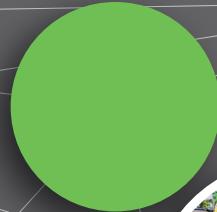
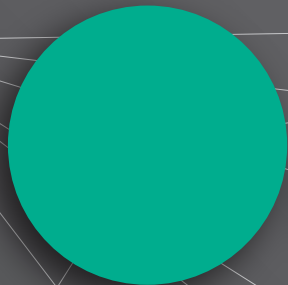
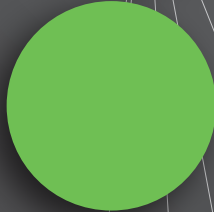
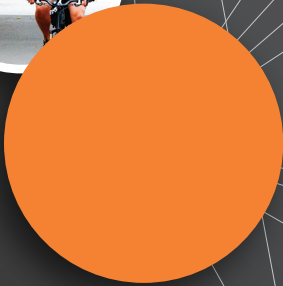
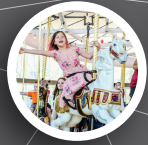


2019 PROGRAM BUDGET





Each year, as we prepare the City of Spokane's annual budget, we look ahead to how we want to grow and change to meet the evolving needs and concerns of our citizens. The status quo isn't an option for us. That's why we have embraced performance measure reporting, continuous improvement efforts, and launched projects to improve our efficiency and effectiveness.

Football coach Lou Holtz put it this way: "In this world you're either growing or you're dying, so get in motion and grow."

For 2019, our programmatic budget lays out a strong statement of priorities and growth opportunities. It supports our stretch to reduce property crimes, to vastly improve the health of the river, to reinvent services for those experiencing homelessness, and to generally deliver smarter services while maintaining affordability for citizens. And yes, our budget also supports economic development and growth for our community to continue to lift up median household incomes and create jobs.

Our 2019 investments are propelled by the Strategic Plan developed jointly by the Administration and City Council. The plan lays out four high-level 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, historical and natural resources.
- Make sustainable financial decisions that support strategic goals, deliver excellent customer service, and contribute to economic prosperity.

Here are some key investments:

Public Safety. The 2019 programmatic budget anticipates the addition of 10 new Police officers to continue progress on the reduction of property crimes including vehicle theft. And, it proposes \$1 million to support 48 firefighters hired using federal SAFER grant funds through the conclusion of that pilot program at the end of 2019.

Homelessness model. The budget supports increased case management to help those who are homeless get into permanent supported housing, while continuing to allow for shelter support. The goal is to deliver better outcomes for those who are experiencing homelessness and the community overall.

Infrastructure. 2019 will mark the end of our major infrastructure investment to reduce overflows from combined sewers from entering the river. We'll also start work on a new Post Street Bridge and additional work on East Sprague Avenue.

Economic Development. Work will continue to advance the development of our PDA area in the West Plains and in Hillyard. And we'll continue our economic development outreach to individuals and businesses who could benefit from our quality of life advantages.

We look forward to working with the City Council through the fall to finalize the budget and address the remaining gap between anticipated expenses and revenues. With this budget, we will continue to make government more affordable to the people we serve, accountable to their expectations and aligned to their priorities. At the City of Spokane, we are in motion.

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 what we track provides relevant guidance to continue delivering the best quality services possible for the dollars the citizens of Spokane entrust to us.

Building a Safer, Smarter, Healthier Spokane

Focused and steady progress toward achieving the goals outlined in the joint City Council and Administration strategic plan has established a solid foundation for the future. Continued discipline in both budget and operations 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 remain focused on citizen top priorities to deliver against these important goals:

- To be the safest city of our size
- To be the fastest growing job market in the Intermountain West
- 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 – As the citizen's top priority, property crime remains a focus for the Spokane Police Department. The Vehicle Theft Task Force, launched specifically to target and prosecute offenders, continues to make progress and has started to reduce incidents of vehicle theft. Identifying new ways to further increase investments to reduce property crime through implementation of a technical resource task team or "property crime technicians" is under consideration for 2019.

The Spokane Fire Department continues to be a leader in seeking new ways to better serve the most pressing citizen needs. Fire equipment will continue to be on a regular replacement schedule utilizing the 1% property tax set aside. More than \$1M will be added to the 2019 draft budget to sustain federal SAFER grant-funded positions while alternative plans are being considered.

Smarter – Our integrated approach that is all about the river continues to deliver better outcomes and is getting us to a cleaner river faster. The nearly \$100 million in capital investment in Wastewater planned in 2019 will contribute to the completion of our CSO plan on time to meet the 2019 deadline. Our 21st century workforce initiative continues to gain momentum and we'll continue to focus investments in employee training and wellness.

Healthier – Redevelopment of Riverfront Park is well under way with upgrades to the Pavilion and the north bank slated to be completed in 2019. We continue to make advancements in connecting the community to the river with the CSO project immediately north of the downtown Spokane Public Library and the project at the gateway of Browne's Addition. The projects will create new vistas of the river, serve as a new connection to the river gorge and planned trail loop and offer a variety of outdoor opportunities for citizens and visitors.



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.

2017 Close Out & 2018 YTD Results

The City of Spokane General Fund closed 2017 better than forecast. Overall, General Fund revenue exceeded expenditures by about \$9.6 million (including unrealized gains on investments) while the overall Fund Balance (General Fund only) increased by about 27%. Increased sales tax revenue and revenue from investments were the primary contributors to the positive variance. These positive results led to an almost \$4 million increase in the General Fund "checkbook balance" at the end of 2017. At the end of 2017, the General Fund Contingency Reserve was approximately 8% of General Fund budgeted expenditures and the General Fund Revenue Stabilization Account was at about 0.5%. Targeted funding level for these two reserves is set at 10% and 3.5% respectively. City Council approved Resolution 2015-0059, which allows the City to shift positive General Fund variances into the General Fund Contingency Reserves. In early 2018, City Council directed that these positive variances be deposited in the Revenue Stabilization Account bringing the account balance to about 50% of the funding goal.

In the first half of 2018, total General Fund revenue is tracking right on budget; however, some of the various revenue components are tracking below budget. We monitor both revenues and expenses on a monthly basis so that we can be responsive if current trends begin to shift to the point of putting the overall General Fund out of balance. We do not expect revenue to exceed the forecast at year end.



2019 Fiscal Guidance

We anticipate modest growth in 2019 and the ability to make any new investments depends entirely on the growth of the local economy. There are a number of factors to consider as we work through the 2019 budget process:

- **Revenue Growth** – For the purpose of developing the 2019 General Fund budget, we are projecting revenue growth of 3%. This is consistent with our long-range revenue forecast and was the recommendation of the City’s Economic Forecast Council.
- **Median Household Income** – Following up on a significant increase in MHI in 2014 (11%), MHI in the city increased by 1.5% in 2015 and another 3% in 2016 and now sits at \$45,676. Although that is the highest MHI we have seen for the City of Spokane, it remains below our United Way ALICE (Asset Limited, Income Constrained, Employed) goal of \$54,000. We remain among the lowest MHI in both categories in Spokane County. Our focus on affordability of government remains a top priority, 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 2019 budget will include approximately \$6.8 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 \$3.4 million.
- **1% to Public Safety Capital + Matching Funds** – We remain committed to contributing the 1% property tax growth of about \$450,000 as well as the \$450,000 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. We are just over halfway to our goal of creating a sustainable funding source for public safety vehicles. We will achieve this goal by continuing to commit the 1% increases through 2021. In 2021, the City will have approximately \$6.5 million annually dedicated for this purpose and will no longer need to commit future property tax increases for this purpose.
- **Investment in Public Safety Operations** – Anticipated expiration of the federal SAFER grant requires an infusion of about \$1 million of General Fund dollars to maintain these 48 positions through the end of 2019. Additionally, we continue to prioritize investment in property crime reduction and will work to invest in an additional 10 police officers, which will bring the department closer to nearly fully staffed status identified in a 2016 police staffing study.
- **Unfunded Capital** – We continue to look for solutions to the shortfall in our preliminary 2019 \$762million 6-year capital budget, which currently stands at about \$21million 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 allocate positive General Fund variances into the General Fund Contingency Reserves. Allocating the 2017 net positive cash variance into the Revenue Stabilization Account will increase the level of funding to about 2%, just short of our 3.5% goal.
- **Interest Income** – General Fund interest income is expected to drop substantially by year end 2019 based largely on two factors: (1) decreases in the City’s investment portfolio from continued spend-down of the Wastewater “Green” revenue bonds, and the bonds for improvements in Riverfront Park, together with (2) increases in the amount of interest income credited to the utility and other non-General Fund areas of the City. (This will result in the event of anticipated continued increases in short-term interest rates on which the allocations are based).



- **2.9% Utility Rate Cap** – We are committed to supporting the Utility rate cap set by City Council at 2.9% (through 2020). The City's long-range revenue growth as well as public works capital projects will be tied to that rate in 2019 and in future budgets. The Utilities capital plan is fully funded for 2019.
- **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 and state Department of Ecology regulations/rules 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. During recent negotiations, the City and Bargaining Units under SERS agreed to adjust the contributions rate each year in accordance with the recommendation from the actuary, up to 1% per year for both the City and the employees.
- **Labor Contract Obligations** – City labor groups have done excellent work delivering great benefits to their represented employees while controlling cost increases. Total growth in labor contract obligations is just under 3% which is in line with our long range revenue forecast. Financial obligations related to labor contracts are outline below:

General Fund Only			
	'19 Step Est.	'19 COLA Est.	Total
Managerial & Professional	94,683	242,971	337,654
Prosecutors	17,546	19,463	37,009
Local 270 - AFSME	142,259	506,938	649,197
Non-Represented	28,535	103,762	132,297
Lt & Cpt	4,688	61,313	66,001
Police Guild	322,529	549,796	872,325
	610,240	1,484,244	2,094,484
City-wide Cost			
	'19 Step Est.	'19 COLA Est.	Total
Managerial & Professional	327,778	843,977	1,171,755
Prosecutors	17,546	19,463	37,009
Local 270 - AFSME	606,612	2,340,741	2,947,353
Library 270	-3,760	40,364	36,604
Non-Represented	45,500	173,746	219,246
Library Managerial	0	111,000	111,000
Spokane Assn. of Fire Officers	0	56,086	56,086
Lt & Cpt	4,688	61,313	66,001
Local 29 - Fire	327,785	896,587	1,224,372
Police Guild	322,529	557,342	879,871
Local 29 - Dispatch	21,226	43,676	64,902
	1,669,904	5,144,295	6,814,199



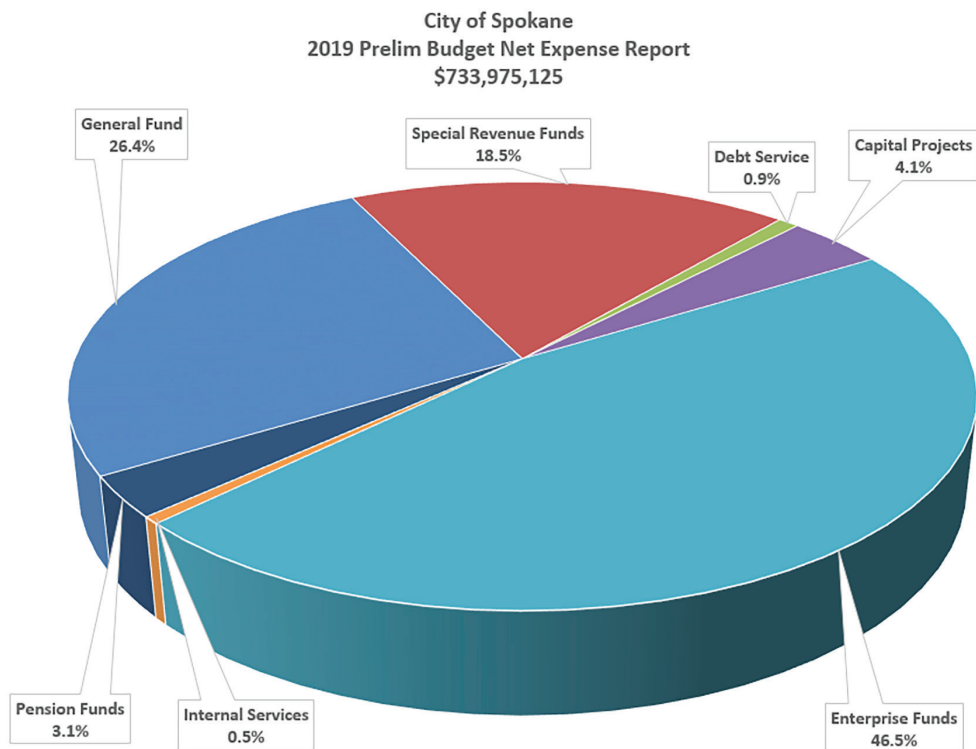
2019 General Fund Estimates

Revenue and expense estimates for the 2019 General Fund budget are outlined below. We'll continue to work with the City Council to bring expense priorities in line with revenue over the coming weeks.

2018 Adopted Budget GF Revenue	189,150,968
2019 Preliminary Budget GF Revenue	194,825,497
Available for new or increased expenses	5,674,529
2019 Proposed GF Expense changes	
Contractually Obligated	
Wages and Benefits	5,572,890
Prior Year COPS Grant – 2019 Impact	140,000
UDRA Sales Tax Allocation	350,000
Total Contractually Obligated	6,062,890
Available/(Shortfall)	(388,361)
Other Obligations/Commitments/Priorities	
SIP Public Safety Capital (1% + Match)	900,000
SAFER Grant – bridge to end of 2019	1,000,000
10 New Police Officer Positions	1,000,000
24/7 Shelter	600,000
Total Other Obligations/Commitments/Priorities	3,500,000
Preliminary Available/(Shortfall)	(3,888,361)

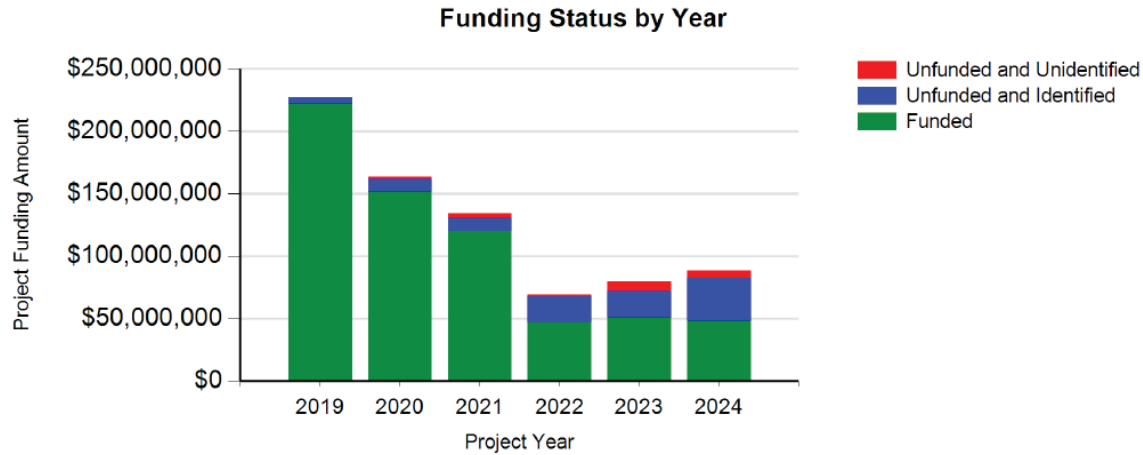
2019 Expense Estimates

Expense estimates by category are outlined below:



Summary of 6 Year Capital Budget

The current capital budget summary (2019-2024) is as follows: (Preliminary amounts as of 7/27/18)



Details of the 6 Year Capital Plan are outlined below:

Department	2019	2020	2021	2022	2023	2024	Total
Asset Management	27,566,999	18,741,229	65,098,292	4,803,844	2,580,000	3,860,000	122,650,364
Fire	4,802,349	1,254,623	1,646,769	1,479,257	1,601,219	6,988,676	17,772,893
Information Technology	3,729,000	2,122,827	1,381,853	1,398,278	1,427,113	1,254,685	11,313,756
Library	0	62,000	0	0	0	0	62,000
Parks and Recreation	18,077,290	7,601,290	5,247,314	9,442,500	6,377,500	1,947,500	48,693,394
Police	2,603,718	2,595,356	2,498,601	2,225,612	2,132,118	2,398,022	14,453,427
Solid Waste Collection	3,320,000	2,566,000	3,500,000	4,400,000	4,630,000	3,820,000	22,236,000
Solid Waste Disposal	5,254,500	3,083,000	3,743,000	3,710,000	735,000	3,600,000	20,125,500
Streets	46,049,403	29,041,605	16,055,207	22,868,501	36,537,248	46,400,035	196,951,999
Wastewater	91,952,377	75,231,815	25,499,029	10,568,833	10,340,000	11,682,000	225,274,054
Water	23,755,000	21,224,500	9,749,000	8,195,000	13,607,000	6,295,000	82,825,500
Total	227,110,636	163,524,254	134,419,065	69,091,825	79,967,198	88,245,918	762,358,887
Unfunded / Unidentified	0.00%	1.17%	3.01%	2.01%	9.91%	6.76%	2.79%
Unfunded / Identified	2.26%	6.35%	7.69%	30.57%	26.59%	39.14%	13.48%
Funded	97.74%	92.48%	89.30%	67.42%	63.50%	54.10%	83.73%



Spokane 2019 Program Budget Proposal

An investment in a safer, smarter, and healthier Spokane

Safer The safest city of our size



10
more police officers



\$1 Mil
Continued support
for grant-funded
firefighters pilot



Build more
tools to combat
property crime



Continue to
dedicate property
tax growth for public
safety vehicles and
equipment



\$600K
Invest in
homelessness
outreach and
new shelter

Smarter An innovative leader in cost-effective service delivery



2.9%
Keep utility
rates affordable



\$227 Mil
Invest in capital and
street construction



Update utility
and 311 software
systems for
improved service



Continue to
maintain prudent
reserves and
budget discipline
for the future



Market targeted
growth in PDAs
in Hillyard &
West Plains

Healthier Unequaled in living, learning and leisure



\$77 Mil
Rebuild the Library
System (Bond issue
on ballot)



Partner with
Spokane Schools
to update and
add schools



Proceed with
Riverfront Spokane
and North Bank
Revitalization



\$92 Mil
Invest in a cleaner
river faster



Work to connect
to the river
through Great
Gorge Loop Trail

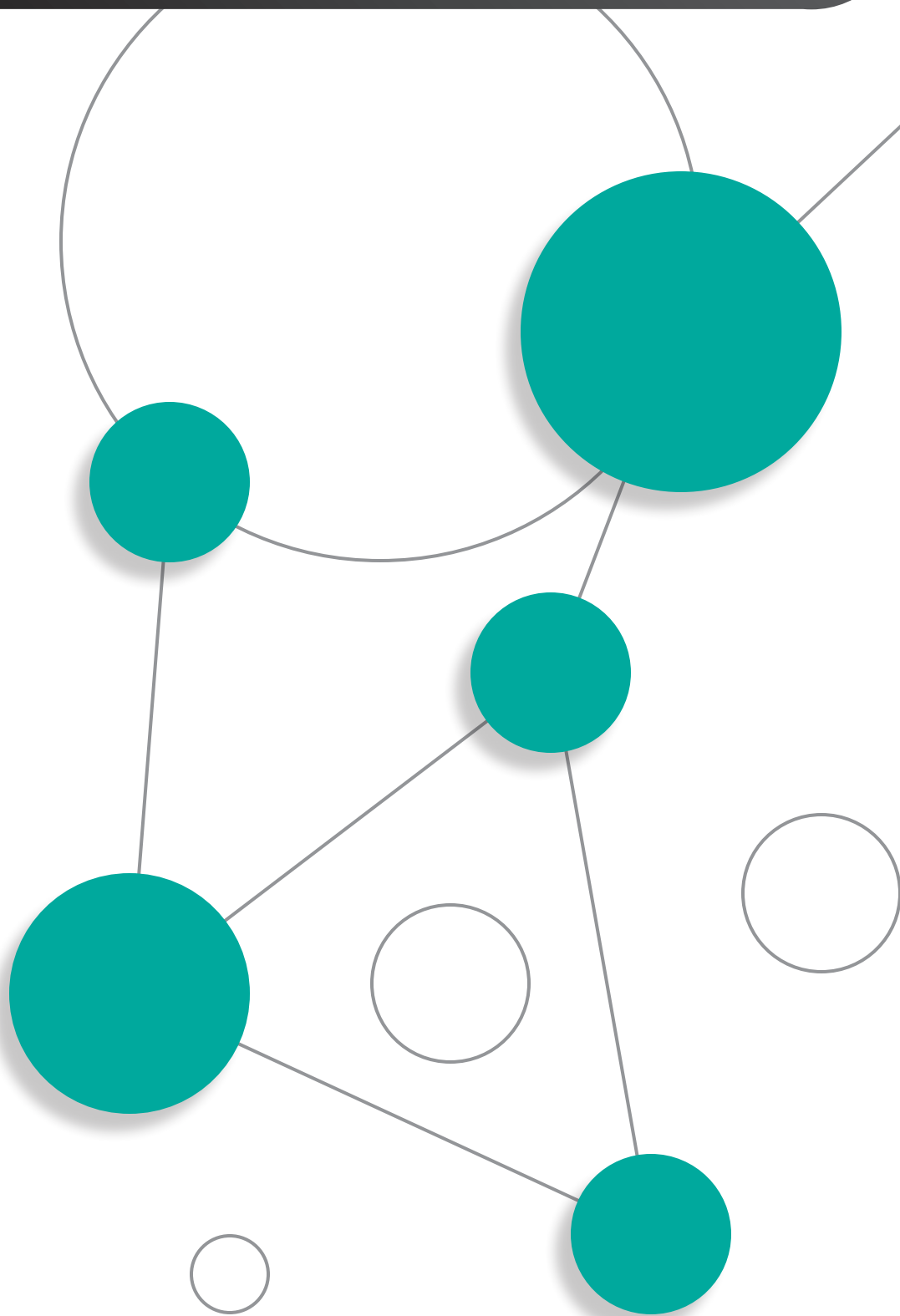


Invest in a diverse
and healthy
workforce



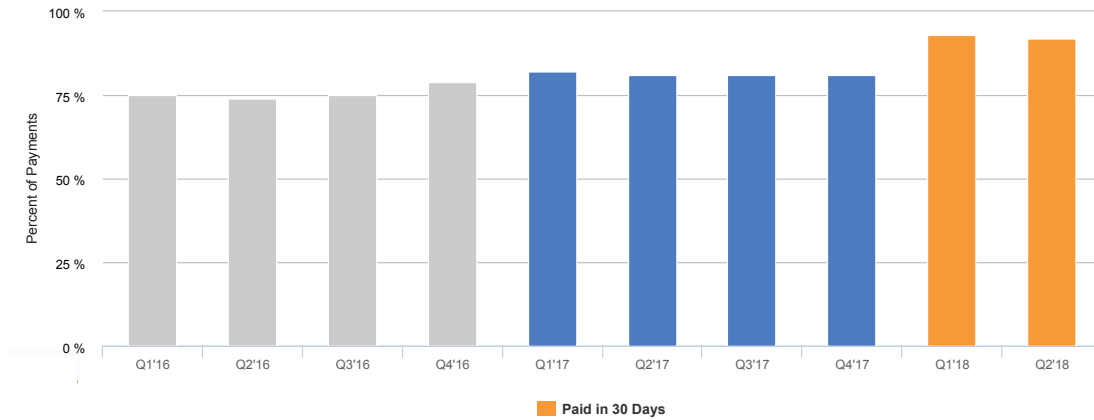
Performance Measures

Performance Measures



Accounting

Percent of invoices paid to vendors within 30 days



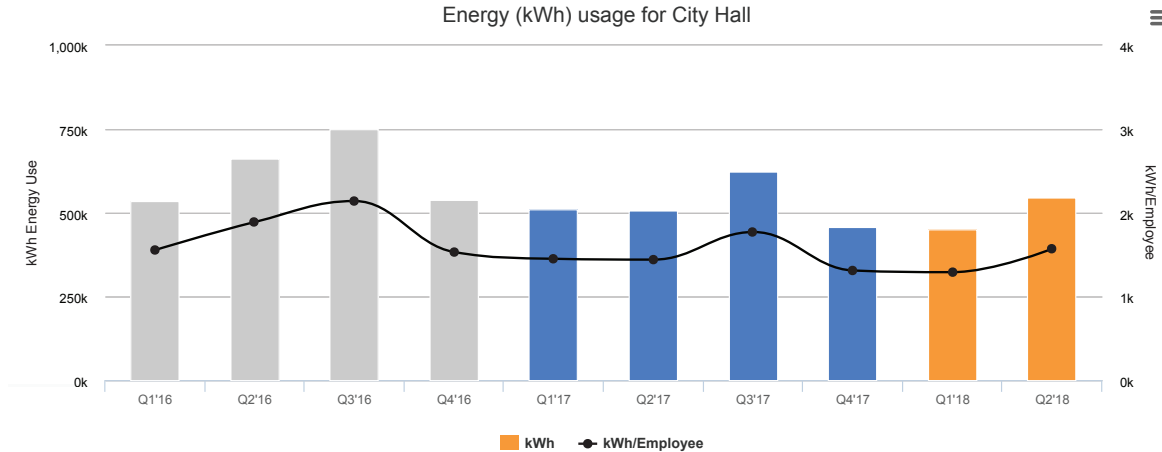
Michelle
Hughes,
Accounting
Director

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

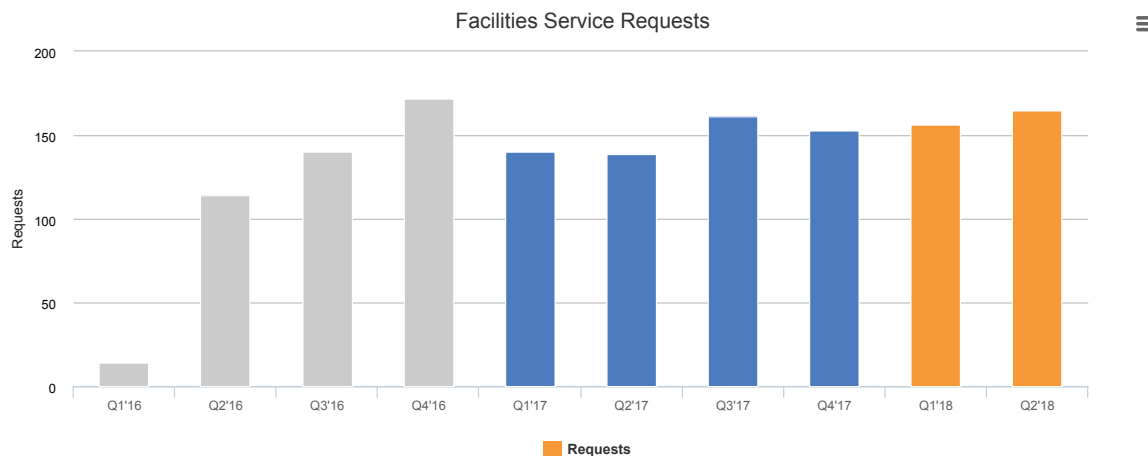


Ed Lukas,
Director, Asset
Management

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. The energy usage decrease trend 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. City Hall recently received an Energy Star certification for good energy management.

Asset Management



Ed Lukas,
Director, Asset
Management

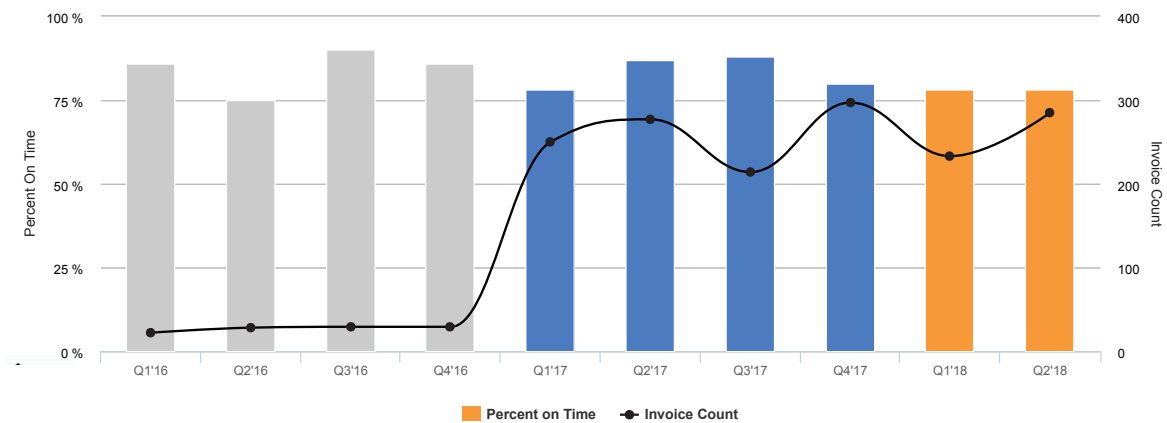
In Q1 2016, Asset Management began using the existing SharePoint intranet site to accept, coordinate, and track facility requests across all city properties. There have been multiple benefits in taking this action... 1) the City does not incur additional 3rd party costs to help us observe our facilities, 2) SharePoint enables all city employees to report maintenance needs or workplace changes—greatly leveraging our awareness of immediate needs amongst numerous properties, 3) asset management is more quickly able to coordinate efforts with other departments (specifically, ITSD) in resolving issues, and 4) asset management staff can prioritize needs without losing sight of all requests received.

Requests received and resolved average about 2-3 per business day and range from broken plumbing to relocating dozens of employees. While service requests on SharePoint do not entirely eliminate informal requests (aka "hallway muggings"), they have certainly reduced such ad hoc requests, enabling staff to be more effective.



CHHS

Percent of invoices turned around in three business days



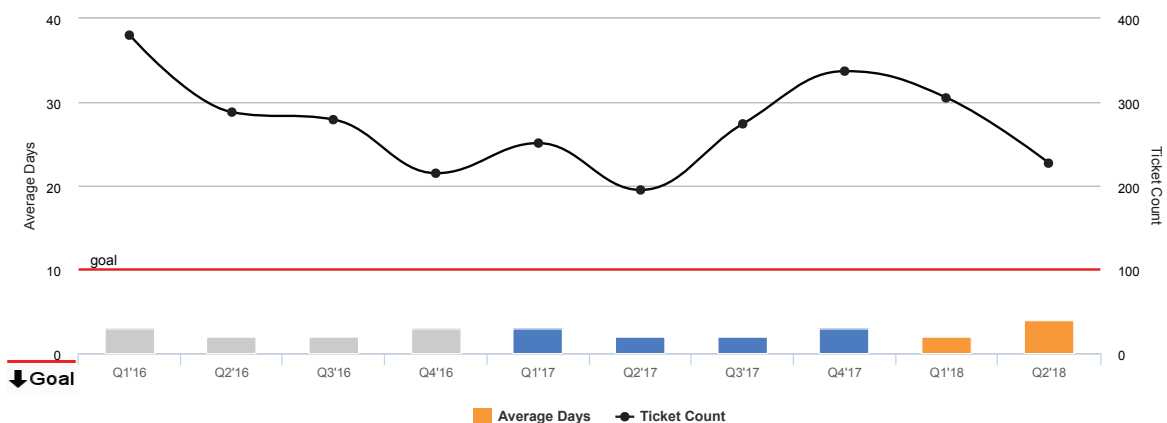
Kelly Keenan,
Director, CHHS

Agencies that receive grants via 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 our goal for reviewing and forwarding invoices for payment is three business days. For the first quarter of 2017, this measure has been updated to reflect invoices received through all CHHS grant programs (previously only a sample was included).

CHHS received 285 grant invoices during the second quarter of 2018, and 78 percent were approved by CHHS program staff within the three-day time frame. There was an increase in the number of invoices received during the second quarter (when compared to 233 received during the first quarter of 2018). On average, invoices received during the second quarter of 2018 were under programmatic review for four business days, and 21 percent were returned to the submitting agency for corrections or compliance-related issues. 23 percent were approved by program staff the same day they were received. For the Accounting review portion, invoices received during the second quarter of 2018 were under accounting review for four business days. The average number of business days it took for an invoice to go through the entire review process (through both programmatic and accounting review steps and then submitted to Accounts Payable) for all grant programs is eight business days.

CHHS

Average time to close HMIS support tickets



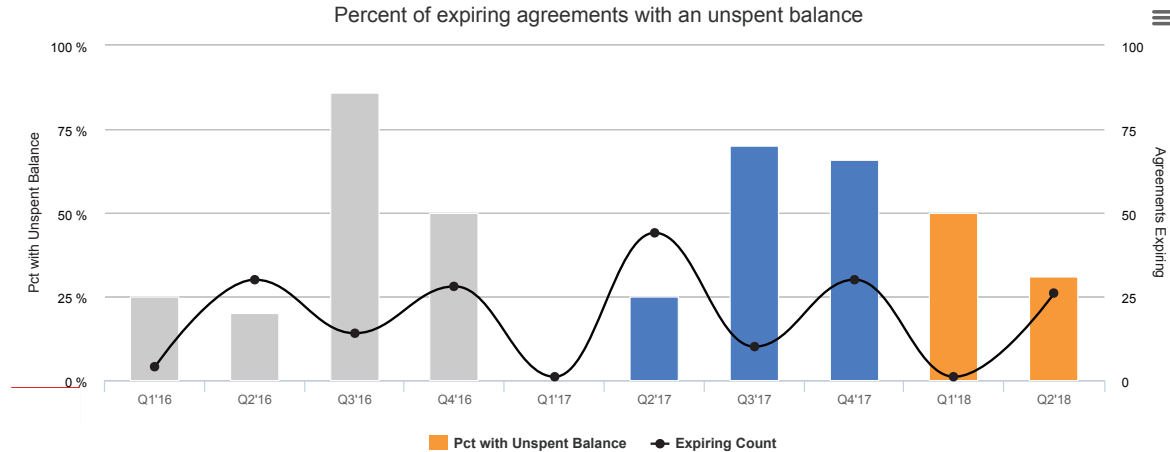
Kelly Keenan,
Director, CHHS

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 Q2'18, the average submission to closure time for Tier 1 tickets was 4.0 days. This is a slight increase from Q1 and there was a decrease in the number of Tier 1 tickets submitted (305 in Q1 of 2018 versus 227 in Q2 of 2018). There was an increase in the total of Tier 2 tickets in Q2 with 108 total, and a decrease in the average turn around time to 12 days. Currently there are 300 active users and 106 active projects in the HMIS that require tracking and support. Beyond the projects that HMIS team has ongoing (deployment of new workflows, programming, data and analysis requests) the team has been working on two collaborations in the community. The HMIS team has been working with the Next Gen Zone to place the students in their IT program with local service agencies such as Catholic Charities, VOA, SNAP, and Transitions so that the students can develop their skills. In turn, the organizations receive much needed IT/desktop support. The HMIS team is also working with EWU to formalize a data sharing/collaborative relationship to do in-depth analysis and planning around the data the HMIS collects; the team is hopeful to have something in place before fall.



CHHS

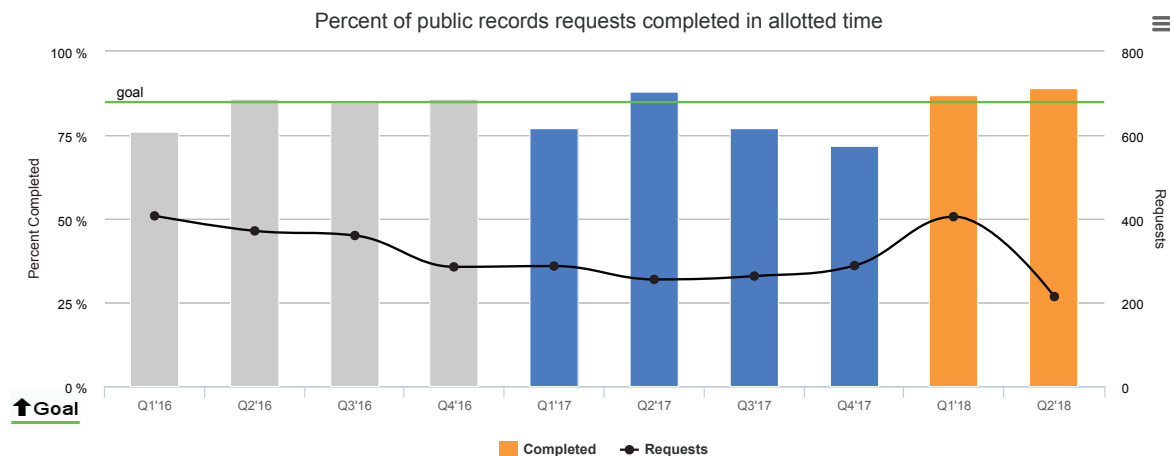


Kelly Keenan,
Director, CHHS

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.

26 grant agreements expired during the second quarter of 2018. One of those agreements, 8 had a balance of funds remaining after all final invoices were processed although the five projects left 2% or less of project funds unspent. The two projects with more than 10% of contract funds remaining unspent are capital projects and retainage will reduce the amounts unspent up to 10%. We have not received the final invoice for one project, but it is expected to spend out in full.

City Clerk



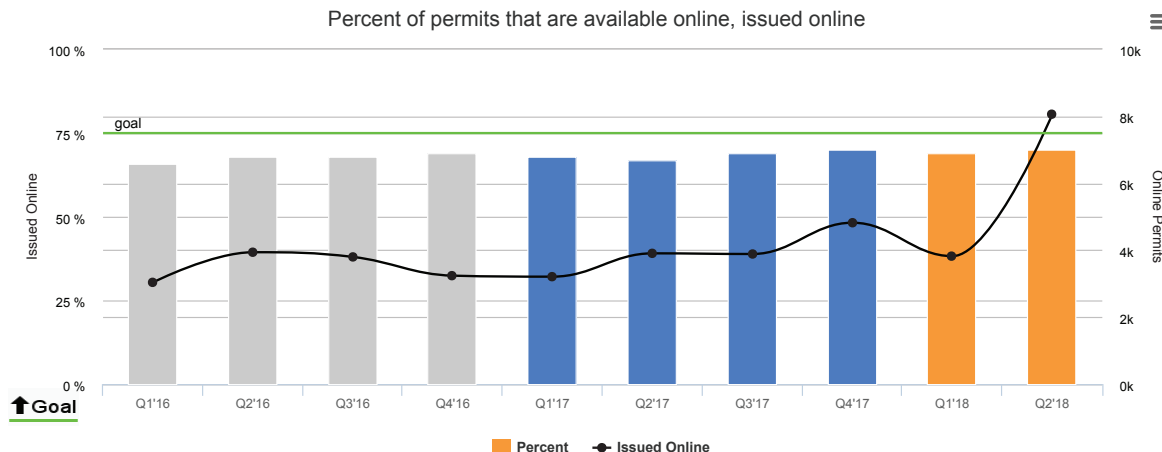
Terri Pfister,
City Clerk

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.

There were 117 more requests received during Q1-18 (405) compared to Q4-17 (288), which is a 40.6 percent increase in requests. The City Clerk's Office experienced an extremely busy first quarter. Along with the increase in public records requests, the City Clerk's Office held interviews and hired a project employee to assist with the processing of public records requests. In addition, the City Clerk's Office staff attended weekly meetings to work toward implementation of the new GovQA public records request tracking system. In spite of all of this, the City Clerk's had an average completion rate for the quarter (Q1-18) of 87.5 percent, which was accomplished by staff working extra hours to manage requests.



Development Services Center

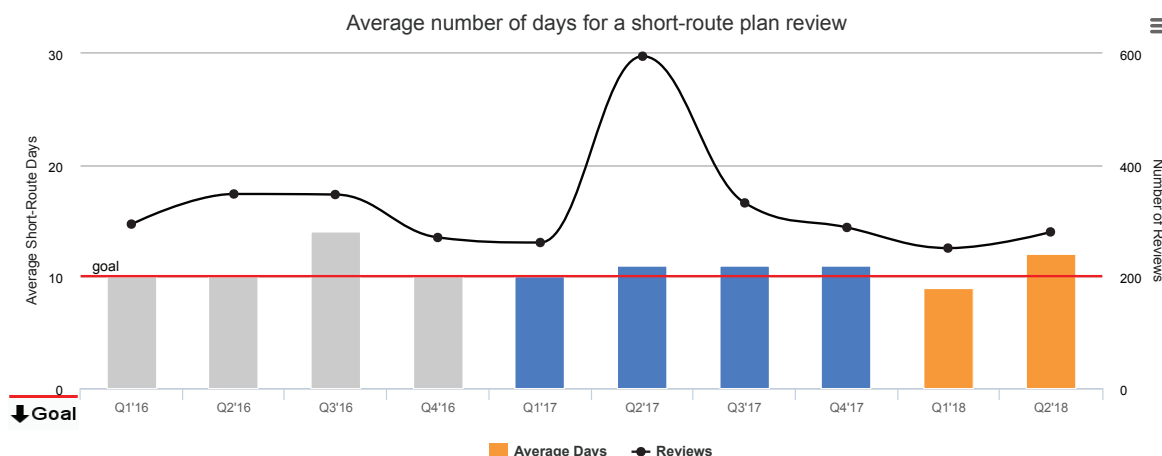


Kris Becker,
Director,
Development
Services
Center,
Parking, &
Code
Enforcement

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 online 75% or more of all permits that are available online.

The percentage of permits issued online has been steadily increasing over the last several years. In the second quarter of 2018, the percentage of permits issued online was 70% up from 69% in the first quarter. We expect to see an increase in the number of permits issued online as more contractors are trained to use Accela Citizen Access. Siding and window permits became available in the 1st quarter of 2018.

Development Services Center



Short-Route Reviews



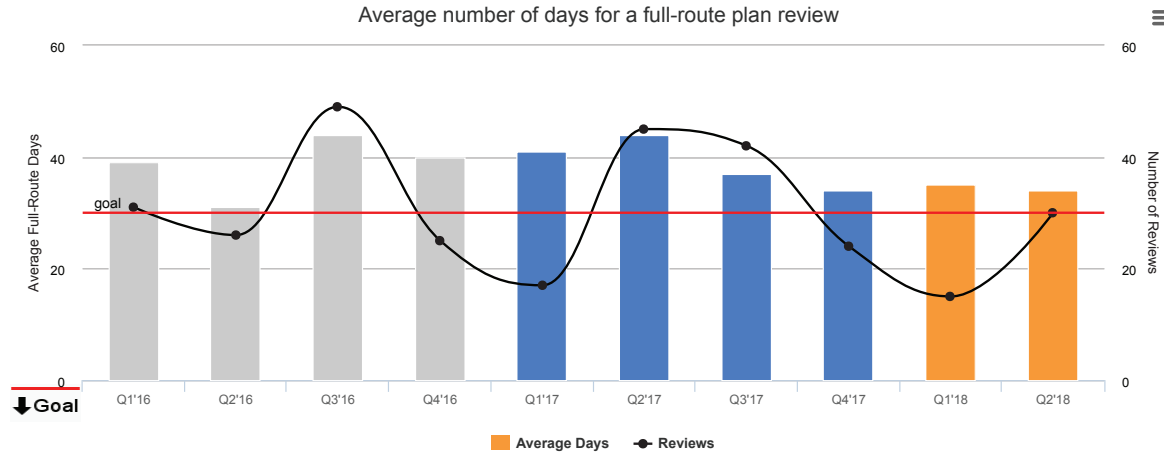
Kris Becker,
Director,
Development
Services
Center,
Parking, &
Code
Enforcement

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 12 days in the second quarter of 2018. The permitting process will be continually evaluated and improved for efficiency, effectiveness, and flexibility.



Development Services Center

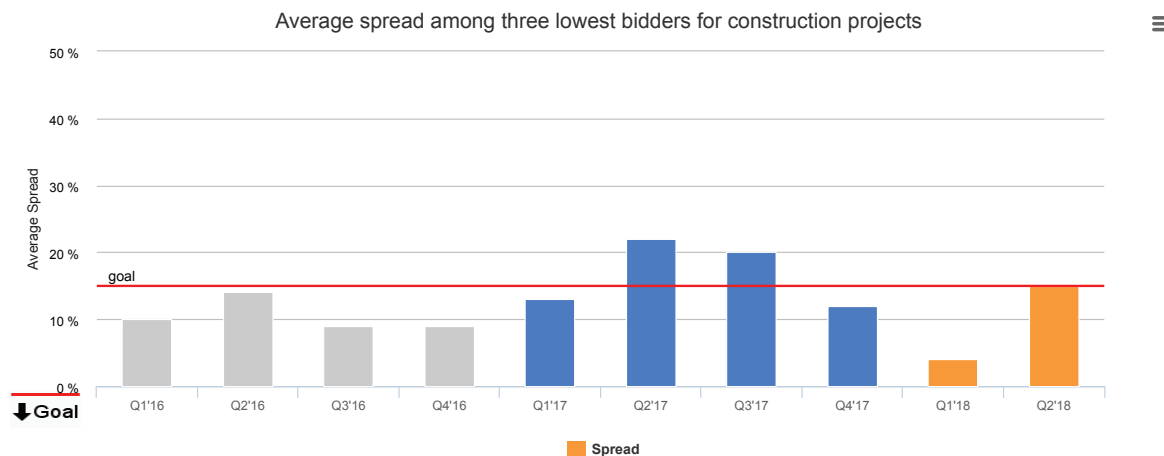


Kris Becker,
Director,
Development
Services
Center,
Parking, &
Code
Enforcement

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 2018, full-route plan reviews averaged 34 days, down from 35 days in quarter 1. The permitting process will be continually evaluated and improved for efficiency, effectiveness, and flexibility.

Engineering



Kyle Twohig,
Operations
Manager

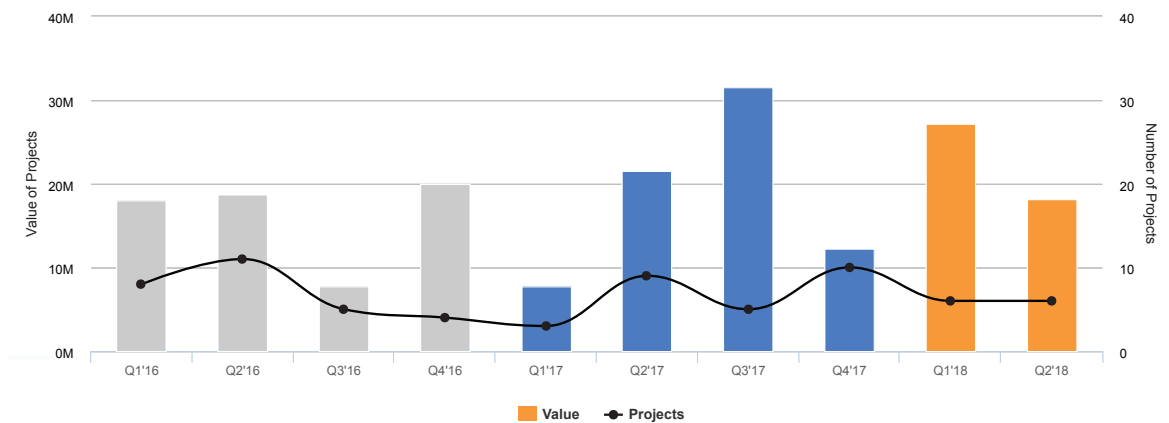
Having a tight spread among the lowest bidders indicates engineers thoroughly described the project. The goal is to have the three lowest bids within 15 percent of each other.

Bid variance continues to rise as projects see fewer bidders available to pursue the City's work. The average number of bidders dropped by 25%, and some projects saw a much higher bid spread among those bidders. We continue to hear from the contracting community about the shortage of subcontractor availability and the impacts of the large Amazon facility on available personnel. Strategic timing of our project advertisements will become paramount to our ability to attract interest and competitive pricing from the contracting community.



Engineering

Dollar value of construction projects released



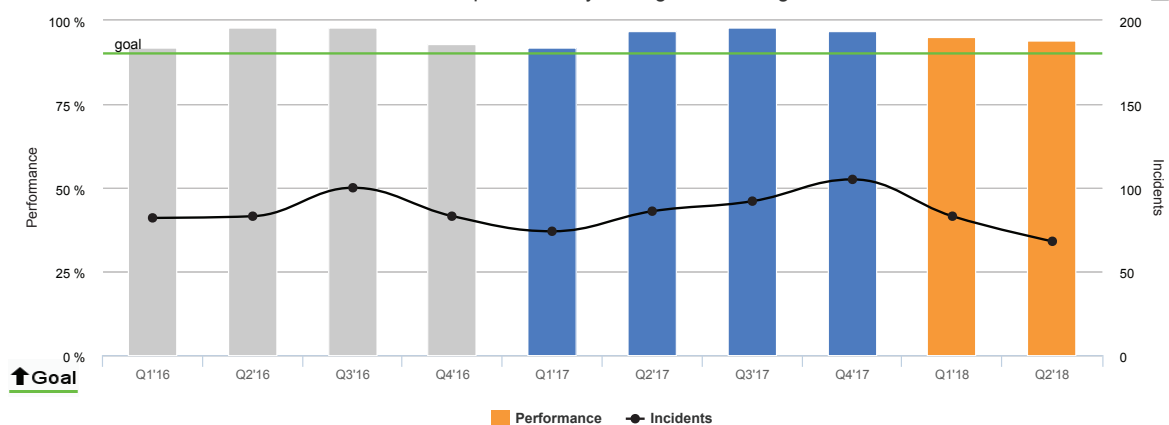
Kyle Twohig,
Operations
Manager

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

Engineering Services followed up the first quarter with a half dozen additional projects totaling just over \$18M in new construction. Overall, bid prices are on the rise. For the first time in years, we saw half of the projects released result in a low bid above the Engineer's Estimate, and this was only in the second quarter which has historically offered favorable bid results. Material price increases, such as steel, and subcontractor availability, will have continued impacts on our ability to deliver projects based on historic budgets.

Fire

Percent of structure fires responded to by an engine within eight and a half minutes



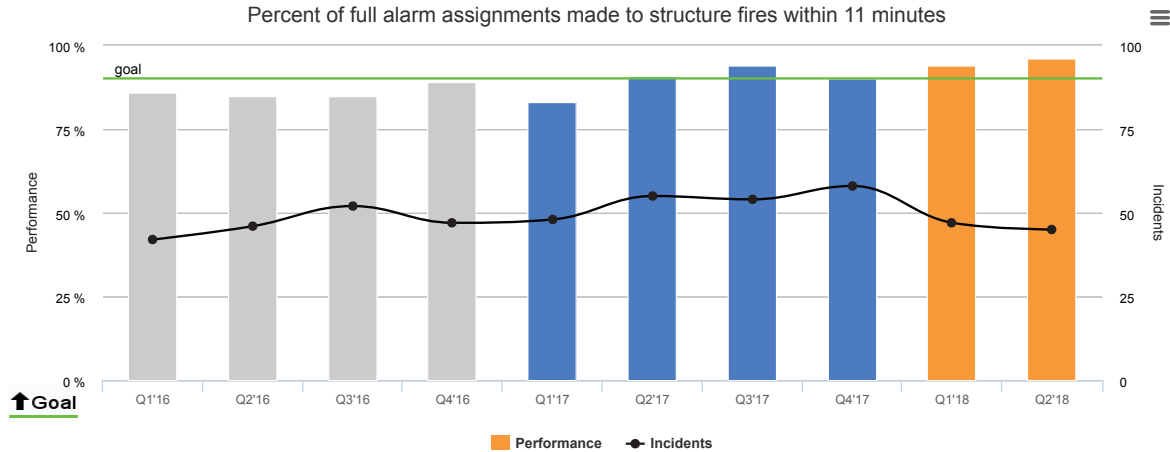
Brian
Schaeffer, Fire
Chief

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.

Response times improved in Q2 with the first Engine arriving, on average, in 7 minutes 02 seconds, 90% of the time. This places the department in the 94.1% range in compliance.



Fire

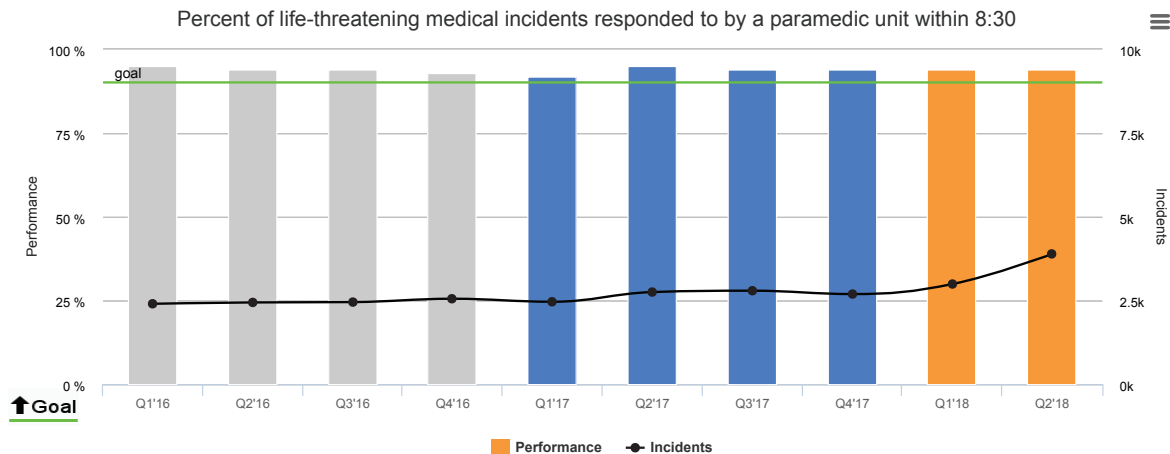


Brian Schaeffer, Fire Chief

A full alarm assignment of at least 14 firefighters needs to be on the scene of a low-rise structure fire in order to take the most effective and coordinated fire control. The SFD goal is to assemble an effective response force at 90 percent of these incidents within 11:00.

The number of structure fires that necessitated a full assignment arrival declined from 47 to 45 (-4%) from the previous quarter. The time for the arrival of the EFF showed improvement again from 10 minutes and 55 seconds during the first quarter, to 10 minutes 35 seconds in the second quarter. This represents a decrease in total response time of 20 seconds. The department exceeds the established standard and is in the 101% range for this performance measure.

Fire



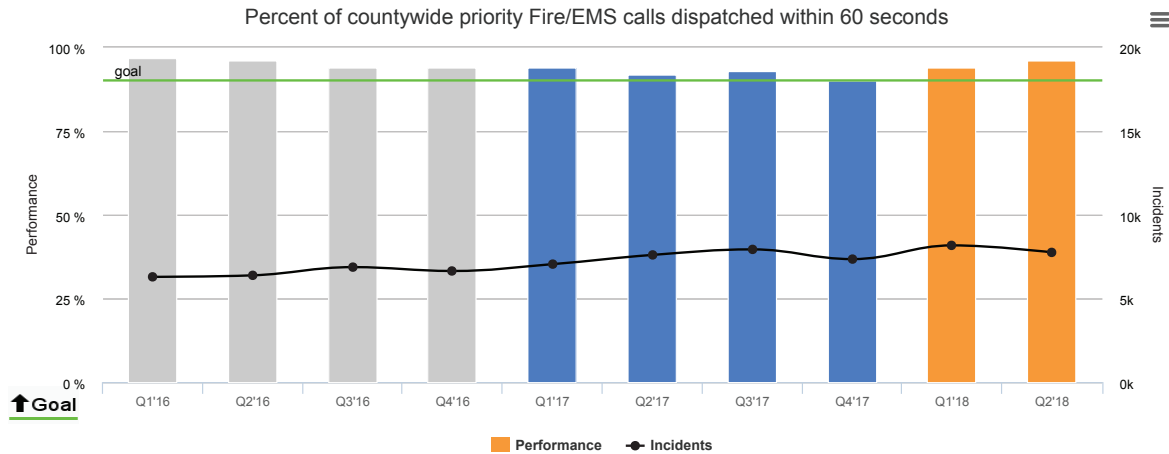
Brian Schaeffer, Fire Chief

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.

The number of life threatening incidents for the second quarter of 2018 declined from 4051 to 3894 representing a decrease of 3.8%. The average response time for the first SFD PM on scene was 5:09. This was again an improvement from the previous quarter of 4:33. The department continues to exceed target response time compliance with 104.5%.



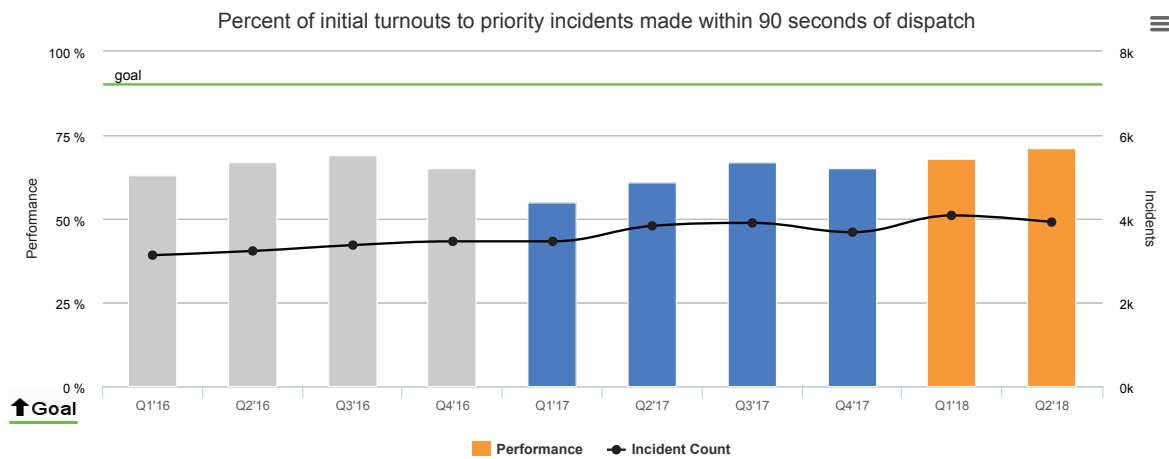
Fire



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 high acuity calls within 60 seconds and 90 percent of all low acuity calls within 90 seconds.

Fire



Brian
Schaeffer, Fire
Chief

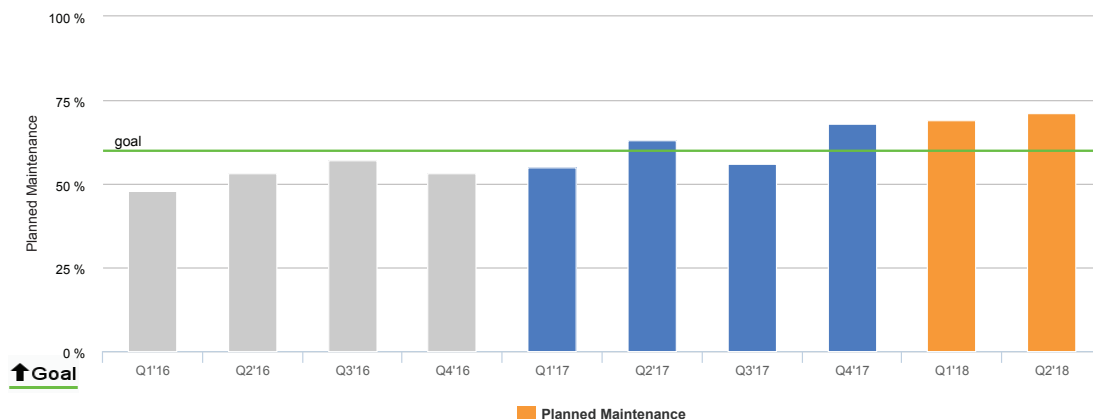
Turnout time is measured from initial dispatch to initiation of travel toward the incident. For this measure only priority incidents are included in the calculation. The goal is to turnout within 90 seconds for 90 percent of all priority incidents.

The department saw a slight improvement in turn out times for Q1, with the average time moving from 2:09 to 2:04. The department continues to evaluate procedures and processes that evaluate real time data in order to make improvements in this performance measure to meet the defined goal of 90 seconds 90% of the time.



Fleet Services

Planned VS unplanned maintenance



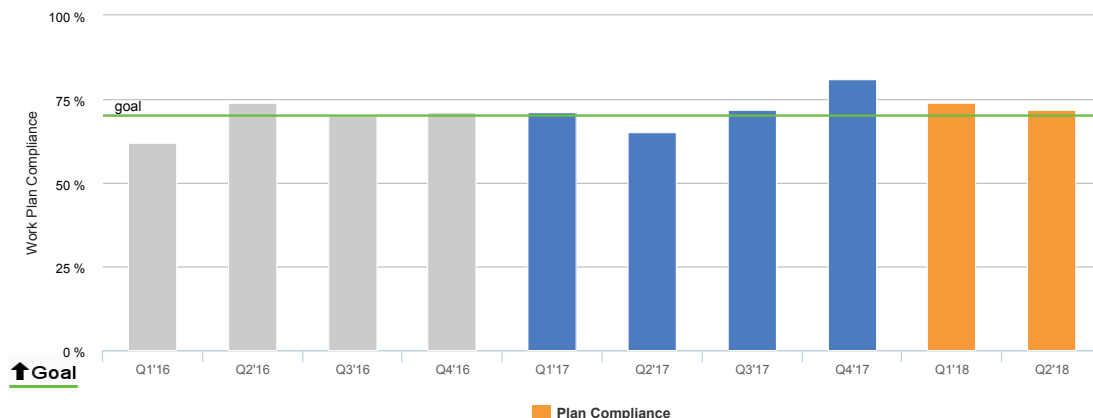
Steve Riggs,
Fleet Services
Director

Adhering to a maintenance plan helps prevent deferred maintenance issues. The goal is to have greater than 60 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 increased 2% this quarter to 71%, exceeding our goal for the third straight quarter. This is due to the addition of a professional Service Writer who coordinates maintenance with City customers and our maintenance shop. Also, the addition of a triage technician role (quick repairs) has encouraged customers to schedule their smaller issues before they become breakdowns.

Fleet Services

Preventive maintenance work plan compliance



Steve Riggs,
Fleet Services
Director

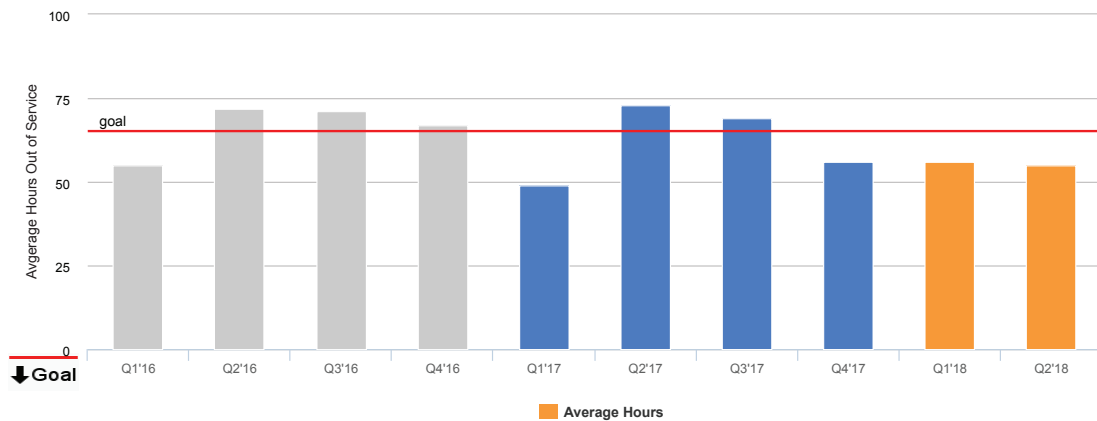
Preventive Maintenance is a proactive approach to identify and repair issues before they cause a breakdown through a systematic inspection, detection, correction, and prevention of incipient failures. Our goal is greater than 70% of maintenance being preventive versus breakdown maintenance. This is the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

PM Compliance dropped to a little from last quarter, but we still were able to meet our goal at 72%. Again, this is due to having the proper staffing to ensure we maintain the City's vehicle and equipment fleet. The downward trend over the last couple quarters can be attributed to training two new Equipment Servicers and a couple injuries to experienced Equipment Servicers. I am confident that we will continue to exceed our goal and maintain this level of service as we get our newer staff trained and the experienced technicians healthy.



Fleet Services

Average number of hours out of service for vehicle repairs



Steve Riggs,
Fleet Services
Director

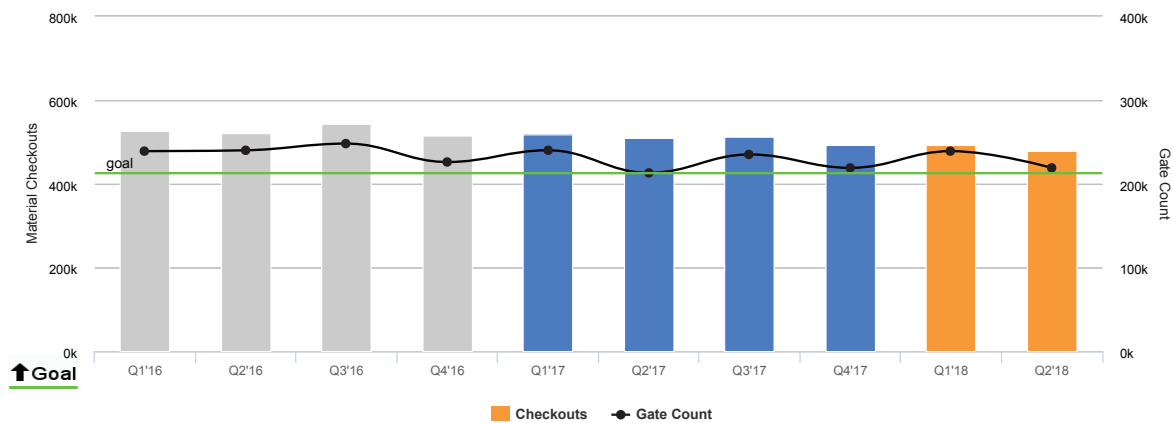
Vehicles should be repaired as quickly as possible to avoid impacts to services. The goal is to keep the average out of service time below 65 hours per shop visit.

The average out-of-service hours fell 1 hour from last quarter to an average of 55 hours down, barely missing our goal of 50 hours. I am confident that we will start seeing this number go down as we continue to focus more on preventive, and eventually predictive, maintenance.



