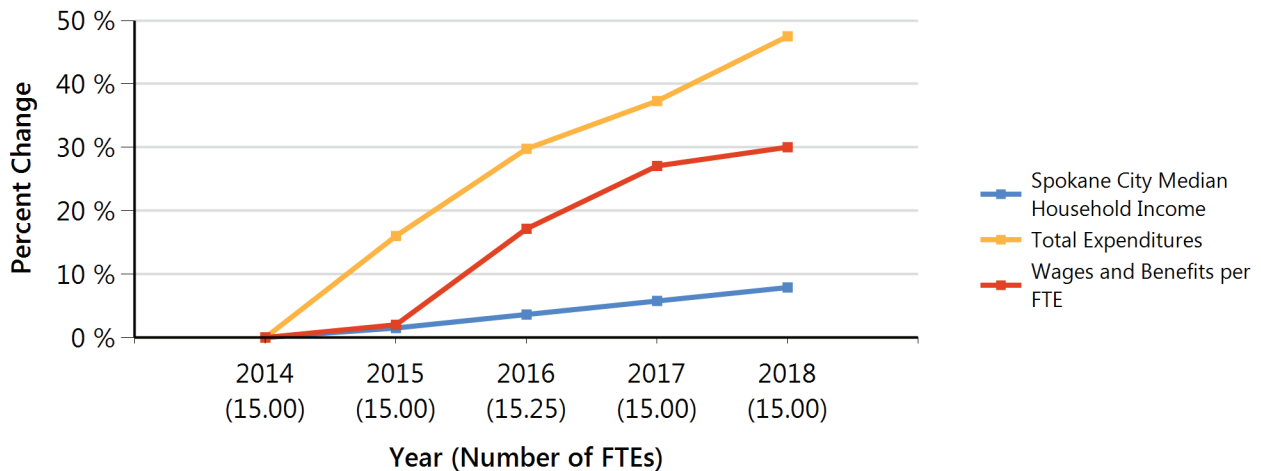
## 2018 Expenditures



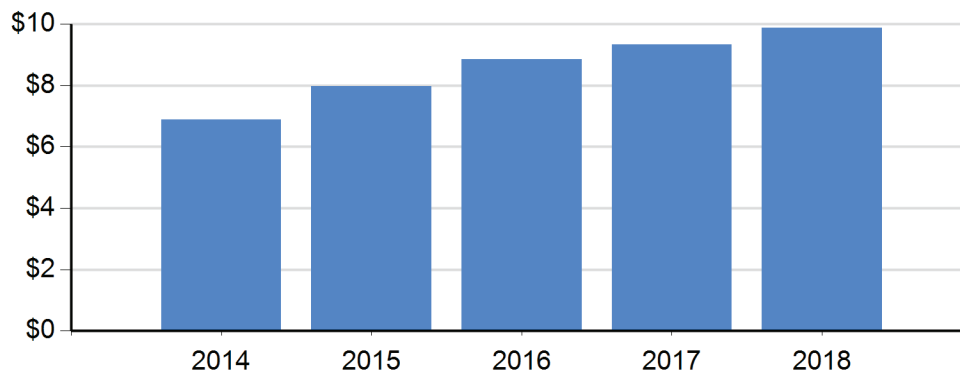
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$6.89	\$7.97	\$8.85	\$9.32	\$9.88
Percent Change	0.00%	16.02%	11.84%	5.81%	7.43%

## Department Summary: Code Enforcement

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

---

### Executive Summary:

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

---

### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>15.00</b>	<b>15.00</b>	<b>15.25</b>	<b>15.00</b>	<b>15.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	260,425	328,635	435,490	351,890	463,595
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,035,204	1,056,008	1,236,207	1,336,558	1,376,052
Supplies & Services	167,319	312,736	226,785	320,406	318,606
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,462,948</b>	<b>1,697,379</b>	<b>1,898,482</b>	<b>2,008,854</b>	<b>2,158,253</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	21,368	19,289	22,134	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	598,183	811,652	795,857	1,112,567	1,316,618
Fines & Forfeits	0	0	0	3,000	3,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	578,397	648,323	752,622	748,916	837,830
All Other	265,000	224,893	399,340	245,000	245,000
<b>TOTAL</b>	<b>1,462,948</b>	<b>1,704,157</b>	<b>1,969,953</b>	<b>2,109,483</b>	<b>2,402,448</b>

**Revenue Notes:**

## Program Summary: Code Enforcement

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

---

### Executive Summary:

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

---

### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>7.50</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	30,929	15,456	21,274	27,725	23,725
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	591,721	624,883	731,641	765,810	789,335
Supplies & Services	137,432	156,804	182,208	131,839	133,539
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>760,082</b>	<b>797,143</b>	<b>935,123</b>	<b>925,374</b>	<b>946,599</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	(47,748)	69,604	(2,309)	120,107	238,876
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	154,533	256,025	0	0	0
All Other	0	0	35,200	0	0
<b>TOTAL</b>	<b>106,785</b>	<b>325,629</b>	<b>32,891</b>	<b>120,107</b>	<b>238,876</b>

**Revenue Notes:**

## **Program Summary:** Code Enforcement Administration

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

---

### **Executive Summary:**

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

---

### **Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.25</b>	<b>3.00</b>	<b>3.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	201,692	286,544	362,843	289,848	400,062
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	183,783	206,734	214,536	255,775	275,542
Supplies & Services	25,155	123,340	19,423	142,093	142,093
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>410,630</b>	<b>616,618</b>	<b>596,802</b>	<b>687,716</b>	<b>817,697</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	21,368	19,289	22,134	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	226,995	742,048	439,222	618,601	618,601
Fines & Forfeits	0	0	0	3,000	3,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	423,864	392,298	752,622	748,916	837,830
All Other	265,000	224,334	362,996	245,000	245,000
<b>TOTAL</b>	<b>937,227</b>	<b>1,377,969</b>	<b>1,576,974</b>	<b>1,615,517</b>	<b>1,704,431</b>

**Revenue Notes:**

## **Program Summary:** Litter Control

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

---

### **Executive Summary:**

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

---

### **Programs and Services:**

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



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>4.50</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	27,804	26,635	51,373	34,317	39,808
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	259,700	224,391	290,030	314,973	311,175
Supplies & Services	4,732	32,592	25,154	46,474	42,974
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>292,236</b>	<b>283,618</b>	<b>366,557</b>	<b>395,764</b>	<b>393,957</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	418,936	0	358,944	373,859	459,141
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	559	1,144	0	0
<b>TOTAL</b>	<b>418,936</b>	<b>559</b>	<b>360,088</b>	<b>373,859</b>	<b>459,141</b>

**Revenue Notes:**



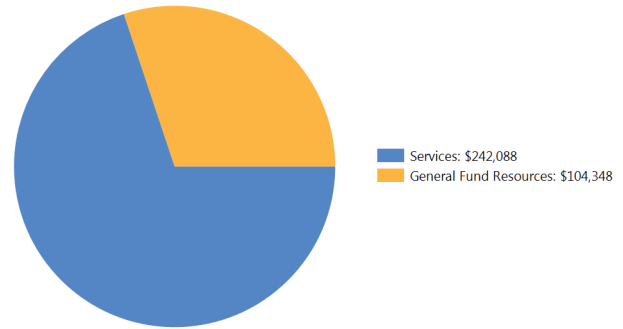
# Community & Neighborhood Services Division

The Community and Neighborhood Services budget is part of the Neighborhood and Business Services Division. The 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.

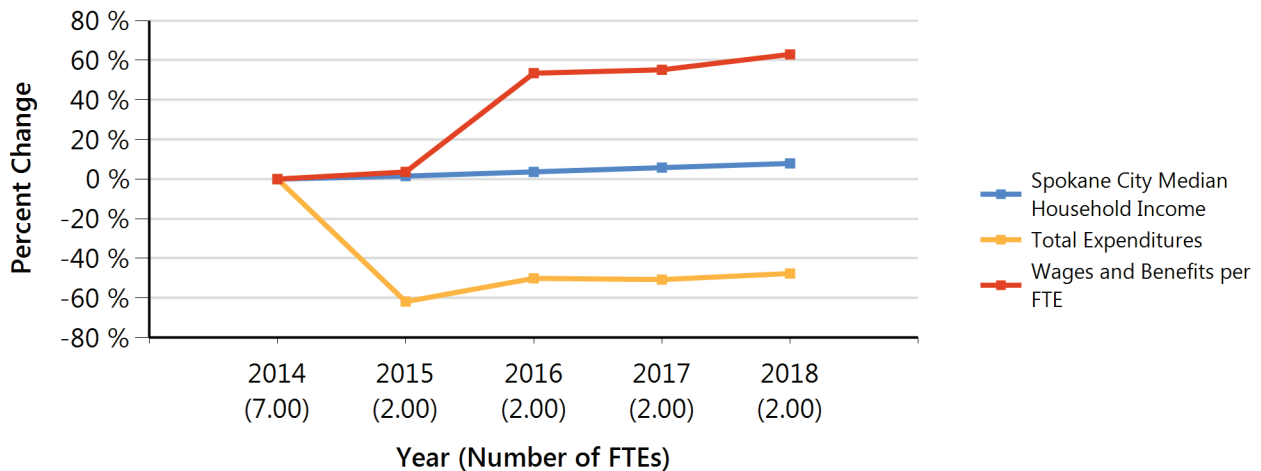
## 2018 Expenditures



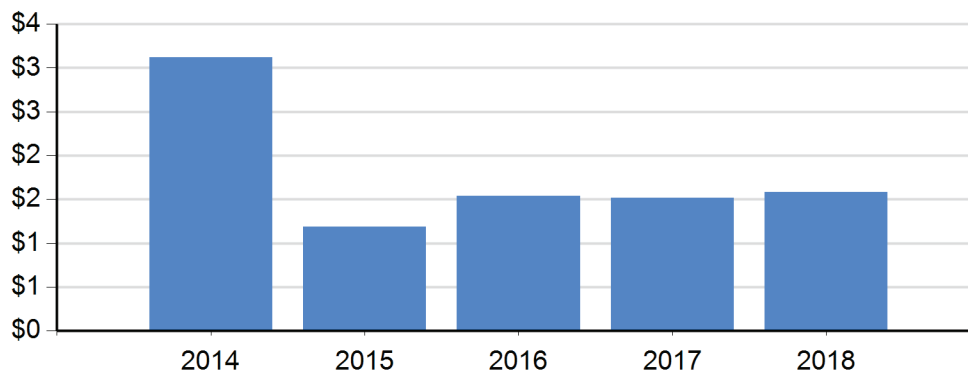
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$3.12	\$1.18	\$1.54	\$1.51	\$1.59
Percent Change	0.00%	-61.89%	30.86%	-1.20%	6.21%

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

---

**Executive Summary:**

The Community and Neighborhood Services budget is part of the Neighborhood and Business Services Division. The 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 Neighborhood and Business Services.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>7.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	1,831	0	0
Interfund Charges	16	8	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	577,653	170,933	256,188	260,592	280,863
Supplies & Services	84,435	81,352	72,138	65,573	65,573
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>662,104</b>	<b>252,293</b>	<b>330,157</b>	<b>326,165</b>	<b>346,436</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	192,781	69,505	236,333	247,601	242,088
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	55,000	0
General Fund Resources	469,339	183,058	93,983	23,564	104,348
All Other	(16)	(270)	(159)	0	0
<b>TOTAL</b>	<b>662,104</b>	<b>252,293</b>	<b>330,157</b>	<b>326,165</b>	<b>346,436</b>

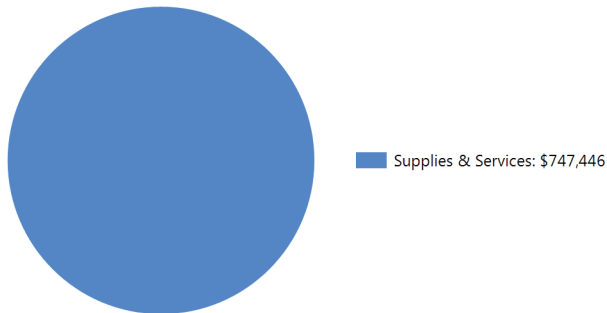
**Revenue Notes:**



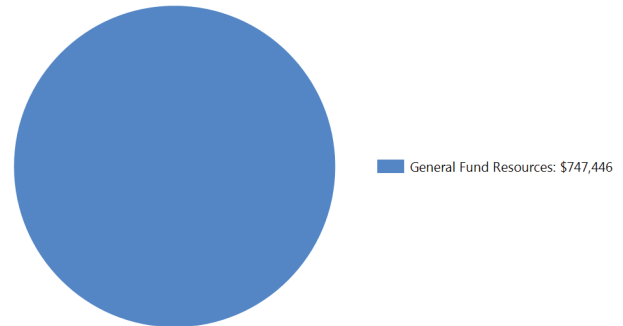
# Community Centers

This department provides financial support for Community Centers. This funding provided to Community Center operators is leveraged to seek outside funding and provide community services like healthcare, food security, job training, childcare and elder services.

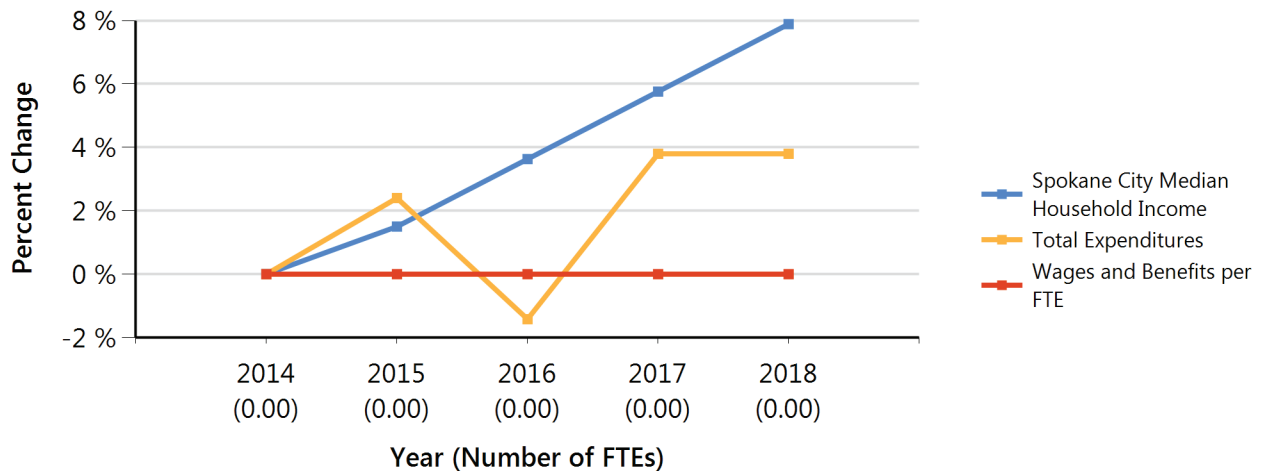
## 2018 Expenditures



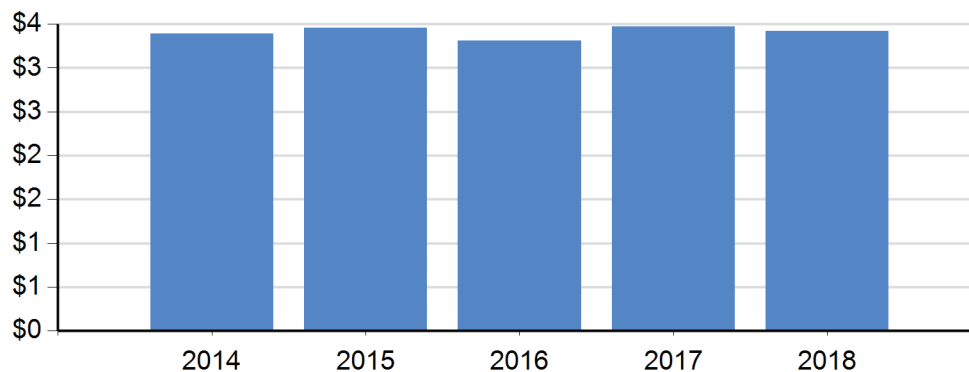
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$3.39	\$3.46	\$3.31	\$3.42
Percent Change	0.00%	2.39%	-3.73%	0.00%

## Department Summary: Community Centers

**Division:** Planning and Economic Development

**Fund Type:** General Fund

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### Executive Summary:

This department provides financial support for Community Centers. This funding provided to Community Center operators is leveraged to seek outside funding and provide community services like healthcare, food security, job training, childcare and elder services.

---

### Programs and Services:

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



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	23,860	68,992	9,433	0	0
Interfund Charges	15,735	6,750	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	680,516	661,647	700,442	747,446	747,446
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>720,111</b>	<b>737,389</b>	<b>709,875</b>	<b>747,446</b>	<b>747,446</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	341	638	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	719,345	736,690	709,875	747,446	747,446
All Other	425	61	0	0	0
<b>TOTAL</b>	<b>720,111</b>	<b>737,389</b>	<b>709,875</b>	<b>747,446</b>	<b>747,446</b>

**Revenue Notes:**

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

---

**Executive Summary:**

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

---

**Programs and Services:**

In 2018, capital projects will be funded to support centers that increase their capacity to serve, lower operating costs and/or provide enhanced service to neighborhoods. Significant investments at the East Central Community Center are planned for 2018. This funding will be leveraged to support the creation of a new dental clinic and expansion of the Head Start program at East Central Community Center.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	45,736	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	37,321	127,754	100,554
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>45,736</b>	<b>37,321</b>	<b>127,754</b>	<b>100,554</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	45,736	37,321	127,754	100,554
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>45,736</b>	<b>37,321</b>	<b>127,754</b>	<b>100,554</b>

**Revenue Notes:**

## **Program Summary:** East Central Community Center

**Division:** Planning and Economic Development

**Fund Type:** General Fund

---

### **Executive Summary:**

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

---

### **Programs and Services:**

The City continues our contract with the East Central Community Organization (ECCO) for operation of the ECCC and maintaining current programs. ECCO is prioritizing investment in creating a sense of inclusive community at the Center and is undergoing an update to their neighborhood needs assessment.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	23,860	23,256	0	0	0
Interfund Charges	15,735	6,750	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	357,653	385,879	356,152	344,446	344,446
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>397,248</b>	<b>415,885</b>	<b>356,152</b>	<b>344,446</b>	<b>344,446</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	396,823	415,834	356,152	344,446	344,446
All Other	425	51	0	0	0
<b>TOTAL</b>	<b>397,248</b>	<b>415,885</b>	<b>356,152</b>	<b>344,446</b>	<b>344,446</b>

**Revenue Notes:**

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

---

**Executive Summary:**

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

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**Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	146,003	125,904	127,915	125,905	138,405
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>146,003</b>	<b>125,904</b>	<b>127,915</b>	<b>125,905</b>	<b>138,405</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	341	638	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	145,662	125,266	127,915	125,905	138,405
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>146,003</b>	<b>125,904</b>	<b>127,915</b>	<b>125,905</b>	<b>138,405</b>

**Revenue Notes:**

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

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**Executive Summary:**

This program represents the maintenance and operation contract between the City of Spokane and the Peaceful Valley Neighborhood Association/Community Center. This Community Center provides critical childcare services for low and moderate income families in southwest Spokane.

---

**Programs and Services:**

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



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	80,008	37,924	37,100	37,401	41,101
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>80,008</b>	<b>37,924</b>	<b>37,100</b>	<b>37,401</b>	<b>41,101</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	80,008	37,924	37,100	37,401	41,101
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>80,008</b>	<b>37,924</b>	<b>37,100</b>	<b>37,401</b>	<b>41,101</b>

**Revenue Notes:**

## **Program Summary:** West Central Community Center

**Division:** Planning and Economic Development

**Fund Type:** General Fund

---

### **Executive Summary:**

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

---

### **Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	9,433	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	96,852	111,940	141,954	111,940	122,940
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>96,852</b>	<b>111,940</b>	<b>151,387</b>	<b>111,940</b>	<b>122,940</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	96,852	111,930	151,387	111,940	122,940
All Other	0	10	0	0	0
<b>TOTAL</b>	<b>96,852</b>	<b>111,940</b>	<b>151,387</b>	<b>111,940</b>	<b>122,940</b>

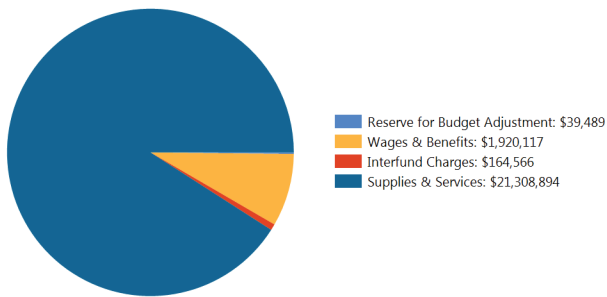
**Revenue Notes:**



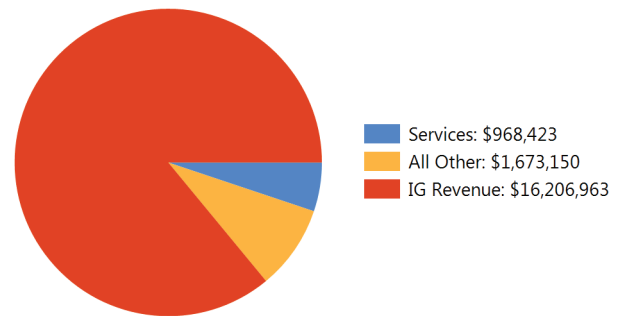
# Community Development & Human Services

The Community, Housing, and Human Services Department facilitates community-based strategic planning for services and infrastructure related to housing stability, health, economic opportunity, and other services for vulnerable members of our community. The department also provides grant funding to partner agencies for provision of coordinated services that align with strategic plans.

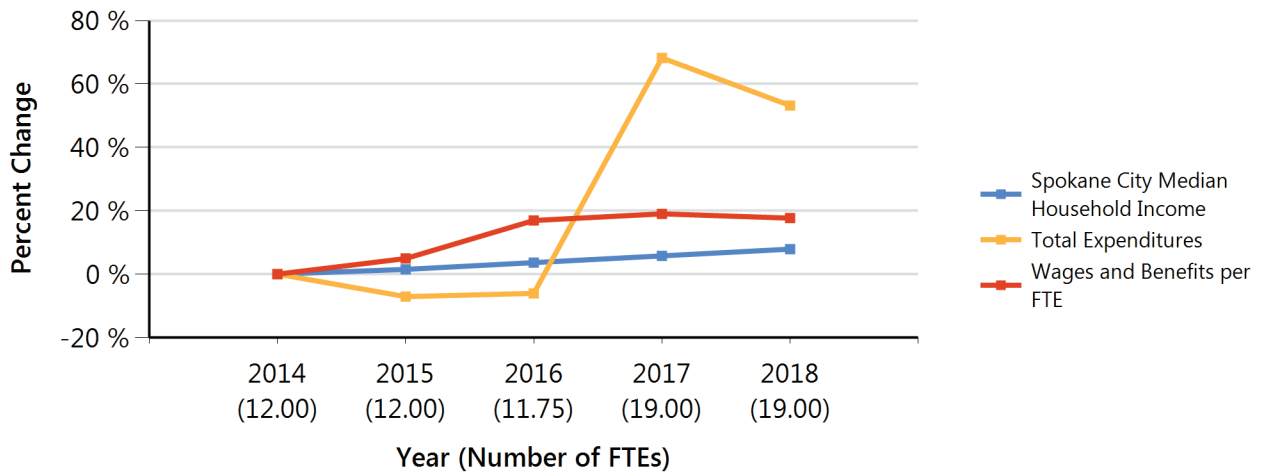
## 2018 Expenditures



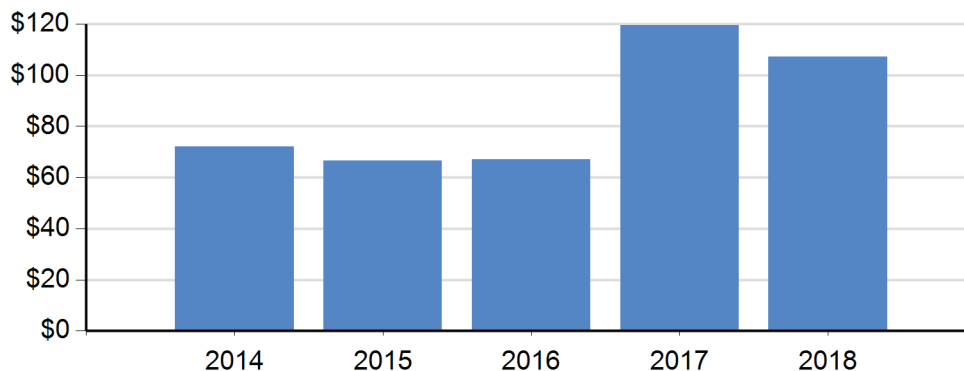
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$72.05	\$66.68	\$66.98	\$119.43	\$107.23
Percent Change	0.00%	-7.09%	1.10%	79.09%	-8.93%

## Department Summary: Community Development & Human Services

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

---

### Executive Summary:

The Community, Housing, and Human Services Department facilitates community-based strategic planning for services and infrastructure related to housing stability, health, economic opportunity, and other services for vulnerable members of our community. The department also provides grant funding to partner agencies for provision of coordinated services that align with strategic plans.

---

### Programs and Services:

This department administers federal, state and local grant funds for provision of services that meet locally-identified needs. Grant funds are allocated to local projects through competitive application processes and in consultation with community stakeholders including two volunteer boards, and elected officials. Department staff provide technical assistance to organizations that receive these funds to maximize benefit and to ensure that public grant funds are used for allowable and reasonable purposes and in line with funder requirements. Where applicable, department staff perform other services including grantee risk assessment, project underwriting, and environmental review as may be required by funders.

Department staff also report to funders and the local community on the outcomes of grant-funded programs.

In addition to grants administration, this department manages the Spokane region's Homeless Management Information System, a community-wide database that contains information on the extent and nature of homelessness in our community.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>12.00</b>	<b>12.00</b>	<b>11.75</b>	<b>19.00</b>	<b>19.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	140,698	712,480	239,268	2,094,700	0
Interfund Charges	1,134,090	406,052	502,303	476,895	164,566
Reserve for Budget Adjustment	0	0	0	574,434	39,489
Transfers Out	628,492	0	0	150,000	0
Wages & Benefits	1,024,599	1,074,997	1,179,006	1,946,400	1,920,117
Supplies & Services	12,367,529	12,016,737	12,443,930	20,488,538	21,308,894
Debt Services	0	0	0	0	0
All Other	0	0	2,403	0	0
<b>TOTAL</b>	<b>15,295,408</b>	<b>14,210,266</b>	<b>14,366,910</b>	<b>25,730,967</b>	<b>23,433,066</b>

**Expenditure Notes:**

Decrease to expenditures due to alignment of expenditures for the 2017 budget to include all prior year federal funding allocations that were not obligated or spent during prior years. These funds are still within their period of availability. The majority of these old funds will have been obligated or spent by the end of 2017. Capital outlay is contingent on neighborhood uses of allocated CDBG funds. Until the use of these funds is determined, they have been included in the other services and charges line.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	10,213,930	9,615,647	9,153,608	17,165,647	16,206,963
Services	787,688	915,718	977,045	942,010	968,423
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	61,679	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,774,293	2,098,425	1,853,047	1,799,500	1,673,150
<b>TOTAL</b>	<b>12,837,590</b>	<b>12,629,790</b>	<b>11,983,700</b>	<b>19,907,157</b>	<b>18,848,536</b>

**Revenue Notes:**

Revenues are based on anticipated amounts to be received from grants and council allocations. See explanation under expenditures for more information.

## **Program Summary:** CD/HS Operations

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

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### **Executive Summary:**

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

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### **Programs and Services:**

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



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>12.00</b>	<b>12.00</b>	<b>11.75</b>	<b>19.00</b>	<b>19.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	(323,933)	188,596	212,559	168,107	164,566
Reserve for Budget Adjustment	0	0	0	574,434	39,489
Transfers Out	0	0	0	150,000	0
Wages & Benefits	214,145	300,619	375,473	180,304	570,972
Supplies & Services	9,408	(288,654)	(655,498)	(1,072,845)	(775,027)
Debt Services	0	0	0	0	0
All Other	0	0	2,003	0	0
<b>TOTAL</b>	<b>(100,380)</b>	<b>200,561</b>	<b>(65,463)</b>	<b>0</b>	<b>0</b>

**Expenditure Notes:**

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

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

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

## **Program Summary:** CDBG Revolving Loan Fund

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

---

### **Executive Summary:**

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

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### **Programs and Services:**

The Revolving Loan fund supports a variety of home rehabilitation, program administration, program delivery, and loan servicing. These programs ensure that low-income homeowners can maintain safe and stable housing.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	72,609	65,494	59,098	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	17,357	61,814	56,818
Supplies & Services	2,560,701	741,897	1,382,906	1,960,186	1,254,182
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,633,310</b>	<b>807,391</b>	<b>1,459,361</b>	<b>2,022,000</b>	<b>1,311,000</b>

**Expenditure Notes:**

Expenditures aligned with anticipated revenues.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,004,557	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	58,529	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,038,745	1,456,071	1,213,918	1,322,000	1,281,000
<b>TOTAL</b>	<b>2,101,831</b>	<b>1,456,071</b>	<b>1,213,918</b>	<b>1,322,000</b>	<b>1,281,000</b>

**Revenue Notes:**

Revenues are based on expected receipts of loan payments.

## **Program Summary:** Community Development Block Grants

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

---

### **Executive Summary:**

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

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### **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 public services.

Program goals for 2018 include:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	140,698	712,480	239,268	0	0
Interfund Charges	1,015,603	66,411	94,082	308,788	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	628,492	0	0	0	0
Wages & Benefits	369,221	316,874	337,893	603,986	396,013
Supplies & Services	852,625	1,689,687	2,230,302	3,735,633	5,859,699
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>3,006,639</b>	<b>2,785,452</b>	<b>2,901,545</b>	<b>4,648,407</b>	<b>6,255,712</b>

**Expenditure Notes:**

This fund is Federal Grant funded. Expenditures aligned to meet anticipated revenues and beginning amounts available for use.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	2,848,208	2,691,099	2,963,237	4,468,407	6,075,712
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	3,150	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	60	1,702	92,650	0	0
<b>TOTAL</b>	<b>2,851,418</b>	<b>2,692,801</b>	<b>3,055,887</b>	<b>4,468,407</b>	<b>6,075,712</b>

**Revenue Notes:**

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

## Program Summary: Continuum Of Care

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

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### Executive Summary:

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

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### Programs and Services:

The Continuum of Care program is designed to promote a community-wide commitment to the goal of ending homelessness; to provide funding for nonprofits, States, and local governments to quickly re-house homeless individuals, families, persons fleeing domestic violence, and youth while minimizing the trauma caused by homelessness; to promote access to and effective use of mainstream programs by homeless; and to optimize self-sufficiency among those experiencing homelessness. All project funded through the Continuum of Care program are required to prioritize households served based on vulnerability.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	11,461	19,350	24,605	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	27,951	52,763	110,898	437,284	380,580
Supplies & Services	1,043,751	2,804,345	3,064,688	3,691,759	3,807,783
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,083,163</b>	<b>2,876,458</b>	<b>3,200,191</b>	<b>4,129,043</b>	<b>4,188,363</b>

**Expenditure Notes:**

This fund is Federal Grant funded. Expenditures aligned to meet anticipated revenues and beginning amounts available for use.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,083,163	2,876,929	3,208,114	4,129,043	4,188,363
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,083,163</b>	<b>2,876,929</b>	<b>3,208,114</b>	<b>4,129,043</b>	<b>4,188,363</b>

**Revenue Notes:**

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

## Program Summary: HOME Program

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

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### Executive Summary:

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

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### Programs and Services:

HOME funds primarily support the delivery of the City's Multi-family Housing Program. This program provides financing for affordable rental housing within the Spokane City limits. Funds are awarded as low-interest, deferred loans to for-profit, non-profit, and Community Housing Development Organizations. Funds support the acquisition, construction, and rehabilitation of low-income rental housing. Projects that utilize HOME funds typically leverage other additional sources of financing and are required to maintain long-term rent affordability.

A portion of HOME funds is also used to support tenant-based rental assistance.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	146,720	15,529	20,778	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	91,073	51,753	42,460	146,068	106,832
Supplies & Services	1,033,875	1,865,739	1,312,409	2,725,700	3,158,146
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,271,668</b>	<b>1,933,021</b>	<b>1,375,647</b>	<b>2,871,768</b>	<b>3,264,978</b>

**Expenditure Notes:**

This fund is Federal Grant funded. Expenditures aligned to meet anticipated revenues and beginning amounts available for use.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	629,293	957,155	380,309	2,526,768	2,314,778
Services	25	0	1,417	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	379,230	547,959	326,919	345,000	250,200
<b>TOTAL</b>	<b>1,008,548</b>	<b>1,505,114</b>	<b>708,645</b>	<b>2,871,768</b>	<b>2,564,978</b>

**Revenue Notes:**

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

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

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**Executive Summary:**

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

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**Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	241,600	0
Interfund Charges	208	741	469	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	1,400	284
Supplies & Services	7,285	24,011	2,900	44,500	286,016
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>7,493</b>	<b>24,752</b>	<b>3,369</b>	<b>287,500</b>	<b>286,300</b>

**Expenditure Notes:**

Expenditures aligned to meet anticipated revenues and beginning amounts from loan payment revenues.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	9,518	29,496	10,275	27,500	8,300
<b>TOTAL</b>	<b>9,518</b>	<b>29,496</b>	<b>10,275</b>	<b>27,500</b>	<b>8,300</b>

**Revenue Notes:**

Revenues are based on anticipated loan payments to be received.

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

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**Executive Summary:**

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

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**Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	273,400	0
Interfund Charges	504	267	209	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,745	0	0	0	284
Supplies & Services	26	0	0	1,100	276,216
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,275</b>	<b>267</b>	<b>209</b>	<b>274,500</b>	<b>276,500</b>

**Expenditure Notes:**

Expenditures aligned to meet anticipated revenues and beginning amounts from loan payment revenues.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	2,058	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	4,339	3,574	2,652	4,500	2,500
<b>TOTAL</b>	<b>6,397</b>	<b>3,574</b>	<b>2,652</b>	<b>4,500</b>	<b>2,500</b>

**Revenue Notes:**

Revenues are based on anticipated loan payments to be received.

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

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**Executive Summary:**

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

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**Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	224,100	0
Interfund Charges	102	266	194	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	1,400	284
Supplies & Services	0	0	0	0	210,016
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>102</b>	<b>266</b>	<b>194</b>	<b>225,500</b>	<b>210,300</b>

**Expenditure Notes:**

Expenditures aligned to meet anticipated revenues and beginning amounts from loan payment revenues.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	5,736	2,970	2,902	4,500	3,300
<b>TOTAL</b>	<b>5,736</b>	<b>2,970</b>	<b>2,902</b>	<b>4,500</b>	<b>3,300</b>

**Revenue Notes:**

Revenues are based on anticipated loan payments to be received.

## **Program Summary:** Human Services

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

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### **Executive Summary:**

This fund represents local dollars allocated by City Council to support grants and other allocations for programs that benefit vulnerable populations including shelters, domestic violence services and other emergency needs.

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### **Programs and Services:**

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

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



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	86,364	17,271	32,879	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	100,078	205,707	115,177	124,290	162,232
Supplies & Services	1,124,947	1,278,890	1,464,763	1,560,320	1,811,298
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,311,389</b>	<b>1,501,868</b>	<b>1,612,819</b>	<b>1,684,610</b>	<b>1,973,530</b>

**Expenditure Notes:**

Expenditures increased due to more Council support for the 24/7 Shelter Plan.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	22,401	25,584	28,488	21,000	59,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	329	(7,718)	0	0	0
<b>TOTAL</b>	<b>22,730</b>	<b>17,866</b>	<b>28,488</b>	<b>21,000</b>	<b>59,000</b>

**Revenue Notes:**

Funds based on Council appropriations with the exception of liquor excise tax revenues.

## Program Summary: Human Services Grants

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

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### Executive Summary:

The City acts as the lead agency for a number of grants through the WA State Department of Commerce and the Department of Housing and Urban Development. These grant programs provide resources to assist people who are experiencing homelessness obtain and maintain housing stability.

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### Programs and Services:

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

The following types of programs will be used to achieve these goals:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	116,563	29,051	52,273	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	216,450	145,415	179,375	387,054	243,887
Supplies & Services	5,029,695	3,663,043	3,659,826	7,413,885	4,373,096
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>5,362,708</b>	<b>3,837,509</b>	<b>3,891,474</b>	<b>7,800,939</b>	<b>4,616,983</b>

**Expenditure Notes:**

This fund is State and Federal Grant funded. Expenditures aligned to meet anticipated revenues and beginning amounts available for use.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	4,341,110	3,064,880	2,573,460	6,020,429	3,569,110
Services	787,663	915,718	975,628	942,010	968,423
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	7,648	2,052	436	0	10,450
<b>TOTAL</b>	<b>5,136,421</b>	<b>3,982,650</b>	<b>3,549,524</b>	<b>6,962,439</b>	<b>4,547,983</b>

**Revenue Notes:**

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

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

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**Executive Summary:**

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

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**Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	7,889	1,784	4,214	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	3,936	1,866	373	1,400	1,136
Supplies & Services	702,891	235,551	(29,292)	68,300	49,864
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>714,716</b>	<b>239,201</b>	<b>(24,705)</b>	<b>69,700</b>	<b>51,000</b>

**Expenditure Notes:**

This fund is Federal Grant funded. Expenditures aligned to meet anticipated revenues and beginning amounts available for use.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	283,140	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	16,144	17,941	76,762	19,000	21,000
<b>TOTAL</b>	<b>299,284</b>	<b>17,941</b>	<b>76,762</b>	<b>19,000</b>	<b>21,000</b>

**Revenue Notes:**

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

## **Program Summary:** Rental Rehabilitation Fund

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

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### **Executive Summary:**

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

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### **Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	468,600	0
Interfund Charges	0	1,292	943	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	1,400	795
Supplies & Services	2,325	2,228	10,926	360,000	115,605
Debt Services	0	0	0	0	0
All Other	0	0	400	0	0
<b>TOTAL</b>	<b>2,325</b>	<b>3,520</b>	<b>12,269</b>	<b>830,000</b>	<b>116,400</b>

**Expenditure Notes:**

Expenditures aligned to meet anticipated revenues and beginning amounts from loan payment revenues.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	298,809	40,857	125,725	70,000	95,400
<b>TOTAL</b>	<b>298,809</b>	<b>40,857</b>	<b>125,725</b>	<b>70,000</b>	<b>95,400</b>

**Revenue Notes:**

Revenues are based on anticipated loan payments to be received.

## Program Summary: UDAG Fund

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

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### Executive Summary:

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

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### Programs and Services:

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



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	887,000	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	882,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>887,000</b>	<b>882,000</b>

**Expenditure Notes:**

Expenditures aligned to meet anticipated revenues and beginning amounts from loan payment revenues.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	13,735	3,521	808	7,000	1,000
<b>TOTAL</b>	<b>13,735</b>	<b>3,521</b>	<b>808</b>	<b>7,000</b>	<b>1,000</b>

**Revenue Notes:**

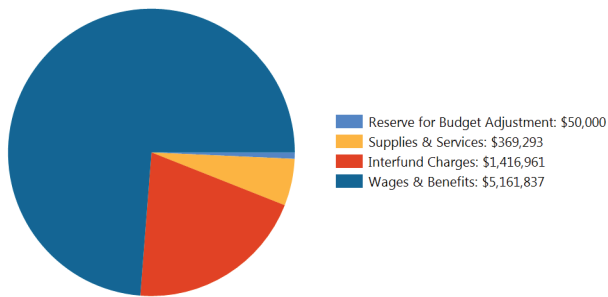
Revenues are based on anticipated loan payments to be received.



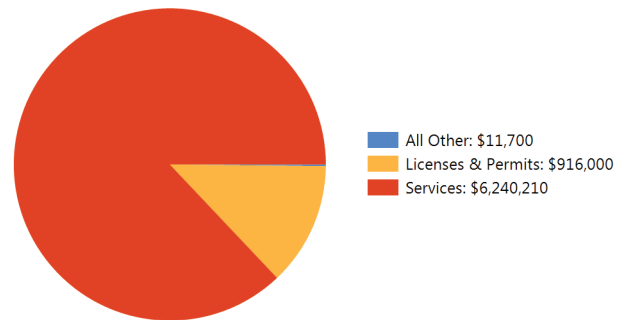
# Development Services Center

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

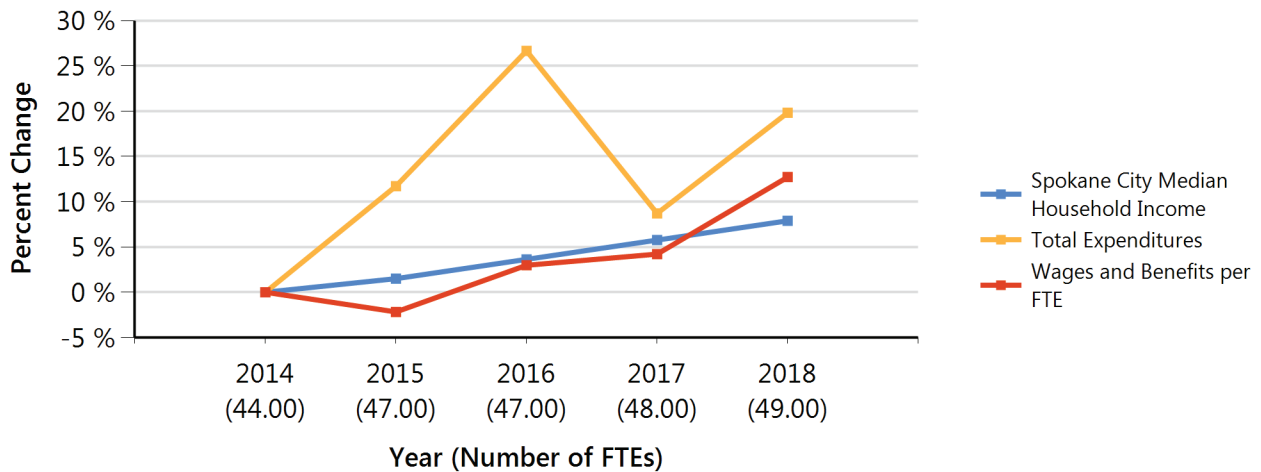
## 2018 Expenditures



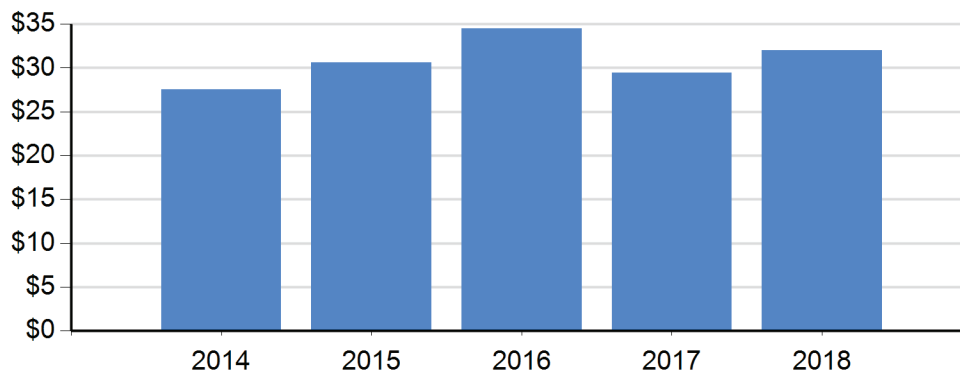
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$27.51	\$30.62	\$34.49	\$29.47	\$32.02
Percent Change	0.00%	11.72%	13.37%	-14.17%	10.22%

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

---

**Executive Summary:**

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

---

**Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>44.00</b>	<b>47.00</b>	<b>47.00</b>	<b>48.00</b>	<b>49.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	13,595	6,972	2,284	50,000	0
Interfund Charges	957,400	1,169,979	1,233,851	1,316,428	1,416,961
Reserve for Budget Adjustment	0	0	0	27,236	50,000
Transfers Out	7,225	6,972	2,284	15,000	0
Wages & Benefits	4,102,303	4,286,702	4,507,620	4,660,234	5,161,837
Supplies & Services	211,847	505,970	1,416,891	279,811	369,293
Debt Services	0	0	0	0	0
All Other	547,991	548,257	234,310	0	0
<b>TOTAL</b>	<b>5,840,361</b>	<b>6,524,852</b>	<b>7,397,240</b>	<b>6,348,709</b>	<b>6,998,091</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	762,379	822,681	1,015,345	738,000	916,000
IG Revenue	0	0	0	0	0
Services	4,201,962	5,348,886	6,536,308	5,450,610	6,240,210
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	20,754	34,817	43,577	25,500	11,700
<b>TOTAL</b>	<b>4,985,095</b>	<b>6,206,384</b>	<b>7,595,230</b>	<b>6,214,110</b>	<b>7,167,910</b>

**Revenue Notes:**

## **Program Summary:** Building Permitting

**Division:** Planning and Economic Development

**Fund Type:** Enterprise Fund

---

### **Executive Summary:**

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

---

### **Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>4.00</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>8.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	2,948	2,470	14,026	7,602	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	269,022	544,475	590,317	642,576	569,645
Supplies & Services	72	178	192	96	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>272,042</b>	<b>547,123</b>	<b>604,535</b>	<b>650,274</b>	<b>569,645</b>

**Expenditure Notes:**

FTE's as well as Salaries and benefits significantly increased in 2015 due to a Departmental restructure.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	515,373	545,861	660,959	485,000	663,000
IG Revenue	0	0	0	0	0
Services	73,081	102,295	119,860	5,000	12,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>588,454</b>	<b>648,156</b>	<b>780,819</b>	<b>490,000</b>	<b>675,500</b>

**Revenue Notes:**

Revenues have been moved in 2017 to other programs to align with the corresponding expenditures.

## Program Summary: Building Plan Checking

**Division:** Planning and Economic Development

**Fund Type:** Enterprise Fund

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### Executive Summary:

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

---

### Programs and Services:

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

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

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



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>4.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>17.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	8,515	3,146	3,118	2,366	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	546,383	1,529,745	1,597,244	1,634,412	1,996,928
Supplies & Services	129	229	69	96	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>555,027</b>	<b>1,533,120</b>	<b>1,600,431</b>	<b>1,636,874</b>	<b>1,996,928</b>

**Expenditure Notes:**

FTE's as well as Salaries and benefits significantly increased in 2015 due to a Departmental restructure.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	17,150	10,000	18,208	0	0
IG Revenue	0	0	0	0	0
Services	836,953	1,894,551	1,996,825	1,883,619	2,702,119
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	1,350	0	4,500	4,500
<b>TOTAL</b>	<b>854,103</b>	<b>1,905,901</b>	<b>2,015,033</b>	<b>1,888,119</b>	<b>2,706,619</b>

**Revenue Notes:**

Revenues have been on the rise due to the economy and additional construction that has been taking place.

## **Program Summary:** Building Regulation Enforcement

**Division:** Planning and Economic Development

**Fund Type:** Enterprise Fund

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### **Executive Summary:**

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

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### **Programs and Services:**

This program includes all building, plumbing, electrical, and mechanical inspectors and the inspector supervisor. The 16 inspectors complete over 35,000 inspections per year. Staff also works with Code Enforcement and the Development Services Center staff to improve compliance and insure safe buildings and public spaces.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	121,509	74,042	96,311	78,440	32,175
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,219,987	1,259,004	1,368,117	1,369,001	1,507,790
Supplies & Services	16,695	235,791	1,145,380	15,737	16,069
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,358,191</b>	<b>1,568,837</b>	<b>2,609,808</b>	<b>1,463,178</b>	<b>1,556,034</b>

**Expenditure Notes:**

An additional Certified Inspector was added mid year in 2014. A Building Inspector was added in 2017.

The significant change in other Services & Charges in 2015 and 2016 is due to the recording of our Net Pension Liability per the Governmental Accounting Standards Board (GASB)

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	11,519	16,238	15,970	15,000	15,000
IG Revenue	0	0	0	0	0
Services	2,274,962	2,654,483	3,420,804	2,790,000	2,810,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	1	0	0	0
<b>TOTAL</b>	<b>2,286,481</b>	<b>2,670,722</b>	<b>3,436,774</b>	<b>2,805,000</b>	<b>2,825,000</b>

**Revenue Notes:**

## **Program Summary:** DSC Administration

**Division:** Planning and Economic Development

**Fund Type:** Enterprise Fund

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### **Executive Summary:**

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

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### **Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>6.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	13,595	6,972	2,284	50,000	0
Interfund Charges	817,649	1,090,321	1,120,396	1,228,020	1,384,786
Reserve for Budget Adjustment	0	0	0	27,236	50,000
Transfers Out	7,225	6,972	2,284	15,000	0
Wages & Benefits	484,460	421,118	406,570	455,036	471,201
Supplies & Services	194,546	269,629	271,107	263,882	353,224
Debt Services	0	0	0	0	0
All Other	547,991	548,257	234,310	0	0
<b>TOTAL</b>	<b>2,065,466</b>	<b>2,343,269</b>	<b>2,036,951</b>	<b>2,039,174</b>	<b>2,259,211</b>

**Expenditure Notes:**

FTE's as well as Salaries and benefits decreased in 2015 due to a Departmental restructure. Clerk was also moved to another program in 2016.

\$50,000 in Capital was budget in 2017 for the replacement of inspector vehicles.

"All Other" is the Depreciation on Fixed Assets. This item is not budgeted, since it is a non-cash transaction.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	217,267	249,618	314,213	0	0
IG Revenue	0	0	0	0	0
Services	513,639	538,853	814,320	6,400	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	20,754	33,466	43,577	21,000	4,000
<b>TOTAL</b>	<b>751,660</b>	<b>821,937</b>	<b>1,172,110</b>	<b>27,400</b>	<b>4,000</b>

**Revenue Notes:**

Revenues have been moved in 2017 to other programs to align with the corresponding expenditures.

## **Program Summary: DSC Boilers & Elevators**

**Division:** Planning and Economic Development

**Fund Type:** Enterprise Fund

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### **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.

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### **Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	269,520	265,705	298,855	301,251	344,750
Supplies & Services	70	64	71	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>269,590</b>	<b>265,769</b>	<b>298,926</b>	<b>301,251</b>	<b>344,750</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	1,070	964	250	0	0
IG Revenue	0	0	0	0	0
Services	188,455	152,261	183,542	490,000	460,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	3,200
<b>TOTAL</b>	<b>189,525</b>	<b>153,225</b>	<b>183,792</b>	<b>490,000</b>	<b>463,200</b>

**Revenue Notes:**

Revenues have been moved in 2017 to other programs to align with corresponding expenditures.

## **Program Summary:** DSC Public Works Inspectors

**Division:** Planning and Economic Development

**Fund Type:** Enterprise Fund

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### **Executive Summary:**

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

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### **Programs and Services:**

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



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>15.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	6,779	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,312,931	266,655	246,517	257,958	271,523
Supplies & Services	335	79	72	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,320,045</b>	<b>266,734</b>	<b>246,589</b>	<b>257,958</b>	<b>271,523</b>

**Expenditure Notes:**

FTE's as well as Salaries and benefits significantly decreased in 2015 due to a Departmental restructure.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	5,745	238,000	238,000
IG Revenue	0	0	0	0	0
Services	314,872	6,443	957	275,591	255,591
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>314,872</b>	<b>6,443</b>	<b>6,702</b>	<b>513,591</b>	<b>493,591</b>

**Revenue Notes:**

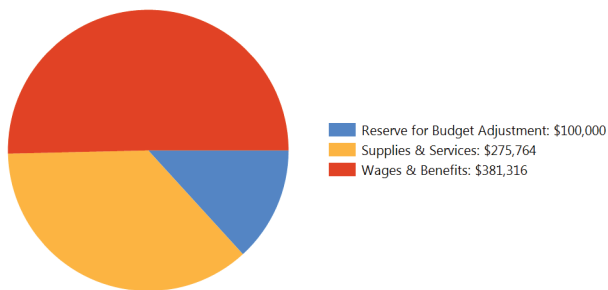
Revenues have been moved in 2017 to other programs to align with the corresponding expenditures.



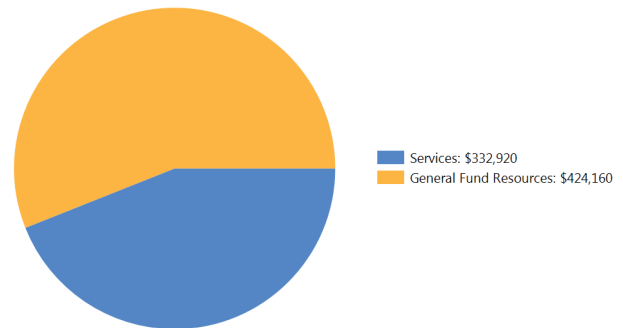
# Economic Development

The Economic Development department administratively supports City programs focused on growing jobs, creating economic opportunity and building strong neighborhoods. This department directly supports economic development projects of significance like the redevelopment of the Ridpath and promotes strategic development opportunities in targeted areas.

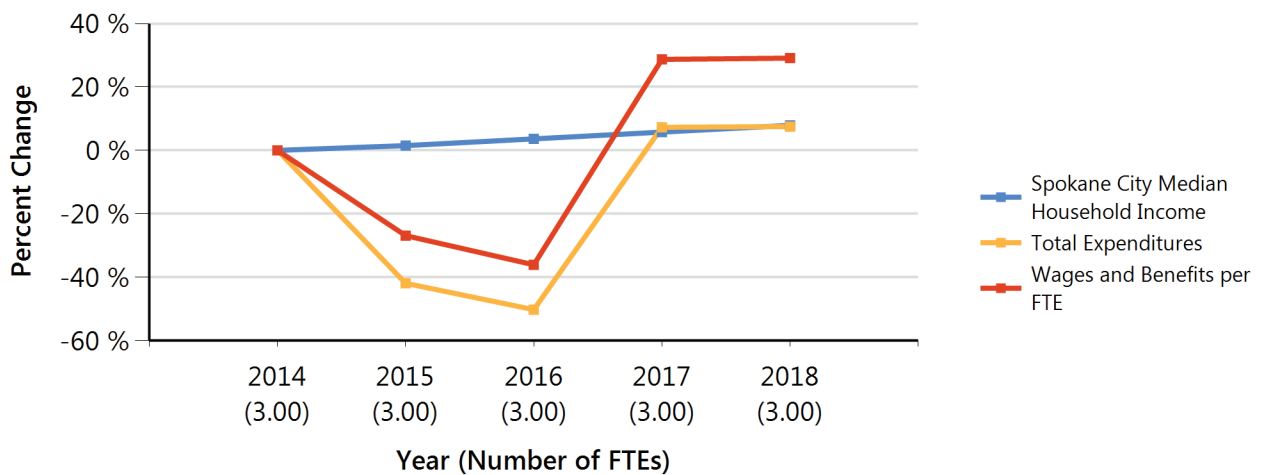
## 2018 Expenditures



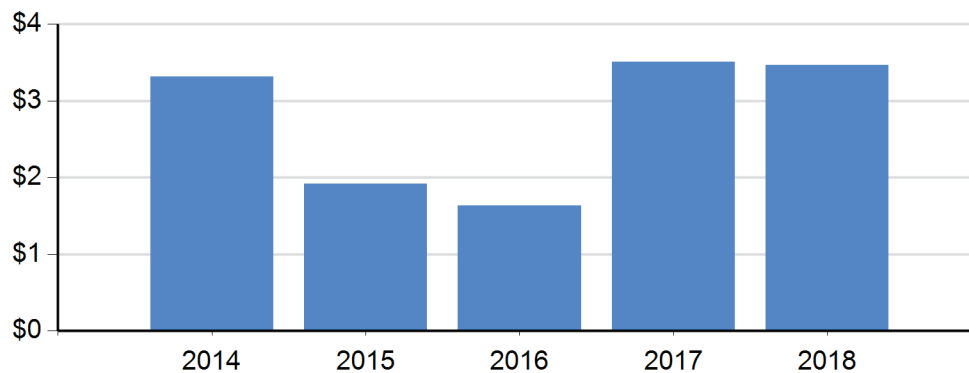
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$3.32	\$1.92	\$1.63	\$3.51	\$3.46
Percent Change	0.00%	-41.94%	-14.32%	115.70%	0.19%

## Department Summary: Economic Development

**Division:** Planning and Economic Development

**Fund Type:** General Fund

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### Executive Summary:

The Economic Development department administratively supports City programs focused on growing jobs, creating economic opportunity and building strong neighborhoods. This department directly supports economic development projects of significance like the redevelopment of the Ridpath and promotes strategic development opportunities in targeted areas.

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### Programs and Services:

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	80,588	1,461	1,529	0	0
Interfund Charges	390	621	0	0	0
Reserve for Budget Adjustment	0	0	0	100,000	100,000
Transfers Out	0	0	0	0	0
Wages & Benefits	347,255	253,824	230,467	379,862	381,316
Supplies & Services	276,084	152,967	118,304	275,764	275,764
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>704,317</b>	<b>408,873</b>	<b>350,300</b>	<b>755,626</b>	<b>757,080</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	277,148	242,170	92,151	332,920	332,920
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	427,169	166,703	258,149	422,706	424,160
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>704,317</b>	<b>408,873</b>	<b>350,300</b>	<b>755,626</b>	<b>757,080</b>

**Revenue Notes:**



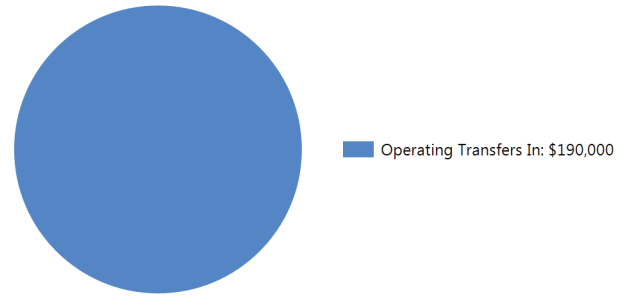
# Financial Partnership Fund

The Financial Partnership Fund supports strategic economic development initiatives to grow jobs, create economic opportunity and build strong neighborhoods. Through implementation of the City's economic development strategy, these funds are leveraged to promote private investment and development.

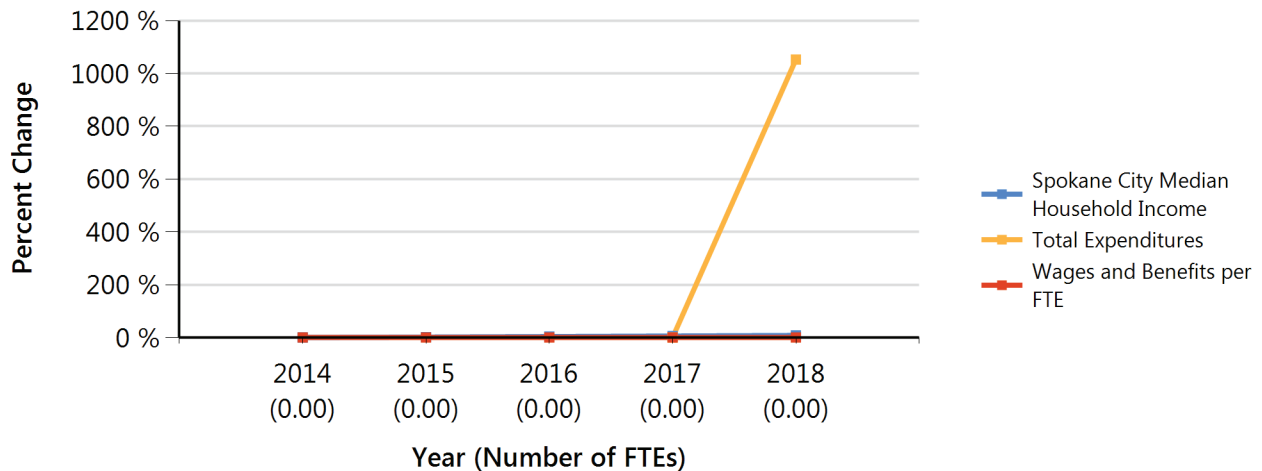
## 2018 Expenditures



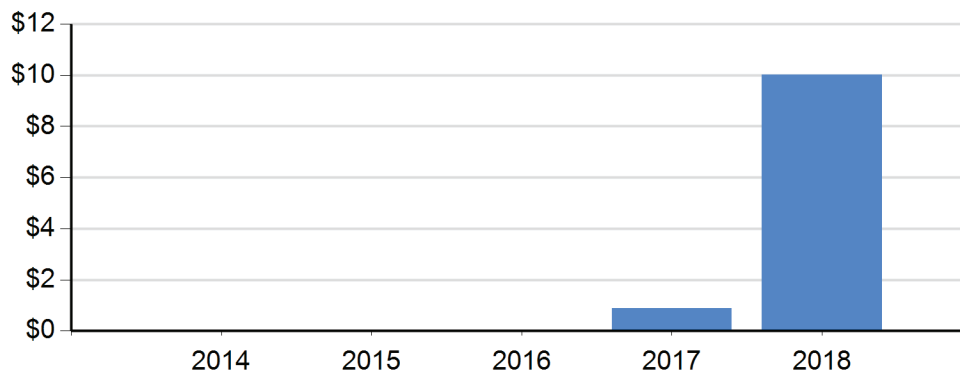
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$0.00	\$0.88	\$10.02
Percent Change	0.00%	0.00%	1052.63%

## Department Summary: Financial Partnership Fund

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

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### Executive Summary:

The Financial Partnership Fund supports strategic economic development initiatives to grow jobs, create economic opportunity and build strong neighborhoods. Through implementation of the City's economic development strategy, these funds are leveraged to promote private investment and development.

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### Programs and Services:

The Financial Partnership Fund is the funding source for the projects of citywide significance program. The funding will also be used to support the success and sustainability of Public Development Authorities in 2018.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	191,390
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	190,000	1,998,610
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>190,000</b>	<b>2,190,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	190,000	190,000
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>190,000</b>	<b>190,000</b>

**Revenue Notes:**

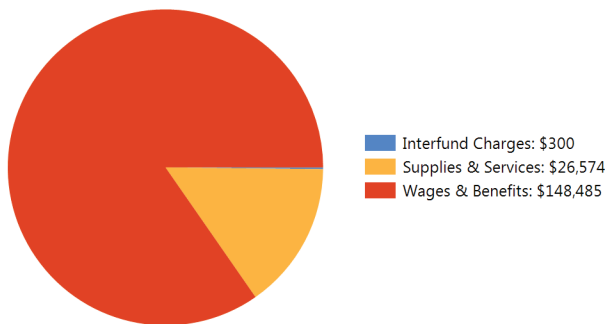
Revenue for this program is a result of refinancing of River Park Square parking garage debt.



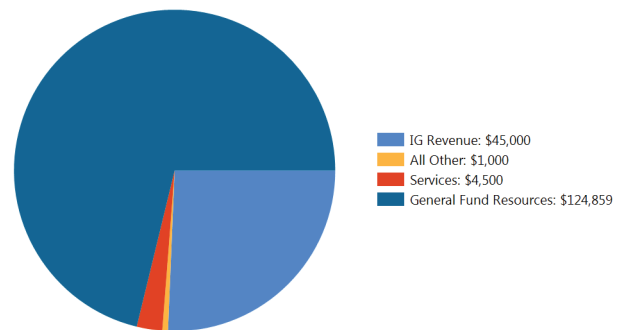
# Historic Preservation

Historic Preservation enables the City to meet 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, urban revitalization, building adaptive reuse, job creation, and increased tax base.

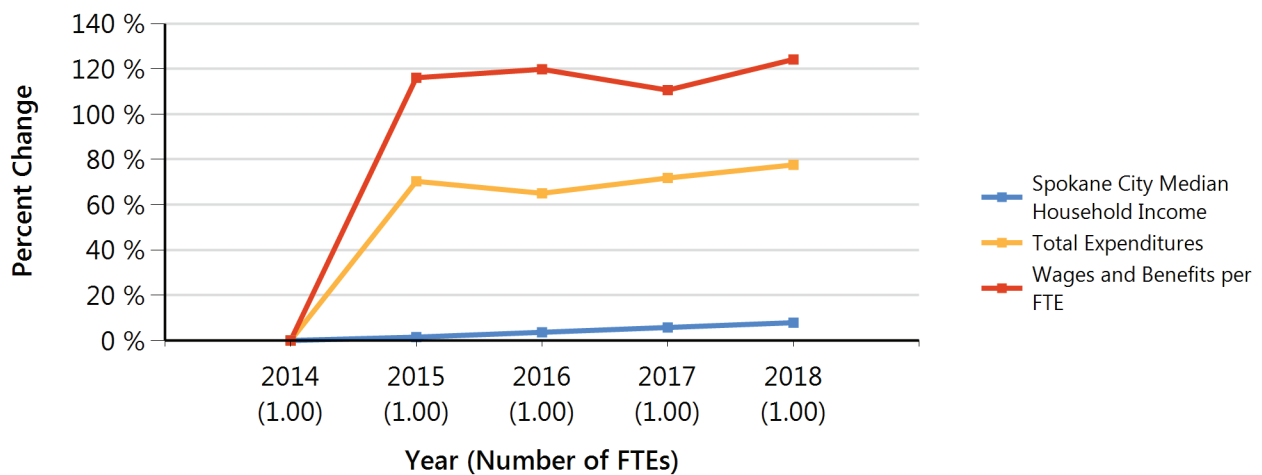
### 2018 Expenditures



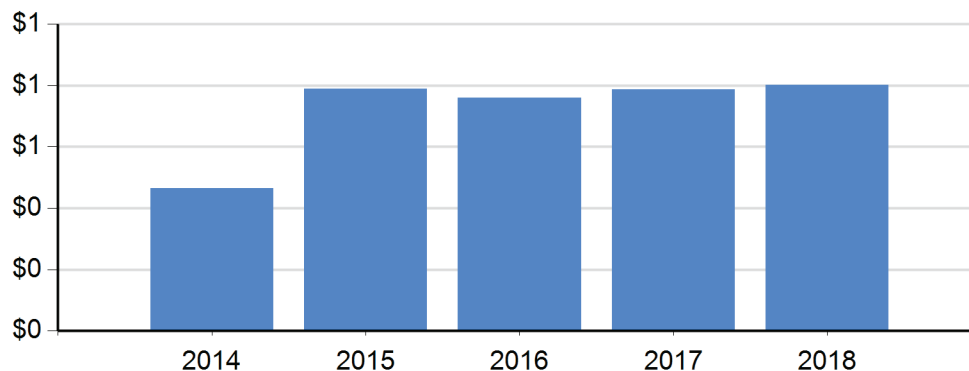
### 2018 Revenues



### Cumulative percent change over the last 5 years



### Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$0.47	\$0.79	\$0.76	\$0.79	\$0.80
Percent Change	0.00%	70.32%	-3.10%	4.09%	3.38%

## Department Summary: Historic Preservation

**Division:** Planning and Economic Development

**Fund Type:** General Fund

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### Executive Summary:

Historic Preservation enables the City to meet 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, urban revitalization, building adaptive reuse, job creation, and increased tax base.

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### Programs and Services:

Programs and incentives that support private investment are the most effective way to encourage historic preservation in our community. Historic Preservation is a valuable tool in the adaptive reuse and rehabilitation of older buildings, furthering the City's distinct "Urban Advantage." Spokane is a unique City full of historic resources that tell our story - the job of the Historic Preservation Office and the Spokane Historic Landmarks Commission is to help owners, developers, and citizens understand Spokane's distinct and special heritage; and at the same time offer incentives to owners who protect and revitalize our historic fabric. The Historic Preservation Office also reviews our primary incentive tool, Special Tax Valuation, which is meant to encourage historic building rehabilitation.

The Historic Preservation Officer is a member of the Neighborhood and Business Services leadership team.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	101	376	341	300	300
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	64,249	138,827	144,018	130,750	148,485
Supplies & Services	34,392	28,982	18,599	38,574	26,574
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>98,742</b>	<b>168,185</b>	<b>162,958</b>	<b>169,624</b>	<b>175,359</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	45,000	37,200	45,000	45,000
Services	2,250	11,025	4,745	4,500	4,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	95,942	108,610	117,498	119,124	124,859
All Other	550	3,550	3,515	1,000	1,000
<b>TOTAL</b>	<b>98,742</b>	<b>168,185</b>	<b>162,958</b>	<b>169,624</b>	<b>175,359</b>

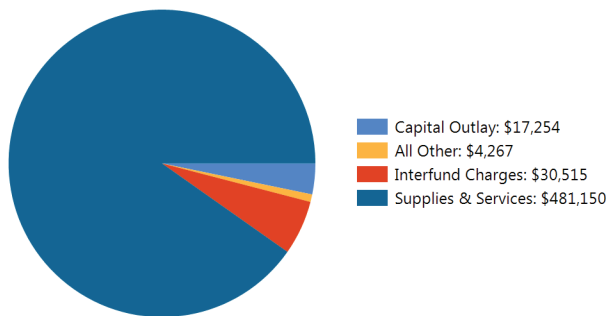
**Revenue Notes:**



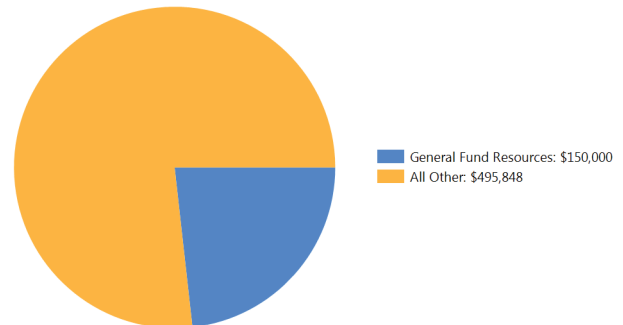
# Intermodal Facility

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

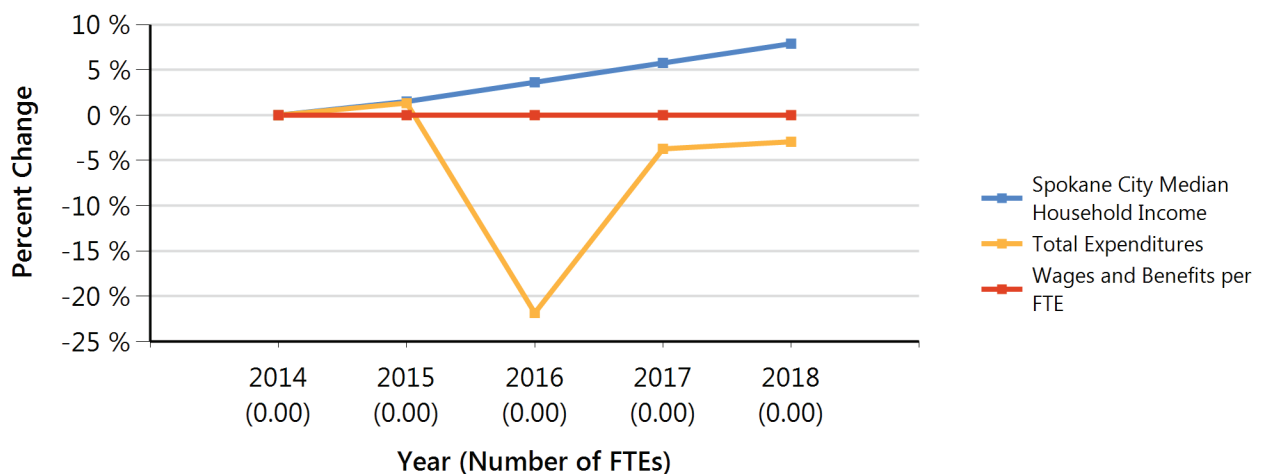
## 2018 Expenditures



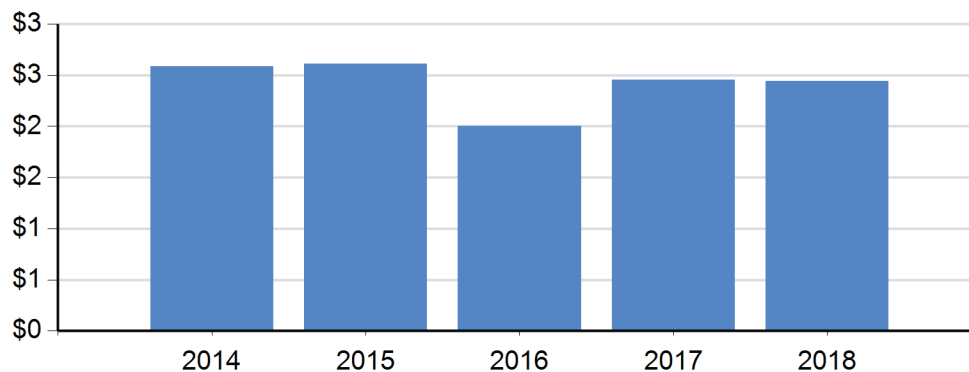
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$2.59	\$2.61	\$2.00	\$2.45	\$2.44
Percent Change	0.00%	1.33%	-22.87%	23.19%	0.81%

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

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**Executive Summary:**

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

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**Programs and Services:**

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



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	17,254	17,254
Interfund Charges	26,307	11,827	7,294	26,185	30,515
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	516,956	542,470	419,652	481,150	481,150
Debt Services	0	0	0	0	0
All Other	6,056	2,346	2,354	4,267	4,267
<b>TOTAL</b>	<b>549,319</b>	<b>556,643</b>	<b>429,300</b>	<b>528,856</b>	<b>533,186</b>

**Expenditure Notes:**

'All Other' expenditures consist of Business Improvement District charges on the Intermodal Facility

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	61,621	121,983	75,000	100,000	150,000
All Other	455,961	435,287	385,285	495,848	495,848
<b>TOTAL</b>	<b>517,582</b>	<b>557,270</b>	<b>460,285</b>	<b>595,848</b>	<b>645,848</b>

**Revenue Notes:**

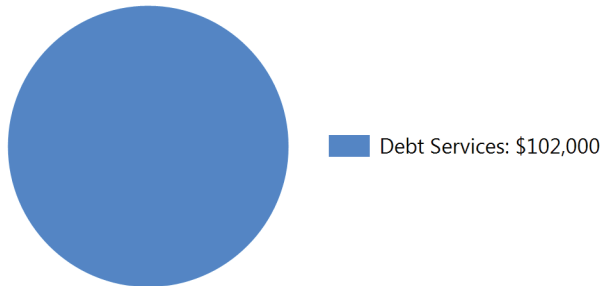
General Fund Resources have increased to offset the reduction in the amount of space leased to the private sector.



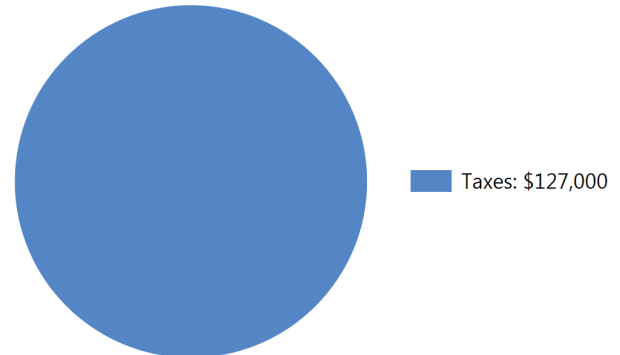
# Kendall Yards TIF

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

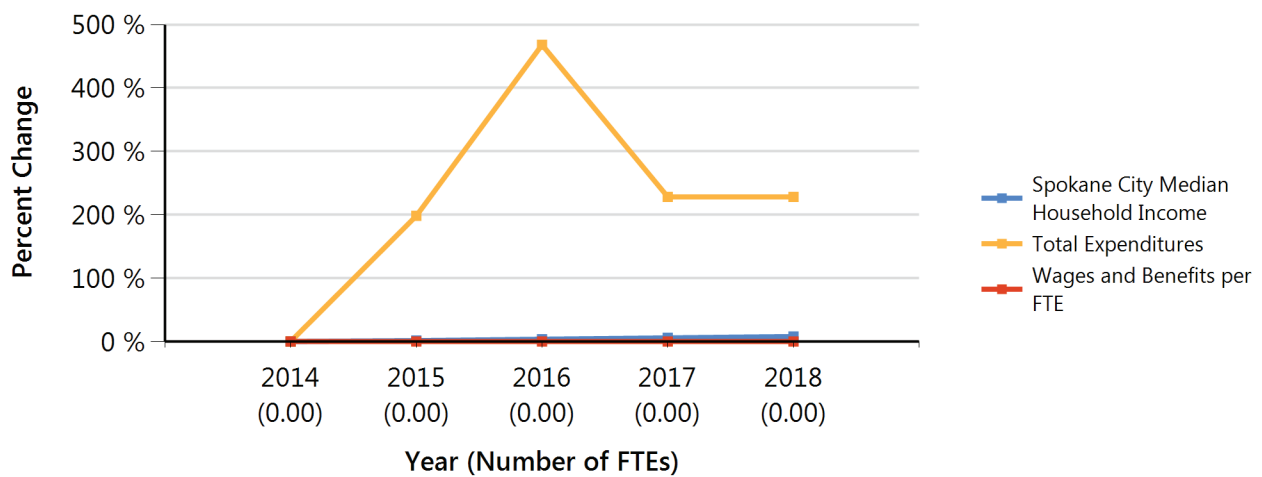
## 2018 Expenditures



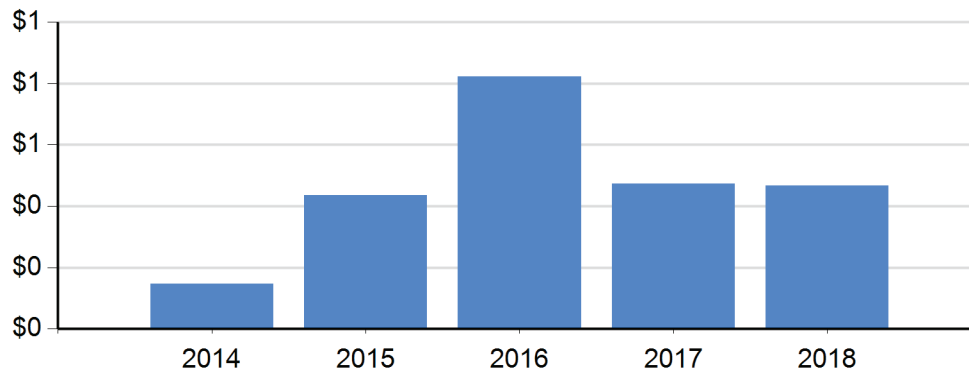
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$0.15	\$0.43	\$0.82	\$0.47
Percent Change	0.00%	198.19%	90.50%	0.00%

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

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**Executive Summary:**

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

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**Programs and Services:**

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

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	69,753	0	0
Debt Services	31,085	92,693	106,836	102,000	102,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>31,085</b>	<b>92,693</b>	<b>176,589</b>	<b>102,000</b>	<b>102,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	48,897	92,802	106,790	117,500	127,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>48,897</b>	<b>92,802</b>	<b>106,790</b>	<b>117,500</b>	<b>127,000</b>

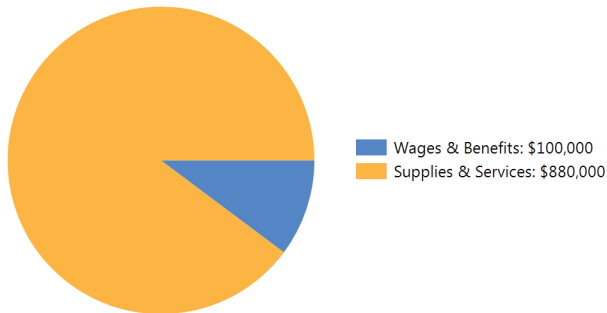
**Revenue Notes:**



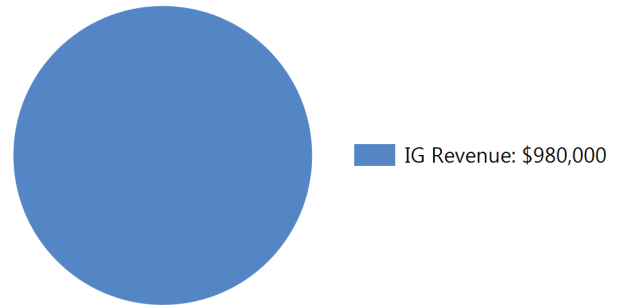
# Miscellaneous Grants Fund

This budget accounts for state and federal grants that support implementation of the City's Economic Development Strategy. Grants activities include brownfield cleanup in targeted areas, environmental assessment and other economic development activities.

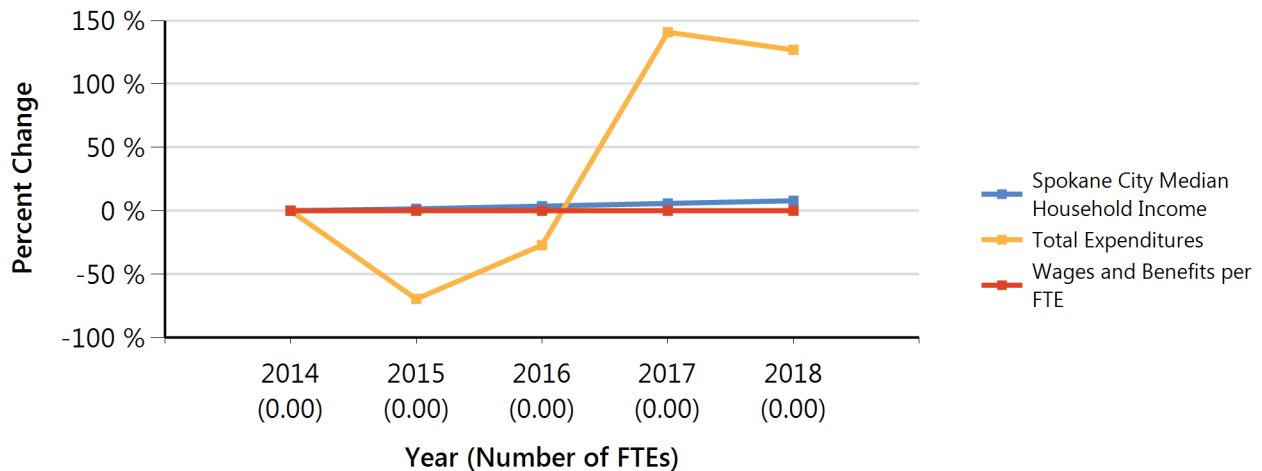
### 2018 Expenditures



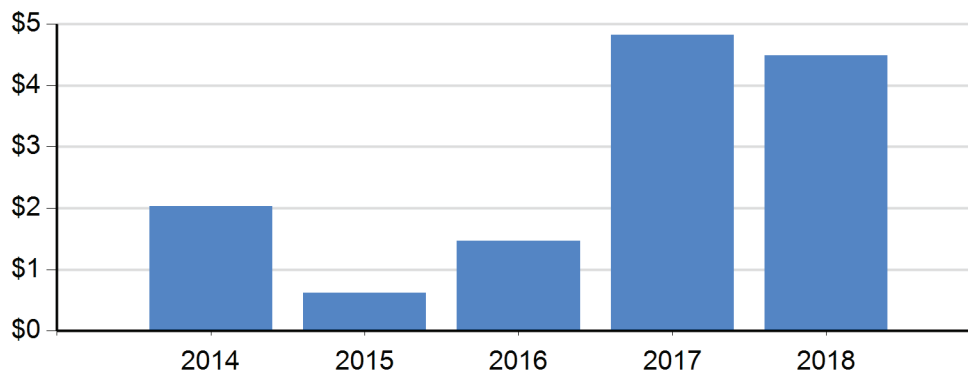
### 2018 Revenues



### Cumulative percent change over the last 5 years



### Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$2.03	\$0.62	\$1.47	\$4.83	\$4.48
Percent Change	0.00%	-69.64%	140.20%	230.31%	-5.76%

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

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**Executive Summary:**

This budget accounts for state and federal grants that support implementation of the City's Economic Development Strategy. Grants activities include brownfield cleanup in targeted areas, environmental assessment and other economic development activities.

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**Programs and Services:**

Grants sought are paired with development partnerships to leverage more than 1:1 private investment for each dollar of public investment.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	43	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	94,191	0	29,064	102,000	100,000
Supplies & Services	337,643	131,076	285,783	938,000	880,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>431,877</b>	<b>131,076</b>	<b>314,847</b>	<b>1,040,000</b>	<b>980,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	431,878	131,076	293,398	1,040,000	980,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	21,449	0	0
<b>TOTAL</b>	<b>431,878</b>	<b>131,076</b>	<b>314,847</b>	<b>1,040,000</b>	<b>980,000</b>

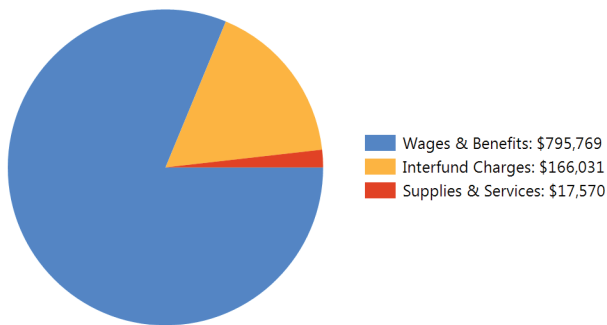
**Revenue Notes:**



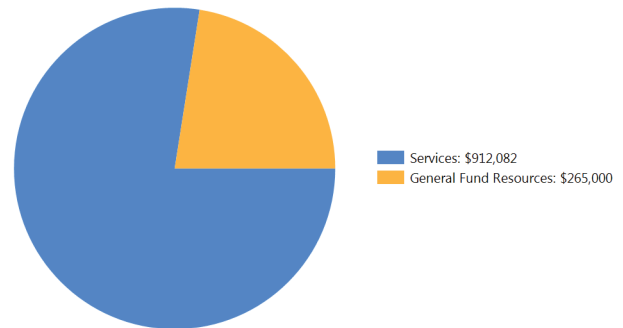
# My Spokane

My Spokane-311 is the City's centralized customer service program. We serve as the main point of contact for citizens to engage with the City. Providing simple access to services, My Spokane connects our community with knowledgeable, friendly, and quality service with one call, one click, or one visit.

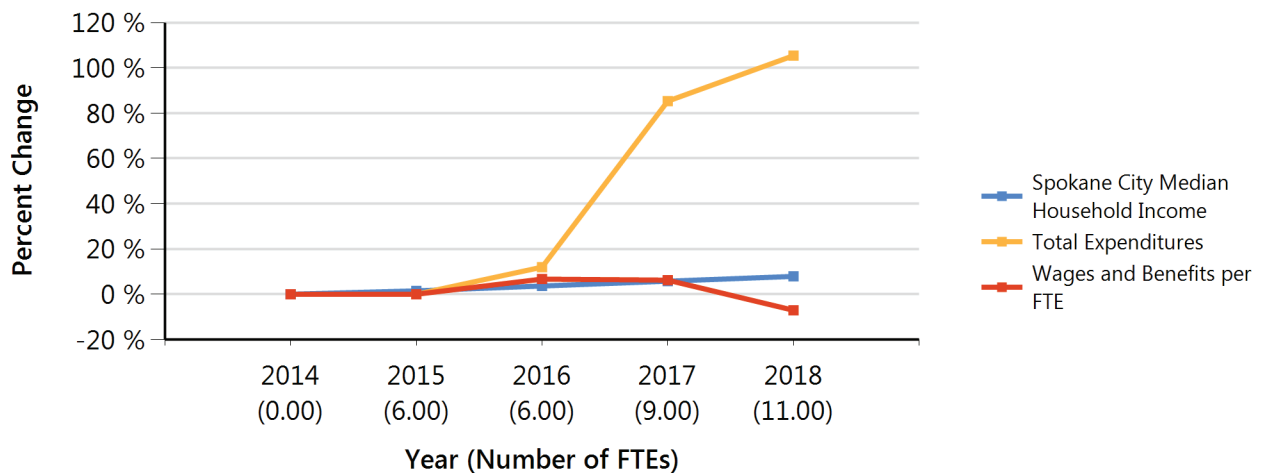
## 2018 Expenditures



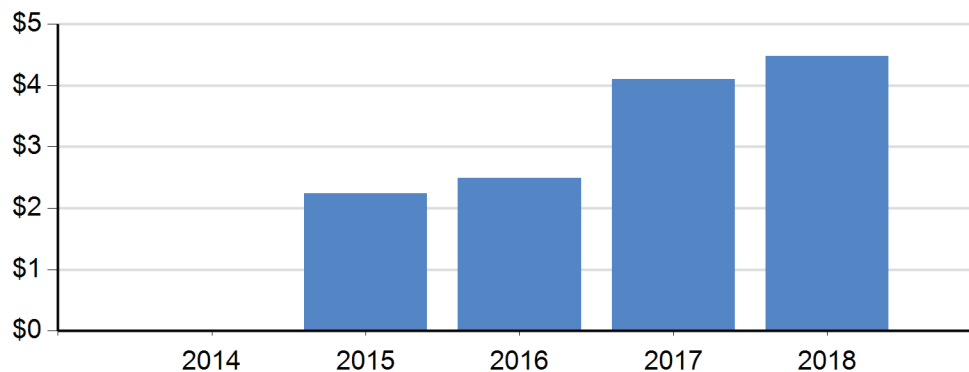
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$0.00	\$2.24	\$2.49	\$4.10	\$4.48
Percent Change	0.00%	0.00%	11.96%	65.49%	10.83%

## Department Summary: My Spokane

**Division:** Planning and Economic Development

**Fund Type:** Internal Service Fund

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### Executive Summary:

My Spokane-311 is the City's centralized customer service program. We serve as the main point of contact for citizens to engage with the City. Providing simple access to services, My Spokane connects our community with knowledgeable, friendly, and quality service with one call, one click, or one visit.

---

### Programs and Services:

My Spokane staff are the first stop for customers whether they need help in person, by phone, or by internet. My Spokane believes receiving help from the City should be easy. You shouldn't have to understand how government works in order to receive excellent service. We also know how important your time is, so we want to make things easy for you.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>6.00</b>	<b>6.00</b>	<b>9.00</b>	<b>11.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	732	4,574	0	0
Interfund Charges	0	0	0	120,974	166,031
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	471,489	502,991	751,048	795,769
Supplies & Services	0	4,621	26,334	11,570	17,570
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>476,842</b>	<b>533,899</b>	<b>883,592</b>	<b>979,370</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	279,467	393,405	655,000	912,082
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	254,747	265,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>279,467</b>	<b>393,405</b>	<b>909,747</b>	<b>1,177,082</b>

**Revenue Notes:**

## Program Summary: My Spokane Administration

**Division:** Planning and Economic Development

**Fund Type:** Internal Service Fund

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### Executive Summary:

Great teams need strong leaders and necessary tools to do their jobs. This program supports our 311 team so they can provide you great customer service.

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### Programs and Services:

My Spokane-311 uses technology to help our staff process your request or answer your questions. We believe that great customer service can be affordable, and funding our software systems helps keep overall costs lower. Our computer systems also allow customers to submit requests online in case you want help when we are closed or simply prefer connecting over the Internet. These same systems also help us automate updates. This way you are kept updated on your request.

Our leadership team uses your feedback to make changes to 311. We are accountable to you, the customer. We read your surveys and use your comments to improve our service. We also look for ways we can make changes to keep costs down while still providing excellent customer service.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	732	0	0	0
Interfund Charges	0	0	0	120,974	166,031
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	144,660	126,461	133,189	230,725
Supplies & Services	0	263	5,335	11,570	17,570
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>145,655</b>	<b>131,796</b>	<b>265,733</b>	<b>414,326</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	153,344	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>153,344</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## Program Summary: My Spokane Service Desk

**Division:** Planning and Economic Development

**Fund Type:** Internal Service Fund

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### Executive Summary:

My Spokane customer service representatives answer your phone calls to 311 to answer general city questions, process your request for service, or transfer you to the right person to help you. We also have counter staff to help our walk-in customers as well as online questions and emails.

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### Programs and Services:

My Spokane Customer Service is here to help answer your questions. 311 staff serve as the gateway to city services and information. Our staff are trained to be friendly and to make sure you receive the right answer from us, or reach the city employee with the right answer. 311 staff help you register for parks classes or making changes to your garbage services. We also will process your complaints about potholes, graffiti, and parking issues. We also handle initial customer service for utility billing. So if you are moving or simply have a question regarding a payment, we are here to help.

While we try to handle all your requests, we know some need to go to another department that specializes in that area. But we help get you to the right place, so instead of trying to figure out who to call in the City, just dial 311 and we will do that for you. We will even explain why we are transferring the call so you don't have to repeat yourself. Everything we do is to make Spokane a safe and welcoming city for all.

The My Spokane Service Desk is located on the first floor of City Hall. If you need to pay your utility bill or parking ticket, you will find help at our counter. In fact, counter staff can do the same things the 311 phone staff do, so if you prefer to do business in person, they are there to help you. They also are the employees who respond to your emails or online requests.

The My Spokane counter staff also process deposits for internal departments and assist with processing utility bills that come into City via mail or drop boxes.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>5.00</b>	<b>5.00</b>	<b>8.00</b>	<b>9.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	4,574	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	326,829	376,530	617,859	565,044
Supplies & Services	0	4,358	20,999	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>331,187</b>	<b>402,103</b>	<b>617,859</b>	<b>565,044</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	279,467	240,061	655,000	912,082
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	254,747	265,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>279,467</b>	<b>240,061</b>	<b>909,747</b>	<b>1,177,082</b>

**Revenue Notes:**



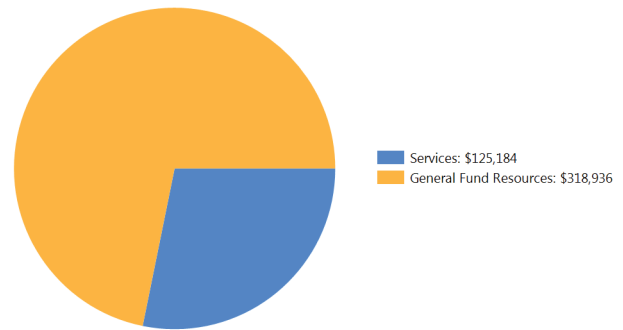
# Office of Neighborhood Services (ONS)

Neighborhood Services provides a link between the City and its citizens. empowers neighborhoods to be better by facilitating communication between citizens, departments, and elected officials. Communication is essential to creating a transparent and responsive City to its citizen's needs. Engagement leads to policy development and impacts government decision making.

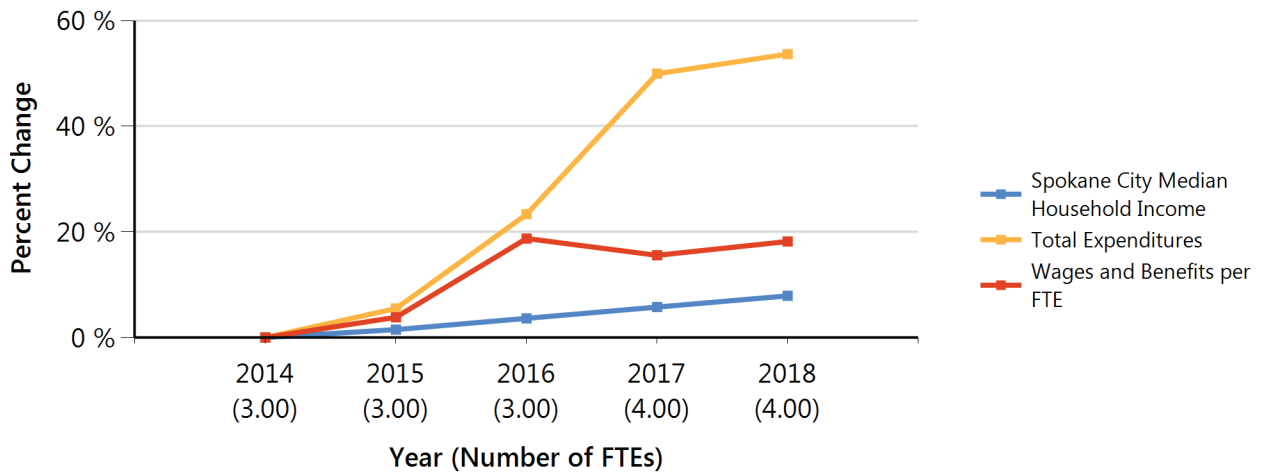
### 2018 Expenditures



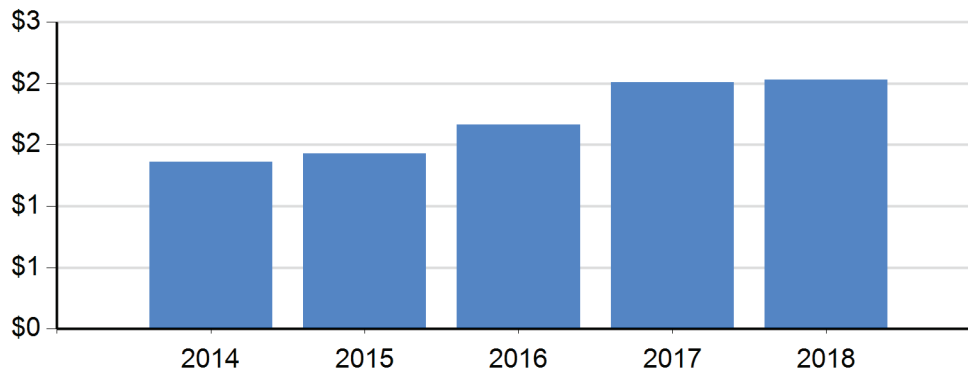
### 2018 Revenues



### Cumulative percent change over the last 5 years



### Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$1.36	\$1.43	\$1.66	\$2.01	\$2.03
Percent Change	0.00%	5.48%	16.91%	21.57%	2.48%

**Department Summary:** Office of Neighborhood Services (ONS)**Division:** Planning and Economic Development**Fund Type:** General Fund

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**Executive Summary:**

Neighborhood Services provides a link between the City and its citizens. empowers neighborhoods to be better by facilitating communication between citizens, departments, and elected officials. Communication is essential to creating a transparent and responsive City to its citizen's needs. Engagement leads to policy development and impacts government decision making.

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**Programs and Services:**

Neighborhood Services will provide the necessary resources to respond to the community, department and agencies needs through effective and continuous communication, process engagement and program implementation. The department's community program coordinators facilitate communication and meetings, training and program implementation, provide technical assistance on a wide variety of needs and concerns, and mediate conflicts for the best resolution possible. The staff will liaise with multiple agencies and departments on a variety of issues from neighborhood cleanup, traffic calming, neighborhood safety, community development and improvement.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	5,600	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	266,206	276,412	317,620	410,025	420,773
Supplies & Services	22,824	22,881	38,832	23,347	23,347
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>289,030</b>	<b>304,893</b>	<b>356,452</b>	<b>433,372</b>	<b>444,120</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	143,430	125,184	125,184
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	289,030	304,893	213,022	308,188	318,936
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>289,030</b>	<b>304,893</b>	<b>356,452</b>	<b>433,372</b>	<b>444,120</b>

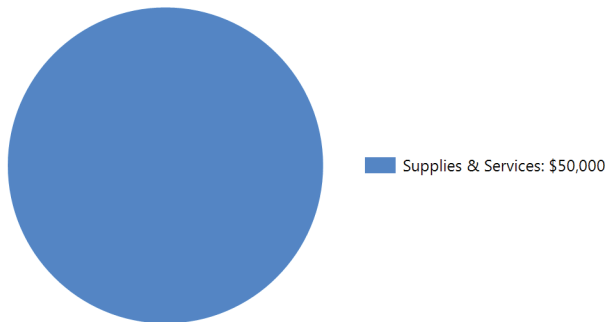
**Revenue Notes:**



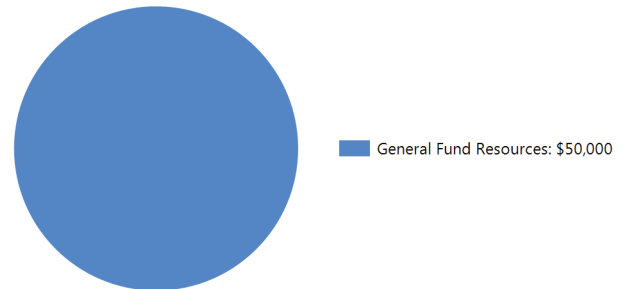
# Office of Youth

This summary represents the City's contribution to support Chase Youth Commission and their efforts to empower youth in making positive changes in our community.

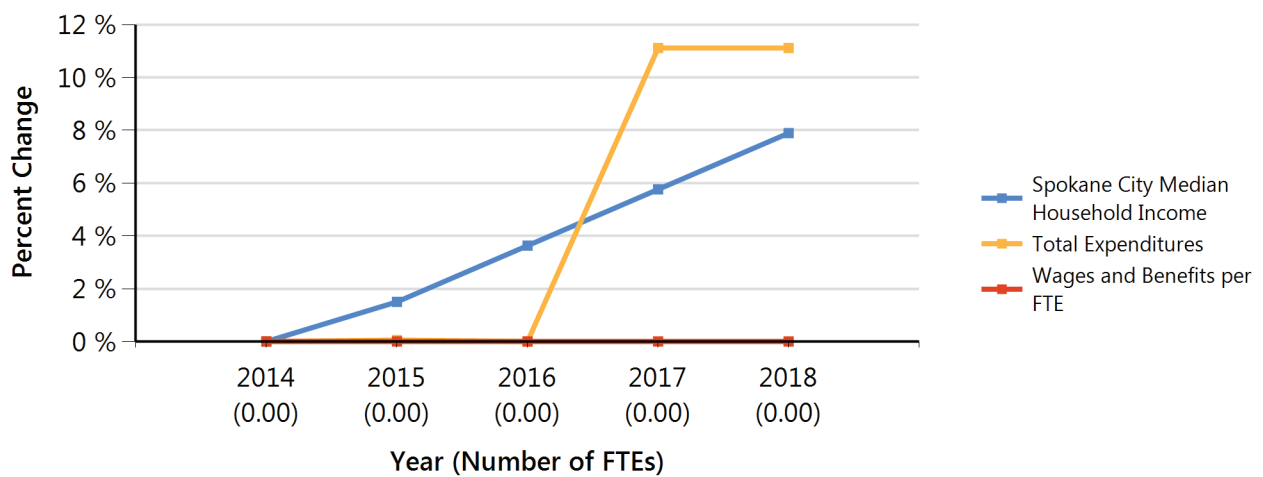
## 2018 Expenditures



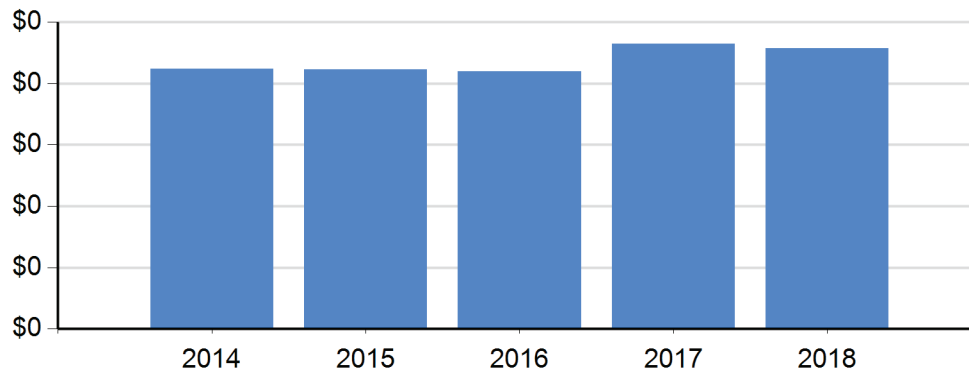
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$0.21	\$0.21	\$0.21	\$0.23
Percent Change	0.00%	0.05%	-0.05%	0.00%

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

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**Executive Summary:**

This summary represents the City's contribution to support Chase Youth Commission and their efforts to empower youth in making positive changes in our community.

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**Programs and Services:**

The Chase Youth Commission gives youth a voice in bringing about change in our community. They provide a positive environment to collaborate with young people and empower them to become leaders.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	44,999	45,024	45,000	50,000	50,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>44,999</b>	<b>45,024</b>	<b>45,000</b>	<b>50,000</b>	<b>50,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	44,999	45,024	45,000	50,000	50,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>44,999</b>	<b>45,024</b>	<b>45,000</b>	<b>50,000</b>	<b>50,000</b>

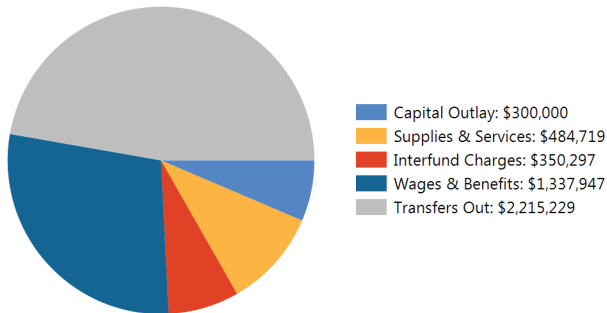
**Revenue Notes:**



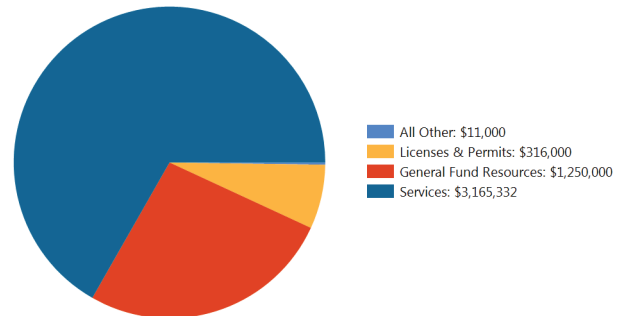
# Parking Fund

Currently City Parking meter operations include enforcement of Citywide parking ordinances with a focus on customer service, enforcement of disabled parking stalls, innovation, installation and maintenance of the parking system and its assets.

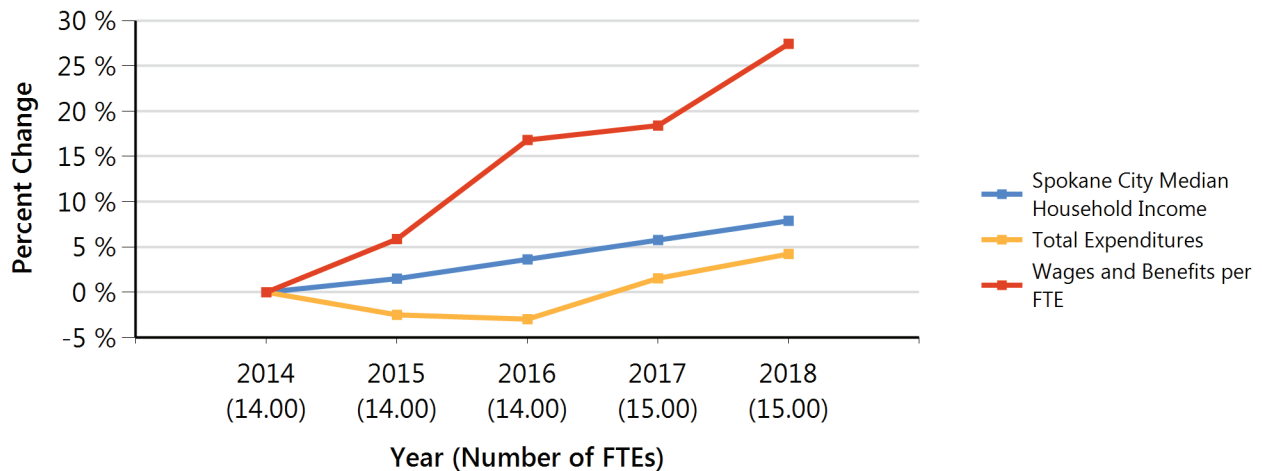
## 2018 Expenditures



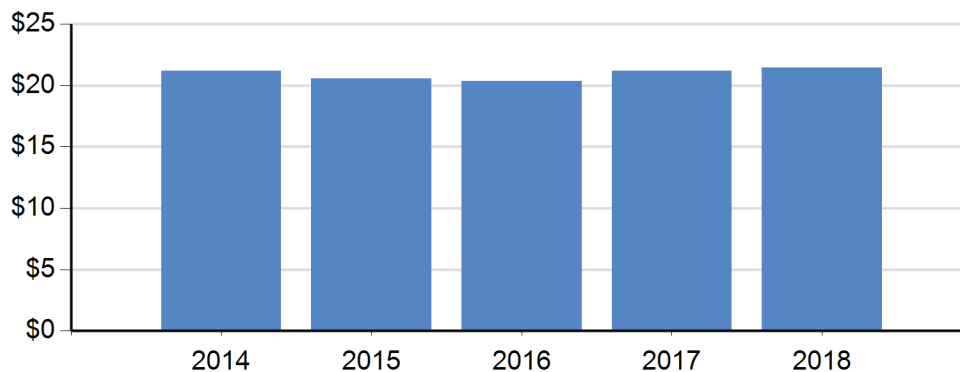
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$21.19	\$20.58	\$20.35	\$21.20	\$21.45
Percent Change	0.00%	-2.49%	-0.48%	4.64%	2.64%

## Department Summary: Parking Fund

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

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### Executive Summary:

Currently City Parking meter operations include enforcement of Citywide parking ordinances with a focus on customer service, enforcement of disabled parking stalls, innovation, installation and maintenance of the parking system and its assets.

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### Programs and Services:

The Parking Department will establish, install and maintain parking meters as required throughout the approved meter zone. In 2008 hours of operation were extended to 8am-7pm. (one hour earlier and one hour later). This generated more revenue which in turn required an increase in collection hours and a corresponding reduction in patrol hours. In 2012, parking meter rates were increased. All monies from the parking devices must be regularly collected, counted and receipted to ensure proper handling of the \$2.3 million average annual revenues generated from coin transactions. With the addition of the new Credit Card accepting (Smart Meters) in some portions of the parking environment, the cost to maintain the meters will go down and conversely increase parking revenues. With the proposed budget, the City will continue to enhance operations through the use of emerging software applications and hardware technologies. Parking system management activities will include rational levels of enforcement and customer service to provide the desired turnover and availability of convenient parking spaces within the central Business District and new areas of expansion. Parking enforcement services will also provide City-wide coverage into residential neighborhoods and commercial/business districts to enhance vehicle and pedestrian safety, mobility and access for all citizens, including those with physical disabilities. Enforcement efforts will be accomplished utilizing Duncan Solution meter and handheld technologies that provide real time information, data driven decision making and faster response times than previous technologies. The entire parking team has been through extensive training on the new system. Over 800 meters were placed in the top 85% parking revenue producing area of the central business district downtown. These enhancements will allow for better measures and investment in and around the parking environment.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>15.00</b>	<b>15.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	138,111	627,244	150,000	300,000
Interfund Charges	679,409	396,296	398,005	231,621	350,297
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	2,261,504	2,257,422	1,743,662	2,254,454	2,215,229
Wages & Benefits	959,834	1,016,115	1,127,370	1,227,162	1,337,947
Supplies & Services	597,563	577,982	468,287	704,282	484,719
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>4,498,310</b>	<b>4,385,926</b>	<b>4,364,568</b>	<b>4,567,519</b>	<b>4,688,192</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	302,799	335,598	344,351	286,000	316,000
IG Revenue	0	0	0	0	0
Services	2,899,059	3,051,846	3,098,785	3,165,332	3,165,332
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,150,000	1,200,000	1,200,000	1,000,000	1,250,000
All Other	10,106	4,179	3,867	11,000	11,000
<b>TOTAL</b>	<b>4,361,964</b>	<b>4,591,623</b>	<b>4,647,003</b>	<b>4,462,332</b>	<b>4,742,332</b>

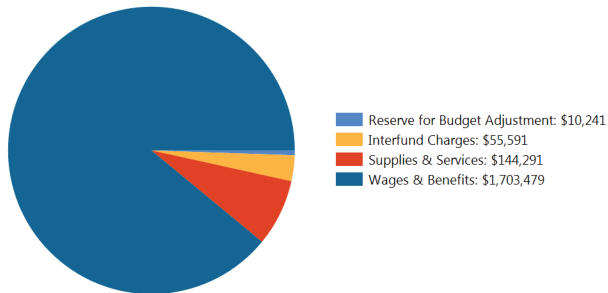
**Revenue Notes:**



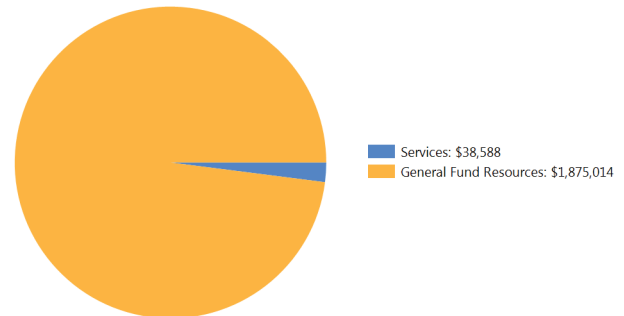
# Planning Services

Planning Services' 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 developing and implementing our economic development strategy, land use and public infrastructure system plans, and continually improving the Unified Development Code.

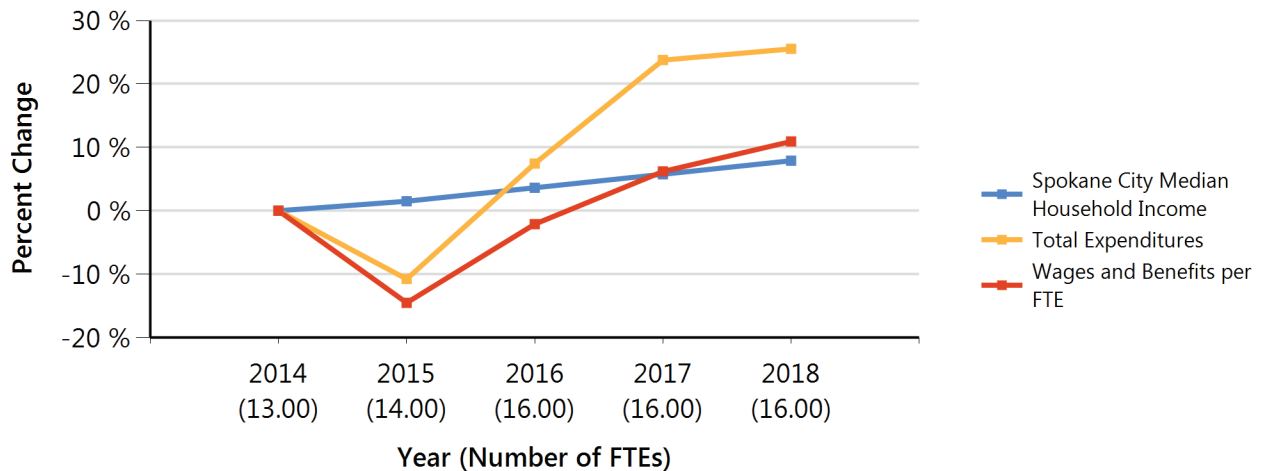
## 2018 Expenditures



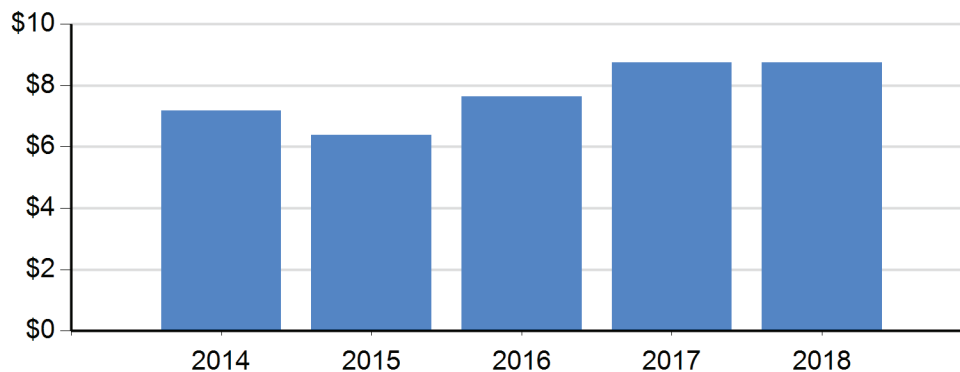
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$7.18	\$6.38	\$7.64	\$8.76	\$8.76
Percent Change	0.00%	-10.77%	20.43%	15.18%	1.43%

## Department Summary: Planning Services

**Division:** Planning and Economic Development

**Fund Type:** General Fund

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### Executive Summary:

Planning Services' 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 developing and implementing our economic development strategy, land use and public infrastructure system plans, and continually improving the Unified Development Code.

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### Programs and Services:

The program provides comprehensive planning, economic analysis, strategic planning, and advanced project development services for the City, with a focus on targeted investment areas, in partnership with the Downtown Spokane Partnership, Greater Spokane, Inc., City-created PDAs, Neighborhood Councils, and neighborhood business associations. It coordinates the maintenance and implementation of the City's Comprehensive Plan and its 20-year Capital Projects list, the Unified Development Code, and economic development incentive programs.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>13.00</b>	<b>14.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	3,096	0	0
Interfund Charges	23,321	282	384	55,591	55,591
Reserve for Budget Adjustment	0	0	0	10,241	10,241
Transfers Out	0	0	0	0	0
Wages & Benefits	1,269,894	1,168,924	1,501,783	1,626,433	1,703,479
Supplies & Services	231,093	190,819	132,630	194,291	144,291
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,524,308</b>	<b>1,360,025</b>	<b>1,637,893</b>	<b>1,886,556</b>	<b>1,913,602</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	131,371	11,825	22,112	38,588	38,588
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	50,000	0
General Fund Resources	1,392,937	1,348,200	1,615,781	1,797,968	1,875,014
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,524,308</b>	<b>1,360,025</b>	<b>1,637,893</b>	<b>1,886,556</b>	<b>1,913,602</b>

**Revenue Notes:**

## **Program Summary:** Planning & Development

**Division:** Planning and Economic Development

**Fund Type:** General Fund

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### **Executive Summary:**

Section's role is to provide guidance for 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.

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### **Programs and Services:**

The program provides comprehensive planning, economic analysis, and advanced project development services for targeted development and geographic areas in concert with development partners such as the Downtown Spokane Partnership, Greater Spokane Incorporated, City created PDAs, U-District Board, Spokane Airports, Neighborhoods and Neighborhood Business organizations and others. It coordinates the maintenance of the Comprehensive Plan (20 Year Capital Project Priorities), the Unified Development Code, and Incentive Programs.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>10.00</b>	<b>11.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	27,113	27,113
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	976,530	944,322	1,201,144	1,353,176	1,402,469
Supplies & Services	227	128	0	288	288
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>976,757</b>	<b>944,450</b>	<b>1,201,144</b>	<b>1,380,577</b>	<b>1,429,870</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	24,377	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	952,380	944,450	1,201,144	1,380,577	1,429,870
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>976,757</b>	<b>944,450</b>	<b>1,201,144</b>	<b>1,380,577</b>	<b>1,429,870</b>

**Revenue Notes:**

**Program Summary:** Planning Services Administration**Division:** Planning and Economic Development**Fund Type:** General Fund

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**Executive Summary:**

Management and administration expenses for the Planning & Development Services Department.

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**Programs and Services:**

PDS administration includes the Director and clerks who support the Department and various boards and commission such as the Bicycle Advisory Board, Design Review Board, City Plan Commission and Plan Commission Transportation Subcommittee.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	3,096	0	0
Interfund Charges	23,321	282	384	28,478	28,478
Reserve for Budget Adjustment	0	0	0	10,241	10,241
Transfers Out	0	0	0	0	0
Wages & Benefits	293,364	224,602	300,639	273,257	301,010
Supplies & Services	230,866	190,691	132,630	194,003	144,003
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>547,551</b>	<b>415,575</b>	<b>436,749</b>	<b>505,979</b>	<b>483,732</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	106,994	11,825	22,112	38,588	38,588
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	50,000	0
General Fund Resources	440,557	403,750	414,637	417,391	445,144
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>547,551</b>	<b>415,575</b>	<b>436,749</b>	<b>505,979</b>	<b>483,732</b>

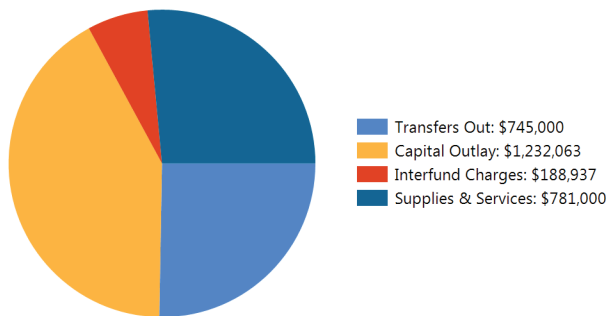
**Revenue Notes:**



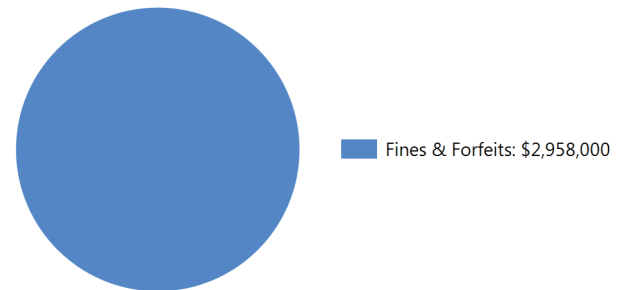
# Traffic Calming Measures

Traffic Calming is funded through the Photo Red program and provides annual traffic calming measures and infrastructure. It supports camera operations from violation imaging to issuance of civil infractions, and invests significant resources into traffic calming infrastructure through a competitive bid process between neighborhood councils in each council district.

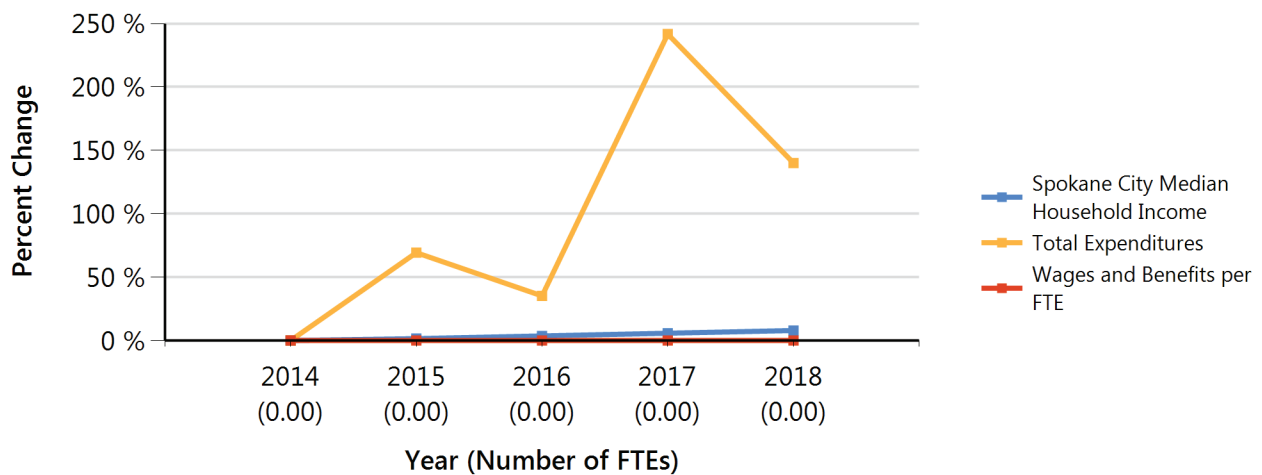
### 2018 Expenditures



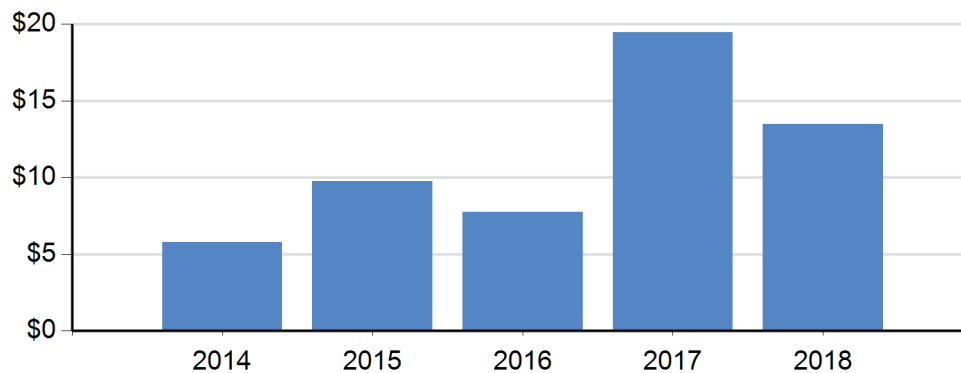
### 2018 Revenues



### Cumulative percent change over the last 5 years



### Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$5.78	\$9.75	\$7.74	\$19.47	\$13.49
Percent Change	0.00%	69.31%	-20.15%	152.75%	-29.75%

## Department Summary: Traffic Calming Measures

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

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### 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.

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### Programs and Services:

Traffic Calming is managed through the Neighborhood Services Program to coordinate the coordination of the placement of the speed feedback signs with the neighborhood councils. The ONS also coordinates the application process for the traffic calming infrastructure applications with the 27 neighborhoods, City Engineering and Traffic and elected officials. The projects requested for implementation including over 70 arterial and local access streets including improvements to sidewalks, bicycle lanes, curbing for reduced speed, safety features (cross walks, sharros) and increased pedestrian buffers.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	119,993	1,154,143	588,639	2,490,000	1,232,063
Interfund Charges	435,703	138,119	222,946	183,671	188,937
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	50,000	100,000	72,257	760,000	745,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	622,002	686,420	775,909	761,500	781,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,227,698</b>	<b>2,078,682</b>	<b>1,659,751</b>	<b>4,195,171</b>	<b>2,947,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	1,783,088	1,467,552	4,531,057	2,548,000	2,958,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	2,714	0	0
<b>TOTAL</b>	<b>1,783,088</b>	<b>1,467,552</b>	<b>4,533,771</b>	<b>2,548,000</b>	<b>2,958,000</b>

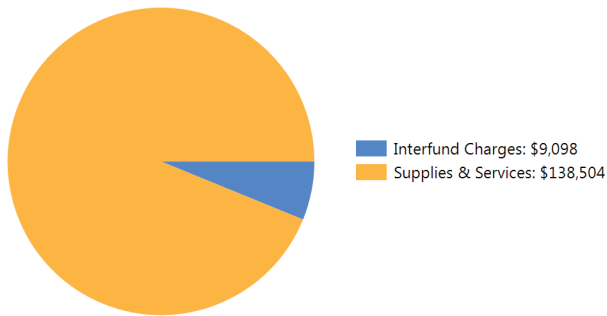
**Revenue Notes:**



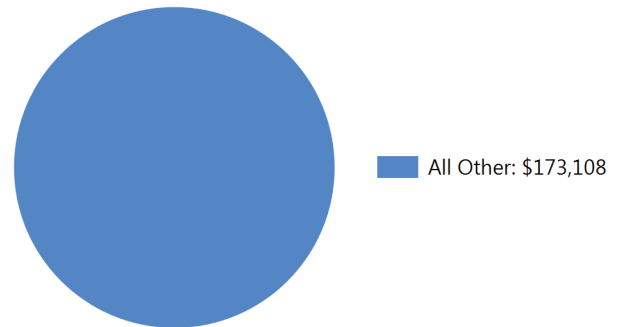
# Under Freeway Parking

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.

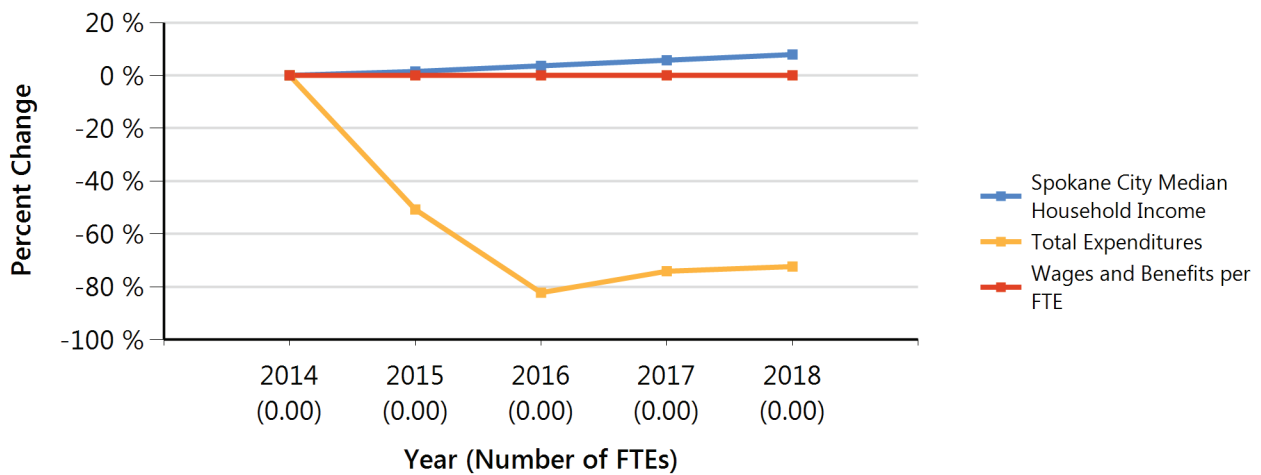
## 2018 Expenditures



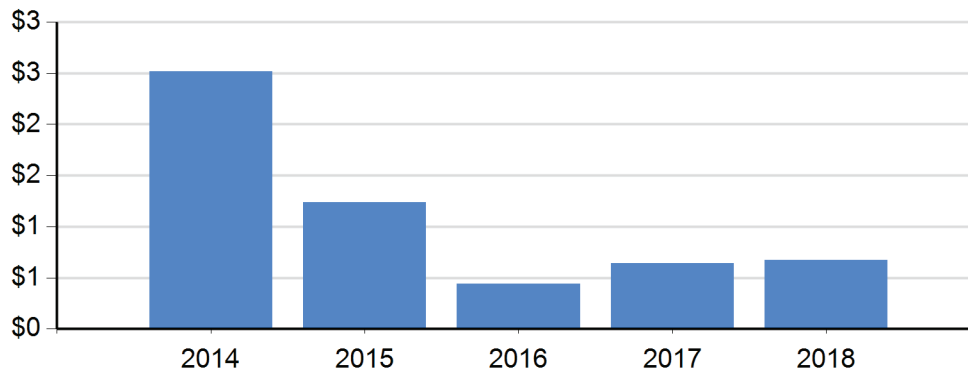
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$2.52	\$1.23	\$0.44	\$0.64	\$0.68
Percent Change	0.00%	-50.77%	-63.97%	45.68%	6.87%

**Department Summary:** Under Freeway Parking**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

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**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.

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**Programs and Services:**

The Washington State Department of Transportation has contracted with the City of Spokane for maintenance of state-owned property located under Interstate I-90. Additionally, the City has leased at no cost this property and subsequently entered into subleases with individuals and companies for parking facilities. The City also has contracted with the Downtown Spokane Partners for property maintenance.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	83,467	0	0	0
Interfund Charges	24,847	21,466	7,040	21,598	9,098
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	360,000	0	0	10,000	0
Wages & Benefits	10,892	7,046	4,341	0	0
Supplies & Services	138,723	151,118	83,412	106,504	138,504
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>534,462</b>	<b>263,097</b>	<b>94,793</b>	<b>138,102</b>	<b>147,602</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	153,260	159,434	173,705	143,725	173,108
<b>TOTAL</b>	<b>153,260</b>	<b>159,434</b>	<b>173,705</b>	<b>143,725</b>	<b>173,108</b>

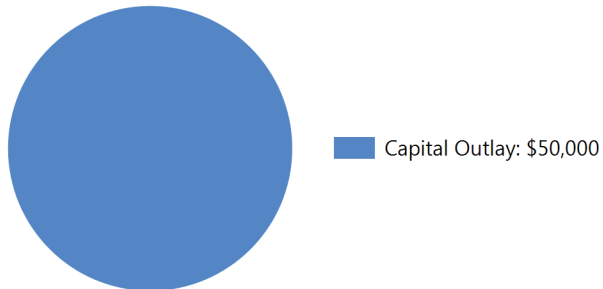
**Revenue Notes:**



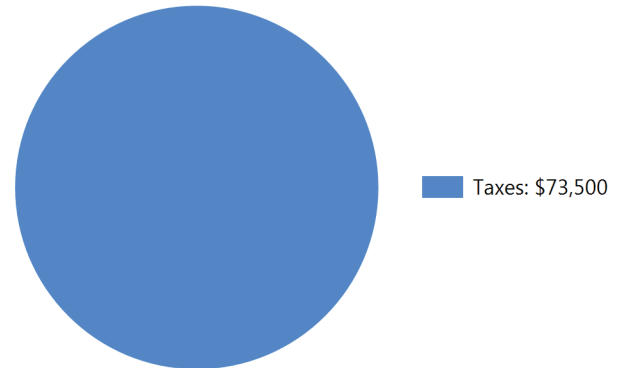
# University District LRF

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

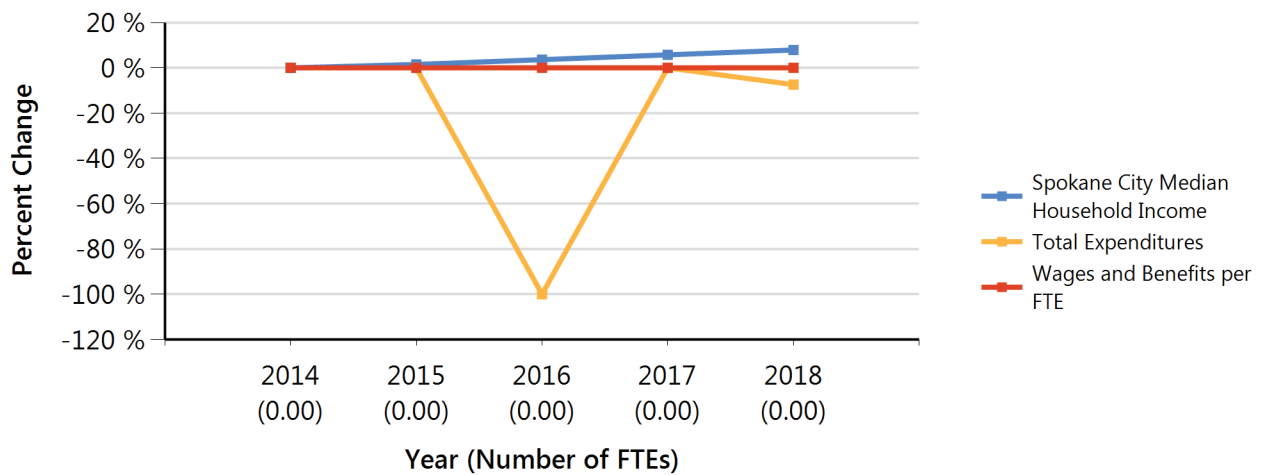
## 2018 Expenditures



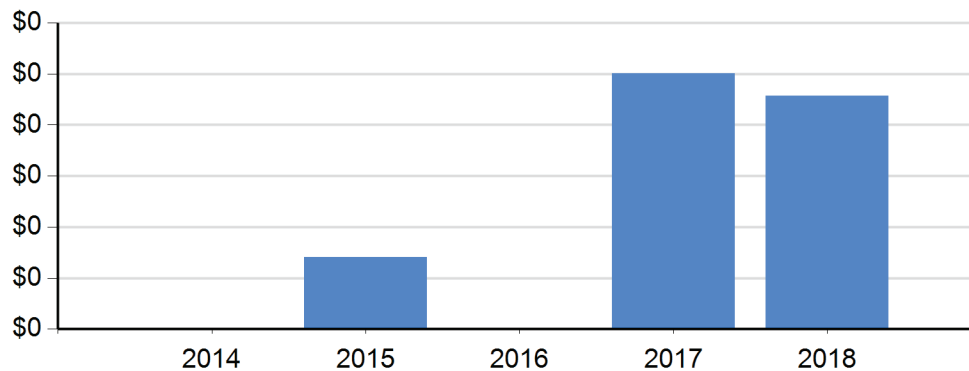
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$0.07	\$0.00	\$0.25	\$0.23
Percent Change	0.00%	-100.00%	0.00%	-7.40%

**Department Summary:** University District LRF**Division:** Planning and Economic Development**Fund Type:** Capital Project Fund

---

**Executive Summary:**

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

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**Programs and Services:**

The U District LRF is used for the transactions of all eligible project costs associated with the Spokane University District Revitalization Area public improvements. The Spokane University District Revitalization Area was created by Ordinance of the City Council (Ordinance No. C34470) to use incremental local property and sales tax revenue together with a state-approved match implemented through a sales tax credit (Ord. No. 34730) to finance public improvements within the Spokane University District as provided for in RCW 39.104. This bid acts as the cash flow account for the Spokane University District Revitalization Area (UDRA) fund.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	15,000	0	54,000	50,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>54,000</b>	<b>50,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	25,801	38,079	48,438	74,000	73,500
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	4,600	0	0	0	0
<b>TOTAL</b>	<b>30,401</b>	<b>38,079</b>	<b>48,438</b>	<b>74,000</b>	<b>73,500</b>

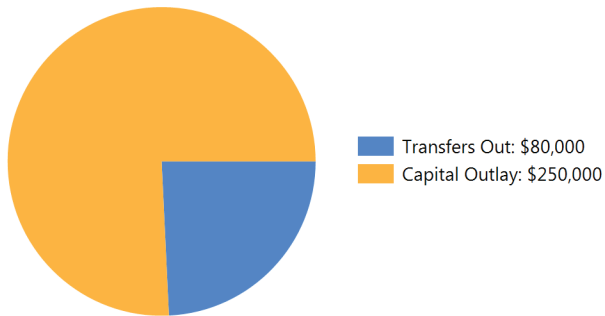
**Revenue Notes:**



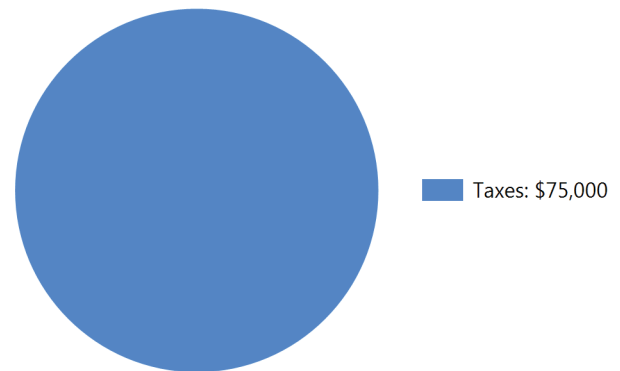
## West Quadrant TIF

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

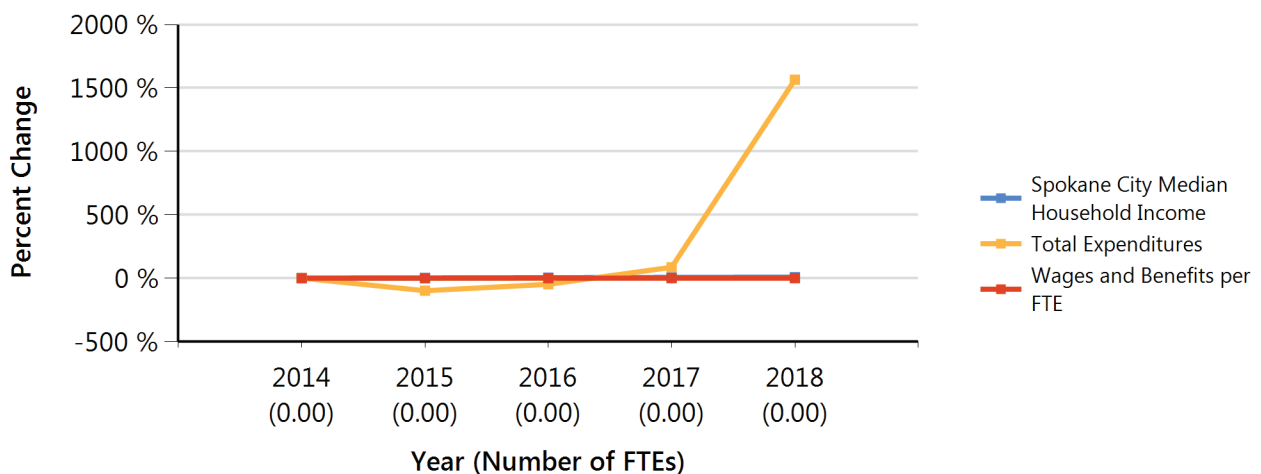
### 2018 Expenditures



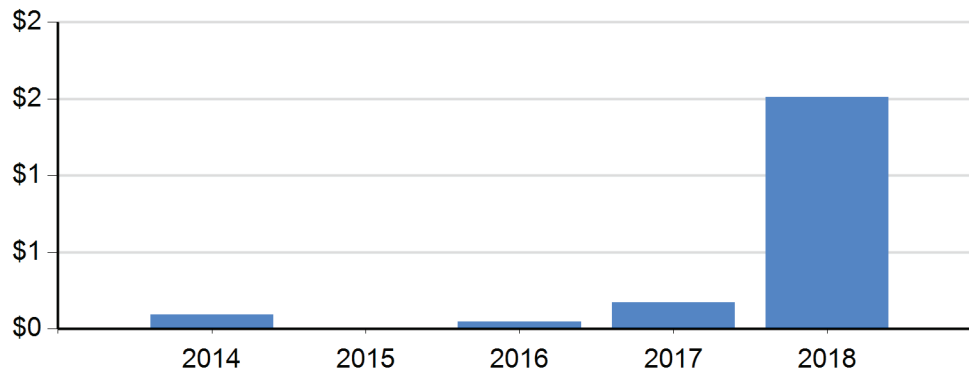
### 2018 Revenues



### Cumulative percent change over the last 5 years



### Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$0.09	\$0.00	\$0.05	\$0.17	\$1.51
Percent Change	0.00%	-99.22%	6531.37%	262.70%	796.73%

## Department Summary: West Quadrant TIF

**Division:** Planning and Economic Development

**Fund Type:** Capital Project Fund

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### 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.

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### Programs and Services:

The West Quadrant TIF is used for the transactions of all eligible project costs associated with the West Quadrant Neighborhood Sub-area public improvements. The West Quadrant Tax Increment Area No. 2007-1 was created by Council Ordinance No. C34032 to use incremental property tax revenue from the subarea to finance public improvements within the West Quadrant neighborhoods as provided in Ordinance No. C34032. This bid acts as the cash flow account for the West Quadrant Neighborhood project fund.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	19,678	0	0	0	250,000
Interfund Charges	6	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	10,000	36,800	80,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	131	153	146	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>19,815</b>	<b>153</b>	<b>10,146</b>	<b>36,800</b>	<b>330,000</b>

**Expenditure Notes:****Revenues:**

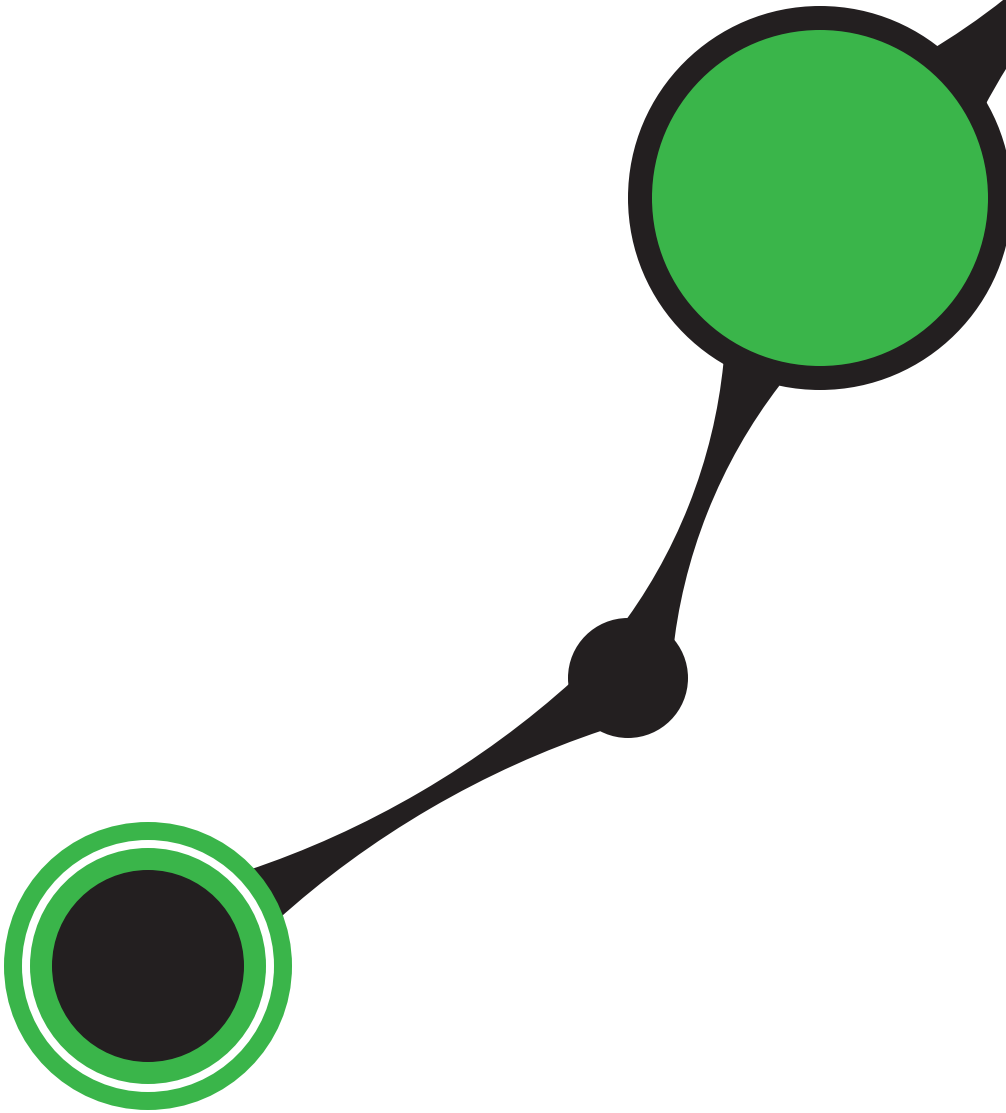
	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	88,148	70,384	71,870	75,000	75,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>88,148</b>	<b>70,384</b>	<b>71,870</b>	<b>75,000</b>	<b>75,000</b>

**Revenue Notes:**



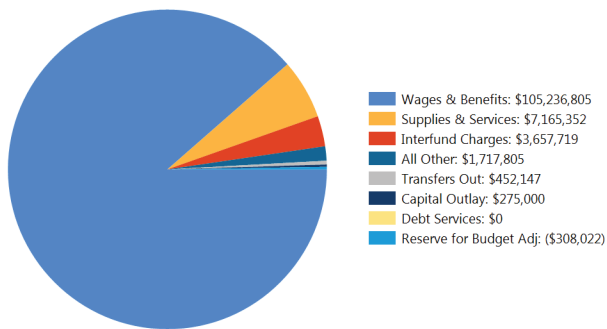
Public Safety

Public Safety

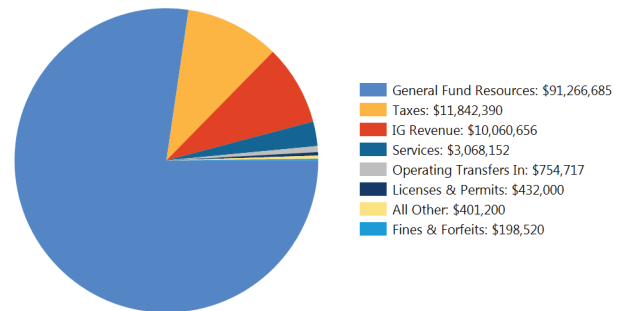


# Public Safety

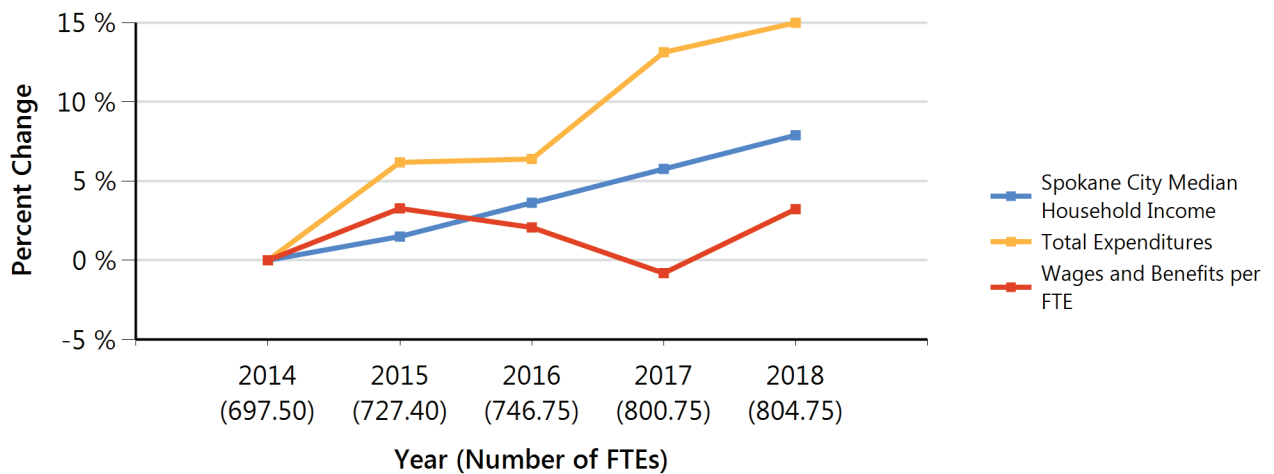
## 2018 Expenditures



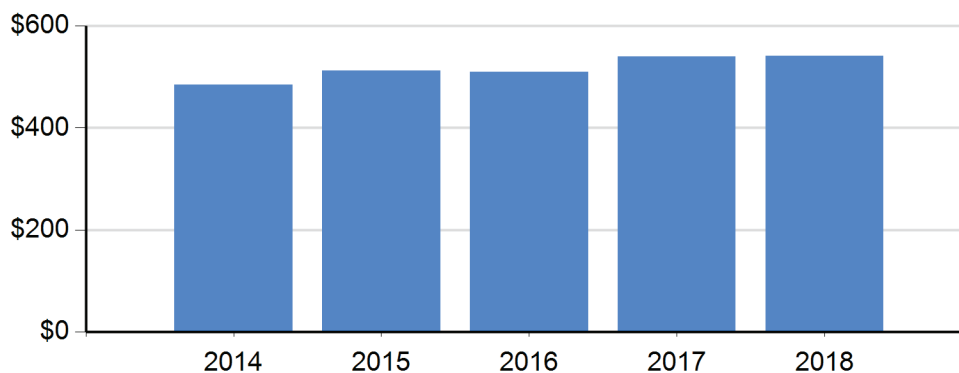
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$484.16	\$512.16	\$509.81	\$539.71	\$540.88
Percent Change	0.00%	6.18%	0.19%	6.32%	1.65%

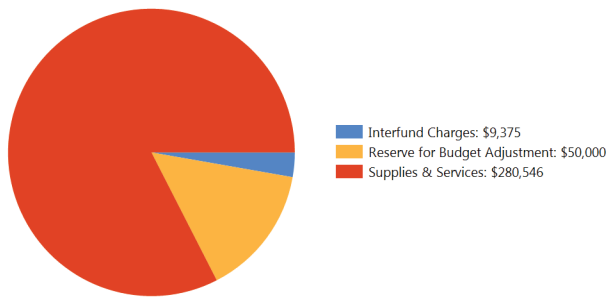




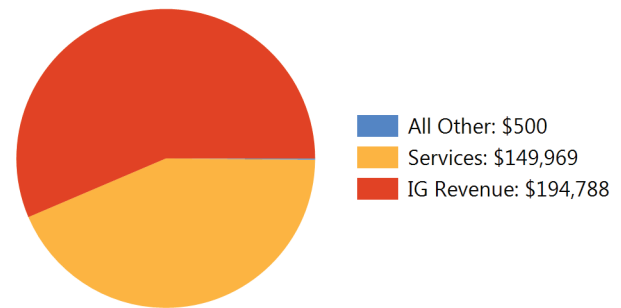
# Combined Communications Building

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.

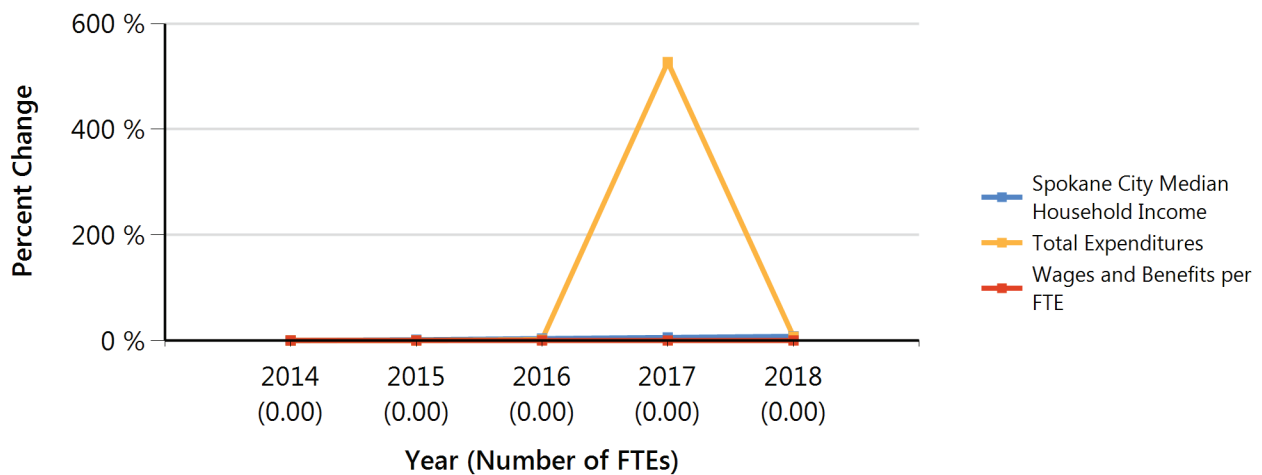
## 2018 Expenditures



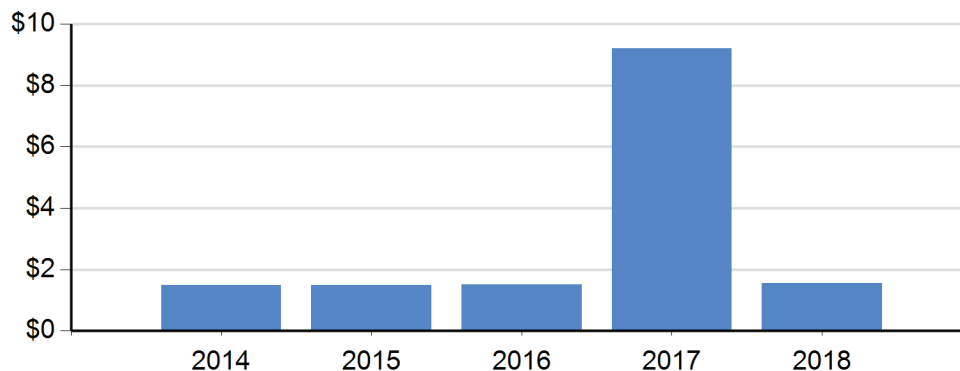
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$1.49	\$1.49	\$1.50	\$9.21	\$1.56
Percent Change	0.00%	0.14%	1.55%	516.58%	-82.87%

## Department Summary: Combined Communications Building

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### 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.

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### Programs and Services:

The CCB operates through an Interlocal Agreement that outlines the sharing of the facilities operational costs based on space occupancy of the individual resident organizations.

The CCB is a state of the art communications facility that houses 9-1-1 and the majority of the public safety dispatch operations in Spokane County. Located at the Spokane Fire Department's Readiness Complex, the CCB opened in 2004. The cost of construction was shared by the resident agencies based on the square footage of the space they utilize/ occupy within the structure. The approach of operating in a shared facility is not only cost effective for the community but also enhances operational effectiveness and efficiency for all public safety agencies throughout Spokane County.