Library

Material checkouts - physical and digital items



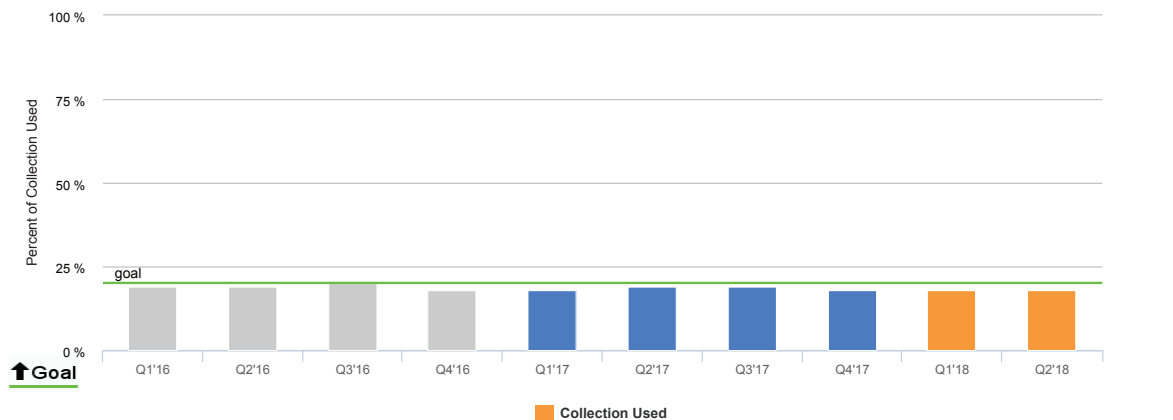
Andrew Chanse,
Director

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

We are excited to see a strong Q2 with great gains in most of our measurements. The library continues to significant demands on our digital resources and robust attendance to our program offerings. We did experience a slight drop in our materials checkouts which can be attributed to the continuation of construction season.

Library

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



Andrew Chanse,
Director

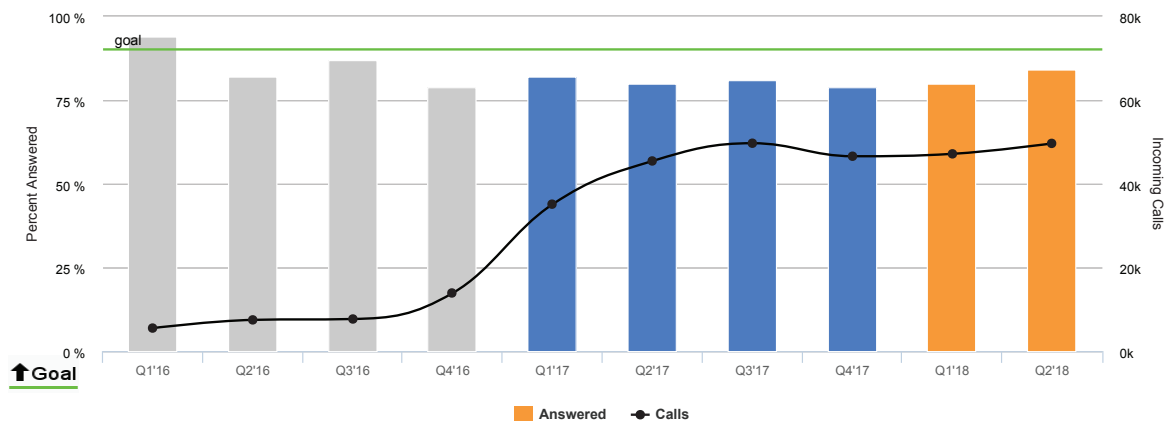
The library strives to provide materials customers find useful and relevant for reading about, learning, and discovering the world around them. The goal is to have a daily average of 20% of all physical materials checked out.

We are excited to see a strong Q2 with great gains in most of our measurements. The library continues to significant demands on our digital resources and robust attendance to our program offerings. We did experience a slight drop in our materials checkouts which can be attributed to the continuation of construction season.



My Spokane

Percent of calls coming into My Spokane that are answered



Carly Cortright,
Customer
Service
Director

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

We are fully staffed, though are down one employee as of June due to illness. We continue to work on bringing down call handle time for new employees to increase capacity.

My Spokane

Percent of customers indicating satisfactory or above levels of service



Carly Cortright,
Customer
Service
Director

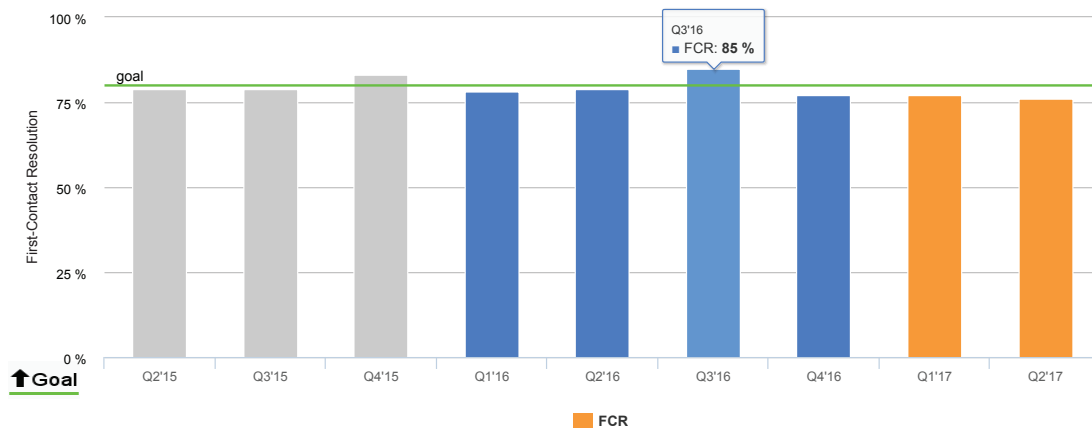
Customer satisfaction is the primary purpose of My Spokane. This is measured through online customer service surveys and often involves feedback on departments beyond My Spokane after their initial contact with us. The goal is to receive a 90 percent customer satisfaction rating.

We launched our online chat function this quarter and have received positive response which helped increase this score; however, delayed response across departments is primary reason for negative scores.



My Spokane

Percent of first contact resolution (FCR)



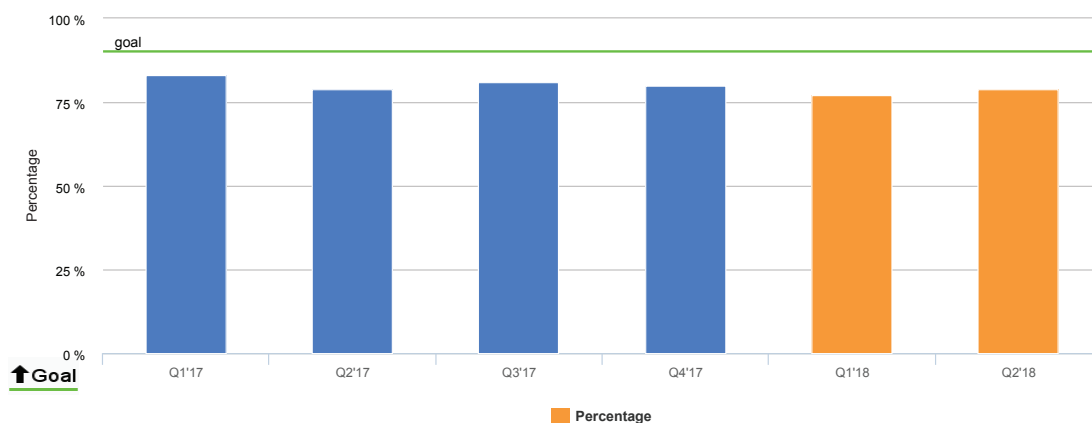
Carly Cortright,
Customer
Service
Director

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



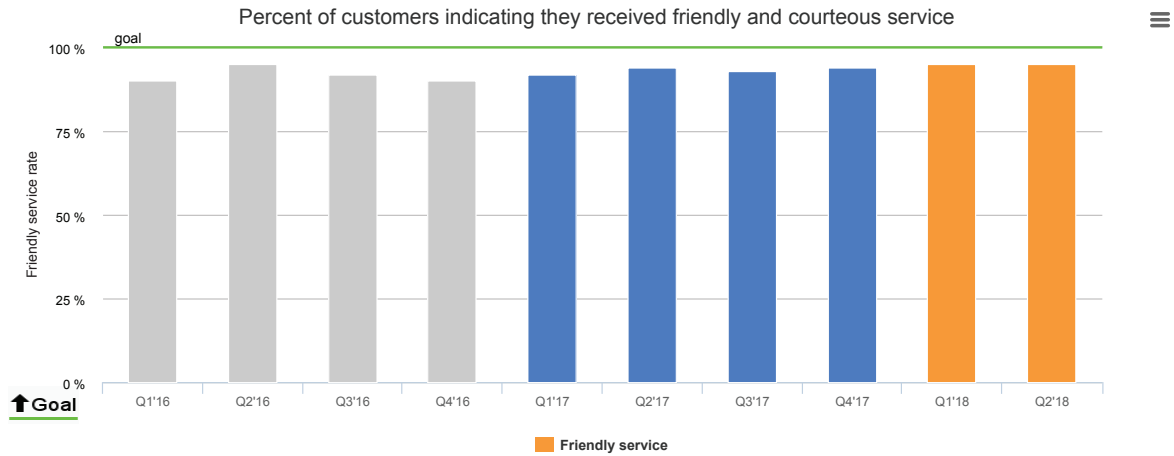
Carly Cortright,
Customer
Service
Director

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.

Despite being fully staffed, we have not seen much improvement in this metric. Changes to scheduling and chat assignments were made in early June to accommodate call volume.



My Spokane



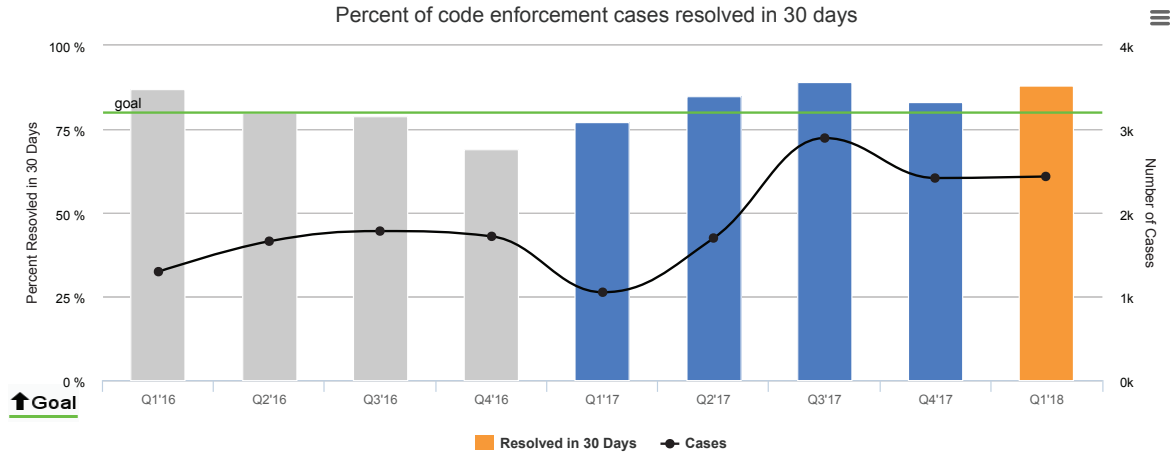
Carly Cortright,
Customer
Service
Director

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.

Customers continue to report high satisfaction with the friendly service they receive from 311.



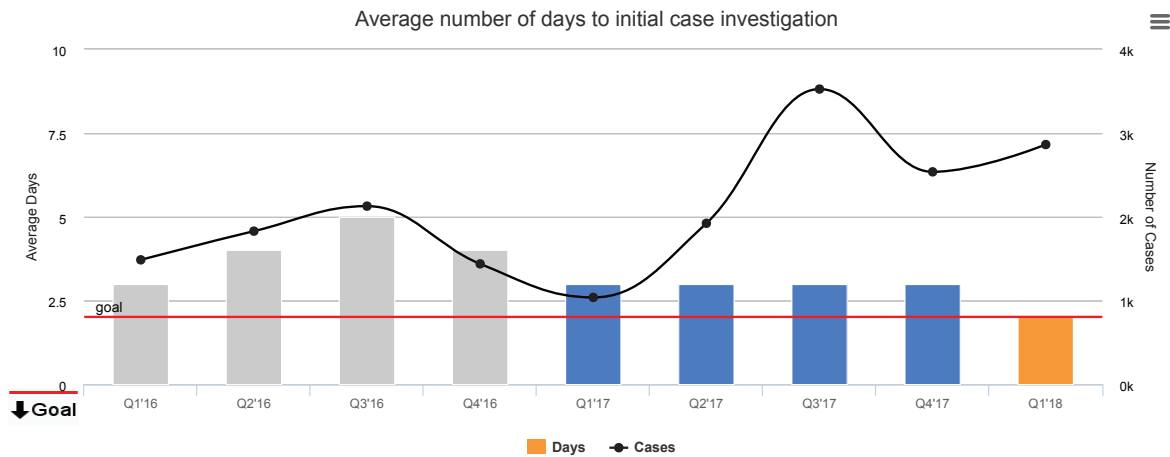
NS&CE



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

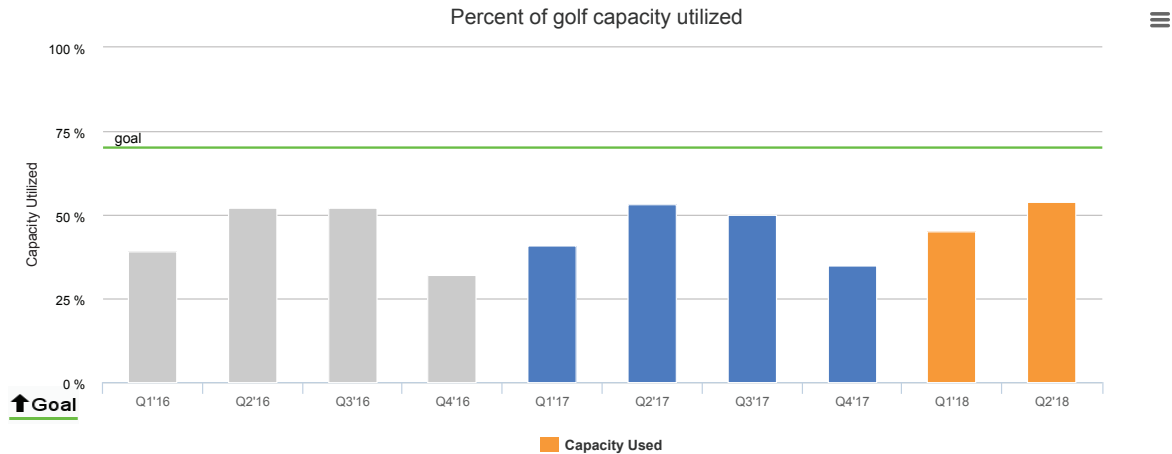


Heather
Trautman,
Director

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

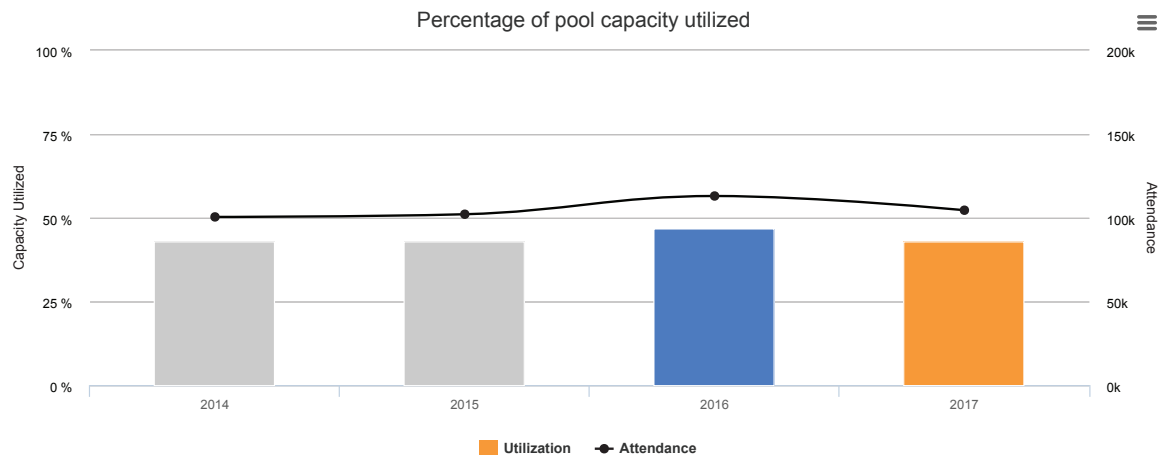


Jennifer
Papich,
Recreation
Director

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 2018 achieves 54% of all available tee times (dawn to dusk) at all four City Golf Courses and trends about the 3-year average for Q2 of 51% for April, May, and June. Spokane's weather was golf-friendly during Q2 with only a few days of inclement weather and a predominance of playable days. Nationally, golf rounds are down 3.3% for 2018. City golf has withstood this national decline and is trending favorably in 2018.

Parks & Recreation



Jennifer
Papich,
Recreation
Director

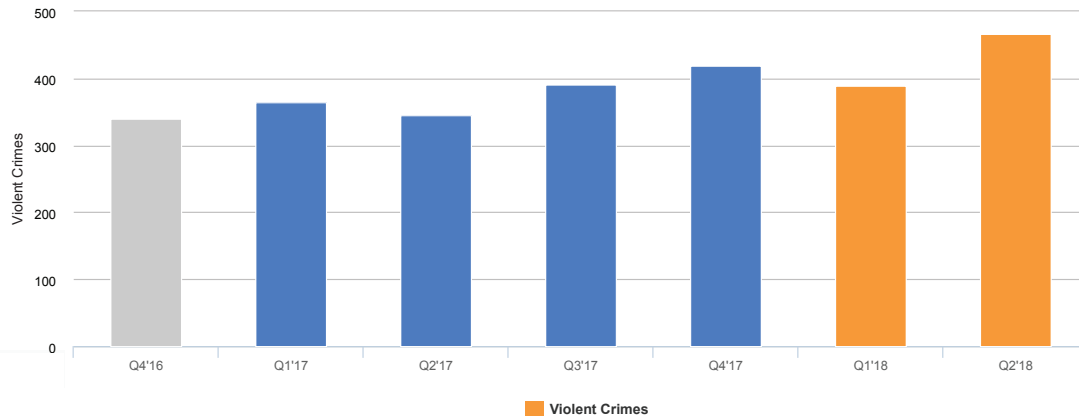
The six city aquatic centers are available for use during the 10 weeks following the end of school each summer and includes water related classes, variety of open swims, and rentals.

The overall percentage of pool capacity utilized for the aquatic centers is 43% and trends slightly below the 3-year average of 44% capacity. Water related classes are averaging 82% capacity which leaves the biggest area for improvement in the open swim times. Overall attendance for the 2017 season was 104,494. Capacity was increased in 2017 at Comstock to accommodate demand for swim teams and lessons. Witter pool expanded hours of the pre and post season lap swim by an hour a day to meet demand. Unhealthy air quality due to wildfire smoke impacted attendance 12 days in August.



Police

Total number of violent crime incidents



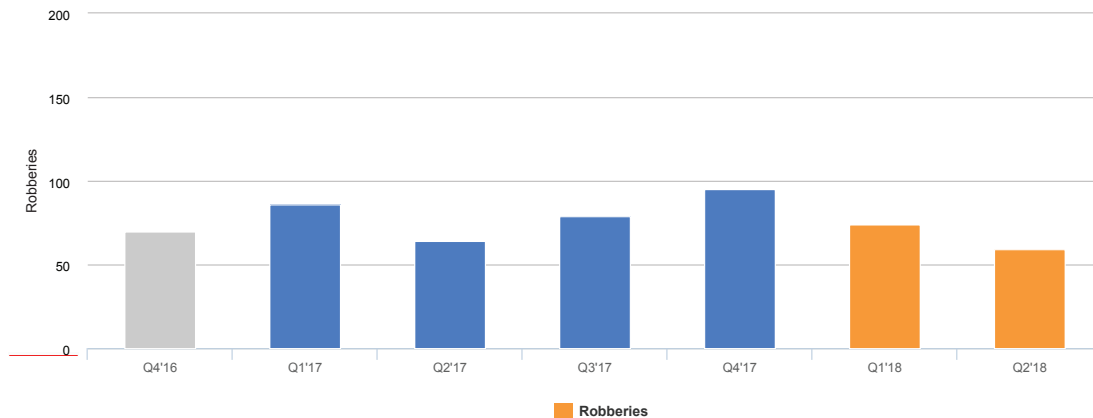
Craig Meidl,
Police Chief

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.

Although the number of violent crime incidents appears inflated from 2017, the reasons can be tracked to a change in the way we are recording aggravated assaults; we are now tracking offenses that were previously considered misdemeanor assaults. The total number of assaults in Spokane have decreased. The total number of reported sex offenses has also declined, but the number of offenses reported through the NIBRS system has increased. The regional data integrity group is working to standardize the reporting criteria for sex offenses.

Police

Number of robbery incidents



Craig Meidl,
Police Chief

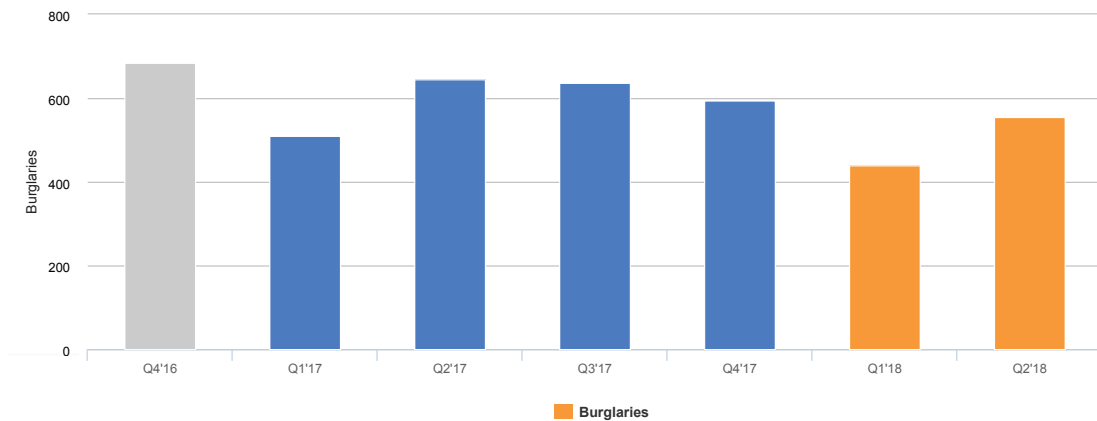
Robbery is defined as taking or attempting to take anything of value under confrontational circumstances by force or threat of force. In October 2016 SPD moved to a new reporting methodology that is not comparable with historic data.

Robberies have decreased as compared to the 1st and 2nd quarters of 2017, as well as year to date in 2018.



Police

Number of burglary incidents



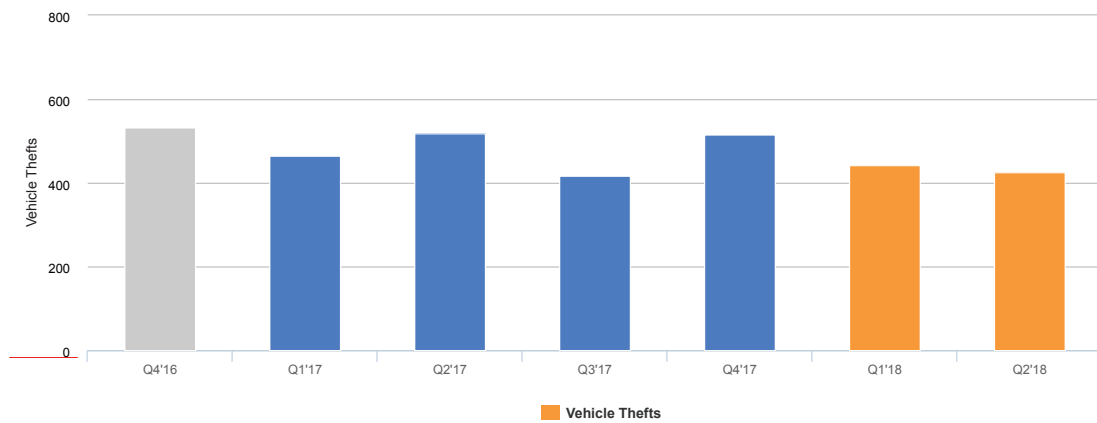
Craig Meidl,
Police Chief

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.

While burglaries have increased in the 2nd quarter of 2018, they have decreased in comparison to 1st and 2nd quarters in 2017.

Police

Vehicle theft incidents



Craig Meidl,
Police Chief

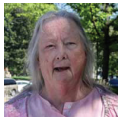
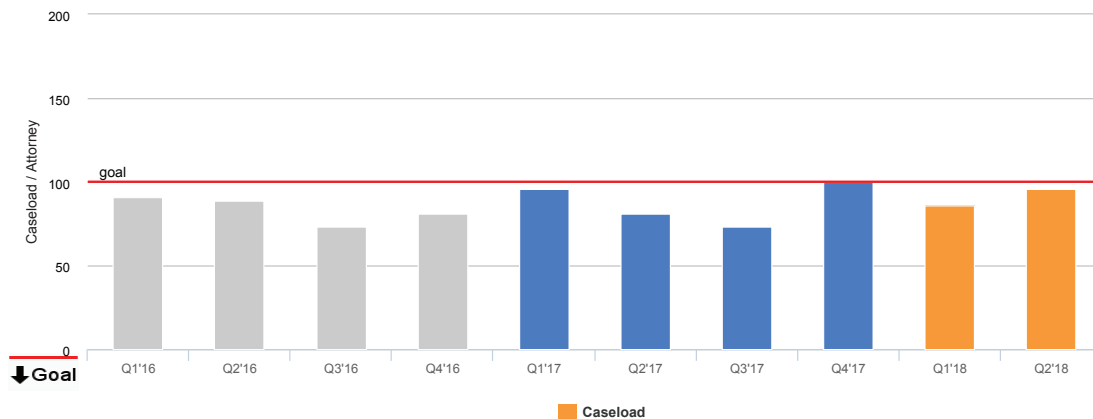
Motor vehicle theft is defined as the theft of a self-propelled vehicle that runs on the surface of land and not on rails. In October 2016 SPD moved to a new reporting methodology that is not comparable with historic data.

Vehicle thefts are down in the 2nd quarter and Spokane has moved from #11 in National Insurance Crime Bureau auto theft ranking to #36. SPD continues to strive to drive that ranking even lower.



Public Defender

Caseload per public defender attorney

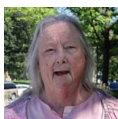
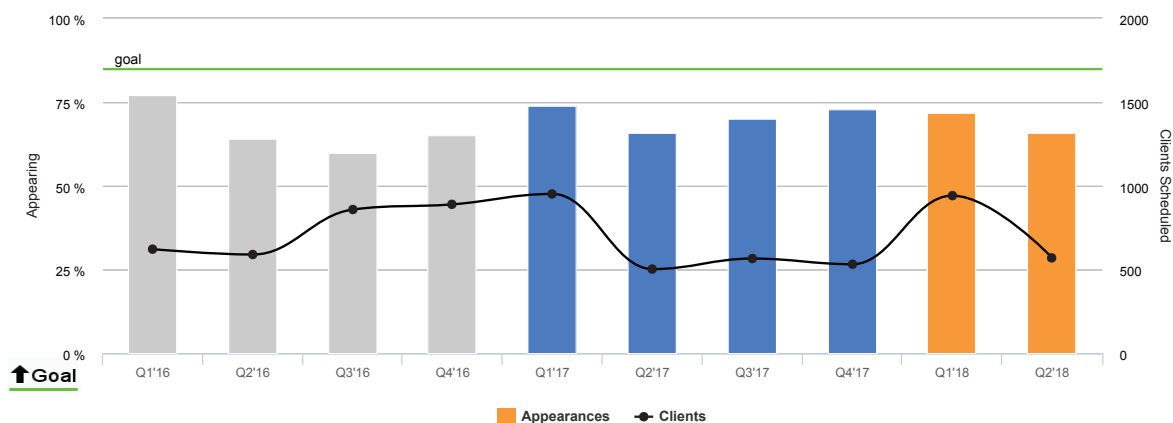


Kathy Knox,
Public
Defender

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

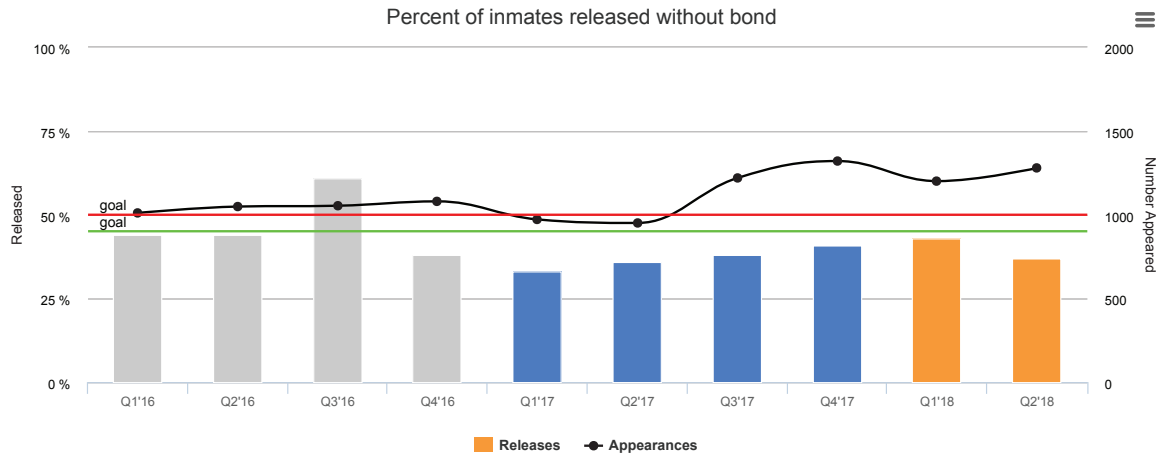


Kathy Knox,
Public
Defender

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.



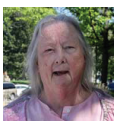
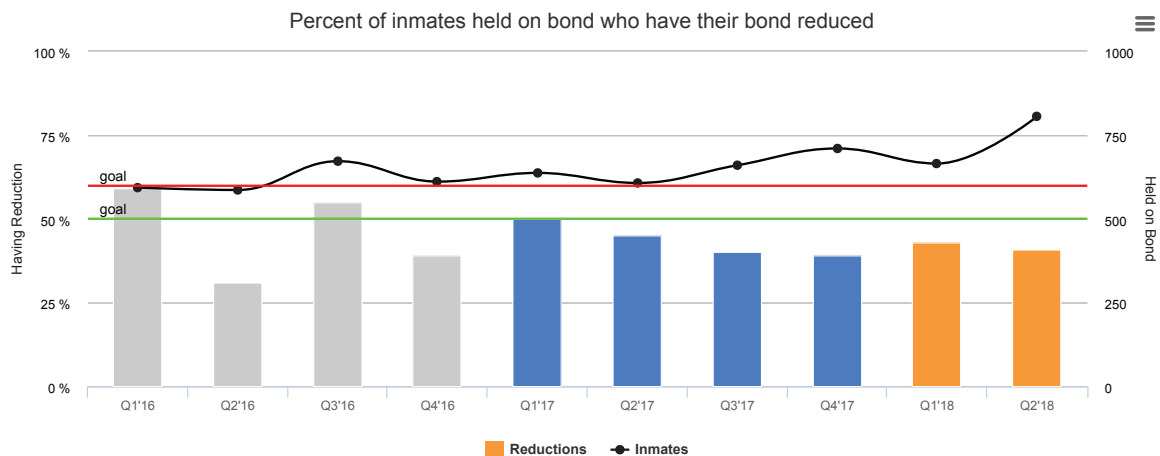
Public Defender



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

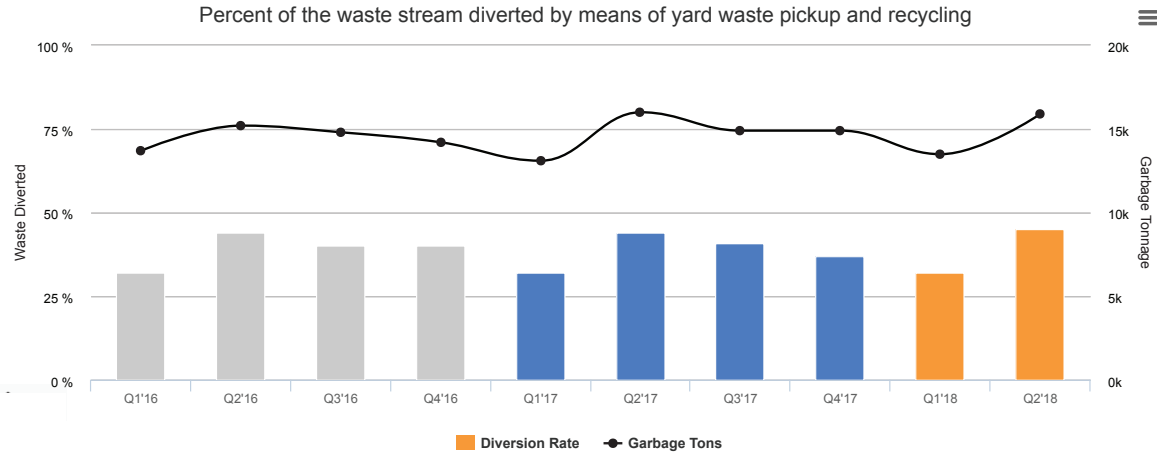


Kathy Knox,
Public
Defender

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.



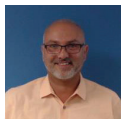
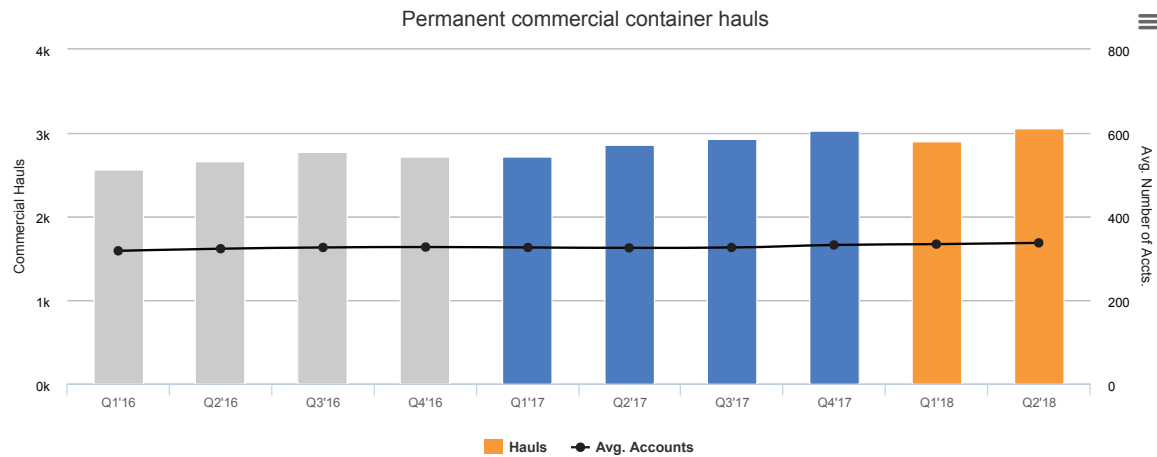
Solid Waste Collection



Dustin Bender,
Solid Waste
Collection
Manager

Measuring the overall diversion of materials from the waste stream is a good indicator of overall recycling efforts of our curbside customers. Percent diverted reflects materials separated for recycling and composting out of the waste stream. A slow annual increase in what is separated is what we would like to see as the effects of education about recycling, and consumer choices into what they purchase improve over time. Overall, with the processing of our refuse stream at the WTE, over 80% by weight of the materials collected curbside are diverted from landfills.

Solid Waste Collection

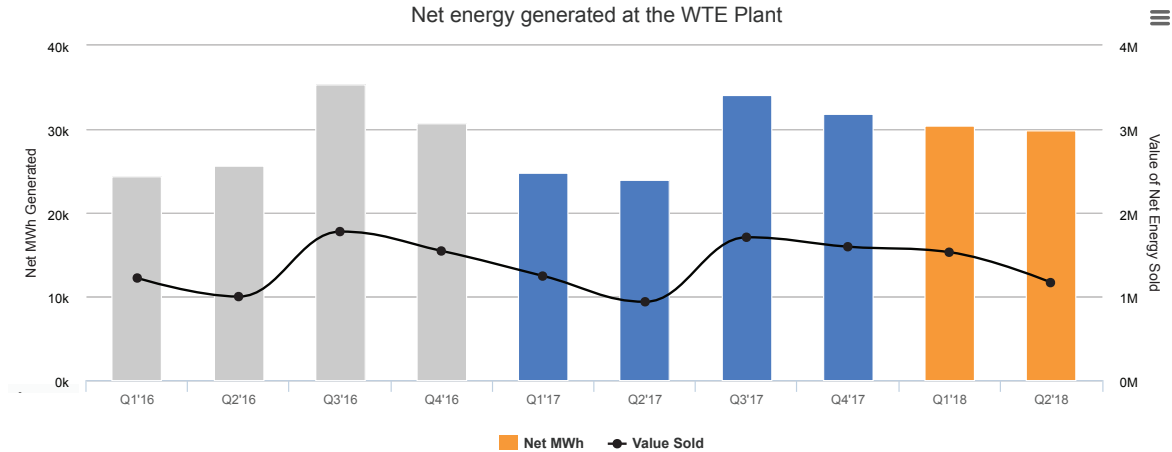


Dustin Bender,
Solid Waste
Collection
Manager

Our large container hauls from our permanent commercial customers is a good leading indicator of overall economic conditions in Spokane. Hauls increase in response to our customers' business needs and throughput. When one considers the impact of corporate recycling initiatives and overall improvement in commercial recycling behaviors, this increase in hauls is even more validating of the overall business climate in Spokane.



Solid Waste Disposal



Chuck Conklin,
Director

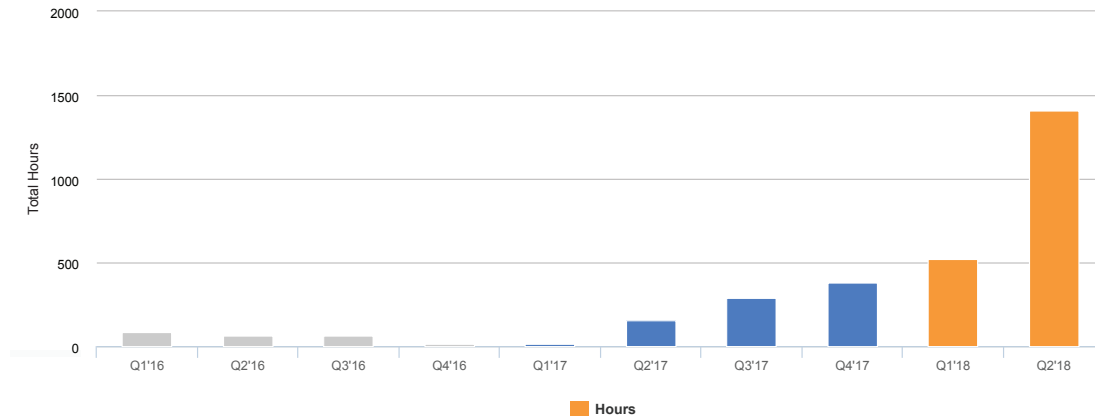
The Waste to Energy Facility uses trash as a fuel for generating power, just as other power plants use coal, oil, or natural gas. The burning fuel turns water to steam inside a boiler. The steam drives a turbine to which turns a generator creating electricity. The energy created is used to not only power the facility, but is also used to power many homes in the local area. This performance metric demonstrates the amount of energy in excess of what is used for the operation of the plant and sold to Avista, as well as the average amount of homes powered each month by the energy sold.

The Waste to Energy Facility continues to show an upward trend in energy production. Management's focus on reliability through planned maintenance down-time, rather than forced down-time due to equipment failures has been paramount in achieving this upward trend.



Spokane COPS

Hours spend on neighborhood observation patrol



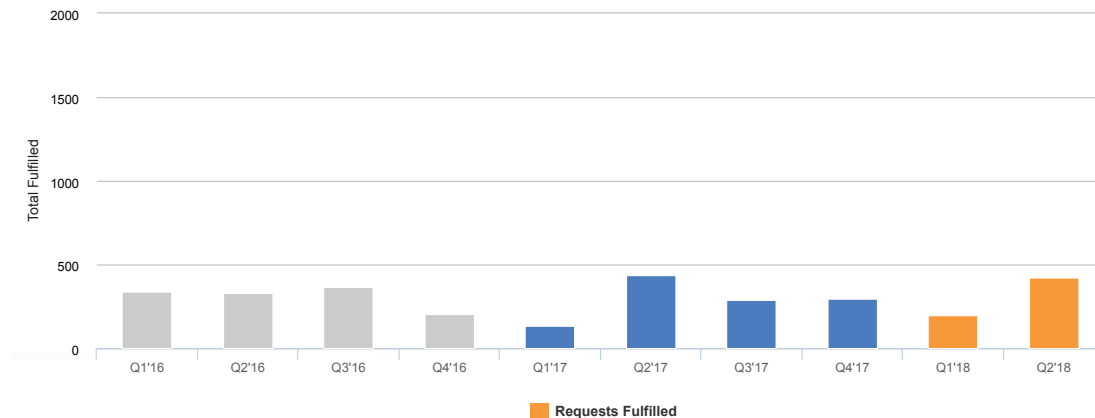
Patrick Striker,
Director

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.

Not only are we still pushing NOP in various forms, but now we have the Mounted Patrol out in force every weekend. That is a big boost. As North Central and Southwest are now growing their volunteer base, those are seeing more NOP patrols as well.

Spokane COPS

Latent fingerprinting requests fulfilled



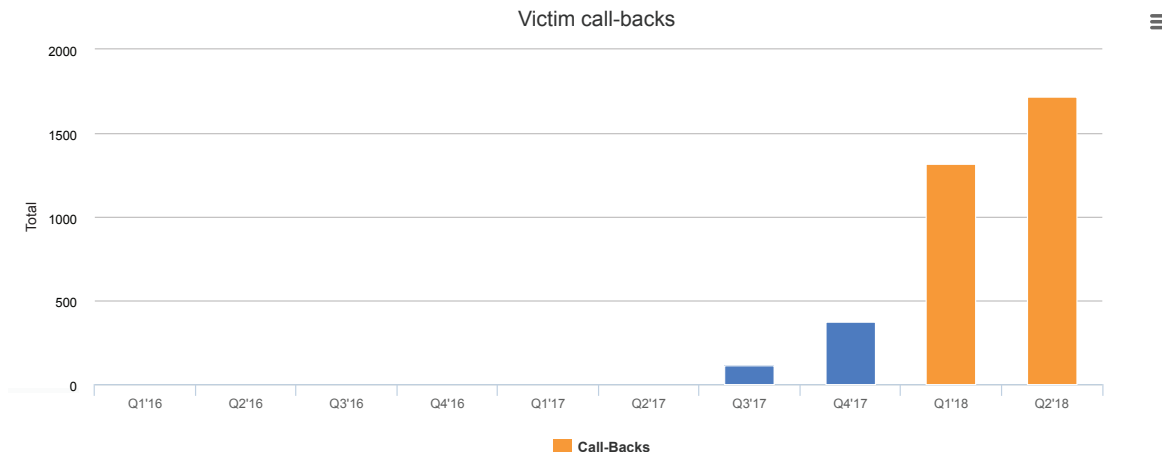
Patrick Striker,
Director

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.

Q1 was a little slow due to the inclement weather. But Q2 saw that with spring comes more thefts and people are more likely to want to get fingerprints. Plus, we have added NC and SE as locations for the community.



Spokane COPS

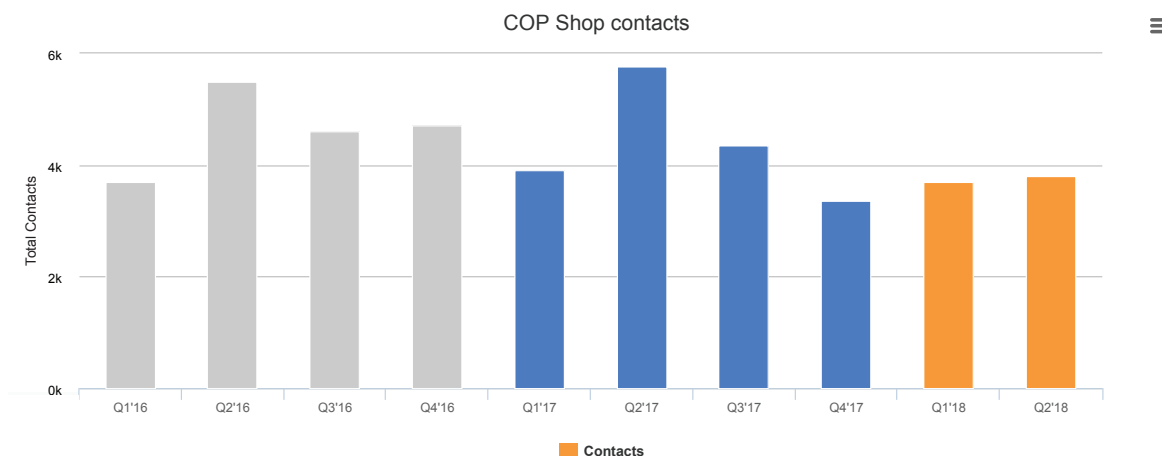


Patrick Striker,
Director

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.

We are in full swing now. Each day we get a report from SPD and that gets filtered to the appropriate shop. We filter on where the victim lives, not where the crime occurred, as we want people to have contact with their neighborhood C.O.P.S. shop. We focus on next steps and how to avoid becoming a victim again.

Spokane COPS



Patrick Striker,
Director

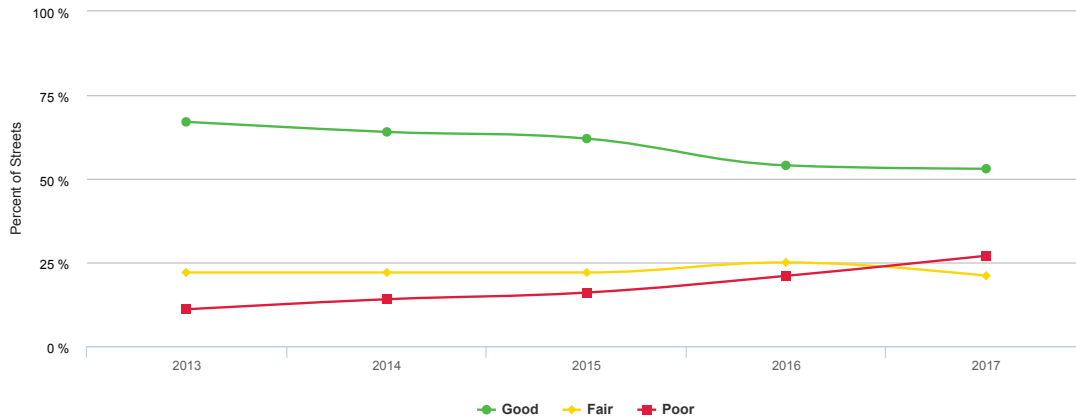
This measure is all the people who made use of a shop. Walk-ins, emails, phone calls, etc. – anyone who reached out to us for assistance. We have a lot of information and the ability to help people with crime related issues, and we want to encourage people to make use of us. Often, members of the community 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.

This is right on par with what it should be. Included this time (as requested) is the break down of how the shop is being utilized by the community.



Streets

Pavement condition of arterial streets



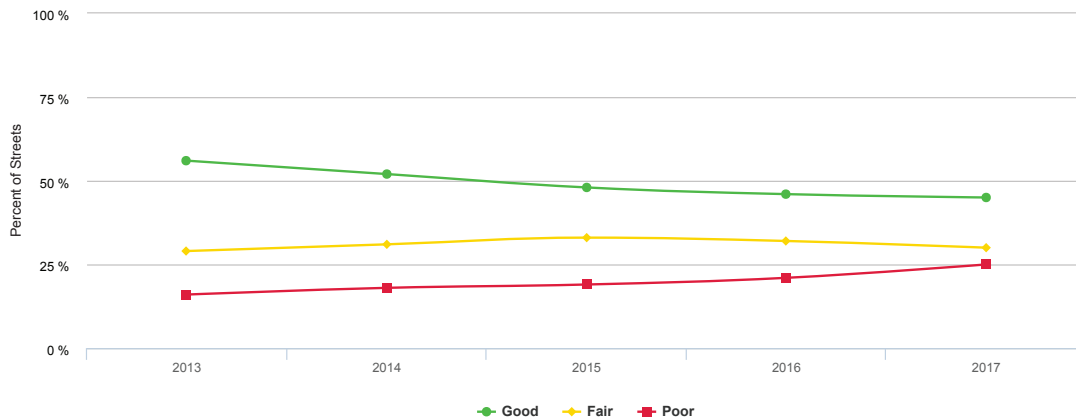
Gary
Kaesemeyer,
Director

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



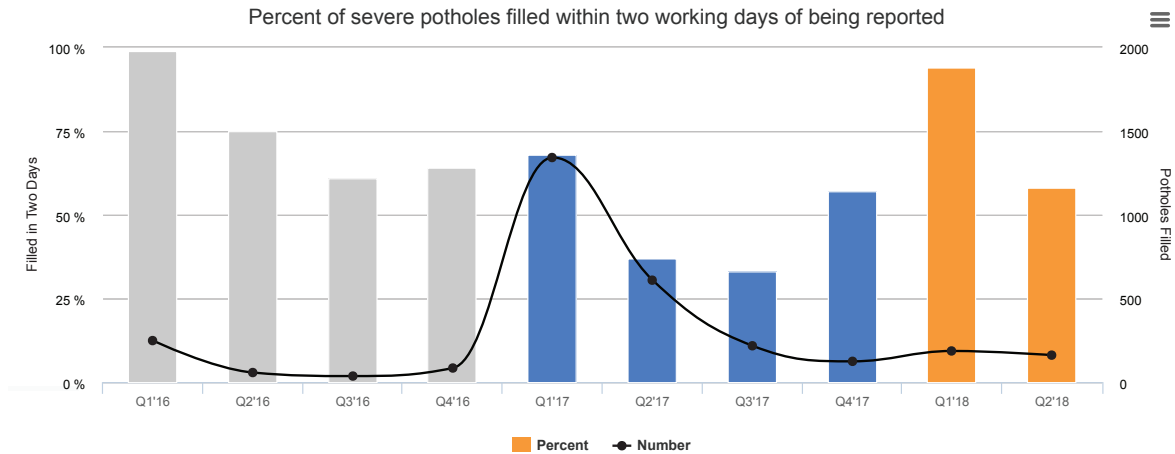
Gary
Kaesemeyer,
Director

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

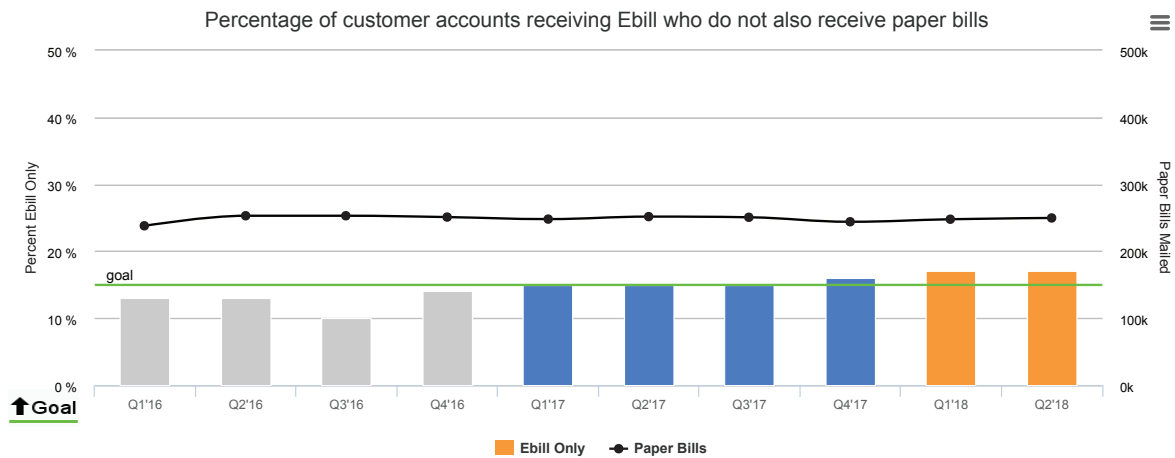


Gary
Kaesemeyer,
Director

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 2018, we experienced normal temperatures during the day and night with the possibility of precipitation in the form of rain.

Utilities Billing



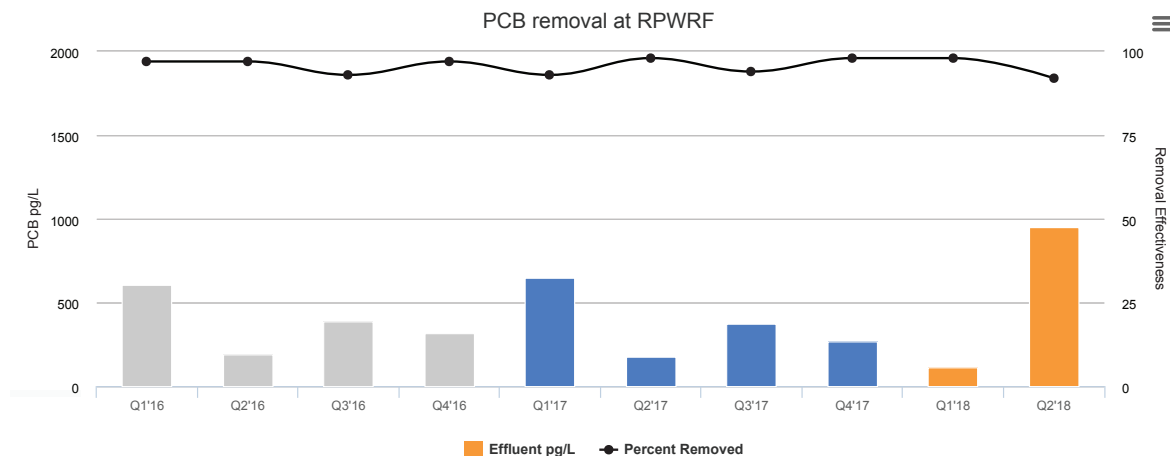
Corin Morse,
Utilities Division
Customer
Service
Manager

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 from Q1/2018 through educating customers on the benefits of paperless bills and the reduction of waste as well as cost to citizens to generate paper bills.



Wastewater Treatment Plant

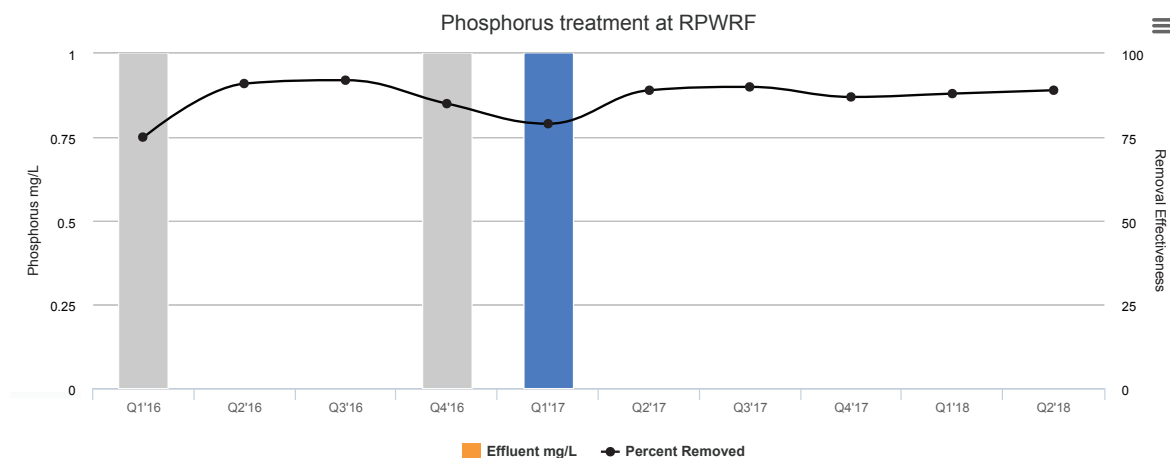


Chuck Conklin,
Director

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 PCB's from the treatment plant waste stream. While there are currently no limits on PCB's, the red line in the graph above represents the limit that is being proposed in the facility's new NPDES permit. The value is much higher in Q2 2018 even though plant performance has not changed. There was still a 90% removal of the PCB's that were measured from the influent, there were just higher flows.

Wastewater Treatment Plant



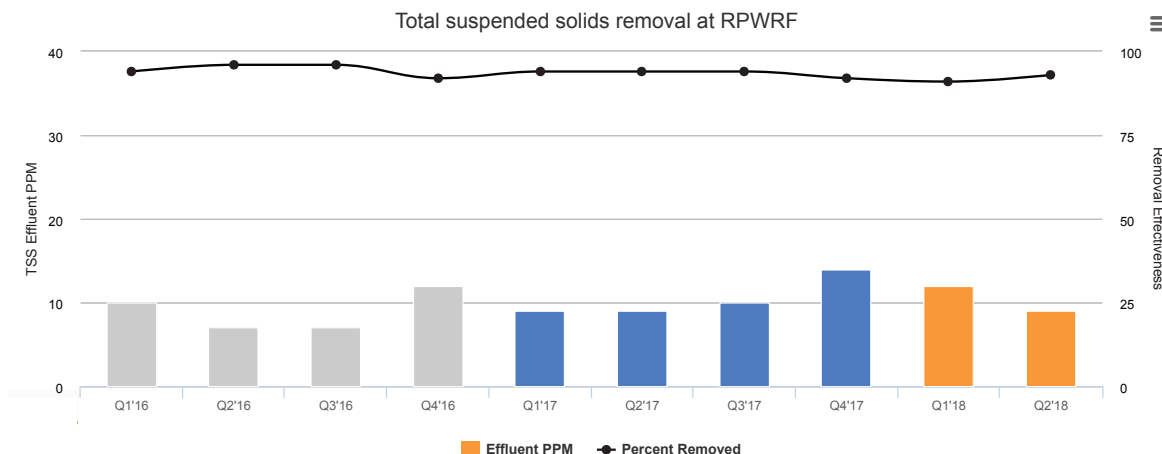
Chuck Conklin,
Director

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 removal goal was met and well below permit limits in Q2 2018 even though flows were slightly higher early in the quarter.



Wastewater Treatment Plant

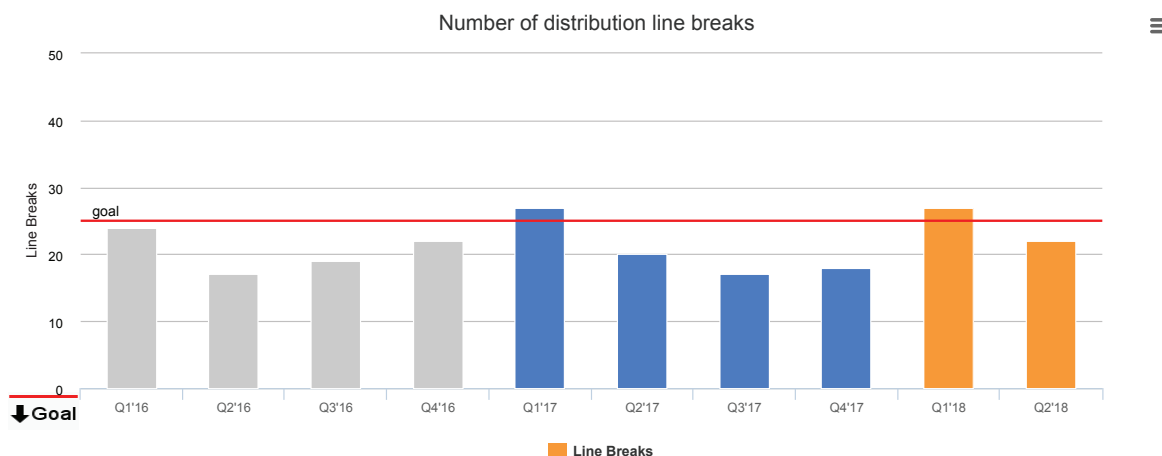


Chuck Conklin,
Director

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. Removal efficiencies have been better than normal, even during the high spring runoff and during construction. The facility has been operating at well below the permit level of 30 mg/L.

Water & Wastewater Collection



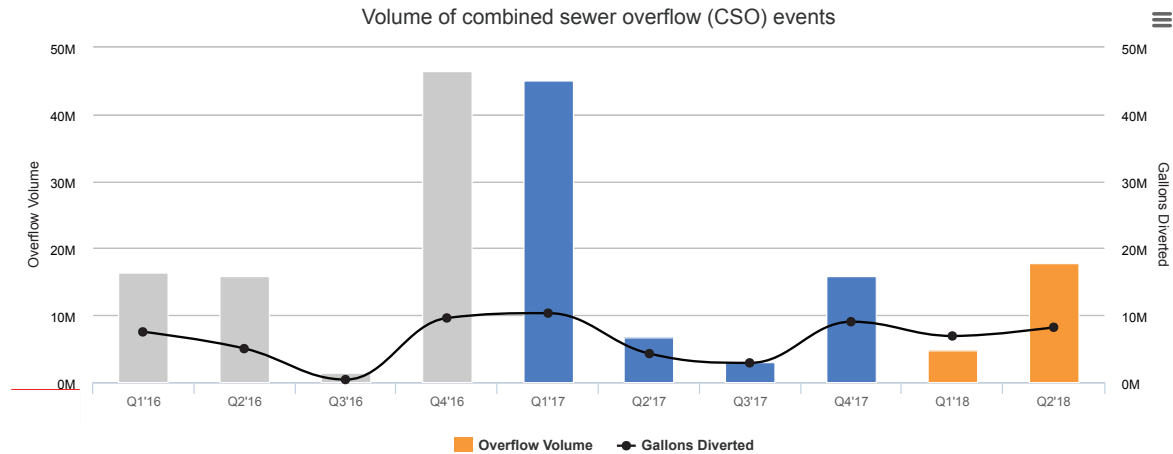
Dan Kegley,
Director

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.

As we face the challenges of a busy construction season, leak detection continues to be a top priority. Integrating new technologies into our system will assist in preventing disruptive outages in the future. This creates new processes that will result in streamlined repairs and more accurate reporting.



Water & Wastewater Collection

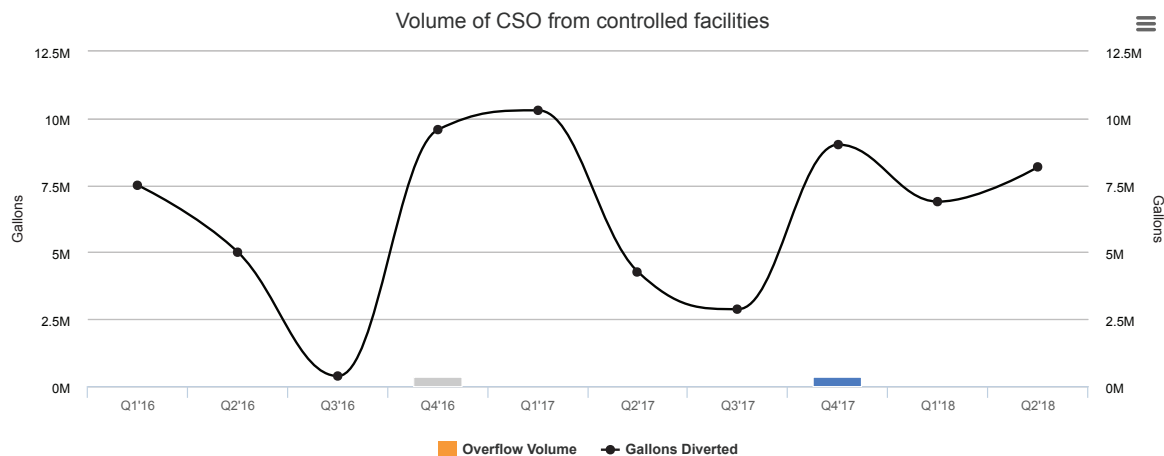


Dan Kegley,
Director

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.

In Q2 2018, we had the wettest April since the CSO program started which resulted in above average rainfall for the quarter. Even with the above average rainfall, there is a downward trend in the average overflow volume. We had 1 dry weather event due to construction on CSO 23-1. Currently, there are nine tanks included in the controlled CSO tank use CSO 10, 12, 16, 20, 33-2, 38-1, 38-2, 41, 42

Water & Wastewater Collection



Dan Kegley,
Director

The construction of our Combined Sewer Overflow (CSO) tanks prevents untreated stormwater and wastewater from entering the Spokane River. As more tanks come on line we expect to see the overflow events decrease and the volumes of treated stormwater increase. This graph demonstrates the effectiveness of the tanks in preventing stormwater from reaching the river.

In Q2 2018, we had the wettest April since the CSO program started which resulted in above average rainfall for the quarter. Even with the above average rainfall, there is a downward trend in the average overflow volume. We had 1 dry weather event due to construction on CSO 23-1. Currently, there are nine tanks included in the controlled CSO tank use CSO 10, 12, 16, 20, 33-2, 38-1, 38-2, 41, 42



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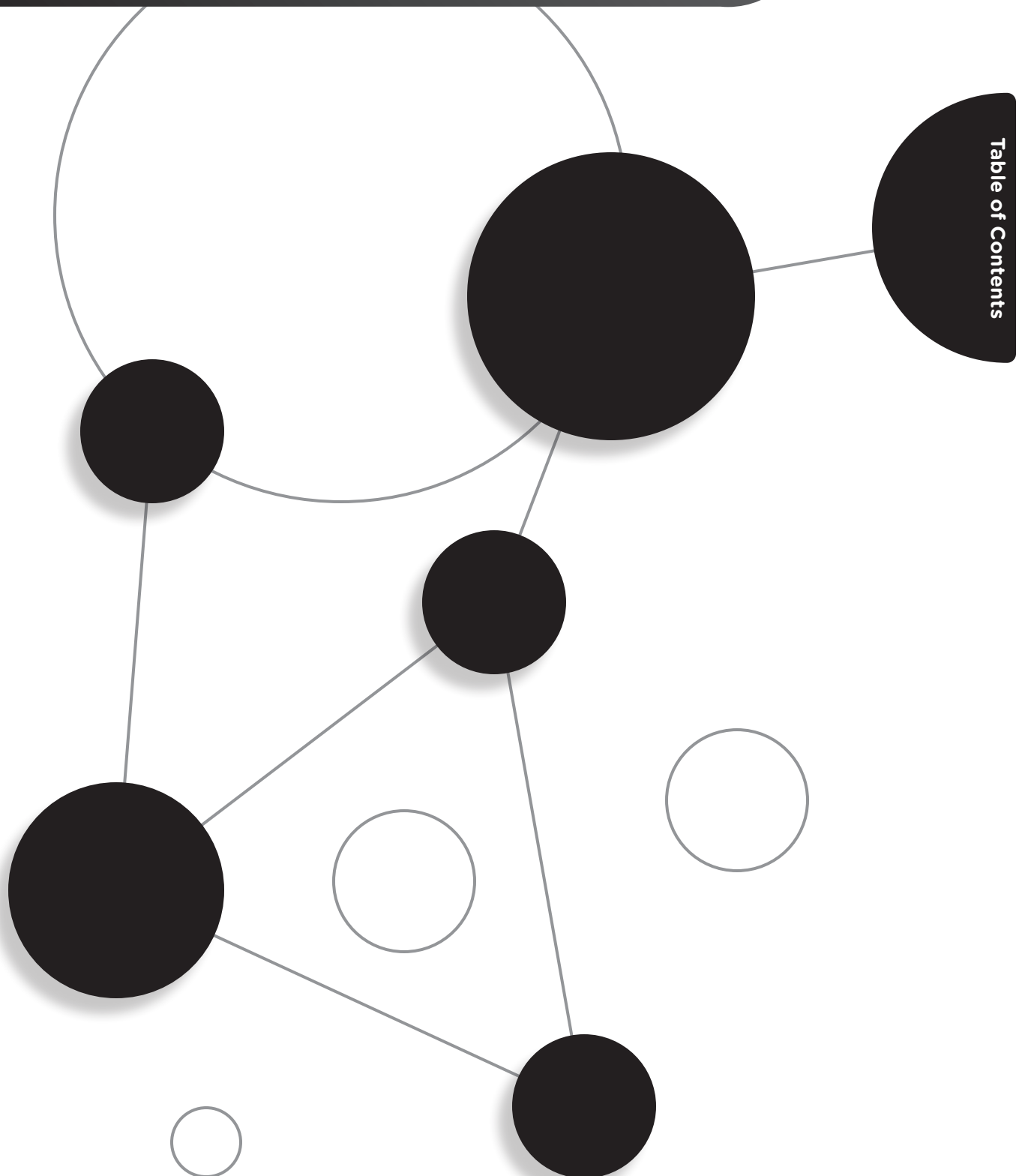


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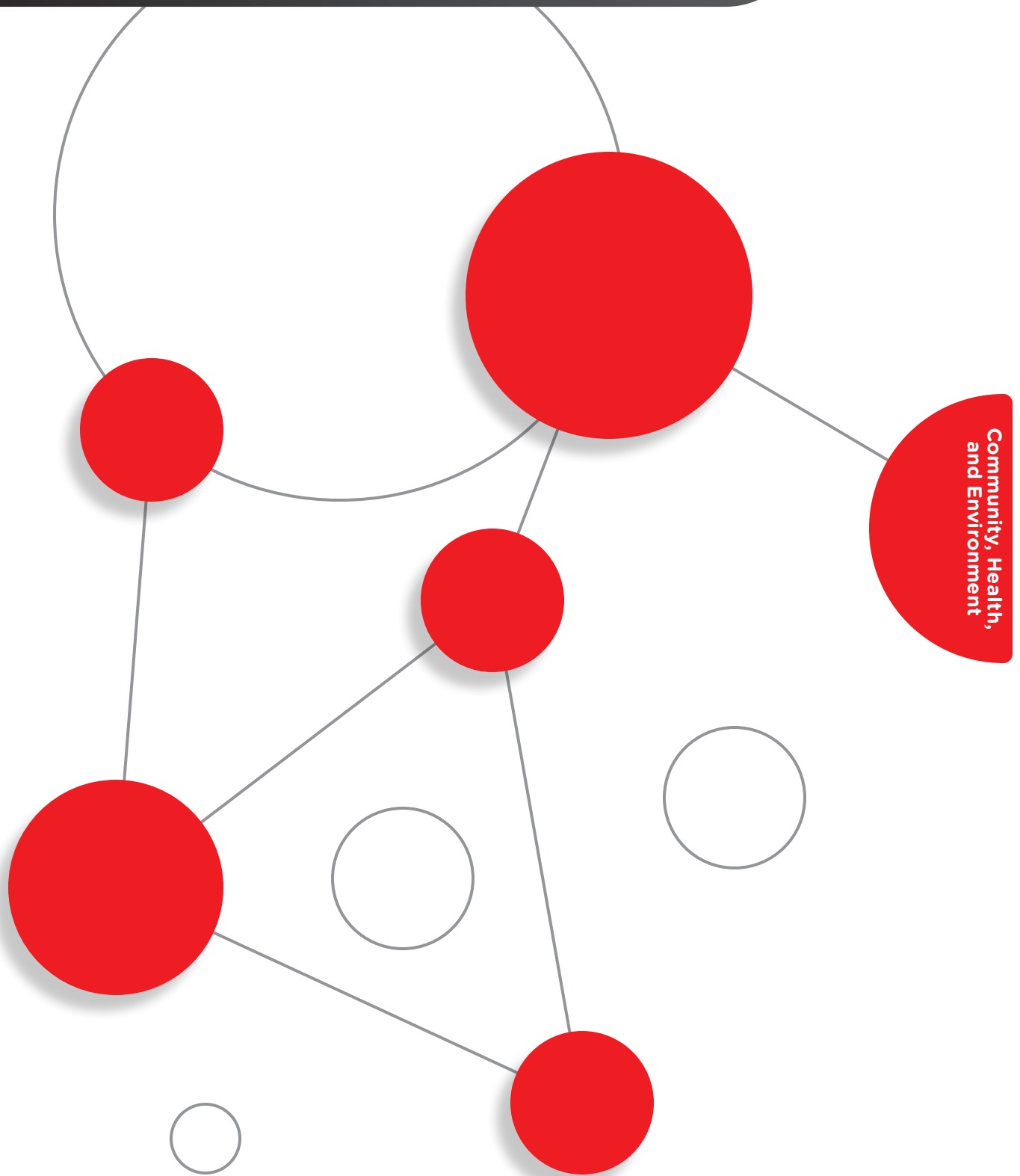
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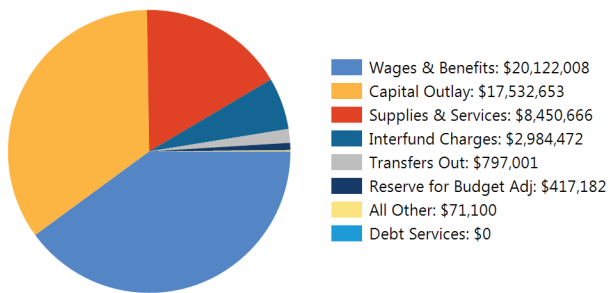


Community, Health, and Environment

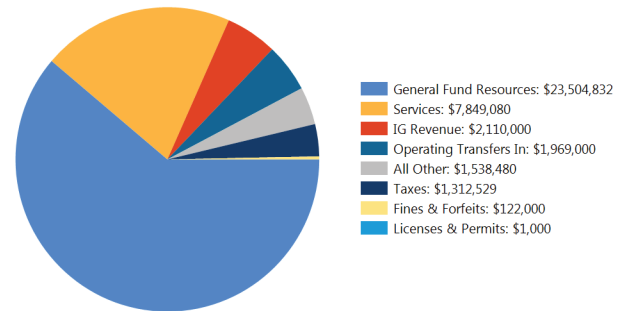


Community, Health, and Environment

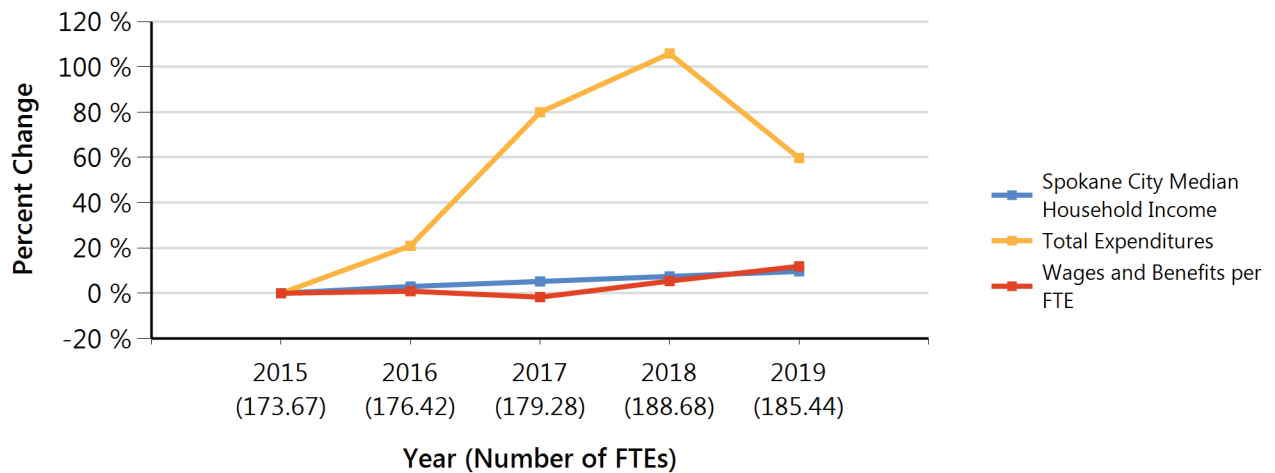
2019 Expenditures



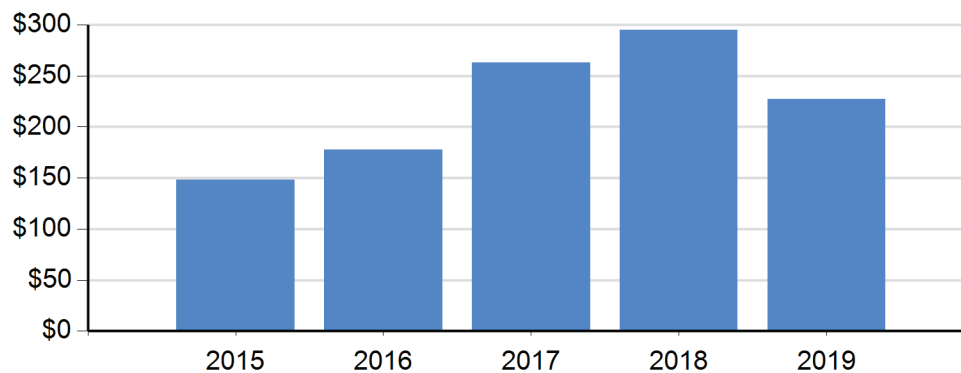
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$147.97	\$177.83	\$263.32	\$294.97	\$227.20
Percent Change	0.00%	20.97%	48.72%	14.43%	-22.40%

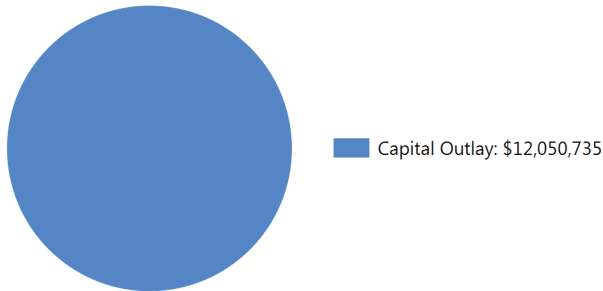




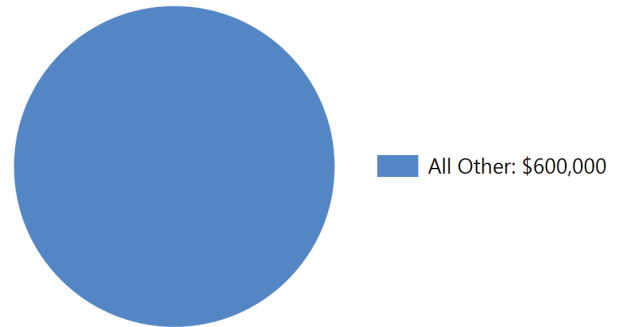
Capital Improvements 2015 Parks

Riverfront Park Bond was passed by the citizens of Spokane for the purpose of renovating Riverfront Park. \$63 Million in Bond funds were received in 2015 to be utilized for capital projects within the park.

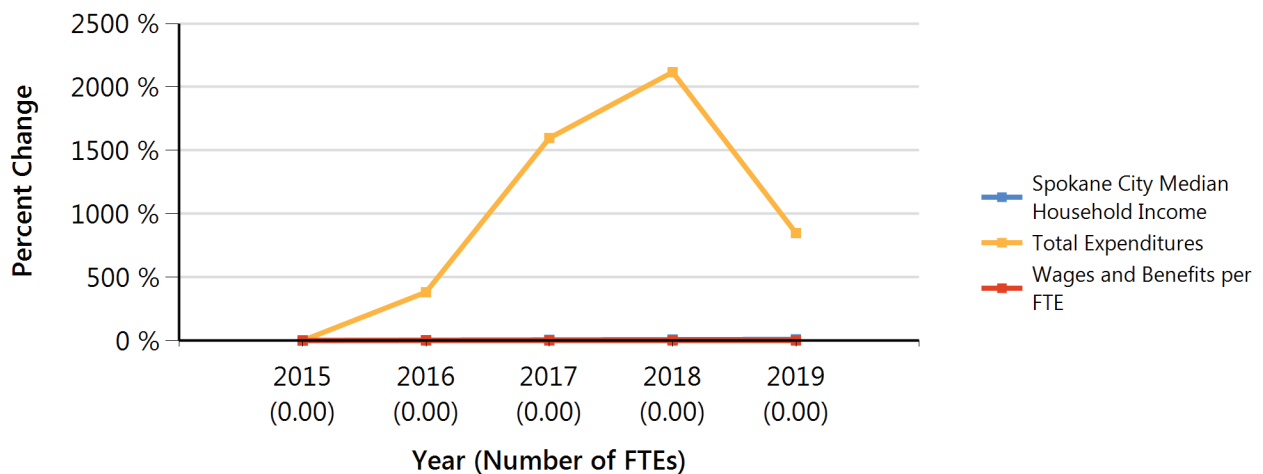
2019 Expenditures



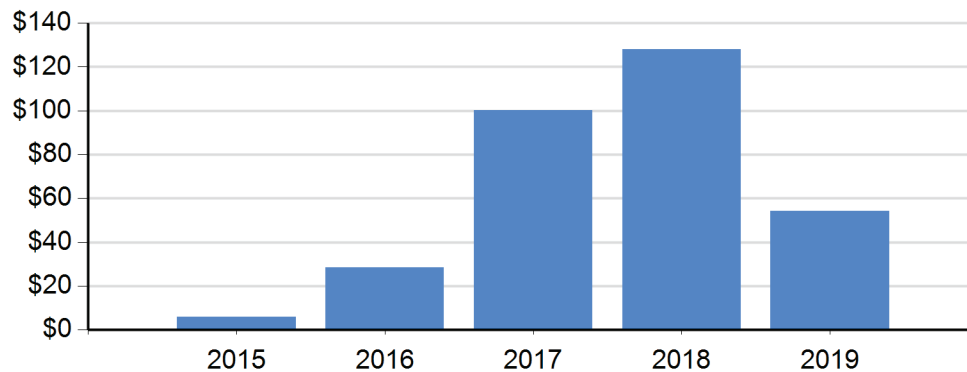
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$5.97	\$28.52	\$100.11	\$128.04	\$54.35
Percent Change	0.00%	381.19%	252.60%	30.65%	-57.23%



Department Summary: Capital Improvements 2015 Parks**Division:** Community, Health, and Environment**Fund Type:** Capital Project Fund

Executive Summary:

Riverfront Park Bond was passed by the citizens of Spokane for the purpose of renovating Riverfront Park. \$63 Million in Bond funds were received in 2015 to be utilized for capital projects within the park.

Programs and Services:

Bond proceeds are being 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	677,805	6,116,808	21,568,279	28,180,962	12,050,735
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	166,606	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	426,770	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,271,181	6,116,808	21,568,279	28,180,962	12,050,735

Expenditure Notes:

Total bond expenditures (actual and budgeted) exceed \$65 million due to interest earnings on unspent fund balance

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	65,263,585	(2,864,819)	1,736,130	600,000	600,000
TOTAL	65,263,585	(2,864,819)	1,736,130	600,000	600,000

Revenue Notes:

2015 reflects proceeds of initial bond sale.

Miscellaneous Revenues reflect anticipated interest on cash balance.

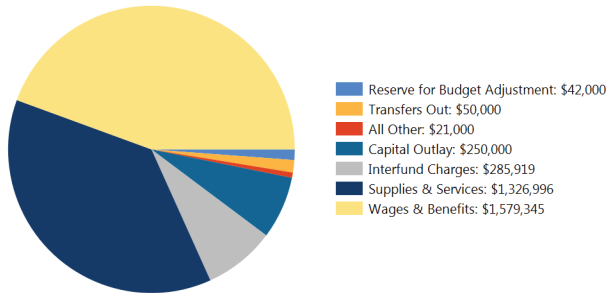




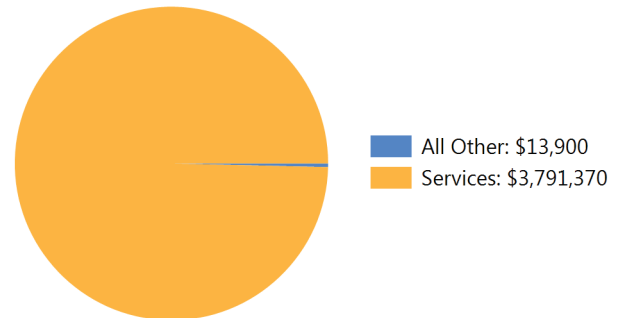
Golf Fund

Parks and Recreation operates four championship municipal golf courses: Downriver, Esmeralda, Indian Canyon and the Creek at Qualchan. With a strong historical legacy, our golf courses have been recognized nationally for their high quality and affordability.

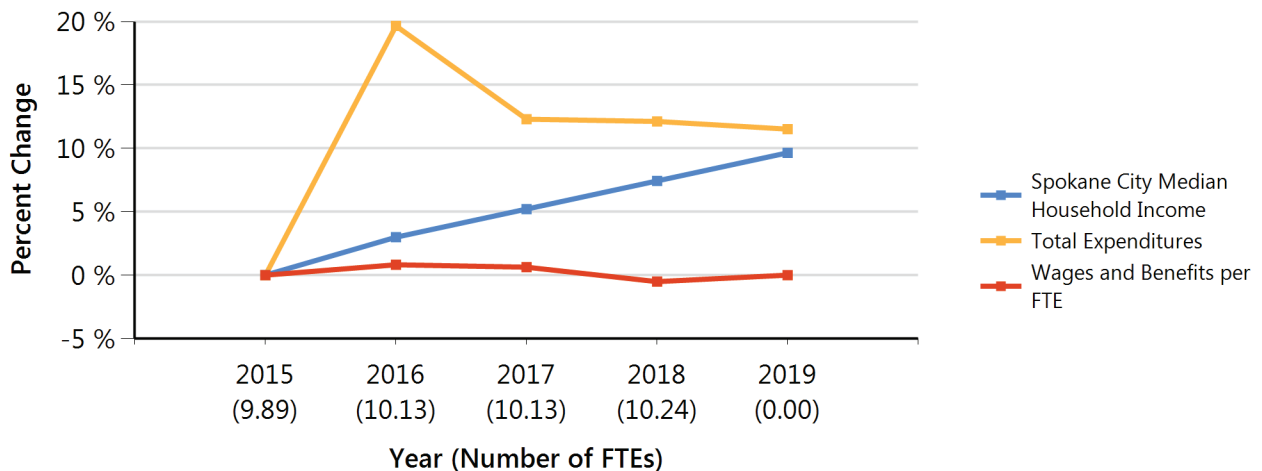
2019 Expenditures



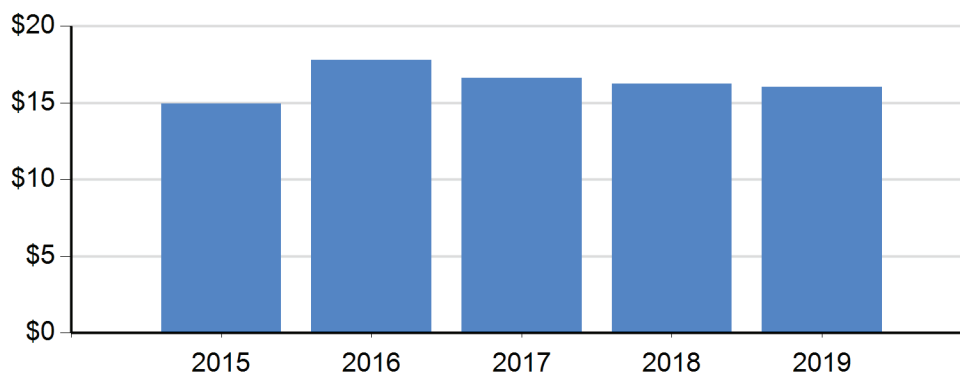
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$14.96	\$17.78	\$16.62	\$16.24	\$16.03
Percent Change	0.00%	19.65%	-6.14%	-0.15%	-0.54%



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

Executive Summary:

Parks and Recreation operates four championship municipal golf courses: Downriver, Esmeralda, Indian Canyon and the Creek at Qualchan. With a strong historical legacy, our golf courses have been recognized nationally for their high quality and affordability.

Programs and Services:

Revenues generated at the four municipal golf courses fund the operations of the Golf Fund. The goals are to provide quality golf at reasonable and fairly priced rates, offer an exceptional golf experience for the value, and attract new golfers. 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	9.89	10.13	10.13	10.24	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	116,798	221,247	196,332	250,000	250,000
Interfund Charges	385,014	346,453	341,800	361,684	285,919
Reserve for Budget Adjustment	0	0	0	42,000	42,000
Transfers Out	11,345	0	0	50,000	50,000
Wages & Benefits	1,478,609	1,526,865	1,523,947	1,522,925	1,579,345
Supplies & Services	1,175,684	1,245,201	1,455,740	1,326,996	1,326,996
Debt Services	0	453,712	41,668	0	0
All Other	20,650	21,302	20,742	21,000	21,000
TOTAL	3,188,100	3,814,780	3,580,229	3,574,605	3,555,260

Expenditure Notes:

All Other expenditure category reflects excise and sales taxes on Golf Fund activities.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	3,146,044	3,215,891	3,102,697	3,791,370	3,791,370
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	312,108	35,000	45,000	0	0
General Fund Resources	0	0	0	0	0
All Other	2,485	7,310	19,526	13,900	13,900
TOTAL	3,460,637	3,258,201	3,167,223	3,805,270	3,805,270

Revenue Notes:

Miscellaneous Revenue consists of interest earnings, contributions and donations, concession sales, and sale of surplus equipment.

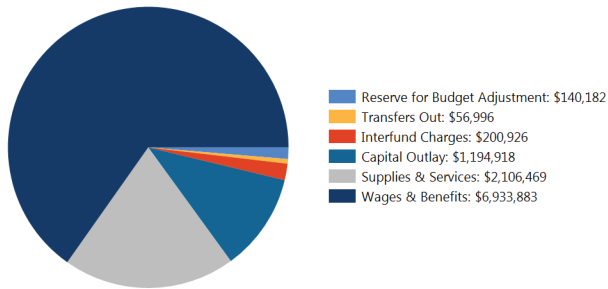




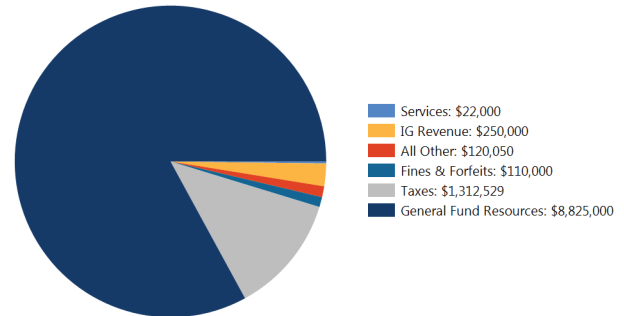
Library

Spokane Public Library is a community of learning. We serve Spokane through six locations, a digital branch, and outreach services. We inspire a thriving city by providing educational and cultural opportunities to all citizens, regardless of age, means, or background.

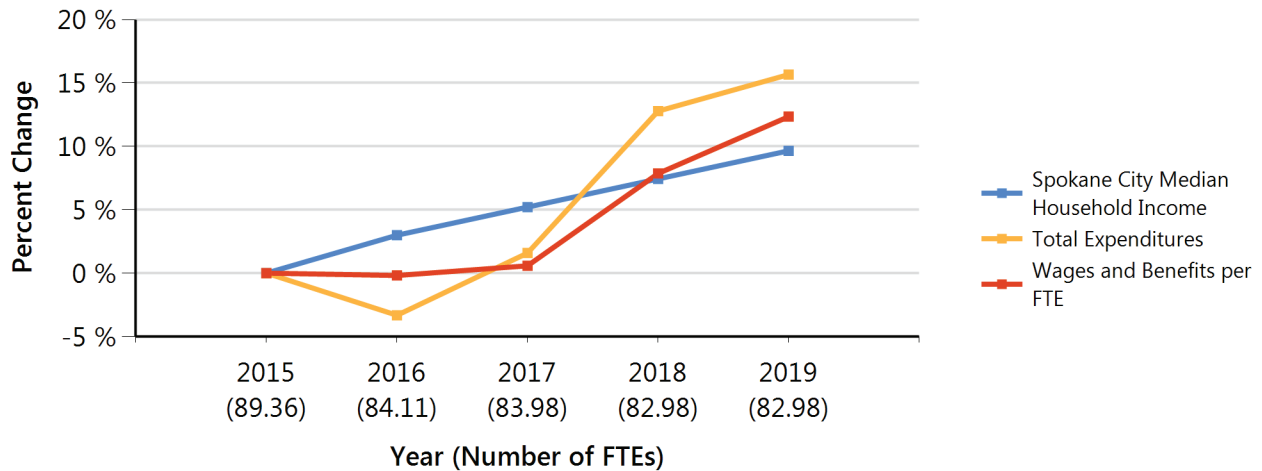
2019 Expenditures



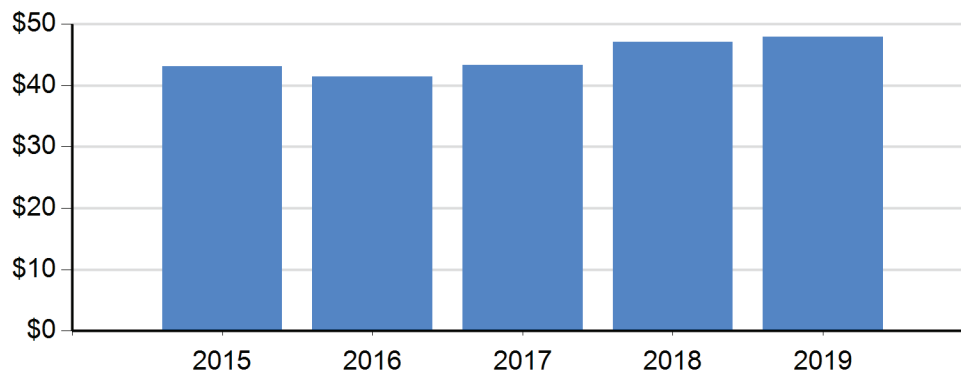
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$43.14	\$41.44	\$43.35	\$47.11	\$47.96
Percent Change	0.00%	-3.32%	5.07%	11.01%	2.55%



Department Summary: Library

Division: Community, Health, and Environment

Fund Type: Special Revenue Fund

Executive Summary:

Spokane Public Library is a community of learning. We serve Spokane through six locations, a digital branch, and outreach services. We inspire a thriving city by providing educational and cultural opportunities to all citizens, regardless of age, means, or background.

Programs and Services:

EDUCATION

We connect our community with education, information and programming. From early literacy to adult and digital literacy we are the source for free learning opportunities for Spokane citizens. Our collection includes print, audio, video and digital formats, specialized online research tools, historical collections and educational tools.

ENRICHMENT

We are a platform to provide Spokane citizens with opportunities for personal enrichment. We offer spaces for citizens to interact and collaborate. We cultivate a dynamic and informative programming calendar to bring interesting topics to our customers – both young and old. Through our Outreach services, we serve homebound residents, senior centers, daycare facilities, rehabilitation facilities, hospitals and prisons.

PARTNERSHIP

We align with community groups and local businesses and give them the cutting-edge resources they need to meet their goals. Through strategic relationships we maximize our reach and cultivate a strong sense of community. We improve the economy of Spokane by strengthening the workforce through high-quality business resources, training and workshops.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	89.36	84.11	83.98	82.98	82.98

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	935,510	1,090,488	1,245,198	1,194,918	1,194,918
Interfund Charges	158,210	202,988	210,535	212,302	200,926
Reserve for Budget Adjustment	0	0	0	140,000	140,182
Transfers Out	56,996	56,996	56,996	56,996	56,996
Wages & Benefits	6,623,265	6,222,526	6,260,428	6,636,217	6,933,883
Supplies & Services	1,419,528	1,314,833	1,566,071	2,127,969	2,106,469
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	9,193,509	8,887,831	9,339,228	10,368,402	10,633,374

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	1,080,000	1,080,000	1,166,982	1,255,000	1,312,529
Licenses & Permits	0	0	0	0	0
IG Revenue	45,126	9,196	9,024	250,000	250,000
Services	18,006	18,050	18,867	22,000	22,000
Fines & Forfeits	146,954	123,343	122,690	140,000	110,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	7,923,397	8,263,482	8,383,482	8,600,000	8,825,000
All Other	122,226	109,367	122,029	110,250	120,050
TOTAL	9,335,709	9,603,438	9,823,074	10,377,250	10,639,579

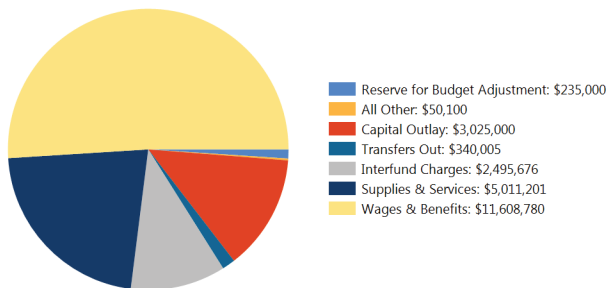
Revenue Notes:



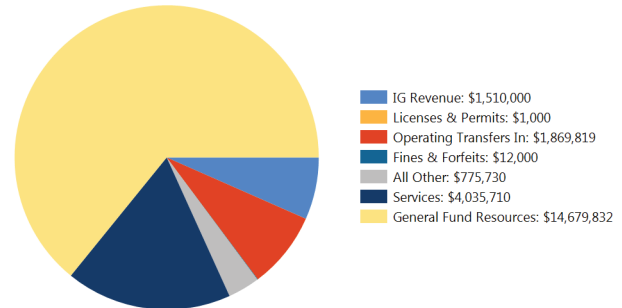
Parks and Recreation

Parks and Recreation is continually striving to improve in its ability to meet the needs of the public. Efforts continue to establish a more efficient and effective Parks & Recreation system that will be sustainable for future years. This includes leveraging opportunities with partners to share services and resources, and making strategic investments in public amenities.

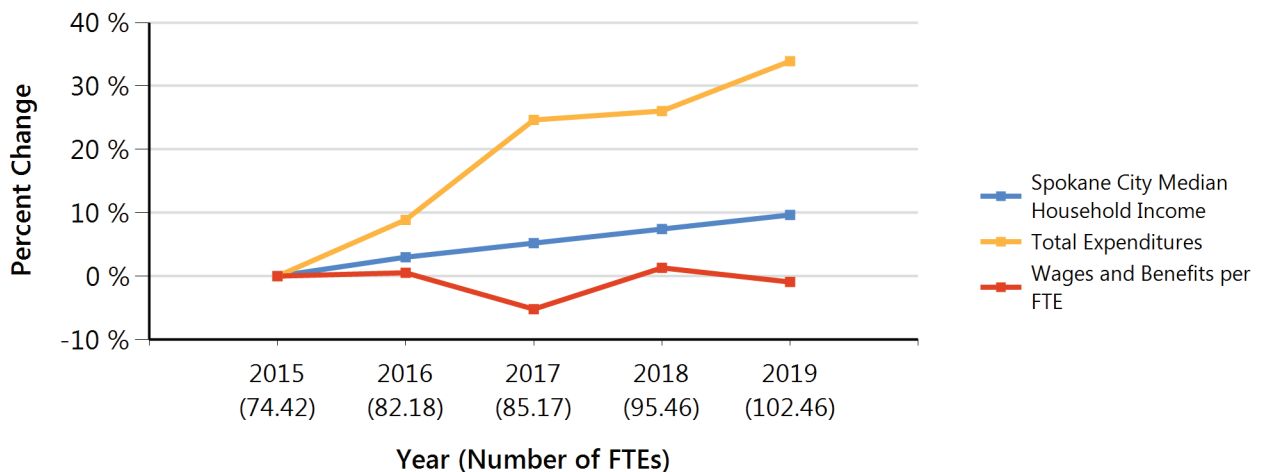
2019 Expenditures



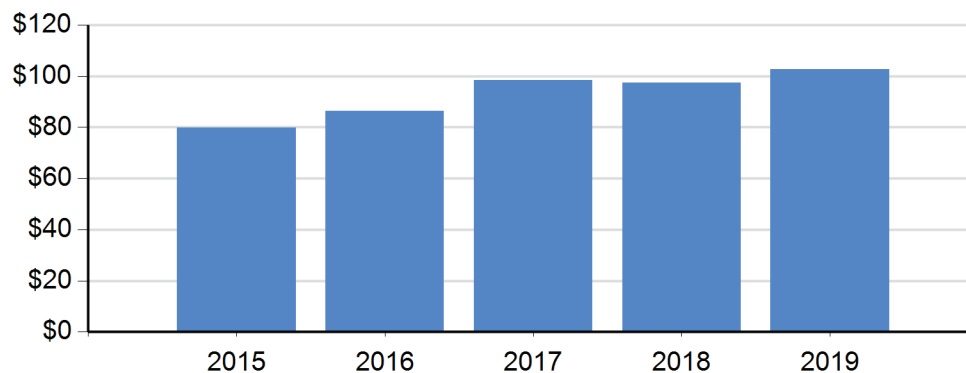
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$79.78	\$86.29	\$98.35	\$97.36	\$102.68
Percent Change	0.00%	8.88%	14.47%	1.12%	6.23%



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

Executive Summary:

Parks and Recreation is continually striving to improve in its ability to meet the needs of the public. Efforts continue to establish a more efficient and effective Parks & Recreation system that will be sustainable for future years. This includes leveraging opportunities with partners to share services and resources, and making strategic investments in public amenities.

Programs and Services:

Parks and Recreation operates and maintains more than 4,100 acres meant to enhance the quality of life for our community. Our diverse portfolio includes developed parks and playgrounds, formal gardens, open natural conservation lands, an arboretum, a downtown urban park at the river falls, sports facilities, aquatic centers, and 40 miles of trails. We also program hundreds of recreational opportunities for all ages and abilities, to help people find their adventure, connect with one another and their city.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	74.42	82.18	85.17	95.46	102.46

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	595,917	1,044,335	4,273,075	2,191,223	3,025,000
Interfund Charges	2,169,345	2,562,749	2,294,138	2,661,552	2,495,676
Reserve for Budget Adjustment	0	0	0	252,856	235,000
Transfers Out	622,964	280,845	385,004	340,005	340,005
Wages & Benefits	8,544,508	9,485,756	9,266,521	11,062,483	11,608,780
Supplies & Services	5,041,185	5,120,499	4,941,365	4,903,914	5,011,201
Debt Services	0	0	0	0	0
All Other	26,245	15,599	29,239	16,700	50,100
TOTAL	17,000,164	18,509,783	21,189,342	21,428,733	22,765,762

Expenditure Notes:

All Other expenditure category reflects budget for sales and excise taxes.

2019 Staffing increases reflect 3.0 additional FTEs for Riverfront Park and 10 FTE for Recreation. 2019 Budget also reflects FTEs funded in 2018 and added during the year.

2015 and 2016 do not reflect expenditures related to the windstorm.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	1,080	4,489	5,364	1,000	1,000
IG Revenue	0	0	0	891,000	1,510,000
Services	2,872,858	3,998,405	2,497,392	3,736,036	4,035,710
Fines & Forfeits	27,266	23,127	21,798	15,000	12,000
Operating Transfers In	25,000	0	50,000	423,536	1,869,819
General Fund Resources	12,911,514	13,505,508	13,808,971	14,291,042	14,679,832
All Other	2,089,097	1,412,899	955,960	2,082,230	2,114,460
TOTAL	17,926,815	18,944,428	17,339,485	21,439,844	24,222,821

Revenue Notes:

Miscellaneous Revenues consist primarily of space rentals, concessions sales, parking proceeds, and contributions and donations.



Program Summary: Park Operations

Division: Community, Health, and Environment

Fund Type: Special Revenue Fund

Executive Summary:

Operations for Parks and Recreation provides routine and major maintenance in grounds, parking lots, neighborhood parks and playgrounds, restrooms, buildings, facilities, and public safety. The Horticulture program maintains the grounds and features of Manito Park and Moore-Turner Garden.

Programs and Services:

Park Operations maintains the grounds and facilities at all of Spokane's City parks and park properties in the right of way. This includes cutting grass, snow removal, repairing playground equipment, maintaining paths, walkways, and parking lots, and also provides project management and coordination for maintenance and repair of damages and vandalism on City assets. A primary goal is mitigating issues that could put the public in potential danger. The Horticulture program is responsible for the 90 acres of Manito Park and Moore-Turner Heritage Garden; these include a rose arbor, perennial garden staircase, botanical gardens, an arboretum and conservatory.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	32.86	33.16	32.65	34.00	34.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	483,623	398,161	435,786	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	133,000	116,000	25,526	25,526	25,526
Wages & Benefits	2,937,829	3,129,665	3,170,912	3,469,621	3,576,885
Supplies & Services	1,181,691	1,276,478	1,402,866	1,265,009	1,265,009
Debt Services	0	0	0	0	0
All Other	0	0	6,618	0	0
TOTAL	4,736,143	4,920,304	5,041,708	4,760,156	4,867,420

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	81,554	74,017	66,004	40,000	40,000
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	159,585	164,456	92,053	150,430	150,430
TOTAL	241,139	238,473	158,057	190,430	190,430

Revenue Notes:

Miscellaneous Revenues consist of short term space facilities rentals and contributions and donations.



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

Executive Summary:

The Administration Program includes all of the support services necessary for the provision of Parks and Recreation direct services.

Programs and Services:

The program budget for Administration provides support services for the entire department including the Director's Office and all accounting services to include but not limited to financial reporting and staff support for the Parks Board, budgeting, accounts payable, and accounts receivable; payroll and HR; communication and marketing; and general customer service. Other functions include overall Parks capital planning and the project oversight for the Riverfront Park Bond Project. This program also includes the direct administrative portions of Parks & Recreation's major operating divisions such as Recreation, Park Operations, Riverfront Park, and Urban Forestry.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	18.31	24.27	24.77	28.26	28.26

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	12,920	52,448	3,145,446	2,106,223	3,025,000
Interfund Charges	2,138,568	2,454,892	2,285,848	2,587,402	2,454,926
Reserve for Budget Adjustment	0	0	0	96,097	235,000
Transfers Out	304,000	86,345	103,195	58,195	58,195
Wages & Benefits	1,620,313	2,326,581	2,370,803	3,112,988	3,131,180
Supplies & Services	997,739	838,720	745,119	586,577	728,377
Debt Services	0	0	0	0	0
All Other	21,554	10,757	17,998	11,500	11,500
TOTAL	5,095,094	5,769,743	8,668,409	8,558,982	9,644,178

Expenditure Notes:

All Other expenditure category reflects excise and sales taxes on Park activities.

Significant increases in 2017 Capital Outlay reflect grant expenditures and anticipated grant expenditures in 2019.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	1,942	2,442	0	0
IG Revenue	0	0	0	881,000	1,500,000
Services	20,317	505,673	598,295	629,836	639,800
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	423,536	369,819
General Fund Resources	12,845,514	13,439,508	13,742,971	14,225,042	14,613,832
All Other	17,558	41,747	8,269	143,000	135,500
TOTAL	12,883,389	13,988,870	14,351,977	16,302,414	17,258,951

Revenue Notes:

Miscellaneous revenues category consists primarily of anticipated contributions and donations.



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

Executive Summary:

The Recreation department maintains many of the City's major recreational facilities and coordinates a diverse portfolio of events including youth and adult athletics, outdoor recreation, art, personal interest (cooking, music, language), aquatics and Therapeutic Recreation for participants with disabilities. Recreation also provides funding for multiple Senior Community Centers and Youth Community Centers.

Programs and Services:

Recreation is constantly evolving in their effort to meet the public demand for both mental and physical healthy living. Recreation strives to achieve and 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. The Recreation department maintains and manages the Dwight Merkel Sports Center, Franklin Park, Southeast Sports Complex, Corbin Art Center, Camp Sekani, 6 Aquatics Centers and 17 Splash Pads. Extensive programming and classes are provided for youth and adult athletic programs, outdoor recreation activities, art and personal interest classes and Therapeutic Recreation Services. Funding is also provided to support our City's community, youth and senior centers.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	7.35	7.35	7.55	7.60	8.60

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	73,798	438,449	389,444	0	0
Interfund Charges	0	76,967	0	16,950	16,950
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	52,764	70,500	15,513	15,513	15,513
Wages & Benefits	1,551,673	1,637,803	1,813,924	1,510,221	1,634,542
Supplies & Services	1,640,714	1,696,661	1,757,698	1,638,267	1,638,767
Debt Services	0	0	0	0	0
All Other	4,691	4,842	4,623	5,200	5,200
TOTAL	3,323,640	3,925,222	3,981,202	3,186,151	3,310,972

Expenditure Notes:

All Other expenditure category reflects sales and excise taxes on Park activities.

2019 Projected reflects 1.0 additional FTE for additional maintenance at Parks sports complexes.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	944,154	1,117,401	1,195,254	1,029,200	966,910
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	25,000	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	553,547	430,784	327,464	470,800	464,800
TOTAL	1,522,701	1,548,185	1,522,718	1,500,000	1,431,710

Revenue Notes:

Miscellaneous Revenue consists primarily of short-term leases for sports facilities and concessions revenue.

Reduced revenue in 2019 Budget reflects the implementation of the Free Swim Program.



Program Summary: Riverfront Park

Division: Community, Health, and Environment

Fund Type: Special Revenue Fund

Executive Summary:

Riverfront Park is a main attraction for tourists and residents, drawing more than 2 million visitors annually, boasting 100 acres at the heart of the City's roaring river falls, and hosting a variety of community events. The park is currently under a major voter-approved renovation to further drive Spokane's economic vitality and ensure a legacy park for future generations.

Programs and Services:

Riverfront Park offers something for everyone, including quiet green walking trails, breathtaking views of the river falls, art sculptures, attractions, and community events. The Park recently opened a brand new Skate Ribbon and a newly renovated building to house the historic and unique Looft Carrousel. The renovation of the Pavilion structure is now underway, and the near future will also see a destination playground. Riverfront Park hosts several annual large public events such as the July 4th celebration, Hoopfest, and Pig Out in the Park, as well as smaller programming like free skate lessons, yoga sessions and art classes. In 2019, the major renovation of Riverfront Park will continue, and new amenities like the Pavilion will open as programming grows.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	11.90	13.40	15.40	19.00	25.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	25,576	40,788	194,238	85,000	0
Interfund Charges	30,777	30,890	8,290	33,400	0
Reserve for Budget Adjustment	0	0	0	156,759	0
Transfers Out	106,200	0	238,129	238,130	238,130
Wages & Benefits	2,001,134	1,919,278	1,384,227	2,363,677	2,655,941
Supplies & Services	1,121,968	1,160,081	760,902	1,165,856	1,131,143
Debt Services	0	0	0	0	0
All Other	0	0	0	0	33,400
TOTAL	3,285,655	3,151,037	2,585,786	4,042,822	4,058,614

Expenditure Notes:

All Other Expenditure category reflects anticipated sales tax and excise taxes on Riverfront Park activities. Riverfront Park budget reflects anticipated staffing increases for programming and Temp Seasonal costs for the opening of the Ice Ribbon and the Looft Carrousel.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	1,242	1,617	0	0
IG Revenue	0	0	0	0	0
Services	1,767,184	2,250,314	628,230	1,959,000	2,324,000
Fines & Forfeits	27,266	23,127	21,798	15,000	12,000
Operating Transfers In	0	0	0	0	1,500,000
General Fund Resources	0	0	0	0	0
All Other	1,331,727	750,179	513,199	1,293,000	1,338,730
TOTAL	3,126,177	3,024,862	1,164,844	3,267,000	5,174,730

Revenue Notes:

All Other Revenue category consists of parking proceeds, short-term space facilities rentals, concessions revenue, and contributions and donations.



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

Executive Summary:

The mission of Urban Forestry is to maintain and protect the public trees found in and around the parks, neighborhoods and public streets of Spokane.

Programs and Services:

Urban Forestry maintains the grounds of John A. Finch Arboretum, and engages the public on the importance of trees in the community through outreach programs such as the Heritage Tree Program and the Neighborhood Tree Program. Urban Forestry also partners with many community and government organizations to provide habitat restoration, and helps distribute appropriate trees to the residents of Spokane to foster our urban canopy.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	4.00	4.00	4.80	6.60	6.60

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	114,489	108,161	0	0
Interfund Charges	0	0	0	23,800	23,800
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	27,000	8,000	2,641	2,641	2,641
Wages & Benefits	433,559	472,429	526,655	605,976	610,232
Supplies & Services	99,073	148,559	274,780	248,205	247,905
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	559,632	743,477	912,237	880,622	884,578

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	1,080	1,305	1,305	1,000	1,000
IG Revenue	0	0	0	10,000	10,000
Services	59,649	51,000	9,609	78,000	65,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	50,000	0	0
General Fund Resources	66,000	66,000	66,000	66,000	66,000
All Other	26,680	25,733	14,975	25,000	25,000
TOTAL	153,409	144,038	141,889	180,000	167,000

Revenue Notes:

Miscellaneous Revenues consist primarily of contributions and donations.

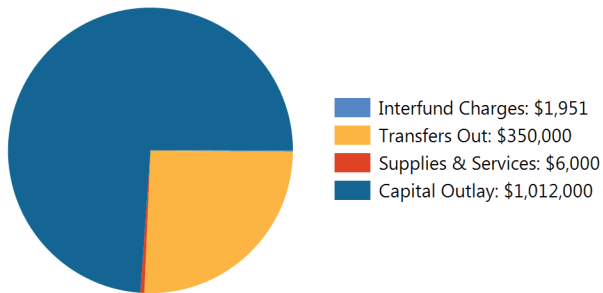




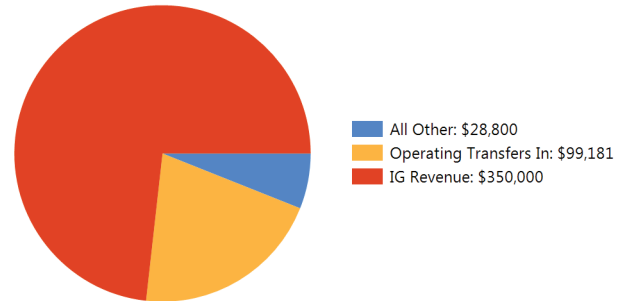
Parks Cumulative Reserve Fund

The Parks Cumulative Reserve Fund is utilized to set aside reserves from the Parks and Recreation Department and Golf fund to pay for operational expenses in the future, such as fleet replacement or computer equipment.

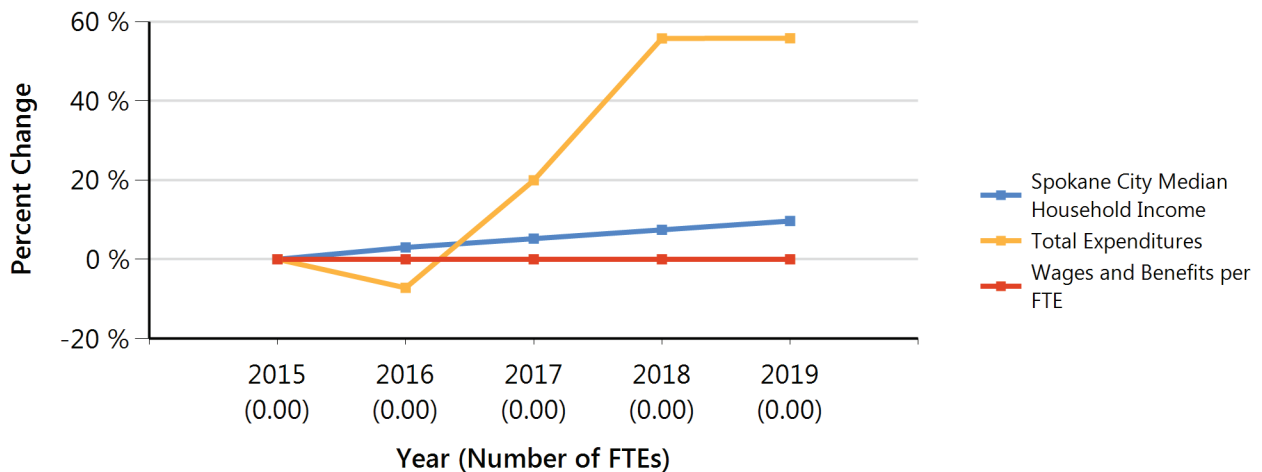
2019 Expenditures



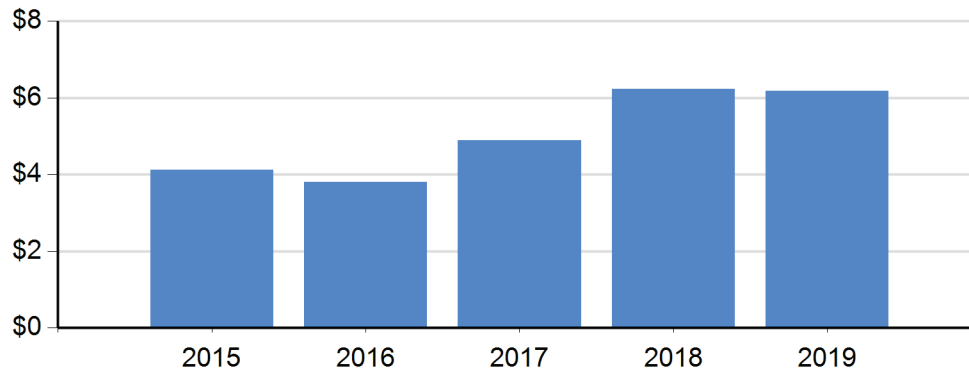
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$4.13	\$3.80	\$4.90	\$6.22	\$6.18
Percent Change	0.00%	-7.21%	29.26%	29.86%	0.02%



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

Executive Summary:

The Parks Cumulative Reserve Fund is utilized to set aside reserves from the Parks and Recreation Department and Golf fund to pay for operational expenses in the future, such as fleet replacement or computer equipment.

Programs and Services:

The Parks Cumulative Reserve fund covers fleet and computer replacement, major repairs and replacement, Conservation Futures funds and earmarked special gifts and donations. All current funds in the Cumulative Reserve Fund are reserved or designated for specific purposes.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	420,999	412,861	699,625	1,012,000	1,012,000
Interfund Charges	3,476	1,677	2,173	1,648	1,951
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	100,000	400,000	350,000	350,000	350,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	354,845	1,324	2,838	6,000	6,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	879,320	815,862	1,054,636	1,369,648	1,369,951

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	401,846	361,180	350,000	350,000	350,000
Services	8,300	11,030	18,211	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	373,964	234,500	49,181	99,181	99,181
General Fund Resources	0	0	0	0	0
All Other	142,853	125,617	46,391	28,800	28,800
TOTAL	926,963	732,327	463,783	477,981	477,981

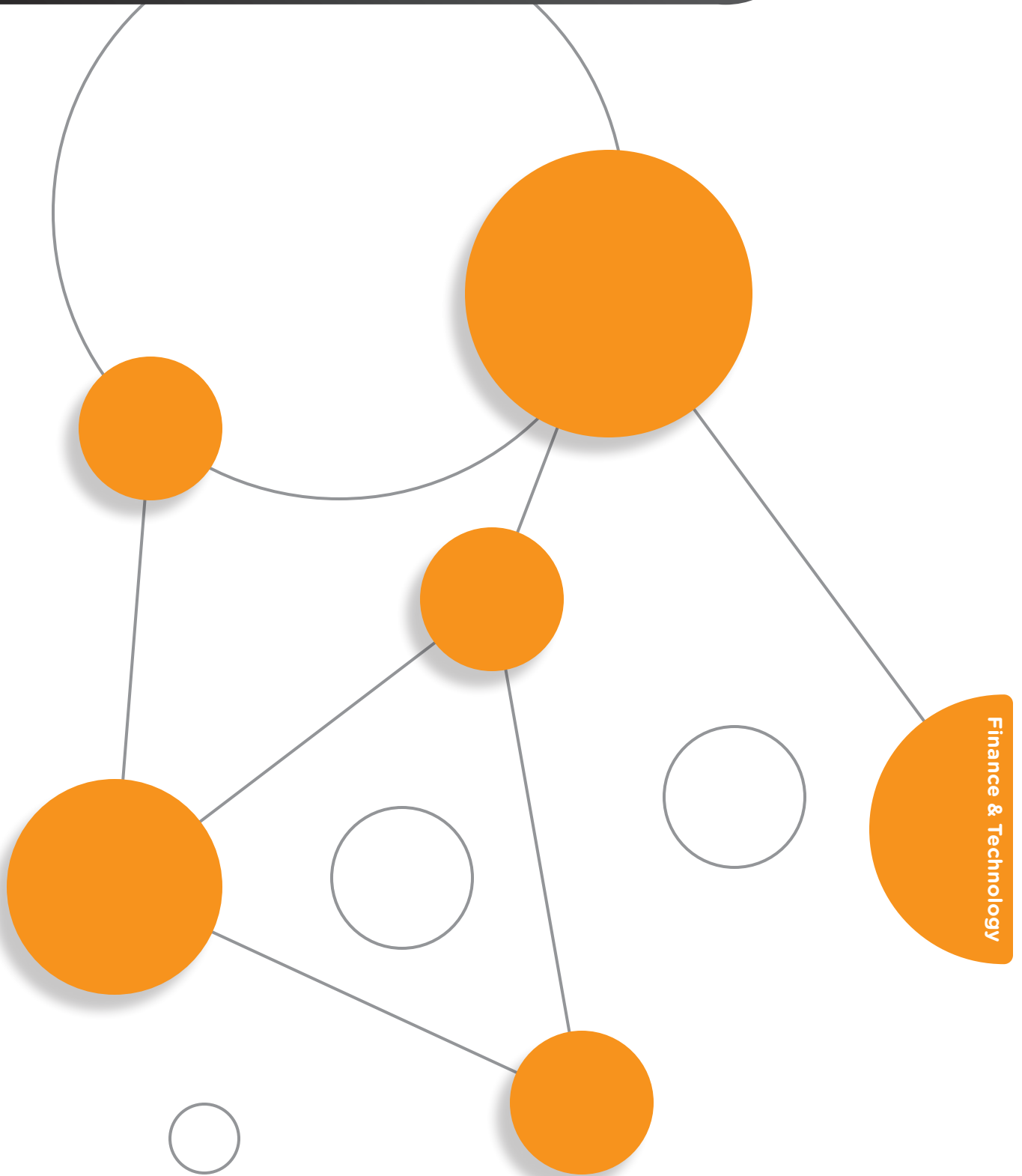
Revenue Notes:

Miscellaneous Revenues consists of Long-term lease revenue, interest earnings, and sale of surplus equipment.



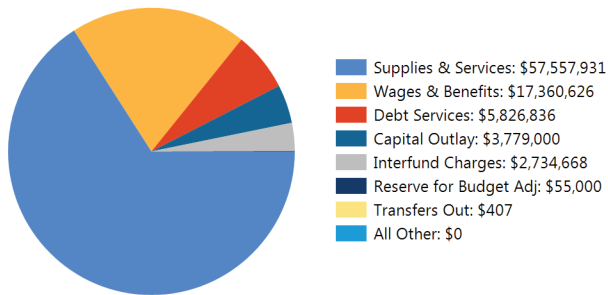


Finance & Technology

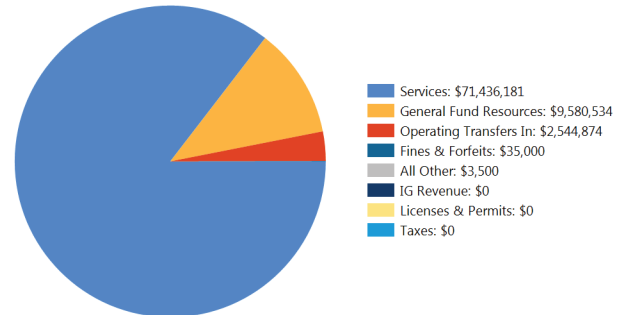


Finance & Technology

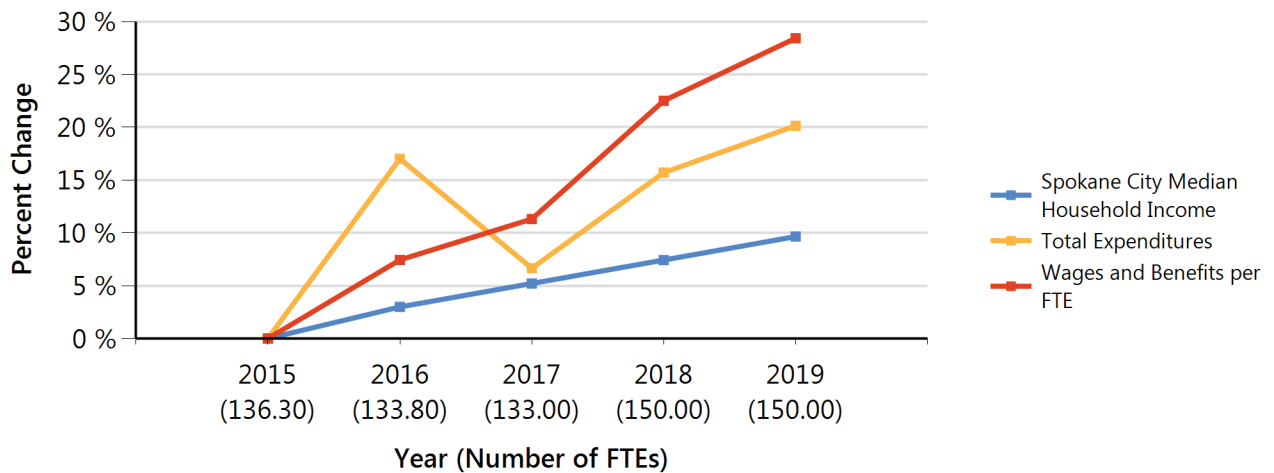
2019 Expenditures



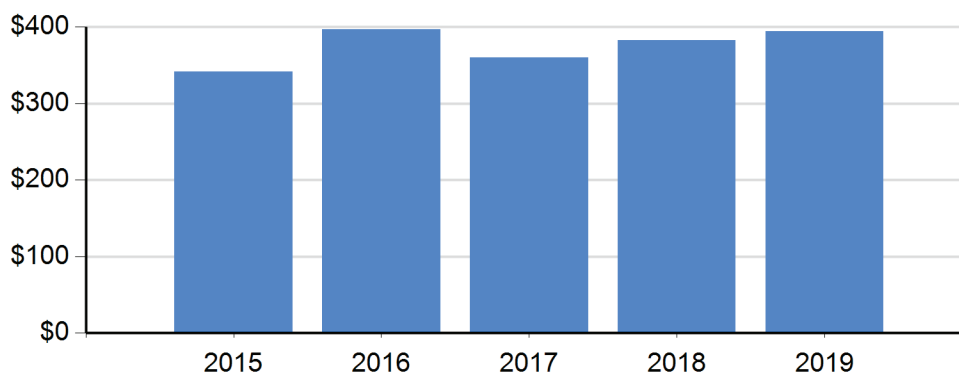
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$341.16	\$396.61	\$359.88	\$382.18	\$393.94
Percent Change	0.00%	17.01%	-8.86%	8.48%	3.83%

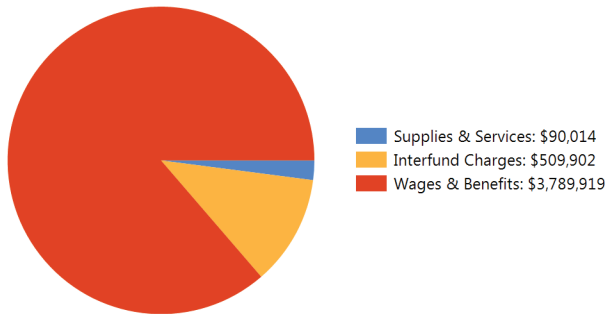




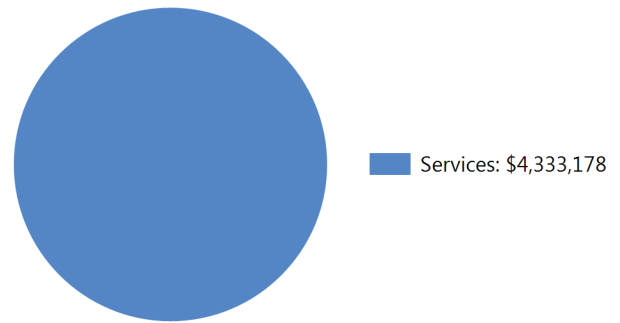
Accounting Services

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

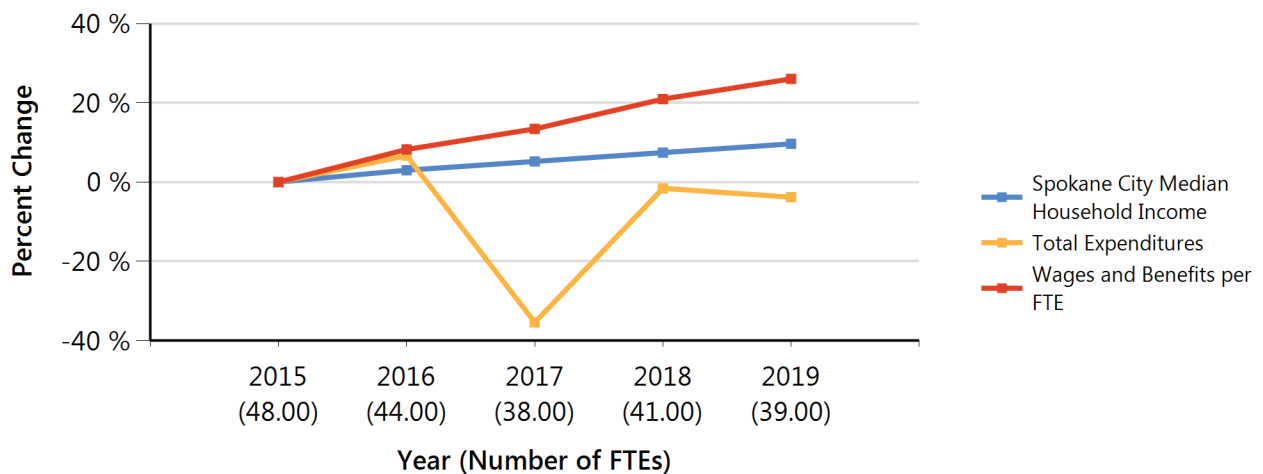
2019 Expenditures



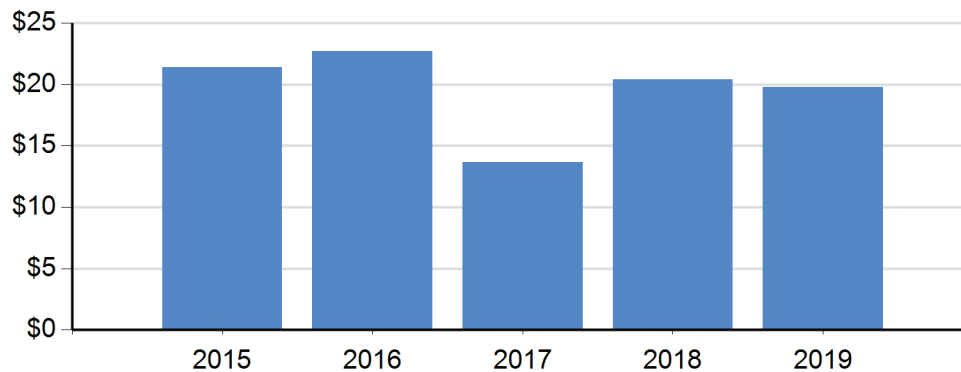
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$21.42	\$22.69	\$13.68	\$20.41	\$19.80
Percent Change	0.00%	6.65%	-39.45%	52.40%	-2.26%



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

Executive Summary:

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

Programs and Services:

Accounting Services supports the City's operational objectives that directly impact our citizens with professional financial services. Centralized accounting has several functions; Payroll processes payments to our employees; Accounts Payable pays our vendors so that services are seamlessly delivered to our citizens and Departmental Accounting groups facilitate accounting transactions and act as trusted financial advisors to City departments, providing expertise to assist in meeting their goals. Also, the Accounting staff in general organizes and reports financial information to our regulatory entities and other stakeholders.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	48.00	44.00	38.00	41.00	39.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	5,453	601	0	0	0
Interfund Charges	513,643	699,218	548,783	504,838	509,902
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	5,453	601	0	0	0
Wages & Benefits	3,625,444	3,596,745	3,267,514	3,790,859	3,789,919
Supplies & Services	413,914	570,312	(869,141)	195,860	90,014
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	4,563,907	4,867,477	2,947,156	4,491,557	4,389,835

Expenditure Notes:

The credit amount in 2017 under Other Services & Charges is due to recording of a pension adjustment.