On-going costs to maintain and operate the building are also shared among the occupants of the CCB based on percentage of space allocation to the agency. The CCC Manager is responsible for the day to day oversight of the facility with support from the FD's Maintenance Division.

Operationally, there is a backup Center in place at a separate remote location to provides for relocation of CCB functions should circumstances dictate such. The Backup Center has redundant phone, computer and radio systems in place that will provide for operations by each of the CCB agencies

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	24,819	27,829	1,656,000	0
Interfund Charges	14,911	22,719	19,480	26,744	9,375
Reserve for Budget Adjustment	50,000	50,000	50,000	50,000	50,000
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	251,605	219,444	224,610	252,150	280,546
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>316,516</b>	<b>316,982</b>	<b>321,919</b>	<b>1,984,894</b>	<b>339,921</b>

**Expenditure Notes:**

The Reserve for Budget Adjustment is to fund the capital replacement fund for the CCB. any necessary budget from 2017 for Capital projects will be carried over for 2018.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	151,435	181,644	184,896	1,091,423	194,788
Services	116,592	139,849	142,354	840,299	149,969
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	752	1,245	55,635	1,100	500
<b>TOTAL</b>	<b>268,779</b>	<b>322,738</b>	<b>382,885</b>	<b>1,932,822</b>	<b>345,257</b>

**Revenue Notes:**

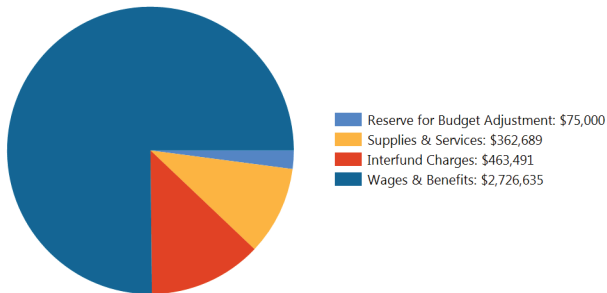
2017 Budget includes an allocation of the capital projects to the other agencies located in the Combined Communications Building.



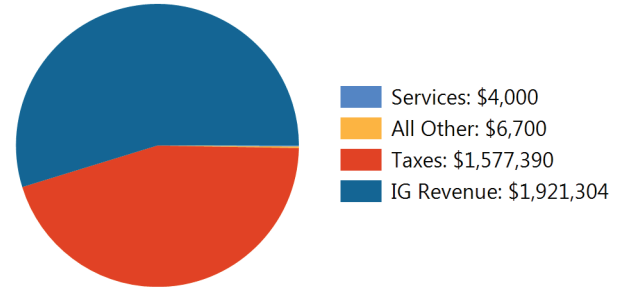
# Combined Communications Center

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.

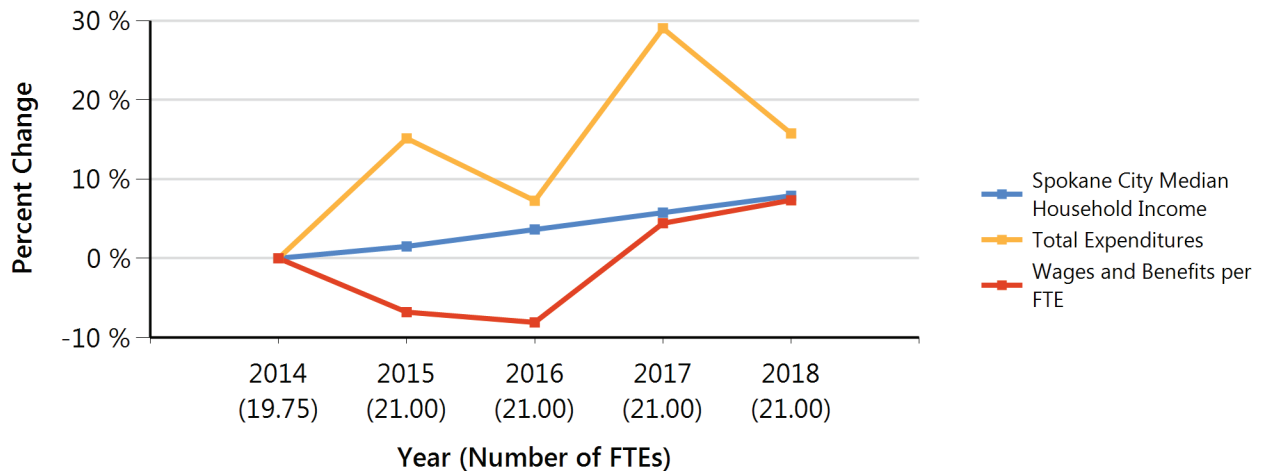
## 2018 Expenditures



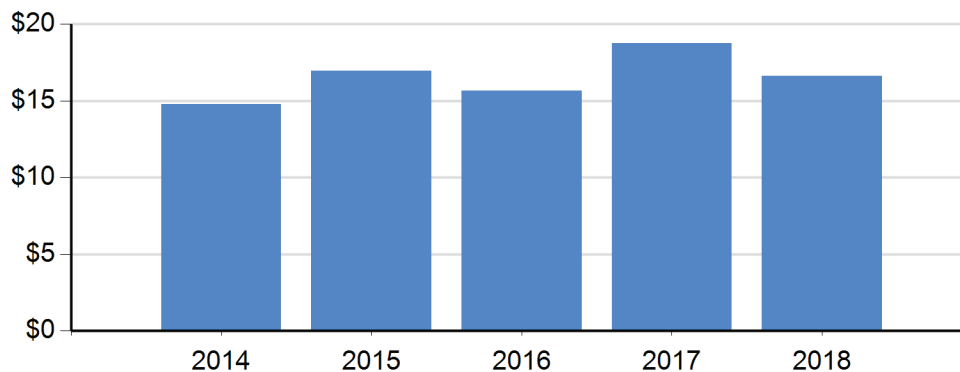
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$14.76	\$16.93	\$15.67	\$18.77	\$16.60
Percent Change	0.00%	15.13%	-6.83%	20.28%	-10.28%

## Department Summary: Combined Communications Center

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### 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.

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### 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 is Special Revenue Fund. Funding for the CCC is generated through a cost per call formula among the agencies that receive CCC Fire/ EMS dispatch services. The CCC is lead and managed by the Spokane Fire Department and is overseen by a CCC Policy Board that is made up of representatives of the user agencies.

The CCC operates at the CCB (Combined Communications Building) along with 9-1-1; Spokane Police Dispatch and Spokane Sheriff Dispatch. The approach of operating in a shared facility is not only cost effective for the community but also enhances operational effectiveness and efficiency for all public safety agencies throughout Spokane County.

Likewise, the combining of the 4 separate Fire Dispatch Centers into the CCC in the late 1990's has improved operational effectiveness and gained efficiencies for all of the Fire Agencies that are part of the CCC.

Operationally, there is a backup Center in place at a separate remote location to provide for relocation of CCB functions should circumstances dictate such. The Backup Center has redundant phone, computer and radio systems in place that will provide for operations by each of the CCB agencies if relocation is necessary.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>19.75</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	105,317	393,711	245,342	630,000	0
Interfund Charges	308,025	275,682	365,081	309,575	463,491
Reserve for Budget Adjustment	75,000	75,000	75,000	75,000	75,000
Transfers Out	0	0	0	0	0
Wages & Benefits	2,407,406	2,385,802	2,354,908	2,649,528	2,726,635
Supplies & Services	220,521	438,870	284,107	339,595	362,689
Debt Services	0	0	0	0	0
All Other	17,866	39,426	37,364	40,000	0
<b>TOTAL</b>	<b>3,134,135</b>	<b>3,608,491</b>	<b>3,361,802</b>	<b>4,043,698</b>	<b>3,627,815</b>

**Expenditure Notes:**

Capital Outlay is not budgeted for 2018, since any necessary funds will be carried over from 2017.

IF Charges have been adjusted for 2018 to reflect proper allocation of the Facility expense (Combined Communications Building) and the administrative allocation from the Fire/EMS Budget.

"All Other" consists of Intergovernmental charges paid to other agencies. These are now recorded under Services for 2018 budget.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	1,208,405	1,260,000	1,332,100	1,475,000	1,577,390
Licenses & Permits	0	0	0	0	0
IG Revenue	1,829,325	1,921,800	2,018,625	2,018,625	1,921,304
Services	10,525	17,530	15,319	20,000	4,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	14,987	15,959	7,031	16,000	6,700
<b>TOTAL</b>	<b>3,063,242</b>	<b>3,215,289</b>	<b>3,373,075</b>	<b>3,529,625</b>	<b>3,509,394</b>

**Revenue Notes:**

2017 - Budget was adopted prior to the settling of the contract renewal. The 2018 projected is based upon the settled agreement.

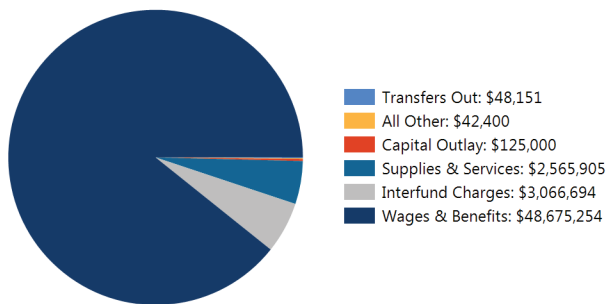




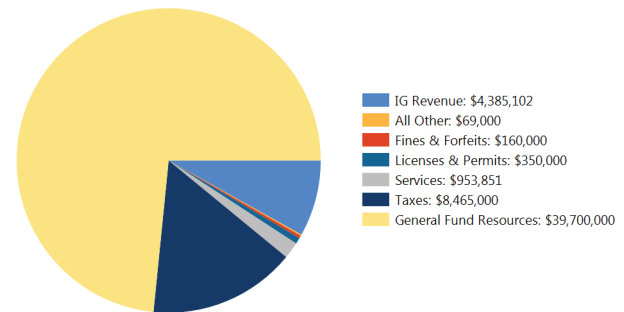
## Fire / EMS

The Fire Department is an innovative organization that provides "Service and Protection Through Excellence" every day. SFD's Goal is to serve Spokane by protecting life, property and the environment. SFD strives to provide excellent service through prevention, education, preparedness, and mitigation, recognizing that our people are the key to success.

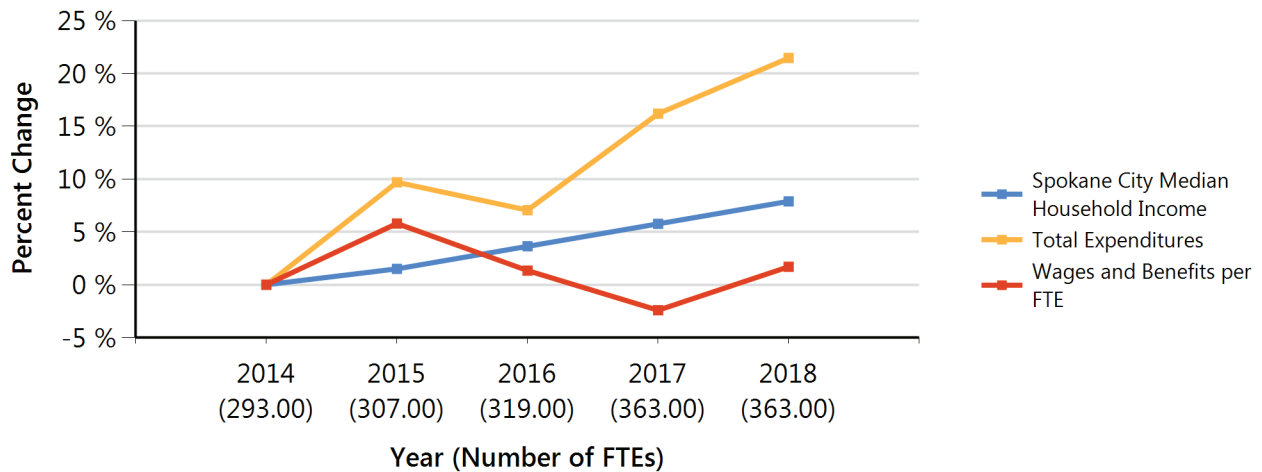
### 2018 Expenditures



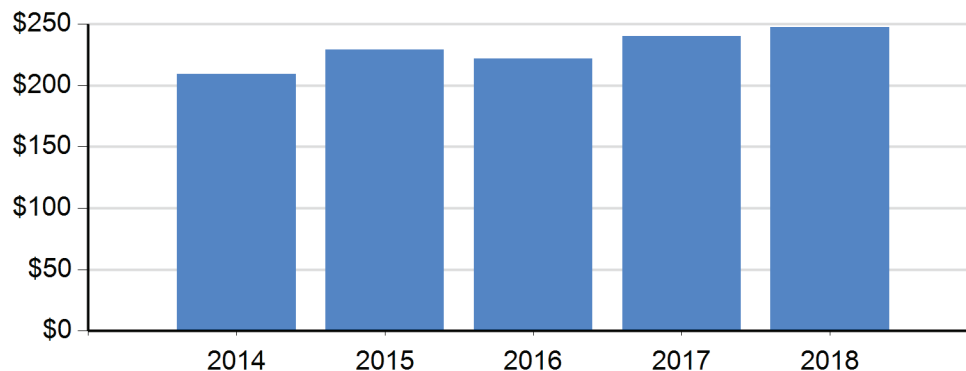
### 2018 Revenues



### Cumulative percent change over the last 5 years



### Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$209.51	\$228.96	\$221.99	\$239.86	\$247.22
Percent Change	0.00%	9.69%	-2.40%	8.52%	4.53%



## Department Summary: Fire / EMS

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### Executive Summary:

The Fire Department is an innovative organization that provides “Service and Protection Through Excellence” every day. SFD’s Goal is to serve Spokane by protecting life, property and the environment. SFD strives to provide excellent service through prevention, education, preparedness, and mitigation, recognizing that our people are the key to success.

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### Programs and Services:

SFD responded to over 39,000 calls last year (2015) ranging from firefighting and medical aid to auto extraction, special rescue situations and hazardous materials incidents. EMS (Emergency Medical Services) incidents account for approximately 80% of the total incident volume.

Services are provided from 16 stations located strategically throughout the city staffed by 61 personnel on 24 hour shifts each day on 19 emergency response apparatus. Fourteen (15) of the 19 front line units are staffed with Paramedics and provide ALS (Advanced Life Support) service. The 16th station was added to SW Spokane during October 2015.

Twenty-four (24) hour shift personnel work on a four platoon system on a 24 hour on and 72 hour off schedule comprising a 46.15 hour work week. Additionally, SFD utilizes smaller Alternative Response Units (ARU’s) on 10 hour peak hour shifts to primarily respond to non-life threatening incidents to maintain the availability of larger apparatus for more critical incidents.

Special teams and skills provided by response personnel include Confined Space Rescue, Swift Water Rescue, Hazardous Materials, Trench Rescue, Technical Rescues, Rescue Task Force (for Active Shooter Incidents), Paramedic Training, and Auto Extraction.

SFD’s CARES program operates in concert with EWU’s School of Social Work to use student interns to link patients of station personnel’s responses, to social and other community programs that can provide them needed assistance. This program has not only helped to reduce repeated 9-1-1 calls, but has aided those in need by getting them in touch with existing programs that can provide them help in a number of ways.

Besides emergency responses the Fire Department provides a number of other services to the public. There is significant fire prevention and life safety work through: Public Education Programs, Life-Safety Related Code Enforcement and Development, Permit Issuance, Special Event Planning, Construction and Building Inspections, Life Safety System Records Management, Business License Fire Inspections and Permitting.

SFD has a Special Investigations Unit that is responsible for investigating fires in an attempt to determine a cause and identify those responsible for the fire occurrence.

SFD’s Combined Communications Center (CCC) provides Fire and Emergency Medical Dispatch services to all fire agencies in Spokane County through a contractual arrangement. The CCC receives calls through the county-wide 9-1-1 system and dispatched almost 62,000 calls last year.

SFD Budget:

Internal divisions within the Fire Department include:

The Training Division works to ensure competent and highly trained firefighters, paramedics and specialty units. Facilities at the SFD Training Campus provide a variety of training opportunities for City personnel and others throughout the region. The SFD Training Campus consists of a high-tech training facility with classrooms, meeting rooms, lecture halls and a full television recording studio. The training center serves as the Emergency Coordination Center (ECC) for all of Spokane County. The campus also includes the Emergency Combined Communications Building which houses 9-1-1, Law Enforcement Dispatch and Fire Dispatch. For hands-on training, there is a state of the art 5-story "Field House" that allows for climate-controlled training. The facility is large enough to drive multiple apparatus in the building and perform high-rise ladder and rescue training. The Field House also has flexible training rooms for search and rescue, confined space rescue, technical rescue, roof cutting, multi-company drills, rappelling and new apparatus training.

The EMS Division is tasked to lead and manage the FD's medical delivery systems necessary to provide quality pre-hospital basic life support and paramedic level critical care. Additionally, EMS is responsible for the management and oversight of the 9-1-1 ambulance transport contract as well as participation in the coordination of the overall community EMS system.

The Logistics Division provides maintenance services for all response apparatus and equipment used by response personnel as well as oversees SFD's 20 facilities.

The Planning and Information Management Division is the provider of critical information technology services for the entire Fire Department with key responsibilities including functionality of the computer aided dispatch (CAD) and other systems necessary to provide contract dispatching services.

Fire Administration provides Leadership, Direction and Oversight for the organization.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>293.00</b>	<b>307.00</b>	<b>319.00</b>	<b>363.00</b>	<b>363.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	71,654	358,410	76,187	126,517	125,000
Interfund Charges	2,945,430	2,393,141	2,468,422	2,694,287	3,066,694
Reserve for Budget Adjustment	0	0	0	(500,000)	(500,000)
Transfers Out	0	0	48,150	48,150	48,151
Wages & Benefits	38,789,890	42,998,585	42,687,375	46,751,726	48,675,254
Supplies & Services	2,632,672	3,002,211	2,293,045	2,514,623	2,565,905
Debt Services	0	0	0	0	0
All Other	39,134	39,013	44,153	42,000	42,400
<b>TOTAL</b>	<b>44,478,780</b>	<b>48,791,360</b>	<b>47,617,332</b>	<b>51,677,303</b>	<b>54,023,404</b>

**Expenditure Notes:**

Wages & Benefits in 2015 & 2016 include 12 positions (FTE's) funded by the SAFER Grant and in 2017 and 2018 an additional 48 positions. In addition 2016 includes 12 Hire ahead positions as placeholders for the continuous funding of SAFER positions beyond the grant and to plan for retirements. The 2017 Budget shows a reduction of 4 hire ahead positions, leaving a total of 8 hire ahead positions for 2017 and 2018 to plan for retirements.

All other is comprised of payments made to Spokane County EMS & Trauma Care Council for the City's share of the for the EMS Director.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	7,431,462	7,651,464	7,746,218	8,265,000	8,465,000
Licenses & Permits	367,170	350,036	368,240	350,000	350,000
IG Revenue	26,641	2,623,199	1,278,464	8,821,816	4,385,102
Services	1,060,536	1,340,779	893,808	884,000	953,851
Fines & Forfeits	168,780	234,600	248,700	132,000	160,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	34,900,000	36,295,000	37,200,000	38,500,000	39,700,000
All Other	52,117	73,612	111,072	69,880	69,000
<b>TOTAL</b>	<b>44,006,706</b>	<b>48,568,690</b>	<b>47,846,502</b>	<b>57,022,696</b>	<b>54,082,953</b>

**Revenue Notes:**

The primary sources of revenue to the Fire Department include:

- A General Fund allocation.
- Funds received from the EMS Levy at the rate of 50 cents per \$1,000 of assessed property value.
- Permit fee revenue received for permitted authorized by the Fire Code.
- Reimbursements for State Mobilization and other specialty responses.
- Fees received for management of the City's 9-1-1 ambulance transport contract.
- Fees received from contract agencies for receiving Fire/EMS dispatching services.
- SIP funds allocated for the purchase/replacement of apparatus, equipment, PPE etc. necessary to be prepared for and to provide response to calls for service from the community.

## Program Summary: Apparatus & Equipment Maintenance

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### Executive Summary:

SFD's Logistics Division keeps fire apparatus and equipment operational so the Fire Department can respond to approximately 45,000 + 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.

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### Programs and Services:

The FD Logistics 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 Logistics 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 Logistics Division include:

1. Routine preventive maintenance to about 110+ FD front-line and reserve, staff, and support vehicles, which reduces breakdowns and expensive repairs.
2. All minor and major repairs to all apparatus and equipment utilized by the FD.
3. Equipment familiarization, operation, & maintenance training to FD field personnel.
4. Use of historical data for damage/breakdown analysis, to minimize breakdowns.
5. Design and fabricate vehicles and equipment, to meet department demands.
6. Conduct ongoing updates to vehicles to stay current with new technology and standards.
7. Develop specifications for all new vehicles for purchase.
8. Ensure mechanics receive & maintain Emergency Vehicle Technician EVT and Automotive Service Excellence ASE certifications.
9. Perform annual testing on apparatus & equipment to comply with all laws and standards.
10. Coordinate and schedule contract maintenance and repairs on FD apparatus and equipment with outside vendors.

The creation of the new funding mechanism for fire apparatus and equipment replacement has been a significant step in the right direction towards improving a fleet with extremely high mileage. The diminishing reliability and availability of the apparatus had forced the FD to purchase 2 used fire trucks from Volunteer FDs to supplement the fleet until funding can be obtained. With the new funding for apparatus and equipment, the Maintenance Division has been busy writing specs, assisting with bid processes and seeing contracts awarded to purchase new firefighting equipment and apparatus. A new elevated platform ladder truck and a new heavy rescue truck will be ordered and should be delivered during 2017. Additionally, a multi-year upgrade to the Opticom traffic pre-emption system will continue through 2017.

The funding for FD facility repairs and improvements is the next critical issue facing the Logistics Division, but a process is being developed and will be implemented soon in Q3 2017.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	158,126	41,588	0	100,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	639,625	647,596	618,136	616,800	664,359
Supplies & Services	555,047	773,926	258,282	204,965	211,059
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,194,672</b>	<b>1,579,648</b>	<b>918,006</b>	<b>821,765</b>	<b>975,418</b>

**Expenditure Notes:**

An Equipment Servicer, 3 Heavy Equipment Mechanic, a Fire Apparatus Maintenance Foreperson, and a Fire Facility & Logistic Chief positions are included in this program.

Capital Outlay and some supplies have been funded by an Assistance to Firefighters' Grant (AFG) in 2015 and 2016, and was received again in 2017 so projected for 2018 spending as well.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	613,701	41,588	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	4,872	0	419	0	0
<b>TOTAL</b>	<b>4,872</b>	<b>613,701</b>	<b>42,007</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

IG Revenue is an Assistance to Firefighter's Grant (AFG) for the purchase of Fire Equipment and Personal Protective Equipment (PPE).



## Program Summary: Cares

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### Executive Summary:

The CARES Team is a program within SFD in conjunction with Eastern Washington University's School of Social Work, that is in place to interface with citizens who have received a response from fire personnel and are identified as needing social service or other support system assistance.

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### Programs and Services:

Generally the citizen needs help that is available through existing social services programs, but the individual was not able to access them through traditional means. In most cases, FD responders find these individuals feeling isolated or are in some type of crisis and don't know where to turn for help. Often, these citizens generate many 9-1-1 calls for aid.

CARES was founded in 2008 by the Spokane Fire Department in conjunction with Eastern Washington University. The team is composed of Eastern Washington University students who are majoring in the Social Work degree programs. These students meet their academic practicum requirements by serving the CARES Team as student Interns. The Interns are overseen by the Social Response Manager, who is an employee of the City, hired in cooperation with Better Health Together (BHT).

CARES Team members normally serve academically an entire school year (September through June) to meet their educational learning requirements. However, each member also volunteers many hours between the academic quarters and throughout the summer as well. Educational requirements focus on engagement, assessment, intervention within the scope of mental health issues and crisis intervention. Students undergo orientation and training that helps them to become knowledgeable about local community agencies, diversity issues, and vicarious trauma. Team members also experience ride along time with FD response units to experience firsthand the circumstances faced in the field. The educational training that social workers are required through the social work program emphasizes a strict code of ethics that mirrors the Fire Department's mission.

CARES works in collaboration with the Spokane Fire Department to assist vulnerable populations who face barriers in identifying and utilizing appropriate community resources. The CARES Team visits individuals in their home, works with them to identify their needs, advocates with them and connects them to appropriate resources.

CARES' Responsibilities Include:

- In-home visits and client assessments
- Contacting and brokering with other Spokane agencies
- Advocating, brokering and empowering on behalf of the client
- Program development
- Internal and external marketing
- Participate in local coalitions
- Grant writing

CARES was implemented in order to strengthen community relationships, decrease 9-1-1 high utilizers, decrease 'on-scene' time for FD response units for 'social service' calls, decrease level of frustration for front line crews, provide an expanded scope of care and a higher level of service to customers of the FD. Each EMS incident can tie up a FD unit and ambulance resulting in a call cost to the City of approximately \$750. CARES impacts the Spokane FD in a positive and professional manner while assisting customers and community services.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	107	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	12,954	68,250	76,204	79,858	79,414
Supplies & Services	952	1,254	2,355	2,924	1,700
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>13,906</b>	<b>69,504</b>	<b>78,666</b>	<b>82,782</b>	<b>81,114</b>

**Expenditure Notes:**

One half of the cost of the Social Response Manager position is funded by grant dollars through local agencies, Better Health Together (BHT) in 2015-2016, Volunteers of America (VOA) in 2017-2018.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	10,000	10,000	10,000	10,000	10,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	44,000	48,000	44,880	48,000
<b>TOTAL</b>	<b>10,000</b>	<b>54,000</b>	<b>58,000</b>	<b>54,880</b>	<b>58,000</b>

**Revenue Notes:**

Local Grant received 2015 through 2017 to help fund position.

## Program Summary: Community Risk Reduction

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### Executive Summary:

Fire Prevention's Community Risk Reduction efforts include Public Education/Emergency Preparedness as essential services of the City in an effort to reduce the occurrence of fires and other emergencies and prevent injuries and deaths. The FD, through this division, interacts with public and private entities to reduce risk in the community.

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### Programs and Services:

Fire Prevention efforts, a priority for community safety, are essential to an emergency preparedness strategy that serves to keep Spokane strong by ensuring safe buildings, neighborhoods, properties and the environment. Prevention activities are proactive short and long-term approaches to protecting and preserving life and property. A proactive approach is considered most effective because it eliminates or greatly reduces the severity of fires and other calamities. Emergency preparedness helps the Community maintain a higher level of confidence in a safe environment further enhancing economic development and the overall quality of life for Spokane areas residents and visitors.

Strategies and activities include:

- Partner with others to maximize resources and reduce duplication of effort.
- Partner with Red Cross and others to continue Neighborhood canvassing focusing on safety education and installation of smoke detectors with the goal to cover all of Spokane every 5-7 years.
- Provide Children's Fire Safety House (CFSH) tours to 20 schools, and 60-minute educational sessions to approximately 2,500 third and fourth grade students throughout the City.
- Complete approx. 75 flammables, fireworks fire prevention classroom sessions to 1500 fifth and sixth grade students throughout the City.
- Provide 100 fire safety and injury prevention presentations to senior citizens, civic groups and apartment managers.
- Provide public education information to the community related to the City's 20+ year fireworks ban.
- Coordinate the community-wide media campaign for Fire Prevention Week, "Change Clock/Change Battery" emphasis, winter holiday safety, fireworks ban, and others that include news articles in community papers and topical video slots on City Cable 5 and the Spokane Fire Department website.
- Provide fire and burn prevention classes for 15 preschools impacting approximately 1200 preschoolers and parents.
- Conduct at least 20 FireStopper intervention classes at the B.E.S.T. (Behavioral Education and Skills Training) outpatient program at Sacred Heart Medical Center.
- Complete FIRE-STOPPER interviews with children having a history of using fire.
- Continue partnerships with SAFE KIDS, The Inland Empire Public Fire Educators, Red Cross, Eastern WA Center for Deaf and Hard of Hearing, CPSC, Breakthrough for Families, the Child Death Review team and Spokane Emergency Preparedness for Persons with Specific Needs to increase community awareness of fire and burn prevention, accident prevention safety, emergency preparedness community wide.
- Seek grant opportunities to assist in funding Public education programs in line with the Department's Community Risk Reduction strategy.
- Coordinate with partner groups to create and publicize community safety awareness Public Service Announcements.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	5,652	0	0
Interfund Charges	1,593	0	5,697	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	89,486	92,582	80,053	83,650	87,775
Supplies & Services	10,750	10,473	5,759	7,167	5,254
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>101,829</b>	<b>103,055</b>	<b>97,161</b>	<b>90,817</b>	<b>93,029</b>

**Expenditure Notes:**

The historic position of Public Fire Educator has been modified to Community Risk Reduction Manager during 2016.

Interfund charges were moved to the Admin Program in 2015, but direct charges were still recorded in 2016.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	25	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## Program Summary: Facilities

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### 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.

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### Programs and Services:

The maintenance of Fire Department facilities are managed by the Division Chief of Logistics. Most work is done through contracts for service.

Funding needs for repairs/ upgrades and new construction of FD facilities has been identified in the City's Capital Budget but are not funded. The City is working to establish a funding mechanism for the FD and other City Division's/ Department's Capital Facility needs. In 2017, it is expected that work will commence for adding onto Station 5 with a "RV-Style Bay." Concurrently, work will continue on the previously identified Station 5 permanent site (e.g. delivery and compaction of structural fill at the site as well as building design). Additionally, a planned upgrade to the Uninterruptible Power Supply System at the Combined Communications Building is scheduled to occur in 2017.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	51,719	18,788	0	0
Interfund Charges	152	0	1,617	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	615,135	663,117	661,318	652,053	666,734
Debt Services	0	0	0	0	0
All Other	0	0	383	0	400
<b>TOTAL</b>	<b>615,287</b>	<b>714,836</b>	<b>682,106</b>	<b>652,053</b>	<b>667,134</b>

**Expenditure Notes:**

The expense recorded as "All other" is a tax assessment on a parcel owned by the City of Spokane.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	17,420	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	134	0	2	0	0
<b>TOTAL</b>	<b>134</b>	<b>17,420</b>	<b>2</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

2015 Revenue was from an Grant that funded some facility updates.

## Program Summary: Fire Leadership & Administration

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### 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.

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### Programs and Services:

Providing Fire Department (FD) Public Safety Services to the second largest City in Washington involves a complex operation with many moving parts. Most citizens look to their Fire Department to provide professional services in a timely manner, responsive to their needs with a positive customer service approach. The public calls on the Fire Department during their time of crisis, whether it is a fire situation, a medical incident or any circumstance where they need help and do not know who to call. The Fire personnel must be ready to respond to those calls 24-7-365, with a system that is well organized and has the capability to adapt and manage a myriad of occurrences.

Fire Administration must ensure all aspects of the Fire Department are prepared and responsive to regularly fulfilling their part of the FD's mission. Due to our mission and nature of providing emergency services, the Fire Department must actively interact with other City departments as well as a host of governmental and private sector operations.

The FD must be effective in informing, educating, listening to and interacting with the public. Additionally, the City and FD rely on financial and other support of our citizens for voted levies and bonds so it is essential that the FD engages the community to answer questions and help explain the services provided by the FD. This requires the use of social media as well as face to face interaction at all levels of the organizations. The FD strives to be active and participate in as many events as time and resources will allow.

SFD Leadership work to develop annual Work Plans that provide for guidance of organizational activities. An area of focus in the Work Plan is the continued evaluation and implementation of recommendations of the 2013 Mayor's Task Team on Fire and EMS. Many of those recommendations have already been implemented and others will follow until all have been vetted.

During 2015, one of the long term goals of the FD came to fruition with the implementation of Automatic Aid agreements with Spokane Valley Fire Department and Spokane County Fire Districts 8 and 9. This major initiative improved service to Spokane and the other participating agency's citizens by implementing "Closest Unit" response regardless of jurisdictional boundaries. Not only did Auto Aid improve response times but it also provides for more operational depth between the agencies and improves the safety of our firefighters.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	2,880,725	2,391,183	2,455,360	2,687,187	3,064,294
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	48,150	48,150	48,151
Wages & Benefits	499,439	1,566,191	758,290	753,406	645,533
Supplies & Services	240,230	255,569	228,855	298,661	219,218
Debt Services	0	0	0	0	0
All Other	109	0	0	0	0
<b>TOTAL</b>	<b>3,620,503</b>	<b>4,212,943</b>	<b>3,490,655</b>	<b>3,787,404</b>	<b>3,977,196</b>

**Expenditure Notes:**

2015 Benefits consisted of recording the pension liability as required by Governmental Accounting Standards Board (GASB).

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	84,328	85,000	100,006
Services	136,218	171,242	170,645	140,000	150,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	12,005	15,303	34,683	5,000	1,000
<b>TOTAL</b>	<b>148,223</b>	<b>186,545</b>	<b>289,656</b>	<b>230,000</b>	<b>251,006</b>

**Revenue Notes:**

Service Revenue consists of billings to the Combined Communication Center for the Administrative support of the Center. In 2016 Miscellaneous revenues increased due to the sale of recyclables. the IG revenue in 2016 - 2018 is from the Spokane Valley Fire Department for the Integrated Medical Services.



## Program Summary: Fire Suppression-EMS

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### Executive Summary:

FD Operations is a critical public safety service provided by the City. Responding to 45,000+ 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.

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### Programs and Services:

The Operations section responds to emergency and non-emergency incidents while also performing community risk reduction assignments dictated by availability.

FD Operations provides one of the only true Emergency response services by the City. The Operations Division responds to more than 45,000 incidents from 16 fire stations on 19 units with a daily staffing of 63 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.

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, call volumes and expected outcomes.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>258.00</b>	<b>272.00</b>	<b>284.00</b>	<b>327.00</b>	<b>328.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	71,654	133,630	10,159	126,517	25,000
Interfund Charges	1,444	0	1,155	0	0
Reserve for Budget Adjustment	0	0	0	(500,000)	(500,000)
Transfers Out	0	0	0	0	0
Wages & Benefits	33,895,722	36,320,922	36,779,962	40,568,410	42,478,956
Supplies & Services	657,838	912,004	790,917	950,983	996,689
Debt Services	0	0	0	0	0
All Other	39,025	39,013	43,770	42,000	42,000
<b>TOTAL</b>	<b>34,665,683</b>	<b>37,405,569</b>	<b>37,625,963</b>	<b>41,187,910</b>	<b>43,042,645</b>

**Expenditure Notes:**

Wages & Benefits in 2015 & 2016 include 12 positions (FTE's) funded by the SAFER Grant and in 2017 and 2018 an additional 48 positions. In addition 2016 includes 12 Hire ahead positions as placeholders for the continuous funding of SAFER positions beyond the grant and to plan for retirements. The 2017 Budget shows a reduction of 4 hire ahead positions, leaving a total of 8 hire ahead positions for 2017 and 2018 to plan for retirements.

IF charges were moved to the Admin Program in 2015, but direct charges remained in the program in 2016.

The reserve for Budget Adjustment is in the budget to help offset the costs of 8 hire ahead positions that were placed in the budget to plan for retiring staff.

The expenditures reported in "All Other" consists of the contract amount paid to Spokane County EMS & Trauma Care Council for the City's share of the for the EMS Director.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	7,431,462	7,651,464	7,746,218	8,265,000	8,465,000
Licenses & Permits	0	0	0	0	0
IG Revenue	1,473	1,870,795	1,130,002	8,646,816	4,195,096
Services	373,692	390,222	347,289	316,000	332,471
Fines & Forfeits	168,780	234,600	248,700	132,000	160,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	34,900,000	36,295,000	37,200,000	38,500,000	39,700,000
All Other	8,262	11,794	3,350	0	0
<b>TOTAL</b>	<b>42,883,669</b>	<b>46,453,875</b>	<b>46,675,559</b>	<b>55,859,816</b>	<b>52,852,567</b>

**Revenue Notes:**

Intergovernmental Revenues consist of two SAFER grants that we received to fund 12 new firefighter positions in 2015 and 2016 and another 48 positions in 2017 and 2018.

## Program Summary: Hazmat

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### Executive Summary:

The SFD Haz Mat Team serves the City, County and a large portion of Eastern Washington. The team is made up of members from Station 1 (7 personnel), Station 7 (3 personnel) and Station 9 (3 personnel) for a total of 13 per shift (52 personnel across four shifts).

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### Programs and Services:

SFD's Haz Mat Team has been in place for over 30 years. Team members are trained to the Haz Mat Technician and Haz Mat Specialist levels. To meet Federal and State requirements, it is necessary for the team to conduct special training every quarter.

Apparatus and equipment associated with the Haz Mat team is funded by the City, with supplemental funds coming from Homeland Security and other grants programs on a periodic basis.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	150,734	278,013	283,558	420,562	405,090
Supplies & Services	45,086	30,697	47,472	52,493	44,333
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>195,820</b>	<b>308,710</b>	<b>331,030</b>	<b>473,055</b>	<b>449,423</b>

**Expenditure Notes:**

Federal SHSP grant administered by Greater Spokane Emergency Management providing specific training to the Hazardous Materials Team membership was received in 2015 increasing expenditures significantly. In addition, in 2017 additional training dollars were budgeted in this program along with additional grants through Greater Spokane Emergency Management. The training is mandated by numerous accreditation agencies including CFR 1910.120, NFPA, and WAC. Additionally, the training improves the City's resiliency and safety to the public when mitigating a CBRNE event.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	9,615	106,573	0	75,000	75,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	134	86	0	0	0
<b>TOTAL</b>	<b>9,749</b>	<b>106,659</b>	<b>0</b>	<b>75,000</b>	<b>75,000</b>

**Revenue Notes:**

In 2016, Greater Spokane Emergency Management did not provide any grant funding for Hazmat Training.

## Program Summary: Innovation & Technology

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### Executive Summary:

The Innovation & Technology (IT) function provides essential technology services to all divisions of the Fire Department. IT ensures on-going functionality of numerous mission critical applications as well as a number of other systems relied on by the Spokane Fire Department and CCC contract fire agencies.

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### Programs and Services:

The FD IT function is comprised of four personnel funded through several sources, including the Fire/EMS Fund and CCC Fund. FD IT 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 IT works closely with City, County, PD and other area FD IT personnel.

FD IT provides hardware, software and network IT support to 20 SFD facilities. IT 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 - IT 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 IT 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 IT provide critical support to other CCC agencies who operate MDC's within all of their units.

Workforce- 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 IT. FD IT also provides support to the Spokane Police Department who also utilizes Workforce 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 IT 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.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	53,772	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	408,364	454,104	469,941	474,924	494,997
Supplies & Services	290,012	113,279	127,508	144,024	164,344
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>752,148</b>	<b>567,383</b>	<b>597,449</b>	<b>618,948</b>	<b>659,341</b>

**Expenditure Notes:**

Interfund charges were moved to the Admin Program in 2015.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,940	2,829	500	5,000	5,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>5,940</b>	<b>2,829</b>	<b>500</b>	<b>5,000</b>	<b>5,000</b>

**Revenue Notes:**

Revenues vary based on work done on Telestaff software for the Spokane Police Department.

## Program Summary: Investigation

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### 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.

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### Programs and Services:

Spokane Fire investigates all fires that occur within the City of Spokane. Washington State Law (RCW 43.44.050{1a}) mandates that all fires be investigated to determine the origin and cause. Fire Investigators are specially trained to make fire origin and cause determinations. When a fire is determined to be incendiary, SIU works closely with the Spokane Police Department and Prosecutor's office in order to see the crime is prosecuted to the fullest extent of the law. The investigators also provide interview and evidence gathering expertise during administrative reviews and investigations.

SFD's SIU conducts approximately 225 investigations per year related to fire origin and cause, fire-related injuries and deaths and FD accidents, unusual occurrences, safety issues and special incidents including theft of department property. The office also handles Internal Affairs investigations, at the direction of the Fire Chief or Assistant Chief. Additionally, the office fulfills about 150 public records requests for incident/ investigative reports.

At least one SFD Investigator is on duty and available 24-7-365. SIU is staffed with three full-time personnel. An Investigator will normally respond to all fire incidents where the cause of fire is not immediately determined, those in which a death/injury occurs, where dollar loss values are greater than \$5,000, any large fire or EMS incident and when Arson is the suspected cause. SFD Investigators pursue numerous leads on arson fires and interview witnesses and suspects.

SIU personnel make origin and cause determinations and complete written reports for every investigation made. SFD Investigators coordinate arrests with law enforcement for arson fires and work with prosecution of suspects, which can take more than one year to bring to conclusion. When an arrest is made, the Investigator will become an integral part of the prosecution team assisting throughout the proceedings to the conclusion of the case. The Investigation office routinely seeks monetary restitution for the cost of Fire apparatus response to incidents of False Reporting and Reckless Burning. Investigators must stay abreast of the new trends in investigation techniques as well as common and unusual causes of fires by their ongoing involvement in professional organizations, training courses and publications. Where appropriate, investigators work with the Fire Prevention Bureau and the media to inform the general public of conditions that may be a threat to their safety.

Residents of the City can expect excellent service from the full-time staff of one Fire Captain and two other uniformed personnel.

The Investigation unit provides classes on fire investigation to SFD personnel and assists the department's Community Risk Reduction Manager with the Juvenile Fire Stoppers Program. In addition, the Investigation Office collaborates with surrounding Fire Districts, the Washington State Region 9 Investigation Task Force, the Spokane County Sheriff's Department and the Bureau of Alcohol, Tobacco, Firearms and Explosives with fire origin and cause determination. Aggressive investigation and prosecution of arson cases is also a deterrent to crime and a proactive approach providing for safer neighborhoods. Effective Investigators save the insurance industry thousands of dollars by exposing "Arson for Profit" or "Insurance Fraud" fires started by the insured, which allows the insurance company to deny the claim.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	239	1,167	888	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	426,425	420,030	463,609	412,728	439,869
Supplies & Services	5,475	9,458	5,783	15,087	13,510
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>432,139</b>	<b>430,655</b>	<b>470,280</b>	<b>427,815</b>	<b>453,379</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	4	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	(694)	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>(690)</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**



## Program Summary: Mobilizations

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### Executive Summary:

The State Mobilization (State Mobe) program provides resources and overhead support to any agency in Washington State when properly vetted through a regulated process. This allows SFD to participate with personnel and equipment when conflagrations occur.

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### Programs and Services:

The State Mobe program supports the department's ability to send apparatus, equipment and firefighting personnel to emergencies and receive reimbursement for the City's upfront costs.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	402,033	196,744	213,380	213,380
Supplies & Services	25,308	9,079	3,616	20,000	20,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>25,308</b>	<b>411,112</b>	<b>200,360</b>	<b>233,380</b>	<b>233,380</b>

**Expenditure Notes:**

Mobilizations were not tracked separately prior to 2015 and vary based on the Wildland Fire Season.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	301,654	551,854	136,744	200,000	233,380
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>301,654</b>	<b>551,854</b>	<b>136,744</b>	<b>200,000</b>	<b>233,380</b>

**Revenue Notes:**

Revenues vary based on the Wildland Fire Season.

**Program Summary:** Operations Support**Division:** Public Safety**Fund Type:** Special Revenue Fund

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**Executive Summary:**

This includes the administrative support for the Fire Operations Section including the management/leadership expenses and support.

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**Programs and Services:**

The expense includes the cost of the innovative AV Program that places all of the department's training and mandated learning systems onto a virtual program enabling employees to access from fire stations instead of traveling to the training center in didactic situations.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	4,726	0	0	4,700	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	286,550	222,982	318,248	215,484	395,154
Supplies & Services	244	192	24	48	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>291,520</b>	<b>223,174</b>	<b>318,272</b>	<b>220,232</b>	<b>395,154</b>

**Expenditure Notes:**

Personnel vacancies within the Department have led to variations in expenditures.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## Program Summary: Plan Review

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### 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.

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### Programs and Services:

The FD Plans Review function is in place to improve the level of safety for the public as well as firefighters and the quality of the plans reviews that occurs by the FD and the City.

The function is performed by a certified Fire Protection Engineer (FPE) who provides two primary services:

1. Acts as a reviewer and subject matter expert for plans and requirements of the Fire Code.
2. Acts as a reviewer and subject matter expert for plans and requirements of the Building Code.

Both of these areas of responsibility are equally important to the City and the departments that have responsibility for the enforcement of these codes.

The Building and Fire Departments work closely together to coordinate work and improve customer service. The FPE works well with both departments and is looked upon as an integral part of both departments' teams. Additionally, both departments recognized the critical role that the FPE plays in both departments.

Besides the plans review expertise, the FPE has become a go-to person for technical questions and the FPE has become a critical position that many now rely on. The FPE provides advice to employees in both B&DS and FDs, in other City departments as well as design professionals in the City and surrounding area.

The Plan review function/service generates revenues through fees for service. Plan review revenue is projected to increase if current growth patterns continue.

Activities include the following:

- Conducts approx. ~500 permit plan reviews for life-safety systems (alarm, sprinkler, private hydrants).
  - Almost half of the above listed plan reviews are planned to be done "over-the-counter."
- Participates in pre-development review sessions.
- Reviews PUDs for site fire flow and Fire Department access.
- Reviews SEPA (State Environmental Policy Act) checklists.
- Reviews approx. 500 building permits.
- Provides training to FD staff, other City departments, regional code personnel and the Community about life-safety codes and their intent.
- Supports FD Operations division on a variety of matters regarding building/site safety.
- Acts as a regional advisor on important code and other life-safety issues.
- Participates in policy and code development with other City Departments.
- Responds to numerous inquiries and/or complaints each year.
- Provides special analysis for Hazardous Materials operations and occupancies and Special Event applications.
- Promptly responds to questions from the public on interpretation/application of fire/building codes.

New editions of Fire and Building Codes are adopted by the State every three years and amended as often as necessary. Standards referenced by the Codes from the National Fire Protection Association (NFPA) and other agencies undergo regular updates as well. These recurring modifications require constant training by Fire Prevention personnel to stay abreast of the codes.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	57	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	125,388	130,228	132,890	133,468	139,926
Supplies & Services	5,108	274	537	607	450
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>130,496</b>	<b>130,502</b>	<b>133,484</b>	<b>134,075</b>	<b>140,376</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	134,969	126,491	135,286	120,000	130,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>134,969</b>	<b>126,491</b>	<b>135,286</b>	<b>120,000</b>	<b>130,000</b>

**Revenue Notes:**



## Program Summary: Prevention

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### 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.

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### Programs and Services:

The Mission of the Fire Department is: To serve the community by protecting life, property and the environment. The Fire Prevention Bureau works to fulfill this mission through a community risk management approach by proactive code compliance efforts via professional, expedient, comprehensive Plan Review, Inspections, Public Fire Safety Education and Excellent Customer Service.

Fire Prevention efforts, a priority for community safety, are essential to an emergency preparedness strategy that serves to keep Spokane strong by ensuring safe buildings, neighborhoods, properties and the environment. Prevention activities are proactive short and long-term approaches to protecting and preserving life and property. Proactivity is considered most effective because it eliminates or greatly reduces the severity of fires and other calamities. Reduced fire damage in businesses and neighborhoods helps to maintain a high level of confidence in a safe environment further enhancing economic development.

In addition to fire suppression capabilities and a healthy City water supply, the Washington Survey and Rating Bureau (WSRB) rating guidelines considers the strength of the Fire Prevention Program. The better rating a community receives, the lower the fire insurance rates for the City. While the City does well in most aspects of the Rating Bureau's criteria, one expectation is that every business should be inspected once each year. Due to the number of business occupancies within Spokane and limited Fire Prevention staffing, the FD is unable to inspect each business annually.

The Fire Prevention Bureau (FPB) designates a staff member to review and evaluate each new business license application in the City of Spokane for compliance with fire and life safety code requirements. The FPB staff works in partnership with other regulatory agencies communicating and coordinating joint reviews when necessary. Working with business and building owners, the designated FBP staff member educates and informs about issues to ensure fire and life safety code compliance, thus helping owners to avoid costly liability.

The FPB manages the Hazardous Materials & Fire Code Compliance Program for the City of Spokane. Through this program, the FPB seeks to prevent, control, & mitigate conditions related to the storage, dispensing, use, and handling of hazardous materials. The Hazardous Materials Program Coordinator collects Tier II reports from businesses that have or use hazardous materials in excess of threshold amounts regulated by the Fire Code. Examples of regulated hazardous materials are radioactive materials, flammable and combustible gases, liquids, and solids, cryogenics, explosives, etc.

The FPB Special Events Coordinator ensures that special events and activities requiring FD approval are safe and conducted in accordance with applicable codes within the City of Spokane. This is achieved through planning with event sponsors and evaluations of all special event applications and sites that present potential fire and other life safety hazards. The SFD Special Events Coordinator works with event sponsors, promoters, area facility managers, Spokane Police Department, emergency medical teams and others to ensure safe, enjoyable special events for City residents and visitors. Besides the numerous events at the Arena, Convention Center or other venues, the larger events including "Pig Out In the Park," the Lilac Parade, Bloomsday, Hoopfest, 4th of July fireworks, and the Annual St. Paddy's Day Parade. These require significant hours of Fire Prevention personnel time. Also, most special events are not standard affairs, so code compliance is an additional and often extreme challenge in creativity to help make the event safe and successful through alternate means.

Consistency, adequacy and competence in meeting Code requirements and evaluating current trends in life safety and fire prevention are imperative in providing for economic development and the best customer service possible.



Fire Prevention staff work cooperatively with the public to ensure that fire & life-safety measures are provided. Examples of Annual activities performed by the FPB include:

- 1) Issue 2000+ permits as required by the Fire Code.
- 2) Inspect high-rise buildings (buildings over 55') for life safety and evacuation compliance and preparedness.
- 3) Manage Life-Safety systems confidence testing/code enforcement program (~4700 systems).
- 4) Inspect all public/private schools (~80+) in the City & evaluate fire drills in each.
- 5) Issue Civil Infractions for code violations unmitigated through voluntary compliance.
- 6) Inspect and approve applications for numerous Special Events throughout the City.
- 7) Inspect and approve approximately new Business Licenses applied for within the City.
- 8) Inspect ~200 places of Public Assembly occupancies.
- 9) Conduct routine after-hours nightclub & bar overcrowding and safe exiting inspections.
- 10) Inspect ~200 Hazardous Materials occupancies for permitted operations, use or storage.
- 11) Inspect ~55 mercantile occupancies & stores during the holiday seasons due to high fire loading and exitway obstruction
- 12) Conduct public education on and enforcement of the successful Cityfireworks ban.
- 13) Respond to questions on interpretation/application of fire/building codes.
- 14) Provide training to the Community about life-safety codes and their intent.

New editions of Fire and Building Codes are adopted by the State every 3 years and amended as often as necessary. Standards referenced by the Codes from the National Fire Protection Association (NFPA) and other agencies undergo regular updates as well. These recurring modifications require constant training by Fire Prevention personnel to stay abreast of the codes.

- 15) Support FD Operations division on a variety of matters regarding building/site safety.
- 16) Participate in policy and code development with other City Departments.
- 17) Handle ~500+ complaints per year.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>	<b>10.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,500	0	1,324	1,900	1,900
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,210,845	1,214,292	1,297,222	1,387,755	1,285,012
Supplies & Services	61,614	46,067	23,580	36,095	33,062
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,273,959</b>	<b>1,260,359</b>	<b>1,322,126</b>	<b>1,425,750</b>	<b>1,319,974</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	367,170	350,036	368,240	350,000	350,000
IG Revenue	0	0	0	0	0
Services	108,038	98,137	103,024	103,000	103,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	4,690	73	(42)	0	0
<b>TOTAL</b>	<b>479,898</b>	<b>448,246</b>	<b>471,222</b>	<b>453,000</b>	<b>453,000</b>

**Revenue Notes:**

## Program Summary: Swiftwater Rescue

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### Executive Summary:

SFD's Swift Water Rescue Team provides service for all water and ice incidents along the Spokane River and other bodies of water within the City. The Team is comprised of 40 SFD members from Stations 2 and 16 (7 at Station 2 and 3 at Station 16 equaling 10 per shift for 4 shifts).

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### Programs and Services:

The Swift Water Team responds to all surface water and ice rescue incidents in and on Spokane's waterways. The Team responds to numerous water related calls each year. The team does not perform (sub-surface) dive functions.

In order to meet operational objectives, SWR Team members have regular mandated training to address their required certifications and skill sets. Skill sets include; Swift Water Rescue Technician, Paddle Craft and Jet Boat Operation.

SWR water craft, vehicles and tools are funded by the City budget with occasional funding obtained through grants.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	54,935	49,966	126,050	179,332	174,186
Supplies & Services	10,270	18,420	13,810	14,750	14,750
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>65,205</b>	<b>68,386</b>	<b>139,860</b>	<b>194,082</b>	<b>188,936</b>

**Expenditure Notes:**

In 2016 budget was increased to fund additional specialty team training.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## **Program Summary:** Tech Rescue

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### **Executive Summary:**

SFD's Tech Rescue Team primarily operates from Stations 4 and 15. A total of 10 personnel per shift are on the team for a total of 40 members across all four shifts. The Tech Team provides the following rescue services: trench; confined space; high and low angle; urban search and rescue.

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### **Programs and Services:**

The Tech Rescue Team provides a number of specialty rescue services that requires a variety of training, tools and equipment. The majority of the funding for the team comes from the City's budget with occasional grant funds supplementing the team's equipment.

SFD's Tech Team works closely with Spokane County Fire District 9's and Spokane Valley Fire Department's Tech Teams as the combined resources of all teams are needed on most difficult/ complex rescue incidents.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	98,171	121,358	166,778	176,623	156,314
Supplies & Services	20,867	21,386	4,768	18,729	18,360
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>119,038</b>	<b>142,744</b>	<b>171,546</b>	<b>195,352</b>	<b>174,674</b>

**Expenditure Notes:**

In 2016 budget was increased to fund additional training for specialty teams.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## Program Summary: Training

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### Executive Summary:

The Training Division ensures all Fire Department personnel receive necessary training and operate professionally, competently and safely. Proper training is essential to high performance organizations and is critical to the fire service in particular due to the frequency and severity of high risk operational tasks.

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### Programs and Services:

The citizens of the City are best served by a highly trained efficient cadre of professional fire service personnel. The SFD Training Division is tasked with the operational readiness training of approximately 300 uniformed personnel who respond to a wide variety of emergency and non-emergency incidents within the City of Spokane.

FD Training is in place to ensure that the SFD is responsive to the requisite federal, state, and local training mandates while assuring the ability to meet current and future training needs of the department and community. The overarching goal of SFD Training is to provide realistic, relevant training utilizing innovative techniques and methods in a state of the art facility. The mission of SFD Training is to provide our internal and external customers a highly trained, motivated fire service capable of safety responding to and mitigating events in an all hazard environment.

The multi-shift work schedule of the fire department requires a multi-class approach to complete one focused training evolution at the training center. To reduce the impact to response districts and their associated response times across the City it is necessary to conduct one four-hour class multiple times over a corresponding four-week rotation to instruct all operational personnel in one complete training evolution.

In an attempt to reduce effects on operational efficiencies the SFD has implemented an on line didactic training program by Target Solutions to provide firefighters with classroom education on a wide variety of both fire and EMS training topics at the station computer terminal. The fire department has access to a cable TV channel, Channel 95, used for transmission of classroom activities to individual fire stations. Training staff also conducts field outreach training to individuals and groups of fire companies when possible. These training delivery methods allow firefighters to train in their respective response districts remaining available to respond to calls for service and reduce response times.

New firefighters hired by SFD are initially assigned to the Training Division to receive their basic Fire Academy Training. A basic Training Academy last approximately 14 weeks and involves intensive classroom and hands-on activities. Where possible, SFD participates in a Regional Recruit Academy, primarily with the Spokane Valley Fire Department. The basic Academy is essential for assuring that new SFD firefighters have the foundation necessary to safely provide outstanding customer service to those we serve.

The Training Division is also responsible for Safety within the FD. The Director of Training serves as the department's Safety Officer. Training personnel respond to significant incidents to serve in a safety capacity or as the Incident Commander deems necessary. Additionally, working with the FD's Special Investigations Unit, Training also conducts investigation of significant accidents/ injuries to determine the role that equipment, procedures, policies, and behavior played so modifications can be made to avoid re-occurrence.

The Director of Training also serves as the department's Health and Wellness Officer. Working with labor/management the Wellness Committee studies injury reports/trends, keeps abreast of health issues in the fire service and makes recommendations to the Chief for ongoing health and wellness training, presentations, and policy development.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	14,935	0	0	0
Interfund Charges	1,279	791	2,217	500	500
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	891,252	1,010,038	919,690	1,035,346	1,015,289
Supplies & Services	88,736	137,016	118,461	96,037	156,442
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>981,267</b>	<b>1,162,780</b>	<b>1,040,368</b>	<b>1,131,883</b>	<b>1,172,231</b>

**Expenditure Notes:**

FTE in training/safety program include: 1 each Deputy Chief, Fire Captain, Fire Lieutenant, and Clerk II

\$100,000 was added to the program in 2016 for voluntary training, therefore we have increased this budget program accordingly since 2017.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	5,553	4,710	12,546	5,000	5,000
Services	0	0	320	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	22,020	3,050	24,660	20,000	20,000
<b>TOTAL</b>	<b>27,573</b>	<b>7,760</b>	<b>37,526</b>	<b>25,000</b>	<b>25,000</b>

**Revenue Notes:**

Miscellaneous Revenues are for the rental of the Training Facility Classrooms.

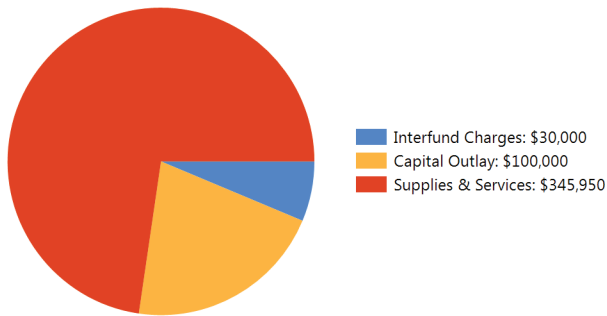




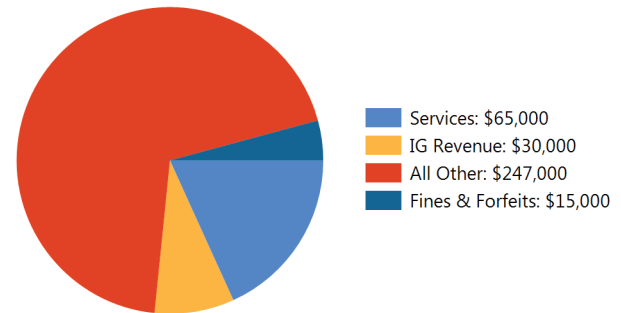
# Forfeitures & Contributions

The Forfeiture and Contributions fund services as a repository for funds received from drug investigations, donations made to the department, and auction proceeds to the Property Evidence Facility.

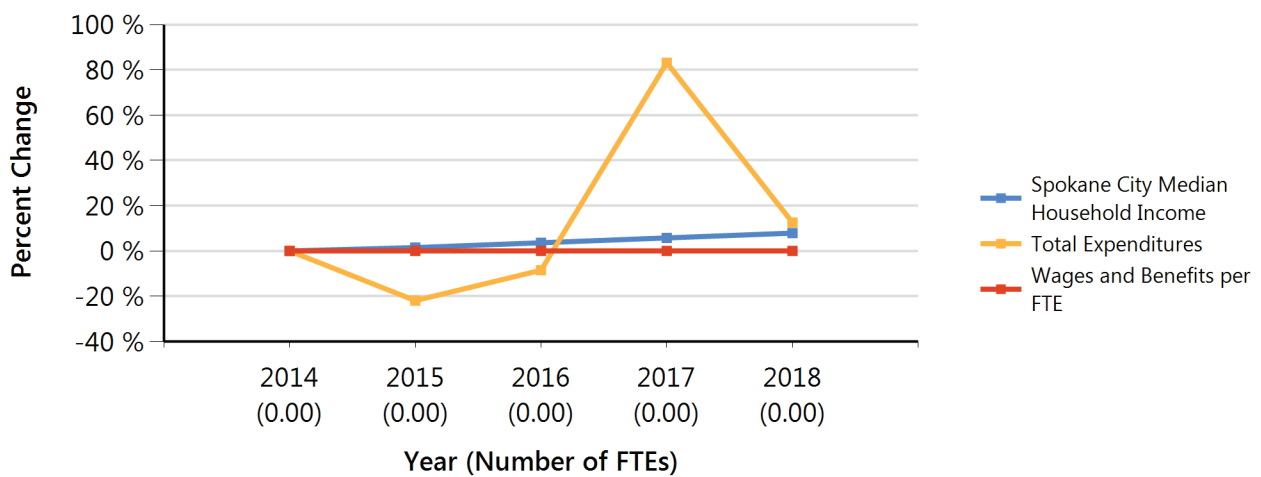
## 2018 Expenditures



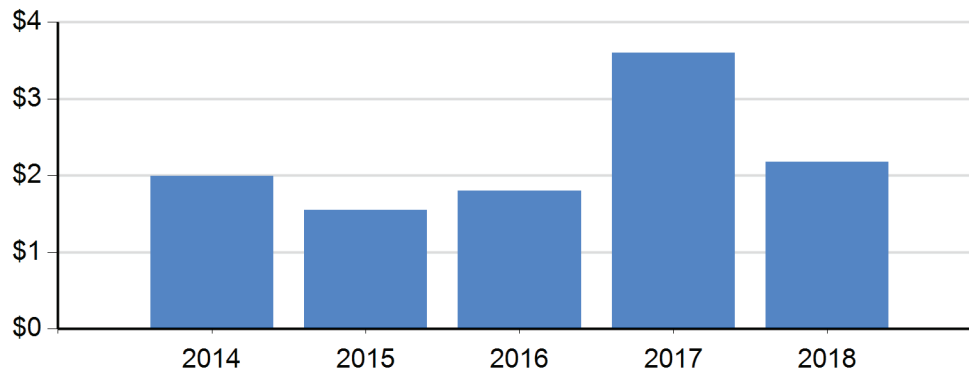
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$1.99	\$1.55	\$1.80	\$3.60	\$2.18
Percent Change	0.00%	-21.93%	17.19%	100.21%	-38.55%

## Department Summary: Forfeitures & Contributions

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### Executive Summary:

The Forfeiture and Contributions fund services as a repository for funds received from drug investigations, donations made to the department, and auction proceeds to the Property Evidence Facility.

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### Programs and Services:

Proceeds in this fund are for restricted purposes. There are multiple funds in this Special Revenue Fund comprised of regular contributions from Citizens to asset forfeitures. Per law, drug seizure funds must be utilized for drug investigations or related law enforcement activities (utilizing SWAT for serving a high risk drug warrant, for example). These seizure funds are the result of money, weapons, and vehicles seized during investigation. Law Enforcement can seize property if they have probable cause the suspect intended to use the property in the commission of a crime.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	113,149	76,607	122,097	50,000	100,000
Interfund Charges	0	25,207	0	30,000	30,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	309,701	228,292	264,763	694,550	345,950
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>422,850</b>	<b>330,106</b>	<b>386,860</b>	<b>774,550</b>	<b>475,950</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	79,018	53,273	32,589	65,000	30,000
Services	(6,462)	25,163	65,223	0	65,000
Fines & Forfeits	219,380	148,565	1,729	375,000	15,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	(1,489)	0	0	0	0
All Other	264,806	178,044	218,368	142,600	247,000
<b>TOTAL</b>	<b>555,253</b>	<b>405,045</b>	<b>317,909</b>	<b>582,600</b>	<b>357,000</b>

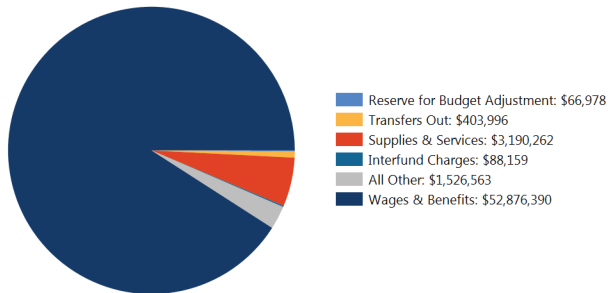
**Revenue Notes:**



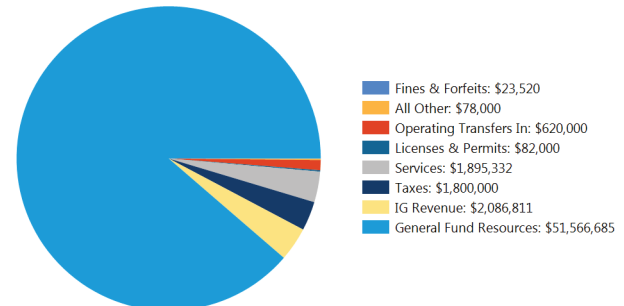
# Police

The mission of the Spokane Police Department is to demonstrate excellence in policing by working in partnership with the community we serve to prevent and reduce crime, the fear of crime, and improve the quality of life for our residents and visitors.

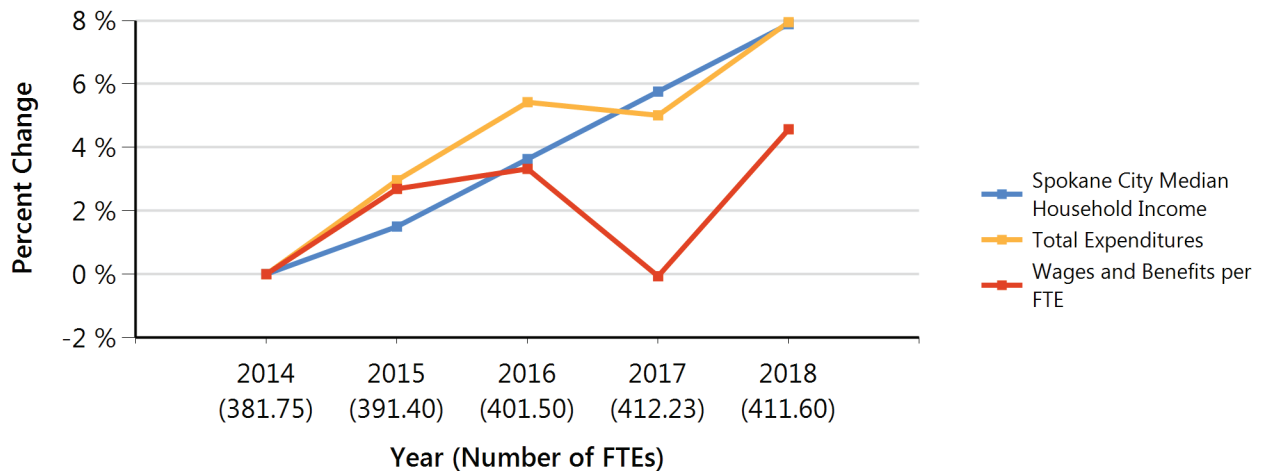
## 2018 Expenditures



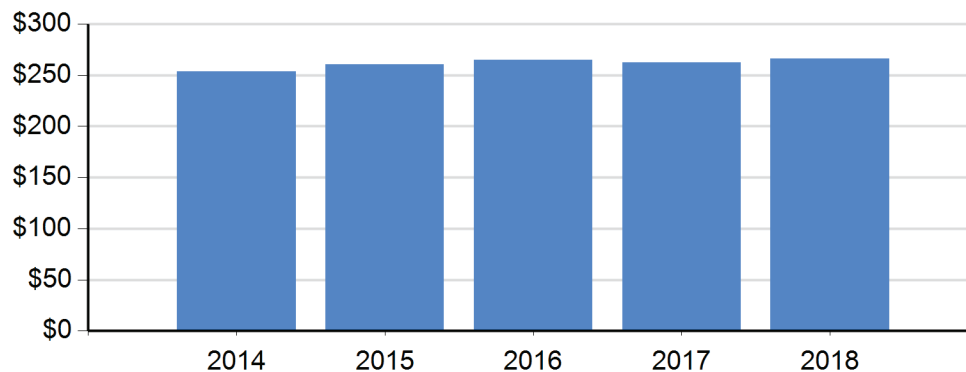
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$253.74	\$260.28	\$264.76	\$262.57	\$266.11
Percent Change	0.00%	2.96%	2.39%	-0.39%	2.79%

## Department Summary: Police

**Division:** Public Safety

**Fund Type:** General Fund

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### 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.

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### Programs and Services:

Programs included in this summary are direct line operations.

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.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>381.75</b>	<b>391.40</b>	<b>401.50</b>	<b>412.23</b>	<b>411.60</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	138,453	36,714	30,935	0	0
Interfund Charges	1,277,903	704,810	436,026	88,159	88,159
Reserve for Budget Adjustment	0	0	0	66,978	66,978
Transfers Out	223,922	40,000	118,639	403,996	403,996
Wages & Benefits	46,945,197	49,427,379	51,022,656	50,610,860	52,876,390
Supplies & Services	3,408,984	3,206,541	2,865,475	3,190,262	3,190,262
Debt Services	0	0	0	0	0
All Other	1,875,296	2,049,796	2,317,639	2,208,526	1,526,563
<b>TOTAL</b>	<b>53,869,755</b>	<b>55,465,240</b>	<b>56,791,370</b>	<b>56,568,781</b>	<b>58,152,348</b>

**Expenditure Notes:**

Other expenses include the City's costs associated with use of the County Public Safety Building and shared public safety services with the County.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	1,606,914	2,631,091	1,777,716	1,800,000	1,800,000
Licenses & Permits	147,990	71,950	94,367	82,000	82,000
IG Revenue	2,766,881	2,718,434	670,756	2,975,351	2,086,811
Services	1,076,447	1,015,762	2,645,562	1,055,312	1,895,332
Fines & Forfeits	0	4,239	3,494	0	23,520
Operating Transfers In	50,000	100,000	72,257	600,000	620,000
General Fund Resources	48,220,483	48,850,471	51,374,432	49,990,118	51,566,685
All Other	1,040	73,293	152,786	66,000	78,000
<b>TOTAL</b>	<b>53,869,755</b>	<b>55,465,240</b>	<b>56,791,370</b>	<b>56,568,781</b>	<b>58,152,348</b>

**Revenue Notes:**



## Program Summary: SPD Administration

**Division:** Public Safety

**Fund Type:** General Fund

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### Executive Summary:

Administration support centralizes personnel records, and support services that include Chief's office, Purchasing, Hiring and Recruiting and Personnel, Communications Admin, Facilities and the Office of Professional Accountability, so that 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.

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### Programs and Services:

Administration supports the department's daily operations. The various units under Administration support ensure officers, detectives, and supervisors/managers receive the data, equipment, and support they need to complete their job functions.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>26.00</b>	<b>27.00</b>	<b>23.00</b>	<b>25.40</b>	<b>18.90</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	136,153	28,895	1,768	0	0
Interfund Charges	90,073	664,097	400,000	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	223,922	0	0	134,717	134,717
Wages & Benefits	2,662,368	3,179,770	2,809,737	3,259,307	2,919,476
Supplies & Services	626,483	627,686	501,840	644,106	650,106
Debt Services	0	0	0	0	0
All Other	1,230,849	1,362,098	675,073	1,526,563	1,526,563
<b>TOTAL</b>	<b>4,969,848</b>	<b>5,862,546</b>	<b>4,388,418</b>	<b>5,564,693</b>	<b>5,230,862</b>

**Expenditure Notes:**

In 2014, Accounting staff supporting the Police Department were budgeted in the Accounting Services Department and charged to the Police budget through Interfund Charges. In 2015-2017, Accounting staff were budgeted in the Police Department budget and all associated costs are presented in the Salaries & Benefits costs. For the 2018 Budget, Accounting staff are moving back to the Accounting Services Department.

All other expenses are related to the joint use costs shared between the City and the County for shared services and for rent of the Public Safety building.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	1,671,398	1,777,716	1,800,000	1,800,000
Licenses & Permits	73,995	0	0	82,000	82,000
IG Revenue	1,414,647	372,048	0	1,937,000	1,943,000
Services	164,523	8,465	513	125,000	125,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	3,316,661	3,810,626	2,610,189	1,563,693	1,223,862
All Other	22	9	0	57,000	57,000
<b>TOTAL</b>	<b>4,969,848</b>	<b>5,862,546</b>	<b>4,388,418</b>	<b>5,564,693</b>	<b>5,230,862</b>

**Revenue Notes:**

## Program Summary: Specialty Units

**Division:** Public Safety

**Fund Type:** General Fund

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### Executive Summary:

Specialty teams are comprised of commissioned officers that support the mission of the department that require special skills, training. 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.

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### 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.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.50</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	375,490	593,840	607,741	158,491	319,433
Supplies & Services	30,540	95,604	139,604	93,836	93,836
Debt Services	0	0	0	0	0
All Other	11,515	25,502	20,684	0	0
<b>TOTAL</b>	<b>417,545</b>	<b>714,946</b>	<b>768,029</b>	<b>252,327</b>	<b>413,269</b>

**Expenditure Notes:**

Increased EDU to .5 FTE, split with Administration

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	3,000	0
Services	3,250	2,030	3,648	12,000	3,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	414,295	712,916	707,369	237,327	398,269
All Other	0	0	57,012	0	12,000
<b>TOTAL</b>	<b>417,545</b>	<b>714,946</b>	<b>768,029</b>	<b>252,327</b>	<b>413,269</b>

**Revenue Notes:**

**Sub-Department** SPD Community/Special Events/Services**Summary:****Division:** Public Safety**Fund Type:** General Fund

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**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.

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**Programs and Services:**

Programs in outreach include the C.O.P.S. program, Special Events Coordination, Youth Police Initiative and Police Athletic League, Chronic Offender Unit, Traffic School, Extra Duty and the Volunteer program.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>8.00</b>	<b>6.00</b>	<b>4.70</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	74,828	10,498	10,180	25,000	25,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	941,968	1,400,303	1,555,929	1,444,431	1,433,243
Supplies & Services	371,714	577,730	479,985	497,321	519,095
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,388,510</b>	<b>1,988,531</b>	<b>2,046,094</b>	<b>1,966,752</b>	<b>1,977,338</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	2,791	0	0
IG Revenue	226,970	234,673	215,978	23,811	23,811
Services	529,515	589,259	594,446	630,687	630,687
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	50,000	0	0	0	0
General Fund Resources	581,138	1,164,884	1,208,803	1,312,254	1,322,840
All Other	887	(285)	24,076	0	0
<b>TOTAL</b>	<b>1,388,510</b>	<b>1,988,531</b>	<b>2,046,094</b>	<b>1,966,752</b>	<b>1,977,338</b>

**Revenue Notes:**

**Program Summary:** Community Oriented Policing Services (COPS)**Division:** Public Safety**Fund Type:** General Fund

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**Executive Summary:**

The mission of Spokane Community Oriented Policing Services (COPS) is to help promote and support an environment for a safe community.

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**Programs and Services:**

The Cops program runs various different programs out of their COP Shops. They run the front desks of the Cops shops, Blockwatch, Neighborhood Observation Patrols, Bike Registration, Operation Family ID, Graffiti, Latent Finger Printing, Safe Streets & various other programs.

In partnership with the City of Spokane and its residents, and through collaboration with the Spokane Police Department, the Washington State Department of Corrections and community stakeholders, they provide services to neighborhoods that increase volunteer efforts and improve the quality of life throughout the community.

Budget is comprised of leases for Cops Shops and Contract w/ Spokane Cops 501C3. The contract carries, wages of 3 FTE's and general supplies.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	9,626	1,487	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	298,060	413,088	364,575	364,575	364,575
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>307,686</b>	<b>414,575</b>	<b>364,575</b>	<b>364,575</b>	<b>364,575</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	226,970	232,774	215,978	23,811	23,811
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	50,000	0	0	0	0
General Fund Resources	30,716	181,801	125,186	340,764	340,764
All Other	0	0	23,411	0	0
<b>TOTAL</b>	<b>307,686</b>	<b>414,575</b>	<b>364,575</b>	<b>364,575</b>	<b>364,575</b>

**Revenue Notes:**



## Program Summary: Community Outreach & Engagement

**Division:** Public Safety

**Fund Type:** General Fund

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### Executive Summary:

Community Outreach and Engagement includes many different aspects of not only proactive policing but coming up with ways for the department to engage with the community in both traditional and non-traditional forums.

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### Programs and Services:

Building positive relationships with the community is paramount to "community policing" and involves the community in solutions to combat crime and build on-going relationships for long term solutions.

This unit is often the "face" of the police department. Ideally, through COE's efforts, not only will positive relationships between the police and community continue, the department will experience an increase in diverse applicants to become police officers in the future.

Explained below are the many examples of the mission of what the Community Outreach and Engagement officers support.

The Youth Police Initiative (YPI) and Police Athletic League (PAL) are two time intensive programs that provide an opportunity for at-risk youth throughout Spokane to engage with the police department in a non-traditional setting. These programs often create long term relationships between the youth involved and different officers involved in the programs. The goal is to prevent negative involvement with LE and/or reduce recidivism for those that have already been involved in the CJ system.

COE officers work with Juvenile Probation and attend programs that Probation has with juveniles who are in the system and their families. The goal is to for the juveniles to see officers as people and not just a uniform, as people who care about them. Ideally these programs will reduce recidivism amongst the youth involved.

The COE officers regularly engage different groups throughout Spokane who either historically have not had positive relationships with the PD or who have had no relationship with the PD to build the bridges between the police department and the community. The COE officers attend Refugee Provider meetings and attend events for refugees. It is important to establish positive relationships with refugees upon their arrival to Spokane especially given the fact that many come from countries where their experiences with police are negative and sometimes violent.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>7.00</b>	<b>3.00</b>	<b>2.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	479,133	367,760	509,921	345,591
Supplies & Services	0	17,683	6,375	3,825	3,825
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>496,816</b>	<b>374,135</b>	<b>513,746</b>	<b>349,416</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	150	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	496,816	373,850	513,746	349,416
All Other	0	0	135	0	0
<b>TOTAL</b>	<b>0</b>	<b>496,816</b>	<b>374,135</b>	<b>513,746</b>	<b>349,416</b>

**Revenue Notes:**

## **Program Summary:** Police Special Events & Extra Duty

**Division:** Public Safety

**Fund Type:** General Fund

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### **Executive Summary:**

Special Events are a collaboration of SPD and the community and organization leaders.

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.

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### **Programs and Services:**

Special Events such as parades and runs are vulnerable areas of safety for the community. They often times require traffic control, and special coordination planning and contracts with organizations in order to keep the community safe during and before the event.

The Extra Duty program coordinates with a private entity that desires to hire an off-duty officer and enters into a contract with the City and is billed the "Extra Duty rate" in order to recuperate the costs associated with that officer.

The Extra Duty Coordinator works closely with outside entities, SCSO, payroll, and police admin in order to help ensure that the community is safe during these private events.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>0.70</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	781,510	704,076	840,021	668,571	800,964
Supplies & Services	36,052	51,512	38,402	37,194	37,194
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>817,562</b>	<b>755,588</b>	<b>878,423</b>	<b>705,765</b>	<b>838,158</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	2,791	0	0
IG Revenue	0	1,899	0	0	0
Services	355,195	428,645	435,404	378,187	378,187
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	461,480	325,329	439,698	327,578	459,971
All Other	887	(285)	530	0	0
<b>TOTAL</b>	<b>817,562</b>	<b>755,588</b>	<b>878,423</b>	<b>705,765</b>	<b>838,158</b>

**Revenue Notes:**

**Program Summary:** Traffic School**Division:** Public Safety**Fund Type:** General Fund

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**Executive Summary:**

Safe Traffic Operations Program (STOP) is designed to improve driver awareness and understanding of traffic laws, and to promote safe driving skills.

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**Programs and Services:**

Safe Traffic Operations Program (STOP) is a voluntary class offered by the Spokane Police Department. It is designed to improve driver awareness and understanding of traffic laws and to promote safe driving skills. Upon successful completion of STOP, your ticket will be dismissed and will not be reported to the Department of Licensing.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	65,202	9,011	10,180	25,000	25,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	54,154	68,742	64,798	55,146	38,304
Supplies & Services	421	42,511	62,139	71,604	93,378
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>119,777</b>	<b>120,264</b>	<b>137,117</b>	<b>151,750</b>	<b>156,682</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	174,320	160,614	158,892	252,500	252,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	(54,543)	(40,350)	(21,775)	(100,750)	(95,818)
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>119,777</b>	<b>120,264</b>	<b>137,117</b>	<b>151,750</b>	<b>156,682</b>

**Revenue Notes:**

## Program Summary: Volunteer Services

**Division:** Public Safety

**Fund Type:** General Fund

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### Executive Summary:

The Volunteer program consists of many different types of volunteers in order to augment duties both commissioned and non commissioned.

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### 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.

Senior Volunteers are trained to:

- Work the front desk or information booth at the Public Safety Building
- Work in the Records Division, Crime Analysis Unit, Police Administration, Special Investigations Unit, etc.
- Perform vacation home checks
- Pick up property/fraud items
- Give tours and help to staff the SPD Historical Museum
- Serve as McGruff the Crime Dog or as a McGruff escort
- Work to prevent citizen identity theft

Senior Volunteers have training meetings throughout the year and are encouraged to volunteer a minimum of 16 hours per month.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>1.00</b>	<b>2.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	106,304	148,352	283,350	210,793	248,384
Supplies & Services	37,181	52,936	8,494	20,123	20,123
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>143,485</b>	<b>201,288</b>	<b>291,844</b>	<b>230,916</b>	<b>268,507</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	143,485	201,288	291,844	230,916	268,507
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>143,485</b>	<b>201,288</b>	<b>291,844</b>	<b>230,916</b>	<b>268,507</b>

**Revenue Notes:**



**Sub-Department** SPD Operations**Summary:****Division:** Public Safety**Fund Type:** General Fund

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**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.

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**Programs and Services:**

Programs include Patrol, K9 and Traffic, Investigations, and Reimbursed Contracts.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>281.00</b>	<b>281.25</b>	<b>285.15</b>	<b>295.48</b>	<b>302.45</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	2,300	7,819	6,189	0	0
Interfund Charges	0	2,586	0	0	0
Reserve for Budget Adjustment	0	0	0	66,978	66,978
Transfers Out	0	0	45,037	179,205	179,205
Wages & Benefits	36,507,351	36,892,749	35,776,829	37,397,309	38,959,933
Supplies & Services	345,543	433,112	391,476	409,675	394,901
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>36,855,194</b>	<b>37,336,266</b>	<b>36,219,531</b>	<b>38,053,167</b>	<b>39,601,017</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	1,606,914	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	819,375	481,352	454,778	676,540	120,000
Services	353,368	363,255	573,795	143,020	676,040
Fines & Forfeits	0	4,239	3,494	0	23,520
Operating Transfers In	0	100,000	72,257	600,000	620,000
General Fund Resources	34,075,537	36,386,588	35,114,172	36,633,607	38,161,457
All Other	0	832	1,035	0	0
<b>TOTAL</b>	<b>36,855,194</b>	<b>37,336,266</b>	<b>36,219,531</b>	<b>38,053,167</b>	<b>39,601,017</b>

**Revenue Notes:**

## **Program Summary:** Academy Training & Firing Range

**Division:** Public Safety

**Fund Type:** General Fund

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### **Executive Summary:**

The Spokane Police Department offers comprehensive training for both the community and law enforcement officers.

Firing Range operations for the Spokane Police department serve not only the City of Spokane but several neighboring jurisdictions. Costs to maintain the firing range are now being partially recuperated by range fees.

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### **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 several 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. Examples of training provided throughout the year are mandatory in-service for commissioned employees (at least twice a year), mandatory in-service for non-commissioned employees (at least once a year), monthly sergeant training, defensive tactics updates, reality based training exercises, citizens police academies, media police academies, CIT training and more.

The Academy is responsible for the on-going training of department members as well as the screening and hiring of applicants. Additionally, we will implement leadership training at all levels, recognizing that every police officer and civilian staff member is a leader. The academy develops and implements specific training for to ensure we are preparing our mid-level and senior leaders to meet the challenges of a dynamic and ever changing profession.

The academy continuously assesses and evaluates training policies, practices, and methods to ensure they are consistent with Washington State Police Training requirements and the best practices of the police profession.

Operating the range takes both personnel and maintenance. Examples of maintenance are keeping the range "eyebrow" in good condition, applying sand, excavation of lead, maintaining the roads and landscaping and maintaining the building and target turning equipment.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>9.00</b>	<b>8.40</b>	<b>8.60</b>	<b>6.60</b>	<b>5.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	796,883	847,064	983,301	889,343	826,935
Supplies & Services	515,249	411,003	245,138	208,950	208,950
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,312,132</b>	<b>1,258,067</b>	<b>1,228,439</b>	<b>1,098,293</b>	<b>1,035,885</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	13,803	20,775	0	0	0
Services	4,100	5,485	35,445	20,000	20,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,294,123	1,231,807	1,185,012	1,069,293	1,006,885
All Other	106	0	7,982	9,000	9,000
<b>TOTAL</b>	<b>1,312,132</b>	<b>1,258,067</b>	<b>1,228,439</b>	<b>1,098,293</b>	<b>1,035,885</b>

**Revenue Notes:**

**Program Summary:** Crime Analysis**Division:** Public Safety**Fund Type:** General Fund

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**Executive Summary:**

Crime Analysis works under the direction of Admin and Investigations to aid in the tracking of criminals and patterns.

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**Programs and Services:**

Staff prepares weekly Comp Stat reports for command staff and others to review in order to hone in and know where to focus crime reduction efforts.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>4.00</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>	<b>6.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	380,910	467,989	386,561	606,932	551,143
Supplies & Services	22,865	9,341	6,038	15,095	15,095
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>403,775</b>	<b>477,330</b>	<b>392,599</b>	<b>622,027</b>	<b>566,238</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	403,775	477,330	392,599	622,027	566,238
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>403,775</b>	<b>477,330</b>	<b>392,599</b>	<b>622,027</b>	<b>566,238</b>

**Revenue Notes:**

**Program Summary:** Police Dispatch**Division:** Public Safety**Fund Type:** General Fund

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**Executive Summary:**

Dispatchers process calls from 911 and Crime Check, coordinating the dispatch of officers to calls.

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**Programs and Services:**

Dispatchers triage the citizen calls that are transferred from 911 and Crime Check. Dispatchers send officers on emergency calls while relaying necessary and vital information to ensure the safety of both the officers and the citizens involved. They conduct name, vehicle, and warrant checks for officers in the field, as well as call citizens for further information regarding their call. For non-emergency calls, dispatchers conduct research and callbacks so officers in the field can focus on responding to the call instead of completing this work themselves.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>22.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	51,729	0	0	63,159	63,159
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,439,365	2,210,108	2,351,797	2,175,121	2,489,109
Supplies & Services	19,574	85,549	77,171	21,199	21,199
Debt Services	0	0	0	0	0
All Other	623,999	642,719	651,971	681,963	0
<b>TOTAL</b>	<b>3,134,667</b>	<b>2,938,376</b>	<b>3,080,939</b>	<b>2,941,442</b>	<b>2,573,467</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	292,086	312,086	0	335,000	0
Services	7,029	5,846	313,373	10,000	335,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	2,835,552	2,620,444	2,767,566	2,596,442	2,238,467
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>3,134,667</b>	<b>2,938,376</b>	<b>3,080,939</b>	<b>2,941,442</b>	<b>2,573,467</b>

**Revenue Notes:**



## **Program Summary:** Police Property & Evidence

**Division:** Public Safety

**Fund Type:** General Fund

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### **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.

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### **Programs and Services:**

The Evidence Unit of the Spokane Police Department is a joint unit responsible for maintaining the integrity of evidence and chain of custody of all property that comes into their possession in accordance with state laws, city ordinances, and departmental policies and procedures. The current property facility stores more than 225,000 items classified as evidence, safekeeping, or found property collected from the Spokane Police Department, Spokane Valley Police Department, and Spokane County Sheriff's Office. They also maintain a record of all property movement transactions within the facility as well as movement to the courts, crime labs, investigations, and property viewings.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	22,978	0	0
Interfund Charges	146,199	0	80	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	40,000	73,602	90,074	90,074
Wages & Benefits	548,846	543,142	555,171	571,687	623,754
Supplies & Services	26,263	171,725	23,220	27,670	27,670
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>721,308</b>	<b>754,867</b>	<b>675,051</b>	<b>689,431</b>	<b>741,498</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	235,000	0	0	0
Services	0	0	319,622	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	721,308	519,867	355,429	689,431	741,498
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>721,308</b>	<b>754,867</b>	<b>675,051</b>	<b>689,431</b>	<b>741,498</b>

**Revenue Notes:**

## **Program Summary:** Police Records

**Division:** Public Safety

**Fund Type:** General Fund

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### **Executive Summary:**

The SPD Records Unit collects, processes, and protects all law enforcement records filed for the Spokane region.

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### **Programs and Services:**

The SPD Records Unit collects, processes, and protects all law enforcement records filed, to include police reports and warrants and protection orders issued by the courts. They are also research and issue Concealed Weapons Permits. Records also fills public disclosure requests related to law enforcement records. This unit supports not only SPD, but other local law enforcement agencies as well, to include Spokane County Sheriff Office.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>31.00</b>	<b>32.00</b>	<b>33.00</b>	<b>32.00</b>	<b>35.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	163,724	0	306	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,944,416	2,142,924	2,441,500	2,480,327	2,891,401
Supplies & Services	63,829	83,857	59,758	61,251	61,251
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,171,969</b>	<b>2,226,781</b>	<b>2,501,564</b>	<b>2,541,578</b>	<b>2,952,652</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	73,995	71,950	91,576	0	0
IG Revenue	0	1,062,500	0	0	0
Services	4,762	178	719,430	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	2,093,187	1,092,067	1,690,116	2,541,578	2,952,652
All Other	25	86	442	0	0
<b>TOTAL</b>	<b>2,171,969</b>	<b>2,226,781</b>	<b>2,501,564</b>	<b>2,541,578</b>	<b>2,952,652</b>

**Revenue Notes:**

**Program Summary:** Protective Services**Division:** Public Safety**Fund Type:** General Fund

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**Executive Summary:**

Protective Services is used for general operations and support and distributed through a Cost Allocation Plan.

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**Programs and Services:**

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	751,350	27,629	24,960	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	347,600	776,904	2,536,565	387,676	594,098
Supplies & Services	1,360,752	709,858	444,247	655,931	636,519
Debt Services	0	0	0	0	0
All Other	8,933	19,477	1,503	0	0
<b>TOTAL</b>	<b>2,468,635</b>	<b>1,533,868</b>	<b>3,007,275</b>	<b>1,043,607</b>	<b>1,230,617</b>

**Expenditure Notes:**

2016 includes an allocation of wages related to changes promulgated by the State Auditor. 2017 and 2018 actual expenses will be adjusted in a similar manner at year end.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	959,693	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	9,900	10,212	8,851	68,000	59,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	2,458,735	491,312	2,940,979	975,607	1,171,617
All Other	0	72,651	57,445	0	0
<b>TOTAL</b>	<b>2,468,635</b>	<b>1,533,868</b>	<b>3,007,275</b>	<b>1,043,607</b>	<b>1,230,617</b>

**Revenue Notes:**

**Program Summary:** Technical Assistance Response Unit (TARU)**Division:** Public Safety**Fund Type:** General Fund

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**Executive Summary:**

Technical Assistance Response Unit (TARU) helps to identify and correct technical issues for commissioned officers out in the field.

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**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. This program also has responsibility to administer the department's Body Worn Camera (BWC) program, Mobile Data Computer program, and provides support for New World (CAD) Mobile support. The program also provides investigative support for all video evidence obtained for crime reports.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>7.00</b>	<b>10.00</b>	<b>12.00</b>	<b>11.30</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	500	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	372,586	1,017,525	1,240,236	1,267,865
Supplies & Services	26,172	1,076	496,998	555,228	561,640
Debt Services	0	0	0	0	0
All Other	0	0	968,408	0	0
<b>TOTAL</b>	<b>26,172</b>	<b>373,662</b>	<b>2,483,431</b>	<b>1,795,464</b>	<b>1,829,505</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	31,032	76,439	46,605	46,605
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	26,172	342,630	2,402,198	1,748,859	1,782,900
All Other	0	0	4,794	0	0
<b>TOTAL</b>	<b>26,172</b>	<b>373,662</b>	<b>2,483,431</b>	<b>1,795,464</b>	<b>1,829,505</b>

**Revenue Notes:**



**Sub-Department** SPD Operations Support**Summary:****Division:** Public Safety**Fund Type:** General Fund

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**Executive Summary:**

The Operations Support centralizes support services such as Property, Dispatch and the 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.

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**Programs and Services:**

Operations support supports the rest of the department's daily operations. The various units under Operations support ensure officers, detectives, and supervisors/managers receive the data, equipment, and support they need to complete their job functions

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>72.75</b>	<b>81.15</b>	<b>85.35</b>	<b>85.35</b>	<b>85.05</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	22,978	0	0
Interfund Charges	1,113,002	27,629	25,846	63,159	63,159
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	40,000	73,602	90,074	90,074
Wages & Benefits	6,458,020	7,360,717	10,272,420	8,351,322	9,244,305
Supplies & Services	2,034,704	1,472,409	1,352,570	1,545,324	1,532,324
Debt Services	0	0	0	0	0
All Other	632,932	662,196	1,621,882	681,963	0
<b>TOTAL</b>	<b>10,238,658</b>	<b>9,562,951</b>	<b>13,369,298</b>	<b>10,731,842</b>	<b>10,929,862</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	959,693	0	0	0
Licenses & Permits	73,995	71,950	91,576	0	0
IG Revenue	305,889	1,630,361	0	335,000	0
Services	25,791	52,753	1,473,160	144,605	460,605
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	9,832,852	6,775,457	11,733,899	10,243,237	10,460,257
All Other	131	72,737	70,663	9,000	9,000
<b>TOTAL</b>	<b>10,238,658</b>	<b>9,562,951</b>	<b>13,369,298</b>	<b>10,731,842</b>	<b>10,929,862</b>

**Revenue Notes:**

## Program Summary: Investigations

**Division:** Public Safety

**Fund Type:** General Fund

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### 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.

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### Programs and Services:

The Spokane Police Department Investigations Division houses the investigative arm of the Spokane Police Department. The Division is comprised of the Major Crimes Unit (MCU), the Collision Investigation Unit, the Special Victims Unit (SVU), the Special Investigative Unit (SIU), the Targeted Crimes Unit (TCU), the Chronic Offender Unit (COU), the Regional Safe Streets Task Force (SSTF), the Criminal Intelligence Unit (CIU), the Domestic Violence Unit (DVU), the Civil Enforcement Unit (CEU), The Police Anti-Crime Team (PACT/2 Teams) and General Detectives. TCU assets, one PACT unit and the detective assigned to Washington Auto Theft Prevention Authority task force comprise the department's Vehicle Theft Task Force. These units work to serve citizens and actively fight crime through comprehensive and thorough investigations, victim assistance, and crime prevention efforts. In the Investigative Division, detectives from each of the various investigative units are under a single command to ensure rapid response to emerging crime and quality of life issues.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>68.00</b>	<b>67.00</b>	<b>62.00</b>	<b>77.00</b>	<b>70.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	7,819	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	66,978	0
Transfers Out	0	0	45,037	179,205	179,205
Wages & Benefits	8,789,980	8,685,309	9,173,599	9,849,367	9,393,535
Supplies & Services	137,836	151,373	216,856	213,090	213,090
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>8,927,816</b>	<b>8,844,501</b>	<b>9,435,492</b>	<b>10,308,640</b>	<b>9,785,830</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	72,711	454,778	120,000	120,000
Services	0	0	740	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	8,927,816	8,771,790	8,979,974	10,188,640	9,665,830
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>8,927,816</b>	<b>8,844,501</b>	<b>9,435,492</b>	<b>10,308,640</b>	<b>9,785,830</b>

**Revenue Notes:**

## Program Summary: K-9

**Division:** Public Safety

**Fund Type:** General Fund

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### Executive Summary:

K-9 Patrol dogs are used for locating criminal suspects; they search buildings and open areas, and track suspects that have fled an area. The K-9 Bomb Dog is able to locate the scent of various explosives, providing enhanced safety in police operations and to the community.

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### Programs and Services:

K-9 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. The K-9 Bomb Dog can search a building, vehicle, or area faster, safer, with less manpower, and more accurately than officers could in locating an explosive.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>5.00</b>	<b>4.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	6,189	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	904,287	745,242	756,627	798,549	832,657
Supplies & Services	22,103	22,512	26,768	25,085	25,085
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>926,390</b>	<b>767,754</b>	<b>789,584</b>	<b>823,634</b>	<b>857,742</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	4,800	20,700	0	0	0
Services	0	0	8,700	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	921,590	747,054	780,884	823,634	857,742
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>926,390</b>	<b>767,754</b>	<b>789,584</b>	<b>823,634</b>	<b>857,742</b>

**Revenue Notes:**

**Program Summary:** Patrol**Division:** Public Safety**Fund Type:** General Fund

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**Executive Summary:**

Patrol officers and supervisors are the front-line responders to calls for service from citizens to 911 or Crime Check.

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**Programs and Services:**

Patrol officers and supervisors are the front-line responders to calls for service from citizens to 911 or Crime Check. These officers take reports, conduct preliminary investigations in the field, and respond to citizen inquiries. In addition to these citizen calls, which range from domestic violence to vehicle collisions to burglary, officers also conduct self-initiated activity. This includes stops of suspicious people, surveillance, citizen and business contacts, and traffic stops. Patrol officers also conduct preventive patrols in known hot spot areas to prevent crime before it occurs. Patrol also consists of the precinct areas and the detectives assigned to those precincts.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>195.00</b>	<b>199.25</b>	<b>204.75</b>	<b>201.08</b>	<b>214.45</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	2,086	0	0	0
Reserve for Budget Adjustment	0	0	0	0	66,978
Transfers Out	0	0	0	0	0
Wages & Benefits	24,894,472	25,772,974	24,354,981	25,131,724	26,955,437
Supplies & Services	164,277	232,321	124,838	132,300	129,526
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>25,058,749</b>	<b>26,007,381</b>	<b>24,479,819</b>	<b>25,264,024</b>	<b>27,151,941</b>

**Expenditure Notes:**

Increase in FTE related to a new COPS grant that will fund additional positions

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	1,606,914	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	387,410	7,521	0	0	0
Services	292,691	186,935	57,933	99,000	99,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	500,000	500,000
General Fund Resources	22,771,734	25,812,093	24,421,886	24,665,024	26,552,941
All Other	0	832	0	0	0
<b>TOTAL</b>	<b>25,058,749</b>	<b>26,007,381</b>	<b>24,479,819</b>	<b>25,264,024</b>	<b>27,151,941</b>

**Revenue Notes:**



**Program Summary:** Reimbursed Contract Services**Division:** Public Safety**Fund Type:** General Fund

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**Executive Summary:**

Contractual Obligations through interlocals or other task force agencies to provide support and be reimbursed.

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**Programs and Services:**

Reimbursements in this budget consist of agreements between federal and state and local agencies for various task forces or other means of joint services. They do not meet the definition of a grant, but are included in this section as a reimbursement to the general fund.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>2.00</b>	<b>1.00</b>	<b>2.40</b>	<b>1.40</b>	<b>2.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	2,300	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	685,409	370,257	383,904	374,578	518,576
Supplies & Services	6,601	2,635	3,359	12,000	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>694,310</b>	<b>372,892</b>	<b>387,263</b>	<b>386,578</b>	<b>518,576</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	427,165	380,270	0	556,540	0
Services	0	0	343,596	44,020	577,040
Fines & Forfeits	0	4,239	3,494	0	23,520
Operating Transfers In	0	0	0	0	0
General Fund Resources	267,145	(11,617)	40,173	(213,982)	(81,984)
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>694,310</b>	<b>372,892</b>	<b>387,263</b>	<b>386,578</b>	<b>518,576</b>

**Revenue Notes:**

**Program Summary:** Traffic**Division:** Public Safety**Fund Type:** General Fund

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**Executive Summary:**

Traffic is a specialized unit that provides general traffic enforcement for the entire city.

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**Programs and Services:**

The goals and objectives of the Spokane Police Traffic Unit are to reduce the number and severity of traffic collisions in the City of Spokane. The Department takes a three-prong approach to the problem: education, engineering, and enforcement. Besides the motorcycle officers who provide traffic enforcement, there are two Commercial Vehicle Officers that target commercial vehicles for compliance with regulations, and one Photo Red Enforcement Officer who is funded by and administers the Photo Red program.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>11.00</b>	<b>10.00</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	500	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,233,203	1,318,967	1,107,718	1,243,091	1,259,728
Supplies & Services	14,726	24,271	19,655	27,200	27,200
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,247,929</b>	<b>1,343,738</b>	<b>1,127,373</b>	<b>1,270,291</b>	<b>1,286,928</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	150	0	0	0
Services	60,677	176,320	162,826	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	100,000	72,257	100,000	120,000
General Fund Resources	1,187,252	1,067,268	891,255	1,170,291	1,166,928
All Other	0	0	1,035	0	0
<b>TOTAL</b>	<b>1,247,929</b>	<b>1,343,738</b>	<b>1,127,373</b>	<b>1,270,291</b>	<b>1,286,928</b>

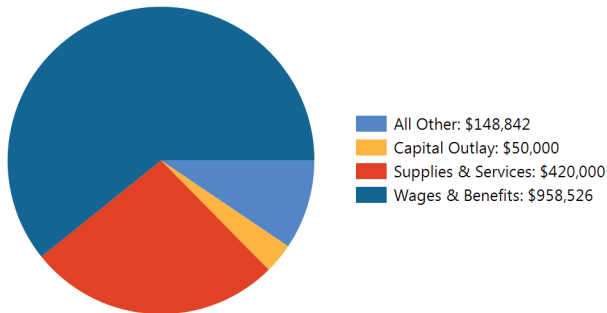
**Revenue Notes:**



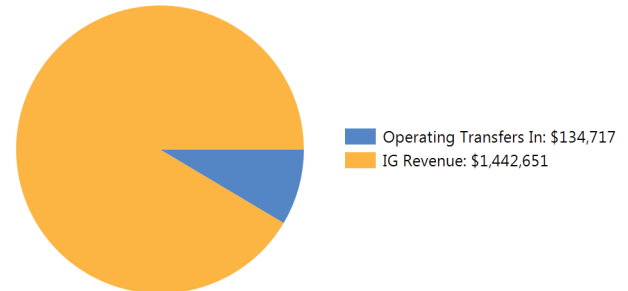
# Public Safety & Judicial Grant

Grants dollars are used to enhance technology, sustain necessary equipment purchases, and support essential traffic programs such as Click-it-or-Ticket, x52 (DUI emphasis), Drive Hammered – Get Nailed, and others. They also support two detectives' positions in TCU and SVU, and portions of 6 positions with DOJ's COPS Hiring Program.

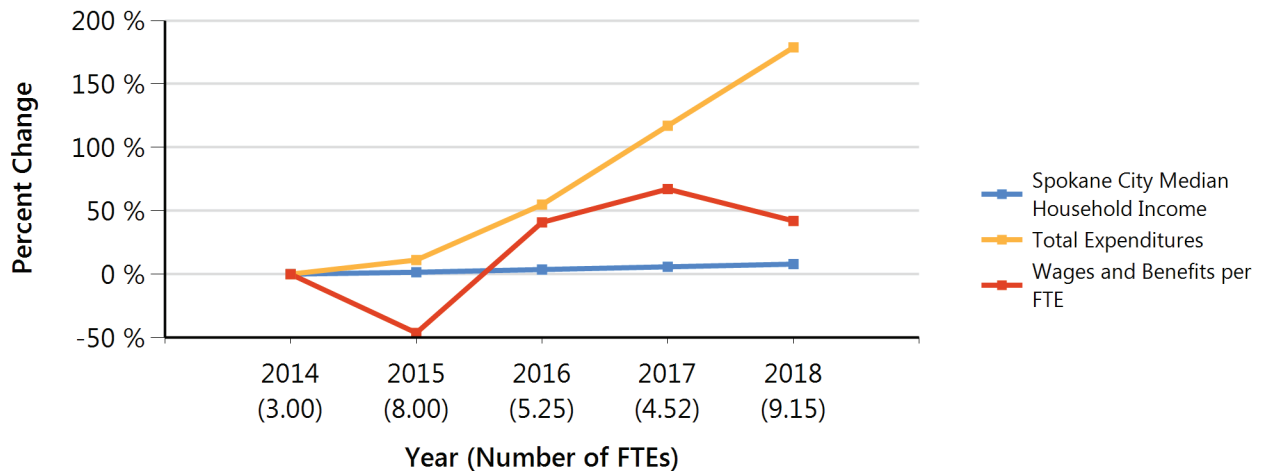
## 2018 Expenditures



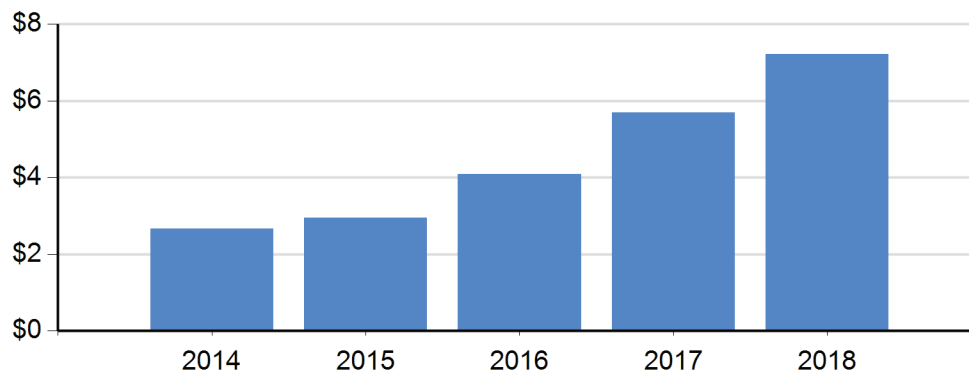
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$2.66	\$2.95	\$4.08	\$5.70	\$7.22
Percent Change	0.00%	11.13%	39.30%	40.20%	28.47%

## Department Summary: Public Safety & Judicial Grant

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

---

### Executive Summary:

Grants dollars are used to enhance technology, sustain necessary equipment purchases, and support essential traffic programs such as Click-it-or-Ticket, x52 (DUI emphasis), Drive Hammered – Get Nailed, and others. They also support two detectives' positions in TCU and SVU, and portions of 6 positions with DOJ's COPS Hiring Program.

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### 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 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 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 other 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 Victims Unit (SVU) to monitor registered 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 in these services provided to our community.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.00</b>	<b>8.00</b>	<b>5.25</b>	<b>4.52</b>	<b>9.15</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	9,200	0	0	0	50,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	331,011	473,296	581,513	632,040	958,526
Supplies & Services	225,427	155,331	294,175	575,424	420,000
Debt Services	0	0	0	0	0
All Other	0	0	0	20,281	148,842
<b>TOTAL</b>	<b>565,638</b>	<b>628,627</b>	<b>875,688</b>	<b>1,227,745</b>	<b>1,577,368</b>

**Expenditure Notes:****Revenues:**

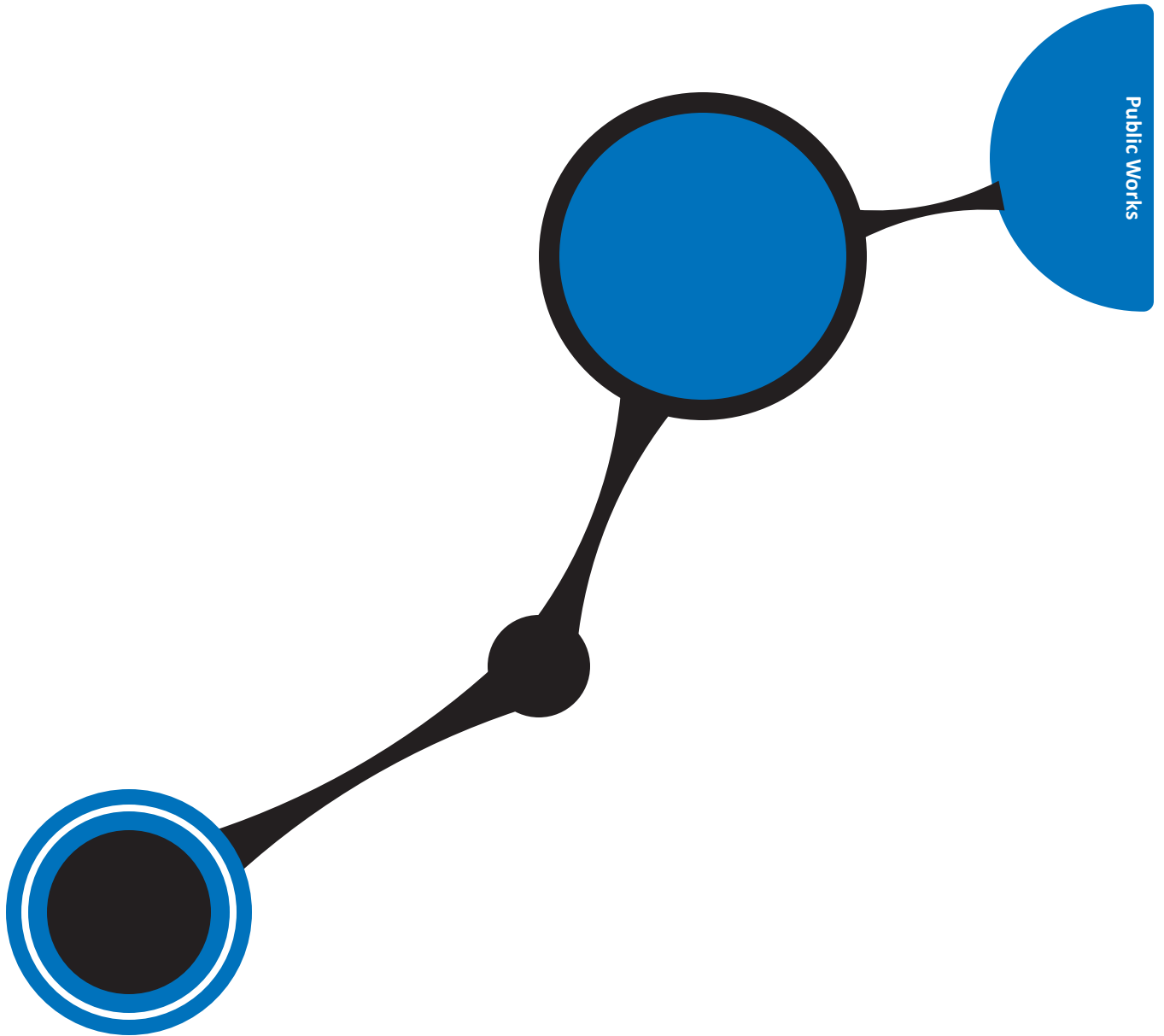
	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	514,375	628,627	875,688	1,093,028	1,442,651
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	15,942	0	0	134,717	134,717
General Fund Resources	15,019	0	0	0	0
All Other	20,302	0	0	0	0
<b>TOTAL</b>	<b>565,638</b>	<b>628,627</b>	<b>875,688</b>	<b>1,227,745</b>	<b>1,577,368</b>

**Revenue Notes:**



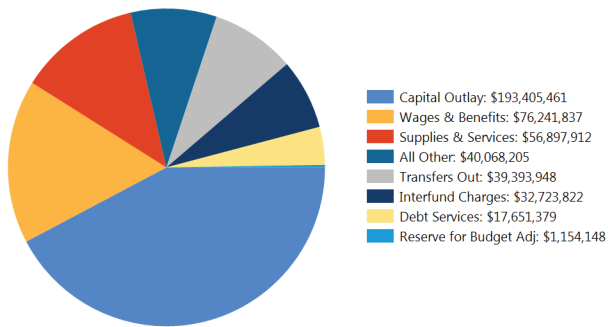


# Public Works

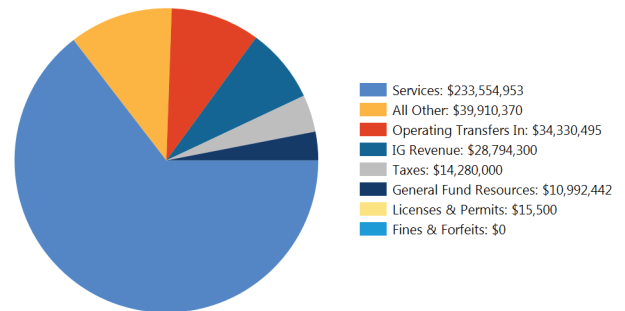


# Public Works

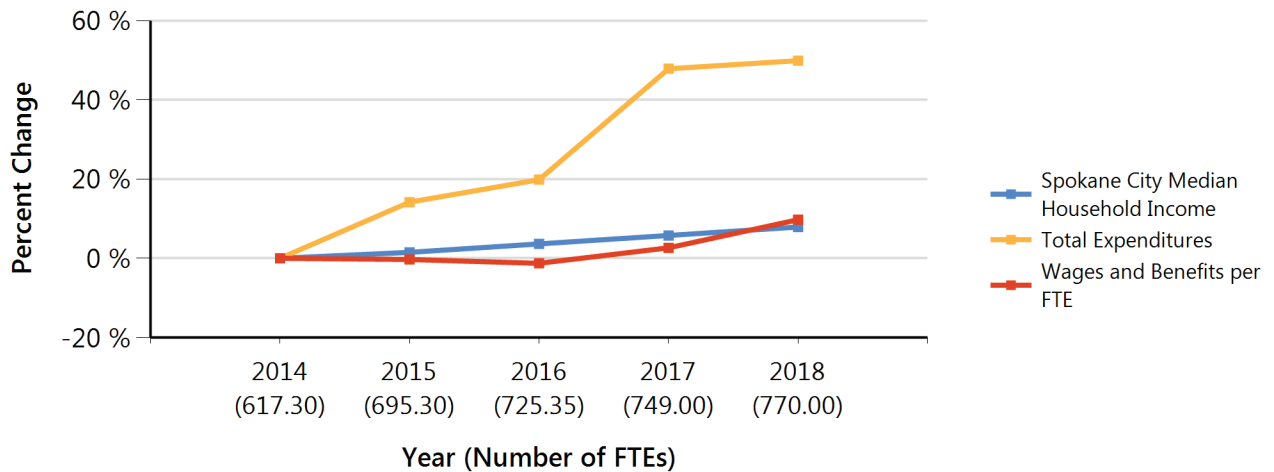
## 2018 Expenditures



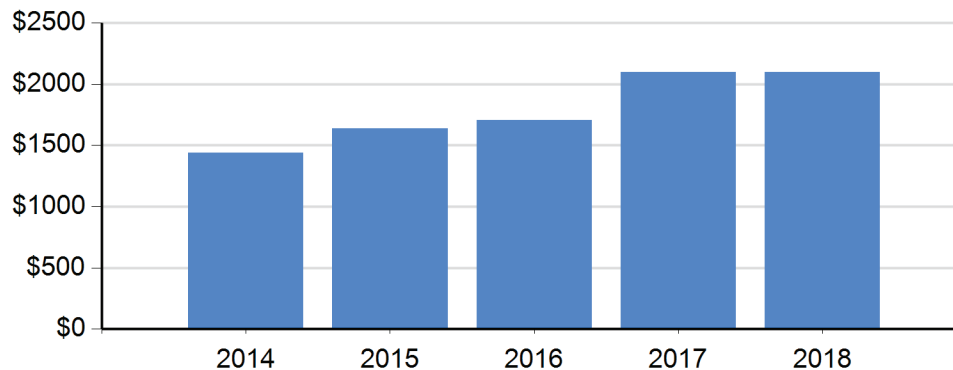
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

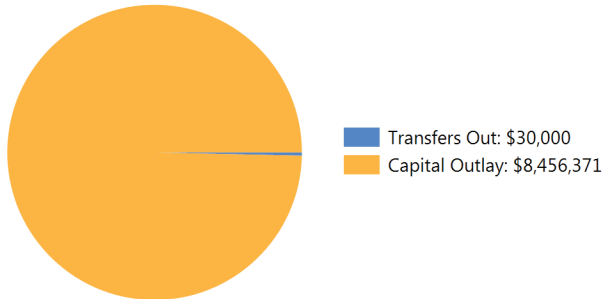
Spending	\$1,439.36	\$1,637.09	\$1,707.32	\$2,096.89	\$2,096.03
Percent Change	0.00%	14.16%	4.97%	23.35%	1.38%



# 2004 UTGO Streets Bond

The 10-yr Street Bond Program is used to cover costs incurred on 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.

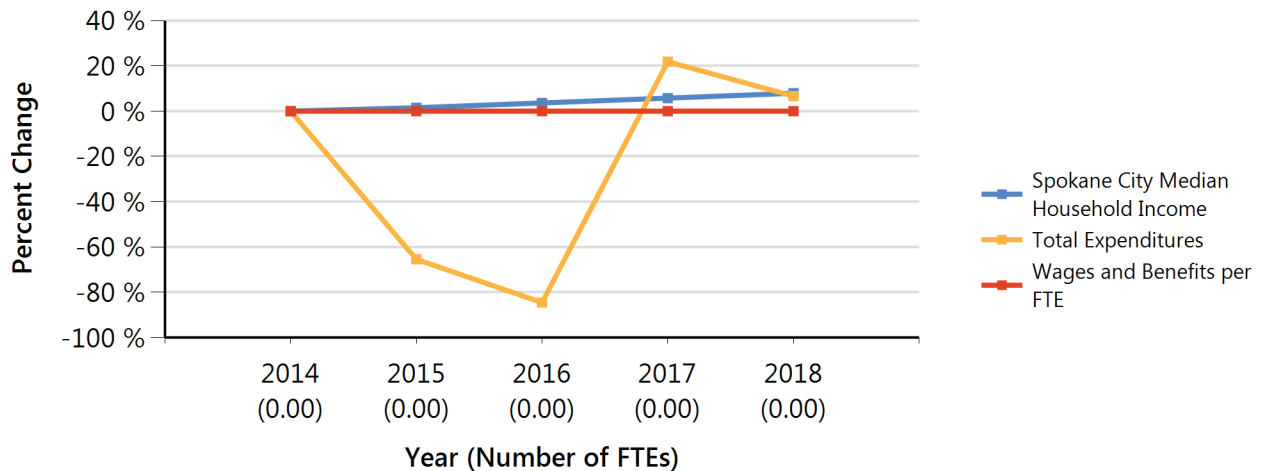
## 2018 Expenditures



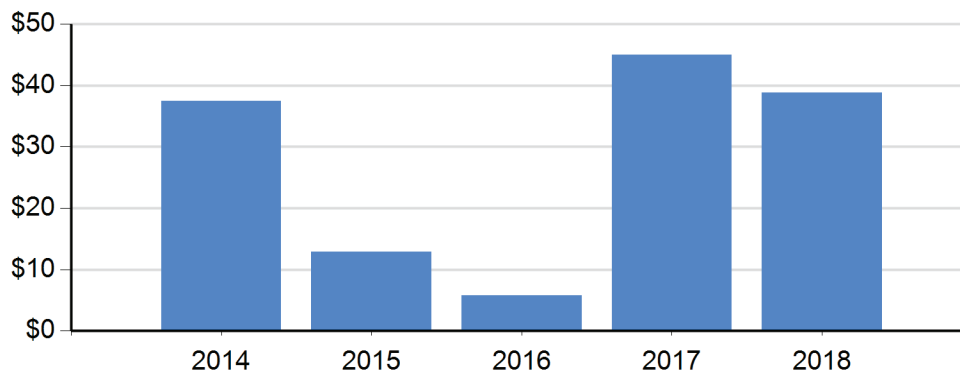
## 2018 Revenues

No Data Available

## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$37.49	\$12.91	\$5.73	\$45.02	\$38.83
Percent Change	0.00%	-65.44%	-55.33%	689.47%	-12.51%

## Department Summary: 2004 UTGO Streets Bond

**Division:** Public Works

**Fund Type:** Capital Project Fund

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### Executive Summary:

The 10-yr Street Bond Program is used to cover costs incurred on 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.

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### 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.

Primarily, all funds have been assigned and future expenditures will consist of lingering project costs and carryover expenses.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	5,338,388	2,074,733	767,876	8,456,371	8,456,371
Interfund Charges	1,449,329	10,613	4,495	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,151,053	658,061	450,000	1,243,629	30,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	21,397	7,466	6,298	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>7,960,167</b>	<b>2,750,873</b>	<b>1,228,669</b>	<b>9,700,000</b>	<b>8,486,371</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	295,534	49,706	82,467	0	0
<b>TOTAL</b>	<b>295,534</b>	<b>49,706</b>	<b>82,467</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

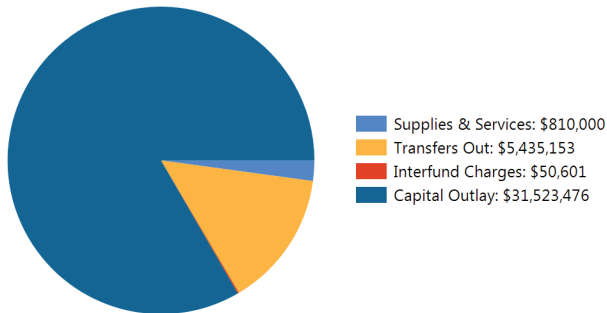




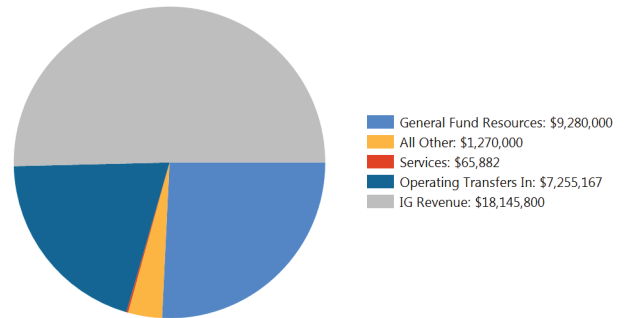
# Arterial Street Fund

The Arterial Street Fund captures incoming revenues and capital project expenditures for street and roadway projects as laid out in the 6-yr Street Program. All accounting transactions for the Six-Year Street Program are done within the Arterial Street Fund to accurately record and track project costs.

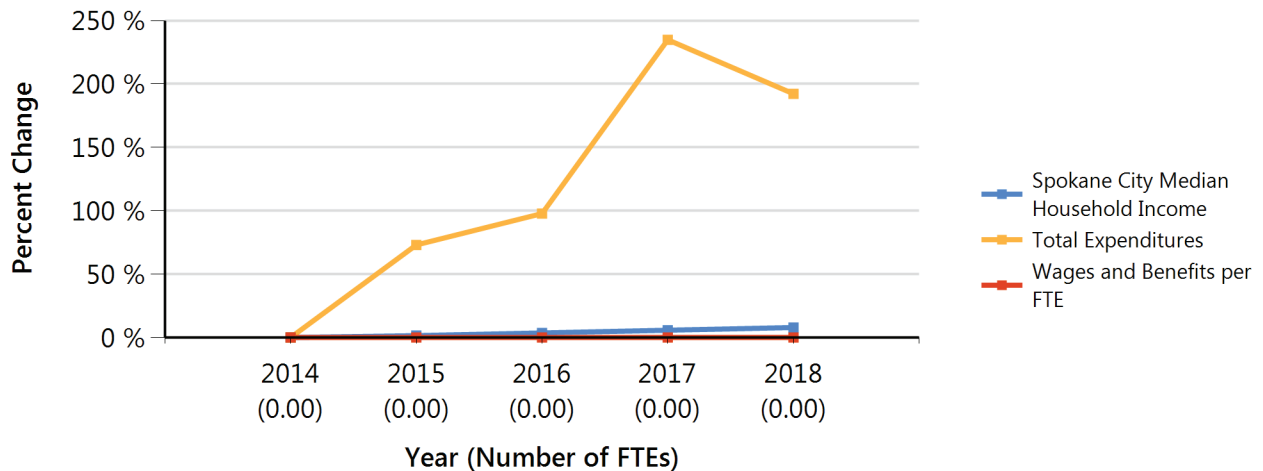
## 2018 Expenditures



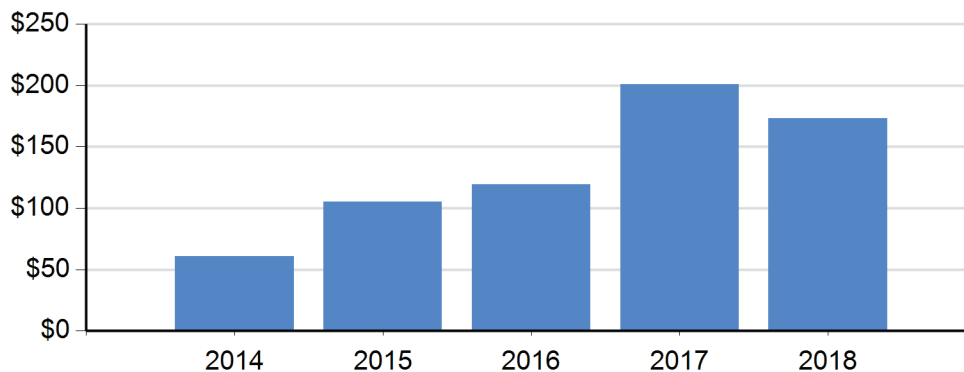
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$60.95	\$105.07	\$119.31	\$201.13	\$173.07
Percent Change	0.00%	73.02%	14.29%	69.32%	-12.72%

## Department Summary: Arterial Street Fund

**Division:** Public Works

**Fund Type:** Capital Project Fund

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### Executive Summary:

The Arterial Street Fund captures incoming revenues and capital project expenditures for street and roadway projects as laid out in the 6-yr Street Program. All accounting transactions for the Six-Year Street Program are done within the Arterial Street Fund to accurately record and track project costs.

---

### 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. The citizens have embraced this new "integrated" approach to manage the street right of way, approving a new 20-year levy in November 2014 with a nearly 78 percent "yes" vote to support construction of improved and integrated streets. The Arterial Street Fund: 6-yr Street Program is used in the transaction of all roadway project costs incurred for projects found within the Six-Year Street Program. The City relies upon federal and state funding sources to design, purchase right-of-way and construct capital transportation projects. Federal and state transportation funds are provided to the City as reimbursements to actual expenses incurred and because of this reimbursement-only policy, this fund acts as the cash flow account for all the projects within Street Program.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	9,033,034	14,698,750	21,546,352	36,119,357	31,523,476
Interfund Charges	2,198,370	287,636	532,635	163,101	50,601
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,300,000	7,111,668	3,023,904	6,577,608	5,435,153
Wages & Benefits	0	0	0	0	0
Supplies & Services	276,441	174,263	371,136	472,500	810,000
Debt Services	118,316	117,751	117,187	0	0
All Other	14,207	473	473	0	0
<b>TOTAL</b>	<b>12,940,368</b>	<b>22,390,541</b>	<b>25,591,687</b>	<b>43,332,566</b>	<b>37,819,230</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	1,000	1,000	0	0	0
IG Revenue	10,751,363	8,640,604	11,296,479	19,352,845	18,145,800
Services	156,328	781,395	0	14,550	65,882
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	3,850,092	7,700,000	5,773,840	10,810,691	7,255,167
General Fund Resources	0	8,444,700	9,100,000	9,530,000	9,280,000
All Other	528,716	1,061,012	59,605	1,368,879	1,270,000
<b>TOTAL</b>	<b>15,287,499</b>	<b>26,628,711</b>	<b>26,229,924</b>	<b>41,076,965</b>	<b>36,016,849</b>

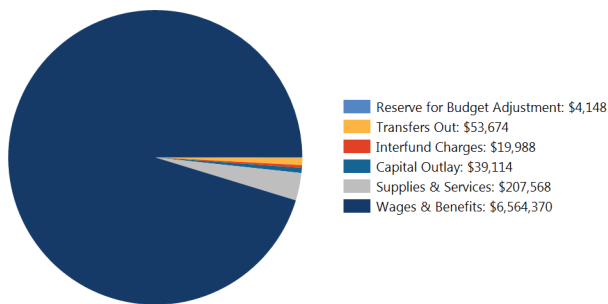
**Revenue Notes:**



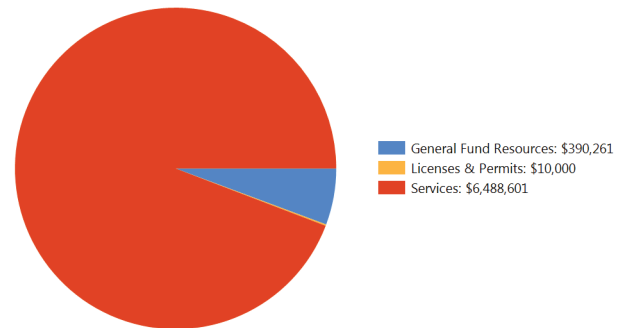
# Engineering Services

The City of Spokane provides efficient and effective design and construction management services to facilitate economic opportunity and enhance the quality of life in Spokane. Engineering services is the primary design and construction management steward for the basic street, sewer, water, pedestrian, bikeway, sanitary and storm sewer systems.

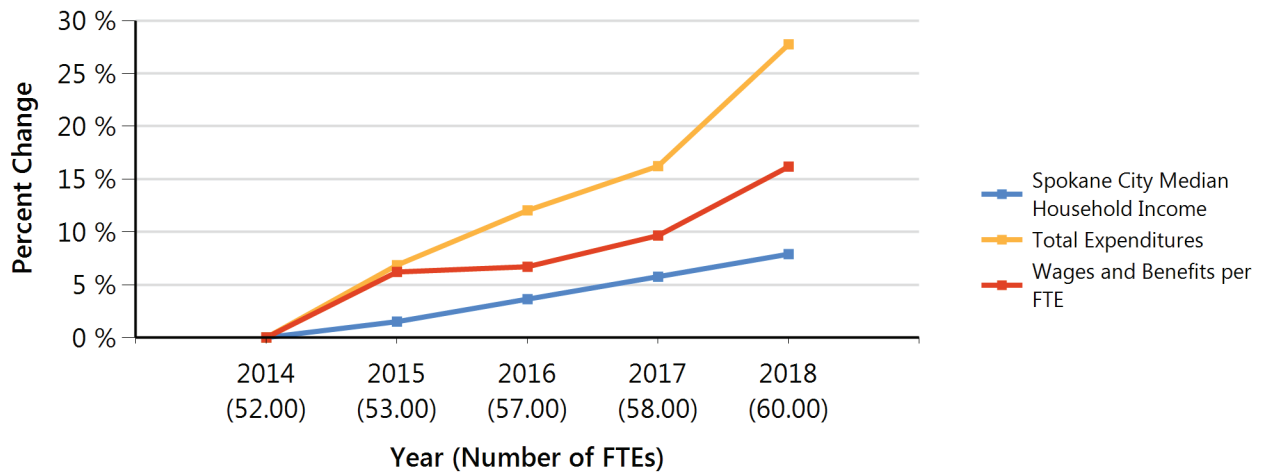
## 2018 Expenditures



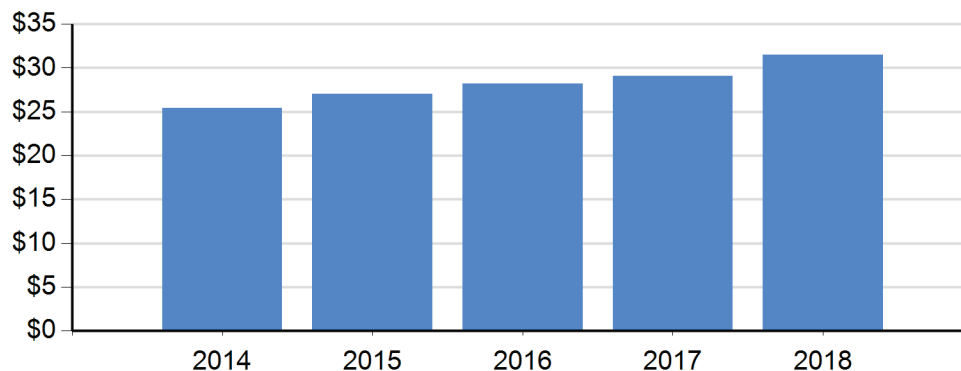
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$25.40	\$27.04	\$28.16	\$29.09	\$31.52
Percent Change	0.00%	6.85%	4.84%	3.74%	9.91%

## Department Summary: Engineering Services

**Division:** Public Works

**Fund Type:** General Fund

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### Executive Summary:

The City of Spokane provides efficient and effective design and construction management services to facilitate economic opportunity and enhance the quality of life in Spokane. Engineering services is the primary design and construction management steward for the basic street, sewer, water, pedestrian, bikeway, sanitary and storm sewer systems.

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### Programs and Services:

For infrastructure stewardship, a thorough understanding of the systems, their context, capacities and conditions is essential. These are the fundamental tools for their responsible planning, efficient design and construction management to assure that these services are reliably and responsibly available where and when required for a vibrant economy.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>52.00</b>	<b>53.00</b>	<b>57.00</b>	<b>58.00</b>	<b>60.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	87,505	312,140	117,955	92,788	39,114
Interfund Charges	46,808	5,452	44,097	19,988	19,988
Reserve for Budget Adjustment	0	0	0	4,148	4,148
Transfers Out	686	686	343	0	53,674
Wages & Benefits	4,860,712	5,261,492	5,686,691	5,957,004	6,564,370
Supplies & Services	396,923	182,263	192,157	193,568	207,568
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>5,392,634</b>	<b>5,762,033</b>	<b>6,041,243</b>	<b>6,267,496</b>	<b>6,888,862</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	77,460	85,000	96,410	10,000	10,000
IG Revenue	0	0	0	0	0
Services	7,001,740	6,586,300	8,595,162	6,392,147	6,488,601
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	390,261
All Other	521	(2,283)	0	0	0
<b>TOTAL</b>	<b>7,079,721</b>	<b>6,669,017</b>	<b>8,691,572</b>	<b>6,402,147</b>	<b>6,888,862</b>

**Revenue Notes:**

## Program Summary: Construction Management

**Division:** Public Works

**Fund Type:** General Fund

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### Executive Summary:

Provide high-quality and cost effective construction management services focused on capital infrastructure (Sewer/Water/Streets/Stormwater/Bridges/Signals/Ped/Bikeways) primarily in support of Public Works & Utilities Division needs. Services include on-site inspection of public and private infrastructure for consistency and compliance with internal/external standards, with an emphasis on strong coordination with all affected parties.

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### Programs and Services:

The economic vitality of the community is key to the City's ability to provide services to its citizens and is a core characteristic of an overall thriving community. Construction Management supports capital projects with services that include: Consolidated/coordinated Construction Management (CM) for Water, Sewer, Streets, Bridges, Sidewalks, Bikeways/Paths, Landscaping, Signals, Signs/Markers, Stormwater, and Combined Sewer Overflows projects within the City limits and City's utility service areas. It provides all Construction Inspection, Materials Testing/Certification, Progress Payments, Public Relations, Negotiation of Change Orders, and Record keeping per Funding Requirements/ Audits for all public works construction contracts (both public and private). This represents on average \$40 to \$70 million dollars per year in construction work/activity.

Perform all survey work for public works projects (public and private), including Preliminary and Final Design surveys, Construction staking, Real Estate Surveys, As-built GPS data collection, and other miscellaneous requests. This includes setting and maintaining vertical and horizontal survey grade controls throughout the City, including street monument coordination.

This function also administers all construction management performed by consultants on specialty projects and during peak work periods. Other services include small contract projects for other City departments, customer service in response to data, questions, concerns on any PW's projects, all as-built records and drawings for the Department and City (incl. necessary info to support GIS/GPS City Map), Constructability Reviews on all public projects, actual field design of small projects such as alleys and street rehabilitation projects in coordination with the Design.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>33.00</b>	<b>33.00</b>	<b>37.00</b>	<b>38.00</b>	<b>38.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	126,757	32,651	0	0
Interfund Charges	2,492	4,885	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	3,149,684	3,435,358	3,736,515	4,026,822	4,176,861
Supplies & Services	772	748	4,353	720	720
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>3,152,948</b>	<b>3,567,748</b>	<b>3,773,519</b>	<b>4,027,542</b>	<b>4,177,581</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	2,353,204	2,506,851	2,841,653	3,172,734	3,172,734
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	510	(2,295)	0	0	0
<b>TOTAL</b>	<b>2,353,714</b>	<b>2,504,556</b>	<b>2,841,653</b>	<b>3,172,734</b>	<b>3,172,734</b>

**Revenue Notes:**

## **Program Summary:** Engineering Administration

**Division:** Public Works

**Fund Type:** General Fund

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### **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.

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### **Programs and Services:**

The Administrative Function of Engineering ensures that coordination of all projects is done properly with adherence to all City policies, and procedures. This includes meticulous record keeping, project tracking, contract processing, processing and coordination of Council agenda items, coordination of bidding processes and maintenance of the department's website data.

Project coordination necessitates a high amount of administrative support with developing ownership lists, processing correspondence, coordinating public meetings and numerous other tasks. Having efficient administrative support allows the technical staff to complete their processes in a timely manner.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	87,505	185,383	85,304	92,788	39,114
Interfund Charges	44,316	567	44,097	19,988	19,988
Reserve for Budget Adjustment	0	0	0	4,148	4,148
Transfers Out	686	686	343	0	53,674
Wages & Benefits	378,137	379,809	440,261	376,247	492,799
Supplies & Services	154,493	176,563	187,588	192,320	206,320
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>665,137</b>	<b>743,008</b>	<b>757,593</b>	<b>685,491</b>	<b>816,043</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	77,460	85,000	96,410	10,000	10,000
IG Revenue	0	0	0	0	0
Services	3,673,823	2,929,443	4,488,547	1,934,813	2,031,267
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	390,261
All Other	11	12	0	0	0
<b>TOTAL</b>	<b>3,751,294</b>	<b>3,014,455</b>	<b>4,584,957</b>	<b>1,944,813</b>	<b>2,431,528</b>

**Revenue Notes:**

## Program Summary: Engineering Design

**Division:** Public Works

**Fund Type:** General Fund

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### Executive Summary:

With a focus on the Public Works & Utilities Division needs, the City provides high-quality and cost-effective engineering design services with emphasis on capital infrastructure in the right of way. Services include design and construction management of capital projects for consistency and compliance with standards.

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### Programs and Services:

The economic vitality of the community is key to the City's ability to provide services to its citizens and is a core characteristic of an overall thriving community. This function includes all preliminary and final design elements, including bid and award, multi-department/jurisdictional coordination, permitting, right-of-way identification and certifications, and adherence to all applicable federal, state and local standards.

Bid includes: Consolidated/coordinated designs for Water, Sewer, Streets, Bridges, Sidewalks, Bikeways/Paths, Streetscape (urban design elements), Signals, Signs/Markers, Stormwater, and Combined Sewer Overflows (CSO) projects within the City limits and utility service areas.

Develop, maintain, and update Engineering standards and references for all public works facilities above and include: City of Spokane Supplemental Construction Specifications, Standard Plans, Design/Drafting Standards in coordination with all applicable regulatory agencies as listed below, City of Spokane Valley, Spokane County, and other City Departments. All Document/Record Archiving, including development of a new electronic archive system for all public engineering records and drawings with provisions for easy access and retrieval by inter/intranet and GIS mapping, Administration of Local Improvement Program/Sidewalk Repair/Replacement program in coordination with the Community, Housing and Human Services Department and Neighborhood Councils, Traffic Engineering Design and Support, and Electronic Drafting Design Training & Support.

LEVELS OF SERVICE require that all projects meet requirements for quality, timeliness, and budget, and be well coordinated with all other regulatory agencies, departments, private utilities, affected businesses, neighborhoods, and citizens. Engineering Services has a long proven history of providing this level of service on behalf of the citizens of Spokane and the Public Works & Utilities Division as shown in the annual reports.

NETWORK, ENVIRONMENT, AND INFRASTRUCTURE 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



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>14.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>17.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,332,891	1,446,325	1,509,915	1,553,935	1,894,710
Supplies & Services	241,658	4,952	216	528	528
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,574,549</b>	<b>1,451,277</b>	<b>1,510,131</b>	<b>1,554,463</b>	<b>1,895,238</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	974,713	1,150,006	1,264,962	1,284,600	1,284,600
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>974,713</b>	<b>1,150,006</b>	<b>1,264,962</b>	<b>1,284,600</b>	<b>1,284,600</b>

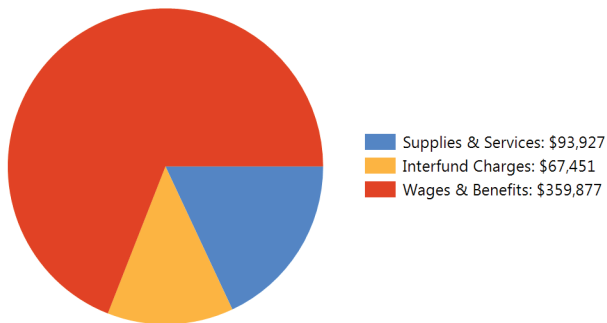
**Revenue Notes:**



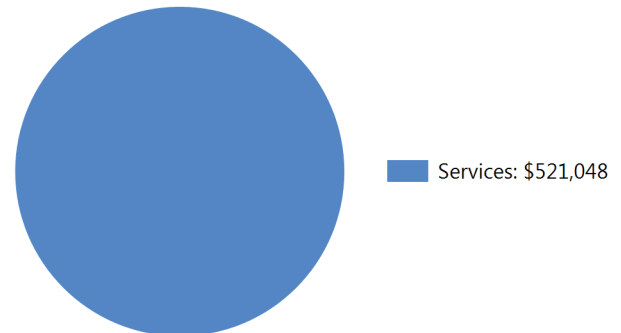
# Environmental Programs

Environmental Programs works across City Departments and Divisions leading the development of integrated plans, policies and strategic initiatives that are both environmentally and financially responsible. We support, inform and guide the City's strategic goals on issues affecting land, air, water and energy through science, planning, policy analysis, data collection, review, and reporting. We engage in collaborative governance through our relationships with local, state, and federal agencies, as well as business and citizens. We represent the City's perspective in regional environmental processes, and coordinate the City's sustainability program.

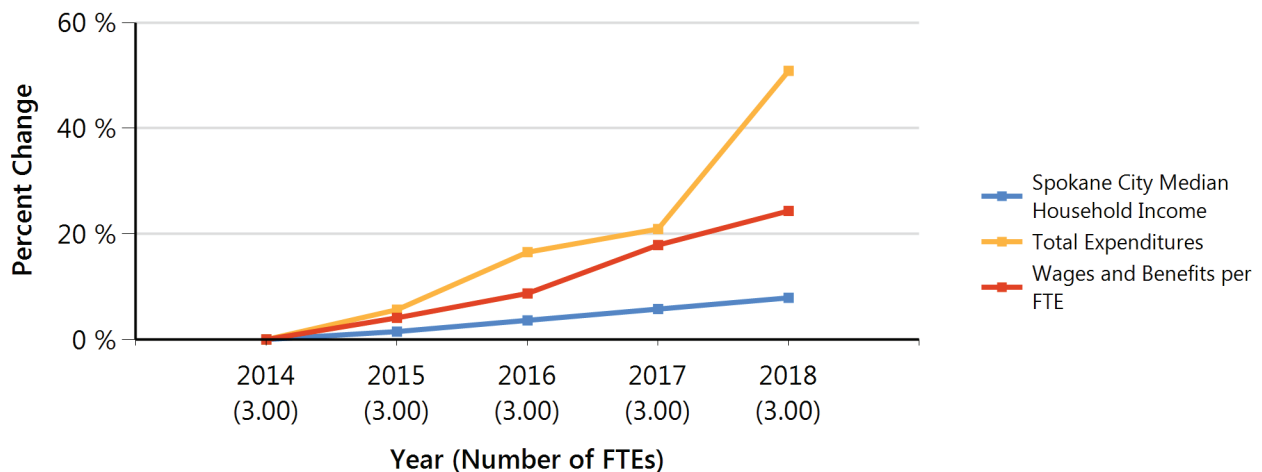
## 2018 Expenditures



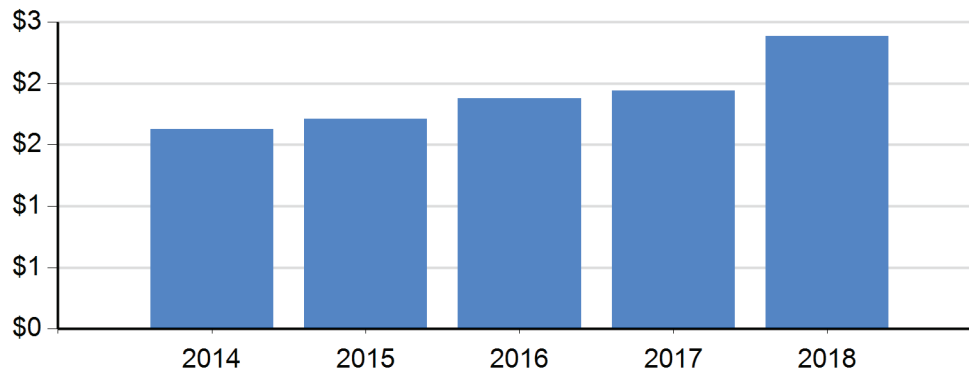
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$1.63	\$1.71	\$1.88	\$1.94	\$2.39
Percent Change	0.00%	5.63%	10.31%	3.76%	24.76%

## Department Summary: Environmental Programs

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

Environmental Programs works across City Departments and Divisions leading the development of integrated plans, policies and strategic initiatives that are both environmentally and financially responsible. We support, inform and guide the City's strategic goals on issues affecting land, air, water and energy through science, planning, policy analysis, data collection, review, and reporting. We engage in collaborative governance through our relationships with local, state, and federal agencies, as well as business and citizens. We represent the City's perspective in regional environmental processes, and coordinate the City's sustainability program.

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### Programs and Services:

Environmental Programs provides scientific consulting and regulatory strategies to other City departments, communicating environmental science and policy. In particular, we work closely with the City's utilities—water, wastewater, stormwater, solid waste collection and solid waste disposal—in meeting environmental goals. Environmental Programs works to develop promote and implement sustainable practices throughout the City through education, community partnerships and performance management. We also work to bring the City's views and perspectives to regional environmental processes, such as conservation and watershed planning.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	1,631	0	0	0	0
Interfund Charges	52,502	52,133	52,209	69,829	67,451
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,631	0	0	0	0
Wages & Benefits	284,333	295,999	309,681	338,034	359,877
Supplies & Services	5,421	16,869	40,753	9,927	93,927
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>345,518</b>	<b>365,001</b>	<b>402,643</b>	<b>417,790</b>	<b>521,255</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	345,517	345,517	369,345	396,152	521,048
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>345,517</b>	<b>345,517</b>	<b>369,345</b>	<b>396,152</b>	<b>521,048</b>

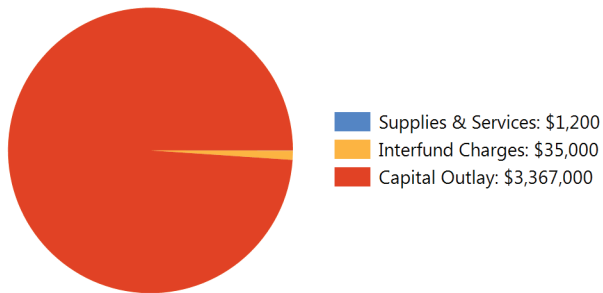
**Revenue Notes:**



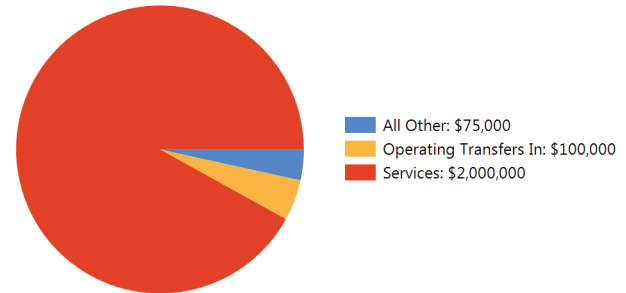
# Fleet Replacement Fund

The Fleet Replacement Fund charges 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 as needed.

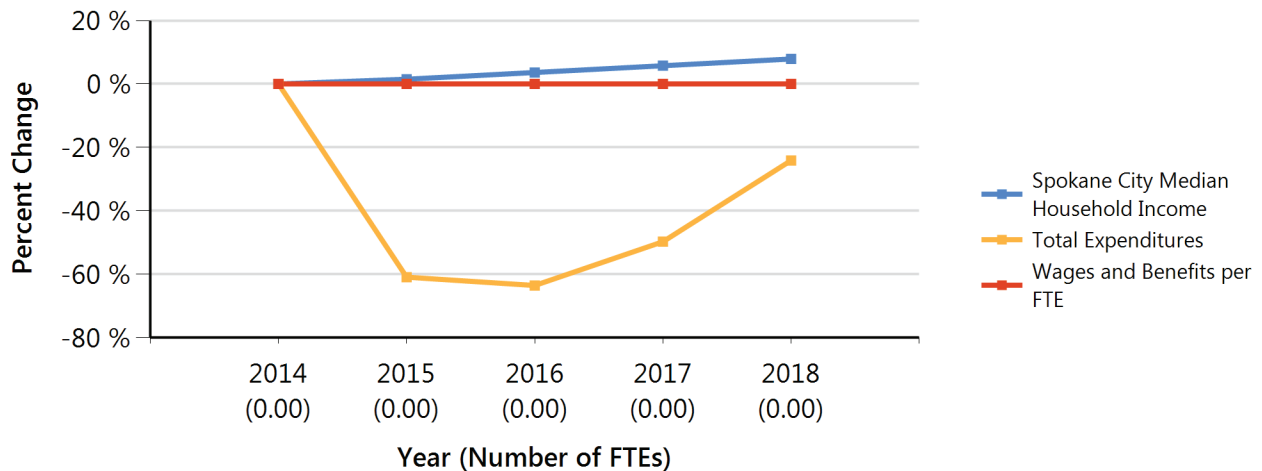
## 2018 Expenditures



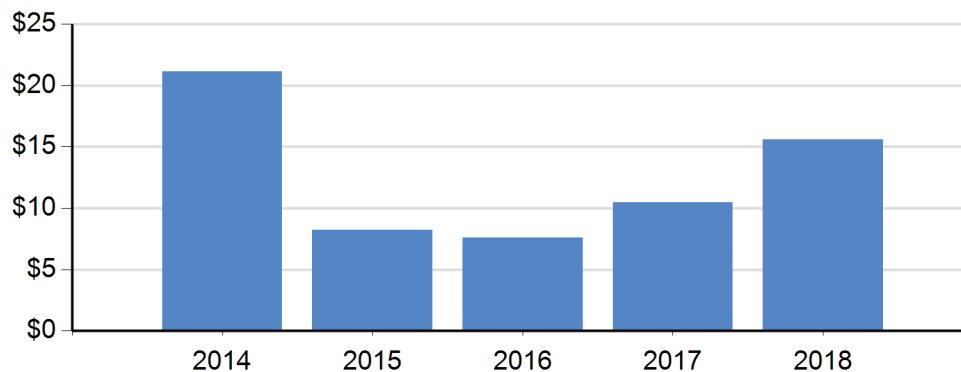
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$21.13	\$8.22	\$7.62	\$10.46	\$15.57
Percent Change	0.00%	-60.95%	-6.71%	37.91%	51.04%

## Department Summary: Fleet Replacement Fund

**Division:** Public Works

**Fund Type:** Internal Service Fund

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### Executive Summary:

The Fleet Replacement Fund charges 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 as needed.

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### 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 the Fleet Replacement Fund, where they will be available at the end of the unit's useful life. Currently only the Street Department is fully utilizing the Replacement Fund, as required by RCW 35.21.088.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	1,840,225	1,366,849	1,576,565	2,216,950	3,367,000
Interfund Charges	69,805	82,870	56,071	35,000	35,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	2,575,000	300,000	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	738	1,592	1,086	1,200	1,200
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>4,485,768</b>	<b>1,751,311</b>	<b>1,633,722</b>	<b>2,253,150</b>	<b>3,403,200</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,747,309	1,735,121	1,800,821	2,078,175	2,000,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	502,679	335,835	75,489	100,000	100,000
General Fund Resources	0	0	0	0	0
All Other	927,139	95,821	171,310	75,000	75,000
<b>TOTAL</b>	<b>3,177,127</b>	<b>2,166,777</b>	<b>2,047,620</b>	<b>2,253,175</b>	<b>2,175,000</b>

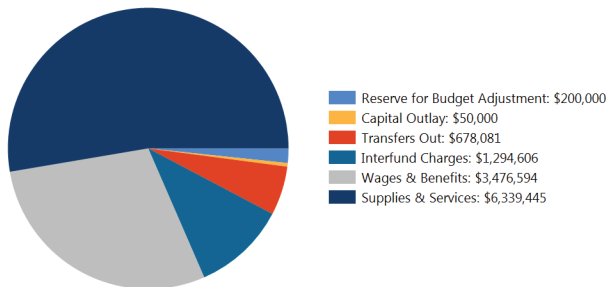
**Revenue Notes:**



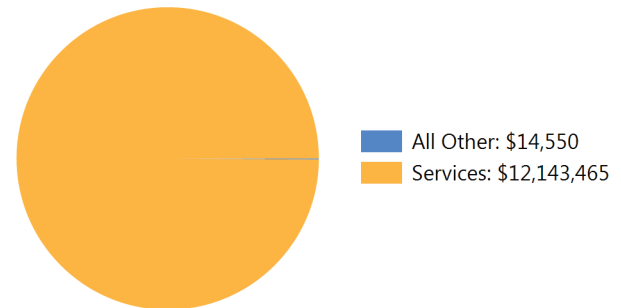
# Fleet Services

Fleet Services provides centralized fleet management, maintenance, procurement, disposal, and record keeping services for City of Spokane departments that utilize vehicles and equipment to fulfill their missions. Fleet Services is organized as an internal services fund and functions like a small business within City government.

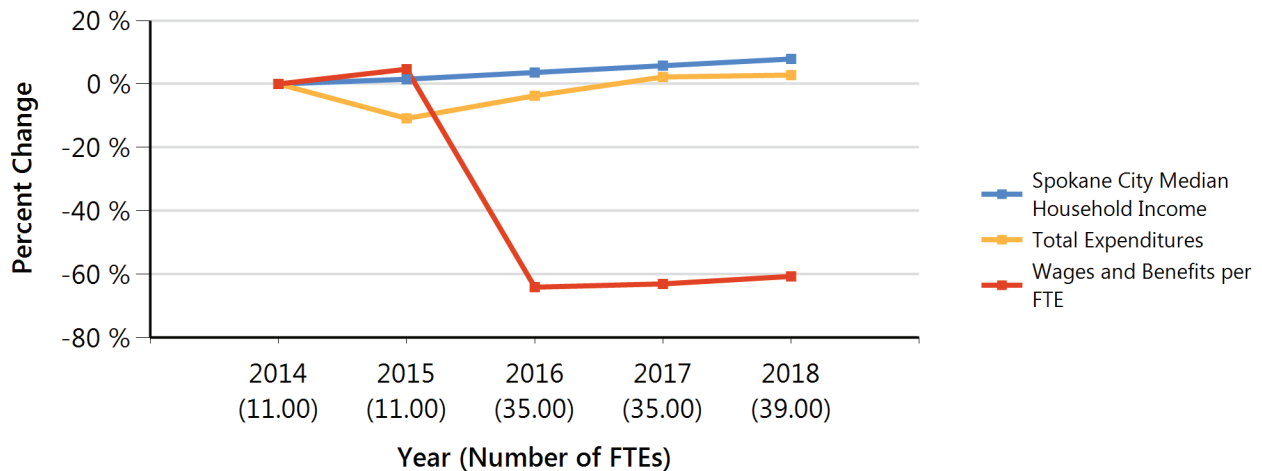
## 2018 Expenditures



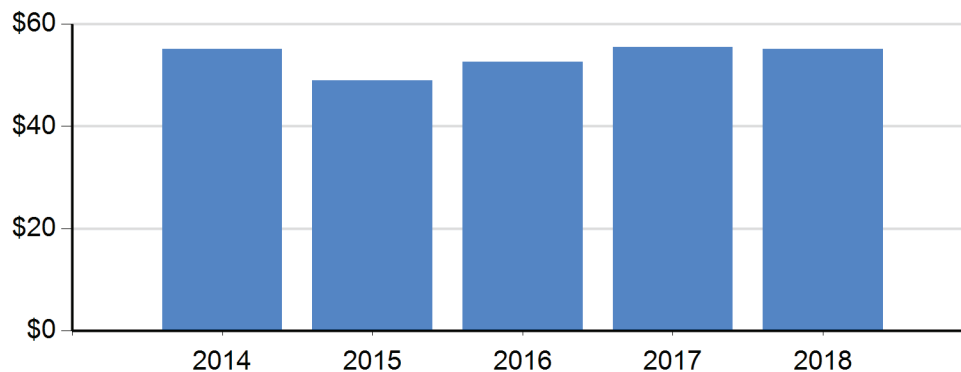
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$55.16	\$48.97	\$52.57	\$55.55	\$55.09
Percent Change	0.00%	-10.87%	8.04%	6.14%	0.58%

## Department Summary: Fleet Services

**Division:** Public Works

**Fund Type:** Internal Service Fund

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### 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.

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### 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 one facility and provide service and centralized fleet management services for more than 1,400 vehicles and related pieces of equipment.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>11.00</b>	<b>11.00</b>	<b>35.00</b>	<b>35.00</b>	<b>39.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	38,387	3,158	127,500	50,000
Interfund Charges	1,271,397	1,237,005	1,286,778	1,073,051	1,294,606
Reserve for Budget Adjustment	0	0	0	200,000	200,000
Transfers Out	510,223	292,085	642,613	676,994	678,081
Wages & Benefits	2,902,406	3,038,147	3,016,449	3,047,912	3,476,594
Supplies & Services	7,001,469	5,817,483	6,304,000	6,842,876	6,339,445
Debt Services	0	0	0	0	0
All Other	24,335	13,045	22,828	0	0
<b>TOTAL</b>	<b>11,709,830</b>	<b>10,436,152</b>	<b>11,275,826</b>	<b>11,968,333</b>	<b>12,038,726</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	1,674	0	0
Services	11,634,090	10,281,026	11,434,140	12,143,465	12,143,465
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	50,586	216,020	30,137	14,550	14,550
<b>TOTAL</b>	<b>11,684,676</b>	<b>10,497,046</b>	<b>11,465,951</b>	<b>12,158,015</b>	<b>12,158,015</b>

**Revenue Notes:**

**Program Summary:** Fleet Services Administration**Division:** Public Works**Fund Type:** Internal Service Fund

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**Executive Summary:**

This program captures administrative and overhead costs for Fleet Services and Radio Communications.

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**Programs and Services:**

This program captures administrative and overhead costs for Fleet Services and Radio Communications.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,261,022	1,230,767	1,163,673	1,062,851	1,284,406
Reserve for Budget Adjustment	0	0	0	200,000	200,000
Transfers Out	0	2,914	44	0	0
Wages & Benefits	897,086	970,961	1,044,916	915,907	970,073
Supplies & Services	317,556	463,475	218,964	294,000	241,073
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,475,664</b>	<b>2,668,117</b>	<b>2,427,597</b>	<b>2,472,758</b>	<b>2,695,552</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## **Program Summary:** Fleet Services Operations & Maintenance

**Division:** Public Works

**Fund Type:** Internal Service Fund

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### **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.

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### **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 one facility and provide service and centralized fleet management services for more than 1,400 vehicles and related pieces of equipment.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>24.00</b>	<b>25.00</b>	<b>29.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	21,061	3,158	127,500	50,000
Interfund Charges	2,622	1,578	110,270	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	510,223	289,171	642,569	676,994	678,081
Wages & Benefits	1,993,357	2,055,337	1,971,533	2,132,005	2,506,521
Supplies & Services	4,478,115	3,975,041	4,392,752	3,739,507	3,856,628
Debt Services	0	0	0	0	0
All Other	24,335	13,045	22,828	0	0
<b>TOTAL</b>	<b>7,008,652</b>	<b>6,355,233</b>	<b>7,143,110</b>	<b>6,676,006</b>	<b>7,091,230</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	1,674	0	0
Services	9,100,077	8,657,429	9,319,209	8,953,465	8,953,465
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	50,586	216,020	9,820	14,550	14,550
<b>TOTAL</b>	<b>9,150,663</b>	<b>8,873,449</b>	<b>9,330,703</b>	<b>8,968,015</b>	<b>8,968,015</b>

**Revenue Notes:**

**Program Summary:** Fuel/Wash Site-Broadway**Division:** Public Works**Fund Type:** Internal Service Fund

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**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.

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**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 one facility and provide service and centralized fleet management services for more than 1,400 vehicles and related pieces of equipment.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	17,326	0	0	0
Interfund Charges	0	0	1,306	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	11,963	11,849	0	0	0
Supplies & Services	2,205,798	1,377,025	1,692,284	2,807,469	2,239,844
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,217,761</b>	<b>1,406,200</b>	<b>1,693,590</b>	<b>2,807,469</b>	<b>2,239,844</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	2,519,676	1,604,694	2,098,149	3,175,000	3,175,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	20,317	0	0
<b>TOTAL</b>	<b>2,519,676</b>	<b>1,604,694</b>	<b>2,118,466</b>	<b>3,175,000</b>	<b>3,175,000</b>

**Revenue Notes:**

## Program Summary: Motor Pool

**Division:** Public Works

**Fund Type:** Internal Service Fund

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### 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.

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### 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 one facility and provide service and centralized fleet management services for more than 1,400 vehicles and related pieces of equipment.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	7,753	4,660	11,529	10,200	10,200
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	1,942	0	1,900	1,900
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>7,753</b>	<b>6,602</b>	<b>11,529</b>	<b>12,100</b>	<b>12,100</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	14,337	18,903	16,782	15,000	15,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>14,337</b>	<b>18,903</b>	<b>16,782</b>	<b>15,000</b>	<b>15,000</b>

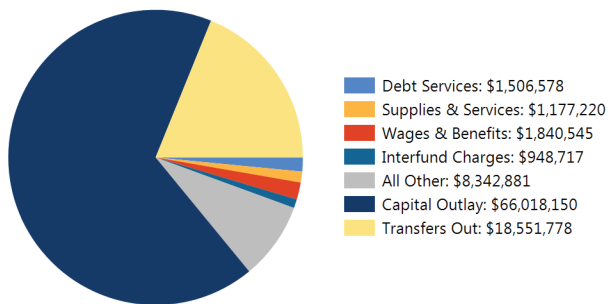
**Revenue Notes:**



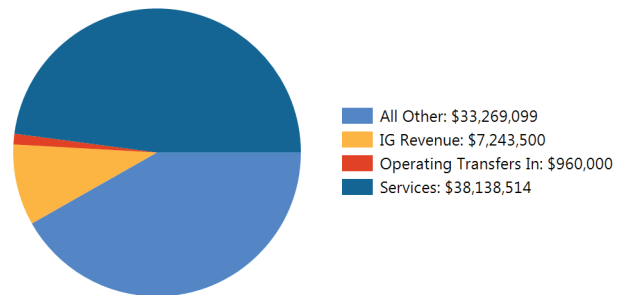
# Integrated Capital Management

The Integrated Capital Management (ICM) Department supports integrated and holistic capital planning for all infrastructure needs for streets, water, wastewater and stormwater. ICM, in coordination with the operations, identifies future need within the system to hand projected demand. This program also holds the funding for all water and wastewater infrastructure capital design and construction.

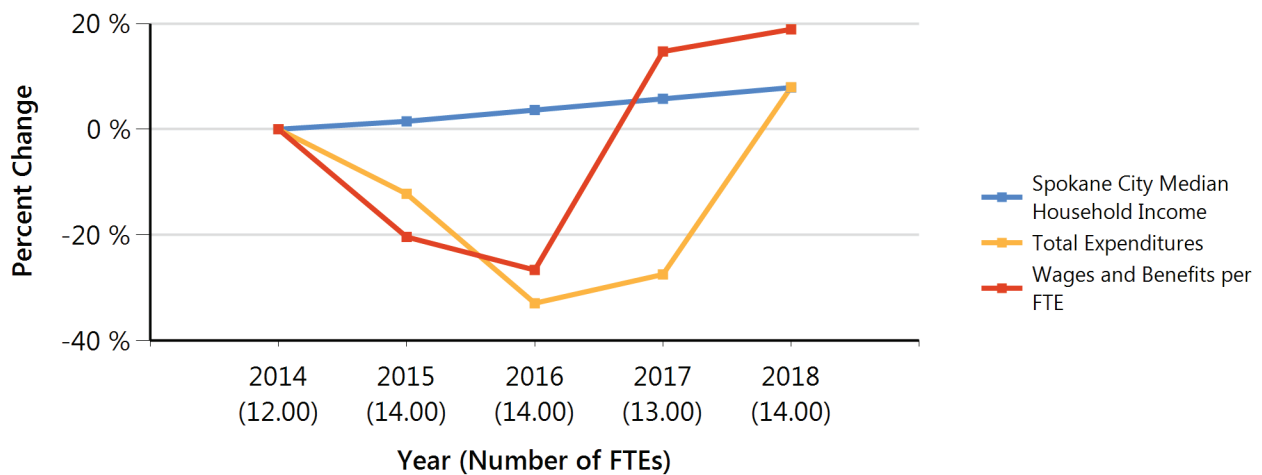
## 2018 Expenditures



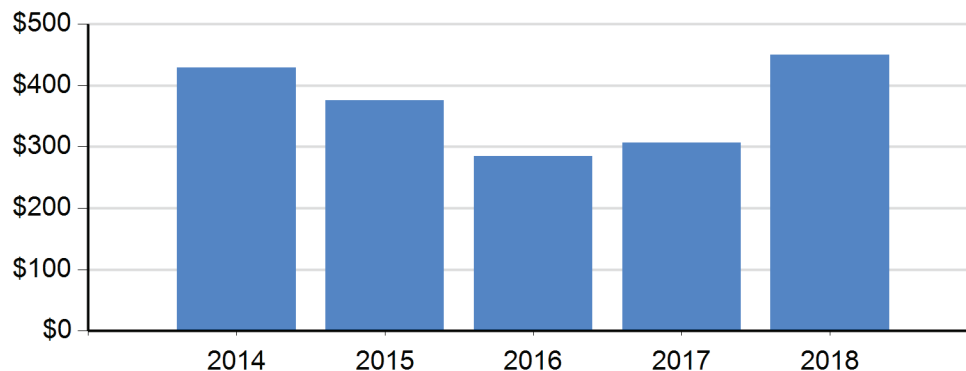
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$429.30	\$375.33	\$284.93	\$306.69	\$450.23
Percent Change	0.00%	-12.24%	-23.58%	8.11%	48.90%

## Department Summary: Integrated Capital Management

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

The Integrated Capital Management (ICM) Department supports integrated and holistic capital planning for all infrastructure needs for streets, water, wastewater and stormwater. ICM, in coordination with the operations, identifies future need within the system to hand projected demand. This program also holds the funding for all water and wastewater infrastructure capital design and construction.

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### Programs and Services:

The Integrated Capital Management Department coordinates and prioritizes all the interrelated infrastructure requirements within the City's right of way. Treating the array of necessary streets and utilities within the right of way in a holistic, system-wide manner is recognized as a best practice. It is a more efficient and cost-effective way to deliver the best value for investments. The citizens have embraced this new "integrated" approach to manage the street right of way, approving a new 20-year levy in November 2014 with a nearly 78 percent "yes" vote to support construction of improved and integrated streets. Additionally, the City committed in its new Integrated Clean Water Plan, which was submitted to regulators, and in its sale of \$200 million in "Green" bonds to manage stormwater on site when streets are rebuilt.

This program also manages all the capital construction for water and wastewater outside of the right of way. This includes major upgrades at the City's Riverside Park Water Reclamation Facility and at Upriver Dam. In 2014, we created the new combined Water-Wastewater Integrated Capital Fund, with citizens paying a single capital charge for water and wastewater construction needs on their monthly utility bills.

This integrated approach to our capital expenditures will allow for more coordinated and consistent planning into the future. This process has already yielded significantly better outcomes with 10% to 30% savings had they been planned, designed and constructed individually.

In addition to increased efficiency, this integration will result in:

- Improved responsiveness.
- Greater flexibility to address emergent issues.
- Improved levels of service with less capital demands.
- The opportunity to leverage revenues to increase capital capacity.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>12.00</b>	<b>14.00</b>	<b>14.00</b>	<b>13.00</b>	<b>14.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	40,206,599	29,798,578	13,343,790	35,703,000	66,018,150
Interfund Charges	1,409,642	649,320	840,275	967,348	948,717
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	41,058,554	40,775,617	35,913,941	18,547,528	18,551,778
Wages & Benefits	1,435,136	1,332,667	1,249,452	1,640,106	1,840,545
Supplies & Services	23,793	145,690	2,249,629	439,360	1,177,220
Debt Services	0	0	17,149	434,806	1,506,578
All Other	7,007,088	7,280,205	7,503,934	8,342,881	8,342,881
<b>TOTAL</b>	<b>91,140,812</b>	<b>79,982,077</b>	<b>61,118,170</b>	<b>66,075,029</b>	<b>98,385,869</b>

**Expenditure Notes:**

Expenses in the All Other category are City Utility taxes and Washington State Excise taxes paid by the City of Spokane's Utility Departments.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	1,277,230	2,778,412	28,132,500	7,243,500
Services	67,822,702	70,046,962	71,736,848	37,063,668	38,138,514
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	960,000
General Fund Resources	0	0	0	0	0
All Other	42,544	21,749,734	17,288,929	13,360,000	33,269,099
<b>TOTAL</b>	<b>67,865,246</b>	<b>93,073,926</b>	<b>91,804,189</b>	<b>78,556,168</b>	<b>79,611,113</b>

**Revenue Notes:**

## **Program Summary:** Capital Sewer

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### **Executive Summary:**

The Integrated Capital Management (ICM) Department supports integrated and holistic capital planning for all infrastructure needs for streets, water, wastewater and stormwater. ICM, in coordination with wastewater operations, identifies future need within the system to handle projected demand. Resulting capital projects are developed by ICM. This program funds capital wastewater infrastructure.

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### **Programs and Services:**

The Integrated Capital Management Department coordinates and prioritizes all the interrelated capital infrastructure requirements within the city's wastewater system. The resulting program provides individual scope, schedule and funding for each capital wastewater project. This program manages all the capital construction for wastewater needs, including projects for the collection system and upgrades at the Riverside Park Water Reclamation Facility.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	5,049,473	2,893,542	25,861,000	33,571,150
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>5,049,473</b>	<b>2,893,542</b>	<b>25,861,000</b>	<b>33,571,150</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	11,886,250	1,372,000
Services	32,646,506	33,945,637	35,533,571	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	21,272	7,431,456	1,892,399	5,500,000	11,614,099
<b>TOTAL</b>	<b>32,667,778</b>	<b>41,377,093</b>	<b>37,425,970</b>	<b>17,386,250</b>	<b>12,986,099</b>

**Revenue Notes:**

## **Program Summary:** Capital Stormwater

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### **Executive Summary:**

The Integrated Capital Management (ICM) Department supports integrated and holistic capital planning for all infrastructure needs for streets, water, wastewater and stormwater. ICM, in coordination with stormwater operations, identifies future need within the system to handle projected demand. Resulting capital projects are developed by ICM. This program funds capital stormwater infrastructure.

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### **Programs and Services:**

The Integrated Capital Management Department coordinates and prioritizes all the interrelated capital infrastructure requirements within the city's stormwater system. The resulting program provides individual scope, schedule and funding for each capital stormwater project. This program manages all the capital construction for stormwater needs, including projects for the collection system and upgrades at the Riverside Park Water Reclamation Facility.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>9.00</b>	<b>11.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	2,281	582,768	375,294	3,430,000	11,838,000
Interfund Charges	26,860	2,407	23,778	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	2,281	12,766	0	0	0
Wages & Benefits	1,005,530	926,769	134,300	217,131	217,143
Supplies & Services	17,766	83,273	2,098,852	0	104,460
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,054,718</b>	<b>1,607,983</b>	<b>2,632,224</b>	<b>3,647,131</b>	<b>12,159,603</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	638,615	755,304	1,260,000	4,421,500
Services	1,264,845	962,407	147,526	1,300,000	1,300,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	264,142	5,617,915	1,180,000	1,975,000
<b>TOTAL</b>	<b>1,264,845</b>	<b>1,865,164</b>	<b>6,520,745</b>	<b>3,740,000</b>	<b>7,696,500</b>

**Revenue Notes:**

## **Program Summary:** Capital Water

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### **Executive Summary:**

The Integrated Capital Management (ICM) Department supports integrated and holistic capital planning for all infrastructure needs for streets, water, wastewater and stormwater. ICM, in coordination with water operations, identifies future need within the system to handle projected demand. Resulting capital projects are developed by ICM. This program funds capital water infrastructure.

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### **Programs and Services:**

The Integrated Capital Management Department coordinates and prioritizes all the interrelated capital infrastructure requirements within the city's water system. The resulting program provides individual scope, schedule and funding for each capital water project. Projects include design and construction within the right of way and outside of it, including upgrades at Upriver Dam.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	4,745,685	7,001,744	7,845,638	6,412,000	12,079,000
Interfund Charges	851,955	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	41,056,273	33,260,314	17,301,613	0	0
Wages & Benefits	429,606	405,898	157,087	1,333	1,342
Supplies & Services	70	42	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>47,083,589</b>	<b>40,667,998</b>	<b>25,304,338</b>	<b>6,413,333</b>	<b>12,080,342</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	1,550,000	550,000
Services	0	115,437	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	50,000
<b>TOTAL</b>	<b>0</b>	<b>115,437</b>	<b>0</b>	<b>1,550,000</b>	<b>600,000</b>

**Revenue Notes:**

## Program Summary: ICM Administration

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

The Integrated Capital Management (ICM) Department supports integrated and holistic capital planning for all infrastructure needs for streets, water, wastewater and stormwater. ICM, in coordination with the operations, identifies future need within the system to hand projected demand. This program includes the administrative functions and professional support of the Integrated Capital Management Department.

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### 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 model, scope, schedule and budget city infrastructure through an integrated approach. In addition to administrative and professional support expenses, this program also includes payment of City and State taxes on the department's revenues.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>13.00</b>	<b>13.00</b>	<b>14.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	530,827	646,913	816,497	967,348	948,717
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	7,502,537	18,612,328	18,547,528	18,551,778
Wages & Benefits	0	0	958,065	1,421,642	1,622,060
Supplies & Services	5,957	62,375	150,777	439,360	1,072,760
Debt Services	0	0	17,149	434,806	1,506,578
All Other	7,007,088	7,280,205	7,503,934	8,342,881	8,342,881
<b>TOTAL</b>	<b>7,543,872</b>	<b>15,492,030</b>	<b>28,058,750</b>	<b>30,153,565</b>	<b>32,044,774</b>

**Expenditure Notes:**

Expenses in the All Other category are City Utility taxes and Washington State Excise taxes paid by the City of Spokane's Utility Departments.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	638,615	1,600,000	13,436,250	0
Services	33,911,351	35,023,481	36,055,751	35,763,668	36,838,514
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	960,000
General Fund Resources	0	0	0	0	0
All Other	21,272	10,874,867	5,345,604	6,680,000	0
<b>TOTAL</b>	<b>33,932,623</b>	<b>46,536,963</b>	<b>43,001,355</b>	<b>55,879,918</b>	<b>37,798,514</b>

**Revenue Notes:**

## **Program Summary:** Major CSO Projects

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### **Executive Summary:**

The City is committed through its new Integrated Clean Water Plan and NPDES permit to limit combine sewer outflows to the river. One of the solutions to limit outflows is to construct several combine sewer overflow (CSO) tanks to capture CSO during storm events.

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### **Programs and Services:**

All major CSO tank projects have been designed and are in process of either going to bid, getting to construction or are under construction. All CSO tanks are expected to be operational by the end of 2018.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	35,458,633	17,164,593	2,229,316	0	8,530,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>35,458,633</b>	<b>17,164,593</b>	<b>2,229,316</b>	<b>0</b>	<b>8,530,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	423,108	0	900,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	3,179,269	4,433,011	0	19,630,000
<b>TOTAL</b>	<b>0</b>	<b>3,179,269</b>	<b>4,856,119</b>	<b>0</b>	<b>20,530,000</b>

**Revenue Notes:**

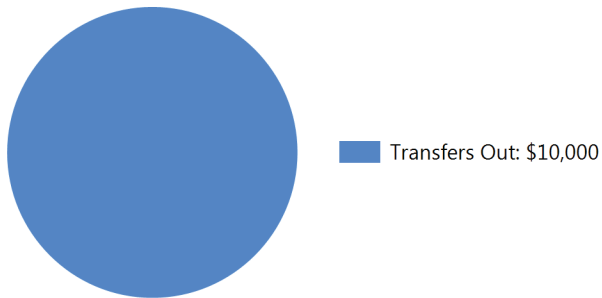




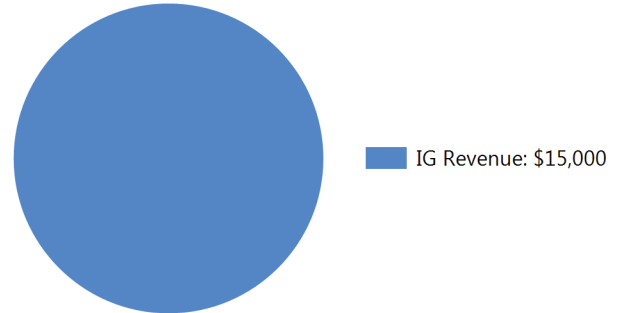
# Paths and Trails

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

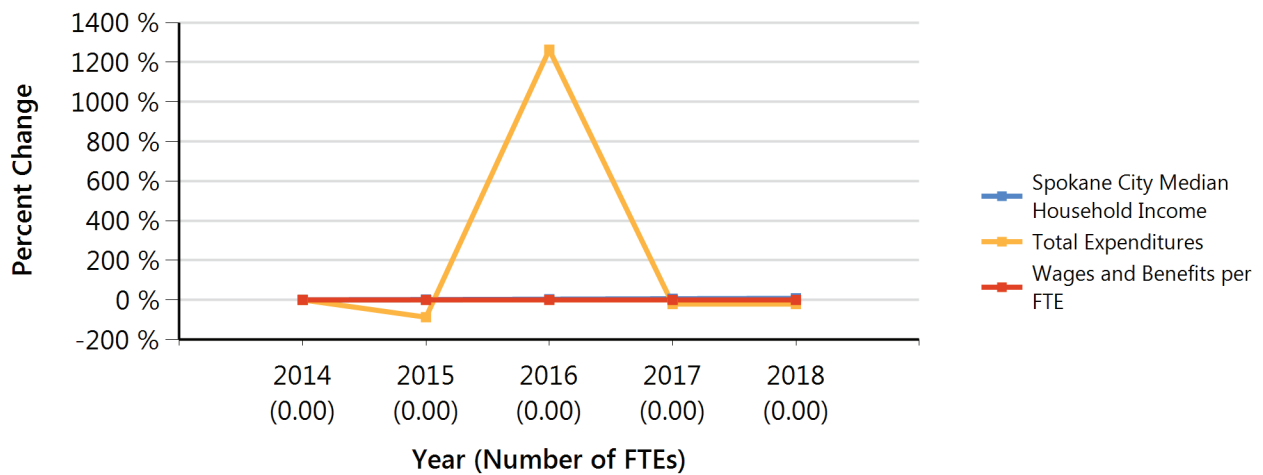
## 2018 Expenditures



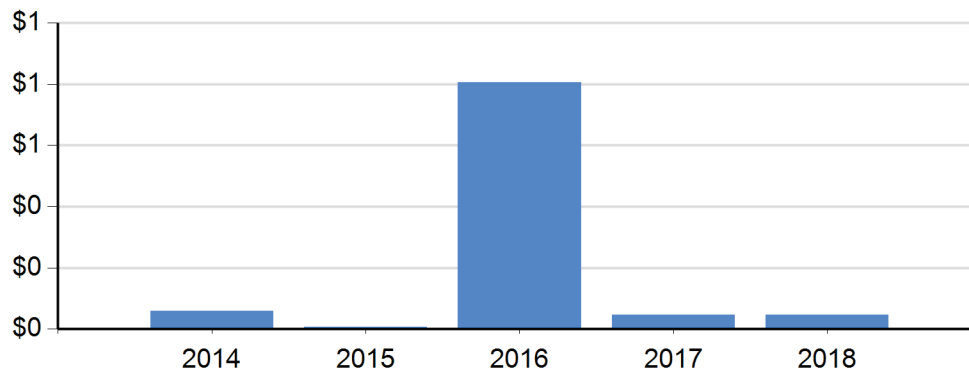
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$0.06	\$0.01	\$0.81	\$0.05
Percent Change	0.00%	-87.42%	10740.46%	0.00%

## Department Summary: Paths and Trails

**Division:** Public Works

**Fund Type:** Special Revenue Fund

---

### Executive Summary:

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

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### Programs and Services:

A portion of state gasoline tax revenue is returned to local governments to be used for the development and maintenance of paths and trails. One half of one percent (0.5%) of the tax is returned to the City. Presently, the City receives approximately \$15,000 per year from this funding source. Both pedestrian and bike facilities can utilize these funds, however, historically these funds have been extremely limited. This revenue source has been used as matching funds, which are typically required from federal and state funding sources on minor pedestrian and or bike projects. Typically this bid has been used to cover incidental costs such as minor striping and signage replacement that support a bike or pedestrian facility.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	2	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	11,000	0	172,788	10,000	10,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	1,673	1,594	9	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>12,675</b>	<b>1,594</b>	<b>172,797</b>	<b>10,000</b>	<b>10,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	15,243	15,757	16,011	15,000	15,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	2,000	1,250	0	0	0
<b>TOTAL</b>	<b>17,243</b>	<b>17,007</b>	<b>16,011</b>	<b>15,000</b>	<b>15,000</b>

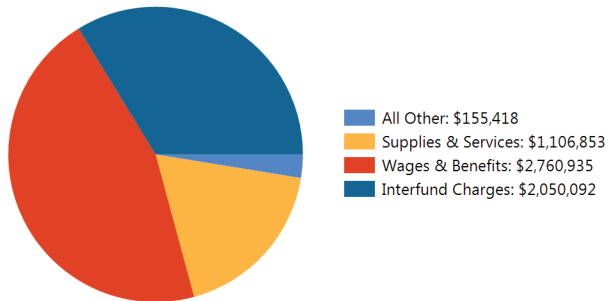
**Revenue Notes:**



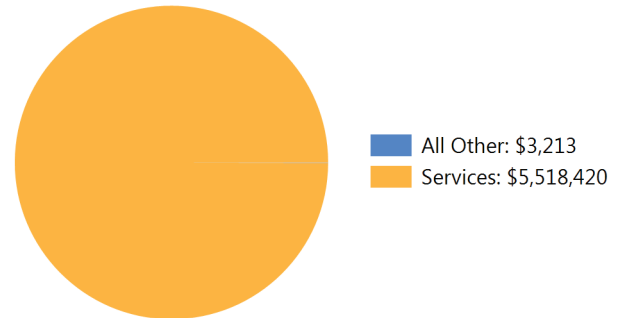
# Public Works and Utilities

The Public Works & Utilities Division includes the City's major utility enterprises, including Water, Wastewater, Solid Waste (collection and disposal), Streets, Engineering Services, and Integrated Capital Management. Our Division provides services that are critical to our citizens' daily lives.

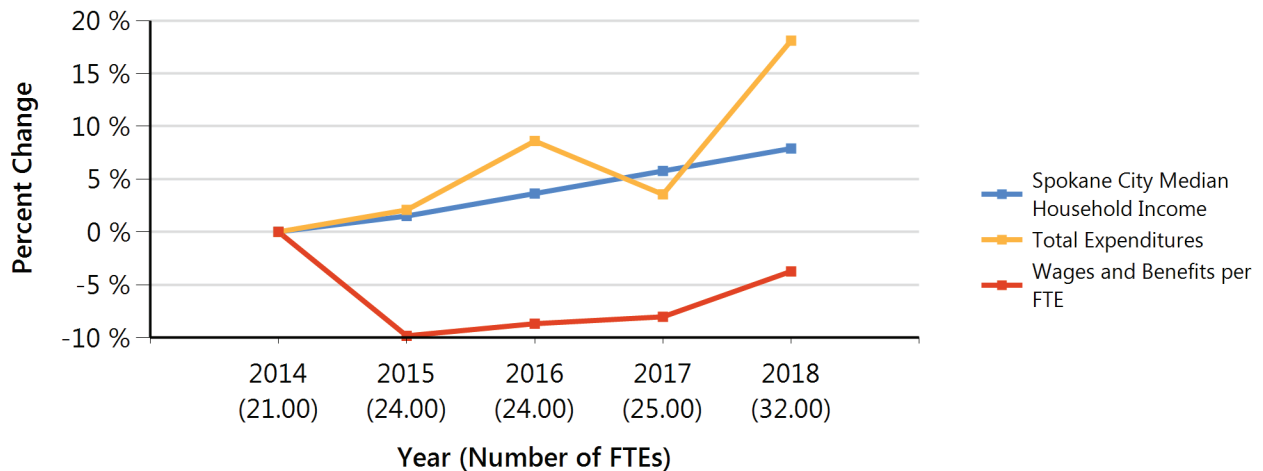
## 2018 Expenditures



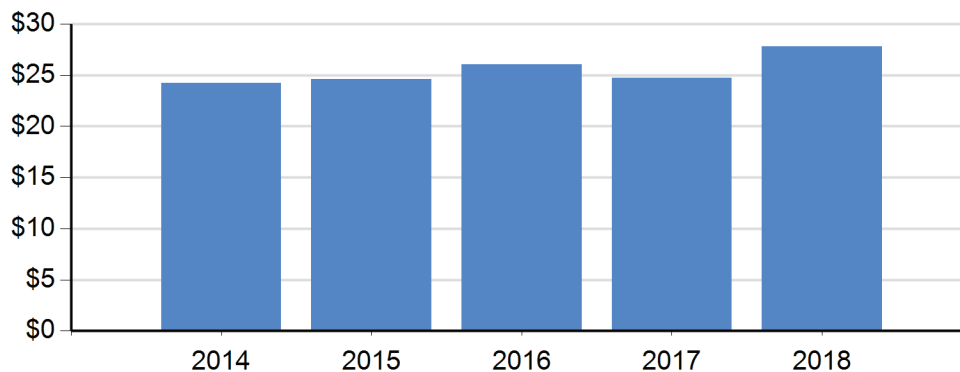
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$24.22	\$24.63	\$26.04	\$24.71	\$27.79
Percent Change	0.00%	2.07%	6.39%	-4.65%	14.05%

## Department Summary: Public Works and Utilities

**Division:** Public Works

**Fund Type:** Internal Service Fund

---

### Executive Summary:

The Public Works & Utilities Division includes the City's major utility enterprises, including Water, Wastewater, Solid Waste (collection and disposal), Streets, Engineering Services, and Integrated Capital Management. Our Division provides services that are critical to our citizens' daily lives.

---

### Programs and Services:

The Public Works & Utilities Division budget encompasses administrative oversight and customer billing for the City's large utility services: the Water Department, the Wastewater Department and the Solid Waste Department (collection and disposal). The Division also includes Streets, Engineering Services, and Integrated Capital Management. This portion of the budget reflects the Division administration and comprehensive billing services for the utilities. The Division staff is responsible for billing 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 that keeps costs low for the utilities that pay for these services. We remain committed to limiting annual rate increases to keep pace with inflation so our services continue being affordable. The Division is focusing on an integrated approach to providing services to citizens. Capital projects are designed to be environmentally and financially responsible. Additionally, we are working to leverage dollars to provide multiple benefits to our customers and citizens.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>21.00</b>	<b>24.00</b>	<b>24.00</b>	<b>25.00</b>	<b>32.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	78,756	1,372	2,156	0	0
Interfund Charges	1,945,427	1,851,054	1,930,045	1,994,385	2,050,092
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	1,372	2,156	0	0
Wages & Benefits	1,892,556	1,950,006	1,972,465	2,068,054	2,760,935
Supplies & Services	1,064,380	1,286,675	1,531,746	1,106,853	1,106,853
Debt Services	0	0	0	0	0
All Other	161,261	158,550	145,994	155,418	155,418
<b>TOTAL</b>	<b>5,142,380</b>	<b>5,249,029</b>	<b>5,584,562</b>	<b>5,324,710</b>	<b>6,073,298</b>

**Expenditure Notes:**

Expenses in the All Other category are City Utility taxes and Washington State Excise taxes paid by the City of Spokane's Utility Departments.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,170,659	5,057,884	5,538,187	5,321,497	5,518,420
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	6,420	(1,617)	2,728	3,213	3,213
<b>TOTAL</b>	<b>5,177,079</b>	<b>5,056,267</b>	<b>5,540,915</b>	<b>5,324,710</b>	<b>5,521,633</b>

**Revenue Notes:**

## **Program Summary:** Public Works and Utilities Administration

**Division:** Public Works

**Fund Type:** Internal Service Fund

---

### **Executive Summary:**

The Utilities Division encompasses some 800 employees in our major utilities and related services--Water, Wastewater, Solid Waste (collection and disposal), Fleet Services, Integrated Capital Management, Streets, Engineering Services, and Utilities Billing. Leadership is engaged in change that results in operations that provide environmentally and financially responsible actions.

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### **Programs and Services:**

Utilities Division leadership is driving meaningful change to provide exceptional services to 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 also focused on integrating utility work and stormwater management with street reconstruction and maintenance. The citizens adopted a new 20-year street levy in late 2014 to fund improved and integrated streets. Outcomes from these efforts will include significant above-ground benefits when underground utilities are upgraded, as well as other public improvements that will help drive economic investment in our community.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,930,990	1,850,772	1,876,501	1,978,985	2,034,692
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	383,550	412,155	498,597	476,312	539,331
Supplies & Services	10,662	161,658	308,107	37,250	37,250
Debt Services	0	0	0	0	0
All Other	161,261	158,550	145,994	155,418	155,418
<b>TOTAL</b>	<b>2,486,463</b>	<b>2,583,135</b>	<b>2,829,199</b>	<b>2,647,965</b>	<b>2,766,691</b>

**Expenditure Notes:**

Expenses in the All Other category are City Utility taxes and Washington State Excise taxes paid by the City of Spokane's Utility Departments.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,856,025	1,893,857	2,063,737	2,647,965	2,647,965
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,856,025</b>	<b>1,893,857</b>	<b>2,063,737</b>	<b>2,647,965</b>	<b>2,647,965</b>

**Revenue Notes:**

## **Sub-Department** Utility Billing **Summary:**

**Division:** Public Works

**Fund Type:** Internal Service Fund

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### **Executive Summary:**

Our Utilities Billing employees provide services including bill production, credit and collections processing, and handling escalated calls forwarded from 311 related to utility billing for the City's water, solid waste and wastewater services

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### **Programs and Services:**

The City of Spokane exists to serve our citizens. In Utilities Billing, staff members: \*Set up special work orders for real estate and rental closings and turn water on or off at customer request. \*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 focus on consistently providing excellent service to all of our residential and business customers. To further improve service, we completed a project to add customer names to all accounts to ensure improved communications and more efficient bill processing.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>28.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	78,756	1,372	2,156	0	0
Interfund Charges	14,437	282	53,544	15,400	15,400
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	1,372	2,156	0	0
Wages & Benefits	1,509,006	1,537,851	1,473,868	1,591,742	2,221,604
Supplies & Services	1,053,718	1,125,017	1,223,639	1,069,603	1,069,603
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,655,917</b>	<b>2,665,894</b>	<b>2,755,363</b>	<b>2,676,745</b>	<b>3,306,607</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	3,314,634	3,164,027	3,474,450	2,673,532	2,870,455
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	6,420	(1,617)	2,728	3,213	3,213
<b>TOTAL</b>	<b>3,321,054</b>	<b>3,162,410</b>	<b>3,477,178</b>	<b>2,676,745</b>	<b>2,873,668</b>

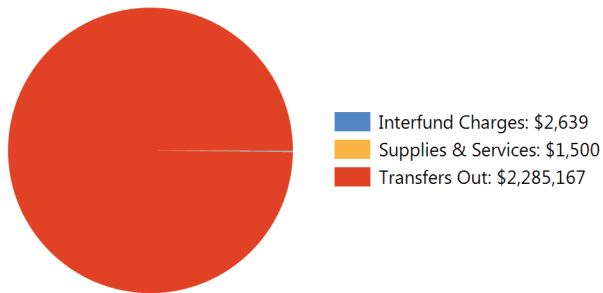
**Revenue Notes:**



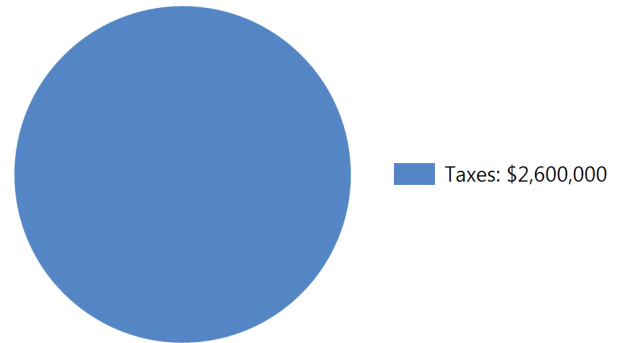
# Real Estate Excise Tax Fund

Approximately 50% of the Real Estate Excise Tax revenue is used to handle several needs from the 6-yr Street Program i.e.; the cash flow demands stemming from Street Program projects, the required matching funds to obtain federal/state grants and project expenditures not covered by other sources.

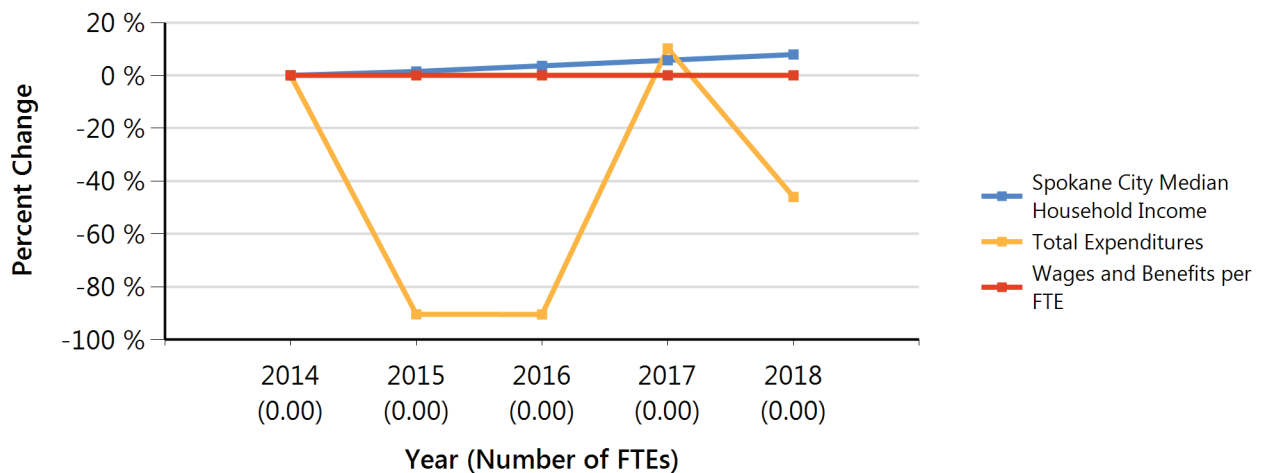
## 2018 Expenditures



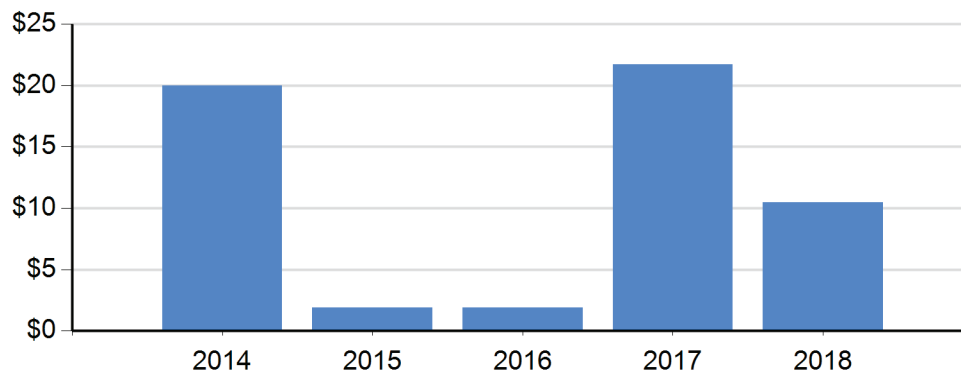
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$19.97	\$1.90	\$1.88	\$21.70	\$10.48
Percent Change	0.00%	-90.44%	-0.58%	1060.72%	-51.02%

## Department Summary: Real Estate Excise Tax Fund

**Division:** Public Works

**Fund Type:** Special Revenue Fund

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### Executive Summary:

Approximately 50% of the Real Estate Excise Tax revenue is used to handle several needs from the 6-yr Street Program i.e.; the cash flow demands stemming from Street Program projects, the required matching funds to obtain federal/state grants and project expenditures not covered by other sources.

---

### Programs and Services:

These funds are the only source of significant “local” funds used to maintain the 6-yr Street Program. This revenue source is used in several different ways. During the construction season, hundreds of thousands of dollars are transacted, and a positive cash flow is needed to cover expenditures. This budget is needed to ensure construction is not delayed due to the City’s inability to cover expenditures in a timely manner. This fund is also the most significant source of matching funds the City is required to pledge when grant applications are being sought. The City relies upon federal and state funding sources for a majority of the cost to design, purchase right-of-way and construct capital transportation projects. Typically a grant criteria from federal and state funding sources includes the requirement for local agencies to provide local funds as a match. The match typically ranges between 20% and 13%.

For every dollar the City spends, it typically receives \$4 in grant funds from federal and/or state sources. This is a significant return on investment for this size of community and this bid enables the City to pursue grant dollars.

Finally, this source of funds covers any expenditure not covered by other sources. Cost increases, change orders or other expenditures that are impossible to account for prior to their occurrence still must be covered after all other funding sources have been depleted. Since grant funding sources are obtained months, if not years, prior to actual construction, the City must have available a funding source that will cover any remaining expenses at the end of each project.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	87	3,730	1,411	1,746	2,639
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	4,239,092	400,000	400,000	4,670,262	2,285,167
Wages & Benefits	0	0	0	0	0
Supplies & Services	1,441	1,372	1,311	2,500	1,500
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>4,240,620</b>	<b>405,102</b>	<b>402,722</b>	<b>4,674,508</b>	<b>2,289,306</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	1,983,404	2,400,705	2,765,868	2,400,000	2,600,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,983,404</b>	<b>2,400,705</b>	<b>2,765,868</b>	<b>2,400,000</b>	<b>2,600,000</b>

**Revenue Notes:**

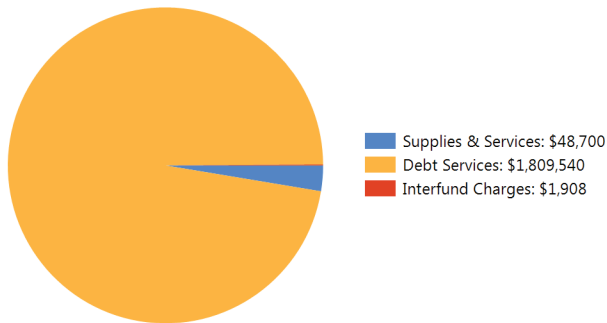




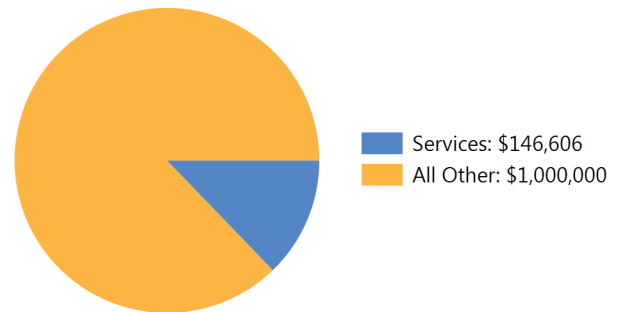
# Sewer Construction

Wastewater Management has ongoing operational equipment and related needs provided for through this program. Larger capital construction projects for wastewater are funded and managed through the Integrated Capital Management Department.

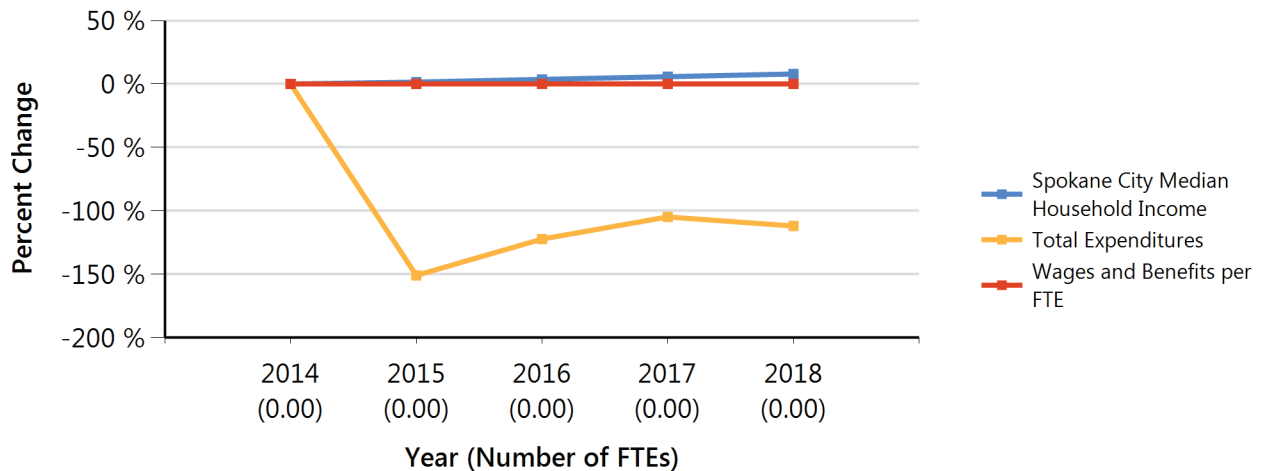
## 2018 Expenditures



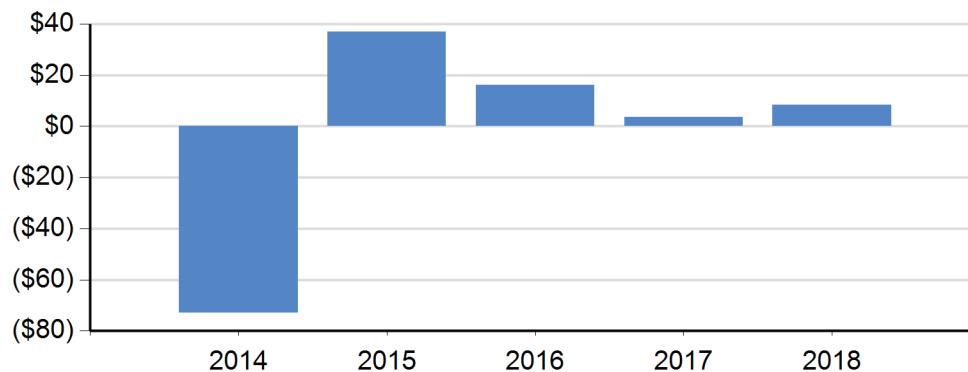
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	(\$72.94)	\$37.06	\$16.12	\$3.52	\$8.51
Percent Change	0.00%	-151.00%	-56.23%	-78.09%	145.61%

## Department Summary: Sewer Construction

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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.

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### 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 now funded and managed through the Integrated Capital Management Department, along with projects for the Water Department. This change was effective in 2015.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	(18,283,856)	6,403,555	1,952,225	0	0
Interfund Charges	1,311,717	22,727	4,409	9,766	1,908
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	23,834	969	927	60,000	48,700
Debt Services	685,467	753,069	672,507	687,579	1,809,540
All Other	778,001	717,804	826,740	0	0
<b>TOTAL</b>	<b>(15,484,837)</b>	<b>7,898,124</b>	<b>3,456,808</b>	<b>757,345</b>	<b>1,860,148</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,526,556	1,094,693	0	1,250,000	0
Services	138,894	165,458	230,600	141,347	146,606
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	35,458,633	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	21,001,247	14,323,276	18,007,765	1,000,000	1,000,000
<b>TOTAL</b>	<b>58,125,330</b>	<b>15,583,427</b>	<b>18,238,365</b>	<b>2,391,347</b>	<b>1,146,606</b>

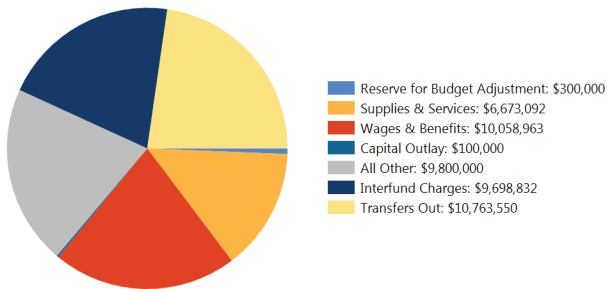
**Revenue Notes:**



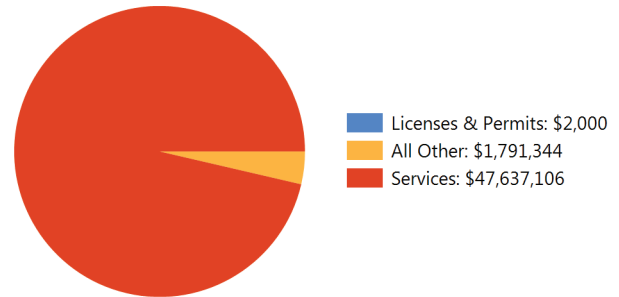
# Solid Waste Collection

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, recycling and disposal strategies and always keep the needs of our customers in mind.

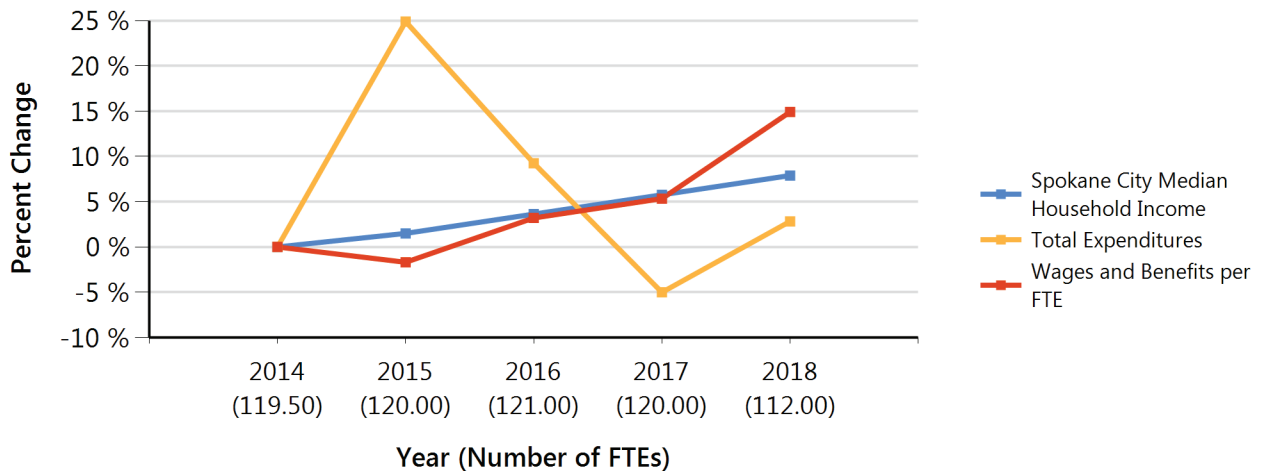
## 2018 Expenditures



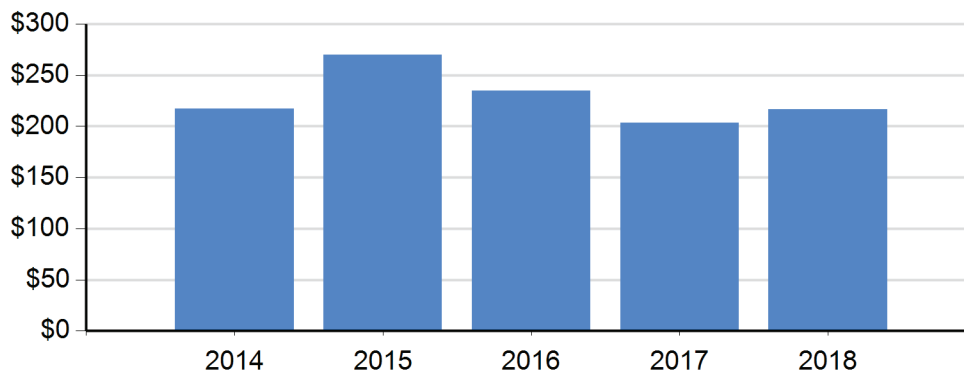
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$217.11	\$270.13	\$234.74	\$203.22	\$216.88
Percent Change	0.00%	24.89%	-12.52%	-13.04%	8.25%

## Department Summary: Solid Waste Collection

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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, recycling and disposal strategies and always keep the needs of our customers in mind.

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### 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 service for nine months 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 \$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 customers to add this enhanced service.

Our significant investment in Solid Waste Collection includes consolidating our Solid Waste operations with Fleet maintenance services at the Spokane Central Service Center in the Chief Garry Park neighborhood.

The move is allowing 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 10 years and expect to save \$4 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 was performed to allow us to deploy our fleet of collection vehicles in the most efficient and effective way possible from the new location.

The City continues to provide solid waste collection and disposal services for City of Spokane businesses and residents and is working cooperatively with Spokane County for the future of regional solid waste services.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>119.50</b>	<b>120.00</b>	<b>121.00</b>	<b>120.00</b>	<b>112.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	7,152,353	16,759,677	3,672,549	340,000	100,000
Interfund Charges	9,111,725	7,382,027	8,743,259	9,052,080	9,698,832
Reserve for Budget Adjustment	0	0	0	300,000	300,000
Transfers Out	9,273,006	9,351,737	12,918,289	9,618,922	10,763,550
Wages & Benefits	9,300,114	9,181,171	9,710,791	9,836,338	10,058,963
Supplies & Services	2,833,492	6,202,824	6,034,950	5,688,812	6,673,092
Debt Services	0	0	0	0	0
All Other	8,421,114	8,686,820	9,272,921	8,946,006	9,800,000
<b>TOTAL</b>	<b>46,091,804</b>	<b>57,564,256</b>	<b>50,352,759</b>	<b>43,782,158</b>	<b>47,394,437</b>

**Expenditure Notes:**

Expenses in the All Other category are City Utility taxes and Washington State Excise taxes paid by the City of Spokane's Utility Departments.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	2,677	2,945	4,431	2,000	2,000
IG Revenue	0	0	0	0	0
Services	40,891,673	42,306,850	44,989,858	44,547,340	47,637,106
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	6,200,476	484,991	5,003,114	0	0
General Fund Resources	0	0	0	0	0
All Other	1,594,913	(294,350)	72,088	861,414	1,791,344
<b>TOTAL</b>	<b>48,689,739</b>	<b>42,500,436</b>	<b>50,069,491</b>	<b>45,410,754</b>	<b>49,430,450</b>

**Revenue Notes:**

## Program Summary: Central Service Center

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

Consolidation of Solid Waste Collection and Fleet Services at one location has resulted in improved efficiencies and allowed for the conversion of collection vehicles to compressed natural gas.

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### 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 service 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.

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The City continues to provide solid waste collection and disposal services for City of Spokane businesses and residents and is working cooperatively with Spokane County for the future of regional solid waste services.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	6,555,829	9,996,420	1,092,466	0	0
Interfund Charges	75,206	51,639	89,843	90,000	150,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	146,435	267,474	254,261	328,200	130,500
Debt Services	0	0	0	0	0
All Other	0	0	0	3,000	0
<b>TOTAL</b>	<b>6,777,470</b>	<b>10,315,533</b>	<b>1,436,570</b>	<b>421,200</b>	<b>280,500</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	146,226	156,401	195,221	154,865	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	466,456	5,003,114	0	0
General Fund Resources	0	0	0	0	0
All Other	95,200	89,700	0	95,200	0
<b>TOTAL</b>	<b>241,426</b>	<b>712,557</b>	<b>5,198,335</b>	<b>250,065</b>	<b>0</b>

**Revenue Notes:**

## Program Summary: Community Project Support

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

The Solid Waste Collection Department contributes to the Department of Neighborhood Services to promote neighborhood cleanups and litter control throughout the City.

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### 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 service 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.

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Our significant investment in Solid Waste Collection includes consolidating our Solid Waste operations with Fleet maintenance services at the Spokane Central Service Center in the Chief Garry Park neighborhood.

The move is allowing 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 10 years and expect to save \$4 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 was performed to allow us to deploy our fleet of collection vehicles in the most efficient and effective way possible from the new location.

The City continues to provide solid waste collection and disposal services for City of Spokane businesses and residents and is working cooperatively with Spokane County for the future of regional solid waste services.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	234,258	598,153	725,512	750,460	835,742
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	164,340	192,981	170,926	185,500	212,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>398,598</b>	<b>791,134</b>	<b>896,438</b>	<b>935,960</b>	<b>1,047,742</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(4,135)	17,181	(2,209)	4,000	4,000
<b>TOTAL</b>	<b>(4,135)</b>	<b>17,181</b>	<b>(2,209)</b>	<b>4,000</b>	<b>4,000</b>

**Revenue Notes:**

## Program Summary: Recycling

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

The Solid Waste Collection Department offers curbside collection of residential single stream recycling on a weekly basis. Inexpensive recycling options are provided to City businesses as needed. Recycling has a large impact on green house gas reductions.

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### 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 service 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.

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The Department also will achieve other cost savings and efficiencies as a result of this move. A route optimization study was performed to allow us to deploy our fleet of collection vehicles in the most efficient and effective way possible from the new location.

The City continues to provide solid waste collection and disposal services for City of Spokane businesses and residents and is working cooperatively with Spokane County for the future of regional solid waste services.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>33.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	123,001	41,869	0	0	40,000
Interfund Charges	1,638,473	1,219,871	1,976,409	1,676,050	1,777,050
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	18,925	18,535	14,349	18,922	18,922
Wages & Benefits	2,499,393	2,569,305	2,554,213	2,684,161	2,858,310
Supplies & Services	1,975,809	2,531,188	2,668,978	2,696,896	2,989,396
Debt Services	0	0	0	0	0
All Other	0	0	4,771	3,000	5,000
<b>TOTAL</b>	<b>6,255,601</b>	<b>6,380,768</b>	<b>7,218,720</b>	<b>7,079,029</b>	<b>7,688,678</b>

**Expenditure Notes:**

Expenses in the All Other category are City Utility taxes and Washington State Excise taxes paid by the City of Spokane's Utility Departments.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	3,934,854	4,246,388	4,617,609	4,287,210	4,675,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	18,833	18,535	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,233,699	899,890	530,879	489,670	1,359,800
<b>TOTAL</b>	<b>5,187,386</b>	<b>5,164,813</b>	<b>5,148,488</b>	<b>4,776,880</b>	<b>6,034,800</b>

**Revenue Notes:**

## Program Summary: Solid Waste Collection Administration

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

The Solid Waste Collection Department manages the collection of solid waste from our residents and businesses and continually seeks new solutions and methods to improve the services offered to our customers. The administration is dedicated to improving the quality of our customer service.

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### 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 service 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.

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The City continues to provide solid waste collection and disposal services for City of Spokane businesses and residents and is working cooperatively with Spokane County for the future of regional solid waste services.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>9.00</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>6.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	4,096,102	3,670,852	3,338,153	3,596,370	3,790,060
Reserve for Budget Adjustment	0	0	0	300,000	300,000
Transfers Out	0	0	0	0	0
Wages & Benefits	760,911	788,192	862,465	805,520	663,749
Supplies & Services	29,423	22,280	25,177	246,110	574,510
Debt Services	0	0	0	0	0
All Other	8,421,114	8,686,820	9,268,150	8,940,006	9,795,000
<b>TOTAL</b>	<b>13,307,550</b>	<b>13,168,144</b>	<b>13,493,945</b>	<b>13,888,006</b>	<b>15,123,319</b>

**Expenditure Notes:**

Expenses in the All Other category are City Utility taxes and Washington State Excise taxes paid by the City of Spokane's Utility Departments. Moved 7 Positions from Solid Waste Collection/Solid Waste Collection Administration to Public Works & Utilities/Utility Billing.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	154,865
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	155,000
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>309,865</b>

**Revenue Notes:**

## Program Summary: Solid Waste Collection Operations & Maintenance

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

The Solid Waste Collection Department continues to improve the quality of our service while seeking to reduce environmental impact from our activities. We have converted approximately a third of our fleet to compressed natural gas and will continue to expand as vehicles need replacement.

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### Programs and Services:

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The City continues to provide solid waste collection and disposal services for City of Spokane businesses and residents and is working cooperatively with Spokane County for the future of regional solid waste services.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>78.50</b>	<b>79.00</b>	<b>79.00</b>	<b>78.00</b>	<b>73.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	473,523	6,721,388	2,580,083	340,000	60,000
Interfund Charges	3,067,686	1,841,512	2,613,342	2,939,200	3,145,980
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	9,254,081	9,333,202	12,903,940	9,600,000	10,744,628
Wages & Benefits	6,039,810	5,823,674	6,294,113	6,346,657	6,536,904
Supplies & Services	517,485	3,188,901	2,915,608	2,232,106	2,766,686
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>19,352,585</b>	<b>26,908,677</b>	<b>27,307,086</b>	<b>21,457,963</b>	<b>23,254,198</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	2,677	2,945	4,431	2,000	2,000
IG Revenue	0	0	0	0	0
Services	36,810,593	37,904,061	40,177,028	40,105,265	42,807,241
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	6,181,643	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	270,149	(1,301,121)	(456,582)	272,544	272,544
<b>TOTAL</b>	<b>43,265,062</b>	<b>36,605,885</b>	<b>39,724,877</b>	<b>40,379,809</b>	<b>43,081,785</b>

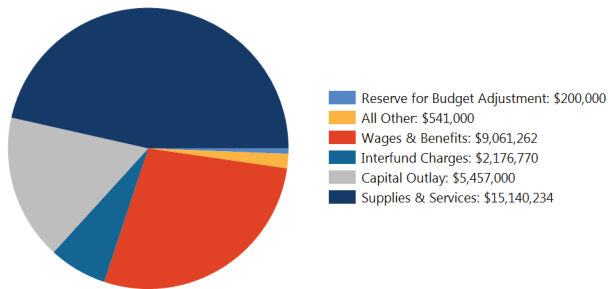
**Revenue Notes:**



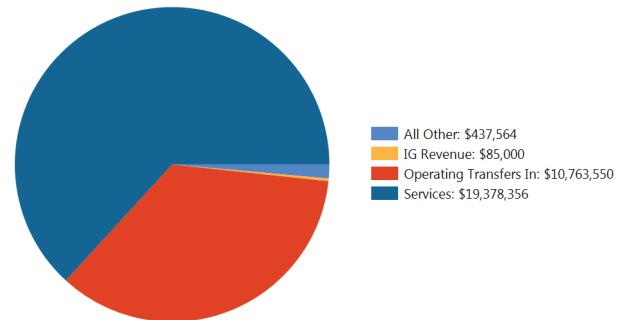
# Solid Waste Disposal

The City maintains and operates the Waste to Energy Facility to maximize processing of municipal solid waste in compliance with all environmental permits to minimize the quantity of raw solid waste being landfilled and maximize the generation of electricity and recovery of ferrous metals.

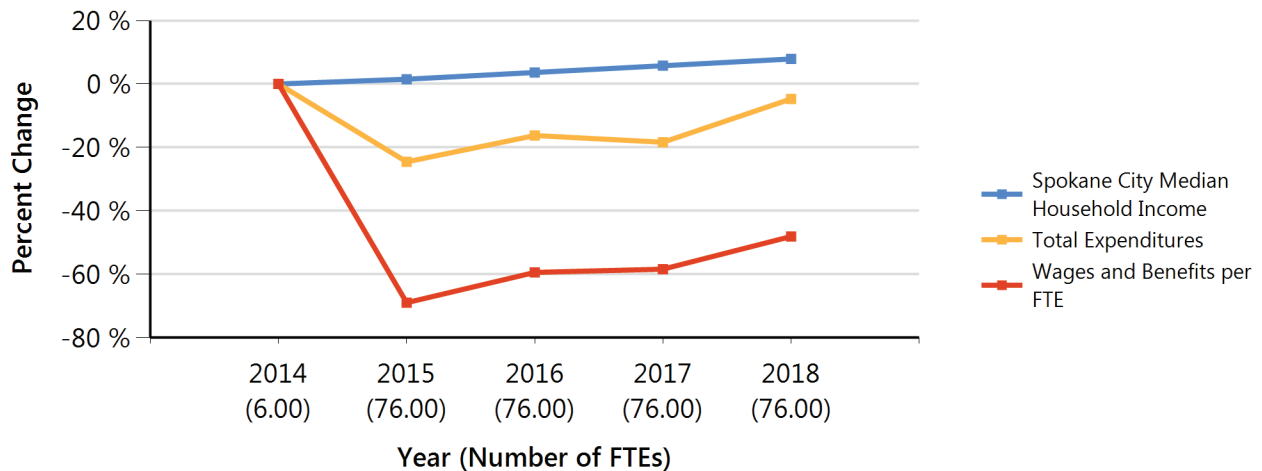
## 2018 Expenditures



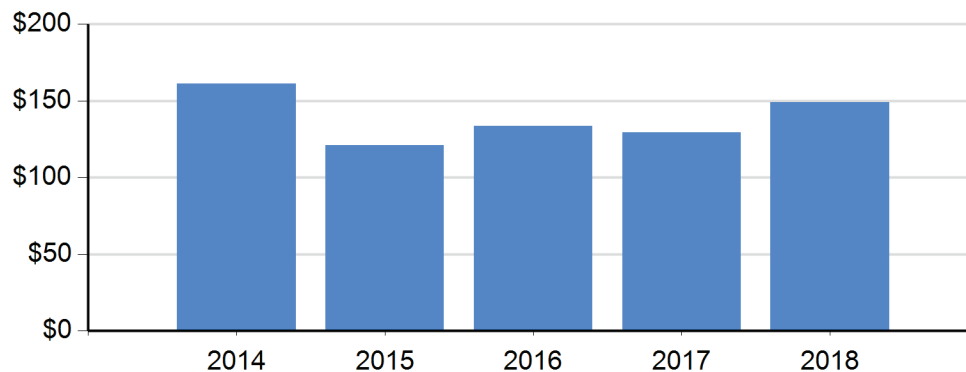
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$161.03	\$121.02	\$133.46	\$129.51	\$149.07
Percent Change	0.00%	-24.56%	11.00%	-2.53%	16.75%

## Department Summary: Solid Waste Disposal

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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.

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### 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 7,000 to 9,000 tons of ferrous metals for recycling annually.

Municipal solid waste is delivered to the Facility by the City's Solid Waste Collection trucks, from disposal agreements with Spokane County, the Cities of Cheney, Medical Lake, Airway Heights and self-hauled by residential/commercial customers and other garbage haulers, primarily in the south and west areas of Spokane County. For the benefits of the public, the facility is open seven days per week from 7:30 a.m. to 5:00 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 operations 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.

Not only do all the residents of Spokane and many jurisdictions throughout the County benefit from the Facility, but agencies and municipalities throughout the State are served by utilizing it for disposal of drugs and pharmaceuticals. Law enforcement agencies and the health care industry are able to have seized controlled substances, legend drugs and over-the-counter drugs incinerated as solid waste at Spokane's Waste to Energy Facility, the only permitted facility in the state that can accept these items.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>6.00</b>	<b>76.00</b>	<b>76.00</b>	<b>76.00</b>	<b>76.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	3,221,805	966,767	1,858,406	3,400,000	5,457,000
Interfund Charges	1,866,272	1,454,599	2,020,502	2,070,975	2,176,770
Reserve for Budget Adjustment	0	0	0	200,000	200,000
Transfers Out	519,765	459	2,959	0	0
Wages & Benefits	1,890,705	7,422,095	8,131,147	8,213,901	9,061,262
Supplies & Services	25,994,854	15,346,925	16,053,989	13,491,014	15,140,234
Debt Services	0	0	0	0	0
All Other	694,147	598,594	560,660	525,729	541,000
<b>TOTAL</b>	<b>34,187,548</b>	<b>25,789,439</b>	<b>28,627,663</b>	<b>27,901,619</b>	<b>32,576,266</b>

**Expenditure Notes:**

Expenses in the All Other category are City Utility taxes and Washington State Excise taxes paid by the City of Spokane's Utility Departments.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	817,905	100,549	94,346	0	85,000
Services	26,613,746	15,819,657	18,384,773	17,836,629	19,378,356
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	9,703,812	10,271,560	13,233,679	9,618,922	10,763,550
General Fund Resources	0	0	0	0	0
All Other	6,315,029	313,295	(653,391)	425,430	437,564
<b>TOTAL</b>	<b>43,450,492</b>	<b>26,505,061</b>	<b>31,059,407</b>	<b>27,880,981</b>	<b>30,664,470</b>

**Revenue Notes:**

## **Program Summary:** Composting

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### **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.

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### **Programs and Services:**

The City contracts with Barr-Tech, LLC, to haul clean green yard debris and food scraps collected at the Waste to Energy facility to its composting facility. Composting converts an organic waste into an environmentally beneficial soil amendment. Compost promotes soil health by reducing erosion, enriching soil nutrient capacity and acting as a non-toxic weed control tool. Soil supplemented with compost conserves water resources by providing high water retention qualities. Managing organics as a recyclable rather than a waste reduces disposal costs for the City. The public also benefits from this reduced cost.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	500,000	500,000	389,647	390,100	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>500,000</b>	<b>500,000</b>	<b>389,647</b>	<b>390,100</b>	<b>0</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	(60,533)	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>(60,533)</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

**Program Summary:** Landfill Closure**Division:** Public Works**Fund Type:** Enterprise Fund

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**Executive Summary:**

The Solid Waste Disposal Department maintains, monitors, and manages the closed Northside Landfill.

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**Programs and Services:**

The City continues to comply with a Environmental Protection Agency clean-up order and mitigation at the Northside Landfill, which is a superfund site. Methane gas is managed, collected and tested. Additionally, the City maintains the landfill caps, access roads and flare stations in compliance with permits. Monitoring, analyzing and reporting of groundwater data prevents offsite migration of contaminants into the environment. All environmental compliance regulations with local, state and federal authorities are met.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>2.40</b>	<b>2.40</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	16,235	2,761	0	0	0
Interfund Charges	258,890	468	(94,033)	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	310	0	0	0
Wages & Benefits	234,012	109,130	441,239	4,750	0
Supplies & Services	112,298	(676,936)	(127,446)	33,600	191,781
Debt Services	0	0	0	0	0
All Other	712	6,219	4,139	6,000	5,000
<b>TOTAL</b>	<b>622,147</b>	<b>(558,048)</b>	<b>223,899</b>	<b>44,350</b>	<b>196,781</b>

**Expenditure Notes:**

All Other is Geiger Contract

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## Program Summary: Long Haul Disposal

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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.

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### Programs and Services:

Ash from the Waste to Energy Facility, materials that are not beneficial to burn and bypass waste are taken to the railhead at Yardley and transported by a contractor to the Roosevelt Regional Landfill in Klickitat County, Washington. This is an essential function the Solid Waste Disposal operation, which is accomplished through a public / private partnership with Regional Disposal Company (RDC). As the volume of solid waste produced in Spokane County is greater than the capacity of the Waste to Energy Facility, waste must be bypassed and sent to RDC, along with the ash produced from the incineration process. The amount of waste that will be sent to the Roosevelt Regional Landfill decreased in 2015. Starting in November 2014, Spokane County began managing regional solid waste services in the County; some jurisdictions previously served by the former Spokane Regional Solid Waste System are taking their wastes elsewhere, reducing the amount of ash and bypass.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	5,101,844	4,016,497	4,346,151	3,522,977	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>5,101,844</b>	<b>4,016,497</b>	<b>4,346,151</b>	<b>3,522,977</b>	<b>0</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

**Program Summary:** Moderate Risk Waste**Division:** Public Works**Fund Type:** Enterprise Fund

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**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.

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**Programs and Services:**

The Household Hazardous Waste (HHW) facility has been in operation since 1991. It provides a convenient location for citizens to dispose of materials such as pesticides, herbicides, used motor oil, antifreeze, flammable liquids and batteries. This facility is located at the Waste to Energy Facility.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>3.00</b>	<b>3.00</b>	<b>14.00</b>	<b>14.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	110,000	110,000
Interfund Charges	15,160	10,502	22,735	0	3,325
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	331,470	0	0	0	0
Wages & Benefits	248,814	265,540	236,307	1,339,784	1,541,544
Supplies & Services	94,192	38,871	4,550	61,500	455,836
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>689,636</b>	<b>314,913</b>	<b>263,592</b>	<b>1,511,284</b>	<b>2,110,705</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,298	21	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	430,898	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	50,394	0	0	0	0
<b>TOTAL</b>	<b>486,590</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## Program Summary: North Landfill

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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.

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### Programs and Services:

The Northside Landfill contains a municipal solid waste cell, which is the only permitted landfill for disposal of such wastes in Spokane County. It is also the only facility available for disposal of large animal carcasses and disposal of building waste contaminated with seepage. This site is critical as an emergency backup facility when other options are not available. As an emergency backup, this facility is used at least twice a year for unplanned disposal needs. It was used during Ice Storm, Fire Storm and for disposal of material from the Wastewater Treatment Plant digester tragedy. This facility also may be used for waste which cannot be processed at the WTE facility during plant shutdowns or other operational issues. This site also houses a closed landfill location.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.80</b>	<b>0.80</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	15,196	2,761	0	0	0
Interfund Charges	0	28,220	122,196	8,200	30,225
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	172,297	0	0	0	0
Wages & Benefits	104,752	87,255	(42,829)	0	0
Supplies & Services	203,592	84,658	104,881	46,650	225,363
Debt Services	0	0	0	0	0
All Other	5,682	9,359	4,782	10,000	5,000
<b>TOTAL</b>	<b>501,519</b>	<b>212,253</b>	<b>189,030</b>	<b>64,850</b>	<b>260,588</b>

**Expenditure Notes:**

All Other is Geiger Contract

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	186,762	220,309	247,336	423,687	442,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	316,396	0	0
General Fund Resources	0	0	0	0	0
All Other	934	69	126	0	0
<b>TOTAL</b>	<b>187,696</b>	<b>220,378</b>	<b>563,858</b>	<b>423,687</b>	<b>442,000</b>

**Revenue Notes:**

## **Program Summary:** Recycling

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### **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.

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### **Programs and Services:**

The City's Solid Waste Disposal Department uses a variety of informational materials and advertising media, information on the web, hands-on presentations and community events involving public participation. These materials and events emphasize the connection of waste reduction, reuse, recycling and proper waste disposal to sustain a healthy environment.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	4,614	0	6,096	950	7,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	116,921	276	0	80,656	87,300
Supplies & Services	88,961	29,859	21,020	21,800	27,674
Debt Services	0	0	0	0	0
All Other	0	109,519	0	0	0
<b>TOTAL</b>	<b>210,496</b>	<b>139,654</b>	<b>27,116</b>	<b>103,406</b>	<b>121,974</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	18,833	18,535	14,170	18,922	18,922
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>18,833</b>	<b>18,535</b>	<b>14,170</b>	<b>18,922</b>	<b>18,922</b>

**Revenue Notes:**

## **Program Summary:** Solid Waste Disposal Administration

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### **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.

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### **Programs and Services:**

The Solid Waste Disposal administration is lean and effective. Leadership currently is guiding a significant transition in the operations of the system. After 20 years as the sole-source municipal solid waste disposal option within Spokane County, the interlocal agreement between the City and Spokane County that created the Spokane Regional Solid Waste System in the late 1980s expired in 2014. New agreements were entered with the County for the sale of the transfer stations to the County and the disposal of the County's waste at the Waste to Energy Facility. The City also brought operations of the Waste to Energy Facility in house, instead of contracting out these services. The City has now completed nearly two years of self-operation of the facility. This program also accounts for various taxes and interfund charges.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>4.00</b>	<b>6.00</b>	<b>6.00</b>	<b>18.00</b>	<b>18.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,581,299	1,200,565	1,661,921	2,057,125	1,814,838
Reserve for Budget Adjustment	0	0	0	200,000	200,000
Transfers Out	1,529	149	1,724	0	0
Wages & Benefits	502,933	641,300	648,369	1,594,199	1,705,836
Supplies & Services	188,513	68,102	105,090	235,747	1,513,853
Debt Services	0	0	0	0	0
All Other	687,633	458,883	538,193	508,229	529,000
<b>TOTAL</b>	<b>2,961,907</b>	<b>2,368,999</b>	<b>2,955,297</b>	<b>4,595,300</b>	<b>5,763,527</b>

**Expenditure Notes:**

Expenses in the All Other category are City Utility taxes and Washington State Excise taxes paid by the City of Spokane's Utility Departments.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	817,905	100,549	94,346	0	85,000
Services	26,421,686	15,599,327	18,137,437	17,412,942	18,936,356
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	9,254,081	10,253,025	12,902,668	9,600,000	10,744,628
General Fund Resources	0	0	0	0	0
All Other	6,263,701	381,950	411,775	425,430	437,564
<b>TOTAL</b>	<b>42,757,373</b>	<b>26,334,851</b>	<b>31,546,226</b>	<b>27,438,372</b>	<b>30,203,548</b>

**Revenue Notes:**

**Program Summary:** South Landfill**Division:** Public Works**Fund Type:** Enterprise Fund

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**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.

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**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 prevent offsite migration of contaminants into the environment. All environmental compliance regulations with local, state and federal authorities are met.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>1.30</b>	<b>1.30</b>	<b>1.00</b>	<b>1.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	79,865	16,715	0	0
Interfund Charges	516	4,722	10,078	1,700	15,600
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	54,529	5,620	(95,759)	72,928	94,628
Supplies & Services	(395,867)	(488,349)	(50,722)	42,200	212,360
Debt Services	0	0	0	0	0
All Other	120	1,257	1,725	1,500	2,000
<b>TOTAL</b>	<b>(340,702)</b>	<b>(396,885)</b>	<b>(117,963)</b>	<b>118,328</b>	<b>324,588</b>

**Expenditure Notes:**

All Other is Geiger contract

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	445	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>445</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## Program Summary: Waste to Energy Facility

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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.

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### Programs and Services:

The Waste to Energy Facility is the cornerstone of the City's Solid Waste Disposal System. At the end of 2014, the City took over operations of the facility, ending a long-time contract for operations with the private-sector company, Wheelabrator. The Facility can process up to 280,000 tons of municipal solid waste per year by incineration, reducing waste volumes by 90%. It converts the solid waste to electricity, generating revenue that offsets tipping fees. The facility also recovers approximately 6,000 to 8,000 tons of ferrous metals for recycling annually. Municipal solid waste is delivered to the Facility by the City's Solid Waste Collection trucks, from the Spokane Valley and North County Transfer Stations or is self-hauled by residential/commercial customers and other garbage haulers, primarily in the south and west areas of Spokane County. For the benefit of the public, the facility is open seven days per week from 7:30 a.m. to 5 p.m. Annual compliance testing, which is a permit requirement, has been performed every year since 1991. The results verify that the emissions are consistently below--in some cases, orders of magnitude below--stringent emission limits, making it one of the cleanest facilities in the United States. In addition to the annual tests, continuous emissions monitors measure and record (on an ongoing basis) a number of operating conditions and emissions, to assure continuous good operation and permit compliance. The System strives to employ the latest in environmental technology, efficiencies and equipment innovation. Since the Facility began operation in 1991, a number of upgrades and additions have been completed, to further reduce emissions, to increase operating efficiency, and to increase recycling and minimize landfilling. The Facility is also the first municipally run facility to receive the highest employee safety rating from the state of Washington. Not only do all the residents of Spokane and many jurisdictions throughout the County benefit from the Facility, but agencies and municipalities throughout the State are served by utilizing it for disposal of drugs and pharmaceuticals. Law enforcement agencies and the health care industry are able to have seized controlled substances, legend drugs and over-the-counter drugs incinerated as solid waste at Spokane's Waste to Energy Facility, the only permitted facility in the state that can accept these items.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>62.50</b>	<b>62.50</b>	<b>42.00</b>	<b>42.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	3,190,374	881,380	1,841,691	3,290,000	5,347,000
Interfund Charges	5,793	210,122	291,509	3,000	305,782
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	14,469	0	1,235	0	0
Wages & Benefits	628,744	6,312,974	6,943,820	5,121,584	5,631,954
Supplies & Services	20,101,321	11,774,223	11,260,818	9,136,440	12,513,367
Debt Services	0	0	0	0	0
All Other	0	13,357	11,821	0	0
<b>TOTAL</b>	<b>23,940,701</b>	<b>19,192,056</b>	<b>20,350,894</b>	<b>17,551,024</b>	<b>23,798,103</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	(8,191)	(1,065,292)	0	0
<b>TOTAL</b>	<b>0</b>	<b>(8,191)</b>	<b>(1,065,292)</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

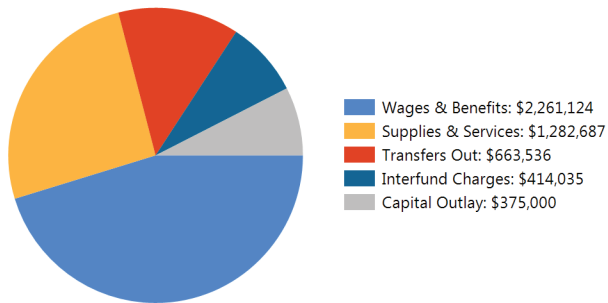




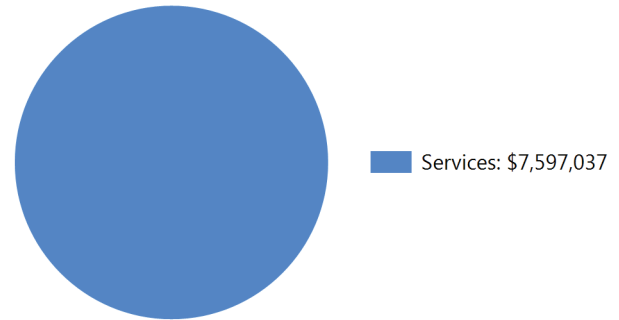
# Stormwater

Our goal is to have all systems, catch basins, stormwater lines, drywells and swales operate efficiently and effectively. The program maintains 367 miles of stormwater lines as well as manages the catch basins and drywells.

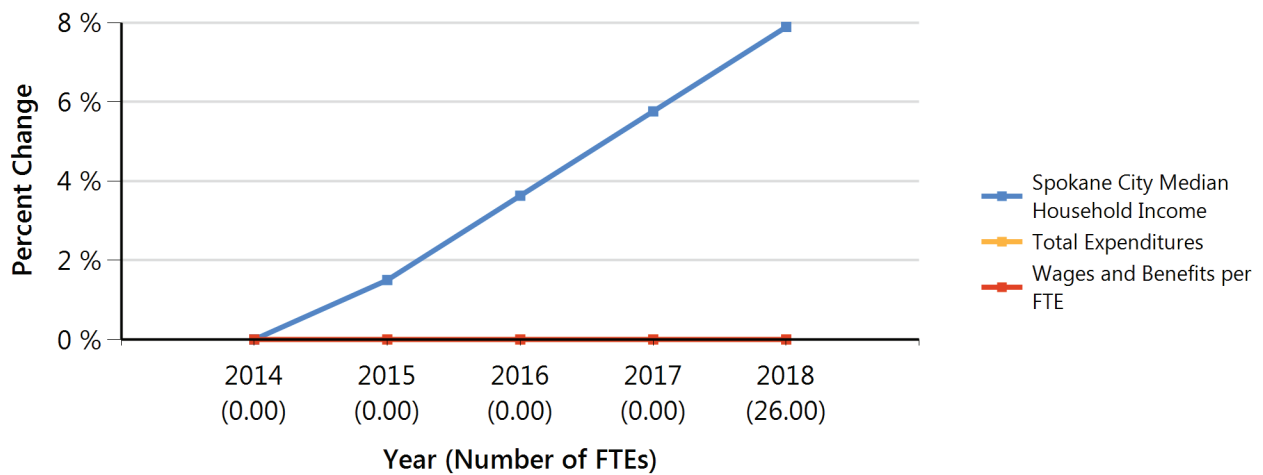
## 2018 Expenditures



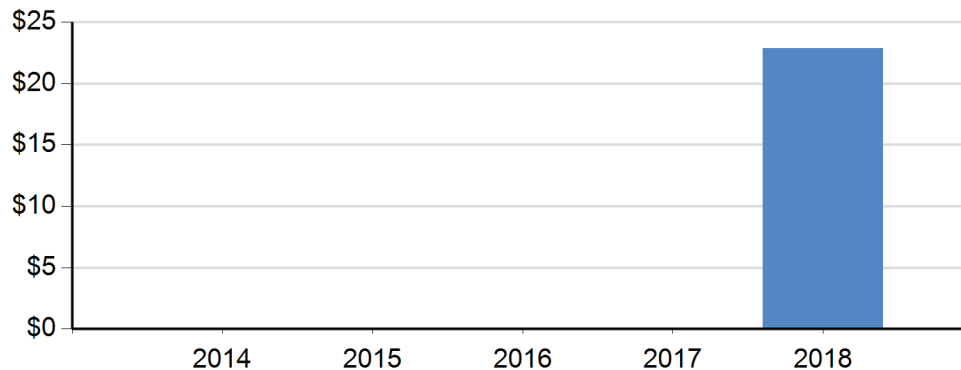
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$0.00	\$22.86
Percent Change	0.00%	0.00%

## Department Summary: Stormwater

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

Our goal is to have all systems, catch basins, stormwater lines, drywells and swales operate efficiently and effectively. The program maintains 367 miles of stormwater lines as well as manages the catch basins and drywells.

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### Programs and Services:

This program includes eliminating blockages in storm sewer mains, pumping debris from catch basins and drywells, maintaining and rebuilding "208" grassy percolation swales for right of way drainage and a mosquito abatement program to limit the possibility of West Nile Virus in our community. Our area of responsibility is within the Spokane city limits. We accomplish these tasks with a variety of methods: high volume vacuum pumpers, hydro cleaning, design and installation of stormwater retention ponds and excavation for repair/replacement of stormwater infrastructure. Additional duties including meeting with private engineering firms to ensure compliance and maintenance on complicated drainage issues, working with Developer Services on stormwater design approvals, and inspecting all new stormwater facilities, working with developers, builders and homeowners. We approve of projects by using a closed-circuit TV system to inspect all new stormwater pipe installed in conjunction with Engineering Services for final approval and acceptance by the City. We also manage replacement of existing drywells, used extensively in the City's far north and far south sides that have an expected lifespan of 20 to 30 years. Management of stormwater is growing area of responsibility for the City, as we work to manage more stormwater on site through the use of green infrastructure techniques, including storm gardens, pervious pavements, and other techniques.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>26.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	375,000
Interfund Charges	0	0	0	0	414,035
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	663,536
Wages & Benefits	0	0	0	0	2,261,124
Supplies & Services	0	0	0	0	1,282,687
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,996,382</b>

**Expenditure Notes:**

This department is new to the 2018 budget. Historical cost can be located mixed the Wastewater Collections and Maintenance budget.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	7,597,037
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,597,037</b>

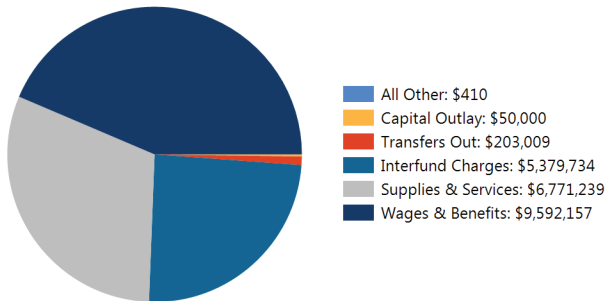
**Revenue Notes:**



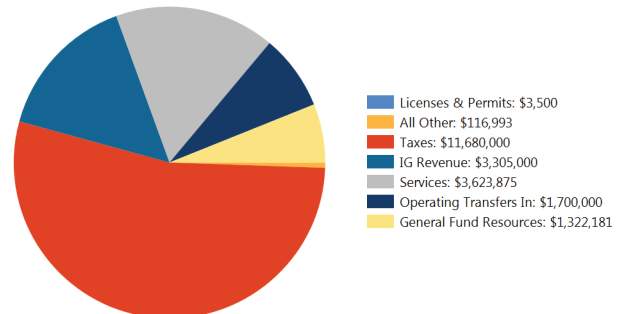
# Street Department

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.

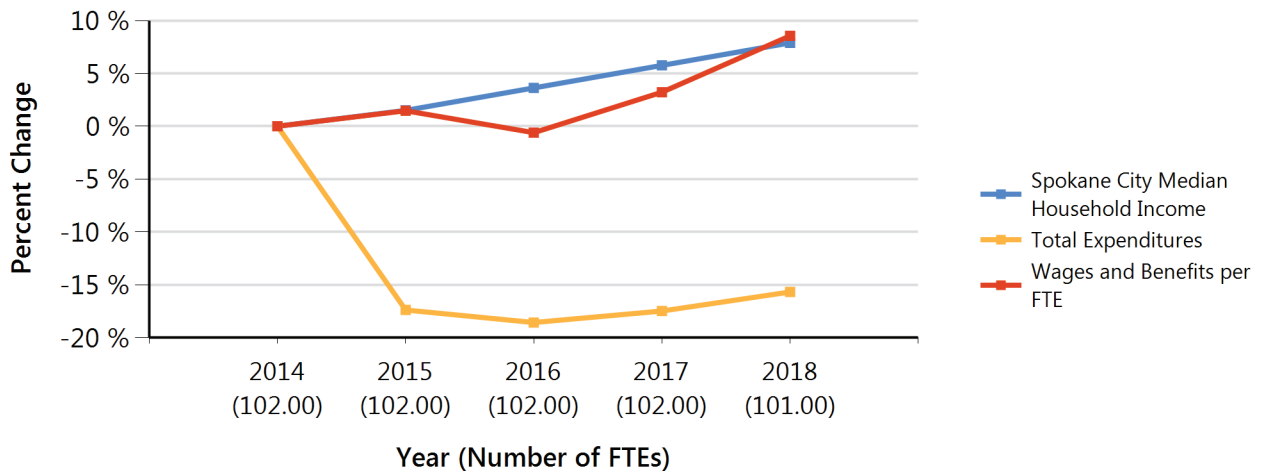
## 2018 Expenditures



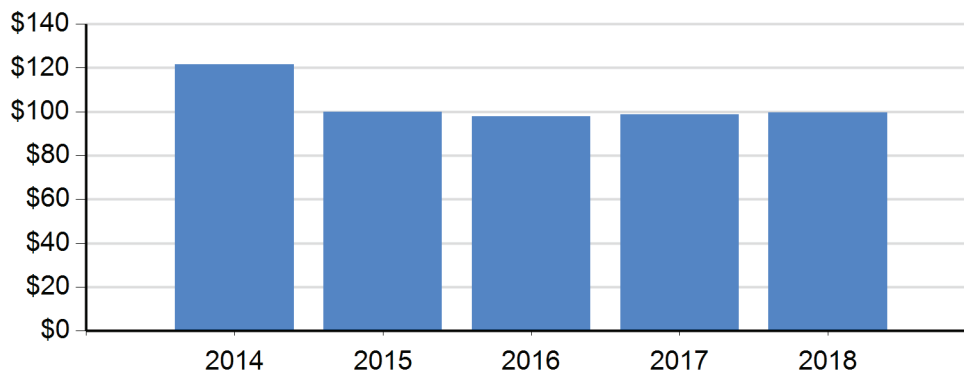
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$121.49	\$99.99	\$97.91	\$98.78	\$99.51
Percent Change	0.00%	-17.39%	-1.43%	1.33%	2.18%

## Department Summary: Street Department

**Division:** Public Works

**Fund Type:** Special Revenue Fund

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### 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.

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### Programs and Services:

The Street Department is responsible for over 2,100 lane miles of paved roadways, 46 vehicular bridges, almost 482 traffic signal devices, approximately 90,000 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 2017, we continue to evaluate solutions to funding street maintenance to care for the roads we build in a timely manner, eliminating the need to rebuild as often.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>102.00</b>	<b>102.00</b>	<b>102.00</b>	<b>102.00</b>	<b>101.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	61,279	101,232	67,933	75,428	50,000
Interfund Charges	5,554,037	5,517,495	5,672,914	5,306,235	5,379,734
Reserve for Budget Adjustment	0	0	0	(250,000)	(250,000)
Transfers Out	5,243,537	85,632	42,816	190,673	203,009
Wages & Benefits	8,914,153	9,044,985	8,857,108	9,196,519	9,592,157
Supplies & Services	6,020,340	6,557,593	6,360,144	6,762,352	6,771,239
Debt Services	0	0	0	0	0
All Other	0	0	0	410	410
<b>TOTAL</b>	<b>25,793,346</b>	<b>21,306,937</b>	<b>21,000,915</b>	<b>21,281,617</b>	<b>21,746,549</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	2,179,743	11,540,134	11,876,397	11,930,000	11,680,000
Licenses & Permits	2,263	6,882	20,255	3,500	3,500
IG Revenue	3,048,854	3,174,041	4,184,922	3,305,000	3,305,000
Services	3,132,853	3,172,951	3,520,948	3,563,875	3,623,875
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	4,275,000	2,000,000	1,700,000	1,700,000	1,700,000
General Fund Resources	10,553,179	1,293,179	893,179	900,000	1,322,181
All Other	248,166	205,841	155,383	116,993	116,993
<b>TOTAL</b>	<b>23,440,058</b>	<b>21,393,028</b>	<b>22,351,084</b>	<b>21,519,368</b>	<b>21,751,549</b>

**Revenue Notes:**

## **Program Summary:** Streets Administration

**Division:** Public Works

**Fund Type:** Special Revenue Fund

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### **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.

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### **Programs and Services:**

Street Department administration includes the Director, Assistant Director, Street Supervisor, and Clerks who provide support for the entire department. The clerks are responsible for the maintenance management system (Cititech), which tracks the labor, equipment and materials for every activity within the Street Department. Personnel time in Cititech is downloaded directly to Peoplesoft payroll software.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	25,000	0
Interfund Charges	1,132,216	2,013,421	1,370,625	1,389,888	1,477,919
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	144,958	141,722	142,185	873,560	851,775
Supplies & Services	170,201	283,189	279,814	246,699	229,781
Debt Services	0	0	0	0	0
All Other	0	0	0	410	410
<b>TOTAL</b>	<b>1,447,375</b>	<b>2,438,332</b>	<b>1,792,624</b>	<b>2,535,557</b>	<b>2,559,885</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	655,585	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
General Fund Resources	0	0	0	0	0
All Other	81	84	0	0	0
<b>TOTAL</b>	<b>1,300,081</b>	<b>1,300,084</b>	<b>1,955,585</b>	<b>1,300,000</b>	<b>1,300,000</b>

**Revenue Notes:**

## **Program Summary:** Streets Bridge Maintenance

**Division:** Public Works

**Fund Type:** Special Revenue Fund

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### **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 minimizing costs and optimizing services.

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### **Programs and Services:**

The City Bridge Division inspects, maintains, and rates 46 vehicular bridges and inspects 24 pedestrian bridges as required by FHWA in accordance with the National Bridge Inspection Standards (NBIS). An additional 63 bridges are inspected and reports provided to the owners; these include the downtown skywalks and railroad bridges. Bridge Maintenance also maintains approximately 17 miles of guardrail.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>5.60</b>	<b>5.60</b>	<b>5.60</b>	<b>5.60</b>	<b>6.30</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	204,401	143,957	178,329	152,500	152,200
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	553,745	577,526	542,741	519,635	597,386
Supplies & Services	53,524	114,106	26,923	91,240	75,005
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>811,670</b>	<b>835,589</b>	<b>747,993</b>	<b>763,375</b>	<b>824,591</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	13,956	0	20,000	20,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	35,543	12,167	41,799	14,000	14,000
<b>TOTAL</b>	<b>35,543</b>	<b>26,123</b>	<b>41,799</b>	<b>34,000</b>	<b>34,000</b>

**Revenue Notes:**

**Program Summary:** Streets Cleaning/PM10**Division:** Public Works**Fund Type:** Special Revenue Fund

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**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/ice removal, storm debris removal, etc.).

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**Programs and Services:**

Street crews clean streets by flushing, sweeping, removing leaves. These services prevent the air quality from falling below federally required PM-10 air quality standards, and helps to prevent flooding by keeping storm drain inlets clean and free of debris.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>10.60</b>	<b>10.60</b>	<b>10.60</b>	<b>9.90</b>	<b>10.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,483,283	1,126,736	1,330,360	1,554,500	1,448,500
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,264,577	1,351,069	1,144,548	817,268	873,341
Supplies & Services	198,203	285,716	189,921	186,366	186,366
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,946,063</b>	<b>2,763,521</b>	<b>2,664,829</b>	<b>2,558,134</b>	<b>2,508,207</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,214,076	883,912	1,180,662	1,100,000	1,200,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,200	2,302	275	0	0
<b>TOTAL</b>	<b>1,215,276</b>	<b>886,214</b>	<b>1,180,937</b>	<b>1,100,000</b>	<b>1,200,000</b>

**Revenue Notes:**

**Program Summary:** Streets Ice/Snow Removal**Division:** Public Works**Fund Type:** Special Revenue Fund

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**Executive Summary:**

Ice and Snow removal provides services for safe and efficient travel by the public during the winter season.

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**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. Going to a twenty-hour per day, seven days a week operation allows the Street Department the opportunity to de-ice roadways, sand hills and school routes, and to also implement snow removal on arterials and business routes as required.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>7.45</b>	<b>7.45</b>	<b>7.45</b>	<b>7.30</b>	<b>7.45</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	15,000	15,000
Interfund Charges	836,252	563,987	929,896	618,400	680,040
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,041,176	805,041	895,481	723,578	778,857
Supplies & Services	997,376	839,202	1,065,002	1,055,293	1,097,643
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,874,804</b>	<b>2,208,230</b>	<b>2,890,379</b>	<b>2,412,271</b>	<b>2,571,540</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	192	0	2,359	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>192</b>	<b>0</b>	<b>2,359</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## **Program Summary:** Streets Lighting

**Division:** Public Works

**Fund Type:** Special Revenue Fund

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### **Executive Summary:**

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

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### **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".



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	133	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	2,284,217	2,470,415	2,428,616	2,522,000	2,525,500
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,284,350</b>	<b>2,470,415</b>	<b>2,428,616</b>	<b>2,522,000</b>	<b>2,525,500</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	1,634,807	2,087,499	2,092,584	1,800,000	1,800,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,030	0	2,974	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,639,837</b>	<b>2,087,499</b>	<b>2,095,558</b>	<b>1,800,000</b>	<b>1,800,000</b>

**Revenue Notes:**

## **Program Summary:** Streets Roadway Maintenance

**Division:** Public Works

**Fund Type:** Special Revenue Fund

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### **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.

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### **Programs and Services:**

Roadway maintenance maintains over 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.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>38.35</b>	<b>38.35</b>	<b>38.35</b>	<b>38.20</b>	<b>38.25</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,658,379	1,512,827	1,721,066	1,394,625	1,433,625
Reserve for Budget Adjustment	0	0	0	(250,000)	(250,000)
Transfers Out	5,243,537	85,632	42,816	190,673	203,009
Wages & Benefits	3,103,852	3,316,907	3,210,803	3,118,031	3,405,089
Supplies & Services	1,510,429	1,762,975	1,549,260	1,684,835	1,684,515
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>11,516,197</b>	<b>6,678,341</b>	<b>6,523,945</b>	<b>6,138,164</b>	<b>6,476,238</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	544,936	9,452,635	9,783,813	10,130,000	9,880,000
Licenses & Permits	514	1,872	3,118	1,500	1,500
IG Revenue	3,033,377	3,158,113	3,512,984	3,300,000	3,300,000
Services	1,032,596	1,390,352	1,308,617	1,620,476	1,620,476
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	2,975,000	700,000	400,000	400,000	400,000
General Fund Resources	10,553,179	1,293,179	893,179	900,000	1,322,181
All Other	22,413	103,533	6,482	36,968	36,968
<b>TOTAL</b>	<b>18,162,015</b>	<b>16,099,684</b>	<b>15,908,193</b>	<b>16,388,944</b>	<b>16,561,125</b>

**Revenue Notes:**

## Program Summary: Streets Signals/Lighting

**Division:** Public Works

**Fund Type:** Special Revenue Fund

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### Executive Summary:

Signals/Lighting performs all preventive and corrective maintenance functions for traffic control devices within the City. This includes traffic signals and beacons, traffic cameras, dynamic message signs, school flashers, radar speed signs, city owned street lights, communications cable including underground and aerial lines utilizing both copper and fiber conductors.

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### Programs and Services:

The Street Department will install, inspect and maintain the 482 traffic signal devices and associated systems authorized within the City. This includes 261 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, wireless radio, 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 2,375 street lights are maintained in designated areas and signalized locations, including the core area of our Central Business District. The remainder is serviced by Avista Utilities under our Department's direction and coordination. Our signal crews are on-call during non-working hours and respond promptly for emergency repairs at night and on weekends/holidays.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	50,089	82,970	67,933	25,428	25,000
Interfund Charges	113,675	82,714	77,553	99,264	96,550
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	892,312	930,082	977,719	967,477	918,883
Supplies & Services	481,358	401,469	464,080	554,614	553,524
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,537,434</b>	<b>1,497,235</b>	<b>1,587,285</b>	<b>1,646,783</b>	<b>1,593,957</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	199	2,939	14,077	0	0
IG Revenue	0	634	0	0	0
Services	136,315	143,012	221,969	98,299	118,299
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	163,660	59,609	85,718	55,000	55,000
<b>TOTAL</b>	<b>300,174</b>	<b>206,194</b>	<b>321,764</b>	<b>153,299</b>	<b>173,299</b>

**Revenue Notes:**

## Program Summary: Streets Signs/Markers

**Division:** Public Works

**Fund Type:** Special Revenue Fund

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### Executive Summary:

The Signs and Markers Section of the Street Department installs, maintains and replaces traffic signs and pavement markings throughout the city that have become worn out, damaged or removed. Representatives of this section also assist in traffic design review for construction projects.

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### Programs and Services:

This section is responsible for maintaining more than 90,000 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 90,000 sign plates is 11.7 years. This section is responsible for the maintenance of more than 3.2 million lineal feet of striping, 1,416 crosswalks, 1213 stop bars and 1,353 pavement markings on the streets of Spokane. All public agencies have been required by federal environmental policy to use waterborne paints. Waterborne paints cannot be applied at ground temperatures below 50 degrees. Therefore, the crew's 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.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	11,190	0	0	10,000	10,000
Interfund Charges	122,302	69,721	62,843	92,337	87,100
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	908,376	921,378	878,772	1,018,827	1,080,392
Supplies & Services	298,517	379,111	324,417	386,268	383,868
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,340,385</b>	<b>1,370,210</b>	<b>1,266,032</b>	<b>1,507,432</b>	<b>1,561,360</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	1,550	2,071	3,060	2,000	2,000
IG Revenue	15,477	15,294	16,353	5,000	5,000
Services	227,088	91,969	77,802	100,000	90,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	25,269	28,146	21,109	11,000	11,000
<b>TOTAL</b>	<b>269,384</b>	<b>137,480</b>	<b>118,324</b>	<b>118,000</b>	<b>108,000</b>

**Revenue Notes:**

## **Program Summary:** Traffic, Engineering, Planning, and Operations

**Division:** Public Works

**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.

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### **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 infrastructure, which will result in reduced congestion and stop delays while moving all mode of transportation through the City's street network.

TRAFFIC CONTROL DEVICES are designed and installed to provide roadway users with nationally recognized indications for traffic movement. These are defined in the Federal Highway Administration's Manual on Uniform Traffic Control Devices. While new developer-driven projects install new streets and associated devices, the city has an ongoing responsibility, with legal and financial liability, to effectively maintain and operate those devices. Measures of effective performance may be monitored through accident data, air quality data, traffic volume reports, intersection performance measures and public input.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>10.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	18,262	0	0	0
Interfund Charges	3,396	4,132	2,242	4,721	3,800
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,005,157	1,001,260	1,064,859	1,158,143	1,086,434
Supplies & Services	26,515	21,410	32,111	35,037	35,037
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,035,068</b>	<b>1,045,064</b>	<b>1,099,212</b>	<b>1,197,901</b>	<b>1,125,271</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	517,556	649,750	726,565	625,100	575,100
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	25	25
<b>TOTAL</b>	<b>517,556</b>	<b>649,750</b>	<b>726,565</b>	<b>625,125</b>	<b>575,125</b>

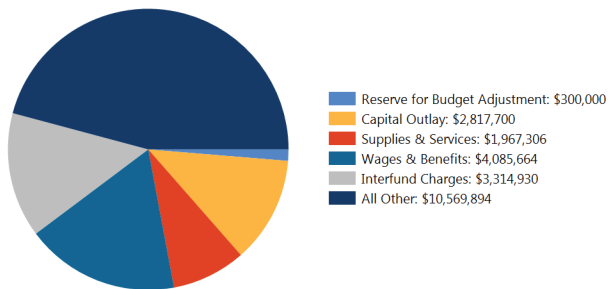
**Revenue Notes:**



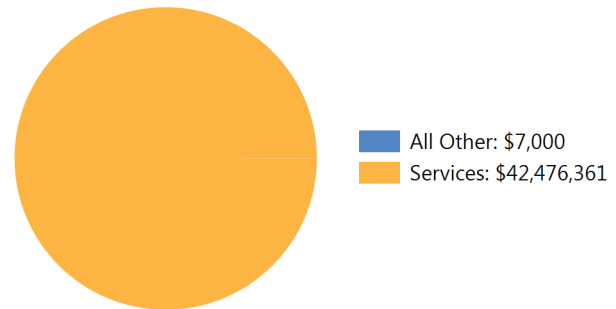
# Wastewater Collections and Maintenance

Wastewater Maintenance is responsible for the collection and conveyance of wastewater to the Riverside Park Water Reclamation Facility.

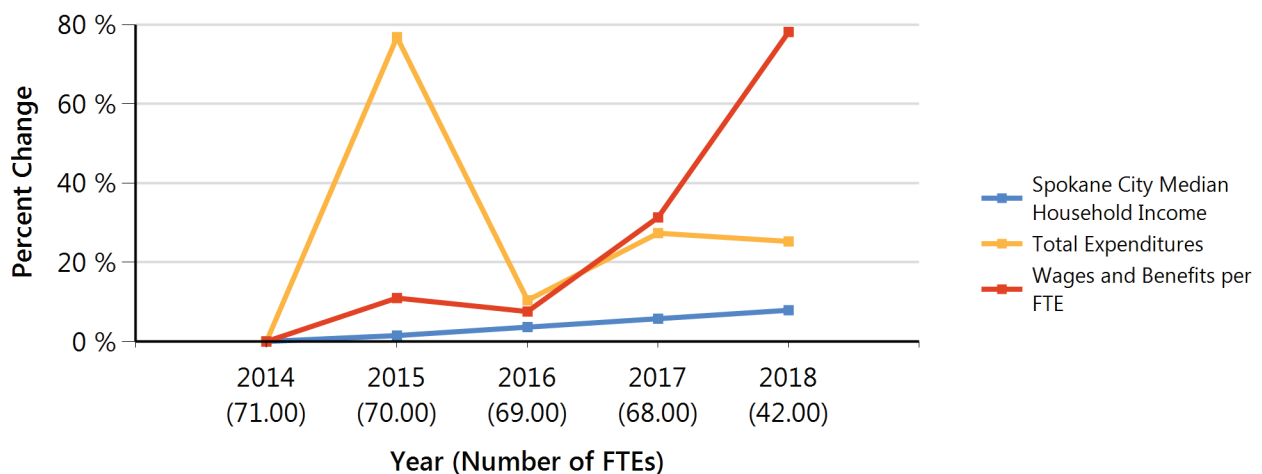
## 2018 Expenditures



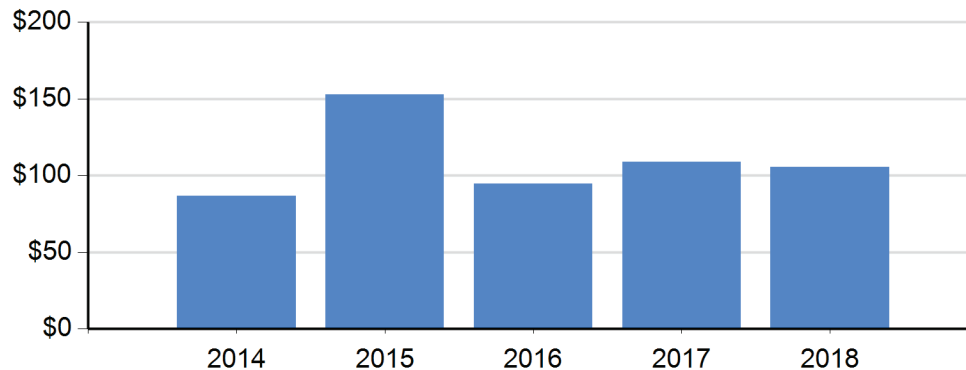
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$86.69	\$152.73	\$94.73	\$108.79	\$105.50
Percent Change	0.00%	76.83%	-37.56%	15.34%	-1.63%

## Department Summary: Wastewater Collections and Maintenance

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

Wastewater Maintenance is responsible for the collection and conveyance of wastewater to the Riverside Park Water Reclamation Facility.

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### Programs and Services:

Wastewater Collections and Maintenance manages a comprehensive program to efficiently operate the sanitary sewer and stormwater collection systems for the benefit of the citizens and the environment. We maintain 865 miles of sanitary sewer lines, 367 miles of stormwater lines, 18,823 catch basins and drywells, and numerous swales and stormwater detention facilities.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>71.00</b>	<b>70.00</b>	<b>69.00</b>	<b>68.00</b>	<b>42.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	322,117	1,338,826	408,811	1,668,400	2,817,700
Interfund Charges	3,520,622	3,026,649	3,381,404	3,650,958	3,314,930
Reserve for Budget Adjustment	0	0	0	300,000	300,000
Transfers Out	1,707	13,524,443	10,962	0	0
Wages & Benefits	3,546,416	3,880,063	3,694,434	4,506,543	4,085,664
Supplies & Services	1,077,161	1,276,114	1,981,198	3,040,039	1,967,306
Debt Services	0	0	0	0	0
All Other	9,937,151	9,500,248	10,842,887	10,272,006	10,569,894
<b>TOTAL</b>	<b>18,405,174</b>	<b>32,546,343</b>	<b>20,319,696</b>	<b>23,437,946</b>	<b>23,055,494</b>

**Expenditure Notes:**

Expenses in the All Other category are City Utility taxes and Washington State Excise taxes paid by the City of Spokane's Utility Departments.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	41,523,088	38,057,028	38,731,963	41,281,354	42,476,361
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	29,543,277	28,012,528	0	0
General Fund Resources	0	0	0	0	0
All Other	20,935	(235,415)	10,118,744	7,000	7,000
<b>TOTAL</b>	<b>41,544,023</b>	<b>67,364,890</b>	<b>76,863,235</b>	<b>41,288,354</b>	<b>42,483,361</b>

**Revenue Notes:**

**Sub-Department** Wastewater Operations & Maintenance**Summary:****Division:** Public Works**Fund Type:** Enterprise Fund

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**Executive Summary:**

The sanitary sewer system maintenance program is in place to alleviate any system backups into residential or commercial buildings throughout the City sanitary sewer collection system.

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**Programs and Services:**

This program supports closed circuit TV inspection crews, mechanical rodders, combination sewer cleaners, service trucks and construction crews, when needed. We also provide private sides sewer inspections and construction locates throughout the City. These crews operate two different sanitary sewer systems, along with the new CSO tanks and a separate stormwater system.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>69.00</b>	<b>68.00</b>	<b>68.00</b>	<b>65.00</b>	<b>39.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	322,117	1,338,826	408,811	1,638,400	2,797,700
Interfund Charges	507,992	269,337	446,664	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,707	13,524,443	10,962	0	0
Wages & Benefits	3,408,682	3,726,087	3,621,959	4,270,080	3,748,128
Supplies & Services	1,054,862	1,106,832	1,417,347	1,391,637	1,512,915
Debt Services	0	0	0	0	0
All Other	12,564	14,588	9,585	0	0
<b>TOTAL</b>	<b>5,307,924</b>	<b>19,980,113</b>	<b>5,915,328</b>	<b>7,300,117</b>	<b>8,058,743</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	41,523,088	38,057,028	38,731,963	41,281,354	42,476,361
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	20,935	(235,415)	308,445	7,000	7,000
<b>TOTAL</b>	<b>41,544,023</b>	<b>37,821,613</b>	<b>39,040,408</b>	<b>41,288,354</b>	<b>42,483,361</b>

**Revenue Notes:**

## **Program Summary:** WW Collections and Maintenance Administration

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### **Executive Summary:**

The Administrative program for Wastewater Collections, Maintenance and Stormwater Management is dedicated to providing leadership and education, while ensuring our system investments are properly maintained.

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### **Programs and Services:**

Through rigorous inspection and risk-based analysis Wastewater Collections and Maintenance can ensure continued public health and maintain system reliability. Staying current and in compliance with our 2 different NPDES (National Pollutant Discharge Elimination System) Permits is also a function of this program.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>3.00</b>	<b>3.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	30,000	20,000
Interfund Charges	3,012,630	2,757,312	2,934,740	3,650,958	3,314,930
Reserve for Budget Adjustment	0	0	0	300,000	300,000
Transfers Out	0	0	0	0	0
Wages & Benefits	137,734	153,976	72,475	236,463	337,536
Supplies & Services	22,299	169,282	563,851	1,648,402	454,391
Debt Services	0	0	0	0	0
All Other	9,924,587	9,485,660	10,833,302	10,272,006	10,569,894
<b>TOTAL</b>	<b>13,097,250</b>	<b>12,566,230</b>	<b>14,404,368</b>	<b>16,137,829</b>	<b>14,996,751</b>

**Expenditure Notes:**

Expenses in the All Other category are City Utility taxes and Washington State Excise taxes paid by the City of Spokane's Utility Departments.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	29,543,277	28,012,528	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	9,810,299	0	0
<b>TOTAL</b>	<b>0</b>	<b>29,543,277</b>	<b>37,822,827</b>	<b>0</b>	<b>0</b>

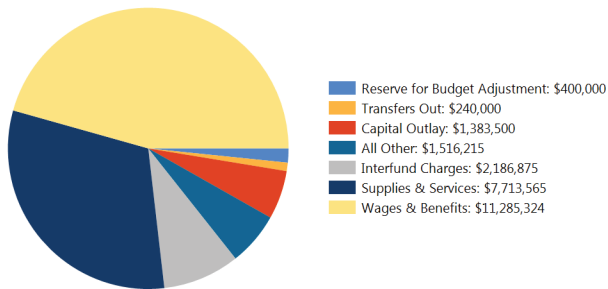
**Revenue Notes:**



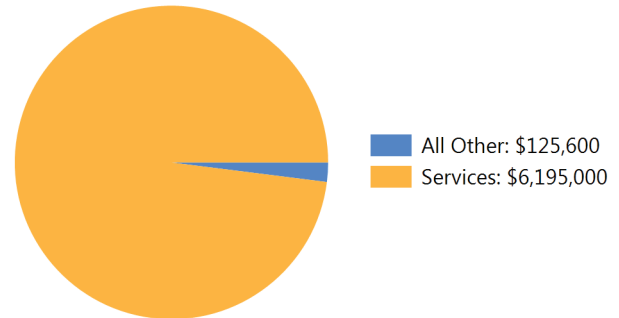
# Wastewater Management RPWRF

The Riverside Park Water Reclamation Facility (RPWRF) recycles approximately 34 million gallons of wastewater per day, with peak flows of up to 135 million gallons, from Spokane and several adjacent communities, thereby helping the Spokane River enjoy its status as an increasingly treasured community amenity.

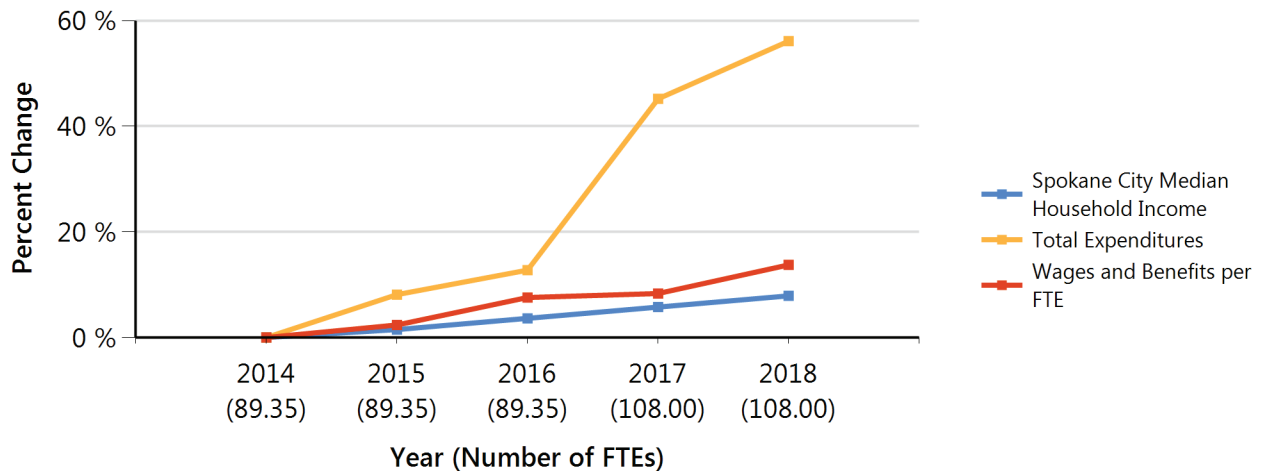
## 2018 Expenditures



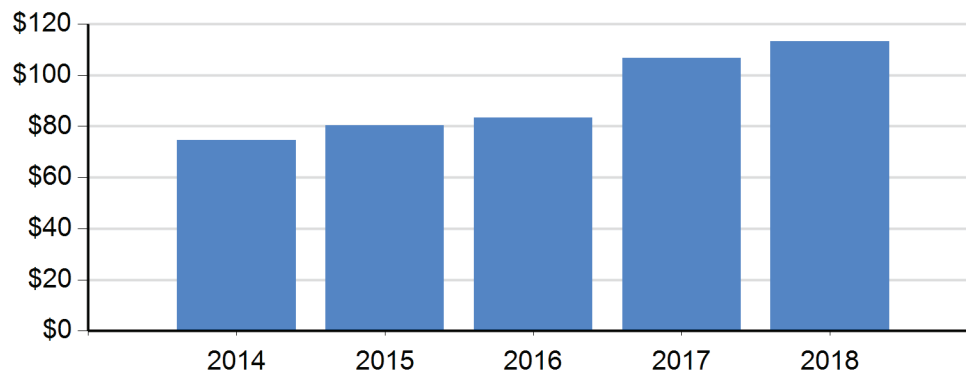
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$74.61	\$80.37	\$83.26	\$106.74	\$113.15
Percent Change	0.00%	8.12%	4.28%	28.76%	7.51%

## Department Summary: Wastewater Management RPWRF

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

The Riverside Park Water Reclamation Facility (RPWRF) recycles approximately 34 million gallons of wastewater per day, with peak flows of up to 135 million gallons, from Spokane and several adjacent communities, thereby helping the Spokane River enjoy its status as an increasingly treasured community amenity.

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### Programs and Services:

The original wastewater treatment plant began operation in 1958, and its effluent, once directly discharged to the Spokane River, provides the first step of a treatment in a sequence of physical, chemical, and biological pollutant removal processes that have been implemented over the past 60 years, culminating in the current massive construction efforts that will result in one of the largest tertiary treatment plants in the world when the projects is complete in early 2021.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>89.35</b>	<b>89.35</b>	<b>89.35</b>	<b>108.00</b>	<b>108.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	80,931	106,160	512,476	642,000	1,383,500
Interfund Charges	1,886,642	1,819,918	2,140,472	2,134,549	2,186,875
Reserve for Budget Adjustment	0	0	0	400,000	400,000
Transfers Out	4,238	1,553	0	0	240,000
Wages & Benefits	8,162,432	8,355,803	8,790,816	10,705,490	11,285,324
Supplies & Services	4,657,159	5,224,876	5,125,193	7,598,301	7,713,565
Debt Services	0	0	0	0	0
All Other	1,047,837	1,617,513	1,290,586	1,516,215	1,516,215
<b>TOTAL</b>	<b>15,839,239</b>	<b>17,125,823</b>	<b>17,859,543</b>	<b>22,996,555</b>	<b>24,725,479</b>

**Expenditure Notes:**

Expenses in the All Other category are City Utility taxes and Washington State Excise taxes paid by the City of Spokane's Utility Departments.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,543,598	6,245,107	5,588,548	6,195,000	6,195,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	295,728	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	316,511	545,346	106,148	320,607	125,600
<b>TOTAL</b>	<b>2,155,837</b>	<b>6,790,453</b>	<b>5,694,696</b>	<b>6,515,607</b>	<b>6,320,600</b>

**Revenue Notes:**

## **Program Summary:** WW Management Administration

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### **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.

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### **Programs and Services:**

Leadership at the Riverside Park Water Reclamation Facility is working to maintain efficient and effective operations today, while moving ahead with plans for the future. Planning is under way for what's commonly called the Next Level of Treatment at the facility. This tertiary level of treatment will be in addition to the primary and secondary treatment of wastewater that already occurs at the facility. This level of treatment will filter out additional pollutants and nutrients as required by the state and federally approved permit and other regulations that govern the plant. This project is in design, and the start of construction is expected in late 2016. A pilot project to test two types of membrane filtration technology for this project is completed. The project will be implemented using a GC/CM (General Contractor/Construction Management) alternate project delivery model. Leadership is working to create the greatest value for the citizens--to develop a project that achieves environmental standards at the best possible price. This important work also includes integration with plans to reduce outfalls to the river from combined sewers.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>9.00</b>	<b>9.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,886,642	1,819,918	2,140,472	2,134,549	2,186,875
Reserve for Budget Adjustment	0	0	0	400,000	400,000
Transfers Out	0	0	0	0	240,000
Wages & Benefits	142,966	129,023	259,737	1,041,454	1,120,158
Supplies & Services	11,957	40,458	14,820	1,109,430	2,656,657
Debt Services	0	0	0	0	0
All Other	1,047,837	1,617,513	1,290,586	1,516,215	1,516,215
<b>TOTAL</b>	<b>3,089,402</b>	<b>3,606,912</b>	<b>3,705,615</b>	<b>6,201,648</b>	<b>8,119,905</b>

**Expenditure Notes:**

Expenses in the All Other category are City Utility taxes and Washington State Excise taxes paid by the City of Spokane's Utility Departments.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,531,496	5,902,576	5,884,131	6,187,000	6,187,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	295,728	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	316,511	545,346	106,148	320,607	125,600
<b>TOTAL</b>	<b>2,143,735</b>	<b>6,447,922</b>	<b>5,990,279</b>	<b>6,507,607</b>	<b>6,312,600</b>

**Revenue Notes:**

**Sub-Department** RPWRF Operations & Maintenance**Summary:****Division:** Public Works**Fund Type:** Enterprise Fund

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**Executive Summary:**

The Riverside Park Water Reclamation Facility (RPWRF) recycles approximately 34 million gallons of wastewater per day, with peak flows of up to 135 million gallons, from Spokane and several adjacent communities, thereby helping the Spokane River enjoy its status as an increasingly treasured community amenity.

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**Programs and Services:**

The original wastewater treatment plant began operation in 1958, and its effluent, once directly discharged to the Spokane River, provides the first step of a treatment in a sequence of physical, chemical, and biological pollutant removal processes that have been implemented over the past 60 years, culminating in the current massive construction efforts that will result in one of the largest tertiary treatment plants in the world when the projects is complete in early 2021.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>86.35</b>	<b>86.35</b>	<b>86.35</b>	<b>99.00</b>	<b>99.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	80,931	106,160	512,476	642,000	1,383,500
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	4,238	1,553	0	0	0
Wages & Benefits	8,019,466	8,226,780	8,531,079	9,664,036	10,165,166
Supplies & Services	4,645,202	5,184,418	5,110,373	6,488,871	5,056,908
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>12,749,837</b>	<b>13,518,911</b>	<b>14,153,928</b>	<b>16,794,907</b>	<b>16,605,574</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	12,102	342,531	(295,583)	8,000	8,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>12,102</b>	<b>342,531</b>	<b>(295,583)</b>	<b>8,000</b>	<b>8,000</b>

**Revenue Notes:**

## **Program Summary:** Biosolids Processing Application

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### **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.

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### **Programs and Services:**

Many pollutants removed from wastewater have their origin in human food crops. Increasingly efficient pollutant removal technologies have resulted in ever increasing quantities of wastewater pollutants that are converted to a benign beneficial use product, known as Biosolids, by the facility's digestion processes. RPWRF's Biosolids Land Application Program has been managing the recycled use of this valuable material for over 35 years on local dry land grain crops and in 2016 applied over 4,700 dry tons of Biosolids.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>11.80</b>	<b>11.80</b>	<b>11.80</b>	<b>9.90</b>	<b>9.90</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	224,096	0	255,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,068,068	1,078,884	1,078,943	966,024	967,058
Supplies & Services	143,351	65,098	52,479	229,072	84,367
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,211,419</b>	<b>1,143,982</b>	<b>1,355,518</b>	<b>1,195,096</b>	<b>1,306,425</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## **Program Summary:** Industrial Monitor/Pretreatmt

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### **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 service area are required to be permitted under federal EPA regulations.

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### **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.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>6.90</b>	<b>6.90</b>	<b>6.90</b>	<b>4.65</b>	<b>5.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	539,759	549,283	547,219	439,909	492,453
Supplies & Services	28,549	40,747	57,988	2,012	210,140
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>568,308</b>	<b>590,030</b>	<b>605,207</b>	<b>441,921</b>	<b>702,593</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	12,102	342,531	(295,583)	8,000	8,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>12,102</b>	<b>342,531</b>	<b>(295,583)</b>	<b>8,000</b>	<b>8,000</b>

**Revenue Notes:**

## Program Summary: Instrumentation/Data

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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.

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### 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.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>12.00</b>	<b>13.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	69,462	158,450	301,000	260,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	4,238	1,553	0	0	0
Wages & Benefits	923,532	985,428	1,215,522	1,242,001	1,366,432
Supplies & Services	176,987	266,854	332,530	222,674	322,405
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,104,757</b>	<b>1,323,297</b>	<b>1,706,502</b>	<b>1,765,675</b>	<b>1,948,837</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## Program Summary: Laboratory

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

This program provides plant process monitoring/control and analytical laboratory support for several programs mandated by state and federal permits.

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### 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.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>9.10</b>	<b>9.10</b>	<b>9.10</b>	<b>10.35</b>	<b>10.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	34,792	36,698	85,332	34,000	40,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	810,277	838,249	821,964	974,998	991,769
Supplies & Services	306,719	276,990	259,302	456,480	393,444
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,151,788</b>	<b>1,151,937</b>	<b>1,166,598</b>	<b>1,465,478</b>	<b>1,425,213</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

**Program Summary:** Odor Abatement/HVAC**Division:** Public Works**Fund Type:** Enterprise Fund

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**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.

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**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 several wastewater pumping stations.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>	<b>12.00</b>	<b>11.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	62,000	280,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	30,200	30,927	31,821	1,119,158	1,096,903
Supplies & Services	76,304	7	6	477,386	421,165
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>106,504</b>	<b>30,934</b>	<b>31,827</b>	<b>1,658,544</b>	<b>1,798,068</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## **Program Summary:** Plant Maintenance

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### **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.

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### **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.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>	<b>13.70</b>	<b>13.70</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	46,139	0	0	120,000	431,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,501,411	1,518,819	1,542,295	1,240,698	1,318,285
Supplies & Services	560,070	1,174,471	827,070	889,472	838,785
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,107,620</b>	<b>2,693,290</b>	<b>2,369,365</b>	<b>2,250,170</b>	<b>2,588,070</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## **Program Summary:** Plant Operations

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### **Executive Summary:**

This program provides resources necessary for the safe, dependable, and regulatory-compliant operation of the Riverside Park Water Reclamation Facility.

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### **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.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>	<b>32.00</b>	<b>32.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	10,159	65,000	30,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,965,676	3,035,075	3,102,109	3,260,527	3,504,387
Supplies & Services	3,051,406	3,026,856	3,094,842	3,526,631	2,206,476
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>6,017,082</b>	<b>6,061,931</b>	<b>6,207,110</b>	<b>6,852,158</b>	<b>5,740,863</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## Program Summary: Pumping Stations

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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.

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### 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.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>4.40</b>	<b>4.40</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	34,439	60,000	87,500
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	180,543	190,115	191,206	420,721	427,879
Supplies & Services	301,816	333,395	486,156	685,144	580,126
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>482,359</b>	<b>523,510</b>	<b>711,801</b>	<b>1,165,865</b>	<b>1,095,505</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

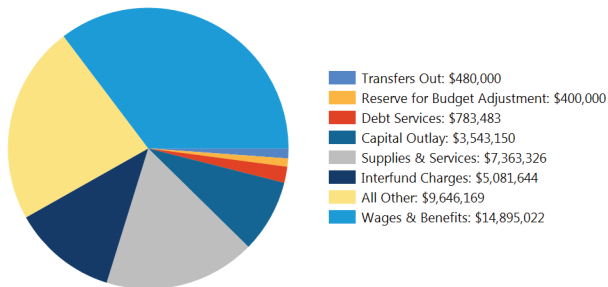
**Revenue Notes:**



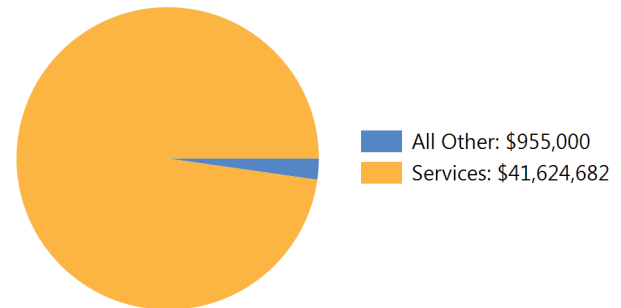
# Water

The City's Water and Hydroelectrical Services Department delivers up to 180 million gallons of clean, safe drinking water per day through the operation and maintenance of pumps, reservoirs, power generation, conservation programs and wellhead protection.

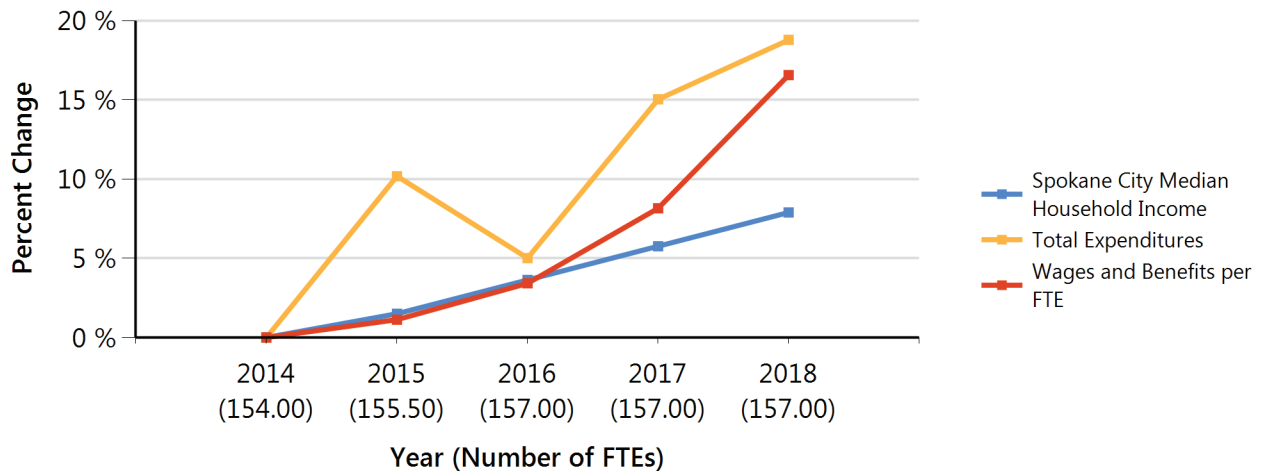
## 2018 Expenditures



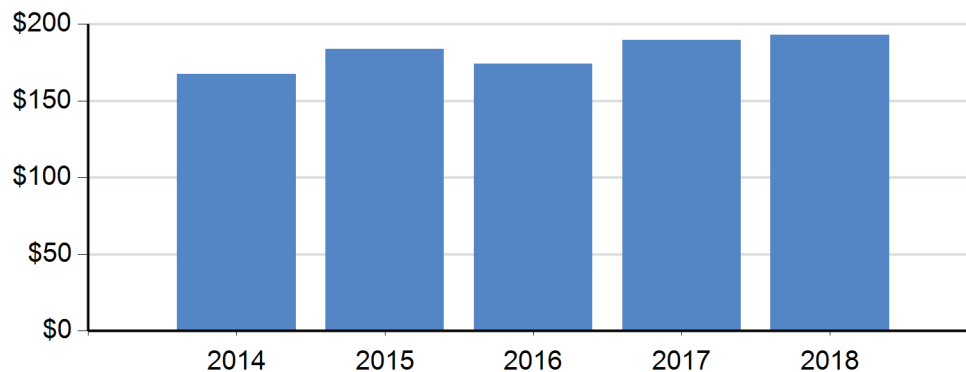
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$167.32	\$183.66	\$173.90	\$189.65	\$193.08
Percent Change	0.00%	10.18%	-4.69%	9.53%	3.26%

## Department Summary: Water

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

The City's Water and Hydroelectrical Services Department delivers up to 180 million gallons of clean, safe drinking water per day through the operation and maintenance of pumps, reservoirs, power generation, conservation programs and wellhead protection.

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### Programs and Services:

The Water Department maintains a reliable drinking water system in adequate volume and pressure, while providing reliable fire flows. We work to optimize resources and assets of the Water Department so we may provide safe drinking water at an affordable price with minimal service outages. We strive to provide these services while remaining in 100% compliance with all regulatory agencies.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>154.00</b>	<b>155.50</b>	<b>157.00</b>	<b>157.00</b>	<b>157.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	958,500	4,244,824	2,898,412	3,767,500	3,543,150
Interfund Charges	5,528,987	4,453,051	4,922,774	5,132,912	5,081,644
Reserve for Budget Adjustment	0	0	0	500,000	400,000
Transfers Out	0	3,656	4,444	0	480,000
Wages & Benefits	12,439,481	12,702,258	13,118,472	13,739,990	14,895,022
Supplies & Services	7,201,404	7,359,910	5,953,711	7,350,220	7,363,326
Debt Services	913,753	919,774	894,807	995,000	783,483
All Other	8,479,404	9,455,026	9,509,755	9,374,314	9,646,169
<b>TOTAL</b>	<b>35,521,529</b>	<b>39,138,499</b>	<b>37,302,375</b>	<b>40,859,936</b>	<b>42,192,794</b>

**Expenditure Notes:**

Expenses in the All Other category are City Utility taxes and Washington State Excise taxes paid by the City of Spokane's Utility Departments.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	400	0	0	0
IG Revenue	0	0	0	0	0
Services	37,185,481	40,263,673	42,265,978	40,583,986	41,624,682
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	5,597,640	6,091,402	0	0	0
General Fund Resources	0	0	0	0	0
All Other	2,092,558	3,900,602	12,428,661	1,563,755	955,000
<b>TOTAL</b>	<b>44,875,679</b>	<b>50,256,077</b>	<b>54,694,639</b>	<b>42,147,741</b>	<b>42,579,682</b>

**Revenue Notes:**

## Program Summary: Water Administration

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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.

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### Programs and Services:

Water Administration is dedicated to maintaining affordable, safe, and reliable service to the customers served by the City of Spokane. Water service is critical to the health and safety of our citizens and for the long-term growth of our economy and business base.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>15.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	5,094,932	4,448,189	4,911,062	5,127,912	5,071,644
Reserve for Budget Adjustment	0	0	0	500,000	400,000
Transfers Out	0	0	2,268	0	480,000
Wages & Benefits	1,132,079	1,172,880	1,227,481	1,287,496	1,574,394
Supplies & Services	746,380	947,425	648,448	891,905	908,865
Debt Services	913,753	919,774	894,807	995,000	783,483
All Other	8,479,404	9,455,026	9,509,755	9,374,314	9,646,169
<b>TOTAL</b>	<b>16,366,548</b>	<b>16,943,294</b>	<b>17,193,821</b>	<b>18,176,627</b>	<b>18,864,555</b>

**Expenditure Notes:**

Expenses in the All Other category are City Utility taxes and Washington State Excise taxes paid by the City of Spokane's Utility Departments.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	400	0	0	0
IG Revenue	0	0	0	0	0
Services	34,847,036	38,159,088	38,800,597	38,183,986	39,224,682
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	5,597,640	6,091,402	0	0	0
General Fund Resources	0	0	0	0	0
All Other	2,092,558	3,900,602	12,428,661	1,563,755	955,000
<b>TOTAL</b>	<b>42,537,234</b>	<b>48,151,492</b>	<b>51,229,258</b>	<b>39,747,741</b>	<b>40,179,682</b>

**Revenue Notes:**

## Program Summary: Water Conservation

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

The Water Conservation Program is responsible for public education and outreach about the importance of conserving water, along with tips that help the public achieve this important goal.

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### Programs and Services:

The City encourages its water customers to “Slow the Flow” of water and promote water stewardship. Protecting and preserving our water resources is a long-term goal of the City and is part of our sustainability efforts. The City also must meet water conservation goals as part of state and federal requirements. Using less water also translates into savings on citizens’ utility bills and helps ease the need for projects to expand the capacity of the City’s water and wastewater systems. Water conservation efforts also help protect our aquifer and Spokane River flows.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.50</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,142	0	10,772	5,000	10,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	25,014	50,098	75,290	84,606	90,615
Supplies & Services	33,193	101,794	147,956	120,024	150,024
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>59,349</b>	<b>151,892</b>	<b>234,018</b>	<b>209,630</b>	<b>250,639</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

**Program Summary:** Water Infrastructure Operating Capital**Division:** Public Works**Fund Type:** Enterprise Fund

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**Executive Summary:**

This program provides for capital maintenance improvements, equipment, vehicles, and projects related to the Water System.

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**Programs and Services:**

The city's Water Department has ongoing operational equipment and capital maintenance needs. This includes expenses detailed in the six-year capital plan.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	413,002	3,014,455	1,150,627	915,000	1,245,000
Interfund Charges	23,793	4,862	940	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	1,752,991	917,992	293,980	840,000	600,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,189,786</b>	<b>3,937,309</b>	<b>1,445,547</b>	<b>1,755,000</b>	<b>1,845,000</b>

**Expenditure Notes:**

Funding for additional system capacity is now included in the Integrated Capital Management Department.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## Program Summary: Water Metering

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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.

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### 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.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>33.00</b>	<b>33.00</b>	<b>33.00</b>	<b>22.00</b>	<b>23.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	236,671	453,660	665,831	1,046,000	40,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	2,000	0	0	0
Wages & Benefits	2,547,711	2,542,203	2,445,664	1,775,625	2,034,075
Supplies & Services	354,497	167,977	157,125	508,530	19,820
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>3,138,879</b>	<b>3,165,840</b>	<b>3,268,620</b>	<b>3,330,155</b>	<b>2,093,895</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

**Sub-Department** Water System Operations & Maintenance  
**Summary:****Division:** Public Works**Fund Type:** Enterprise Fund

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**Executive Summary:**

This program provides for the continuous repair and maintenance of the water distribution system for the City of Spokane.

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**Programs and Services:**

This program is responsible for the repairs and maintenance of more than 1,000 miles of water main and appurtenance as well as repairs and maintenance of more than 73,000 service connections. In addition, we provide support for engineering and capital programs and leak surveys.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>87.00</b>	<b>88.00</b>	<b>89.00</b>	<b>100.00</b>	<b>99.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	308,827	754,106	967,670	1,536,500	2,207,800
Interfund Charges	409,120	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	1,656	2,176	0	0
Wages & Benefits	6,965,128	7,124,812	7,436,707	8,661,705	9,116,834
Supplies & Services	1,476,588	2,177,529	2,291,743	1,962,675	2,620,031
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>9,159,663</b>	<b>10,058,103</b>	<b>10,698,296</b>	<b>12,160,880</b>	<b>13,944,665</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	181,538	152,173	176,052	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>181,538</b>	<b>152,173</b>	<b>176,052</b>	<b>0</b>	<b>0</b>

**Revenue Notes:**

## Program Summary: Water Upriver

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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 200,000 people with reliable potable water supplies of excellent quality for the most affordable price possible. Approximately 22 billion gallons are supplied annually.

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### Programs and Services:

This activity will: (1) Maintain and operate our water quality program and certified lab providing for and meeting standards for protecting the health of our customers from waterborne diseases and other possible contaminants that could enter the water they consume; (2) Control and operate the City water pumping and storage system, including 7 well stations with 26 pumps, 26 booster pump stations with 75 pumps, and 34 water reservoirs, located at 67 different locations on a 24/7 basis. Upriver also operates and maintains the Department's hydroelectric facilities at Upriver Dam, providing electricity for some water pumps and surplus sales of electricity.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>19.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	22,603	114,284	270,000	50,350
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,769,549	1,812,265	1,933,330	1,930,558	2,079,104
Supplies & Services	2,837,755	3,047,193	2,414,459	3,027,086	3,064,586
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>4,607,304</b>	<b>4,882,061</b>	<b>4,462,073</b>	<b>5,227,644</b>	<b>5,194,040</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	2,156,907	1,952,412	3,289,329	2,400,000	2,400,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,156,907</b>	<b>1,952,412</b>	<b>3,289,329</b>	<b>2,400,000</b>	<b>2,400,000</b>

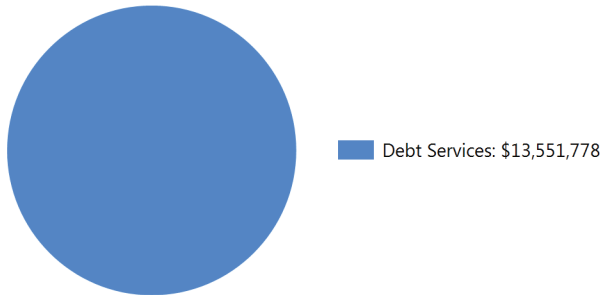
**Revenue Notes:**



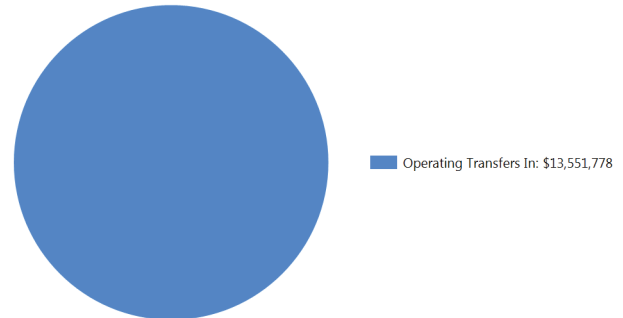
# Water/Wastewater Debt Service Fund

This program will pay the annual debt service on \$200 million in Water Wastewater Utility revenue bonds that were sold in the fall of 2014 to pay for a series of projects that are designed to improve the health of the Spokane River and protect drinking water.

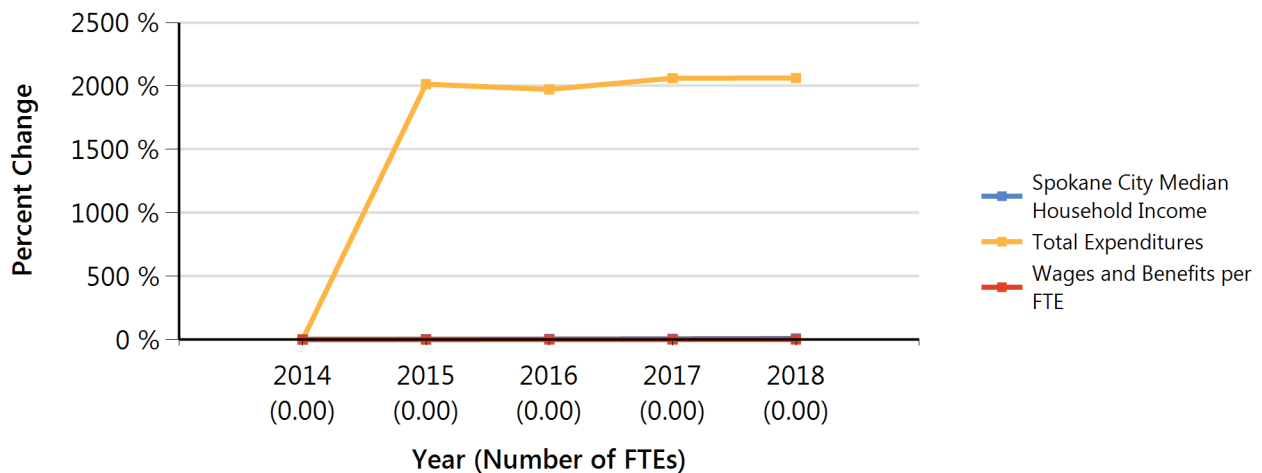
## 2018 Expenditures



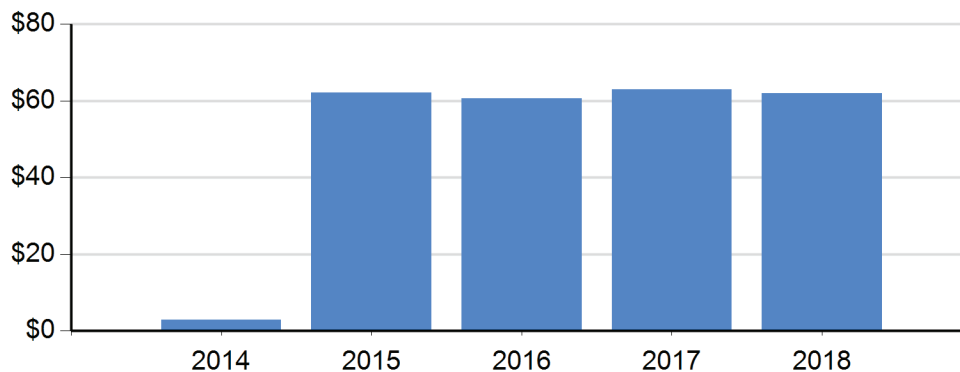
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$2.95	\$62.19	\$60.55	\$62.88	\$62.01
Percent Change	0.00%	2014.63%	-1.98%	4.30%	0.03%

## Department Summary: Water/Wastewater Debt Service Fund

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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.

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### Programs and Services:

In November 2014, the City sold \$200 million in Water Wastewater Utility revenue bonds to pay for a series of projects that are designed to improve the health of the Spokane River and to protect the aquifer that provides Spokane residents with their drinking water. The bonds were designated as "green" bonds because they will be used to pay for "green" projects that provide environmental benefits. The work will improve water quality, protect water resources, and save energy, among other things. In large part, the bond funding will help the City implement its Integrated Clean Water Plan. The plan includes work to manage overflows from combined sanitary and stormwater sewers, address untreated stormwater going to the river, and to add an additional level of wastewater treatment at the City's Riverside Park Water Reclamation Facility. The City will be able to repay these bonds, while maintaining affordable and predictable utility rates. The City has committed to limit the annual rate increases to the cost of inflation -- or about 2.9 percent annually.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	626,702	13,252,433	12,988,930	13,547,528	13,551,778
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>626,702</b>	<b>13,252,433</b>	<b>12,988,930</b>	<b>13,547,528</b>	<b>13,551,778</b>

**Expenditure Notes:****Revenues:**

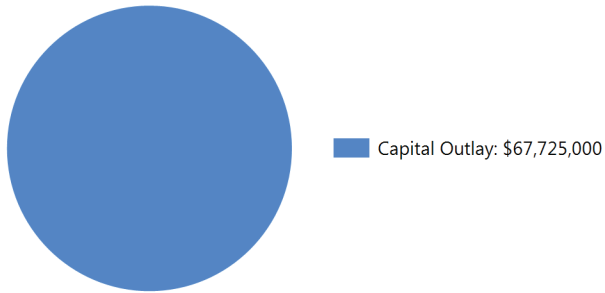
	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	13,512,806	13,548,528	13,547,528	13,551,778
General Fund Resources	0	0	0	0	0
All Other	207,203	842,898	0	0	0
<b>TOTAL</b>	<b>207,203</b>	<b>14,355,704</b>	<b>13,548,528</b>	<b>13,547,528</b>	<b>13,551,778</b>

**Revenue Notes:**

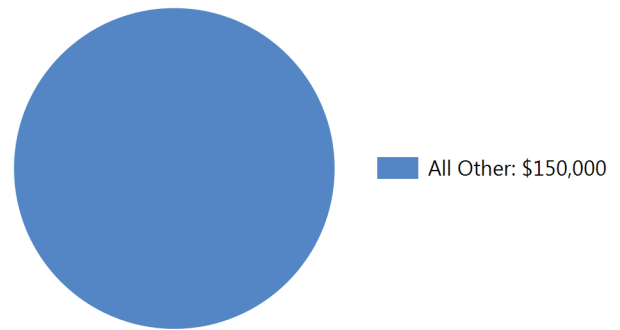
## Water/Wastewater Revenue Bond Fund

In November 2014, the City sold \$200 million in Water Wastewater Utility revenue bonds to pay for a series of projects that are designed to improve the health of the Spokane River and to protect the aquifer that provides Spokane residents with their drinking water. The bonds were designated as "green" bonds because they will be used to pay for "green" projects that provide environmental benefits. The work will improve water quality, protect water resources, and save energy, among other things. The money raised through the bond sale, in large part, will help the City implement its Integrated Clean Water Plan. The plan includes work to manage overflows from combined sanitary and stormwater sewers, address untreated stormwater going to the river, and to add an additional level of wastewater treatment at the City's Riverside Park Water Reclamation Facility.

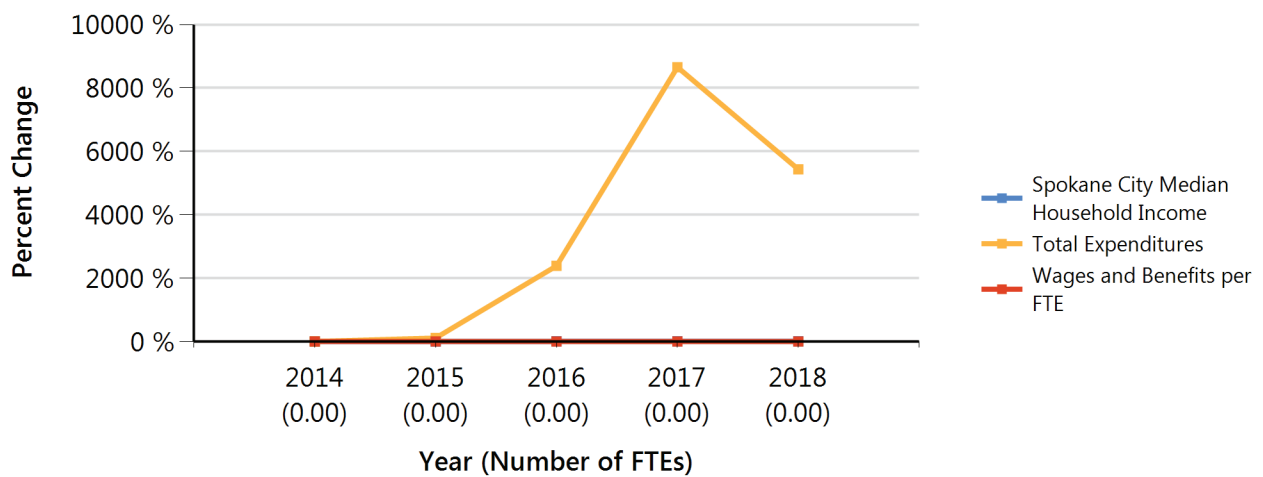
## 2018 Expenditures



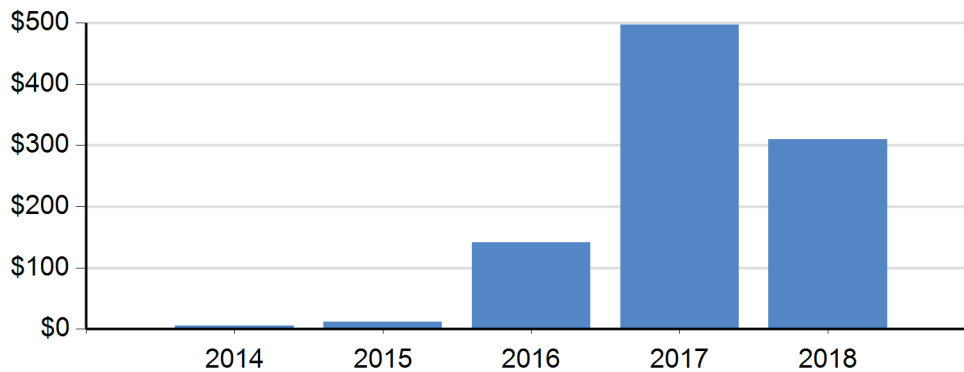
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$5.77	\$12.08	\$141.86	\$497.47	\$309.92
Percent Change	0.00%	110.31%	1082.04%	252.20%	-36.81%

## Department Summary: Water/Wastewater Revenue Bond Fund

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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.

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### Programs and Services:

Net proceeds of the Bonds will be applied toward Clean Water and Drinking Water projects which will provide environmental benefits, including the following:

- Improve the health of the Spokane River and other surface water bodies by reducing flows of stormwater and wastewater into these water bodies and improve the quality of the effluent discharged from the City's wastewater treatment plant.
- Protect the aquifer, the sole source of drinking water for more than a half million people in the Spokane region, by protecting wellhead influence zones, ensuring the integrity of underground wastewater infrastructure, and employing green infrastructure techniques to treat stormwater runoff.
- Preserve aquifer water resources by reducing system leakage and effectively managing the water distribution system.
- Promote efficient energy use by maintaining and updating distribution and treatment systems.
- Enable resilience in anticipation of climate change and population growth by ensuring redundancies in water and wastewater systems and treating more stormwater on site to free up piping and treatment capacity to accommodate change.