Changes in FTE, and related costs in this budget, is a result of Accounting staff moving between the Accounting Services Department and other City Operational Departments to fit various business needs of the City.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	4,289,725	4,109,719	4,063,289	4,415,743	4,333,178
Fines & Forfeits	41,954	26,921	38,797	25,000	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	92,181	132,429	162,300	88,500	100,500
TOTAL	4,423,860	4,269,069	4,264,386	4,529,243	4,433,678

Revenue Notes:

All Other revenues include purchasing card rebates and NSF check fees.

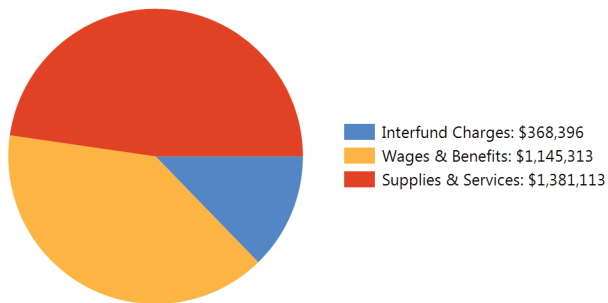




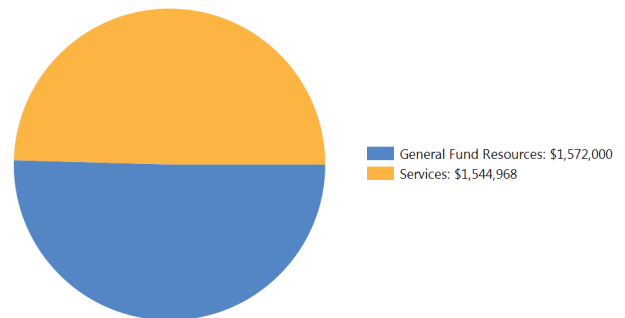
Asset Management

Asset Management 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.

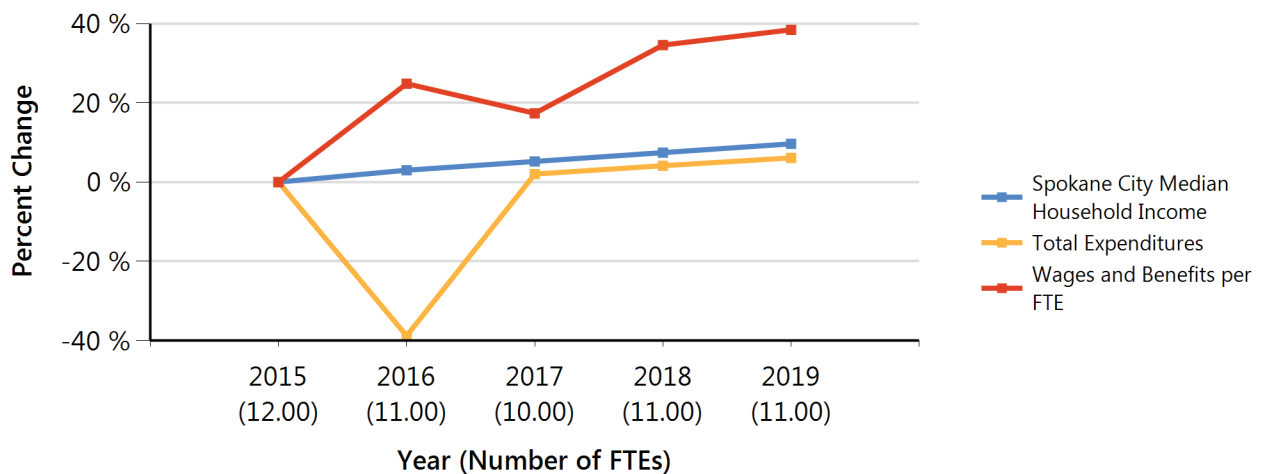
2019 Expenditures



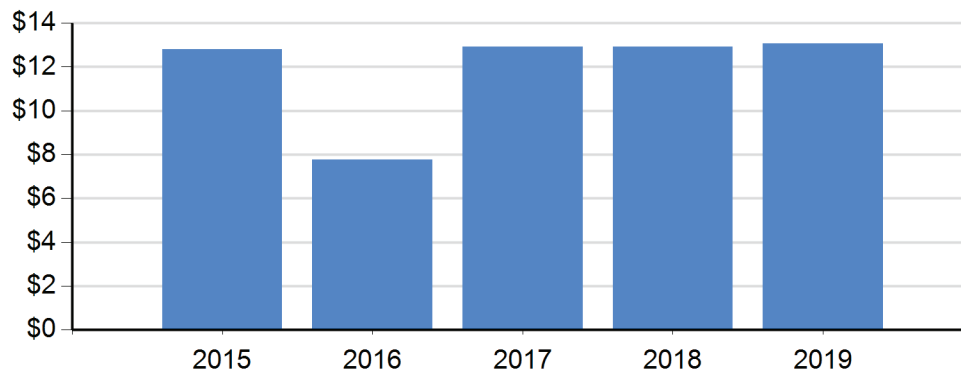
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$12.80	\$7.78	\$12.92	\$12.91	\$13.06
Percent Change	0.00%	-38.83%	66.79%	2.06%	1.90%



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

Executive Summary:

Asset Management 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 is 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. The Asset Management function is diverse in scope and impacts many areas of the City.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	12.00	11.00	10.00	11.00	11.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	235,439	2,795	(17)	0	0
Interfund Charges	429,415	445,458	369,490	439,995	368,396
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	79,012	2,795	(17)	0	0
Wages & Benefits	888,523	1,016,703	855,202	1,102,682	1,145,313
Supplies & Services	1,083,751	173,959	1,531,640	1,298,081	1,381,113
Debt Services	0	0	0	0	0
All Other	12,115	27,030	27,030	0	0
TOTAL	2,728,255	1,668,740	2,783,328	2,840,758	2,894,822

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,295,686	1,624,783	1,588,314	1,548,968	1,544,968
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	795,000	856,000	899,376	1,535,000	1,572,000
All Other	258,099	238,599	215,475	160,000	294,778
TOTAL	2,348,785	2,719,382	2,703,165	3,243,968	3,411,746

Revenue Notes:

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

Executive Summary:

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

Programs and Services:

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



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	86,667	80,000	265,000	265,000	265,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	86,667	80,000	265,000	265,000	265,000

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	84,826	80,000	155,267	265,000	302,000
All Other	285	0	0	0	0
TOTAL	85,111	80,000	155,267	265,000	302,000

Revenue Notes:

All Other revenue is misc revenue.



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

Executive Summary:

The Asset Management Director coordinates a cross-functional team encompassing construction management, facilities maintenance, and real estate acquisitions and dispositions.

Programs and Services:

Administrative functions for the Asset Management Department are provided under this program.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	3.00	2.00	1.00	1.00	1.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	2,060	0	0	0	0
Interfund Charges	88,128	70,643	66,324	122,543	77,276
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	2,060	0	0	0	0
Wages & Benefits	169,863	222,327	157,250	168,199	172,350
Supplies & Services	95,060	(807,296)	417,589	223,200	264,800
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	357,171	(514,326)	641,163	513,942	514,426

Expenditure Notes:

In 2016, there was a significant pension expense adjustment. In 2017, the pension expense represented 47% of the balance. Contractual services increased by \$200k+ in both 2018 and 2019.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	59,809	131,852	55,539	0	21,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	500,000	410,139	700,000	700,000
All Other	792	6,966	1,298	0	0
TOTAL	60,601	638,818	466,976	700,000	721,000

Revenue Notes:

All Other Revenue includes concession revenue and a one-time receipt of \$6k in 2016.



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

Executive Summary:

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

Programs and Services:

City Hall Maintenance staff includes one building engineer and four custodial personnel. Expenses include electricity, natural gas, HVAC maintenance, lighting replacement, and contract services for certain facility repairs, and other support services to departments located within City Hall.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	5.00	4.00	4.00	5.00	5.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	76,593	2,795	0	0	0
Interfund Charges	214,015	224,924	259,730	182,372	154,557
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	47,845	2,795	0	0	0
Wages & Benefits	271,601	253,947	254,048	394,132	419,641
Supplies & Services	578,338	635,169	553,970	493,344	543,340
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,188,392	1,119,630	1,067,748	1,069,848	1,117,538

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	580,043	894,693	855,195	848,968	848,968
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	561,827	136,000	251,942	430,000	430,000
All Other	5,398	71,265	7,464	0	5,198
TOTAL	1,147,268	1,101,958	1,114,601	1,278,968	1,284,166

Revenue Notes:

All Other revenue includes short-term rent and a one-time revenue of \$66k in 2016.



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

Executive Summary:

Facilities maintenance services include heating and ventilation, electrical, carpentry and contractual services.

Programs and Services:

Facilities staff consists of three personnel that 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, this program 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	2.00	3.00	3.00	3.00	3.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	29,107	0	(17)	0	0
Interfund Charges	123,452	147,296	42,122	133,793	134,463
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	29,107	0	(17)	0	0
Wages & Benefits	211,631	253,665	264,182	279,150	307,935
Supplies & Services	221,172	209,665	238,954	255,777	247,543
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	614,469	610,626	545,224	668,720	689,941

Expenditure Notes:

The 2019 budget includes \$148k for repairs & maintenance supplies, which is offset by a related reduction in repairs & maintenance services.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	551,025	566,213	600,773	550,000	600,000
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	2,375	0	0
TOTAL	551,025	566,213	603,148	550,000	600,000

Revenue Notes:

All Other revenue includes a judgment/settlement.



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

Executive Summary:

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

Programs and Services:

This program effectively manages the portfolio of properties currently owned by addressing each property and its relative value to the City. The 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	3,820	1,551	1,314	0	2,100
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	235,428	286,764	179,722	261,201	245,387
Supplies & Services	27,066	8,535	4,882	7,720	5,700
Debt Services	0	0	0	0	0
All Other	468	0	0	0	0
TOTAL	266,782	296,850	185,918	268,921	253,187

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	104,809	32,025	76,807	150,000	75,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	148,347	140,000	82,028	140,000	140,000
All Other	14,110	0	0	0	0
TOTAL	267,266	172,025	158,835	290,000	215,000

Revenue Notes:

All Other revenue includes a gain/loss of the sales of capital assets.

Service revenue in 2015 is due to higher billings to other city departments.



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

Executive Summary:

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

Programs and Services:

The Real Estate Program serves multiple departments across the City. This program is responsible for meeting the real estate acquisition and disposition needs for departments and divisions such as Fire, Police, Parks, and Public Works. Properties can be acquired for immediate use such as a new water reservoir or may be acquired years in advance of a project such as a new arterial street. The Real Estate Program completes the acquisition of needed property and then will maintain the properties as needed until they are utilized. Maintenance can take the form of leasing properties (in the instance of residential or commercial properties) or simply maintaining a vacant site for litter, noxious weeds, or safety. The Real Estate Rental Program is utilized when properties are leased during the period of time the City owns the asset. The program tracks the rental revenues and expenditures related to the various leased properties.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	127,679	0	0	0	0
Interfund Charges	0	1,044	0	1,287	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	75,448	47,886	51,245	53,040	54,730
Debt Services	0	0	0	0	0
All Other	11,647	27,030	27,030	0	0
TOTAL	214,774	75,960	78,275	54,327	54,730

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	237,514	160,368	204,338	160,000	289,580
TOTAL	237,514	160,368	204,338	160,000	289,580

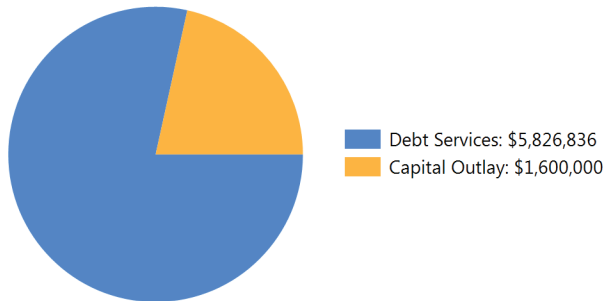
Revenue Notes:



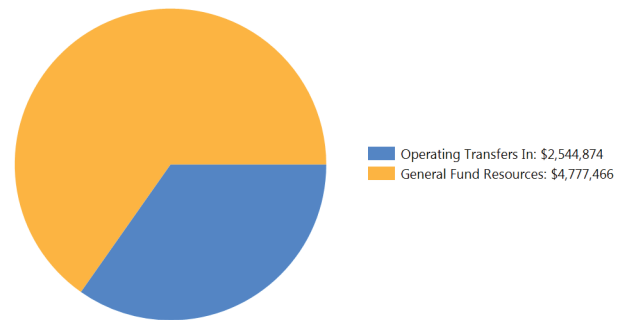
Asset Management Fund Capital

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.

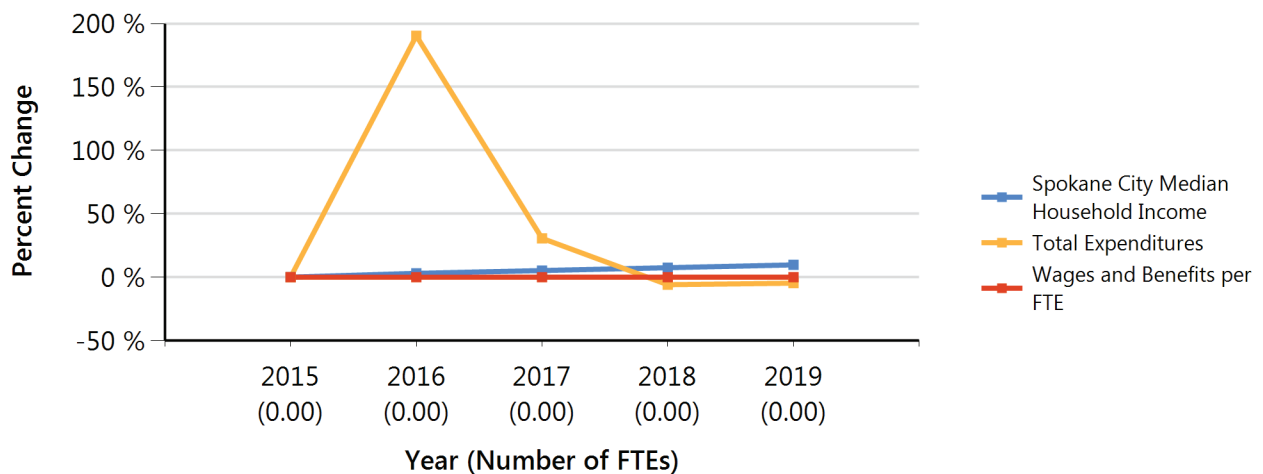
2019 Expenditures



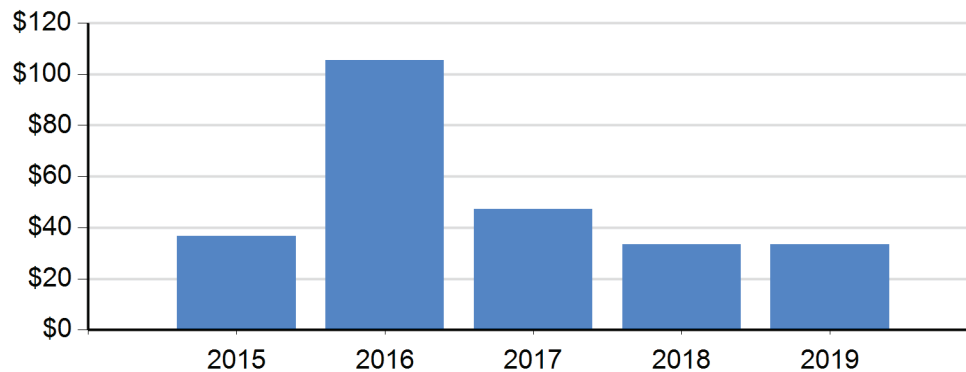
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$36.59	\$105.56	\$47.27	\$33.31	\$33.50
Percent Change	0.00%	190.37%	-55.02%	-28.00%	1.29%



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

Executive Summary:

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

Programs and Services:

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



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	4,611,932	7,527,831	4,125,085	1,400,000	1,600,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	5,218,782	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	617,455	351,069	790,041	0	0
Debt Services	2,568,521	9,545,461	5,269,146	5,932,164	5,826,836
All Other	0	0	0	0	0
TOTAL	7,797,908	22,643,143	10,184,272	7,332,164	7,426,836

Expenditure Notes:

2016 included a one-time operating transfer out to the Asset Management fund.

The increase in Supplies in 2017 was related to Fire Department equipment.

The debt service principal amount in 2016 includes a payoff of \$5.2 million for LTGO 2005A bonds.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	131,474	0	0	0	0
Services	4,628	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	1,322,641	2,105,109	2,314,739	3,153,842	2,544,874
General Fund Resources	1,700,000	2,929,278	3,820,629	4,777,466	4,777,466
All Other	13,745,472	5,190,856	6,268,653	4,155,485	0
TOTAL	16,904,215	10,225,243	12,404,021	12,086,793	7,322,340

Revenue Notes:

All Other revenue includes proceeds of long-term debt (SIP loans), gain/loss of sale of capital assets. In 2015, debt service payments were recorded as interfund rent. However, this process was discontinued in 2016. Now all debt service payments are reflected as an Operating Transfer In.

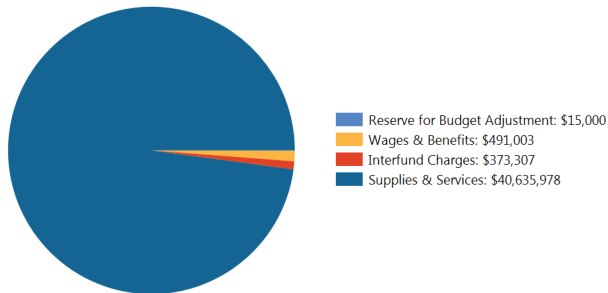




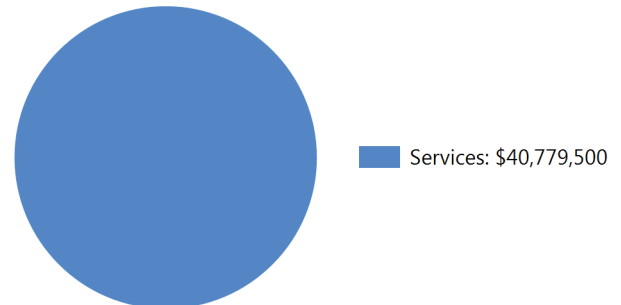
Employee Benefits

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.

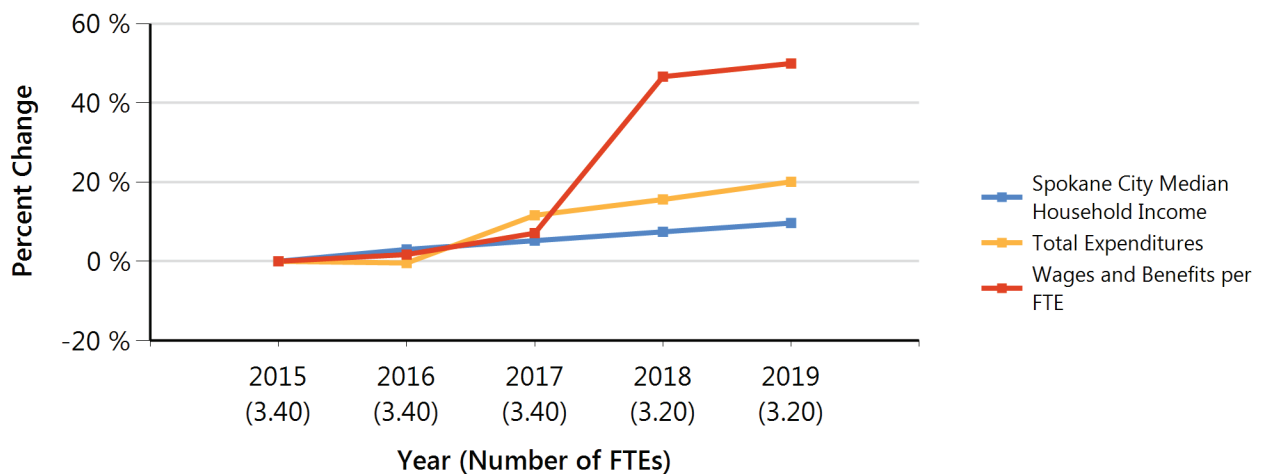
2019 Expenditures



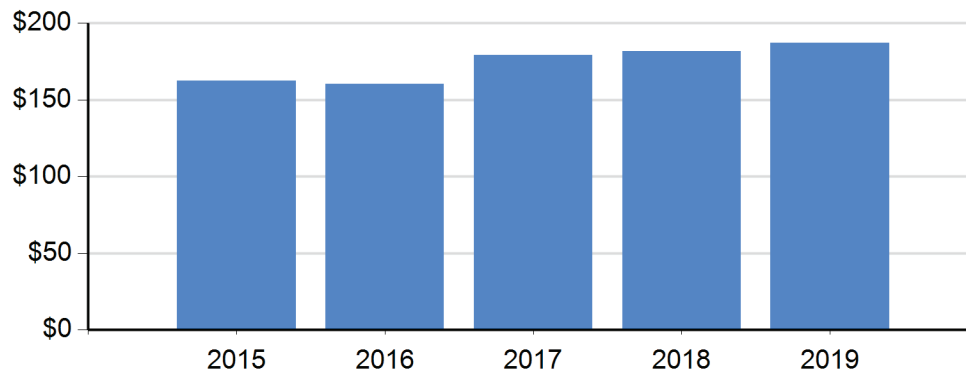
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$162.26	\$160.48	\$179.12	\$181.59	\$187.24
Percent Change	0.00%	-0.44%	12.10%	3.57%	3.87%



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

Executive Summary:

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

Programs and Services:

Human Resources manages and administers all City employee benefit programs. This includes the City's self-insured medical (Premera and 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	3.40	3.40	3.40	3.20	3.20

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	332,301	349,946	388,851	388,145	373,307
Reserve for Budget Adjustment	0	0	0	15,000	15,000
Transfers Out	0	0	0	0	0
Wages & Benefits	337,657	343,385	361,943	475,232	491,003
Supplies & Services	33,906,707	33,730,664	37,838,774	39,090,108	40,635,978
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	34,576,665	34,423,995	38,589,568	39,968,485	41,515,288

Expenditure Notes:

Other services & charges includes benefit claims costs; therefore, the amount will fluctuate depending on the amount of claims filed each year.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	33,813,248	34,807,204	36,910,624	39,921,174	40,779,500
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	1,260,109	1,103,688	104,436	85,150	86,000
TOTAL	35,073,357	35,910,892	37,015,060	40,006,324	40,865,500

Revenue Notes:

In 2017, income from COBRA and VEBA payments were moved from Miscellaneous Revenues to Services. As of 2017, all other revenues include interest income and contingent fees from the City's broker.





Finance

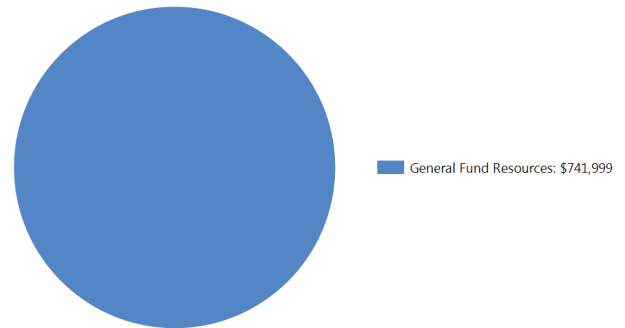
Finance guides the strategic direction and execution of the City's financial activities. The Director of Finance & Administration oversees Accounting, Auditing, Budget, Grants Management, Purchasing, Treasury, Taxes & Licenses, Risk Management and Asset Management.

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

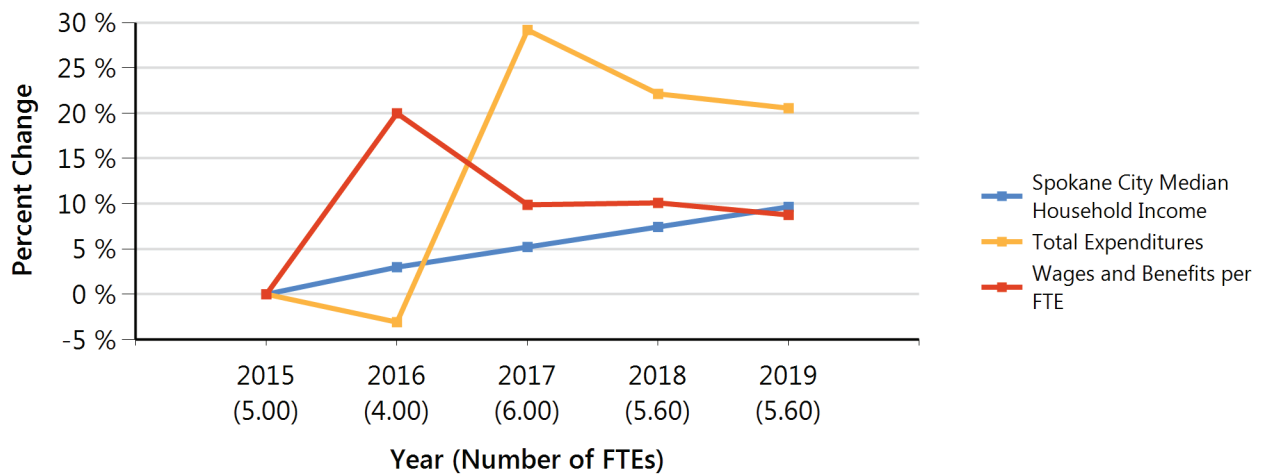
2019 Expenditures



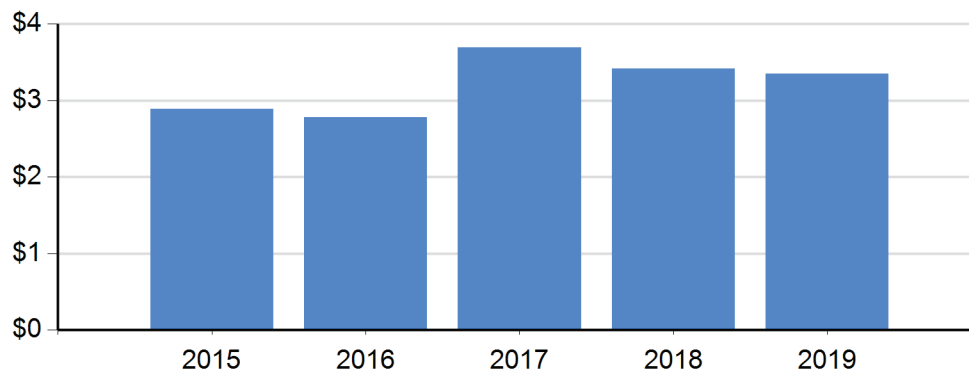
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$2.89	\$2.78	\$3.69	\$3.42	\$3.35
Percent Change	0.00%	-3.08%	33.29%	-5.46%	-1.29%



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, Auditing, Budget, Grants Management, Purchasing, Treasury, Taxes & Licenses, Risk Management and Asset Management.

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

Programs and Services:

The Finance Department oversees activities and the 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, Treasury, Payroll, Risk Management, Auditing, and Asset Management functions for the City.
 - Effective communication of financial matters to government and community stakeholders. This includes City Council, unions, management and all citizens and citizen groups.
-



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	5.00	4.00	6.00	5.60	5.60

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	2,693	1,984	0	3,000	0
Interfund Charges	142	0	27	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	606,976	582,623	785,623	734,801	725,019
Supplies & Services	5,731	11,937	9,531	13,960	16,980
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	615,542	596,544	795,181	751,761	741,999

Expenditure Notes:

In 2019, taxes and licenses personnel moved from Finance to Treasury Services.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	615,542	596,544	795,181	751,761	741,999
All Other	0	0	0	0	0
TOTAL	615,542	596,544	795,181	751,761	741,999

Revenue Notes:

Program Summary: Finance**Division:** Finance & Technology**Fund Type:** General Fund

Executive Summary:

The Finance program includes staff and operating expenses that support the functions of the entire Finance Division for the City. The Finance Division oversees activities and strategic direction of the City's financial activities.

Programs and Services:

The Director of Finance and Administration, Internal Audit, and support staff for the Division are budgeted in the Finance program, as well as overall operating expenses for the Division.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	4.00	3.00	5.00	3.80	3.90

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	2,693	1,984	0	3,000	0
Interfund Charges	142	0	27	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	453,566	415,796	601,479	486,522	488,580
Supplies & Services	3,711	10,368	6,612	8,060	11,060
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	460,112	428,148	608,118	497,582	499,640

Expenditure Notes:

Prior to 2018, staff and related expenses for the CFO and Business Analytics were included in the Finance Program Budget. Beginning in the 2018 Budget, these positions have moved to a separate Department, Treasury Services, within the Finance Division.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	460,112	428,148	608,118	497,582	499,640
All Other	0	0	0	0	0
TOTAL	460,112	428,148	608,118	497,582	499,640

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	1.00	1.00	1.00	1.80	1.70

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	153,410	166,827	184,144	248,279	236,439
Supplies & Services	2,020	1,569	2,919	5,900	5,920
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	155,430	168,396	187,063	254,179	242,359

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	155,430	168,396	187,063	254,179	242,359
All Other	0	0	0	0	0
TOTAL	155,430	168,396	187,063	254,179	242,359

Revenue Notes:



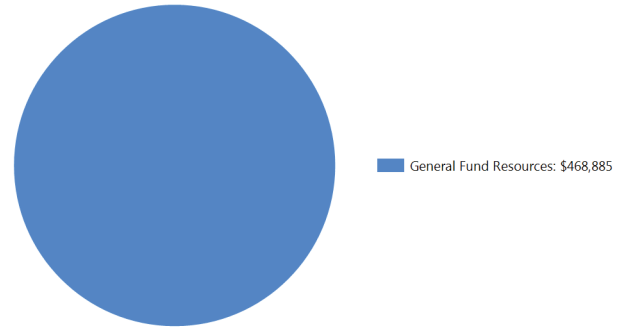
Grants Management

The purpose of the Grants Management Department is to establish and maintain meaningful oversight and coordination of grant awards throughout the entire award life cycle; as well as provide guidance and support for City contract development and compliance, thereby limiting the City's exposure liability and improving the impact of programs.

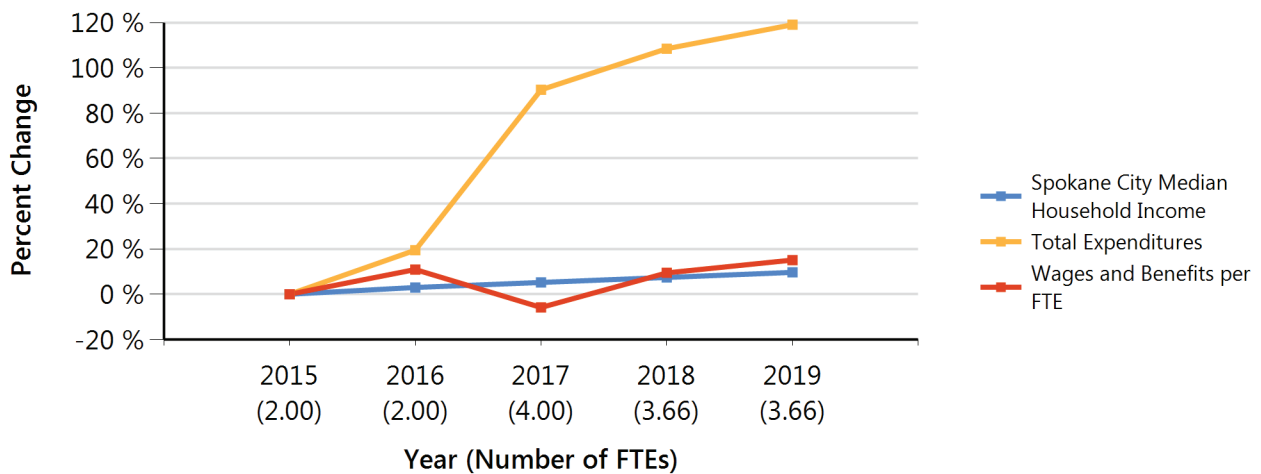
2019 Expenditures



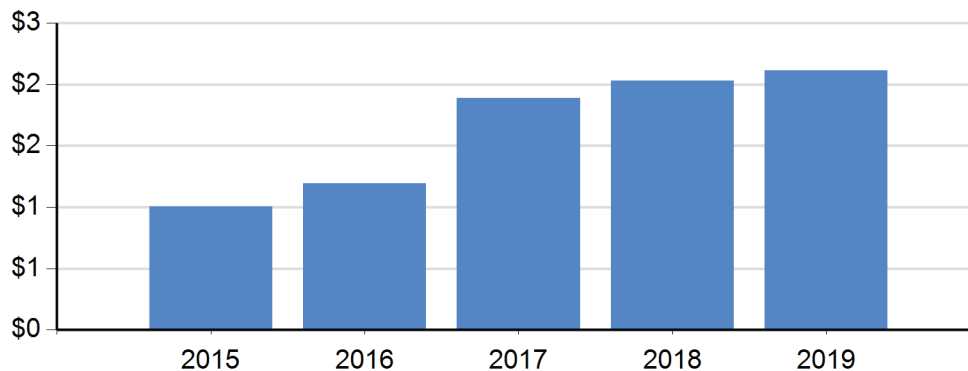
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$1.00	\$1.19	\$1.89	\$2.03	\$2.11
Percent Change	0.00%	19.47%	59.29%	9.53%	5.08%



Department Summary: Grants Management

Division: Finance & Technology

Fund Type: General Fund

Executive Summary:

The purpose of the Grants Management Department is to establish and maintain meaningful oversight and coordination of grant awards throughout the entire award life cycle; as well as provide guidance and support for City contract development and compliance, thereby limiting the City's exposure liability and improving the impact of programs.

Programs and Services:

The Department of Grants Management and Financial Assistance (GMFA) 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, City Council and City staff to develop and manage City contracts of all types.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	2.00	2.00	4.00	3.66	3.66

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	2,994	1,935	0	0	0
Interfund Charges	0	0	17	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	205,723	228,173	379,882	400,702	423,375
Supplies & Services	5,325	25,613	27,455	45,510	45,510
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	214,042	255,721	407,354	446,212	468,885

Expenditure Notes:

Two new positions for contract compliance were hired in 2017.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	1,500	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	214,042	254,221	407,354	446,212	468,885
All Other	0	0	0	0	0
TOTAL	214,042	255,721	407,354	446,212	468,885

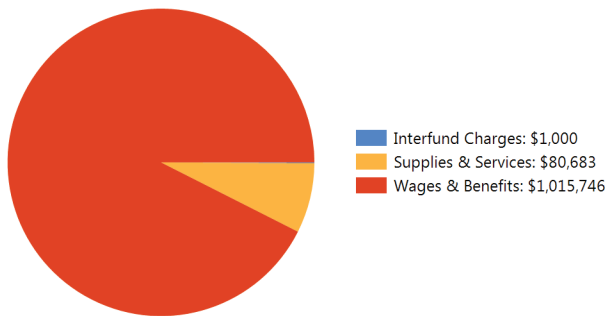
Revenue Notes:



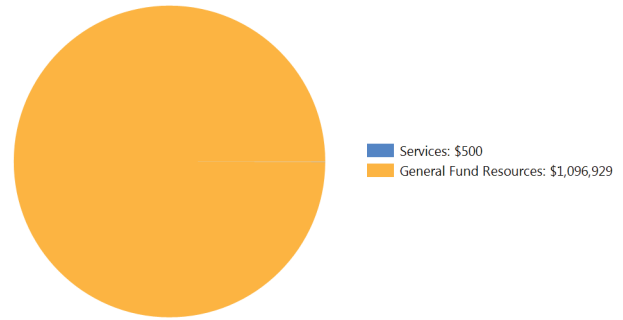
Human Resources

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. Through other budget programs, HR also oversees and manages Safety and Workers Compensation.

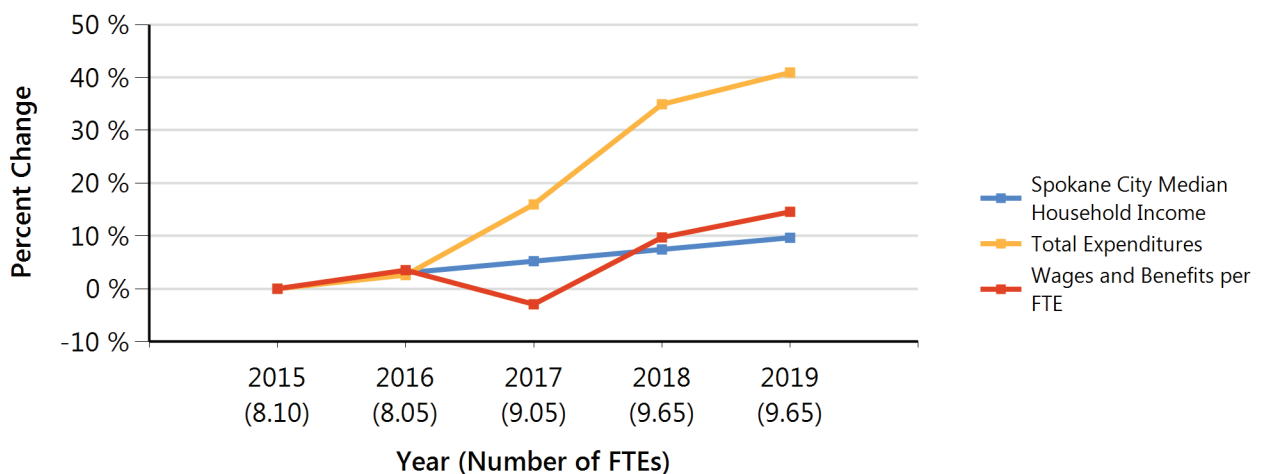
2019 Expenditures



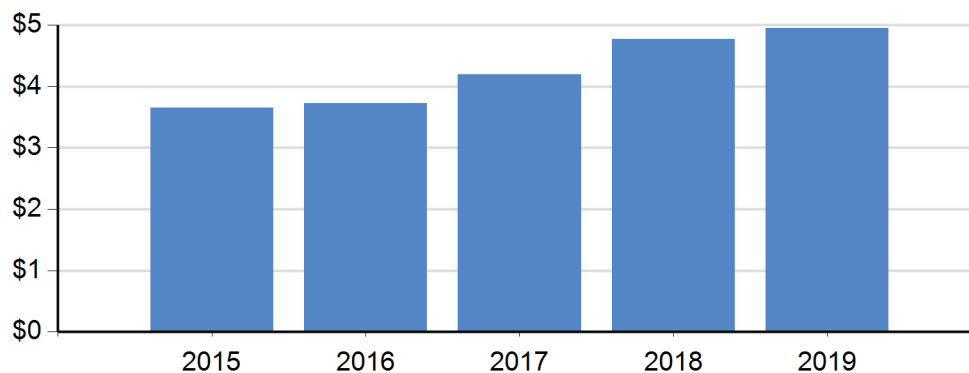
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$3.65	\$3.72	\$4.19	\$4.77	\$4.95
Percent Change	0.00%	2.58%	13.04%	16.33%	4.45%



Department Summary: Human Resources

Division: Finance & Technology

Fund Type: General Fund

Executive Summary:

Human Resources oversees and manages employee and labor relations, compensation and benefits, employee development and training, personnel activity actions, performance management, investigations and disciplinary actions, and exempt recruitments. Through other budget programs, HR also oversees and manages Safety and Workers Compensation.

Programs and Services:

- Human Resources plans, directs, and coordinates the HR management activities of the City to maximize the strategic use of human resources and maintain functions such as employee compensation, benefits administration, employee and labor relations, personnel policies, and regulatory compliance. The HR department provides leadership to the City in designing systems and developing policies for development of a 21st Century Workforce. HR, with Civil Service, engages in broad based recruitment and retention activities.
 - Human Resources negotiates and administers the labor contracts for 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.
 - 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. ; HR works with Civil Service to determine appropriate coursework within promotional paths. HR works with individual departments to develop Individual Development Plans for employees. HR is the lead 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.
 - 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 or bullying 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.
 - 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	8.10	8.05	9.05	9.65	9.65

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	858	755	325	1,000	1,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	745,577	766,946	806,621	968,912	1,015,746
Supplies & Services	32,322	31,175	96,137	80,683	80,683
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	778,757	798,876	903,083	1,050,595	1,097,429

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,026	7,294	9,016	500	500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	777,731	791,582	894,067	1,050,095	1,096,929
All Other	0	0	0	0	0
TOTAL	778,757	798,876	903,083	1,050,595	1,097,429

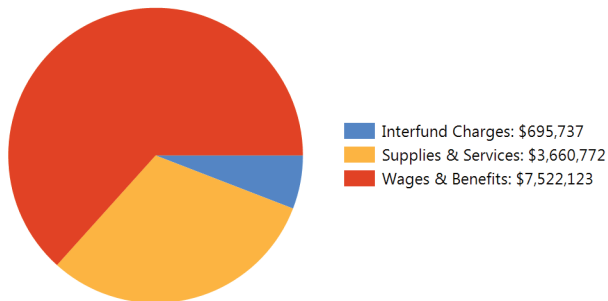
Revenue Notes:



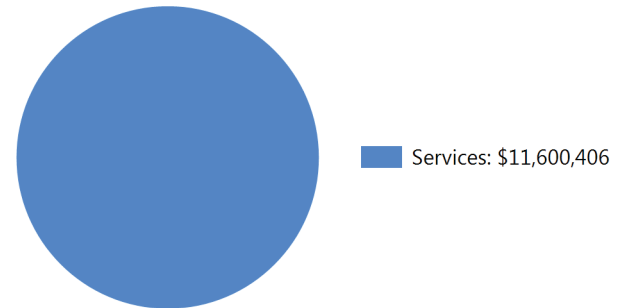
Innovation and Technology Services

Innovation and Technology Services Division (ITSD) 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.

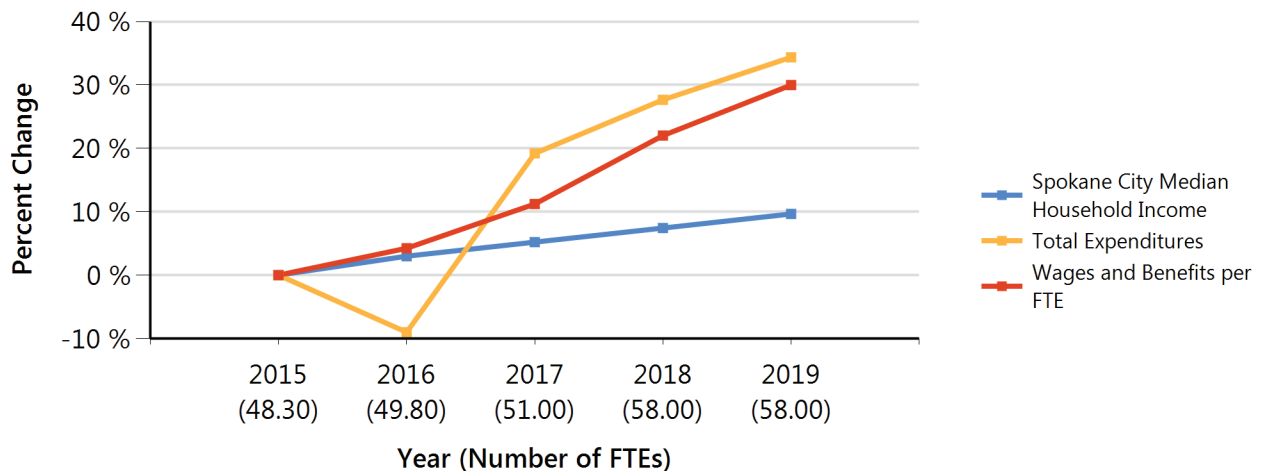
2019 Expenditures



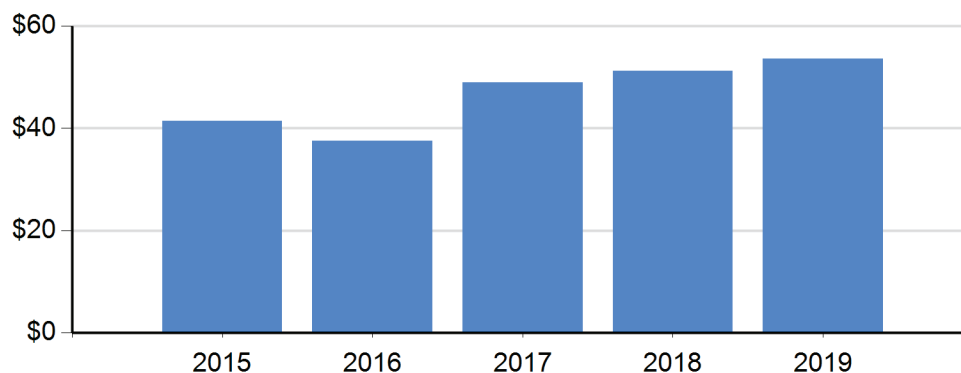
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$41.48	\$37.50	\$48.91	\$51.27	\$53.58
Percent Change	0.00%	-9.01%	31.01%	7.09%	5.25%



Department Summary: Innovation and Technology Services

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

Innovation and Technology Services Division (ITSD) 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 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:

- Public Works Technology – Dedicated and integrated technology roles for systems and related process needs (SCADA and PLC infrastructure).
- Program Management – Strategic partnerships, innovation support, project management, continuous improvement, resiliency, and open government.
- Information Delivery Services – Applications, GIS, data, web* that focus on delivering digital solutions and information directly to a user (*=in Communications).
- 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:

- 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.
 - Resiliency – Specific focus on Continuity of Operations planning and execution.
 - 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.
 - Continuous improvement – A focus on process in support of City-wide efforts led by Human Resources.
 - Innovation and Small Projects – Strike Team for short term, high payoff innovation.
 - Regional Projects – Technology projects identified to achieve regional benefits with Spokane County and other regional partners.
-



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	48.30	49.80	51.00	58.00	58.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	192,811	0	0	0	0
Interfund Charges	491,270	602,953	594,835	716,198	695,737
Reserve for Budget Adjustment	0	0	0	61,108	0
Transfers Out	192,811	0	0	0	0
Wages & Benefits	4,695,804	5,046,901	5,529,432	6,967,270	7,522,123
Supplies & Services	3,267,626	2,393,520	4,413,913	3,540,770	3,660,772
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	8,840,322	8,043,374	10,538,180	11,285,346	11,878,632

Expenditure Notes:

Pension expense adjustments in 2016/2017 is reflected in Other Services & Charges.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	8,999,593	9,208,286	9,703,771	10,876,790	11,600,406
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,764	66,212	399	850	850
TOTAL	9,001,357	9,274,498	9,704,170	10,877,640	11,601,256

Revenue Notes:

All Other Revenue primarily includes interest income. In 2016, there was a correction of a prior year balance of \$65k.



Program Summary: Applications

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

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

Programs and Services:

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



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	20.43	20.43	18.58	17.00	16.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	1,213	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,213	0	0	0	0
Wages & Benefits	1,789,704	1,747,058	1,797,359	1,824,001	1,795,374
Supplies & Services	879,410	890,815	835,234	973,440	1,019,551
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,671,540	2,637,873	2,632,593	2,797,441	2,814,925

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	2,797,441	2,814,925
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	2,797,441	2,814,925

Revenue Notes:

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

Executive Summary:

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

Programs and Services:

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



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.57	0.57	1.00	2.00	2.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	71,308	74,698	190,664	312,401	301,352
Supplies & Services	116,148	40,996	107,278	107,485	167,649
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	187,456	115,694	297,942	419,886	469,001

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	419,886	469,001
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	0	0	0	0	0
TOTAL	0	0	0	419,886	469,001

Revenue Notes:

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

Executive Summary:

When a customer requests technical assistance for any supported application, telephone, City personal computer, wireless connectivity, and peripherals, the ITSD 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 ITSD. Points of connection include all personal computing devices and peripherals such as PC's, Smart Phones, 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 and disposal program for all city owned personal computing equipment including computers, smart phones, and a variety of peripheral devices.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	7.50	8.00	8.00	9.00	9.25

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	78,507	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	78,507	0	0	0	0
Wages & Benefits	642,445	800,886	833,976	899,788	986,362
Supplies & Services	453,283	461,113	443,462	528,447	539,942
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,252,742	1,261,999	1,277,438	1,428,235	1,526,304

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	1,428,235	1,526,304
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	1,428,235	1,526,304

Revenue Notes:

Program Summary: Enterprise Services**Division:** Finance & Technology**Fund Type:** Internal Service Fund

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.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	5.00	5.00	5.00	5.70	5.50

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	70,561	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	61,108	0
Transfers Out	70,561	0	0	0	0
Wages & Benefits	550,282	547,430	527,630	710,845	767,106
Supplies & Services	701,437	555,348	688,952	667,715	599,085
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,392,841	1,102,778	1,216,582	1,439,668	1,366,191

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	1,439,668	1,366,191
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	1,439,668	1,366,191

Revenue Notes:

Program Summary: GIS

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

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

Programs and Services:

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

- 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	4.00	4.00	4.00	4.50	5.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	3,148	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	3,148	0	0	0	0
Wages & Benefits	414,304	471,005	449,297	518,679	569,924
Supplies & Services	179,766	229,342	306,874	366,514	366,206
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	600,366	700,347	756,171	885,193	936,130

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	885,193	936,130
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	885,193	936,130

Revenue Notes:

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

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.

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. Conduct annual audits for certification requirements: Federal, Financial, SCADA, Risk, and State.

Conduct annual security training for all City employees, and maintain current security awareness information and updates.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	1.05	1.05

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	153,749	232,452
Supplies & Services	0	0	0	103,800	130,900
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	257,549	363,352

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	257,549	363,352
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	257,549	363,352

Revenue Notes:

Program Summary: Infrastructure Services

Division: Finance & Technology

Fund Type: Internal Service Fund

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.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	4.00	4.00	4.00	4.00	4.25

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	25,307	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	25,307	0	0	0	0
Wages & Benefits	454,035	482,193	541,389	542,138	584,871
Supplies & Services	579,731	605,373	591,962	617,510	645,380
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,084,380	1,087,566	1,133,351	1,159,648	1,230,251

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	434,748	435,848	412,243	1,159,648	1,230,251
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	925	499	0	0	0
TOTAL	435,673	436,347	412,243	1,159,648	1,230,251

Revenue Notes:

All Other revenue includes telephone charges billed to external parties.



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

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	3.75	3.75	6.17	6.40	4.95

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	14,075	0	0	0	0
Interfund Charges	491,270	602,953	594,835	716,198	695,737
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	14,075	0	0	0	0
Wages & Benefits	477,580	647,305	896,851	1,155,602	1,193,689
Supplies & Services	321,391	(444,718)	1,389,130	107,842	111,822
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,318,391	805,540	2,880,816	1,979,642	2,001,248

Expenditure Notes:

Pension expense adjustments in 2016/2017 are reflected in Other Services & Charges.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	8,564,845	8,772,438	9,291,528	1,571,086	1,723,022
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	839	65,713	399	850	850
TOTAL	8,565,684	8,838,151	9,291,927	1,571,936	1,723,872

Revenue Notes:

Revenue allocated to program bids starting 2018 and Admin bid revenue reduced -\$282,646 funded by ITSD cash reserve.

All other revenue is interest income. The 2016 balance includes a one-time prior year correction.



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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	3.05	4.05	4.25	3.35	4.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	296,146	276,326	292,266	291,663	376,882
Supplies & Services	36,460	55,251	51,021	65,717	65,737
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	332,606	331,577	343,287	357,380	442,619

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	357,380	442,619
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	357,380	442,619

Revenue Notes:

Program Summary: Project 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. Continue to build a repository of exemplary projects, best practices, and lessons learned, a Project Portal intake system, as well as train and engage project managers in key functional areas throughout the City of Spokane.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	5.00	6.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	558,404	714,111
Supplies & Services	0	0	0	2,300	14,500
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	560,704	728,611

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	560,704	728,611
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	560,704	728,611

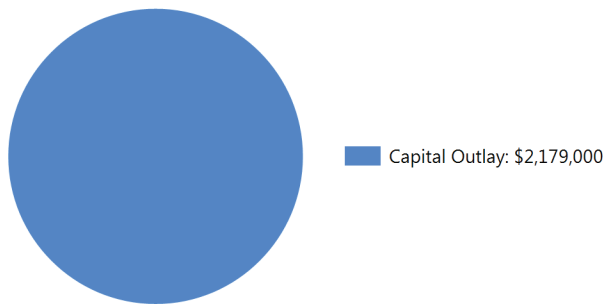
Revenue Notes:



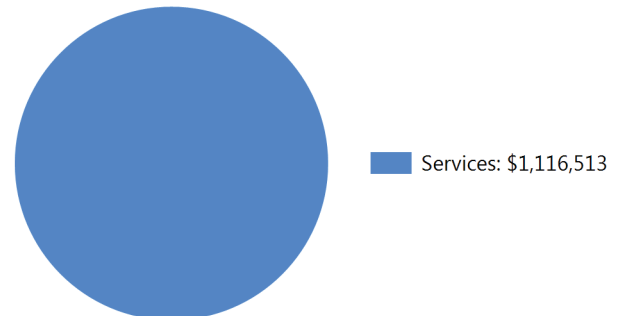
IT Capital Replacement Fund

Capital replacement funds ensure the City has the ability to replace capital assets (hardware, software, and infrastructure) that have reached their end-of-service or no longer meet the business needs of the City. Strategic priority for network infrastructure and enterprise software applications to sustain the increasing demand for the City and region.

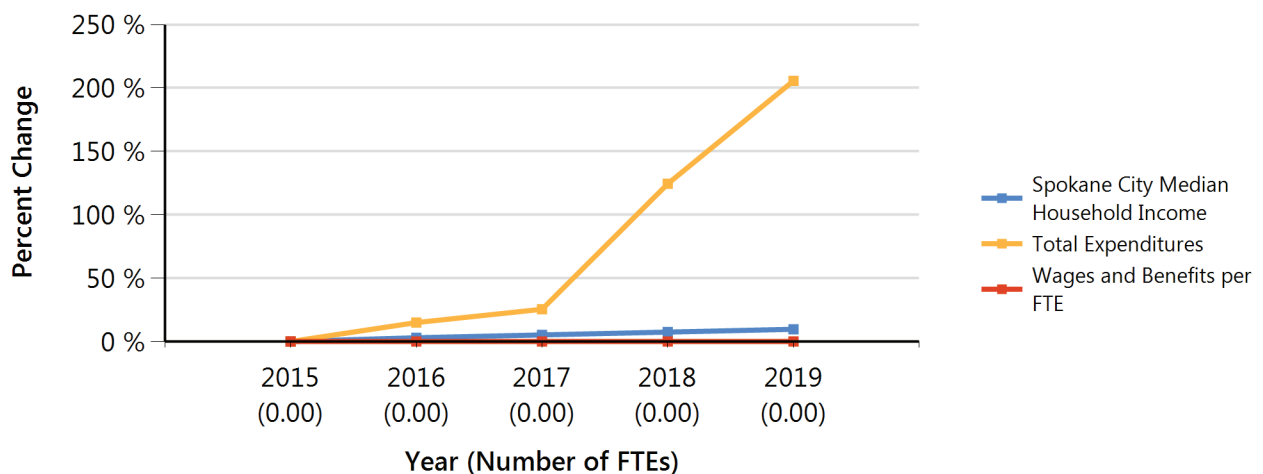
2019 Expenditures



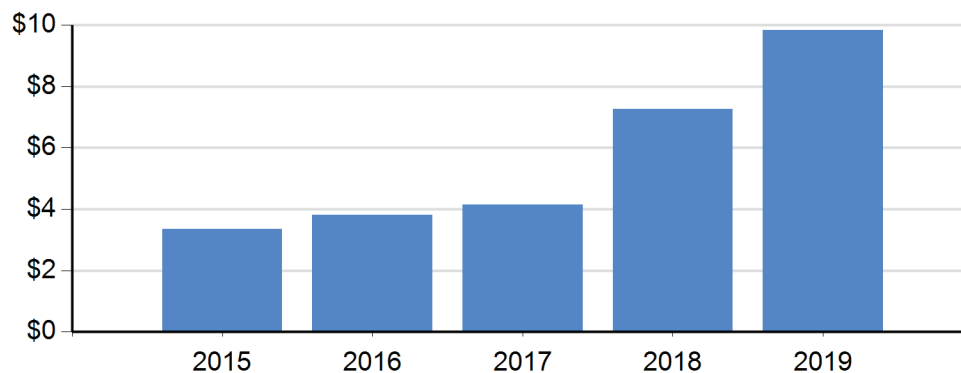
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$3.35	\$3.82	\$4.15	\$7.27	\$9.83
Percent Change	0.00%	14.94%	9.13%	78.89%	36.18%



Department Summary: IT Capital Replacement Fund

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

Capital replacement funds ensure the City has the ability to replace capital assets (hardware, software, and infrastructure) that have reached their end-of-service or no longer meet the business needs of the City. Strategic priority for network infrastructure and enterprise software applications to sustain the increasing demand for the City and region.

Programs and Services:

ITSD Capital Replacement Funding is collected and segregated, over a period of time based on the expected/defined life-span of the asset (Modified Asset Cost Recovery System - MACRS), to cover the replacement cost of existing capital IT assets (computing hardware, network equipment), fiber infrastructure, and enterprise software applications.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	687,906	819,536	479,582	1,600,000	2,179,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	25,101	0	(17)	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	414,826	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	713,007	819,536	894,391	1,600,000	2,179,000

Expenditure Notes:

2019 Capital Outlay increase: \$379,000 - eSuite Software & \$200,000 CCB Project

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,308,501	1,048,867	1,219,874	1,081,032	1,116,513
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	244,747	127,910	0	0	0
General Fund Resources	0	0	0	0	0
All Other	58,633	44,278	107,563	0	0
TOTAL	1,611,881	1,221,055	1,327,437	1,081,032	1,116,513

Revenue Notes:

All Other revenues include contributed IT capital assets from other City Departments.

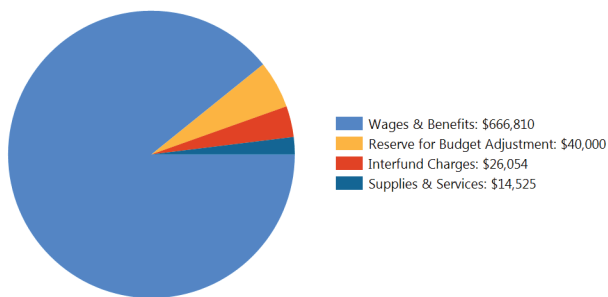




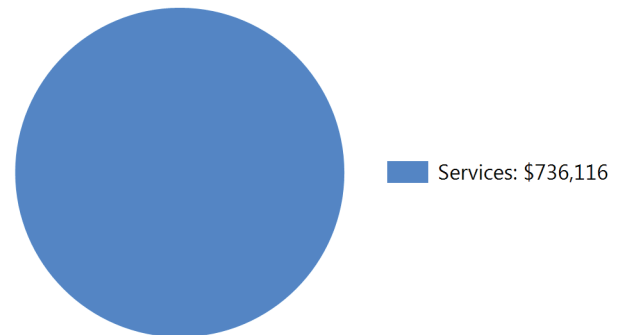
Purchasing

The purpose of the Purchasing Department is provide procurement services to City departments as well as guide, support and train departmental purchasers. The Purchasing department develops, implements and maintains procurement practices to align with federal, state and local requirements and ensure cost effective procurement that is fair, open and competitive.

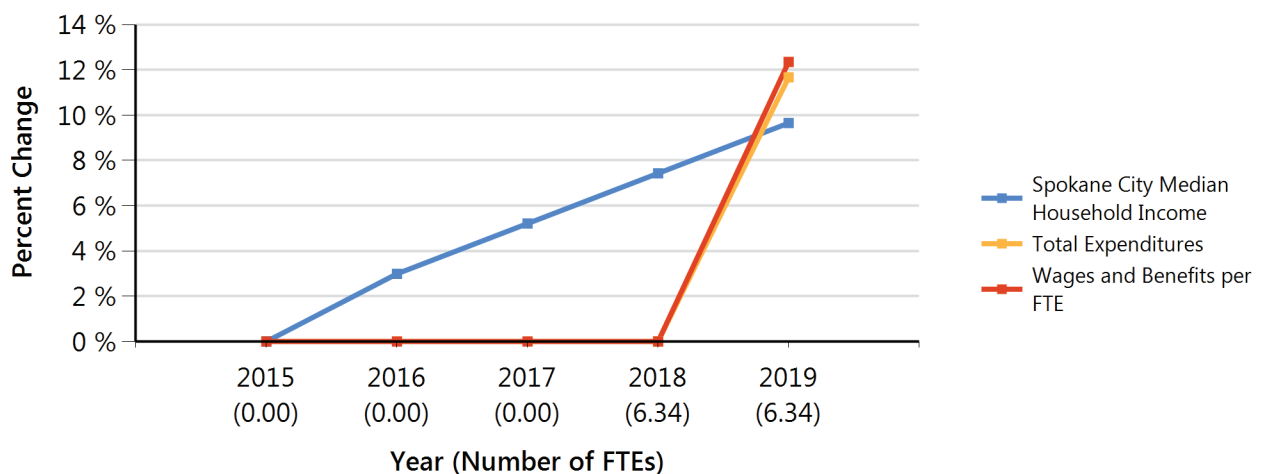
2019 Expenditures



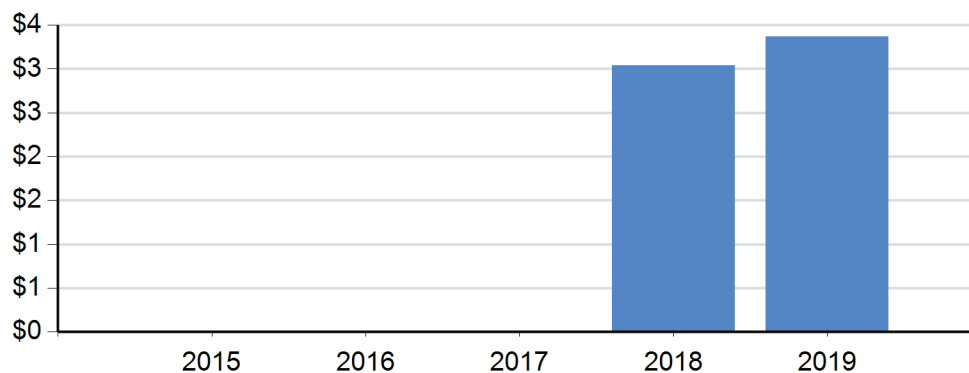
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$0.00	\$3.04	\$3.37
Percent Change	0.00%	0.00%	11.66%



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

Executive Summary:

The purpose of the Purchasing Department is provide procurement services to City departments as well as guide, support and train departmental purchasers. The Purchasing department develops, implements and maintains procurement practices to align with federal, state and local requirements and ensure cost effective procurement that is fair, open and competitive.

Programs and Services:

The Purchasing Department conducts and oversees activities and strategic direction of the City's procurement activities, including purchasing of necessary services, materials, equipment, and construction while ensuring that quality, safety, best value and cost-effectiveness are achieved. It is also the role of the Purchasing Department to ensure that procurement transactions are conducted in a manner providing full and open competition, in compliance with all applicable procurement laws and regulations assuring equity for all parties involved in the procurement process.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	6.34	6.34

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	21,478	26,054
Reserve for Budget Adjustment	0	0	0	40,000	40,000
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	593,499	666,810
Supplies & Services	0	0	0	14,325	14,525
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	669,302	747,389

Expenditure Notes:

Purchasing was part of Accounting Services for 2015-2017.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	669,330	736,116
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	669,330	736,116

Revenue Notes:

Purchasing was part of Accounting Services for 2015-2017.

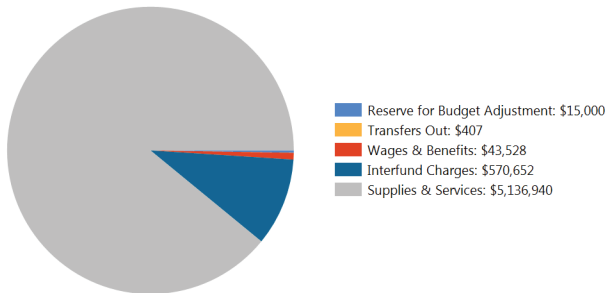




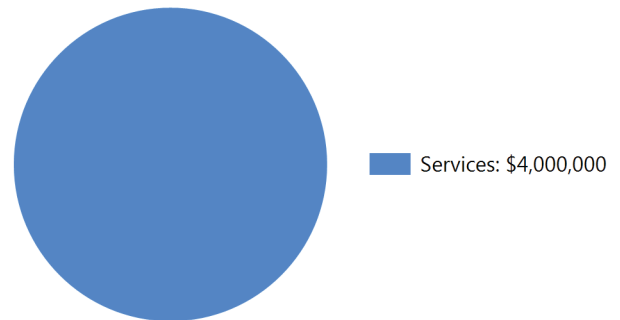
Risk Management

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.

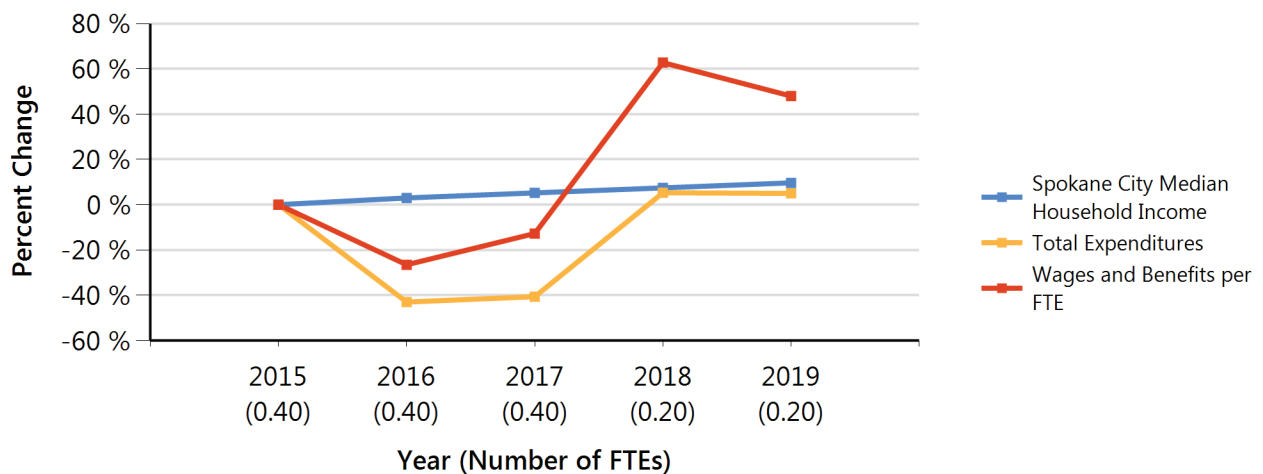
2019 Expenditures



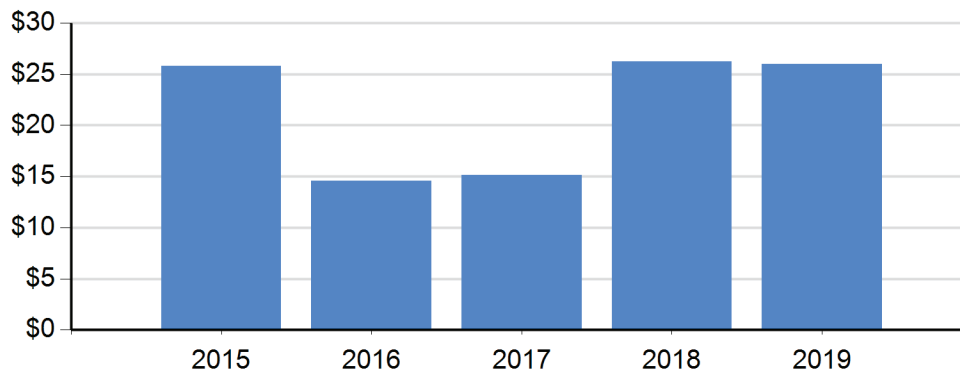
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$25.78	\$14.59	\$15.14	\$26.27	\$26.01
Percent Change	0.00%	-43.00%	4.16%	77.32%	-0.27%



Department Summary: Risk Management

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

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

Programs and Services:

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



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.40	0.40	0.40	0.20	0.20

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	265,084	192,661	208,021	589,353	570,652
Reserve for Budget Adjustment	0	0	0	15,000	15,000
Transfers Out	172	86	406	407	407
Wages & Benefits	69,621	51,146	58,208	51,077	43,528
Supplies & Services	5,157,963	2,886,543	2,994,340	5,126,574	5,136,940
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	5,492,840	3,130,436	3,260,975	5,782,411	5,766,527

Expenditure Notes:

Other services & charges include claims paid to citizens for damages incurred; therefore, the amount will fluctuate depending on the amount of claims filed each year. In 2015, there were higher claims costs.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,996,445	5,355,147	5,299,998	5,000,014	4,000,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	39,318	27,845	27,700	40,000	40,000
TOTAL	6,035,763	5,382,992	5,327,698	5,040,014	4,040,000

Revenue Notes:

Miscellaneous revenues include interest income.

Since the Risk Management Fund is well funded, service revenue has been decreased for 2019.

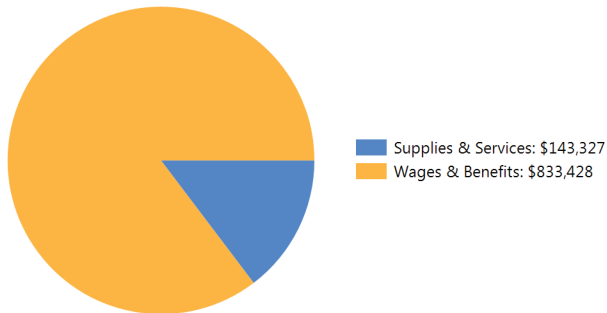




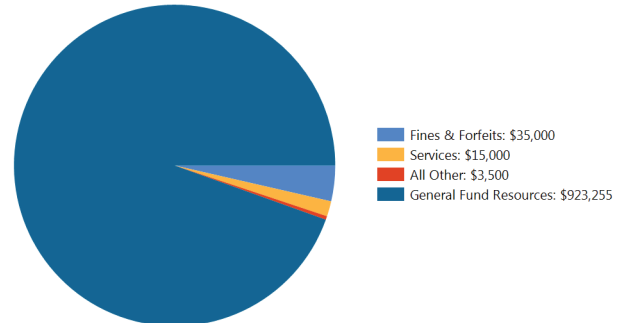
Treasury Services

The Treasury Services Department oversees and manages all investment and treasury functions for the City.

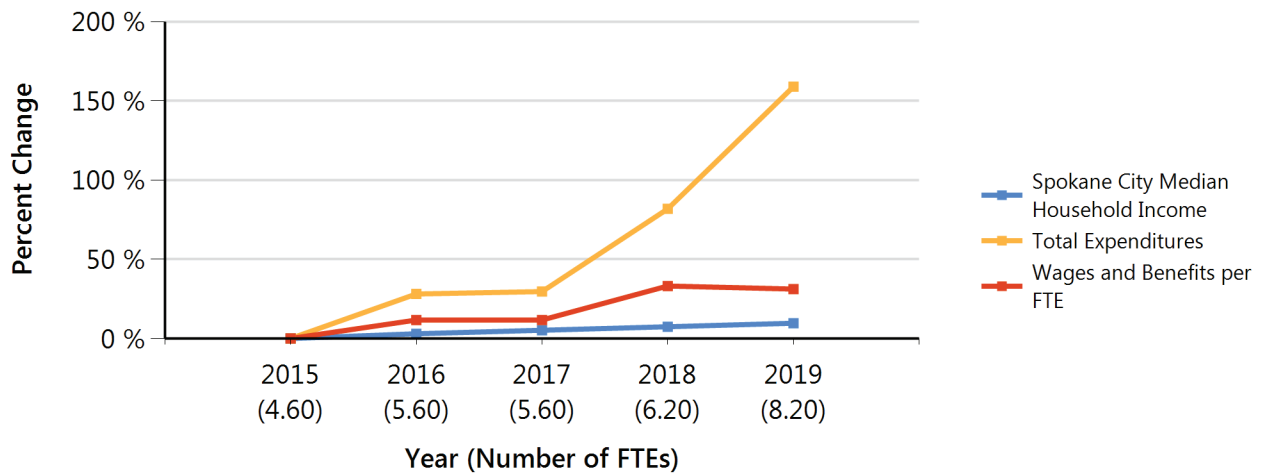
2019 Expenditures



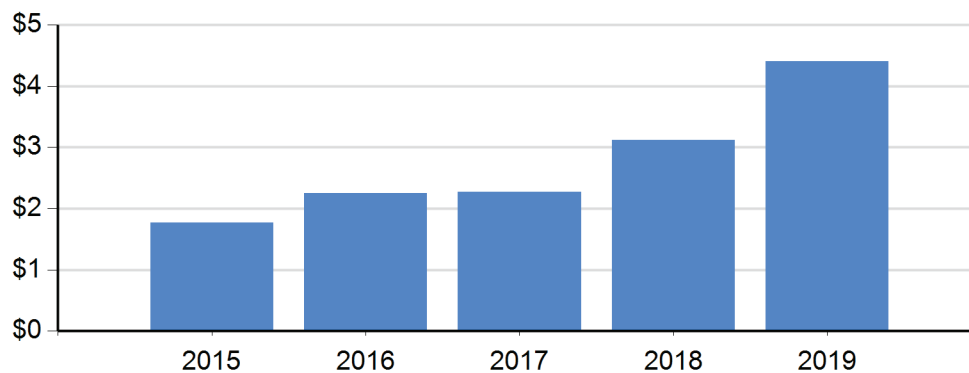
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$1.77	\$2.25	\$2.27	\$3.12	\$4.41
Percent Change	0.00%	28.11%	1.17%	40.28%	42.41%



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

Executive Summary:

The Treasury Services Department oversees and manages all investment and treasury functions for the City.

Programs and Services:

The CFO performs oversight over all investment and treasury service activities and manages the Business Analytics function. The Director of Management and Budget manages the Treasury Services and Taxes and Licenses functions.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	4.60	5.60	5.60	6.20	8.20

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	351,430	477,739	477,857	642,563	833,428
Supplies & Services	25,780	5,517	11,062	43,295	143,327
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	377,210	483,256	488,919	685,858	976,755

Expenditure Notes:

Treasury personnel moved from Accounting Services to the Treasury Department in 2019.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	15,000
Fines & Forfeits	0	0	0	0	35,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	377,210	483,256	488,919	685,858	923,255
All Other	0	0	0	0	3,500
TOTAL	377,210	483,256	488,919	685,858	976,755

Revenue Notes:

Miscellaneous revenue is from fees for NSF checks.



Program Summary: Business Analytics**Division:** Finance & Technology**Fund Type:** General Fund

Executive Summary:

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

Programs and Services:

- 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	1.00	1.00	1.00	1.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	92,631	93,843	96,873	101,786
Supplies & Services	0	0	610	2,100	2,100
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	92,631	94,453	98,973	103,886

Expenditure Notes:

Prior to 2016, staff and related cost for the Business Analytics program, were included in the Finance Department budget.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	92,631	94,453	98,973	103,886
All Other	0	0	0	0	0
TOTAL	0	92,631	94,453	98,973	103,886

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 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	1.00	1.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	200,173	207,338
Supplies & Services	0	0	0	26,480	12,157
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	226,653	219,495

Expenditure Notes:

Prior to 2018, staff and related cost for the CFO program, were included in the Finance Department budget.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	226,653	219,495
All Other	0	0	0	0	0
TOTAL	0	0	0	226,653	219,495

Revenue Notes:

Program Summary: Taxes & Licenses

Division: Finance & Technology

Fund Type: General Fund

Executive Summary:

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

Programs and Services:

As authorized by the Spokane Municipal Code, City taxes and licenses include Admissions Tax, Amusement Device Licenses, Business Licenses, Charitable Solicitation Permits, Cabaret Licenses, Franchise Fees, Taxi Cab and Taxi Cab Driver Licenses, Gambling Tax, Leasehold Excise Tax, Temporary Licenses, Rent, Utility Tax, and Franchise Fees. The 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	4.60	4.60	4.60	4.20	3.60

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	351,430	385,108	384,014	345,517	291,836
Supplies & Services	25,780	5,517	10,452	14,715	18,550
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	377,210	390,625	394,466	360,232	310,386

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	377,210	390,625	394,466	360,232	310,386
All Other	0	0	0	0	0
TOTAL	377,210	390,625	394,466	360,232	310,386

Revenue Notes:

Program Summary: Treasury**Division:** Finance & Technology**Fund Type:** General Fund

Executive Summary:

The activities of the Treasury Services function are overseen by the CFO and directly managed by the Director of Management and Budget.

Programs and Services:

The Treasury Services function collects revenues and manages the City's daily cash activities to ensure the citizens' money is secure. Staff in this area also administer the City's Business Improvement District and Local Improvement District billings and payment processing.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	2.60

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	232,468
Supplies & Services	0	0	0	0	110,520
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	342,988

Expenditure Notes:

In 2019, Treasury Services personnel and related costs of the function, moved from another Department within the Finance Division, Accounting Services, to the Treasury Services Department.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	15,000
Fines & Forfeits	0	0	0	0	35,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	289,488
All Other	0	0	0	0	3,500
TOTAL	0	0	0	0	342,988

Revenue Notes:

Miscellaneous revenue is from fees for NSF checks.

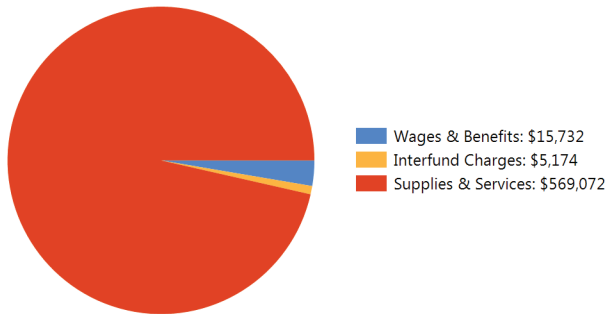




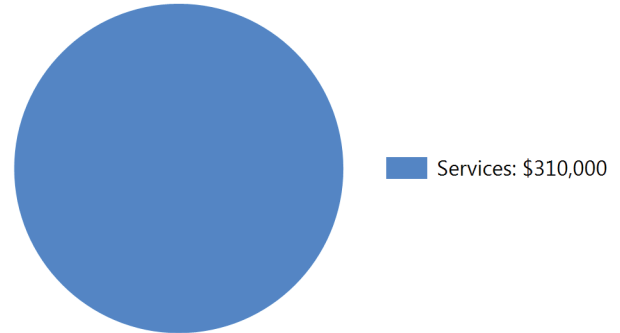
Unemployment

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.

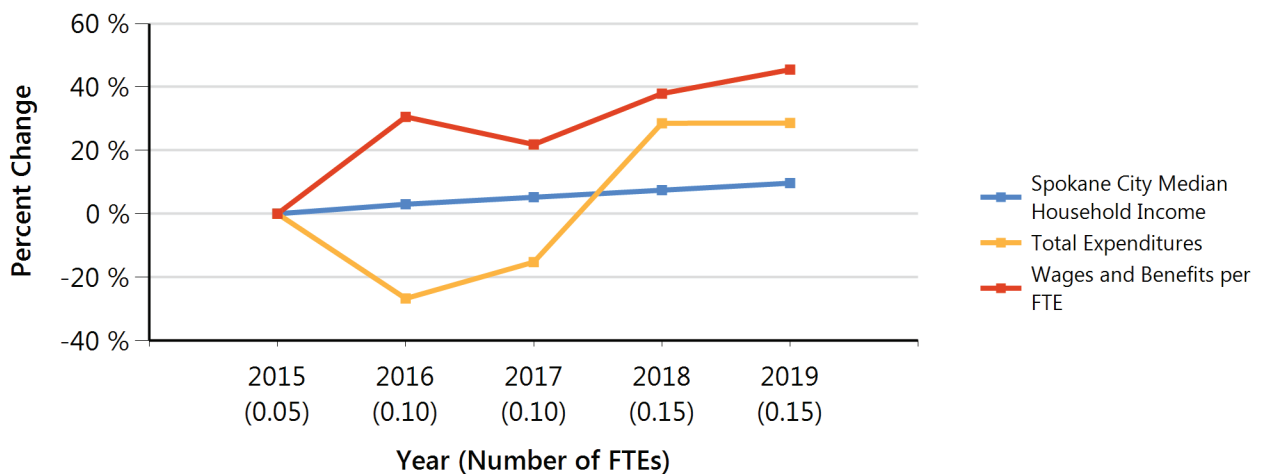
2019 Expenditures



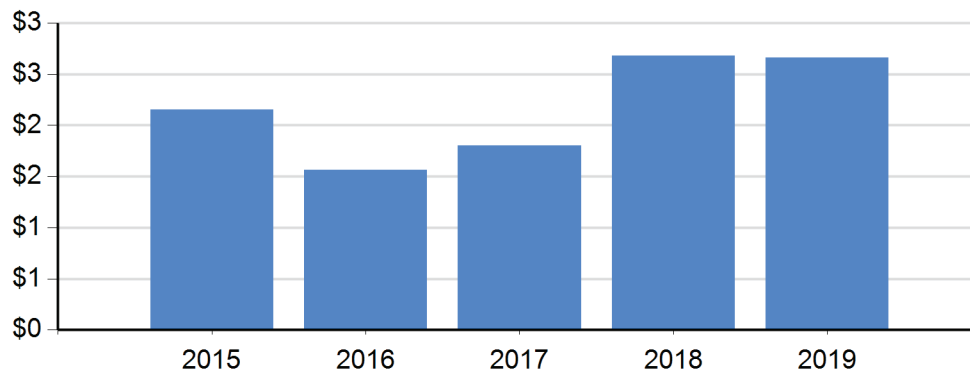
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$2.15	\$1.57	\$1.80	\$2.68	\$2.66
Percent Change	0.00%	-26.75%	15.69%	51.70%	0.04%



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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.05	0.10	0.10	0.15	0.15

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	8,725	7,219	6,283	6,023	5,174
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	3,525	9,206	8,403	14,628	15,732
Supplies & Services	446,452	319,565	374,038	569,072	569,072
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	458,702	335,990	388,724	589,723	589,978

Expenditure Notes:

Other services & charges includes claims for unemployment; therefore, the amount will fluctuate depending on the amount of claims filed each year.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	549,997	550,001	350,000	300,000	310,000
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	3,740	2,043	2,102	4,000	4,000
TOTAL	553,737	552,044	352,102	304,000	314,000

Revenue Notes:

All Other revenues include interest income.

Since the Unemployment Compensation fund is well funded, the service revenue has been reduced.

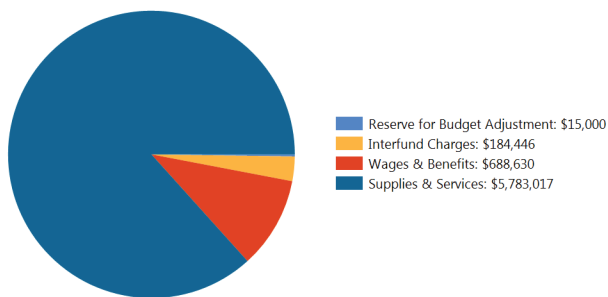




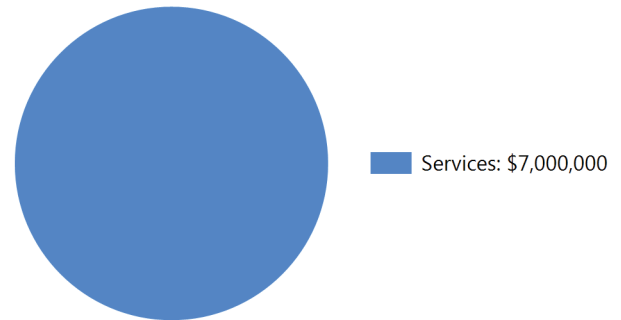
Workers Compensation

Human Resources manages and administers the City's workers' compensation program for all employees injured on the job. Responsibility for work from policy development and financial management to employee communication and premium payment. Development and maintenance of Safety protocols in all lines of business are a key component of cost containment.

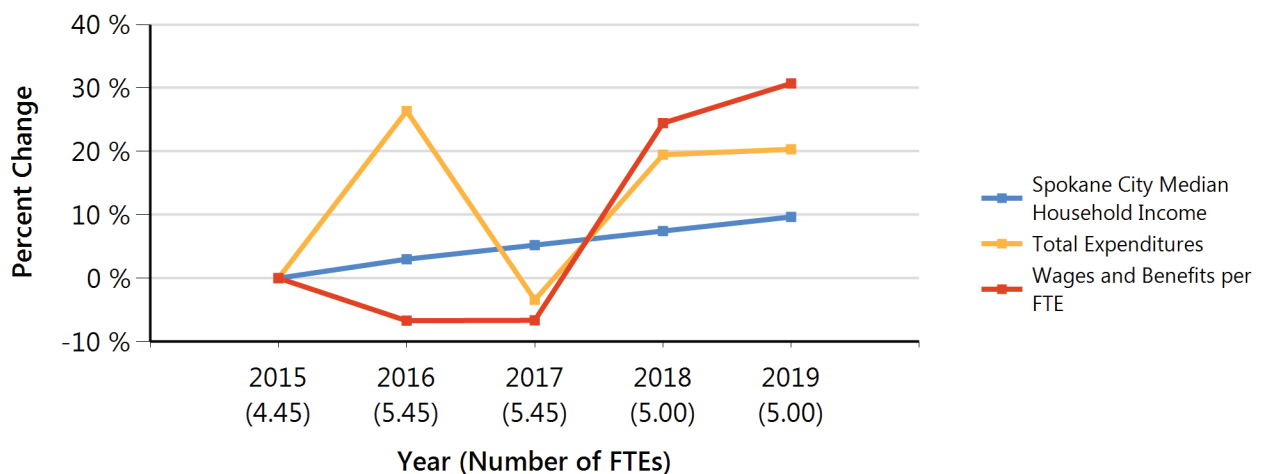
2019 Expenditures



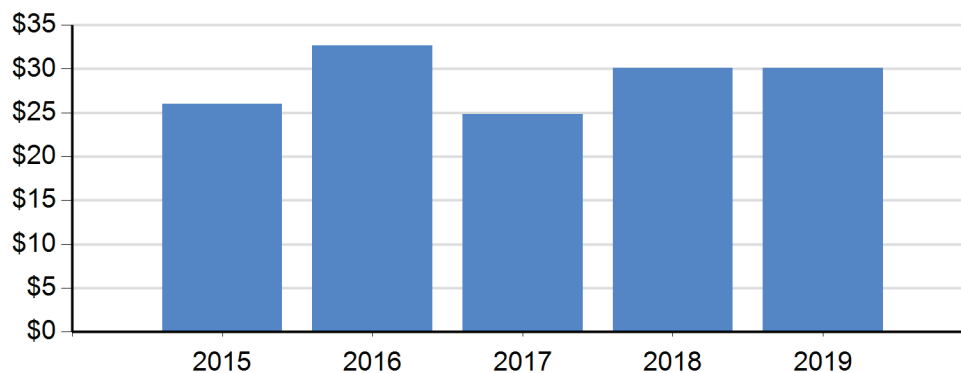
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$26.02	\$32.66	\$24.85	\$30.09	\$30.09
Percent Change	0.00%	26.37%	-23.58%	23.70%	0.72%



Department Summary: Workers Compensation

Division: Finance & Technology

Fund Type: Internal Service Fund

Executive Summary:

Human Resources manages and administers the City's workers' compensation program for all employees injured on the job. Responsibility for work from policy development and financial management to employee communication and premium payment. Development and maintenance of Safety protocols in all lines of business are a key component of cost containment.

Programs and Services:

Human Resources manages and administers the safety program to work with operational departments to develop and deliver effective safety protocols for all City of Spokane lines of business. We strive keep our workforce safe, minimize physical and financial loss to the City, and assure minimal disruption of service from such loss

Safety & Workers Compensation work with operational departments to develop light duty work and then job descriptions in order to return injured employees to a work environment as soon as they are released by a physician.

Safety manages the relationship and activities within the City of regulatory agencies such as DOSH, OSHA, EPA, LGSI, and SCAPCA.

Safety and Workers Compensation provide trending analysis and internal support to establish and maintain appropriate loss control measures, training and support mechanisms for City departments.

Workers Compensation establishes the initial reserving and cost projections, provides appropriate claims administration for incurred claims.

Workers Compensation manages timely payment of wages and benefits, and fair and equitable treatment to our employees who have been injured during work at the City.

Safety and Workers Compensation do make all appropriate efforts through training, light duty, and claims management to minimize and/or mitigate the severity or costs of those claims to the City.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	4.45	5.45	5.45	5.00	5.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	148,692	146,792	168,229	188,568	184,446
Reserve for Budget Adjustment	0	0	0	15,000	15,000
Transfers Out	0	0	0	0	0
Wages & Benefits	471,304	538,427	538,744	648,040	688,630
Supplies & Services	4,924,011	6,320,939	4,646,798	5,771,337	5,783,017
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	5,544,007	7,006,158	5,353,771	6,622,945	6,671,093

Expenditure Notes:

Other services & charges include claims stemming from worker injuries; therefore, the amount will fluctuate depending on the amount of claims filed each year. In 2016, two employees were severely injured at the Waste-to-Energy Plant causing the expenditures to be significantly higher.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	4,049,707	4,798,709	4,999,999	6,000,001	7,000,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	49,050	20,356	13,057	30,000	30,000
TOTAL	4,098,757	4,819,065	5,013,056	6,030,001	7,030,000

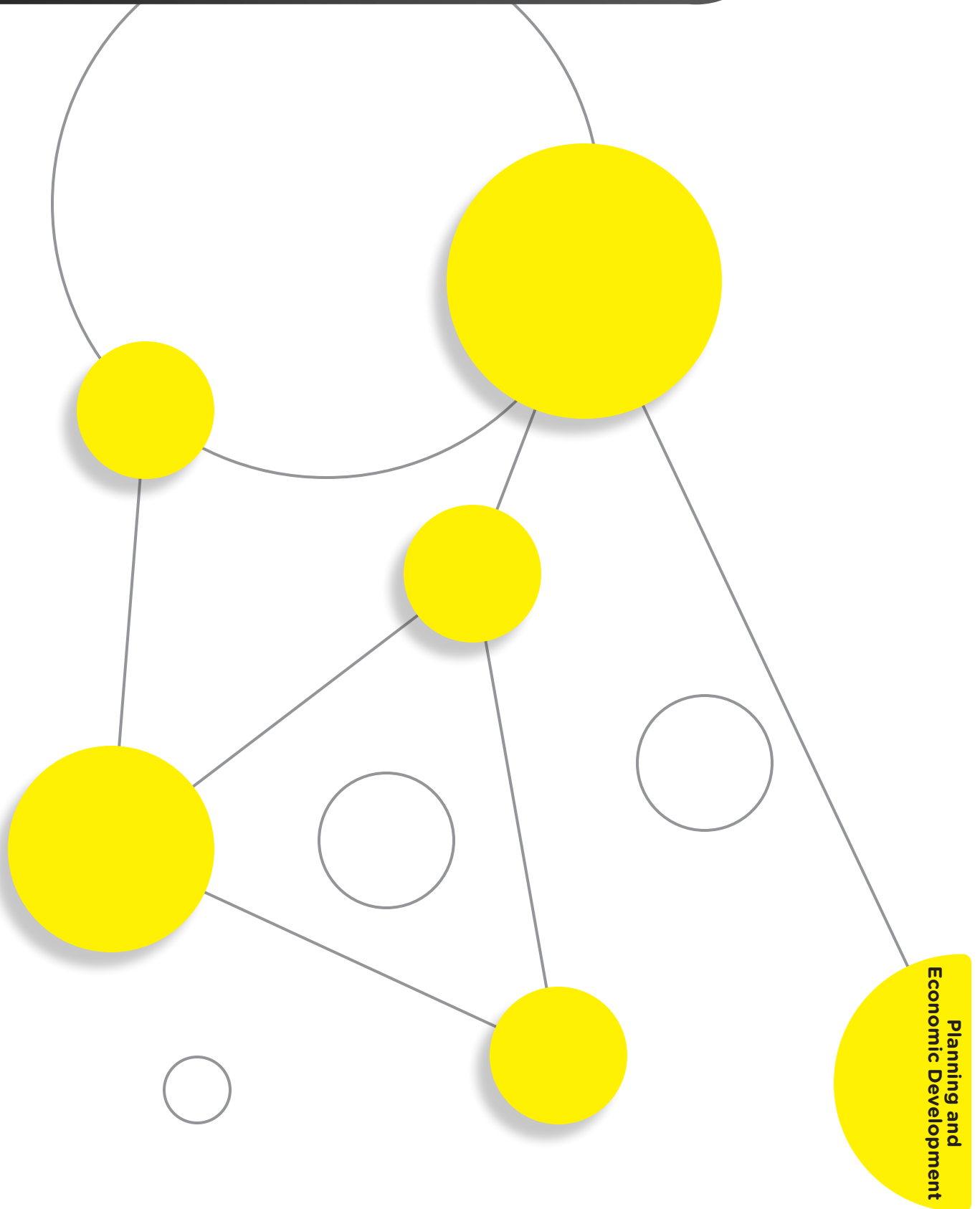
Revenue Notes:

All Other revenues include interest income. Service revenue is increased in 2018 and 2019 to help build reserves to pay for ongoing treatments for injured workers.



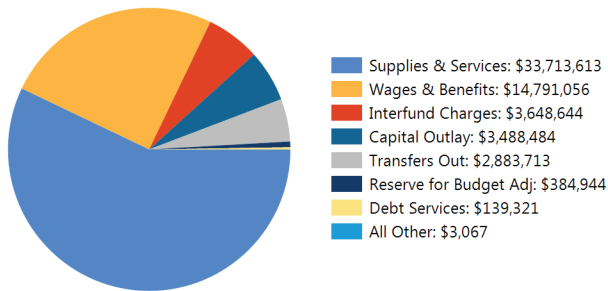


Planning and Economic Development

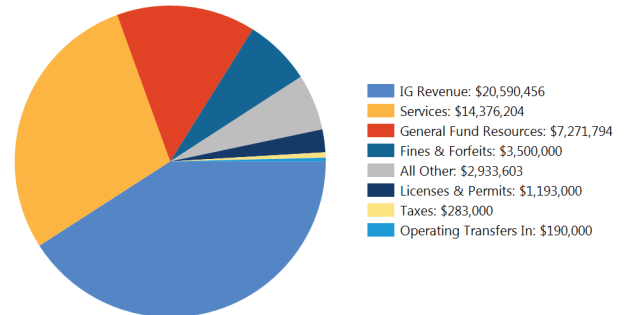


Planning and Economic Development

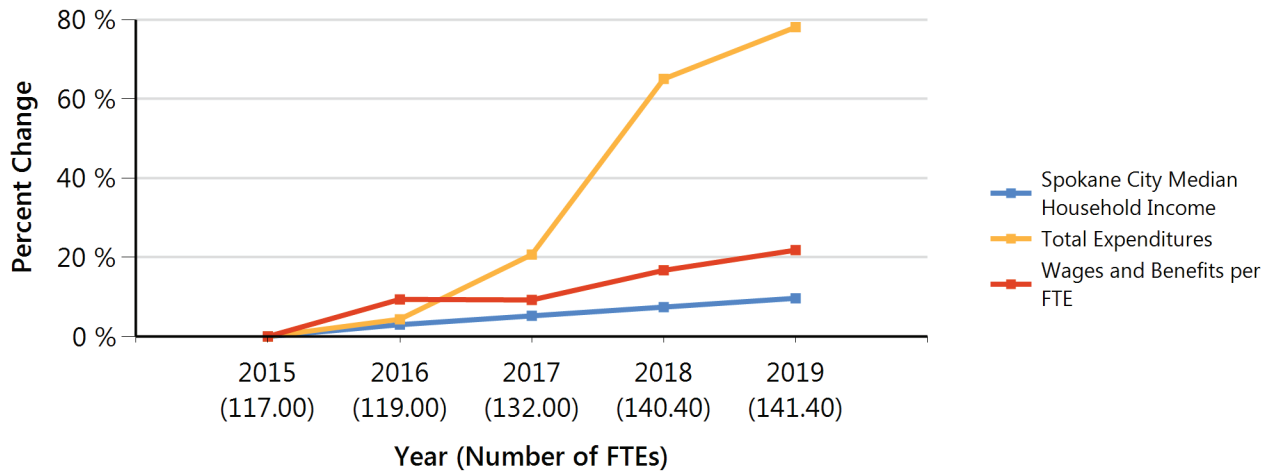
2019 Expenditures



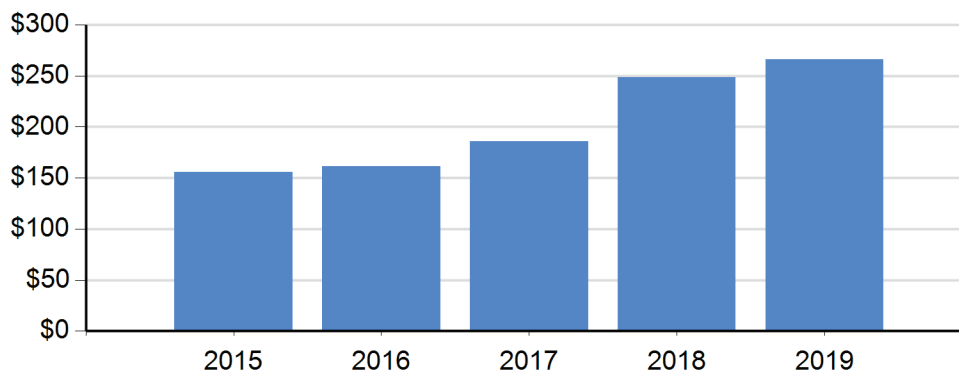
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$155.61	\$161.33	\$185.73	\$248.62	\$266.34
Percent Change	0.00%	4.35%	15.63%	36.75%	7.91%

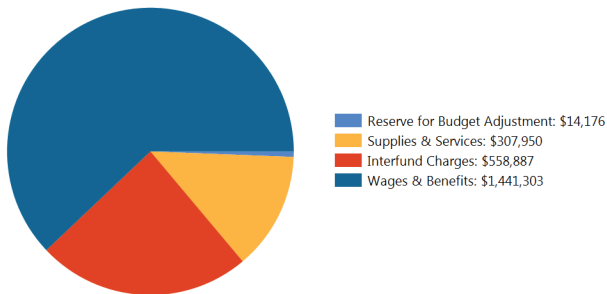




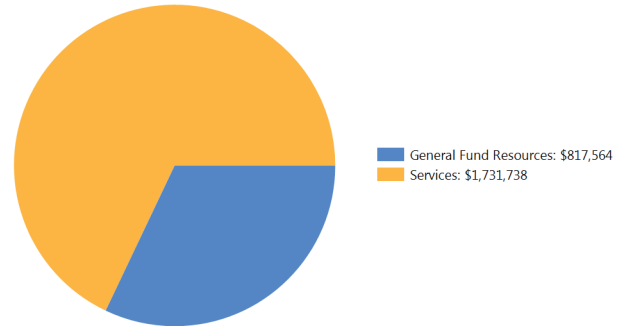
Code Enforcement

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

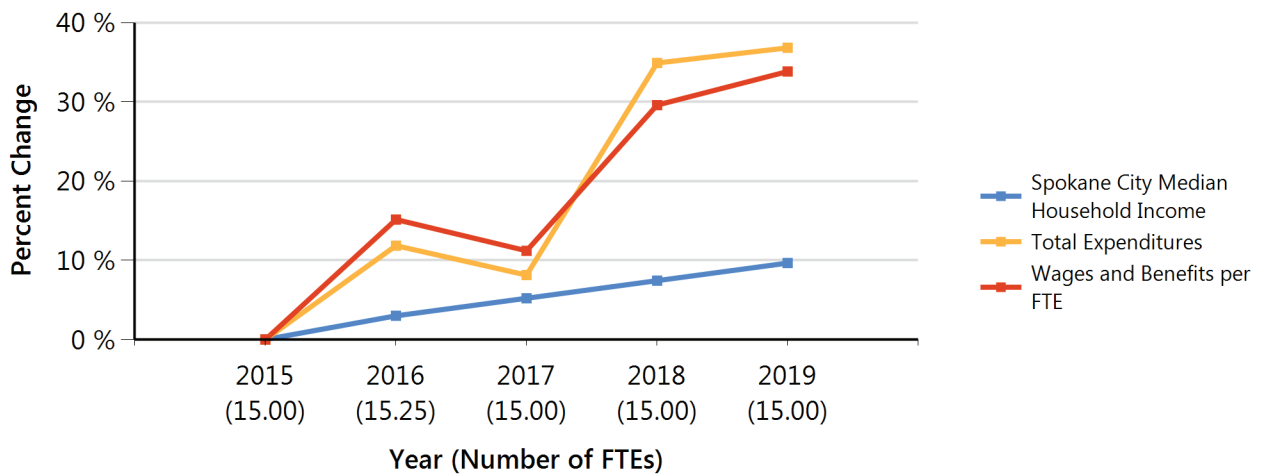
2019 Expenditures



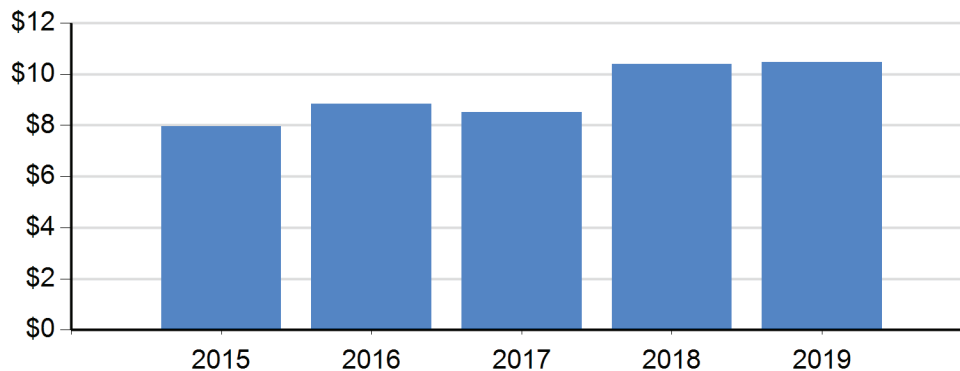
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$7.97	\$8.85	\$8.52	\$10.40	\$10.47
Percent Change	0.00%	11.84%	-3.32%	24.75%	1.41%



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

Executive Summary:

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

Programs and Services:

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



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	15.00	15.25	15.00	15.00	15.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	328,635	435,490	451,559	473,733	558,887
Reserve for Budget Adjustment	0	0	0	0	14,176
Transfers Out	0	0	0	0	0
Wages & Benefits	1,056,008	1,236,207	1,167,953	1,382,744	1,441,303
Supplies & Services	312,736	226,785	215,871	433,324	307,950
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,697,379	1,898,482	1,835,383	2,289,801	2,322,316

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	19,289	22,134	22,957	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	811,652	795,857	1,202,795	1,431,336	1,731,738
Fines & Forfeits	0	0	0	3,000	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	648,323	752,622	561,709	837,830	817,564
All Other	224,893	399,340	281,422	245,000	0
TOTAL	1,704,157	1,969,953	2,068,883	2,517,166	2,549,302

Revenue Notes:

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

Executive Summary:

The Code Enforcement program is responsible for enforcement of land use, health and safety codes and ordinances through complaint based reporting. The program staff work closely with other departments, agencies and citizens to facilitate compliance and maintain clean neighborhoods.

Programs and Services:

The department's 6 FTE officers respond to complaints and inquiries and verify conditions in the field. They coordinate with citizens and neighborhoods to bring properties up to code standards. The department's housing staff, consisting of 2 FTE's, facilitate and assist in the building official process and monitor substandard housing. Staff also works with the Development Services Center to insure compliance with codes and regulations in order to provide safe buildings and public spaces.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	8.00	8.00	8.00	8.00	8.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	15,456	21,274	18,009	23,725	27,125
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	624,883	731,641	684,016	792,475	836,098
Supplies & Services	156,804	182,208	153,671	133,539	103,859
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	797,143	935,123	855,696	949,739	967,082

Expenditure Notes:

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	69,604	(2,309)	65,949	238,876	356,763
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	256,025	0	0	0	0
All Other	0	35,200	60,000	0	0
TOTAL	325,629	32,891	125,949	238,876	356,763

Revenue Notes:



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

Executive Summary:

The administrative function provides overall management and leadership for the Code Enforcement and Litter Crew programs.

Programs and Services:

The code enforcement administration program of 3 FTE's, includes the management and clerical staff who support the department. This section is responsible for setting and measuring performance goals, budget preparation, contractual services, personnel administration and long-term planning.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	3.00	3.25	3.00	3.00	3.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	286,544	362,843	389,361	410,200	465,705
Reserve for Budget Adjustment	0	0	0	0	14,176
Transfers Out	0	0	0	0	0
Wages & Benefits	206,734	214,536	197,290	271,737	256,782
Supplies & Services	123,340	19,423	33,199	256,811	151,616
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	616,618	596,802	619,850	938,748	888,279

Expenditure Notes:

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	19,289	22,134	22,957	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	742,048	439,222	759,692	733,319	897,937
Fines & Forfeits	0	0	0	3,000	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	392,298	752,622	561,709	837,830	817,564
All Other	224,334	362,996	218,304	245,000	0
TOTAL	1,377,969	1,576,974	1,562,662	1,819,149	1,715,501

Revenue Notes:



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

Executive Summary:

The Litter Control program is the 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.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	4.00	4.00	4.00	4.00	4.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	26,635	51,373	44,189	39,808	66,057
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	224,391	290,030	286,647	318,532	348,423
Supplies & Services	32,592	25,154	29,001	42,974	52,475
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	283,618	366,557	359,837	401,314	466,955

Expenditure Notes:

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	358,944	377,154	459,141	477,038
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	559	1,144	3,118	0	0
TOTAL	559	360,088	380,272	459,141	477,038

Revenue Notes:

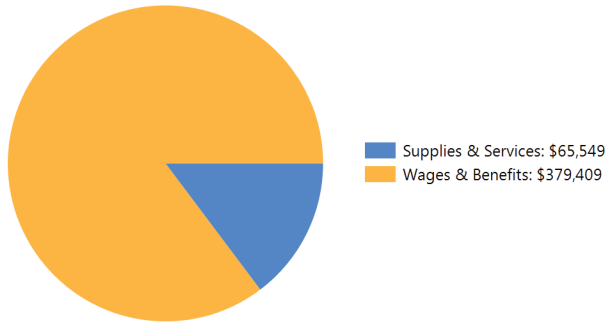




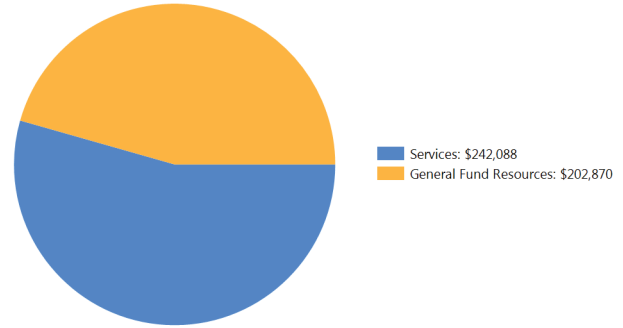
Community & Neighborhood Services Division

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.

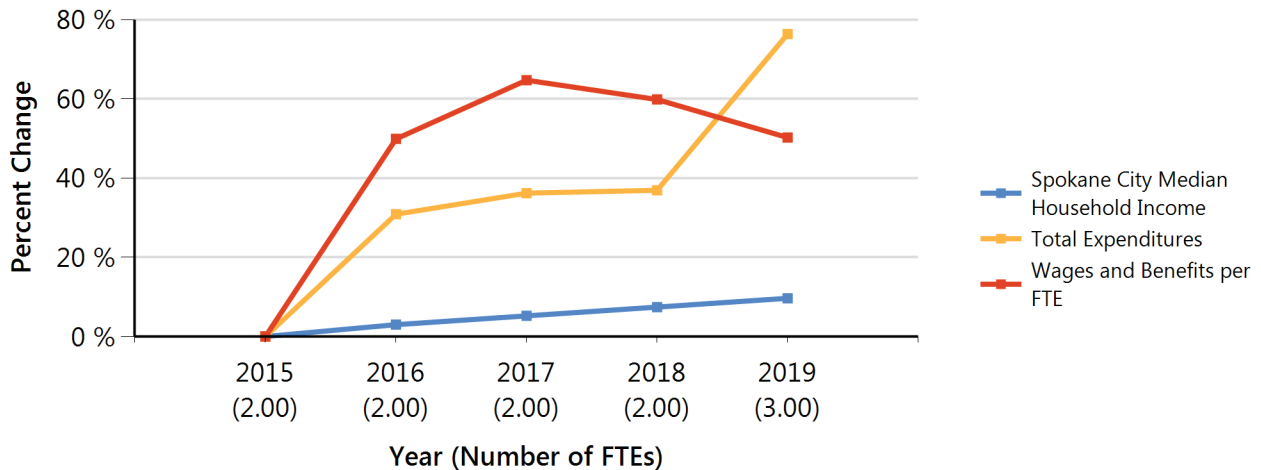
2019 Expenditures



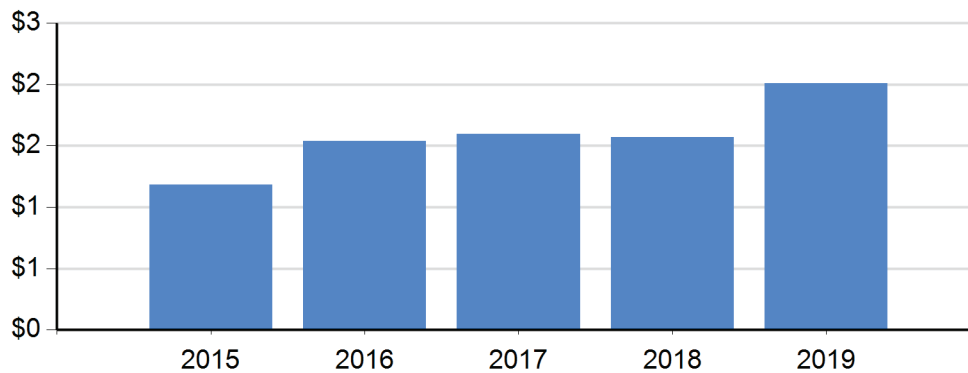
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$1.18	\$1.54	\$1.59	\$1.57	\$2.01
Percent Change	0.00%	30.86%	4.07%	0.52%	28.81%



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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	2.00	2.00	2.00	2.00	3.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	1,831	0	0	0
Interfund Charges	8	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	170,933	256,188	294,169	279,841	379,409
Supplies & Services	81,352	72,138	49,440	65,573	65,549
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	252,293	330,157	343,609	345,414	444,958

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	69,505	236,333	257,799	242,088	242,088
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	55,000	0	0
General Fund Resources	183,058	93,983	35,834	103,326	202,870
All Other	(270)	(159)	(24)	0	0
TOTAL	252,293	330,157	348,609	345,414	444,958

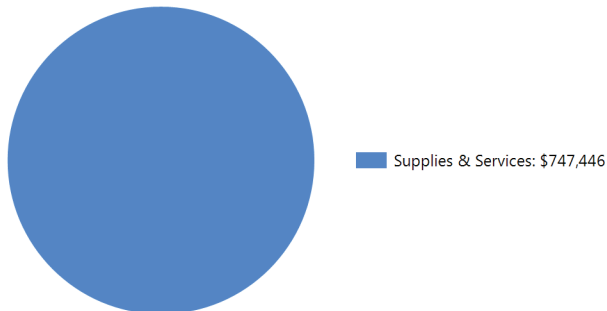
Revenue Notes:



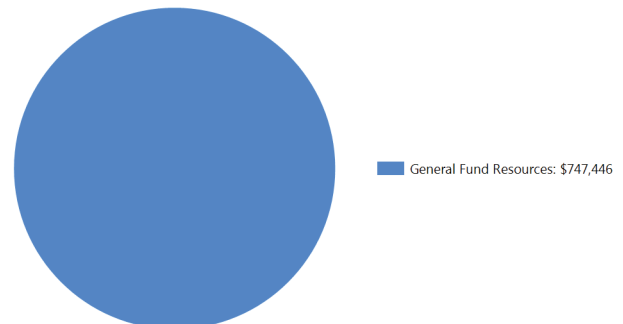
Community Centers

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

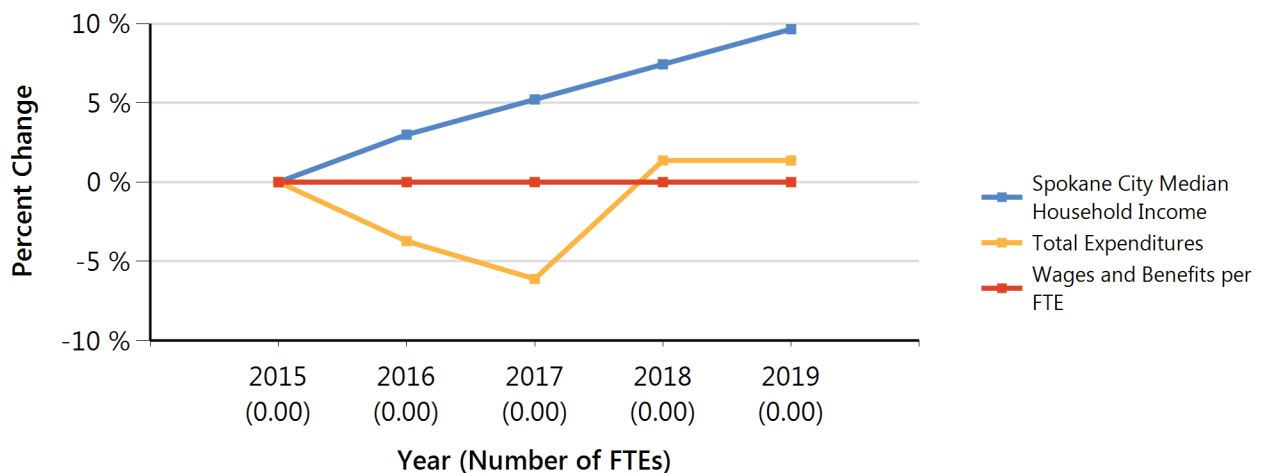
2019 Expenditures



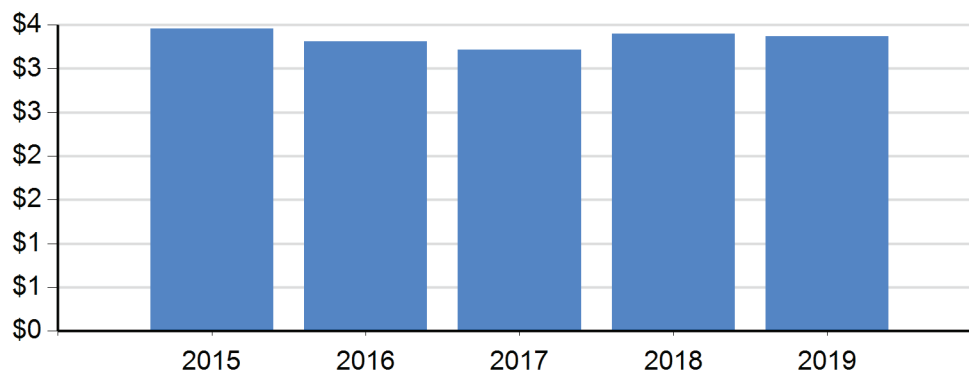
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$3.46	\$3.31	\$3.21	\$3.37
Percent Change	0.00%	-3.73%	-2.47%	0.00%



Department Summary: Community Centers**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 2019, funded capital projects are to support centers to increase their capacity to serve, lowering operating costs and/or provide enhanced service to neighborhoods. Significant investments at the East Central Community Center are planned for 2019. This funding will be leveraged to support the creation of a new dental clinic and the immediate concerns addressed in the Capital Needs Assessment published early 2018 by BWA.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	68,992	9,433	0	0	0
Interfund Charges	6,750	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	661,647	700,443	692,337	747,446	747,446
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	737,389	709,876	692,337	747,446	747,446

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	737,328	709,876	688,427	747,446	747,446
All Other	61	0	3,910	0	0
TOTAL	737,389	709,876	692,337	747,446	747,446

Revenue Notes:

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

Executive Summary:

This department provides financial support for Community Centers. This program supports capital investment in Community Centers and capacity building support services.

Programs and Services:

In 2019, 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 2019. 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	45,736	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	37,321	0	100,554	37,500
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	45,736	37,321	0	100,554	37,500

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	45,736	37,321	0	100,554	37,500
All Other	0	0	0	0	0
TOTAL	45,736	37,321	0	100,554	37,500

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 transferred operational management of the East Central Community Center from the East Central Community Organization to the Martin Luther King Jr. Family Outreach Center (MLK) on January 1, 2018. MLK is working with ZBA to create a plan to expand the Center to accommodate Community Colleges of Spokane's Early Head Start program, and MLK is simultaneously remodeling the garage to benefit their school aged Children's programs.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	23,256	0	0	0	0
Interfund Charges	6,750	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	385,879	356,152	373,209	344,446	350,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	415,885	356,152	373,209	344,446	350,000

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	415,834	356,152	369,299	344,446	350,000
All Other	51	0	3,910	0	0
TOTAL	415,885	356,152	373,209	344,446	350,000

Revenue Notes:

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

Executive Summary:

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

Programs and Services:

This Contract requires the NECCA to continue to operate the North East Community Center, which is owned by the City. 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 the centers' surrounding neighborhoods in the areas of health care, food security, education, employment, housing, family services and civic capital.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	125,904	127,915	155,088	138,405	210,905
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	125,904	127,915	155,088	138,405	210,905

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	125,904	127,915	155,088	138,405	210,905
All Other	0	0	0	0	0
TOTAL	125,904	127,915	155,088	138,405	210,905

Revenue Notes:

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

Executive Summary:

This program represents the maintenance and operation contract between the City of Spokane and the Southwest Spokane Community Center. This Community Center provides critical childcare services for low and moderate income families in Southwest Spokane.

Programs and Services:

Southwest Spokane Community Center differs from the other community centers in the program in that its primary focus is services focused on youth, education and recreation, rather than serving as a one-stop neighborhood resource center.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	37,924	37,101	37,101	41,101	37,101
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	37,924	37,101	37,101	41,101	37,101

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	37,924	37,101	37,101	41,101	37,101
All Other	0	0	0	0	0
TOTAL	37,924	37,101	37,101	41,101	37,101

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 operations 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 the 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	9,433	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	111,940	141,954	126,939	122,940	111,940
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	111,940	151,387	126,939	122,940	111,940

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	111,930	151,387	126,939	122,940	111,940
All Other	10	0	0	0	0
TOTAL	111,940	151,387	126,939	122,940	111,940

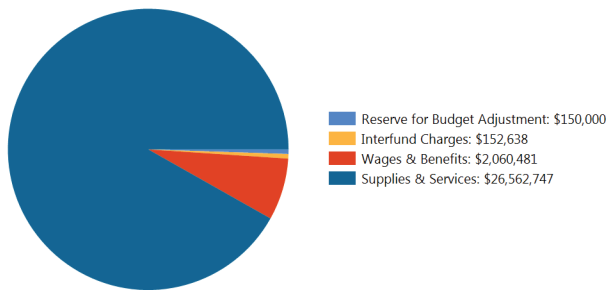
Revenue Notes:



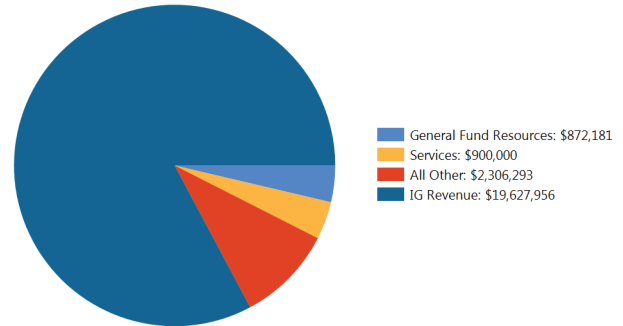
Community Housing & Human Services

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 administers grant funding to partner agencies for provision of coordinated services that align with strategic plans.

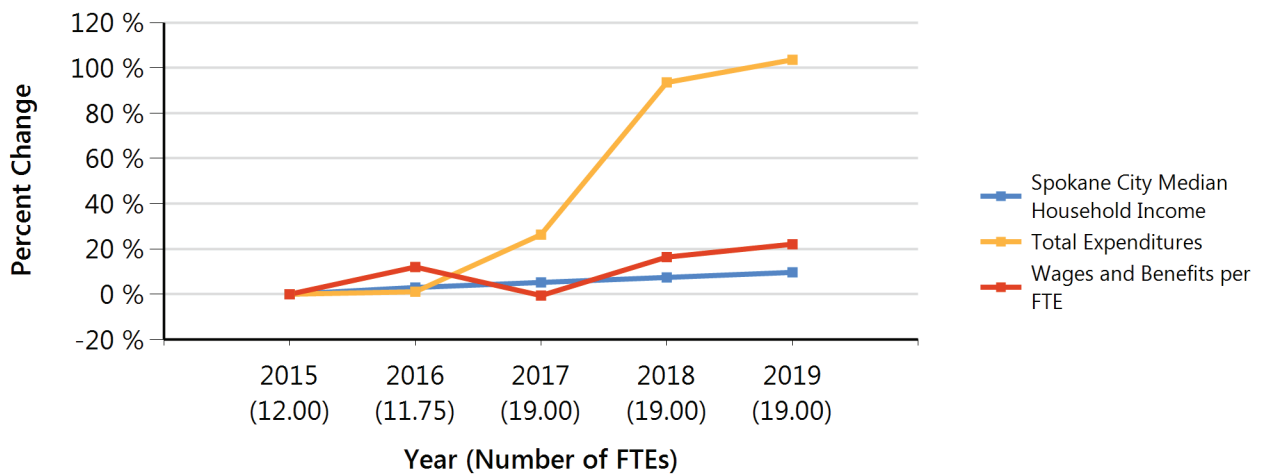
2019 Expenditures



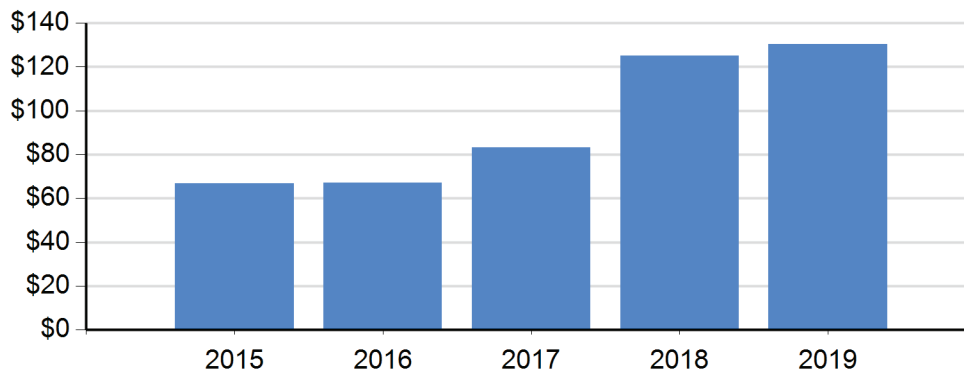
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$66.68	\$66.98	\$83.33	\$124.96	\$130.46
Percent Change	0.00%	1.10%	24.96%	53.19%	5.17%



Department Summary: Community Housing & 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 administers grant funding to partner agencies for provision of coordinated services that align with strategic plans.

Programs and Services:

The 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 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 the funder.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	12.00	11.75	19.00	19.00	19.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	712,480	239,268	402,091	0	0
Interfund Charges	406,052	502,303	113,822	171,058	152,638
Reserve for Budget Adjustment	0	0	0	161,930	150,000
Transfers Out	0	0	0	0	0
Wages & Benefits	1,074,997	1,179,006	1,666,272	1,949,499	2,060,481
Supplies & Services	12,016,737	12,443,930	15,646,705	25,221,410	26,562,747
Debt Services	0	0	125,000	0	0
All Other	0	2,403	0	0	0
TOTAL	14,210,266	14,366,910	17,953,890	27,503,897	28,925,866

Expenditure Notes:

Projected 2019 expenditures are slightly higher than the 2018 expenditures due to anticipated increased revenues to CHHS loan programs. This increased revenue is the result of a high volume of loan payoffs associated with the current housing market in Spokane.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	9,615,647	9,153,608	11,107,413	19,534,904	19,627,956
Services	915,718	977,045	996,821	968,423	900,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	150,000	872,181
All Other	2,098,425	1,853,047	2,763,114	2,270,793	2,306,293
TOTAL	12,629,790	11,983,700	14,867,348	22,924,120	23,706,430

Revenue Notes:

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



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

Executive Summary:

Administration and indirect expenses for the Community, Housing, and Human Services Department including, internal overhead expenses for services such as IT and Central Accounting, are represented in this Program.

Programs and Services:

This fund facilitates initial payment of all Department expenses including payroll and grantee reimbursements. Expenses are then moved to the appropriate Department funds based on the sources associated with those expenditures. Any expenditures that remain in this fund at the end of the fiscal year will be administration and overhead for the entire Department.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	12.00	11.75	19.00	19.00	19.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	188,596	212,559	112,102	171,058	152,638
Reserve for Budget Adjustment	0	0	0	161,930	150,000
Transfers Out	0	0	0	0	0
Wages & Benefits	300,619	375,473	635,980	587,286	674,214
Supplies & Services	(288,654)	(655,498)	(679,140)	(775,027)	(826,852)
Debt Services	0	0	0	0	0
All Other	0	2,003	0	0	0
TOTAL	200,561	(65,463)	68,942	145,247	150,000

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 related to a specific grant are housed in this fund.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	150,000	150,000
All Other	0	0	(715)	0	0
TOTAL	0	0	(715)	150,000	150,000

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:

The Community Development Block Grant Revolving Loan fund includes monies received from principal and interest payments from loans generated under the Single Family Rehabilitation Program.

Programs and Services:

The Revolving Loan fund supports the Single Family Rehabilitation Program home rehabilitation projects and loan servicing activities including administration and delivery of the program. This program ensures that low- and moderate-income residents can maintain safe and stable housing by completing necessary housing repairs that address health and safety deficiencies, and reduce operating costs (to the extent practicable).



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	65,494	59,098	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	17,357	42,637	56,818	173,688
Supplies & Services	741,897	1,382,906	1,447,631	1,851,825	2,334,955
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	807,391	1,459,361	1,490,268	1,908,643	2,508,643

Expenditure Notes:

Expenditures aligned with anticipated revenues.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	1,456,071	1,213,918	1,689,284	1,878,643	1,908,643
TOTAL	1,456,071	1,213,918	1,689,284	1,878,643	1,908,643

Revenue Notes:

Revenues are based on expected receipts of loan payments.



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

Executive Summary:

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

Programs and Services:

Activities or projects funded by CDBG must meet one of three national objectives: 1) benefit low and 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 2019 Include:

- 1) Preserving and expanding high quality, safe, and affordable housing choices;
 - 2) Improving quality of life for extremely low to moderate income resident;
 - 3) Preventing and reducing homelessness;
 - 4) Supporting vibrant neighborhoods;
 - 5) Expanding economic opportunities.
-



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	712,480	239,268	402,091	0	0
Interfund Charges	66,411	94,082	20	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	316,874	337,893	341,863	396,013	332,705
Supplies & Services	1,689,687	2,230,302	2,381,841	7,820,796	7,704,104
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,785,452	2,901,545	3,125,815	8,216,809	8,036,809

Expenditure Notes:

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

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	2,691,099	2,963,237	3,414,114	8,036,809	8,036,809
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	1,702	92,650	13,452	0	0
TOTAL	2,692,801	3,055,887	3,427,566	8,036,809	8,036,809

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

Executive Summary:

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

Programs and Services:

The Continuum of Care program is designed to promote a community-wide commitment to the goal of ending homelessness; to provide funding for nonprofits, States and local governments to quickly re-house people experiencing homelessness, including persons fleeing domestic violence and youth, while minimizing the trauma caused by homelessness. The program promotes low barrier and coordinated access to housing focused services and mainstream programs. All projects funded through the Continuum of Care program are required to prioritize households served based on vulnerability. The program funds a continuum of services that include temporary and permanent housing interventions as well as funding for the regional Homeless Management Information System (HMIS).



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	19,350	24,605	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	52,763	110,898	203,541	380,580	264,779
Supplies & Services	2,804,345	3,064,688	3,083,451	3,807,783	3,923,584
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,876,458	3,200,191	3,286,992	4,188,363	4,188,363

Expenditure Notes:

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

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	2,876,929	3,208,114	3,298,788	4,188,363	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	934	0	0
TOTAL	2,876,929	3,208,114	3,299,722	4,188,363	4,188,363

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

Executive Summary:

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

Programs and Services:

HOME funds primarily support the delivery of the City's Multi-family Housing Program. This program provides financing for new affordable rental housing as well as rehabilitation of existing affordable units within the Spokane City Limits. Funds are awarded as low-interest, deferred loans to for-profit, non-profit, and Community Housing Development Organizations. The loans carry long term affordability requirements. 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	15,529	20,778	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	51,753	42,460	82,163	106,832	126,268
Supplies & Services	1,865,739	1,312,409	1,461,149	3,158,146	4,163,706
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,933,021	1,375,647	1,543,312	3,264,978	4,289,974

Expenditure Notes:

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

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	957,155	380,309	1,462,375	2,314,778	3,139,774
Services	0	1,417	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	547,959	326,919	762,264	250,200	300,200
TOTAL	1,505,114	708,645	2,224,639	2,564,978	3,439,974

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

Executive Summary:

The HOPE Acquisition fund includes monies received from principal and interest payments from loans generated under the U.S. Department of Housing and Urban Development's Homeownership and Opportunity for People Everywhere Program (HOPE).

Programs and Services:

Funds can be used as cash match for HOME program expenditures as well as any activities eligible under the Community Development Block Grant (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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	741	469	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	135	284	0
Supplies & Services	24,011	2,900	6,393	286,016	498,300
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	24,752	3,369	6,528	286,300	498,300

Expenditure Notes:

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

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	29,496	10,275	211,046	8,300	8,300
TOTAL	29,496	10,275	211,046	8,300	8,300

Revenue Notes:

Revenues are based on anticipated loan payments to be received. In 2017 we also sold homes/properties that accounted for the Disposition of Fixed Assets.



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

Executive Summary:

The Housing Assistance Program fund includes monies received from principal and interest payments from loans generated under the U.S. Department of Housing and Urban Development's Homeownership and Opportunity for People Everywhere Program (HOPE).

Programs and Services:

Funds can be used as cash match for HOME program expenditures as well as any activities eligible under the Community Development Block Grant (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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	267	209	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	83	284	0
Supplies & Services	0	0	61	276,216	157,800
Debt Services	0	0	125,000	0	0
All Other	0	0	0	0	0
TOTAL	267	209	125,144	276,500	157,800

Expenditure Notes:

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

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	3,574	2,652	3,088	2,500	2,800
TOTAL	3,574	2,652	3,088	2,500	2,800

Revenue Notes:

Revenues are based on anticipated loan payments to be received.