**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	107,176,860	67,725,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	295,728	2,574,365	30,430,032	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	50	0	0	0	0
Debt Services	928,261	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,224,039</b>	<b>2,574,365</b>	<b>30,430,032</b>	<b>107,176,860</b>	<b>67,725,000</b>

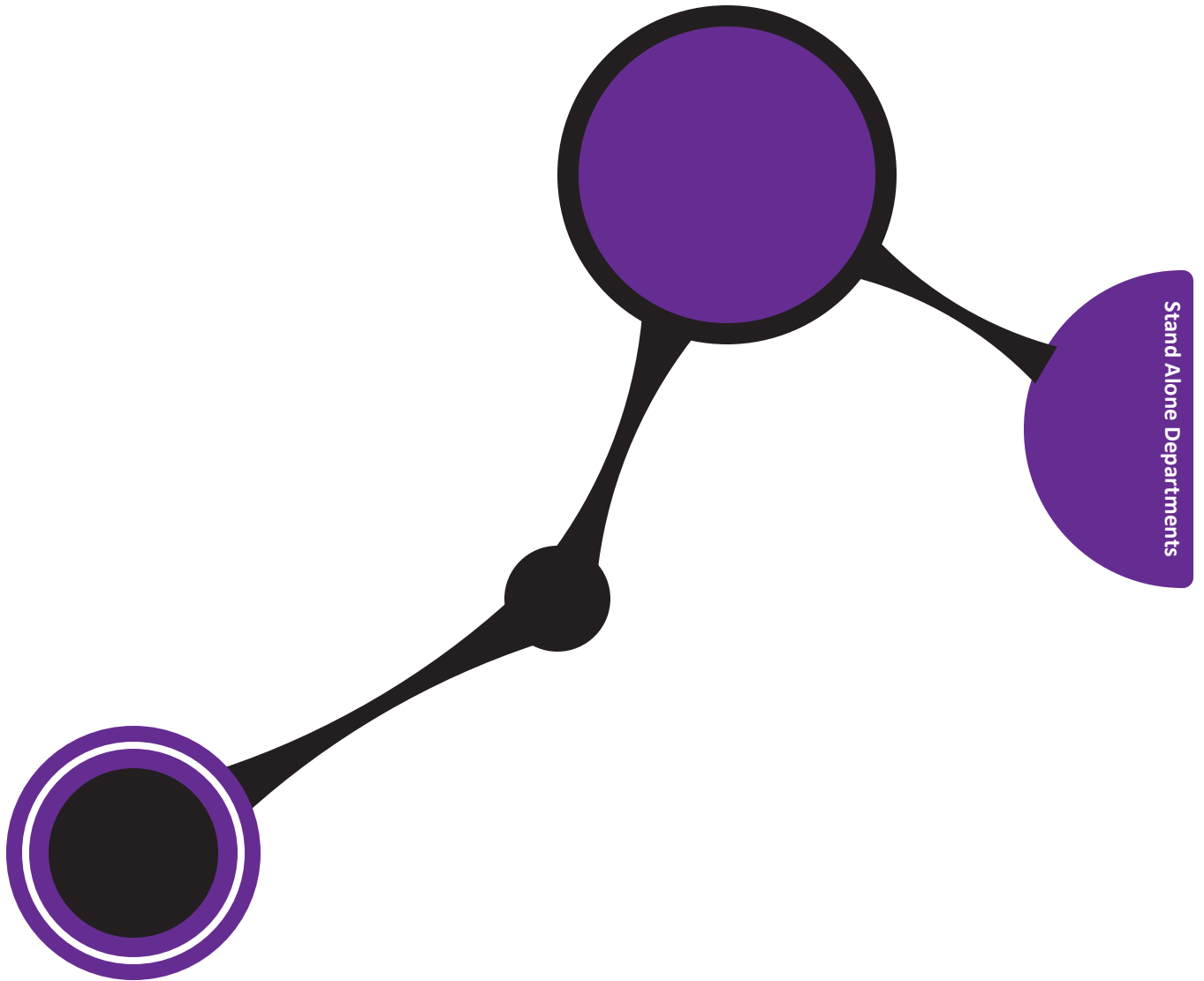
**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	201,143,902	842,898	149,819	650,000	150,000
<b>TOTAL</b>	<b>201,143,902</b>	<b>842,898</b>	<b>149,819</b>	<b>650,000</b>	<b>150,000</b>

**Revenue Notes:**

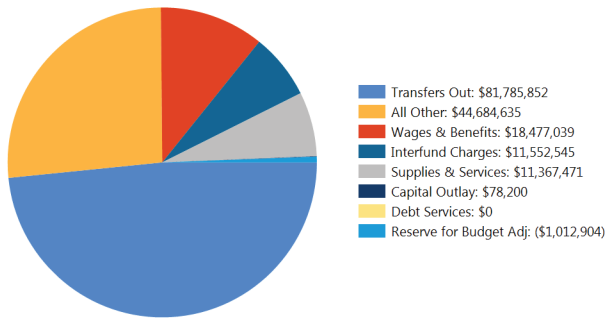


# Stand Alone Departments

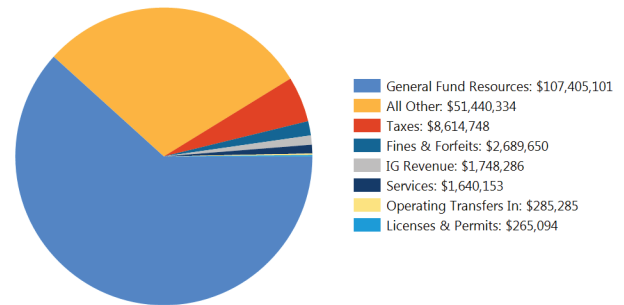


# Stand Alone Departments

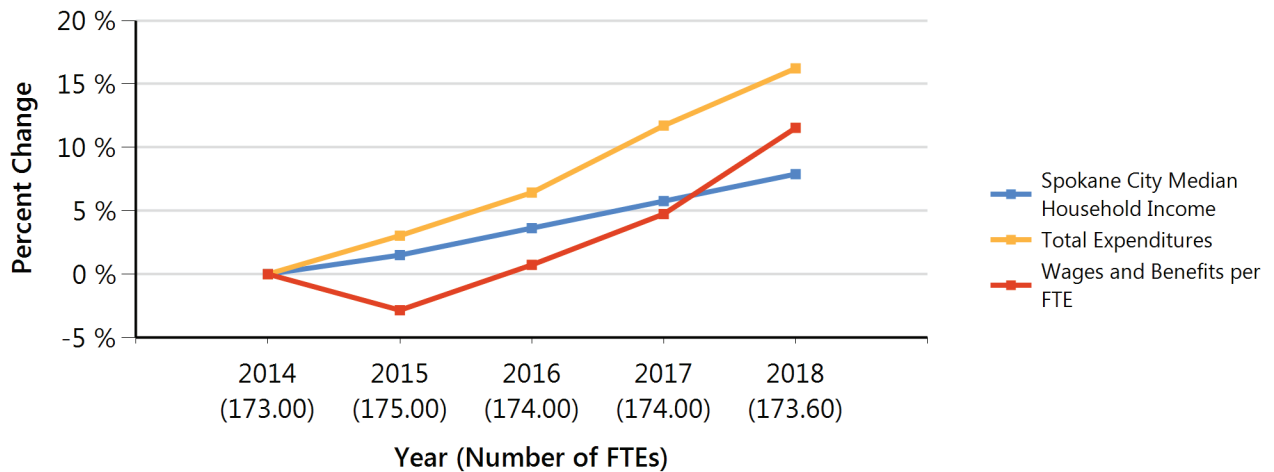
## 2018 Expenditures



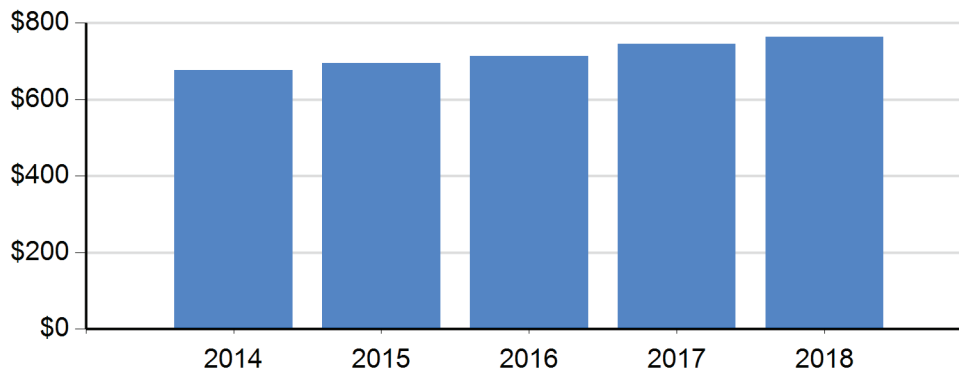
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

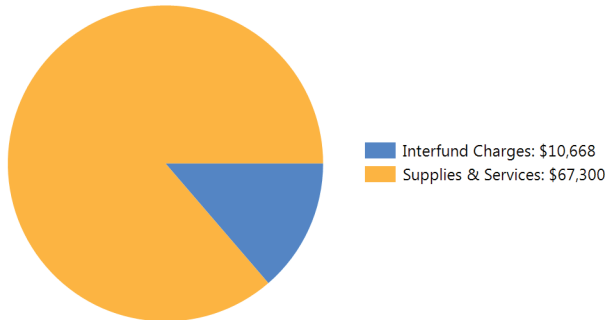
Spending	\$676.54	\$694.45	\$712.65	\$744.76	\$763.95
Percent Change	0.00%	3.03%	3.29%	4.96%	4.04%



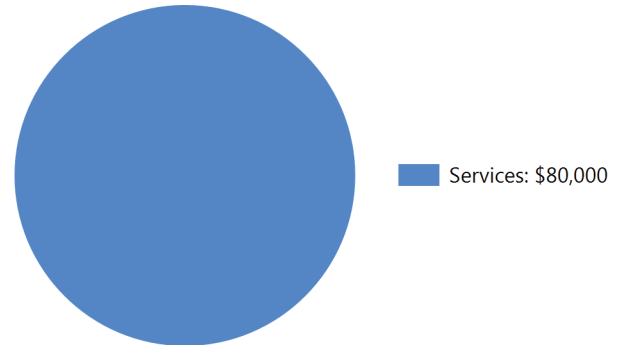
## 457 Deferred Compensation Fund

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the optional 457 defined contribution plan. The plan's record keeper is ICMA-RC.

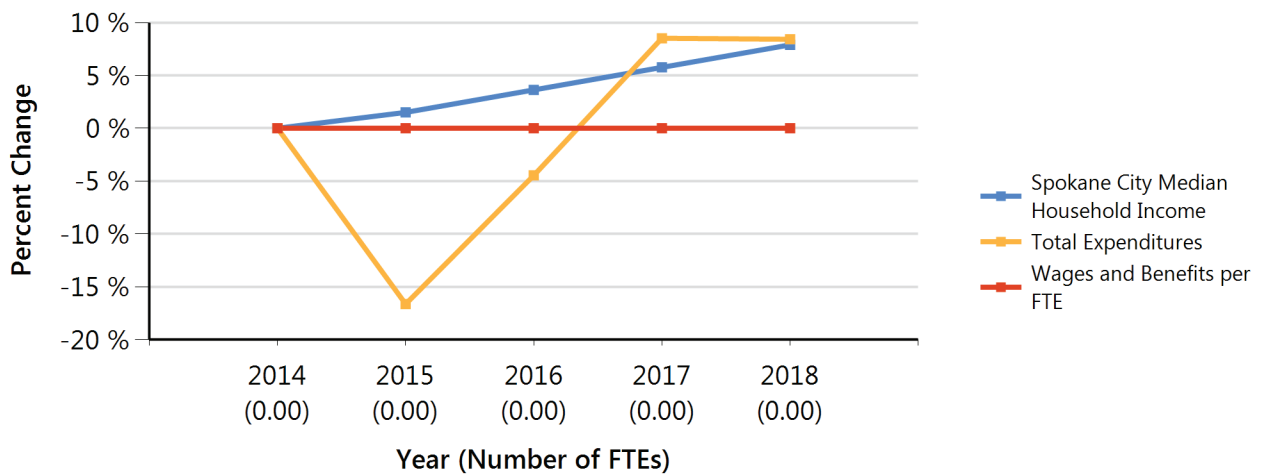
### 2018 Expenditures



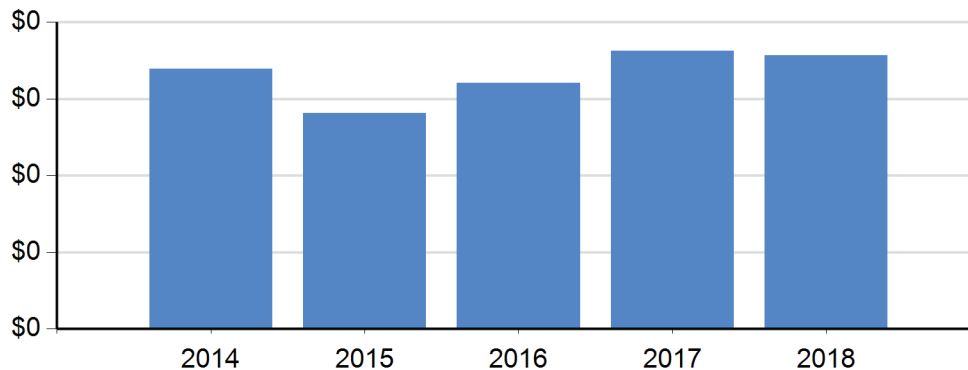
### 2018 Revenues



### Cumulative percent change over the last 5 years



### Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$0.34	\$0.28	\$0.32	\$0.36	\$0.36
Percent Change	0.00%	-16.64%	14.60%	13.59%	-0.08%

## Department Summary: 457 Deferred Compensation Fund

**Division:** Stand Alone Departments

**Fund Type:** Special Revenue Fund

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### Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the optional 457 defined contribution plan. The plan's record keeper is ICMA-RC.

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### Programs and Services:

The 457 Plan assets are held in a separate Trust on behalf of the employees who have contributed to the Plan. The assets are not part of the City's assets within the Comprehensive Annual Report. Revenues and expenditures flow through a separate special revenue fund within the City of Spokane that. The largest 457 Plan expenditure relates to the independent investment consultant's retainer fee. The entire budget for the 457 Plan is funded by an administrative fee of 0.08% of assets charged to participant accounts. 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, selecting the fund lineup, and monitoring performance.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	16,070	6,180	9,415	10,298	10,668
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	55,842	53,763	59,285	67,740	67,300
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>71,912</b>	<b>59,943</b>	<b>68,700</b>	<b>78,038</b>	<b>77,968</b>

**Expenditure Notes:**

The entire budget for the 457 Plan is funded through an administrative fee paid by plan participants.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	90,000	45,000	85,000	80,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	90,000	0	0	0	0
<b>TOTAL</b>	<b>90,000</b>	<b>90,000</b>	<b>45,000</b>	<b>85,000</b>	<b>80,000</b>

**Revenue Notes:**

The entire budget for the 457 Plan is funded through an administrative fee paid by plan participants.

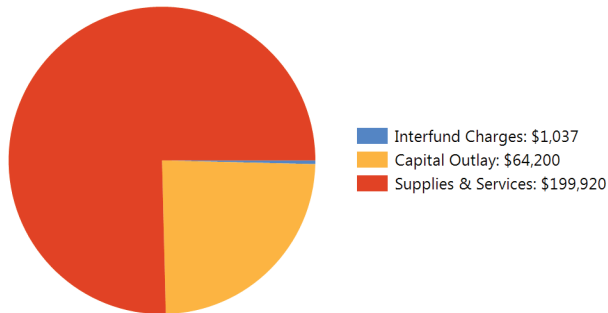




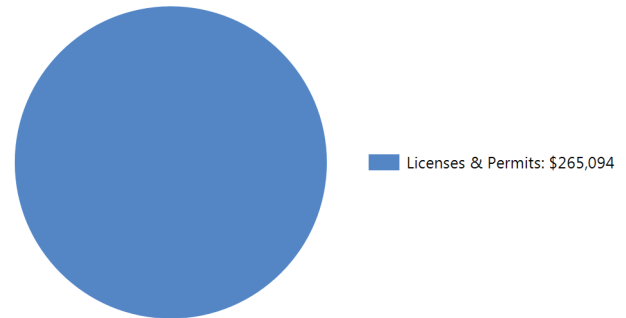
## Channel 5 / PEG Capital

This program funds 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.

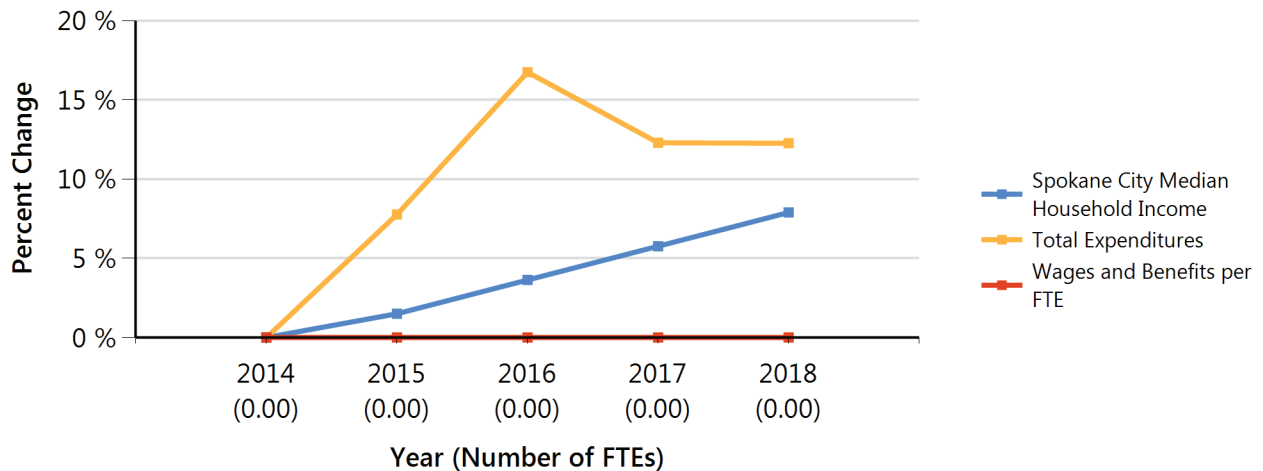
### 2018 Expenditures



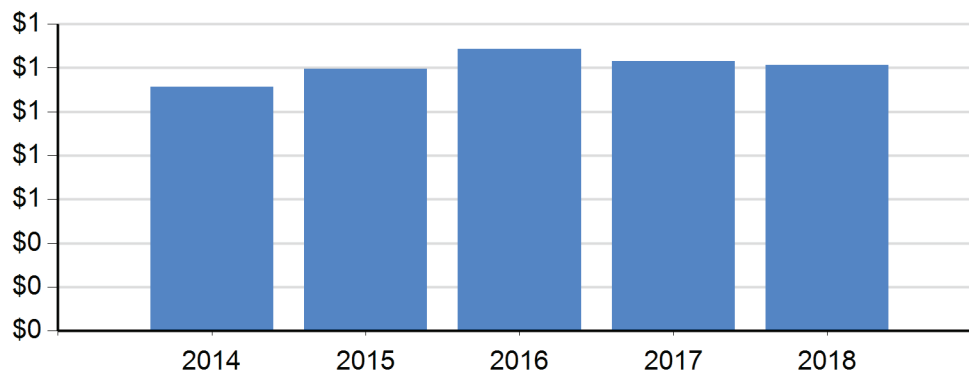
### 2018 Revenues



### Cumulative percent change over the last 5 years



### Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$1.11	\$1.19	\$1.29	\$1.23	\$1.21
Percent Change	0.00%	7.76%	8.33%	-3.81%	-0.02%

**Department Summary:** Channel 5 / PEG Capital**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

---

**Executive Summary:**

This program funds 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.

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**Programs and Services:**

The City renewed its cable television franchise with Comcast in 2005. This 12-year franchise continues through 2017 and includes a fee to fund capital equipment purchases for public, education, and government access channels. These channels includes CityCable 5, Fire's training channel (Channel 95), five education access channels managed by the group, CABLE, and its partner education institutions; and a community access channel operated by contract with Community-Minded Enterprises. Expenditures are restricted to capital and equipment costs for the purpose of assisting with getting programming on the PEG channels.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	71,974	105,062	45,633	79,200	64,200
Interfund Charges	352	1,415	915	1,114	1,037
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	163,878	148,061	229,201	184,920	199,920
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>236,204</b>	<b>254,538</b>	<b>275,749</b>	<b>265,234</b>	<b>265,157</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	219,618	192,772	195,323	265,094	265,094
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,229	1,260	628	0	0
<b>TOTAL</b>	<b>220,847</b>	<b>194,032</b>	<b>195,951</b>	<b>265,094</b>	<b>265,094</b>

**Revenue Notes:**

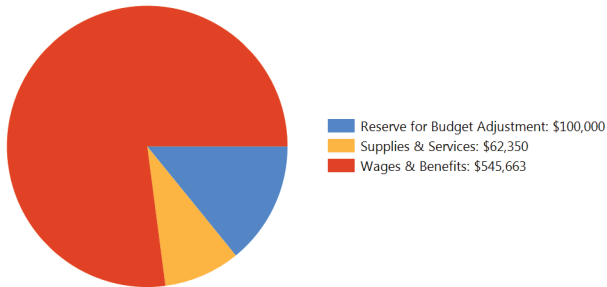
Revenue has been decreasing from 2014 to 2016 but the first six month actual revenue total for 2017 is trending higher and is projecting to come in at over \$240,000 for 2017.



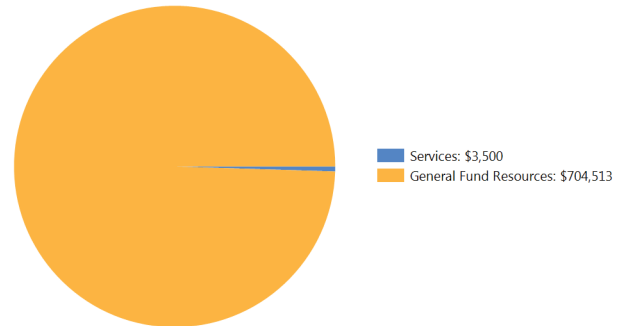
# City Clerk

The Department: is repository for the City's official records; supports both the legislative and administrative branches by providing records maintenance and management services; and works in partnership with all City departments to ensure transparency and accessibility to information and services.

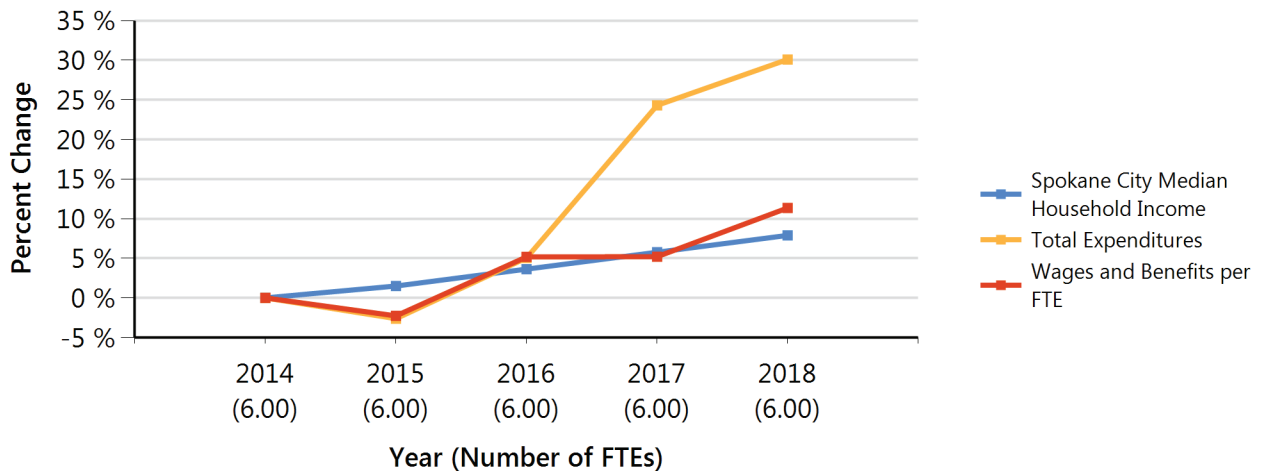
## 2018 Expenditures



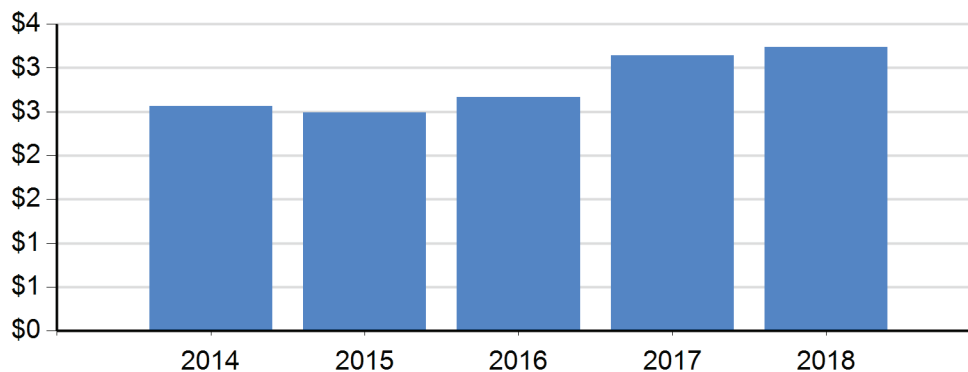
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$2.56	\$2.49	\$2.67	\$3.14	\$3.24
Percent Change	0.00%	-2.62%	7.87%	18.32%	4.65%

## Department Summary: City Clerk

**Division:** Stand Alone Departments

**Fund Type:** General Fund

---

### Executive Summary:

The Department: is repository for the City's official records; supports both the legislative and administrative branches by providing records maintenance and management services; and works in partnership with all City departments to ensure transparency and accessibility to information and services.

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### Programs and Services:

1. Records Maintenance/Management--Attest, index, scan, distribute and file all contracts, ordinances, resolutions, and other official documents; attend bid openings; process claims, lawsuits, and garnishments; coordinate election matters with County (actual costs for elections and validation of initiative/referendum signatures is not paid out of this office); hold annual Retirement Board Election; issue hearing notices for appeals, LIDs and street vacations; record necessary documents; perform annual purging and destruction of City Clerk records that have passed their required retention; process, distribute, and publish executive orders and policies and procedures; process initiatives and referendums; and maintain Spokane Municipal Code. Assist departments in complying with state retention guidelines; coordinate transfer of archival records to the state; oversee City's compliance with the public records disclosure requirements and track/respond to public records requests; oversee City's offsite records storage contract; and oversee inventory of off-site records and activity.
2. City Council Agenda and Meetings--Prepare/publish/distribute weekly current and advance council agendas and packets; attend and record City Council meetings; prepare City Council actions and meeting minutes; and post agendas and agenda packet materials to the City website.
3. Official Gazette--Act as editor and responsible for typesetting and layout of the Official Gazette; responsible for publication of City Council minutes, executive orders, ordinances, policies and procedures, and resolutions setting hearing; prepare affidavits of publication for bids, executive orders, LIDs, ordinances, and policies and procedures; and post Official Gazette to City website.
4. Customer Service/Other--Assist on a daily basis internal/external customers with inquiries via telephone, email, and walk-in; perform notarization services on city documents; accept service on claims, lawsuits, and garnishments; and assist staff in locating older records that may be relevant to current projects and/or lawsuits. In addition, the City Clerk serves as a member on the Police and Fire Pension Boards.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	100,000	100,000
Transfers Out	0	0	0	0	0
Wages & Benefits	489,410	478,299	513,922	514,053	545,663
Supplies & Services	54,835	51,676	57,789	62,446	62,350
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>544,245</b>	<b>529,975</b>	<b>571,711</b>	<b>676,499</b>	<b>708,013</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	3,616	1,688	977	3,500	3,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	540,610	528,287	570,734	672,999	704,513
All Other	19	0	0	0	0
<b>TOTAL</b>	<b>544,245</b>	<b>529,975</b>	<b>571,711</b>	<b>676,499</b>	<b>708,013</b>

**Revenue Notes:**

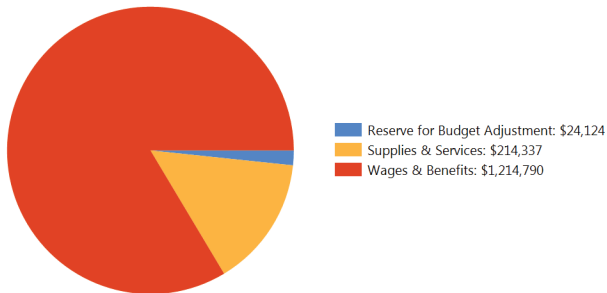




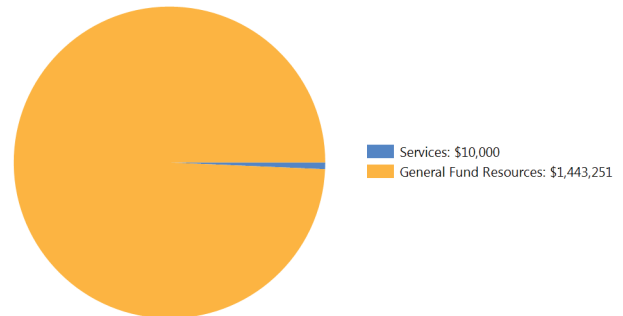
# City Council

As provided in the City Charter a Council President and six Council Members (two Members for each of the three districts) comprise the Spokane City Council. Together they constitute a legislative body which is given authority by the Washington State Constitution and State law to make local law.

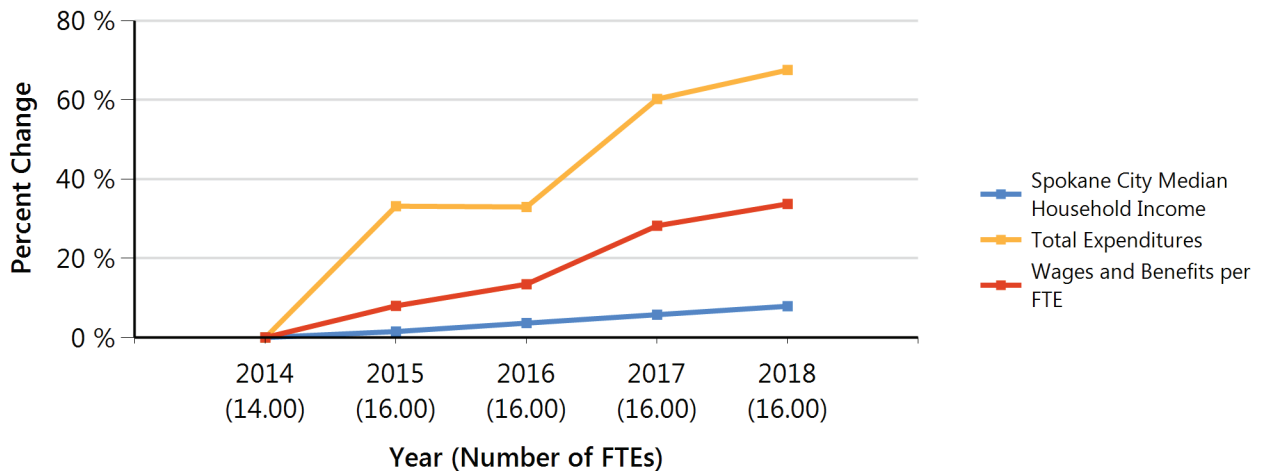
## 2018 Expenditures



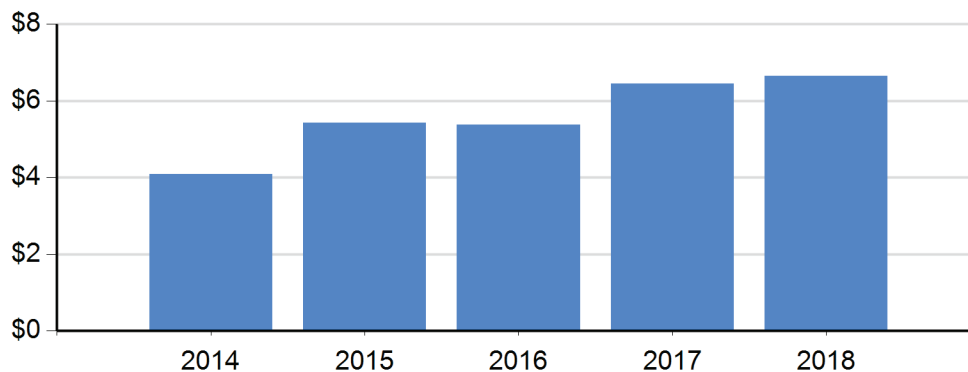
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$4.09	\$5.42	\$5.38	\$6.45	\$6.65
Percent Change	0.00%	33.15%	-0.14%	20.49%	4.56%

## Department Summary: City Council

**Division:** Stand Alone Departments

**Fund Type:** General Fund

---

### Executive Summary:

As provided in the City Charter a Council President and six Council Members (two Members for each of the three districts) comprise the Spokane City Council. Together they constitute a legislative body which is given authority by the Washington State Constitution and State law to make local law.

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### Programs and Services:

The Council President and City Council Members:

1. Appoint and discharge the Hearing Examiner;
2. Appoint, evaluate, and discharge the City Council's Senior Research/Policy Analyst and the Policy Adviser;
3. Confirm the appointment by the Mayor of the City Attorney, the City Clerk, and the Administrative Head in each department;
4. Appoint nominees of the mayor to boards, commissions, and other official City agencies, unless otherwise provided;
5. Hire, supervise, and remove their own administrative staff;
6. Hire, supervise, and discharge their individual legislative assistants.

The Council President reviews the preparation of the agenda for City Council meetings, briefings, and study session meetings and presides at meetings of the Council. The Council President also serves as the Mayor Pro Tem.

Each Council Member is provided with the budget to employ a Legislative Assistant. Council staff also includes a Senior Research and Policy Analyst, a Policy Adviser, as well as occasional interns.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>14.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	1,575	682	0	0
Interfund Charges	5,818	0	0	0	0
Reserve for Budget Adjustment	0	0	0	24,124	24,124
Transfers Out	6,000	0	0	0	0
Wages & Benefits	770,798	951,283	1,003,292	1,151,379	1,214,790
Supplies & Services	84,919	202,298	149,457	214,337	214,337
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>867,535</b>	<b>1,155,156</b>	<b>1,153,431</b>	<b>1,389,840</b>	<b>1,453,251</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,292	10,707	13,948	10,000	10,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	866,243	1,144,449	1,139,483	1,379,840	1,443,251
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>867,535</b>	<b>1,155,156</b>	<b>1,153,431</b>	<b>1,389,840</b>	<b>1,453,251</b>

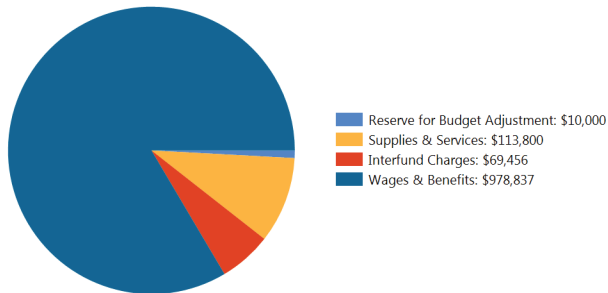
**Revenue Notes:**



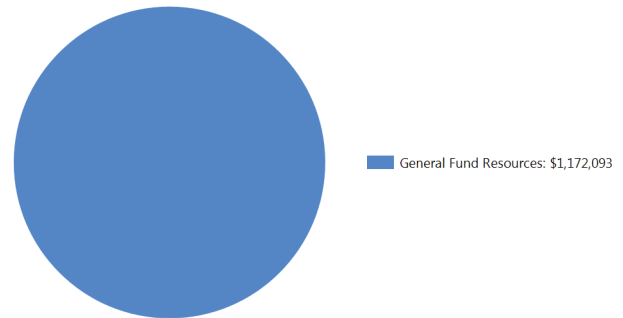
# Civil Service

Civil Service provides an efficient, effective, merit-based system of employment ensuring the most qualified applicants are equitably selected. The development of the Civil Service Merit System has been an important factors in raising the standards of government service and increasing the respect of all citizens for their public servants.

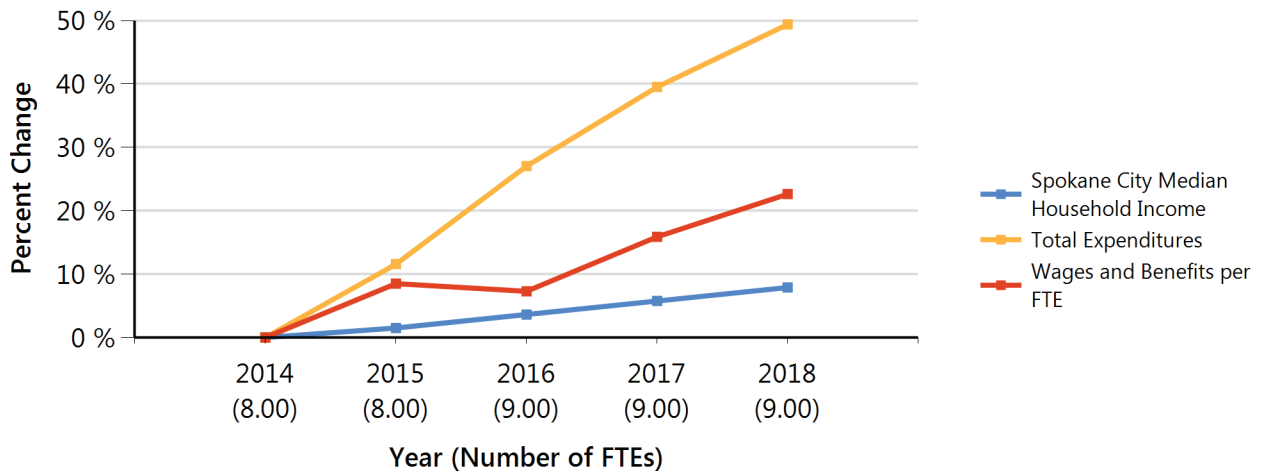
## 2018 Expenditures



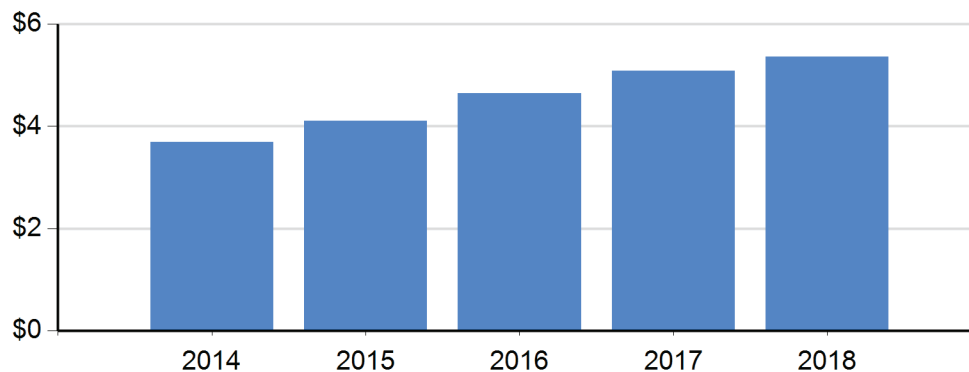
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$3.70	\$4.11	\$4.65	\$5.08	\$5.36
Percent Change	0.00%	11.57%	13.86%	9.82%	7.06%

## Department Summary: Civil Service

**Division:** Stand Alone Departments

**Fund Type:** General Fund

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### Executive Summary:

Civil Service provides an efficient, effective, merit-based system of employment ensuring the most qualified applicants are equitably selected. The development of the Civil Service Merit System has been an important factors in raising the standards of government service and increasing the respect of all citizens for their public servants.

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### Programs and Services:

The Spokane Civil Service Commission is an independent body created by the City Charter to administer that portion of the Charter pertaining to Civil Service and consists of five members: two nominated by the Mayor and selected by the City Council, two selected by City employee groups, and one selected by the other members. By Mandate of the Citizens of Spokane, the Commission is specifically charged with the responsibility of developing and maintaining a classification plan, a comprehensive recruitment program, and practical selection standards for all classified positions in the city government. It is also responsible for providing procedural rules for administration of classified employment and for resolving any differences that may arise as a result of these rules or the Charter. The Civil Service administrative staff consists of the Chief Examiner, six professional employees, and two clerical employees.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	1,119	6,388	0	0
Interfund Charges	43,503	42,849	47,187	53,070	69,456
Reserve for Budget Adjustment	0	0	0	10,000	10,000
Transfers Out	0	0	0	0	0
Wages & Benefits	700,286	759,786	844,436	917,025	978,837
Supplies & Services	40,795	71,647	98,727	114,605	113,800
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>784,584</b>	<b>875,401</b>	<b>996,738</b>	<b>1,094,700</b>	<b>1,172,093</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	784,584	875,401	996,709	1,094,700	1,172,093
All Other	0	0	29	0	0
<b>TOTAL</b>	<b>784,584</b>	<b>875,401</b>	<b>996,738</b>	<b>1,094,700</b>	<b>1,172,093</b>

**Revenue Notes:**

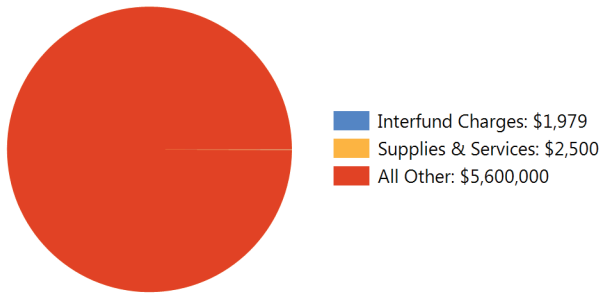




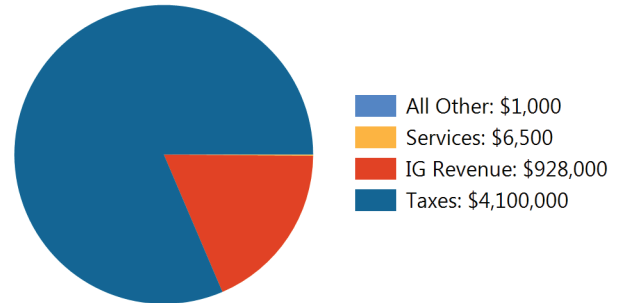
# Criminal Justice Assistance Fund

This represents the City's costs related to incarceration of misdemeanants and the costs associated with Electronic Home Monitoring and other alternatives to incarceration.

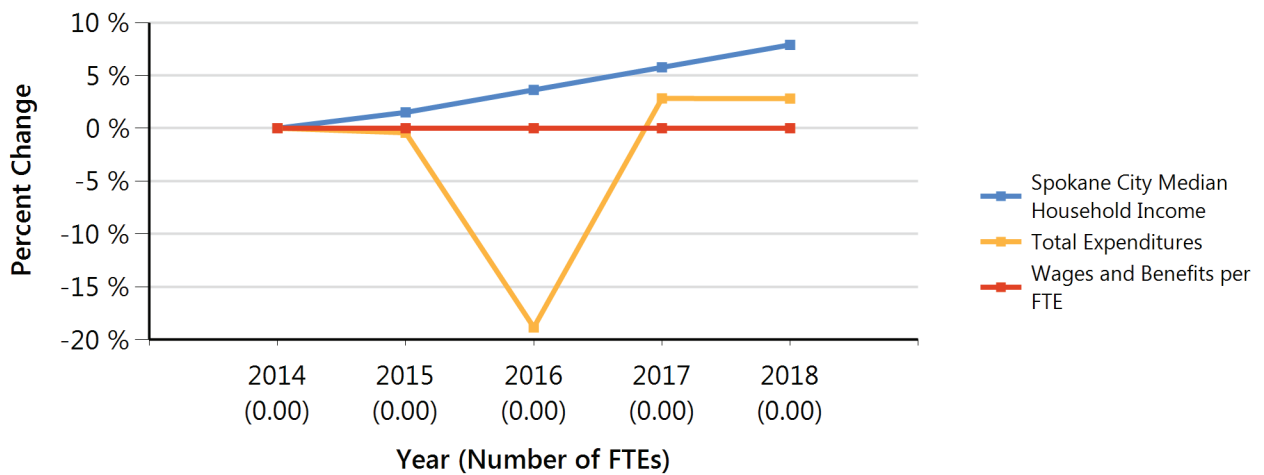
## 2018 Expenditures



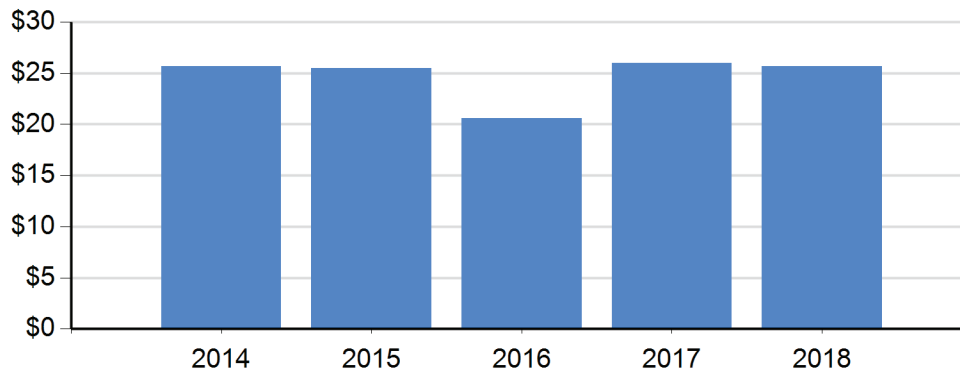
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$25.68	\$25.47	\$20.62	\$26.02	\$25.65
Percent Change	0.00%	-0.42%	-18.50%	26.70%	-0.01%

**Department Summary:** Criminal Justice Assistance Fund**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

---

**Executive Summary:**

This represents the City's costs related to incarceration of misdemeanants and the costs associated with Electronic Home Monitoring and other alternatives to incarceration.

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**Programs and Services:**

Jail and Geiger correctional facilities play an integral role in the justice process by providing facilities to securely house individuals awaiting trial or after they have been incarcerated. However, because Spokane does not possess its own correctional facilities, these services must be contracted out through various sources. The two primary sources of jail and correctional services are the Spokane County Jail (SCJ) and Geiger Correctional Facility. In addition to incarceration programs, the City offers various alternative such as Electronic Home Monitoring.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	794	3,140	3,211	2,841	1,979
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	2,393	2,568	2,455	2,500	2,500
Debt Services	0	0	0	0	0
All Other	5,448,429	5,422,703	4,418,202	5,600,000	5,600,000
<b>TOTAL</b>	<b>5,451,616</b>	<b>5,428,411</b>	<b>4,423,868</b>	<b>5,605,341</b>	<b>5,604,479</b>

**Expenditure Notes:**

All other includes the jail costs.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	3,669,004	3,826,905	4,085,761	3,690,000	4,100,000
Licenses & Permits	0	0	0	0	0
IG Revenue	1,313,294	1,252,778	932,557	1,500,000	928,000
Services	55,154	45,291	11,372	55,500	6,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	21,282	5,710	(590)	21,000	1,000
<b>TOTAL</b>	<b>5,058,734</b>	<b>5,130,684</b>	<b>5,029,100</b>	<b>5,266,500</b>	<b>5,035,500</b>

**Revenue Notes:**

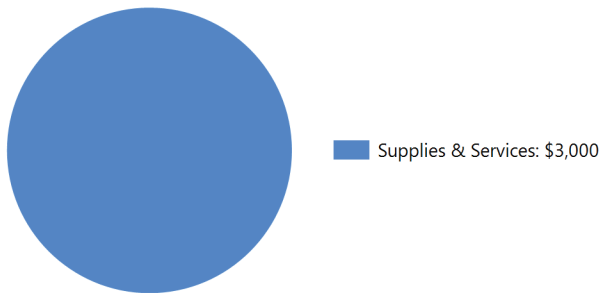
Miscellaneous revenues includes interest.



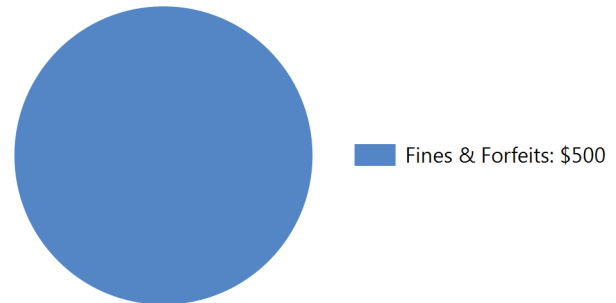
# Domestic Violence Prevention

RCW 10.99.080(2) allows for courts to assess a fee on any Domestic Violence conviction in order to provide funding for domestic violence advocacy, prevention and prosecution. Revenue cannot be used for indigent criminal defense. Revenue can be used to contract with community based domestic violence program providers.

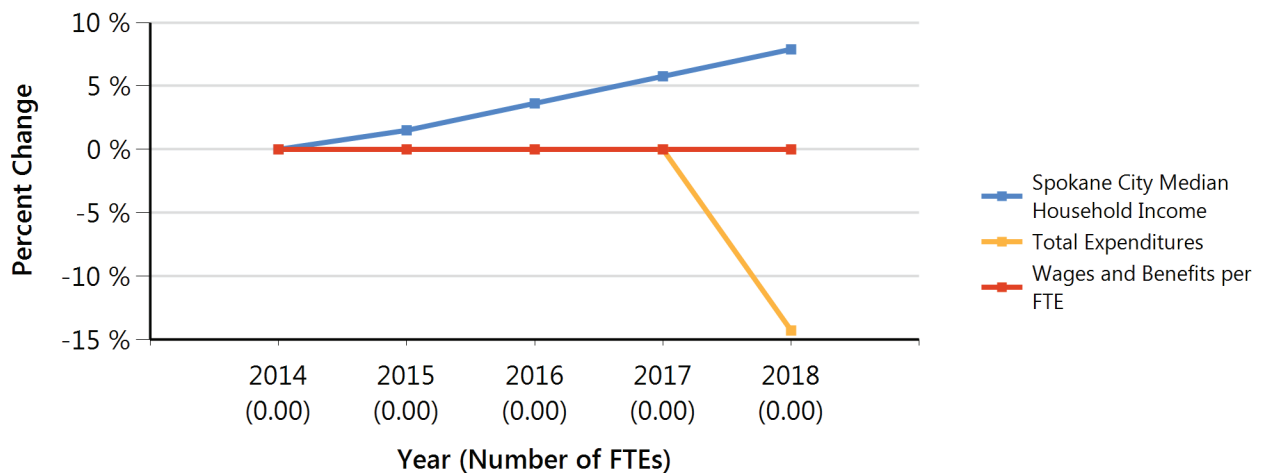
## 2018 Expenditures



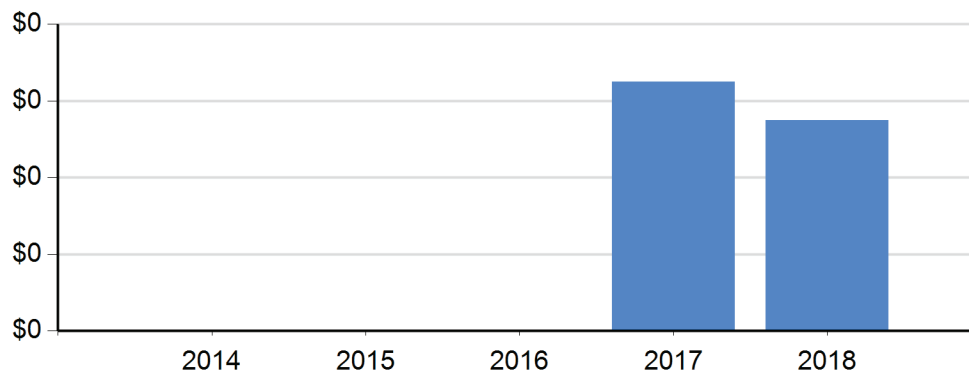
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$0.00	\$0.02	\$0.01
Percent Change	0.00%	0.00%	-14.28%

## Department Summary: Domestic Violence Prevention

**Division:** Stand Alone Departments

**Fund Type:** Special Revenue Fund

---

### Executive Summary:

RCW 10.99.080(2) allows for courts to assess a fee on any Domestic Violence conviction in order to provide funding for domestic violence advocacy, prevention and prosecution. Revenue cannot be used for indigent criminal defense. Revenue can be used to contract with community based domestic violence program providers.

---

### Programs and Services:

Because of the age of the program, collection of assessment fees has been minimal to date. As the program grows, anticipated services include: 1) Expanded coordination of domestic violence victim services, 2) Public education campaign focused on domestic violence prevention, 3) Emergency fund for domestic violence victims and 4) Enhanced domestic violence training for prosecutors.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	3,500	3,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,500</b>	<b>3,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	434	1,698	1,500	500
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>434</b>	<b>1,698</b>	<b>1,500</b>	<b>500</b>

**Revenue Notes:**

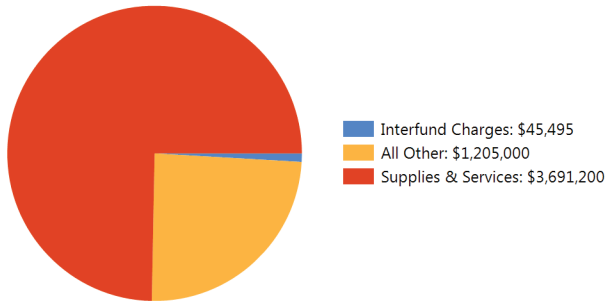




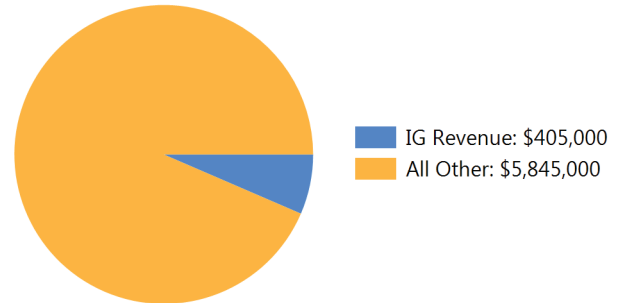
# Firefighters Pension Fund

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for Law Enforcement Officer and Firefighter (LEOFF I) Firefighters' Plan, a closed defined benefit plan.

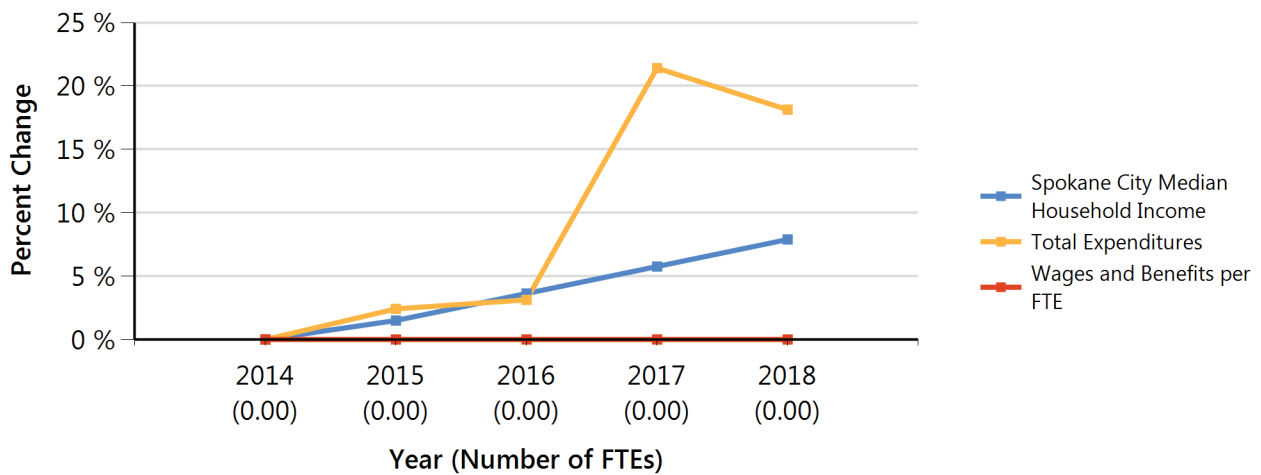
## 2018 Expenditures



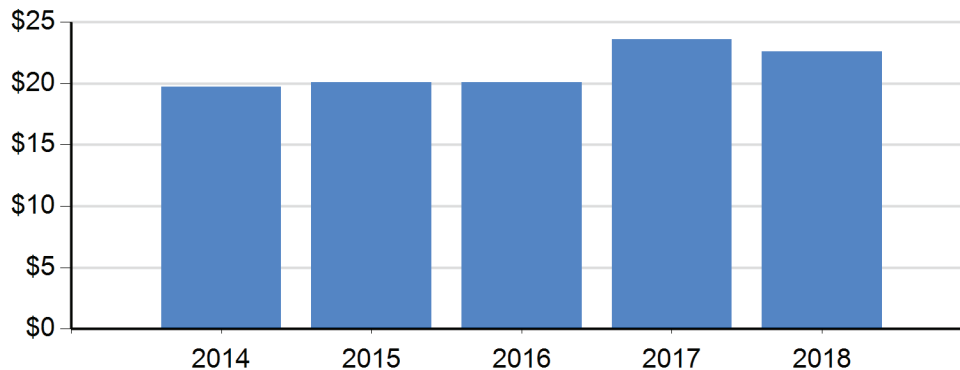
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$19.70	\$20.11	\$20.11	\$23.57	\$22.61
Percent Change	0.00%	2.41%	0.69%	17.72%	-2.70%

## Department Summary: Firefighters Pension Fund

**Division:** Stand Alone Departments

**Fund Type:** Trust and Agency Fund

---

### Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for Law Enforcement Officer and Firefighter (LEOFF I) Firefighters' Plan, a closed defined benefit plan.

---

### Programs and Services:

The LEOFF I Firefighters' Plan provides pension benefits related to retirement, disability, and death. In addition, the Plan pays for medical and dental expenses for its members, along with reimbursement of Medicare premium payments. At December 31, 2016, there were 219 members of the City of Spokane LEOFF I Firefighters' Plan, all but 1 of whom are 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 \$30 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, represent an earned benefit payable by the System. For the medical portion of the benefit, the Benefits Department (HR) verifies medical claims, which are then processed by the Retirement Department. For the 2018 budget, overall expenses of the LEOFF I Firefighters' Plan decrease by \$169k (3.3%). The decrease is due to declining pension payments as the member population decreases, which is partially offset by an increase in medical costs as the population ages. LEOFF I Firefighter assets are separately held in a trust fund; LEOFF I Firefighter revenues and expenditures separately accounted for inside a trust fund within the City of Spokane.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	33,485	43,618	41,223	57,685	45,495
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	2,805,846	2,930,368	3,098,809	3,526,370	3,691,200
Debt Services	0	0	0	0	0
All Other	1,344,018	1,310,418	1,174,264	1,495,000	1,205,000
<b>TOTAL</b>	<b>4,183,349</b>	<b>4,284,404</b>	<b>4,314,296</b>	<b>5,079,055</b>	<b>4,941,695</b>

**Expenditure Notes:**

"All Other" includes Pension annuity claims, death benefit payments and non-cash amortization of the PeopleSoft System's pension module. Medical payments and Medicare reimbursements comprise the majority of "Other Services & charges".

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	272	613	1,298	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	404,625	399,863	428,402	405,000	405,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	5,161,135	5,028,314	5,058,641	5,135,000	5,845,000
<b>TOTAL</b>	<b>5,566,032</b>	<b>5,428,790</b>	<b>5,488,341</b>	<b>5,540,000</b>	<b>6,250,000</b>

**Revenue Notes:**

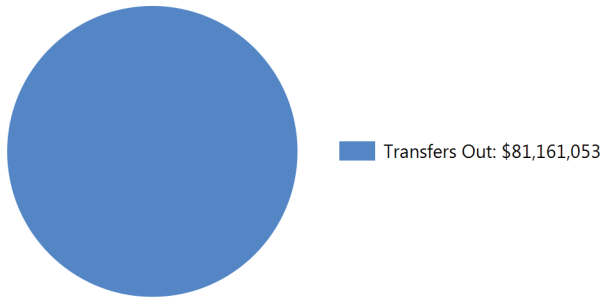
"Miscellaneous Revenues" includes investment earnings and employer contributions.



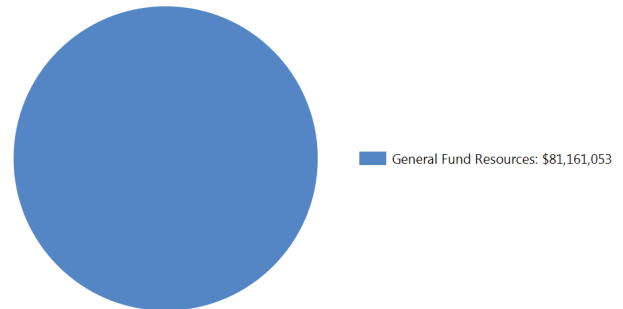
# General Fund Allocations

This function represents General Fund support to various departments/activities that rely on the General Fund for financial support.

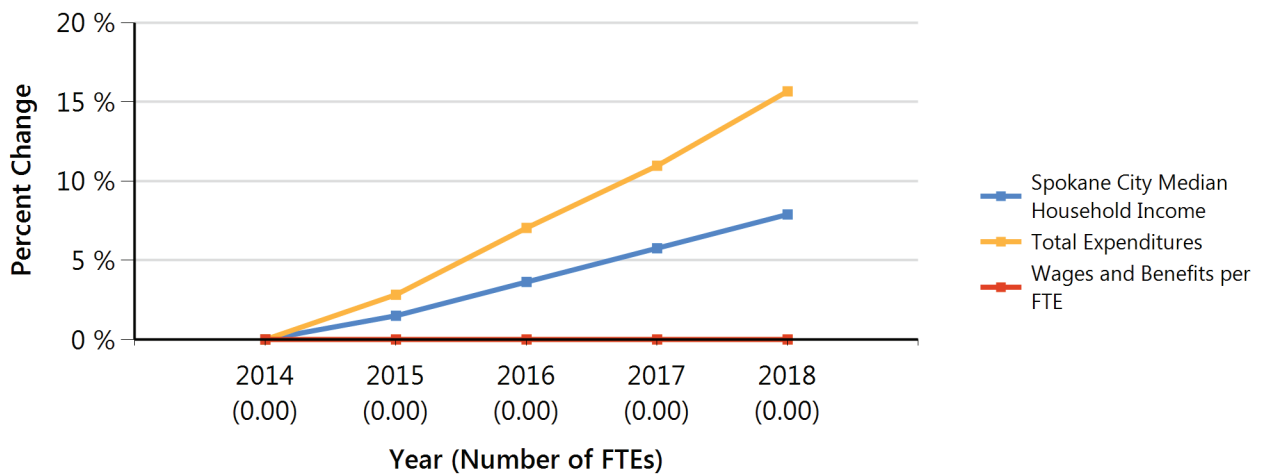
## 2018 Expenditures



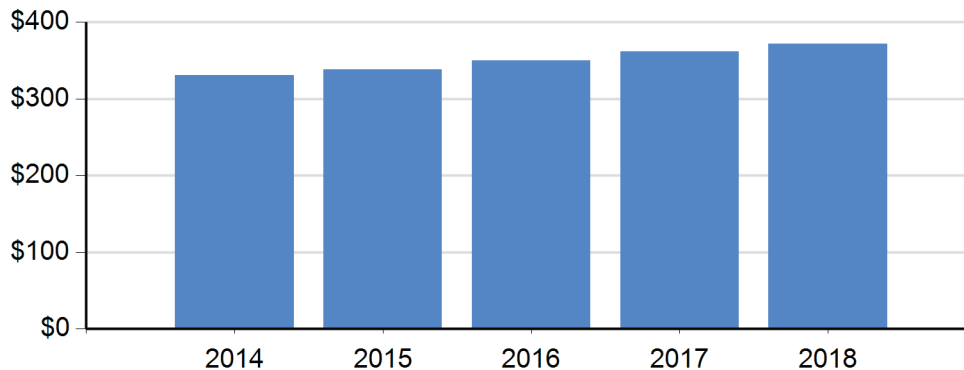
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$330.52	\$338.59	\$350.17	\$361.40	\$371.40
Percent Change	0.00%	2.82%	4.09%	3.66%	4.23%

**Department Summary:** General Fund Allocations**Division:** Stand Alone Departments**Fund Type:** General Fund

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**Executive Summary:**

This function represents General Fund support to various departments/activities that rely on the General Fund for financial support.

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**Programs and Services:**

See the department specific budget summaries for details on how the funds are used. The General Fund provides monetary support to several departments including:

Streets, Code Enforcement, Library, Parks and Recreation, Fire/Emergency Medical Services, Asset Management, My Spokane and Parking.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	70,169,159	72,152,590	75,110,791	77,861,116	81,161,053
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>70,169,159</b>	<b>72,152,590</b>	<b>75,110,791</b>	<b>77,861,116</b>	<b>81,161,053</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	70,169,159	72,152,590	75,110,791	77,861,116	81,161,053
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>70,169,159</b>	<b>72,152,590</b>	<b>75,110,791</b>	<b>77,861,116</b>	<b>81,161,053</b>

**Revenue Notes:**



**Program Summary:** GF Allocation to Arterial Street Fund-Street Levy**Division:** Stand Alone Departments**Fund Type:** General Fund

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**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.

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**Programs and Services:**

This General Fund allocation will be used to support the Debt Service for existing Street Bonds and to provide additional Street Capital & Maintenance dollars that will be used in coordination with Integrated Capital dollars and any State and Federal matching dollars. See Arterial Street Fund budget summary for more details.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	8,444,700	9,100,000	9,530,000	9,280,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>8,444,700</b>	<b>9,100,000</b>	<b>9,530,000</b>	<b>9,280,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	8,444,700	9,100,000	9,530,000	9,280,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>8,444,700</b>	<b>9,100,000</b>	<b>9,530,000</b>	<b>9,280,000</b>

**Revenue Notes:**

**Program Summary:** GF Allocation to Asset Management Operations**Division:** Stand Alone Departments**Fund Type:** General Fund

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**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.

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**Programs and Services:**

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,049,615	795,000	856,000	1,535,000	1,535,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,049,615</b>	<b>795,000</b>	<b>856,000</b>	<b>1,535,000</b>	<b>1,535,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,049,615	795,000	856,000	1,535,000	1,535,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,049,615</b>	<b>795,000</b>	<b>856,000</b>	<b>1,535,000</b>	<b>1,535,000</b>

**Revenue Notes:**

**Program Summary:** GF Allocation to Code Enforcement**Division:** Stand Alone Departments**Fund Type:** General Fund

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**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.

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**Programs and Services:**

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	429,257	562,817	752,622	748,916	837,830
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>429,257</b>	<b>562,817</b>	<b>752,622</b>	<b>748,916</b>	<b>837,830</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	429,257	562,817	752,622	748,916	837,830
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>429,257</b>	<b>562,817</b>	<b>752,622</b>	<b>748,916</b>	<b>837,830</b>

**Revenue Notes:**

**Program Summary:** GF Allocation to Fire/EMS**Division:** Stand Alone Departments**Fund Type:** General Fund

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**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.

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**Programs and Services:**

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	34,900,000	36,295,000	37,200,000	38,500,000	39,700,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>34,900,000</b>	<b>36,295,000</b>	<b>37,200,000</b>	<b>38,500,000</b>	<b>39,700,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	34,900,000	36,295,000	37,200,000	38,500,000	39,700,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>34,900,000</b>	<b>36,295,000</b>	<b>37,200,000</b>	<b>38,500,000</b>	<b>39,700,000</b>

**Revenue Notes:**



**Program Summary:** GF Allocation to Intermodal Facility**Division:** Stand Alone Departments**Fund Type:** General Fund

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**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.

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**Programs and Services:**

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	61,621	121,983	75,000	100,000	150,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>61,621</b>	<b>121,983</b>	<b>75,000</b>	<b>100,000</b>	<b>150,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	61,621	121,983	75,000	100,000	150,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>61,621</b>	<b>121,983</b>	<b>75,000</b>	<b>100,000</b>	<b>150,000</b>

**Revenue Notes:**

**Program Summary:** GF Allocation to Library**Division:** Stand Alone Departments**Fund Type:** General Fund

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**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.

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**Programs and Services:**

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	8,970,397	9,003,397	9,228,482	8,383,482	8,600,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>8,970,397</b>	<b>9,003,397</b>	<b>9,228,482</b>	<b>8,383,482</b>	<b>8,600,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	8,970,397	9,003,397	9,228,482	8,383,482	8,600,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>8,970,397</b>	<b>9,003,397</b>	<b>9,228,482</b>	<b>8,383,482</b>	<b>8,600,000</b>

**Revenue Notes:**

**Program Summary:** GF Allocation to My Spokane

**Division:** Stand Alone Departments

**Fund Type:** General Fund

---

**Executive Summary:**

This represents the estimated GF Contribution to the My Spokane Internal Service Fund. For specifics on how these funds are used, refer to the My Spokane budget summary.

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**Programs and Services:**

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	254,747	265,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>254,747</b>	<b>265,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	254,747	265,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>254,747</b>	<b>265,000</b>

**Revenue Notes:**

**Program Summary:** GF Allocation to Parking Fund**Division:** Stand Alone Departments**Fund Type:** General Fund

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**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.

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**Programs and Services:**

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,150,000	1,200,000	1,200,000	1,000,000	1,250,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,150,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,000,000</b>	<b>1,250,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,150,000	1,200,000	1,200,000	1,000,000	1,250,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,150,000</b>	<b>1,200,000</b>	<b>1,200,000</b>	<b>1,000,000</b>	<b>1,250,000</b>

**Revenue Notes:**



**Program Summary:** GF Allocation to Parks & Recreation**Division:** Stand Alone Departments**Fund Type:** General Fund

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**Executive Summary:**

This represents the General Fund allocation to Parks and Recreation. For specifics on how these funds are used, please refer to the various Parks Department budget summaries.

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**Programs and Services:**

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	12,989,090	12,870,514	13,439,508	13,742,971	14,225,042
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>12,989,090</b>	<b>12,870,514</b>	<b>13,439,508</b>	<b>13,742,971</b>	<b>14,225,042</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	12,989,090	12,870,514	13,439,508	13,742,971	14,225,042
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>12,989,090</b>	<b>12,870,514</b>	<b>13,439,508</b>	<b>13,742,971</b>	<b>14,225,042</b>

**Revenue Notes:**

**Program Summary:** GF Allocation to Public Safety Capital**Division:** Stand Alone Departments**Fund Type:** General Fund

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**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.

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**Programs and Services:**

In the early years of this program, the allocation from the General Fund will be higher than the scheduled Debt Service. These excess dollars will be set aside to cover the higher debt service in the later years.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	1,500,000	2,300,000	3,100,000	3,930,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>1,500,000</b>	<b>2,300,000</b>	<b>3,100,000</b>	<b>3,930,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	1,500,000	2,300,000	3,100,000	3,930,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>1,500,000</b>	<b>2,300,000</b>	<b>3,100,000</b>	<b>3,930,000</b>

**Revenue Notes:**

**Program Summary:** GF Allocation to Street Maintenance**Division:** Stand Alone Departments**Fund Type:** General Fund

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**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.

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**Programs and Services:**

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	10,553,179	1,293,179	893,179	900,000	1,322,181
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>10,553,179</b>	<b>1,293,179</b>	<b>893,179</b>	<b>900,000</b>	<b>1,322,181</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	10,553,179	1,293,179	893,179	900,000	1,322,181
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>10,553,179</b>	<b>1,293,179</b>	<b>893,179</b>	<b>900,000</b>	<b>1,322,181</b>

**Revenue Notes:**

**Program Summary:** GF Allocation to Urban Forestry**Division:** Stand Alone Departments**Fund Type:** General Fund

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**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.

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**Programs and Services:**

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	66,000	66,000	66,000	66,000	66,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>66,000</b>	<b>66,000</b>	<b>66,000</b>	<b>66,000</b>	<b>66,000</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	66,000	66,000	66,000	66,000	66,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>66,000</b>	<b>66,000</b>	<b>66,000</b>	<b>66,000</b>	<b>66,000</b>

**Revenue Notes:**

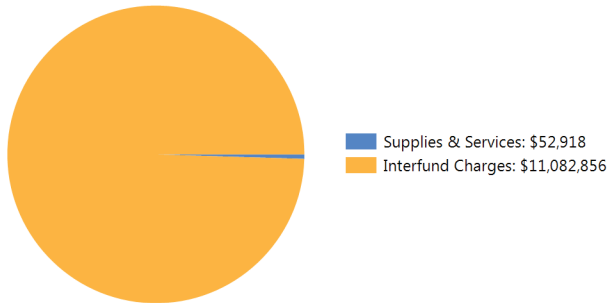




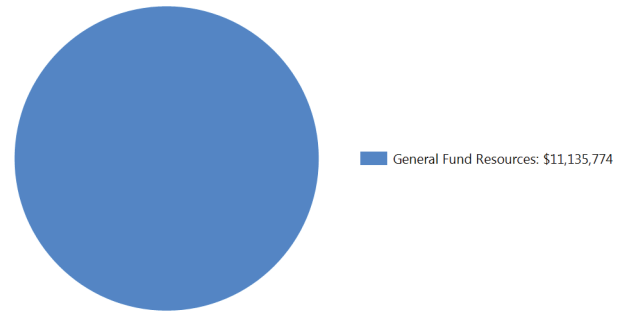
# General Fund Internal Service Charges

This represents the majority of the charges to the General Fund for services provided by other City Departments such as Information Technology, Accounting, Insurance (Liability, Workers' Compensation, Unemployment), and Fleet/Vehicle Maintenance for General Fund vehicles.

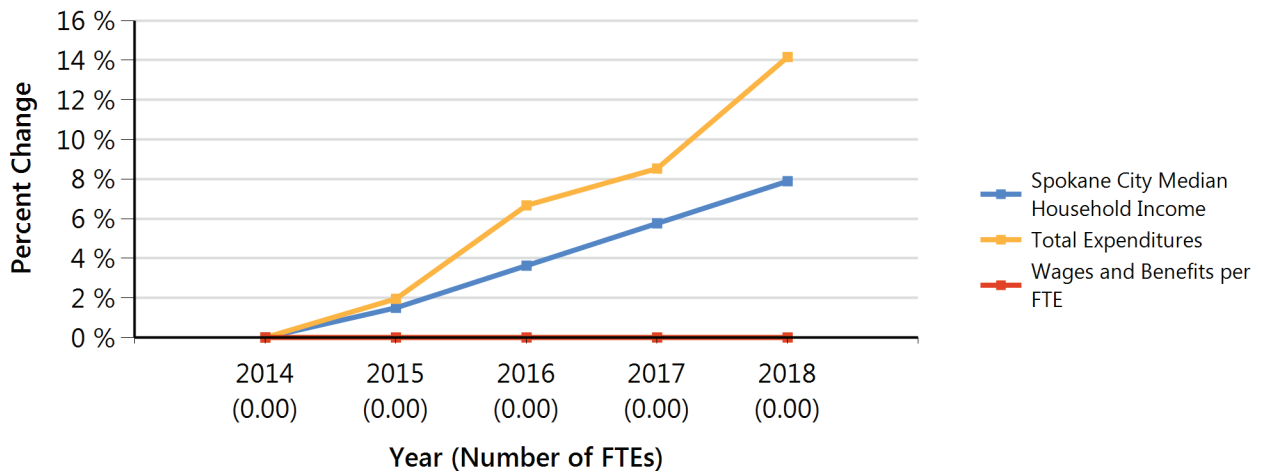
## 2018 Expenditures



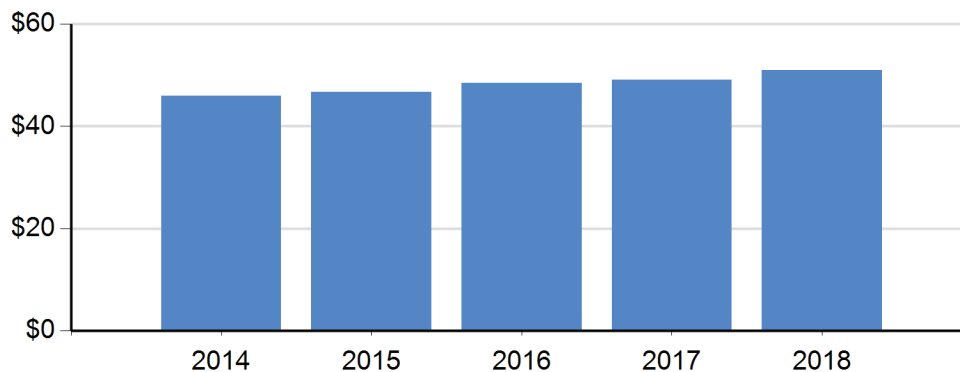
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$45.95	\$46.67	\$48.51	\$49.14	\$50.96
Percent Change	0.00%	1.95%	4.62%	1.74%	5.18%

**Department Summary:** General Fund Internal Service Charges**Division:** Stand Alone Departments**Fund Type:** General Fund

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**Executive Summary:**

This represents the majority of the charges to the General Fund for services provided by other City Departments such as Information Technology, Accounting, Insurance (Liability, Workers' Compensation, Unemployment), and Fleet/Vehicle Maintenance for General Fund vehicles.

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**Programs and Services:**

General Fund Internal Service expenses include:

Accounting Services

IT Services

Insurance (Liability, W/C, Unemployment)

Fleet Maintenance (incl. Fuel)

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	156,574	93,797	0	0
Interfund Charges	9,754,440	9,028,733	10,237,444	10,533,479	11,082,856
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	759,761	73,975	52,918	52,918
Debt Services	0	0	0	0	0
All Other	0	0	12	0	0
<b>TOTAL</b>	<b>9,754,440</b>	<b>9,945,068</b>	<b>10,405,228</b>	<b>10,586,397</b>	<b>11,135,774</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	9,754,440	9,945,068	10,405,228	10,586,397	11,135,774
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>9,754,440</b>	<b>9,945,068</b>	<b>10,405,228</b>	<b>10,586,397</b>	<b>11,135,774</b>

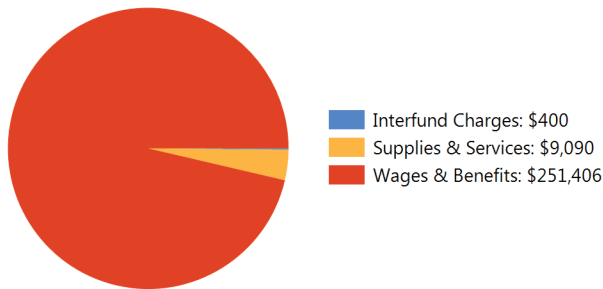
**Revenue Notes:**



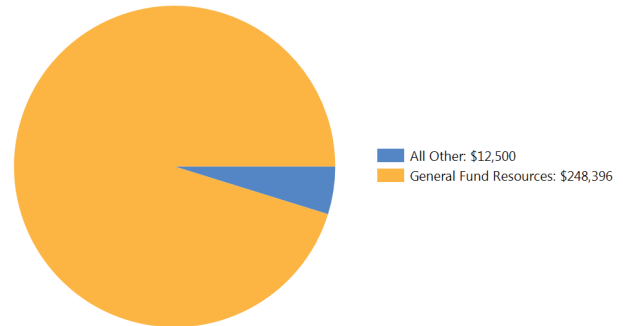
# Hearing Examiner

The Office of the Hearing Examiner holds quasi-judicial hearings on behalf of the City in various matters, primarily related to Zoning, Land Use Regulation, and the Environment. The Hearing Examiner's Office conducts these hearings and renders decisions in accordance with state and local law.

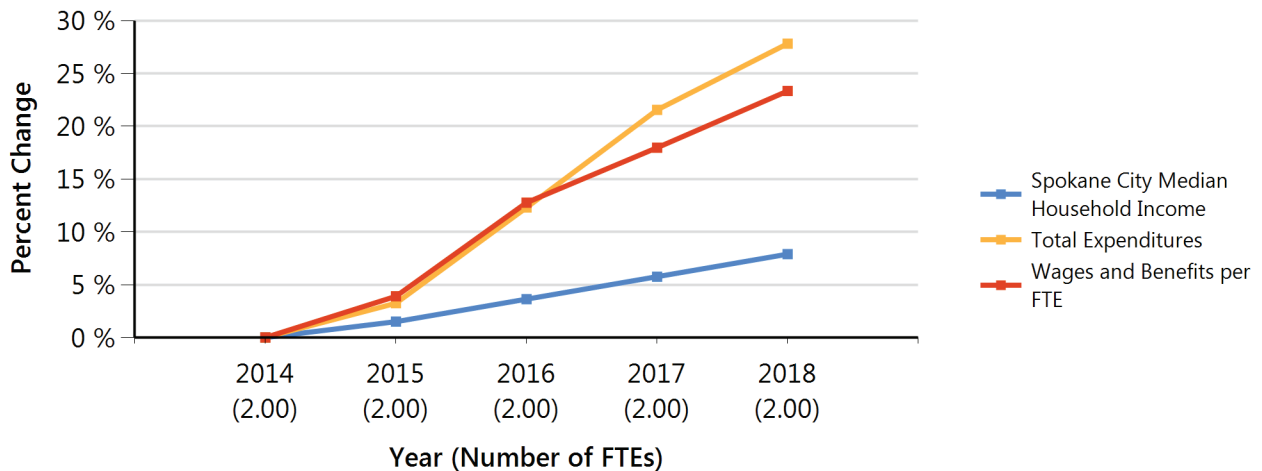
## 2018 Expenditures



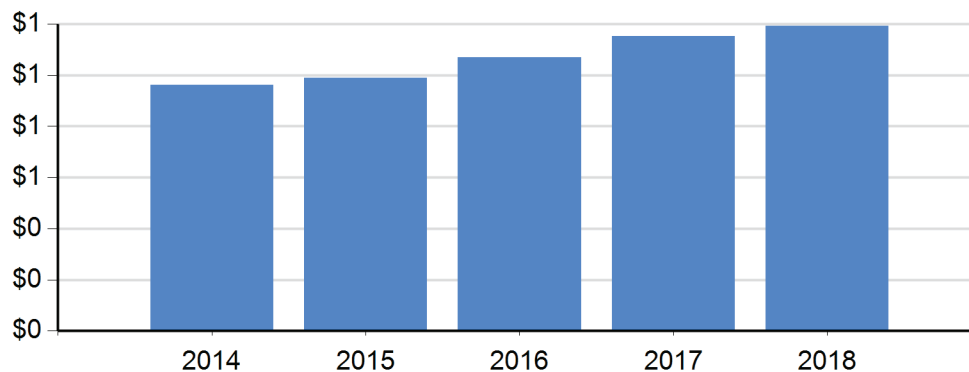
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$0.96	\$0.99	\$1.07	\$1.15	\$1.19
Percent Change	0.00%	3.24%	8.77%	8.23%	5.16%

## Department Summary: Hearing Examiner

**Division:** Stand Alone Departments

**Fund Type:** General Fund

---

### Executive Summary:

The Office of the Hearing Examiner holds quasi-judicial hearings on behalf of the City in various matters, primarily related to Zoning, Land Use Regulation, and the Environment. The Hearing Examiner's Office conducts these hearings and renders decisions in accordance with state and local law.

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### Programs and Services:

Citizens have a right to appear at a hearing and comment upon a project being proposed in their neighborhood or which affects their property. The development community has the right to have permit applications handled expeditiously, in a consistent way, and in accordance with the relevant laws, rules and policies. Citizens should also have the right to appeal an administrative decision that they feel is wrong within the City structure without having to incur the expense of going to court. It is important that these hearings not only be fair but appear fair, and that the decisions made on these matters be not only fair but consistent. The City could face liability if its decisions, especially its land use decisions, are found to be arbitrary. Therefore, the Hearing Examiner's Office has an obligation, which it will carry out, to hold fair and impartial hearings and render consistent and legally defensible decisions. Expediency is also an important issue. The Hearing Examiner's Office has the experience and expertise to schedule hearings as quickly as possible and render decisions in a timely fashion. This office has the knowledge and expertise to provide information and respond to the questions and requests coming from the public and from other City departments on all the various matters. This serves the citizens, the business community, and the City at large. Some revenues are derived through the Examiner holding hearings for other cities and agencies, although the amount of that revenue varies from year to year.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	109	400	400
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	200,515	208,334	226,815	238,603	251,406
Supplies & Services	3,598	2,407	2,301	9,090	9,090
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>204,113</b>	<b>210,741</b>	<b>229,225</b>	<b>248,093</b>	<b>260,896</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	10,321	0	0	0	0
Services	0	0	0	12,500	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	192,825	201,462	221,653	235,593	248,396
All Other	967	9,279	7,572	0	12,500
<b>TOTAL</b>	<b>204,113</b>	<b>210,741</b>	<b>229,225</b>	<b>248,093</b>	<b>260,896</b>

**Revenue Notes:**

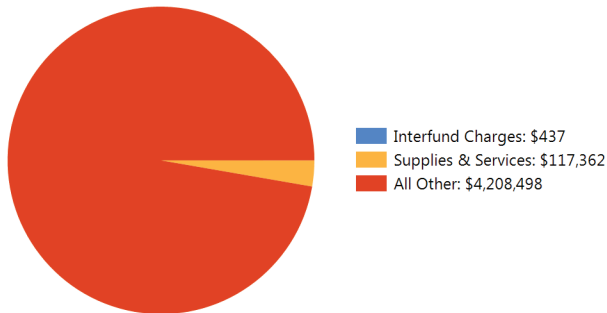




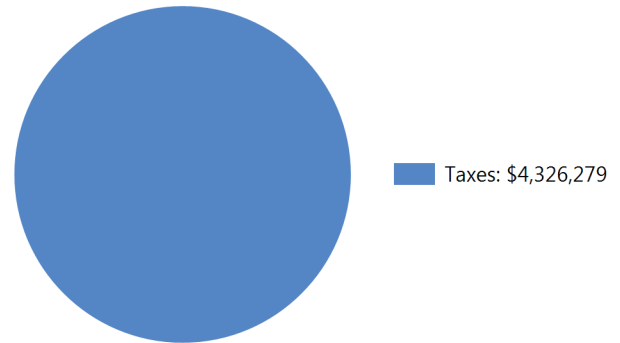
# Hotel/Motel Tax Fund

The Hotel/Motel fund accounts for all monies received from the transient accommodations tax levied by SMC 8.08.010, & received by the State. Lodging tax revenues may be used directly by any municipality for the marketing of tourism, special events/festivals, or tourism-related operations of the municipality or a public facilities district.

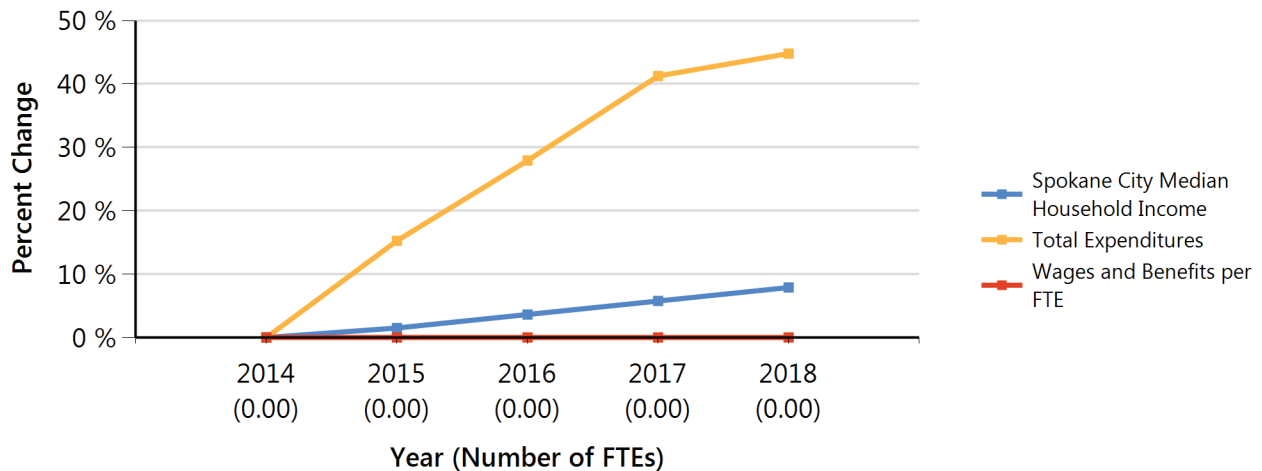
### 2018 Expenditures



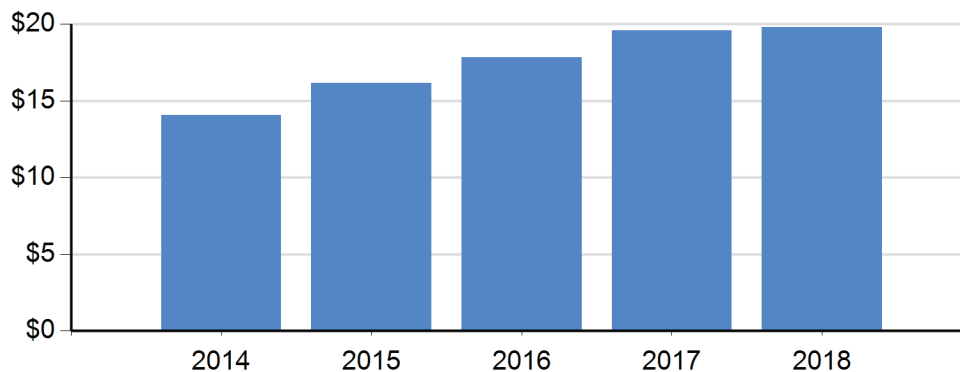
### 2018 Revenues



### Cumulative percent change over the last 5 years



### Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$14.07	\$16.16	\$17.82	\$19.59	\$19.80
Percent Change	0.00%	15.26%	10.97%	10.43%	2.49%

**Department Summary:** Hotel/Motel Tax Fund**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

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**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.

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**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 2018 is estimated at \$ \$116,162, as reflected in the Supplies/Services budget. Annually, the Lodging Tax Committee determines which projects to fund from this amount.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	211	456	388	459	437
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	94,552	111,409	101,347	114,499	117,362
Debt Services	0	0	0	0	0
All Other	2,893,203	3,332,223	3,720,412	4,105,852	4,208,498
<b>TOTAL</b>	<b>2,987,966</b>	<b>3,444,088</b>	<b>3,822,147</b>	<b>4,220,810</b>	<b>4,326,297</b>

**Expenditure Notes:**

Other Services & Changes is mostly support for local events to help increase tourism. The remainder is accounting & audit charges. All Other is pass through to the Public Facilities District.

**Revenues:**

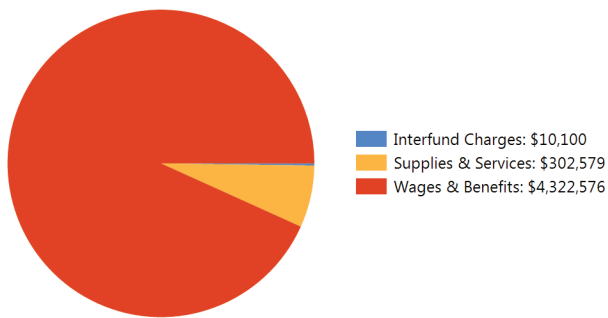
	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	3,000,798	3,441,870	3,831,512	4,220,760	4,326,279
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>3,000,798</b>	<b>3,441,870</b>	<b>3,831,512</b>	<b>4,220,760</b>	<b>4,326,279</b>

**Revenue Notes:**

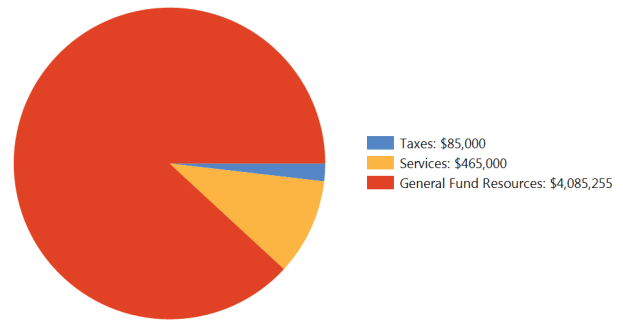
## Legal

The City Attorney - Civil Division provides a wide variety of legal services to the Mayor, the Administration, City Council, City Departments, and Boards and Commissions, including advice and consultation, document drafting and review, contracts, policies, ordinances, resolutions, procedures and project planning. City attorneys defend against claims and lawsuits, prosecute all City civil and administrative claims and represent the City in all judicial, quasi-judicial and administrative proceedings. Outside counsel may be hired on a case-by-case basis as approved by the City Attorney.

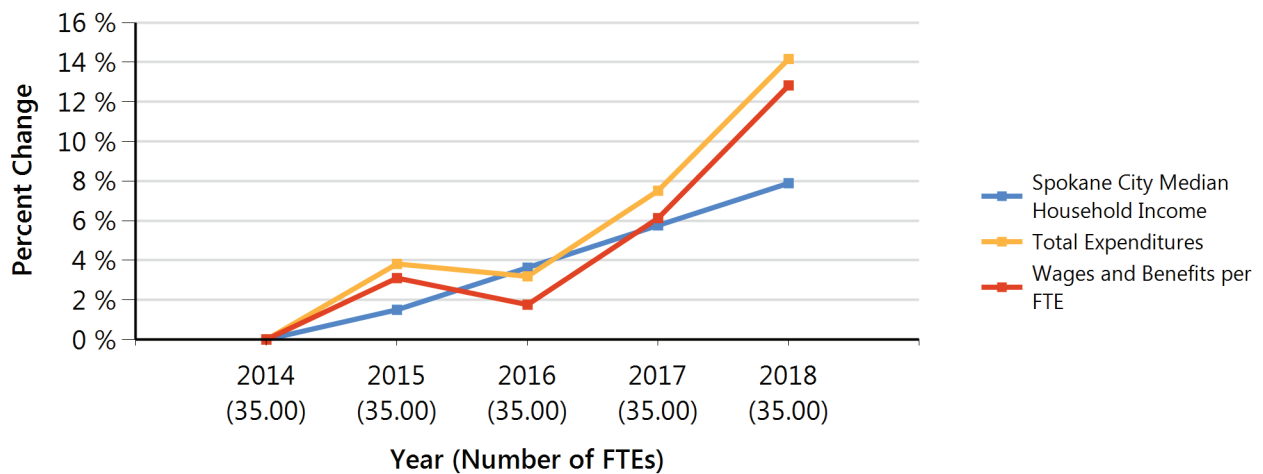
## 2018 Expenditures



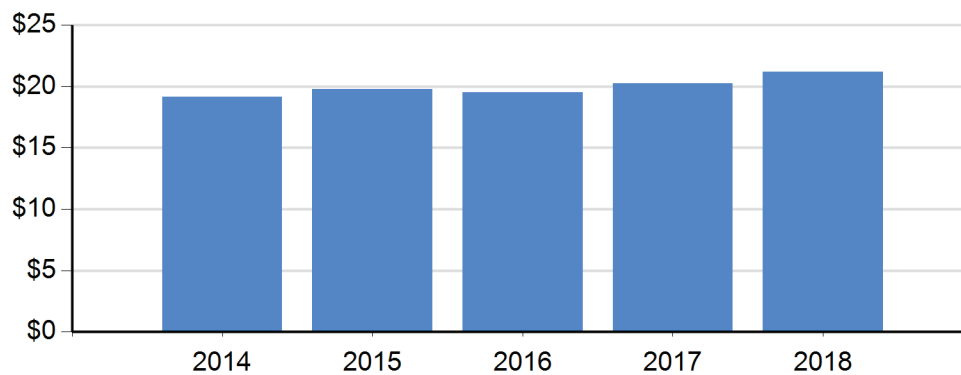
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$19.13	\$19.78	\$19.53	\$20.26	\$21.21
Percent Change	0.00%	3.81%	-0.60%	4.19%	6.18%

## Department Summary: Legal

**Division:** Stand Alone Departments

**Fund Type:** General Fund

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### Executive Summary:

The City Attorney - Civil Division provides a wide variety of legal services to the Mayor, the Administration, City Council, City Departments, and Boards and Commissions, including advice and consultation, document drafting and review, contracts, policies, ordinances, resolutions, procedures and project planning. City attorneys defend against claims and lawsuits, prosecute all City civil and administrative claims and represent the City in all judicial, quasi-judicial and administrative proceedings. Outside counsel may be hired on a case-by-case basis as approved by the City Attorney.

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### Programs and Services:

Programs and Services: Members of the City's legal team provide oral and written legal opinions on specific matters of law and policy. Attorneys in the office have wide and deep experience in the matters of core competency necessary to address legal matters for the City. These functions include, but are not limited to, litigation (defense and prosecution), police advisory, and in-house advice and consultation for various departments requiring specific legal advice. In its public records function, attorneys review and assist the City Clerk's review of documents for public records requests. These requests are frequent and often voluminous, and require a timely and complete response to avoid litigation. The office prosecutes or defends all litigation matters, whether in federal, state, or local court, or before administrative tribunals. When the use of an outside law firm is required, the City Attorney supervises the activities of special counsel to ensure the interests of the City and the individual clients are being well-served and represented. The office provides in-depth legal counsel and assistance to numerous boards and commissions and the corresponding departments, including the Plan Commission, Park Board, Library Board, Ethics Commission, Landmarks Commission, and Civil Service Commission. Contract negotiation and contract compliance are critical to protecting the City's interest. The City Attorney has enhanced contract drafting, review and implementation with an emphasis on involvement in contract negotiation prior to finalization. This has enhanced the delivery of services and streamlined approval. Routine and regular review of City contracts to ensure compliance with the law and best practices is essential. Additionally, the Office of the City Attorney supplies the necessary background support for budget and economic development objectives pursued by the City. Three new responsibilities of the office include 1) designation of a Chief of Ethics Compliance Officer (following the adoption of the new Ethics Code); 2) a full legal review of all police use of force policies and programs as mandated by the Department of Justice, and 3) a comprehensive analysis of public records policies and procedures with an emphasis on recommendations regarding the retention, redaction and production of electronic records. In addition, to the full time attorney assigned as an advisor to the Police Department, a second attorney is working with the Civil Enforcement Unit on nuisance abatement policies, procedures and utilizing court processes.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	383	7,041	0	0
Interfund Charges	3,522	8,669	9,092	11,100	10,100
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	3,816,149	3,934,561	3,881,692	4,051,090	4,322,576
Supplies & Services	240,652	271,659	291,931	303,178	302,579
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>4,060,323</b>	<b>4,215,272</b>	<b>4,189,756</b>	<b>4,365,368</b>	<b>4,635,255</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	113,520	0	85,000
Licenses & Permits	0	0	0	0	0
IG Revenue	77,531	61,920	0	85,000	0
Services	711,203	573,337	429,259	465,000	465,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	3,270,839	3,580,015	3,646,974	3,815,368	4,085,255
All Other	750	0	3	0	0
<b>TOTAL</b>	<b>4,060,323</b>	<b>4,215,272</b>	<b>4,189,756</b>	<b>4,365,368</b>	<b>4,635,255</b>

**Revenue Notes:**



## Program Summary: City Prosecutor

**Division:** Stand Alone Departments

**Fund Type:** General Fund

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### Executive Summary:

Executive Summary: The City Prosecutor operates under statutory mandate to prosecute criminal misdemeanors, gross misdemeanors and civil infractions. Continued emphasis includes 1) pre-filing diversion, 2) technology in court, 3) Domestic Violence prosecution, and 4) crime victim services. The Prosecutor participates in Mental Health Court, Veterans Court, Community Court and the YWCA Family Justice Center, allowing the Prosecutor to develop streamlined procedures within the Criminal Justice System.

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### Programs and Services:

Programs and Services: The City Prosecutor's Office filed approximately 7,458 misdemeanor cases in 2016 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 for Driving While License Suspended 3rd Degree cases. This strategy was designed to save costs on public defense services, while proactively reducing jail costs by keeping these offenders out of jail. The DWLS 3rd Diversion Program works in conjunction with the Community Relicensing Program to educate offenders and find solutions to getting their driving licenses reinstated. The use of JustWare as a case management system has had positive effects in the Office and new efficiencies continue to be realized. JustWare continues to set the City's prosecution efforts apart from other agencies because of its ease of use, electronic transmission of discovery and the availability of data collection. The Prosecutor's Office has co-located its dedicated Domestic Violence attorneys and staff to the Family Justice Center in the YWCA. This approach to Domestic Violence prosecution has led to increased victim safety and offender accountability through better collaboration with law enforcement, victim advocates and other prosecutors. The Prosecutor's Office is actively engaged in the downtown Community Court. This innovative approach attempts to address crime through solving the criminal defendant's underlying issues (e.g. homelessness, mental illness and substance abuse) instead of lengthy jail sentences. While Community Court has proven to be labor-intensive, the Prosecutor's Office is dedicated to insuring Community Court's success. Mental Health Court and Veteran's Court have both provided the Prosecutor's Office innovative opportunities to better the lives of criminal defendants, while strengthening public safety. The Prosecutor's Office has taken a leading role with the Spokane Regional Law and Justice Commission's efforts to reform the criminal justice system, as well as the implementation of the MacArthur Foundation grant to reduce the jail population. Due to state and local budget cuts, the Prosecuting Attorney has increasingly relied upon the support of Rule 9 qualified law students, who are authorized to appear in court, to handle the preliminary criminal dockets and infraction dockets. While there are increased demands upon its resources, the Prosecutor's Office continues to lead the way in criminal justice reform through the implementation of innovative strategies and remains committed to continuous evaluation and reform.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	7,041	0	0
Interfund Charges	10,670	8,651	9,060	11,100	10,100
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,684,382	1,689,571	1,726,112	1,797,402	1,912,672
Supplies & Services	142,051	146,879	142,950	160,947	161,172
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,837,103</b>	<b>1,845,101</b>	<b>1,885,163</b>	<b>1,969,449</b>	<b>2,083,944</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	113,520	0	85,000
Licenses & Permits	0	0	0	0	0
IG Revenue	77,531	61,920	0	85,000	0
Services	77,901	85,452	46,600	100,000	100,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,681,671	1,697,729	1,725,040	1,784,449	1,898,944
All Other	0	0	3	0	0
<b>TOTAL</b>	<b>1,837,103</b>	<b>1,845,101</b>	<b>1,885,163</b>	<b>1,969,449</b>	<b>2,083,944</b>

**Revenue Notes:**

## Program Summary: Civil Division

**Division:** Stand Alone Departments

**Fund Type:** General Fund

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### Executive Summary:

The City Attorney - Civil Division provides legal services to the Mayor, the City Council, the Administration and Departments, 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 as needed.

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### 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 services range from litigation (defense and prosecution) and advising the police department to navigating complex public records issues and representing City boards and commissions. In its public records function, attorneys assist the City Clerk in responding to countless 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 a conflict or the need for specialized legal advice requires the use of an outside law firm, the City Attorney engages and supervises the activities of special counsel to ensure the interests of the City and the individual clients are being well-served and represented. The City Attorney's Office is giving special emphasis to contract negotiation and contract compliance, both of which 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 provides necessary support for budget and economic development objectives pursued by the City. Three recently emphasized responsibilities of the office include 1) designation of a Chief of Ethics Compliance Officer (following the adoption of the new Ethics Code); 2) a full legal review of all police use-of-force policies and programs as mandated by the Department of Justice; and 3) a comprehensive analysis of public records policies and procedures with an emphasis on recommendations regarding the retention, redaction and production of electronic records. In addition, to the full time attorney assigned as an advisor to the Police Department, a second attorney is working with the Civil Enforcement Unit on nuisance abatement policies, procedures and utilizing court processes.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	383	0	0	0
Interfund Charges	(7,148)	18	32	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,131,767	2,244,990	2,155,580	2,253,688	2,409,904
Supplies & Services	98,601	124,780	148,981	142,231	141,407
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,223,220</b>	<b>2,370,171</b>	<b>2,304,593</b>	<b>2,395,919</b>	<b>2,551,311</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	633,302	487,885	382,659	365,000	365,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,589,168	1,882,286	1,921,934	2,030,919	2,186,311
All Other	750	0	0	0	0
<b>TOTAL</b>	<b>2,223,220</b>	<b>2,370,171</b>	<b>2,304,593</b>	<b>2,395,919</b>	<b>2,551,311</b>

**Revenue Notes:**



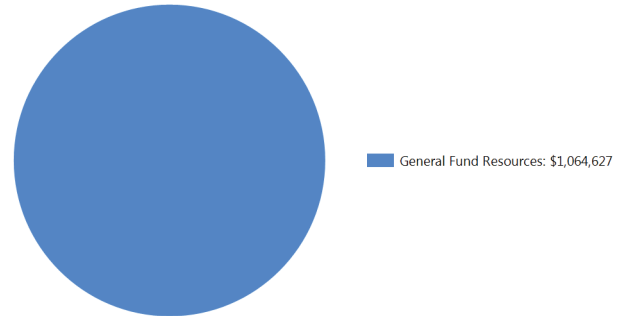
# Mayor's Office

The Mayor is the City's Chief Executive Officer, directing the activities of the City's 2,000 employees and managing a \$700 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.

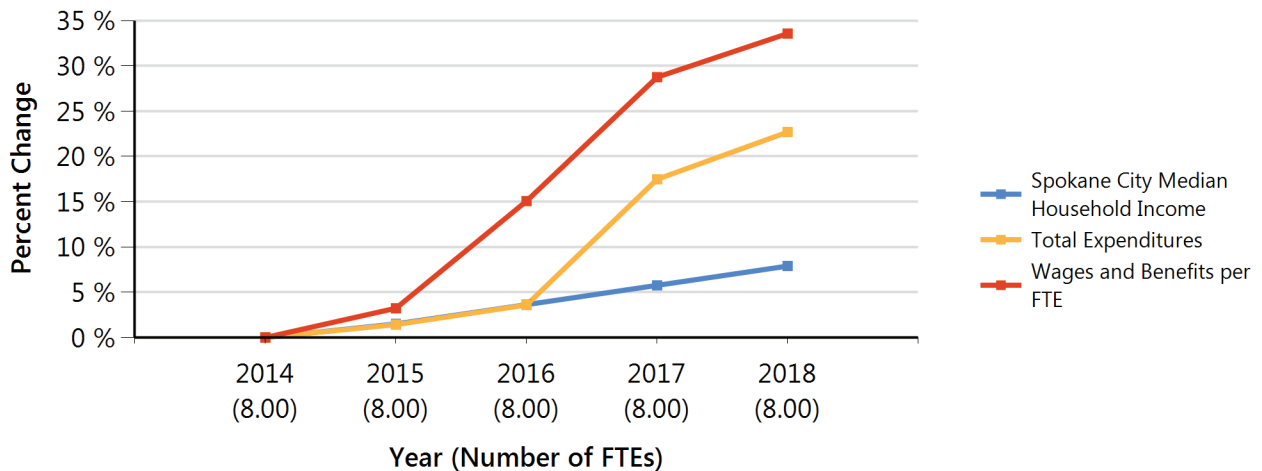
## 2018 Expenditures



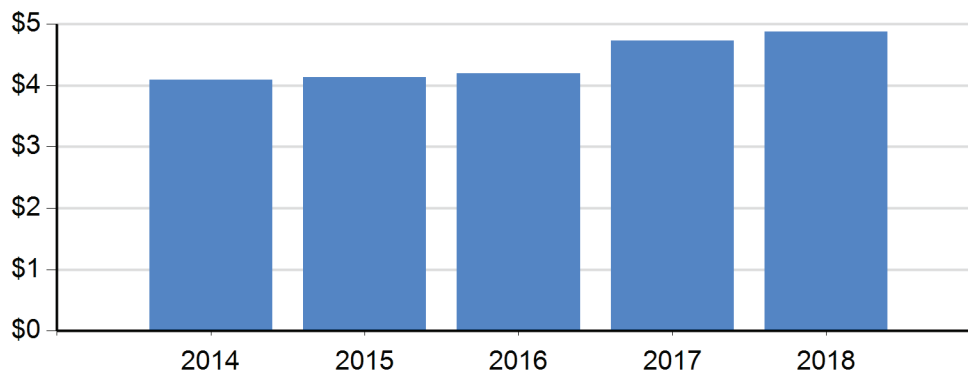
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$4.09	\$4.13	\$4.19	\$4.73	\$4.87
Percent Change	0.00%	1.42%	2.13%	13.40%	4.43%

## Department Summary: Mayor's Office

**Division:** Stand Alone Departments

**Fund Type:** General Fund

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### Executive Summary:

The Mayor is the City's Chief Executive Officer, directing the activities of the City's 2,000 employees and managing a \$700 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.

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### Programs and Services:

The Office of the Mayor engages in: Administrative oversight for the City of Spokane, partnership with the Office of the Police Ombudsman, Constituent Services, Legislative Policy Research, and outreach to local government and labor relations.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	2,678	0	0
Interfund Charges	37	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	715,436	738,563	826,011	938,989	984,248
Supplies & Services	152,259	141,554	70,223	80,379	80,379
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>867,732</b>	<b>880,117</b>	<b>898,912</b>	<b>1,019,368</b>	<b>1,064,627</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	867,732	880,117	898,912	1,019,368	1,064,627
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>867,732</b>	<b>880,117</b>	<b>898,912</b>	<b>1,019,368</b>	<b>1,064,627</b>

**Revenue Notes:**

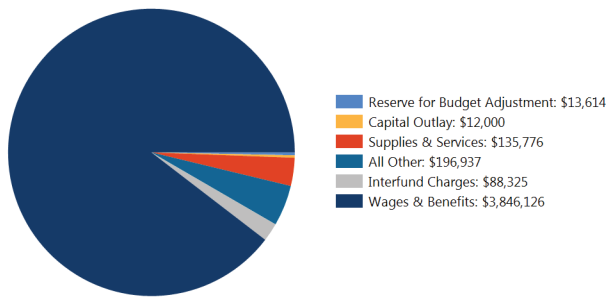




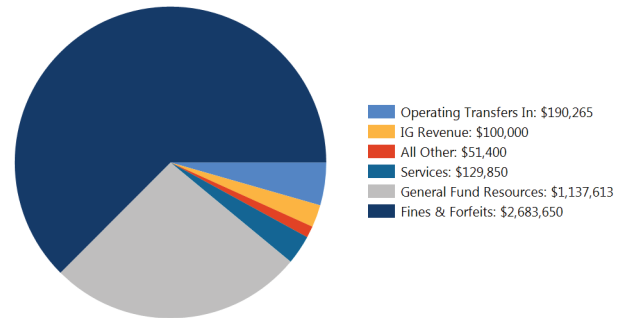
# Municipal Court

In accordance with the provisions of section 3.50.020 of the Revised Code of Washington, Spokane Municipal Court maintains exclusive jurisdiction for the filing, processing, hearing, and adjudicating all misdemeanor and gross misdemeanor criminal offenses, civil infractions, photo-enforcement, and parking infractions occurring within the City of Spokane boundaries.

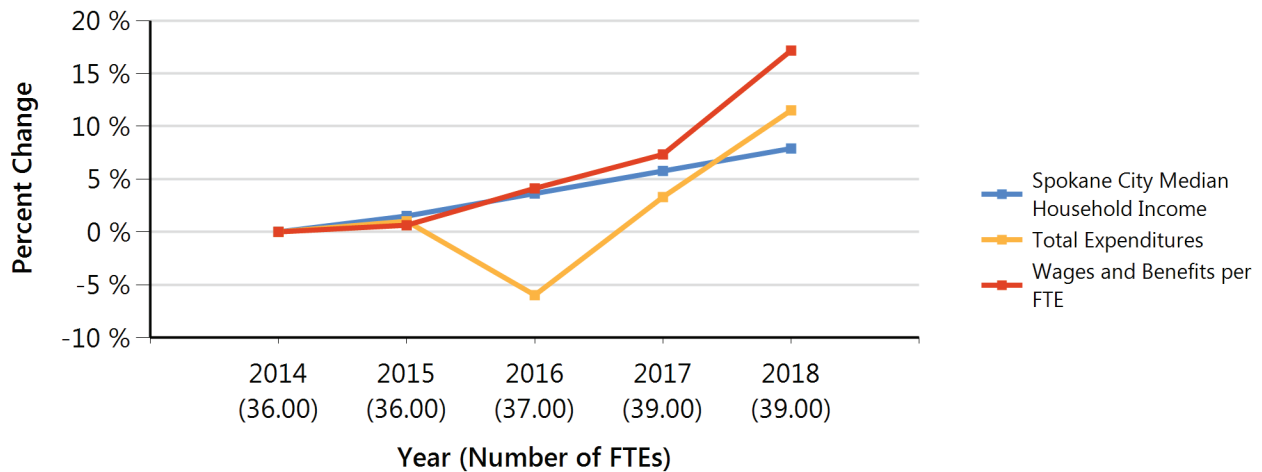
## 2018 Expenditures



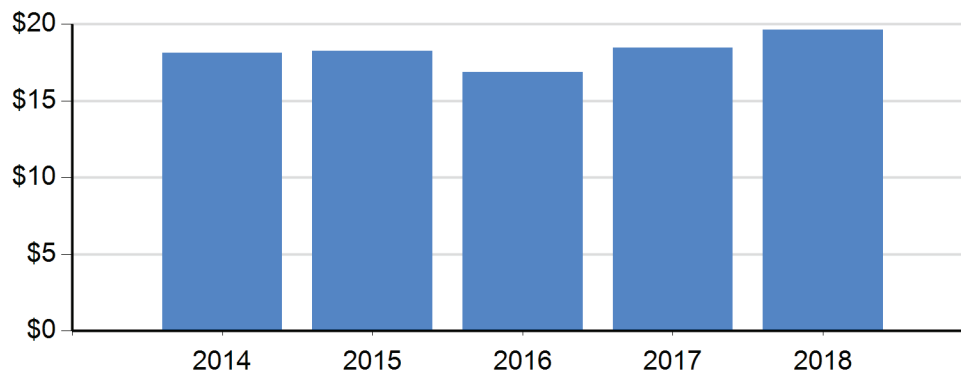
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$18.13	\$18.25	\$16.87	\$18.46	\$19.64
Percent Change	0.00%	1.00%	-6.92%	9.87%	7.94%

## Department Summary: Municipal Court

**Division:** Stand Alone Departments

**Fund Type:** General Fund

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### Executive Summary:

In accordance with the provisions of section 3.50.020 of the Revised Code of Washington, Spokane Municipal Court maintains exclusive jurisdiction for the filing, processing, hearing, and adjudicating all misdemeanor and gross misdemeanor criminal offenses, civil infractions, photo-enforcement, and parking infractions occurring within the City of Spokane boundaries.

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### Programs and Services:

Drawn from 2016 filing numbers, Municipal Court processes approximately 7,300 criminal cases, 11,500 civil infractions, 26,237 photo-enforcement infractions, and 59,000 parking infractions annually. All citations must be entered and maintained in multiple software systems, including: (a) the state-operated Judicial Information Systems (JIS) database; (b) the City's JustWare case management system; – (d) the City's contracted Duncan parking system; and/or (e) the City's contracted American Traffic Solutions' (ATS) photo-enforcement database.

The Court Clerk's Office staff must be ever-vigilant to critical stages of criminal and infraction case filing, notice and processing requirements. Staff must be thoroughly trained in order to comply with all legal and statutory requirements, as well as local and state court rules governing every aspect of a case or citation. Failure to comply with statutes, court rules, and/or policies/procedures can result in serious consequences including premature release of inmates or inappropriate incarceration. The Court Clerk's Office has 29 clerks performing a variety of duties, including customer service via phone, email or in person, data entry into JIS/JustWare/Duncan/ATS, maintaining electronic court files, requesting inmate transport, and assisting judicial officers in court. The Court Clerk's Office provides information and assistance to citizens, attorneys, state and city agencies, defendants, and others involved in cases filed in Municipal Court.

The Court Clerk's Office receives more than 20,000 pieces of mail annually which are opened, reviewed, sorted, and processed according to state, city, and court policies. On an annual basis, cashiers in Municipal Court receipt over 20,000 individual payments for criminal cases (most in \$25 increments) that results in over \$510,000 in GF revenue. The cashiers also receipt over 96,000 individual payments related to infraction cases (most in \$25 increments) which results in over \$2.7 million in GF revenue per year.

Judicial officers in Municipal Court preside over a variety of hearing types including arraignments, pretrial hearings, jury trials, domestic violence no contact order hearings, treatment reviews, bench warrant recalls, show cause hearings, contested and mitigated traffic, non-traffic, and parking dockets. The three elected judges preside over an array of criminal misdemeanor, civil infraction, and therapeutic/problem-solving court matters. One judge is selected biennially by the bench to serve as Presiding Judge whose responsibility is to supervise the judicial business of the court (GR 29). The Court's two appointed Court Commissioners are primarily assigned to preside over high-volume infraction (including traffic, parking, and photo-enforcement) contested and mitigated dockets. The Court's criminal dockets are quite large and frequently the judge and court clerk will process in excess of 45 cases in a single morning or afternoon session. Municipal Court is uniquely qualified and equipped to efficiently process these high-volume dockets due to its many years of experience, commitment to the innovative use of technology, and deployment of human capital resources.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>36.00</b>	<b>36.00</b>	<b>37.00</b>	<b>39.00</b>	<b>39.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	2,357	5,388	12,000	12,000
Interfund Charges	577,330	543,503	108,130	127,188	88,325
Reserve for Budget Adjustment	0	0	0	13,614	13,614
Transfers Out	0	0	0	0	0
Wages & Benefits	3,007,288	3,026,263	3,218,846	3,501,642	3,846,126
Supplies & Services	110,535	159,406	121,924	125,476	135,776
Debt Services	0	0	0	0	0
All Other	154,860	157,296	165,159	196,937	196,937
<b>TOTAL</b>	<b>3,850,013</b>	<b>3,888,825</b>	<b>3,619,447</b>	<b>3,976,857</b>	<b>4,292,778</b>

**Expenditure Notes:**

All Other includes the rent for the Public Safety Building and juror costs.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	39,857	0	0	45,000	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	100,000	100,000
Services	206,668	126,191	107,132	129,850	129,850
Fines & Forfeits	3,055,621	2,853,049	2,804,021	2,532,650	2,683,650
Operating Transfers In	0	63,420	65,265	185,265	190,265
General Fund Resources	544,994	779,777	581,452	978,192	1,137,613
All Other	2,873	66,388	61,577	5,900	51,400
<b>TOTAL</b>	<b>3,850,013</b>	<b>3,888,825</b>	<b>3,619,447</b>	<b>3,976,857</b>	<b>4,292,778</b>

**Revenue Notes:**

Miscellaneous revenues include interest and cash over/short.

## Program Summary: 2016 Community Court Grant

**Division:** Stand Alone Departments

**Fund Type:** General Fund

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### Executive Summary:

Spokane Municipal Community Court (SMCC) aims to reduce quality-of-life offenses and connect offenders with essential services in downtown Spokane through a collaborative, problem-solving approach. The SMCC endeavors to hold offenders accountable, address factors impacting criminal behavior, fulfill victims' needs, increase public confidence and bring enhanced quality-of-life to Spokane.

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### Programs and Services:

In 2016, SMCC was awarded a Center for Court Innovation (CCI)/BJA enhancement grant for nearly \$200,000. In late 2016, SMCC hired a Community Court Coordinator. This position is funded by the grant through July 2018, with the understanding that the City of Spokane will make the position permanent upon conclusion of the grant. The grant also funded a site visit to observe CCI's various Community Courts in New York City in May 2017, and is funding the SMCC core team's attendance at the International Community Justice Conference in 2018. SMCC will continue outreach efforts in additional geographic locations that will address crimes specific to that area. The SMCC team will strengthen the program and refine target areas as required to achieve grant compliance.

SMCC will be utilizing the CCI Criminal Court Assessment Tool (CCAT) for our Risk/Needs/Responsivity evaluations. This tool has been validated in other community courts and Spokane is currently seeking validation within our target population with the assistance of Washington State University (WSU). Dr. Zachary Hamilton (Co-PI Dr. Jacqueline van Wormer) are representing WSU as court consultants throughout the validation process, and \$30,000 of the enhancement grant is funding this project (contract signed in spring 2017).

The SMCC has three core goals, with numerous measureable objectives. These include:

Goal One: Enhance the quality-of-life in the downtown area through expeditious and targeted processing of select misdemeanor offenses in order to reduce the overreliance on jail for the target population. This goal is aimed at providing accountability for offenders, and utilizing data to measure outcomes. Objectives include ensuring the majority of participants eligible for housing placements are entered into the Coordinated Entry Database; obtaining health coverage and primary care physicians for all participants to reduce utilization of local emergency rooms and the fire department for basic medical care; and reducing the use of jail for the target population by 20%.

Goal Two: Improve participants' lives and accountability by linking participants with needed social services and requiring completion of restorative justice programs. This goal targets collaborative, problem-solving objectives involving the referral and engagement of 100% of participants with social services and community service work (unless there is a physical or mental proclivity that prevents them from completing community service) within 48 hours from their initial court appearance.

Goal Three: Forge and strengthen partnerships to solve downtown area crime problems. This goal specifically targets collaboration and community engagement. We have worked closely with downtown merchants, community non-profit organizations, the City of Spokane Public Library, and neighborhood groups in the development of SMCC. The objective for this goal is to have the Community Court Advisory Board (CCAB) conduct biannual meetings for purposes of data review and forming/maintaining key partnerships.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	13,614	13,614
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	85,704	89,406
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>99,318</b>	<b>103,020</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	100,000	100,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	(682)	3,020
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>99,318</b>	<b>103,020</b>

**Revenue Notes:**

## Program Summary: Municipal Court

**Division:** Stand Alone Departments

**Fund Type:** General Fund

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### Executive Summary:

In accordance with the provisions of section 3.50.020 of the Revised Code of Washington, Spokane Municipal Court maintains exclusive jurisdiction for the filing, processing, hearing, and adjudicating all misdemeanor and gross misdemeanor criminal offenses, civil infractions, photo enforcement, and parking infractions occurring within the City of Spokane boundaries.

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### Programs and Services:

Drawn from 2016 filing numbers, Municipal Court processes approximately 7,300 criminal cases, 11,500 civil infractions, 26,237 photo-enforcement infractions, and 59,000 parking infractions annually. All citations must be entered and maintained in multiple software systems, including: (a) the state-operated Judicial Information Systems (JIS) database; (b) the City's JustWare case management system; – (d) the City's contracted Duncan parking system; and/or (e) the City's contracted American Traffic Solutions' (ATS) photo-enforcement database.

The Court Clerk's Office staff must be ever-vigilant to critical stages of criminal and infraction case filing, notice and processing requirements. Staff must be thoroughly trained in order to comply with all legal and statutory requirements, as well as local and state court rules governing every aspect of a case or citation. Failure to comply with statutes, court rules, and/or policies/procedures can result in serious consequences including premature release of inmates or inappropriate incarceration. The Court Clerk's Office has 29 clerks performing a variety of duties, including customer service via phone, email or in person, data entry into JIS/JustWare/Duncan/ATS, maintaining electronic court files, requesting inmate transport, and assisting judicial officers in court. The Court Clerk's Office provides information and assistance to citizens, attorneys, state and city agencies, defendants, and others involved in cases filed in Municipal Court.

The Court Clerk's Office receives more than 20,000 pieces of mail annually which are opened, reviewed, sorted, and processed according to state, city, and court policies. On an annual basis, cashiers in Municipal Court receipt over 20,000 individual payments for criminal cases (most in \$25 increments) that results in over \$510,000 in GF revenue. The cashiers also receipt over 96,000 individual payments related to infraction cases (most in \$25 increments) which results in over \$2.7 million in GF revenue per year.

Judicial officers in Municipal Court preside over a variety of hearing types including arraignments, pretrial hearings, jury trials, domestic violence no contact order hearings, treatment reviews, bench warrant recalls, show cause hearings, contested and mitigated traffic, non-traffic, and parking dockets. The three elected judges preside over an array of criminal misdemeanor, civil infraction, and therapeutic/problem-solving court matters. One judge is selected biennially by the bench to serve as Presiding Judge whose responsibility is to supervise the judicial business of the court (GR 29). The Court's two appointed Court Commissioners are primarily assigned to preside over high-volume infraction (including traffic, parking, and photo-enforcement) contested and mitigated dockets. The Court's criminal dockets are quite large and frequently the judge and court clerk will process in excess of 45 cases in a single morning or afternoon session. Municipal Court is uniquely qualified and equipped to efficiently process these high-volume dockets due to its many years of experience, commitment to the innovative use of technology, and deployment of human capital resources.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>33.00</b>	<b>33.00</b>	<b>34.00</b>	<b>35.00</b>	<b>35.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	2,357	5,388	12,000	12,000
Interfund Charges	424,847	378,444	6,547	30,000	30,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,802,146	2,822,421	3,003,169	3,191,387	3,516,782
Supplies & Services	89,139	136,918	100,577	97,964	105,864
Debt Services	0	0	0	0	0
All Other	154,860	157,296	165,159	196,937	196,937
<b>TOTAL</b>	<b>3,470,992</b>	<b>3,497,436</b>	<b>3,280,840</b>	<b>3,528,288</b>	<b>3,861,583</b>

**Expenditure Notes:**

All other includes the rent for the Public Safety Building and the juror costs.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	39,857	0	0	45,000	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	206,668	126,191	107,132	129,850	129,850
Fines & Forfeits	1,415,383	1,544,820	1,234,808	1,123,150	1,123,150
Operating Transfers In	0	63,420	65,265	185,265	190,265
General Fund Resources	1,807,298	1,700,038	1,812,342	2,044,423	2,367,718
All Other	1,786	62,967	61,293	600	50,600
<b>TOTAL</b>	<b>3,470,992</b>	<b>3,497,436</b>	<b>3,280,840</b>	<b>3,528,288</b>	<b>3,861,583</b>

**Revenue Notes:**

Miscellaneous revenues include cash over/short and interest.



## Program Summary: Parking Violations

**Division:** Stand Alone Departments

**Fund Type:** General Fund

---

### Executive Summary:

In accordance with the provisions of section 3.50.020 of the Revised Code of Washington, Spokane Municipal Court maintains exclusive jurisdiction for the filing, processing, hearing, and adjudicating all misdemeanor and gross misdemeanor criminal offenses, civil infractions, photo-enforcement, and parking infractions occurring within the City of Spokane boundaries.

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### Programs and Services:

Based upon a review of 2016 case filing data, the Spokane Municipal Court processes about 59,000 parking citations on an annual basis. The citations are issued by both the Parking Services Division enforcement officers and the Spokane Police Department. All citations must be entered into and maintained in the City's contracted Duncan Parking Solutions software database. Defendants who wish to contest or mitigate violations are permitted to schedule cases for a range of hearing types, including in person, by telephone, and by mail.

As the parking workgroup has the advantage of case management automation, only three clerical/financial FTEs are required to manage the basic workload, with a .25 of a Court Supervisory FTE and 1 and .5 of a Court Commissioner FTE providing supervision of the function and adjudication of the citation.

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.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	152,483	165,059	101,583	97,188	58,325
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	205,142	203,842	215,677	224,551	239,938
Supplies & Services	21,396	22,488	21,347	27,512	29,912
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>379,021</b>	<b>391,389</b>	<b>338,607</b>	<b>349,251</b>	<b>328,175</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	1,640,238	1,308,229	1,569,213	1,409,500	1,560,500
Operating Transfers In	0	0	0	0	0
General Fund Resources	(1,262,304)	(920,261)	(1,230,890)	(1,065,549)	(1,233,125)
All Other	1,087	3,421	284	5,300	800
<b>TOTAL</b>	<b>379,021</b>	<b>391,389</b>	<b>338,607</b>	<b>349,251</b>	<b>328,175</b>

**Revenue Notes:**

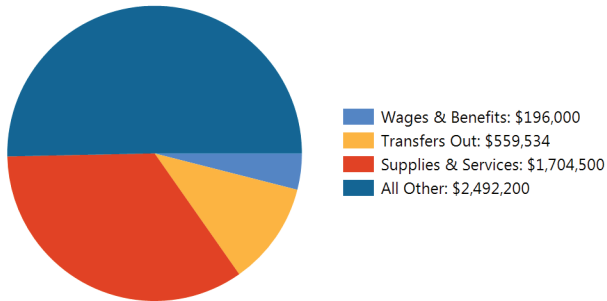
Miscellaneous revenues is cash over/short.



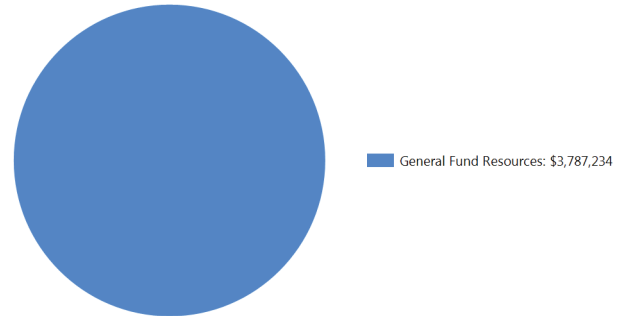
# Non-Departmental

The Non-Departmental budget is used to aggregate several expenses that are not aligned with any specific department.

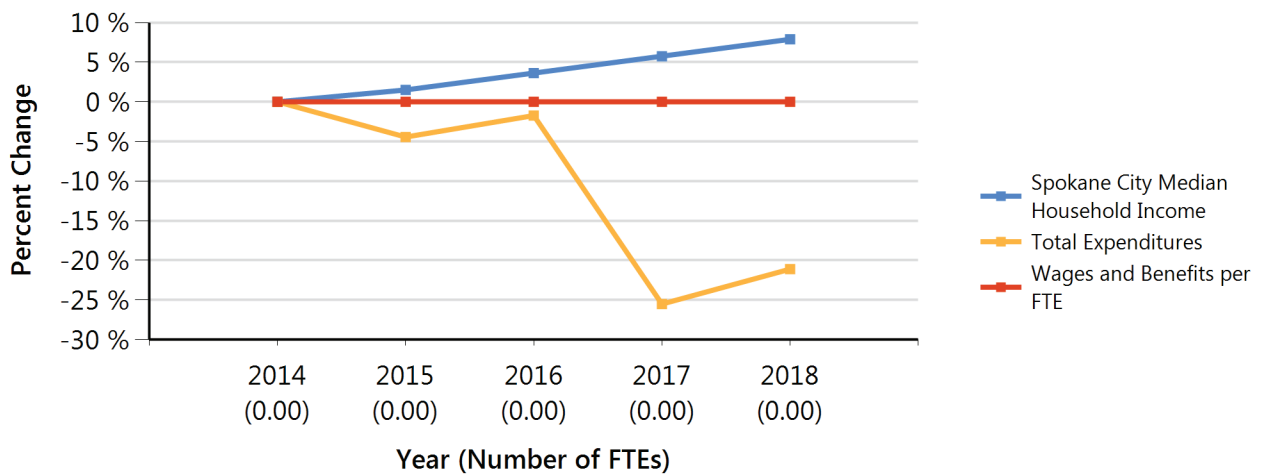
## 2018 Expenditures



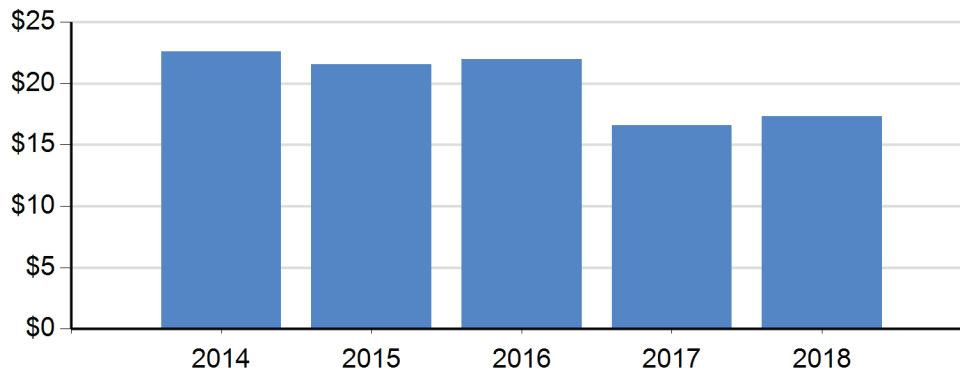
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$22.61	\$21.53	\$22.00	\$16.60	\$17.33
Percent Change	0.00%	-4.44%	2.84%	-24.21%	5.91%

## Department Summary: Non-Departmental

**Division:** Stand Alone Departments

**Fund Type:** General Fund

---

### Executive Summary:

The Non-Departmental budget is used to aggregate several expenses that are not aligned with any specific department.

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### Programs and Services:

Listed below are some of the key programs included in the Non-Departmental budget:

- Animal Control
- Citywide Memberships/Dues
- Outside Legal Counsel
- Election & Voter Registration Expenses
- Dept of Emergency Management
- Spokane County Pollution Control
- Annexation Mitigation
- Support for Spokane Regional Transportation

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	(1,000,000)	(1,165,000)
Transfers Out	1,131,928	312,033	764,076	468,094	559,534
Wages & Benefits	586,046	184,004	210,975	196,000	196,000
Supplies & Services	1,388,831	1,445,459	1,680,822	1,610,500	1,704,500
Debt Services	0	0	66,518	0	0
All Other	1,694,330	2,646,174	1,995,573	2,301,000	2,492,200
<b>TOTAL</b>	<b>4,801,135</b>	<b>4,587,670</b>	<b>4,717,964</b>	<b>3,575,594</b>	<b>3,787,234</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	4,801,135	4,587,670	4,717,964	3,575,594	3,787,234
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>4,801,135</b>	<b>4,587,670</b>	<b>4,717,964</b>	<b>3,575,594</b>	<b>3,787,234</b>

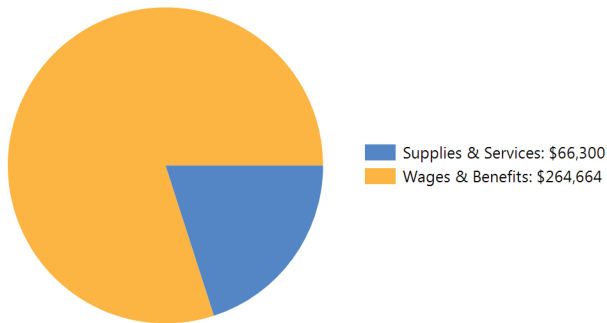
**Revenue Notes:**



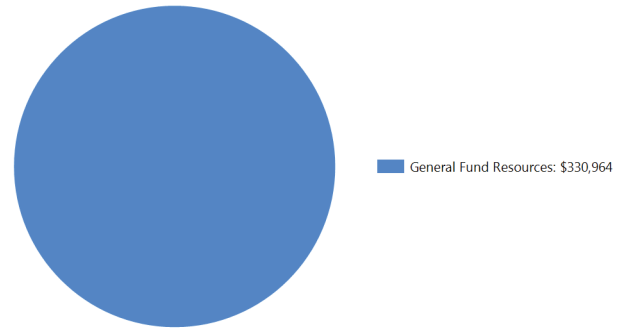
# Police Ombudsman

The Office of Police Ombudsman exists to promote public confidence in the professionalism and accountability of the members of the Spokane Police Department by providing independent review of police actions, thoughtful policy recommendations and ongoing community outreach.

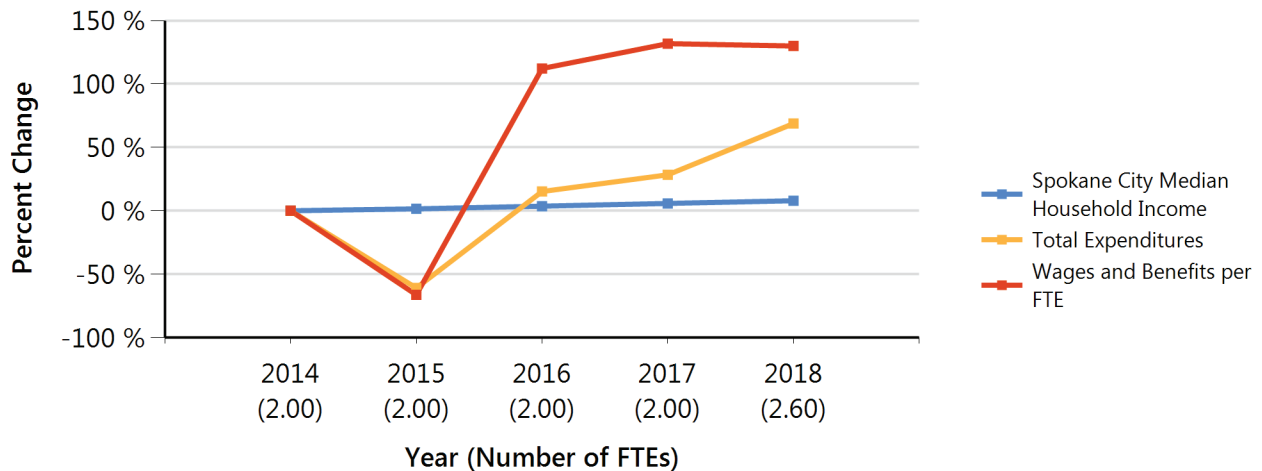
## 2018 Expenditures



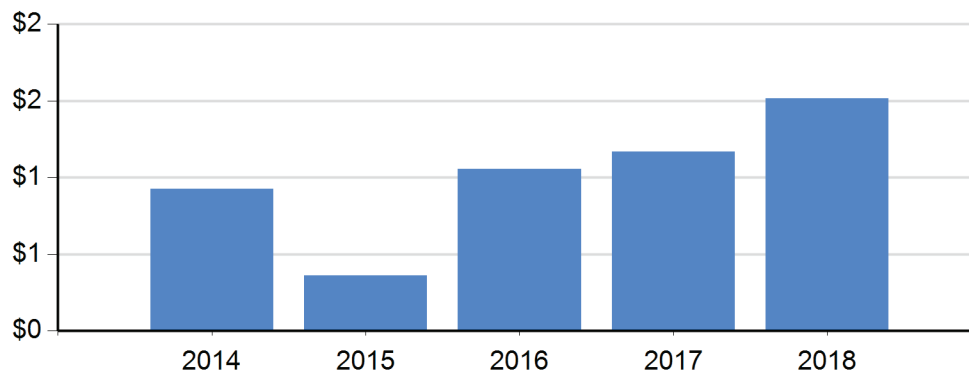
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$0.92	\$0.36	\$1.05	\$1.17	\$1.51
Percent Change	0.00%	-60.93%	194.80%	11.44%	31.49%



**Department Summary:** Police Ombudsman**Division:** Stand Alone Departments**Fund Type:** General Fund

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**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.

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**Programs and Services:**

The Office of the Police Ombudsman: receives complaints involving employees of the Spokane Police Department (SPD); monitors SPD complaints and investigations; attends and observes Internal Affairs interviews of Officers, complainants and witnesses; mediates complaints; responds to critical incidents and acts as an observer; conducts closing interviews with a complainant once a complaint has been closed; certifies all SPD Internal Affairs investigations that are timely, thorough and objective; maintains a regular program of community outreach; makes monthly and annual reports to the City Council; audits the complaint resolution process; and recommends policies and procedures to improve the quality of SPD practices.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.60</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	1,579	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	184,977	62,258	173,405	207,464	264,664
Supplies & Services	11,136	14,355	50,872	44,230	66,300
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>196,113</b>	<b>76,613</b>	<b>225,856</b>	<b>251,694</b>	<b>330,964</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	196,113	76,613	225,856	251,694	330,964
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>196,113</b>	<b>76,613</b>	<b>225,856</b>	<b>251,694</b>	<b>330,964</b>

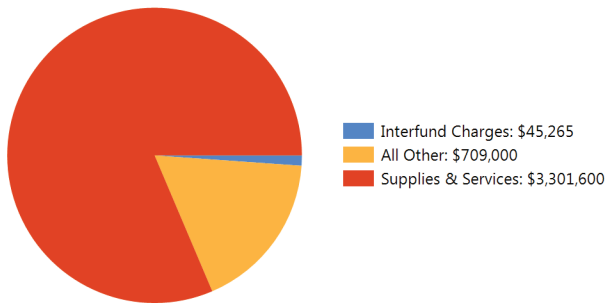
**Revenue Notes:**



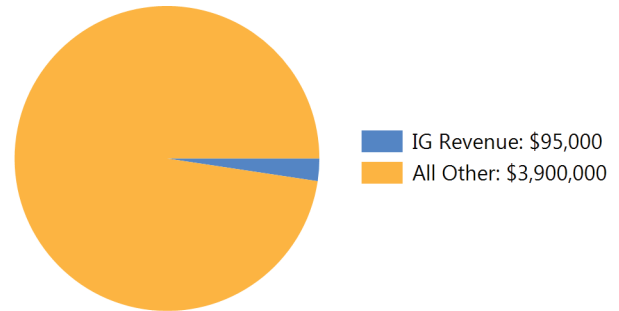
# Police Pension Fund

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for Law Enforcement Officer and Firefighters' (LEOFF I) Police Pension Plan, a closed defined benefit plan.

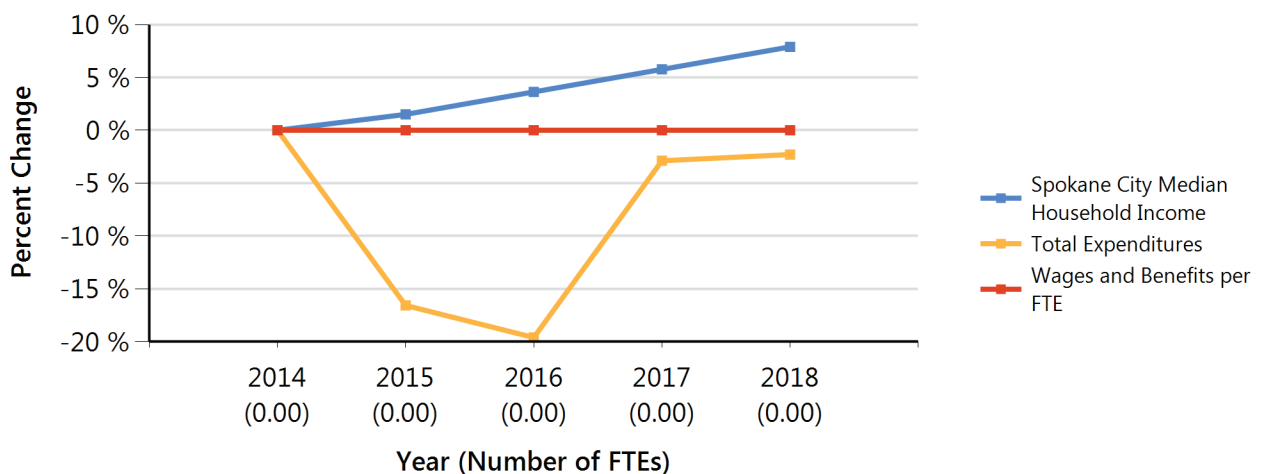
## 2018 Expenditures



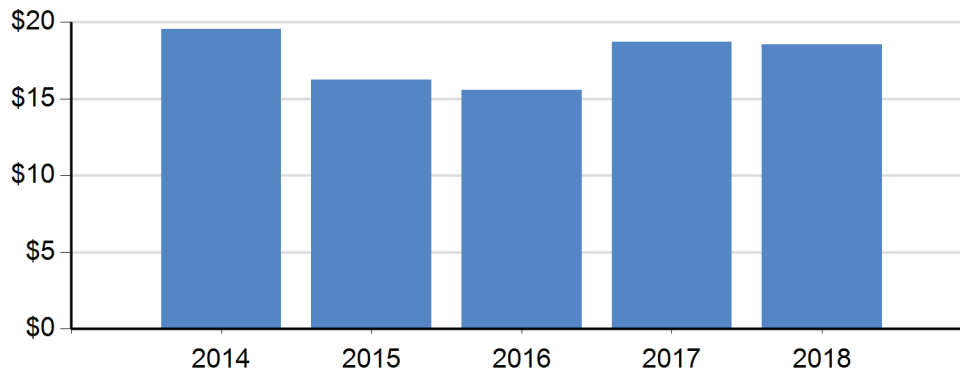
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$19.55	\$16.25	\$15.56	\$18.71	\$18.56
Percent Change	0.00%	-16.58%	-3.63%	20.81%	0.60%

## Department Summary: Police Pension Fund

**Division:** Stand Alone Departments

**Fund Type:** Trust and Agency Fund

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### 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.

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### Programs and Services:

The LEOFF I Police Plan provides pension benefits related to retirement, disability, and death. In addition, the Plan pays for medical and dental expenses for its members, along with reimbursement of Medicare premium payments. At December 31, 2016, there were 168 members of the City of Spokane LEOFF I Police Plan all but 1 of whom are 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. For the medical portion of the benefit, the Benefits Department (HR) verifies medical claims, which are then processed by the Retirement Department. For the 2017 budget, total expenses for the Plan have been reduced by \$6k (-0.0%). LEOFF I Police revenues and expenditures are separately accounted for inside a trust fund within the City of Spokane.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	34,799	42,705	38,400	56,519	45,265
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	3,013,887	2,712,251	2,679,790	3,265,880	3,301,600
Debt Services	0	0	0	0	0
All Other	1,102,680	707,880	618,629	709,000	709,000
<b>TOTAL</b>	<b>4,151,366</b>	<b>3,462,836</b>	<b>3,336,819</b>	<b>4,031,399</b>	<b>4,055,865</b>

**Expenditure Notes:**

"All Other" includes Pension annuity claims, death benefit payments and the non-cash amortization of the pension module of the PeopleSoft System. Medical payments and Medicare reimbursements comprise the vast majority of the "Other Services & Charges"

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	95,560	88,740	103,669	95,000	95,000
Services	225,000	225,000	225,000	225,000	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	3,571,177	3,153,762	3,159,060	3,675,000	3,900,000
<b>TOTAL</b>	<b>3,891,737</b>	<b>3,467,502</b>	<b>3,487,729</b>	<b>3,995,000</b>	<b>3,995,000</b>

**Revenue Notes:**

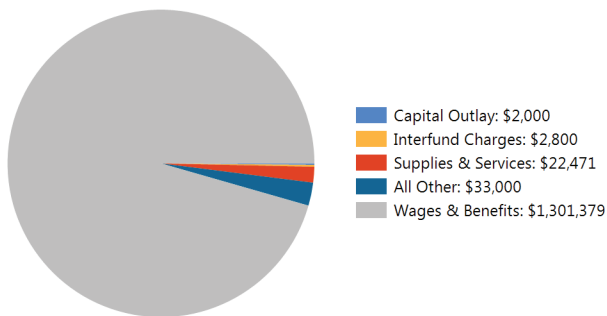
"Miscellaneous Revenues" includes employer contributions.



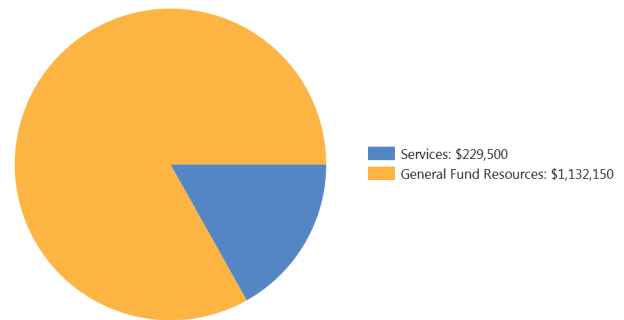
## Probation Services

Probation Services offers supervision to offenders on Court-ordered monitoring. We monitor and enforce compliance with court-ordered conditions, treatment and jail alternatives, provide sentencing recommendations to the Court, conduct in-office and field visits with offenders and collaborate with community and law enforcement partners promoting accountability, rehabilitation and community safety.

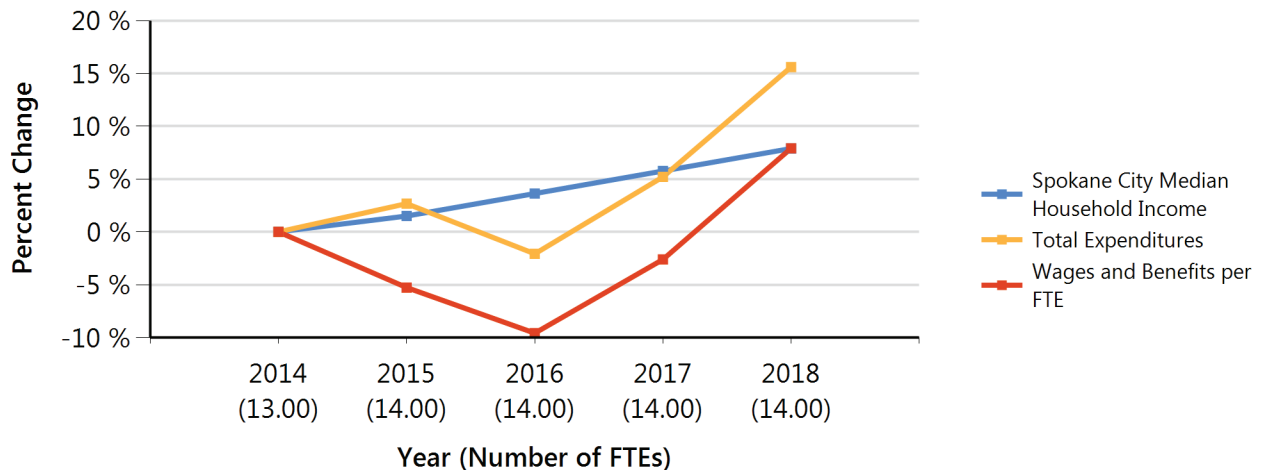
### 2018 Expenditures



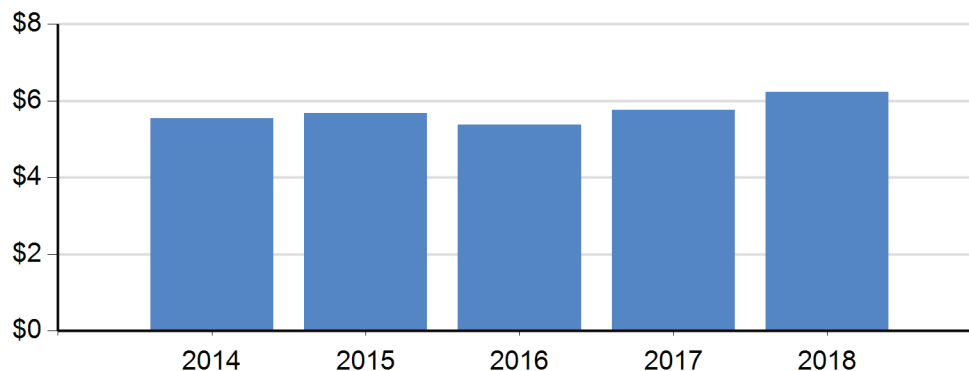
### 2018 Revenues



### Cumulative percent change over the last 5 years



### Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$5.55	\$5.67	\$5.38	\$5.75	\$6.23
Percent Change	0.00%	2.67%	-4.62%	7.43%	9.88%



## Department Summary: Probation Services

**Division:** Stand Alone Departments

**Fund Type:** General Fund

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### Executive Summary:

Probation Services offers supervision to offenders on Court-ordered monitoring. We monitor and enforce compliance with court-ordered conditions, treatment and jail alternatives, provide sentencing recommendations to the Court, conduct in-office and field visits with offenders and collaborate with community and law enforcement partners promoting accountability, rehabilitation and community safety.

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### Programs and Services:

The primary function of Probation Services is being the first jail alternative. We offer work crew and in-house electronic home monitoring programs as alternative sanctions reducing the City's jail costs and allowing offenders the opportunity to fulfill their employment and household obligations while still complying with a court order.

We actively participate in specialty and therapeutic courts such as Community Court, Veteran's Court and Mental Health Court and anticipate the launch of a DUI Court in October of 2017. We conduct pre-sentence needs assessments to determine appropriate sanctions and sentencing that provide accountability with the opportunity for behavioral change and are currently involved in the development of SAFER Pro, a locally validated risk-needs assessment tool. We investigate best practices and evidence-based programs to determine what promotes optimal compliance and rehabilitation of offenders. We offer and promote cognitive behavioral programs such as Alive at 25 (defensive driving program) and have probation officers trained in Moral Reconation Therapy (MRT) and Thinking for a Change.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	1,779	0	2,000	2,000
Interfund Charges	2,645	1,753	2,849	2,800	2,800
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,127,593	1,150,326	1,100,668	1,177,432	1,301,379
Supplies & Services	17,672	24,968	20,835	23,910	22,471
Debt Services	0	0	0	0	0
All Other	29,935	30,497	29,024	33,000	33,000
<b>TOTAL</b>	<b>1,177,845</b>	<b>1,209,323</b>	<b>1,153,376</b>	<b>1,239,142</b>	<b>1,361,650</b>

**Expenditure Notes:**

All other includes the rent for the Public Safety Building.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	250,966	187,812	157,557	229,500	229,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	917,030	1,021,511	995,819	1,009,642	1,132,150
All Other	9,849	0	0	0	0
<b>TOTAL</b>	<b>1,177,845</b>	<b>1,209,323</b>	<b>1,153,376</b>	<b>1,239,142</b>	<b>1,361,650</b>

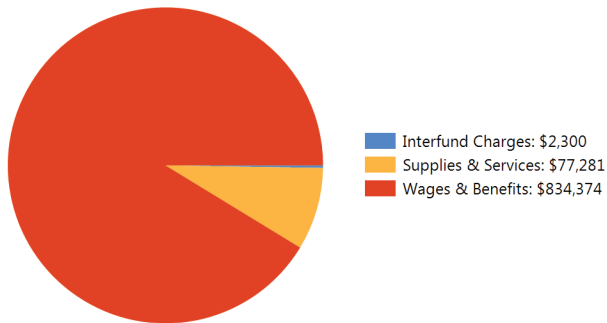
**Revenue Notes:**



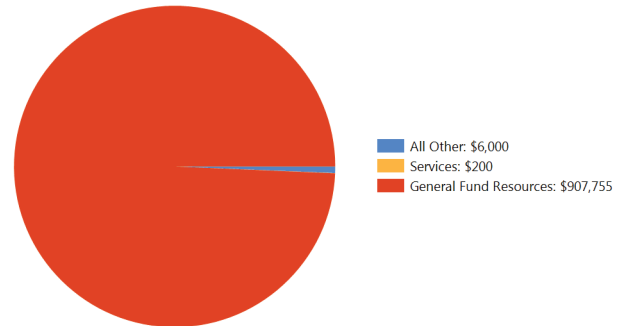
## Public Affairs / Communications

Our goal is to provide accurate, timely information about the City and its projects, events, and issues to the public and our employees. Our services are designed to engage citizens, neighborhoods, and stakeholders where they congregate.

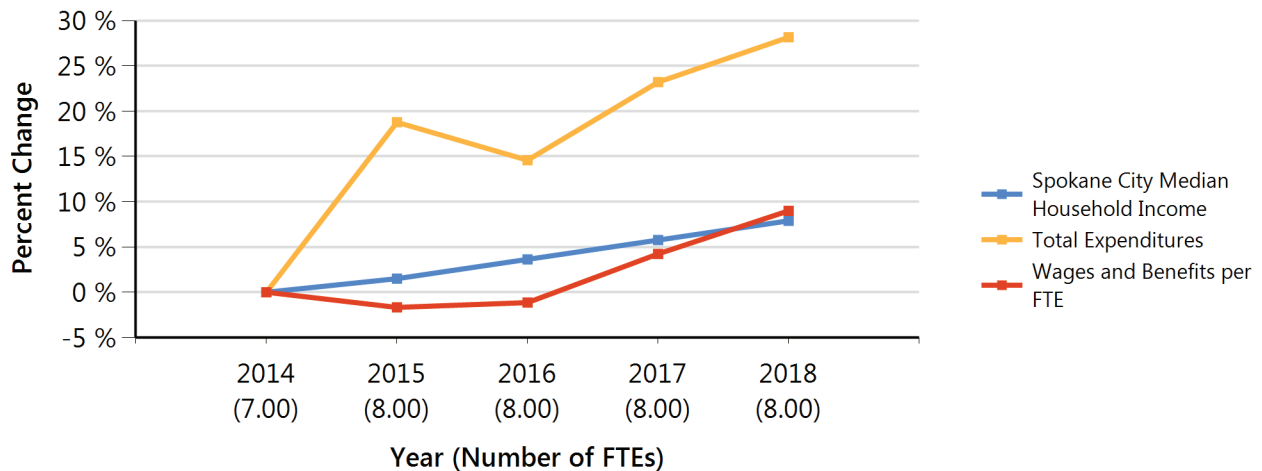
### 2018 Expenditures



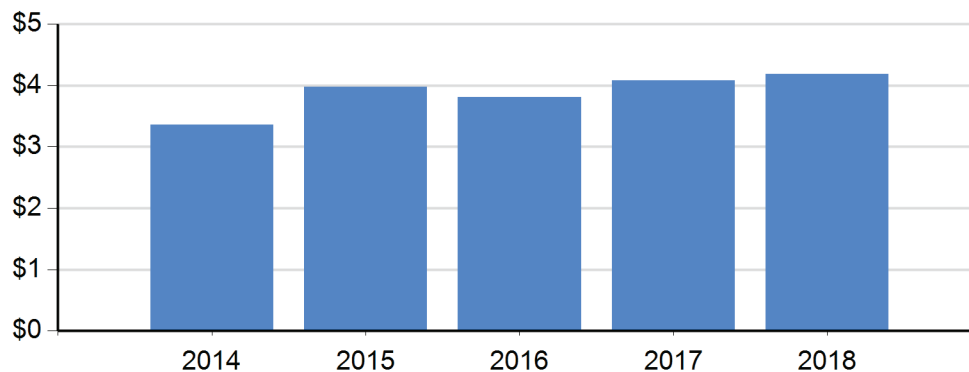
### 2018 Revenues



### Cumulative percent change over the last 5 years



### Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$3.36	\$3.97	\$3.81	\$4.08	\$4.18
Percent Change	0.00%	18.76%	-3.52%	7.52%	4.02%

**Department Summary:** Public Affairs / Communications**Division:** Stand Alone Departments**Fund Type:** General Fund

---

**Executive Summary:**

Our goal is to provide accurate, timely information about the City and its projects, events, and issues to the public and our employees. Our services are designed to engage citizens, neighborhoods, and stakeholders where they congregate.