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

Executive Summary:

The Housing Trust Grant fund includes monies received from principal and interest payments from loans generated under the State of Washington's Housing Trust Program.

Programs and Services:

The objectives of this fund is to support the building and maintenance of affordable housing.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	266	194	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	546	284	380
Supplies & Services	0	0	412	210,016	213,920
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	266	194	958	210,300	214,300

Expenditure Notes:

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

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	2,970	2,902	2,885	3,300	3,300
TOTAL	2,970	2,902	2,885	3,300	3,300

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

Executive Summary:

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

Programs and Services:

Programs supported by this fund include outreach, emergency shelters, Aging and Long Term Care of Eastern Washington, and other critical services. These funds also support the Department administration of these programs that support low income and vulnerable citizens.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	17,271	32,879	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	205,707	115,177	143,416	162,232	170,005
Supplies & Services	1,278,890	1,464,763	1,928,280	1,811,298	1,776,525
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,501,868	1,612,819	2,071,696	1,973,530	1,946,530

Expenditure Notes:

Expenditures include General Fund Expenditures based upon Council Allocation and 24/7 Shelter Plan.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	25,584	28,488	28,673	59,000	32,000
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	(7,718)	0	5,212	0	0
TOTAL	17,866	28,488	33,885	59,000	32,000

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

Executive Summary:

This fund includes federal, state, and local dollars that are intended to advance the objectives of the Strategic Plan to End Homelessness. The sources for this fund include the Emergency Solutions Grant, Consolidated Homeless Grant, Washington State Office of Homeless Youth funds, and Homeless Housing and Assistance Act funds.

Programs and Services:

The 2015-2020 Strategic Plan to End Homelessness (Homeless Plan) established objectives 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 projects will be used to achieve these objectives:

- 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
 - Housing and Essential Needs (HEN) specific projects
 - Coordinated assessment
-



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	29,051	52,273	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	145,415	179,375	214,627	256,955	315,278
Supplies & Services	3,663,043	3,659,826	4,207,071	5,726,872	4,826,382
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	3,837,509	3,891,474	4,421,698	5,983,827	5,141,660

Expenditure Notes:

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

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	3,064,880	2,573,460	2,903,463	4,935,954	4,231,010
Services	915,718	975,628	996,821	968,423	900,000
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	2,052	436	421	10,450	10,650
TOTAL	3,982,650	3,549,524	3,900,705	5,914,827	5,141,660

Revenue Notes:

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



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

Executive Summary:

This fund includes revenue generated from loans made under Lead Hazard Reduction Grant Programs (Lead program) as well as a special allocation for strategic affordable housing investments.

Programs and Services:

The revenue that continues to come in for active Lead loans is used to pay for the servicing of those loans. The special allocation for strategic affordable housing investments supports an expanded rental relocation program for those displaced due to increasing housing costs, a landlord mitigation program, and programming that supports affordable homeownership.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,784	4,214	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,866	373	511	1,136	3,041
Supplies & Services	235,551	(29,292)	26,120	49,864	780,140
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	239,201	(24,705)	26,631	51,000	783,181

Expenditure Notes:

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

Beginning in the 2019 Budget, a General Fund contribution to this program will fund Safe and Healthy Strategic Investments in housing and vulnerable population. This funding will continue through 2021 to pursue the goals of the strategic plan.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	722,181
All Other	17,941	76,762	20,272	21,000	21,000
TOTAL	17,941	76,762	20,272	21,000	743,181

Revenue Notes:

Beginning in the 2019 Budget, the General Fund contribution has been redirected from Street Operations to this program to fund Safe and Healthy Strategic Investments in housing and vulnerable population. This funding will continue through 2021 to pursue the goals of the strategic plan.



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

Executive Summary:

The Rental Rehabilitation fund includes monies received from principal and interest payments from loans generated under the U.S. Department of Housing and Urban Development's Rental Rehabilitation Fund.

Programs and Services:

These funds currently support the City's Relocation Program and can be used for a variety of affordable housing purposes such as those that might be funded through the HOME and CDBG programs.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,292	943	1,700	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	770	795	123
Supplies & Services	2,228	10,926	1,783,436	115,605	125,277
Debt Services	0	0	0	0	0
All Other	0	400	0	0	0
TOTAL	3,520	12,269	1,785,906	116,400	125,400

Expenditure Notes:

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

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	40,857	125,725	53,403	95,400	50,400
TOTAL	40,857	125,725	53,403	95,400	50,400

Revenue Notes:

Revenues are based on anticipated loan payments to be received.



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

Executive Summary:

The UDAG fund includes monies received from principal and interest payments from loans generated under the closed out U.S. Department of Housing and Urban Development's Urban Development Action Grant Program.

Programs and Services:

This funding can support affordable housing programs or any activities eligible under the Community Development Block Grant (CDBG), including economic and community development, or human services.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	882,000	884,906
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	882,000	884,906

Expenditure Notes:

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

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	3,521	808	1,568	1,000	1,000
TOTAL	3,521	808	1,568	1,000	1,000

Revenue Notes:

Revenues are based on anticipated loan payments to be received and interest gained on beginning balance in the fund.

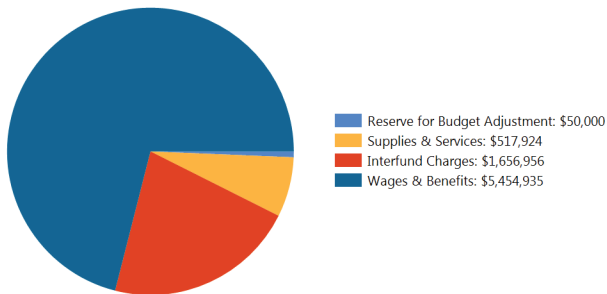




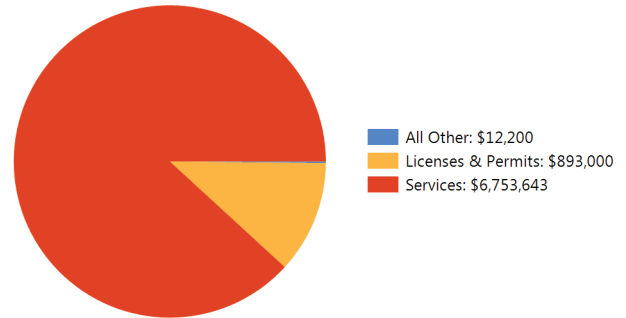
Development Services Center

The Development Services Center (DSC) 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.

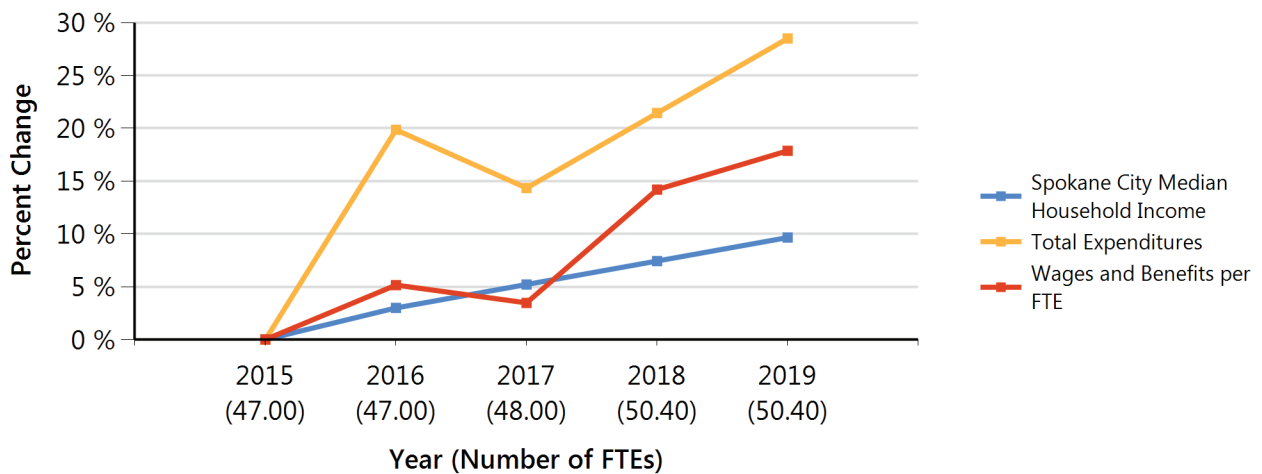
2019 Expenditures



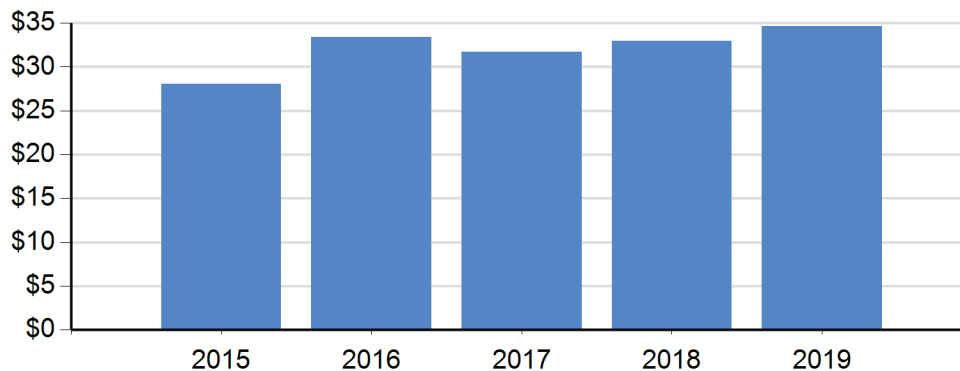
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$28.05	\$33.39	\$31.72	\$32.97	\$34.64
Percent Change	0.00%	19.84%	-4.59%	6.20%	5.81%



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

Executive Summary:

The Development Services Center (DSC) 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	47.00	47.00	48.00	50.40	50.40

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	6,972	2,284	62,925	0	0
Interfund Charges	1,169,979	1,233,851	1,297,832	1,576,499	1,656,956
Reserve for Budget Adjustment	0	0	0	50,000	50,000
Transfers Out	6,972	2,284	65,404	0	0
Wages & Benefits	4,286,703	4,507,618	4,525,960	5,261,873	5,454,935
Supplies & Services	505,967	1,416,893	881,510	369,293	517,924
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	5,976,593	7,162,930	6,833,631	7,257,665	7,679,815

Expenditure Notes:

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	822,681	1,015,345	983,176	916,000	893,000
IG Revenue	0	0	0	0	0
Services	5,348,885	6,536,308	6,469,344	6,311,234	6,753,643
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	34,428	43,577	16,270	11,700	12,200
TOTAL	6,205,994	7,595,230	7,468,790	7,238,934	7,658,843

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	8.00	9.00	9.00	7.00	6.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	2,470	14,026	7,602	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	544,475	590,316	495,200	520,410	498,304
Supplies & Services	178	193	85	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	547,123	604,535	502,887	520,410	498,304

Expenditure Notes:

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	545,861	660,959	626,330	663,000	648,000
IG Revenue	0	0	0	0	0
Services	102,295	119,860	121,618	12,500	120,500
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
TOTAL	648,156	780,819	747,948	675,500	768,500

Revenue Notes:



Program Summary: Building Plan Checking

Division: Planning and Economic Development

Fund Type: Enterprise Fund

Executive Summary:

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

Programs and Services:

The Plan Checking staffs' 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	15.00	15.00	15.00	18.40	17.40

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	3,146	3,118	2,366	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,529,241	1,597,244	1,554,937	2,068,420	2,074,668
Supplies & Services	228	69	5,185	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,532,615	1,600,431	1,562,488	2,068,420	2,074,668

Expenditure Notes:

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	10,000	18,208	(5,608)	0	0
IG Revenue	0	0	0	0	0
Services	1,894,551	1,996,825	1,607,976	2,773,143	2,773,143
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	1,350	0	4,495	4,500	4,500
TOTAL	1,905,901	2,015,033	1,606,863	2,777,643	2,777,643

Revenue Notes:



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

Executive Summary:

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

Programs and Services:

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



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	13.00	13.00	14.00	14.00	14.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	74,042	96,311	80,178	32,175	36,075
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,259,004	1,368,117	1,477,119	1,513,212	1,519,107
Supplies & Services	235,791	1,145,380	650,631	16,069	17,292
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,568,837	2,609,808	2,207,928	1,561,456	1,572,474

Expenditure Notes:

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	16,238	15,970	17,565	15,000	15,000
IG Revenue	0	0	0	0	0
Services	2,654,483	3,420,804	3,823,832	2,810,000	3,410,000
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	0	0	0	0
TOTAL	2,670,722	3,436,774	3,841,397	2,825,000	3,425,000

Revenue Notes:



Program Summary: DSC Administration**Division:** Planning and Economic Development**Fund Type:** Enterprise Fund

Executive Summary:

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

Programs and Services:

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



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	5.00	4.00	4.00	5.00	7.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	6,972	2,284	62,925	0	0
Interfund Charges	1,090,321	1,120,396	1,207,686	1,544,324	1,620,881
Reserve for Budget Adjustment	0	0	0	50,000	50,000
Transfers Out	6,972	2,284	65,404	0	0
Wages & Benefits	421,623	406,570	421,553	543,426	694,451
Supplies & Services	269,627	271,108	224,636	353,224	500,632
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,795,515	1,802,642	1,982,204	2,490,974	2,865,964

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	249,618	314,213	342,969	0	0
IG Revenue	0	0	0	0	0
Services	538,853	814,320	755,218	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	33,077	43,577	11,775	4,000	4,000
TOTAL	821,548	1,172,110	1,109,962	4,000	4,000

Revenue Notes:

Program Summary: DSC Boilers & Elevators**Division:** Planning and Economic Development**Fund Type:** Enterprise Fund

Executive Summary:

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

Programs and Services:

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



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	265,705	298,854	334,961	345,615	359,109
Supplies & Services	64	71	970	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	265,769	298,925	335,931	345,615	359,109

Expenditure Notes:

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	964	250	900	0	0
IG Revenue	0	0	0	0	0
Services	152,261	183,542	160,700	460,000	450,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	3,200	3,700
TOTAL	153,225	183,792	161,600	463,200	453,700

Revenue Notes:



Program Summary: DSC Public Works Inspectors**Division:** Planning and Economic Development**Fund Type:** Enterprise Fund

Executive Summary:

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

Programs and Services:

The two public works inspectors inspect the quality of contractor's work and insure that there is no damage to the 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	266,655	246,517	242,190	270,790	309,296
Supplies & Services	79	72	3	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	266,734	246,589	242,193	270,790	309,296

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	5,745	1,020	238,000	230,000
IG Revenue	0	0	0	0	0
Services	6,442	957	0	255,591	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	6,442	6,702	1,020	493,591	230,000

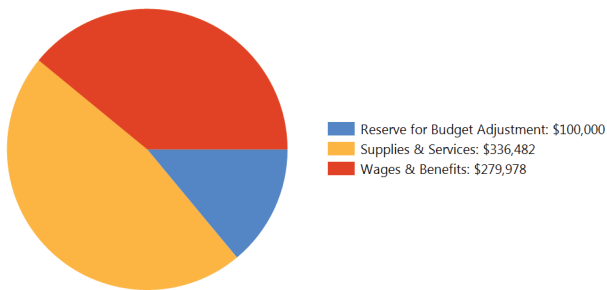
Revenue Notes:



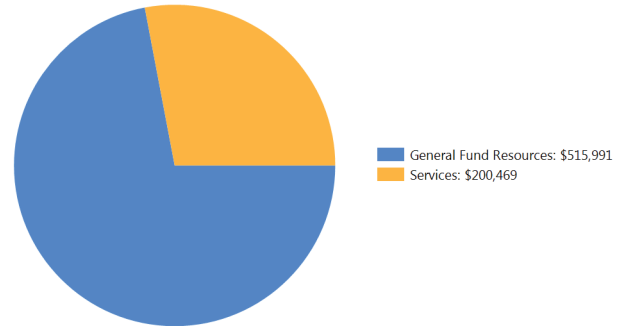
Economic Development

This budget supports economic development activities of the City and region by supporting one-time costs and contracts with economic development partners, consultants to steward economic development activities, such as HUD 108 loans, and federal initiatives, and support internal City functions which support targeted economic development and growth within the City.

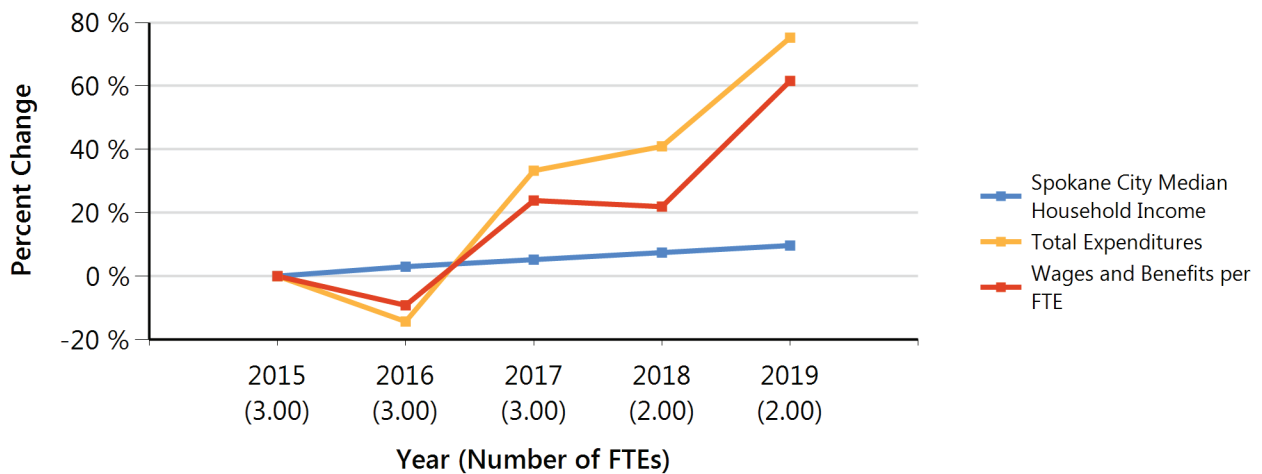
2019 Expenditures



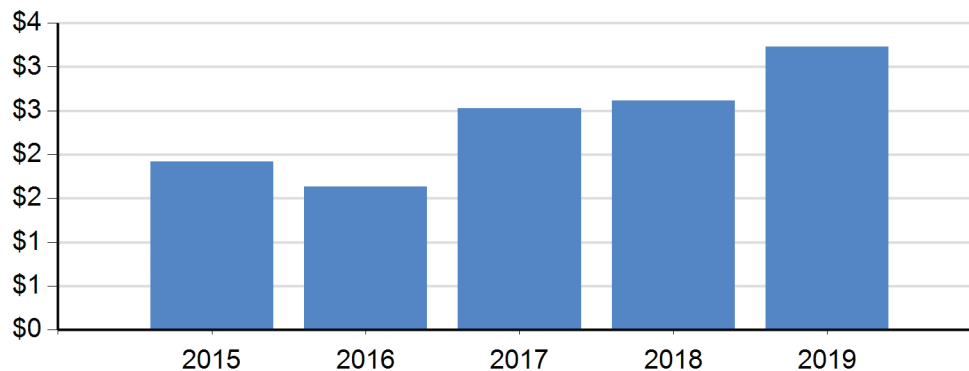
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$1.92	\$1.63	\$2.53	\$2.62	\$3.23
Percent Change	0.00%	-14.32%	55.55%	5.74%	24.33%



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

Executive Summary:

This budget supports economic development activities of the City and region by supporting one-time costs and contracts with economic development partners, consultants to steward economic development activities, such as HUD 108 loans, and federal initiatives, and support internal City functions which support targeted economic development and growth within the City.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	3.00	3.00	3.00	2.00	2.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	1,461	1,529	0	0	0
Interfund Charges	621	0	36	0	0
Reserve for Budget Adjustment	0	0	0	100,000	100,000
Transfers Out	0	0	0	0	0
Wages & Benefits	253,824	230,467	306,647	200,469	279,978
Supplies & Services	152,967	118,304	238,228	275,764	336,482
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	408,873	350,300	544,911	576,233	716,460

Expenditure Notes:

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	242,170	92,151	108,867	200,469	200,469
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	166,703	258,149	436,044	375,764	515,991
All Other	0	0	0	0	0
TOTAL	408,873	350,300	544,911	576,233	716,460

Revenue Notes:

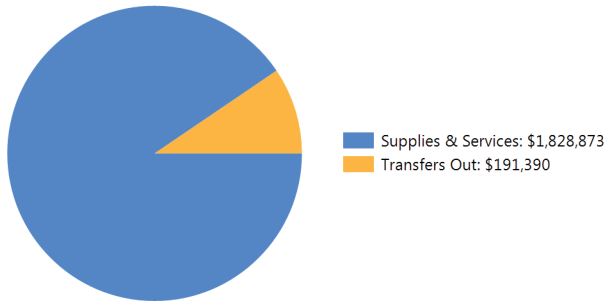




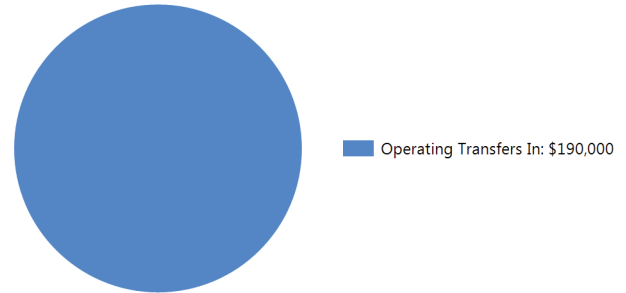
Financial Partnership Fund

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.

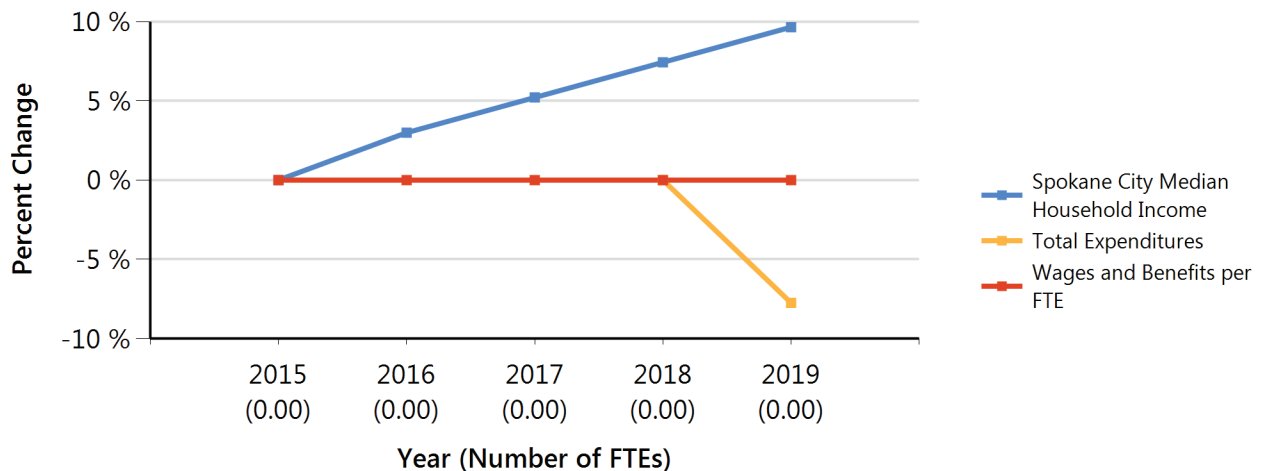
2019 Expenditures



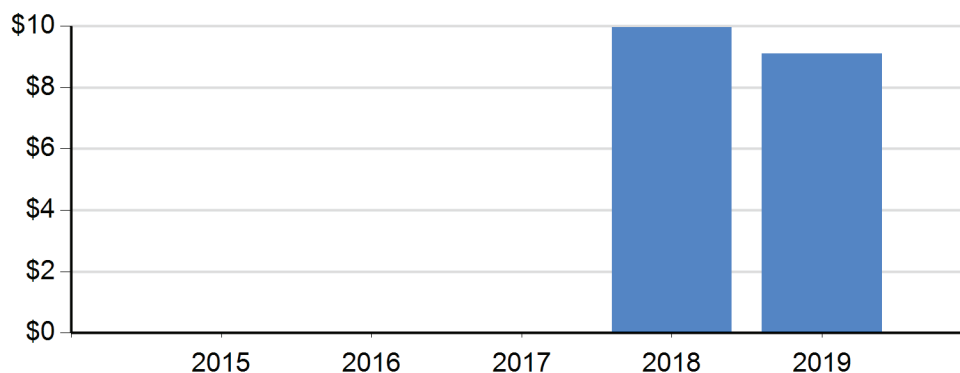
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$0.00	\$9.95	\$9.11
Percent Change	0.00%	0.00%	-7.75%



Department Summary: Financial Partnership Fund**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

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.

Programs and Services:

The Financial Partnership Fund is the funding source for the projects of citywide significance program.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	191,390	191,390
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	1,998,610	1,828,873
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	2,190,000	2,020,263

Expenditure Notes:

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	190,000	190,000	190,000
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	190,000	190,000	190,000

Revenue Notes:

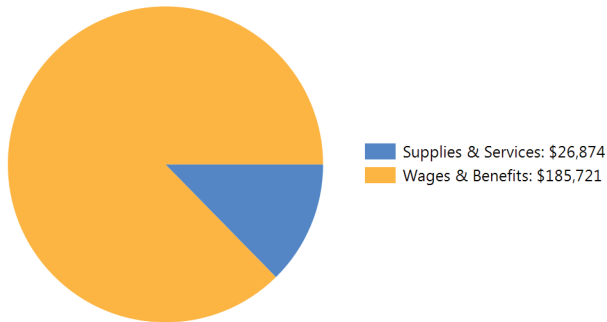




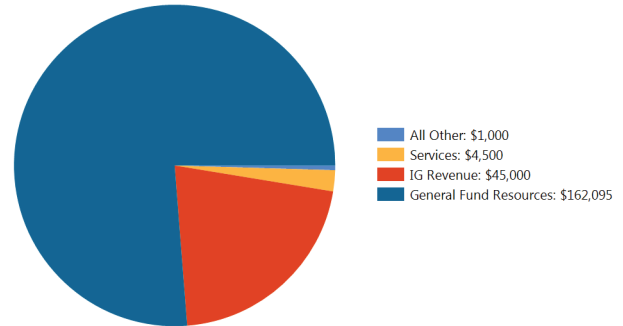
Historic Preservation

The Historic Preservation Department fosters stewardship and investment in historic properties by providing incentives to redevelopment, rehabilitation and revitalization while at the same time preserving character, creating construction jobs and increasing the tax base for Spokane County. Additionally, the department ensures compliance with the Comprehensive Plan and SMC.

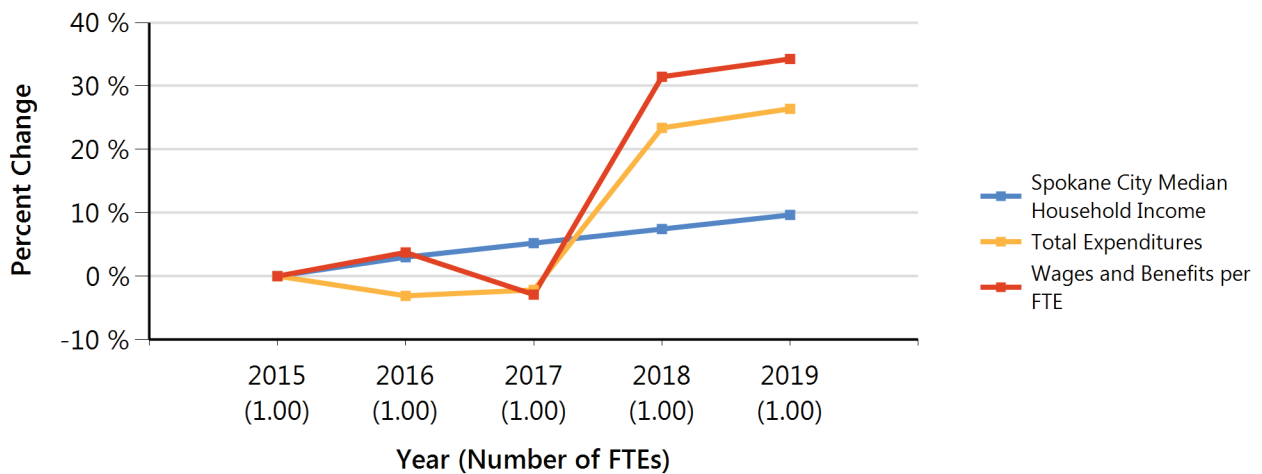
2019 Expenditures



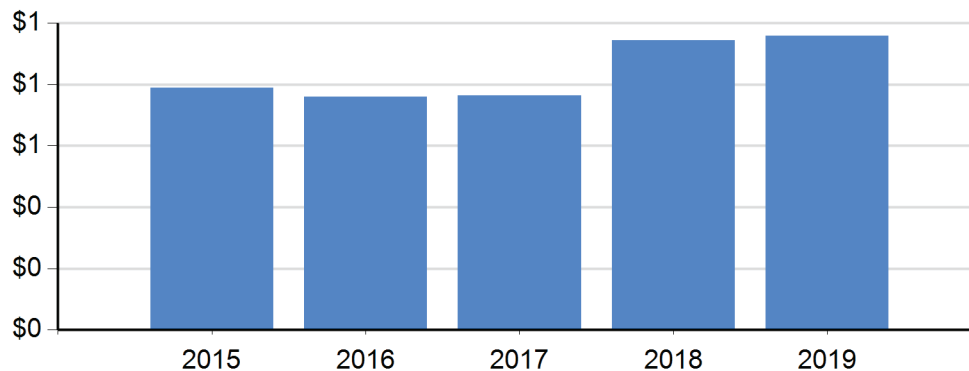
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$0.79	\$0.76	\$0.76	\$0.94	\$0.96
Percent Change	0.00%	-3.10%	0.96%	26.13%	2.44%



Department Summary: Historic Preservation

Division: Planning and Economic Development

Fund Type: General Fund

Executive Summary:

The Historic Preservation Department fosters stewardship and investment in historic properties by providing incentives to redevelopment, rehabilitation and revitalization while at the same time preserving character, creating construction jobs and increasing the tax base for Spokane County. Additionally, the department ensures compliance with the Comprehensive Plan and SMC.

Programs and Services:

Programs and incentives that support private investment are the most effective way to encourage both the use and re-use of under-utilized historic buildings in our community. Historic Preservation is a valuable tool in the rehabilitation of older buildings, furthering the City's distinct "Urban Experience." Spokane is a unique City full of historic resources that tell our story - the job of the Historic Preservation Department 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 shared historic fabric. The Historic Preservation Department executes our primary incentive tool, Special Tax Valuation, in conjunction with Spokane County to encourage historic building rehabilitation.

New initiatives to Historic Preservation include the ability to create historic districts in neighborhoods of distinction in Spokane when a simple majority of owners agree to the designation. These new districts will allow public input into neighborhood development through the Landmarks Commission's review process. Districts will help to manage change while still maintaining the historic character and sense of place of the neighborhood. It will also allow for a broader number of properties to take advantage of Special Tax Valuation when significant improvements are invested in historic properties within the district.

The Historic Preservation Officer is a member of the Neighborhood and Business Services leadership team.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	1.00	1.00	1.00	1.00	1.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	376	341	147	300	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	138,827	144,018	134,443	180,648	185,721
Supplies & Services	28,982	18,598	29,933	26,574	26,874
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	168,185	162,957	164,523	207,522	212,595

Expenditure Notes:

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	45,000	37,200	48,079	45,000	45,000
Services	11,025	4,745	3,775	4,500	4,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	108,610	117,497	111,369	157,022	162,095
All Other	3,550	3,515	1,300	1,000	1,000
TOTAL	168,185	162,957	164,523	207,522	212,595

Revenue Notes:

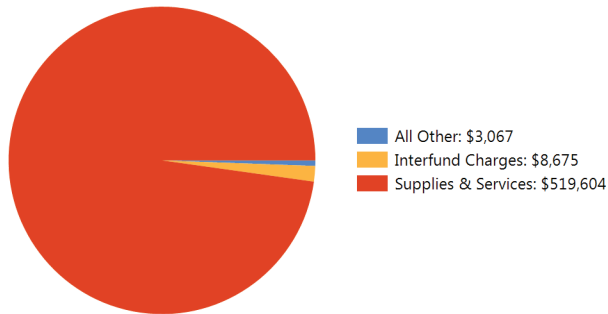




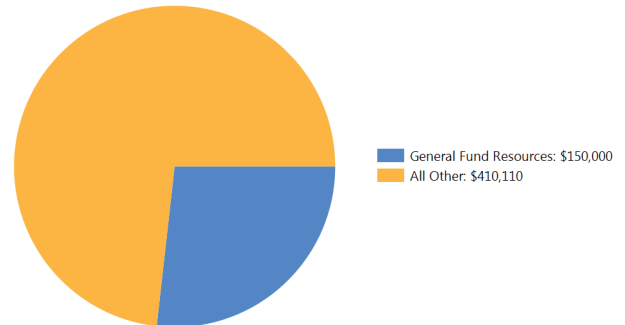
Intermodal Facility

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

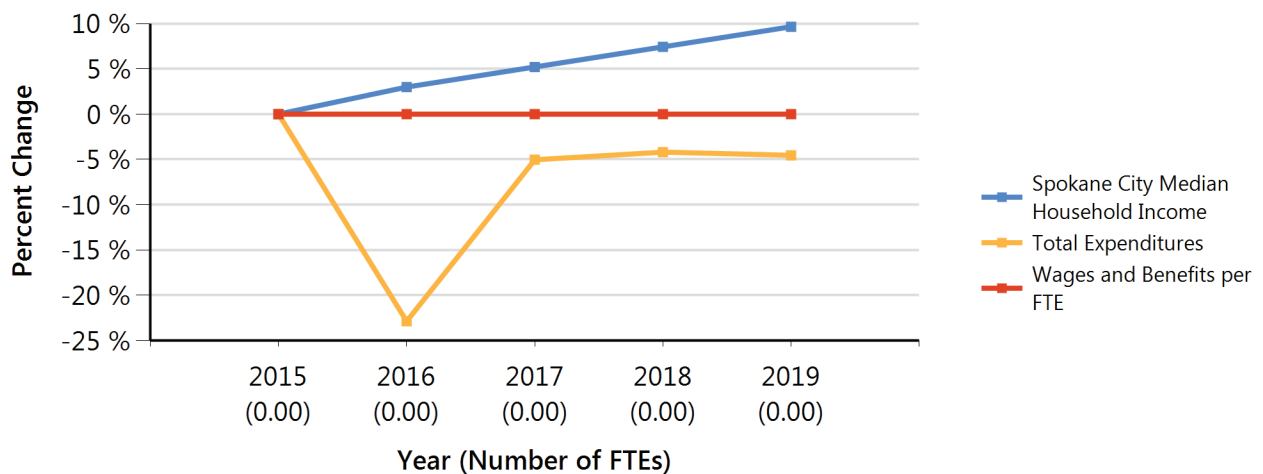
2019 Expenditures



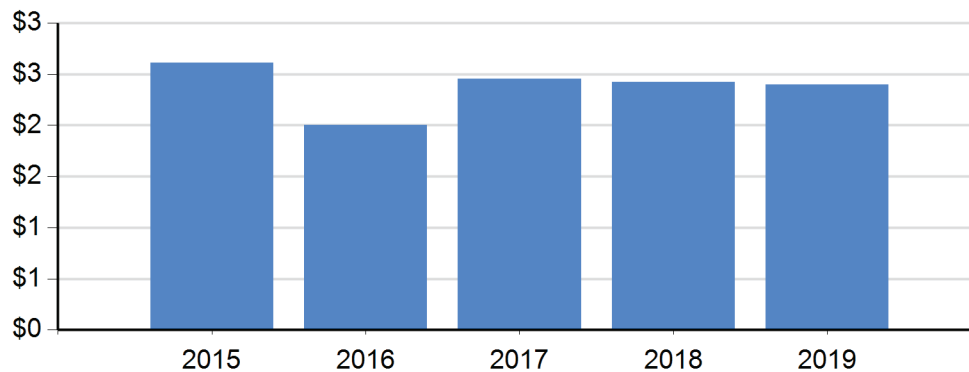
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$2.61	\$2.00	\$2.45	\$2.42	\$2.40
Percent Change	0.00%	-22.87%	23.13%	0.88%	-0.36%



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

Executive Summary:

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

Programs and Services:

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



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	17,254	0
Interfund Charges	11,827	7,294	9,121	30,607	8,675
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	542,470	419,652	517,077	481,150	519,604
Debt Services	0	0	0	0	0
All Other	2,346	2,354	2,412	4,267	3,067
TOTAL	556,643	429,300	528,610	533,278	531,346

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	121,983	75,000	145,000	150,000	150,000
All Other	435,287	385,285	430,559	495,848	410,110
TOTAL	557,270	460,285	575,559	645,848	560,110

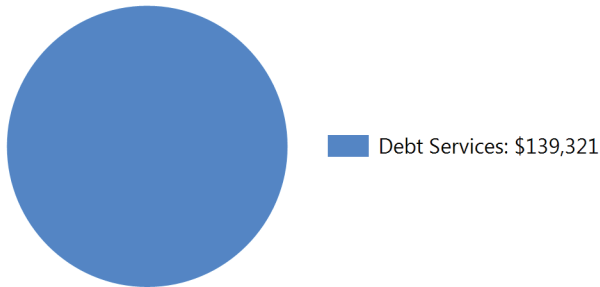
Revenue Notes:



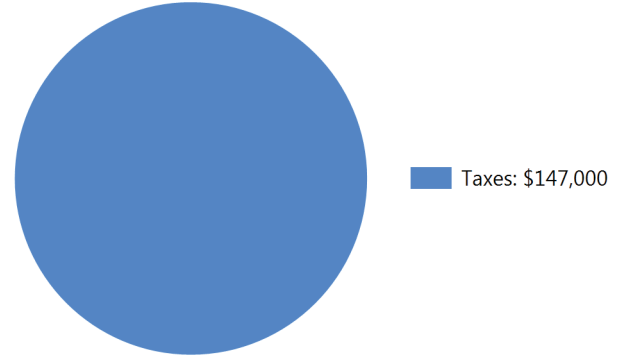
Kendall Yards TIF

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

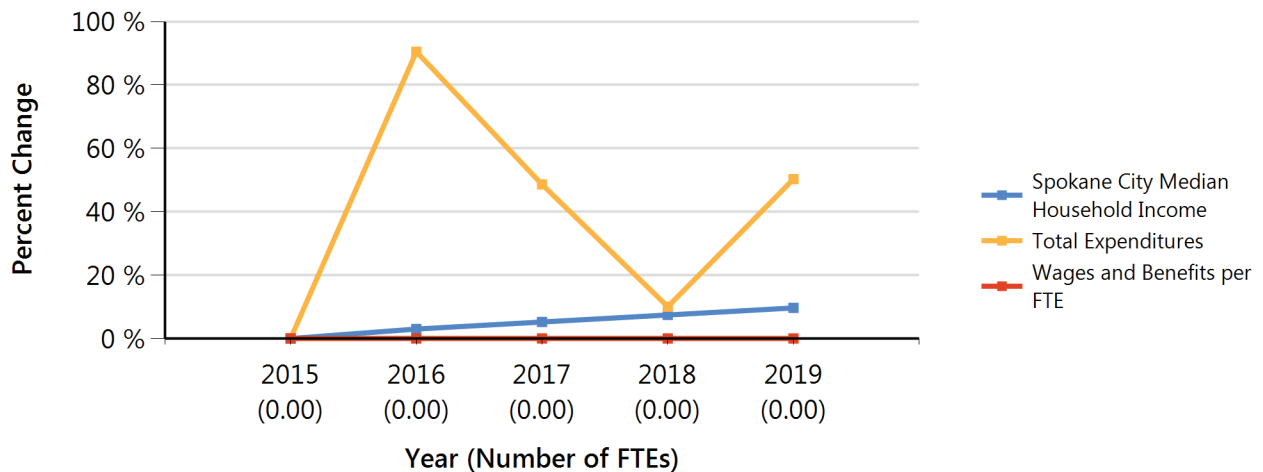
2019 Expenditures



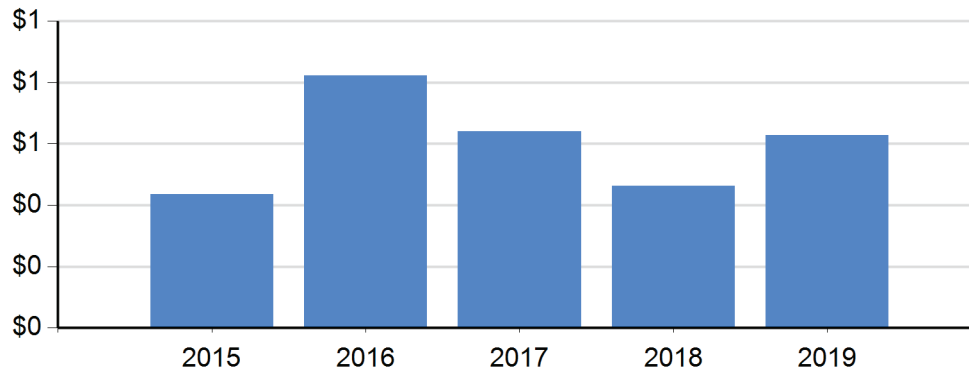
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$0.43	\$0.82	\$0.64	\$0.46	\$0.63
Percent Change	0.00%	90.50%	-21.98%	-25.95%	36.58%



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

Executive Summary:

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

Programs and Services:

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



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	69,753	0	0	0
Debt Services	92,693	106,836	137,763	102,000	139,321
All Other	0	0	0	0	0
TOTAL	92,693	176,589	137,763	102,000	139,321

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	92,802	106,790	137,764	127,000	147,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	92,802	106,790	137,764	127,000	147,000

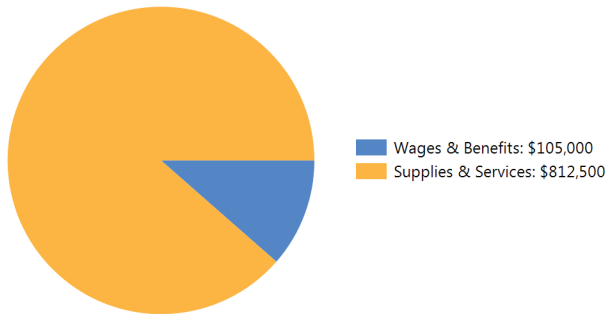
Revenue Notes:



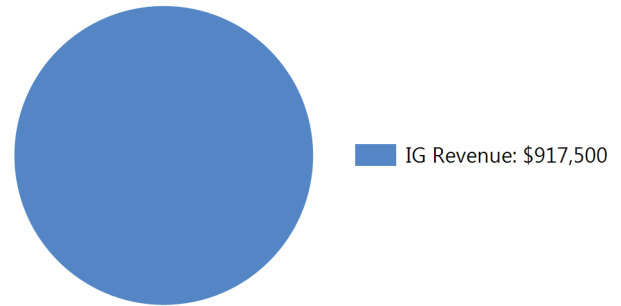
Miscellaneous Grants Fund

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

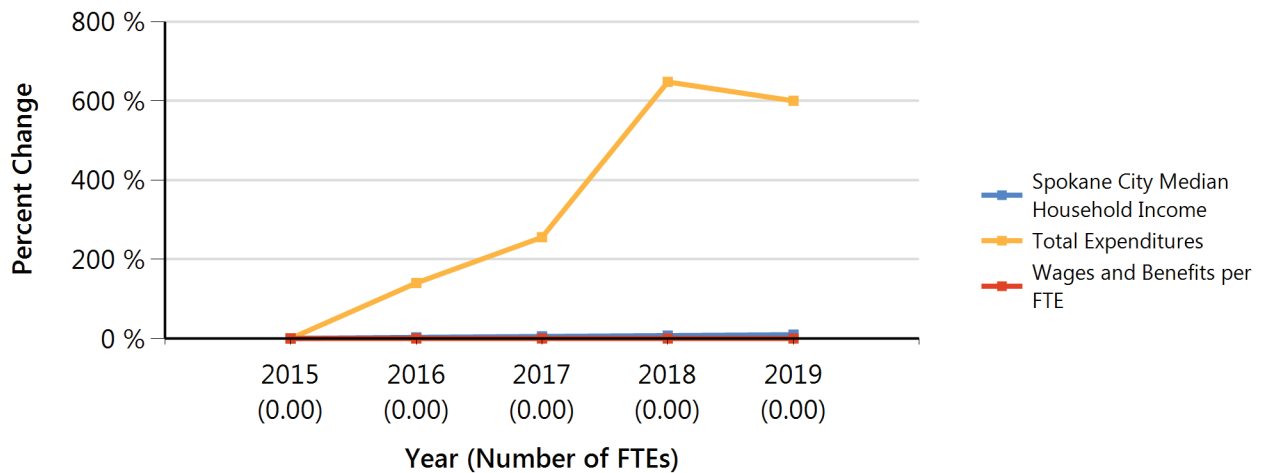
2019 Expenditures



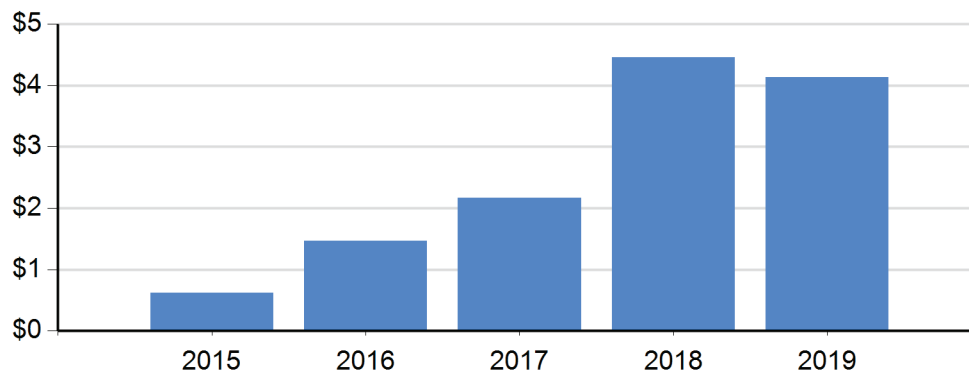
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$0.62	\$1.47	\$2.16	\$4.45	\$4.14
Percent Change	0.00%	140.20%	48.05%	110.23%	-6.37%



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

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

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	1,351	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	29,064	107,094	100,000	105,000
Supplies & Services	131,076	285,783	357,698	880,000	812,500
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	131,076	314,847	466,143	980,000	917,500

Expenditure Notes:

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	131,076	293,398	433,081	980,000	917,500
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	21,449	33,063	0	0
TOTAL	131,076	314,847	466,144	980,000	917,500

Revenue Notes:

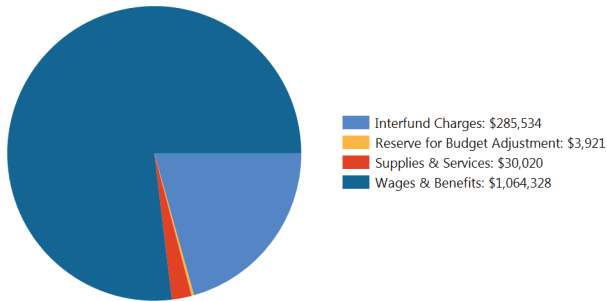




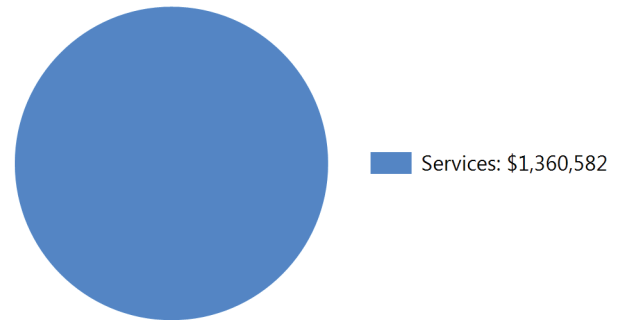
My Spokane

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.

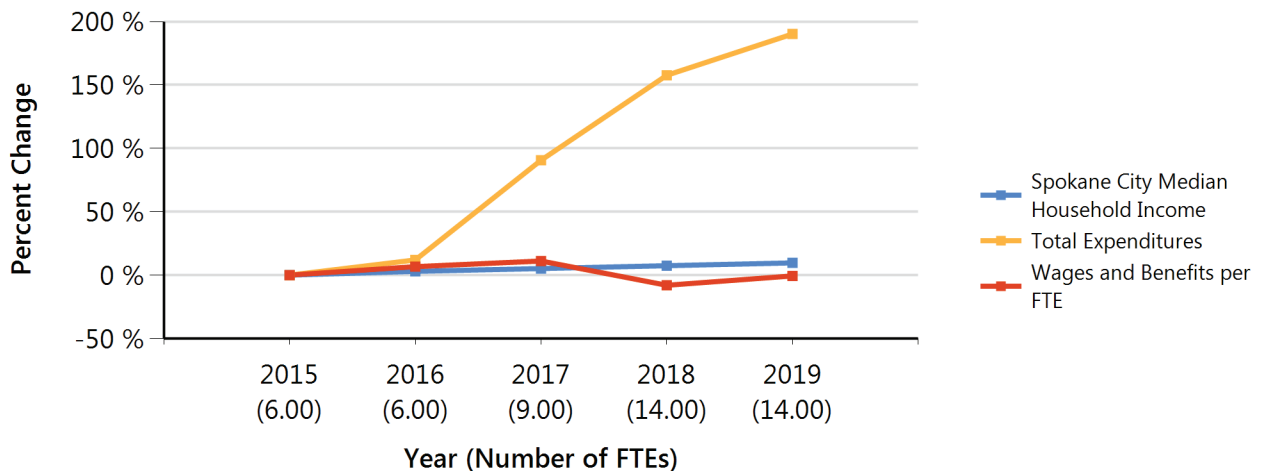
2019 Expenditures



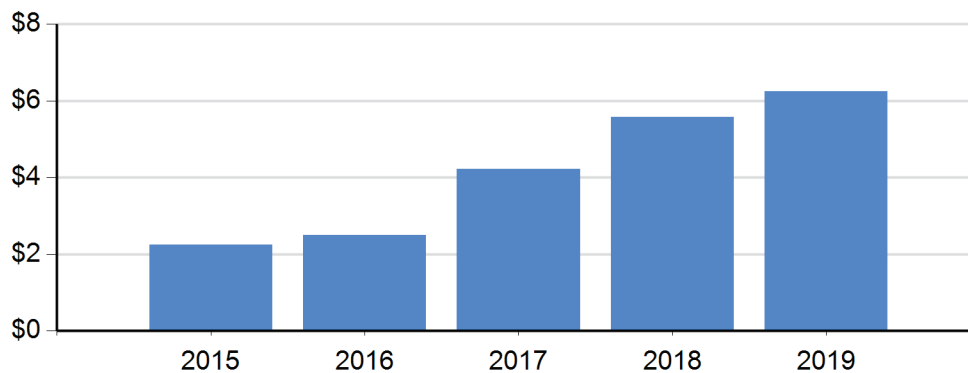
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$2.24	\$2.49	\$4.22	\$5.58	\$6.24
Percent Change	0.00%	11.96%	70.26%	35.15%	12.63%



Department Summary: My Spokane

Division: Planning and Economic Development

Fund Type: Internal Service Fund

Executive Summary:

My Spokane-311 is the City's centralized customer service program. 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	6.00	6.00	9.00	14.00	14.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	732	4,574	0	0	0
Interfund Charges	0	0	102,400	219,618	285,534
Reserve for Budget Adjustment	0	0	0	0	3,921
Transfers Out	0	0	0	0	0
Wages & Benefits	471,489	502,991	788,145	991,402	1,064,328
Supplies & Services	4,621	26,334	18,481	17,570	30,020
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	476,842	533,899	909,026	1,228,590	1,383,803

Expenditure Notes:
Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	279,467	393,405	891,256	947,843	1,360,582
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	197,375	162,042	30,697	280,747	0
All Other	0	0	(231)	0	0
TOTAL	476,842	555,447	921,722	1,228,590	1,360,582

Revenue Notes:

2017 all other is cash/over short



Program Summary: My Spokane 311

Division: Planning and Economic Development

Fund Type: Internal Service Fund

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.

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 courteous and friendly and to make sure you receive the right answer from us, or if we don't know the answer, to help you reach the city employee who does know. 311 staff help you register for parks classes or making changes to your garbage services, such as changing cart size or adding yard waste services. We also will process your complaints about potholes and snowy road conditions, as well as code and parking complaints such as graffiti and abandoned autos. We also handle initial customer service for utility billing, such as billing inquiries or payment arrangements. 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 chat requests. The My Spokane counter staff also process deposits and financial transactions for internal departments and assist with processing utility bills that come into City via drop boxes.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	5.00	5.00	8.00	11.00	11.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	4,574	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	3,921
Transfers Out	0	0	0	0	0
Wages & Benefits	326,829	376,530	616,391	691,333	742,934
Supplies & Services	4,358	20,999	4,902	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	331,187	402,103	621,293	691,333	746,855

Expenditure Notes:

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	279,467	240,061	809,319	947,843	1,360,582
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	51,720	162,042	30,697	280,747	0
All Other	0	0	0	0	0
TOTAL	331,187	402,103	840,016	1,228,590	1,360,582

Revenue Notes:



Program Summary: My Spokane Administration

Division: Planning and Economic Development

Fund Type: Internal Service Fund

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 with great customer service.

Programs and Services:

My Spokane-311 uses technology, such as our phone system, computer software programs, and online chat function, 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 as we are more efficient so less manpower is needed. 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, sent via email or through your account portal. This way you are kept updated on your request.

Providing excellent customer service means we need to make sure our staff is always up-to-date on training. That way we can ensure we are meeting our mission to provide consistent information. We also need tools, such as wireless headsets and credit card machines to be able to provide effortless service to you.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	1.00	1.00	1.00	3.00	3.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	732	0	0	0	0
Interfund Charges	0	0	102,400	219,618	285,534
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	144,660	126,461	171,754	300,069	321,394
Supplies & Services	263	5,335	13,579	17,570	30,020
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	145,655	131,796	287,733	537,257	636,948

Expenditure Notes:
Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	153,344	81,937	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	145,655	0	0	0	0
All Other	0	0	(231)	0	0
TOTAL	145,655	153,344	81,706	0	0

Revenue Notes:

2017 all other is cash over/short

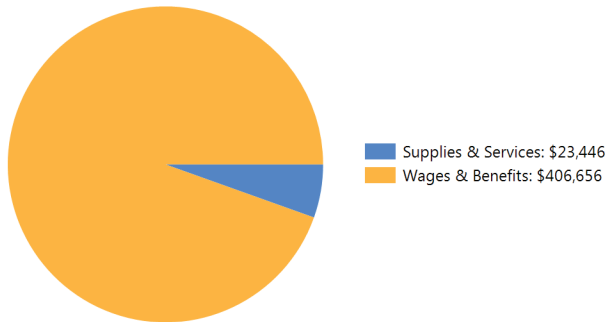




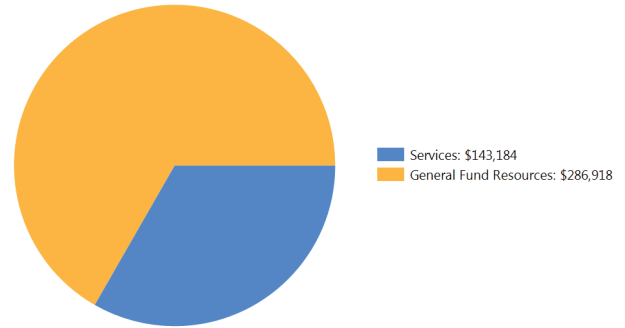
Office of Neighborhood Services (ONS)

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.

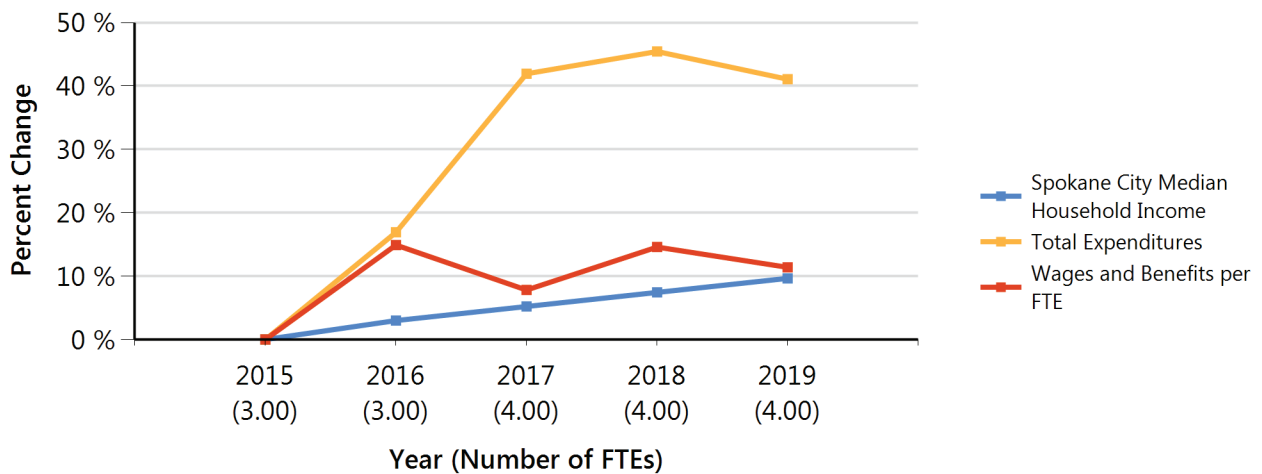
2019 Expenditures



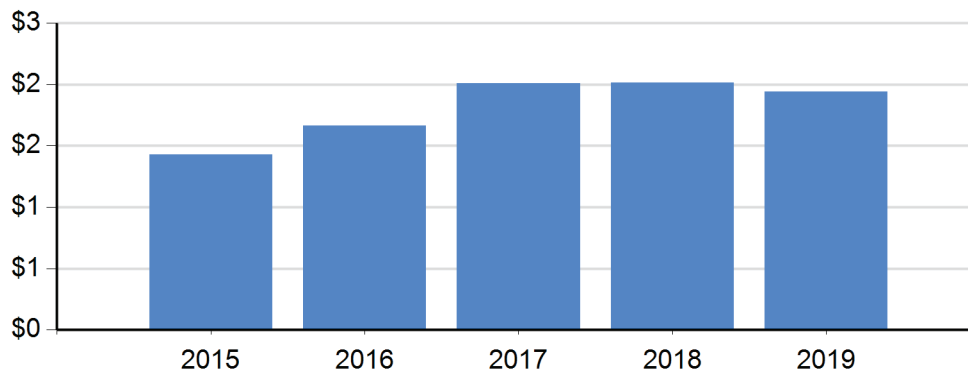
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$1.43	\$1.66	\$2.01	\$2.01	\$1.94
Percent Change	0.00%	16.91%	21.39%	2.47%	-3.00%



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 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.

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 manage grant programs, facilitate communication and meetings, provide technical assistance and training on a wide variety of needs and concerns, and mediate conflicts for the best resolution possible. The staff will liaise with internal and external groups on a variety of issues from neighborhood cleanup, traffic calming, neighborhood safety, community development and improvement



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	3.00	3.00	4.00	4.00	4.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	5,600	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	276,412	317,620	393,418	420,081	406,656
Supplies & Services	22,881	38,832	39,312	23,347	23,446
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	304,893	356,452	432,730	443,428	430,102

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	143,430	171,494	125,184	143,184
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	304,893	213,022	261,236	318,244	286,918
All Other	0	0	0	0	0
TOTAL	304,893	356,452	432,730	443,428	430,102

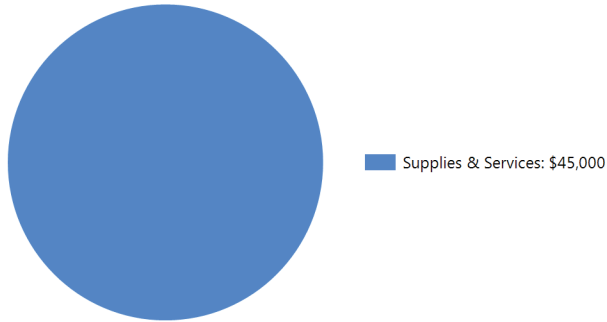
Revenue Notes:



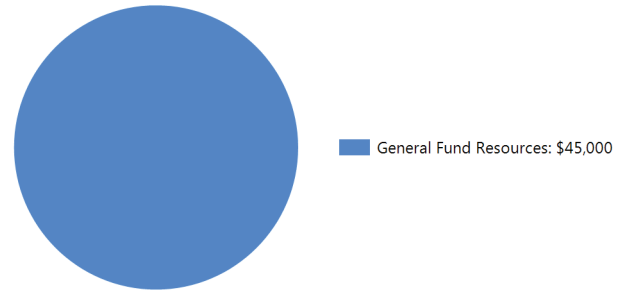
Office of Youth

This budget supports the Chase Youth Foundation which focuses on community programming for youth and connections between youth, City, and Chase Commission staff.

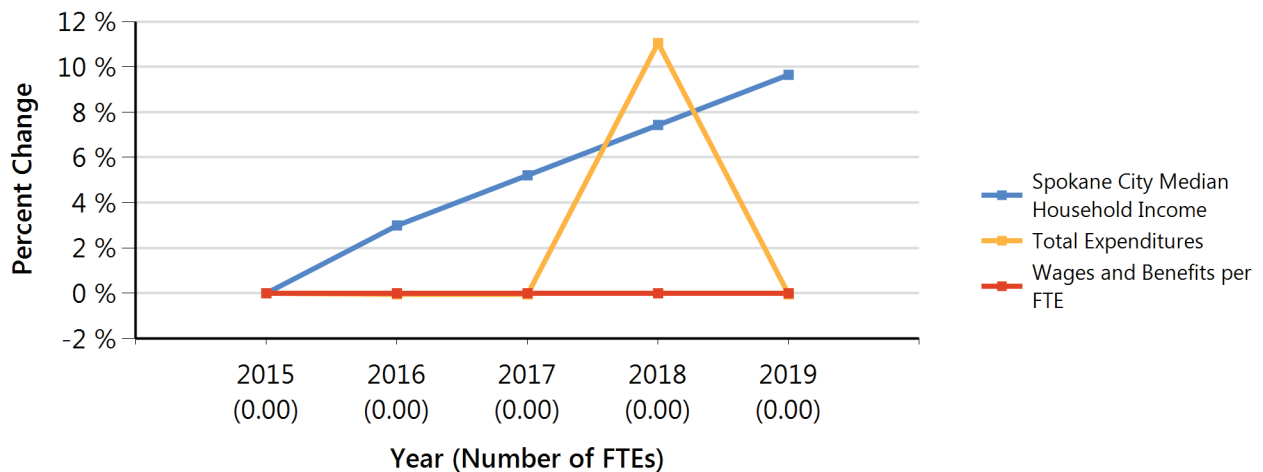
2019 Expenditures



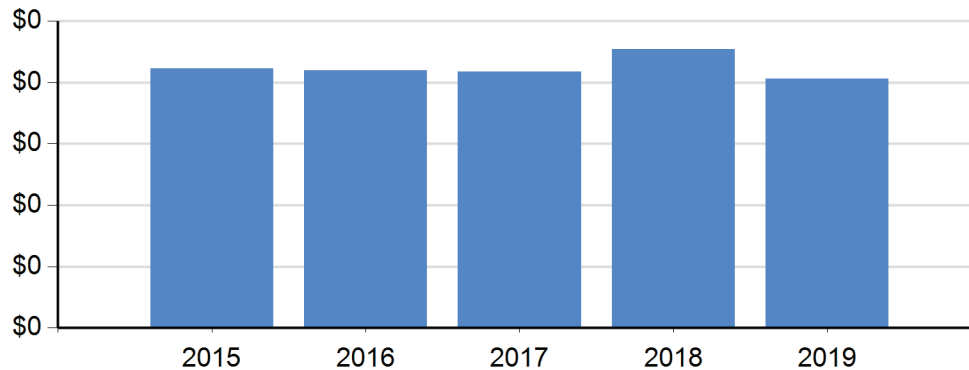
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$0.21	\$0.23	\$0.20
Percent Change	0.00%	11.11%	-10.00%



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

Executive Summary:

This budget supports the Chase Youth Foundation which focuses on community programming for youth and connections between youth, City, and Chase Commission staff.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	45,024	45,000	45,000	50,000	45,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	45,024	45,000	45,000	50,000	45,000

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	45,024	45,000	45,000	50,000	45,000
All Other	0	0	0	0	0
TOTAL	45,024	45,000	45,000	50,000	45,000

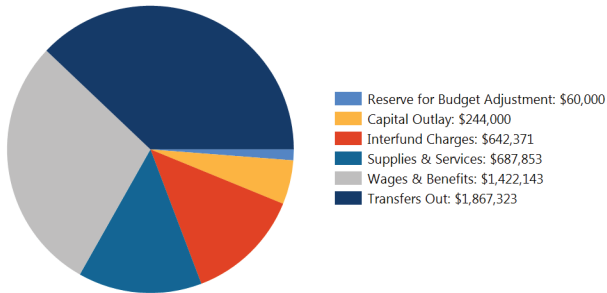
Revenue Notes:



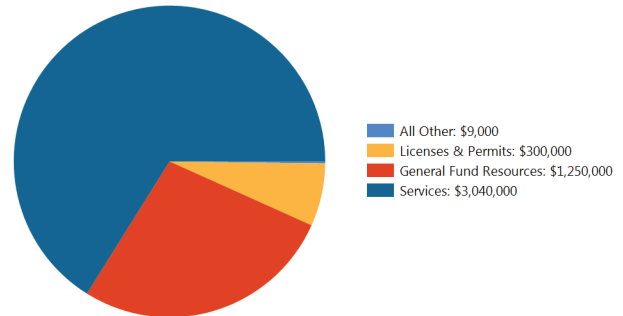
Parking Fund

City Parking meter operations include enforcement of Citywide parking ordinances with a focus on customer service, enforcement of disabled parking stalls, innovation, and installation and maintenance of the parking system and assets

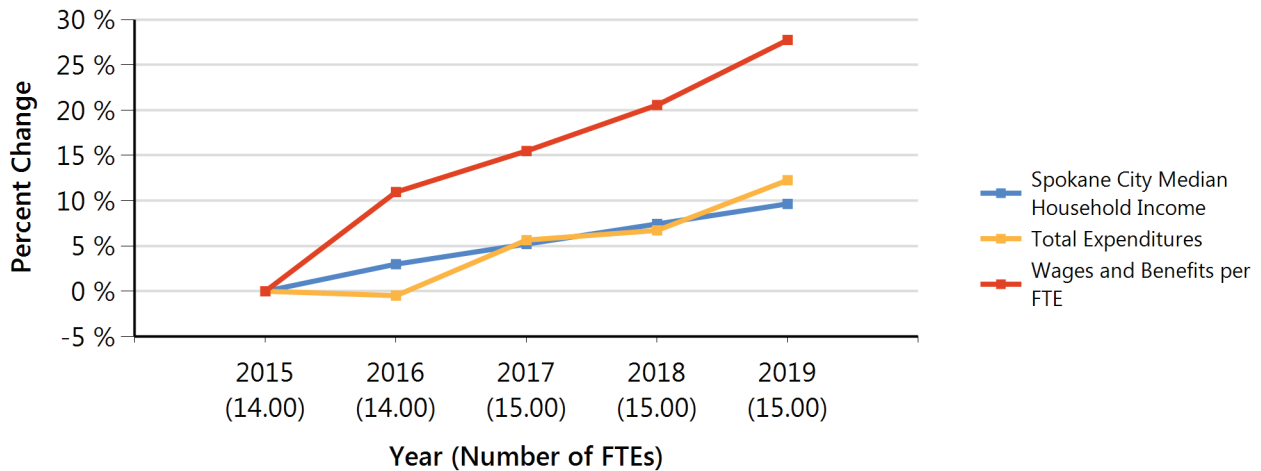
2019 Expenditures



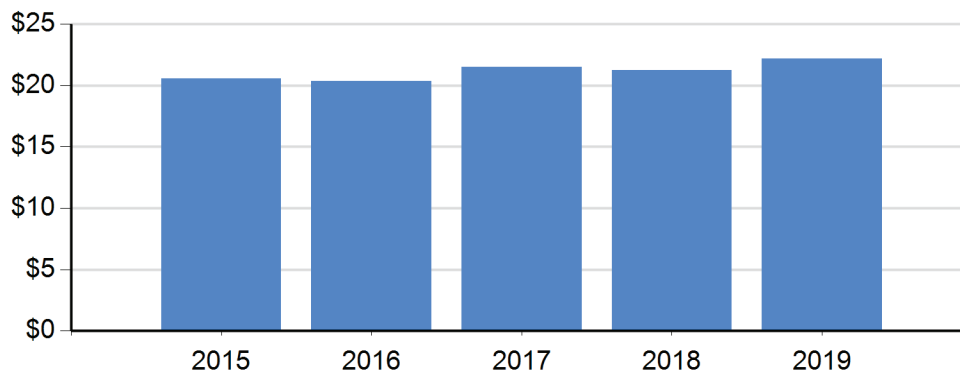
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$20.58	\$20.35	\$21.51	\$21.27	\$22.21
Percent Change	0.00%	-0.48%	6.16%	1.01%	5.19%



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

Executive Summary:

City Parking meter operations include enforcement of Citywide parking ordinances with a focus on customer service, enforcement of disabled parking stalls, innovation, and installation and maintenance of the parking system and assets

Programs and Services:

The Parking Department establishes, installs and maintains parking meters as required throughout the approved meter zone. 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. New Smart Meters, which accept credit cards, were installed in some portions of the parking environment which has reduced the frequency of coin collection and manual effort of coin transportation and sorting. Parking system management activities will include enforcement and customer service to provide the recommended 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 ensure vehicle and pedestrian safety, mobility and accessibility for all citizens. Enforcement efforts will be accomplished utilizing handheld technologies that provide real time information, data driven decision making and faster response times than previous technologies.