---

**Programs and Services:**

This program provides a strong suite of communication services for the public and employees across direct, digital, broadcast and print channels. We have centralized information to create greater access and transparency, strengthened our core identity, incorporated cross-promotion of services and products, and broadened sharing of information to drive engagement.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	154	2,656	0	0
Interfund Charges	672	1,811	2,068	0	2,300
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	669,055	751,813	755,812	796,465	834,374
Supplies & Services	43,417	93,219	56,601	82,150	77,281
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>713,144</b>	<b>846,997</b>	<b>817,137</b>	<b>878,615</b>	<b>913,955</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	4,619	65	27	200	200
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	708,525	846,932	817,110	872,415	907,755
All Other	0	0	0	6,000	6,000
<b>TOTAL</b>	<b>713,144</b>	<b>846,997</b>	<b>817,137</b>	<b>878,615</b>	<b>913,955</b>

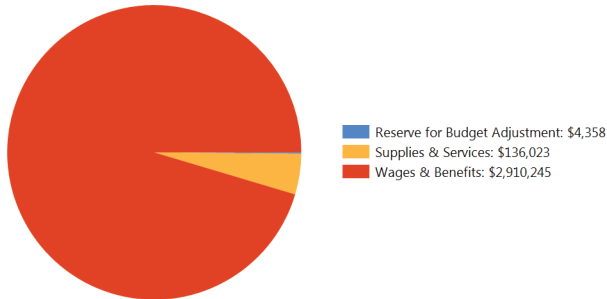
**Revenue Notes:**



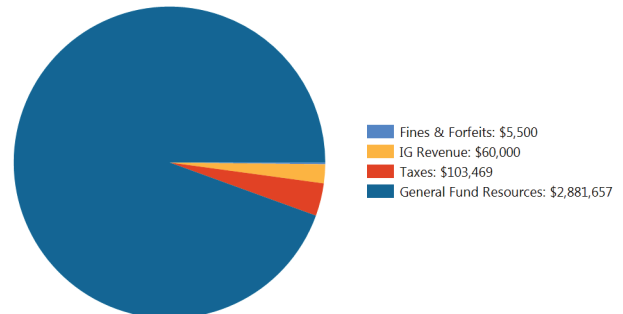
## Public Defender

This is a compilation of all budget programs for the Public Defenders Office. The public defenders represent indigent persons facing criminal charges under the Spokane Municipal Code; they also represent clients in problem-solving therapeutic courts (Community Court; Mental Health Court; Vet's Court) and on County conflict cases.

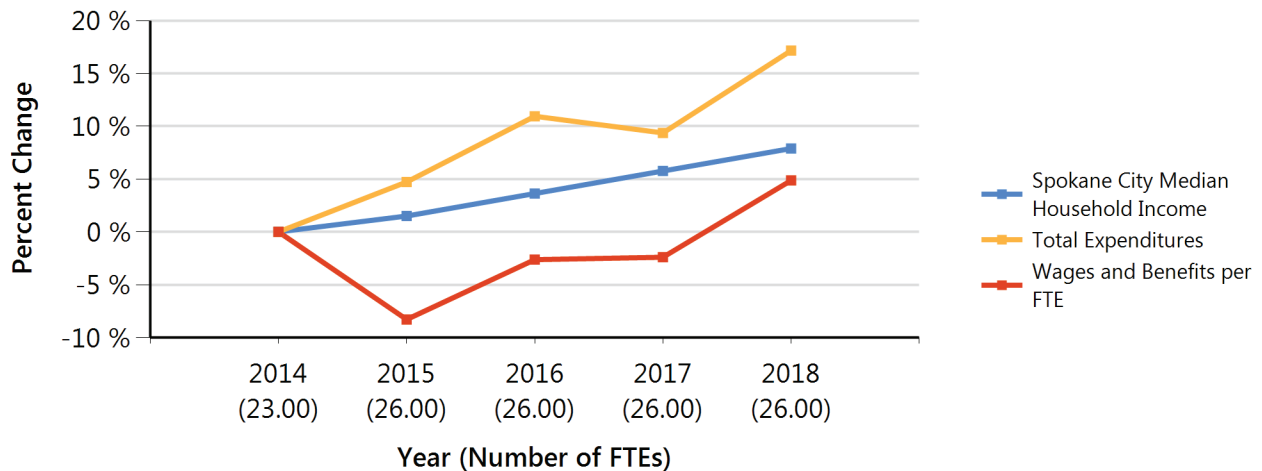
### 2018 Expenditures



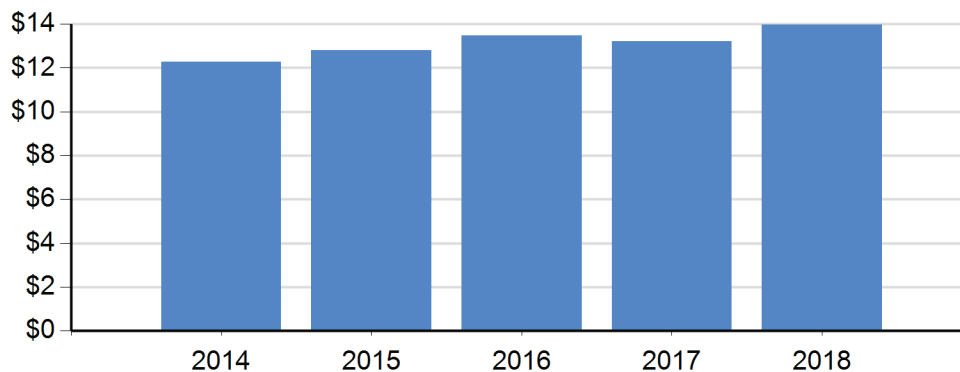
### 2018 Revenues



### Cumulative percent change over the last 5 years



### Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$12.26	\$12.80	\$13.47	\$13.22	\$13.96
Percent Change	0.00%	4.72%	5.94%	-1.42%	7.12%



## Department Summary: Public Defender

**Division:** Stand Alone Departments

**Fund Type:** General Fund

---

### Executive Summary:

This is a compilation of all budget programs for the Public Defenders Office. The public defenders represent indigent persons facing criminal charges under the Spokane Municipal Code; they also represent clients in problem-solving therapeutic courts (Community Court; Mental Health Court; Vet's Court) and on County conflict cases.

---

### Programs and Services:

City Public Defenders operate under Supreme Court rules that require quarterly certifications that they are adhering to Standards, and must follow WSBA Performance Guidelines which include public defender caseload standards and the quality of a proper, effective defense. Several recent State and federal court cases have emphasized the importance of providing a proper and effective defense including the consequences that flow from a conviction, such as immigration consequences, loss of privileges as to driving or owning or possessing firearms, on various professional and other licenses, housing, and some benefits or entitlements. The standards and guidelines also address the use of investigators and the need for sufficient support staff and experts to have a proper defense. These are necessary so that the client can make an informed decision as to whether or not to go to trial, or to assist the attorney in negotiations on case resolutions with the prosecuting attorney.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>23.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	1,776	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	4,210	4,358
Transfers Out	0	0	0	0	0
Wages & Benefits	2,471,168	2,561,800	2,706,897	2,713,106	2,910,245
Supplies & Services	132,675	163,225	181,887	130,391	136,023
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,603,843</b>	<b>2,726,801</b>	<b>2,888,784</b>	<b>2,847,707</b>	<b>3,050,626</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	103,469	109,440	123,120	103,469	103,469
Licenses & Permits	0	0	0	0	0
IG Revenue	80,250	64,400	60,000	60,000	60,000
Services	0	0	0	0	0
Fines & Forfeits	5,534	4,777	5,086	5,500	5,500
Operating Transfers In	0	0	0	0	0
General Fund Resources	2,414,576	2,548,184	2,700,577	2,678,738	2,881,657
All Other	14	0	1	0	0
<b>TOTAL</b>	<b>2,603,843</b>	<b>2,726,801</b>	<b>2,888,784</b>	<b>2,847,707</b>	<b>3,050,626</b>

**Revenue Notes:**

## Program Summary: Mental Health Court

**Division:** Stand Alone Departments

**Fund Type:** General Fund

---

### Executive Summary:

Cases in the Spokane City/County Mental Health Court are presided over by a District Court judge. The County and City have a public defender assigned to work collaboratively to represent mutual clients. Funding for therapeutic courts and personnel comes from a county-wide one-tenth of a percent sales tax.

---

### Programs and Services:

Non-violent mentally ill defendants with severe mental health diagnoses are accepted into the Mental Health Court. Medicaid pays for treatment, and there are multiple efforts to get housing and other services for the participants. The court employs a structured team approach to help establish or maintain services for individual participants. Services include continuous, intensive supervision, counseling and other rehabilitative services, treatment reviews and drug testing. The court imposes sanctions for non-compliance.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	2,294	2,294
Transfers Out	0	0	0	0	0
Wages & Benefits	115,751	69,491	92,726	102,420	95,561
Supplies & Services	24	132	24	24	1,004
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>115,775</b>	<b>69,623</b>	<b>92,750</b>	<b>104,738</b>	<b>98,859</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	103,469	109,440	123,120	103,469	103,469
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	12,292	(39,817)	(30,371)	1,269	(4,610)
All Other	14	0	1	0	0
<b>TOTAL</b>	<b>115,775</b>	<b>69,623</b>	<b>92,750</b>	<b>104,738</b>	<b>98,859</b>

**Revenue Notes:**

## **Program Summary:** Public Defender

**Division:** Stand Alone Departments

**Fund Type:** General Fund

---

### **Executive Summary:**

This is the main program for the Public Defenders Office for the General Fund. This does not include monies from the State Office of Public Defense (OPD) or from a County-wide one tenth of one percent sales tax for therapeutic courts, nor the FTEs funded under those programs.

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### **Programs and Services:**

The Public Defenders Office represents persons charged with a criminal violation of the Spokane Municipal Code who qualify financially for such services, as determined by Spokane Municipal Court or its designee. It is the responsibility of the department head to maintain independence from the City from whom the charge is filed, while providing effective representation and fair and equal treatment to all clients and to ensure that the annual caseload per attorney does not exceed 400 cases.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>21.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	1,776	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,239,694	2,416,038	2,539,743	2,525,433	2,727,463
Supplies & Services	132,627	163,077	181,846	130,343	134,015
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,372,321</b>	<b>2,580,891</b>	<b>2,721,589</b>	<b>2,655,776</b>	<b>2,861,478</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	5,534	4,777	5,086	5,500	5,500
Operating Transfers In	0	0	0	0	0
General Fund Resources	2,366,787	2,576,114	2,716,503	2,650,276	2,855,978
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,372,321</b>	<b>2,580,891</b>	<b>2,721,589</b>	<b>2,655,776</b>	<b>2,861,478</b>

**Revenue Notes:**

## **Program Summary:** Public Defense Grant

**Division:** Stand Alone Departments

**Fund Type:** General Fund

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### **Executive Summary:**

The State Office of Public Defense provides money from the Legislature for public defense improvements through an application process for municipalities. The applications in 2017 cover the years 2018 and 2019. It is the intent of the Public Defender to ask for \$130,000 for each of the years.

---

### **Programs and Services:**

Applications are due the 15th of August, 2017, for defender improvement. The City of Spokane has applied and received funds for several years. The Legislature has increased the monies available to municipalities in the 2017 application process for a two-year funding cycle, for 2018 and 2019. The funds requested will partially fund a public defender attorney position to provide representation at daily inmate first appearance hearings, and will increase the amount of money available for investigator services, that have increased each year for the past few years.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	1,916	2,064
Transfers Out	0	0	0	0	0
Wages & Benefits	115,723	76,271	74,428	85,253	87,221
Supplies & Services	24	16	17	24	1,004
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>115,747</b>	<b>76,287</b>	<b>74,445</b>	<b>87,193</b>	<b>90,289</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	80,250	64,400	60,000	60,000	60,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	35,497	11,887	14,445	27,193	30,289
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>115,747</b>	<b>76,287</b>	<b>74,445</b>	<b>87,193</b>	<b>90,289</b>

**Revenue Notes:**

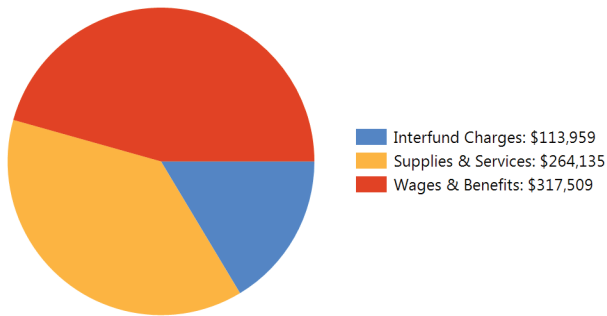




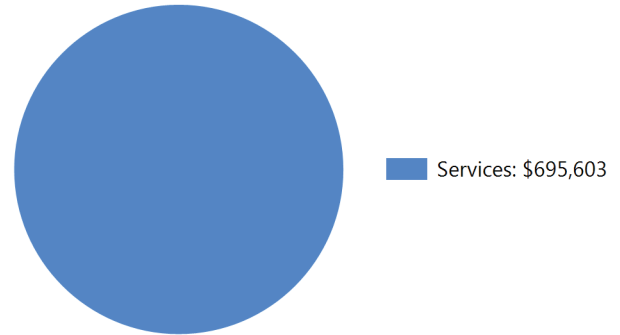
# Reprographics

Provides duplication and printing services to all City departments and includes management of the floor copiers in City Hall.

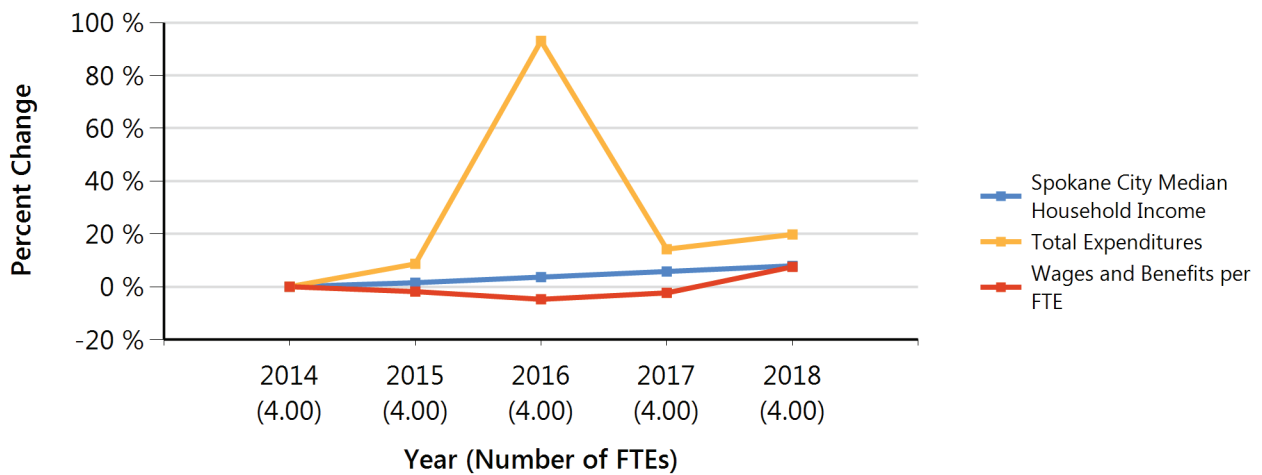
## 2018 Expenditures



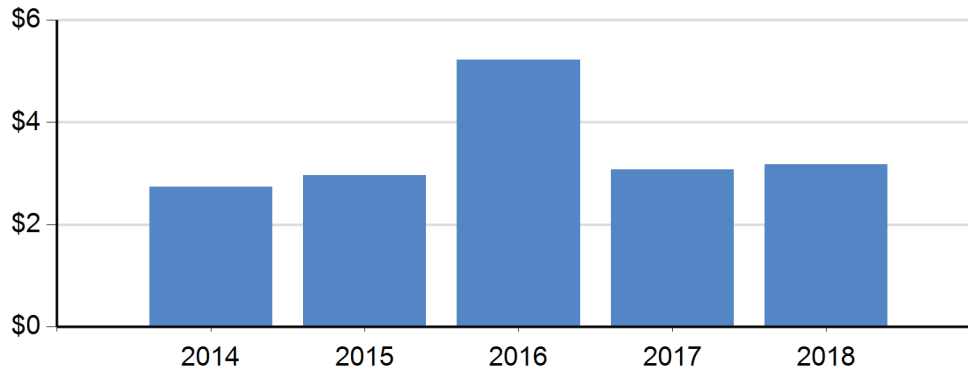
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$2.74	\$2.96	\$5.23	\$3.08	\$3.18
Percent Change	0.00%	8.63%	77.71%	-40.84%	4.87%

**Department Summary:** Reprographics**Division:** Stand Alone Departments**Fund Type:** Internal Service Fund

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**Executive Summary:**

Provides duplication and printing services to all City departments and includes management of the floor copiers in City Hall.

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**Programs and Services:**

Reprographics supports and enhances the image of the City through quality publications. As a partner and support system service to City departments, Reprographics operates a centralized in-house print and copy shop, and manages the networked floor copiers in City Hall for the convenience and efficiency of employees. Quality and customer service is the focus of Reprographics.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	56,912	92,275	134,226	110,187	113,959
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	296,112	290,612	282,115	288,970	317,509
Supplies & Services	227,747	244,862	704,845	264,135	264,135
Debt Services	0	0	0	0	0
All Other	0	3,150	0	0	0
<b>TOTAL</b>	<b>580,771</b>	<b>630,899</b>	<b>1,121,186</b>	<b>663,292</b>	<b>695,603</b>

**Expenditure Notes:****Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	584,314	616,236	761,367	681,863	695,603
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	1,000	0	0	0
<b>TOTAL</b>	<b>584,314</b>	<b>617,236</b>	<b>761,367</b>	<b>681,863</b>	<b>695,603</b>

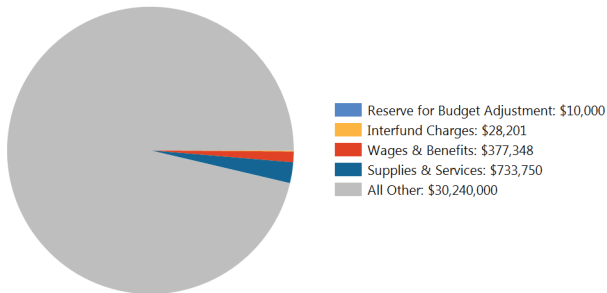
**Revenue Notes:**



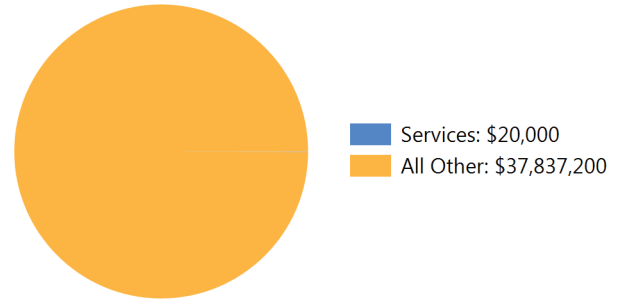
# Spokane Employees' Retirement System

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the Spokane Employees' Retirement System (SERS), a defined benefit plan for the non-uniform employees of the City.

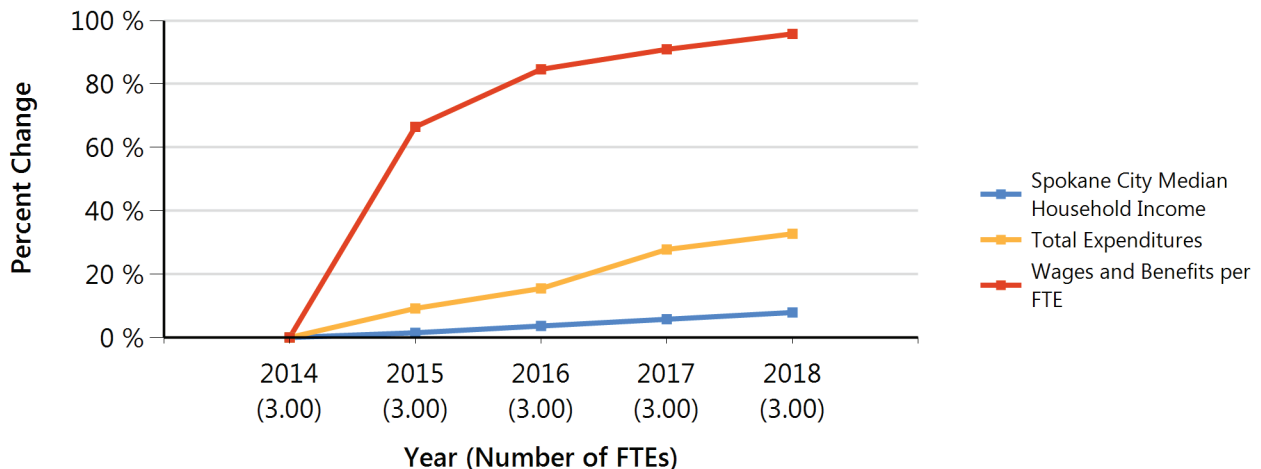
## 2018 Expenditures



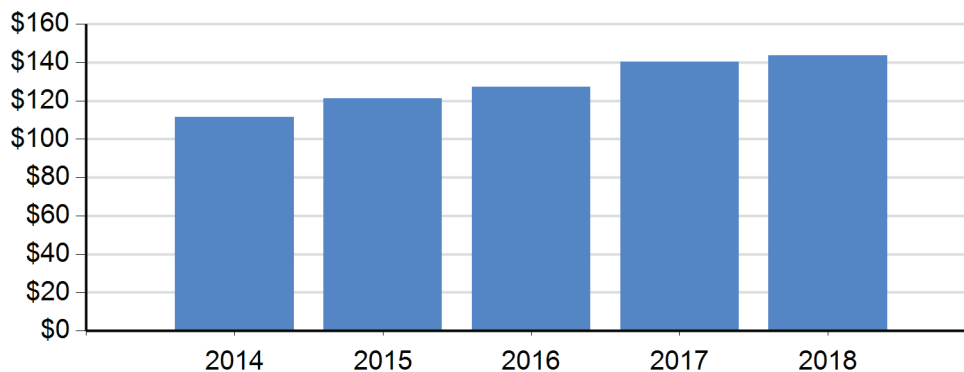
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$111.40	\$121.18	\$127.32	\$140.26	\$143.64
Percent Change	0.00%	9.18%	5.75%	10.65%	3.87%

## Department Summary: Spokane Employees' Retirement System

**Division:** Stand Alone Departments

**Fund Type:** Trust and Agency Fund

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### Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the Spokane Employees' Retirement System (SERS), a defined benefit plan for the non-uniform employees of the City.

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### Programs and Services:

SERS provides pension benefits related to retirement, disability, and death. All permanent employees of the City are eligible to belong to SERS with the exception of police and firefighters who are members of the State Law Enforcement Officers and Firefighters' Retirement System. At December 31, 2016, there were 1,342 retirees and beneficiaries receiving benefits; 109 vested and portable former employees who are entitled to future benefits; and 1,460 active members for a total of 2,911 SERS members. A seven-member board, as defined in the Spokane Municipal Code, governs the Plan.

The primary defined benefit plan for the city is The Spokane Employees' Retirement System (SERS). SERS general staff duties comprise three functions:

- 1) Administering the system, including processing retirements, preparing estimates, counseling employees, and educating employees about the benefit.
- 2) Managing the \$290+ million investment portfolio and providing funds for the monthly pension payments.
- 3) Monitoring compliance with City, State and Federal Laws.

Pension annuity payments represent the largest portion of the SERS budget. These payments are legal obligations owed to retirees and funded from the plan's assets. The assets are comprised of employee contributions, the City's matching contribution and investment returns. For 2018, benefit payments are budgeted at \$29.2 million, which is an increase from the 2017 budget of \$28.2 million due to an increased population of retirees.

For the 2018 budget, administrative costs of operating the Plan, not including pension annuities, were flat compared to the 2017 Budget. SERS assets are separately held in a pension trust fund; SERS revenues and expenditures are also separately accounted for inside a trust fund within the City of Spokane.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	30,887	23,734	25,588	26,012	28,201
Reserve for Budget Adjustment	0	0	0	10,000	10,000
Transfers Out	0	0	0	0	0
Wages & Benefits	172,101	286,494	338,517	359,823	377,348
Supplies & Services	545,008	897,978	460,542	662,826	733,750
Debt Services	0	0	0	0	0
All Other	22,902,551	24,614,669	26,484,905	29,160,000	30,240,000
<b>TOTAL</b>	<b>23,650,547</b>	<b>25,822,875</b>	<b>27,309,552</b>	<b>30,218,661</b>	<b>31,389,299</b>

**Expenditure Notes:**

"All Other" includes pension annuity claims, terminated employee refunds of contributions and non-cash amortization of the pension module of the PeopleSoft System.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	6,696	22,061	19,375	10,000	20,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	28,515,569	12,003,590	32,355,964	20,037,200	37,837,200
<b>TOTAL</b>	<b>28,522,265</b>	<b>12,025,651</b>	<b>32,375,339</b>	<b>20,047,200</b>	<b>37,857,200</b>

**Revenue Notes:**

"Miscellaneous Revenues" includes investment earnings, participant contributions, and employer contributions.

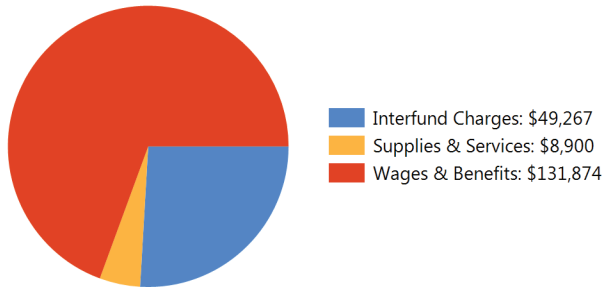




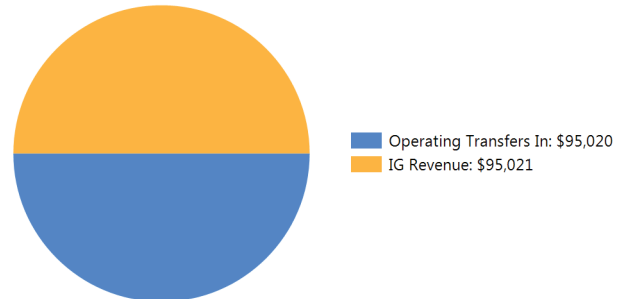
# Spokane Regional Emergency Communications System (LEIS)

This fund houses the remaining items for the transition from the legacy Law CAD RMS system (NG) to the Tyler New World CAD RMS Implementation (as of Oct 4, 2016). Included in this are the Regional Project Management Services for this effort and other projects.

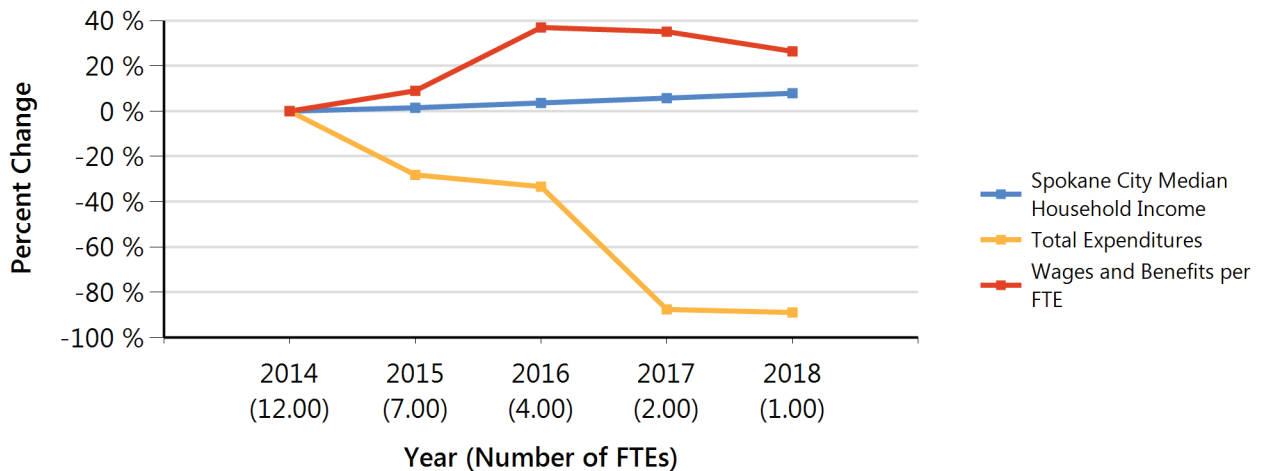
## 2018 Expenditures



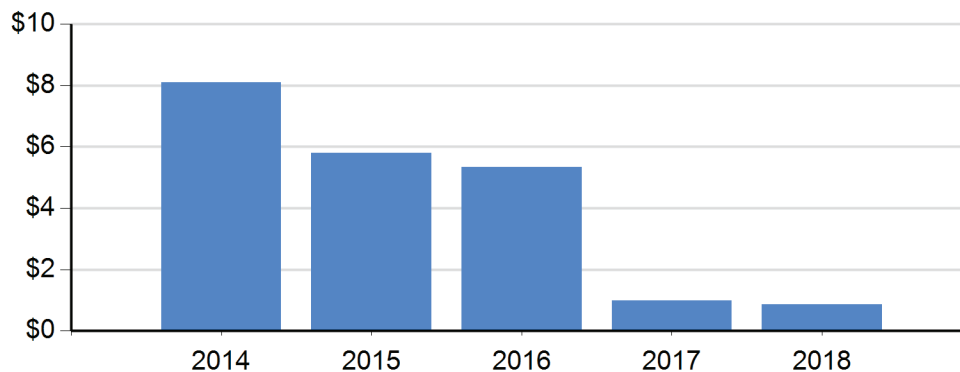
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$8.11	\$5.80	\$5.35	\$0.99	\$0.87
Percent Change	0.00%	-28.17%	-7.18%	-81.40%	-10.90%

**Department Summary:** Spokane Regional Emergency Communications System (LEIS)**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

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**Executive Summary:**

This fund houses the remaining items for the transition from the legacy Law CAD RMS system (NG) to the Tyler New World CAD RMS Implementation (as of Oct 4, 2016). Included in this are the Regional Project Management Services for this effort and other projects.

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**Programs and Services:**

Services in this fund include the financial close out tasks for the legacy Cost Allocation Matrix and on-going regional project management services.

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>12.00</b>	<b>7.00</b>	<b>4.00</b>	<b>2.00</b>	<b>1.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	63,404	72,562	130,532	52,750	49,267
Reserve for Budget Adjustment	0	0	0	(130,428)	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,266,130	804,964	588,645	288,900	131,874
Supplies & Services	335,940	310,726	251,657	2,081	8,900
Debt Services	0	0	0	0	0
All Other	55,284	47,612	176,177	0	0
<b>TOTAL</b>	<b>1,720,758</b>	<b>1,235,864</b>	<b>1,147,011</b>	<b>213,303</b>	<b>190,041</b>

**Expenditure Notes:**

Expenditures have significantly reduced due to the fact that the Law Enforcement information systems and Spokane County Regional Emergency Communication system (SRECS) were accounted for in this fund from 2014-2016. 2017 only had a portion of SRECS until staff retired.

This fund is now used for the Project Management of various Public Safety systems projects.

**Revenues:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	731,439	0	509,331	183,432	95,021
Services	921,614	1,272,173	536,998	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	235,813	7,500	95,020
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,653,053</b>	<b>1,272,173</b>	<b>1,282,142</b>	<b>190,932</b>	<b>190,041</b>

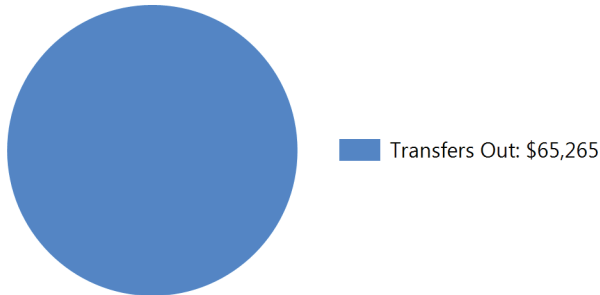
**Revenue Notes:**



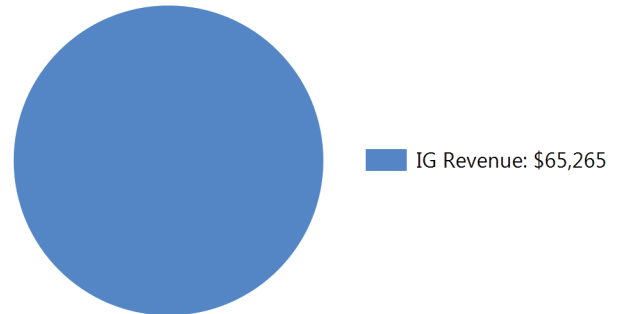
# Trial Court Improvement Fund

The Washington State Administrative Office of the Courts (AOC) provides funding to support the City's Municipal Court. These funds flow through the Trial Court Improvement Account to the Municipal Court in support of their activities.

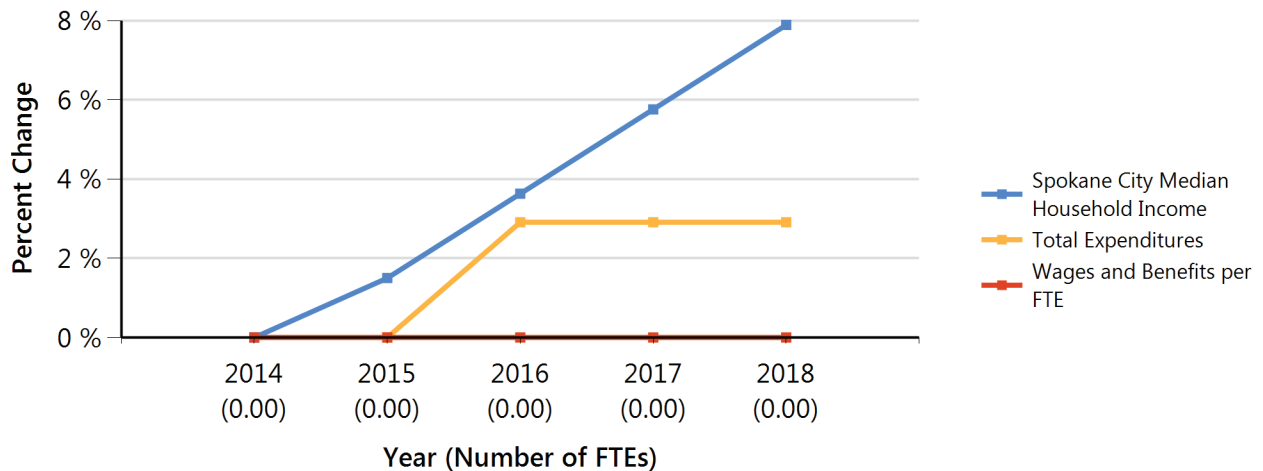
## 2018 Expenditures



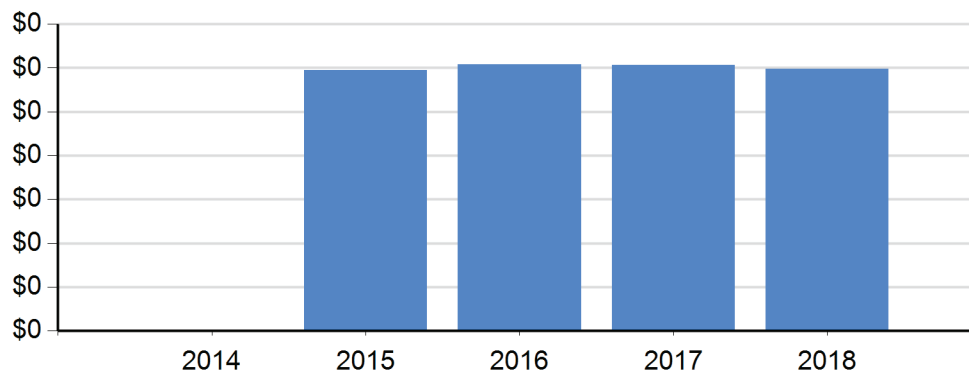
## 2018 Revenues



## Cumulative percent change over the last 5 years



## Spending Per Capita



\* 2014 through 2016 Actual  
2017 through 2018 Budget

Spending	\$0.00	\$0.30	\$0.30
Percent Change	0.00%	0.00%	0.00%

**Department Summary:** Trial Court Improvement Fund**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

---

**Executive Summary:**

The Washington State Administrative Office of the Courts (AOC) provides funding to support the City's Municipal Court. These funds flow through the Trial Court Improvement Account to the Municipal Court in support of their activities.

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**Programs and Services:**

**FTEs**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	63,420	65,265	65,265	65,265
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>63,420</b>	<b>65,265</b>	<b>65,265</b>	<b>65,265</b>

**Expenditure Notes:****Revenues:**

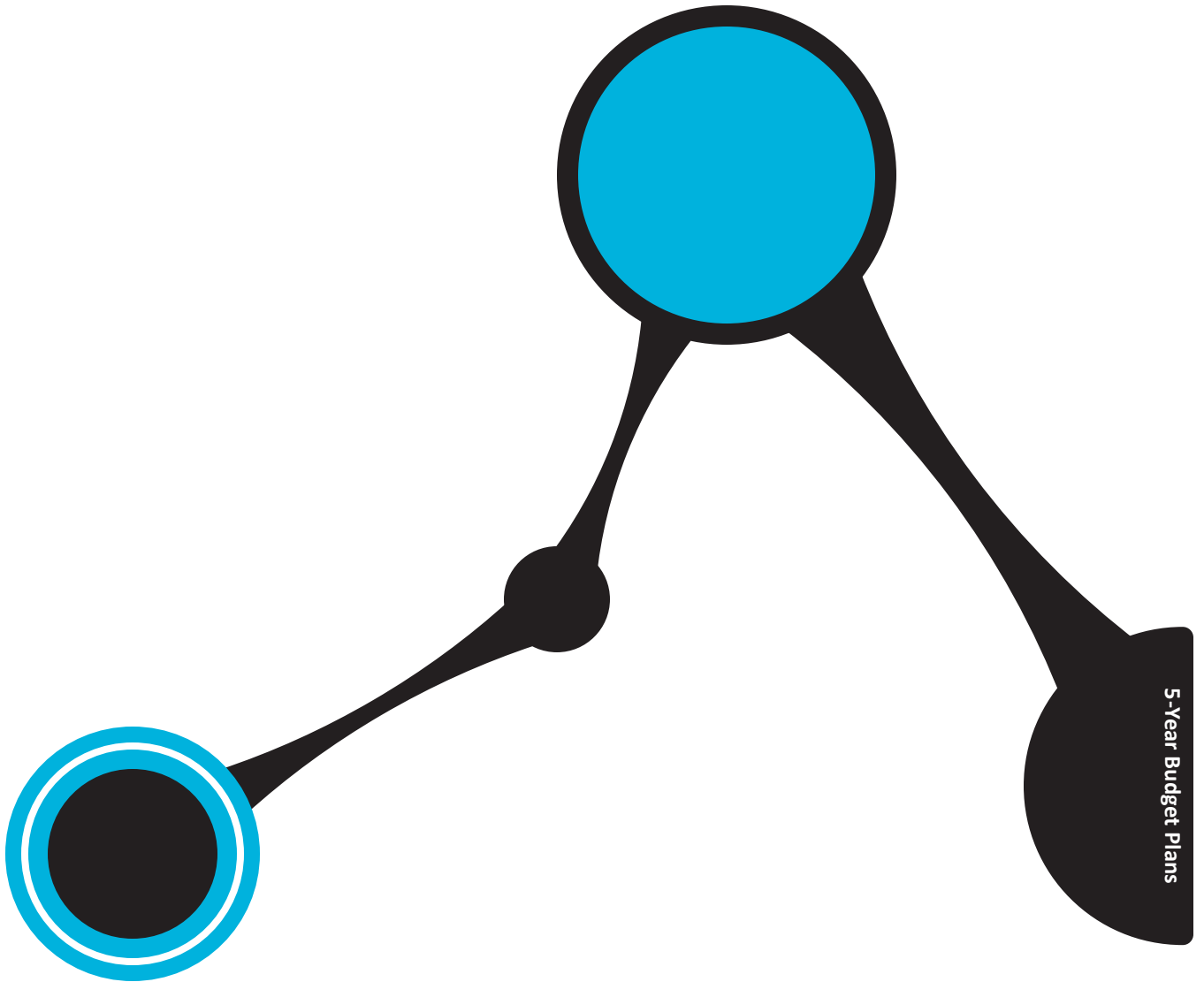
	2014 Actual	2015 Actual	2016 Actual	2017 Budget	2018 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	66,112	70,708	65,265	65,265
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>66,112</b>	<b>70,708</b>	<b>65,265</b>	<b>65,265</b>

**Revenue Notes:**



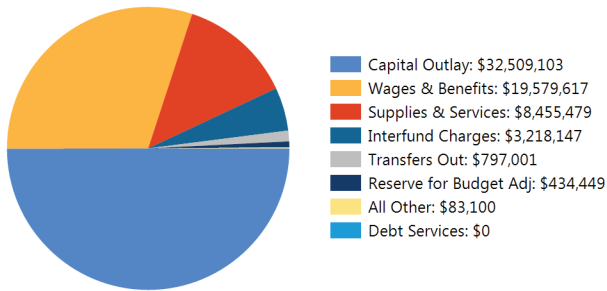


# 5-Year Budget Plans

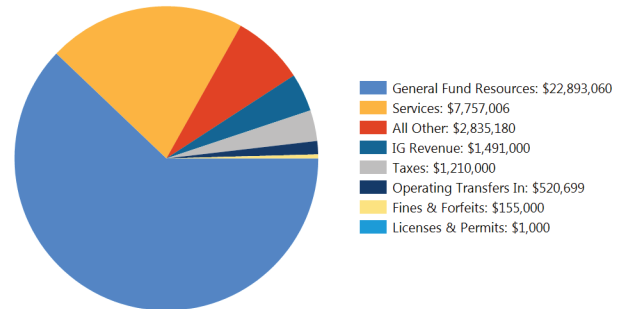


# Community, Health, and Environment

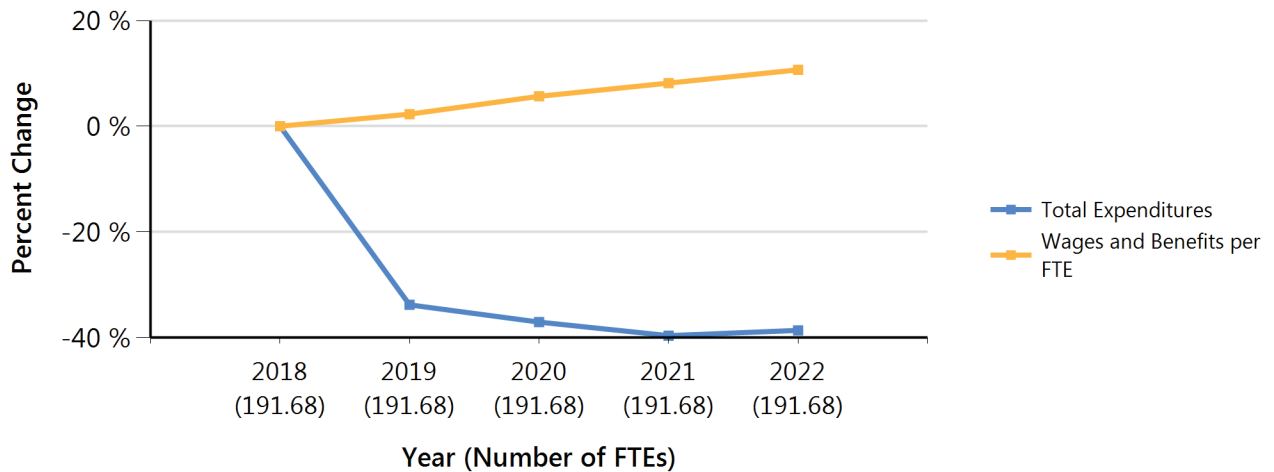
## 2018 Expenditures



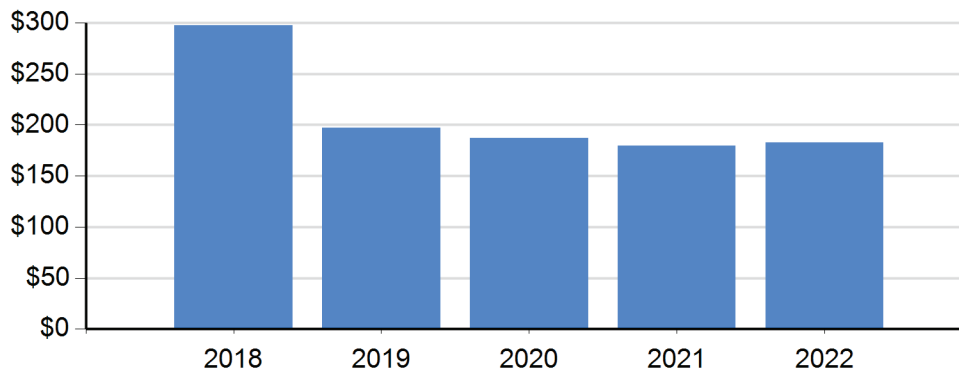
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



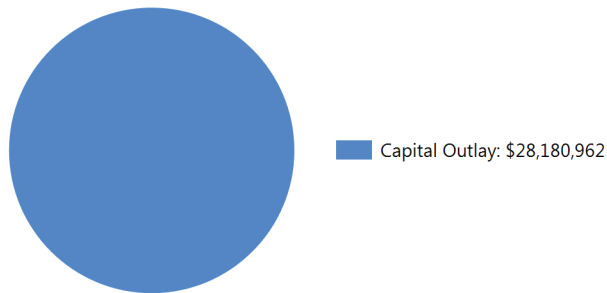
Spending	\$297.80	\$197.10	\$187.37	\$179.74	\$182.71
Percent Change	0.00%	-33.81%	-4.93%	-4.07%	1.65%



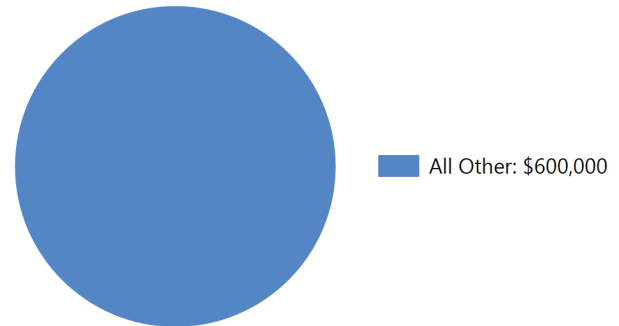
## Capital Improvements 2015 Parks

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

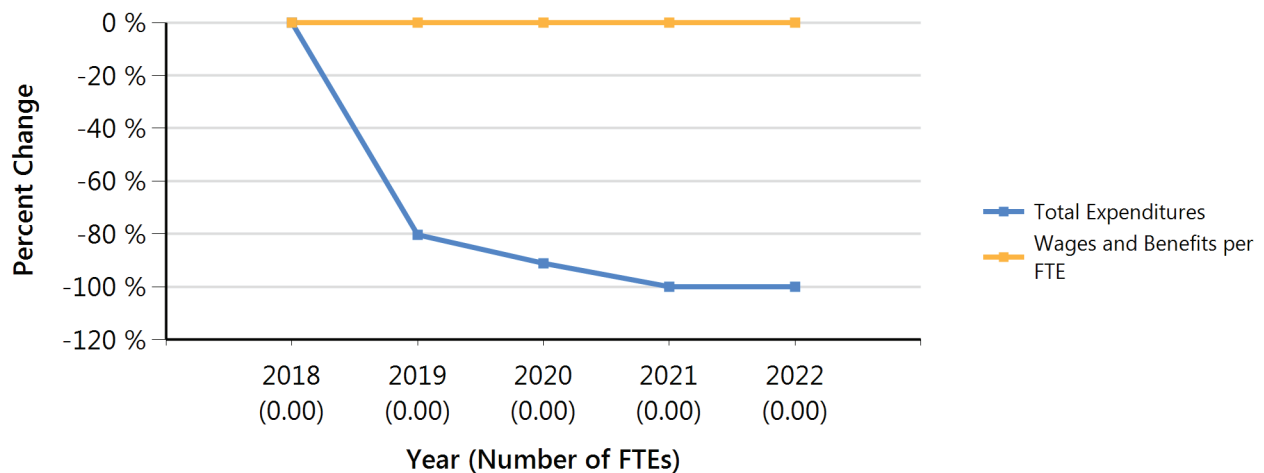
### 2018 Expenditures



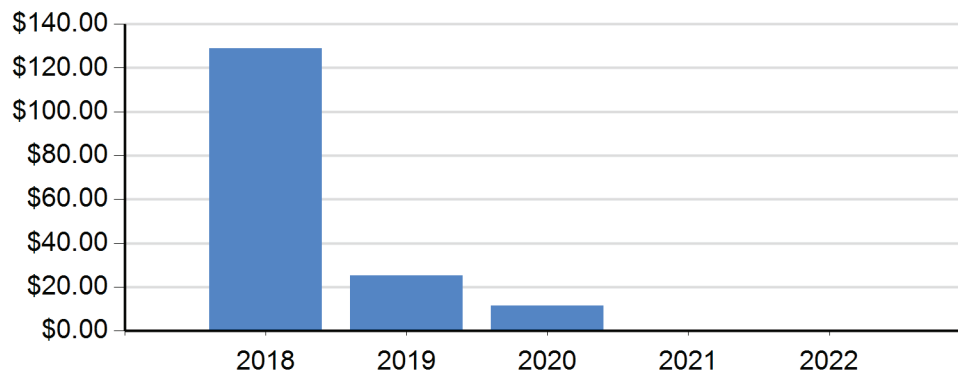
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$128.96	\$25.33	\$11.43	\$0.00	\$0.00
Percent Change	0.00%	-80.36%	-54.86%	-100.00%	0.00%

## Department Summary: Capital Improvements 2015 Parks

**Division:** Community, Health, and Environment

**Fund Type:** Capital Project Fund

---

### Executive Summary:

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

---

### Programs and Services:

This Bond will be used for capital projects directed by the Riverfront Park Master plan. 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. It is anticipated that the bond proceeds will be spent by 2020.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	28,180,962	5,534,619	2,498,315	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>28,180,962</b>	<b>5,534,619</b>	<b>2,498,315</b>	<b>0</b>	<b>0</b>

**Assumptions for Projections:**

Project is scheduled to be completed by 2020.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	600,000	600,000	300,000	0	0
<b>TOTAL</b>	<b>600,000</b>	<b>600,000</b>	<b>300,000</b>	<b>0</b>	<b>0</b>

**Assumptions for Projections:**

Miscellaneous Revenue reflects interest on remaining bond funds.

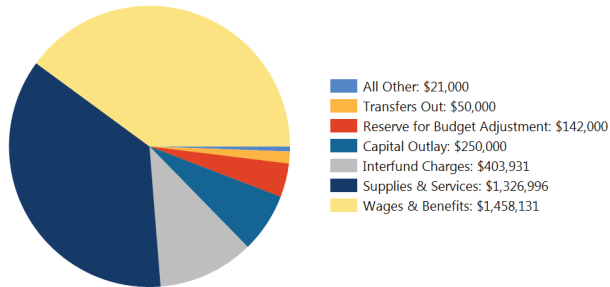




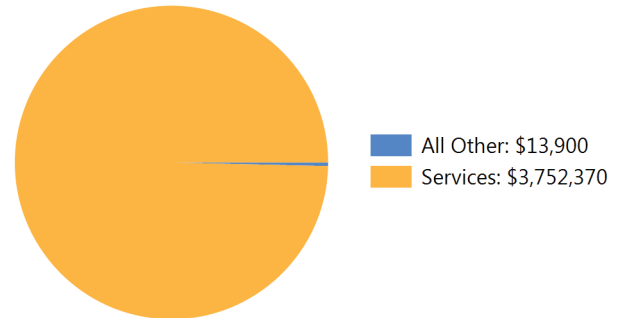
## Golf Fund

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.

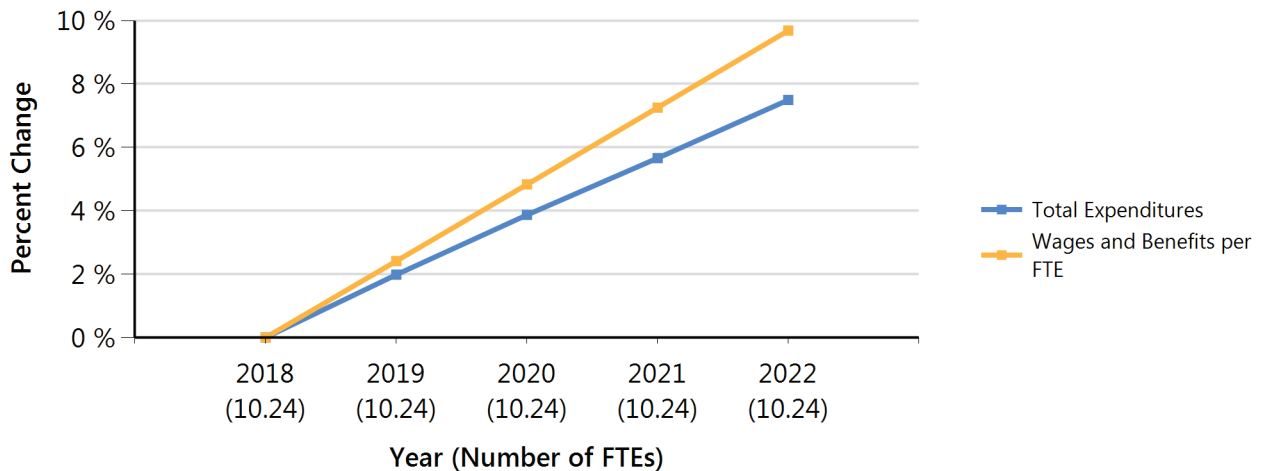
### 2018 Expenditures



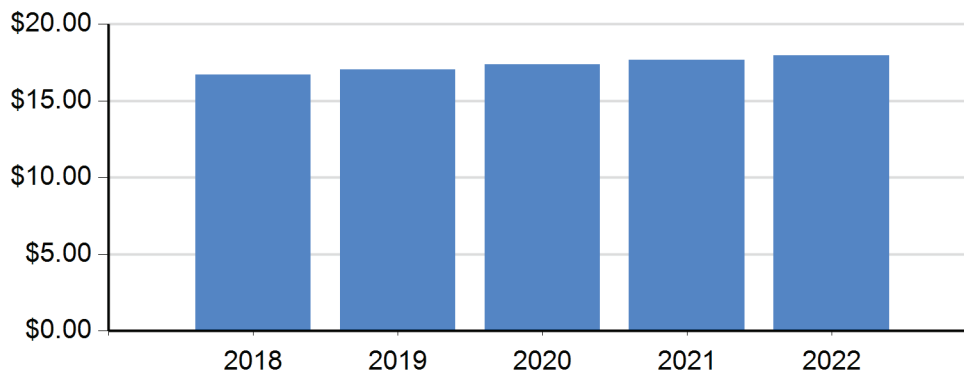
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$16.71	\$17.04	\$17.36	\$17.66	\$17.96
Percent Change	0.00%	1.98%	1.84%	1.72%	1.73%

## Department Summary: Golf Fund

**Division:** Community, Health, and Environment

**Fund Type:** Enterprise Fund

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### 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.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>10.24</b>	<b>10.24</b>	<b>10.24</b>	<b>10.24</b>	<b>10.24</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	250,000	255,000	260,100	265,302	270,608
Interfund Charges	403,931	416,049	428,530	441,386	454,628
Reserve for Budget Adjustment	142,000	142,000	142,000	142,000	142,000
Transfers Out	50,000	60,000	65,000	65,000	65,000
Wages & Benefits	1,458,131	1,493,293	1,529,397	1,566,474	1,604,551
Supplies & Services	316,920	316,920	316,920	316,920	316,920
Other Services & Changes	1,010,076	1,020,177	1,030,379	1,040,682	1,051,089
Debt Services	0	0	0	0	0
All Other	21,000	21,000	21,000	21,000	21,000
<b>TOTAL</b>	<b>3,652,058</b>	<b>3,724,439</b>	<b>3,793,326</b>	<b>3,858,764</b>	<b>3,925,796</b>

**Assumptions for Projections:**

Assumptions:

2.0% Salaries annually

4.0 % Benefits annually

3.0% Interfund Expenses annually

1.0% for Services/Charges annually primarily to reflect utility increases

2.0% annually for capital outlay

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	3,752,370	3,827,417	3,903,966	3,982,045	4,061,686
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	13,900	14,178	14,462	14,751	15,046
<b>TOTAL</b>	<b>3,766,270</b>	<b>3,841,595</b>	<b>3,918,428</b>	<b>3,996,796</b>	<b>4,076,732</b>

**Assumptions for Projections:**

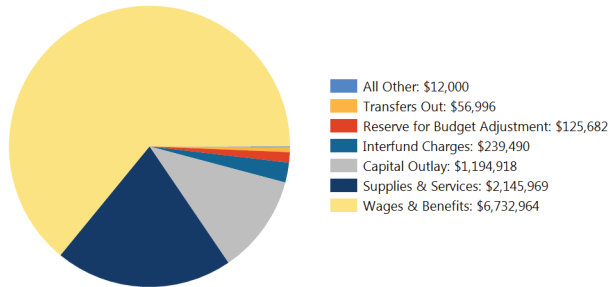
Revenues are assumed to grow 2% annually.



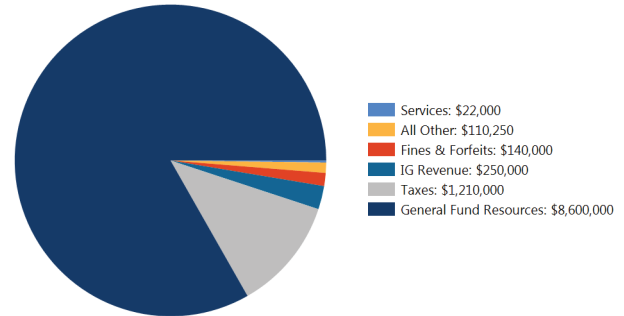
# Library

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

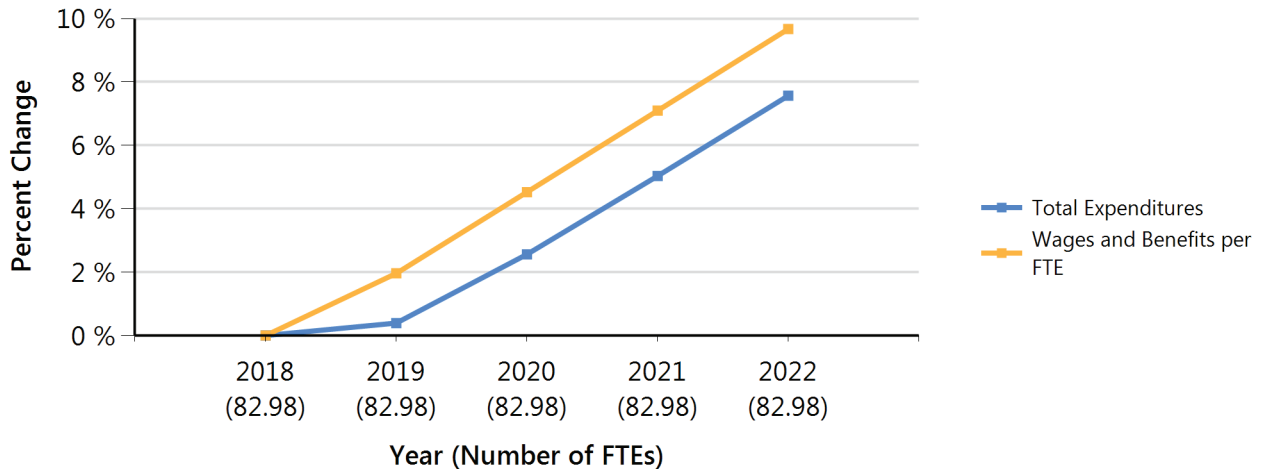
## 2018 Expenditures



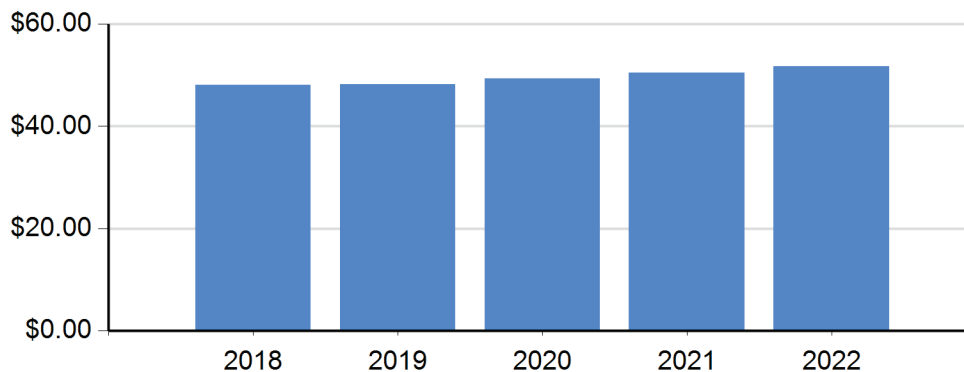
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$48.09	\$48.27	\$49.32	\$50.51	\$51.72
Percent Change	0.00%	0.39%	2.15%	2.41%	2.41%

## Department Summary: Library

**Division:** Community, Health, and Environment

**Fund Type:** Special Revenue Fund

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### Executive Summary:

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

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### Programs and Services:

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

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>82.98</b>	<b>82.98</b>	<b>82.98</b>	<b>82.98</b>	<b>82.98</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	1,194,918	1,227,015	1,260,076	1,294,128	1,329,202
Interfund Charges	239,490	221,582	228,000	235,000	242,000
Reserve for Budget Adjustment	125,682	120,000	95,000	95,000	95,000
Transfers Out	56,996	56,996	56,996	56,996	56,996
Wages & Benefits	6,732,964	6,865,000	7,041,000	7,222,000	7,408,000
Supplies & Services	520,764	391,000	397,000	403,000	409,000
Other Services & Changes	1,625,205	1,655,680	1,687,060	1,718,812	1,750,946
Debt Services	0	0	0	0	0
All Other	12,000	12,000	12,000	12,000	12,000
<b>TOTAL</b>	<b>10,508,019</b>	<b>10,549,273</b>	<b>10,777,132</b>	<b>11,036,936</b>	<b>11,303,144</b>

**Assumptions for Projections:**

- 1) Salaries and wages increase by 2%
- 2) Personnel benefits increase by 4%
- 3) Supplies and Services increase by 1.5% per year. (2018 incurred a one-time expenditure.)
- 4) Utilities increase by 3% per year
- 5) Interfund charges increase by 3% per year
- 6) 3% increase to Books & Materials

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	1,210,000	1,234,200	1,240,000	1,250,000	1,250,000
Licenses & Permits	0	0	0	0	0
IG Revenue	250,000	100,000	100,000	100,000	100,000
Services	22,000	22,000	22,000	22,000	22,000
Fines & Forfeits	140,000	133,000	126,350	120,033	114,031
Operating Transfers In	0	0	0	0	0
General Fund Resources	8,600,000	8,806,400	9,017,754	9,234,180	9,455,800
All Other	110,250	122,859	632,649	143,378	155,141
<b>TOTAL</b>	<b>10,332,250</b>	<b>10,418,459</b>	<b>11,138,753</b>	<b>10,869,591</b>	<b>11,096,972</b>

**Assumptions for Projections:**

- 1) Fee & Fine Revenue – Reduction to reflect actuals
- 2) General Fund allocation increase estimated using a 2.4% increase factor
- 3) Levy Lid Lift renewed for 2018 - 2024
- 4) Continued focus on strategic partnerships to increase Contributions & Donations - 15% increase 2018 - 2019 and 10% thereafter

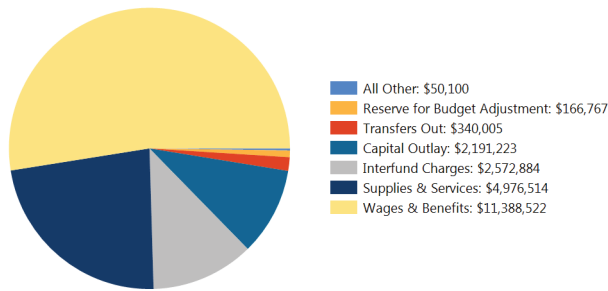




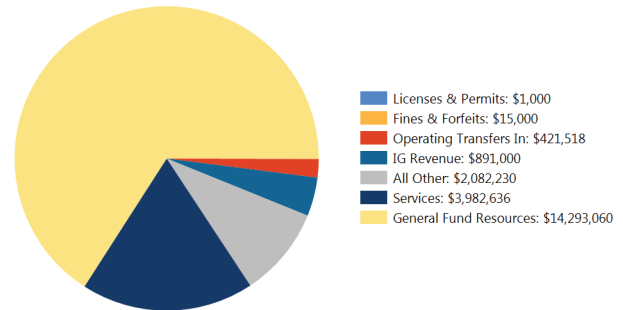
## Parks and Recreation

Parks & Recreation manages/operates and maintains more than 3,100 acres, including developed parks, gardens, conservation lands, playgrounds, the arboretum, Riverfront 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.

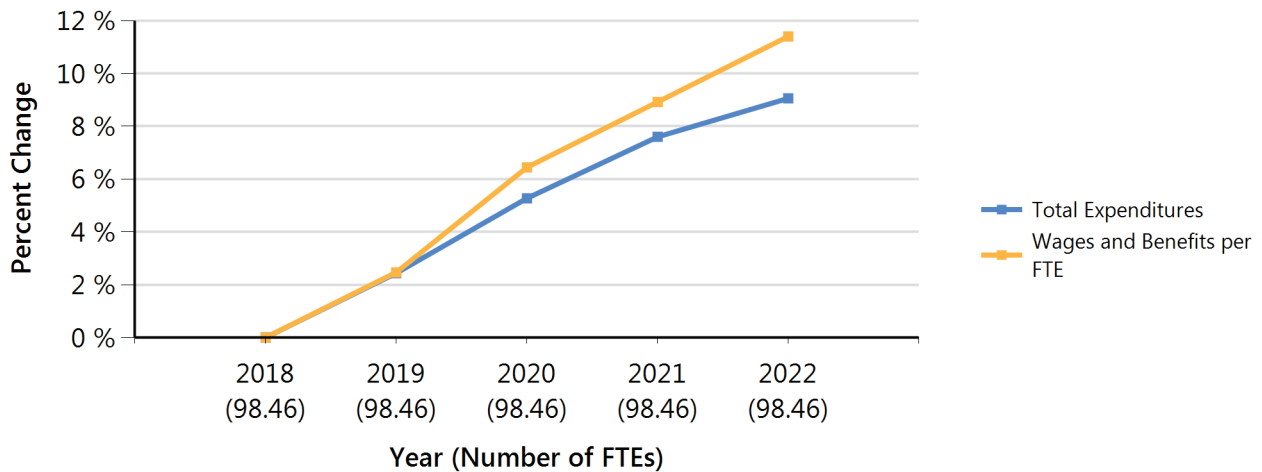
### 2018 Expenditures



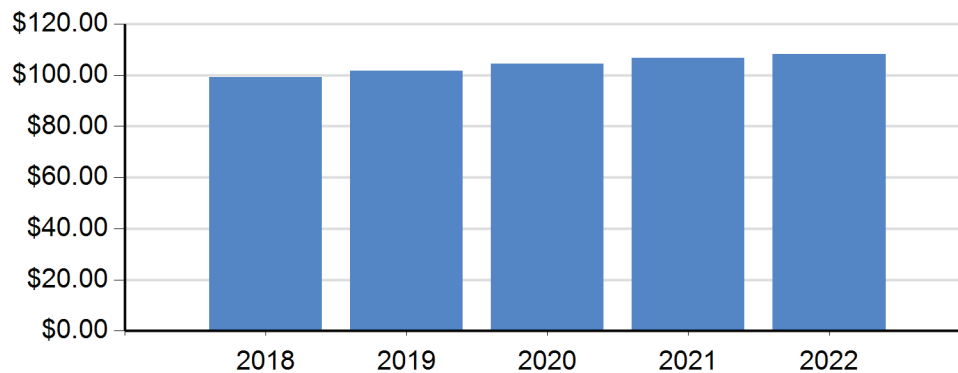
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$99.24	\$101.66	\$104.47	\$106.78	\$108.22
Percent Change	0.00%	2.43%	2.76%	2.20%	1.35%

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

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**Executive Summary:**

Parks & Recreation manages/operates and maintains more than 3,100 acres, including developed parks, gardens, conservation lands, playgrounds, the arboretum, Riverfront 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.

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**Programs and Services:**

Parks and Recreation is continually striving to improve in its ability to meet the needs of the public. 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. The Parks Fund strives to maintain a 7 percent reserve and other additional reserves as necessary. Funds are being set aside in an effort to fully fund fleet equipment replacements, and a plan to systematically fund the replacement of other maintenance equipment, computers, and recreational equipment is being developed.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>98.46</b>	<b>98.46</b>	<b>98.46</b>	<b>98.46</b>	<b>98.46</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	2,191,223	2,224,091	2,257,453	2,291,315	2,325,684
Interfund Charges	2,572,884	2,650,071	2,729,573	2,811,460	2,895,804
Reserve for Budget Adjustment	166,767	166,767	166,767	166,767	166,767
Transfers Out	340,005	440,005	440,005	490,005	340,005
Wages & Benefits	11,388,522	11,669,616	12,133,464	12,433,807	12,742,464
Supplies & Services	1,225,750	1,225,750	1,225,750	1,225,750	1,225,750
Other Services & Charges	3,750,764	3,788,272	3,826,154	3,864,416	3,903,060
Debt Services	0	0	0	0	0
All Other	50,100	50,100	50,100	50,100	50,100
<b>TOTAL</b>	<b>21,686,015</b>	<b>22,214,672</b>	<b>22,829,266</b>	<b>23,333,620</b>	<b>23,649,634</b>

**Assumptions for Projections:**

Assumptions:

2.0% Salaries annually

4.0 % Benefits annually

3.0% Interfund Expenses annually

1.0% for Services/Charges annually primarily to reflect utility increases

1.5% annually for capital outlay

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	1,000	1,000	1,000	1,000	1,000
IG Revenue	891,000	891,000	891,000	891,000	891,000
Services	3,982,636	4,062,289	4,143,534	4,226,405	4,310,933
Fines & Forfeits	15,000	15,000	15,000	15,000	15,000
Operating Transfers In	421,518	436,242	449,329	462,809	476,693
General Fund Resources	14,293,060	14,685,386	15,163,253	15,528,094	15,701,630
All Other	2,082,230	2,123,755	2,166,110	2,209,312	2,253,378
<b>TOTAL</b>	<b>21,686,444</b>	<b>22,214,672</b>	<b>22,829,226</b>	<b>23,333,620</b>	<b>23,649,634</b>

**Assumptions for Projections:**

3.0% annually for Operating Transfer In and General Fund Resources.

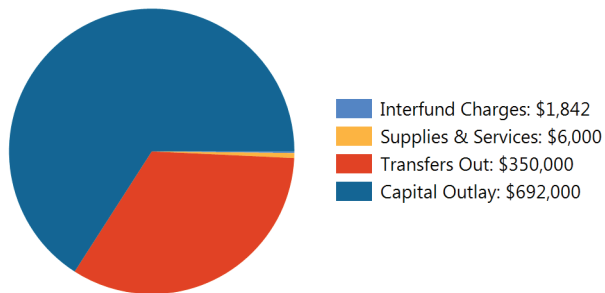
2.0% annually for Services and Miscellaneous Revenues to reflect increasing activity at Riverfront Park.



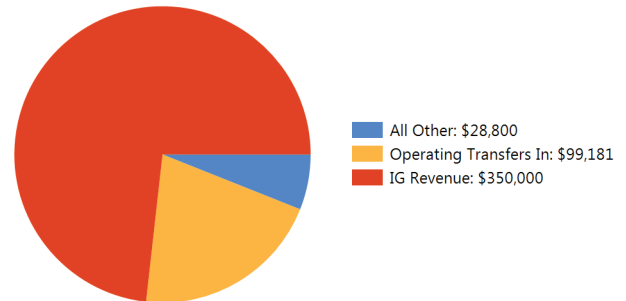
## Parks & Rec Capital

This program account for Long Term capital projects for the Parks & Recreation Department and Golf, including but not limited to computer and fleet replacement.

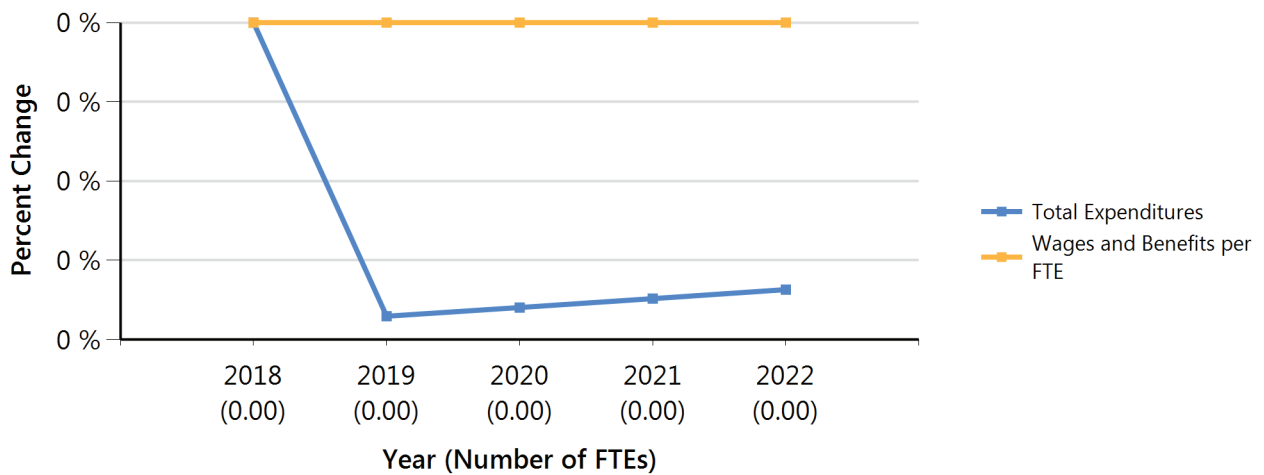
### 2018 Expenditures



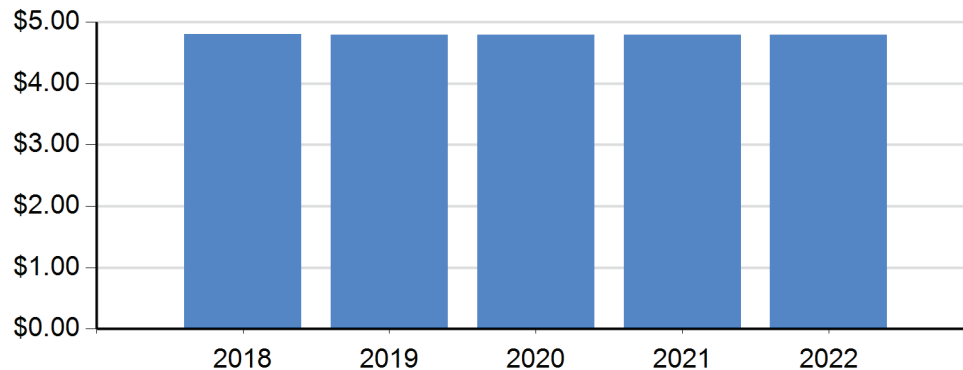
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$4.80	\$4.80	\$4.80	\$4.80	\$4.80
Percent Change	0.00%	-0.18%	0.00%	0.00%	0.00%

**Department Summary:** Parks & Rec Capital**Division:** Community, Health, and Environment**Fund Type:** Special Revenue Fund

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**Executive Summary:**

This program account for Long Term capital projects for the Parks & Recreation Department and Golf, including but not limited to computer and fleet replacement.

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**Programs and Services:**

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

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	692,000	690,000	690,000	690,000	690,000
Interfund Charges	1,842	1,897	1,954	2,013	2,073
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	350,000	350,000	350,000	350,000	350,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	6,000	6,000	6,000	6,000	6,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,049,842</b>	<b>1,047,897</b>	<b>1,047,954</b>	<b>1,048,013</b>	<b>1,048,073</b>

**Assumptions for Projections:**

Capital outlay shown to be constant but actual expenditures will vary with the completion of a capital replacement plan for Parks Department vehicles and equipment.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	350,000	350,000	350,000	350,000	350,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	99,181	99,181	99,181	99,181	99,181
General Fund Resources	0	0	0	0	0
All Other	28,800	29,376	29,964	30,563	31,174
<b>TOTAL</b>	<b>477,981</b>	<b>478,557</b>	<b>479,145</b>	<b>479,744</b>	<b>480,355</b>

**Assumptions for Projections:**

Transfers In shown to be constant but actual amount will vary with the completion of a capital replacement plan for Parks Department vehicles and equipment.

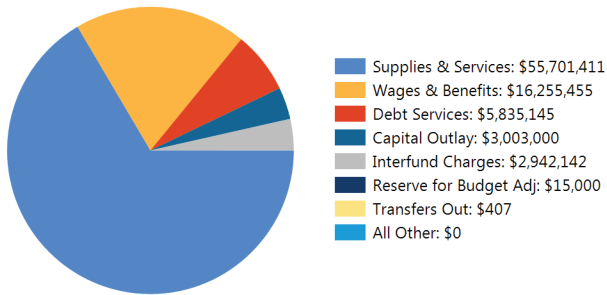
Miscellaneous Revenues reflect 2% growth rate annually.



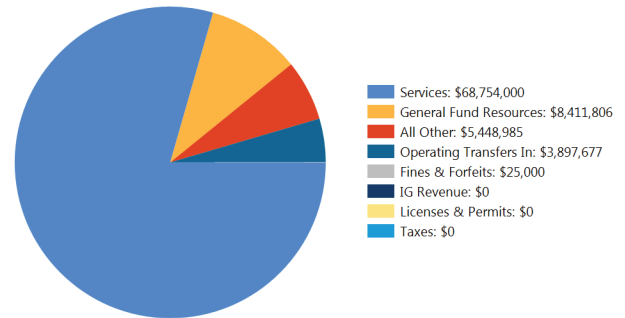


# Finance & Technology

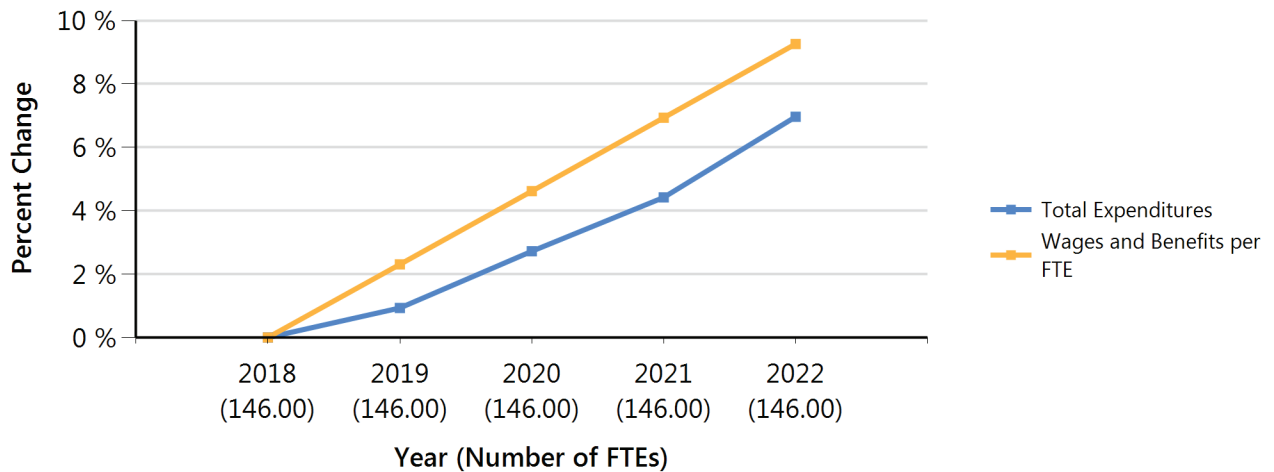
## 2018 Expenditures



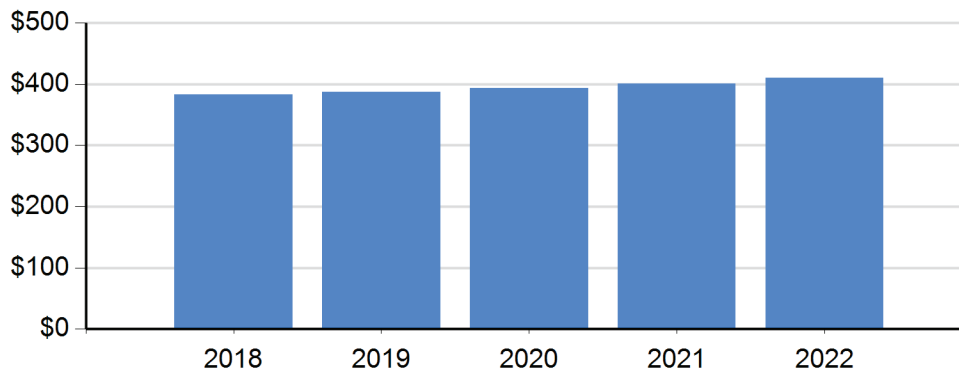
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



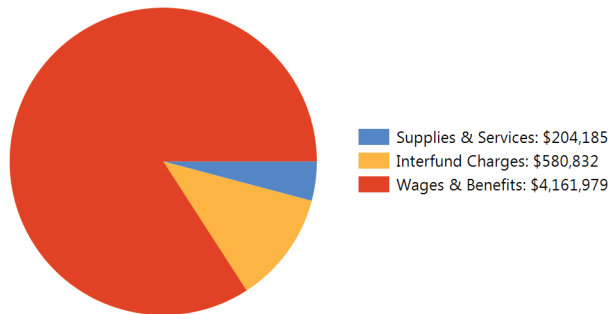
Spending	\$383.40	\$386.97	\$393.83	\$400.35	\$410.11
Percent Change	0.00%	0.93%	1.77%	1.65%	2.43%



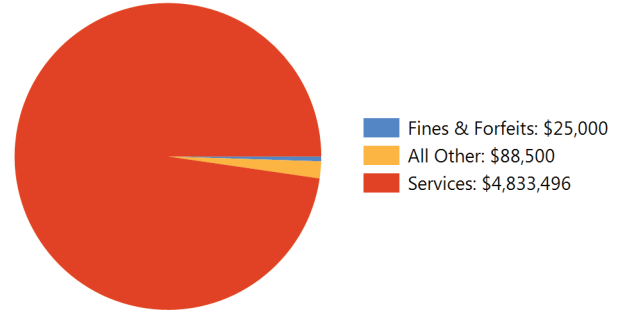
# Accounting Services

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

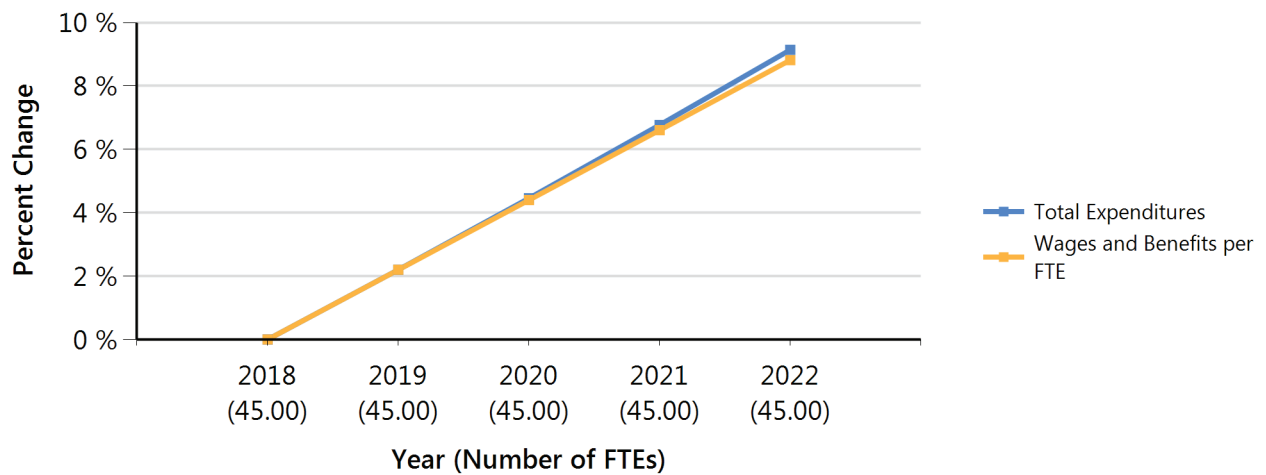
## 2018 Expenditures



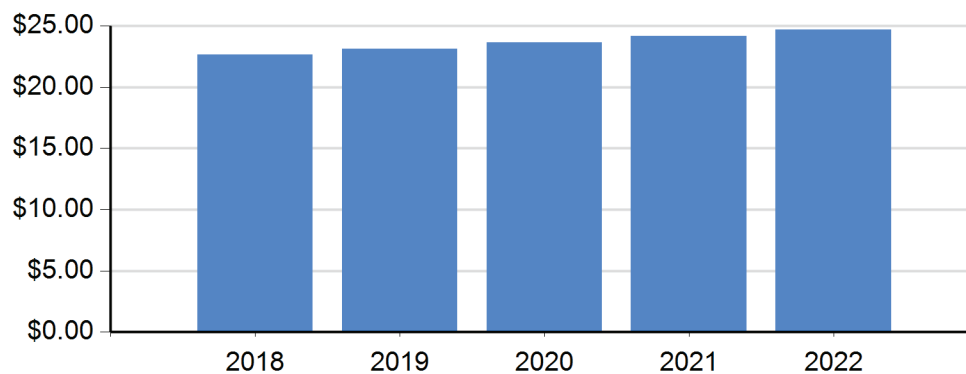
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$22.64	\$23.14	\$23.65	\$24.17	\$24.71
Percent Change	0.00%	2.20%	2.20%	2.21%	2.21%

## Department Summary: Accounting Services

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

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### Executive Summary:

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

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### Programs and Services:

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

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>	<b>45.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	580,832	598,257	616,205	634,690	653,731
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	4,161,979	4,253,509	4,347,113	4,442,994	4,541,183
Supplies & Services	26,559	26,559	26,559	26,559	26,559
Other Services & Changes	177,626	177,626	177,626	177,626	177,626
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>4,946,996</b>	<b>5,055,951</b>	<b>5,167,503</b>	<b>5,281,869</b>	<b>5,399,099</b>

**Assumptions for Projections:**

2% increase in salaries, 4% increase in medical, and 3% increase to interfund charges. A Proposed Buyer 1 position is being requested in 2018 to service the Fleet Department.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	4,833,496	4,942,451	5,054,003	5,168,369	5,285,599
Fines & Forfeits	25,000	25,000	25,000	25,000	25,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	88,500	88,500	88,500	88,500	88,500
<b>TOTAL</b>	<b>4,946,996</b>	<b>5,055,951</b>	<b>5,167,503</b>	<b>5,281,869</b>	<b>5,399,099</b>

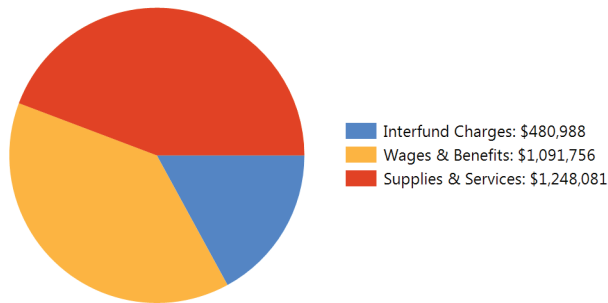
**Assumptions for Projections:**



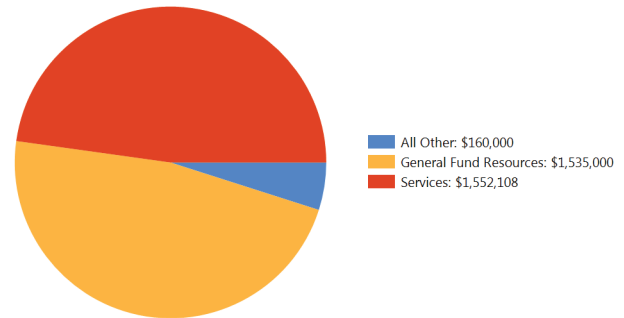
# Asset Management

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

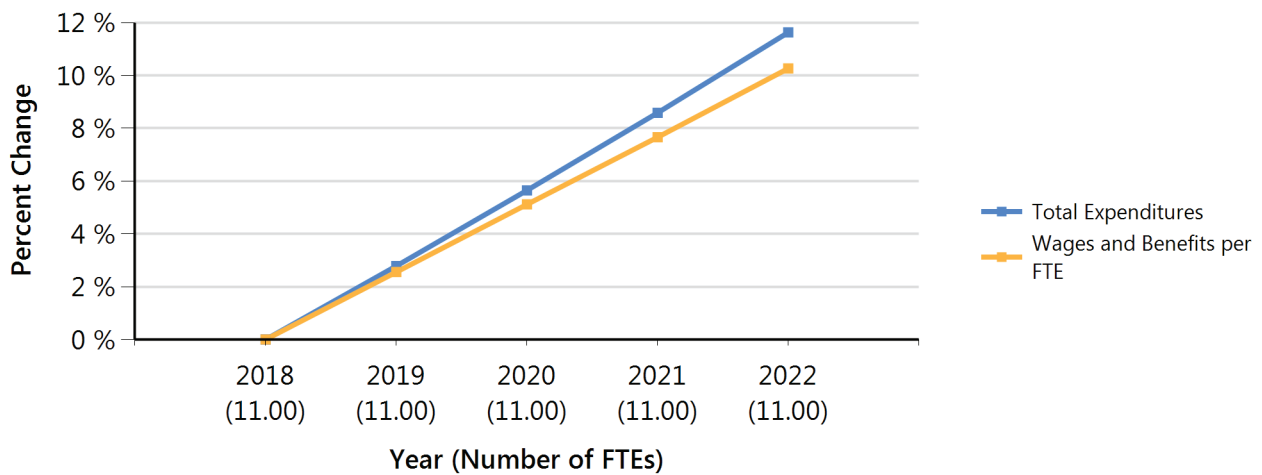
## 2018 Expenditures



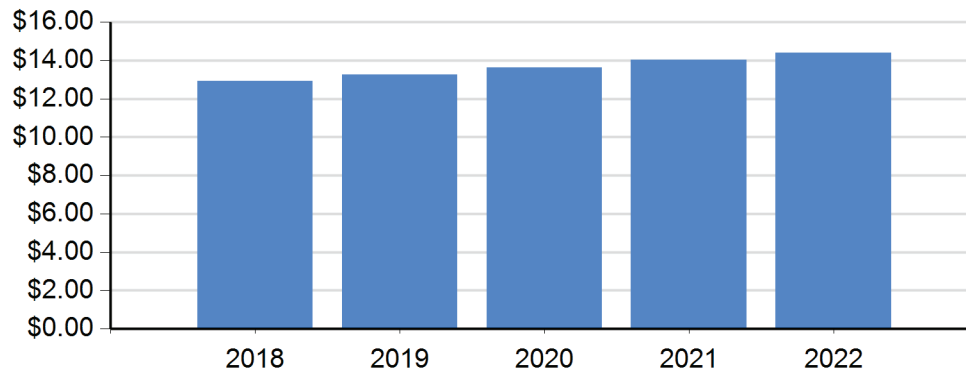
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$12.91	\$13.27	\$13.64	\$14.02	\$14.41
Percent Change	0.00%	2.78%	2.78%	2.77%	2.80%

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

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**Executive Summary:**

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

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**Programs and Services:**

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



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	480,988	495,418	510,281	525,589	541,357
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,091,756	1,119,639	1,148,321	1,177,528	1,208,187
Supplies & Services	38,875	40,002	41,162	42,356	43,584
Other Services & Changes	1,209,206	1,244,273	1,280,357	1,317,487	1,355,694
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,820,825</b>	<b>2,899,332</b>	<b>2,980,121</b>	<b>3,062,960</b>	<b>3,148,822</b>

**Assumptions for Projections:**

Estimated 2% annual increases in wages, 4% increases for benefits, 3% on Interfund Expenses , and supplies and services increased by long-term CPI of 2.9% per year

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,552,108	1,597,119	1,643,435	1,691,095	1,740,137
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,535,000	1,535,000	1,535,000	1,535,000	1,535,000
All Other	160,000	164,640	169,415	174,328	179,383
<b>TOTAL</b>	<b>3,247,108</b>	<b>3,296,759</b>	<b>3,347,850</b>	<b>3,400,423</b>	<b>3,454,520</b>

**Assumptions for Projections:**

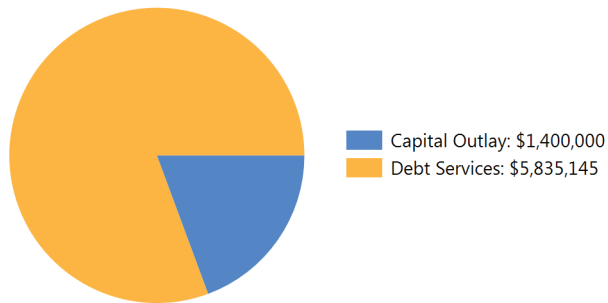
Increase in Services Revenue based on long-term CPI - 2.9% per year



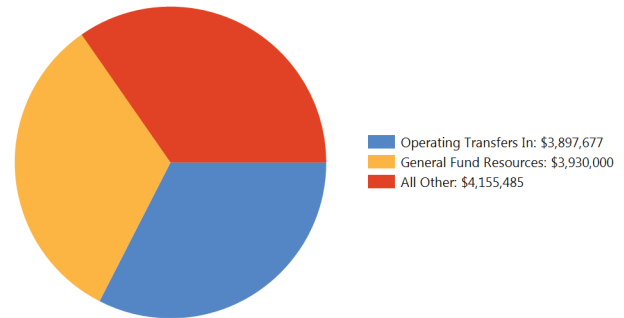
# Asset Management Fund Capital

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

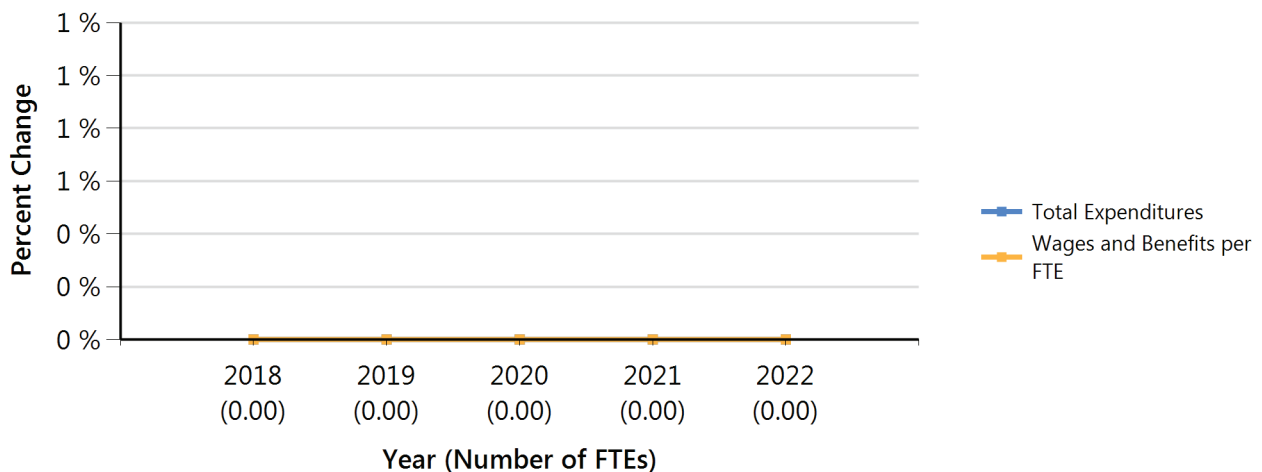
### 2018 Expenditures



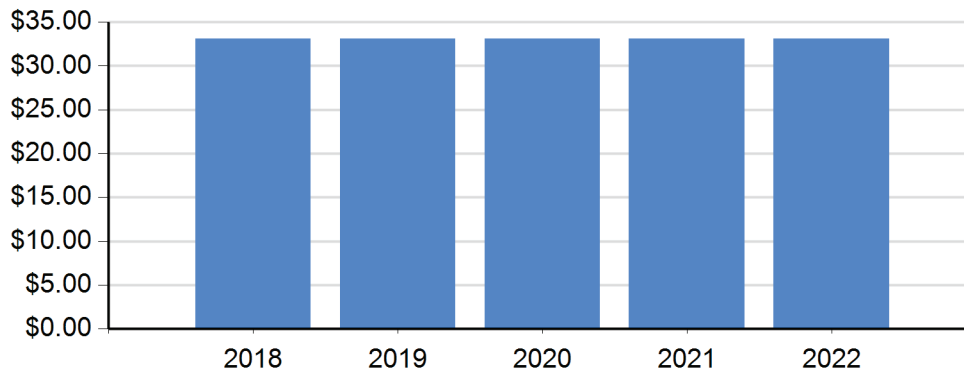
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$33.11	\$33.11	\$33.11	\$33.11	\$33.11
Percent Change	0.00%	0.00%	0.00%	0.00%	0.00%

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

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**Executive Summary:**

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

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**Programs and Services:**

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

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	5,835,145	5,835,145	5,835,145	5,835,145	5,835,145
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>7,235,145</b>	<b>7,235,145</b>	<b>7,235,145</b>	<b>7,235,145</b>	<b>7,235,145</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	3,897,677	4,010,710	4,127,020	4,246,704	4,369,858
General Fund Resources	3,930,000	4,043,970	4,161,245	4,281,921	4,406,097
All Other	4,155,485	4,275,994	4,399,998	4,527,598	4,658,898
<b>TOTAL</b>	<b>11,983,162</b>	<b>12,330,674</b>	<b>12,688,263</b>	<b>13,056,223</b>	<b>13,434,853</b>

**Assumptions for Projections:**

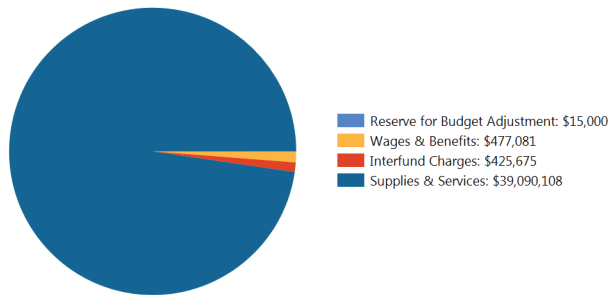
Long-term CPI of 2.9%



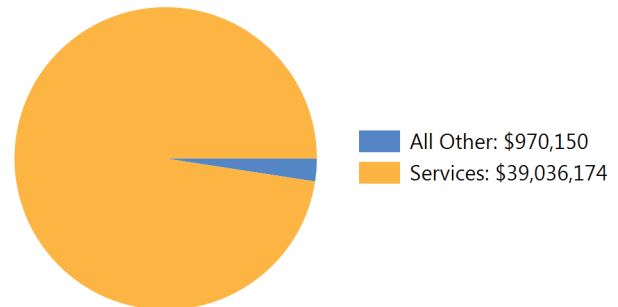
# Employee Benefits

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

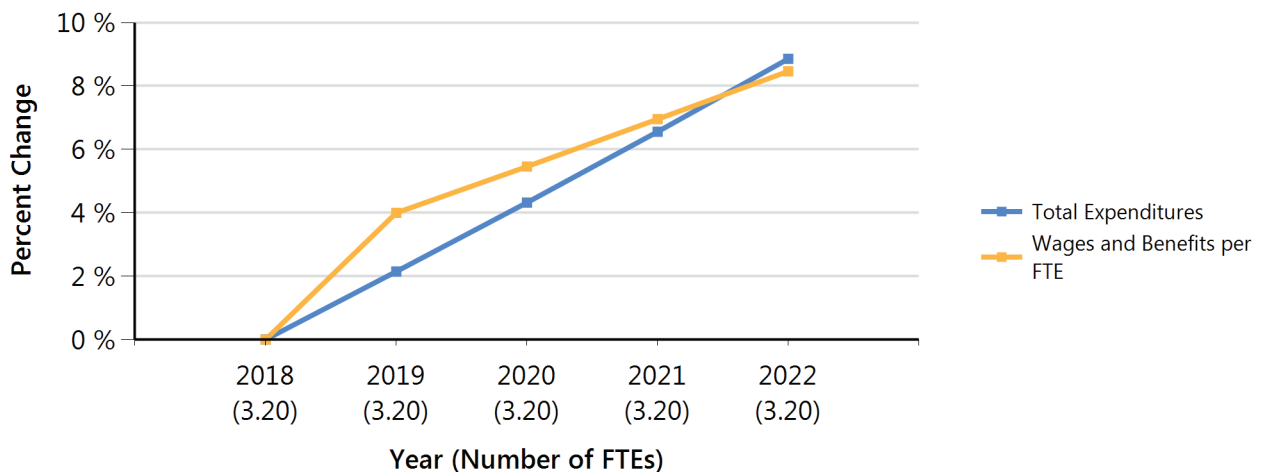
### 2018 Expenditures



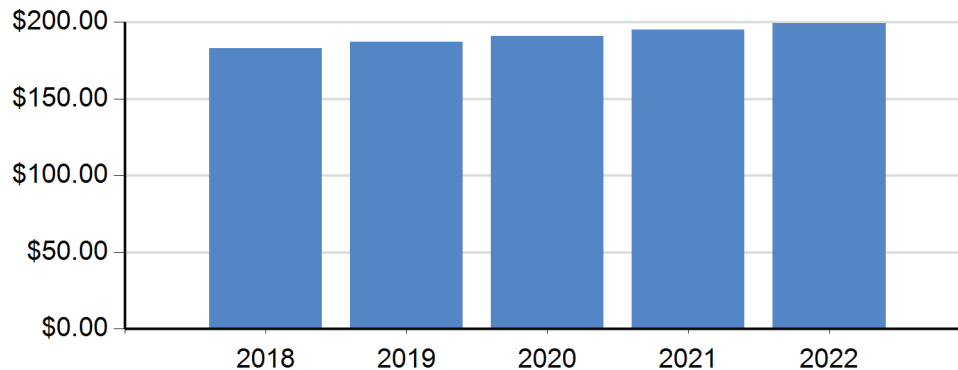
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$183.08	\$187.01	\$190.99	\$195.08	\$199.29
Percent Change	0.00%	2.14%	2.12%	2.14%	2.15%

## Department Summary: Employee Benefits

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

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### Executive Summary:

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

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### Programs and Services:

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



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>3.20</b>	<b>3.20</b>	<b>3.20</b>	<b>3.20</b>	<b>3.20</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	425,675	438,446	451,600	465,148	479,101
Reserve for Budget Adjustment	15,000	15,000	15,000	15,000	15,000
Transfers Out	0	0	0	0	0
Wages & Benefits	477,081	496,149	503,388	510,922	518,638
Supplies & Services	11,450	11,450	11,450	11,450	11,450
Other Services & Changes	39,078,658	39,905,104	40,754,805	41,628,494	42,526,931
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>40,007,864</b>	<b>40,866,149</b>	<b>41,736,243</b>	<b>42,631,014</b>	<b>43,551,120</b>

**Assumptions for Projections:**

2% increase to salaries, 4% increase to medical, 3% increase to interfund charges, 2% increase in medical claims costs, and 4% increase to firefighter medical premiums per union contract.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	39,036,174	39,921,882	40,813,974	41,740,019	42,691,860
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	970,150	970,150	970,150	970,150	970,150
<b>TOTAL</b>	<b>40,006,324</b>	<b>40,892,032</b>	<b>41,784,124</b>	<b>42,710,169</b>	<b>43,662,010</b>

**Assumptions for Projections:**

2% increase in medical premiums, 4% increase in firefighters premiums per union contract

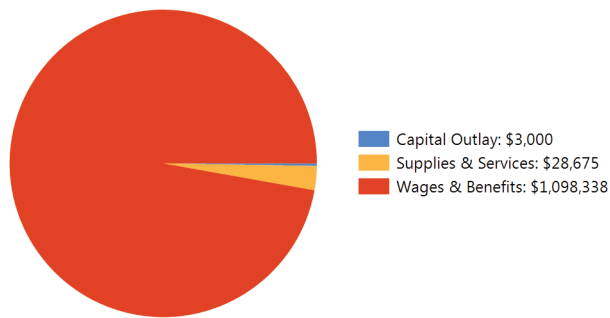


# Finance

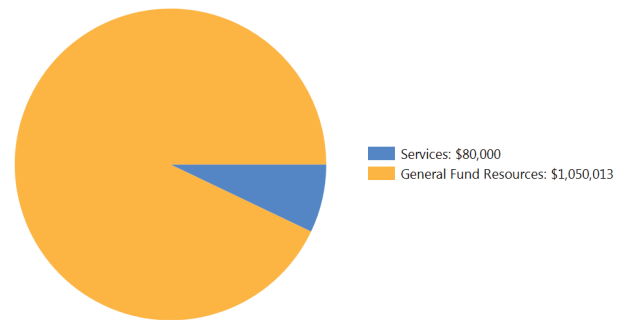
Finance guides the strategic direction and execution of the City's financial activities. The Director of Finance & Administration oversees Accounting, Budget, Taxes & Licensing, Purchasing, Treasury, Grants Management, Auditing, Risk Management and Asset Management.

- Investment activity and debt management is separately managed by the CFO.

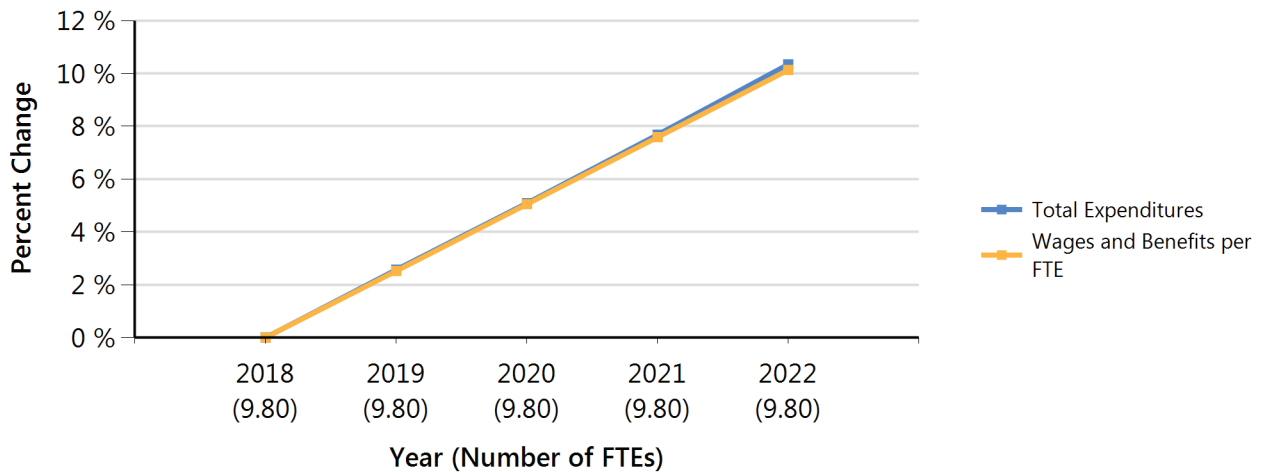
### 2018 Expenditures



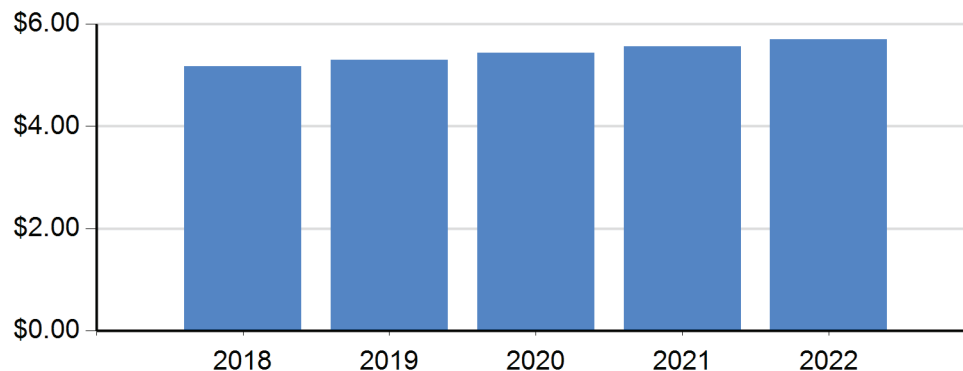
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$5.17	\$5.30	\$5.43	\$5.57	\$5.71
Percent Change	0.00%	2.56%	2.45%	2.46%	2.47%

## Department Summary: Finance

**Division:** Finance & Technology

**Fund Type:** General Fund

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### Executive Summary:

Finance guides the strategic direction and execution of the City's financial activities. The Director of Finance & Administration oversees Accounting, Budget, Taxes & Licensing, Purchasing, Treasury, Grants Management, Auditing, Risk Management and Asset Management.

- Investment activity and debt management is separately managed by the CFO.

---

### Programs and Services:

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

- Executing a budget process that matches City goals and objectives to the City's limited financial resources. This includes communicating all aspects of the budget process to the citizens to assure confidence that tax dollars are being spent judiciously and effectively.
- Planning, organizing, and directing the operations and activities of the Finance, Budget, Grants Management, Taxes and Licenses, Accounting, Purchasing, Treasurer, Payroll, Risk Management, Auditing, and Asset Management.
- Effective communication of financial matters to government and community stakeholders. This includes City Council, unions, management and all citizens and citizen groups.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>9.80</b>	<b>9.80</b>	<b>9.80</b>	<b>9.80</b>	<b>9.80</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	3,000	3,000	3,000	3,000	3,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,098,338	1,126,027	1,154,499	1,183,777	1,213,889
Supplies & Services	12,550	13,000	13,000	13,000	13,000
Other Services & Changes	16,125	17,000	17,000	17,000	17,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,130,013</b>	<b>1,159,027</b>	<b>1,187,499</b>	<b>1,216,777</b>	<b>1,246,889</b>

**Assumptions for Projections:**

Wages & Benefits assumed to increase an average of 3% per year.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	80,000	82,400	84,900	87,400	90,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,050,013	1,076,627	1,102,599	1,129,377	1,156,889
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,130,013</b>	<b>1,159,027</b>	<b>1,187,499</b>	<b>1,216,777</b>	<b>1,246,889</b>

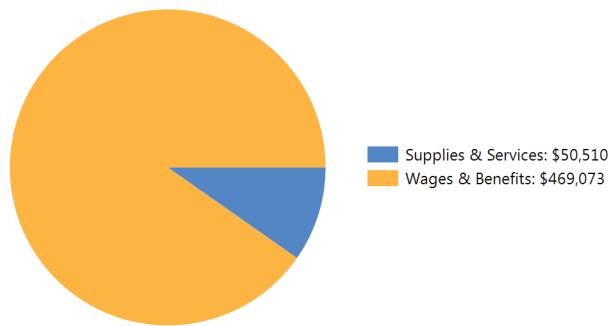
**Assumptions for Projections:**



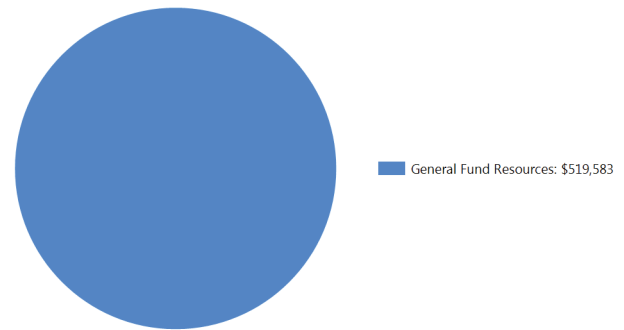
# Grants Management

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.

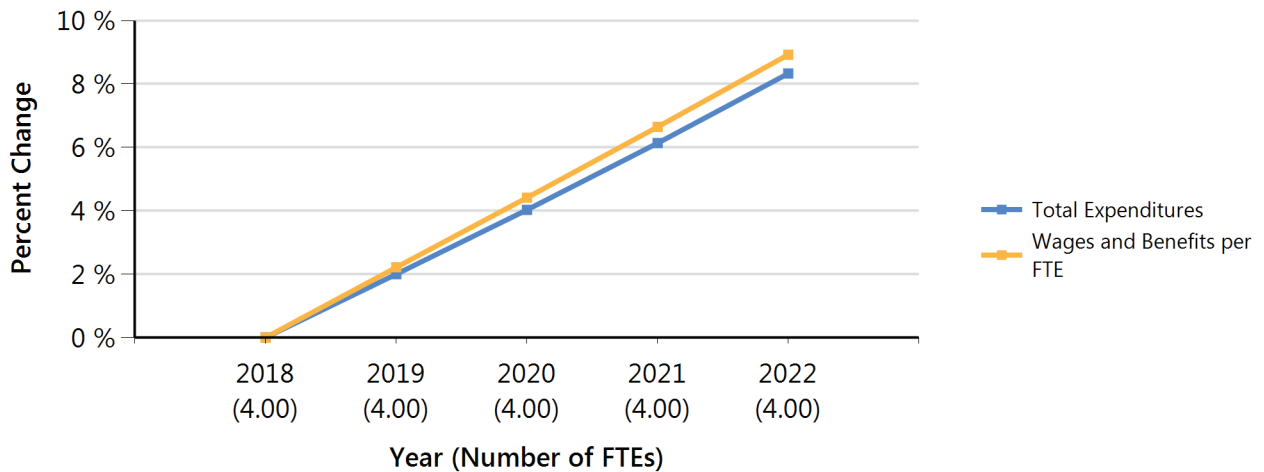
## 2018 Expenditures



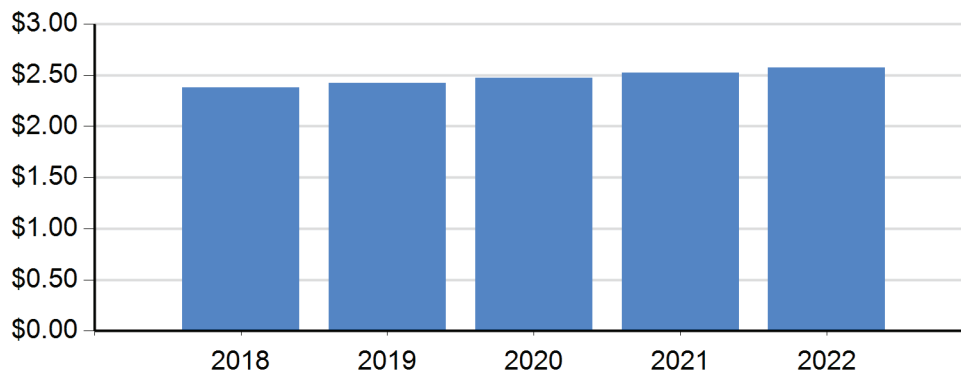
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$2.38	\$2.43	\$2.47	\$2.52	\$2.58
Percent Change	0.00%	1.99%	1.98%	2.02%	2.06%

## Department Summary: Grants Management

**Division:** Finance & Technology

**Fund Type:** General Fund

---

### Executive Summary:

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

---

### Programs and Services:

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

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

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



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	469,073	479,460	489,999	500,940	512,353
Supplies & Services	14,475	14,475	14,475	14,475	14,475
Other Services & Changes	36,035	36,035	36,035	36,035	36,035
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>519,583</b>	<b>529,970</b>	<b>540,509</b>	<b>551,450</b>	<b>562,863</b>

**Assumptions for Projections:**

2% increase in salaries, 4% increase to medical

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	519,583	529,970	540,509	551,450	562,863
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>519,583</b>	<b>529,970</b>	<b>540,509</b>	<b>551,450</b>	<b>562,863</b>

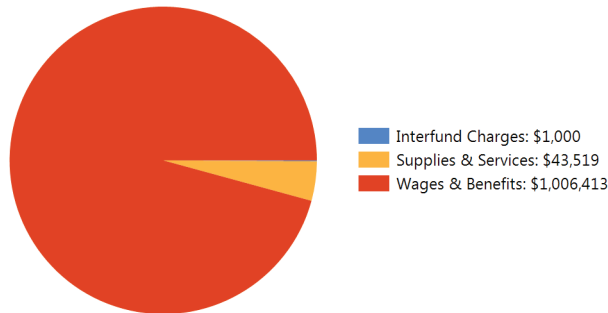
**Assumptions for Projections:**



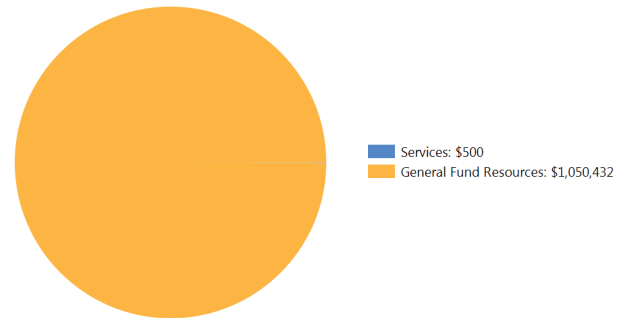
# Human Resources

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.

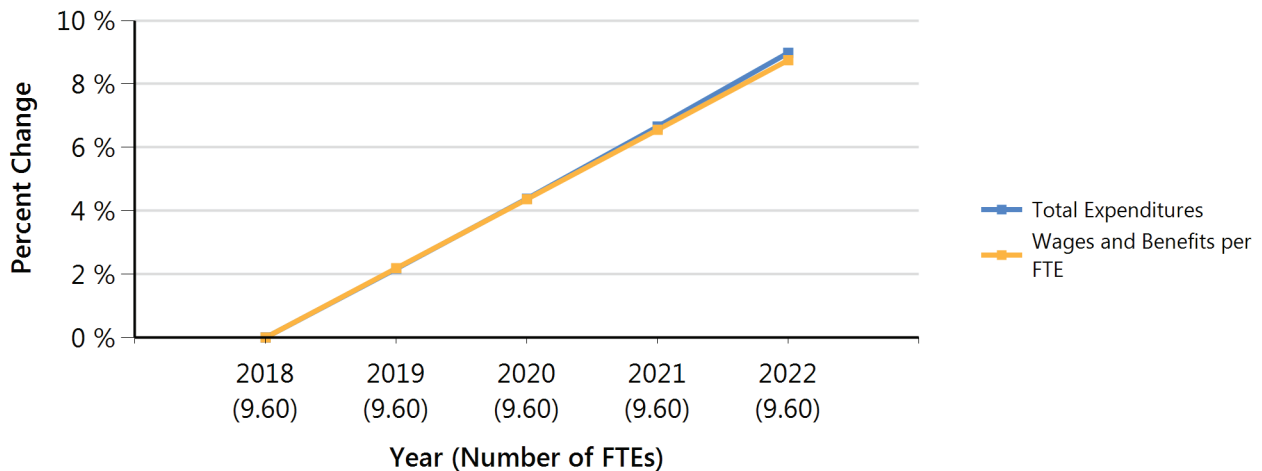
### 2018 Expenditures



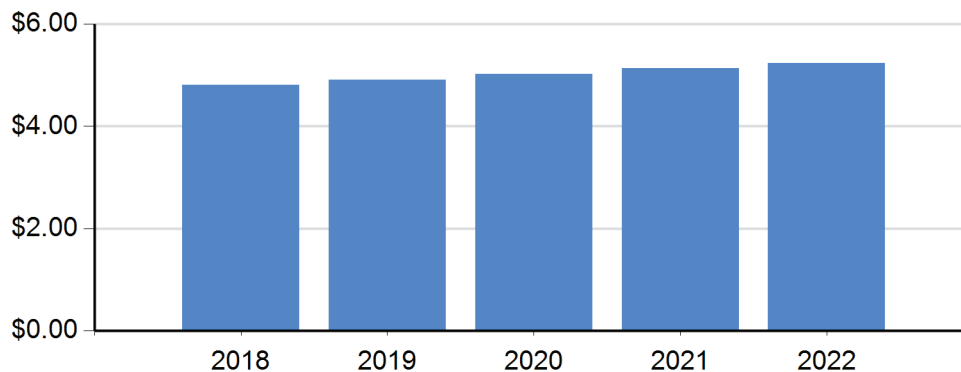
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$4.81	\$4.91	\$5.02	\$5.13	\$5.24
Percent Change	0.00%	2.16%	2.16%	2.17%	2.18%

## Department Summary: Human Resources

**Division:** Finance & Technology

**Fund Type:** General Fund

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### 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.

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### Programs and Services:

1. 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.
2. Human Resources negotiates and administers labor contracts for the City pursuant to each of the nine bargaining units. The HR department will negotiate contracts as appropriate to their lifecycle; brief Executive Team and City Council as needed on the status of negotiations; provide regular direction to City management and staff on proper application on contract language; conduct grievance investigations and determine appropriate grievance resolutions; attend pre-disciplinary hearings and prepare resulting letters of counseling, reprimand, suspension, or termination; and prepare supplemental agreements and memoranda of understanding as needed to address negotiated revisions to the nine collective bargaining agreements.
3. Human Resources ensures that quality training programs based on assessed needs are provided for City employees, including managers and supervisors. HR staff develops curriculum and course content, teaches the majority of classes, and researches and selects alternative, economic training development and delivery options. Training for 2017 will include updating and delivering sexual harassment and disability awareness, which is required for all employees per mandate; participating in new employee orientations that are scheduled throughout the year to provide introductory training to all employees; and developing and delivering updated courses on a variety of other areas to include management and supervisor training.
4. 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.
5. Human Resources provides for the operation and administration of the 457 deferred compensation plans, including enrollment, education, monitoring, decision-making on providers and mutual funds, and decision-making on hardship withdrawals

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>9.60</b>	<b>9.60</b>	<b>9.60</b>	<b>9.60</b>	<b>9.60</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	1,000	1,000	1,000	1,000	1,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,006,413	1,028,415	1,050,831	1,073,855	1,097,426
Supplies & Services	7,640	7,640	7,640	7,640	7,640
Other Services & Changes	35,879	36,679	37,511	38,376	39,276
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,050,932</b>	<b>1,073,734</b>	<b>1,096,982</b>	<b>1,120,871</b>	<b>1,145,342</b>

**Assumptions for Projections:**

2% increase to salaries, 4% increase to medical costs

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	500	500	500	500	500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,050,432	1,073,234	1,096,482	1,120,371	1,144,842
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,050,932</b>	<b>1,073,734</b>	<b>1,096,982</b>	<b>1,120,871</b>	<b>1,145,342</b>

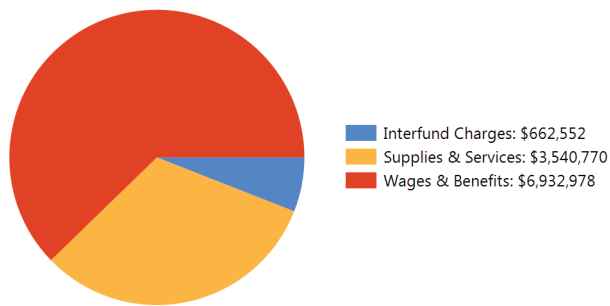
**Assumptions for Projections:**



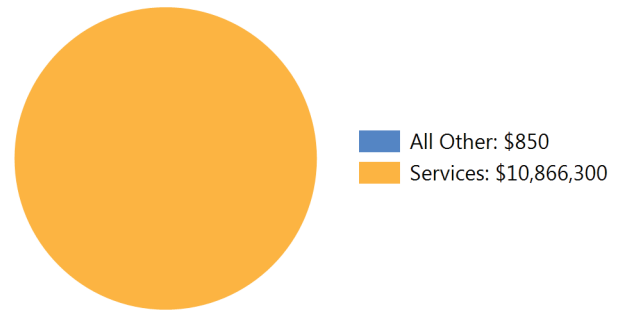
## Innovation & Technology (IT)

Innovation and Technology Services Division (formerly Information Technology or Management Information Systems) provides City-wide and regional focus on technology, process, and innovation to deliver services to our citizens. ITSD provides collaborative leadership with Divisions to pursue technology-related solutions with traditional and new technology for an increasingly mobile workforce.

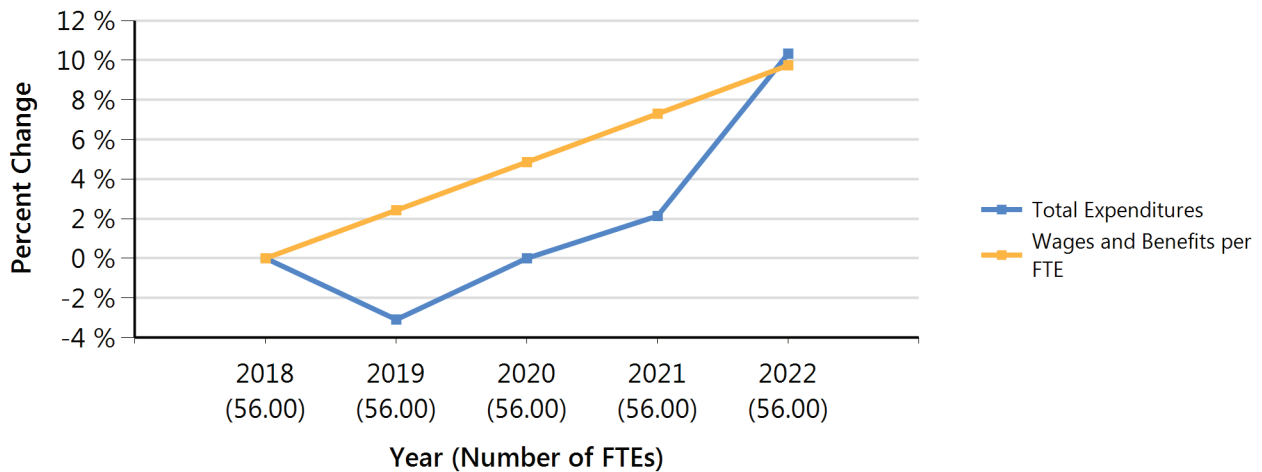
### 2018 Expenditures



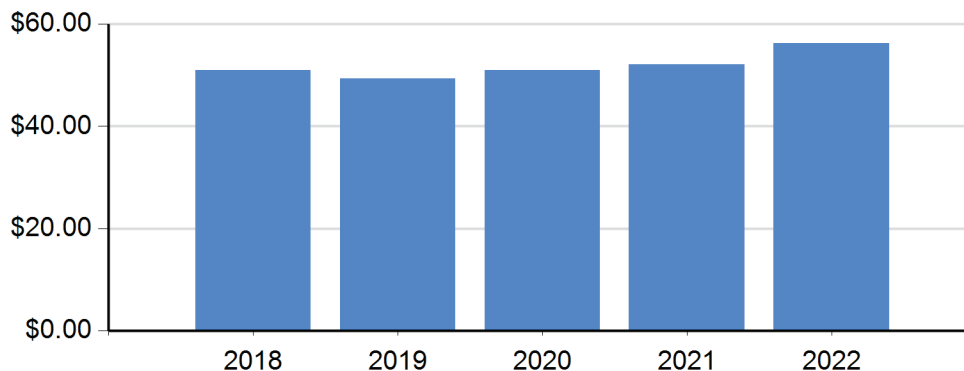
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$50.96	\$49.38	\$50.96	\$52.05	\$56.23
Percent Change	0.00%	-3.09%	3.19%	2.13%	8.02%

## Department Summary: Innovation & Technology (IT)

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

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### Executive Summary:

Innovation and Technology Services Division (formerly Information Technology or Management Information Systems) provides City-wide and regional focus on technology, process, and innovation to deliver services to our citizens. ITSD provides collaborative leadership with Divisions to pursue technology-related solutions with traditional and new technology for an increasingly mobile workforce.

---

### Programs and Services:

Innovation and Technology has four internal programs to help organize staff and leadership to meet City priorities and strategic initiatives. There are also three related technology groups for Public Safety, Library, and Regional efforts.

The four program areas are:

- o Public Works Technology – Dedicated and integrated technology roles for systems and related process needs that can match or exceed the other parts of the City IT budget
- o Program Management – Strategic partnerships, innovation support, project management, continuous improvement, resiliency, and open government
- o Information Delivery Services – Applications, GIS, data, web\* that focus on delivering digital solutions and information directly to a user (\*=in Communications)
- o Technology Operations – Critical back-office functions including Desktop support, infrastructure, enterprise services, data center, information security, administration and contract/procurement management, and mail center

Innovation and Technology formalizes six cross-functional teams to focus priority of effort and better connect resources based on Vision 2020 priorities and strategic initiatives:

- o Public Safety & Criminal Justice Technology – Dedicated technology roles to better connect Police and Fire to project management, continuous improvement, information system integration, back office operations, and open government/open data projects
- o Resiliency – Specific 2017 focus on Continuity of Operations planning and execution
- o Open Government / Open Data – Focus on transparency, performance management, public records innovation, and City-wide information sharing. City Clerk's Office, Library, legal, and Performance groups are integrated into this effort.
- o Continuous improvement – A focus on process in support of City-wide efforts led by Human Resources
- o Innovation and Small Projects – Strike Team for short term, high payoff innovation
- o Regional Projects – Technology projects identified to achieve regional benefits with Spokane County and other regional partners.

Innovation and Technology currently delivers over 300 services to internal departments related to the use of technology and automation.



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>56.00</b>	<b>56.00</b>	<b>56.00</b>	<b>56.00</b>	<b>56.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	662,552	682,429	702,901	723,988	745,708
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	6,932,978	7,101,112	7,273,788	7,451,143	7,633,321
Supplies & Services	256,814	252,841	210,815	222,864	322,895
Other Services & Changes	3,283,956	2,755,246	2,948,925	2,976,205	3,585,343
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>11,136,300</b>	<b>10,791,628</b>	<b>11,136,429</b>	<b>11,374,200</b>	<b>12,287,267</b>

**Assumptions for Projections:**

2018 budget allows for 5 FTE additions (3 Public Works technology positions, direct charge to Enterprise fund departments and 2 ITSD Admin and program support positions, allocation to all departments). Additional growth in the areas of public safety technology, continuous improvement, and network infrastructure are under review for 2019 and on.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	10,866,300	10,791,628	11,136,429	11,374,200	12,287,267
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	850	850	850	850	850
<b>TOTAL</b>	<b>10,867,150</b>	<b>10,792,478</b>	<b>11,137,279</b>	<b>11,375,050</b>	<b>12,288,117</b>

**Assumptions for Projections:**

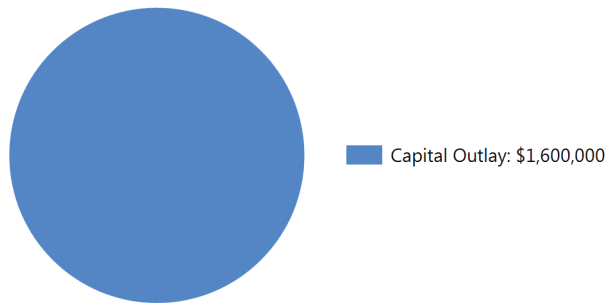
Innovation and Technology is reviewing revenue or cost offset capability of leveraging City digital infrastructure which could generate several hundred thousand in potential revenue. Currently, these are Value in Kind relationships with other government agencies and regional partners only which would continue.



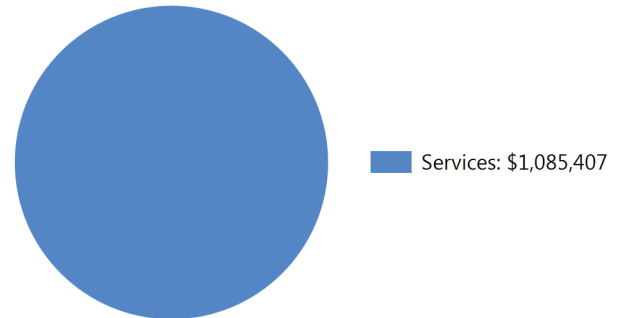
# IT Capital Replacement Fund

Capital replacement funding 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.

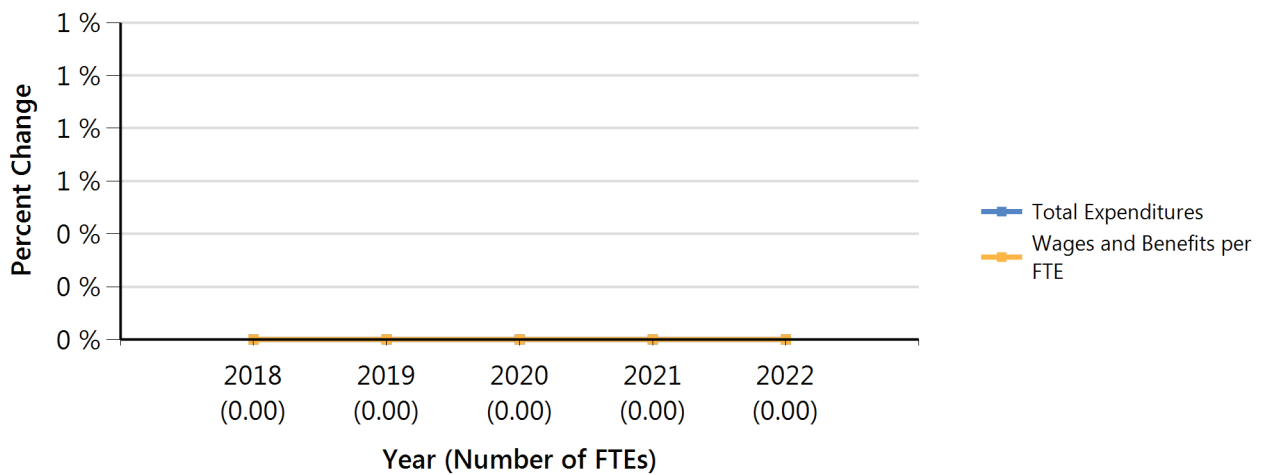
### 2018 Expenditures



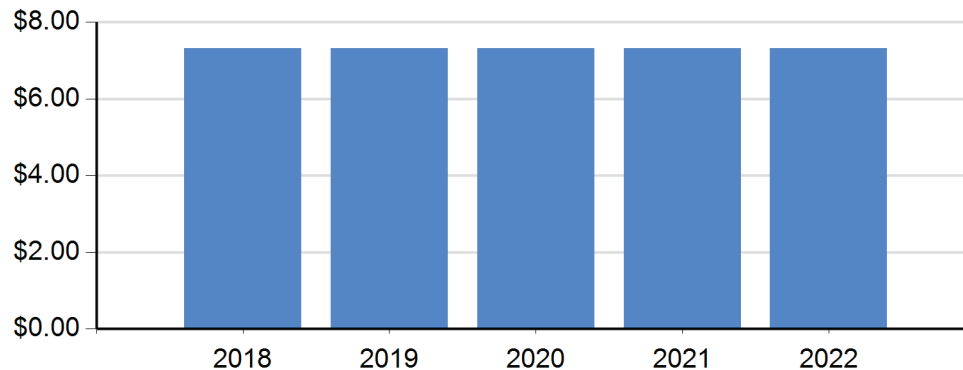
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$7.32	\$7.32	\$7.32	\$7.32	\$7.32
Percent Change	0.00%	0.00%	0.00%	0.00%	0.00%

## Department Summary: IT Capital Replacement Fund

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

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### Executive Summary:

Capital replacement funding 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.

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### Programs and Services:

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

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>1,600,000</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,085,407	1,613,883	1,611,982	1,378,250	1,118,271
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,085,407</b>	<b>1,613,883</b>	<b>1,611,982</b>	<b>1,378,250</b>	<b>1,118,271</b>

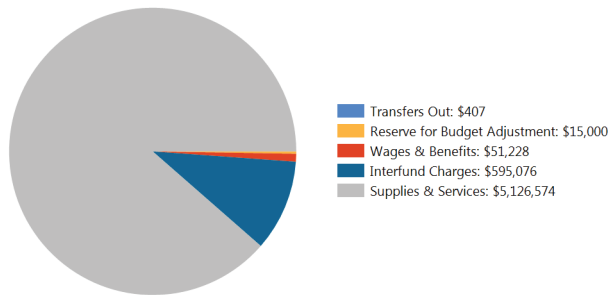
**Assumptions for Projections:**



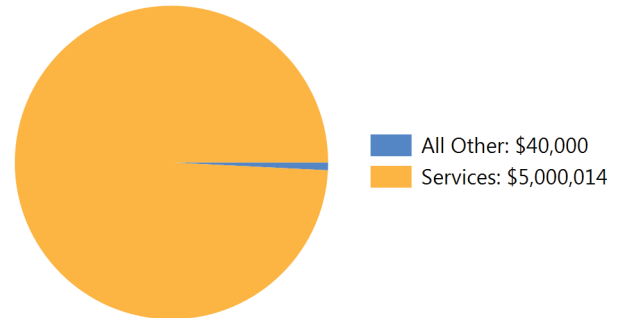
# Risk Management

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.

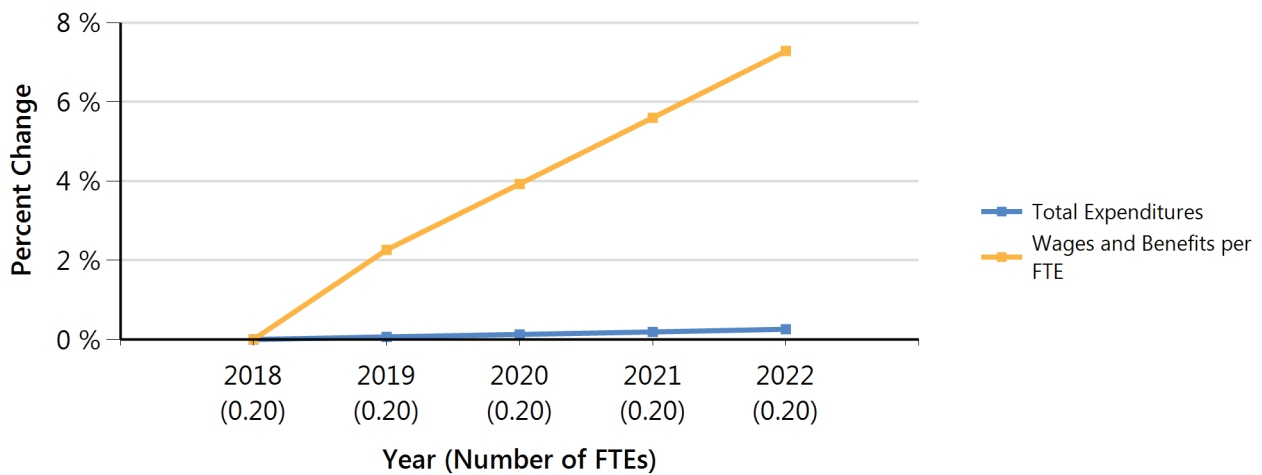
## 2018 Expenditures



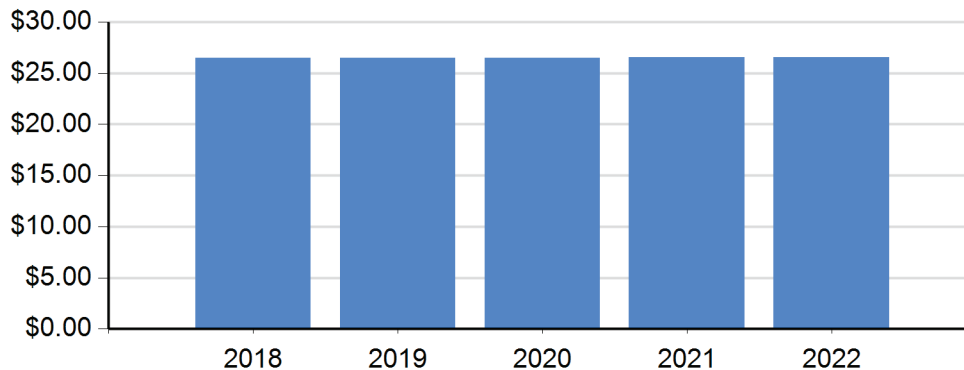
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$26.49	\$26.51	\$26.52	\$26.54	\$26.56
Percent Change	0.00%	0.06%	0.06%	0.06%	0.06%

## Department Summary: Risk Management

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

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### 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.

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### Programs and Services:

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



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	595,076	597,728	600,458	603,270	606,166
Reserve for Budget Adjustment	15,000	15,000	15,000	15,000	15,000
Transfers Out	407	407	407	407	407
Wages & Benefits	51,228	52,388	53,259	54,149	55,061
Supplies & Services	300	300	300	300	300
Other Services & Changes	5,126,274	5,126,274	5,126,274	5,126,274	5,126,274
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>5,788,285</b>	<b>5,792,097</b>	<b>5,795,698</b>	<b>5,799,400</b>	<b>5,803,208</b>

**Assumptions for Projections:**

2% increase in wages, 4% increase to medical, 3% increase to interfund charges

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,000,014	5,000,014	5,000,014	5,000,014	5,000,014
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	40,000	40,000	40,000	40,000	40,000
<b>TOTAL</b>	<b>5,040,014</b>	<b>5,040,014</b>	<b>5,040,014</b>	<b>5,040,014</b>	<b>5,040,014</b>

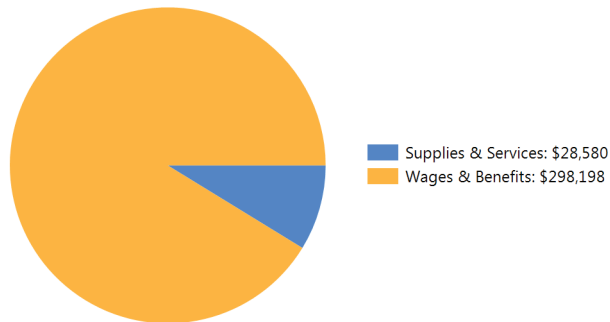
**Assumptions for Projections:**



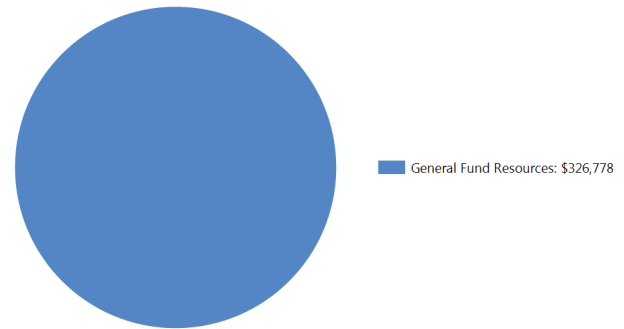
# Treasury Services

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

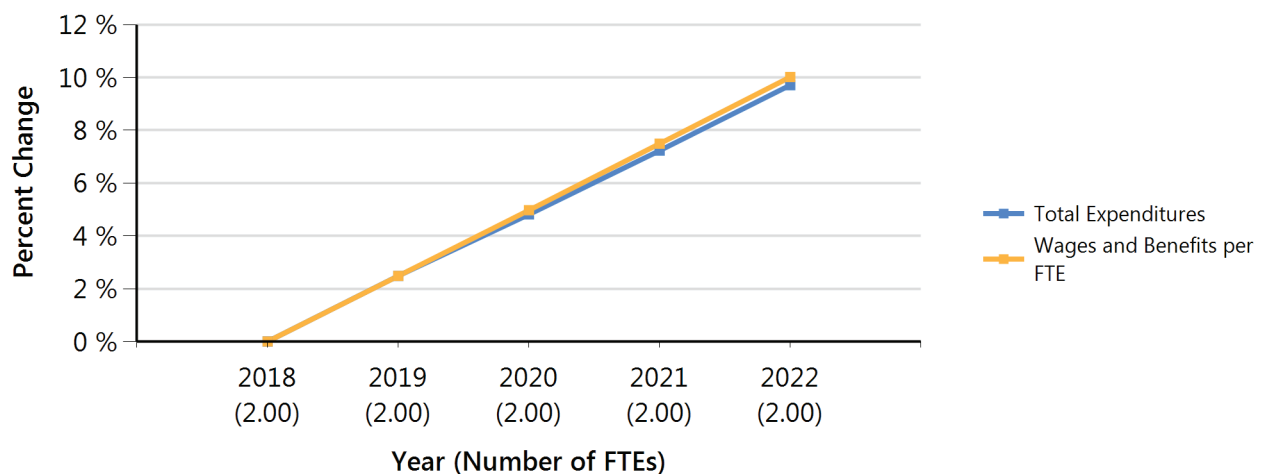
## 2018 Expenditures



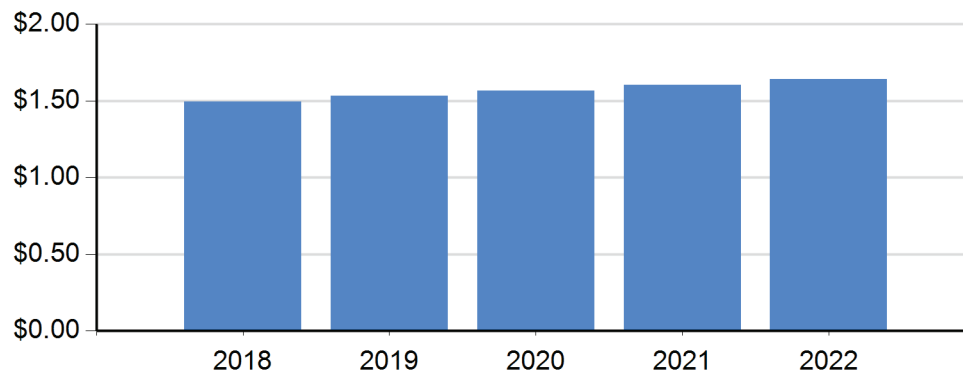
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$1.50	\$1.53	\$1.57	\$1.60	\$1.64
Percent Change	0.00%	2.48%	2.26%	2.30%	2.31%

## Department Summary: Treasury Services

**Division:** Finance & Technology

**Fund Type:** General Fund

---

### Executive Summary:

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

---

### Programs and Services:

Activities of the CFO include:

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

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	298,198	305,600	313,200	321,100	329,200
Supplies & Services	1,300	1,300	1,300	1,300	1,300
Other Services & Changes	27,280	28,000	28,000	28,000	28,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>326,778</b>	<b>334,900</b>	<b>342,500</b>	<b>350,400</b>	<b>358,500</b>

**Assumptions for Projections:**

Wages & Benefits assumed to increase an average of 3% per year.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	326,778	334,900	342,500	350,400	358,500
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>326,778</b>	<b>334,900</b>	<b>342,500</b>	<b>350,400</b>	<b>358,500</b>

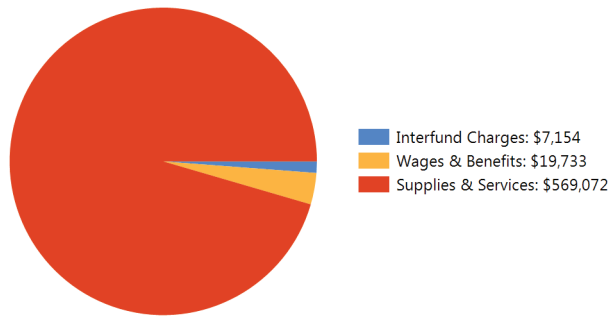
**Assumptions for Projections:**



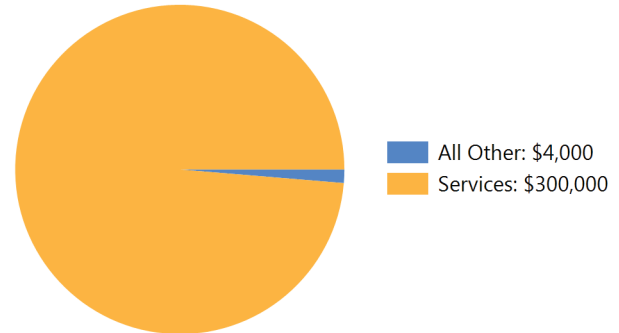
# Unemployment

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

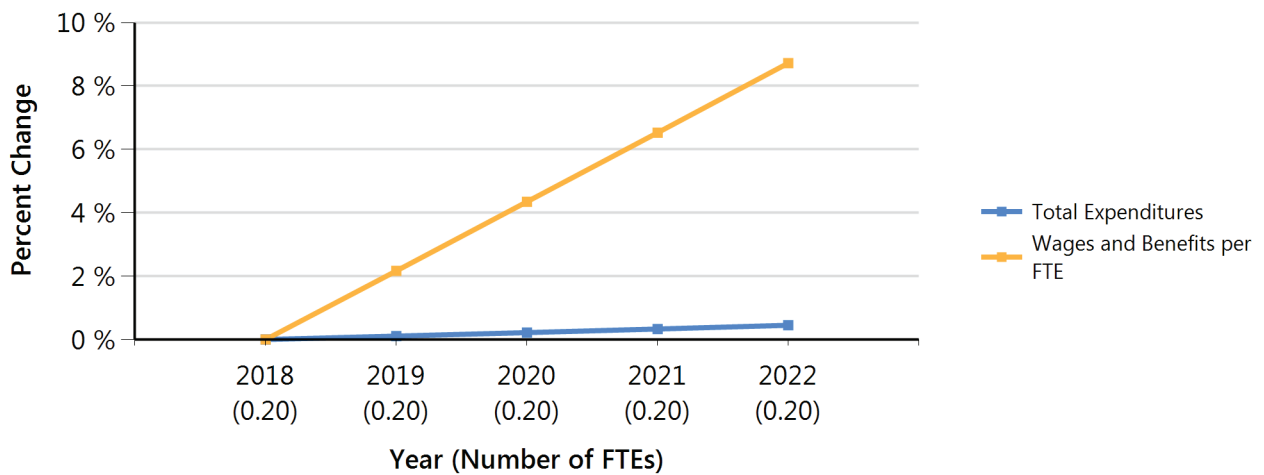
## 2018 Expenditures



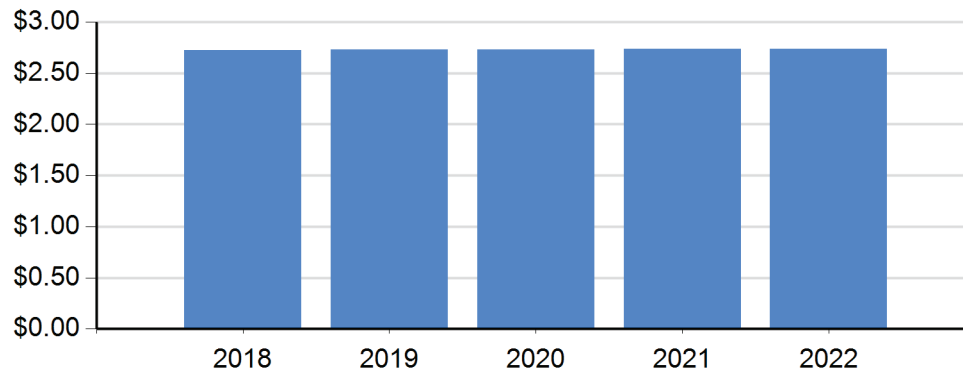
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$2.73	\$2.73	\$2.73	\$2.74	\$2.74
Percent Change	0.00%	0.10%	0.11%	0.11%	0.11%

## Department Summary: Unemployment

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

---

### Executive Summary:

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

---

### Programs and Services:

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



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	7,154	7,368	7,589	7,816	8,050
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	19,733	20,160	20,600	21,049	21,511
Supplies & Services	125	125	125	125	125
Other Services & Changes	568,947	568,947	568,947	568,947	568,947
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>595,959</b>	<b>596,600</b>	<b>597,261</b>	<b>597,937</b>	<b>598,633</b>

**Assumptions for Projections:**

2% increase in salaries, 4% increase in benefits, and 3% increase to interfund charges.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	300,000	350,000	400,000	450,000	500,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	4,000	4,000	4,000	4,000	4,000
<b>TOTAL</b>	<b>304,000</b>	<b>354,000</b>	<b>404,000</b>	<b>454,000</b>	<b>504,000</b>

**Assumptions for Projections:**

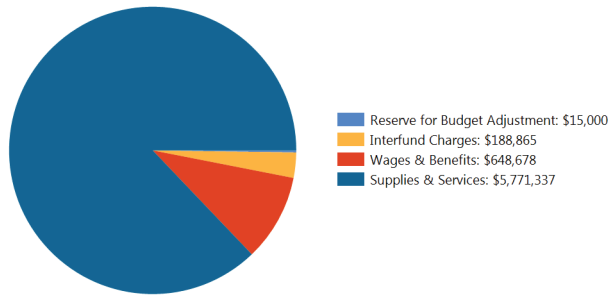
Increase in Services revenue over time to bring revenue in line with expense projections. Recent trends in unemployment have not required this level of funding. If this trend continues, the increase shown here will not be required.