The proposed budget includes funding to enhance operations through the use of emerging software applications and hardware technologies. These funds will be used to implement the recommendations of the Downtown Parking Study. These enhancements will allow for better measures and investment in and around the parking environment.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	14.00	14.00	15.00	15.00	15.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	138,111	627,244	57,123	300,000	244,000
Interfund Charges	396,296	398,005	581,069	350,251	642,371
Reserve for Budget Adjustment	0	0	0	0	60,000
Transfers Out	2,257,422	1,743,662	2,254,455	2,218,863	1,867,323
Wages & Benefits	1,016,115	1,127,370	1,262,739	1,326,713	1,422,143
Supplies & Services	577,982	468,287	478,295	484,719	687,853
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	4,385,926	4,364,568	4,633,681	4,680,546	4,923,690

Expenditure Notes:

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	335,598	344,351	280,229	316,000	300,000
IG Revenue	0	0	0	0	0
Services	3,051,846	3,098,785	3,038,299	3,165,332	3,040,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,200,000	1,200,000	1,000,000	1,250,000	1,250,000
All Other	4,179	3,867	5,379	11,000	9,000
TOTAL	4,591,623	4,647,003	4,323,907	4,742,332	4,599,000

Revenue Notes:

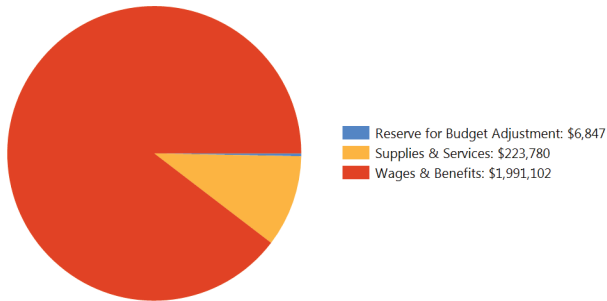




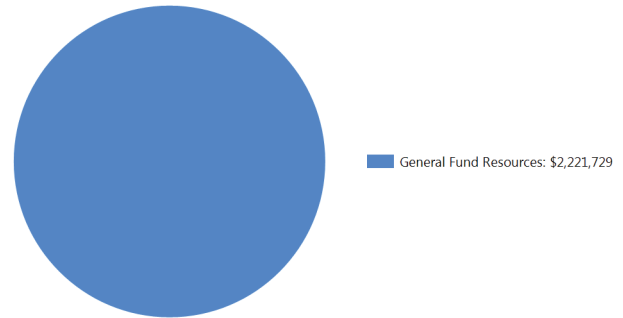
Planning Services

Planning Services provides guidance for the growth and preservation of the City. This includes developing and implementing our land use and public infrastructure system plans, economic development strategy, and continually improving tools to facilitate the community's investment in our neighborhoods and business centers.

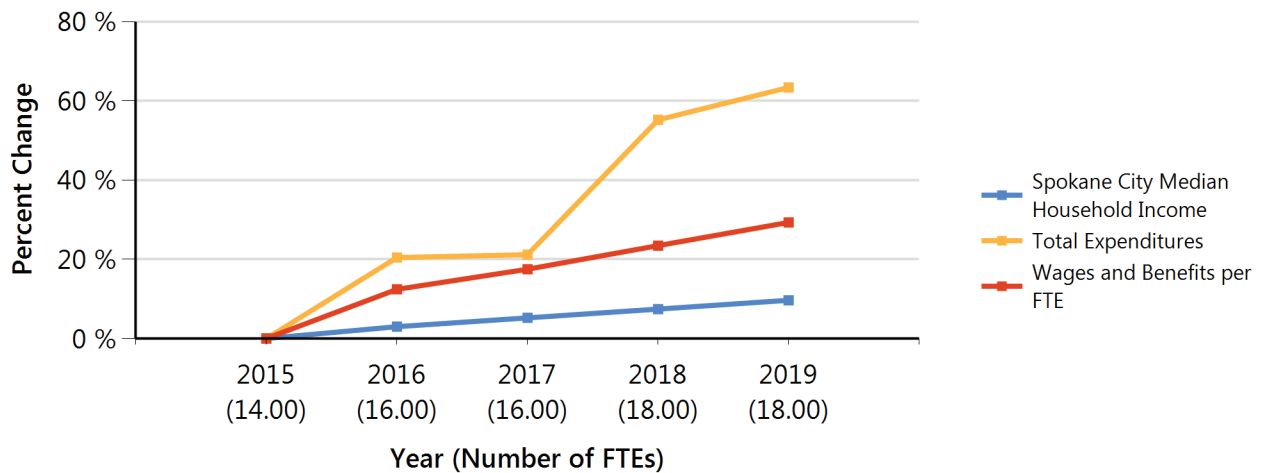
2019 Expenditures



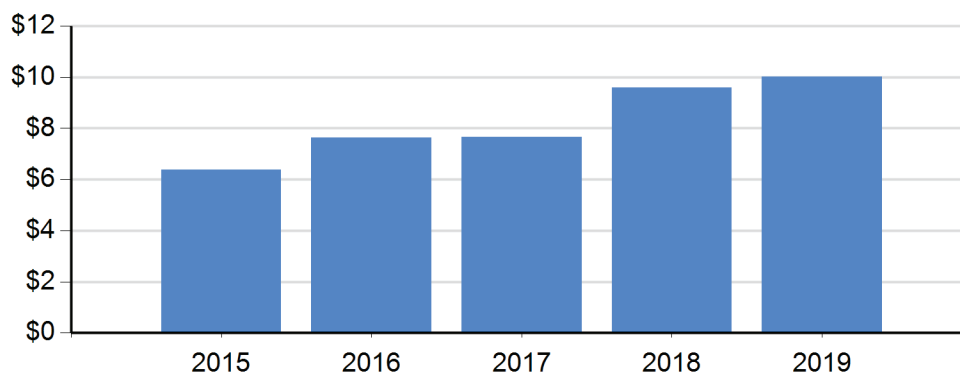
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$6.38	\$7.64	\$7.65	\$9.59	\$10.02
Percent Change	0.00%	20.43%	0.60%	28.08%	5.25%



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

Executive Summary:

Planning Services provides guidance for the growth and preservation of the City. This includes developing and implementing our land use and public infrastructure system plans, economic development strategy, and continually improving tools to facilitate the community's investment in our neighborhoods and business centers.

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 and catalyst projects. The program team collaborates and partners with Neighborhood Councils and community organization, business associations, PDAs, and agencies. It coordinates the maintenance and implementation of the City's Comprehensive Plan, the Unified Development Code, and economic development incentive programs.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	14.00	16.00	16.00	18.00	18.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	3,096	0	0	0
Interfund Charges	282	384	0	55,591	0
Reserve for Budget Adjustment	0	0	0	29,741	6,847
Transfers Out	0	0	0	0	0
Wages & Benefits	1,168,924	1,501,783	1,577,974	1,881,097	1,991,102
Supplies & Services	190,819	132,630	69,871	144,291	223,780
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,360,025	1,637,893	1,647,845	2,110,720	2,221,729

Expenditure Notes:
Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	11,825	22,112	5,034	38,588	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	50,000	0	0
General Fund Resources	1,348,200	1,615,781	1,592,286	2,072,132	2,221,729
All Other	0	0	525	0	0
TOTAL	1,360,025	1,637,893	1,647,845	2,110,720	2,221,729

Revenue Notes:


Program Summary: Planning & Development**Division:** Planning and Economic Development**Fund Type:** General Fund

Executive Summary:

Provide guidance for growth and preservation of the City. This includes the sub-area and neighborhood planning, economic development strategy and funding, Comprehensive Plan maintenance and updates, updates to the Unified Development Code including standards and guidelines.

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, the Unified Development Code, and Incentive Programs.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	11.00	13.00	13.00	15.00	15.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	27,113	0
Reserve for Budget Adjustment	0	0	0	19,500	0
Transfers Out	0	0	0	0	0
Wages & Benefits	944,322	1,201,144	1,291,682	1,579,665	1,672,353
Supplies & Services	128	0	0	288	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	944,450	1,201,144	1,291,682	1,626,566	1,672,353

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	944,450	1,201,144	1,291,157	1,626,566	1,672,353
All Other	0	0	525	0	0
TOTAL	944,450	1,201,144	1,291,682	1,626,566	1,672,353

Revenue Notes:

Program Summary: Planning Services Administration**Division:** Planning and Economic Development**Fund Type:** General Fund

Executive Summary:

Management and administration expenses for the Planning Services Department.

Programs and Services:

This fund includes the Director and clerks who support the Department and various boards and commission such as the Design Review Board, City Plan Commission and Plan Commission Transportation Subcommittee. This also includes contractual services, employee training, supplies, and interdepartmental service funds.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	3,096	0	0	0
Interfund Charges	282	384	0	28,478	0
Reserve for Budget Adjustment	0	0	0	10,241	6,847
Transfers Out	0	0	0	0	0
Wages & Benefits	224,602	300,639	286,292	301,432	318,749
Supplies & Services	190,691	132,630	69,871	144,003	223,780
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	415,575	436,749	356,163	484,154	549,376

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	11,825	22,112	5,034	38,588	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	50,000	0	0
General Fund Resources	403,750	414,637	301,129	445,566	549,376
All Other	0	0	0	0	0
TOTAL	415,575	436,749	356,163	484,154	549,376

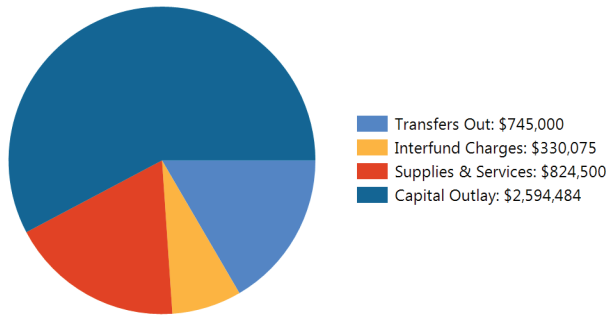
Revenue Notes:



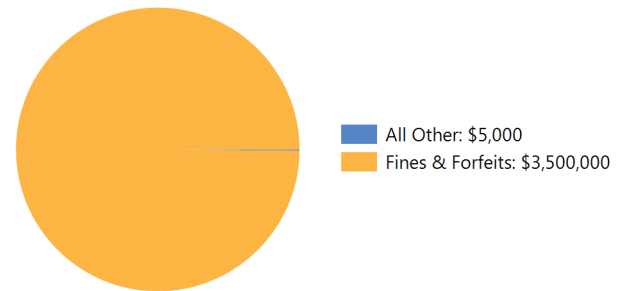
Traffic Calming Measures

Traffic Calming is funded through the Photo Red and School Radar programs 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 applications process from neighborhood councils, schools and organizations working toward pedestrian and bicycle safety

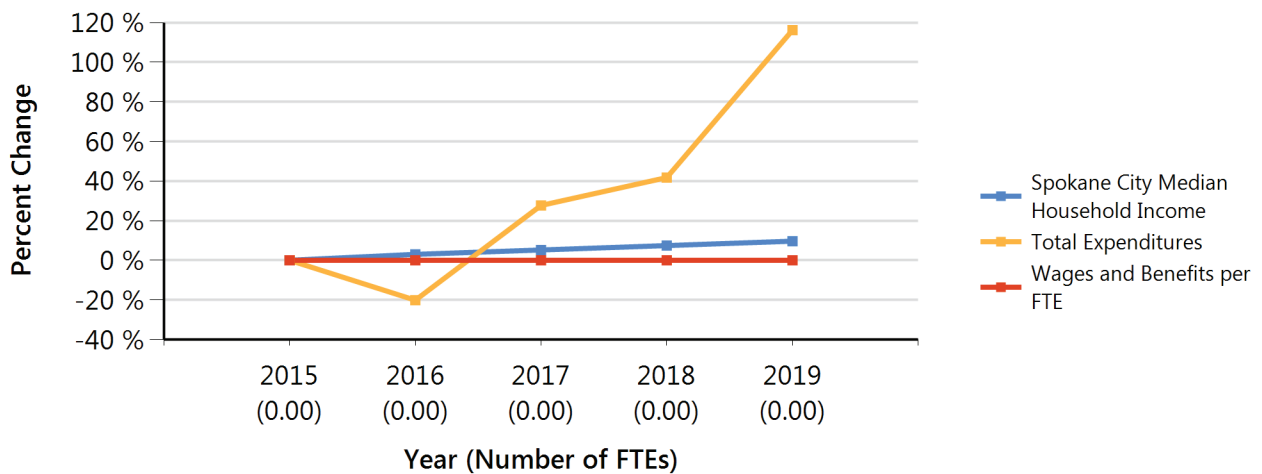
2019 Expenditures



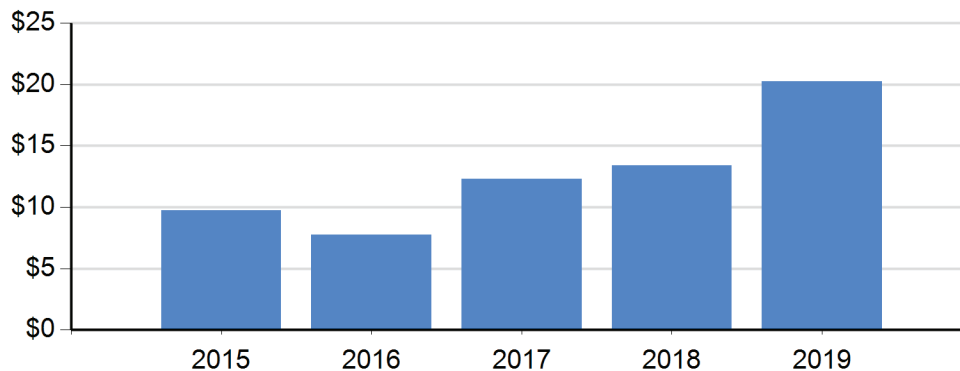
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$9.75	\$7.74	\$12.32	\$13.39	\$20.27
Percent Change	0.00%	-20.15%	59.91%	11.02%	52.50%



Department Summary: Traffic Calming Measures**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

Executive Summary:

Traffic Calming is funded through the Photo Red and School Radar programs 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 applications process from neighborhood councils, schools and organizations working toward pedestrian and bicycle safety

Programs and Services:

Traffic Calming and School Safety programming is managed through the Neighborhood Services Program. Education, program training, application processing and project oversight are provided for the 29 neighborhoods, schools and community groups. The process is coordinated with an interdisciplinary team of City Engineers, Traffic Engineers and work with a sub-committee of elected officials. The projects requested for implementation includes improvements to sidewalks, bicycle lanes, curbing for reduced speed, safety features (cross walks, traffic circles, and speed feedback signage) and increased pedestrian buffers. Under Freeway Parking



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	1,154,143	588,639	957,479	1,232,063	2,594,484
Interfund Charges	138,119	222,946	167,398	188,857	330,075
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	100,000	72,257	760,000	745,000	745,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	686,420	775,909	769,311	781,000	824,500
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,078,682	1,659,751	2,654,188	2,946,920	4,494,059

Expenditure Notes:

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	1,467,552	4,531,057	3,569,313	2,958,000	3,500,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	2,714	5,196	0	5,000
TOTAL	1,467,552	4,533,771	3,574,509	2,958,000	3,505,000

Revenue Notes:

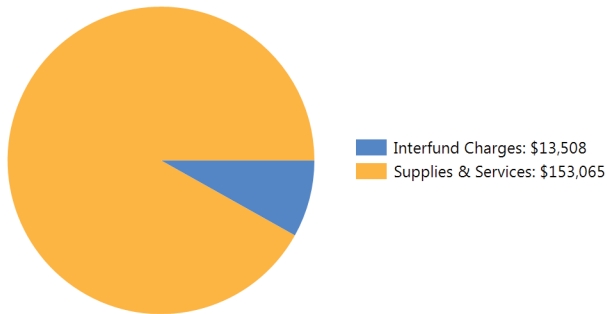




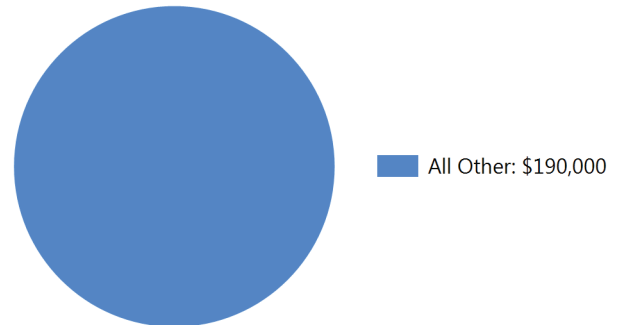
Under Freeway Parking

This fund is for the management the parking and landscape areas under and adjacent to I-90. Negotiated leases provide funding for maintenance and improvements to the property.

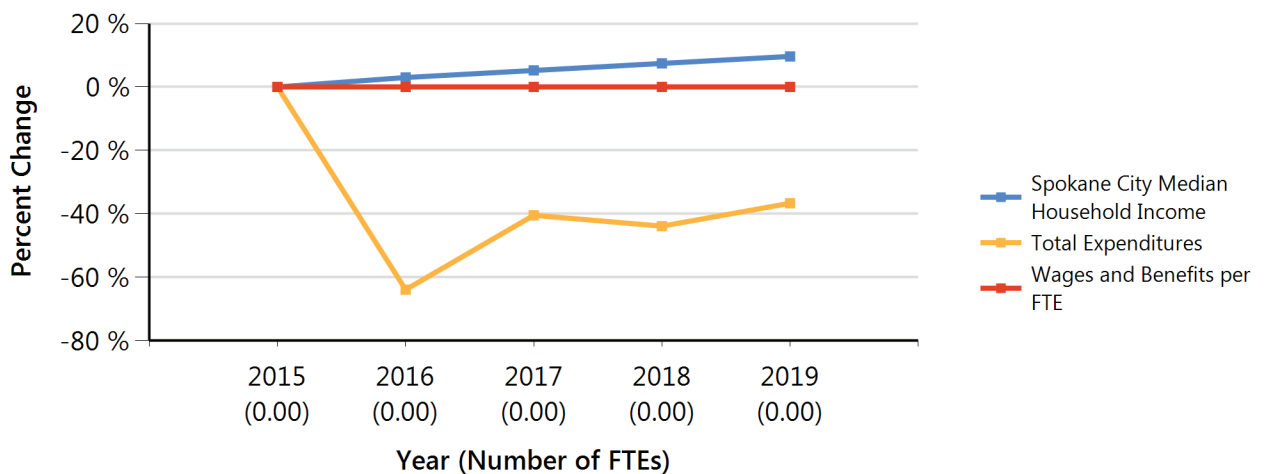
2019 Expenditures



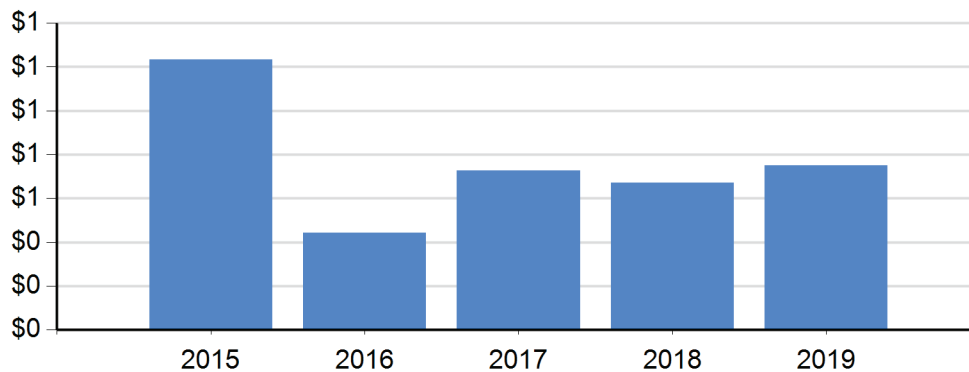
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$1.23	\$0.44	\$0.73	\$0.67	\$0.75
Percent Change	0.00%	-63.97%	65.21%	-5.77%	12.88%



Department Summary: Under Freeway Parking**Division:** Planning and Economic Development**Fund Type:** Special Revenue Fund

Executive Summary:

This fund is for the management the parking and landscape areas under and adjacent to I-90. Negotiated leases provide funding for maintenance and improvements to the property.

Programs and Services:

The Washington State Department of Transportation has contracted with the City of Spokane for maintenance of state-owned property located under Interstate I-90. Additionally, the City has leased at no cost this property and subsequently entered into subleases with individuals and companies for parking facilities.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	83,467	0	48,625	0	0
Interfund Charges	21,466	7,040	11,628	9,056	13,508
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	7,046	4,341	0	0	0
Supplies & Services	151,118	83,412	93,331	138,504	153,065
Debt Services	0	0	0	0	0
All Other	0	0	3,027	0	0
TOTAL	263,097	94,793	156,611	147,560	166,573

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	159,434	173,705	193,767	173,108	190,000
TOTAL	159,434	173,705	193,767	173,108	190,000

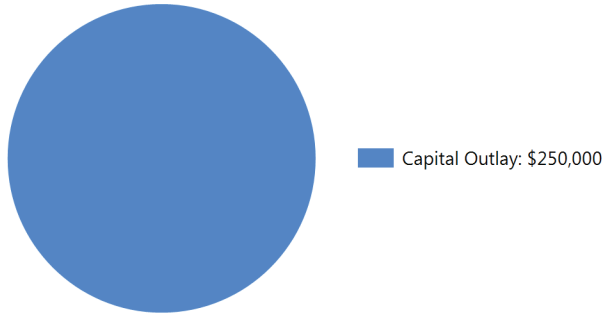
Revenue Notes:



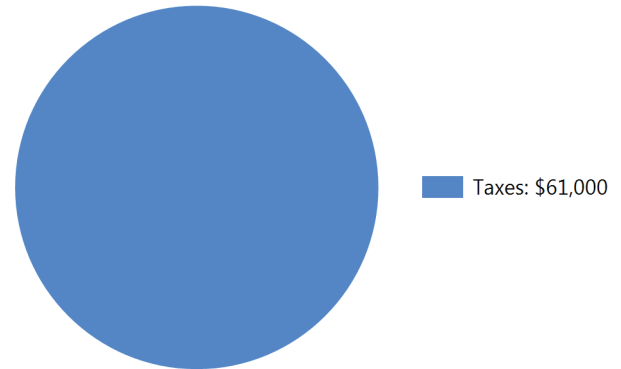
University District LRF

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

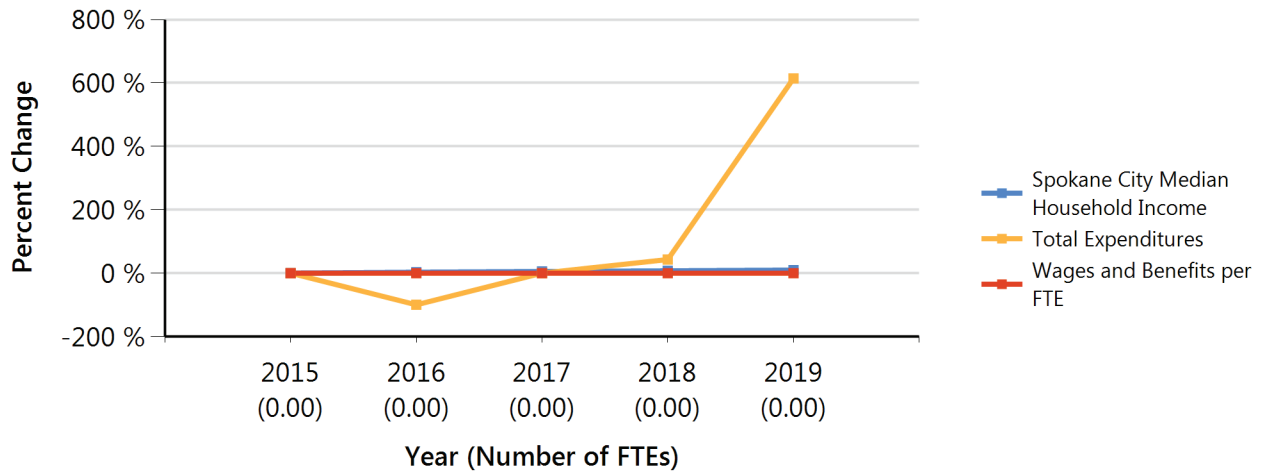
2019 Expenditures



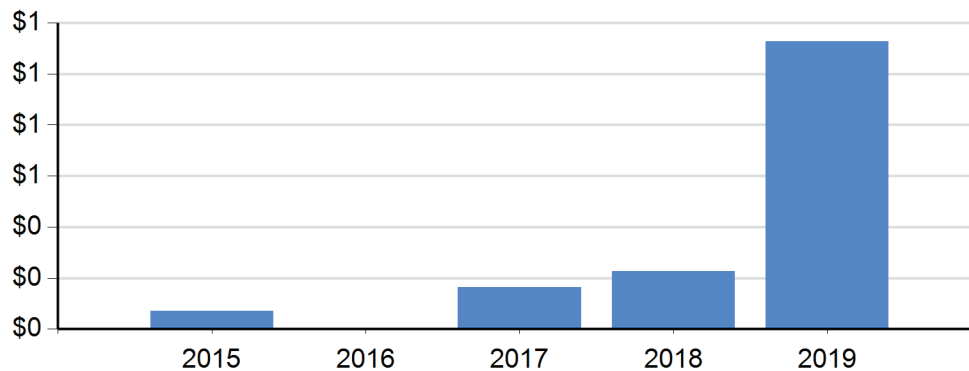
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$0.07	\$0.00	\$0.16	\$0.23	\$1.13
Percent Change	0.00%	-100.00%	0.00%	42.85%	400.00%



Department Summary: University District LRF**Division:** Planning and Economic Development**Fund Type:** Capital Project Fund

Executive Summary:

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

Programs and Services:

The U District LRF is used for the transactions of all eligible project costs associated with the Spokane University District Revitalization Area public improvements. The Spokane University District Revitalization Area was created by Ordinance of the City Council (Ordinance No. C34470) to use incremental local property and sales tax revenue together with a state-approved match implemented through a sales tax credit (Ord. No. 34730) to finance public improvements within the Spokane University District as provided for in RCW 39.104. This bid acts as the cash flow account for the Spokane University District Revitalization Area (UDRA) fund.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	15,000	0	0	50,000	250,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	35,000	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	15,000	0	35,000	50,000	250,000

Expenditure Notes:

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	38,079	48,438	62,339	73,500	61,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	38,079	48,438	62,339	73,500	61,000

Revenue Notes:

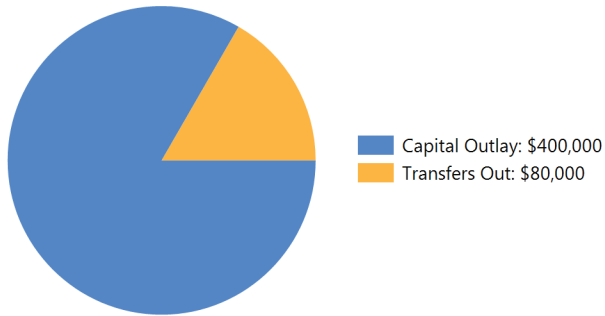




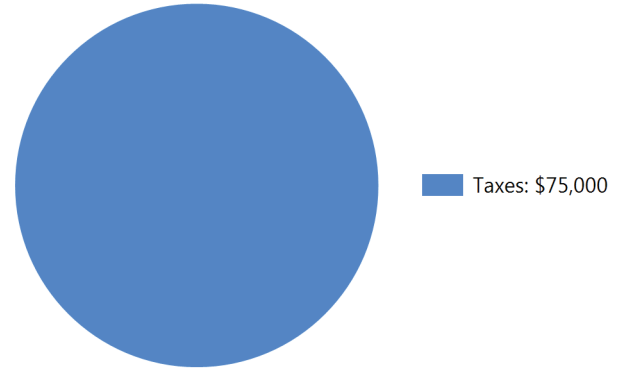
West Quadrant TIF

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

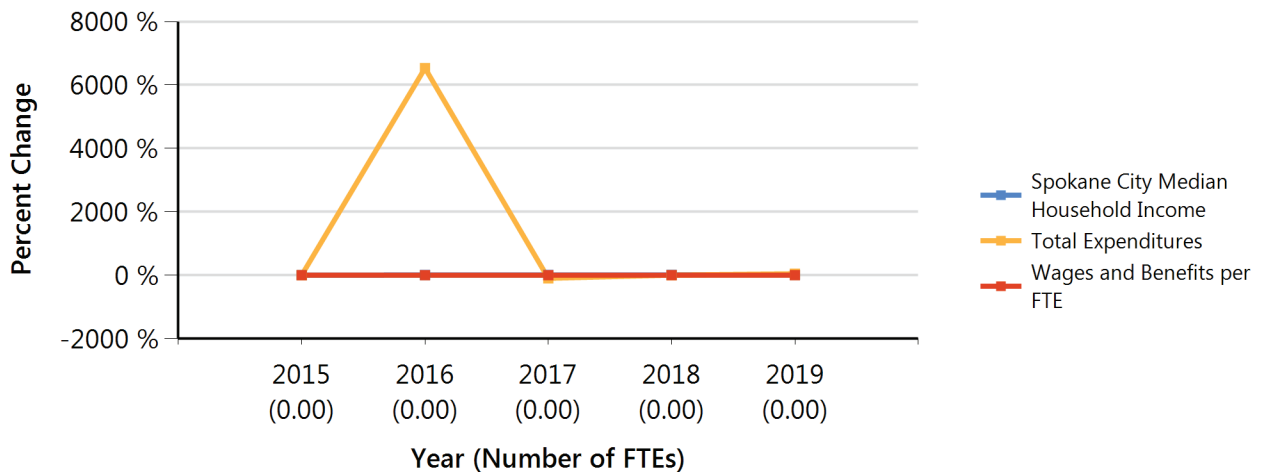
2019 Expenditures



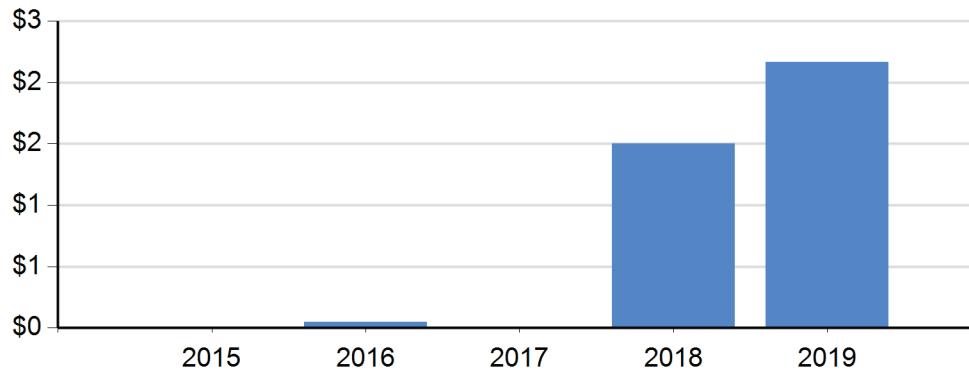
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$0.00	\$0.05	\$0.00	\$1.50	\$2.16
Percent Change	0.00%	6531.37%	-100.00%	0.00%	45.45%



Department Summary: West Quadrant TIF**Division:** Planning and Economic Development**Fund Type:** Capital Project Fund

Executive Summary:

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

Programs and Services:

The West Quadrant TIF is used for the transactions of all eligible project costs associated with the West Quadrant Neighborhood Sub-area public improvements. The West Quadrant Tax Increment Area No. 2007-1 was created by Council Ordinance No. C34032 to use incremental property tax revenue from the subarea to finance public improvements within the West Quadrant neighborhoods as provided in Ordinance No. C34032. This bid acts as the cash flow account for the West Quadrant Neighborhood project fund



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	250,000	400,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	10,000	0	80,000	80,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	153	146	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	153	10,146	0	330,000	480,000

Expenditure Notes:**Revenues:**

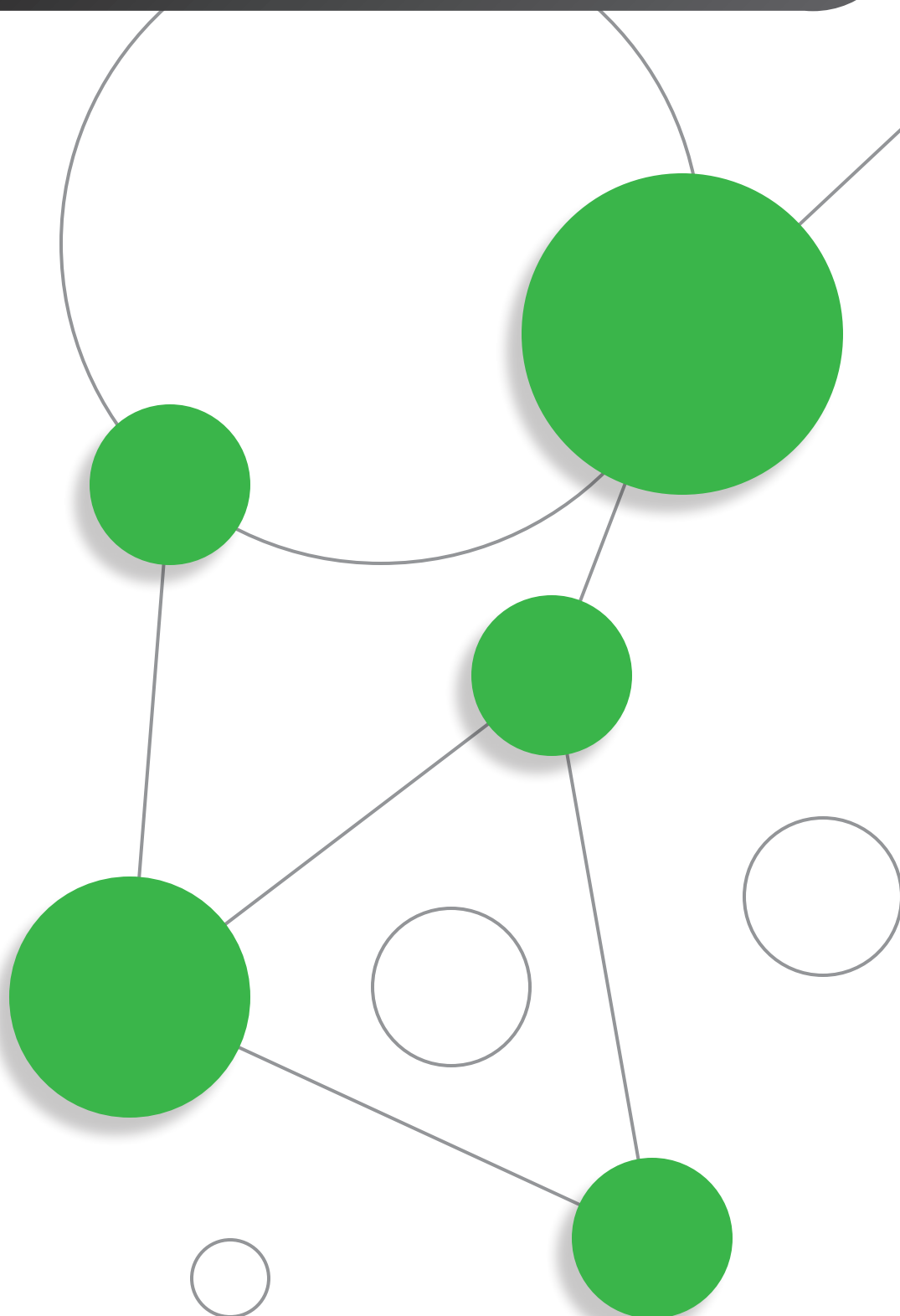
	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	70,384	71,870	86,121	75,000	75,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	70,384	71,870	86,121	75,000	75,000

Revenue Notes:



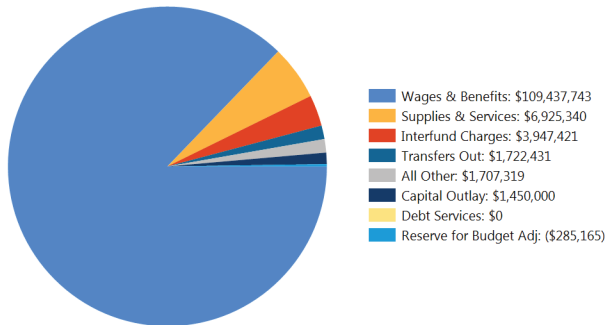
Public Safety

Public Safety

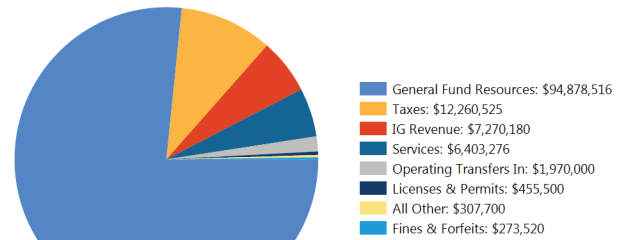


Public Safety

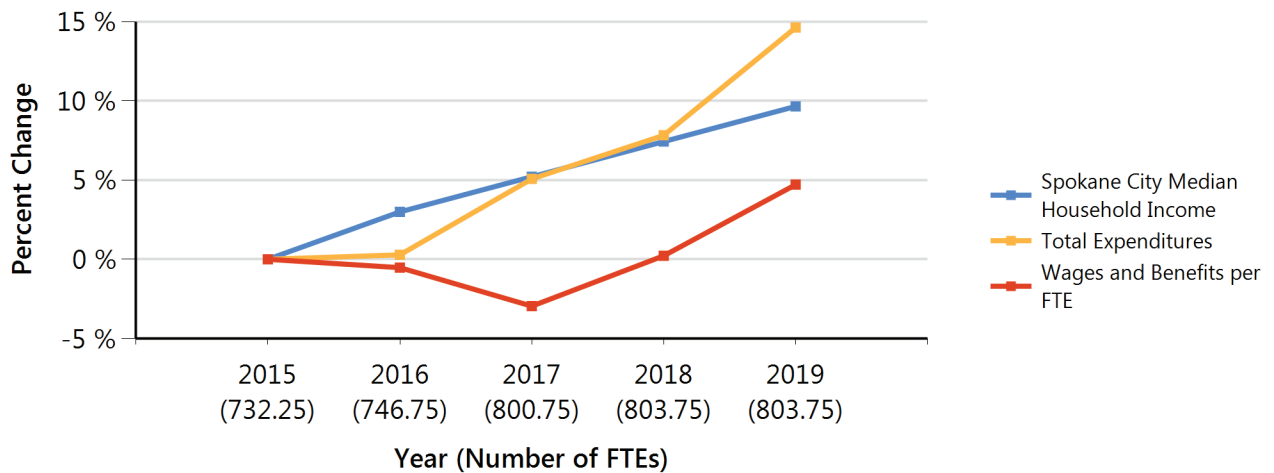
2019 Expenditures



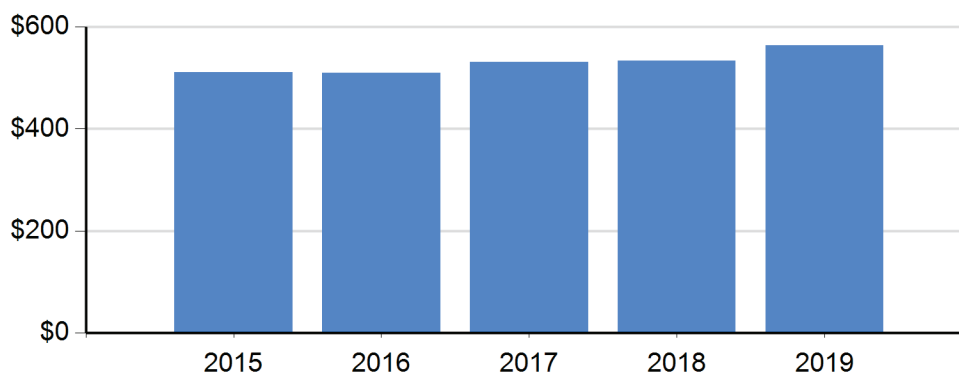
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$511.37	\$509.45	\$531.45	\$533.85	\$563.35
Percent Change	0.00%	0.28%	4.77%	2.62%	6.30%

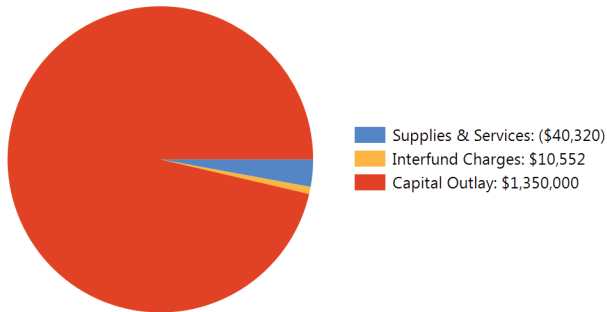




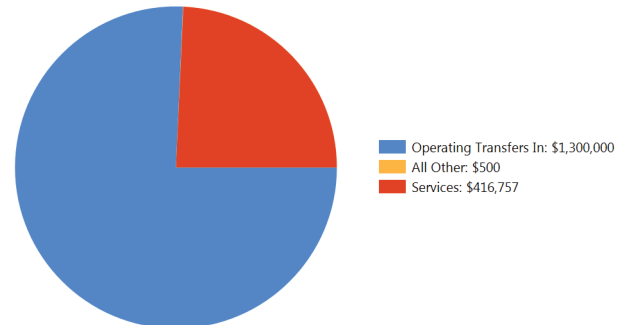
Combined Communications Building

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.

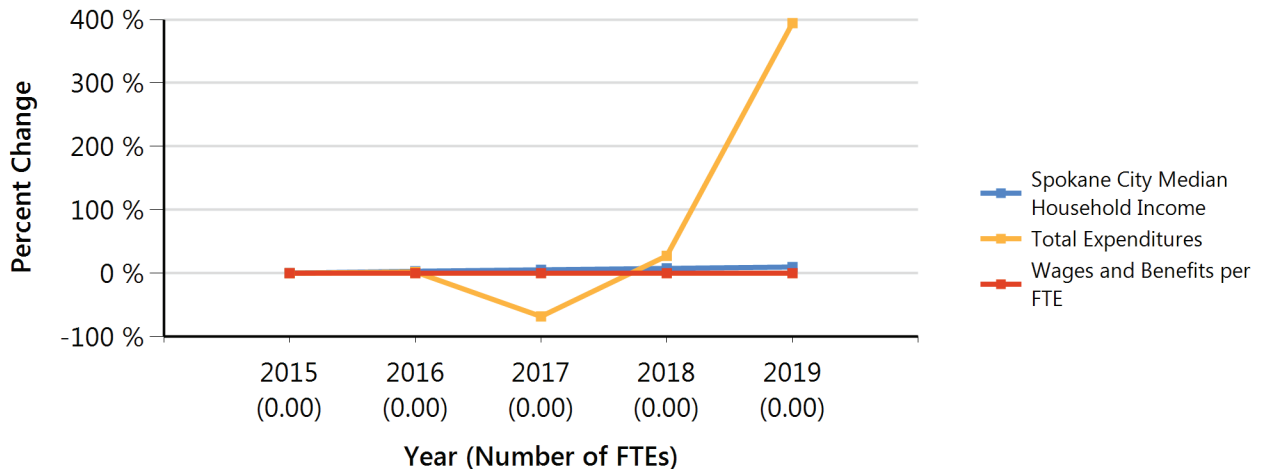
2019 Expenditures



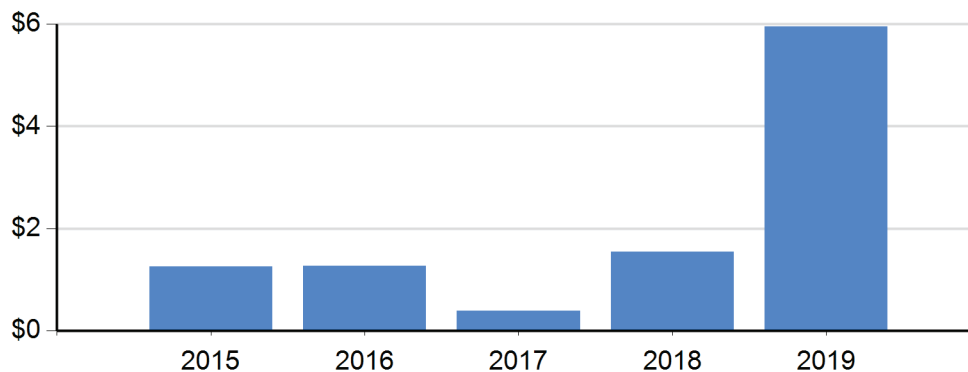
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$1.25	\$1.27	\$0.39	\$1.54	\$5.95
Percent Change	0.00%	1.84%	-68.91%	302.03%	288.52%



Department Summary: Combined Communications Building

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The Combined Communications Building (CCB) is an essential facility to coordinating the response of public safety agencies to calls within Spokane County. The CCB is home to Spokane County 9-1-1 and Crime Check, Spokane Police Dispatch, Spokane Sheriff Dispatch and the Combined Communications Center (CCC) which dispatches Fire/EMS.

Programs and Services:

The CCB operates through an Interlocal Agreement that outlines the sharing of the facilities operational costs based on space occupancy of the individual resident organizations. The CCB is a state of the art communications facility that houses 9-1-1 and the majority of the public safety dispatch operations in Spokane County. Located at the Spokane Fire Department's Readiness Complex, the CCB opened in 2004. The cost of construction was shared by the resident agencies based on the square footage of the space they utilize/ occupy within the structure. The approach of operating in a shared facility is not only cost effective for the community but also enhances operational effectiveness and efficiency for all public safety agencies throughout Spokane County. On-going costs to maintain and operate the building are also shared among the occupants of the CCB based on percentage of space allocation to the agency. The CCC Fire Communications Division Chief 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 provide for relocation of CCB functions, if needed. The Backup Center has redundant phone, computer and radio systems in place that will provide for operations by each of the CCB agencies.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	24,819	27,829	0	50,000	1,350,000
Interfund Charges	22,719	19,480	22,306	9,258	10,552
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	219,444	224,610	62,214	280,546	(40,320)
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	266,982	271,919	84,520	339,804	1,320,232

Expenditure Notes:

The \$1.3 million capital expense is related to the ITSD capital project titled "Business Continuity CCB Facilities & Equipment". It will be funded by the Combined Communication Center (CCC) reserves not current year revenues.

The Other Services amount in 2019 includes contributions from stakeholders of \$320k that are shown as a reduction of expenses rather than revenue. A similar adjustment is reflected in 2017 too. This change is not currently reflected in the 2018 budget.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	181,644	184,896	0	194,788	0
Services	139,849	142,354	185,825	149,969	416,757
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	1,300,000
General Fund Resources	0	0	0	0	0
All Other	1,245	55,635	1,440	500	500
TOTAL	322,738	382,885	187,265	345,257	1,717,257

Revenue Notes:

The \$1.3 million transfer in is related to the ITSD capital project titled "Business Continuity CCB Facilities & Equipment". It will be funded by the Combined Communication Center (CCC) reserves not current year revenues.

Intergovernmental revenue will no longer be used in 2018 & 2019, although this change is not currently reflected in the 2018 budget. In 2017, \$143k in revenue was recorded as a reduction of expenses (Other Services).

The 2019 budget includes an additional contribution amount of \$397k that reflects the depreciation expense on the CCP not been passed through to the stakeholders previously.

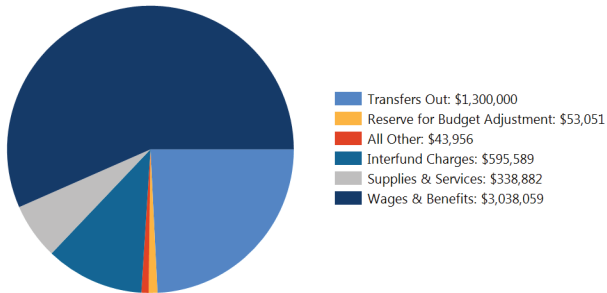




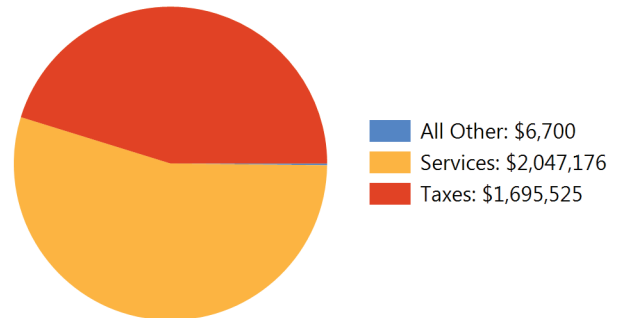
Combined Communications Center

The CCC (Combined Communications Center) is the Fire/EMS dispatch operation within the Spokane Fire Department that dispatches for all 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.

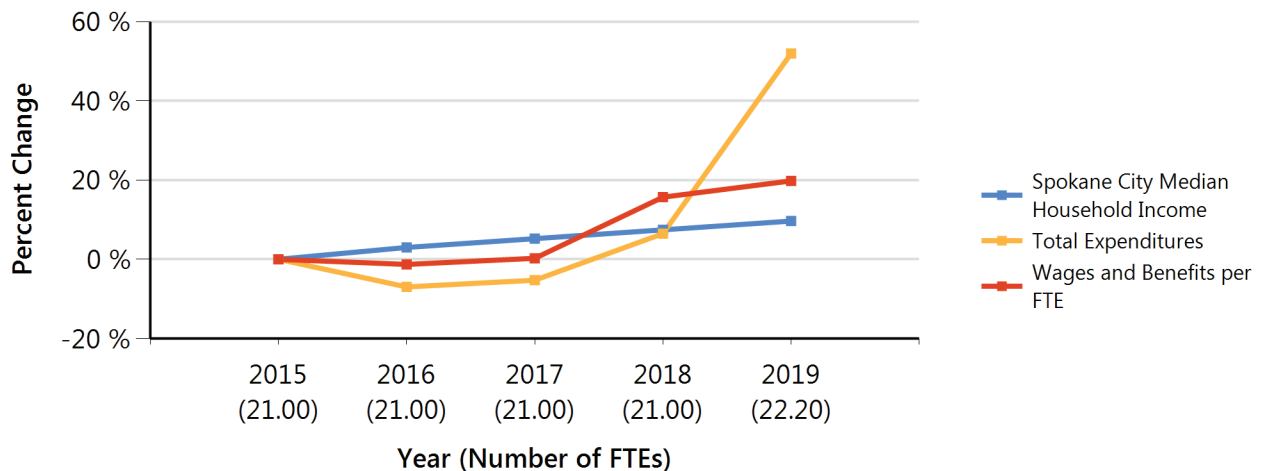
2019 Expenditures



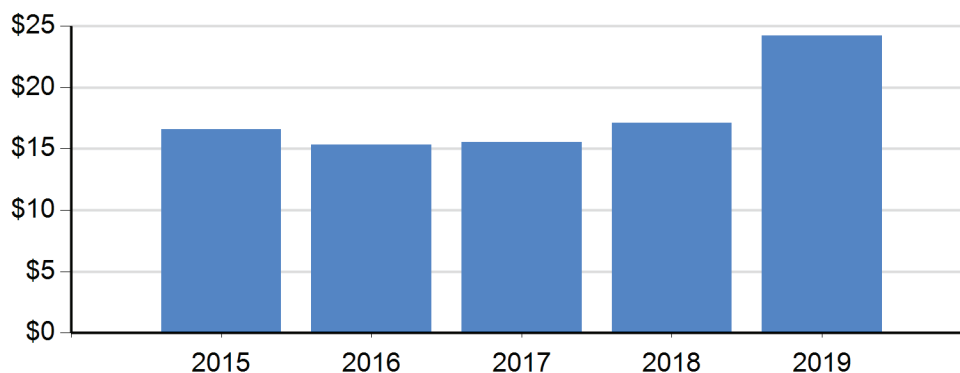
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$16.58	\$15.32	\$15.54	\$17.09	\$24.22
Percent Change	0.00%	-6.98%	1.83%	12.41%	42.71%



Department Summary: Combined Communications Center

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The CCC (Combined Communications Center) is the Fire/EMS dispatch operation within the Spokane Fire Department that dispatches for all 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 78,000 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 they obtain basic information through the first 5-6 questions, the call is shipped through CAD to the interfaced "Locution" system that provides a 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. 90% of the time, the CCC meets its performance measure of dispatching emergency service calls within 60 seconds from the receipt of the call. 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 led 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, if needed. 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	21.00	21.00	21.00	21.00	22.20

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	393,711	245,342	180,296	75,000	0
Interfund Charges	275,682	365,081	446,211	564,533	595,589
Reserve for Budget Adjustment	0	0	0	0	53,051
Transfers Out	0	0	0	0	1,300,000
Wages & Benefits	2,385,802	2,354,908	2,391,240	2,760,233	3,038,059
Supplies & Services	438,870	284,107	288,834	362,689	338,882
Debt Services	0	0	0	0	0
All Other	39,426	37,364	40,477	0	43,956
TOTAL	3,533,491	3,286,802	3,347,058	3,762,455	5,369,537

Expenditure Notes:

"All Other" consists of intergovernmental expenses paid to Spokane County for GIS. In the 2018 budget, they are reflected as Other Services.

The \$1.3 million transfer out is related to the ITSD capital project titled "Business Continuity CCB Facilities & Equipment". It will be funded by CCC reserves not current year revenues.

In 2019, all capital outlays are budgeted in the Combined Communications Building Fund.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	1,260,000	1,332,100	1,475,000	1,577,390	1,695,525
Licenses & Permits	0	0	0	0	0
IG Revenue	1,921,800	2,018,625	0	1,921,304	0
Services	17,530	15,319	2,084,487	4,000	2,047,176
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	15,959	7,031	15,953	6,700	6,700
TOTAL	3,215,289	3,373,075	3,575,440	3,509,394	3,749,401

Revenue Notes:

Misc Revenue consists of Spokane Investment Pool interest income.

Contributions from participating stakeholders were recorded as intergovernmental revenue in 2015 & 2016. In 2017 and for the 2019 budget, it was recorded as Services. The 2018 budget has subsequently been moved to Services as well.

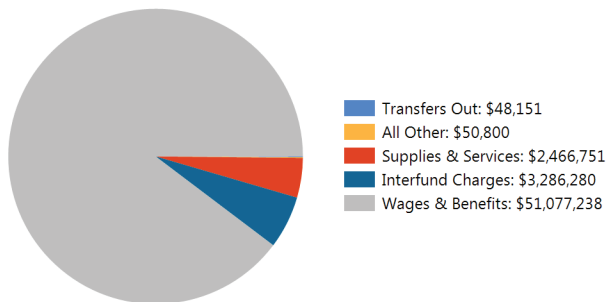




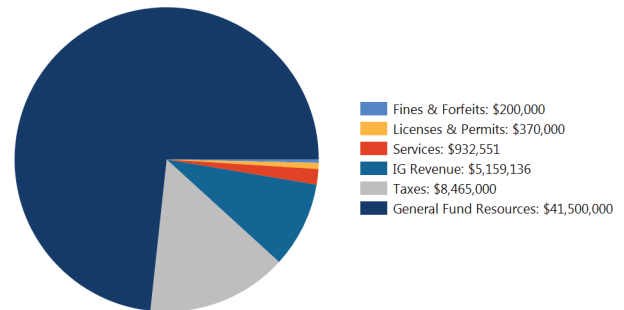
Fire / EMS

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.

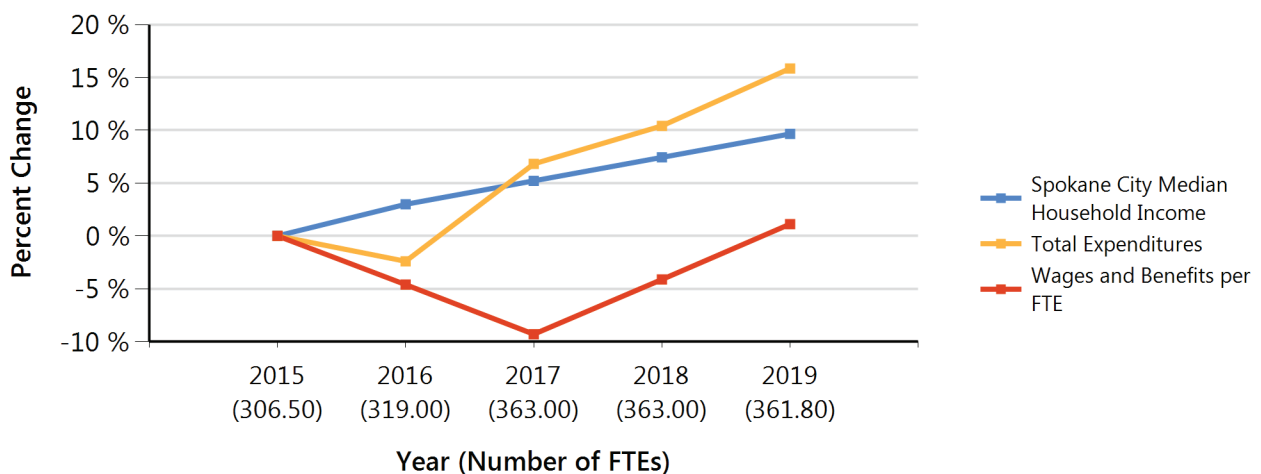
2019 Expenditures



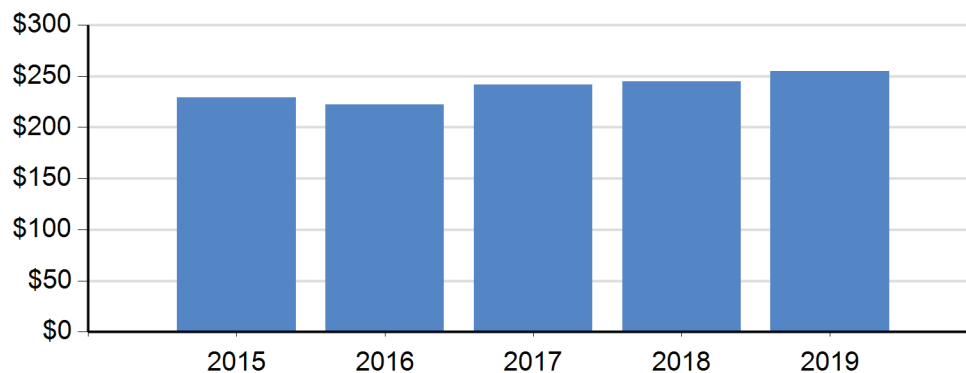
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$228.96	\$221.99	\$241.90	\$244.77	\$254.94
Percent Change	0.00%	-2.40%	9.44%	3.36%	4.92%



Department Summary: Fire / EMS

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The Fire Department is an innovative organization that provides "Service and Protection Through Excellence" every day. SFD's goal is to serve Spokane by protecting life, property, and the environment. SFD strives to provide excellent service through prevention, education, preparedness, and mitigation--recognizing that our people are the key to success.

Programs and Services:

SFD responded to over 45,000 calls last year 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. 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.

Services are provided from 16 stations located strategically throughout the city staffed by personnel on 24 hour shifts so SFD can help protect life, property, and the environment no matter when we are needed. SFD utilizes smaller Alternative Response Units (ARU's) on 10 hour peak hour shifts to primarily respond to non-life threatening incidents. This ensures the larger apparatus are available 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, permit issuance, special event planning, and construction, building, and fire inspections. 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.

The Training Division works to ensure competent and highly trained firefighters, paramedics, and specialty units. 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 Logistics Division provides maintenance services for all response apparatus and equipment used by response personnel as well as oversees SFD's 21 facilities.

The Innovation & Technology 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.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	306.50	319.00	363.00	363.00	361.80

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	358,410	76,187	102,755	125,000	0
Interfund Charges	2,393,141	2,468,422	2,768,856	2,898,256	3,286,280
Reserve for Budget Adjustment	0	0	0	(500,000)	(405,194)
Transfers Out	0	48,150	48,150	48,151	48,151
Wages & Benefits	42,998,582	42,687,374	46,294,601	48,693,642	51,077,238
Supplies & Services	3,002,210	2,293,044	2,859,447	2,565,905	2,466,751
Debt Services	0	0	0	0	0
All Other	39,013	44,154	43,317	42,400	50,800
TOTAL	48,791,356	47,617,331	52,117,126	53,873,354	56,524,026

Expenditure Notes:

Wages & benefits increased beginning in 2017 due to the hiring of new firefighters under the SAFER grant.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	7,651,464	7,746,218	8,305,040	8,465,000	8,465,000
Licenses & Permits	350,037	368,240	383,696	350,000	370,000
IG Revenue	2,623,199	1,278,463	3,025,853	4,320,541	5,159,136
Services	1,340,779	893,809	1,201,662	953,851	932,551
Fines & Forfeits	234,600	248,700	201,780	160,000	200,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	36,295,000	37,200,000	38,500,000	39,700,000	41,500,000
All Other	73,612	111,072	33,141	69,000	61,000
TOTAL	48,568,691	47,846,502	51,651,172	54,018,392	56,687,687

Revenue Notes:

Inter-Governmental revenue increased beginning in 2017 due to the hiring of new firefighters under the SAFER grant.

All Other revenue includes interest income, NSF fees, prior year corrections, judgments & settlements, contributions/donations & gains/losses from sale of capital assets.



Program Summary: Apparatus & Equipment

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

SFD maintains fire apparatus and equipment in an operational state to enable the Department to respond to approximately 45,000 + calls annually. In addition to emergency response vehicles, SFD maintains support vehicles, small engines, ground ladders, and thousands of pieces of firefighting and emergency medical equipment carried on emergency response vehicles.