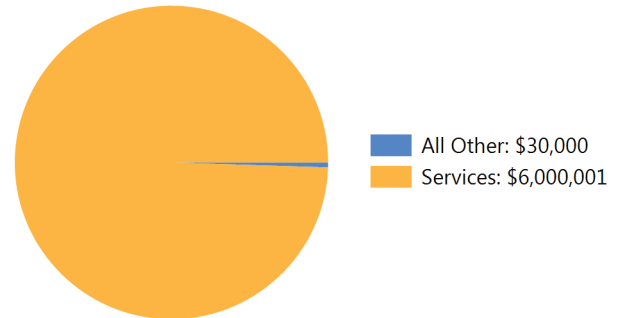
# Workers Compensation

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

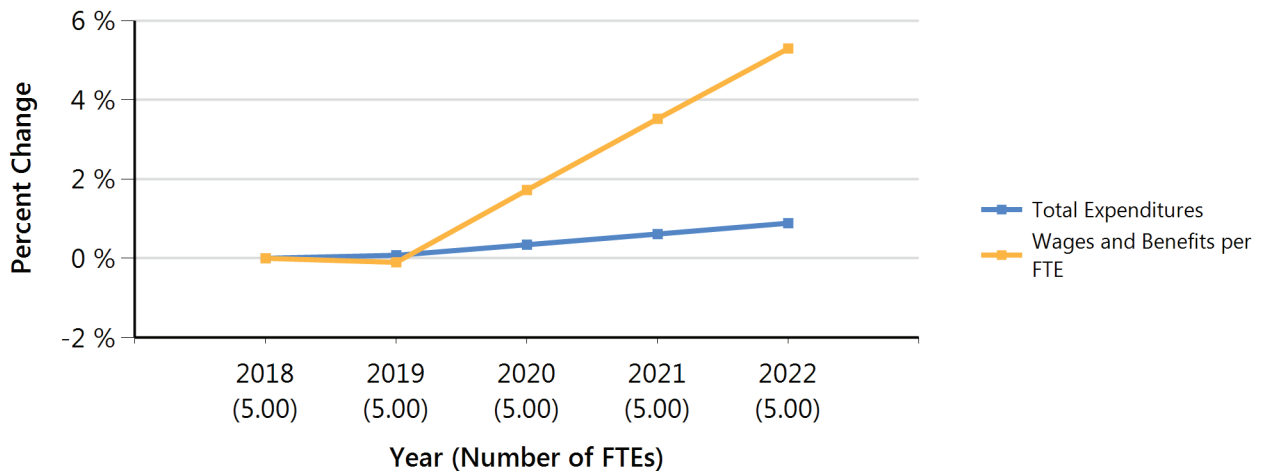
## 2018 Expenditures



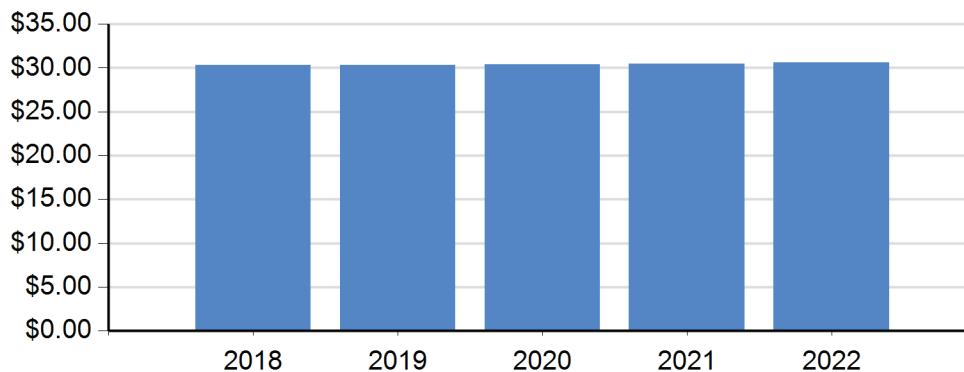
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$30.31	\$30.33	\$30.42	\$30.50	\$30.58
Percent Change	0.00%	0.07%	0.26%	0.26%	0.27%

## Department Summary: Workers Compensation

**Division:** Finance & Technology

**Fund Type:** Internal Service Fund

---

### Executive Summary:

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

---

### Programs and Services:

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

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	188,865	194,530	200,365	206,377	212,569
Reserve for Budget Adjustment	15,000	15,000	15,000	15,000	15,000
Transfers Out	0	0	0	0	0
Wages & Benefits	648,678	648,011	659,842	671,702	683,624
Supplies & Services	20,937	20,937	20,937	20,937	20,937
Other Services & Changes	5,750,400	5,750,400	5,750,400	5,750,400	5,750,400
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>6,623,880</b>	<b>6,628,878</b>	<b>6,646,544</b>	<b>6,664,416</b>	<b>6,682,530</b>

**Assumptions for Projections:**

2% increase to salaries, 4% increase to medical, 3% increase to Interfund charges

**Revenues:**

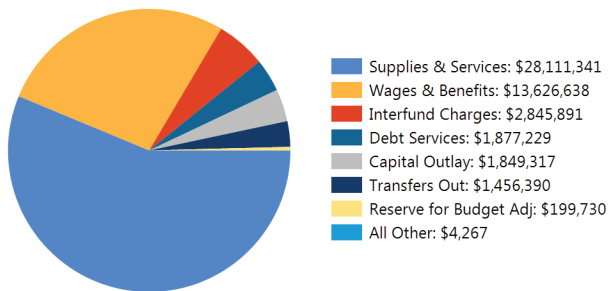
	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	6,000,001	6,000,001	6,000,001	6,000,001	6,000,001
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	30,000	30,000	30,000	30,000	30,000
<b>TOTAL</b>	<b>6,030,001</b>	<b>6,030,001</b>	<b>6,030,001</b>	<b>6,030,001</b>	<b>6,030,001</b>

**Assumptions for Projections:**

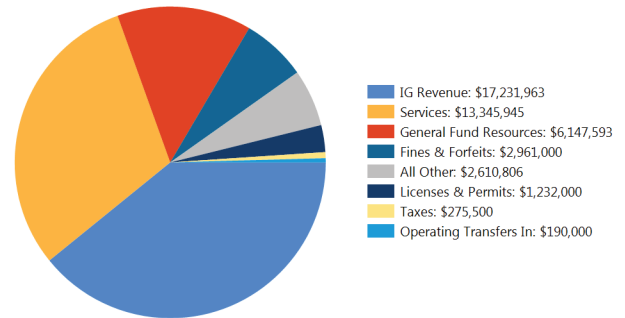


# Planning and Economic Development

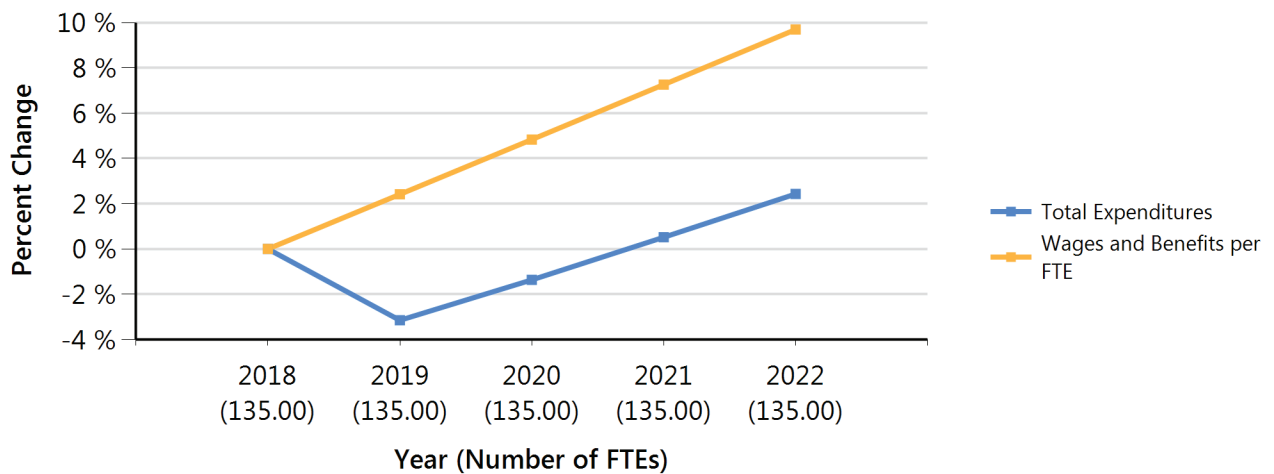
## 2018 Expenditures



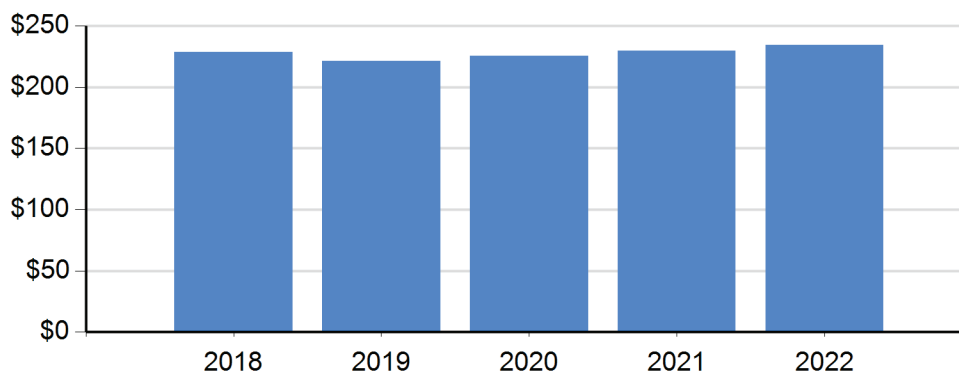
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$228.67	\$221.46	\$225.55	\$229.85	\$234.23
Percent Change	0.00%	-3.15%	1.84%	1.90%	1.90%

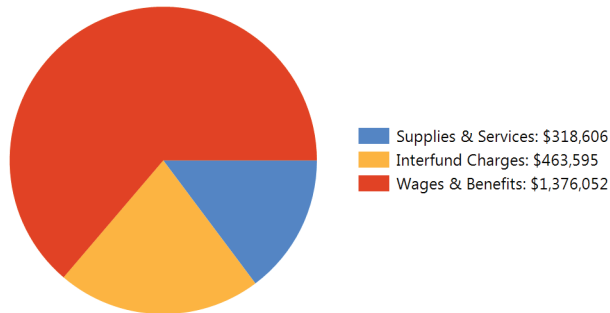




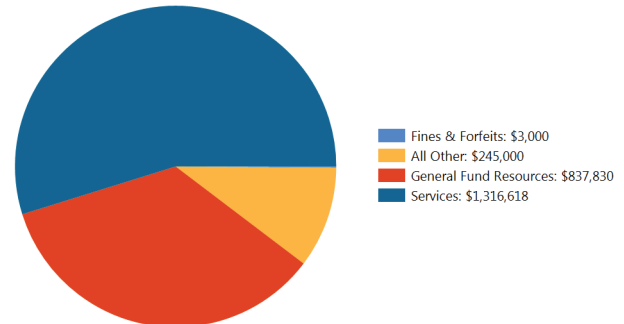
## Code Enforcement

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.

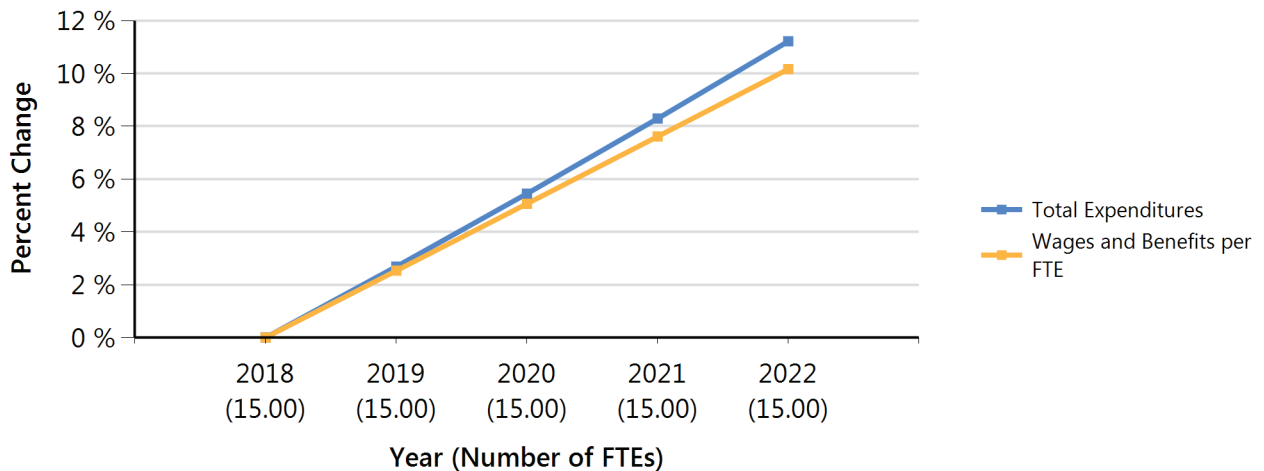
### 2018 Expenditures



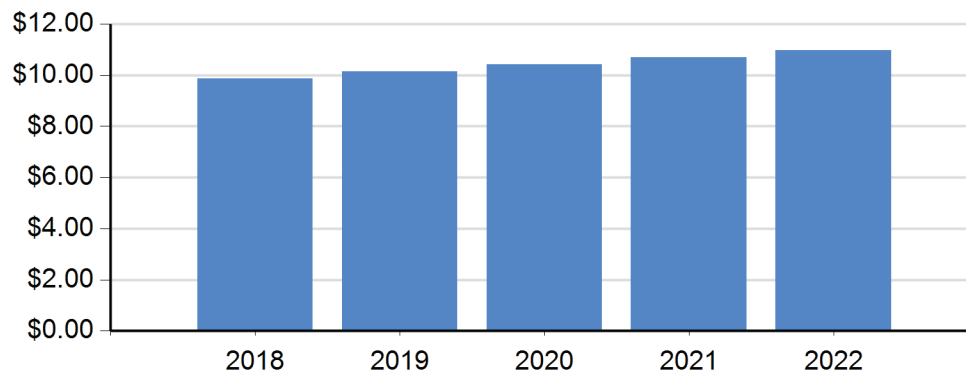
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$9.88	\$10.14	\$10.41	\$10.70	\$10.98
Percent Change	0.00%	2.68%	2.69%	2.69%	2.70%

## Department Summary: Code Enforcement

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

---

### Executive Summary:

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

---

### Programs and Services:

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

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	463,595	477,503	491,828	506,583	521,780
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,376,052	1,410,852	1,446,639	1,483,444	1,521,300
Supplies & Services	21,425	22,046	22,685	23,343	24,020
Other Services & Changes	297,181	305,799	314,667	323,792	333,182
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,158,253</b>	<b>2,216,200</b>	<b>2,275,819</b>	<b>2,337,162</b>	<b>2,400,282</b>

**Assumptions for Projections:**

Estimated 2% increase in annual wages, 4% benefit increases, 3% for Interfund Expenses, and supplies and services were increase by long-term CPI of 2.9% per year

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,316,618	1,354,800	1,394,089	1,434,518	1,476,119
Fines & Forfeits	3,000	3,087	3,177	3,269	3,363
Operating Transfers In	0	0	0	0	0
General Fund Resources	837,830	862,127	887,129	912,855	939,328
All Other	245,000	252,105	259,416	266,939	274,680
<b>TOTAL</b>	<b>2,402,448</b>	<b>2,472,119</b>	<b>2,543,811</b>	<b>2,617,581</b>	<b>2,693,490</b>

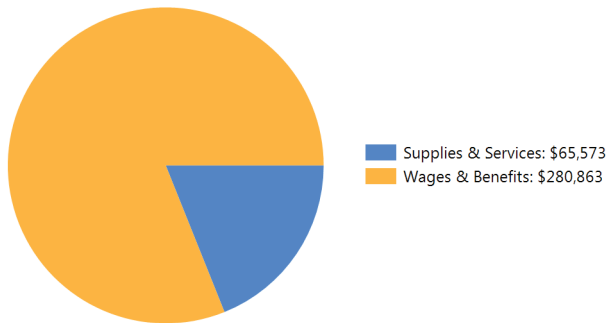
**Assumptions for Projections:**



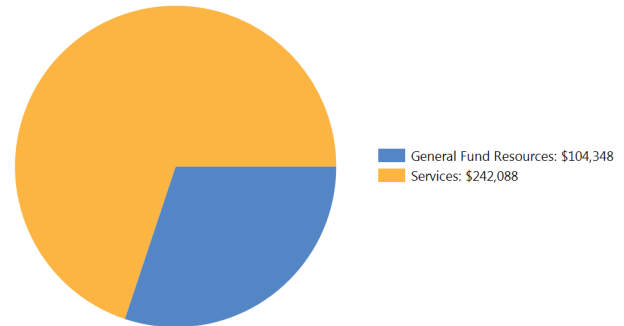
## Community & Neighborhood Services Division

The Community and Neighborhood Services budget is part of the Neighborhood and Business Services Division. The 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.

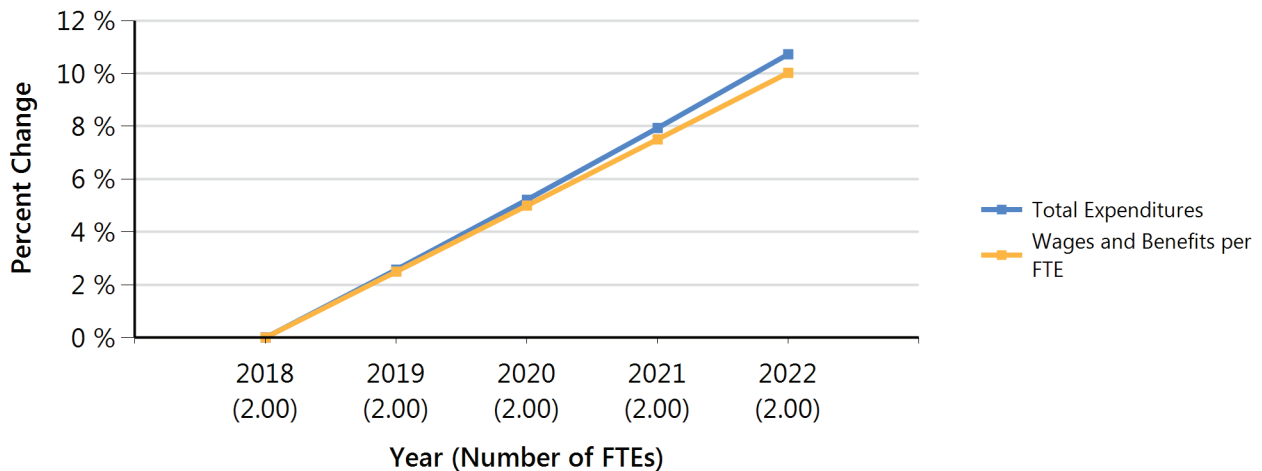
### 2018 Expenditures



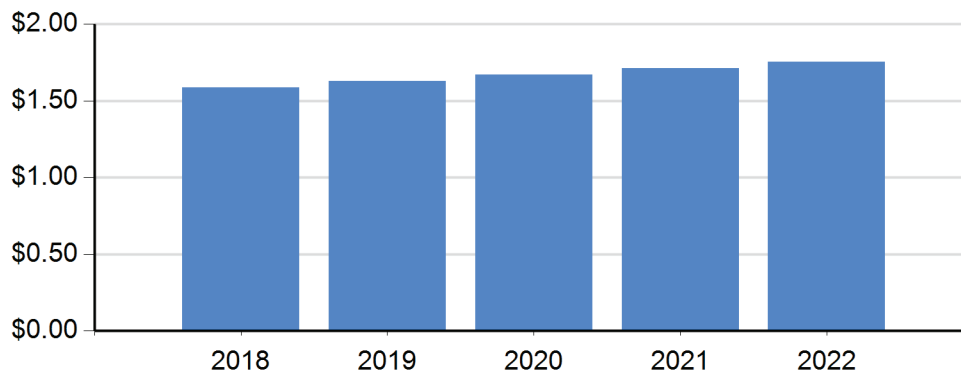
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$1.59	\$1.63	\$1.67	\$1.71	\$1.76
Percent Change	0.00%	2.57%	2.57%	2.58%	2.58%

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

---

**Executive Summary:**

The Community and Neighborhood Services budget is part of the Neighborhood and Business Services Division. The 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 Neighborhood and Business Services.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	280,863	287,869	295,070	302,473	310,084
Supplies & Services	586	603	620	638	657
Other Services & Changes	64,987	66,872	68,811	70,807	72,860
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>346,436</b>	<b>355,344</b>	<b>364,501</b>	<b>373,918</b>	<b>383,601</b>

**Assumptions for Projections:**

Estimated 2% annual increase in wages, 4% increase in benefits, 3% for Interfund Expenses, and supplies and services were increase by long-term CPI of 2.9% per year

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	242,088	249,109	256,333	263,767	271,416
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	104,348	106,235	108,168	110,151	112,185
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>346,436</b>	<b>355,344</b>	<b>364,501</b>	<b>373,918</b>	<b>383,601</b>

**Assumptions for Projections:**

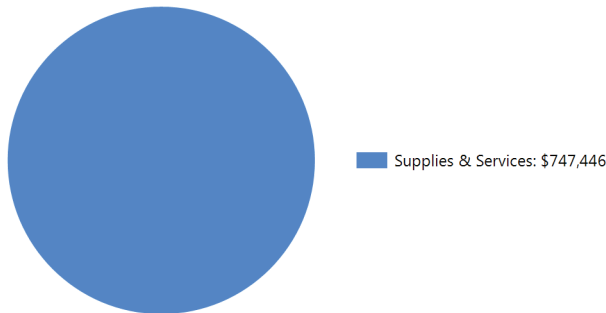




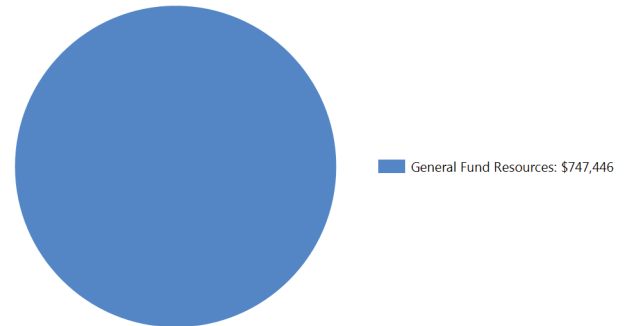
# Community Centers

This department provides financial support for Community Centers. This funding provided to Community Center operators is leveraged to seek outside funding and provide community services like healthcare, food security, job training, childcare and elder services.

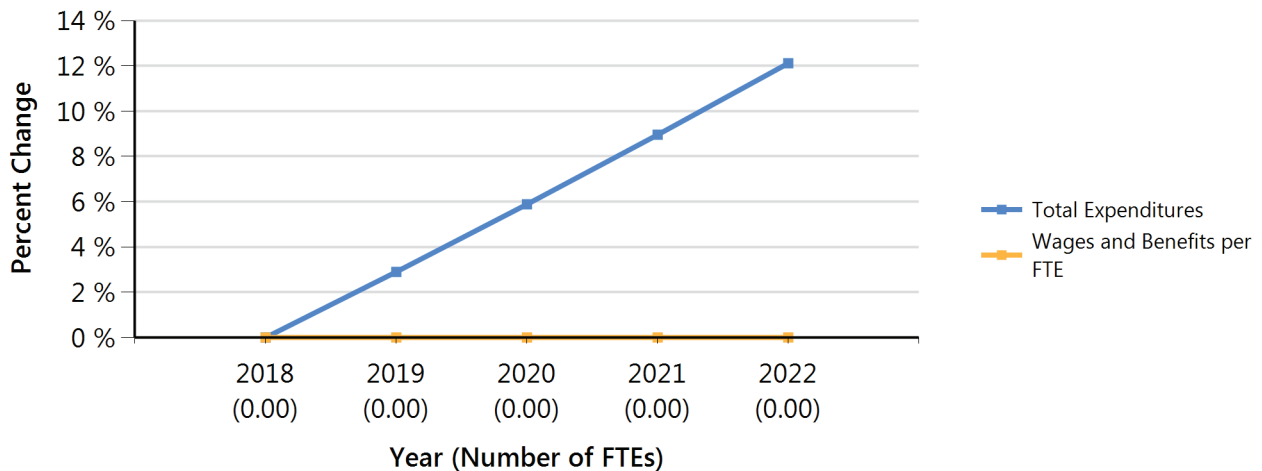
## 2018 Expenditures



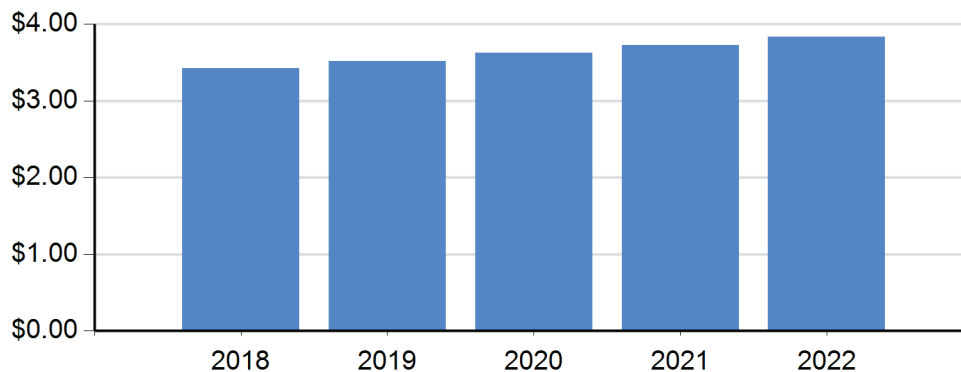
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$3.42	\$3.52	\$3.62	\$3.73	\$3.83
Percent Change	0.00%	2.90%	2.90%	2.89%	2.90%

## Department Summary: Community Centers

**Division:** Planning and Economic Development

**Fund Type:** General Fund

---

### Executive Summary:

This department provides financial support for Community Centers. This funding provided to Community Center operators is leveraged to seek outside funding and provide community services like healthcare, food security, job training, childcare and elder services.

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### Programs and Services:

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

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	747,446	769,122	791,427	814,378	837,995
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>747,446</b>	<b>769,122</b>	<b>791,427</b>	<b>814,378</b>	<b>837,995</b>

**Assumptions for Projections:**

Estimated 2% annual increase in wages, 4% for benefits, 3% for Interfund Expenses, and supplies and services were increase by long-term CPI of 2.9% per year.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	747,446	769,122	791,427	814,378	837,995
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>747,446</b>	<b>769,122</b>	<b>791,427</b>	<b>814,378</b>	<b>837,995</b>

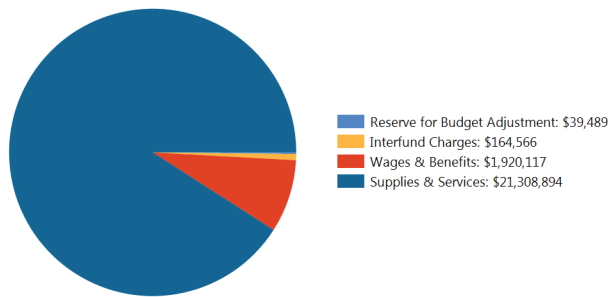
**Assumptions for Projections:**



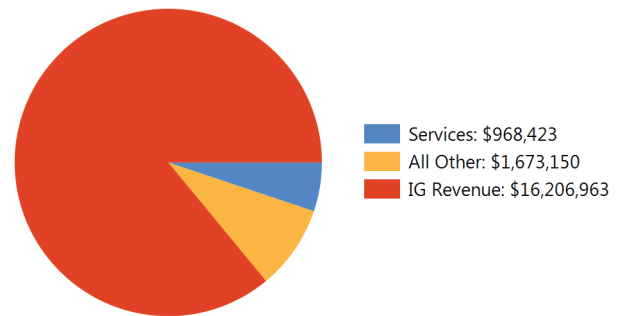
# Community Development & Human Services

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

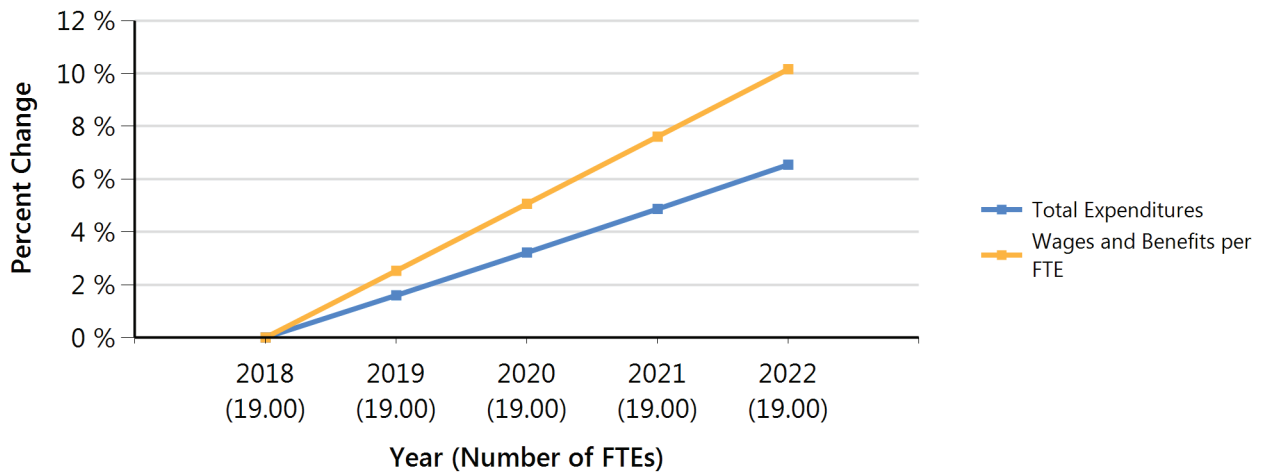
### 2018 Expenditures



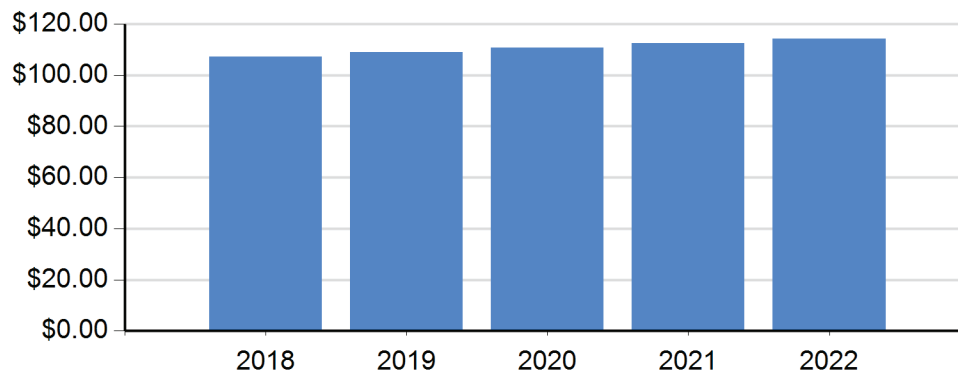
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$107.23	\$108.94	\$110.68	\$112.45	\$114.25
Percent Change	0.00%	1.59%	1.59%	1.59%	1.59%

## Department Summary: Community Development & Human Services

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

---

### Executive Summary:

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

---

### Programs and Services:

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

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

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

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>	<b>19.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	164,566	169,503	174,588	179,826	185,220
Reserve for Budget Adjustment	39,489	40,081	40,683	41,293	41,912
Transfers Out	0	0	0	0	0
Wages & Benefits	1,920,117	1,968,669	2,018,598	2,069,947	2,122,762
Supplies & Services	5,250	5,329	5,409	5,490	5,572
Other Services & Charges	21,303,644	21,623,199	21,947,547	22,276,760	22,610,911
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>23,433,066</b>	<b>23,806,781</b>	<b>24,186,825</b>	<b>24,573,316</b>	<b>24,966,377</b>

**Assumptions for Projections:**

Projected annual increases were as follows:

Supplies, Services and other Charges, and Capital Outlay - 1.5%

Salaries and Wages - 2%

Interfund Charges - 3%

Benefits - 4%

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	16,206,963	16,531,102	16,861,724	17,198,959	17,542,938
Services	968,423	987,791	1,007,547	1,027,698	1,048,252
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,673,150	1,706,613	1,740,745	1,775,560	1,811,071
<b>TOTAL</b>	<b>18,848,536</b>	<b>19,225,506</b>	<b>19,610,016</b>	<b>20,002,217</b>	<b>20,402,261</b>

**Assumptions for Projections:**

All revenues were projected to increase at 2% annually

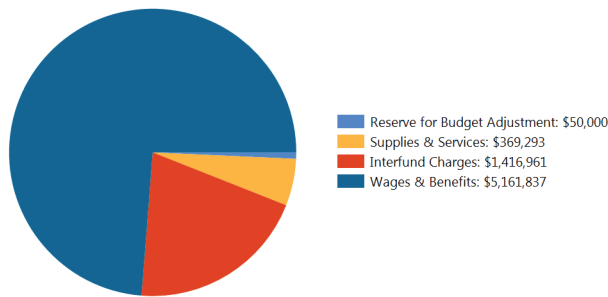




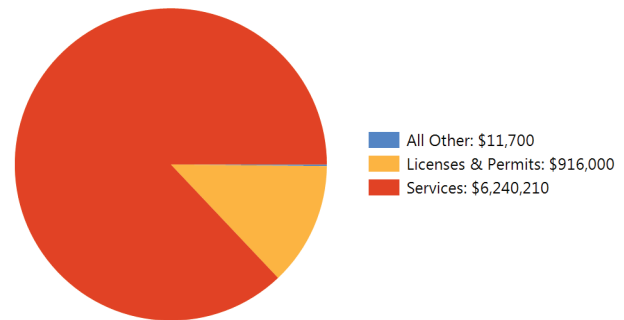
## Building Services

The Development Services Center is the core facility where customers are provided creative and innovative solutions through plan review, project evaluation and permitting assistance 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.

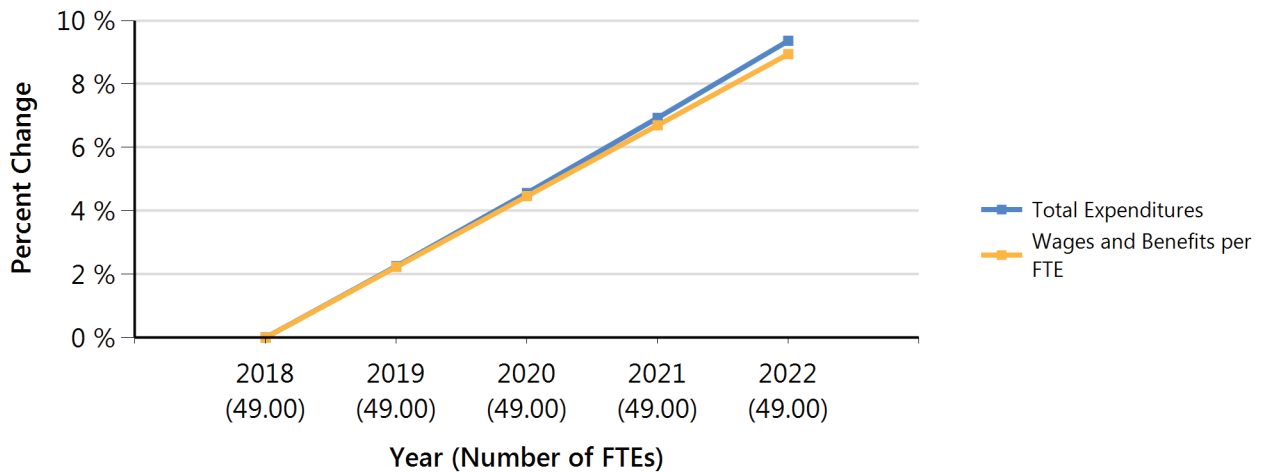
### 2018 Expenditures



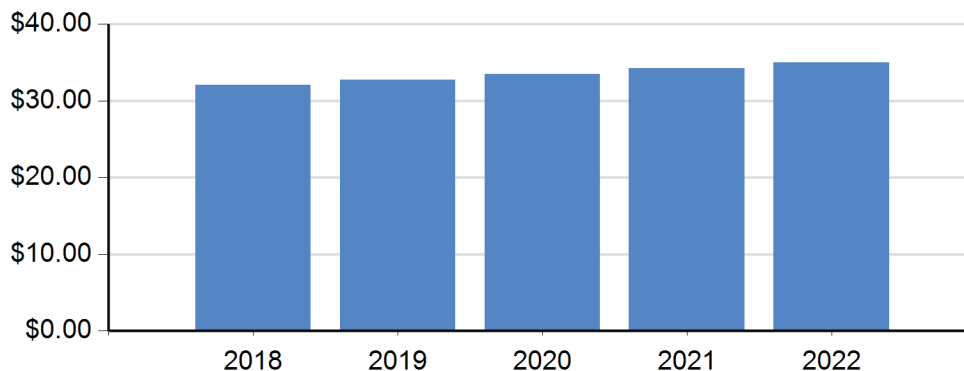
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$32.02	\$32.74	\$33.48	\$34.24	\$35.02
Percent Change	0.00%	2.25%	2.25%	2.26%	2.27%

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

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**Executive Summary:**

The Development Services Center is the core facility where customers are provided creative and innovative solutions through plan review, project evaluation and permitting assistance 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.

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**Programs and Services:**

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

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>49.00</b>	<b>49.00</b>	<b>49.00</b>	<b>49.00</b>	<b>49.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	1,416,961	1,459,471	1,503,254	1,548,351	1,594,801
Reserve for Budget Adjustment	50,000	50,000	50,000	50,000	50,000
Transfers Out	0	0	0	0	0
Wages & Benefits	5,161,837	5,276,808	5,394,621	5,515,362	5,639,111
Supplies & Services	37,000	37,000	37,000	37,000	37,000
Other Services & Changes	332,293	332,293	332,293	332,293	332,293
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>6,998,091</b>	<b>7,155,572</b>	<b>7,317,168</b>	<b>7,483,006</b>	<b>7,653,205</b>

**Assumptions for Projections:**

Salaries, Add to Pays, and associated FICA and retirement benefits– 2% inc/yr

Medical Benefits – 4% inc/yr

IF Expenses - 3% in /yr

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	916,000	928,360	940,967	953,826	966,942
IG Revenue	0	0	0	0	0
Services	6,240,210	6,495,460	6,763,197	7,044,039	7,338,635
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	11,700	11,700	11,700	11,700	11,700
<b>TOTAL</b>	<b>7,167,910</b>	<b>7,435,520</b>	<b>7,715,864</b>	<b>8,009,565</b>	<b>8,317,277</b>

**Assumptions for Projections:**

Professional & occupational licenses - 2% inc/yr

Permit Revenues including construction, plan review, and zoning - 5% inc/yr

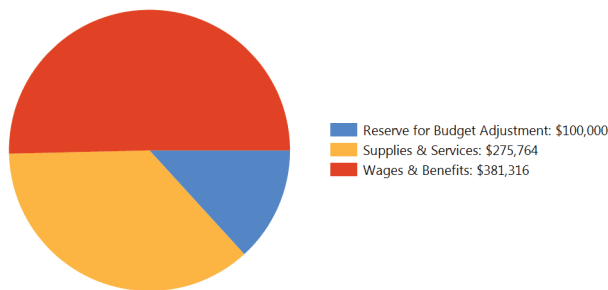
Boiler & Elevator inspection permits - 2% inc/yr



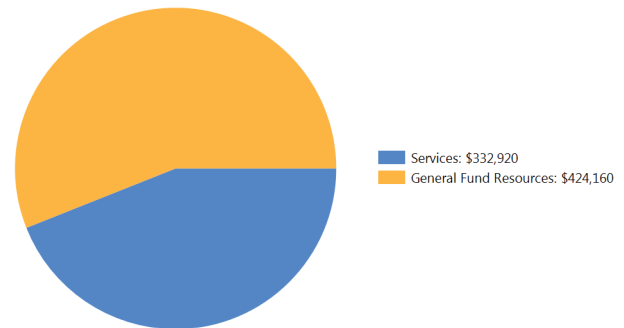
# Economic Development

The Economic Development department administratively supports City programs focused on growing jobs, creating economic opportunity and building strong neighborhoods. This department directly supports economic development projects of significance like the redevelopment of the Ridpath and promotes strategic development opportunities in targeted areas.

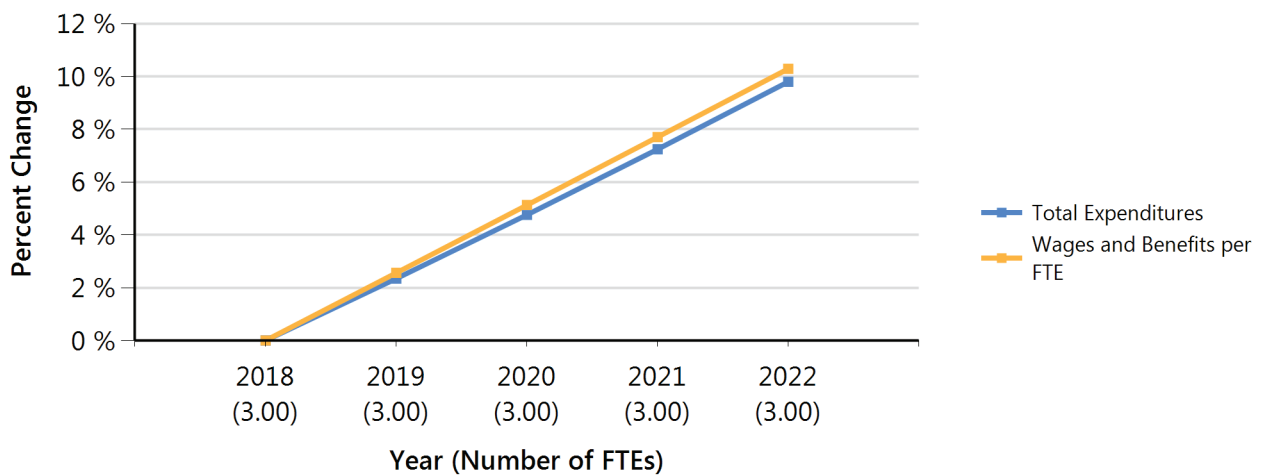
## 2018 Expenditures



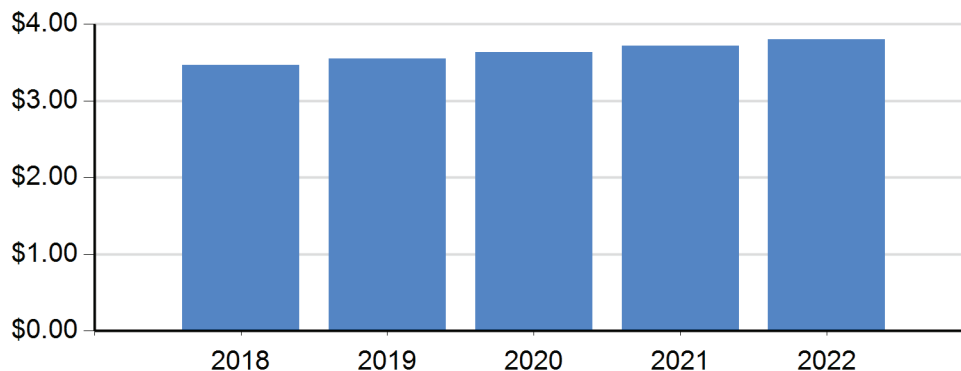
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$3.46	\$3.55	\$3.63	\$3.72	\$3.80
Percent Change	0.00%	2.34%	2.35%	2.37%	2.38%

## Department Summary: Economic Development

**Division:** Planning and Economic Development

**Fund Type:** General Fund

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### Executive Summary:

The Economic Development department administratively supports City programs focused on growing jobs, creating economic opportunity and building strong neighborhoods. This department directly supports economic development projects of significance like the redevelopment of the Ridpath and promotes strategic development opportunities in targeted areas.

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### Programs and Services:

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

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	100,000	100,000	100,000	100,000	100,000
Transfers Out	0	0	0	0	0
Wages & Benefits	381,316	391,078	401,121	411,453	422,084
Supplies & Services	3,350	3,447	3,547	3,650	3,756
Other Services & Changes	272,414	280,314	288,443	296,808	305,415
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>757,080</b>	<b>774,839</b>	<b>793,111</b>	<b>811,911</b>	<b>831,255</b>

**Assumptions for Projections:**

Estimated 2% annual increase in wages, 4% for benefits, 3% for Interfund Expenses, and supplies and services were increase by long-term CPI of 2.9% per year.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	332,920	342,575	352,510	362,733	373,252
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	424,160	432,264	440,601	449,178	458,003
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>757,080</b>	<b>774,839</b>	<b>793,111</b>	<b>811,911</b>	<b>831,255</b>

**Assumptions for Projections:**

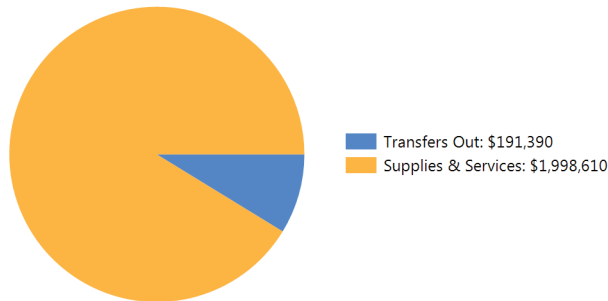




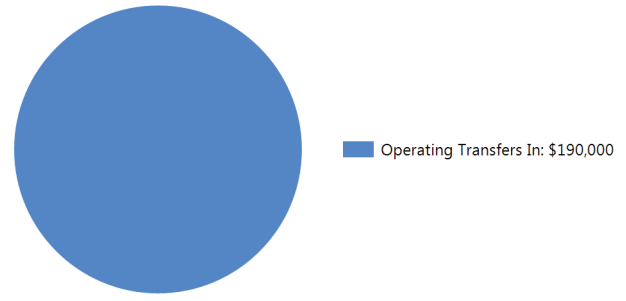
# Financial Partnership Fund

The Financial Partnership Fund supports strategic economic development initiatives to grow jobs, create economic opportunity and build strong neighborhoods. Through implementation of the City's economic development strategy, these funds are leveraged to promote private investment and development.

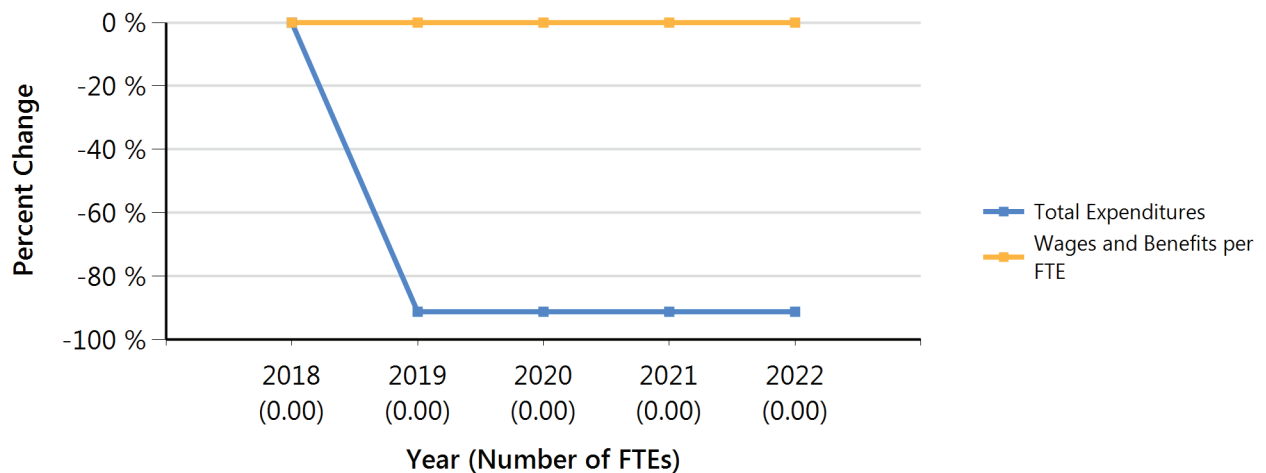
## 2018 Expenditures



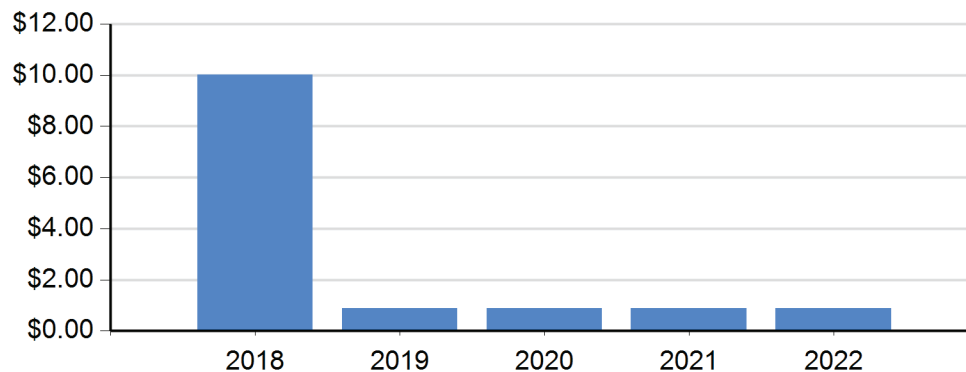
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$10.02	\$0.88	\$0.88	\$0.88	\$0.88
Percent Change	0.00%	-91.26%	0.00%	0.00%	0.00%

**Department Summary:** Financial Partnership Fund**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

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**Executive Summary:**

The Financial Partnership Fund supports strategic economic development initiatives to grow jobs, create economic opportunity and build strong neighborhoods. Through implementation of the City's economic development strategy, these funds are leveraged to promote private investment and development.

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**Programs and Services:**

The Financial Partnership Fund is the funding source for the projects of citywide significance program. The funding will also be used to support the success and sustainability of Public Development Authorities in 2018.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	191,390	191,390	191,390	191,390	191,390
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	1,998,610	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,190,000</b>	<b>191,390</b>	<b>191,390</b>	<b>191,390</b>	<b>191,390</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	190,000	190,000	190,000	190,000	190,000
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>

**Assumptions for Projections:**

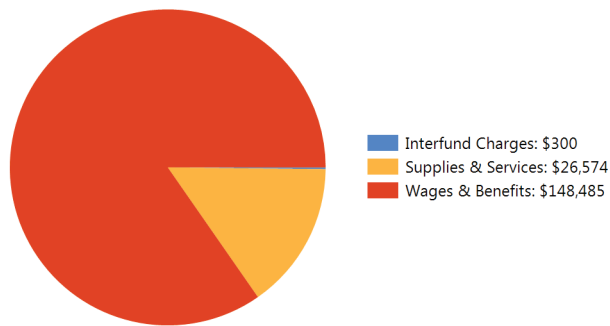
Revenue for this program is a result of refinancing of River Park Square parking garage debt.



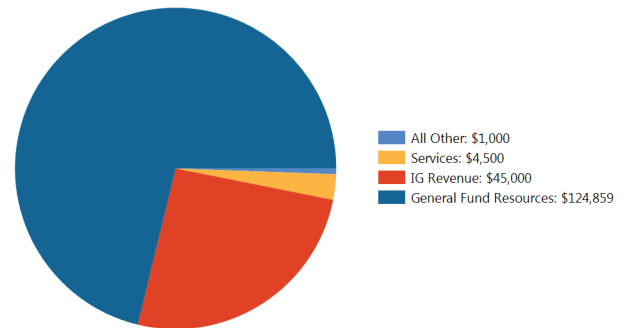
# Historic Preservation

Historic Preservation enables the City to meet 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, urban revitalization, building adaptive reuse, job creation, and increased tax base.

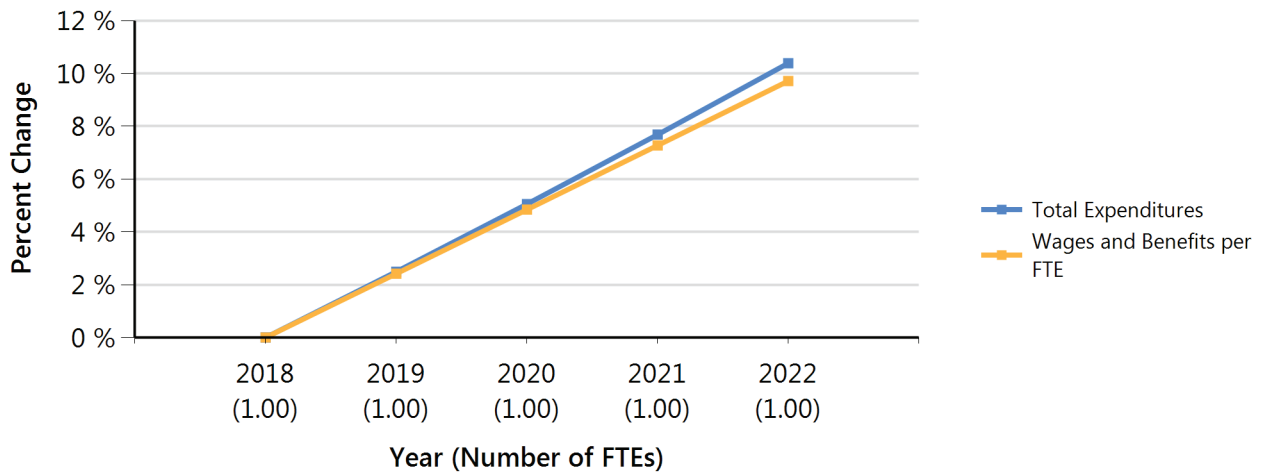
## 2018 Expenditures



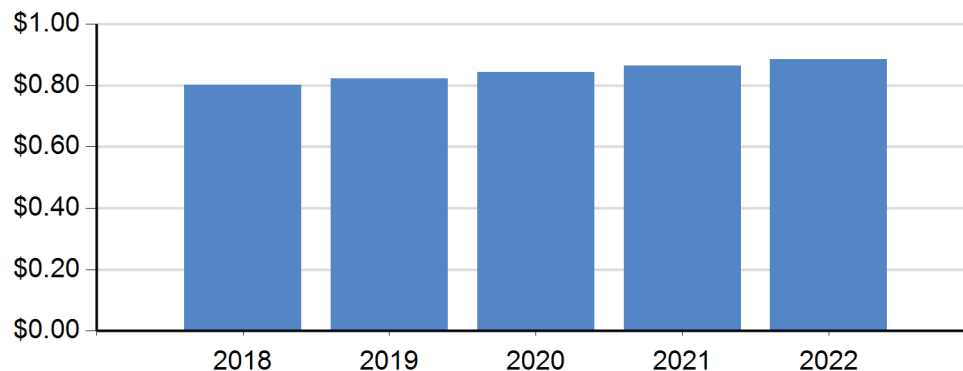
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$0.80	\$0.82	\$0.84	\$0.86	\$0.89
Percent Change	0.00%	2.49%	2.49%	2.50%	2.50%

## Department Summary: Historic Preservation

**Division:** Planning and Economic Development

**Fund Type:** General Fund

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### Executive Summary:

Historic Preservation enables the City to meet 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, urban revitalization, building adaptive reuse, job creation, and increased tax base.

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### Programs and Services:

Programs and incentives that support private investment are the most effective way to encourage historic preservation in our community. Historic Preservation is a valuable tool in the adaptive reuse and rehabilitation of older buildings, furthering the City's distinct "Urban Advantage." Spokane is a unique City full of historic resources that tell our story - the job of the Historic Preservation Office and the Spokane Historic Landmarks Commission is to help owners, developers, and citizens understand Spokane's distinct and special heritage; and at the same time offer incentives to owners who protect and revitalize our historic fabric. The Historic Preservation Office also reviews our primary incentive tool, Special Tax Valuation, which is meant to encourage historic building rehabilitation.

The Historic Preservation Officer is a member of the Neighborhood and Business Services leadership team.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	300	309	318	328	338
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	148,485	152,075	155,762	159,549	163,438
Supplies & Services	1,300	1,338	1,377	1,417	1,458
Other Services & Changes	25,274	26,007	26,761	27,537	28,336
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>175,359</b>	<b>179,729</b>	<b>184,218</b>	<b>188,831</b>	<b>193,570</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	45,000	45,000	45,000	45,000	45,000
Services	4,500	4,631	4,765	4,903	5,045
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	124,859	129,098	133,453	137,928	142,525
All Other	1,000	1,000	1,000	1,000	1,000
<b>TOTAL</b>	<b>175,359</b>	<b>179,729</b>	<b>184,218</b>	<b>188,831</b>	<b>193,570</b>

**Assumptions for Projections:**

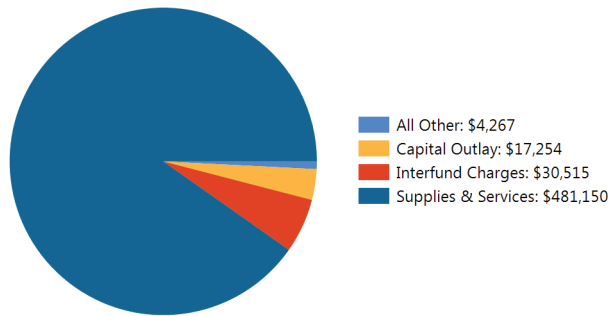




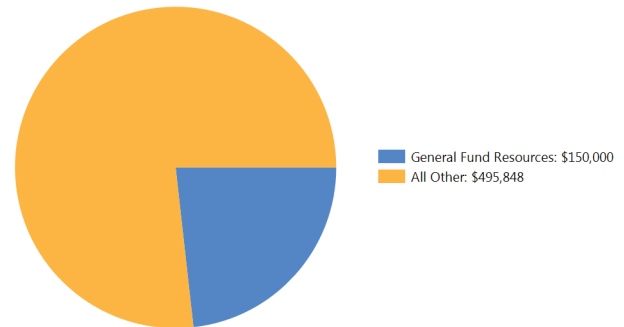
# Intermodal Facility

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

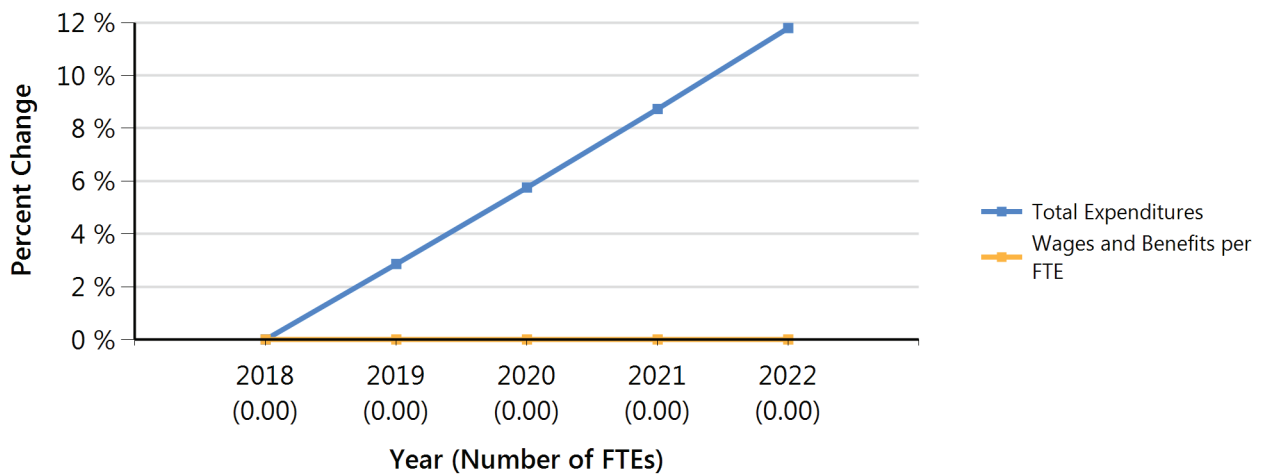
### 2018 Expenditures



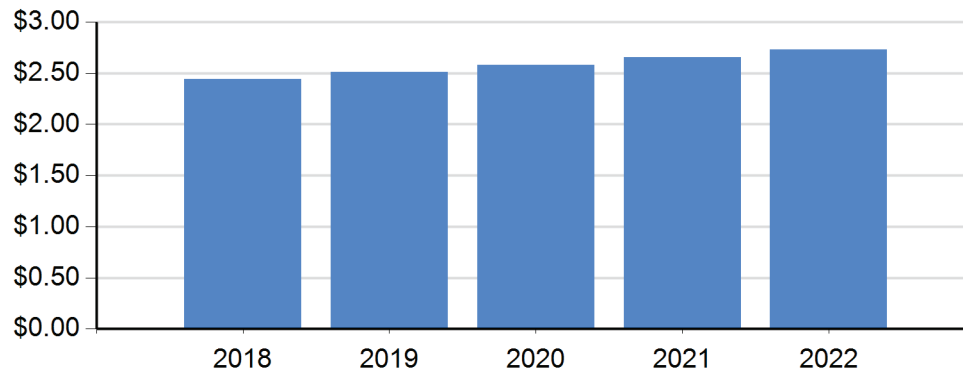
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$2.44	\$2.51	\$2.58	\$2.65	\$2.73
Percent Change	0.00%	2.85%	2.81%	2.81%	2.81%

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

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**Executive Summary:**

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

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**Programs and Services:**

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

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	17,254	17,500	17,500	17,500	17,500
Interfund Charges	30,515	31,430	32,373	33,344	34,344
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	13,432	13,822	14,223	14,635	15,059
Other Services & Changes	467,718	481,282	495,239	509,601	524,379
Debt Services	0	0	0	0	0
All Other	4,267	4,391	4,518	4,649	4,784
<b>TOTAL</b>	<b>533,186</b>	<b>548,425</b>	<b>563,853</b>	<b>579,729</b>	<b>596,066</b>

**Assumptions for Projections:**

'All Other' expenditures consist of Business Improvement District charges on the Intermodal Facility

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	150,000	150,000	150,000	150,000	150,000
All Other	495,848	496,000	496,000	496,000	496,000
<b>TOTAL</b>	<b>645,848</b>	<b>646,000</b>	<b>646,000</b>	<b>646,000</b>	<b>646,000</b>

**Assumptions for Projections:**

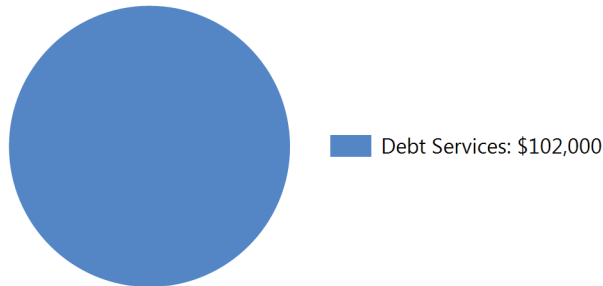
Rent revenues expected to remain steady in future periods unless rate increases are made.



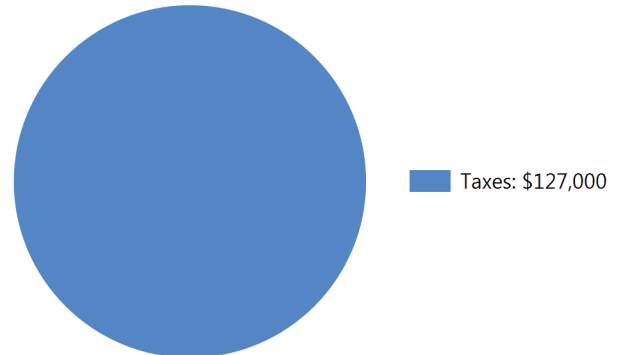
# Kendall Yards TIF

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

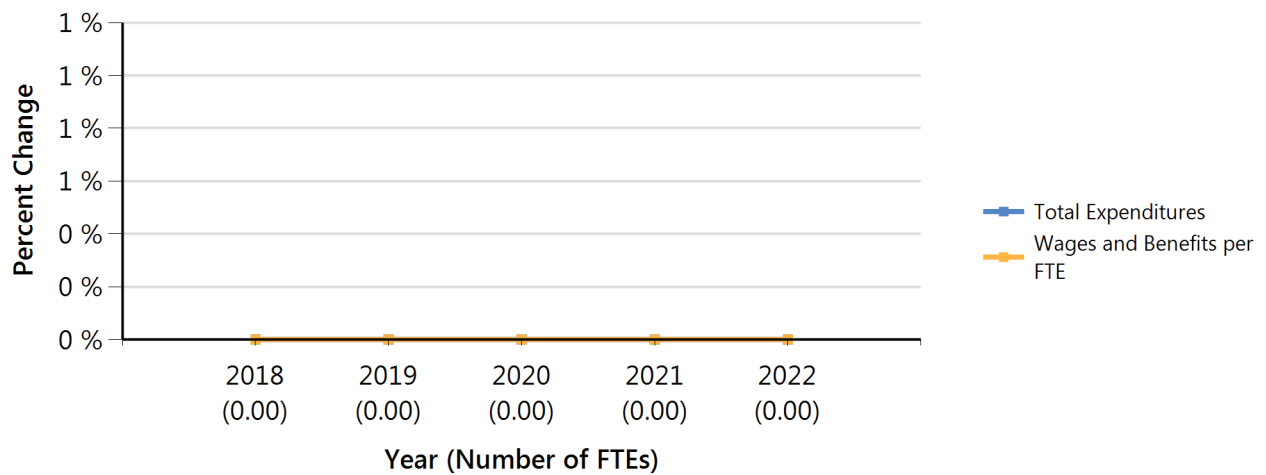
## 2018 Expenditures



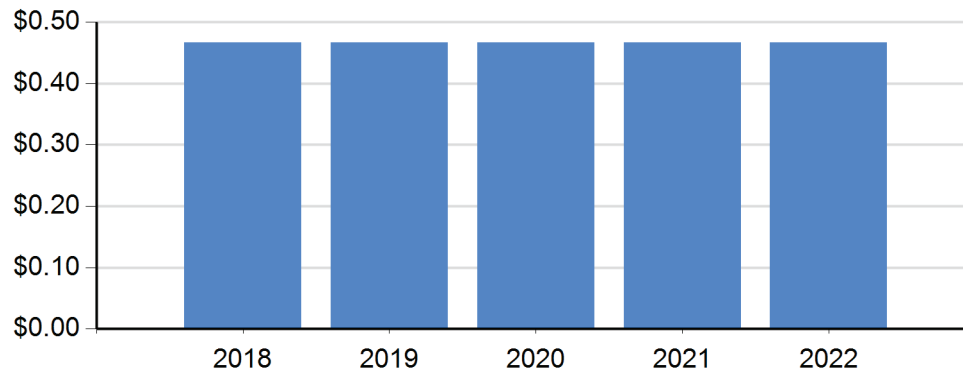
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$0.47	\$0.47	\$0.47	\$0.47	\$0.47
Percent Change	0.00%	0.00%	0.00%	0.00%	0.00%

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

---

**Executive Summary:**

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

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**Programs and Services:**

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

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	102,000	102,000	102,000	102,000	102,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>102,000</b>	<b>102,000</b>	<b>102,000</b>	<b>102,000</b>	<b>102,000</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	127,000	127,000	127,000	127,000	127,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>127,000</b>	<b>127,000</b>	<b>127,000</b>	<b>127,000</b>	<b>127,000</b>

**Assumptions for Projections:**

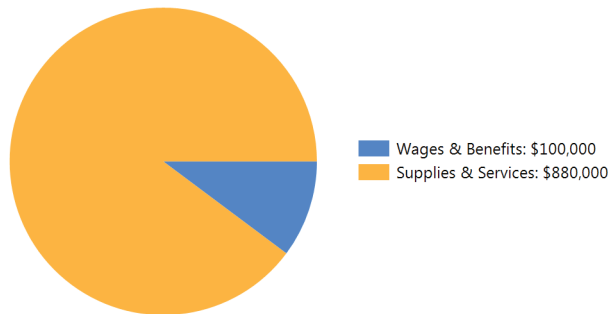




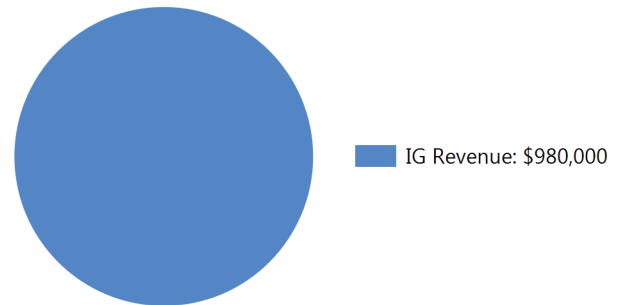
# Miscellaneous Grants Fund

Economic Growth and Development grant funding such as EPA Brownfields funding

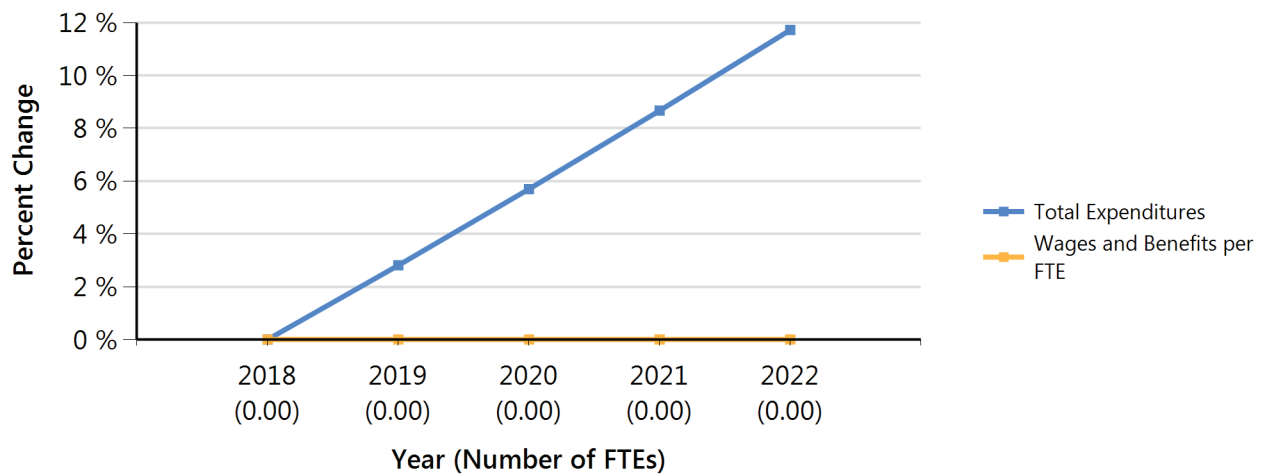
## 2018 Expenditures



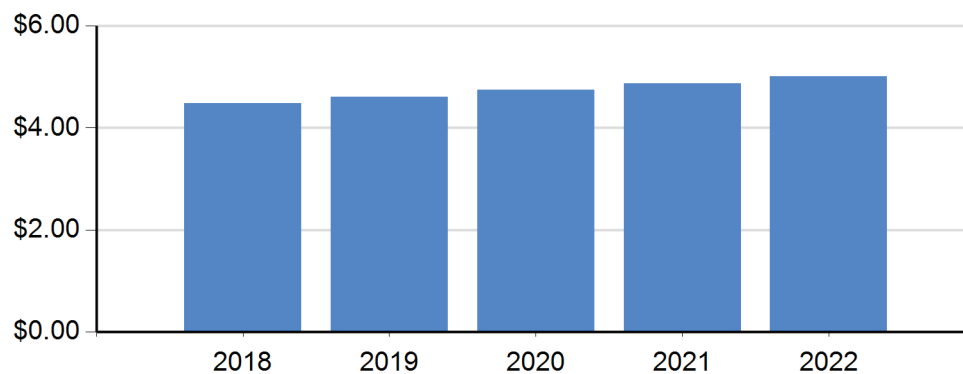
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$4.48	\$4.61	\$4.74	\$4.87	\$5.01
Percent Change	0.00%	2.80%	2.80%	2.80%	2.81%

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

---

**Executive Summary:**

Economic Growth and Development grant funding such as EPA Brownfields funding

---

**Programs and Services:**

Grants sought are paired with development partnerships to leverage more than 1:1 private investment for each dollar of public investment.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	100,000	102,000	104,040	106,121	108,243
Supplies & Services	0	0	0	0	0
Other Services & Changes	880,000	905,520	931,780	958,802	986,607
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>980,000</b>	<b>1,007,520</b>	<b>1,035,820</b>	<b>1,064,923</b>	<b>1,094,850</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	980,000	1,007,520	1,035,820	1,064,923	1,094,850
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>980,000</b>	<b>1,007,520</b>	<b>1,035,820</b>	<b>1,064,923</b>	<b>1,094,850</b>

**Assumptions for Projections:**

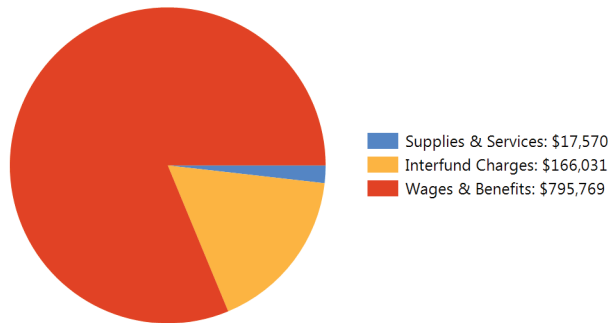
Increase IG revenues estimated at 2.9% per year



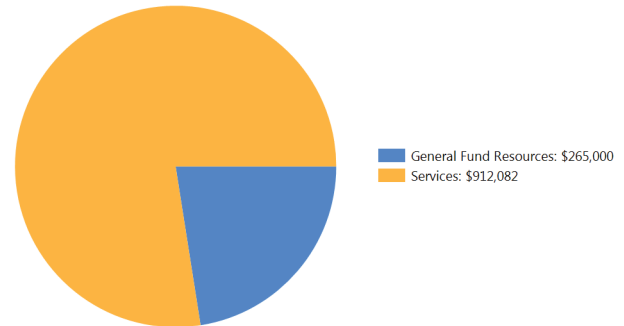
# My Spokane

My Spokane-311 is the City's centralized customer service program. We serve as the main point of contact for citizens to engage with the City. Providing simple access to services, My Spokane connects our community with knowledgeable, friendly, and quality service with one call, one click, or one visit.

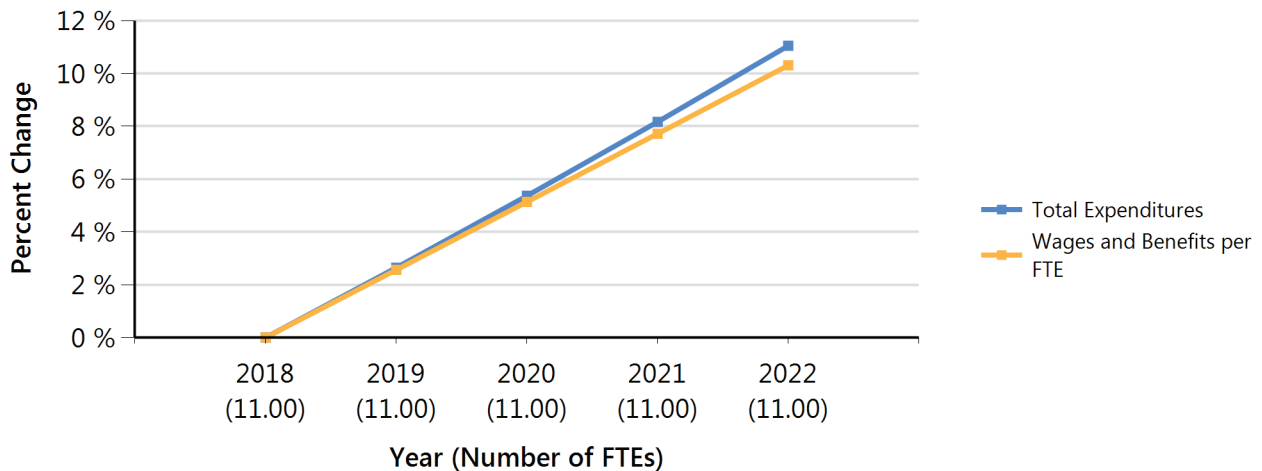
## 2018 Expenditures



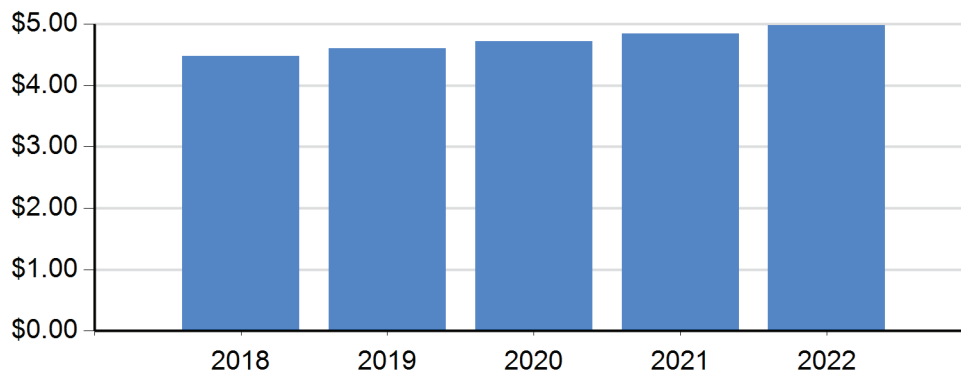
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$4.48	\$4.60	\$4.72	\$4.85	\$4.98
Percent Change	0.00%	2.64%	2.65%	2.65%	2.66%

## Department Summary: My Spokane

**Division:** Planning and Economic Development

**Fund Type:** Internal Service Fund

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### Executive Summary:

My Spokane-311 is the City's centralized customer service program. We serve as the main point of contact for citizens to engage with the City. Providing simple access to services, My Spokane connects our community with knowledgeable, friendly, and quality service with one call, one click, or one visit.

---

### Programs and Services:

Other cities that have launched 311 call centers have experienced growth in their first few years of operations. At this time, My Spokane intends to manage this growth with improvements in technology rather than adding staff.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	166,031	171,012	176,142	181,426	186,869
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	795,769	816,175	837,168	858,768	880,994
Supplies & Services	10,250	10,547	10,853	11,168	11,492
Other Services & Changes	7,320	7,532	7,750	7,975	8,206
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>979,370</b>	<b>1,005,266</b>	<b>1,031,913</b>	<b>1,059,337</b>	<b>1,087,561</b>

**Assumptions for Projections:**

Estimated 2% annual increase in wages, 4% for benefits, 3% for Interfund Expenses, and supplies and services were increase by long-term CPI of 2.9% per year.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	912,082	938,532	962,749	993,756	1,022,575
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	265,000	265,000	265,000	265,000	265,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,177,082</b>	<b>1,203,532</b>	<b>1,227,749</b>	<b>1,258,756</b>	<b>1,287,575</b>

**Assumptions for Projections:**

Increase Services revenue estimated at 2.9% per year

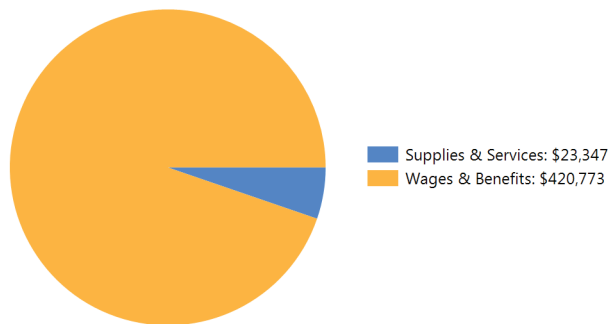




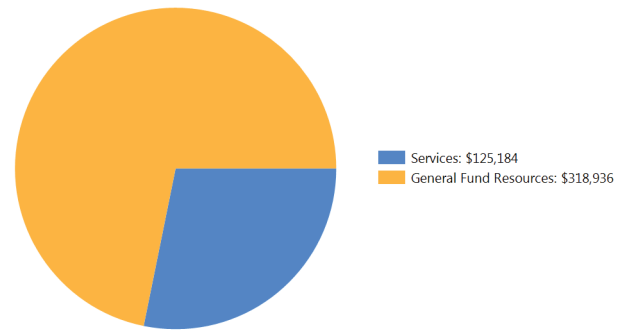
## Office of Neighborhood Services (ONS)

Neighborhood Services provides a link between the City and citizens and empowers neighborhoods to be better by facilitating communication between citizens, departments, and elected officials. Communication is essential to creating a transparent and responsive City to its citizen's needs. Engagement leads to policy development and impacts government decision making.

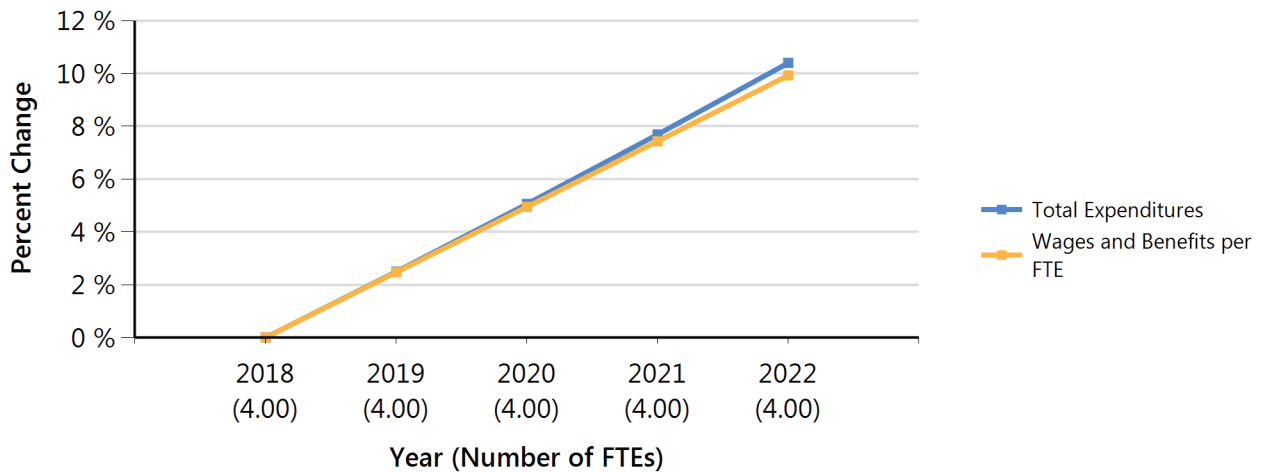
### 2018 Expenditures



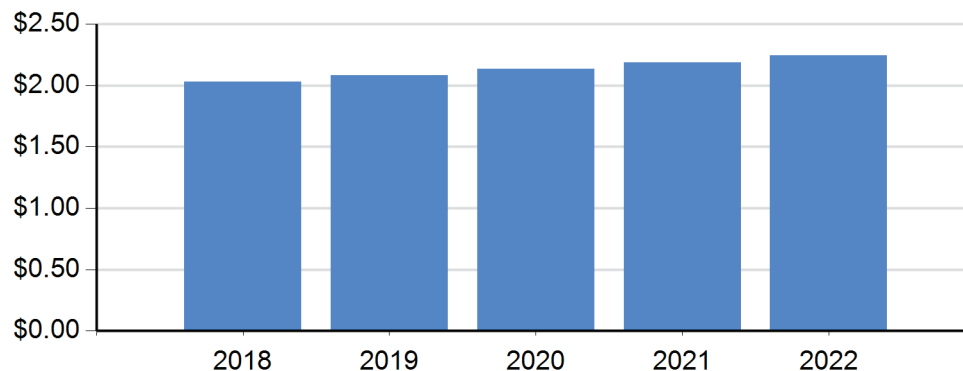
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$2.03	\$2.08	\$2.14	\$2.19	\$2.24
Percent Change	0.00%	2.49%	2.49%	2.50%	2.51%

**Department Summary:** Office of Neighborhood Services (ONS)**Division:** Planning and Economic Development**Fund Type:** General Fund

---

**Executive Summary:**

Neighborhood Services provides a link between the City and citizens and empowers neighborhoods to be better by facilitating communication between citizens, departments, and elected officials. Communication is essential to creating a transparent and responsive City to its citizen's needs. Engagement leads to policy development and impacts government decision making.

---

**Programs and Services:**

Neighborhood Services will provide the necessary resources to respond to the community, department and agencies needs through effective and continuous communication, process engagement and program implementation. The department's community program coordinators facilitate communication and meetings, training and program implementation, provide technical assistance on a wide variety of needs and concerns, and mediate conflicts for the best resolution possible. The staff will liaise with multiple agencies and departments on a variety of issues from neighborhood cleanup, traffic calming, neighborhood safety, community development and improvement.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	420,773	431,167	441,848	452,825	464,107
Supplies & Services	18,261	18,791	19,336	19,897	20,474
Other Services & Changes	5,086	5,233	5,385	5,541	5,702
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>444,120</b>	<b>455,191</b>	<b>466,569</b>	<b>478,263</b>	<b>490,283</b>

**Assumptions for Projections:**

Estimated 2% annual increase in wages, 4% for benefits, 3% for Interfund Expenses, and supplies and services were increase by long-term CPI of 2.9% per year.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	125,184	128,814	132,550	136,394	140,349
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	318,936	326,377	334,019	341,869	349,934
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>444,120</b>	<b>455,191</b>	<b>466,569</b>	<b>478,263</b>	<b>490,283</b>

**Assumptions for Projections:**

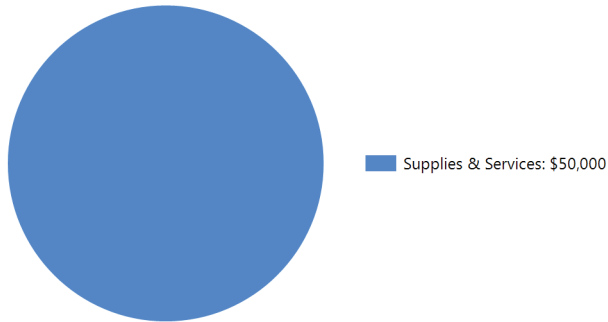
Increase revenues estimated at 2.9% per year



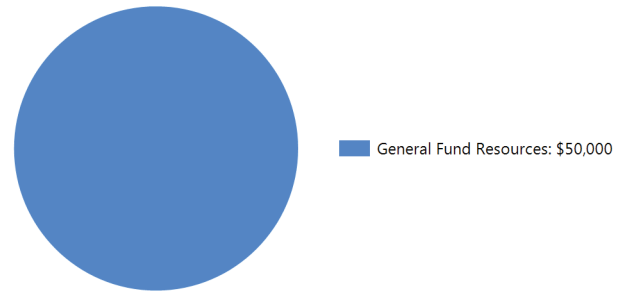
# Office of Youth

This summary represents the City's contribution to support Chase Youth Commission and their efforts to empower youth in making positive changes in our community.

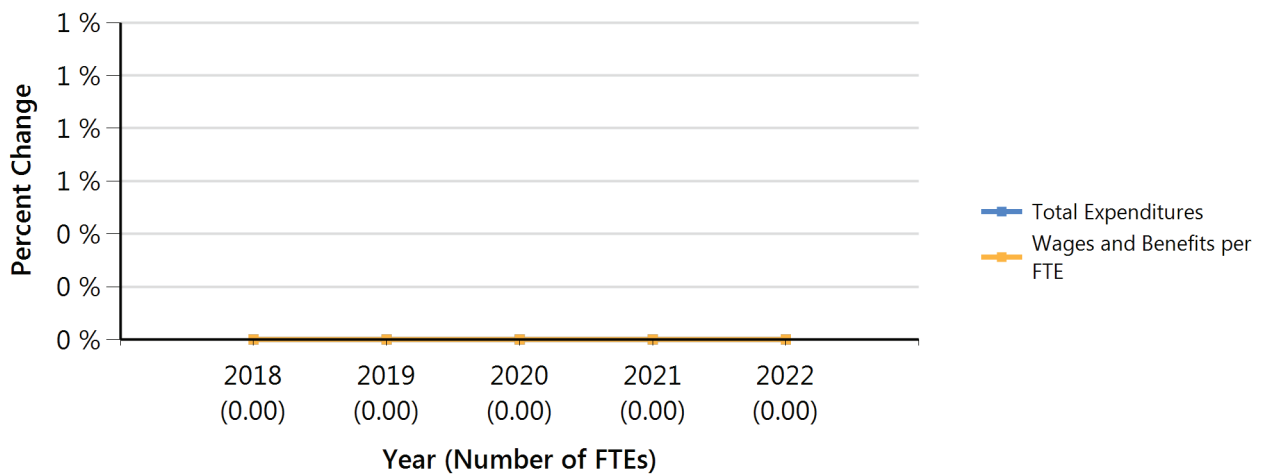
## 2018 Expenditures



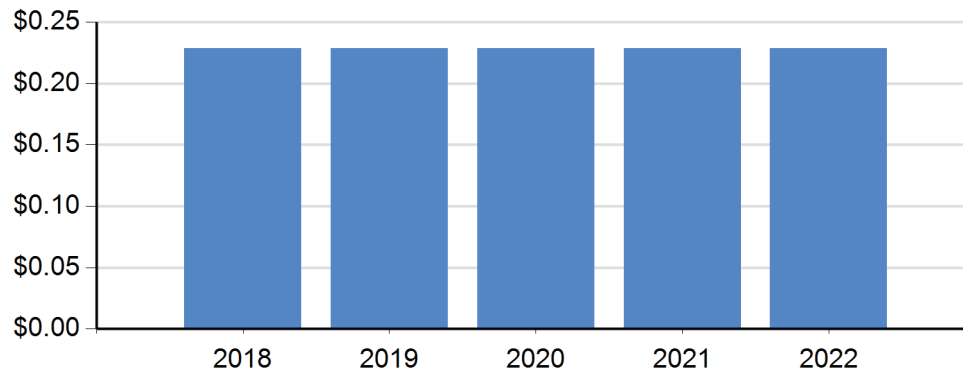
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$0.23	\$0.23	\$0.23	\$0.23	\$0.23
Percent Change	0.00%	0.00%	0.00%	0.00%	0.00%

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

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**Executive Summary:**

This summary represents the City's contribution to support Chase Youth Commission and their efforts to empower youth in making positive changes in our community.

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**Programs and Services:**

The Chase Youth Commission gives youth a voice in bringing about change in our community. They provide a positive environment to collaborate with young people and empower them to become leaders.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	50,000	50,000	50,000	50,000	50,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	50,000	50,000	50,000	50,000	50,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>

**Assumptions for Projections:**

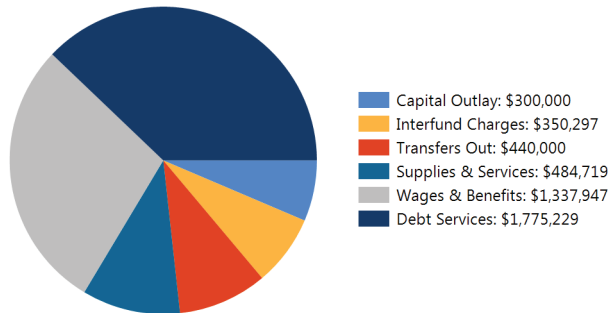




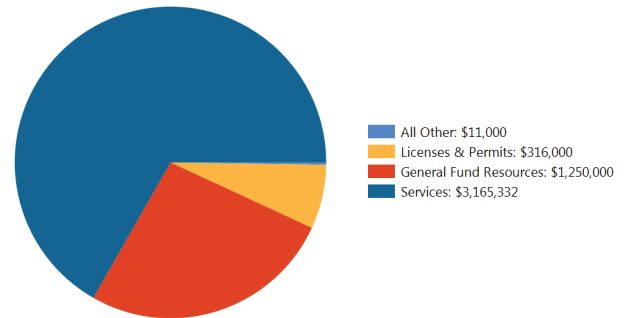
# Parking Meter Revenue

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 its assets.

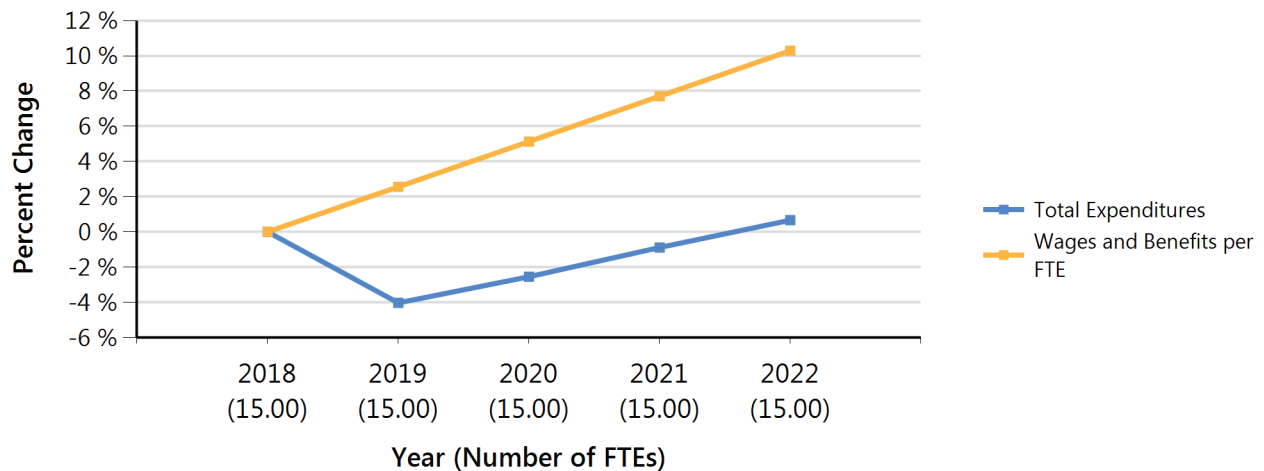
## 2018 Expenditures



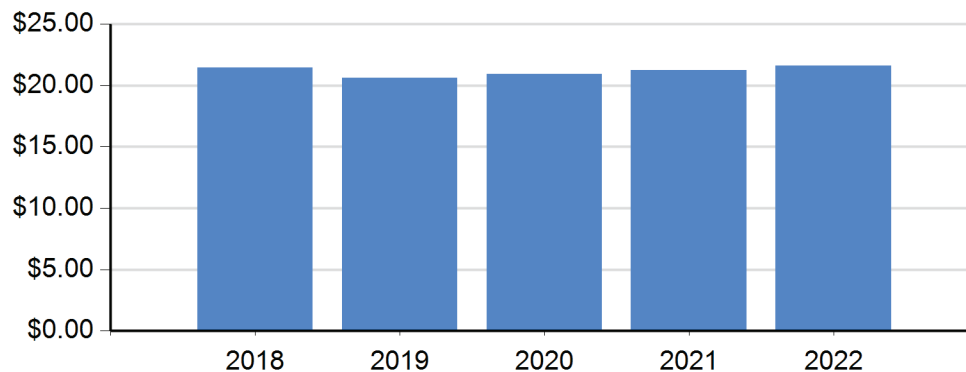
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$21.45	\$20.59	\$20.91	\$21.26	\$21.60
Percent Change	0.00%	-4.03%	1.54%	1.70%	1.56%

## Department Summary: Parking Meter Revenue

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

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### Executive Summary:

Currently City Parking meter operations include enforcement of Citywide parking ordinances with a focus on customer service, enforcement of disabled parking stalls, innovation, installation and maintenance of the parking system and its assets.

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### Programs and Services:

The Parking Department will establish, install and maintain parking meters as required throughout the approved meter zone. In 2008 hours of operation were extended to 8am-7pm. (one hour earlier and one hour later). This generated more revenue which in turn required an increase in collection hours and a corresponding reduction in patrol hours. In 2012, parking meter rates were increased. All monies from the parking devices must be regularly collected, counted and receipted to ensure proper handling of the \$3.165 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 has gone up to the merchant and vendor fees. With the proposed budget, the City will continue to enhance operations through the use of emerging software applications and hardware technologies. Parking system management activities will include rational levels of enforcement and customer service to provide the desired turnover and availability of convenient parking spaces within the central Business District and new areas of expansion. Parking enforcement services will also provide City-wide coverage into residential neighborhoods and commercial/business districts to enhance vehicle and pedestrian safety, mobility and access for all citizens, including those with physical disabilities. Enforcement efforts will be accomplished utilizing Duncan Solution meter and handheld technologies that provide real time information, data driven decision making and faster response times than previous technologies. The entire parking team has been through extensive training on the new system. Over 800 meters were placed in the top 85% parking revenue producing area of the central business district downtown. These enhancements will allow for better measures and investment in and around the parking environment.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	300,000	150,000	150,000	150,000	150,000
Interfund Charges	350,297	360,806	371,630	382,779	394,262
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	440,000	440,000	440,000	440,000	440,000
Wages & Benefits	1,337,947	1,372,200	1,407,437	1,443,691	1,480,994
Supplies & Services	20,525	21,120	21,732	22,362	23,010
Other Services & Changes	464,194	477,656	491,508	505,762	520,429
Debt Services	1,775,229	1,677,323	1,686,415	1,701,908	1,710,618
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>4,688,192</b>	<b>4,499,105</b>	<b>4,568,722</b>	<b>4,646,502</b>	<b>4,719,313</b>

**Assumptions for Projections:**

Estimated 2% annual increase in wages, 4% for benefits, 3% for Interfund Expenses, and supplies and services were increase by long-term CPI of 2.9% per year.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	316,000	325,164	334,594	344,297	354,282
IG Revenue	0	0	0	0	0
Services	3,165,332	3,212,812	3,261,004	3,309,919	3,359,568
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
All Other	11,000	11,000	11,000	11,000	11,000
<b>TOTAL</b>	<b>4,742,332</b>	<b>4,798,976</b>	<b>4,856,598</b>	<b>4,915,216</b>	<b>4,974,850</b>

**Assumptions for Projections:**

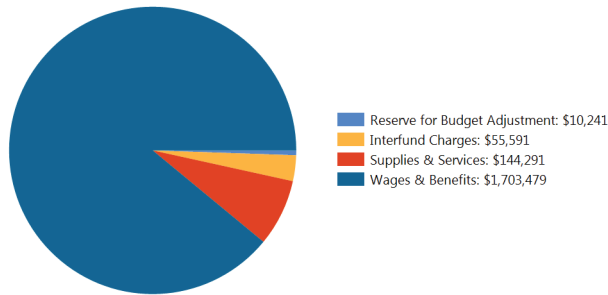
Meter revenue for 2016 was down by 2%. This may be directly related to downtown construction impacts on meter usage. This trend of flat meter revenue or loss is anticipated to continue through 2020 due to continued construction and the Center Line meter impact. Increase IG revenue will remain at 1.25 million. Three factors to increase revenue are rate increases, increase in ticket repayment rates, expansion of parking programs and expansion of meters into the parking district.



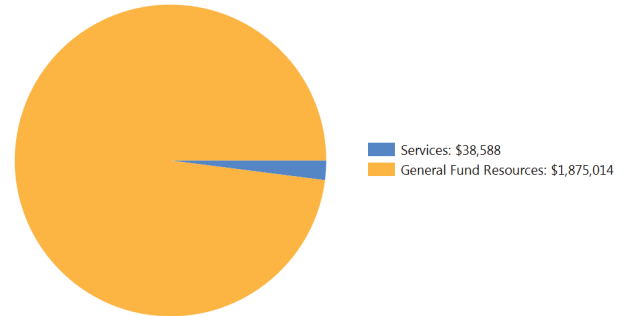
## Planning Services

Planning Services' 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 developing and implementing our economic development strategy, land use and public infrastructure system plans, and continually improving the Unified Development Code.

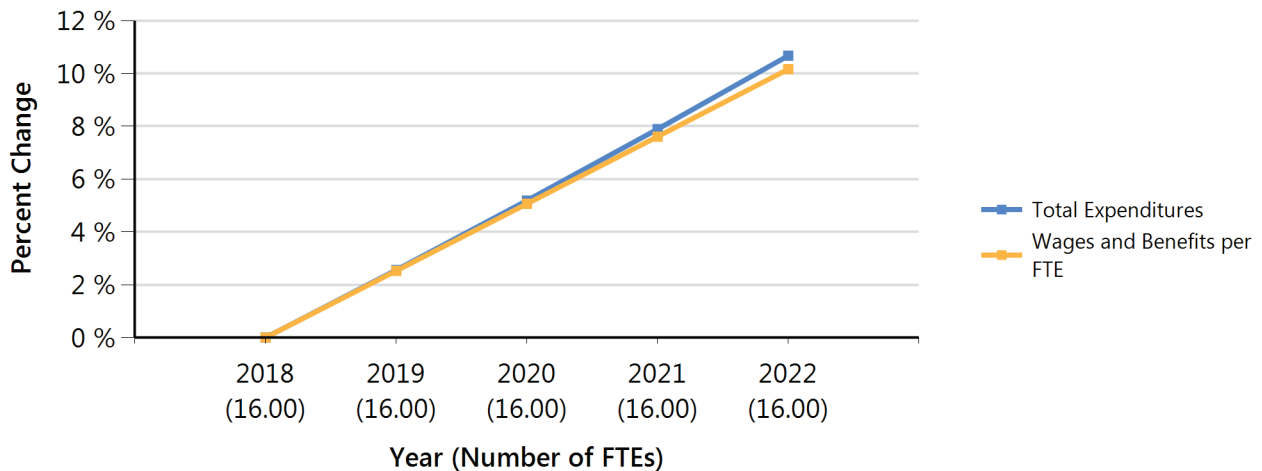
### 2018 Expenditures



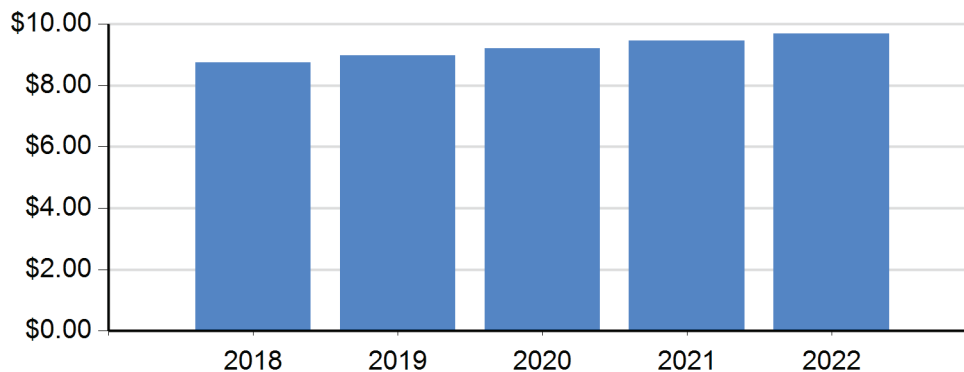
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$8.76	\$8.98	\$9.21	\$9.45	\$9.69
Percent Change	0.00%	2.55%	2.56%	2.57%	2.57%

## Department Summary: Planning Services

**Division:** Planning and Economic Development

**Fund Type:** General Fund

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### Executive Summary:

Planning Services' 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 developing and implementing our economic development strategy, land use and public infrastructure system plans, and continually improving the Unified Development Code.

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### Programs and Services:

The program provides comprehensive planning, economic analysis, strategic planning, and advanced project development services for the City, with a focus on targeted investment areas, in partnership with the Downtown Spokane Partnership, Greater Spokane, Inc., City-created PDAs, Neighborhood Councils, and neighborhood business associations. It coordinates the maintenance and implementation of the City's Comprehensive Plan and its 20-year Capital Projects list, the Unified Development Code, and economic development incentive programs.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	55,591	57,259	58,977	60,746	62,568
Reserve for Budget Adjustment	10,241	10,241	10,241	10,241	10,241
Transfers Out	0	0	0	0	0
Wages & Benefits	1,703,479	1,746,548	1,790,839	1,836,390	1,883,242
Supplies & Services	13,745	14,144	14,554	14,976	15,410
Other Services & Changes	130,546	134,332	138,228	142,237	146,362
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,913,602</b>	<b>1,962,524</b>	<b>2,012,839</b>	<b>2,064,590</b>	<b>2,117,823</b>

**Assumptions for Projections:**

Projections should be based on inflation, as there are no planned changes to our program.

Estimated 2% annual increase in wages, 4% for benefits, 3% for Interfund Expenses, and supplies and services were increase by long-term CPI of 2.9% per year.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	38,588	39,707	40,859	42,044	43,263
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,875,014	1,922,817	1,971,980	2,022,546	2,074,560
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,913,602</b>	<b>1,962,524</b>	<b>2,012,839</b>	<b>2,064,590</b>	<b>2,117,823</b>

**Assumptions for Projections:**

Revenue increases estimated at 2.9% per year

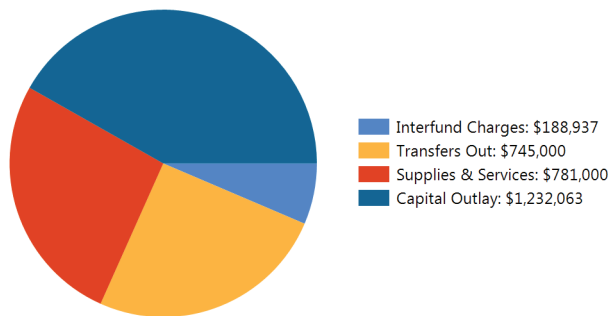




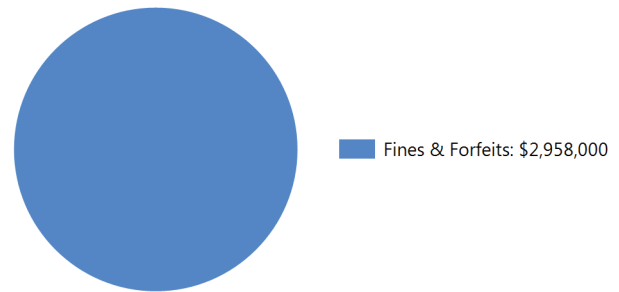
# Traffic Calming Measures

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 competitive bid process between neighborhood councils in each council district.

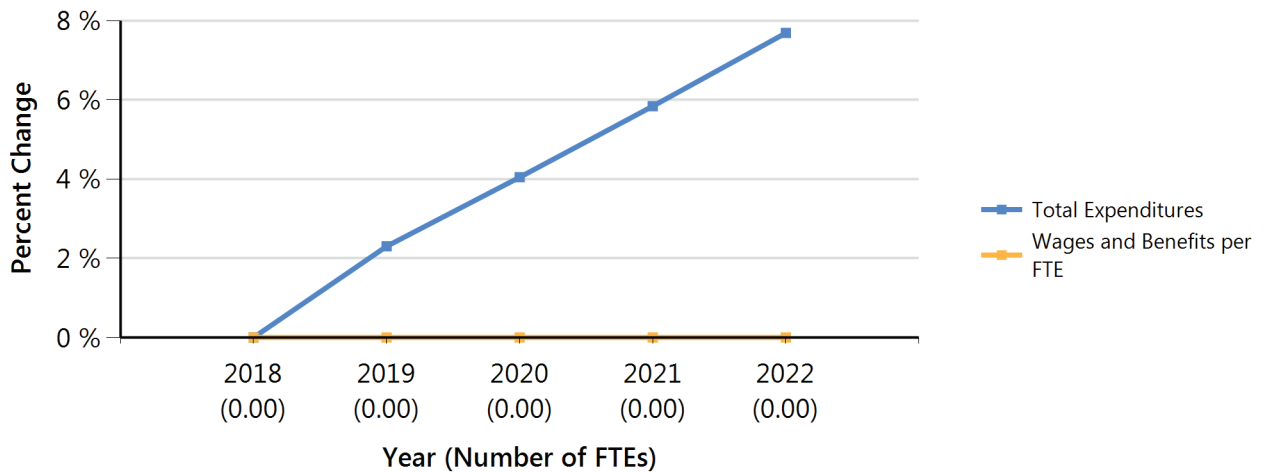
### 2018 Expenditures



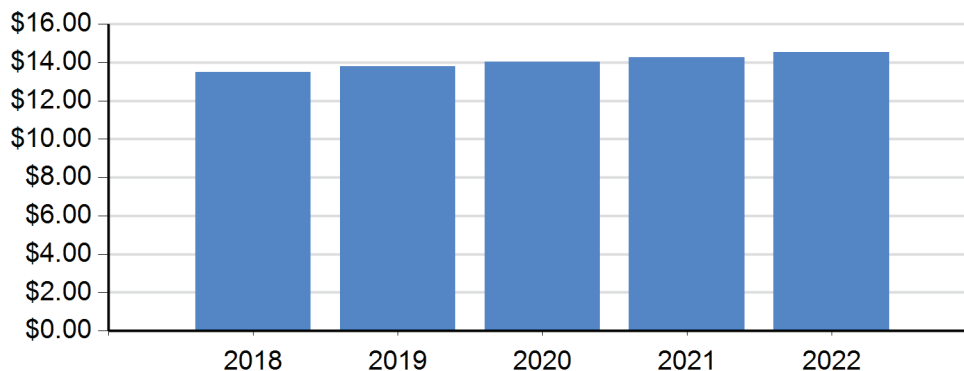
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$13.49	\$13.80	\$14.03	\$14.27	\$14.52
Percent Change	0.00%	2.30%	1.70%	1.72%	1.74%

## Department Summary: Traffic Calming Measures

**Division:** Planning and Economic Development

**Fund Type:** Special Revenue Fund

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### 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 competitive bid process between neighborhood councils in each council district.

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### Programs and Services:

Traffic Calming is managed through the Neighborhood Services Program to coordinate the coordination of the placement of the speed feedback signs with the neighborhood councils. The ONS also coordinates the application process for the traffic calming infrastructure applications with the 27 neighborhoods, City Engineering and Traffic and elected officials. The projects requested for implementation including over 70 arterial and local access streets including improvements to sidewalks, bicycle lanes, curbing for reduced speed, safety features (cross walks, sharros) and increased pedestrian buffers.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	1,232,063	1,250,000	1,250,000	1,250,000	1,250,000
Interfund Charges	188,937	194,605	200,443	206,454	212,650
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	745,000	766,605	788,837	811,713	835,252
Wages & Benefits	0	0	0	0	0
Supplies & Services	16,000	16,464	16,941	17,432	17,938
Other Services & Changes	765,000	787,185	810,013	833,503	857,675
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,947,000</b>	<b>3,014,859</b>	<b>3,066,234</b>	<b>3,119,102</b>	<b>3,173,515</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	2,958,000	3,043,782	3,132,052	3,222,881	3,316,345
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,958,000</b>	<b>3,043,782</b>	<b>3,132,052</b>	<b>3,222,881</b>	<b>3,316,345</b>

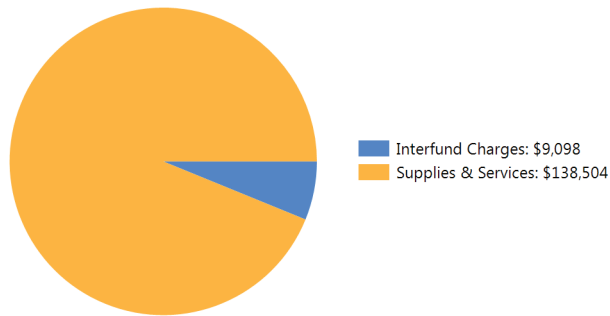
**Assumptions for Projections:**



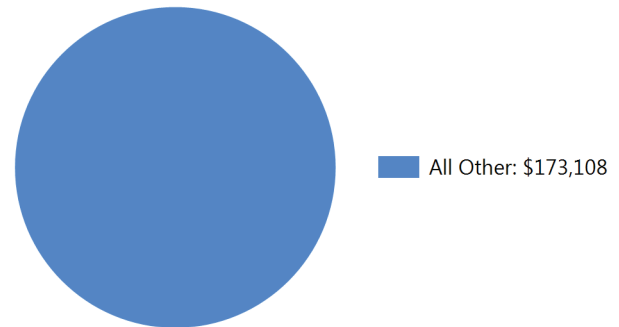
# Under Freeway Parking

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.

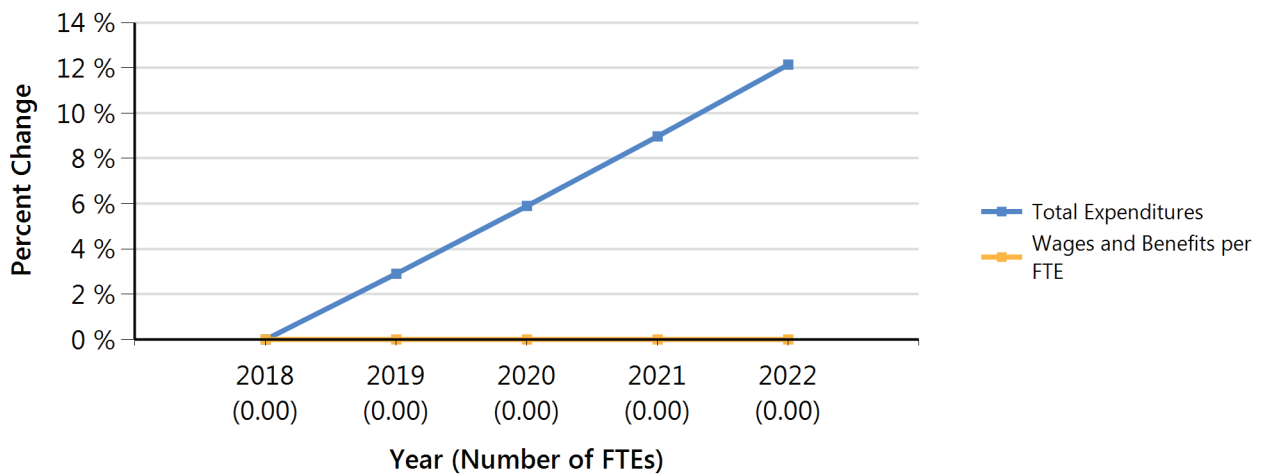
## 2018 Expenditures



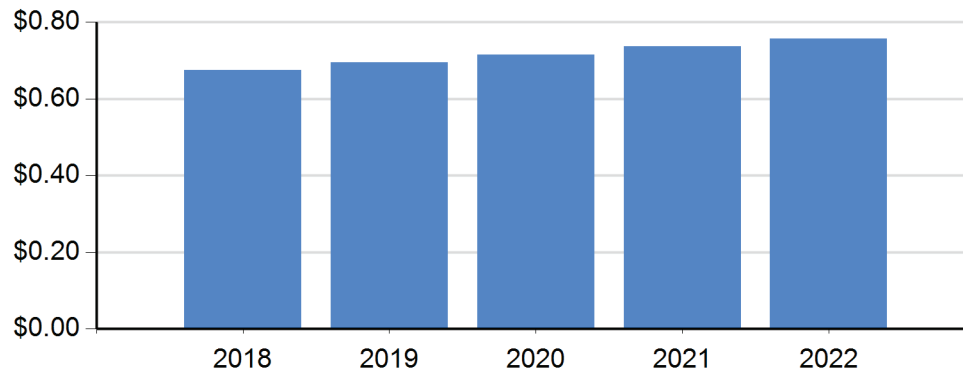
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$0.68	\$0.70	\$0.72	\$0.74	\$0.76
Percent Change	0.00%	2.90%	2.90%	2.90%	2.90%

**Department Summary:** Under Freeway Parking**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

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**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.

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**Programs and Services:**

The Washington State Department of Transportation has contracted with the City of Spokane for maintenance of state-owned property located under Interstate I-90. Additionally, the City has leased at no cost this property and subsequently entered into subleases with individuals and companies for parking facilities. The City also has contracted with the Downtown Spokane Partners for property maintenance.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	9,098	9,371	9,652	9,942	10,240
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	138,504	142,521	146,654	150,907	155,283
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>147,602</b>	<b>151,892</b>	<b>156,306</b>	<b>160,849</b>	<b>165,523</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	173,108	178,128	183,294	188,609	194,079
<b>TOTAL</b>	<b>173,108</b>	<b>178,128</b>	<b>183,294</b>	<b>188,609</b>	<b>194,079</b>

**Assumptions for Projections:**

Revenue increase estimated at 2.9% per year

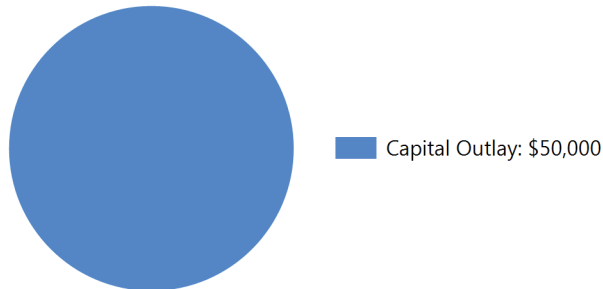




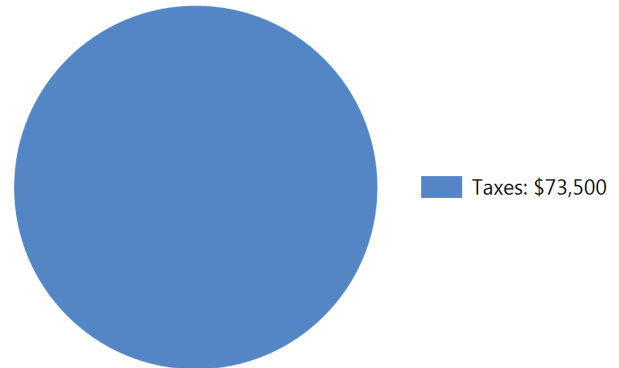
# University District LRF

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

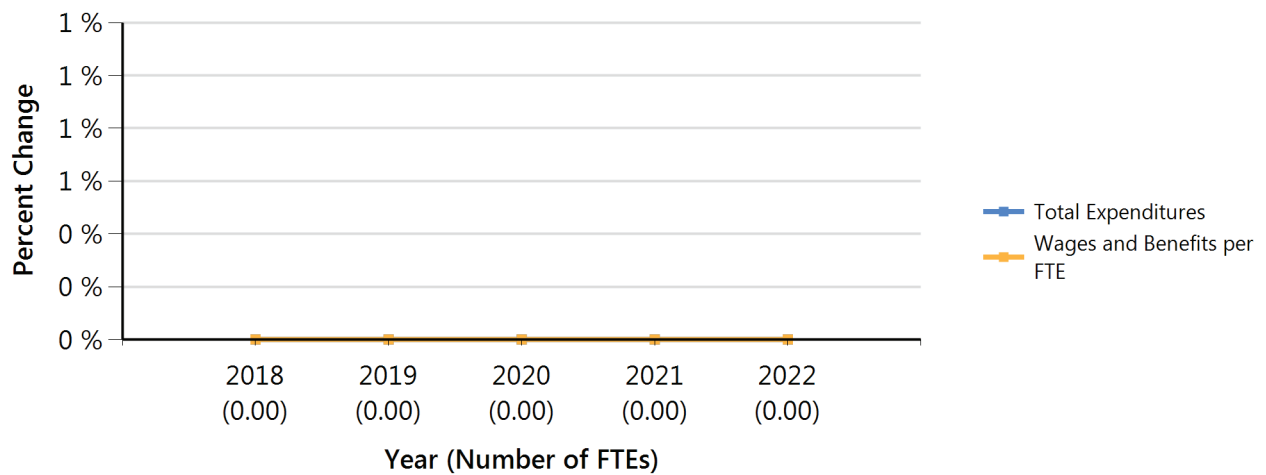
## 2018 Expenditures



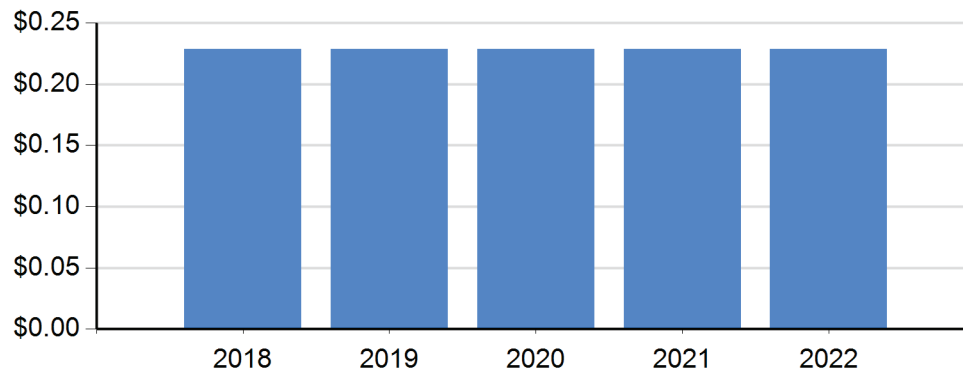
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$0.23	\$0.23	\$0.23	\$0.23	\$0.23
Percent Change	0.00%	0.00%	0.00%	0.00%	0.00%

**Department Summary:** University District LRF**Division:** Planning and Economic Development**Fund Type:** Capital Project Fund

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**Executive Summary:**

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

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**Programs and Services:**

The U District LRF is used for the transactions of all eligible project costs associated with the Spokane University District Revitalization Area public improvements. The Spokane University District Revitalization Area was created by Ordinance of the City Council (Ordinance No. C34470) to use incremental local property and sales tax revenue together with a state-approved match implemented through a sales tax credit (Ord. No. 34730) to finance public improvements within the Spokane University District as provided for in RCW 39.104. This bid acts as the cash flow account for the Spokane University District Revitalization Area (UDRA) fund.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	50,000	50,000	50,000	50,000	50,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	73,500	75,632	77,825	80,082	82,404
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>73,500</b>	<b>75,632</b>	<b>77,825</b>	<b>80,082</b>	<b>82,404</b>

**Assumptions for Projections:**

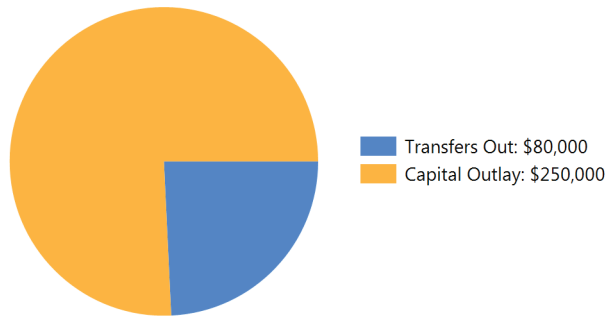
Long-term CPI rate of 2.9%



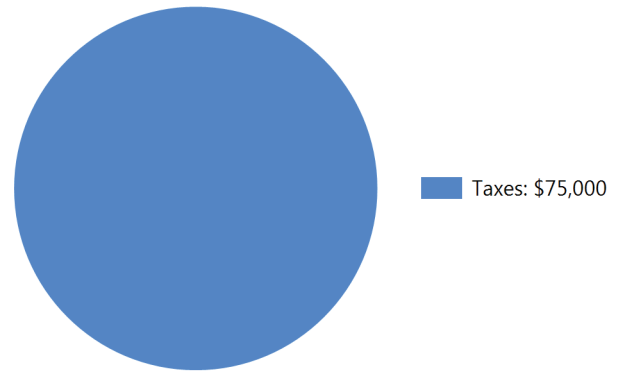
## West Quadrant TIF

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

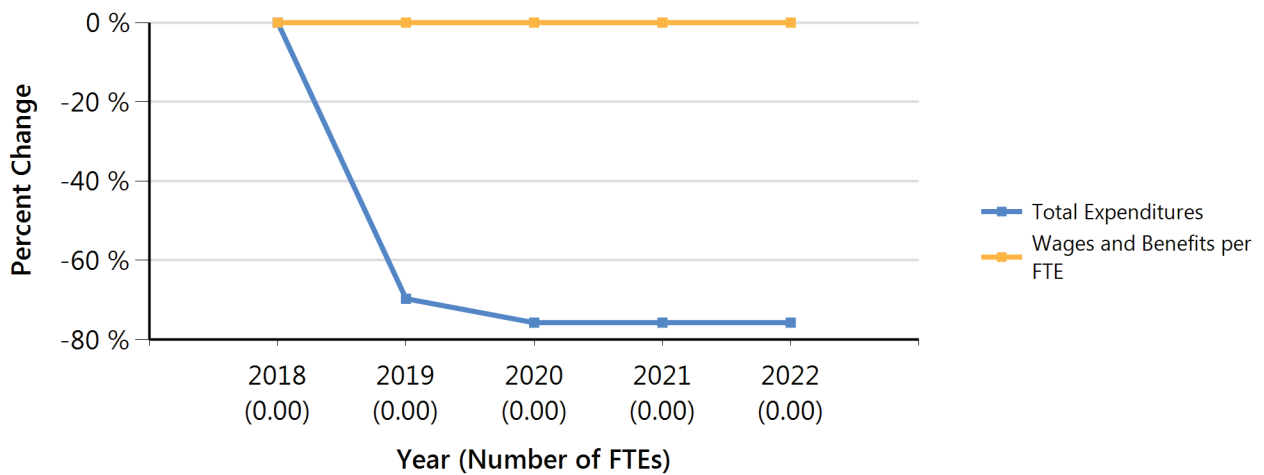
### 2018 Expenditures



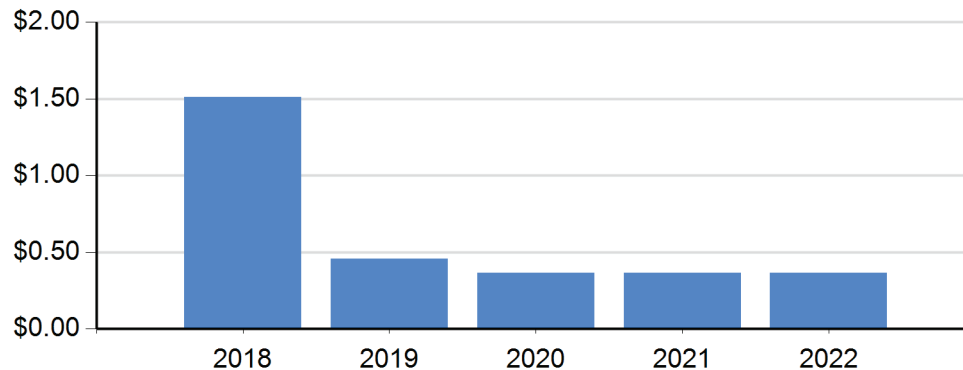
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$1.51	\$0.46	\$0.37	\$0.37	\$0.37
Percent Change	0.00%	-69.69%	-20.00%	0.00%	0.00%

**Department Summary:** West Quadrant TIF**Division:** Planning and Economic Development**Fund Type:** Capital Project Fund

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**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.

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**Programs and Services:**

The West Quadrant TIF is used for the transactions of all eligible project costs associated with the West Quadrant Neighborhood Sub-area public improvements. The West Quadrant Tax Increment Area No. 2007-1 was created by Council Ordinance No. C34032 to use incremental property tax revenue from the subarea to finance public improvements within the West Quadrant neighborhoods as provided in Ordinance No. C34032. This bid acts as the cash flow account for the West Quadrant Neighborhood project fund.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	250,000	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	80,000	100,000	80,000	80,000	80,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>330,000</b>	<b>100,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	75,000	75,000	75,000	75,000	75,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>

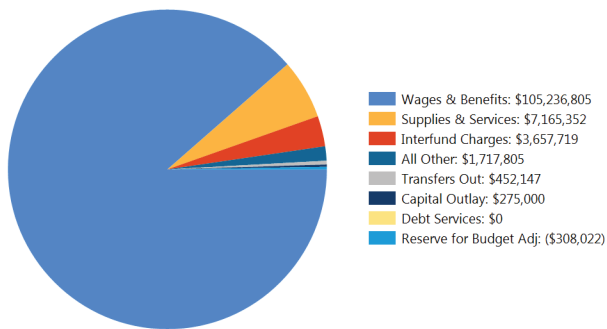
**Assumptions for Projections:**



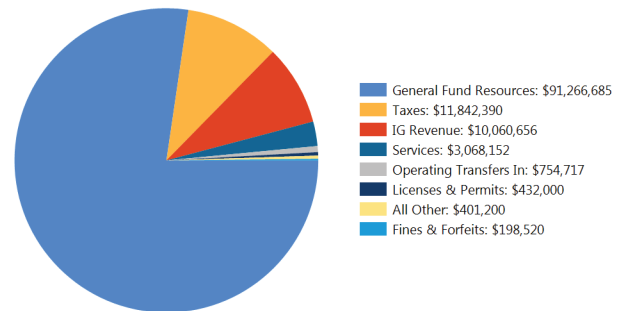


# Public Safety

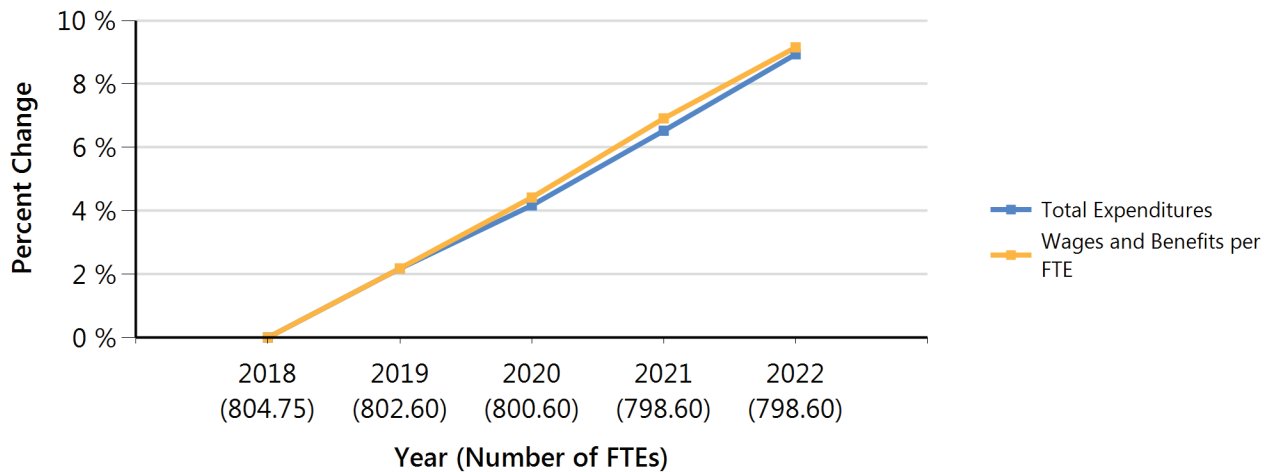
## 2018 Expenditures



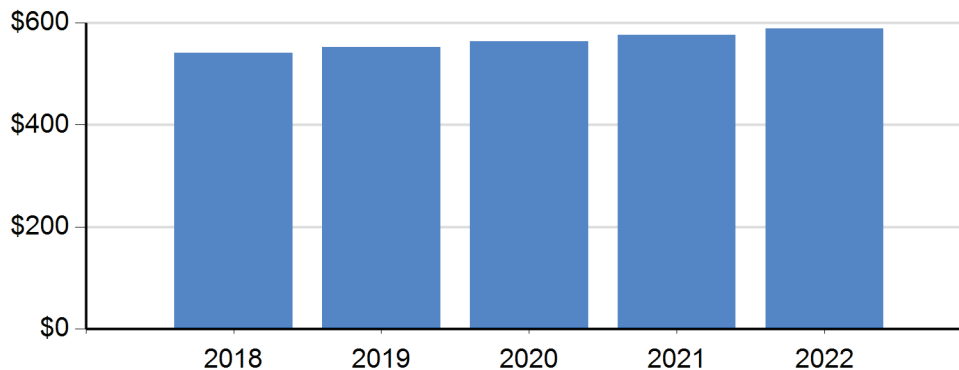
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



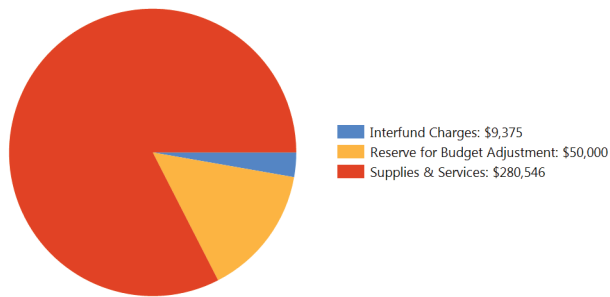
Spending	\$540.88	\$552.65	\$563.43	\$576.17	\$589.22
Percent Change	0.00%	2.17%	1.95%	2.26%	2.26%



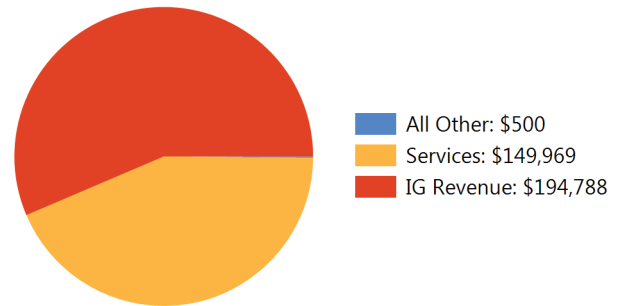
# Combined Communications Building

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.

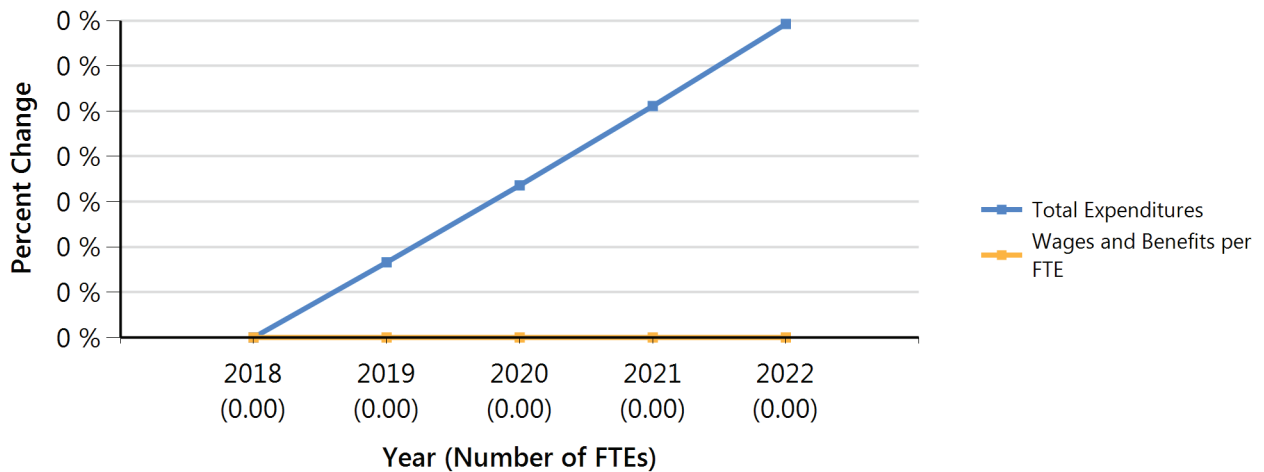
### 2018 Expenditures



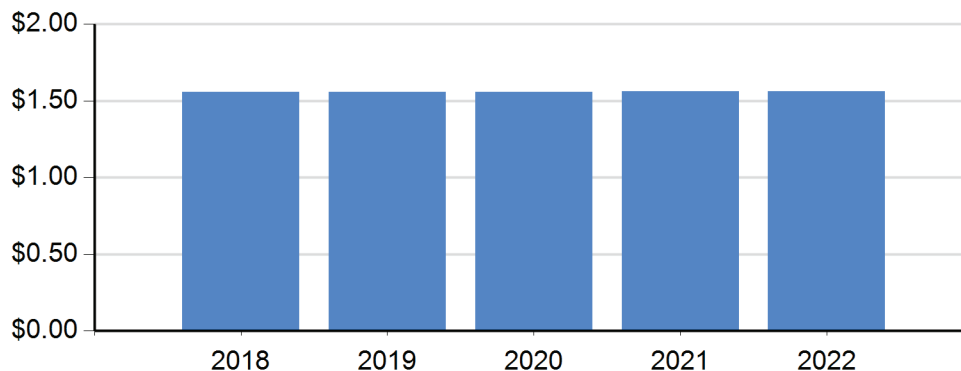
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$1.56	\$1.56	\$1.56	\$1.56	\$1.56
Percent Change	0.00%	0.08%	0.08%	0.08%	0.09%

## Department Summary: Combined Communications Building

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### 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.

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### Programs and Services:

The CCB operates through an Interlocal Agreement that outlines the sharing of the facilities operational costs based on space occupancy of the individual resident organizations.

The CCB is a state of the art communications facility that houses 9-1-1 and the majority of the public safety dispatch operations in Spokane County. Located at the Spokane Fire Department's Readiness Complex, the CCB opened in 2004. The cost of construction was shared by the resident agencies based on the square footage of the space they utilize/ occupy within the structure. The approach of operating in a shared facility is not only cost effective for the community but also enhances operational effectiveness and efficiency for all public safety agencies throughout Spokane County.

On-going costs to maintain and operate the building are also shared among the occupants of the CCB based on percentage of space allocation to the agency. The CCC Manager is responsible for the day to day oversight of the facility with support from the FD's Maintenance Division.

Operationally, there is a backup Center in place at a separate remote location to provides for relocation of CCB functions should circumstances dictate such. The Backup Center has redundant phone, computer and radio systems in place that will provide for operations by each of the CCB agencies

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	9,375	9,657	9,946	10,244	10,552
Reserve for Budget Adjustment	50,000	50,000	50,000	50,000	50,000
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	14,300	14,300	14,300	14,300	14,300
Other Services & Changes	266,246	266,246	266,246	266,246	266,246
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>339,921</b>	<b>340,203</b>	<b>340,492</b>	<b>340,790</b>	<b>341,098</b>

**Assumptions for Projections:**

Budget is anticipated to stay relatively flat overall. IF charges assume a 3% increase per year.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	194,788	192,215	192,215	192,215	192,215
Services	149,969	147,988	148,277	148,575	148,883
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	500	0	0	0	0
<b>TOTAL</b>	<b>345,257</b>	<b>340,203</b>	<b>340,492</b>	<b>340,790</b>	<b>341,098</b>

**Assumptions for Projections:**

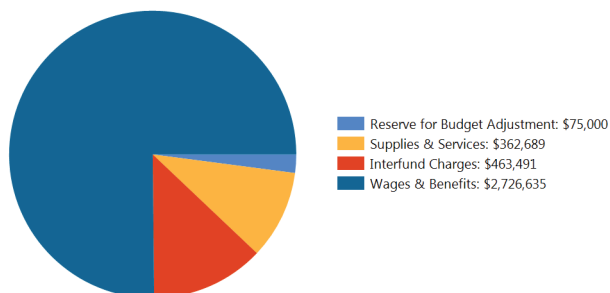
Revenues are projected based on expenditures. Each entity occupying the facility pays their proportionate share based on the space they occupy.



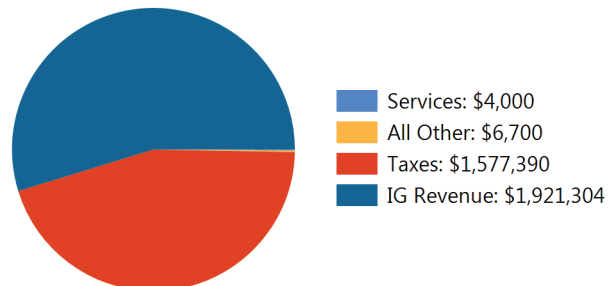
## Combined Communications Center

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.

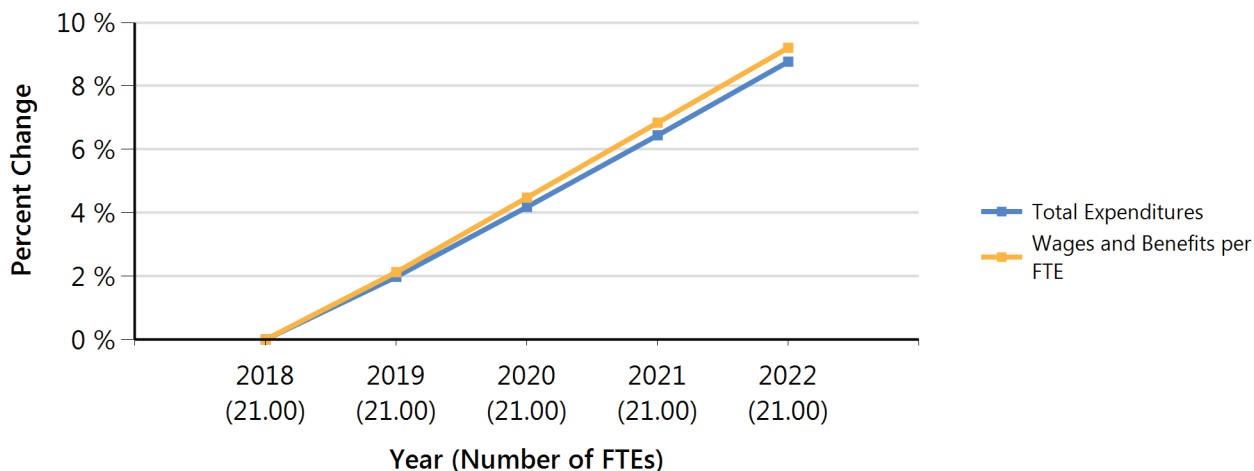
### 2018 Expenditures



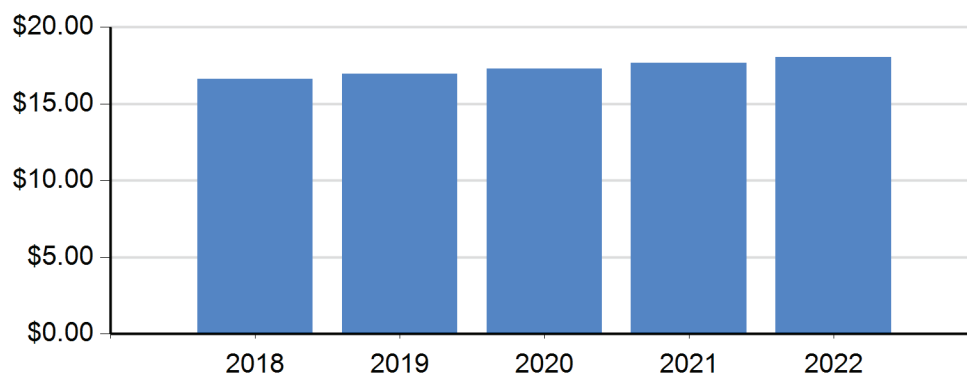
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$16.60	\$16.93	\$17.30	\$17.67	\$18.06
Percent Change	0.00%	1.97%	2.15%	2.17%	2.18%

## Department Summary: Combined Communications Center

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### 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 is Special Revenue Fund. Funding for the CCC is generated through a cost per call formula among the agencies that receive CCC Fire/ EMS dispatch services. The CCC is lead and managed by the Spokane Fire Department and is overseen by a CCC Policy Board that is made up of representatives of the user agencies.

The CCC operates at the CCB (Combined Communications Building) along with 9-1-1; Spokane Police Dispatch and Spokane Sheriff Dispatch. The approach of operating in a shared facility is not only cost effective for the community but also enhances operational effectiveness and efficiency for all public safety agencies throughout Spokane County.

Likewise, the combining of the 4 separate Fire Dispatch Centers into the CCC in the late 1990's has improved operational effectiveness and gained efficiencies for all of the Fire Agencies that are part of the CCC.

Operationally, there is a backup Center in place at a separate remote location to provide for relocation of CCB functions should circumstances dictate such. The Backup Center has redundant phone, computer and radio systems in place that will provide for operations by each of the CCB agencies if relocation is necessary.



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	463,491	477,396	491,718	506,470	521,664
Reserve for Budget Adjustment	75,000	75,000	75,000	75,000	75,000
Transfers Out	0	0	0	0	0
Wages & Benefits	2,726,635	2,784,536	2,850,104	2,917,388	2,986,439
Supplies & Services	86,450	86,450	86,450	86,450	86,450
Other Services & Changes	276,239	276,239	276,239	276,239	276,239
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>3,627,815</b>	<b>3,699,621</b>	<b>3,779,511</b>	<b>3,861,547</b>	<b>3,945,792</b>

**Assumptions for Projections:**

Salaries/Wages - 2% increase per year

Medical Benefits - 4% increase per year

Interfund Charges - 3% increase per year

2017 includes a reserve that is used for future capital projects.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	1,577,390	1,695,525	1,817,795	1,944,344	2,041,561
Licenses & Permits	0	0	0	0	0
IG Revenue	1,921,304	2,103,521	2,164,555	2,228,456	2,339,879
Services	4,000	4,000	4,000	4,000	4,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	6,700	6,700	6,700	6,700	6,700
<b>TOTAL</b>	<b>3,509,394</b>	<b>3,809,746</b>	<b>3,993,050</b>	<b>4,183,500</b>	<b>4,392,140</b>

**Assumptions for Projections:**

IG Revenue is based on current contract through 2021 for all agencies except Spokane Valley Fire Department (SVFD). SVFD is based on a \$75 per call with a growth rate of 5% per year. 2022 is based on 5% growth for all agencies.

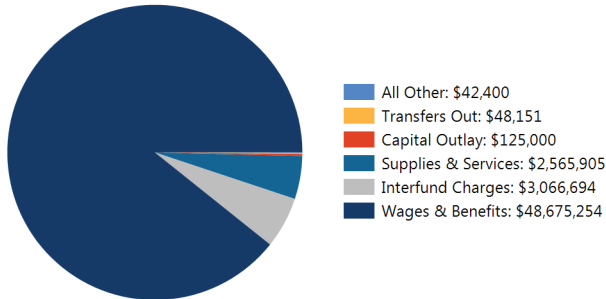
Tax revenue is based on current contract through 2021 with a 5% increase for 2022.



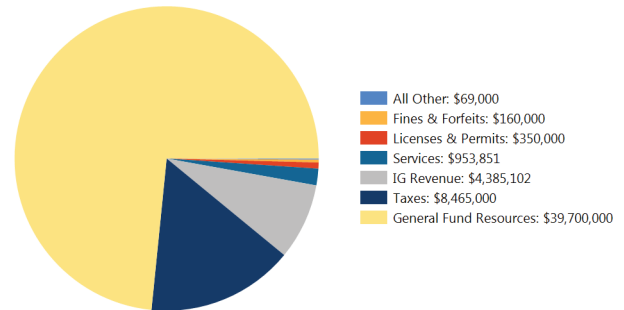
## Fire / EMS

The Spokane Fire Department provides critical public safety services that make a difference in lives in Spokane every day. SFD's mission is to serve the community by protecting life, property and the environment. We provide excellent service through prevention, education, preparedness and mitigation.

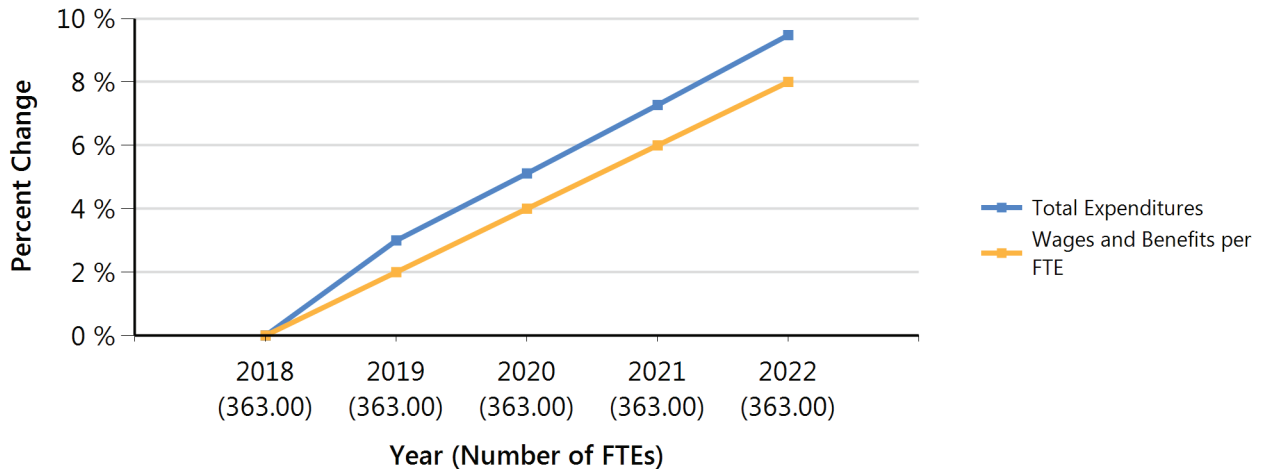
### 2018 Expenditures



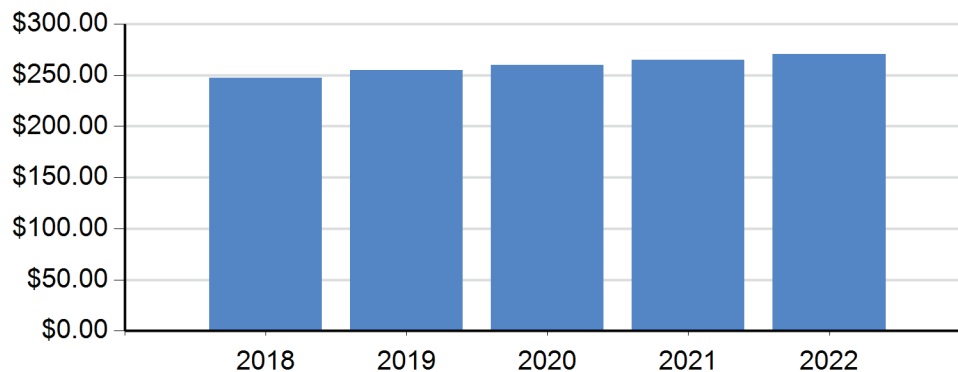
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$247.22	\$254.63	\$259.86	\$265.20	\$270.65
Percent Change	0.00%	2.99%	2.05%	2.05%	2.05%

## Department Summary: Fire / EMS

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### 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.

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### Programs and Services:

The Spokane Fire Department is a full service emergency service organization serving the second largest City in the state. The most recognized service of the FD is Fire and EMS response, which occurs approximately 35,000 times each year. The Operations Division of the FD could not make those incident responses and meet the public's need without the support of the other areas of the FD that assure they have the apparatus, tools and information necessary to provide the service. The Fire Prevention Bureau protects life and property through code enforcement, plan review and public education.

Spokane Fire is collaborative partner among public and private sector agencies throughout eastern Washington. Besides providing dispatch services to 14 other fire service agencies throughout Spokane County, SFD is an active participant in the Spokane County Fire Resource Plan, Emergency Management, Special Events, training, and the many other facets associated with being a public safety provider.

The FD is organized into several major sections including; Administration, Operations, Combined Communications Center (CCC) Training, Prevention, Maintenance, Information Management and specialty units such as the Special Investigations Unit (SIU) and Special Operations (HazMat, Water Rescue, Urban Search/Rescue).

The creation and approval of a funding mechanism by the Mayor and City Council for the replacement/ update of fire apparatus and equipment during 2014, has helped to address one of the critical issues facing the Fire Department. This new funding strategy will provided several million dollars to the FD each year to catch up on needed apparatus and equipment purchase and provide for scheduled purchases going forward.

Traditionally, the City and FD relied on funding for capital needs being met through the approval of voted bonds. Unfortunately, the 2009 fire bond failed by a small margin to receive the 60% level of votes needed to pass. Prior to the approval of the fire apparatus and equipment funding, most of the FD's front line and reserve fire apparatus were experiencing extremely high mileage with no means of replacement in sight. With this new funding of FD apparatus and equipment the FD has replaced PPE (personal protective equipment) for all firefighters and has approved the purchase of a new tillered ladder truck. Additional bid awards occurred during 2015 for 2 Pumper/Ladders and several Engines. In addition to funds authorized by the Mayor and Council, the FD received FEMA Fire Grant funds that allowed the purchase of hose, nozzles, extrication equipment and other tools used by firefighters.

While apparatus and equipment replacement now has a funding stream, financing for upgrade/repair/ replacement of existing and construction of new fire facilities, has not occurred. The City is working on a funding plan for both FD and Citywide facility and capital needs.

During late 2014, the FD was awarded a \$2 million grant through the SAFER program administered by FEMA to fund 12 new firefighter positions for the City. This grant allowed the FD/ City to expand the ARU (Alternative Response Unit) program to 7 days a week. ARU's are single person units that primarily respond to non-life threatening calls and by doing so, keep larger apparatus and crews available for more critical calls. Additionally, the FEMA grant provided firefighters so the City could start providing service to the growing SW portion of the City. Through a cooperative agreement with Local 29, a non-traditional two-person Attack Unit started providing service from a temporary fire station (Station 5) located at the entrance to the Eagle Ridge Subdivision. This new Station and Unit will significantly improve first response service to the growing area with plans to expand the unit to 3 persons by 2020. Better response times that will help with better insurance rates are a result of the opening of Fire Station 5. The City will have to increase FD funding to continue these services after the grant expires in mid 2017.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>363.00</b>	<b>363.00</b>	<b>363.00</b>	<b>363.00</b>	<b>363.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	125,000	127,500	130,050	132,651	135,304
Interfund Charges	3,066,694	3,158,696	3,253,456	3,351,059	3,451,590
Reserve for Budget Adjustment	(500,000)	0	0	0	0
Transfers Out	48,151	48,151	48,151	48,151	48,151
Wages & Benefits	48,675,254	49,648,773	50,641,750	51,654,584	52,687,680
Supplies & Services	1,210,653	1,234,867	1,259,562	1,284,752	1,310,445
Other Services & Changes	1,355,252	1,381,756	1,408,790	1,436,364	1,464,488
Debt Services	0	0	0	0	0
All Other	42,400	43,240	44,097	44,971	45,862
<b>TOTAL</b>	<b>54,023,404</b>	<b>55,642,983</b>	<b>56,785,856</b>	<b>57,952,532</b>	<b>59,143,520</b>

**Assumptions for Projections:**

Salaries, Add to Pays, and associated FICA and retirement benefits– 2% inc/yr

Medical Benefits – 4% inc/yr

IF Expenses - 3% in /yr

All Other - County EMS - 2% inc

Supplies/Services/Capital – 2% inc/yr

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	8,465,000	8,717,050	8,976,714	9,244,221	9,519,807
Licenses & Permits	350,000	350,000	350,000	350,000	350,000
IG Revenue	4,385,102	183,006	186,096	189,279	192,557
Services	953,851	1,000,768	1,018,936	1,037,583	1,056,723
Fines & Forfeits	160,000	176,000	193,600	212,960	234,256
Operating Transfers In	0	0	0	0	0
General Fund Resources	39,700,000	40,891,000	42,117,730	43,381,262	44,682,700
All Other	69,000	21,000	21,000	21,000	21,000
<b>TOTAL</b>	<b>54,082,953</b>	<b>51,338,824</b>	<b>52,864,076</b>	<b>54,436,305</b>	<b>56,057,043</b>

**Assumptions for Projections:**

Property tax revenue by 3%,yr

Est. Uncollectable Property tax by 2%yr

GF Allocation 3% inc/yr

AMR Contract - 2% inc/yr

Permit Revenues/licensing – no change

Integrated Medical Services - 3% inc/yr by contract

If revenues - 3% inc/yr - for staffing increases

Local Grant for CARES no longer funded

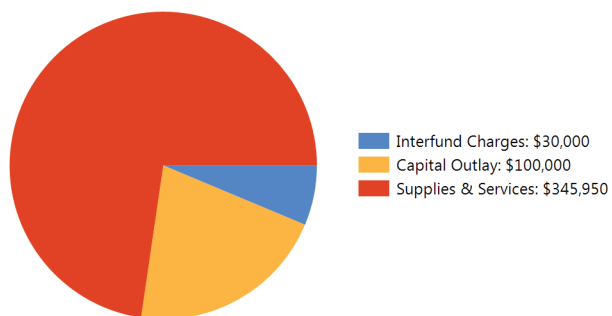
SAFER grant expires 12/31/2018 and new funding source not determined at this time



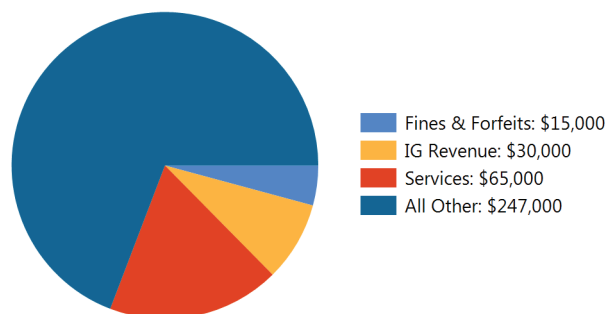
## Forfeitures & Contributions

The Forfeiture and Contributions fund services as a repository for funds received from drug investigations, donations made to the department, and auction proceeds to the Property Evidence Facility.

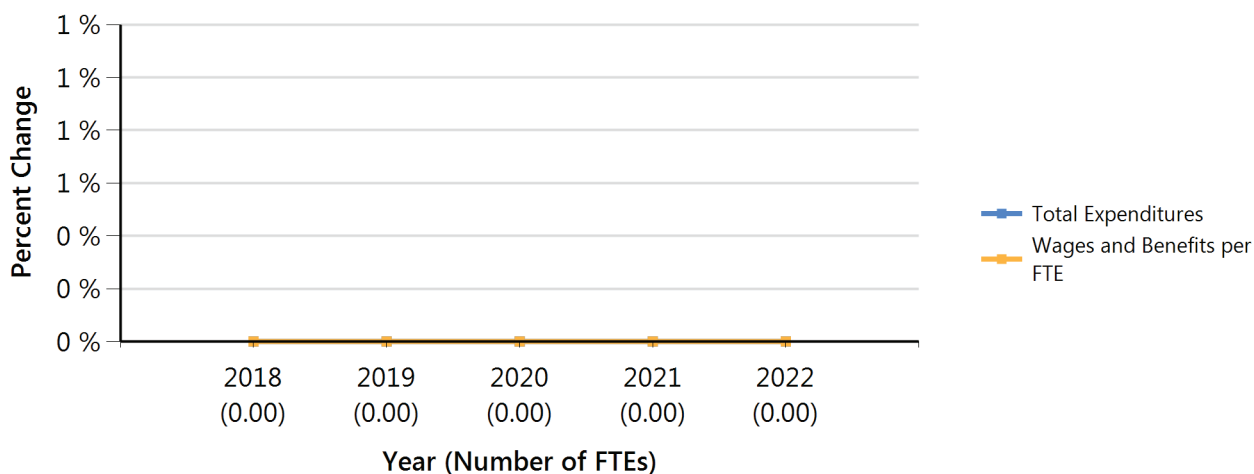
### 2018 Expenditures



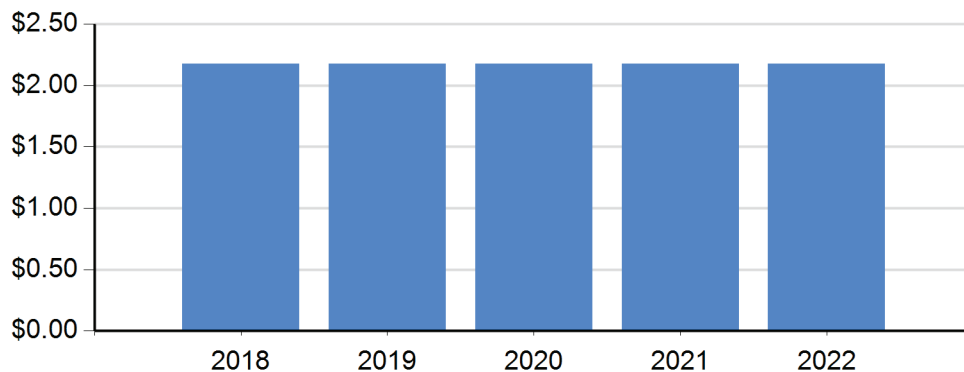
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$2.18	\$2.18	\$2.18	\$2.18	\$2.18
Percent Change	0.00%	0.00%	0.00%	0.00%	0.00%

## Department Summary: Forfeitures & Contributions

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### Executive Summary:

The Forfeiture and Contributions fund services as a repository for funds received from drug investigations, donations made to the department, and auction proceeds to the Property Evidence Facility.

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### 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 (utilizing SWAT for serving a high risk drug warrant, for example). These seizure funds are the result of money, weapons, and vehicles seized during investigation. Law Enforcement can seize property if they have probable cause the suspect intended to use the property in the commission of a crime.

Donations are made directly to the department normally for a specific purpose at the request of the donator. Property that has not been claimed and can be sold per law is auctioned off.



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	100,000	100,000	100,000	100,000	100,000
Interfund Charges	30,000	30,000	30,000	30,000	30,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	142,350	142,350	142,350	142,350	142,350
Other Services & Changes	203,600	203,600	203,600	203,600	203,600
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>475,950</b>	<b>475,950</b>	<b>475,950</b>	<b>475,950</b>	<b>475,950</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	30,000	30,000	30,000	30,000	30,000
Services	65,000	65,000	65,000	65,000	65,000
Fines & Forfeits	15,000	15,000	15,000	15,000	15,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	365,950	365,950	365,950	365,950	365,950
<b>TOTAL</b>	<b>475,950</b>	<b>475,950</b>	<b>475,950</b>	<b>475,950</b>	<b>475,950</b>

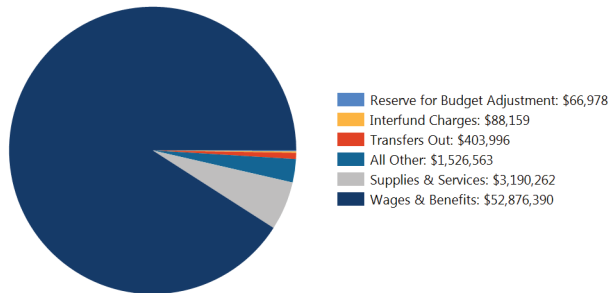
**Assumptions for Projections:**



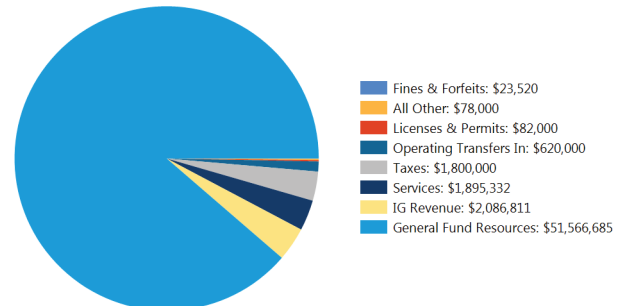
# Police

The mission of the Spokane Police Department is to demonstrate excellence in policing by working in partnership with the community we serve to prevent and reduce crime, the fear of crime, and improve the quality of life for our residents and visitors.

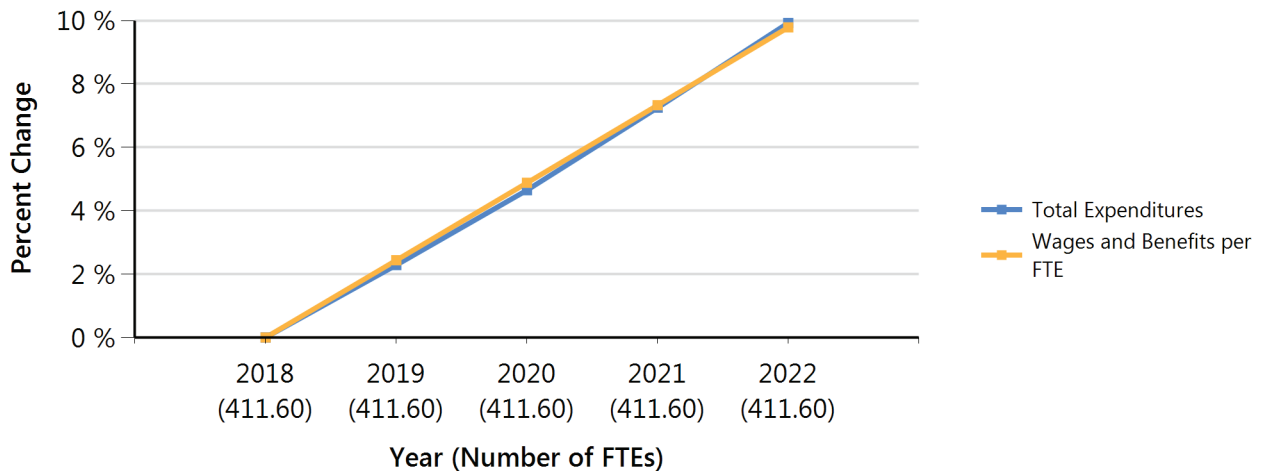
## 2018 Expenditures



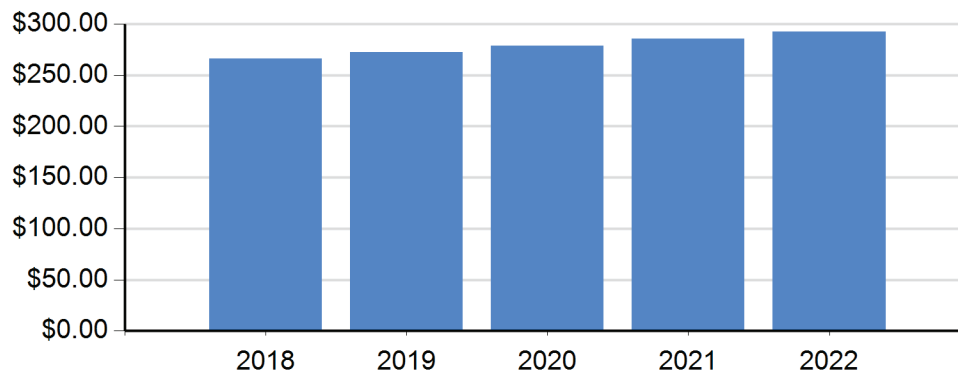
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$266.11	\$272.20	\$278.48	\$285.41	\$292.53
Percent Change	0.00%	2.28%	2.30%	2.48%	2.49%

**Department Summary:** Police**Division:** Public Safety**Fund Type:** General Fund

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**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.

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**Programs and Services:**

Programs and Services that support the mission of the Police Department include all operations of Patrol, Specialty Teams, Dispatch, Community Outreach, Investigations, Operational Support, Administration, and collaborative reimbursed contracts

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>411.60</b>	<b>411.60</b>	<b>411.60</b>	<b>411.60</b>	<b>411.60</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	88,159	90,803	93,527	96,333	99,223
Reserve for Budget Adjustment	66,978	68,318	69,683	71,077	72,499
Transfers Out	403,996	300,000	200,000	200,000	200,000
Wages & Benefits	52,876,390	54,164,738	55,488,085	56,847,503	58,244,095
Supplies & Services	916,170	943,655	971,964	1,001,123	1,031,157
Other Services & Changes	2,274,092	2,342,314	2,412,584	2,484,961	2,559,510
Debt Services	0	0	0	0	0
All Other	1,526,563	1,572,359	1,619,530	1,668,116	1,718,160
<b>TOTAL</b>	<b>58,152,348</b>	<b>59,482,187</b>	<b>60,855,373</b>	<b>62,369,113</b>	<b>63,924,644</b>

**Assumptions for Projections:**

2% increase each year for salaries & wages, 4% increase each year for benefits, 3% increase each year for Interfund Expenses, All other CPI related expenditures were given a 3% increases year. FTE projected remain static

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	1,800,000	1,836,000	1,872,720	1,910,174	1,948,377
Licenses & Permits	82,000	83,640	85,312	87,019	88,759
IG Revenue	2,086,811	2,122,427	2,164,875	2,208,173	2,252,336
Services	1,895,332	1,933,238	1,971,903	2,011,341	2,051,568
Fines & Forfeits	23,520	23,990	24,470	24,959	25,458
Operating Transfers In	620,000	500,000	400,000	300,000	300,000
General Fund Resources	51,566,685	52,903,332	54,254,942	55,744,673	57,173,717
All Other	78,000	79,560	81,151	82,774	84,429
<b>TOTAL</b>	<b>58,152,348</b>	<b>59,482,187</b>	<b>60,855,373</b>	<b>62,369,113</b>	<b>63,924,644</b>

**Assumptions for Projections:**

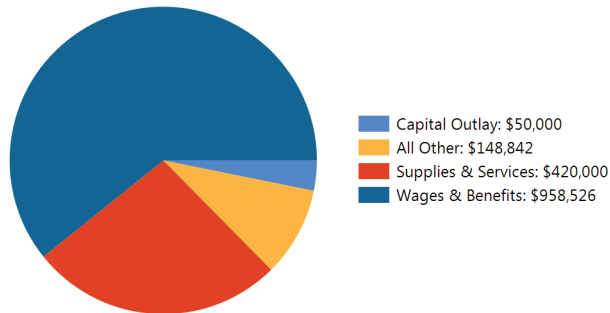
2% increases across the board. Operating transfers decrease as potential grant decreases



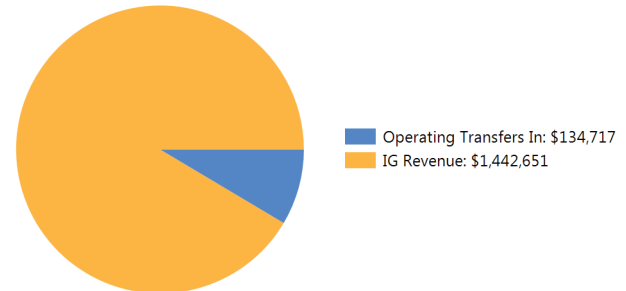
## Public Safety & Judicial Grant

Grants dollars are used to enhance technology, sustain necessary equipment purchases , and support essential traffic programs such as Click-it-or-Ticket, x52 (DUI emphasis), Drive Hammered – Get Nailed, and others. They also support two detectives' positions in TCU and SVU, and portions of 6 positions with DOJ's COPS Hiring Program.

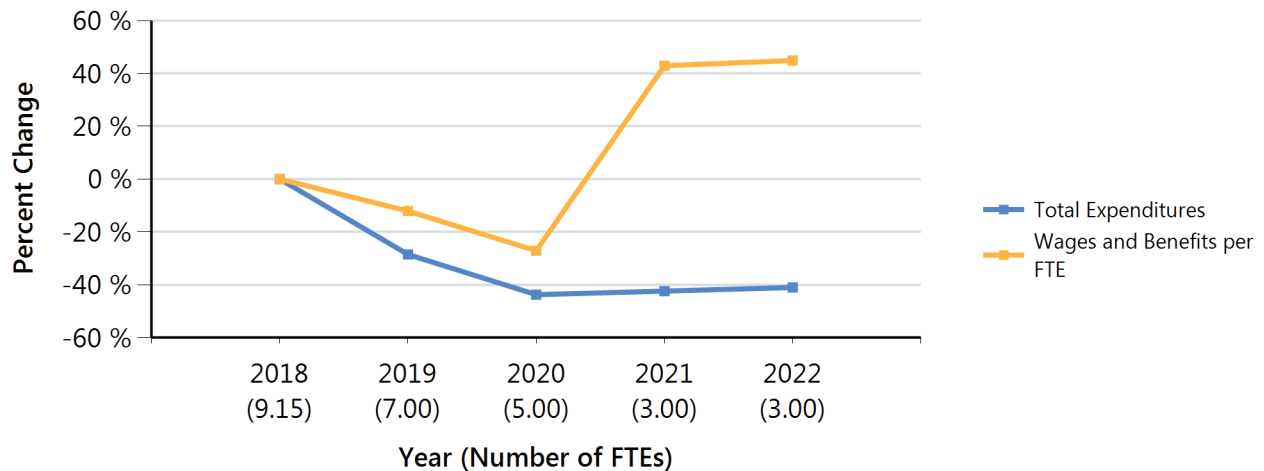
### 2018 Expenditures



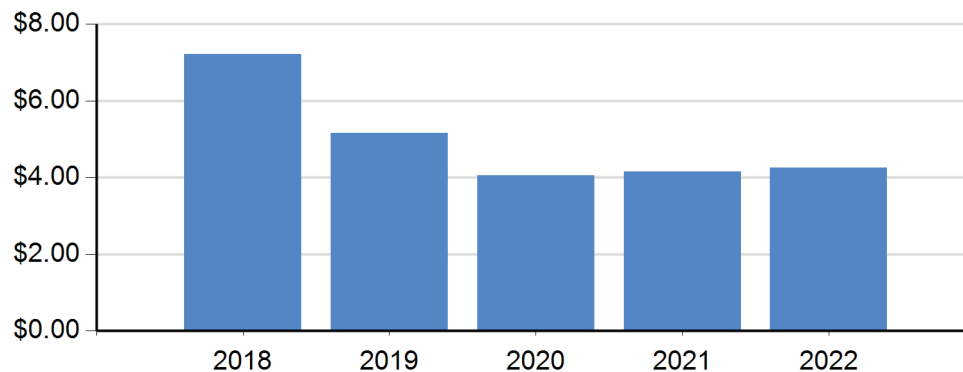
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$7.22	\$5.16	\$4.06	\$4.16	\$4.25
Percent Change	0.00%	-28.55%	-21.30%	2.38%	2.39%

## Department Summary: Public Safety & Judicial Grant

**Division:** Public Safety

**Fund Type:** Special Revenue Fund

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### 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.

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### 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 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 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 other 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 Victims Unit (SVU) to monitor registered 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 in these services provided to our community.



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>9.15</b>	<b>7.00</b>	<b>5.00</b>	<b>3.00</b>	<b>3.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	50,000	50,000	50,000	50,000	50,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	958,526	644,395	391,283	399,109	407,090
Supplies & Services	149,000	153,470	158,074	162,816	167,700
Other Services & Changes	271,000	279,130	287,503	296,129	305,012
Debt Services	0	0	0	0	0
All Other	148,842	0	0	0	0
<b>TOTAL</b>	<b>1,577,368</b>	<b>1,126,995</b>	<b>886,860</b>	<b>908,054</b>	<b>929,802</b>

**Assumptions for Projections:**

Salaries decreased for COPS grant, Benefits are 33% of Salaries, Supplies and Services increased by 3%

FTE's get absorbed by percentage into general fund.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,442,651	992,278	752,143	773,337	795,085
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	134,717	134,717	134,717	134,717	134,717
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,577,368</b>	<b>1,126,995</b>	<b>886,860</b>	<b>908,054</b>	<b>929,802</b>

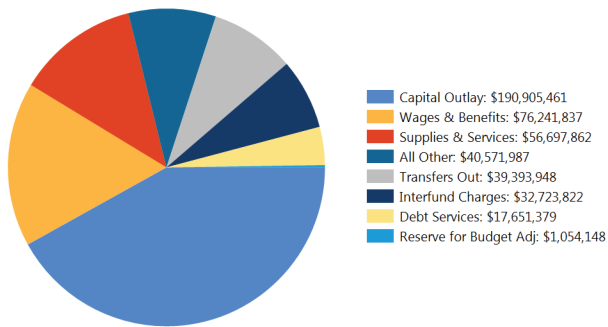
**Assumptions for Projections:**

IG revenue decrease from COPS grant

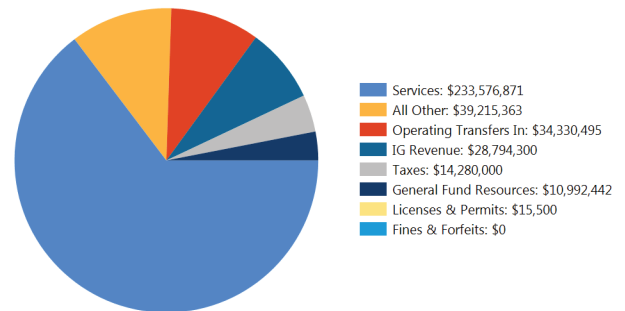


# Public Works

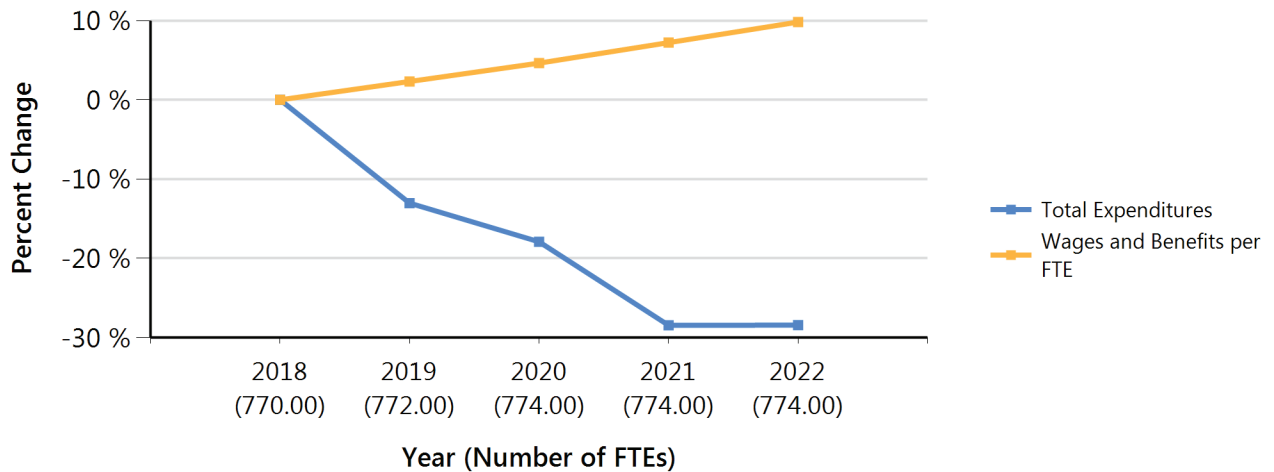
## 2018 Expenditures



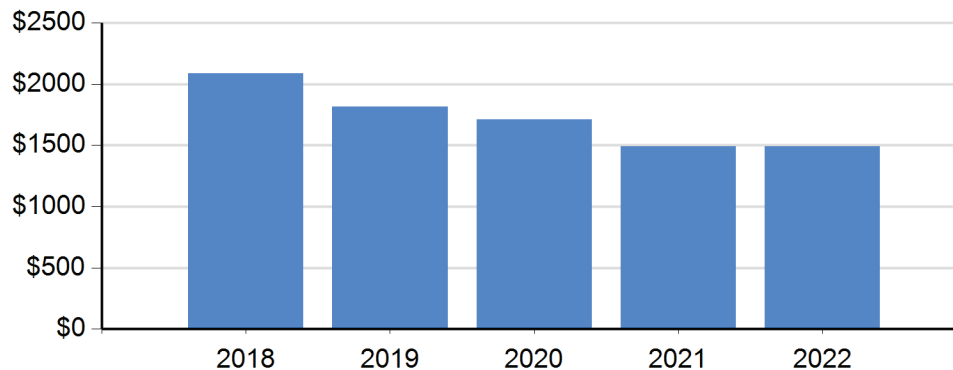
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



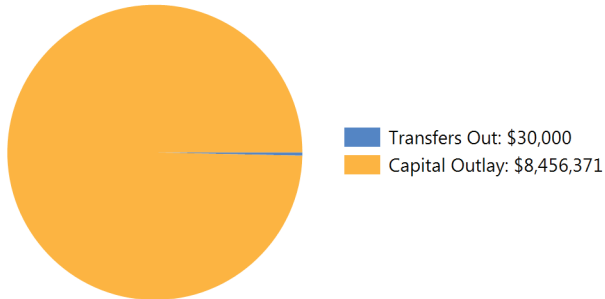
Spending	\$2,085.52	\$1,813.55	\$1,711.78	\$1,491.90	\$1,492.46
Percent Change	0.00%	-13.04%	-5.61%	-12.84%	0.03%



## 2004 UTGO Streets Bond

The 10-yr Street Bond Program is used to cover costs incurred on 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.

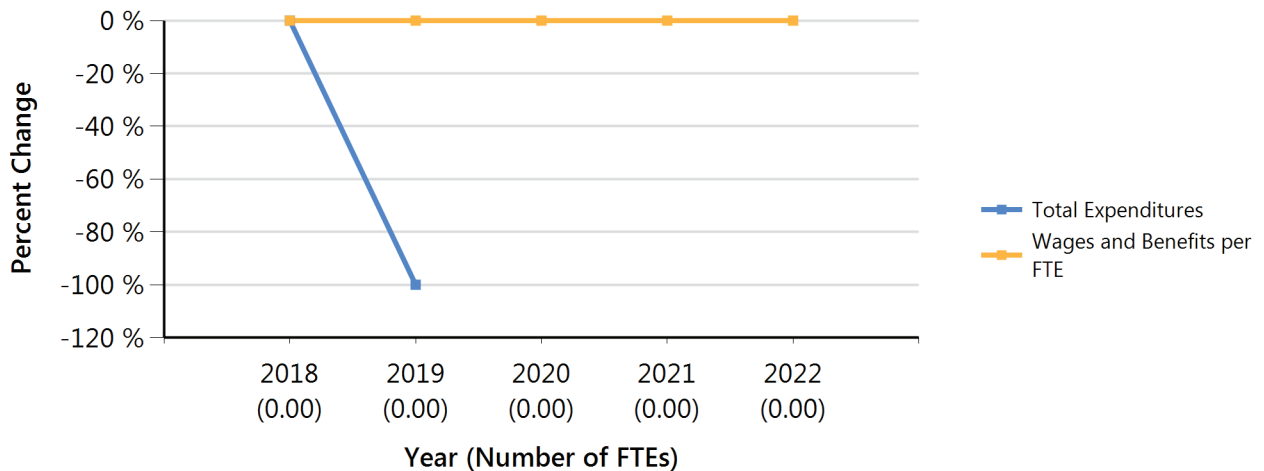
### 2018 Expenditures



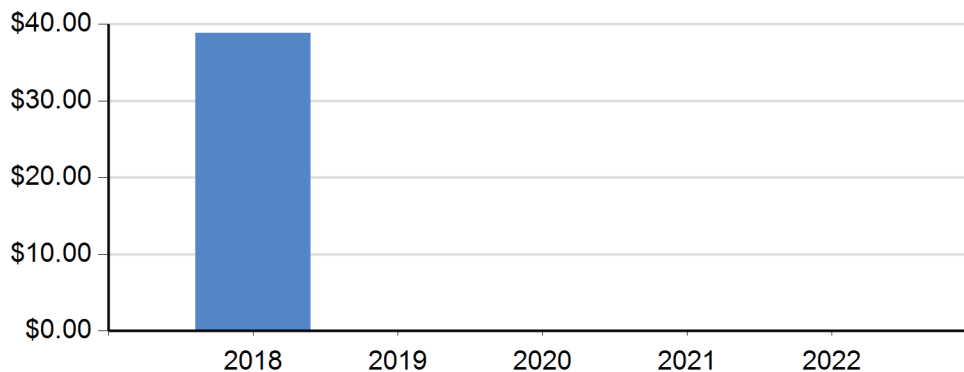
### 2018 Revenues

No Data Available

### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$38.83	\$0.00	\$0.00	\$0.00	\$0.00
Percent Change	0.00%	-100.00%	0.00%	0.00%	0.00%

## Department Summary: 2004 UTGO Streets Bond

**Division:** Public Works

**Fund Type:** Capital Project Fund

---

### Executive Summary:

The 10-yr Street Bond Program is used to cover costs incurred on 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.

---

### 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.

Primarily, all funds have been assigned and future expenditures will consist of lingering project costs and carryover expenses.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	8,456,371	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	30,000	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>8,486,371</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Assumptions for Projections:**

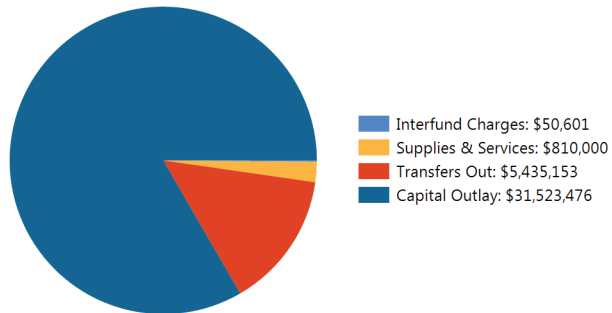




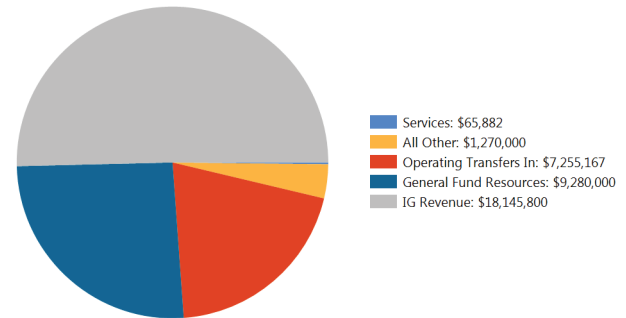
## Arterial Street Fund

The Arterial Street Fund captures incoming revenues and capital project expenditures for street and roadway projects as laid out in the 6-yr Street Program. All accounting transactions for the Six-Year Street Program are done within the Arterial Street Fund to accurately record and track project costs.

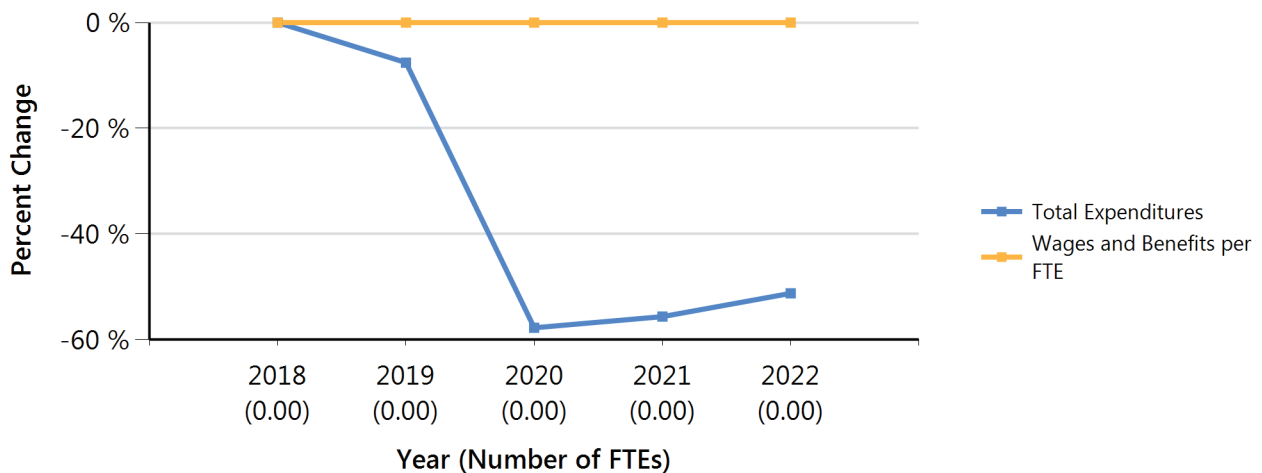
### 2018 Expenditures



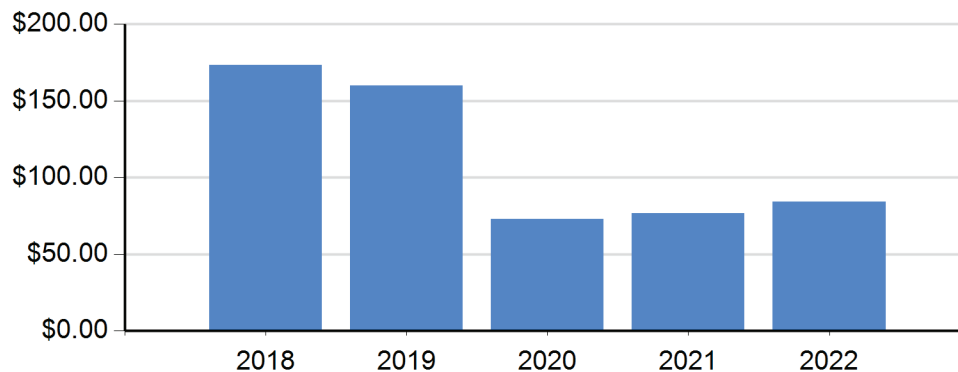
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$173.07	\$159.96	\$73.07	\$76.73	\$84.35
Percent Change	0.00%	-7.57%	-54.31%	5.00%	9.92%

## Department Summary: Arterial Street Fund

**Division:** Public Works

**Fund Type:** Capital Project Fund

---

### Executive Summary:

The Arterial Street Fund captures incoming revenues and capital project expenditures for street and roadway projects as laid out in the 6-yr Street Program. All accounting transactions for the Six-Year Street Program are done within the Arterial Street Fund to accurately record and track project costs.

---

### 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. The citizens have embraced this new "integrated" approach to manage the street right of way, approving a new 20-year levy in November 2014 with a nearly 78 percent "yes" vote to support construction of improved and integrated streets. The Arterial Street Fund: 6-yr Street Program is used in the transaction of all roadway project costs incurred for projects found within the Six-Year Street Program. The City relies upon federal and state funding sources to design, purchase right-of-way and construct capital transportation projects. Federal and state transportation funds are provided to the City as reimbursements to actual expenses incurred and because of this reimbursement-only policy, this fund acts as the cash flow account for all the projects within Street Program.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	31,523,476	28,669,329	9,657,120	10,429,756	12,067,392
Interfund Charges	50,601	52,119	53,683	55,293	56,952
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	5,435,153	5,400,000	5,400,000	5,400,000	5,400,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	810,000	833,490	857,661	882,533	908,126
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>37,819,230</b>	<b>34,954,938</b>	<b>15,968,464</b>	<b>16,767,582</b>	<b>18,432,470</b>

**Assumptions for Projections:**

Capital Plan & standard 3% increase to interfund charges; 2.9% CPI increase to Other Services

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	18,145,800	16,502,873	558,910	6,003,661	6,946,330
Services	65,882	67,793	69,759	71,782	73,864
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	7,255,167	6,598,282	2,222,598	2,400,421	2,777,325
General Fund Resources	9,280,000	9,549,120	9,826,044	10,111,000	10,404,219
All Other	1,270,000	1,306,830	1,344,728	1,383,725	1,423,853
<b>TOTAL</b>	<b>36,016,849</b>	<b>34,024,898</b>	<b>14,022,039</b>	<b>19,970,589</b>	<b>21,625,591</b>

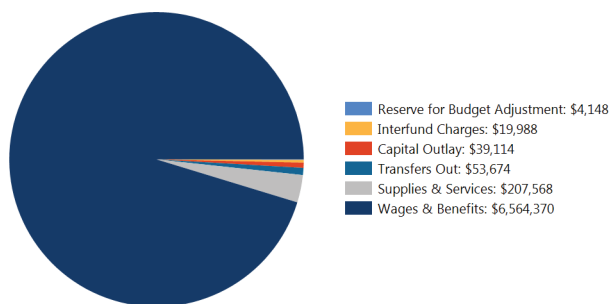
**Assumptions for Projections:**



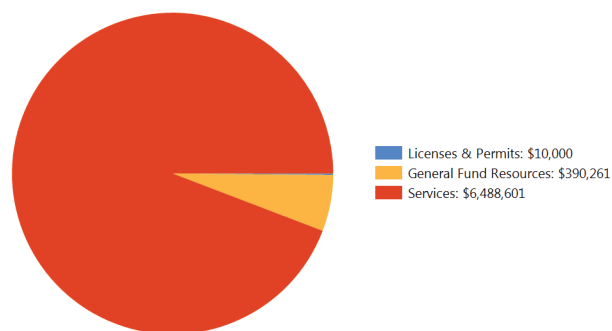
## Engineering Services

The City of Spokane provides efficient and effective design and construction management services to facilitate economic opportunity and enhance the quality of life in Spokane. Engineering services is the primary design and construction management steward for the basic street, sewer, water, pedestrian, bikeway, sanitary and storm sewer systems.

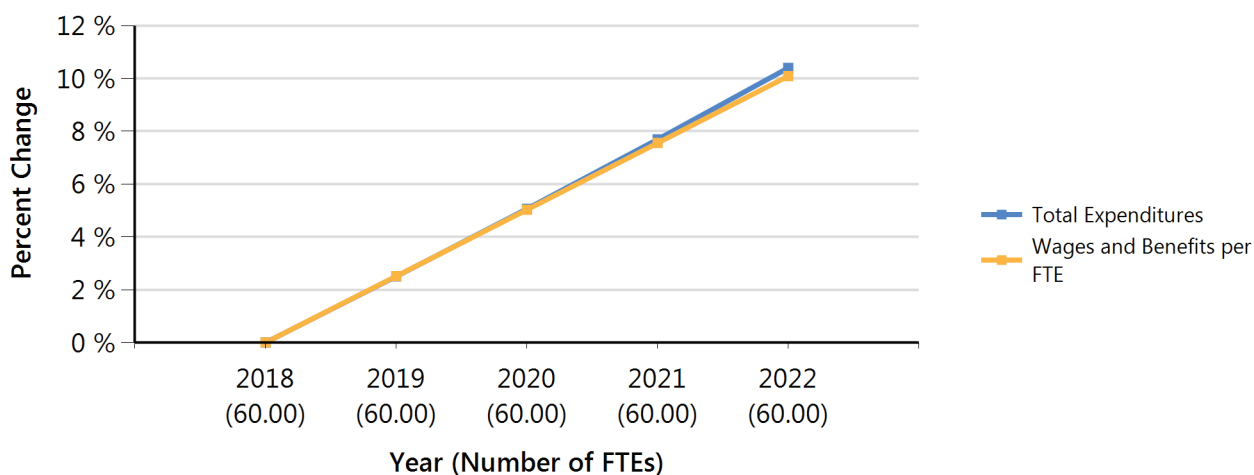
### 2018 Expenditures



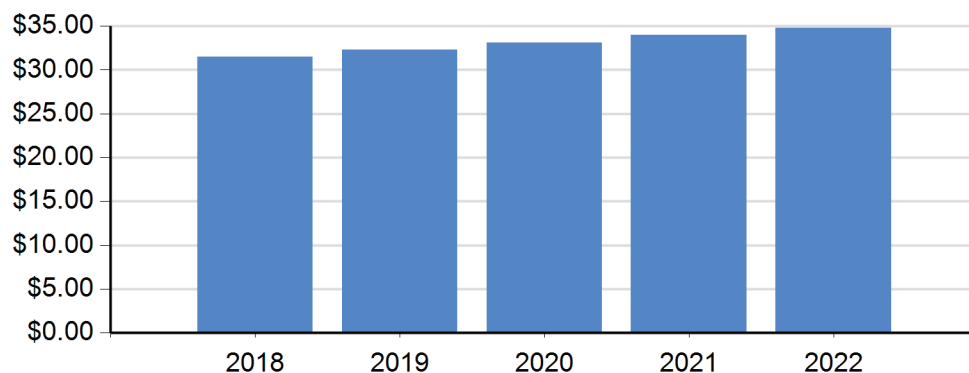
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$31.52	\$32.31	\$33.12	\$33.95	\$34.80
Percent Change	0.00%	2.50%	2.49%	2.50%	2.51%

## Department Summary: Engineering Services

**Division:** Public Works

**Fund Type:** General Fund

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### Executive Summary:

The City of Spokane provides efficient and effective design and construction management services to facilitate economic opportunity and enhance the quality of life in Spokane. Engineering services is the primary design and construction management steward for the basic street, sewer, water, pedestrian, bikeway, sanitary and storm sewer systems.

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### Programs and Services:

For infrastructure stewardship, a thorough understanding of the systems, their context, capacities and conditions is essential. These are the fundamental tools for their responsible planning, efficient design and construction management to assure that these services are reliably and responsibly available where and when required for a vibrant economy.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>	<b>60.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	39,114	40,000	40,000	40,000	40,000
Interfund Charges	19,988	20,588	21,206	21,842	22,497
Reserve for Budget Adjustment	4,148	4,148	4,148	4,148	4,148
Transfers Out	53,674	53,674	53,674	53,674	53,674
Wages & Benefits	6,564,370	6,729,194	6,898,656	7,072,902	7,252,084
Supplies & Services	87,000	89,523	92,119	94,790	97,539
Other Services & Changes	120,568	124,064	127,662	131,364	135,174
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>6,888,862</b>	<b>7,061,191</b>	<b>7,237,465</b>	<b>7,418,720</b>	<b>7,605,116</b>

**Assumptions for Projections:**

Estimated 2% annual increase in wages, 4% for benefits, 3% for Interfund Expenses, and supplies and services were increase by long-term CPI of 2.9% per year.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	10,000	10,290	10,588	10,895	11,211
IG Revenue	0	0	0	0	0
Services	6,488,601	6,676,770	6,870,396	7,069,637	7,274,656
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	390,261	374,131	356,481	338,188	319,249
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>6,888,862</b>	<b>7,061,191</b>	<b>7,237,465</b>	<b>7,418,720</b>	<b>7,605,116</b>

**Assumptions for Projections:**

Most revenues were increased by long-term CPI of 2.9%

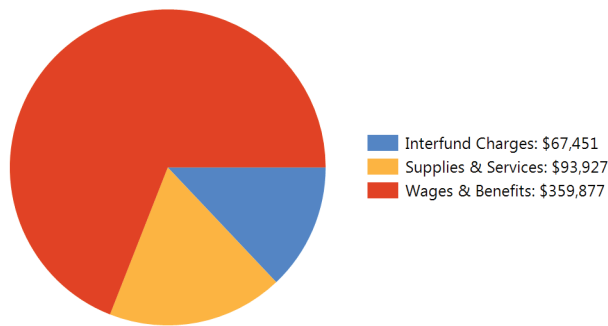




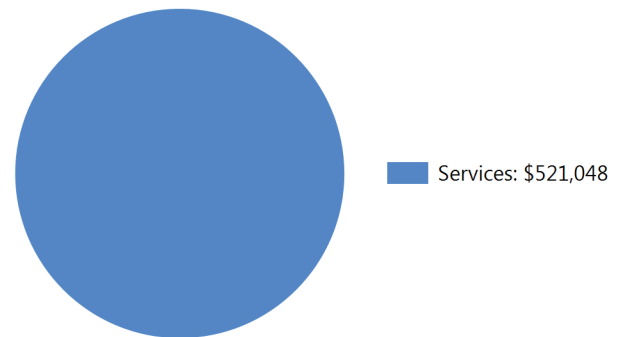
# Environmental Programs

Environmental Programs helps the City understand and comply with environmental regulations through data gathering, review, maintenance, and reporting activities. We promote an open dialogue with local, state, and federal agencies and environmental advocates, and we support the City's perspective in regional environmental processes. We host the City's climate protection program.

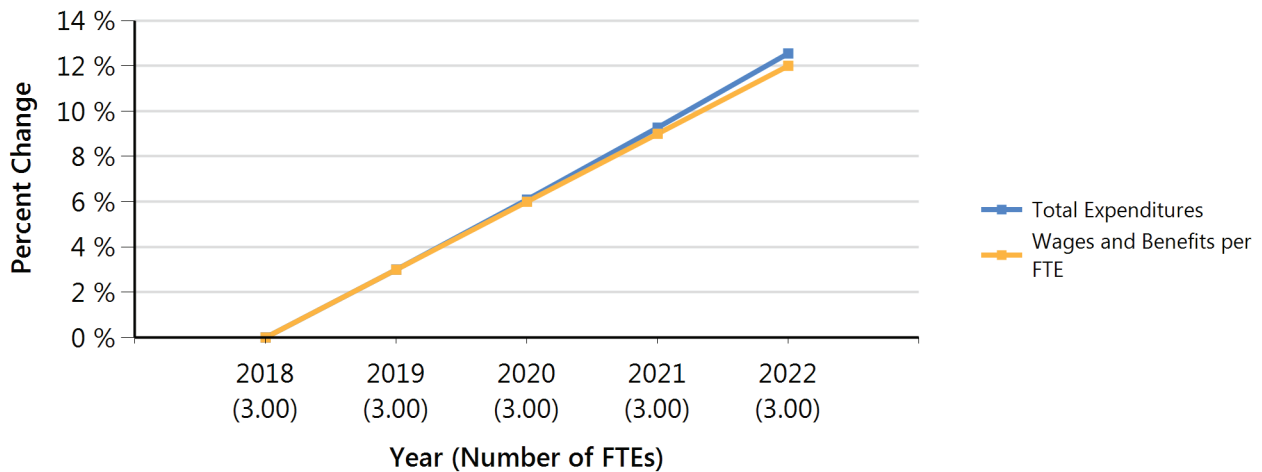
## 2018 Expenditures



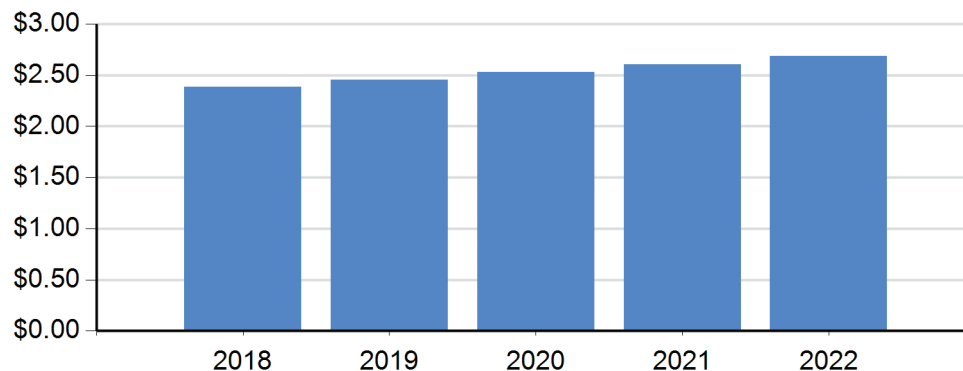
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$2.39	\$2.46	\$2.53	\$2.61	\$2.68
Percent Change	0.00%	3.00%	3.00%	2.99%	3.00%

## Department Summary: Environmental Programs

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

Environmental Programs helps the City understand and comply with environmental regulations through data gathering, review, maintenance, and reporting activities. We promote an open dialogue with local, state, and federal agencies and environmental advocates, and we support the City's perspective in regional environmental processes. We host the City's climate protection program.

---

### Programs and Services:

Environmental Programs helps other City departments, businesses, and individuals understand and comply with environmental regulations. In particular, we work closely with the City's utilities—water, wastewater, stormwater, and solid waste—in meeting environmental goals. We gather environmental data, review information, track maintenance activities, and complete required reporting. We promote communication, understanding, and cooperation between the City and environmental interests and agencies. We also work to bring the City's views and perspectives to regional environmental processes, such as watershed planning. The program works to facilitate climate protection and resource stewardship through documenting and reporting current standing as compared to existing goals.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	67,451	69,475	71,559	73,706	75,917
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	359,877	370,673	381,794	393,247	405,045
Supplies & Services	4,200	4,326	4,456	4,589	4,727
Other Services & Changes	89,727	92,419	95,191	98,047	100,989
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>521,255</b>	<b>536,893</b>	<b>553,000</b>	<b>569,589</b>	<b>586,678</b>

**Assumptions for Projections:**

2% Salaries

4% Personnel Benefits

2.9% Supplies, Services, All Other

3% Interfund Charges

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	521,048	536,679	552,780	569,363	586,444
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>521,048</b>	<b>536,679</b>	<b>552,780</b>	<b>569,363</b>	<b>586,444</b>

**Assumptions for Projections:**

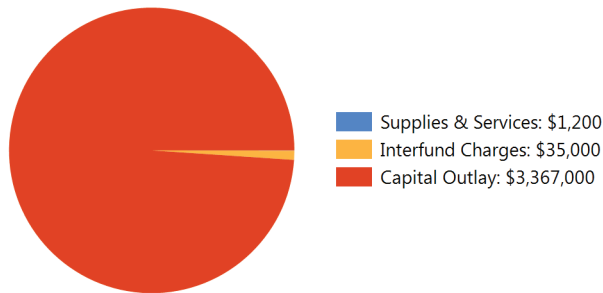
2.9% estimated increase used in revenue projections



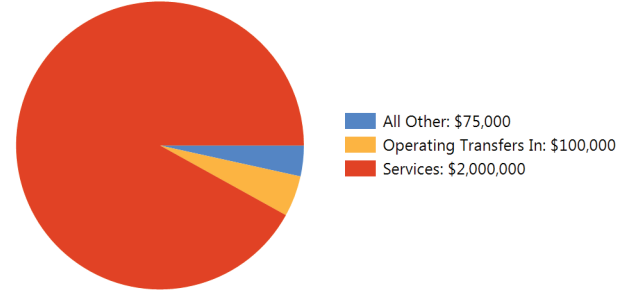
# Fleet Replacement Fund

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.

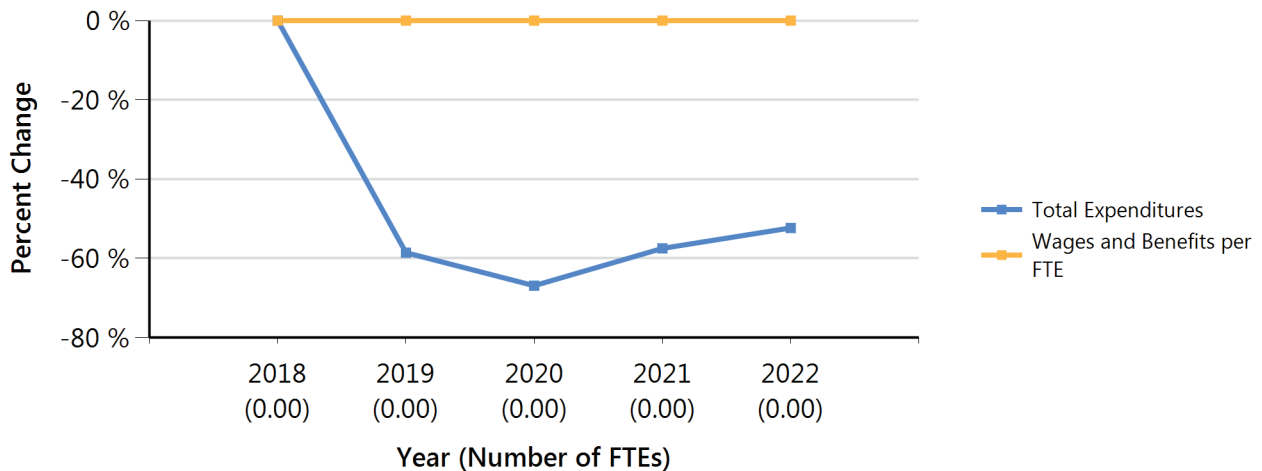
## 2018 Expenditures



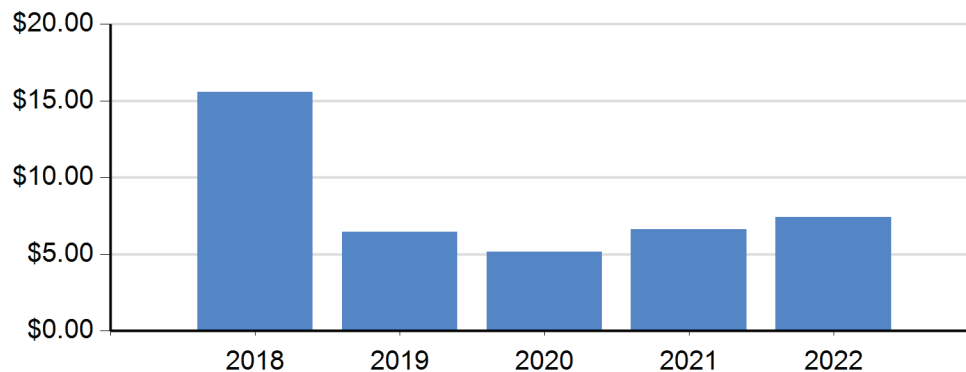
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$15.57	\$6.45	\$5.15	\$6.62	\$7.42
Percent Change	0.00%	-58.58%	-20.12%	28.46%	12.13%

## Department Summary: Fleet Replacement Fund

**Division:** Public Works

**Fund Type:** Internal Service Fund

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### 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.

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### 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 the Fleet Replacement Fund, where they will be available at the end of the unit's useful life. Currently only the Street Department is fully utilizing the Replacement Fund, as required by RCW 35.21.088.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	3,367,000	1,372,000	1,087,000	1,406,000	1,580,000
Interfund Charges	35,000	36,050	37,132	38,245	39,393
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	1,200	1,440	1,728	2,074	2,488
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>3,403,200</b>	<b>1,409,490</b>	<b>1,125,860</b>	<b>1,446,319</b>	<b>1,621,881</b>

**Assumptions for Projections:**

Capital Outlay reflects Streets and Parking Enforcements capital budgets, the main users of the replacement fund.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	2,000,000	2,200,000	2,200,000	2,200,000	2,200,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	100,000	100,000	100,000	100,000	100,000
General Fund Resources	0	0	0	0	0
All Other	75,000	75,000	75,000	75,000	75,000
<b>TOTAL</b>	<b>2,175,000</b>	<b>2,375,000</b>	<b>2,375,000</b>	<b>2,375,000</b>	<b>2,375,000</b>

**Assumptions for Projections:**

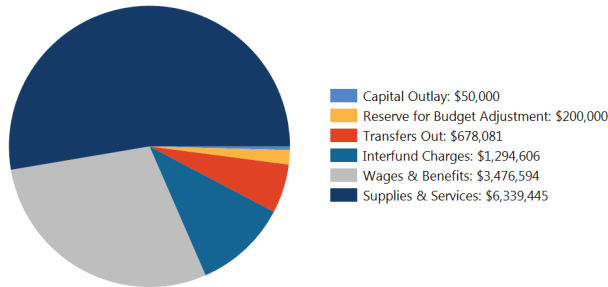




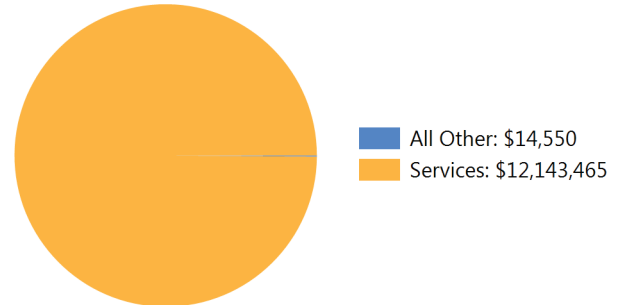
# Fleet Services

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.

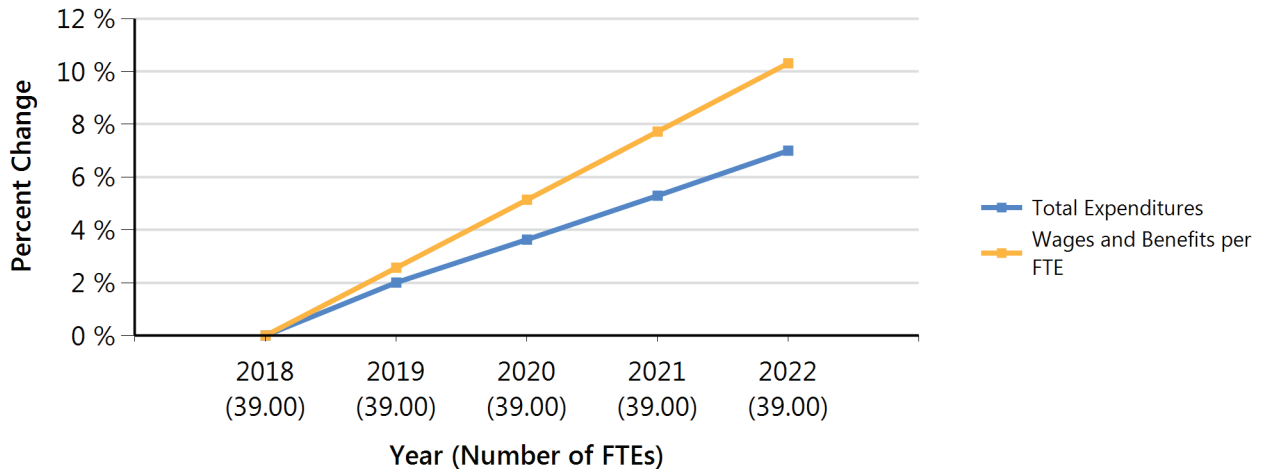
## 2018 Expenditures



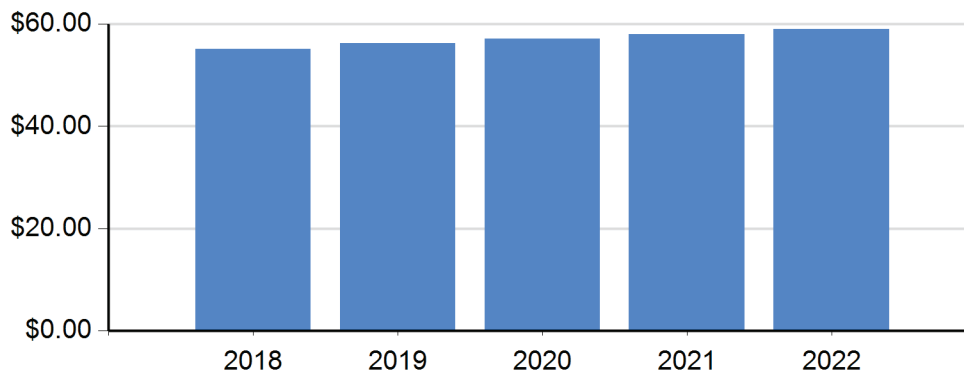
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$55.09	\$56.20	\$57.09	\$58.01	\$58.95
Percent Change	0.00%	2.00%	1.59%	1.60%	1.61%

## Department Summary: Fleet Services

**Division:** Public Works

**Fund Type:** Internal Service Fund

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### 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.

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### 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 one facility and provide service and centralized fleet management services for more than 1,400 vehicles and related pieces of equipment.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	50,000	100,000	100,000	100,000	100,000
Interfund Charges	1,294,606	1,333,444	1,373,448	1,414,651	1,457,090
Reserve for Budget Adjustment	200,000	200,000	200,000	200,000	200,000
Transfers Out	678,081	678,081	678,081	678,081	678,081
Wages & Benefits	3,476,594	3,565,782	3,657,540	3,751,950	3,849,099
Supplies & Services	2,535,669	2,561,026	2,586,636	2,612,502	2,638,627
Other Services & Charges	3,803,776	3,841,814	3,880,232	3,919,034	3,958,225
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>12,038,726</b>	<b>12,280,147</b>	<b>12,475,937</b>	<b>12,676,218</b>	<b>12,881,122</b>

**Assumptions for Projections:**

Transfers out is Debt Service for Nelson Center plus 100k annual to Fleet Replacement. Assuming a 1% increase per year in fuel for Supplies and a 1% increase in Services and Charges.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	12,143,465	12,447,052	12,758,228	13,077,184	13,404,113
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	14,550	14,550	14,550	14,550	14,550
<b>TOTAL</b>	<b>12,158,015</b>	<b>12,461,602</b>	<b>12,772,778</b>	<b>13,091,734</b>	<b>13,418,663</b>

**Assumptions for Projections:**

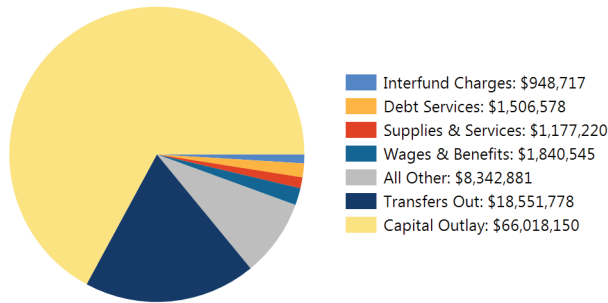
Assuming a 2.5% increase in Service revenue related to increase in fuel use and IF CNG fuel billings of approximately 250k per year.



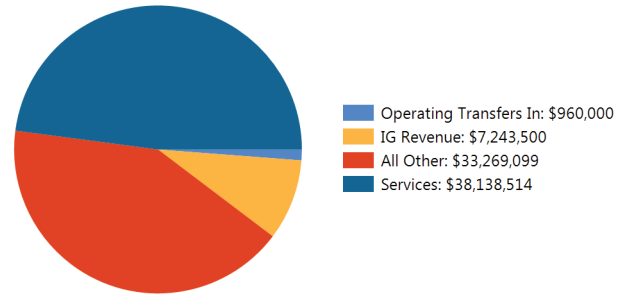
# Integrated Capital Management

The Integrated Capital Management (ICM) Department supports integrated and holistic capital planning for all infrastructure needs for streets, water, wastewater and stormwater. ICM, in coordination with the operations, identifies future need within the system to hand projected demand. This program also holds the funding for all water and wastewater infrastructure capital design and construction.

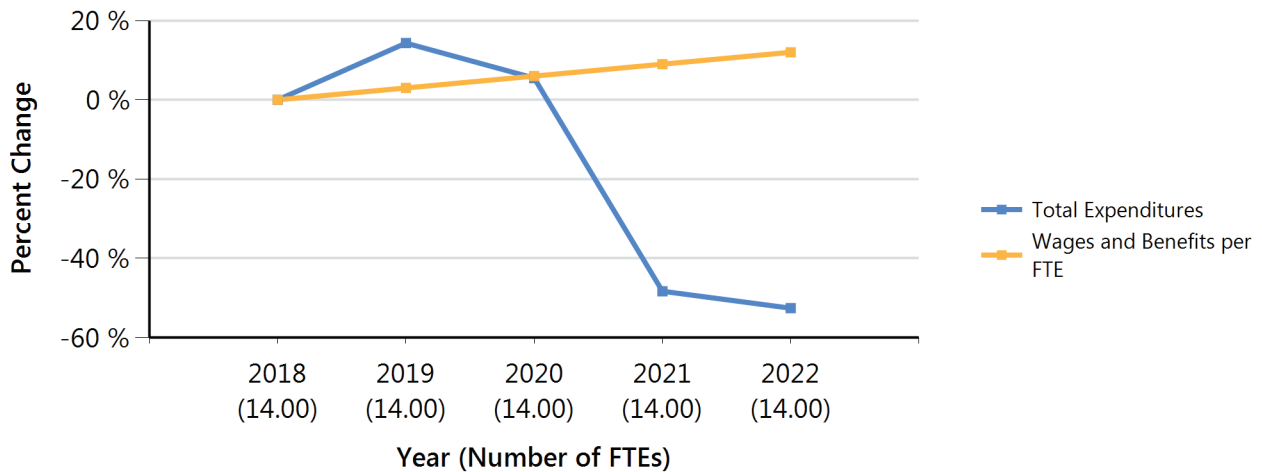
## 2018 Expenditures



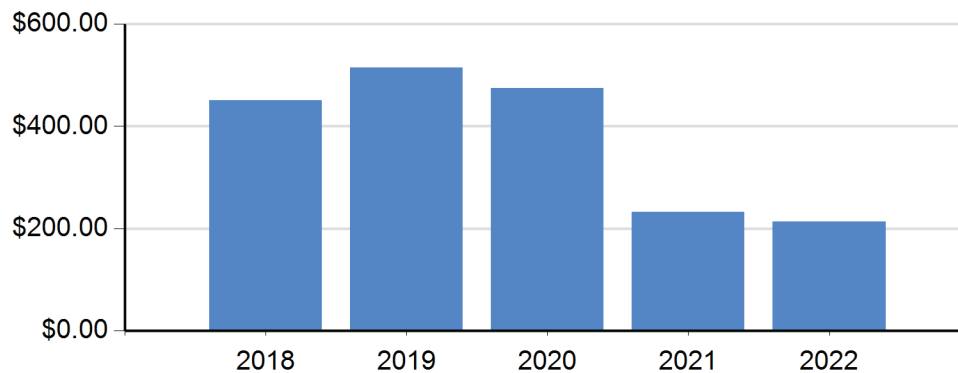
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$450.23	\$514.72	\$474.92	\$232.66	\$213.40
Percent Change	0.00%	14.32%	-7.73%	-51.01%	-8.27%

## Department Summary: Integrated Capital Management

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

The Integrated Capital Management (ICM) Department supports integrated and holistic capital planning for all infrastructure needs for streets, water, wastewater and stormwater. ICM, in coordination with the operations, identifies future need within the system to hand projected demand. This program also holds the funding for all water and wastewater infrastructure capital design and construction.

---

### Programs and Services:

The Integrated Capital Management Department coordinates and prioritizes all the interrelated infrastructure requirements within the City's right of way. Treating the array of necessary streets and utilities within the right of way in a holistic, system-wide manner is recognized as a best practice. It is a more efficient and cost-effective way to deliver the best value for investments. The citizens have embraced this new "integrated" approach to manage the street right of way, approving a new 20-year levy in November 2014 with a nearly 78 percent "yes" vote to support construction of improved and integrated streets. Additionally, the City committed in its new Integrated Clean Water Plan, which was submitted to regulators, and in its sale of \$200 million in "Green" bonds to manage stormwater on site when streets are rebuilt.

This program also manages all the capital construction for water and wastewater outside of the right of way. This includes major upgrades at the City's Riverside Park Water Reclamation Facility and at Upriver Dam. In 2014, we created the new combined Water-Wastewater Integrated Capital Fund, with citizens paying a single capital charge for water and wastewater construction needs on their monthly utility bills.

This integrated approach to our capital expenditures will allow for more coordinated and consistent planning into the future. This process has already yielded significantly better outcomes with 10% to 30% savings had they been planned, designed and constructed individually.

In addition to increased efficiency, this integration will result in:

- Improved responsiveness.
- Greater flexibility to address emergent issues.
- Improved levels of service with less capital demands.
- The opportunity to leverage revenues to increase capital capacity.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	66,018,150	77,005,930	67,559,000	14,434,500	8,956,000
Interfund Charges	948,717	977,179	1,006,494	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	18,551,778	18,550,278	18,552,528	18,547,528	18,549,778
Wages & Benefits	1,840,545	1,895,762	1,952,634	2,011,213	2,071,550
Supplies & Services	37,029	38,140	39,284	40,463	41,676
Other Services & Changes	1,140,191	1,174,397	1,209,629	1,245,917	1,283,295
Debt Services	1,506,578	4,244,418	4,612,419	5,446,459	6,340,646
All Other	8,342,881	8,593,167	8,850,962	9,116,491	9,389,986
<b>TOTAL</b>	<b>98,385,869</b>	<b>112,479,271</b>	<b>103,782,950</b>	<b>50,842,571</b>	<b>46,632,931</b>

**Assumptions for Projections:**

2% Salaries

4% Personnel Benefits

2.9% Supplies, Services, All Other

3% Interfund Charges

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	7,243,500	8,555,000	2,400,000	2,000,000	2,000,000
Services	38,138,514	39,244,531	40,382,623	41,553,719	42,758,777
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	960,000	970,000	970,000	970,000	970,000
General Fund Resources	0	0	0	0	0
All Other	33,269,099	14,192,430	20,722,000	14,000,000	11,000,000
<b>TOTAL</b>	<b>79,611,113</b>	<b>62,961,961</b>	<b>64,474,623</b>	<b>58,523,719</b>	<b>56,728,777</b>

**Assumptions for Projections:**

2.9% estimated increase in Services revenue

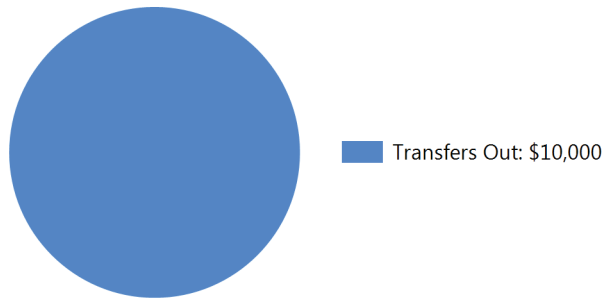




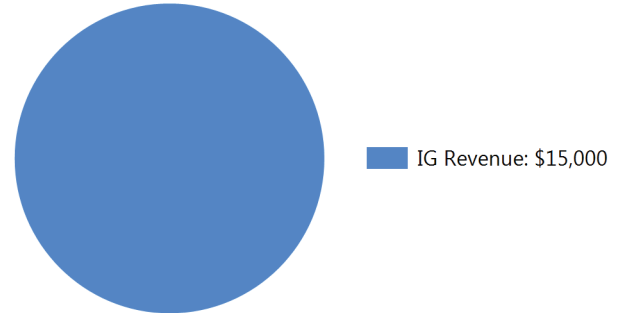
# Paths and Trails

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

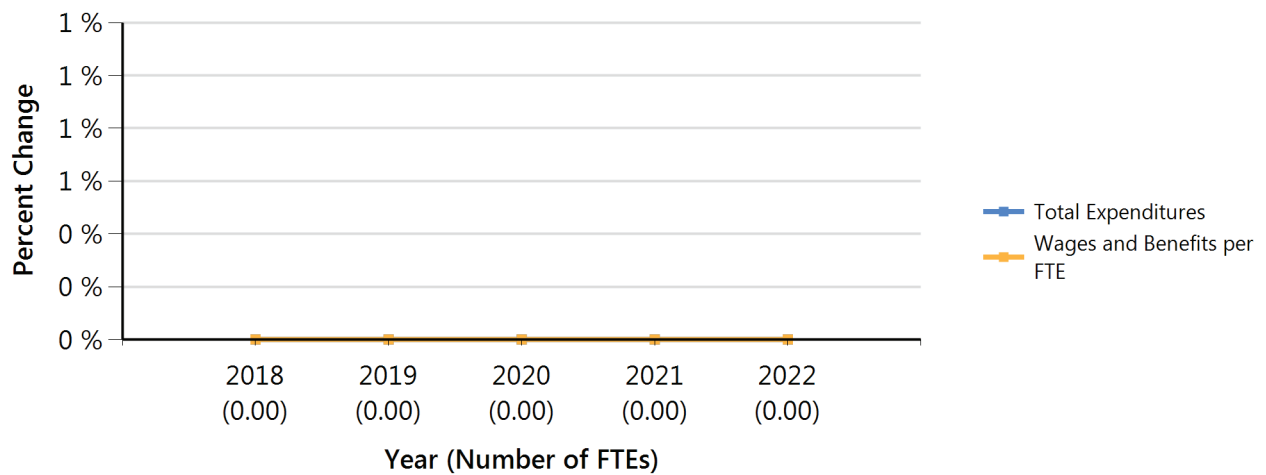
## 2018 Expenditures



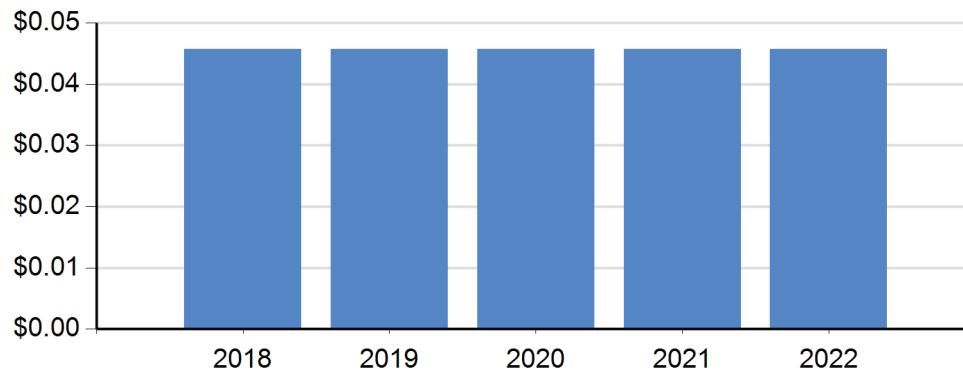
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$0.05	\$0.05	\$0.05	\$0.05	\$0.05
Percent Change	0.00%	0.00%	0.00%	0.00%	0.00%

## Department Summary: Paths and Trails

**Division:** Public Works

**Fund Type:** Special Revenue Fund

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### Executive Summary:

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

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### Programs and Services:

A portion of state gasoline tax revenue is returned to local governments to be used for the development and maintenance of paths and trails. One half of one percent (0.5%) of the tax is returned to the City. Presently, the City receives approximately \$15,000 per year from this funding source. Both pedestrian and bike facilities can utilize these funds, however, historically these funds have been extremely limited. This revenue source has been used as matching funds, which are typically required from federal and state funding sources on minor pedestrian and or bike projects. Typically this bid has been used to cover incidental costs such as minor striping and signage replacement that support a bike or pedestrian facility.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	10,000	10,000	10,000	10,000	10,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	15,000	15,000	15,000	15,000	15,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>

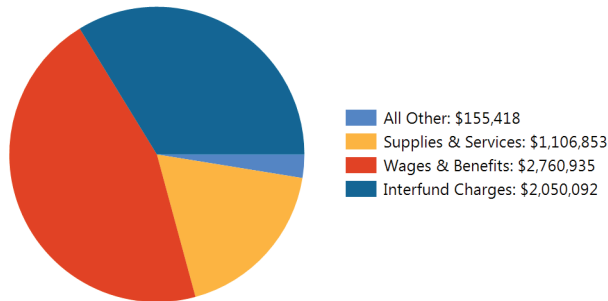
**Assumptions for Projections:**



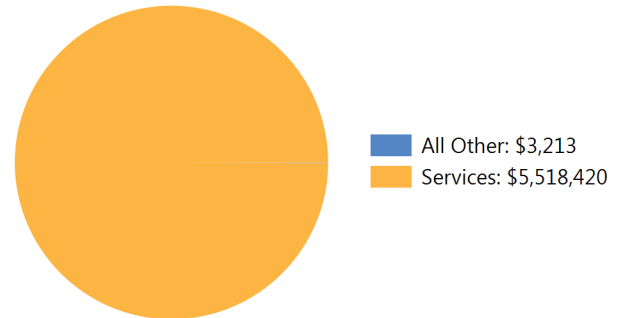
# Public Works and Utilities

The Public Works & Utilities Division includes the City's major utility enterprises, including Water, Wastewater, and Solid Waste collection and disposal, along with Streets, Engineering Services, and Integrated Capital Management. Our Division provides services that are critical to our citizens' daily lives.

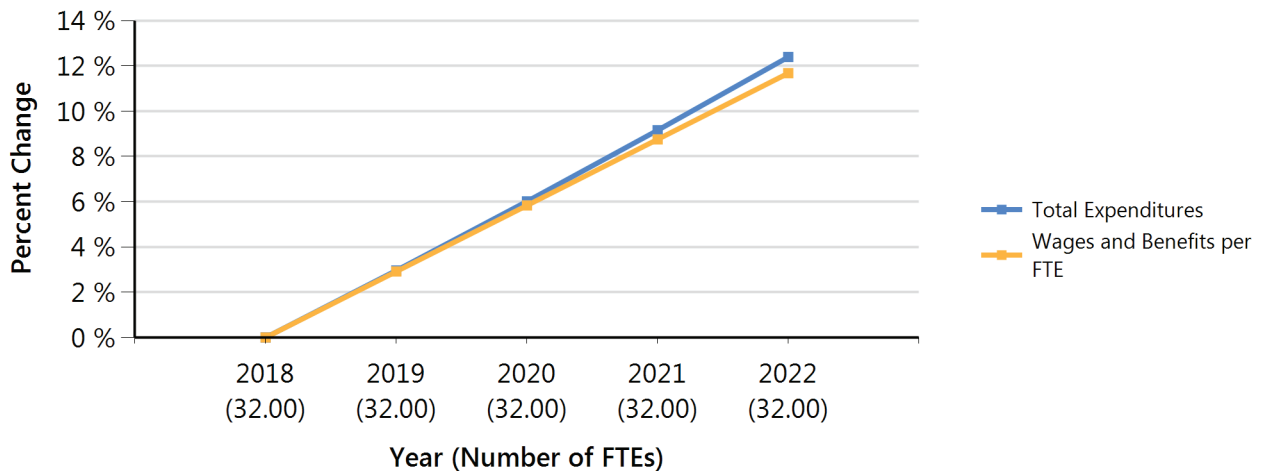
## 2018 Expenditures



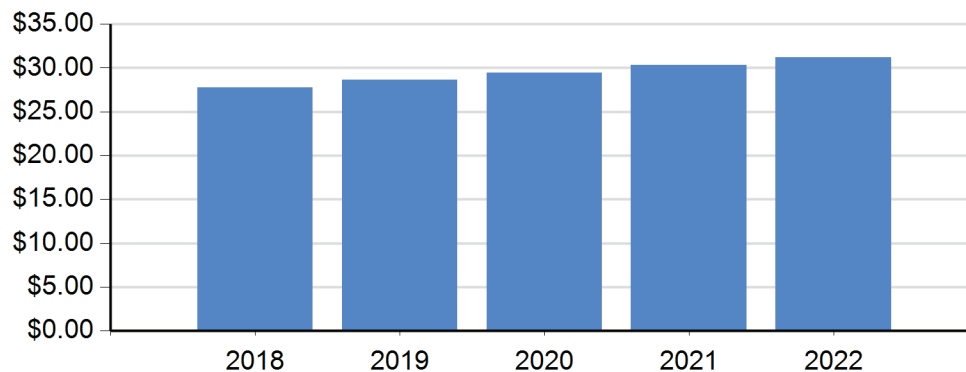
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$27.79	\$28.62	\$29.46	\$30.34	\$31.24
Percent Change	0.00%	2.96%	2.96%	2.96%	2.96%

## Department Summary: Public Works and Utilities

**Division:** Public Works

**Fund Type:** Internal Service Fund

---

### Executive Summary:

The Public Works & Utilities Division includes the City's major utility enterprises, including Water, Wastewater, and Solid Waste collection and disposal, along with Streets, Engineering Services, and Integrated Capital Management. Our Division provides services that are critical to our citizens' daily lives.

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### Programs and Services:

The Public Works & Utilities Division portion of the budget encompasses administrative oversight and customer billing for the City's large utility services: the Water Department, the Wastewater Department and the Solid Waste collection and disposal. The Division also includes Streets, Engineering Services, and Integrated Capital Management. This portion of the budget reflects the Division administration and comprehensive billing services for the utilities. The Division staff is responsible for billing out and collecting more than \$160 million in service and usage charges from utility customers each year. Collection rates consistently are above 99 percent of billings, providing for a very efficient and effective service, keeping costs low for the utilities that pay for these services. We have committed to limiting annual rate increases to inflation to keep our services affordable. The Division is focusing on an integrated approach to providing services to citizens. Capital projects are designed to be environmentally and financially responsible. Additionally, we are working to leverage dollars to provide multiple benefits to our customers and citizens.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>	<b>32.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	2,050,092	2,111,595	2,174,943	2,240,191	2,307,397
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,760,935	2,841,441	2,924,351	3,009,733	3,097,667
Supplies & Services	441,365	454,606	468,244	482,291	496,760
Other Services & Changes	665,488	685,453	706,016	727,197	749,013
Debt Services	0	0	0	0	0
All Other	155,418	160,081	164,883	169,829	174,924
<b>TOTAL</b>	<b>6,073,298</b>	<b>6,253,176</b>	<b>6,438,437</b>	<b>6,629,241</b>	<b>6,825,761</b>

**Assumptions for Projections:**

2% Salaries

4% Personnel Benefits

2.9% Supplies, Services, All Other

3% Interfund Charges

All Other is Taxes

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,518,420	5,683,973	5,854,492	6,030,127	6,211,030
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	3,213	3,213	3,213	3,213	3,213
<b>TOTAL</b>	<b>5,521,633</b>	<b>5,687,186</b>	<b>5,857,705</b>	<b>6,033,340</b>	<b>6,214,243</b>

**Assumptions for Projections:**

2.9% estimated increase in Services revenue

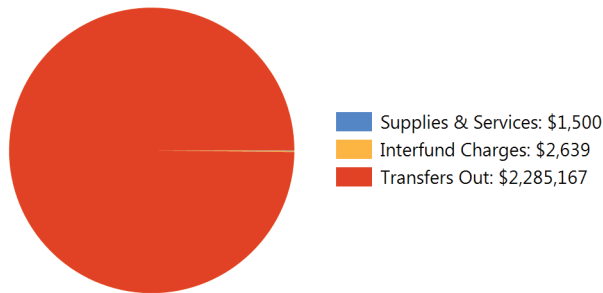




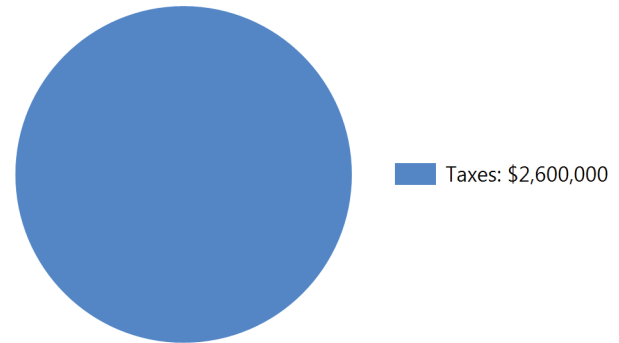
## Real Estate Excise Tax Fund

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.

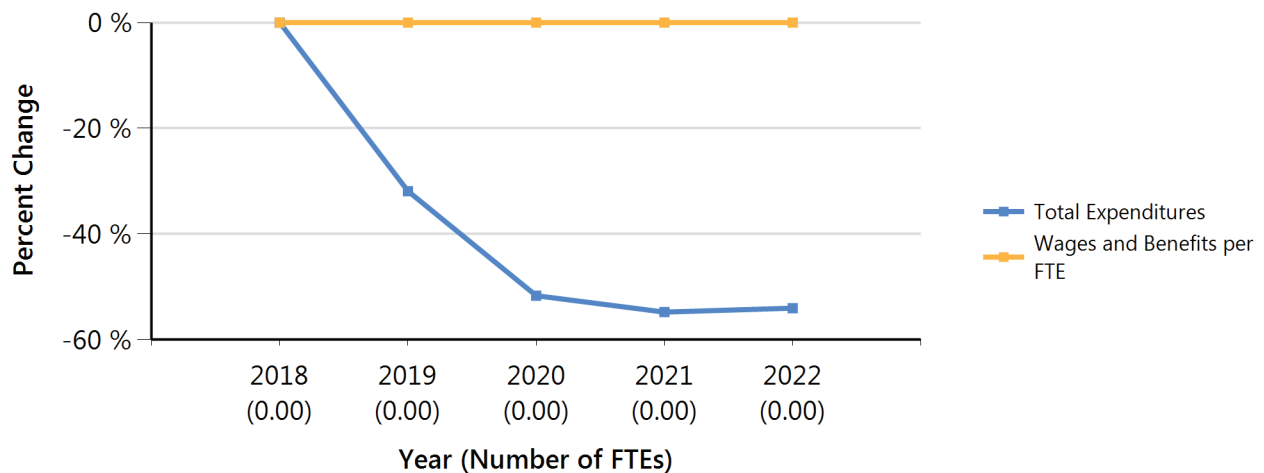
### 2018 Expenditures



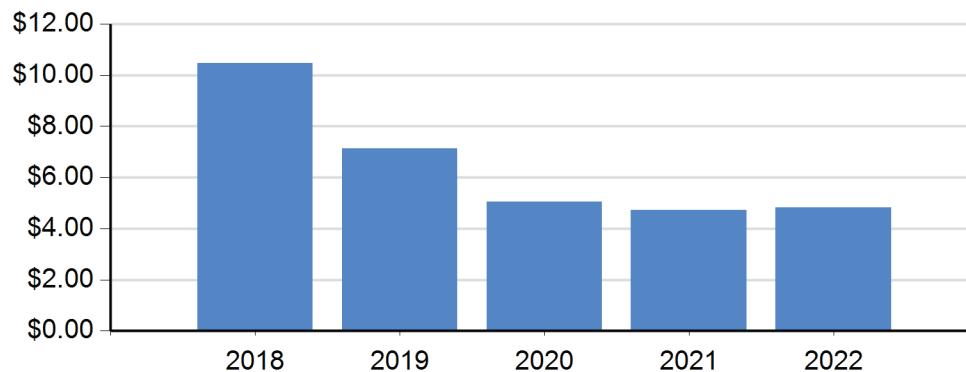
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$10.48	\$7.13	\$5.06	\$4.73	\$4.81
Percent Change	0.00%	-31.91%	-29.06%	-6.43%	1.65%

## Department Summary: Real Estate Excise Tax Fund

**Division:** Public Works

**Fund Type:** Special Revenue Fund

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### Executive Summary:

Approximately 50% of the Real Estate Excise Tax revenue is used to handle several needs from the 6-yr Street Program i.e.; the cash flow demands stemming from Street Program projects, the required matching funds to obtain federal/state grants and project expenditures not covered by other sources.

---

### Programs and Services:

These funds are the only source of significant "local" funds used to maintain the 6-yr Street Program. This revenue source is used in several different ways. During the construction season, hundreds of thousands of dollars are transacted, and a positive cash flow is needed to cover expenditures. This budget is needed to ensure construction is not delayed due to the City's inability to cover expenditures in a timely manner. This fund is also the most significant source of matching funds the City is required to pledge when grant applications are being sought. The City relies upon federal and state funding sources for a majority of the cost to design, purchase right-of-way and construct capital transportation projects. Typically a grant criteria from federal and state funding sources includes the requirement for local agencies to provide local funds as a match. The match typically ranges between 20% and 13%.

For every dollar the City spends, it typically receives \$4 in grant funds from federal and/or state sources. This is a significant return on investment for this size of community and this bid enables the City to pursue grant dollars.

Finally, this source of funds covers any expenditure not covered by other sources. Cost increases, change orders or other expenditures that are impossible to account for prior to their occurrence still must be covered after all other funding sources have been depleted. Since grant funding sources are obtained months, if not years, prior to actual construction, the City must have available a funding source that will cover any remaining expenses at the end of each project.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	2,639	2,718	2,800	2,884	2,971
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	2,285,167	1,554,475	1,101,326	1,030,000	1,047,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	1,500	1,544	1,589	1,635	1,682
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,289,306</b>	<b>1,558,737</b>	<b>1,105,715</b>	<b>1,034,519</b>	<b>1,051,653</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>2,600,000</b>	<b>2,600,000</b>	<b>2,600,000</b>	<b>2,600,000</b>	<b>2,600,000</b>

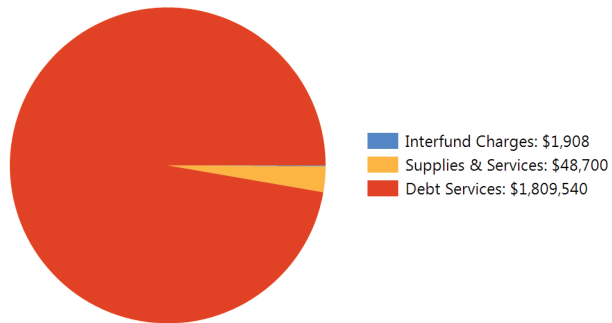
**Assumptions for Projections:**



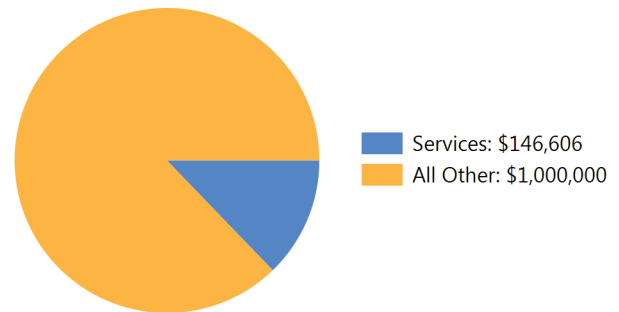
## Sewer Construction

Wastewater Management has ongoing operational equipment and related needs provided for through this program. Larger capital construction projects for wastewater are funded and managed through the Integrated Capital Management Department.

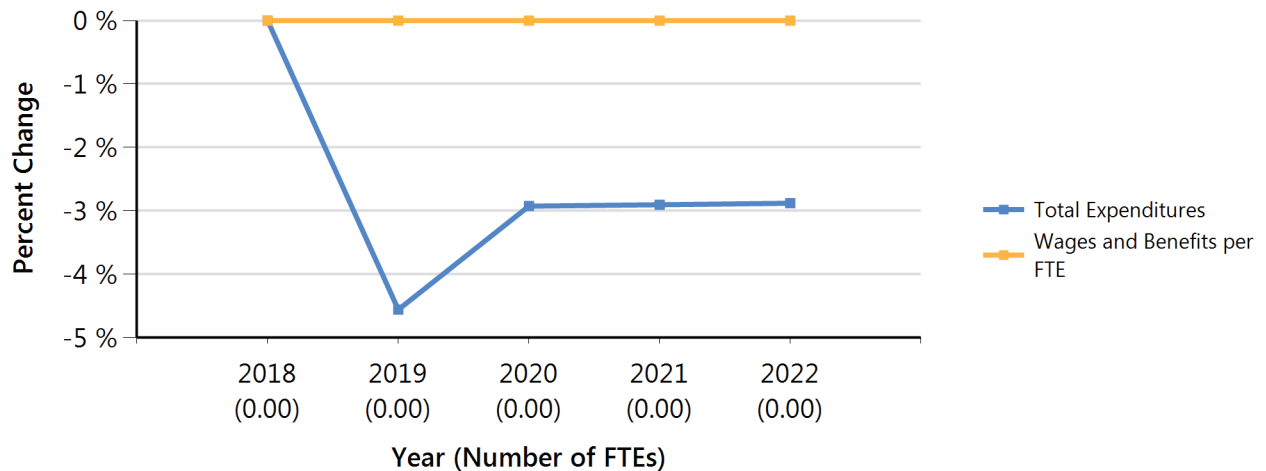
### 2018 Expenditures



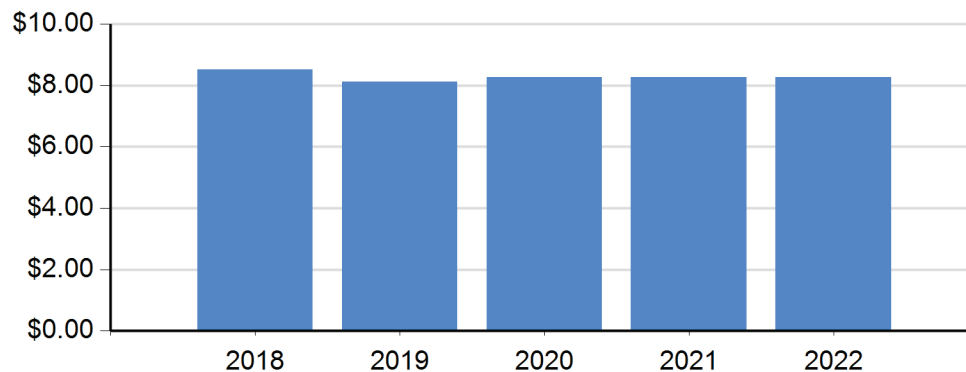
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$8.51	\$8.12	\$8.26	\$8.26	\$8.27
Percent Change	0.00%	-4.56%	1.71%	0.02%	0.02%

## Department Summary: Sewer Construction

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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.

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### 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 now funded and managed through the Integrated Capital Management Department, along with projects for the Water Department. This change was effective in 2015.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	1,908	1,965	2,024	2,085	2,147
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	48,700	50,112	51,566	53,061	54,600
Debt Services	1,809,540	1,723,243	1,752,110	1,750,963	1,749,803
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,860,148</b>	<b>1,775,320</b>	<b>1,805,700</b>	<b>1,806,109</b>	<b>1,806,550</b>

**Assumptions for Projections:**

2.9% Other Services &amp; Changes

3% Interfund Charges

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	146,606	150,858	155,232	159,734	164,367
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>TOTAL</b>	<b>1,146,606</b>	<b>1,150,858</b>	<b>1,155,232</b>	<b>1,159,734</b>	<b>1,164,367</b>

**Assumptions for Projections:**

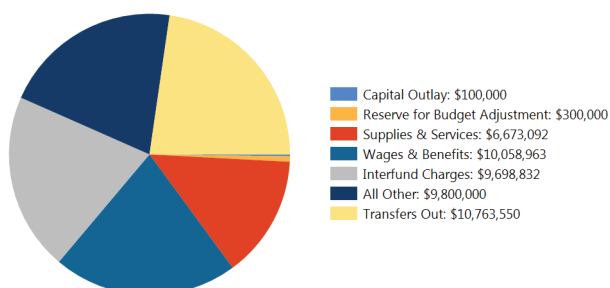




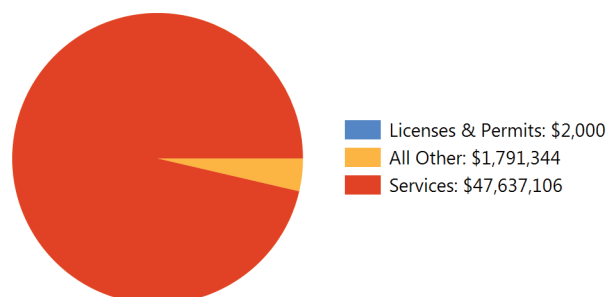
# Solid Waste Collection

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, recycling and disposal strategies and always keep the needs of our customers in mind.

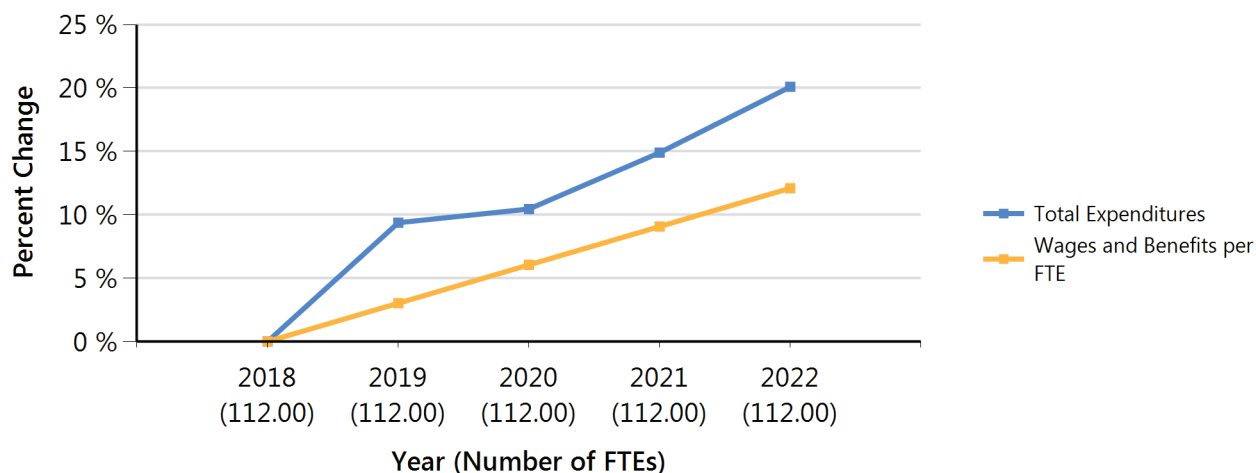
## 2018 Expenditures



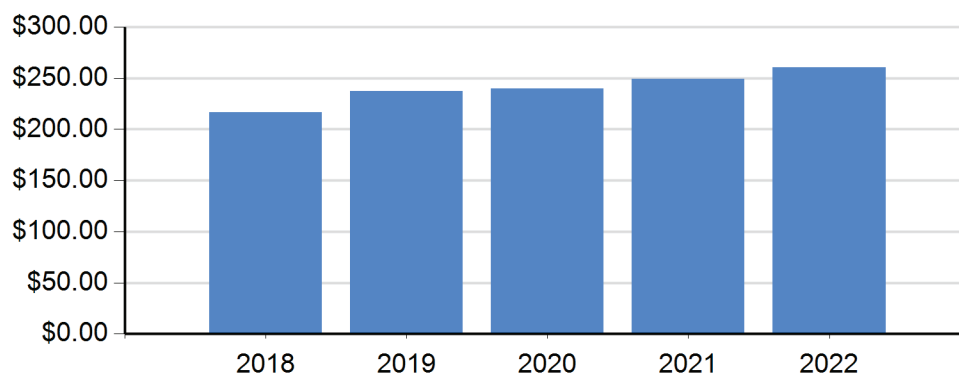
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$216.88	\$237.21	\$239.55	\$249.19	\$260.45
Percent Change	0.00%	9.37%	0.98%	4.02%	4.51%

## Department Summary: Solid Waste Collection

**Division:** Public Works

**Fund Type:** Enterprise Fund

---

### Executive Summary:

Solid Waste Collection operates and manages one of the most efficient integrated solid waste systems in the state. We strive to provide exceptional service at reasonable, competitive rates. We utilize new technologies, optimize collection, recycling and disposal strategies and always keep the needs of our customers in mind.

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### 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 significant investment in Solid Waste Collection includes consolidating our Solid Waste Collection operations with Fleet maintenance services at the Spokane Central Service Center in the Chief Garry Park neighborhood.

The move is allowing 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 \$4 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 was performed to allow us to deploy our fleet of collection vehicles in the most efficient and effective way possible from the new location.

The City continues to provide solid waste collection and disposal services for City of Spokane businesses and residents and is working cooperatively with Spokane County for the future of regional solid waste services.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>112.00</b>	<b>112.00</b>	<b>112.00</b>	<b>112.00</b>	<b>112.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	100,000	3,290,000	2,516,000	3,300,000	4,400,000
Interfund Charges	9,698,832	9,989,797	10,289,491	10,598,176	10,916,121
Reserve for Budget Adjustment	300,000	300,000	300,000	300,000	300,000
Transfers Out	10,763,550	10,925,541	11,089,971	11,256,875	11,426,291
Wages & Benefits	10,058,963	10,363,053	10,676,279	10,998,915	11,331,541
Supplies & Services	705,100	726,253	748,041	770,482	793,596
Other Services & Changes	5,967,992	6,147,032	6,331,443	6,521,386	6,717,028
Debt Services	0	0	0	0	0
All Other	9,800,000	10,094,000	10,396,820	10,708,725	11,029,986
<b>TOTAL</b>	<b>47,394,437</b>	<b>51,835,676</b>	<b>52,348,045</b>	<b>54,454,559</b>	<b>56,914,563</b>

**Assumptions for Projections:**

2% Salaries

4% Personnel Benefits

2.9% Supplies, Services, All Other

3% Interfund Charges

All Other is Taxes

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	2,000	2,000	2,000	2,000	2,000
IG Revenue	0	0	0	0	0
Services	47,637,106	49,018,582	50,440,121	51,902,884	53,408,068
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,791,344	1,791,344	1,791,344	1,791,344	1,791,344
<b>TOTAL</b>	<b>49,430,450</b>	<b>50,811,926</b>	<b>52,233,465</b>	<b>53,696,228</b>	<b>55,201,412</b>

**Assumptions for Projections:**

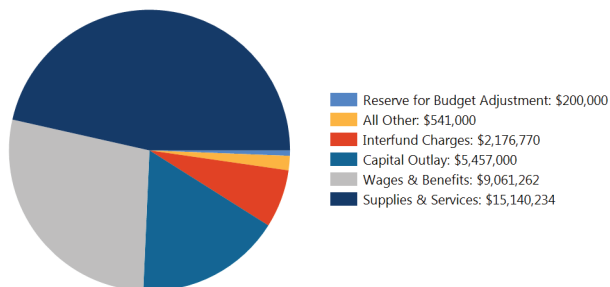
2.9% estimated increase in Services revenue



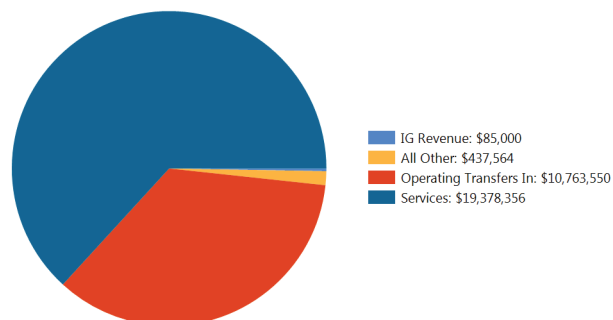
# Solid Waste Disposal

The City maintains and operates the Waste to Energy Facility to maximize processing of municipal solid waste in compliance with all environmental permits to minimize the quantity of raw solid waste being landfilled and maximize the generation of electricity and recovery of ferrous metals.

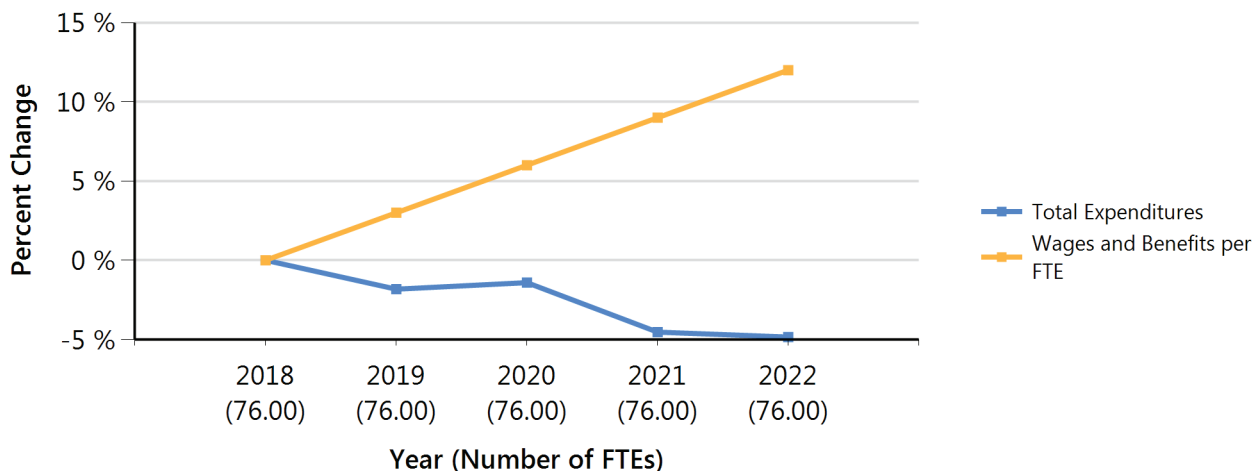
## 2018 Expenditures



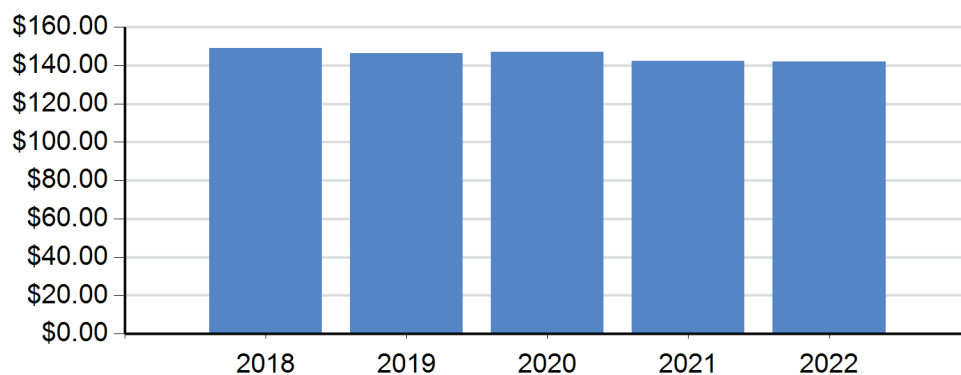
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$149.07	\$146.35	\$146.97	\$142.31	\$141.85
Percent Change	0.00%	-1.82%	0.41%	-3.16%	-0.32%

## Department Summary: Solid Waste Disposal

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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.

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### 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 7,000 to 9,000 tons of ferrous metals for recycling annually.

Municipal solid waste is delivered to the Facility by the City's Solid Waste Collection trucks, from disposal agreements with Spokane County, the Cities of Cheney, Medical Lake, Airway Heights and self-hauled by residential/commercial customers and other garbage haulers, primarily in the south and west areas of Spokane County. For the benefits of the public, the facility is open seven days per week from 7:30 a.m. to 5:00 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 operations 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.

Not only do all the residents of Spokane and many jurisdictions throughout the County benefit from the Facility, but agencies and municipalities throughout the State are served by utilizing it for disposal of drugs and pharmaceuticals. Law enforcement agencies and the health care industry are able to have seized controlled substances, legend drugs and over-the-counter drugs incinerated as solid waste at Spokane's Waste to Energy Facility, the only permitted facility in the state that can accept these items.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>76.00</b>	<b>76.00</b>	<b>76.00</b>	<b>76.00</b>	<b>76.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	5,457,000	4,055,500	3,358,000	1,484,000	500,000
Interfund Charges	2,176,770	2,242,073	2,309,335	2,378,615	2,449,974
Reserve for Budget Adjustment	200,000	200,000	200,000	200,000	200,000
Transfers Out	0	0	0	0	0
Wages & Benefits	9,061,262	9,333,100	9,613,093	9,901,485	10,198,530
Supplies & Services	2,512,600	2,587,978	2,665,617	2,745,586	2,827,953
Other Services & Changes	12,627,634	13,006,463	13,396,657	13,798,557	14,212,513
Debt Services	0	0	0	0	0
All Other	541,000	557,230	573,947	591,165	608,900
<b>TOTAL</b>	<b>32,576,266</b>	<b>31,982,344</b>	<b>32,116,649</b>	<b>31,099,408</b>	<b>30,997,870</b>

**Assumptions for Projections:**

2% Salaries

4% Personnel Benefits

2.9% Supplies, Services, All Other

3% Interfund Charges

All Other is Geiger contract &amp; Taxes

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	85,000	85,000	85,000	85,000	85,000
Services	19,378,356	19,940,328	20,518,598	21,113,637	21,725,933
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	10,763,550	10,925,541	11,089,971	11,256,875	11,426,291
General Fund Resources	0	0	0	0	0
All Other	437,564	437,564	437,564	437,564	437,564
<b>TOTAL</b>	<b>30,664,470</b>	<b>31,388,433</b>	<b>32,131,133</b>	<b>32,893,076</b>	<b>33,674,788</b>

**Assumptions for Projections:**

2.9% estimated increase in Services revenue

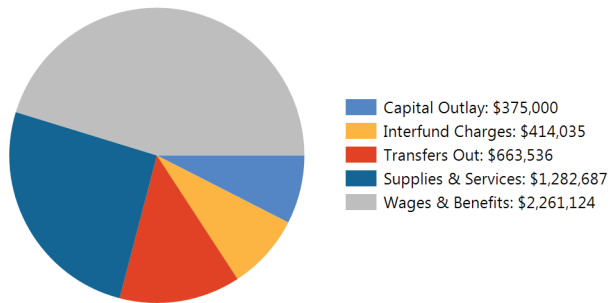




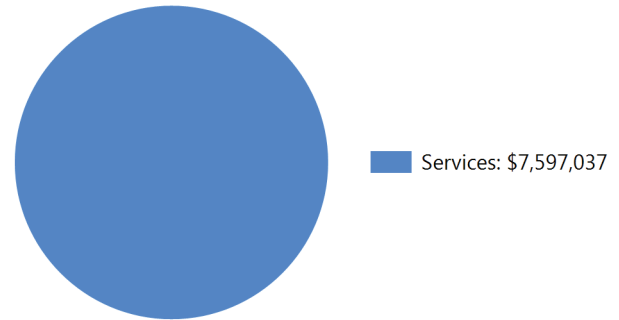
# Stormwater

Our goal is to have all systems, catch basins, stormwater lines, drywells and swales operate efficiently and effectively. The program maintains 367 miles of stormwater lines as well as manages the catch basins and drywells.

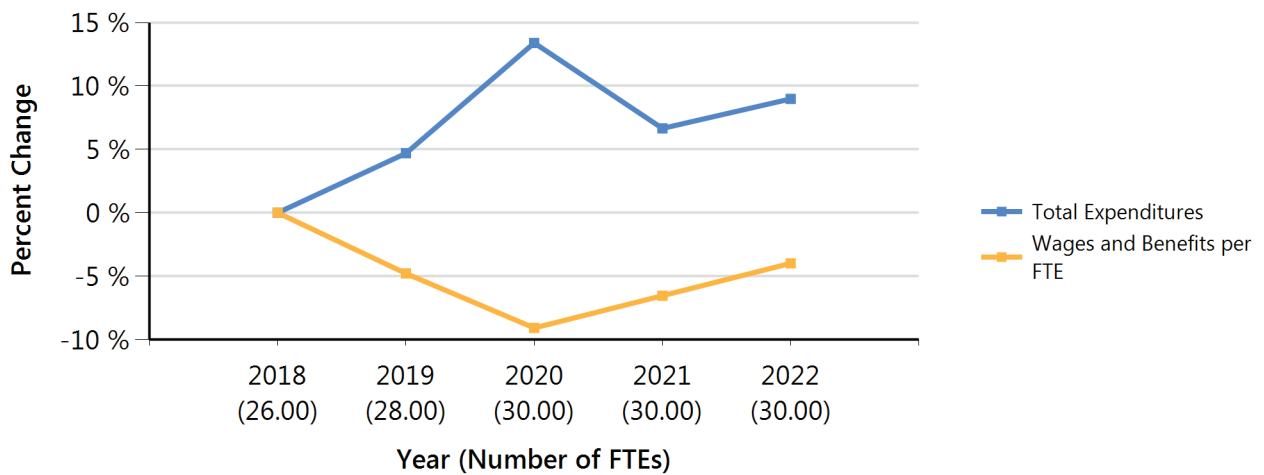
## 2018 Expenditures



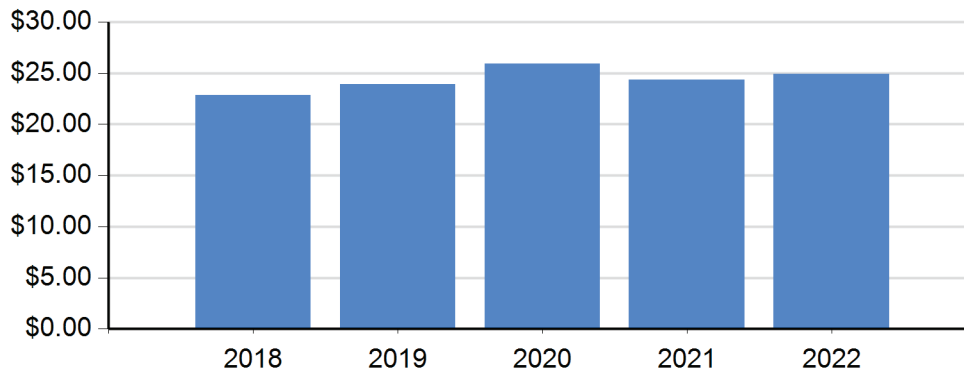
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$22.86	\$23.94	\$25.93	\$24.39	\$24.92
Percent Change	0.00%	4.69%	8.31%	-5.94%	2.18%

## Department Summary: Stormwater

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

Our goal is to have all systems, catch basins, stormwater lines, drywells and swales operate efficiently and effectively. The program maintains 367 miles of stormwater lines as well as manages the catch basins and drywells.

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### Programs and Services:

This program includes eliminating blockages in storm sewer mains, pumping debris from catch basins and drywells, maintaining and rebuilding "208" grassy percolation swales for right of way drainage and a mosquito abatement program to limit the possibility of West Nile Virus in our community. Our area of responsibility is within the Spokane city limits. We accomplish these tasks with a variety of methods: high volume vacuum pumpers, hydro cleaning, design and installation of stormwater retention ponds and excavation for repair/replacement of stormwater infrastructure. Additional duties including meeting with private engineering firms to ensure compliance and maintenance on complicated drainage issues, working with Developer Services on stormwater design approvals, and inspecting all new stormwater facilities, working with developers, builders and homeowners. We approve of projects by using a closed-circuit TV system to inspect all new stormwater pipe installed in conjunction with Engineering Services for final approval and acceptance by the City. We also manage replacement of existing drywells, used extensively in the City's far north and far south sides that have an expected lifespan of 20 to 30 years. Management of stormwater is growing area of responsibility for the City, as we work to manage more stormwater on site through the use of green infrastructure techniques, including storm gardens, pervious pavements, and other techniques.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>26.00</b>	<b>28.00</b>	<b>30.00</b>	<b>30.00</b>	<b>30.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	375,000	500,000	825,000	375,000	375,000
Interfund Charges	414,035	426,456	439,250	452,427	466,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	663,536	666,036	666,036	666,036	666,036
Wages & Benefits	2,261,124	2,318,358	2,377,216	2,437,752	2,500,017
Supplies & Services	16,500	16,979	17,471	17,978	18,499
Other Services & Changes	1,266,187	1,302,906	1,340,691	1,379,571	1,419,578
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>4,996,382</b>	<b>5,230,735</b>	<b>5,665,664</b>	<b>5,328,764</b>	<b>5,445,130</b>

**Assumptions for Projections:**

Additional (4) Personnel added in 2019 (2), 2020 (2)  
 Capital - additional service truck 2019, Vactor Truck 2020  
 2% Salaries  
 4% Personnel Benefits  
 2.9% Supplies, Services, All Other  
 3% Interfund Charges

This department is new to the 2018 budget. Historical cost can be located mixed the Wastewater Collections and Maintenance budget.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	7,597,037	7,817,351	8,044,054	8,277,332	8,517,374
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>7,597,037</b>	<b>7,817,351</b>	<b>8,044,054</b>	<b>8,277,332</b>	<b>8,517,374</b>

**Assumptions for Projections:**

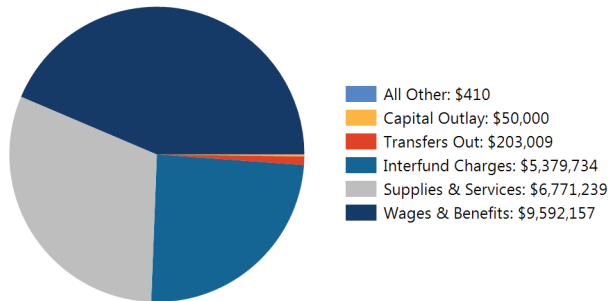
2.9% estimated increase in Services revenue



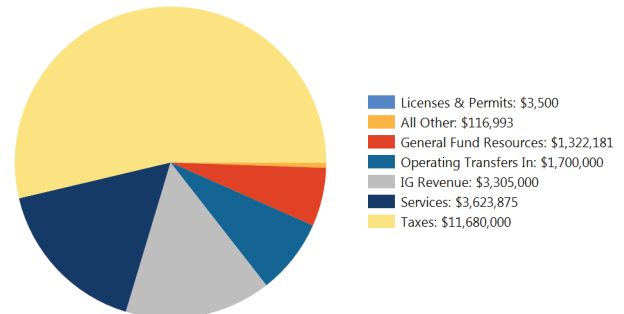
# Street Department

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.

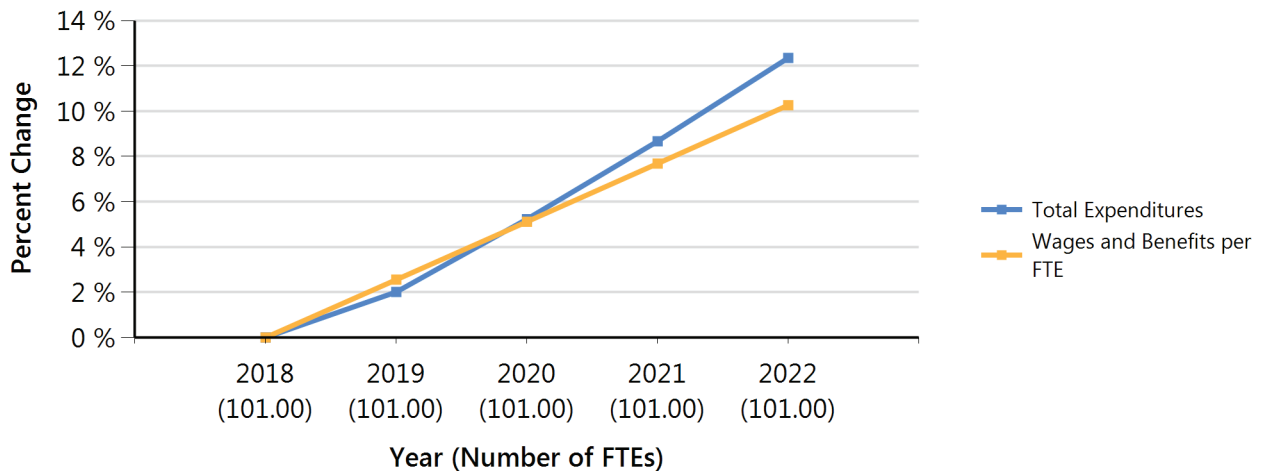
## 2018 Expenditures



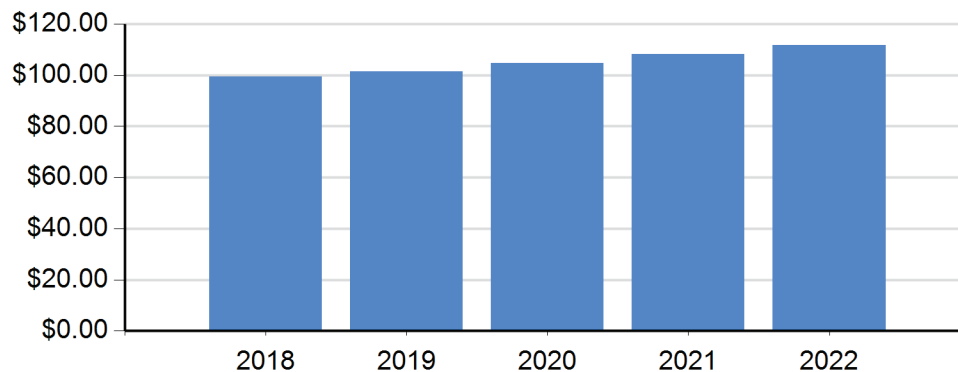
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$99.51	\$101.52	\$104.72	\$108.14	\$111.81
Percent Change	0.00%	2.01%	3.15%	3.26%	3.38%

## Department Summary: Street Department

**Division:** Public Works

**Fund Type:** Special Revenue Fund

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### 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.

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### Programs and Services:

The Street Department is responsible for over 2,100 lane miles of paved roadways, 46 vehicular bridges, almost 482 traffic signal devices, approximately 90,000 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 2017, we continue to evaluate solutions to funding street maintenance to care for the roads we build in a timely manner, eliminating the need to rebuild as often.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>101.00</b>	<b>101.00</b>	<b>101.00</b>	<b>101.00</b>	<b>101.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	50,000	35,000	35,000	35,000	35,000
Interfund Charges	5,379,734	5,790,478	6,238,479	6,727,348	7,261,056
Reserve for Budget Adjustment	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Transfers Out	203,009	0	0	0	0
Wages & Benefits	9,592,157	9,837,145	10,089,157	10,348,422	10,615,171
Supplies & Services	176,525	176,525	176,525	176,525	176,525
Other Services & Changes	6,594,714	6,594,714	6,594,714	6,594,714	6,594,714
Debt Services	0	0	0	0	0
All Other	410	0	0	0	0
<b>TOTAL</b>	<b>21,746,549</b>	<b>22,183,862</b>	<b>22,883,875</b>	<b>23,632,009</b>	<b>24,432,466</b>

**Assumptions for Projections:**

1. 2.0% increase each year for Salaries & Wages
2. 4.0% increase each year for Benefits
3. 3.0% increase each year for Interfund Expenses, except Street Cleaning, Street Maintenance, and Street Snow and Ice. Interfund Expenses increase by 10.0% each year in these activities due to increases in vehicle associated charges for new vehicle purchases.

All other expenses - Permit fees to EPA

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	11,680,000	12,030,400	12,391,312	12,763,051	13,145,943
Licenses & Permits	3,500	3,500	3,500	3,500	3,500
IG Revenue	3,305,000	3,420,675	3,540,399	3,664,313	3,792,564
Services	3,623,875	3,750,711	3,881,985	4,017,855	4,158,480
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
General Fund Resources	1,322,181	1,368,457	1,416,353	1,465,926	1,517,233
All Other	116,993	120,503	124,118	127,841	131,677
<b>TOTAL</b>	<b>21,751,549</b>	<b>22,394,246</b>	<b>23,057,667</b>	<b>23,742,486</b>	<b>24,449,397</b>

**Assumptions for Projections:**

1. 3.0% increase each year for Taxes and Miscellaneous Revenues
2. 3.5% increase each year for Intergovernmental revenues, and Charges for Services to cover increases in Wages, Benefits, and other Street Department provided services.

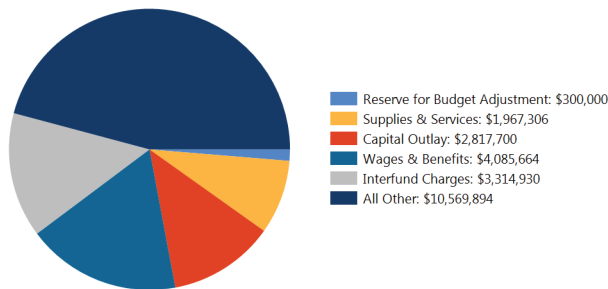




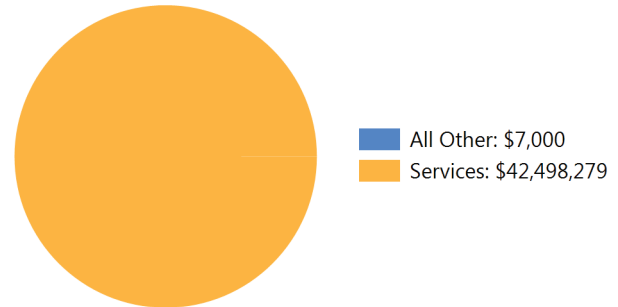
# Wastewater Collections and Maintenance

Wastewater Maintenance is responsible for the collection and conveyance of wastewater to the Riverside Park Water Reclamation Facility.

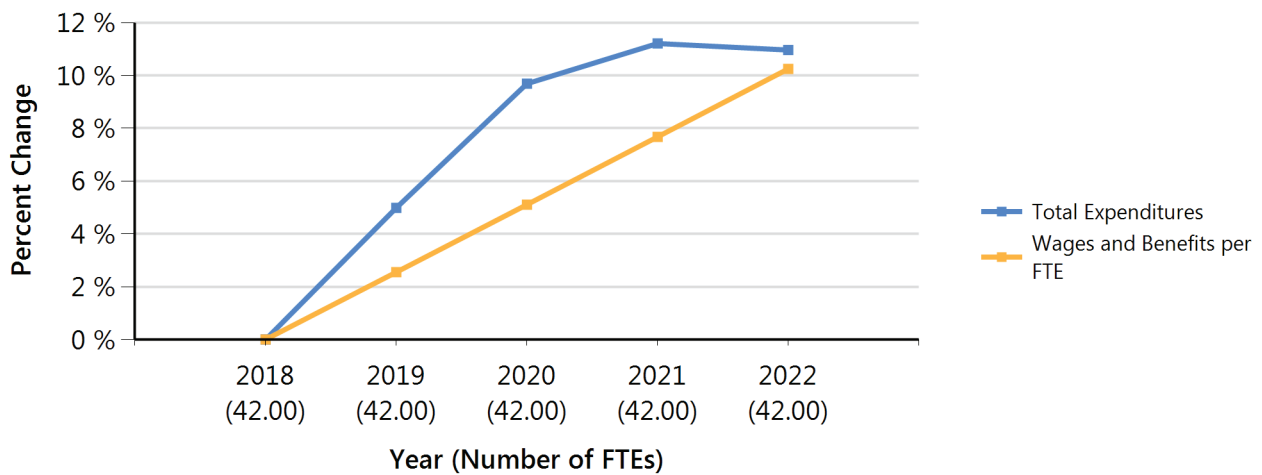
## 2018 Expenditures



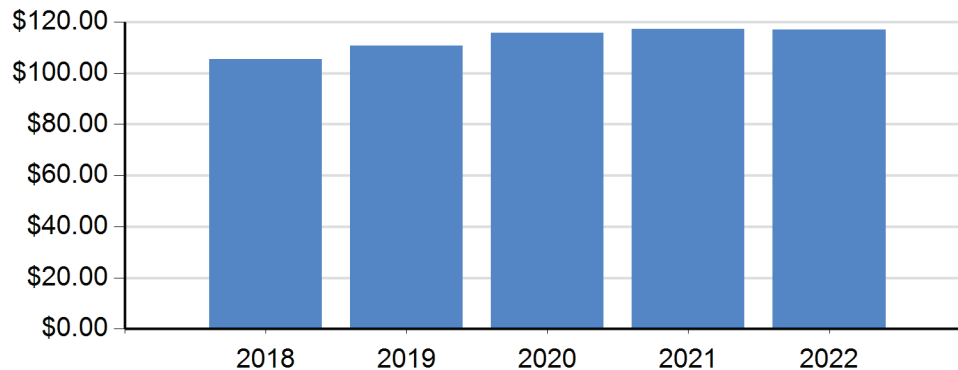
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$105.50	\$110.76	\$115.72	\$117.33	\$117.07
Percent Change	0.00%	4.98%	4.47%	1.38%	-0.22%

## Department Summary: Wastewater Collections and Maintenance

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

Wastewater Maintenance is responsible for the collection and conveyance of wastewater to the Riverside Park Water Reclamation Facility.

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### Programs and Services:

Wastewater Collections and Maintenance manages a comprehensive program to efficiently operate the sanitary sewer and stormwater collection systems for the benefit of the citizens and the environment. We maintain 865 miles of sanitary sewer lines, 367 miles of stormwater lines, 18,823 catch basins and drywells, and numerous swales and stormwater detention facilities.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>42.00</b>	<b>42.00</b>	<b>42.00</b>	<b>42.00</b>	<b>42.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	2,817,700	3,400,000	3,900,000	3,650,000	2,975,000
Interfund Charges	3,314,930	3,414,378	3,516,809	3,622,314	3,730,983
Reserve for Budget Adjustment	300,000	300,000	300,000	300,000	300,000
Transfers Out	0	0	0	0	0
Wages & Benefits	4,085,664	4,189,853	4,297,024	4,407,274	4,520,701
Supplies & Services	377,647	388,599	399,868	411,464	423,397
Other Services & Changes	1,589,659	1,635,759	1,683,196	1,732,009	1,782,237
Debt Services	0	0	0	0	0
All Other	10,569,894	10,876,421	11,191,837	11,516,400	11,850,376
<b>TOTAL</b>	<b>23,055,494</b>	<b>24,205,010</b>	<b>25,288,734</b>	<b>25,639,461</b>	<b>25,582,694</b>

**Assumptions for Projections:**

2% Salaries

4% Personnel Benefits

2.9% Supplies, Services, All Other

3% Interfund Charges

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	42,498,279	43,730,729	44,998,920	46,303,889	47,646,702
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	7,000	7,000	7,000	7,000	7,000
<b>TOTAL</b>	<b>42,505,279</b>	<b>43,737,729</b>	<b>45,005,920</b>	<b>46,310,889</b>	<b>47,653,702</b>

**Assumptions for Projections:**

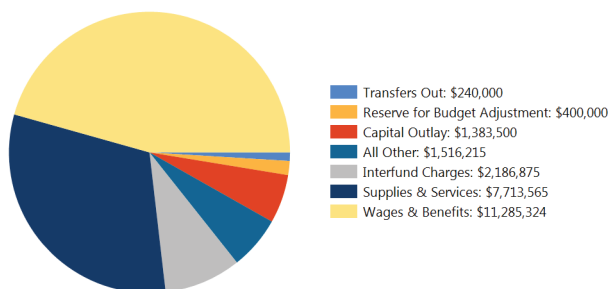
2.9% estimated increase in Services revenue



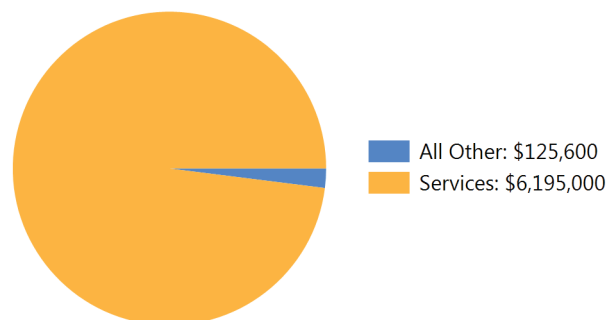
## Wastewater Management RPWRF

The Riverside Park Water Reclamation Facility (RPWRF) recycles approximately 34 million gallons of wastewater per day, with peak flows of up to 135 million gallons, from Spokane and several adjacent communities, thereby helping the Spokane River enjoy its status as an increasingly treasured community amenity.

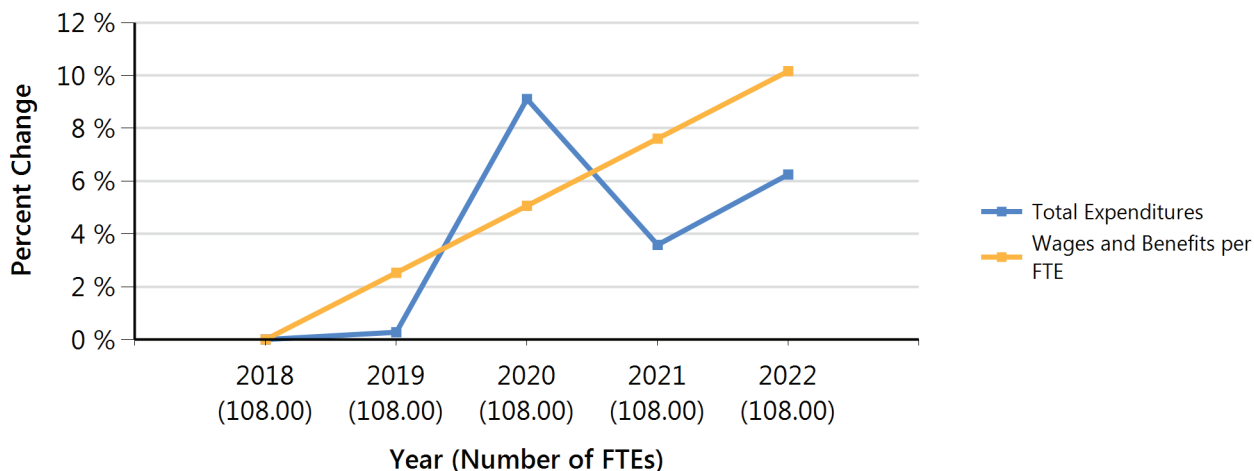
### 2018 Expenditures



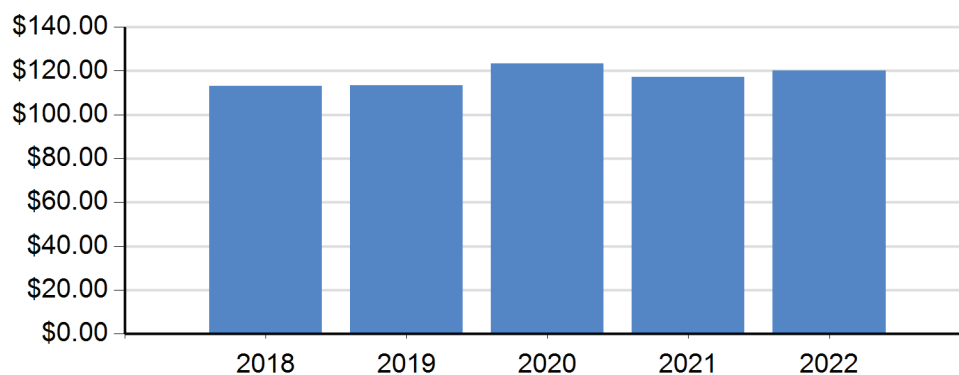
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$113.15	\$113.46	\$123.45	\$117.20	\$120.22
Percent Change	0.00%	0.27%	8.80%	-5.06%	2.57%

## Department Summary: Wastewater Management RPWRF

**Division:** Public Works

**Fund Type:** Enterprise Fund

---

### Executive Summary:

The Riverside Park Water Reclamation Facility (RPWRF) recycles approximately 34 million gallons of wastewater per day, with peak flows of up to 135 million gallons, from Spokane and several adjacent communities, thereby helping the Spokane River enjoy its status as an increasingly treasured community amenity.

---

### Programs and Services:

The original wastewater treatment plant began operation in 1958, and its effluent, once directly discharged to the Spokane River, provides the first step of a treatment in a sequence of physical, chemical, and biological pollutant removal processes that have been implemented over the past 60 years, culminating in the current massive construction efforts that will result in one of the largest tertiary treatment plants in the world when the projects is complete in early 2021.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>108.00</b>	<b>108.00</b>	<b>108.00</b>	<b>108.00</b>	<b>108.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	1,383,500	833,000	2,380,000	360,000	375,000
Interfund Charges	2,186,875	2,252,481	2,320,056	2,389,657	2,461,347
Reserve for Budget Adjustment	400,000	400,000	400,000	400,000	400,000
Transfers Out	240,000	240,000	240,000	240,000	240,000
Wages & Benefits	11,285,324	11,570,680	11,864,130	12,165,930	12,476,347
Supplies & Services	3,030,538	3,118,424	3,208,858	3,301,915	3,397,670
Other Services & Changes	4,683,027	4,818,835	4,958,581	5,102,380	5,220,349
Debt Services	0	0	0	0	0
All Other	1,516,215	1,560,185	1,605,431	1,651,988	1,699,896
<b>TOTAL</b>	<b>24,725,479</b>	<b>24,793,605</b>	<b>26,977,056</b>	<b>25,611,870</b>	<b>26,270,609</b>

**Assumptions for Projections:**

2% Salaries

4% Personnel Benefits

2.9% Supplies, Services, All Other

3% Interfund Charges

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	6,195,000	6,374,655	6,559,520	6,749,746	6,945,489
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	125,600	125,600	125,600	125,600	125,600
<b>TOTAL</b>	<b>6,320,600</b>	<b>6,500,255</b>	<b>6,685,120</b>	<b>6,875,346</b>	<b>7,071,089</b>

**Assumptions for Projections:**

2.9% estimated increase in Services revenue.

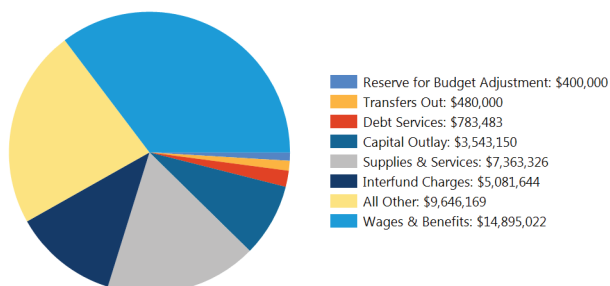




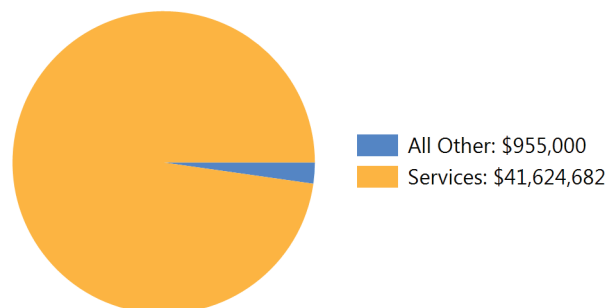
# Water

The City's Water and Hydroelectrical Services Department delivers up to 180 million gallons of clean, safe drinking water per day through the operation and maintenance of pumps, reservoirs, power generation, conservation programs and wellhead protection.

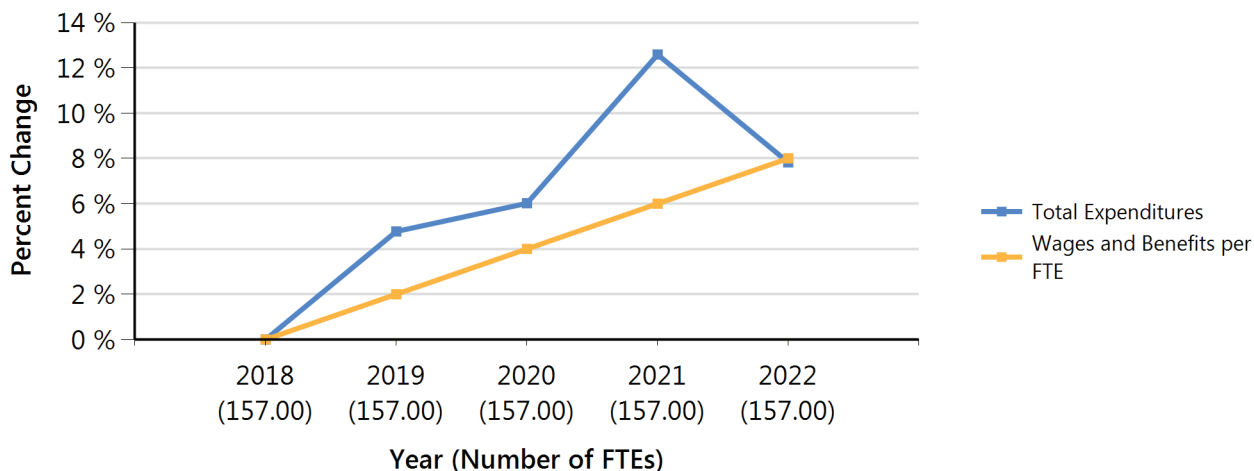
## 2018 Expenditures



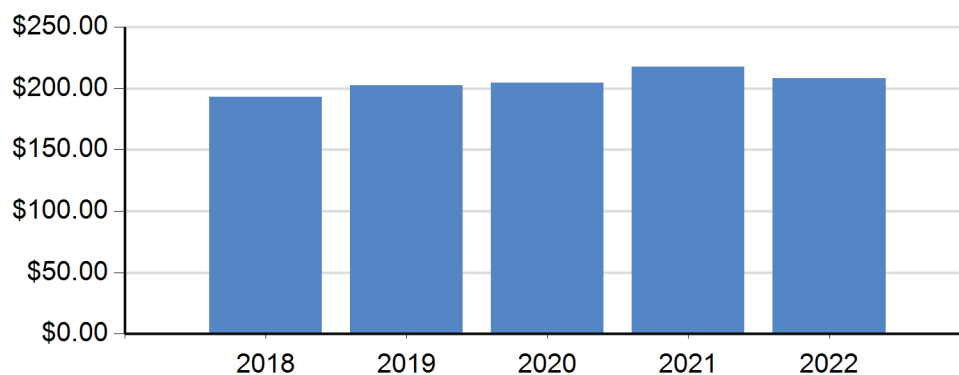
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$193.08	\$202.30	\$204.70	\$217.38	\$208.18
Percent Change	0.00%	4.77%	1.18%	6.19%	-4.23%

## Department Summary: Water

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### Executive Summary:

The City's Water and Hydroelectrical Services Department delivers up to 180 million gallons of clean, safe drinking water per day through the operation and maintenance of pumps, reservoirs, power generation, conservation programs and wellhead protection.

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### Programs and Services:

The Water Department maintains a reliable drinking water system in adequate volume and pressure, while providing reliable fire flows. We work to optimize resources and assets of the Water Department so we may provide safe drinking water at an affordable price with minimal service outages. We strive to provide these services while remaining in 100% compliance with all regulatory agencies.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>157.00</b>	<b>157.00</b>	<b>157.00</b>	<b>157.00</b>	<b>157.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	3,543,150	4,955,000	4,675,000	6,625,000	3,775,000
Interfund Charges	5,081,644	5,234,093	5,391,116	5,552,850	5,719,435
Reserve for Budget Adjustment	400,000	500,000	500,000	500,000	500,000
Transfers Out	480,000	485,000	485,000	485,000	485,000
Wages & Benefits	14,895,022	15,192,922	15,496,781	15,806,716	16,122,850
Supplies & Services	2,392,963	2,440,822	2,489,639	2,539,431	2,590,220
Other Services & Changes	4,970,363	5,069,770	5,171,166	5,274,589	5,380,081
Debt Services	783,483	490,369	486,887	483,404	479,922
All Other	9,646,169	9,839,092	10,035,874	10,236,592	10,441,324
<b>TOTAL</b>	<b>42,192,794</b>	<b>44,207,068</b>	<b>44,731,463</b>	<b>47,503,582</b>	<b>45,493,832</b>

**Assumptions for Projections:**

2% Salaries

4% Personnel Benefits

2.9% Supplies, Services, All Other

3% Interfund Charges

All Other is Taxes

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	41,624,682	42,457,176	43,306,319	44,172,446	45,055,894
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	955,000	955,000	955,000	955,000	955,000
<b>TOTAL</b>	<b>42,579,682</b>	<b>43,412,176</b>	<b>44,261,319</b>	<b>45,127,446</b>	<b>46,010,894</b>

**Assumptions for Projections:**

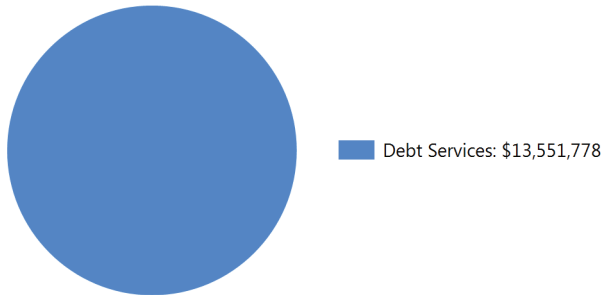
2.9% estimated increase in Services revenue.



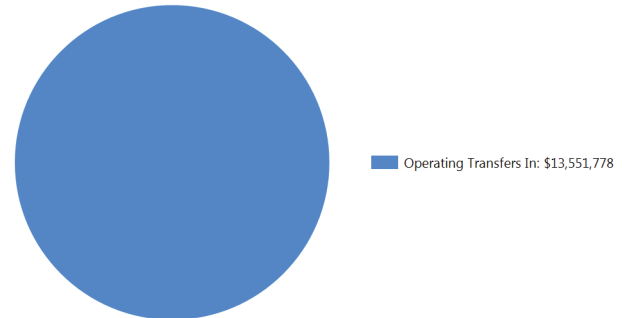
# Water/Wastewater Debt Services Fund

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.

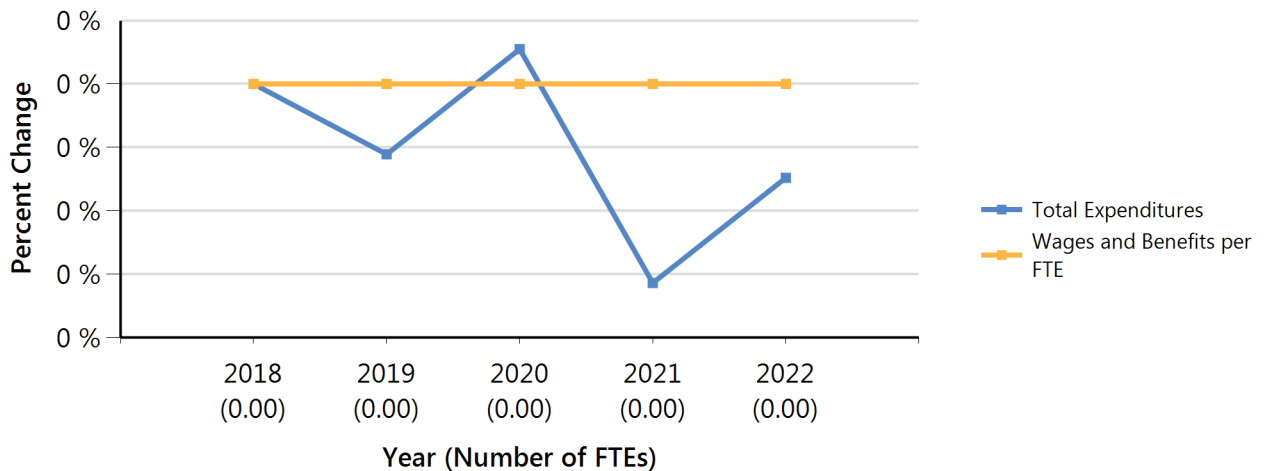
## 2018 Expenditures



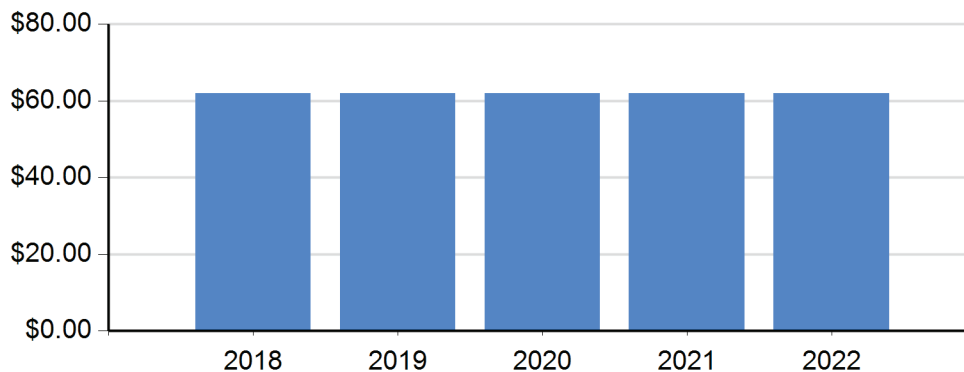
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$62.01	\$62.01	\$62.02	\$62.00	\$62.01
Percent Change	0.00%	-0.01%	0.01%	-0.03%	0.01%

## Department Summary: Water/Wastewater Debt Services Fund

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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.

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### Programs and Services:

In November 2014, the City sold \$200 million in Water Wastewater Utility revenue bonds to pay for a series of projects that are designed to improve the health of the Spokane River and to protect the aquifer that provides Spokane residents with their drinking water. The bonds were designated as "green" bonds because they will be used to pay for "green" projects that provide environmental benefits. The work will improve water quality, protect water resources, and save energy, among other things. In large part, the bond funding will help the City implement its Integrated Clean Water Plan. The plan includes work to manage overflows from combined sanitary and stormwater sewers, address untreated stormwater going to the river, and to add an additional level of wastewater treatment at the City's Riverside Park Water Reclamation Facility. The City will be able to repay these bonds, while maintaining affordable and predictable utility rates. The City has committed to limit the annual rate increases to the cost of inflation -- or about 2.9 percent annually.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	13,551,778	13,550,278	13,552,528	13,547,528	13,549,778
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>13,551,778</b>	<b>13,550,278</b>	<b>13,552,528</b>	<b>13,547,528</b>	<b>13,549,778</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	13,551,778	13,550,278	13,552,528	13,547,528	13,549,778
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>13,551,778</b>	<b>13,550,278</b>	<b>13,552,528</b>	<b>13,547,528</b>	<b>13,549,778</b>

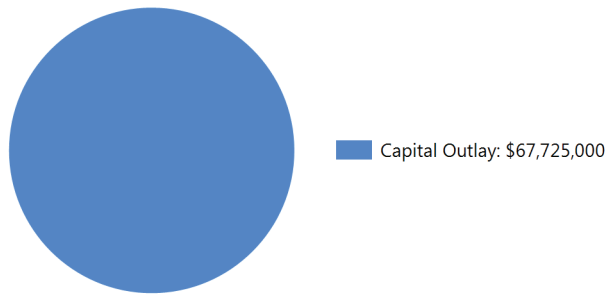
**Assumptions for Projections:**

## Water/Wastewater Revenue Bond Fund

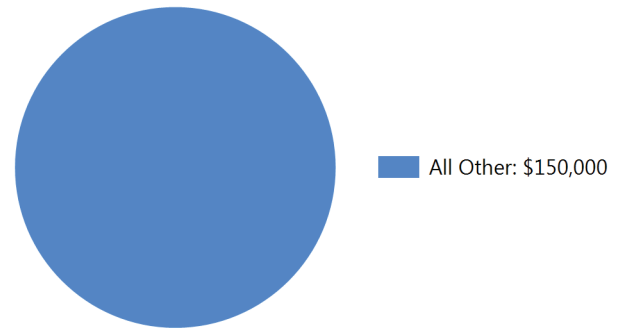
In November 2014, the City sold \$200 million in Water Wastewater Utility revenue bonds to pay for a series of projects that are designed to improve the health of the Spokane River and to protect the aquifer that provides Spokane residents with their drinking water. The bonds were designated as "green" 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.



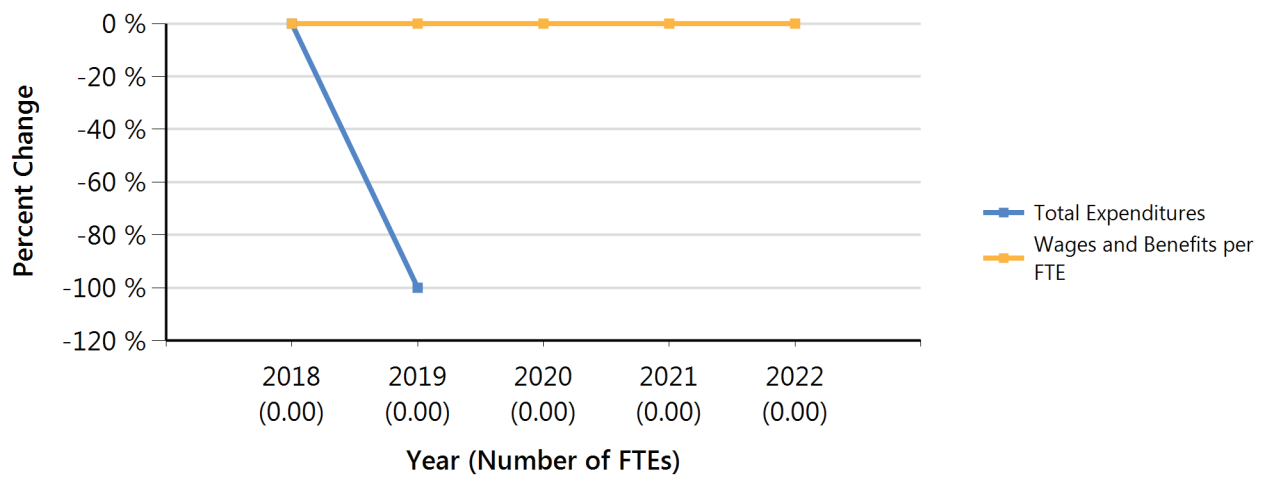
## 2018 Expenditures



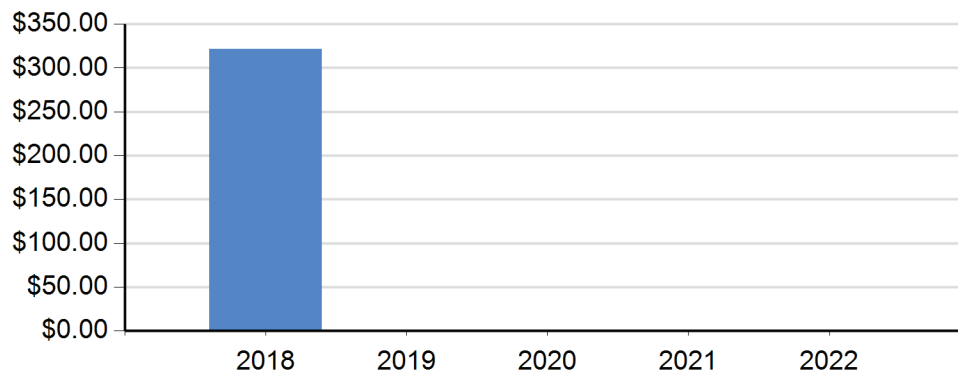
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$321.36	\$0.00	\$0.00	\$0.00	\$0.00
Percent Change	0.00%	-100.00%	0.00%	0.00%	0.00%

## Department Summary: Water/Wastewater Revenue Bond Fund

**Division:** Public Works

**Fund Type:** Enterprise Fund

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### 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.

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### Programs and Services:

Net proceeds of the Bonds will be applied toward Clean Water and Drinking Water projects which will provide environmental benefits, including the following:

- Improve the health of the Spokane River and other surface water bodies by reducing flows of stormwater and wastewater into these water bodies and improve the quality of the effluent discharged from the City's wastewater treatment plant.
- Protect the aquifer, the sole source of drinking water for more than a half million people in the Spokane region, by protecting wellhead influence zones, ensuring the integrity of underground wastewater infrastructure, and employing green infrastructure techniques to treat stormwater runoff.
- Preserve aquifer water resources by reducing system leakage and effectively managing the water distribution system.
- Promote efficient energy use by maintaining and updating distribution and treatment systems.
- Enable resilience in anticipation of climate change and population growth by ensuring redundancies in water and wastewater systems and treating more stormwater on site to free up piping and treatment capacity to accommodate change.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	67,725,000	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>67,725,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Assumptions for Projections:**

All funds will be used in 2018.

**Revenues:**

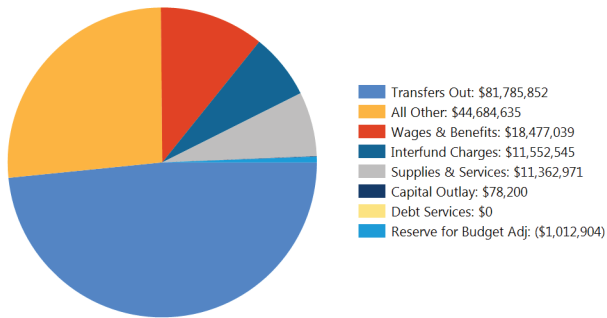
	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	150,000	0	0	0	0
<b>TOTAL</b>	<b>150,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Assumptions for Projections:**

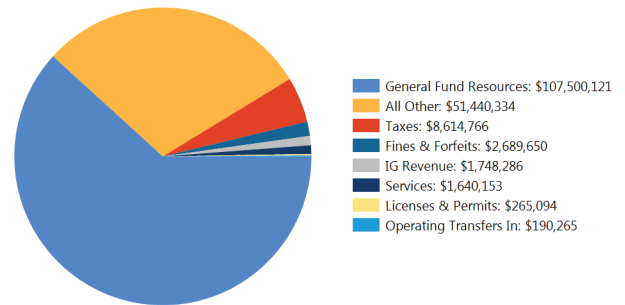


# Stand Alone Departments

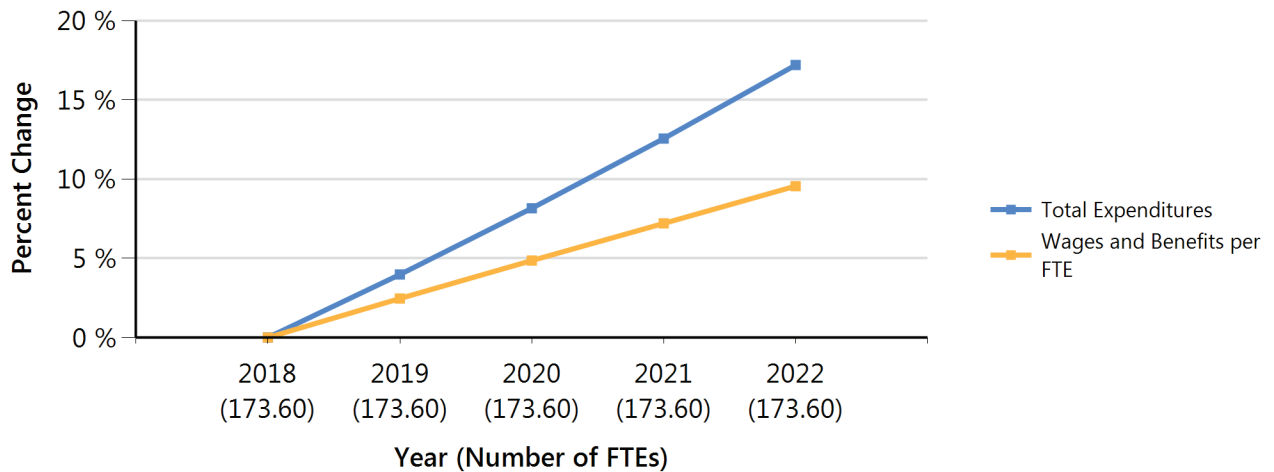
## 2018 Expenditures



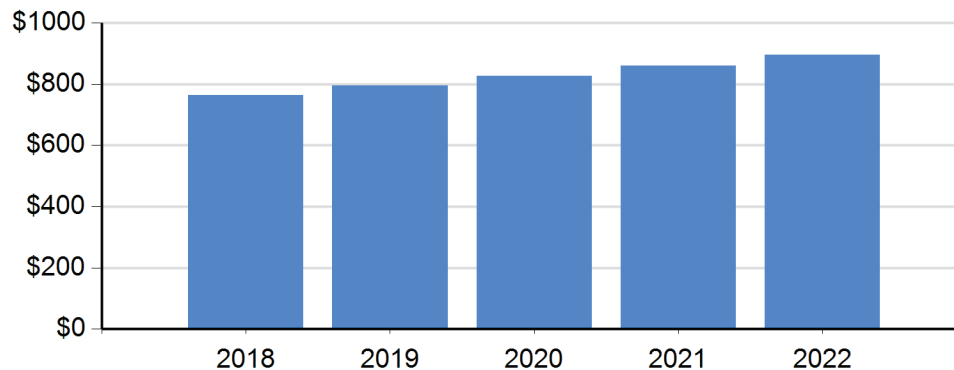
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



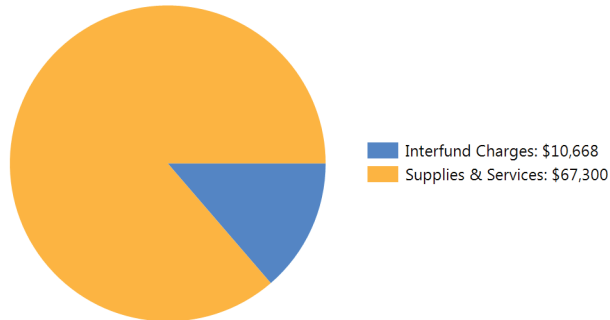
Spending	\$763.95	\$794.30	\$826.27	\$859.87	\$895.30
Percent Change	0.00%	3.97%	4.02%	4.06%	4.12%



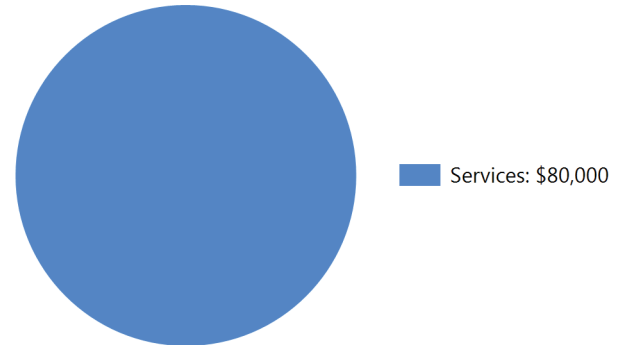
## 457 Deferred Compensation Fund

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the optional 457 defined contribution plan. The plan's record keeper is ICMA-RC.

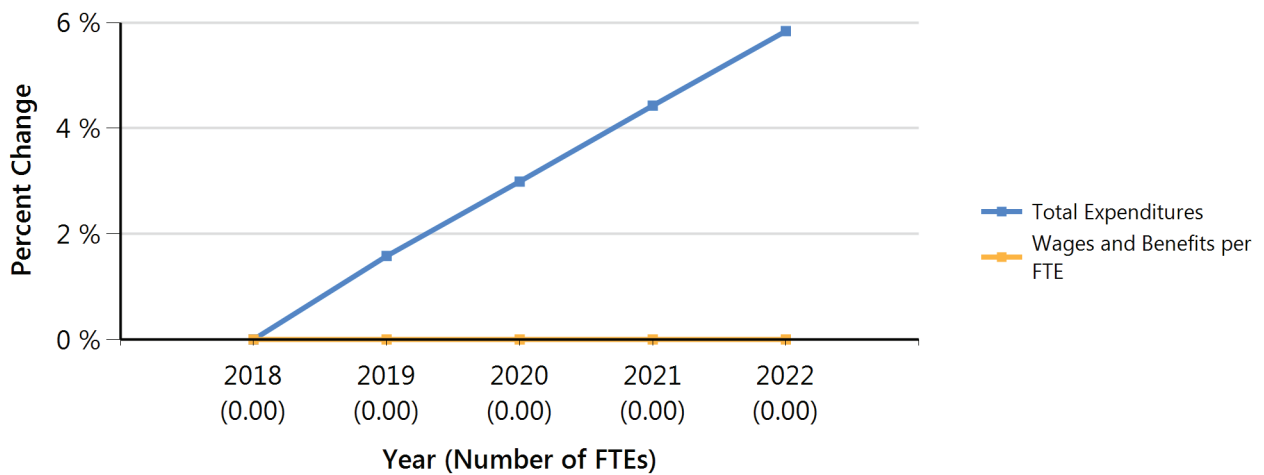
### 2018 Expenditures



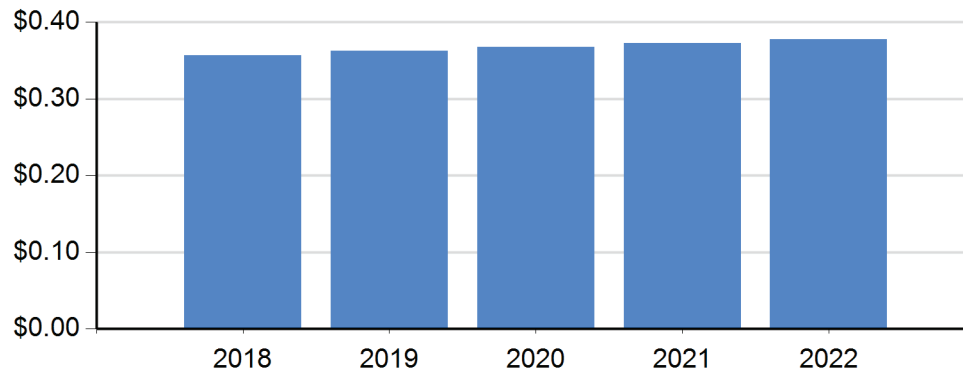
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$0.36	\$0.36	\$0.37	\$0.37	\$0.38
Percent Change	0.00%	1.58%	1.38%	1.39%	1.35%

## Department Summary: 457 Deferred Compensation Fund

**Division:** Stand Alone Departments

**Fund Type:** Special Revenue Fund

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### Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the optional 457 defined contribution plan. The plan's record keeper is ICMA-RC.

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### Programs and Services:

The 457 Plan assets are held in a separate Trust on behalf of the employees who have contributed to the Plan. The assets are not part of the City's assets within the Comprehensive Annual Report. Revenues and expenditures flow through a separate special revenue fund within the City of Spokane that. The largest 457 Plan expenditure relates to the independent investment consultant's retainer fee. The entire budget for the 457 Plan is funded by an administrative fee of 0.08% of assets charged to participant accounts. 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, selecting the fund lineup, and monitoring performance.



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	10,668	10,900	11,100	11,300	11,500
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	100	100	100	120	120
Other Services & Changes	67,200	68,200	69,100	70,000	70,900
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>77,968</b>	<b>79,200</b>	<b>80,300</b>	<b>81,420</b>	<b>82,520</b>

**Assumptions for Projections:**

The entire budget for the 457 Plan is funded through an administrative fee paid by plan participants.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	80,000	80,800	81,600	82,400	83,200
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>80,000</b>	<b>80,800</b>	<b>81,600</b>	<b>82,400</b>	<b>83,200</b>

**Assumptions for Projections:**

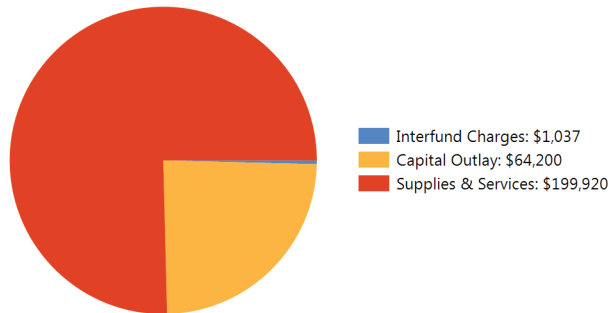
The entire budget for the 457 Plan is funded through an administrative fee paid by plan participants.



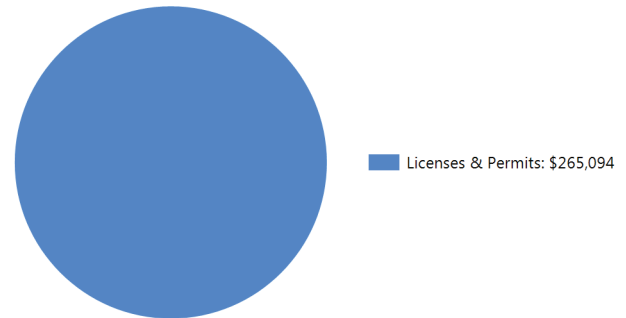
## Channel 5 / PEG Capital

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.

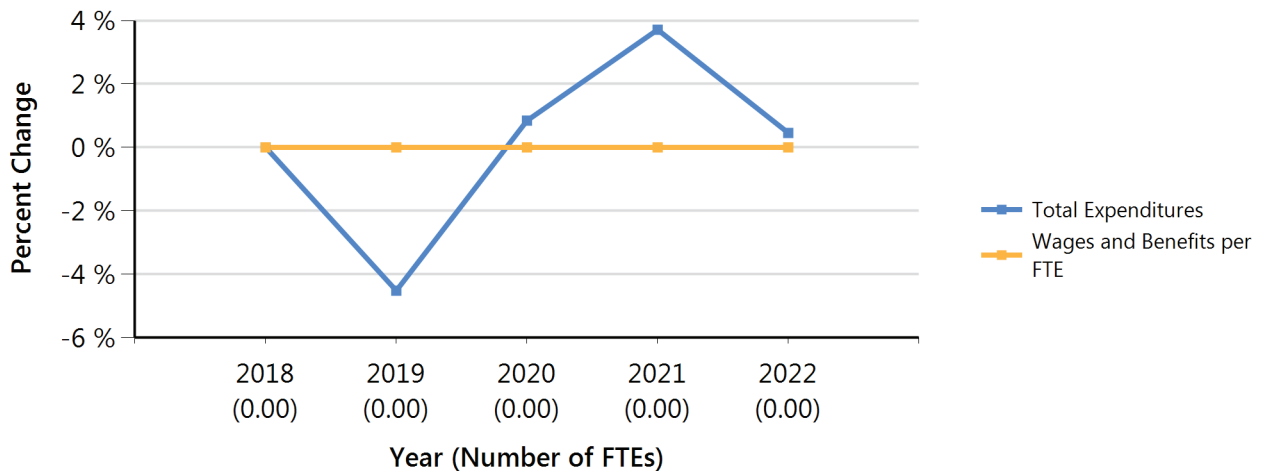
### 2018 Expenditures



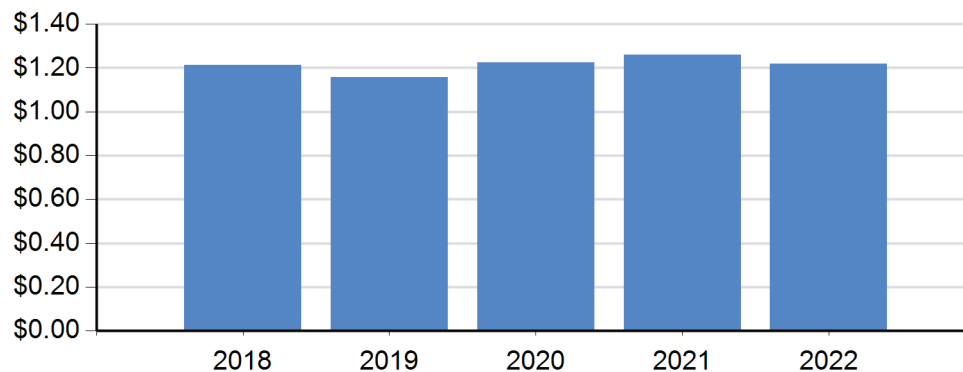
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$1.21	\$1.16	\$1.22	\$1.26	\$1.22
Percent Change	0.00%	-4.52%	5.61%	2.84%	-3.14%

**Department Summary:** Channel 5 / PEG Capital**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

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**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.

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**Programs and Services:**

The City renewed its cable television franchise with Comcast in 2005. This 12-year franchise continues until 2017 and includes a fee to fund capital equipment purchases for our public, education, and government access channels. These channels includes CityCable 5, Fire's training channel (Channel 95), 5 education access channels managed by the group, CABLE, and its partner education institutions; and a community access channel operated by contract with Community-Minded Enterprises. Expenditures are restricted to capital and equipment costs for the purpose of assisting with getting programming on the PEG channels.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	64,200	71,717	79,787	49,942	68,555
Interfund Charges	1,037	1,068	1,100	1,133	1,167
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	23,800	26,760	25,454	33,722	28,643
Other Services & Changes	176,120	153,620	161,050	190,207	168,003
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>265,157</b>	<b>253,165</b>	<b>267,391</b>	<b>275,004</b>	<b>266,368</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	265,094	202,571	202,571	202,571	202,571
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	1,000	1,000	1,000	1,000
<b>TOTAL</b>	<b>265,094</b>	<b>203,571</b>	<b>203,571</b>	<b>203,571</b>	<b>203,571</b>

**Assumptions for Projections:**

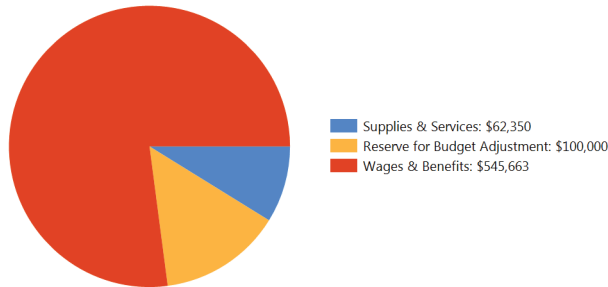
We anticipate 2017 actual revenue over \$240,000; therefore, keep 2018 revenue budget at 2017 level. The actual program revenue has been declining from 2014 to 2016, the average amount of the three years is \$203,571.



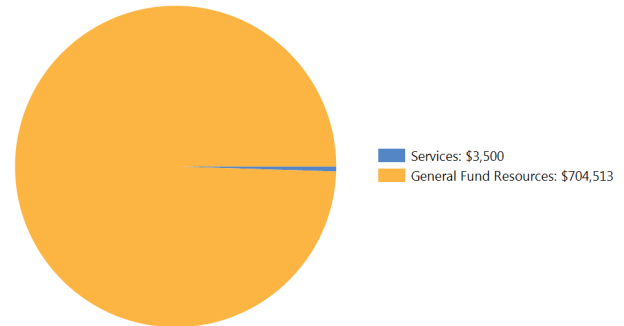
# City Clerk

The Department is a repository for the City's official records and supports both the legislative and administrative branches by providing records maintenance and management services. The Department also works in partnership with all City departments to ensure transparency and accessibility to information and services.

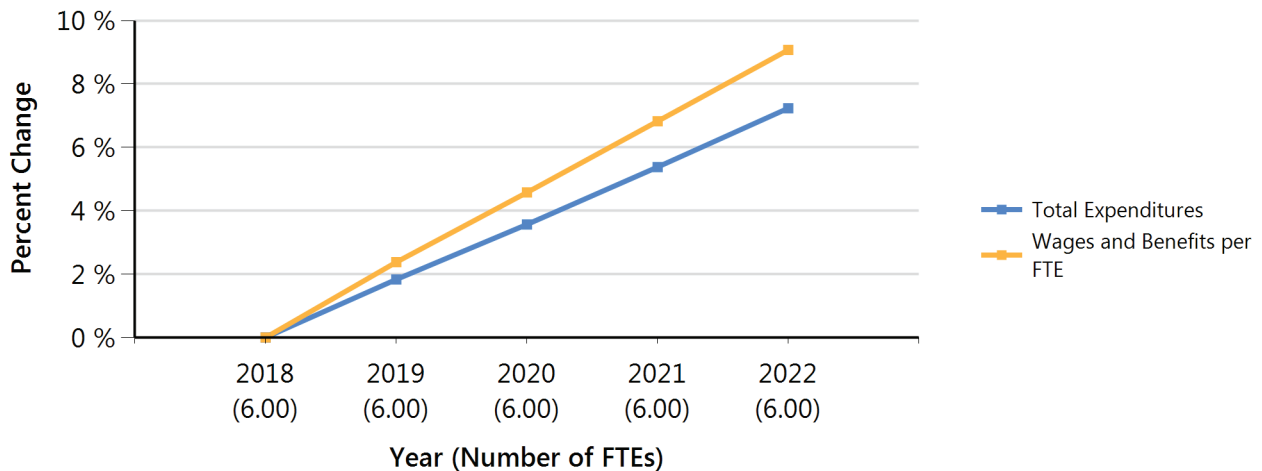
## 2018 Expenditures



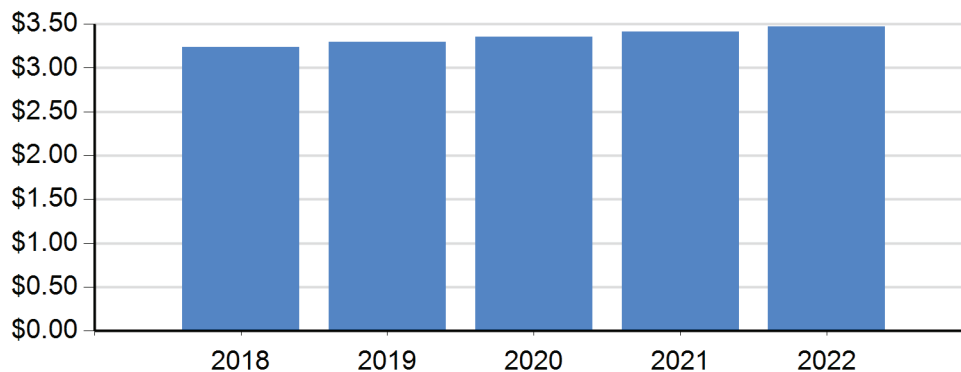
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$3.24	\$3.30	\$3.36	\$3.41	\$3.47
Percent Change	0.00%	1.83%	1.70%	1.74%	1.76%

## Department Summary: City Clerk

**Division:** Stand Alone Departments

**Fund Type:** General Fund

---

### Executive Summary:

The Department is a repository for the City's official records and supports both the legislative and administrative branches by providing records maintenance and management services. The Department also works in partnership with all City departments to ensure transparency and accessibility to information and services.

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### Programs and Services:

1. Records Maintenance/Management--Attest, index, scan, distribute and file all contracts, ordinances, resolutions, and other official documents; attend bid openings; process claims, lawsuits, and garnishments; coordinate election matters with County (actual costs for elections and validation of initiative/referendum signatures is not paid out of this office); hold annual Retirement Board Election; issue hearing notices for appeals, LIDs and street vacations; record necessary documents; perform annual purging and destruction of City Clerk records that have passed their required retention; process, distribute, and publish executive orders and policies and procedures; process initiatives and referendums; and maintain Spokane Municipal Code. Assist departments in complying with state retention guidelines; coordinate transfer of archival records to the state; oversee City's compliance with the public records disclosure requirements and track/respond to public records requests; oversee City's offsite records storage contract; and oversee inventory of off-site records and activity.
2. City Council Agenda and Meetings--Prepare/publish/distribute weekly current and advance council agendas and packets; attend and record City Council meetings; prepare City Council actions and meeting minutes; and post agendas and agenda packet materials to the City website.
3. Official Gazette--Act as editor and responsible for typesetting and layout of the Official Gazette; responsible for publication of City Council minutes, executive orders, ordinances, policies and procedures, and resolutions setting hearing; prepare affidavits of publication for bids, executive orders, LIDs, ordinances, and policies and procedures; and post Official Gazette to City website.
4. Customer Service/Other--Assist on a daily basis internal/external customers with inquiries via telephone, email, and walk-in; perform notarization services on city documents; accept service on claims, lawsuits, and garnishments; and assist staff in locating older records that may be relevant to current projects and/or lawsuits. In addition, the City Clerk serves as a member on the Police and Fire Pension Boards.



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	100,000	100,000	100,000	100,000	100,000
Transfers Out	0	0	0	0	0
Wages & Benefits	545,663	558,640	570,919	583,748	596,889
Supplies & Services	3,000	3,000	3,000	3,000	3,000
Other Services & Changes	59,350	59,350	59,350	59,350	59,350
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>708,013</b>	<b>720,990</b>	<b>733,269</b>	<b>746,098</b>	<b>759,239</b>

**Assumptions for Projections:**

2% annual increases in salaries, 4% increases in medical

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	3,500	3,500	3,500	3,500	3,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	704,513	717,490	729,769	742,598	755,739
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>708,013</b>	<b>720,990</b>	<b>733,269</b>	<b>746,098</b>	<b>759,239</b>

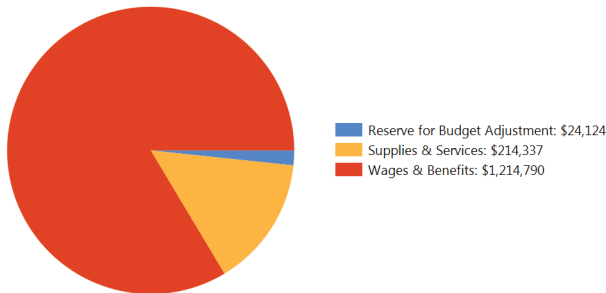
**Assumptions for Projections:**



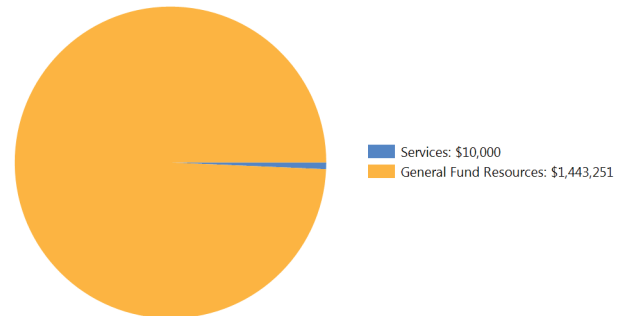
# City Council

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.

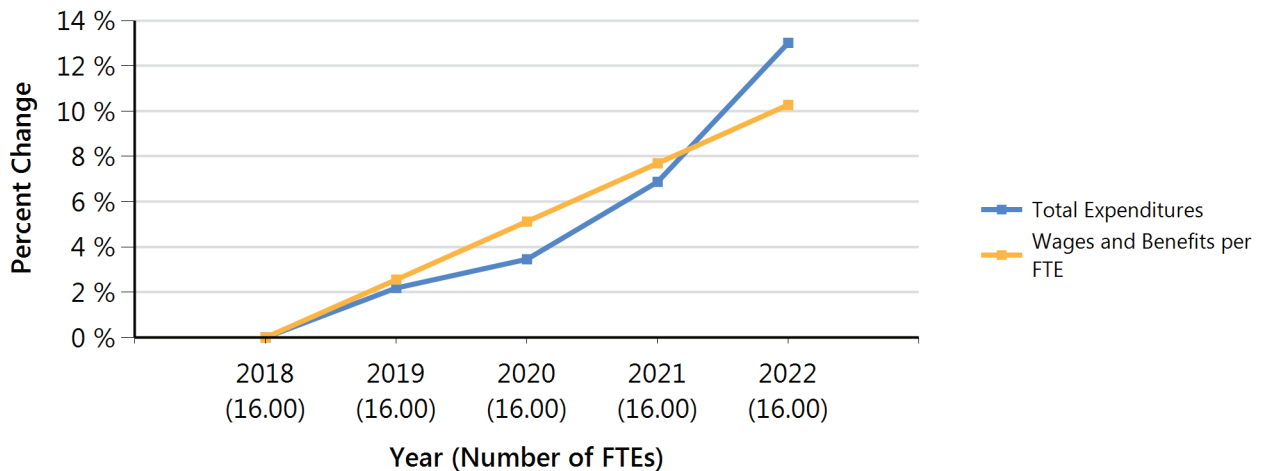
## 2018 Expenditures



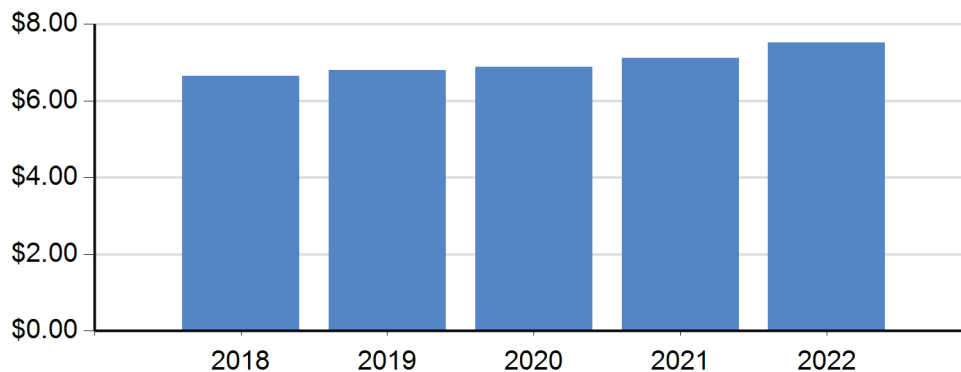
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$6.65	\$6.80	\$6.88	\$7.11	\$7.52
Percent Change	0.00%	2.18%	1.24%	3.30%	5.74%

## Department Summary: City Council

**Division:** Stand Alone Departments

**Fund Type:** General Fund

---

### Executive Summary:

As provided in the City Charter a Council President and six Council Members (two Members for each of the three districts) comprise the Spokane City Council. Together they constitute a legislative body which is given authority by the Washington State Constitution and State law to make local law.

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### Programs and Services:

The Council President and City Council Members:

1. Appoint and discharge the Hearing Examiner;
2. Appoint, evaluate, and discharge the City Council's Senior Research and Policy Adviser;
3. Confirm the appointment by the Mayor of the City Attorney, the City Clerk, and the Administrative Head in each department;
4. Appoint nominees of the mayor to boards, commissions, and other official City agencies, unless otherwise provided;
5. Hire, supervise, and remove their own administrative staff;
6. Hire, supervise, and discharge their individual legislative assistants.

The Council President reviews the preparation of the agenda for City Council meetings, briefings, and study session meetings and presides at meetings of the Council. The Council President also serves as the Mayor Pro Tem.

Each Council Member is provided with the budget to employ a Legislative Assistant. Council staff also includes a Senior Research and Policy Analyst, a Policy Adviser, as well as occasional interns.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	24,124	24,848	25,593	26,361	27,152
Transfers Out	0	0	0	0	0
Wages & Benefits	1,214,790	1,245,862	1,277,824	1,310,709	1,344,545
Supplies & Services	12,300	12,300	5,740	10,111	13,638
Other Services & Changes	202,037	202,037	194,326	205,963	257,067
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,453,251</b>	<b>1,485,047</b>	<b>1,503,483</b>	<b>1,553,144</b>	<b>1,642,402</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	10,000	10,000	10,000	10,000	10,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,443,251	1,475,047	1,493,483	1,543,144	1,632,402
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,453,251</b>	<b>1,485,047</b>	<b>1,503,483</b>	<b>1,553,144</b>	<b>1,642,402</b>

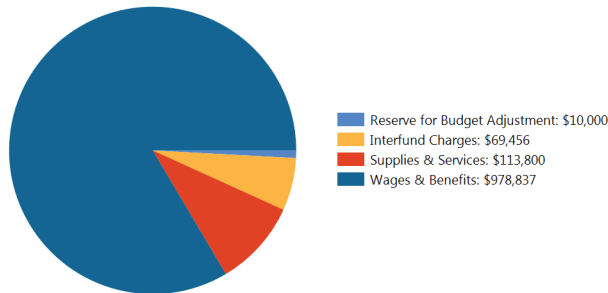
**Assumptions for Projections:**



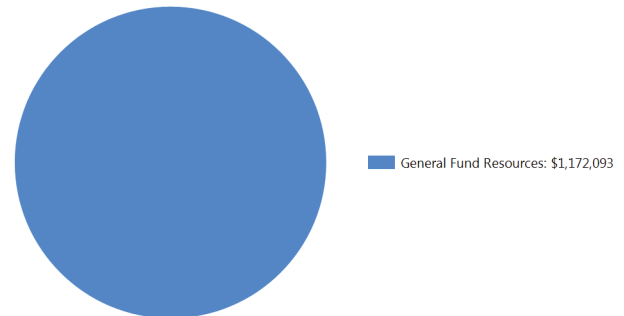
## Civil Service

The mission of Civil Service is to provide an efficient, effective, merit-based system of employment ensuring that the most qualified applicants are equitably selected and retained. The Civil Service Merit System has been a critical factor in raising government service standards and increasing the respect of public servants.

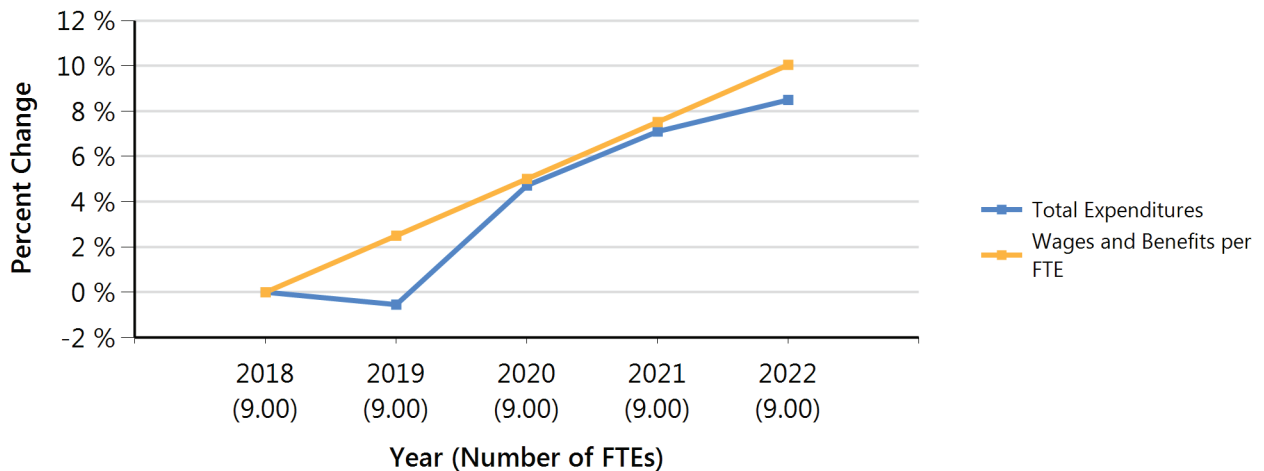
### 2018 Expenditures



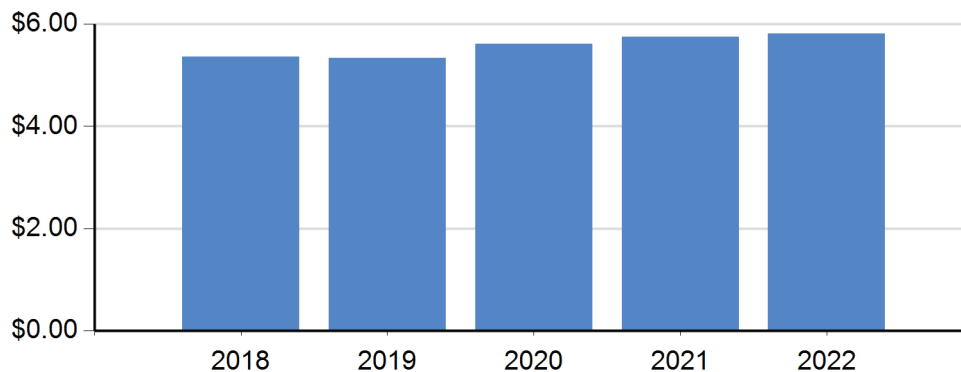
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$5.36	\$5.33	\$5.62	\$5.74	\$5.82
Percent Change	0.00%	-0.54%	5.29%	2.27%	1.30%

## Department Summary: Civil Service

**Division:** Stand Alone Departments

**Fund Type:** General Fund

---

### Executive Summary:

The mission of Civil Service is to provide an efficient, effective, merit-based system of employment ensuring that the most qualified applicants are equitably selected and retained. The Civil Service Merit System has been a critical factor in raising government service standards and increasing the respect of public servants.

---

### 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 City Council, two selected by employees groups and one selected by the other members. 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, five Analysts, an Office Coordinator and two clerical staff. As mandated by the City Charter and directed by the Commission, Civil Service staff is charged with the responsibility to classify all positions of the City with the exception of those exempted by the Charter, develop and maintain a classification plan, a comprehensive recruitment program and practical selection standards for all classified positions in the city government. There are approximately 1,864 classified positions as of the end of 2016 including labor, clerical, technical and professional classifications. Civil Service provides classification development services, reclassifications, job analysis, test development relevant to the job content of each classification utilizing a variety and/or combination of test methods depending on the type of position being recruited for including training and experience evaluations, written tests, oral boards, and appropriate performance tests - and recruitment and marketing of classifications being tested for. We also work with individual departments and Human Resources to develop and participate in Information Sessions and/or other targeted recruitment for positions that are difficult to fill. We have moved from an agency accepting paper and pen applications to completely online. We have also increased the types of positions for which continuous recruitment is conducted, including Police and Fire open and lateral entry positions. The Civil Service classification is the vehicle that drives our recruiting efforts, examinations and the City's compensation plan. This ensures that salary levels are appropriate and consistent with the level of work. In support of this, Civil Service conducts in-depth job surveys at the request of employees, their representatives, supervisors or of its own volition. Studies are conducted both of individual positions as well as entire classifications. All of this work is performed with a proactive, customer service posture. Staff ensures that positions are properly classified within the organization and develops classification specifications for adoption by the Civil Service Commission. Staff also recommends title changes or deletions of classifications as necessary. The Commission also hears employee appeals.

Performance measures are reported to the Commission monthly and in the Annual Report available on the Commission's website.



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	69,456	71,540	73,686	75,896	78,173
Reserve for Budget Adjustment	10,000	10,000	10,000	10,000	10,000
Transfers Out	0	0	0	0	0
Wages & Benefits	978,837	1,003,304	1,028,457	1,054,315	1,080,903
Supplies & Services	14,300	21,127	35,364	16,698	20,731
Other Services & Changes	99,500	59,708	79,849	98,404	81,837
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,172,093</b>	<b>1,165,679</b>	<b>1,227,356</b>	<b>1,255,313</b>	<b>1,271,644</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,172,093	1,165,679	1,227,356	1,255,313	1,271,644
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,172,093</b>	<b>1,165,679</b>	<b>1,227,356</b>	<b>1,255,313</b>	<b>1,271,644</b>

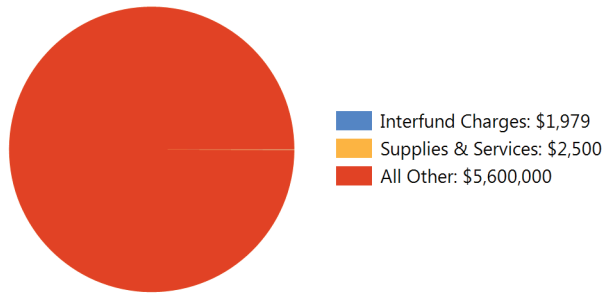
**Assumptions for Projections:**



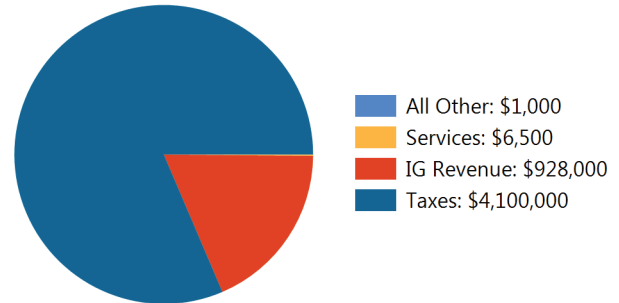
# Criminal Justice Assistance Fund

This represents the City's costs related to incarceration of misdemeanants and the costs associated with Electronic Home Monitoring and other alternatives to incarceration.

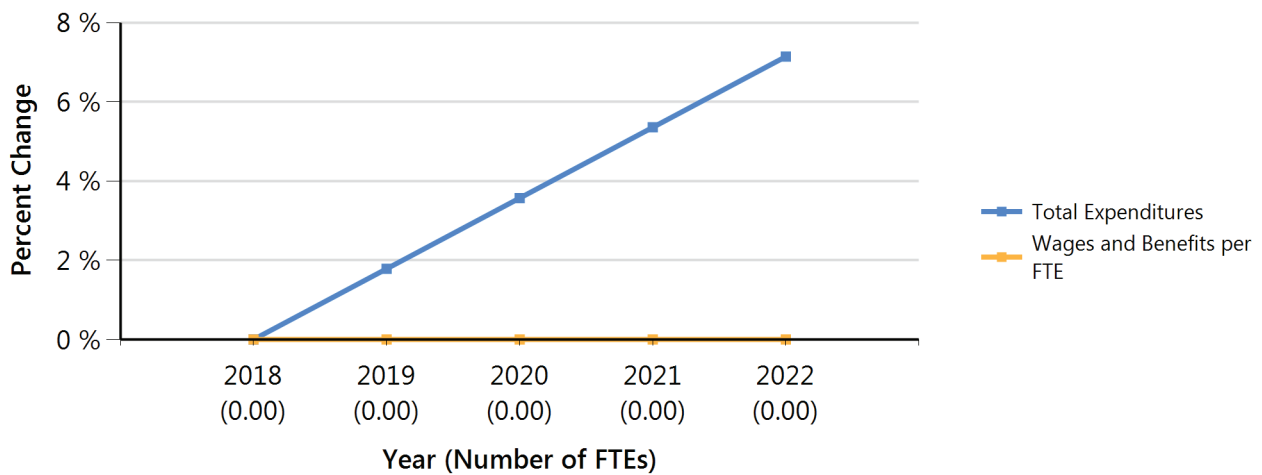
## 2018 Expenditures



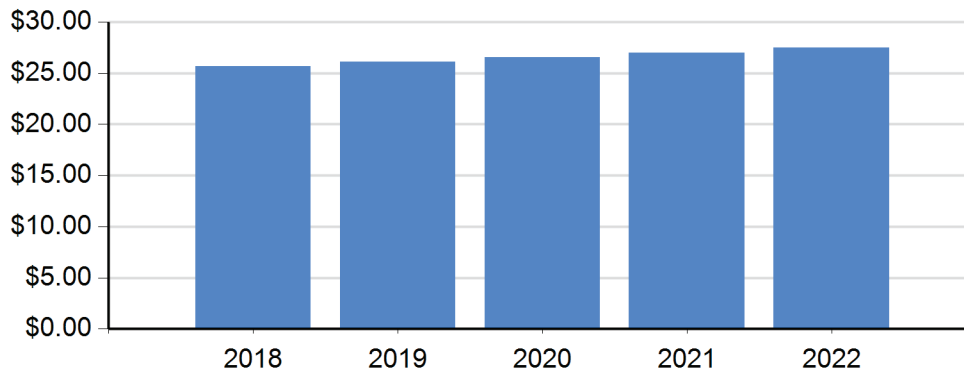
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$25.65	\$26.10	\$26.56	\$27.02	\$27.48
Percent Change	0.00%	1.78%	1.75%	1.72%	1.69%

**Department Summary:** Criminal Justice Assistance Fund**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

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**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.

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**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 primary sources of jail and correctional services is Spokane County Detention Services which consists of the Spokane County Jail and Geiger Correctional Facility. In addition to incarceration programs, the City offers alternatives to incarceration such as Electronic Home Monitoring.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	1,979	2,038	2,099	2,162	2,227
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	2,500	2,500	2,500	2,500	2,500
Debt Services	0	0	0	0	0
All Other	5,600,000	5,700,000	5,800,000	5,900,000	6,000,000
<b>TOTAL</b>	<b>5,604,479</b>	<b>5,704,538</b>	<b>5,804,599</b>	<b>5,904,662</b>	<b>6,004,727</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	4,100,000	4,200,000	4,300,000	4,400,000	4,500,000
Licenses & Permits	0	0	0	0	0
IG Revenue	928,000	928,000	928,000	928,000	928,000
Services	6,500	6,500	6,500	6,500	6,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,000	1,000	1,000	1,000	1,000
<b>TOTAL</b>	<b>5,035,500</b>	<b>5,135,500</b>	<b>5,235,500</b>	<b>5,335,500</b>	<b>5,435,500</b>

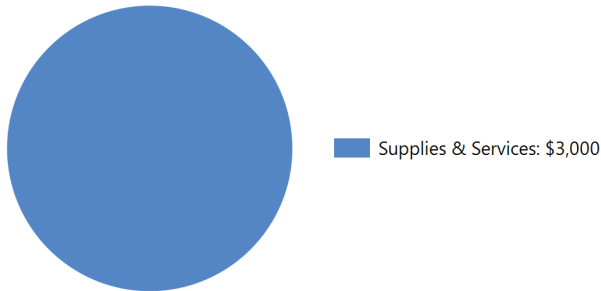
**Assumptions for Projections:**



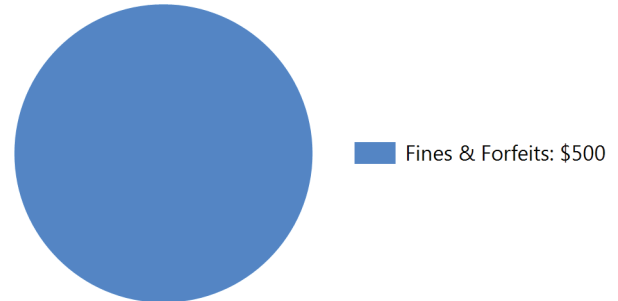
# Domestic Violence Prevention

RCW 10.99.080(2) allows for courts to assess a fee on any Domestic Violence conviction in order to provide funding for domestic violence advocacy, prevention and prosecution. Revenue cannot be used for indigent criminal defense. Revenue can be used to contract with community based domestic violence program providers.

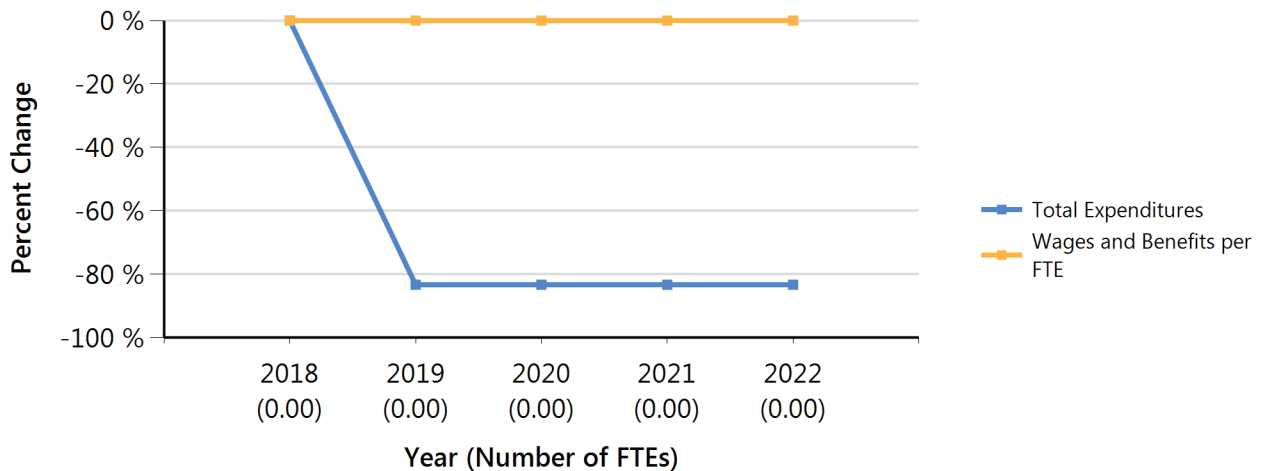
## 2018 Expenditures



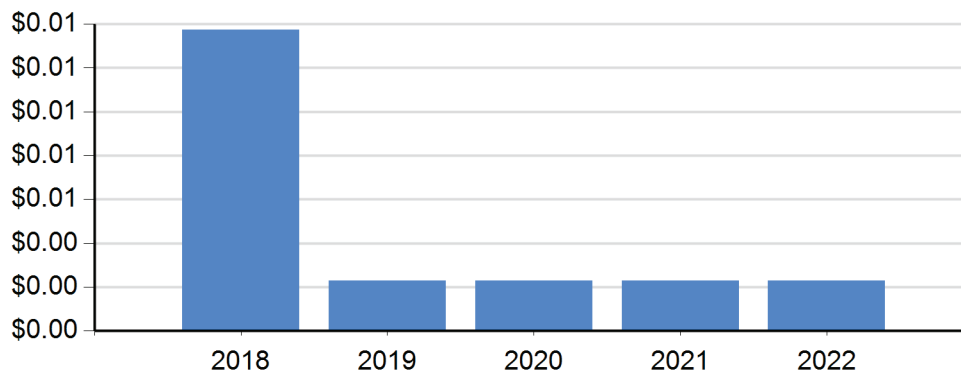
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$0.01	\$0.00	\$0.00	\$0.00	\$0.00
Percent Change	0.00%	-83.33%	0.00%	0.00%	0.00%

## Department Summary: Domestic Violence Prevention

**Division:** Stand Alone Departments

**Fund Type:** Special Revenue Fund

---

### Executive Summary:

RCW 10.99.080(2) allows for courts to assess a fee on any Domestic Violence conviction in order to provide funding for domestic violence advocacy, prevention and prosecution. Revenue cannot be used for indigent criminal defense. Revenue can be used to contract with community based domestic violence program providers.

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### Programs and Services:

Because of the age of the program, collection of assessment fees has been minimal to date. As the program grows, anticipated services include: 1) Expanded coordination of domestic violence victim services, 2) Public education campaign focused on domestic violence prevention, 3) Emergency fund for domestic violence victims and 4) Enhanced domestic violence training for prosecutors.



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	3,000	500	500	500	500
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>3,000</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	500	500	500	500	500
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>500</b>

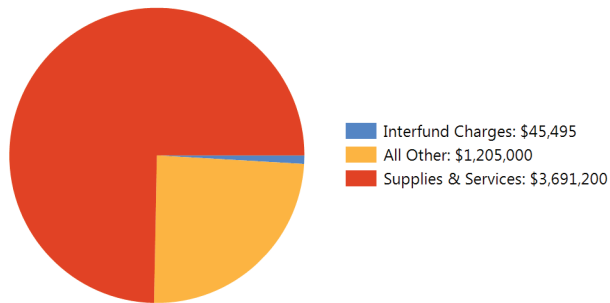
**Assumptions for Projections:**



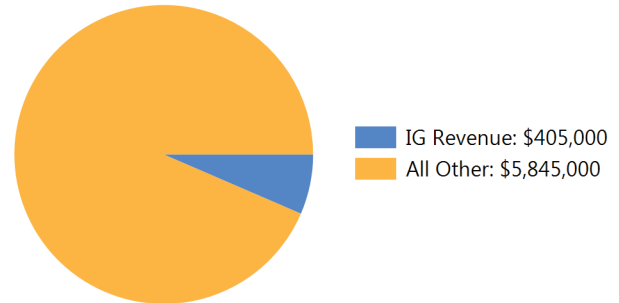
# Firefighters Pension Fund

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.

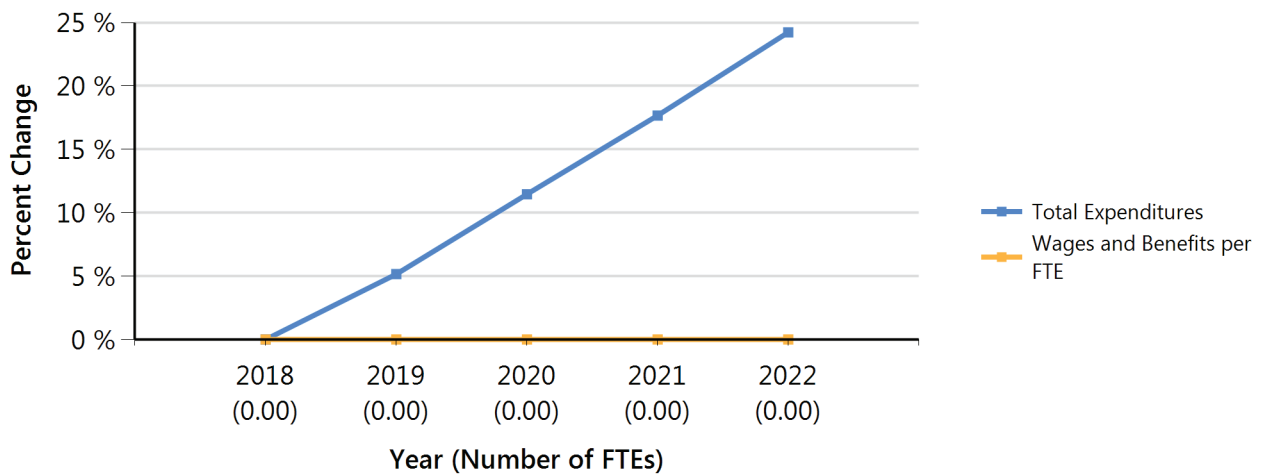
## 2018 Expenditures



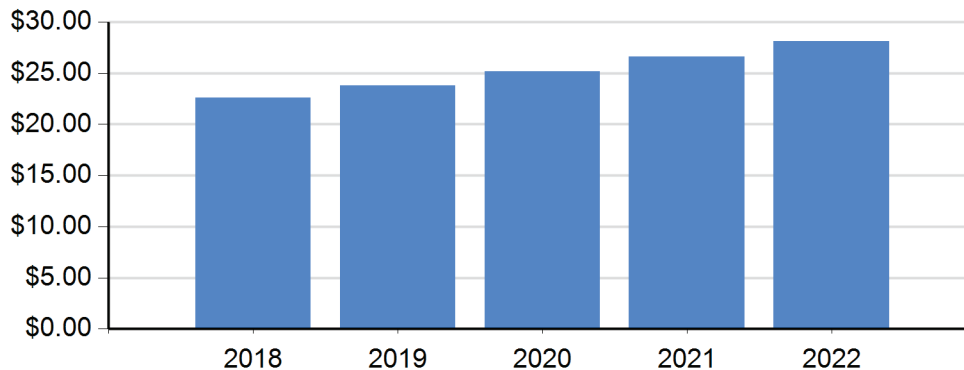
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$22.61	\$23.78	\$25.21	\$26.61	\$28.09
Percent Change	0.00%	5.15%	5.99%	5.56%	5.57%

## Department Summary: Firefighters Pension Fund

**Division:** Stand Alone Departments

**Fund Type:** Trust and Agency Fund

---

### Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for Law Enforcement Officer and Firefighter (LEOFF I) Firefighters' Plan, a closed defined benefit plan.

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### Programs and Services:

The LEOFF I Firefighters' Plan provides pension benefits related to retirement, disability, and death. In addition, the Plan pays for medical and dental expenses for its members, along with reimbursement of Medicare premium payments. At December 31, 2016, there were 219 members of the City of Spokane LEOFF I Firefighters' Plan, all but 1 of whom are 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 \$30 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, represent an earned benefit payable by the System. For the medical portion of the benefit, the Benefits Department (HR) verifies medical claims, which are then processed by the Retirement Department. For the 2018 budget, overall expenses of the LEOFF I Firefighters' Plan decrease by \$169k (3.3%). The decrease is due to declining pension payments as the member population decreases, which is partially offset by an increase in medical costs as the population ages. LEOFF I Firefighter assets are separately held in a trust fund; LEOFF I Firefighter revenues and expenditures separately accounted for inside a trust fund within the City of Spokane.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	45,495	46,300	47,200	48,100	4,900
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	1,500	1,500	1,500	1,500	1,500
Other Services & Charges	3,689,700	3,955,700	4,278,300	4,596,000	4,975,100
Debt Services	0	0	0	0	0
All Other	1,205,000	1,193,000	1,181,100	1,169,300	1,157,700
<b>TOTAL</b>	<b>4,941,695</b>	<b>5,196,500</b>	<b>5,508,100</b>	<b>5,814,900</b>	<b>6,139,200</b>

**Assumptions for Projections:**

"All Other" includes Pension annuity claims, death benefit payments and non-cash amortization of the PeopleSoft System's pension module. Medical payments and Medicare reimbursements comprise the majority of "Other Services & charges".

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	405,000	405,000	405,000	405,000	405,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	5,845,000	5,939,800	6,037,000	6,136,700	6,239,000
<b>TOTAL</b>	<b>6,250,000</b>	<b>6,344,800</b>	<b>6,442,000</b>	<b>6,541,700</b>	<b>6,644,000</b>

**Assumptions for Projections:**

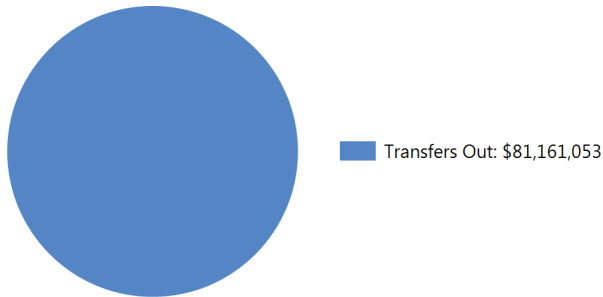
"Miscellaneous Revenues" includes investment earnings and employer contributions.



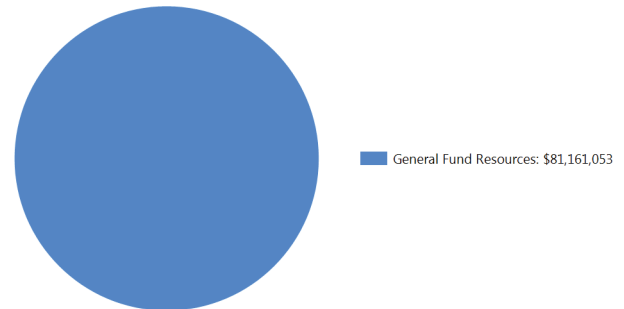
# General Fund Allocations

This function represents General Fund support to various departments/activities that rely on the General Fund for financial support.

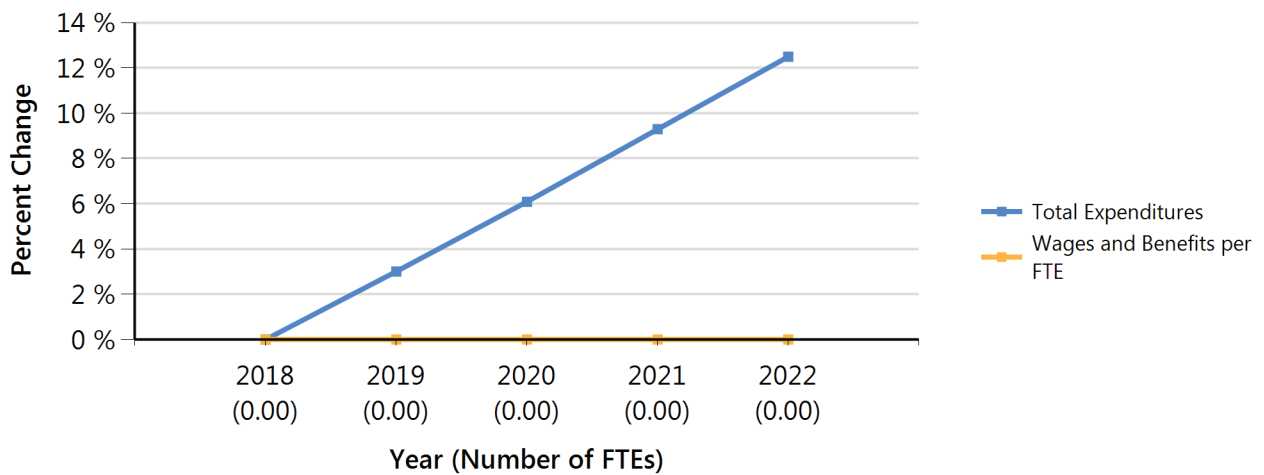
## 2018 Expenditures



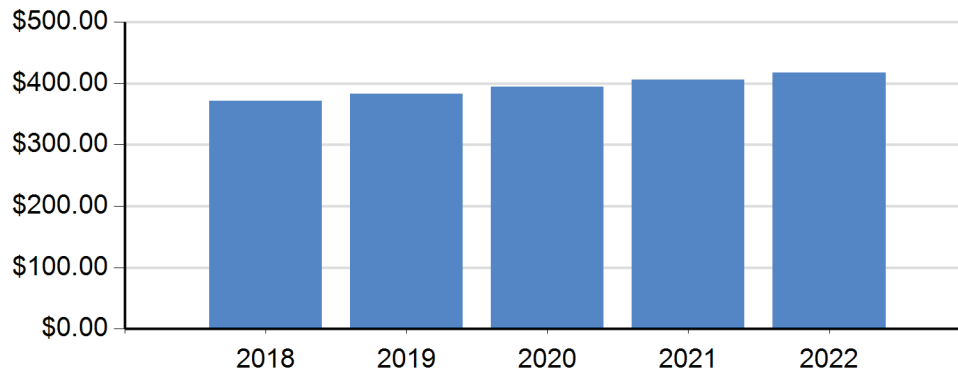
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$371.40	\$382.56	\$394.00	\$405.90	\$417.80
Percent Change	0.00%	3.00%	2.99%	3.01%	2.93%

## Department Summary: General Fund Allocations

**Division:** Stand Alone Departments

**Fund Type:** General Fund

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### Executive Summary:

This function represents General Fund support to various departments/activities that rely on the General Fund for financial support.

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### Programs and Services:

See the department specific budget summaries for details on how the funds are used. The General Fund provides monetary support to several departments including:

Streets, Code Enforcement, Library, Parks and Recreation, Fire/Emergency Medical Services, Asset Management, My Spokane and Parking.



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	81,161,053	83,600,000	86,100,000	88,700,000	91,300,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>81,161,053</b>	<b>83,600,000</b>	<b>86,100,000</b>	<b>88,700,000</b>	<b>91,300,000</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	81,161,053	83,600,000	86,100,000	88,700,000	91,300,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>81,161,053</b>	<b>83,600,000</b>	<b>86,100,000</b>	<b>88,700,000</b>	<b>91,300,000</b>

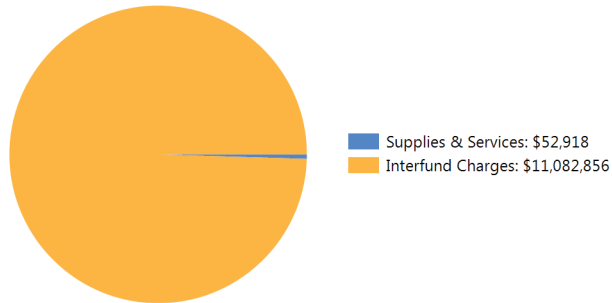
**Assumptions for Projections:**



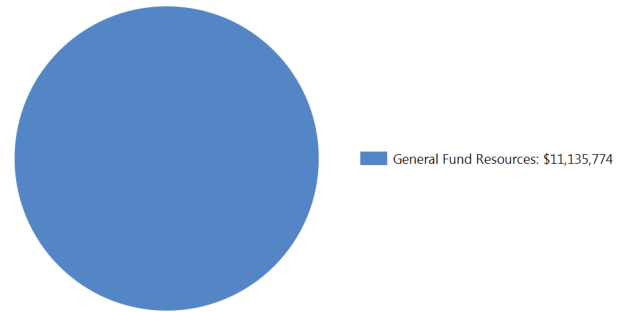
# General Fund Internal Service Charges

This represents the majority of the charges to the General Fund for services provided by other City Departments such as Information Technology, Accounting, Insurance (Liability, Workers' Compensation, Unemployment), and Fleet/Vehicle Maintenance for General Fund vehicles.

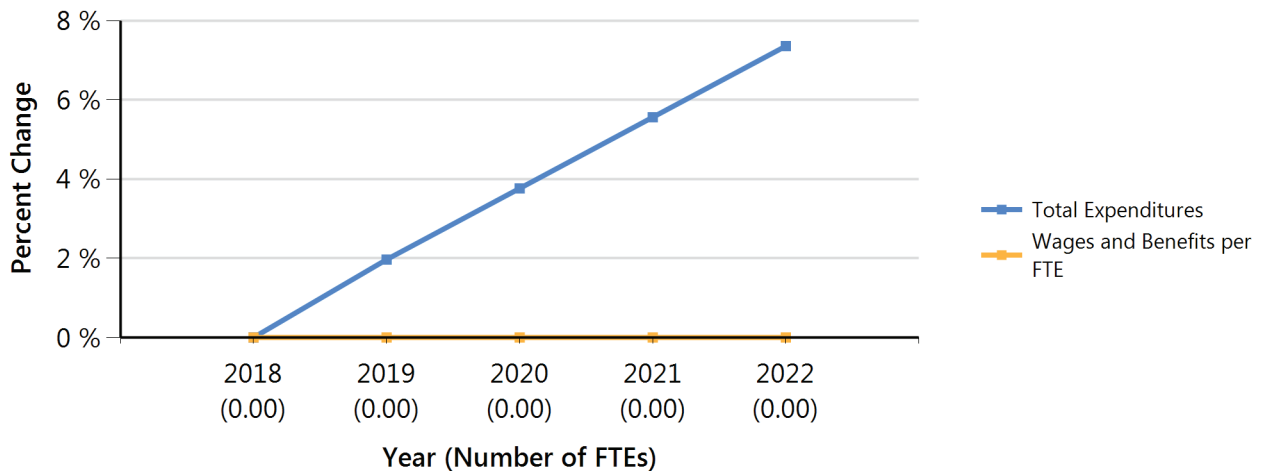
## 2018 Expenditures



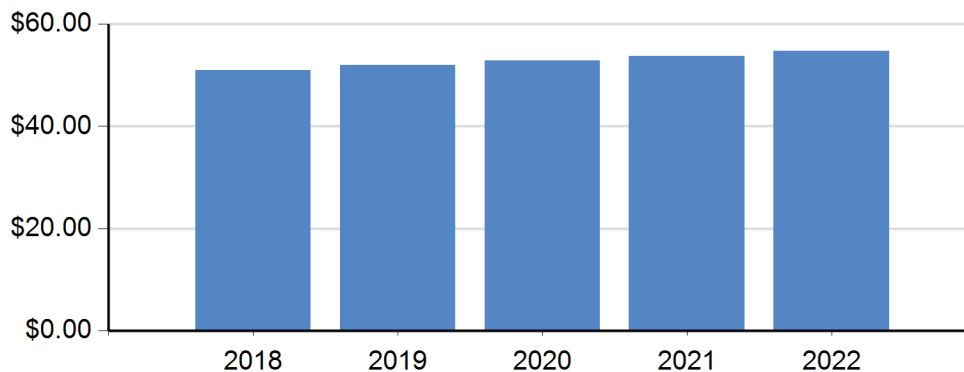
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$50.96	\$51.96	\$52.88	\$53.79	\$54.71
Percent Change	0.00%	1.96%	1.76%	1.73%	1.70%

**Department Summary:** General Fund Internal Service Charges**Division:** Stand Alone Departments**Fund Type:** General Fund

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**Executive Summary:**

This represents the majority of the charges to the General Fund for services provided by other City Departments such as Information Technology, Accounting, Insurance (Liability, Workers' Compensation, Unemployment), and Fleet/Vehicle Maintenance for General Fund vehicles.

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**Programs and Services:**

General Fund Internal Service expenses include:

Accounting Services

IT Services Insurance (Liability, W/C, Unemployment)

Fleet Maintenance (incl. Fuel)

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	11,082,856	11,300,000	11,500,000	11,700,000	11,900,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	52,918	55,000	55,000	55,000	55,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>11,135,774</b>	<b>11,355,000</b>	<b>11,555,000</b>	<b>11,755,000</b>	<b>11,955,000</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	11,135,774	11,355,000	11,555,000	11,755,000	11,955,000
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>11,135,774</b>	<b>11,355,000</b>	<b>11,555,000</b>	<b>11,755,000</b>	<b>11,955,000</b>

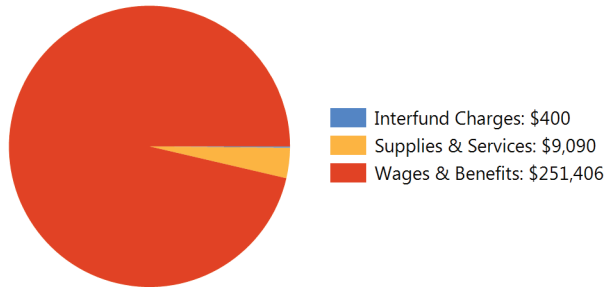
**Assumptions for Projections:**



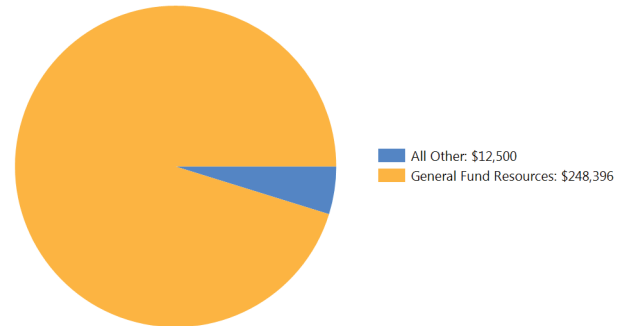
# Hearing Examiner

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.

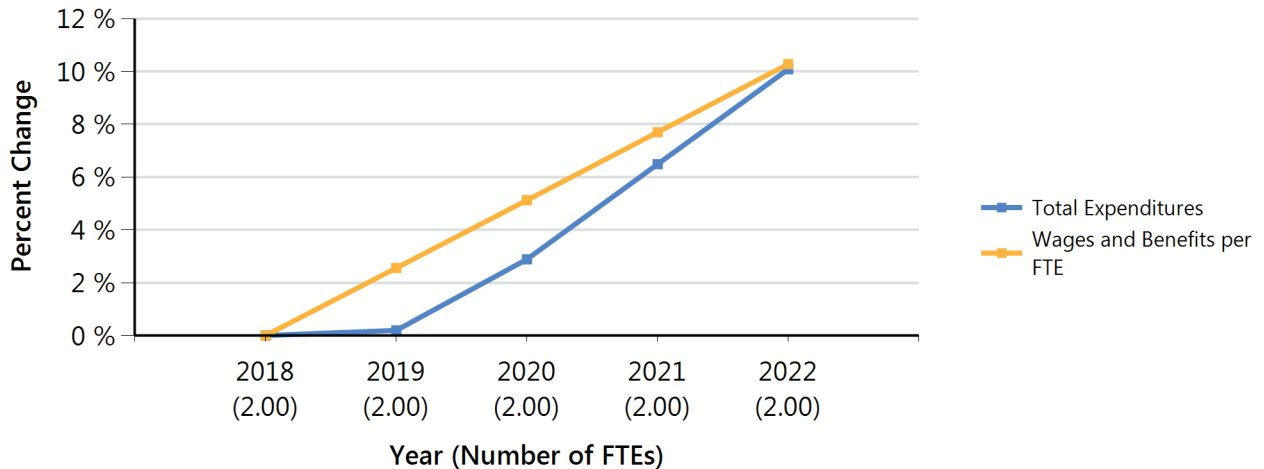
## 2018 Expenditures



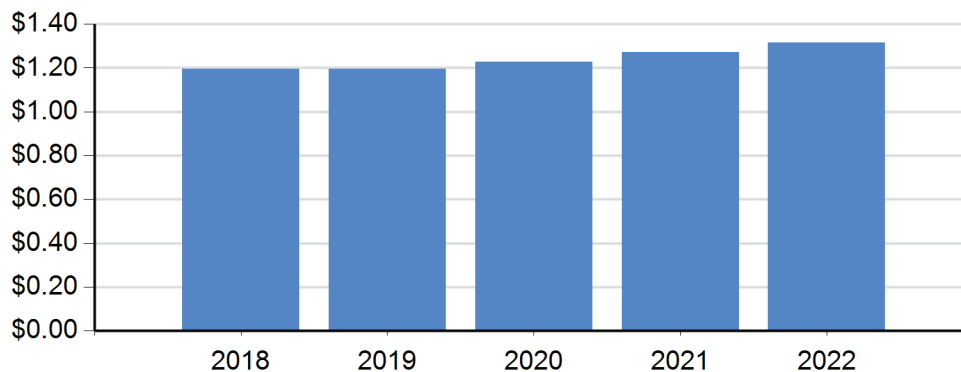
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$1.19	\$1.20	\$1.23	\$1.27	\$1.31
Percent Change	0.00%	0.19%	2.68%	3.49%	3.37%

## Department Summary: Hearing Examiner

**Division:** Stand Alone Departments

**Fund Type:** General Fund

---

### Executive Summary:

The Office of the Hearing Examiner holds quasi-judicial hearings on behalf of the City in various matters, primarily related to Zoning, Land Use Regulation, and the Environment. The Hearing Examiner's Office conducts these hearings and renders decisions in accordance with state and local law.

---

### Programs and Services:

Citizens have a right to appear at a hearing and comment upon a project being proposed in their neighborhood or which affects their property. The development community has the right to have permit applications handled expeditiously, in a consistent way, and in accordance with the relevant laws, rules and policies. Citizens should also have the right to appeal an administrative decision that they feel is wrong within the City structure without having to incur the expense of going to court. It is important that these hearings not only be fair but appear fair, and that the decisions made on these matters be not only fair but consistent. The City could face liability if its decisions, especially its land use decisions, are found to be arbitrary. Therefore, the Hearing Examiner's Office has an obligation, which it will carry out, to hold fair and impartial hearings and render consistent and legally defensible decisions. Expediency is also an important issue. The Hearing Examiner's Office has the experience and expertise to schedule hearings as quickly as possible and render decisions in a timely fashion. This office has the knowledge and expertise to provide information and respond to the questions and requests coming from the public and from other City departments on all the various matters. This serves the citizens, the business community, and the City at large. Some revenues are derived through the Examiner holding hearings for other cities and agencies, although the amount of that revenue varies from year to year.



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	400	412	424	437	450
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	251,406	257,837	264,452	271,257	278,260
Supplies & Services	2,267	1,120	888	1,608	2,169
Other Services & Changes	6,823	2,033	2,664	4,517	6,326
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>260,896</b>	<b>261,402</b>	<b>268,428</b>	<b>277,819</b>	<b>287,205</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	248,396	252,022	259,048	268,439	277,825
All Other	12,500	9,380	9,380	9,380	9,380
<b>TOTAL</b>	<b>260,896</b>	<b>261,402</b>	<b>268,428</b>	<b>277,819</b>	<b>287,205</b>

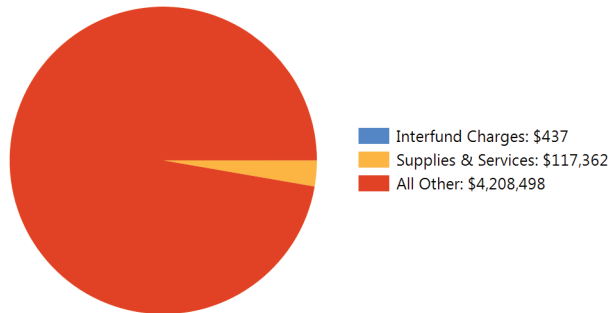
**Assumptions for Projections:**



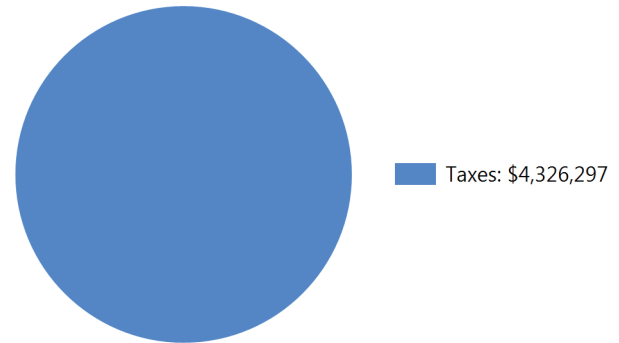
# Hotel/Motel Tax Fund

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.

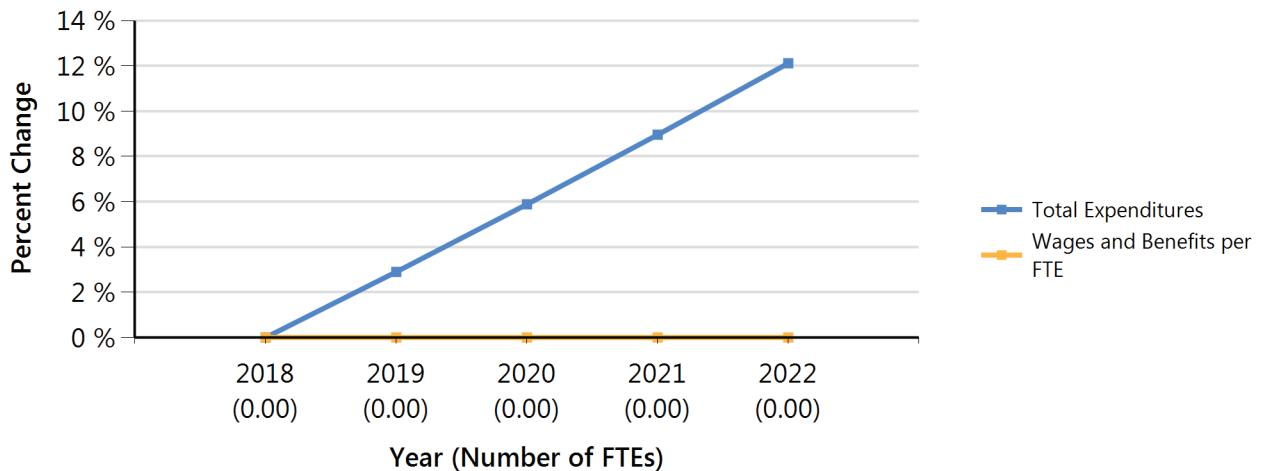
## 2018 Expenditures



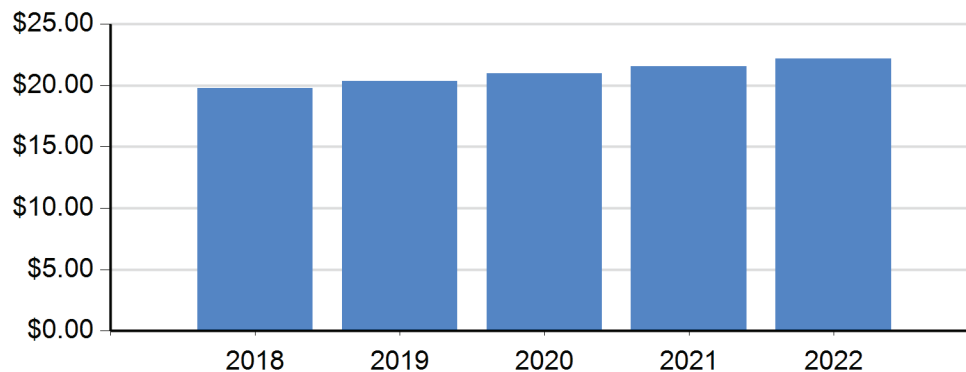
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$19.80	\$20.37	\$20.96	\$21.57	\$22.20
Percent Change	0.00%	2.90%	2.89%	2.89%	2.90%

**Department Summary:** Hotel/Motel Tax Fund**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

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**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.

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**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 2018 is estimated at \$116,162, as reflected in the Supplies/Services budget. Annually, the Lodging Tax Committee determines which projects to fund from this amount.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	437	450	463	476	490
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	117,362	120,765	124,267	127,871	131,579
Debt Services	0	0	0	0	0
All Other	4,208,498	4,330,545	4,456,131	4,585,358	4,718,334
<b>TOTAL</b>	<b>4,326,297</b>	<b>4,451,760</b>	<b>4,580,861</b>	<b>4,713,705</b>	<b>4,850,403</b>

**Assumptions for Projections:**

Growth factor is 2.9% - Other Services & Changes is mostly support for local events to help increase tourism. The remainder is accounting & audit charges. All Other is pass through to the Public Facilities District.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	4,326,297	4,451,760	4,580,861	4,713,705	8,450,403
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>4,326,297</b>	<b>4,451,760</b>	<b>4,580,861</b>	<b>4,713,705</b>	<b>8,450,403</b>

**Assumptions for Projections:**

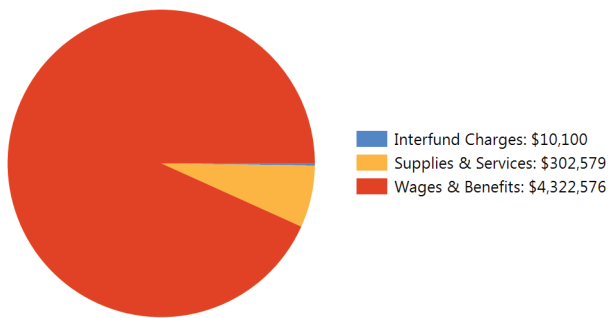
Growth factor is 2.9%



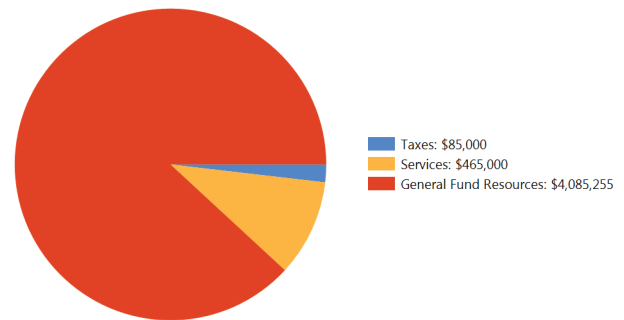
## Legal

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.

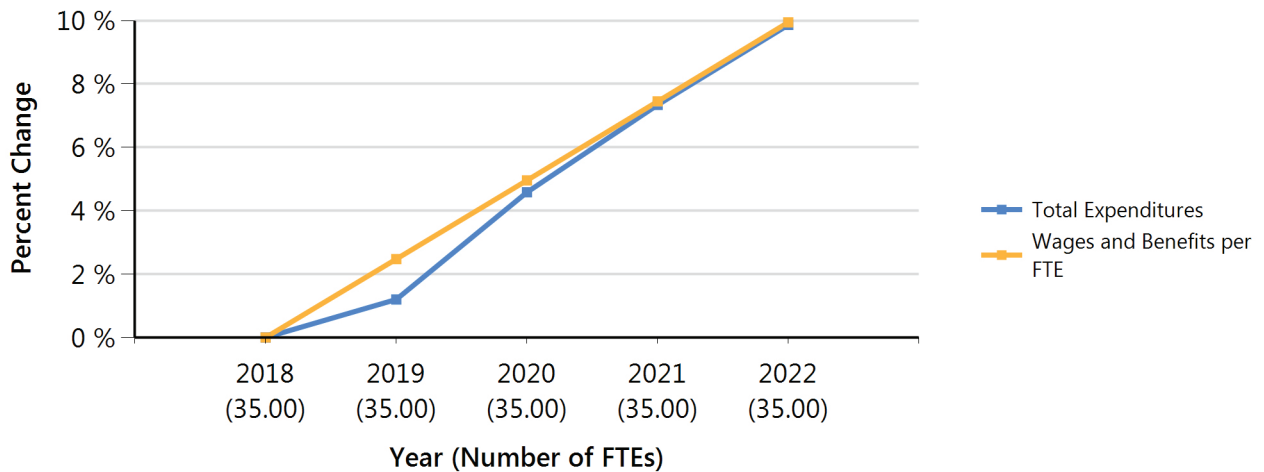
### 2018 Expenditures



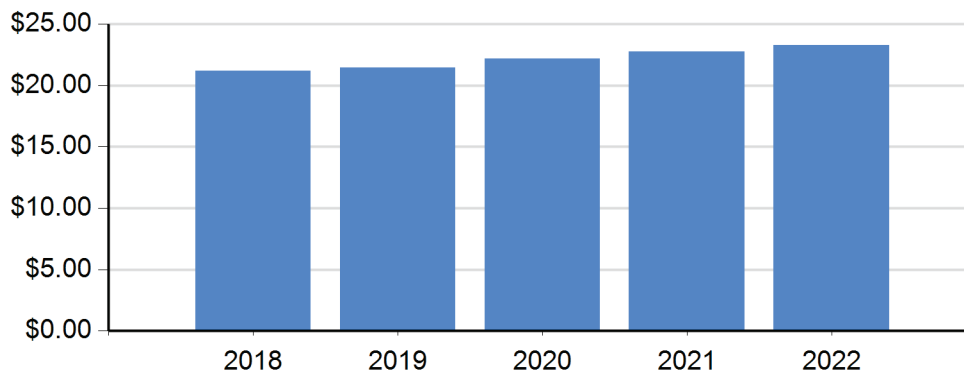
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$21.21	\$21.47	\$22.18	\$22.77	\$23.30
Percent Change	0.00%	1.20%	3.34%	2.63%	2.35%

## Department Summary: Legal

**Division:** Stand Alone Departments

**Fund Type:** General Fund

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### 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.

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### 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 criminal misdemeanors, civil violations, Photo Red tickets, traffic infractions and parking infractions issued under the Spokane Municipal Code. The Prosecutor's Office participates in a myriad of diversion and specialty court programs. The Prosecutor's Office effectively reduces systemic legal risk through the use of its appellate attorney. This attorney provides an important line of defense against adverse and far-reaching court decisions by aggressively defending cases against legal motions and other collateral attacks on the validity of City statutes.



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>	<b>35.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	10,100	10,403	10,715	11,037	11,368
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	4,322,576	4,429,591	4,539,569	4,652,601	4,768,784
Supplies & Services	102,316	91,108	107,979	99,413	115,317
Other Services & Changes	200,263	159,818	189,422	212,418	196,990
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>4,635,255</b>	<b>4,690,920</b>	<b>4,847,685</b>	<b>4,975,469</b>	<b>5,092,459</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	85,000	84,493	84,493	84,493	84,493
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	465,000	526,525	427,676	478,617	483,154
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	4,085,255	4,079,902	4,335,516	4,412,359	4,524,812
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>4,635,255</b>	<b>4,690,920</b>	<b>4,847,685</b>	<b>4,975,469</b>	<b>5,092,459</b>

**Assumptions for Projections:**



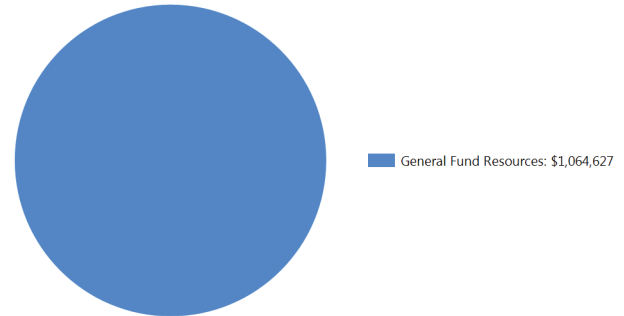
## Mayor's Office

The Mayor is the City's Chief Executive Officer, directing the activities of the City's 2,000 employees and managing a \$700 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.

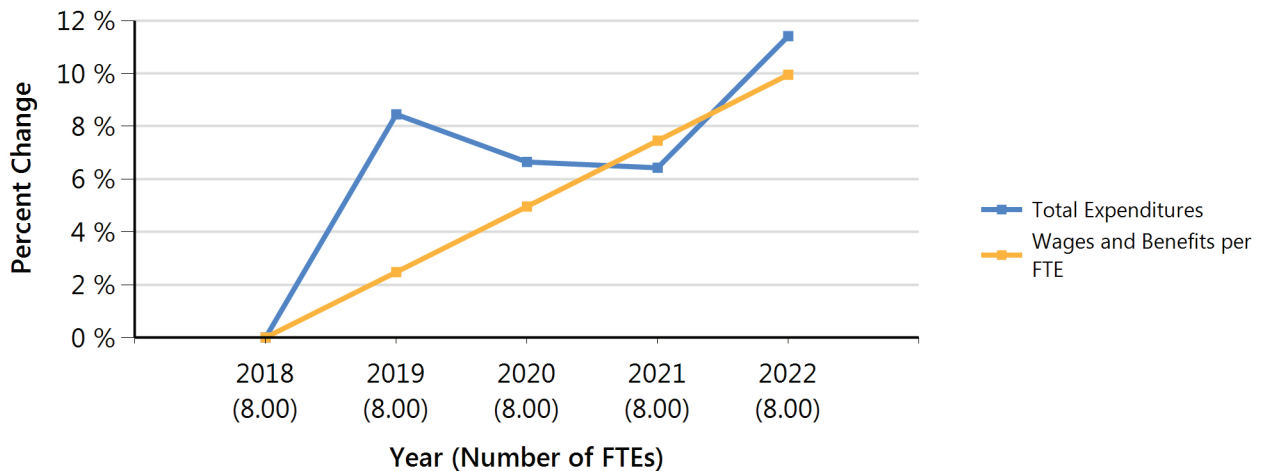
### 2018 Expenditures



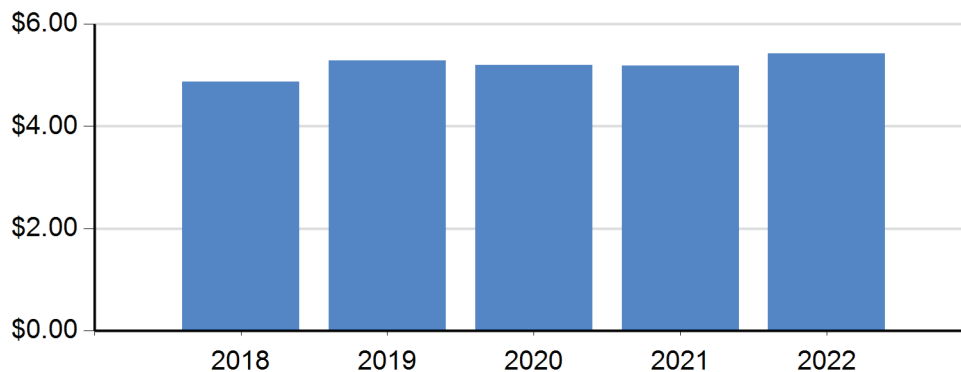
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$4.87	\$5.28	\$5.20	\$5.18	\$5.43
Percent Change	0.00%	8.44%	-1.66%	-0.20%	4.68%

## Department Summary: Mayor's Office

**Division:** Stand Alone Departments

**Fund Type:** General Fund

---

### Executive Summary:

The Mayor is the City's Chief Executive Officer, directing the activities of the City's 2,000 employees and managing a \$700 million annual budget. The office ensures delivery of efficient and effective services, facilitation of economic opportunity, and enhancement to the quality of life for the citizens in our community.

---

### Programs and Services:

The Office of the Mayor engages in: Administrative oversight for the City of Spokane, partnership with the Office of the Police Ombudsman, Constituent Services, Legislative Policy Research, and outreach to local government and labor relations.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	984,248	1,008,626	1,033,678	1,059,426	1,085,894
Supplies & Services	17,450	13,452	11,272	16,219	17,197
Other Services & Changes	62,929	132,494	90,436	57,400	83,048
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,064,627</b>	<b>1,154,572</b>	<b>1,135,386</b>	<b>1,133,045</b>	<b>1,186,139</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,064,627	1,154,572	1,135,386	1,133,045	1,186,139
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>1,064,627</b>	<b>1,154,572</b>	<b>1,135,386</b>	<b>1,133,045</b>	<b>1,186,139</b>

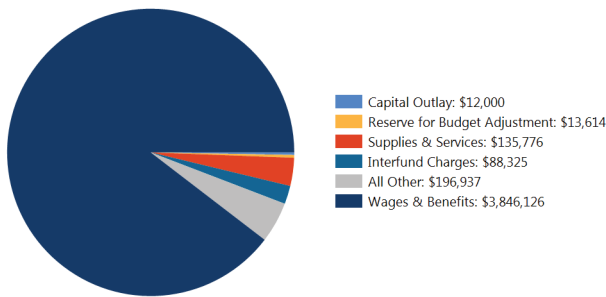
**Assumptions for Projections:**



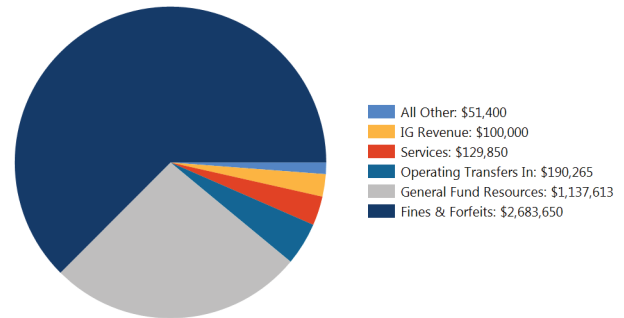
# Municipal Court

In accordance with the provisions of section 3.50.020 of the Revised Code of Washington, Spokane Municipal Court maintains exclusive jurisdiction for the filing, processing, hearing, and adjudicating all misdemeanor and gross misdemeanor criminal offenses, civil infractions, photo-enforcement, and parking infractions occurring within the City of Spokane boundaries.

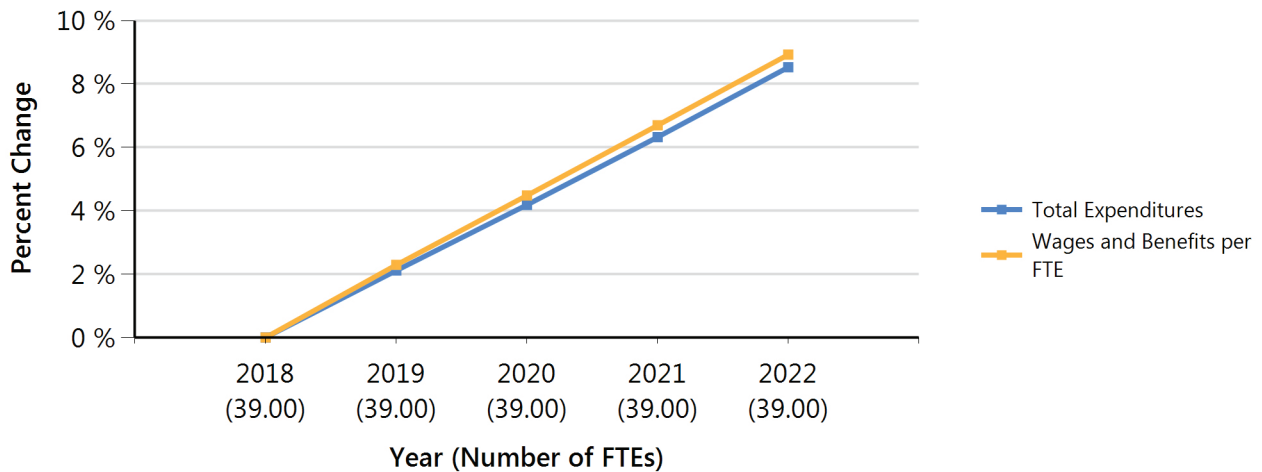
## 2018 Expenditures



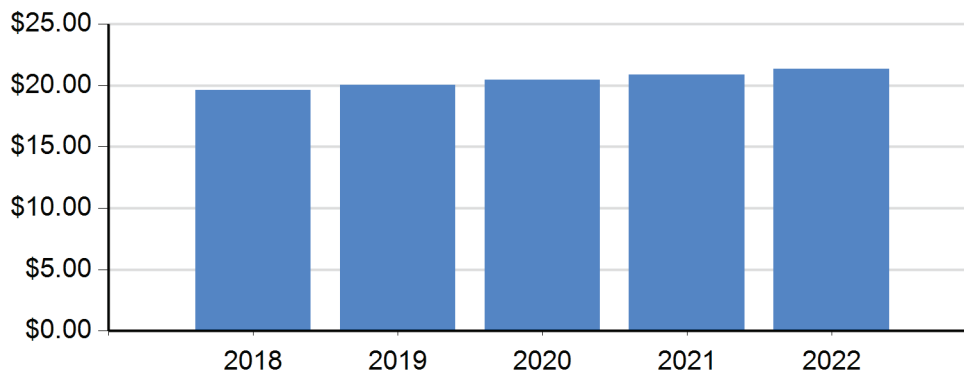
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$19.64	\$20.06	\$20.47	\$20.89	\$21.32
Percent Change	0.00%	2.11%	2.02%	2.05%	2.07%

## Department Summary: Municipal Court

**Division:** Stand Alone Departments

**Fund Type:** General Fund

---

### Executive Summary:

In accordance with the provisions of section 3.50.020 of the Revised Code of Washington, Spokane Municipal Court maintains exclusive jurisdiction for the filing, processing, hearing, and adjudicating all misdemeanor and gross misdemeanor criminal offenses, civil infractions, photo-enforcement, and parking infractions occurring within the City of Spokane boundaries.

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### Programs and Services:

Drawn from 2016 filing numbers, Municipal Court processes approximately 7,300 criminal cases, 11,500 civil infractions, 26,237 photo-enforcement infractions, and 59,000 parking infractions annually. All citations must be entered and maintained in multiple software systems, including: (a) the state-operated Judicial Information Systems (JIS) database; (b) the City's JustWare case management system; – (d) the City's contracted Duncan parking system; and/or (e) the City's contracted American Traffic Solutions' (ATS) photo-enforcement database.

The Court Clerk's Office staff must be ever-vigilant to critical stages of criminal and infraction case filing, notice and processing requirements. Staff must be thoroughly trained in order to comply with all legal and statutory requirements, as well as local and state court rules governing every aspect of a case or citation. Failure to comply with statutes, court rules, and/or policies/procedures can result in serious consequences including premature release of inmates or inappropriate incarceration. The Court Clerk's Office has 29 clerks performing a variety of duties, including customer service via phone, email or in person, data entry into JIS/JustWare/Duncan/ATS, maintaining electronic court files, requesting inmate transport, and assisting judicial officers in court. The Court Clerk's Office provides information and assistance to citizens, attorneys, state and city agencies, defendants, and others involved in cases filed in Municipal Court.

The Court Clerk's Office receives more than 20,000 pieces of mail annually which are opened, reviewed, sorted, and processed according to state, city, and court policies. On an annual basis, cashiers in Municipal Court receipt over 20,000 individual payments for criminal cases (most in \$25 increments) that results in over \$510,000 in GF revenue. The cashiers also receipt over 96,000 individual payments related to infraction cases (most in \$25 increments) which results in over \$2.7 million in GF revenue per year.

Judicial officers in Municipal Court preside over a variety of hearing types including arraignments, pretrial hearings, jury trials, domestic violence no contact order hearings, treatment reviews, bench warrant recalls, show cause hearings, contested and mitigated traffic, non-traffic, and parking dockets. The three elected judges preside over an array of criminal misdemeanor, civil infraction, and therapeutic/problem-solving court matters. One judge is selected biennially by the bench to serve as Presiding Judge whose responsibility is to supervise the judicial business of the court (GR 29). The Court's two appointed Court Commissioners are primarily assigned to preside over high-volume infraction (including traffic, parking, and photo-enforcement) contested and mitigated dockets. The Court's criminal dockets are quite large and frequently the judge and court clerk will process in excess of 45 cases in a single morning or afternoon session. Municipal Court is uniquely qualified and equipped to efficiently process these high volume dockets due to its many years of experience, commitment to the innovative use of



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>	<b>39.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	12,000	12,000	12,000	12,000	12,000
Interfund Charges	88,325	90,974	93,703	96,515	99,410
Reserve for Budget Adjustment	13,614	13,614	13,614	13,614	13,614
Transfers Out	0	0	0	0	0
Wages & Benefits	3,846,126	3,934,204	4,020,419	4,109,400	4,201,078
Supplies & Services	48,540	48,540	48,540	48,540	48,540
Other Services & Changes	87,236	87,236	87,236	87,236	87,236
Debt Services	0	0	0	0	0
All Other	196,937	196,937	196,937	196,937	196,937
<b>TOTAL</b>	<b>4,292,778</b>	<b>4,383,505</b>	<b>4,472,449</b>	<b>4,564,242</b>	<b>4,658,815</b>

**Assumptions for Projections:**

Estimated 2% annual increases in salaries, 4% increases in medical cost, and 3% increases to interfund charges.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	100,000	0	0	0	0
Services	129,850	129,850	129,850	129,850	129,850
Fines & Forfeits	2,683,650	2,683,650	2,683,650	2,683,650	2,683,650
Operating Transfers In	190,265	190,265	190,265	190,265	190,265
General Fund Resources	1,137,613	1,328,340	1,417,284	1,509,077	1,603,650
All Other	51,400	51,400	51,400	51,400	51,400
<b>TOTAL</b>	<b>4,292,778</b>	<b>4,383,505</b>	<b>4,472,449</b>	<b>4,564,242</b>	<b>4,658,815</b>

**Assumptions for Projections:**

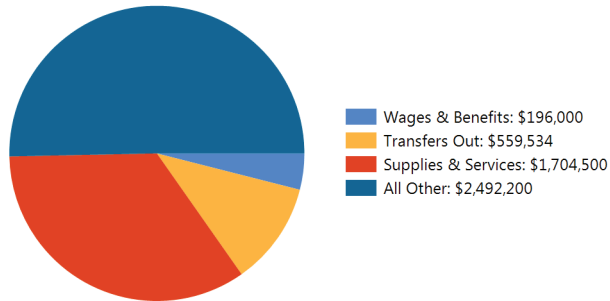
2018 IG Revenue is a placeholder for the Community Court Grant that we have received in 2016 through the Center for Court Innovation.



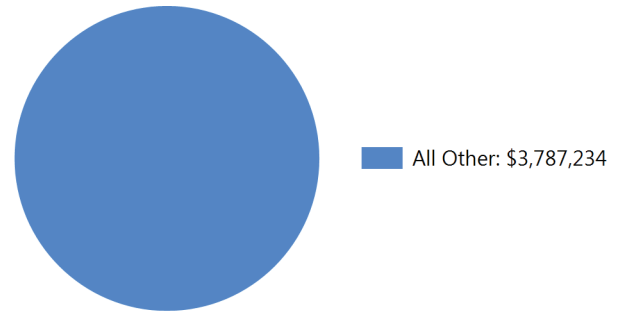
## Non-Departmental

This item covers the cost of funding misc. expenditures in the Non-Departmental budget that are not aligned with any one specific department.

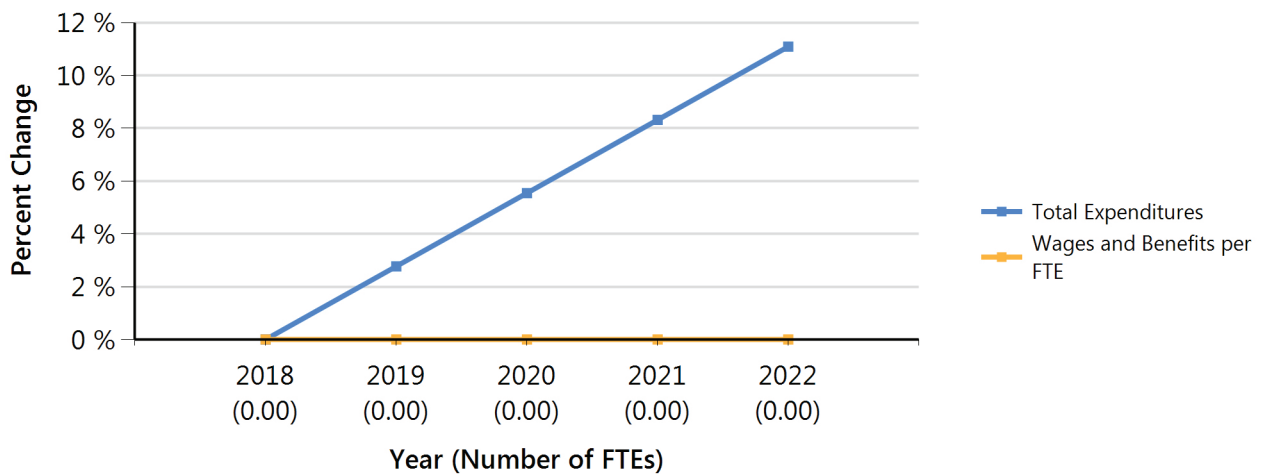
### 2018 Expenditures



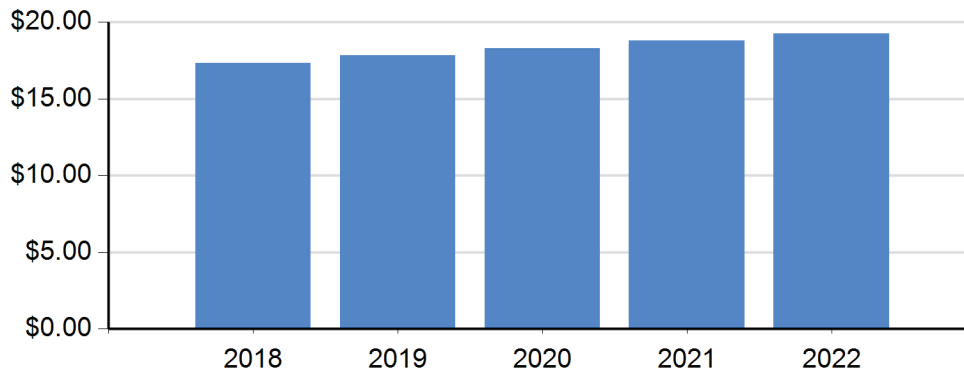
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$17.33	\$17.81	\$18.29	\$18.77	\$19.25
Percent Change	0.00%	2.77%	2.69%	2.62%	2.55%

## Department Summary: Non-Departmental

**Division:** Stand Alone Departments

**Fund Type:** General Fund

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### 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.

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### Programs and Services:

Listed below are some of the key programs included in the Non-Departmental budget:

- Animal Control
- Citywide Memberships/Dues
- Outside Legal Counsel
- Election & Voter Registration Expenses
- Dept of Emergency Management
- Spokane County Pollution Control
- Annexation Mitigation
- Support for Spokane Regional Transportation

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	(1,165,000)	(1,165,000)	(1,165,000)	(1,165,000)	(1,165,000)
Transfers Out	559,534	560,000	560,000	560,000	560,000
Wages & Benefits	196,000	200,000	205,000	210,000	215,000
Supplies & Services	0	0	0	0	0
Other Services & Changes	1,704,500	1,755,000	1,805,000	1,855,000	1,905,000
Debt Services	0	0	0	0	0
All Other	2,492,200	2,542,200	2,592,200	2,642,200	2,692,200
<b>TOTAL</b>	<b>3,787,234</b>	<b>3,892,200</b>	<b>3,997,200</b>	<b>4,102,200</b>	<b>4,207,200</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	3,787,234	3,892,200	3,997,200	4,102,200	4,207,200
<b>TOTAL</b>	<b>3,787,234</b>	<b>3,892,200</b>	<b>3,997,200</b>	<b>4,102,200</b>	<b>4,207,200</b>

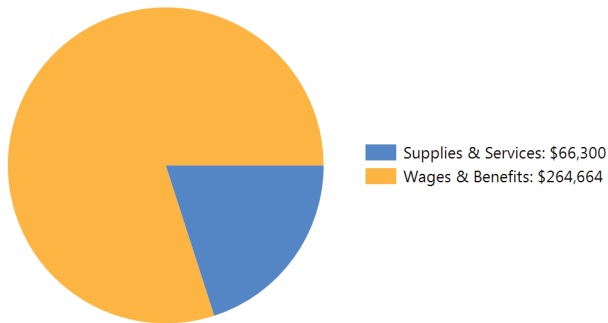
**Assumptions for Projections:**



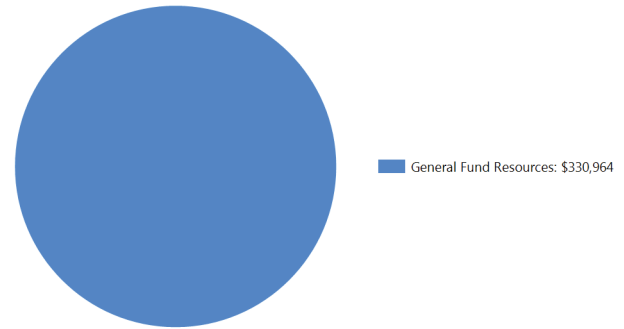
# Police Ombudsman

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.

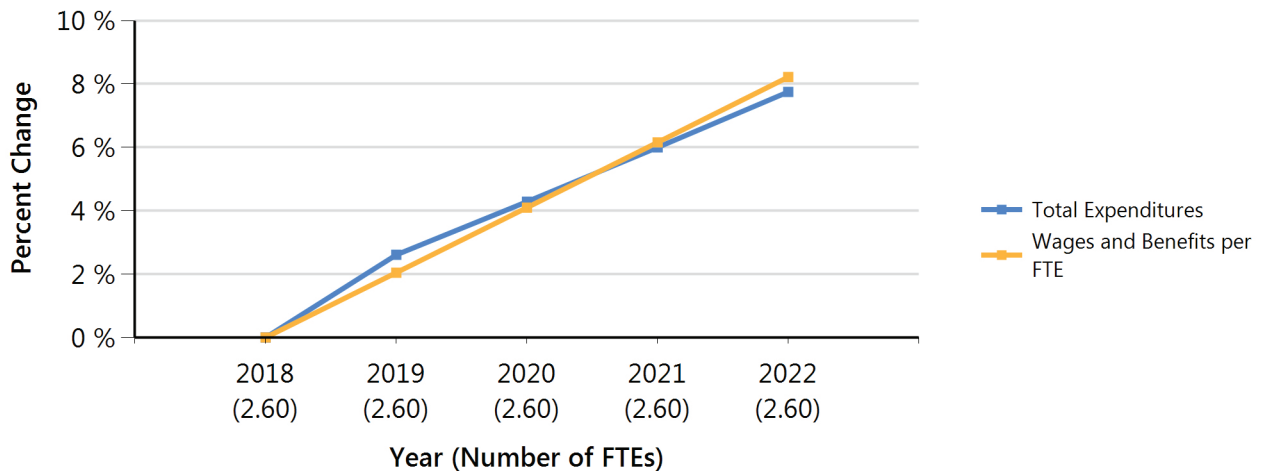
## 2018 Expenditures



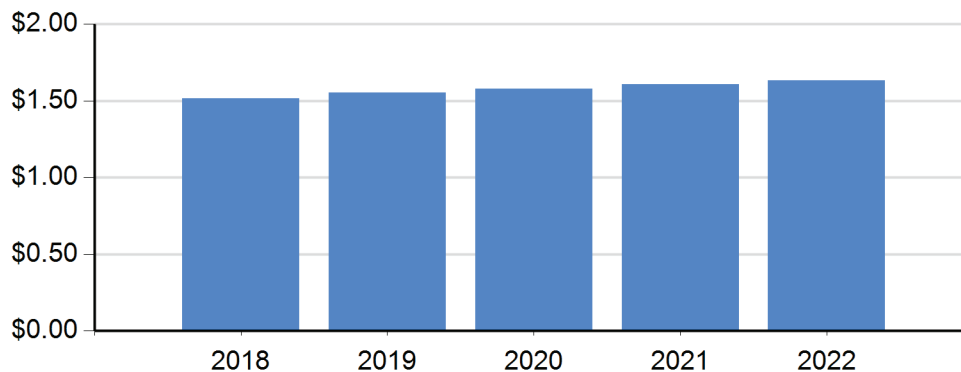
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$1.51	\$1.55	\$1.58	\$1.61	\$1.63
Percent Change	0.00%	2.60%	1.63%	1.64%	1.65%

**Department Summary:** Police Ombudsman**Division:** Stand Alone Departments**Fund Type:** General Fund

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**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.

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**Programs and Services:**

The Office of the Police Ombudsman: receives complaints involving employees of the Spokane Police Department (SPD); monitors SPD complaints and investigations; attends and observes Internal Affairs interviews of Officers, complainants and witnesses; mediates complaints; responds to critical incidents and acts as an observer; conducts closing interviews with a complainant once a complaint has been closed; certifies all SPD Internal Affairs investigations that are timely, thorough and objective; maintains a regular program of community outreach; makes monthly and annual reports to the City Council; audits the complaint resolution process; and recommends policies and procedures to improve the quality of SPD practices.



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>2.60</b>	<b>2.60</b>	<b>2.60</b>	<b>2.60</b>	<b>2.60</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	264,664	270,080	275,626	281,296	287,095
Supplies & Services	900	1,080	1,080	1,080	1,080
Other Services & Changes	65,400	68,440	68,440	68,440	68,440
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>330,964</b>	<b>339,600</b>	<b>345,146</b>	<b>350,816</b>	<b>356,615</b>

**Assumptions for Projections:**

Estimated 2% annual increases to salaries, 4% to medical costs

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	330,964	336,380	341,926	347,596	353,395
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>330,964</b>	<b>336,380</b>	<b>341,926</b>	<b>347,596</b>	<b>353,395</b>

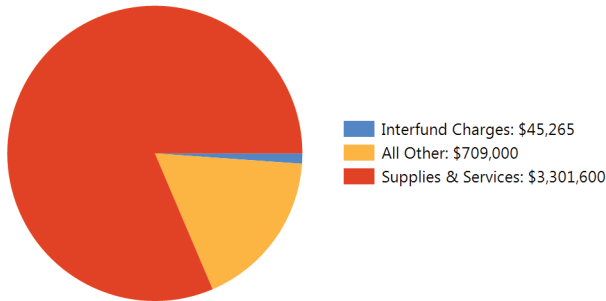
**Assumptions for Projections:**



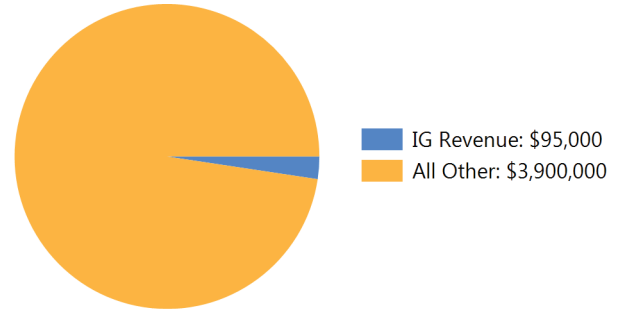
# Police Pension Fund

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.

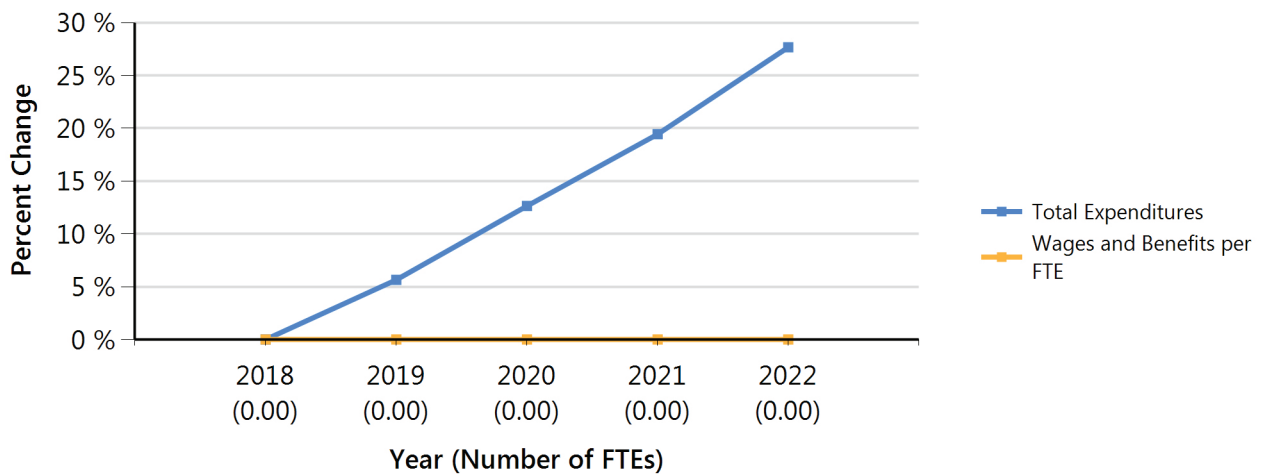
## 2018 Expenditures



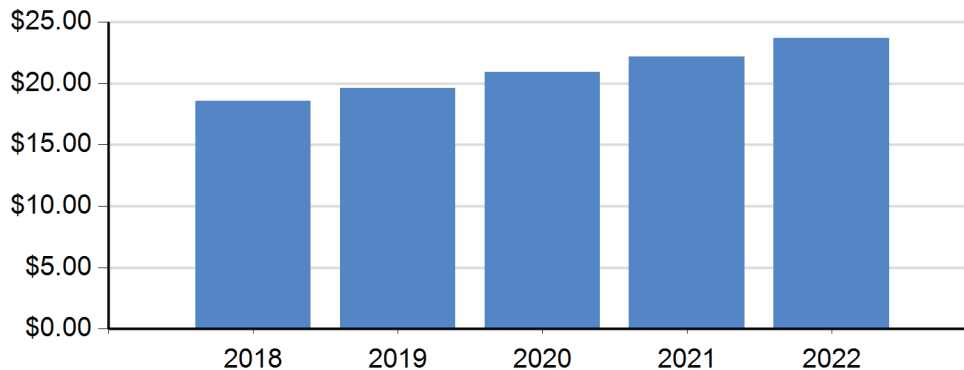
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$18.56	\$19.61	\$20.91	\$22.17	\$23.70
Percent Change	0.00%	5.64%	6.61%	6.03%	6.89%

**Department Summary:** Police Pension Fund**Division:** Stand Alone Departments**Fund Type:** Trust and Agency Fund

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**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.

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**Programs and Services:**

The LEOFF I Police Plan provides pension benefits related to retirement, disability, and death. In addition, the Plan pays for medical and dental expenses for its members, along with reimbursement of Medicare premium payments. At December 31, 2016, there were 168 members of the City of Spokane LEOFF I Police Plan all but 1 of whom are 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. For the medical portion of the benefit, the Benefits Department (HR) verifies medical claims, which are then processed by the Retirement Department. For the 2017 budget, total expenses for the Plan have been reduced by \$6k (-0.0%). LEOFF I Police revenues and expenditures are separately accounted for inside a trust fund within the City of Spokane.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	45,265	46,100	47,000	47,900	48,800
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	1,500	1,500	1,500	1,500	1,500
Other Services & Charges	3,300,100	3,535,400	3,824,800	4,106,400	4,446,300
Debt Services	0	0	0	0	0
All Other	709,000	702,000	695,100	688,200	681,400
<b>TOTAL</b>	<b>4,055,865</b>	<b>4,285,000</b>	<b>4,568,400</b>	<b>4,844,000</b>	<b>5,178,000</b>

**Assumptions for Projections:**

"All Other" includes Pension annuity claims, death benefit payments and the non-cash amortization of the pension module of the PeopleSoft System. Medical payments and Medicare reimbursements comprise the vast majority of the "Other Services & Charges"

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	95,000	95,000	95,000	95,000	95,000
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	3,900,000	4,190,000	4,473,400	4,749,000	5,083,000
<b>TOTAL</b>	<b>3,995,000</b>	<b>4,285,000</b>	<b>4,568,400</b>	<b>4,844,000</b>	<b>5,178,000</b>

**Assumptions for Projections:**

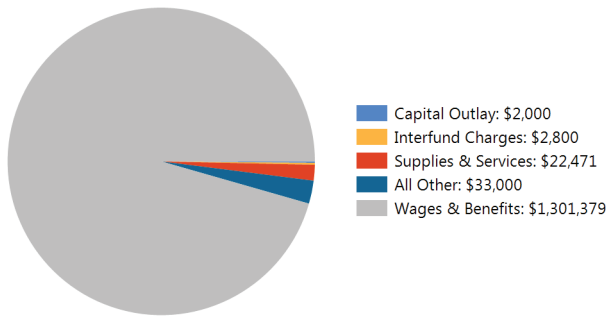
"Miscellaneous Revenues" includes employer contributions.



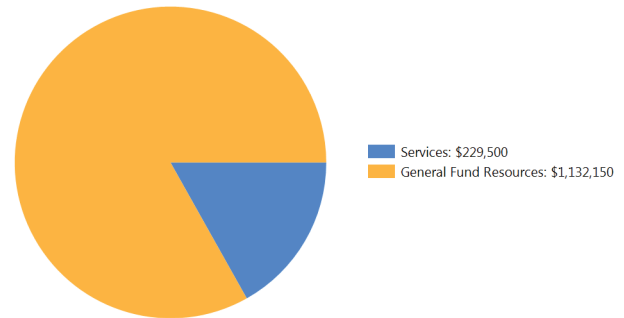
## Probation Services

Probation Services offers supervision to offenders on Court-ordered monitoring. We monitor and enforce compliance with Court-ordered conditions, treatment and jail alternatives, provide sentencing recommendations to the Court, conduct in-office and field visits with offenders and collaborate with community and law enforcement partners promoting accountability, rehabilitation and community safety.

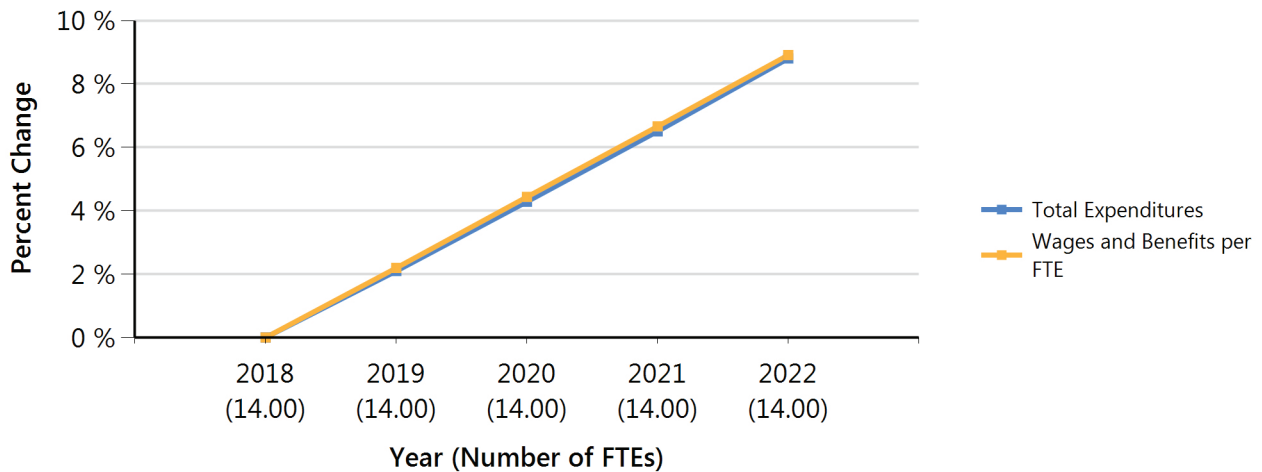
### 2018 Expenditures



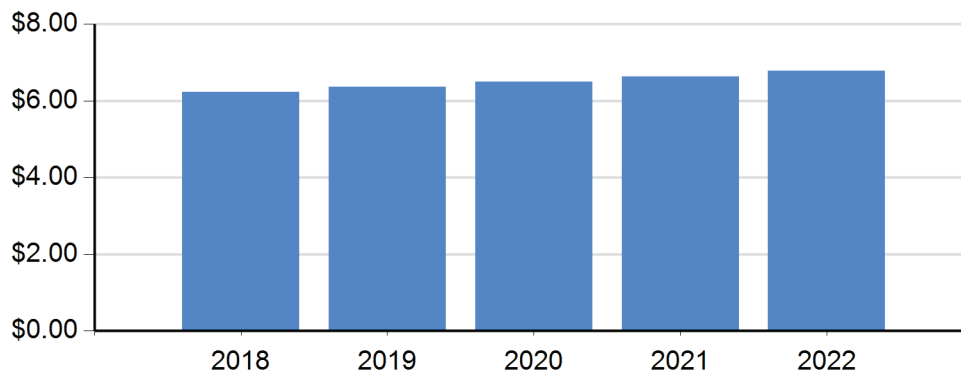
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$6.23	\$6.36	\$6.50	\$6.64	\$6.78
Percent Change	0.00%	2.09%	2.14%	2.12%	2.15%

## Department Summary: Probation Services

**Division:** Stand Alone Departments

**Fund Type:** General Fund

---

### Executive Summary:

Probation Services offers supervision to offenders on Court-ordered monitoring. We monitor and enforce compliance with Court-ordered conditions, treatment and jail alternatives, provide sentencing recommendations to the Court, conduct in-office and field visits with offenders and collaborate with community and law enforcement partners promoting accountability, rehabilitation and community safety.

---

### Programs and Services:

The primary function of Probation Services is being the first jail alternative. We offer work crew and in-house electronic home monitoring programs as alternative sanctions reducing the City's jail costs and allowing offenders the opportunity to fulfill their employment and household obligations while still complying with a court order.

We actively participate in specialty and therapeutic courts such as Community Court, Veteran's Court and Mental Health Court and anticipate the launch of a DUI Court in October of 2017. We conduct pre-sentence needs assessments to determine appropriate sanctions and sentencing that provide accountability with the opportunity for behavioral change and are currently involved in the development of SAFER Pro, a locally validated risk-needs assessment tool. We investigate best practices and evidence-based programs to determine what promotes optimal compliance and rehabilitation of offenders. We offer and promote cognitive behavioral programs such as Alive at 25 (defensive driving program) and have probation officers trained in Moral Reconation Therapy (MRT) and Thinking for a Change.



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	2,000	2,000	2,000	2,000	2,000
Interfund Charges	2,800	2,800	2,800	2,800	2,800
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,301,379	1,329,943	1,359,744	1,389,980	1,421,281
Supplies & Services	8,500	8,500	8,500	8,500	8,500
Other Services & Changes	13,971	13,971	13,971	13,971	13,971
Debt Services	0	0	0	0	0
All Other	33,000	33,000	33,000	33,000	33,000

<b>TOTAL</b>	<b>1,361,650</b>	<b>1,390,214</b>	<b>1,420,015</b>	<b>1,450,251</b>	<b>1,481,552</b>
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**Assumptions for Projections:**

Estimated 2% annual increases to salaries, 4% to medical

**Revenues:**

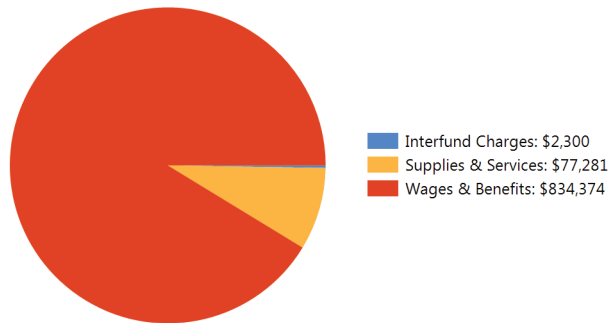
	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	229,500	229,500	229,500	229,500	229,500



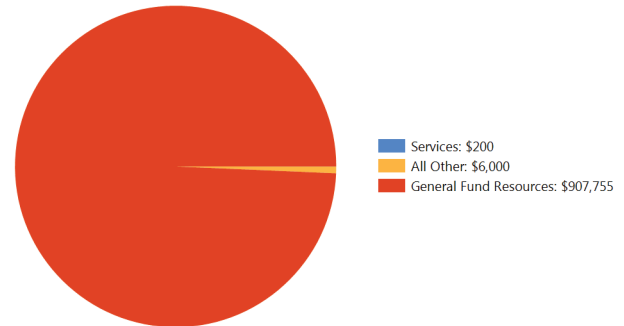
## Public Affairs / Communications

Our goal is to provide accurate, timely information about the City and its projects, events, and issues to the public and our employees. Our services are designed to engage citizens, neighborhoods, and stakeholders where they congregate.

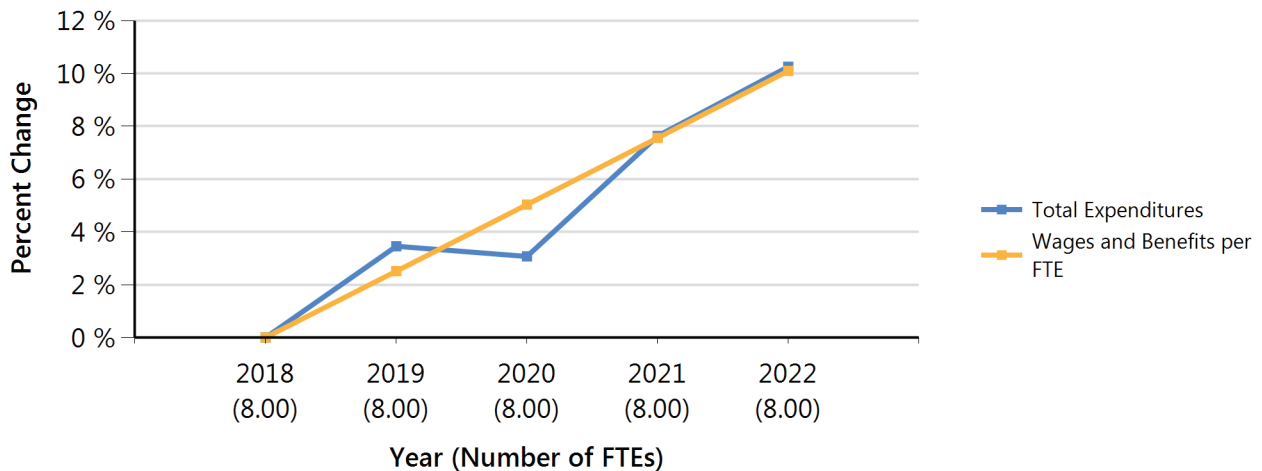
### 2018 Expenditures



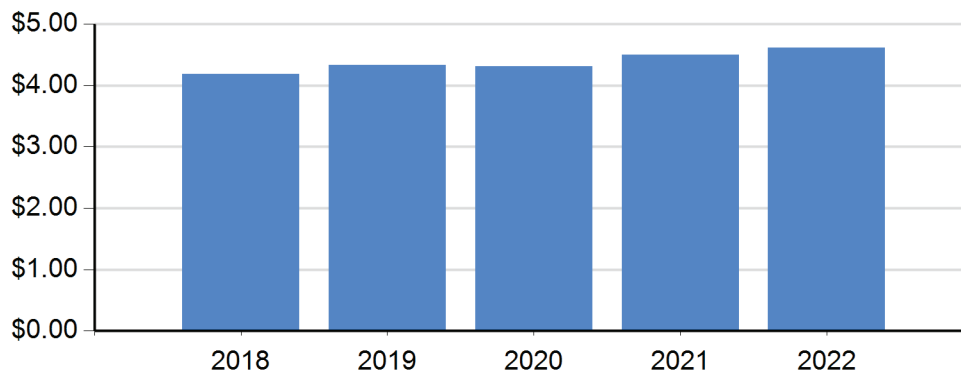
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$4.18	\$4.33	\$4.31	\$4.50	\$4.61
Percent Change	0.00%	3.45%	-0.37%	4.42%	2.43%

**Department Summary:** Public Affairs / Communications**Division:** Stand Alone Departments**Fund Type:** General Fund

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**Executive Summary:**

Our goal is to provide accurate, timely information about the City and its projects, events, and issues to the public and our employees. Our services are designed to engage citizens, neighborhoods, and stakeholders where they congregate.

---

**Programs and Services:**

This program provides a strong package of communication services for the public and employees across direct, digital, broadcast and print mediums. We have centralized information to allow for greater access and transparency, strengthened our core identity and incorporated cross-promotion of services and products and broad sharing of information to drive engagement.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	2,300	2,369	2,440	2,513	2,589
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	834,374	855,332	876,882	899,039	921,824
Supplies & Services	24,348	20,926	19,083	28,581	24,085
Other Services & Changes	52,933	66,914	43,603	53,537	59,148
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>913,955</b>	<b>945,541</b>	<b>942,008</b>	<b>983,670</b>	<b>1,007,646</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	200	200	200	200	200
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	907,755	945,341	941,808	983,470	1,007,446
All Other	6,000	0	0	0	0
<b>TOTAL</b>	<b>913,955</b>	<b>945,541</b>	<b>942,008</b>	<b>983,670</b>	<b>1,007,646</b>

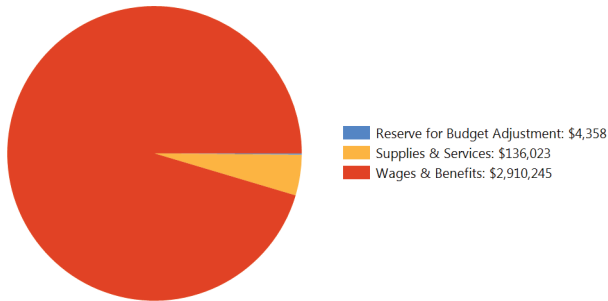
**Assumptions for Projections:**



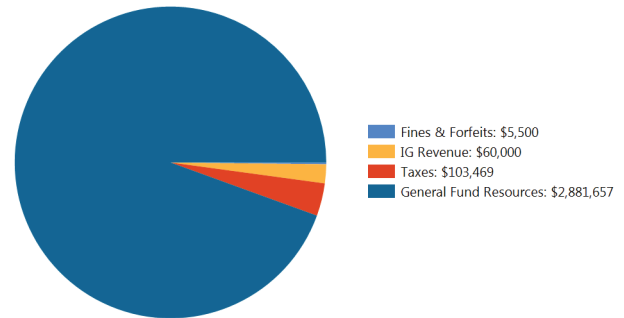
## Public Defender

The Public Defender provides representation to indigent persons charged under the Spokane Municipal Code who have been financially qualified by the Spokane Municipal Court or its designee to receive such services.

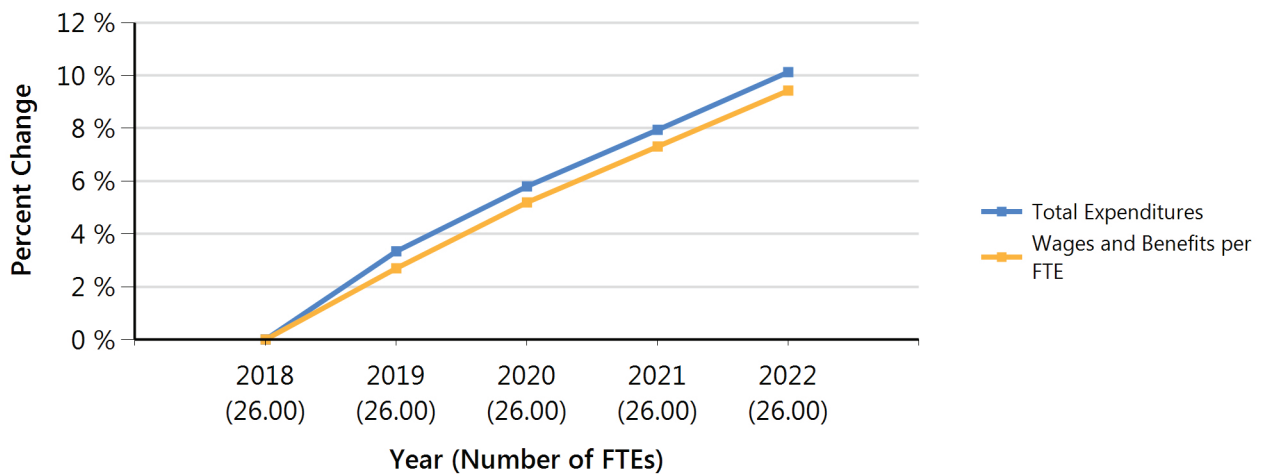
### 2018 Expenditures



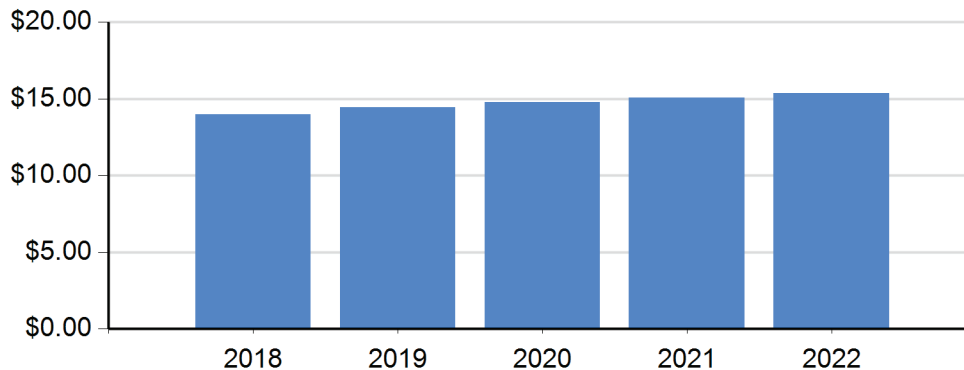
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$13.96	\$14.43	\$14.77	\$15.07	\$15.37
Percent Change	0.00%	3.33%	2.38%	2.02%	2.02%

**Department Summary:** Public Defender**Division:** Stand Alone Departments**Fund Type:** General Fund

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**Executive Summary:**

The Public Defender provides representation to indigent persons charged under the Spokane Municipal Code who have been financially qualified by the Spokane Municipal Court or its designee to receive such services.

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**Programs and Services:**

Programs include the main fund from the General Fund, a Mental Health Court funded by a one-tenth of one percent sales tax for therapeutic courts, and an OPD fund for defender improvements.



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	4,358	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,910,245	2,988,679	3,063,279	3,128,064	3,194,329
Supplies & Services	28,484	28,484	28,484	28,484	28,484
Other Services & Changes	107,539	135,277	135,729	136,194	136,673
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>3,050,626</b>	<b>3,152,440</b>	<b>3,227,492</b>	<b>3,292,742</b>	<b>3,359,486</b>

**Assumptions for Projections:**

Estimated 2% annual increases to salaries, 4% to medical, 3% to utilities, increased legal services by \$27,300 for investigator services, increased standby pay to reflect minimum wage increases.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	103,469	103,469	103,469	103,469	103,469
Licenses & Permits	0	0	0	0	0
IG Revenue	60,000	60,000	60,000	60,000	60,000
Services	0	0	0	0	0
Fines & Forfeits	5,500	5,500	5,500	5,500	5,500
Operating Transfers In	0	0	0	0	0
General Fund Resources	2,881,657	2,983,471	3,058,523	3,123,773	3,190,517
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>3,050,626</b>	<b>3,152,440</b>	<b>3,227,492</b>	<b>3,292,742</b>	<b>3,359,486</b>

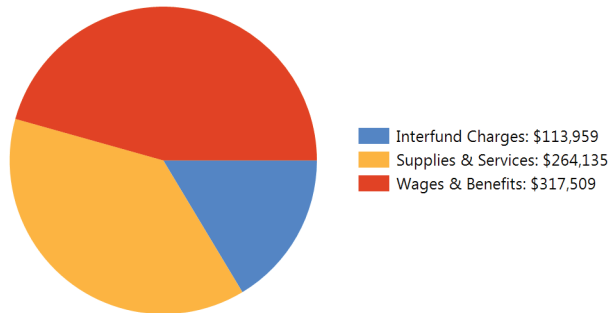
**Assumptions for Projections:**



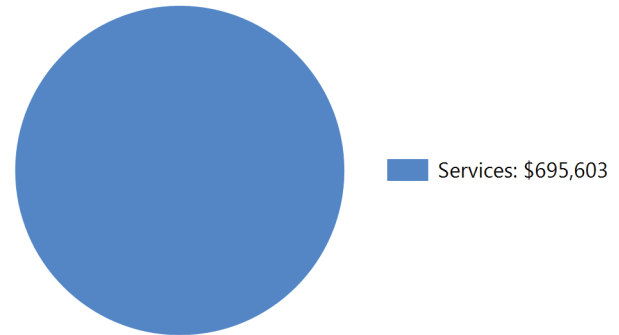
# Reprographics

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.

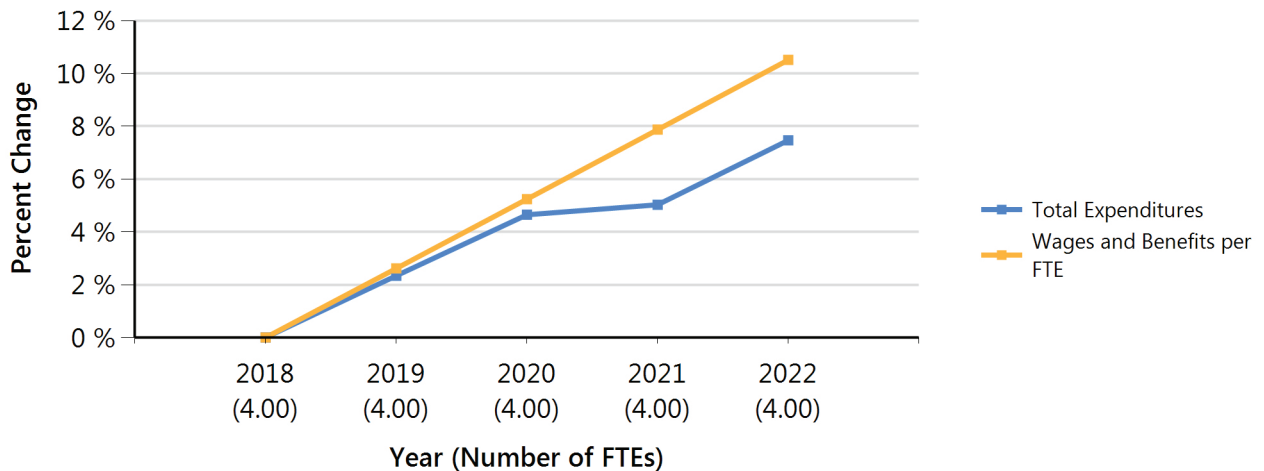
## 2018 Expenditures



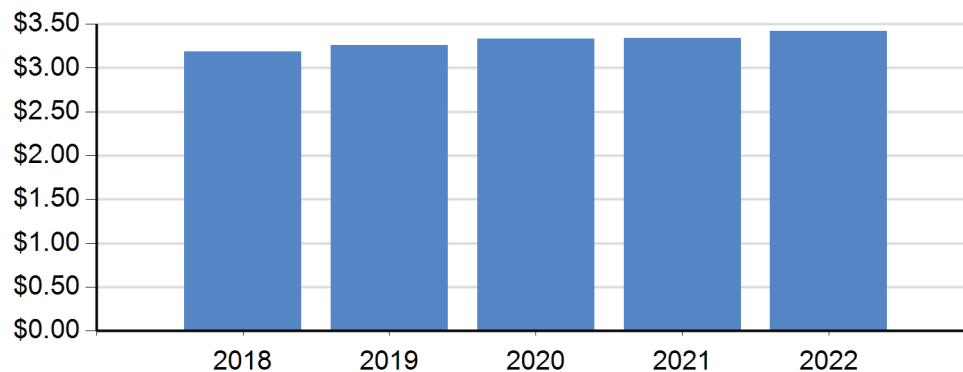
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$3.18	\$3.26	\$3.33	\$3.34	\$3.42
Percent Change	0.00%	2.33%	2.25%	0.36%	2.32%

## Department Summary: Reprographics

**Division:** Stand Alone Departments

**Fund Type:** Internal Service Fund

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### 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.

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### Programs and Services:

Reprographics supports and enhances the image of the City through quality publications. As a partner and support system service to City departments, Reprographics operates a centralized in-house print and copy shop, and manages the networked floor copiers in City Hall for the convenience and efficiency of employees. Quality and customer service is the focus of Reprographics.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	113,959	117,378	120,899	124,526	128,262
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	317,509	325,811	334,359	343,158	352,218
Supplies & Services	97,957	97,957	92,172	95,644	97,841
Other Services & Changes	166,178	170,730	180,505	167,238	169,219
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>695,603</b>	<b>711,876</b>	<b>727,935</b>	<b>730,566</b>	<b>747,540</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	695,603	711,876	727,935	730,566	747,540
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>695,603</b>	<b>711,876</b>	<b>727,935</b>	<b>730,566</b>	<b>747,540</b>

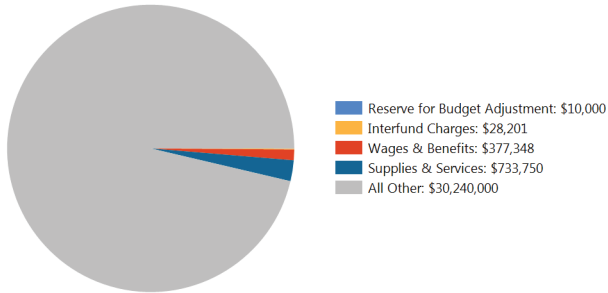
**Assumptions for Projections:**



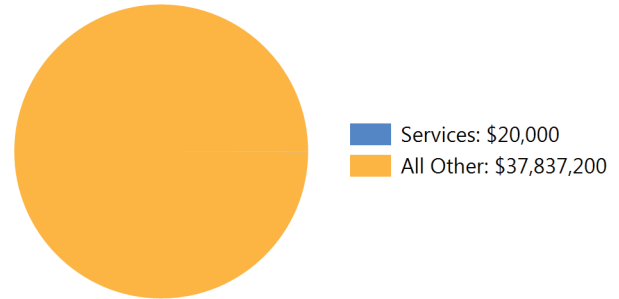
## Retirement (SERS)

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the Spokane Employees' Retirement System (SERS), a defined benefit plan for the non-uniform employees of the City.

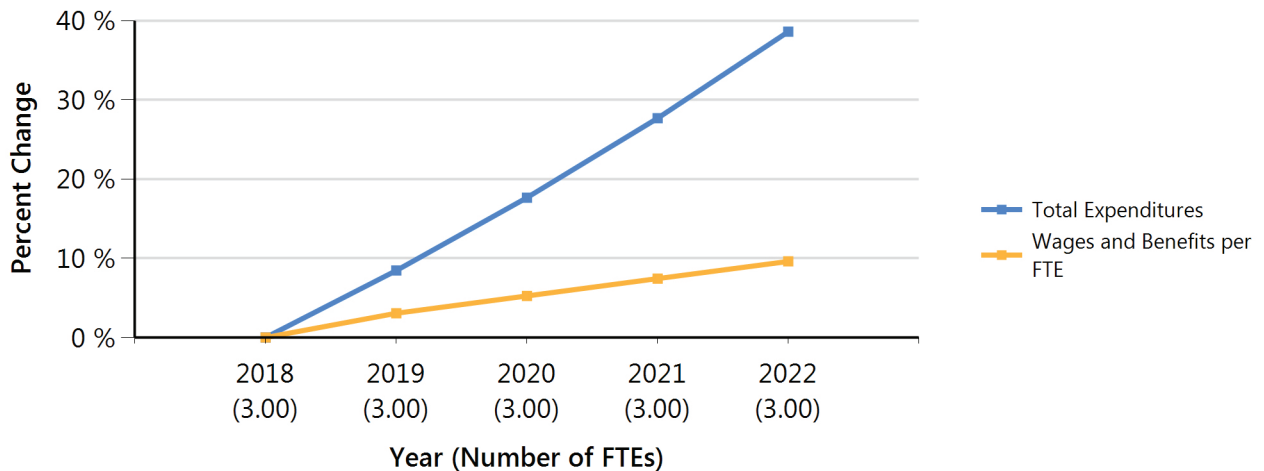
### 2018 Expenditures



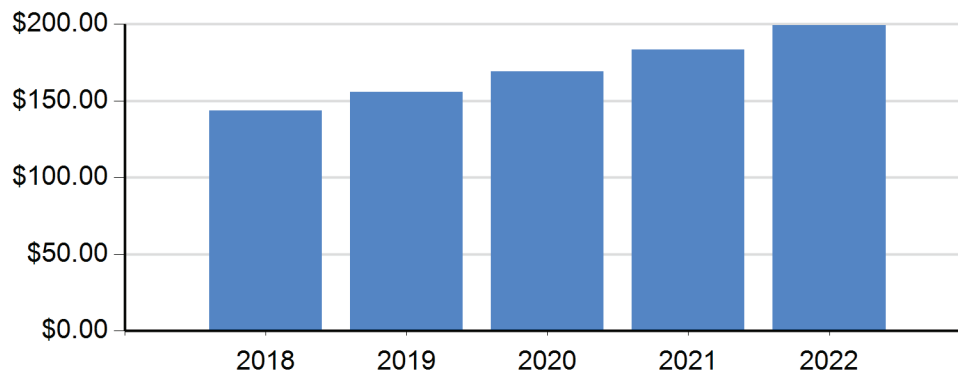
### 2018 Revenues



### Cumulative percent change over the next 5 years



### Spending Per Capita



Spending	\$143.64	\$155.79	\$169.00	\$183.40	\$199.08
Percent Change	0.00%	8.45%	8.48%	8.51%	8.55%

## Department Summary: Retirement (SERS)

**Division:** Stand Alone Departments

**Fund Type:** Trust and Agency Fund

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### Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the Spokane Employees' Retirement System (SERS), a defined benefit plan for the non-uniform employees of the City.

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### Programs and Services:

SERS provides pension benefits related to retirement, disability, and death. All permanent employees of the City are eligible to belong to SERS with the exception of police and firefighters who are members of the State Law Enforcement Officers and Firefighters' Retirement System. At December 31, 2016, there were 1,342 retirees and beneficiaries receiving benefits; 109 vested and portable former employees who are entitled to future benefits; and 1,460 active members for a total of 2,911 SERS members. A seven-member board, as defined in the Spokane Municipal Code, governs the Plan.

The primary defined benefit plan for the city is The Spokane Employees' Retirement System (SERS). SERS general staff duties comprise three functions:

- 1) Administering the system, including processing retirements, preparing estimates, counseling employees, and educating employees about the benefit.
- 2) Managing the \$290+ million investment portfolio and providing funds for the monthly pension payments.
- 3) Monitoring compliance with City, State and Federal Laws.

Pension annuity payments represent the largest portion of the SERS budget. These payments are legal obligations owed to retirees and funded from the plan's assets. The assets are comprised of employee contributions, the City's matching contribution and investment returns. For 2018, benefit payments are budgeted at \$29.2 million, which is an increase from the 2017 budget of \$28.2 million due to an increased population of retirees.

For the 2018 budget, administrative costs of operating the Plan, not including pension annuities, were flat compared to the 2017 Budget. SERS assets are separately held in a pension trust fund; SERS revenues and expenditures are also separately accounted for inside a trust fund within the City of Spokane.



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	28,201	28,800	29,300	29,800	30,400
Reserve for Budget Adjustment	10,000	10,000	10,000	10,000	10,000
Transfers Out	0	0	0	0	0
Wages & Benefits	377,348	388,900	397,400	406,100	414,900
Supplies & Services	7,450	7,500	7,500	7,500	7,500
Other Services & Changes	726,300	726,300	726,300	726,300	726,300
Debt Services	0	0	0	0	0
All Other	30,240,000	32,881,600	35,760,100	38,896,900	42,315,200
<b>TOTAL</b>	<b>31,389,299</b>	<b>34,043,100</b>	<b>36,930,600</b>	<b>40,076,600</b>	<b>43,504,300</b>

**Assumptions for Projections:**

"All Other" includes pension annuity claims, terminated employee refunds of contributions and non-cash amortization of the pension module of the PeopleSoft System.

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	20,000	20,400	20,800	21,200	21,600
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	37,837,200	40,708,600	41,533,400	42,375,000	43,233,900
<b>TOTAL</b>	<b>37,857,200</b>	<b>40,729,000</b>	<b>41,554,200</b>	<b>42,396,200</b>	<b>43,255,500</b>

**Assumptions for Projections:**

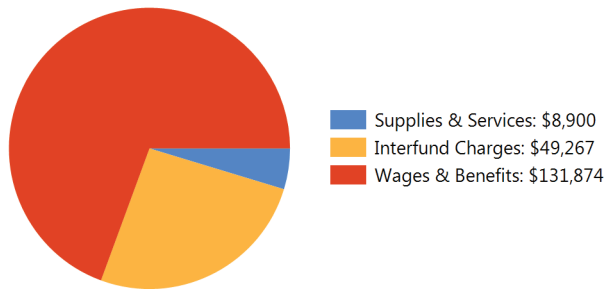
"Miscellaneous Revenues" includes investment earnings, participant contributions, and employer contributions.



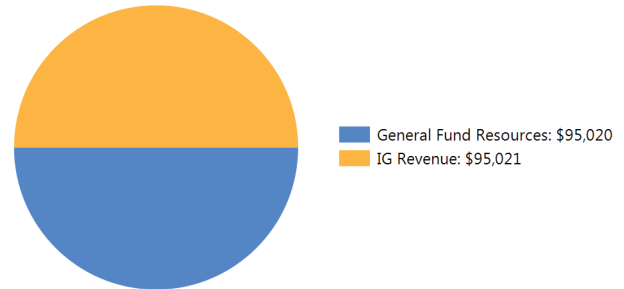
# Spokane Regional Emergency Communications System (LEIS)

This fund houses the remaining items for the transition from the legacy Law CAD RMS system (NG) to the Tyler New World CAD RMS Implementation (as of Oct 4, 2016). Included in this are the Regional Project Management Services for this effort and other projects.

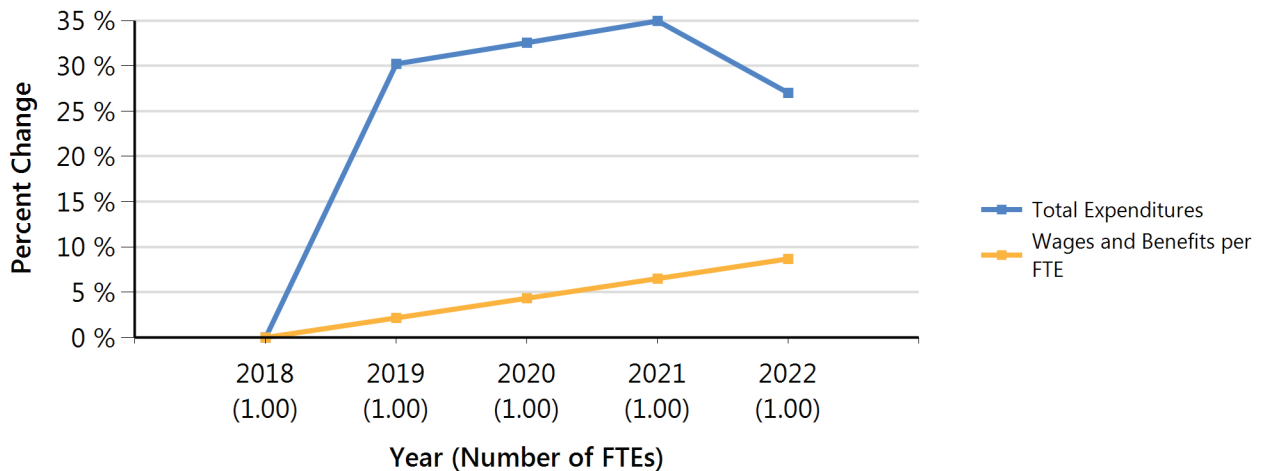
## 2018 Expenditures



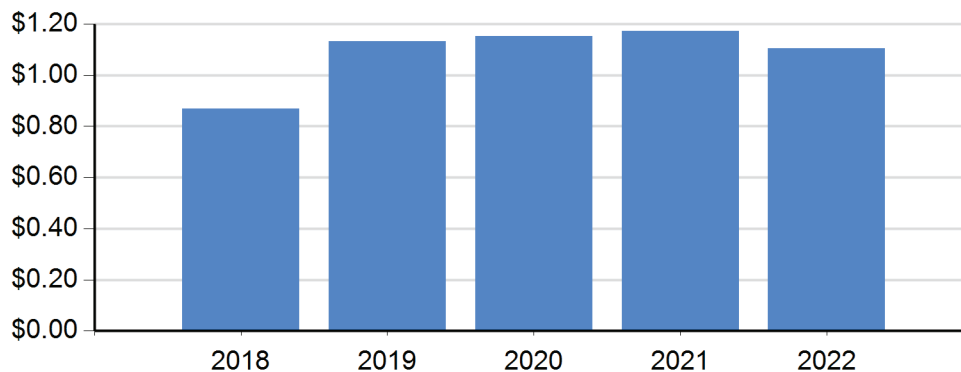
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$0.87	\$1.13	\$1.15	\$1.17	\$1.10
Percent Change	0.00%	30.22%	1.79%	1.81%	-5.88%

**Department Summary:** Spokane Regional Emergency Communications System (LEIS)**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

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**Executive Summary:**

This fund houses the remaining items for the transition from the legacy Law CAD RMS system (NG) to the Tyler New World CAD RMS Implementation (as of Oct 4, 2016). Included in this are the Regional Project Management Services for this effort and other projects.

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**Programs and Services:**

Services in this fund include the financial close out tasks for the legacy Cost Allocation Matrix and on-going regional project management services.

**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	49,267	50,745	52,267	53,835	35,667
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	131,874	134,729	137,651	140,643	143,706
Supplies & Services	3,000	3,000	3,000	3,000	3,000
Other Services & Changes	5,900	59,000	59,000	59,000	59,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>190,041</b>	<b>247,474</b>	<b>251,918</b>	<b>256,478</b>	<b>241,373</b>

**Assumptions for Projections:**

Salaries, FICA & Retirement - 2% inc/year

Medical 3% inc/year

Interfund Expenses 3% inc/year

**Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	95,021	123,737	125,959	128,239	120,686
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	95,020	123,737	125,959	128,239	120,687
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>190,041</b>	<b>247,474</b>	<b>251,918</b>	<b>256,478</b>	<b>241,373</b>

**Assumptions for Projections:**

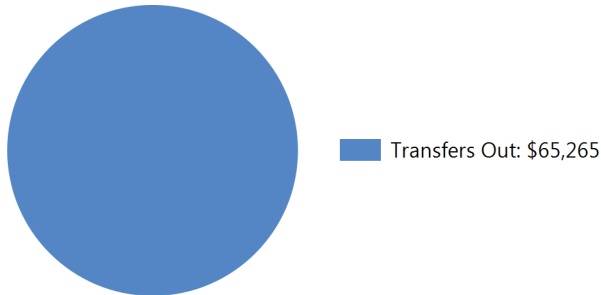
Revenue is projected to be split 50/50 between the General Fund and Spokane county for various projects and project management.



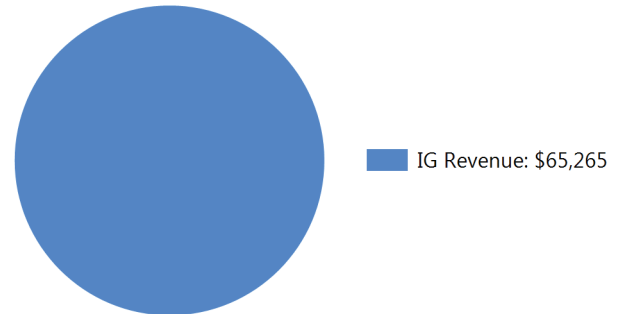
# Trial Court Improvement Fund

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.

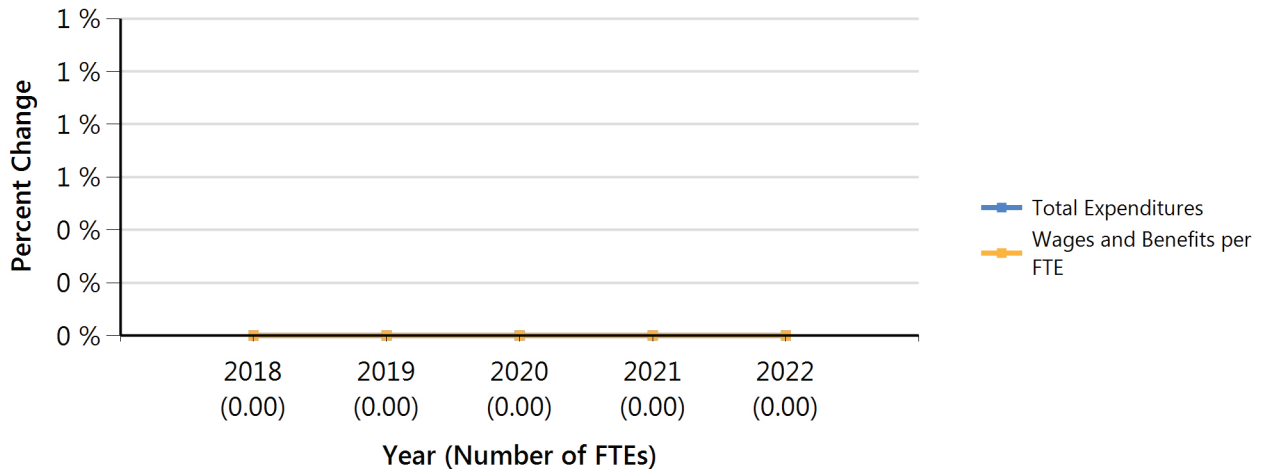
## 2018 Expenditures



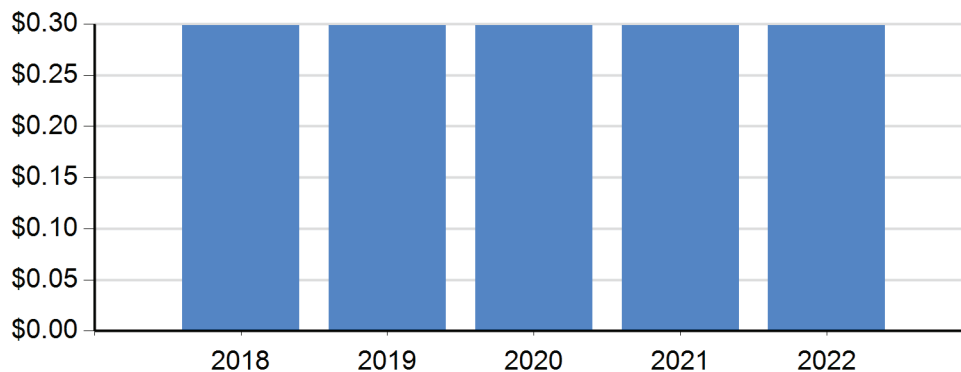
## 2018 Revenues



## Cumulative percent change over the next 5 years



## Spending Per Capita



Spending	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30
Percent Change	0.00%	0.00%	0.00%	0.00%	0.00%

**Department Summary:** Trial Court Improvement Fund**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

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**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.

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**Programs and Services:**



**FTEs**

	2018	2019	2020	2021	2022
<b>Total FTEs</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Expenditures:**

	2018	2019	2020	2021	2022
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	65,265	65,265	65,265	65,265	65,265
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Other Services & Changes	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>65,265</b>	<b>65,265</b>	<b>65,265</b>	<b>65,265</b>	<b>65,265</b>

**Assumptions for Projections:****Revenues:**

	2018	2019	2020	2021	2022
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	65,265	65,265	65,265	65,265	65,265
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
<b>TOTAL</b>	<b>65,265</b>	<b>65,265</b>	<b>65,265</b>	<b>65,265</b>	<b>65,265</b>

**Assumptions for Projections:**