Programs and Services:

The SFD Logistics Division supports all fire suppression and emergency medical operations by maintaining and repairing the vehicles and equipment utilized by the SFD. This support enables the Operations Division to provide incident response to the community. Without the services of Logistics personnel, it would be virtually impossible for the SFD to serve the community. The maintenance facility, located at 1610 N. Rebecca, is co-located with the Training/Readiness Complex. This close proximity maximizes the productivity of site visits by combining maintenance actions with training obligations. SFD's Logistics Division maintains approximately 75 emergency response vehicles, approximately 65 support vehicles, over 225 small engines, more than 130 ground ladders, 200 nozzles, and literally thousands of pieces of equipment carried on emergency response vehicles. Additionally, the division provides support to the 16 fire stations and 5 other FD facilities. Services provided by the FD Logistics Division include: 1. Routine preventive maintenance to nearly 140 FD front-line and reserve, staff, and support vehicles, which reduces breakdowns and expensive repairs. 2. Major and minor 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 fabrication of vehicles and equipment to meet department demands. 6. Conduct ongoing updates to vehicles to stay current with new technologies 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 SFD apparatus and equipment with outside vendors.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	6.00	6.00	6.00	6.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	9,022	0	0	100,000	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	25,000
Transfers Out	0	0	0	0	0
Wages & Benefits	647,597	618,136	634,919	690,139	703,188
Supplies & Services	309,327	258,282	307,693	211,059	267,127
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	965,946	876,418	942,612	1,001,198	995,315

Expenditure Notes:

Reserve for Budget Adjustment is earmarked for a vehicle purchase in 2019

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	419	0	0	0
TOTAL	0	419	0	0	0

Revenue Notes:

All Other revenue includes sale of scrap.



Program Summary: CARES (Community Assistance Response)

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The Spokane Fire Department Community Assistance Response (CARES) Team is a valuable resource to assist vulnerable populations to meet the on-going or long-term needs of individuals that have used fire department resources to meet basic or primary health care needs.

Programs and Services:

The Spokane Fire Department CARES team works with some of the most vulnerable populations in the City and County of Spokane. Often, when individuals are using the fire department to meet their basic or primary health care needs they generate many 9-1-1 calls. The CARES referrals are received from the firefighters and paramedics in the field. Once the CARES team receives a referral, members of the team will make contact with the client. The Team provides crisis intervention to clients, addressing their immediate and long-term needs. This includes accessing referral services and helpful community resources with clients. By assisting clients in meeting their needs, CARES envisions a reduction of non-emergency 911 calls and the creation of greater fire department availability for emergent 911 calls. The CARES team received 284 referrals for the 2017 year. In the first 6 months of 2018, CARES has already received 209 referrals. The average number of 9-1-1 calls in a 3 month time frame per client before CARES intervention was 3.97 calls, after CARES intervention, 9-1-1 calls were reduced to 1.48 calls. In addition to the increase in referrals, acceptance rates of referrals has increased. In 2017, during quarter 1 the CARES team had a 69% service acceptance rate and in 2018, during quarter 1, the CARES team had a 74% service acceptance rate. During quarter 4 of 2017, the CARES team had an 81% reduction in 9-1-1 calls for clients that accepted CARES services.

As the population ages, there is an increased need for social, community, and home services. For some people, this is the first time they will need assistance from outside the home in helping care for themselves or family members. The CARES Team provides essential resources in helping these individuals and families identify and connect with appropriate services. In 2017, the median age of CARES clients was 70 years old.

The CARES Team provides a valuable resource to the Spokane Fire Department and the City of Spokane. Through the work of the CARES team, there has been a reduction in 9-1-1 calls by the individuals that accepted services. The reduction in non-emergent 9-1-1 calls allows the fire personnel to focus on the critical lifesaving effects it provides to the City of Spokane. The individuals that the CARES team has worked with are benefitted by the connection to appropriate social and health services, which can improve quality of life and health outcomes. The CARES team has had a large increase in referrals and acceptance of services which can be expected to grow as the population ages and needs increase.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	1.00	1.00	1.00	1.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	107	144	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	68,250	76,204	66,599	80,857	84,130
Supplies & Services	1,254	2,355	6,283	1,700	200
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	69,504	78,666	73,026	82,557	84,330

Expenditure Notes:

Part of the Social Response Manager position was funded by grant dollars through local agencies through 2017. The department stopped receiving these grant dollars half way through 2018.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	10,000	10,000	10,000	10,000	0
Services	0	0	0	0	10,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	44,000	48,000	24,000	48,000	0
TOTAL	54,000	58,000	34,000	58,000	10,000

Revenue Notes:

Part of the Social Response Manager position was funded by grant dollars through local agencies. This support ended after June 2018. This amount is reflected as All Other Revenue.

IG Revenue is the Spokane Valley's portion of the CARES program. This revenue will be moved to Services Revenue in 2019.



Program Summary: Community Risk Reduction (CRR)**Division:** Public Safety**Fund Type:** Special Revenue Fund

Executive Summary:

CRR is the data driven, fire and life safety education program we provide for our community. Through social media, presentations, structured school age programs, smoke alarm installation activities, community equity events, and the Youth Firesetter Prevention Program, CRR educates the community about pertinent risks and appropriate mitigation strategies.

Programs and Services:

Educational programming through the Prevention Division provides data driven, fire and life safety information to our community. Various community programs are offered with increased emphasis placed on the national Community Risk Reduction priority populations: older adults, people living with disabilities, immigrants and refugees, families with young children and low income households. Examples of programming include: smoke alarm installation, home safety visits for low income households, preschool and grade school fire safety curriculum, first responder interaction for refugees and immigrants, and fire and fall prevention programming for older adults.

The CRR office responds to community needs as well as schedules educational activities based on community trends. Examples include: Remembering When (fire and fall prevention for older adults), Immigrant/refugee fire safety presentations with World Relief and Refugee Connections, ARC family summer event, low income apartment complex fire safety presentation, Fire Safety nights at area Elementary Schools. Groups included: college students, senior housing, refugees, young family fire safety, Early Head Start, Crime Free Multi Housing, case management teams serving older adults and people living with disabilities, and Refugee service providers and program participants.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	1.00	1.00	1.00	1.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	5,652	0	0	0
Interfund Charges	0	5,697	1,766	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	92,581	80,053	80,858	87,619	95,050
Supplies & Services	10,614	5,759	9,734	5,254	5,723
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	103,195	97,161	92,358	92,873	100,773

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Facilities**Division:** Public Safety**Fund Type:** Special Revenue Fund

Executive Summary:

SFD operates from 21 facilities. There are 16 fire stations that are strategically located throughout Spokane. In addition, 5 support buildings are located on the SFD's Readiness complex: the Maintenance Shop, the Combined Communications Building, the Training/EOC Building, the Field House, and the Burn Building.

Programs and Services:

The maintenance of Fire Department facilities are managed by the Division Chief of Logistics. Most work is done through contracts for service. Funding needs for repairs/ upgrades and new construction of SFD facilities has been identified in the City's Capital Budget, though the majority are not funded. The City is working to establish a funding mechanism for the SFD and other City Division's/ Department's Capital Facility needs.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	34,299	18,788	27,637	0	0
Interfund Charges	0	1,617	12,233	0	10,000
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	663,117	661,318	653,154	666,734	664,934
Debt Services	0	0	0	0	0
All Other	0	383	775	400	800
TOTAL	697,416	682,106	693,799	667,134	675,734

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	2	0	0	0
TOTAL	0	2	0	0	0

Revenue Notes:

All Other revenue include sale of scrap.



Program Summary: Fire Administration

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The Administrative function of the Fire Department provides leadership and management for the largest FD in eastern Washington. Fire Administration is responsible for organizational oversight and direction of the agency, budget preparation and management, personnel administration, payroll, purchasing and accounts payable, labor relations, long-term planning and community information.

Programs and Services:

Providing Fire Department (FD) Public Safety Services to the second largest City in Washington involves a complex operation with many moving parts. Most citizens look to their Fire Department to provide professional services in a timely manner, responsive to their needs with a positive customer service approach. The public calls on the Fire Department during their time of crisis, whether it is a fire situation, a medical incident or any circumstance where they need help and do not know who to call. The Fire personnel must be ready to respond to those calls 24-7-365, with a system that is well organized and has the capability to adapt and manage a myriad of occurrences. Fire Administration must ensure all aspects of the Fire Department are prepared and responsive to regularly fulfilling their part of the FD's mission.

Due to our mission and nature of providing emergency services, the Fire Department must actively interact with other City departments as well as a host of governmental and private sector operations. SFD must be effective in informing, educating, listening to and interacting with the public. Additionally, the City and SFD rely on financial and other support of our citizens for voted levies and bonds so it is essential that the SFD engages the community to answer questions and help explain the services provided by the SFD. This requires the use of social media as well as face to face interaction at all levels of the organizations, and we strive to be active and participate in as many events as time and resources will allow.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	26.50	3.00	3.00	3.00	3.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	2,391,183	2,455,360	2,748,031	2,895,856	3,270,380
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	48,150	48,150	48,151	48,151
Wages & Benefits	1,566,191	758,290	735,095	675,869	667,637
Supplies & Services	255,569	228,855	309,081	219,218	103,254
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	4,212,943	3,490,655	3,840,357	3,839,094	4,089,422

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	84,328	0	100,006	0
Services	41,457	35,638	89,047	10,000	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	15,303	34,683	13,918	1,000	1,000
TOTAL	56,760	154,649	102,965	111,006	1,000

Revenue Notes:

Service Revenue consists of billings to the Combined Communication Center for the Administrative support of the Center. For 2019, the amount will be recorded as a reduction of expenses rather than revenue.

The IG revenue is from the Spokane Valley Fire Department for support of the Integrated Medical Services program. Beginning in 2017, this will be accounted for in the Fire Suppression Program. The 2018 budget does not currently reflect this change.

All Other revenue includes interest income, NSF fees, prior year corrections, judgments & settlements, contributions/donations & gains/losses from sale of capital assets.



Program Summary: Fire Suppression-EMS

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

SFD Operations is a critical public safety service provided by the City. Responding to 45,000+ incidents annually from 16 stations on 21 strategically located units, this division makes a vital difference in lives in Spokane daily. Incidents encompass all risks including: EMS, structure fire, technical rescue, hazardous materials and wildfire.

Programs and Services:

The Operations section responds to emergency and non-emergency incidents while also performing community risk reduction assignments dictated by availability. SFD Operations provides one of the only true emergency response services by the City. The Operations Division responds to more than 45,000 incidents per year.

A growing population and increasing requests for services challenges the Operations group to provide effective response to incidents. 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 SFD 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, SFD 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	271.00	286.00	327.00	329.00	330.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	300,154	51,747	32,814	25,000	0
Interfund Charges	0	1,155	1,127	0	0
Reserve for Budget Adjustment	0	0	0	(500,000)	(450,000)
Transfers Out	0	0	0	0	0
Wages & Benefits	36,689,462	37,098,210	39,957,288	42,828,154	45,393,213
Supplies & Services	1,381,303	794,445	1,135,738	996,689	728,952
Debt Services	0	0	0	0	0
All Other	39,013	43,771	42,542	42,000	50,000
TOTAL	38,409,932	37,989,328	41,169,509	43,391,843	45,722,165

Expenditure Notes:

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 EMS Director.

Wages & benefits increased beginning in 2017 due to the hiring of new firefighters under the SAFER grant.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	7,651,464	7,746,218	8,305,040	8,465,000	8,465,000
Licenses & Permits	0	0	0	0	0
IG Revenue	2,603,916	1,171,589	2,918,601	4,130,535	5,074,118
Services	390,222	347,289	338,209	332,471	446,171
Fines & Forfeits	234,600	248,700	201,780	160,000	200,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	36,295,000	37,200,000	38,500,000	39,700,000	41,500,000
All Other	11,794	3,350	(12,778)	0	0
TOTAL	47,186,996	46,717,146	50,250,852	52,788,006	55,685,289

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.

All Other revenue includes interest income, NSF fees, prior year corrections, judgments & settlements, and contributions/donations.



Program Summary: Haz Mat

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

SFD's Hazardous Material Response Team is a key part of our public's safety in the event of a major chemical, biological, radiological or nuclear hazardous material release. The mission of the Haz-Mat team is to protect life, environment and property from hazardous materials releases and bring stabilization to the incident.

Programs and Services:

The Haz-Mat team is made up of 13 members per shift across three fire stations and responds to an average of one call per week. The Spokane Haz-Mat team works closely with the Fairchild Air Force Base and Kootenai County Haz-Mat Teams, along with other state agencies to provide joint preparedness groups capable of handling large scale incidents. These can come in the form of a train derailment, "over the road incident" industrial accidents, or terrorist attacks.

Currently the team is moving towards being International Fire Service Accreditation Committee (IFSAC) certified, which is a nationally recognized certification. This entails IFSAC trained instructors to train new members to a higher standard than what Washington State Patrol requires. Once a member completes 120 hours of training, then member is IFSAC certified they are also equivalent to a Washington State "Technician" Level hazardous materials responder. After an additional 120 hours of training, the member then becomes a "Specialist" trained level requiring an additional 80 hours of intense hands on training. This is a high level skill set, recognized by the Washington State Fire Marshall, allowing the Haz-Mat team, as a whole, to handle high risk hazardous material situations that can cause mass casualties, large loss of life and severe environmental and economic impact. The command staff of the team requires training beyond specialist. This training is required by Washington State, National Fire Protection Agency (NFPA) recommendations, OSHA regulations and Spokane Fire Department Hazmat Team standards.

While the Spokane Haz-Mat Team is trained to handle Hazardous Materials incidents of all types, one of the team's focuses is on the volatile Bakken crude oil that travels by rail and over the road through downtown Spokane. There is an average of 500 tank cars a day carrying 30,000 gallons of oil per car. This equates to 15 million gallons of crude oil traveling through Spokane each day. A derailment would have devastating effects on Spokane if quick action is not taken to mitigate the incident. Our problems are compounded by the fact that the tracks are elevated through much of downtown and access is poor to provide proper placement of firefighting apparatus. The natural slope of the land will direct the flow of oil and firefighting run-off directly to the Spokane River in minutes. Two major regional hospitals, the business district, I-90 and Lewis and Clark High School could very well be impacted.

The Haz-Mat team is ready to respond to industrial chemicals, such as Anhydrous Ammonia, Chlorine, Peroxides, Alpha, Beta, Gamma radiological sources, Acids/Bases and Petroleum products, that are transported over the roadway, railways and water every day.

Additionally, there are chemical, biological, radiological and nuclear terrorist threats that Spokane must consider. Covert and improvised devices can release these agents, causing mass injuries and loss of life. The Haz-Mat team is equipped and trained to respond throughout the region to these threats, and works closely with local, state and federal law enforcement to prepare for such situations.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	16,184	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	132,454	283,558	340,453	405,090	405,090
Supplies & Services	26,047	47,472	52,965	44,333	44,333
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	158,501	331,030	409,602	449,423	449,423

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	4,573	0	70,000	75,000	80,018
Services	0	0	17,998	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	86	0	0	0	0
TOTAL	4,659	0	87,998	75,000	80,018

Revenue Notes:

A Haz Mat training grant was received in 2017. No grants will be received in 2018.

The service revenue in 2017 was related to a Haz Mat incident that was billed to an external party.

All Other revenue includes interest income, NSF fees, prior year corrections, judgments & settlements, and contributions/donations.



Program Summary: Innovation & Technology

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The Innovation and Technology (IT) Division provides essential technology support services to each division of the Fire Department. The IT Division maintains and supports various mission critical Public Safety applications in addition to various other systems vital to the Spokane Fire Department and CCC contract fire agencies.

Programs and Services:

SFD IT supports a number of mission critical applications to SFD and the county fire agencies as well as many other systems that SFD depends on for daily operations. SFD IT coordinates with the City, County, SPD, and other area FD IT personnel to provide consistent and quality support to all customers.

SFD IT provides hardware, software, and network support to 20 separate SFD facilities including over 200 computers, laptops, tablets, and other misc devices. In conjunction with City IT they oversee wired and wireless network connectivity to all SFD facilities including the ECC (Emergency Coordination Center). SFD IT staff maintain network security and access for all 350+ SFD employees as well as managing all cell phones used by staff.

Mission critical applications supported by SFD IT include: Computer Aided Dispatch (CAD), which is the application used by the CCC in providing contract dispatch services to 14 fire agencies in the area in addition to the SFD. CAD is used to dispatch and record over 60,000 Fire and EMS incidents on an annual basis and also provides dispatch recommendations, appropriately configured apparatus response, station notifications, digital paging, Mobile Data Communications, GIS Mapping, Automated Vehicle Location (AVL), and historical incident information.

A fully redundant backup Combined Communications Center is also configured and maintained at a remote location in the case of emergency or system outage requiring the CCC personnel to be evacuated.

Mobile Data Computers (MDCs) - SFD 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 MDC application provides interface to the CAD system for responding apparatus and critical information to responders about properties, hazardous materials, potentially dangerous locations, etc. SFD IT provides critical support to other CCC agencies who operate MDC's within all of their units.

Workforce TeleStaff – The personnel staffing software is a critical component of personnel management used to schedule all SFD operations and support staff. This application provides payroll information through an interface to the PeopleSoft system.

Electronic Patient Care and Fire Reporting application (ESO) – This application is used by field response personnel to capture data and assist in the treatment of citizens during medical incidents. This data is immediately sent to the hospital ahead of the patient to ensure the highest quality of care. It is also used for analysis to improve patient care delivery and also used by the Operations and Prevention Divisions to determine deployment strategies and smoke detector canvassing projects. SFD IT ensures the connectivity and functionality of the tablets deployed to the front line response units. ESO is also implemented to successfully document fire reporting for SFD as required by State law. Over 40,000 incidents per year are documented and submitted to the State as well as personnel scheduling, arson investigations, and department statistics.

SFD IT maintains all server hardware, software, front line hardware, network connectivity, and provides end user training for all computer applications utilized by the Spokane Fire Department.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	4.00	4.00	4.00	2.80

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	19,806
Transfers Out	0	0	0	0	0
Wages & Benefits	454,104	469,941	321,063	493,770	385,716
Supplies & Services	113,279	127,508	86,067	164,344	215,125
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	567,383	597,449	407,130	658,114	620,647

Expenditure Notes:

In 2017, salaries are reduced by \$137k because of billings to the Combined Communication Center for the Administrative support of the Center. This amount was posted as Service Revenue in the past. The 2018 budget does not currently reflect this change. Beginning in 2019, a portion of the IT salaries will be charged directly to the CCC, which is why there is 1.2 FTE reduction.

Other Services increased in 2018 & 2019 because costs for phone & data will now all be expensed in the IT program rather than the individual programs. Software maintenance costs will primarily be captured in the IT program beginning in 2019.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	132,614	135,507	0	145,000	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	132,614	135,507	0	145,000	0

Revenue Notes:

Billings to the Combined Communication Center (CCC) for the Administrative support of the Center was posted as Service Revenue in the past but was changed in 2017 as an offset of Salaries as noted in Expenditures. Beginning in 2019, a portion of the IT salaries will be charged directly to the CCC.



Program Summary: Investigation

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

Investigation plays an important role in identifying the causes and reducing the incidences of destructive fires. Our investigative findings assist in convicting criminal fire setters, identifying faulty consumer products that pose a danger to our citizens, and identifying behaviors that pose a fire risk to individuals or populations.

Programs and Services:

The primary responsibility of the Special Investigation Office is to conduct fire origin and cause investigations as required by RCW 43.44.050. We utilize the Scientific Method and conduct our investigations in accordance with NFPA 921 Guide for Fire and Explosion Investigations and NFPA 1033 Standard for Professional Qualifications for Fire Investigator. We are called to investigate structure fires, vehicle fires, wildland fires, rubbish fires, and attempted fire starts. These investigations involve conducting a fire scene examination, documenting the fire scene through notes, photographs, measurements, and sketches, interviewing witnesses, victims, owners, and fire fighters, collecting items of potential evidence and arranging for testing, conducting research and testing to evaluate origin and cause hypotheses, and producing written reports to document the investigative findings and the investigator's opinion as to the origin and cause of the fire. When a fire is determined to be a criminal act, we work in conjunction with Spokane Police Detectives, the Spokane County Prosecuting Attorney Office, and the United States Bureau of Alcohol, Tobacco, Firearms, and Explosives Special Agents to identify and prosecute the person or persons responsible. At trial, we will testify as an expert witness to our findings of the origin and cause of the fire. If our investigation shows the fire was the result of a consumer product malfunction, we can report our findings to the Consumer Product Safety Commission for further investigation. After the conclusion of our scene examination, we may participate in a joint scene examination with investigators from involved insurance companies, utilities, contractors, and others.

Additional duties and responsibilities of the Special Investigation Office include:

1. Internal investigations and documentation of incidents including complaints against Fire Department Personnel, medication checks and inventories, damaged or stolen equipment, and others.
 2. Completing and submitting a required Washington State Patrol Fire Fatality report on all fatal fires within two days.
 3. Documenting civilian fire related burn injuries.
 4. Collecting and maintaining documentation regarding incidents included in the Unusual Occurrence Manual and forwarding the completed documentation to Risk Management.
 5. Investigating, documenting, and reporting on certain fire fighter injuries, and securing any involved equipment and PPE.
 6. Conducting fire origin and cause investigations for outside agencies through the Mutual Aid Agreement.
 7. Reviewing NFIRS Fire Reports completed by the fire crews for fires where a fire investigator was called to the scene.
 8. Maintaining all reports, documents, photographs, evidence, and other materials collected during fire investigations.
 9. Receiving and fulfilling Public Records Requests from the City Clerk for fire incidents in accordance with city policy and Washington State Law.
 10. Identifying, documenting, and referring juvenile fire setters to the SFD Youth Firesetter Program.
 11. Conducting administrative and technical reviews of all fire investigation reports prior to completion.
 12. Assisting the SFD Community Risk Reduction officer with public education and outreach.
-



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	2.00	2.00	2.00	2.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,167	888	147	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	420,029	463,610	572,258	439,869	427,102
Supplies & Services	9,458	5,783	12,930	13,510	11,089
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	430,654	470,281	585,335	453,379	438,191

Expenditure Notes:

Wages & benefits increased in 2017 due to additional Fire Lieutenant expenses.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	4	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	(694)	0	0	0	0
TOTAL	(690)	0	0	0	0

Revenue Notes:

All Other revenue includes interest income, NSF fees, prior year corrections, judgments & settlements, and contributions/donations.



Program Summary: Mobilizations**Division:** Public Safety**Fund Type:** Special Revenue Fund

Executive Summary:

The State Mobilization (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.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	402,032	196,743	508,410	213,380	213,380
Supplies & Services	9,079	3,616	8,881	20,000	20,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	411,111	200,359	517,291	233,380	233,380

Expenditure Notes:

Mobilization expenditures vary year to year based on the severity of the Wildland Fire Season.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	551,854	136,744	502,080	233,380	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
TOTAL	551,854	136,744	502,080	233,380	233,380

Revenue Notes:

Mobilization revenues vary year to year based on the severity of the Wildland Fire Season.



Program Summary: Plan Review

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

Plan review services are an essential part of effective community risk management strategies. Plans review minimizes risk to the public and emergency responders through pre-construction review of new and remodel projects and coordination of fire code requirements with the Developer Services and other departments and agencies.

Programs and Services:

The SFD Plan 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 SFD and the City. The function is performed by a certified Fire Protection Engineer (FPE) who performs as a reviewer and subject matter expert for plans and requirements of both the Fire and Building Codes. SFD works closely with Developer Services to coordinate work and improve customer service. The FPE plays an integral and critical role and works with both departments.

Besides the plans review expertise, the FPE has become a go-to person for technical questions. The FPE provides advice to employees in DCS and SFD, 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. 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 SFD Operations 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	1.00	1.00	1.00	1.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	57	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	130,228	132,890	136,212	139,758	146,600
Supplies & Services	274	537	776	450	450
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	130,502	133,484	136,988	140,208	147,050

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	67,106	135,286	31,702	130,000	30,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	67,106	135,286	31,702	130,000	30,000

Revenue Notes:

Starting in 2017 the revenue for permit fees are spread between Plan Review and Prevention funds.



Program Summary: Prevention**Division:** Public Safety**Fund Type:** Special Revenue Fund

Executive Summary:

The Spokane Fire Department Prevention Division provides support essential to the safety of our community. Staff work collaboratively with businesses and community members to support life safety standards for those who live, work, and visit Spokane.

Programs and Services:

Lead by the City of Spokane Fire Marshal, prevention and education efforts are provided by the Assistant Fire Marshal, District Inspectors, Fire Protection Engineer, office staff and the Community Risk Reduction team. We serve our community through providing information and responding to complaints regarding a variety of subjects such as fire and life safety hazards, special event and business permits, new construction and remodeling plan review, existing building inspections, outdoor burning, hazardous material storage and emergency planning. The Prevention Division also collaborates with other City departments in policy creation and code enforcement as well as neighboring Fire Districts to coordinate efforts on burn restrictions and fireworks ban education.

Examples include: Hoopfest food vendor and adult beverage garden safety inspections, coordinating school fire drills with the fire stations, annual school safety inspections, Fireworks Ban education, inspecting the public fireworks display and Fourth of July illegal fireworks emphasis patrols, First Night/New Years Eve safety and bar inspections, Lilac Festival Armed Forces Torchlight Parade float inspections and food vendor safety inspections, lifesafety systems and construction inspections for The M Building renovation, annual holiday inspections for retail stores, working with Code Enforcement and other City departments to draft the Property Maintenance Code, working with the Development Services Center personnel to draft the solar panel policy. Groups include: citizens, business owners, construction companies, local and corporate managers, architects, drafts people and engineers, students, teachers and educational staff, construction trades, performers and artists, event coordinators, community leaders, community event committee members, members of the media, other City departments and neighboring Fire District personnel.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	9.00	10.00	11.00	10.00	10.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	26,120	0	0
Interfund Charges	0	1,324	1,890	1,900	1,900
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,214,292	1,297,222	1,230,097	1,274,368	1,283,108
Supplies & Services	46,067	23,580	31,685	33,062	16,827
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,260,359	1,322,126	1,289,792	1,309,330	1,301,835

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	350,037	368,240	383,696	350,000	370,000
IG Revenue	0	0	0	0	0
Services	157,522	103,025	222,626	103,000	213,000
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	73	(42)	(214)	0	0
TOTAL	507,632	471,223	606,108	453,000	583,000

Revenue Notes:

Starting in 2017 the revenue for permit fees are spread between Plan Review and Prevention funds.

All Other revenue includes interest income, NSF fees, prior year corrections, judgments & settlements, and contributions/donations.



Program Summary: Swiftwater Rescue

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

SFD's Swift Water Rescue Team (SWRT) is comprised of 40 team members operating out of 2 fire stations. The SWRT is the on-water entry team for any rescues or potential rescues occurring on any body of water in or near the City of Spokane.

Programs and Services:

As one of SFD's specialty teams, the Swiftwater Rescue Team (SWRT) provides rescue services on bodies of water in nearly all of central Spokane County, including ice rescue incidents. The team does not perform sub-surface dive functions.

Although the SWRT's service area is quite large, being called on to assist in all water rescue incidents from the State Line to Nine Mile Dam, as well as on any bodies of water within the City of Spokane, the team operates out of 2 fire stations--Station 2 in the Logan Neighborhood and Station 16 in the Northwest Neighborhood.

The SWRT has to be specifically trained and certified to provide this unique and dangerous rescue service. The 40 trained operators on the SWRT utilize swimming skills, inflatable kayaks, catarafts, and a 2003 ALMAR Aluminum Jet Boat for various rescue scenarios depending on the situation and water flows.

The team has rigorous training annual methods, including classroom training and simulated rescues. The SWRT training is above and beyond the regular firefighting/EMS training so these employees are invaluable in helping protect life, property, and the environment.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	49,965	126,050	175,397	174,186	167,785
Supplies & Services	18,420	13,810	2,105	14,750	6,250
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	68,385	139,860	177,502	188,936	174,035

Expenditure Notes:

In 2016 budget was increased to fund additional specialty team training.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Tech Rescue**Division:** Public Safety**Fund Type:** Special Revenue Fund

Executive Summary:

SFD's Tech Rescue Team is comprised of a total of 40 team members spread over 4 shifts operating each day out of 2 fire stations —Station 4 in the Browne's Addition neighborhood and Station 15 in the Hillyard neighborhood.

Programs and Services:

As one of SFD's specialty teams, the Tech Rescue Team provides the following rescue services: trench, confined space, high and low angle rope rescue, structural collapse rescue, and machinery rescue.

Team members are trained to NFPA standards to provide this unique type of rescue service. The 40 team members utilize a variety of tools and specialized equipment not carried on standard response fire apparatus.

The team has rigorous training requirements, including classroom and practical simulations such as cell towers, cliff sides, and the Riverfront Park gondola to name a few. The hundreds of hours of specialized annual training by team members is above and beyond the regular firefighting/EMS training.

The majority of the funding for the team comes from the City's budget with occasional grant funds supplementing the team's equipment. The team works with tech rescue teams from Spokane County Fire District 9 and Spokane Valley Fire Department on joint training and occasionally on complex incidents.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	121,359	166,777	136,677	156,314	171,251
Supplies & Services	21,127	4,768	6,898	18,360	7,860
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	142,486	171,545	143,575	174,674	179,111

Expenditure Notes:

In 2016 budget was increased to fund additional training for specialty teams.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Training

Division: Public Safety

Fund Type: Special Revenue Fund

Executive Summary:

The Training Division is a critical component of SFD and largely determines the operational capacity to which its members provide life-saving service to the citizens of the City of Spokane. Proper training is essential to the success of the organization and is critical to effective service delivery.

Programs and Services:

The Spokane Fire Department training division is the foundation of every firefighter's level of success. All preparedness, knowledge, skills, and abilities that a firefighter gains and maintains from the beginning of a career until retirement starts with training. The SFD training division is tasked with the operational readiness of over 300 uniformed personnel who respond to a wide variety of emergency and non-emergency incidents within the City of Spokane. From a firefighter's first day on the job in the SFD Recruit Academy where he/she is trained and outfitted to perform the basic duties of a firefighter as well as advanced skills that are needed for EMS, technical rescue, hazardous materials, swiftwater rescue, forcible entry, suppression, salvage, and overhaul. The 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 with a highly trained, motivated fire service capable of safely responding to and mitigating events in an all-hazard environment.

Additionally, as a very high percentage of SFD responses are medical in nature, our firefighters receive specialized training as EMT's and paramedics in order to apply the most advanced field care available. In order to remain on the cutting edge of technology and training, members participate in classes and programs across the nation. Mickey Goldman famously stated, "For a 40 minute fight, you have to train for 40,000 minutes." In a field where its members spend a great deal of time in an environment labeled by the governing bodies of the fire service as "Immediately Dangerous To Life and Health" this quote is especially true. As time and funds are invested into new training, so must they be invested into maintaining the skills learned from previous training. The training division strives to accommodate all of its members with a facility to provide recurrent training as well as the adaptation of new concepts. New firefighters hired by SFD are initially assigned to the Training Division to receive their basic Fire Academy Training. An Academy lasts approximately 16 weeks and involves intensive didactic and practical activities that culminates in a five day visit to the State Fire Training Academy in North Bend where a recruit's new skills are put to the test. Where possible, SFD participates in a Regional Recruit Academy, joining forces with our sister agencies to share knowledge and collaborate the skills and labor necessary to build new firefighters. The basic Academy is essential for assuring that new SFD firefighters have the foundational training necessary to safely provide outstanding customer service to those we serve. A member's training continues throughout their career through didactic skills delivered through Target Solutions, auditorium and classroom style lectures, and field exercises. These field exercises, or "Multi-Company-Operations" hone the operational skills of firefighters through hands on, true to life scenarios conducted on site at the training facility or out in actual structures acquired through our relationship with WSDOT.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	5.00	7.00	6.00	5.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	14,935	0	0	0	0
Interfund Charges	791	2,217	3,518	500	4,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,010,038	919,690	1,399,275	1,034,269	933,988
Supplies & Services	137,275	114,956	235,457	156,442	374,627
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,163,039	1,036,863	1,638,250	1,191,211	1,312,615

Expenditure Notes:

Wages & benefits increased in 2017 due to the addition of 2 FTEs (Lieutenant and Firefighter).

Supplies - All clothing that was previously budgeted in other programs will be budgeted in the training department starting in 2018.

Other Services - Contractual services and training expenses that were previously budgeted in other programs will be budgeted in Training starting in 2019. Additional travel & training expenses were incurred in 2017 as a result of the additional firefighters hired under the SAFER grant.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	4,710	12,546	27,252	5,000	5,000
Services	0	320	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	3,050	24,660	8,215	20,000	60,000
TOTAL	7,760	37,526	35,467	25,000	65,000

Revenue Notes:

All Other revenue includes rental income from the use of the training center complex by internal & external entities.

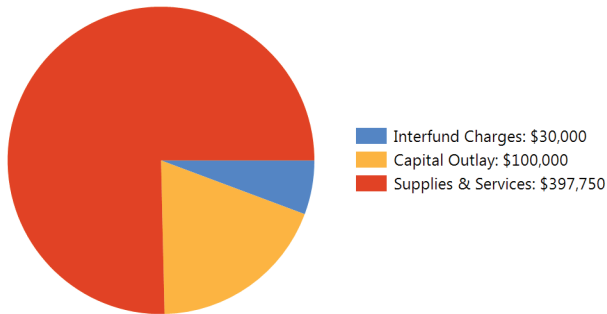




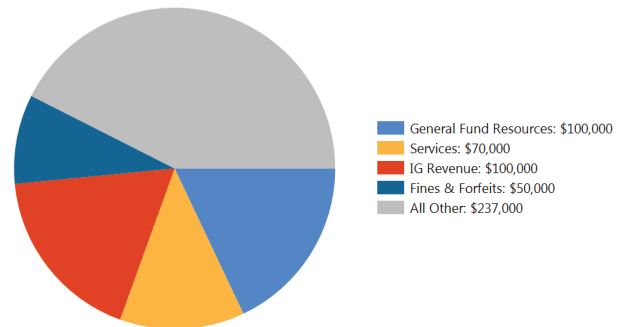
Forfeitures & Contributions

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.

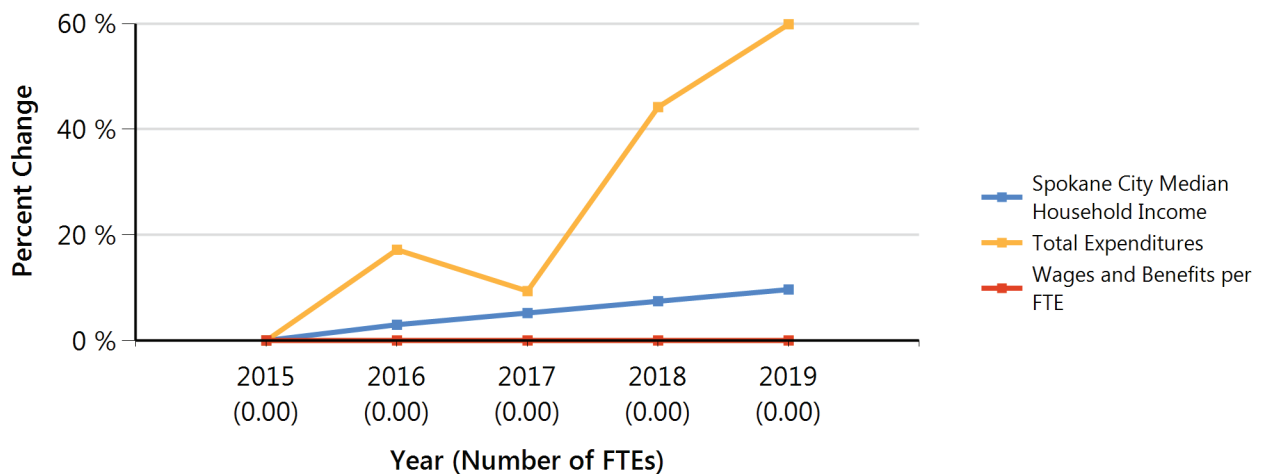
2019 Expenditures



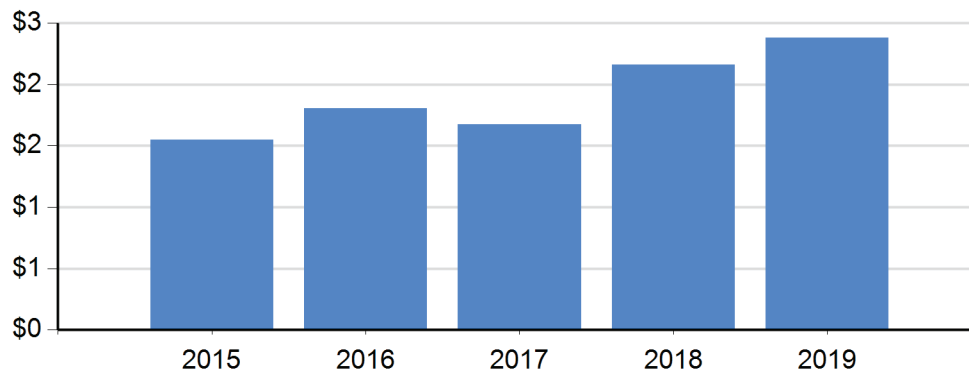
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$1.55	\$1.80	\$1.68	\$2.16	\$2.38
Percent Change	0.00%	17.19%	-6.68%	31.84%	10.88%



Department Summary: Forfeitures & Contributions**Division:** Public Safety**Fund Type:** Special Revenue Fund

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.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	76,607	122,097	154,159	100,000	100,000
Interfund Charges	25,207	0	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	228,292	264,763	206,841	345,950	397,750
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	330,106	386,860	361,000	475,950	527,750

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	53,273	32,589	29,299	30,000	100,000
Services	25,163	65,223	65,280	65,000	70,000
Fines & Forfeits	148,565	1,729	6,193	15,000	50,000
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	100,000
All Other	178,044	218,368	221,146	247,000	237,000
TOTAL	405,045	317,909	321,918	357,000	557,000

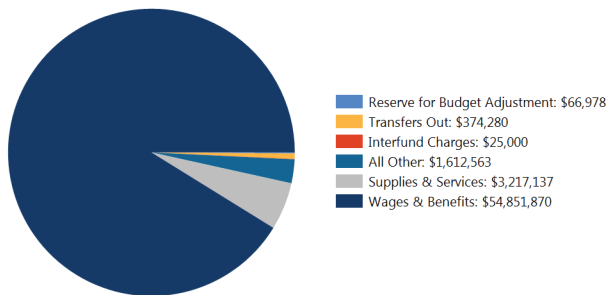
Revenue Notes:



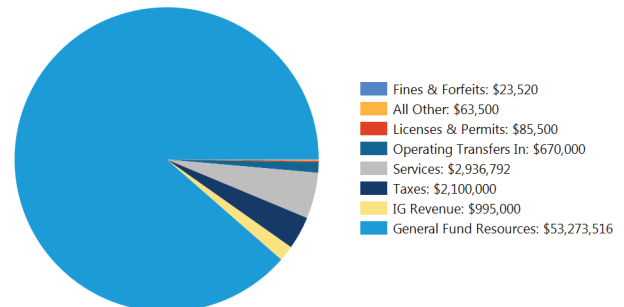
Police

The Spokane Police Department is committed to providing excellence in policing, enhancing the safety and security of individuals, and building partnerships to better the lives of our community members as a whole.

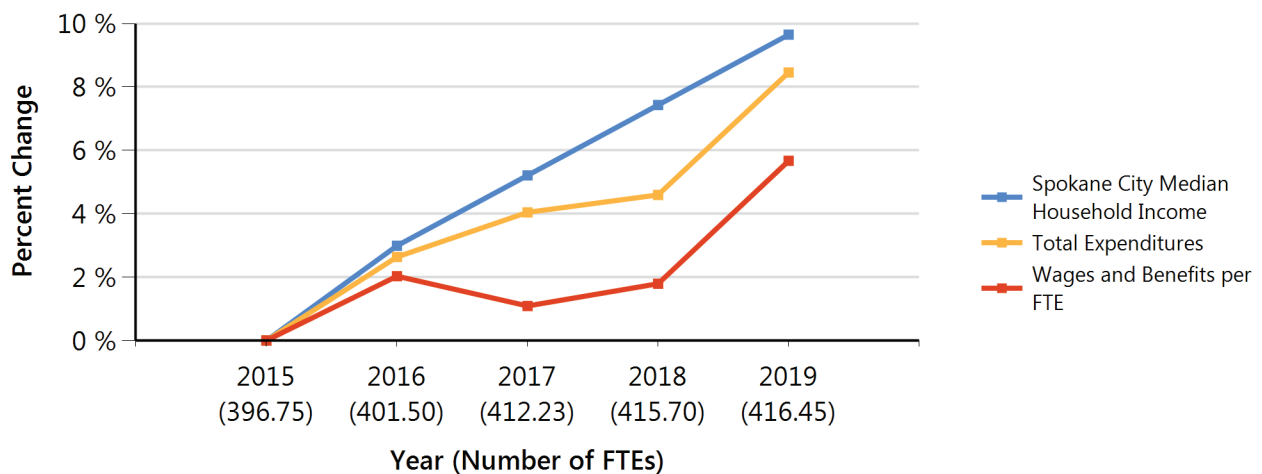
2019 Expenditures



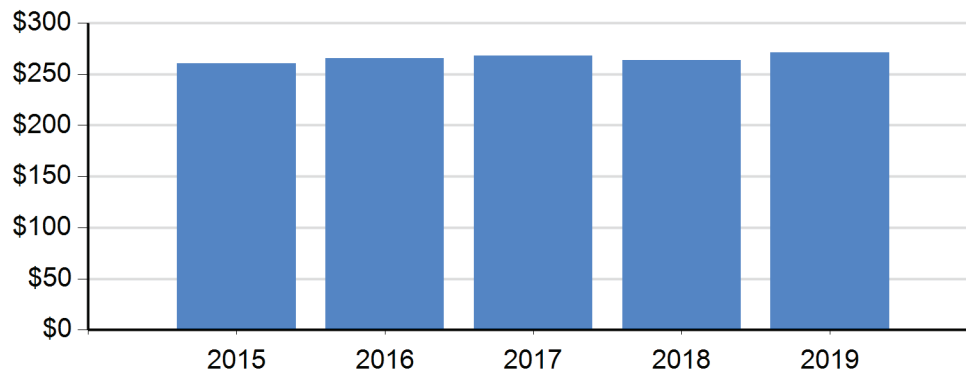
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$260.24	\$265.36	\$267.82	\$263.54	\$271.28
Percent Change	0.00%	2.63%	1.37%	0.52%	3.69%



Department Summary: Police**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

The Spokane Police Department is committed to providing excellence in policing, enhancing the safety and security of individuals, and building partnerships to better the lives of our community members as a whole.

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 health 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	396.75	401.50	412.23	415.70	416.45

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	28,895	30,935	38,355	0	0
Interfund Charges	704,810	436,027	38,989	88,159	25,000
Reserve for Budget Adjustment	0	0	0	66,978	66,978
Transfers Out	40,000	233,279	246,819	403,996	374,280
Wages & Benefits	49,426,955	51,034,115	51,905,875	52,709,660	54,851,870
Supplies & Services	3,206,967	2,867,682	2,747,324	3,210,262	3,217,137
Debt Services	0	0	0	0	0
All Other	2,049,796	2,317,639	2,722,783	1,526,563	1,612,563
TOTAL	55,457,423	56,919,677	57,700,145	58,005,618	60,147,828

Expenditure Notes:

Expenditures classified as 'All Other' are intergovernmental payments made to Spokane County for shared resources such as facilities, shared services, and joint units.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	1,671,398	1,777,716	1,923,073	1,800,000	2,100,000
Licenses & Permits	71,950	94,367	90,214	82,000	85,500
IG Revenue	3,678,127	682,903	729,747	2,058,811	995,000
Services	1,015,762	2,648,414	3,044,573	1,895,332	2,936,792
Fines & Forfeits	4,239	3,495	1,838	23,520	23,520
Operating Transfers In	100,000	72,257	600,000	620,000	670,000
General Fund Resources	48,842,654	51,487,390	51,203,593	51,447,955	53,273,516
All Other	73,293	153,135	107,107	78,000	63,500
TOTAL	55,457,423	56,919,677	57,700,145	58,005,618	60,147,828

Revenue Notes:

Revenues classified under 'All Other' are composed primarily of proceeds from the sale of fixed assets and rental revenues for usage of the Firing Range to external entities.



Program Summary: Administration**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Administration centralizes services that include the Chief's office, Purchasing, Personnel, Communications, 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.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	27.00	23.00	25.40	17.90	17.90

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	21,076	1,768	9,349	0	0
Interfund Charges	664,097	400,000	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	134,717	105,000
Wages & Benefits	3,179,771	2,809,737	3,012,585	2,825,690	2,893,552
Supplies & Services	627,687	501,840	556,888	617,980	618,599
Debt Services	0	0	0	0	0
All Other	1,362,098	675,073	1,921,995	1,526,563	1,592,563
TOTAL	5,854,729	4,388,418	5,500,817	5,104,950	5,209,714

Expenditure Notes:

Expenditures classified as 'All Other' are intergovernmental payments made to Spokane County for shared resources such as facilities, shared services, and joint units.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	1,671,398	1,777,716	1,923,073	1,800,000	2,100,000
Licenses & Permits	0	0	0	82,000	0
IG Revenue	1,331,741	12,147	222,595	1,955,000	215,000
Services	8,465	513	52	125,000	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	2,843,115	2,598,042	3,345,933	1,085,950	2,894,714
All Other	10	0	9,164	57,000	0
TOTAL	5,854,729	4,388,418	5,500,817	5,104,950	5,209,714

Revenue Notes:

Program Summary: Reimbursed Contracts**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Contractual Obligations through interlocal agreements or other task force agencies to provide support and be reimbursed.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	2.40	1.40	2.00	2.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	370,257	383,904	574,146	516,952	524,028
Supplies & Services	2,635	3,359	5,568	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	372,892	387,263	579,714	516,952	524,028

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	380,270	0	0	0	0
Services	0	343,595	470,042	577,040	575,500
Fines & Forfeits	4,239	3,495	1,838	23,520	23,520
Operating Transfers In	0	0	0	0	0
General Fund Resources	(11,617)	40,173	107,755	(83,608)	(74,992)
All Other	0	0	79	0	0
TOTAL	372,892	387,263	579,714	516,952	524,028

Revenue Notes:

Sub-Department SPD Community/Special Events/Services**Summary:****Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Community Outreach, Special Events, and Services involves all the programs that have direct intervention with the public in order to communicate better and build relationships with the community.

Programs and Services:

Programs in outreach include the C.O.P.S. program, Special Events Coordination, Youth Police Initiative and Police Athletic League, Chronic Offender Unit, Traffic School, Extra Duty and the Volunteer program.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	9.00	8.00	6.00	4.70	6.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	10,498	10,181	8,445	25,000	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,400,302	1,555,929	1,668,095	1,430,113	1,702,798
Supplies & Services	577,731	479,985	469,045	532,321	566,142
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,988,531	2,046,095	2,145,585	1,987,434	2,268,940

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	2,791	3,092	0	3,000
IG Revenue	234,673	215,978	0	23,811	0
Services	589,259	597,299	646,168	630,687	626,187
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,164,885	1,205,602	1,496,085	1,332,936	1,639,753
All Other	(286)	24,425	240	0	0
TOTAL	1,988,531	2,046,095	2,145,585	1,987,434	2,268,940

Revenue Notes:

Revenues classified as 'All Other' are comprised of interest earned on late payments and funding support toward the Spokane COPS Program.



Sub-Department SPD Operations**Summary:****Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Field Operations oversees front-line deployment of Patrol resources, to include patrol officers, traffic, and K9. These units respond to citizen calls for service to 911 and Crime Check to prevent and reduce crime.

Programs and Services:

Programs include Patrol, K9, Traffic, Investigations, and Reimbursed Contract Services.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	278.60	282.75	294.08	305.55	306.30

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	7,819	6,189	18,335	0	0
Interfund Charges	2,586	0	0	0	0
Reserve for Budget Adjustment	0	0	0	66,978	66,978
Transfers Out	0	159,676	177,216	179,205	130,074
Wages & Benefits	36,522,068	35,404,383	36,078,329	38,402,645	40,040,760
Supplies & Services	430,901	390,324	373,921	407,251	396,519
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	36,963,374	35,960,572	36,647,801	39,056,079	40,634,331

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	101,082	454,778	507,152	80,000	780,000
Services	363,255	230,199	239,149	99,000	237,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	100,000	72,257	600,000	620,000	670,000
General Fund Resources	36,398,205	35,202,303	35,293,846	38,257,079	38,942,831
All Other	832	1,035	7,654	0	4,500
TOTAL	36,963,374	35,960,572	36,647,801	39,056,079	40,634,331

Revenue Notes:

Sub-Department SPD Operations Support**Summary:****Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

The Operations Support centralizes support services such as Records, 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.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	81.15	85.35	85.35	85.05	83.75

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	22,978	10,671	0	0
Interfund Charges	27,629	25,846	30,544	63,159	25,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	40,000	73,603	69,603	90,074	139,206
Wages & Benefits	7,360,717	10,272,421	10,004,295	9,215,277	9,369,742
Supplies & Services	1,472,409	1,352,570	1,251,772	1,556,828	1,520,027
Debt Services	0	0	0	0	0
All Other	662,196	1,621,882	781,085	0	0
TOTAL	9,562,951	13,369,300	12,147,970	10,925,338	11,053,975

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	71,950	91,576	87,122	0	82,500
IG Revenue	1,630,361	0	0	0	0
Services	52,753	1,473,160	1,689,162	460,605	1,493,105
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	7,735,150	11,733,901	10,285,899	10,455,733	9,419,370
All Other	72,737	70,663	85,787	9,000	59,000
TOTAL	9,562,951	13,369,300	12,147,970	10,925,338	11,053,975

Revenue Notes:

Revenues classified as 'All Other' are comprised primarily of funds received from the sale of fixed assets and value of assets received from external agencies.



Program Summary: Specialty Units

Division: Public Safety

Fund Type: General Fund

Executive Summary:

Specialty teams are comprised of commissioned officers that support the mission of the department that require special skills and training. Composed of personnel whose primary assignment varies from Explosive Device Unit, SWAT, Hostage TAC, Dignitary Protection, & Breaching.

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 Sheriffs 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, 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	1.00	0.00	0.00	0.50	0.50

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	593,840	607,741	568,425	318,983	320,990
Supplies & Services	95,604	139,604	90,130	95,882	115,850
Debt Services	0	0	0	0	0
All Other	25,502	20,684	19,703	0	20,000
TOTAL	714,946	768,029	678,258	414,865	456,840

Expenditure Notes:

All Other costs are charges from Spokane County for the City's portion of the shared Explosion Disposal Unit(EDU). EDU costs are shared between the City and County on a 60/40 split.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	2,030	3,648	0	3,000	5,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	712,916	707,369	674,075	399,865	451,840
All Other	0	57,012	4,183	12,000	0
TOTAL	714,946	768,029	678,258	414,865	456,840

Revenue Notes:

Revenues classified as 'All Other' are comprised primarily of funds received from the sale of fixed assets and value of assets received from external agencies.



Program Summary: Investigations

Division: Public Safety

Fund Type: General Fund

Executive Summary:

SPD's Investigative Division works closely with SPD's Criminal Intelligence Analysts to collect and review real-time information and data regarding crime trends, arrests, and patterns of criminal activity. Detectives utilize this information as they conduct investigations within their respective units.

Programs and Services:

The Spokane Police Department Investigations Division houses the investigative arm of the Spokane Police Department. The Division is comprised of the Major Crimes Unit (MCU), the Collision Investigation Unit, the Special Victims Unit (SVU), the Special Investigative Unit (SIU), the Targeted Crimes Unit (TCU), the Chronic Offender Unit (COU), the Regional Safe Streets Task Force (SSTF), the Criminal Intelligence Unit (CIU), the Domestic Violence Unit (DVU), the Civil Enforcement Unit (CEU), 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	67.00	62.00	77.00	70.20	69.70

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	7,819	0	11,969	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	159,676	177,216	179,205	130,074
Wages & Benefits	8,689,310	9,177,599	10,140,309	9,369,223	9,636,425
Supplies & Services	151,373	216,856	206,290	213,090	195,062
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	8,848,502	9,554,131	10,535,784	9,761,518	9,961,561

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	72,711	454,778	507,152	80,000	780,000
Services	0	740	2,500	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	8,775,791	9,098,613	10,026,132	9,681,518	9,181,561
All Other	0	0	0	0	0
TOTAL	8,848,502	9,554,131	10,535,784	9,761,518	9,961,561

Revenue Notes:

Program Summary: K-9**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

K-9 dogs are used for locating criminal suspects; search buildings and open areas, track suspects that have fled an area, locate the scent of various explosives, provide enhanced safety in police operations and to the community, and to locate the scent of cocaine, heroin, and methamphetamine.

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 and Drug dogs can search a building, vehicle, or area faster, safer, with less manpower, and more accurately than officers could in locating an explosive and drugs.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	4.00	5.00	6.00	6.00	7.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	6,189	6,366	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	745,242	756,627	907,915	827,263	945,021
Supplies & Services	22,512	26,768	29,568	25,085	41,250
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	767,754	789,584	943,849	852,348	986,271

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	20,700	0	0	0	0
Services	0	8,700	8,250	0	10,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	747,054	780,884	935,599	852,348	976,271
All Other	0	0	0	0	0
TOTAL	767,754	789,584	943,849	852,348	986,271

Revenue Notes:

Program Summary: Patrol**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Patrol officers and supervisors are the front-line responders to calls for service from citizens to 911 or Crime Check.

Programs and Services:

Patrol officers and supervisors are the front-line responders to calls for service from citizens to 911 or Crime Check. These officers take reports, conduct preliminary investigations in the field, and respond to citizen inquiries. In addition to these citizen calls, which range from domestic violence to vehicle collisions to burglary, officers also conduct self-initiated activity. This includes stops of suspicious people, surveillance, citizen and business contacts, and traffic stops. Patrol officers also conduct preventive patrols in known hot spot areas to prevent crime before it occurs. Patrol also consists of the precinct areas and the detectives assigned to those precincts.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	197.60	204.75	201.08	219.35	217.60

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	2,086	0	0	0	0
Reserve for Budget Adjustment	0	0	0	66,978	66,978
Transfers Out	0	0	0	0	0
Wages & Benefits	25,767,294	24,354,981	23,896,398	26,954,220	27,945,034
Supplies & Services	232,321	124,838	111,107	141,876	119,607
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	26,001,701	24,479,819	24,007,505	27,163,074	28,131,619

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	7,521	0	0	0	0
Services	186,935	57,933	106,918	99,000	87,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	500,000	500,000	550,000
General Fund Resources	25,806,413	24,421,886	23,396,578	26,564,074	27,491,119
All Other	832	0	4,009	0	3,500
TOTAL	26,001,701	24,479,819	24,007,505	27,163,074	28,131,619

Revenue Notes:

Revenues classified as 'All Other' are funds received from the sale of surplus equipment.



Program Summary: Traffic**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Traffic is a specialized unit that provides general traffic enforcement for the entire city.

Programs and Services:

The goals and objectives of the Spokane Police Traffic Unit are to reduce the number and severity of traffic collisions in the City of Spokane. The Department takes a three-prong approach to the problem: education, engineering, and enforcement. Besides the motorcycle officers who provide traffic enforcement, there are two Commercial Vehicle Officers that target commercial vehicles for compliance with regulations, and one Photo Red Enforcement Officer who is funded by and administers the Photo Red program.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	10.00	11.00	10.00	10.00	12.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	500	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,320,222	1,115,176	1,133,707	1,251,939	1,514,280
Supplies & Services	24,695	21,862	26,956	27,200	40,600
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,345,417	1,137,038	1,160,663	1,279,139	1,554,880

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	150	0	0	0	0
Services	176,320	162,826	121,481	0	140,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	100,000	72,257	100,000	120,000	120,000
General Fund Resources	1,068,947	900,920	935,537	1,159,139	1,293,880
All Other	0	1,035	3,645	0	1,000
TOTAL	1,345,417	1,137,038	1,160,663	1,279,139	1,554,880

Revenue Notes:

Revenues classified as 'All Other' are funds received from the sale of surplus equipment.



Program Summary: Community Outreach

Division: Public Safety

Fund Type: General Fund

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.

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 Community Outreach and Engagement 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 (COE) 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 Law Enforcement and/or reduce recidivism for those that have already been involved in the Criminal Justice 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 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 Police Department or who have had no relationship with the Police Department 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	7.00	7.00	3.00	2.00	3.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	479,133	367,760	329,340	343,793	458,292
Supplies & Services	17,683	6,375	856	3,825	13,550
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	496,816	374,135	330,196	347,618	471,842

Expenditure Notes:

2015 & 2016 FTE's Include some Communication Admin Staff.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	150	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	496,816	373,850	330,196	347,618	471,842
All Other	0	135	0	0	0
TOTAL	496,816	374,135	330,196	347,618	471,842

Revenue Notes:

Amount listed as 'All Other' was a donation towards community outreach activities.



Program Summary: Extra Duty**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Extra Duty program is the practice of police officers working off duty-as commissioned officer and in other outside employment capacities.

Programs and Services:

The Extra Duty program coordinates with a private entity that desires to hire an off-duty officer and enters into a contract with the City and is billed the "Extra Duty rate" in order to recuperate the costs associated with that officer. The Extra Duty Coordinator works closely with outside entities, SCSO, payroll, and police admin in order to help ensure that the community is safe during these private events.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	220,376	190,470	216,205	155,447	155,447
Supplies & Services	37,907	37,796	36,823	37,194	37,194
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	258,283	228,266	253,028	192,641	192,641

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	245,233	178,821	214,341	226,187	226,187
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	13,040	48,587	38,650	(33,546)	(33,546)
All Other	10	858	37	0	0
TOTAL	258,283	228,266	253,028	192,641	192,641

Revenue Notes:

Revenues classified as 'All Other' are interest charges on late payments for extra duty services.



Program Summary: Special Events**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Special Events are a collaboration of SPD and community organization leaders.

Programs and Services:

Special Events, such as parades and runs, are vulnerable areas of safety for the community. They often times require traffic control, and special coordination planning and contracts with organizations in order to keep the community safe during and before the event.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	1.00	0.70	1.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	483,699	649,551	824,294	644,887	794,232
Supplies & Services	13,606	606	153	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	497,305	650,157	824,447	644,887	794,232

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	2,791	3,092	0	3,000
IG Revenue	1,899	0	0	0	0
Services	183,412	259,436	312,007	152,000	250,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	312,290	387,909	509,145	492,887	541,232
All Other	(296)	21	203	0	0
TOTAL	497,305	650,157	824,447	644,887	794,232

Revenue Notes:

Revenues classified as 'All Other' are interest charges on late payments for Police services.



Program Summary: Spokane COPS Contract

Division: Public Safety

Fund Type: General Fund

Executive Summary:

The mission of Spokane Community Oriented Policing Services (COPS) is to help promote and support an environment for a safe community. The COPS program is not directed by Spokane Police Department, but the majority of their funding is through a contract with SPD.

Programs and Services:

The COPS program runs various different programs out of their COPS 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 staff salaries and benefits, rent and lease expenses, utilities, and general supplies.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,487	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	413,088	364,575	364,575	384,575	384,575
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	414,575	364,575	364,575	384,575	384,575

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	232,774	215,978	0	23,811	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	181,801	125,186	364,575	360,764	384,575
All Other	0	23,411	0	0	0
TOTAL	414,575	364,575	364,575	384,575	384,575

Revenue Notes:

Revenues classified as 'All Other' came from the WA Dept. of Corrections as support for the Spokane COPS program.



Program Summary: Traffic School**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Safe Traffic Operations Program (STOP) is designed to improve driver awareness and understanding of traffic laws, and to promote safe driving skills.

Programs and Services:

Safe Traffic Operations Program (STOP) is a voluntary class offered by the Spokane Police Department. It is designed to improve driver awareness and understanding of traffic laws and to promote safe driving skills. Upon successful completion of STOP, your ticket will be dismissed and will not be reported to the Department of Licensing.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	9,011	10,181	8,445	25,000	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	68,742	64,798	58,844	38,304	38,304
Supplies & Services	42,511	62,139	57,538	86,604	110,700
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	120,264	137,118	124,827	149,908	149,004

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	160,614	158,892	119,820	252,500	150,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	(40,350)	(21,774)	5,007	(102,592)	(996)
All Other	0	0	0	0	0
TOTAL	120,264	137,118	124,827	149,908	149,004

Revenue Notes:

Program Summary: Volunteer Services

Division: Public Safety

Fund Type: General Fund

Executive Summary:

The Volunteer program consists of many different types of volunteers in order to augment duties both commissioned and noncommissioned.

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.

Retired men and women have a great wealth of knowledge and skill to bring to the Spokane Police Department through the Senior Volunteer program.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	2.00	1.00	2.00	2.00	2.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	148,352	283,350	239,412	247,682	256,523
Supplies & Services	52,936	8,494	9,100	20,123	20,123
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	201,288	291,844	248,512	267,805	276,646

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	201,288	291,844	248,512	267,805	276,646
All Other	0	0	0	0	0
TOTAL	201,288	291,844	248,512	267,805	276,646

Revenue Notes:

Program Summary: Crime Analysis**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Crime Analysis works under the direction of Administration and Investigations to aid in the tracking of criminals and patterns.

Programs and Services:

Staff prepare weekly Compare Statistics reports for command staff and others to review in order to hone in and know where to focus crime reduction efforts.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	6.00	6.00	7.00	6.00	6.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	467,989	386,561	382,753	566,369	603,307
Supplies & Services	9,341	6,038	10,657	15,095	15,250
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	477,330	392,599	393,410	581,464	618,557

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	477,330	392,599	393,410	581,464	618,557
All Other	0	0	0	0	0
TOTAL	477,330	392,599	393,410	581,464	618,557

Revenue Notes:

Program Summary: Dispatch**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Dispatchers process calls from 911 and Crime Check, coordinating the dispatch of officers to calls.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	21.00	21.00	21.00	21.00	21.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	63,159	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,210,108	2,351,796	2,338,625	2,469,430	2,555,055
Supplies & Services	85,549	77,171	75,027	21,199	83,158
Debt Services	0	0	0	0	0
All Other	642,719	651,971	681,861	0	0
TOTAL	2,938,376	3,080,938	3,095,513	2,553,788	2,638,213

Expenditure Notes:

All Other expenses are intergovernmental payments to Spokane County for costs associated with 911/Emergency Communications services.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	312,086	0	0	0	0
Services	5,846	313,373	323,051	335,000	335,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	2,620,444	2,767,565	2,772,462	2,218,788	2,303,213
All Other	0	0	0	0	0
TOTAL	2,938,376	3,080,938	3,095,513	2,553,788	2,638,213

Revenue Notes:

Program Summary: Firing Range**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Firing Range operations for the Spokane Police department serve not only the City of Spokane but several neighboring jurisdictions. Costs to maintain the firing range are now being partially recuperated by range fees.

Programs and Services:

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	38,648	22,140	1,077	1,077
Supplies & Services	0	7,508	126,225	130,000	14,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	46,156	148,365	131,077	15,077

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	19,105	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	27,051	99,215	131,077	(19,923)
All Other	0	0	49,150	0	35,000
TOTAL	0	46,156	148,365	131,077	15,077

Revenue Notes:

Amounts listed as 'All Other' are fee's received for rental of the Firing Range to external agencies.



Program Summary: Police Records**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

The SPD Records Unit collects, processes, and protects all law enforcement records filed for the Spokane region.

Programs and Services:

The SPD Records Unit collects, processes, and protects all law enforcement records filed, to include police reports and warrants and protection orders issued by the courts. They are also research and issue Concealed Weapons Permits. Records also fill 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	32.00	33.00	32.00	35.00	34.75

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	306	4,297	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,142,924	2,441,500	2,454,535	2,879,381	2,988,220
Supplies & Services	83,857	59,758	97,646	61,251	58,797
Debt Services	0	0	0	0	0
All Other	0	0	79,244	0	0
TOTAL	2,226,781	2,501,564	2,635,722	2,940,632	3,047,017

Expenditure Notes:

All Other expenses were intergovernmental payments to City of Liberty Lake for contracted services.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	71,950	91,576	87,122	0	82,500
IG Revenue	1,062,500	0	0	0	0
Services	178	719,430	1,037,195	0	800,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,092,067	1,690,116	1,511,465	2,940,632	2,164,517
All Other	86	442	(60)	0	0
TOTAL	2,226,781	2,501,564	2,635,722	2,940,632	3,047,017

Revenue Notes:

'All Other' revenues received from the sale of surplus equipment.



Program Summary: Property**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

The SPD Property and Evidence Facility processes all property and evidence entered into the system, responds to crime scenes, when requested, to take custody of collected evidence, and maintains and disposes of property and evidence in accordance with RCWs, state audit requirements, departmental and accreditation standards.

Programs and Services:

The Evidence Unit of the Spokane Police Department is a joint unit responsible for maintaining the integrity of evidence and chain of custody of all property that comes into their possession in accordance with state laws, city ordinances, and departmental policies and procedures. The current property facility stores more than 225,000 items classified as evidence, safekeeping, or found property collected from the Spokane Police Department, Spokane Valley Police Department, and Spokane County Sheriff's Office. They also maintain a record of all property movement transactions within the facility as well as movement to the courts, crime labs, investigations, and property viewings.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	6.75	6.75	6.75	6.75	7.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	22,978	0	0	0
Interfund Charges	0	80	727	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	40,000	73,603	69,603	90,074	139,206
Wages & Benefits	543,142	555,171	562,807	626,202	685,228
Supplies & Services	171,725	23,220	30,958	27,670	27,920
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	754,867	675,052	664,095	743,946	852,354

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	235,000	0	0	0	0
Services	0	319,622	318,991	0	300,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	519,867	355,430	345,104	743,946	552,354
All Other	0	0	0	0	0
TOTAL	754,867	675,052	664,095	743,946	852,354

Revenue Notes:

Program Summary: Protective Services**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Protective Services is used for general operations and support and distributed through a Cost Allocation Plan.

Programs and Services:

General equipment, services, and training that is not attributed to a specific Unit or services of the Police Department is recorded under Protective Services. These items and services benefit the department as a whole and are outside of the specific operating budget of the individual Units.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	27,629	24,960	25,520	0	25,000
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	776,904	2,536,566	2,245,852	594,098	594,125
Supplies & Services	709,858	444,247	307,195	620,150	458,550
Debt Services	0	0	0	0	0
All Other	19,477	1,503	0	0	0
TOTAL	1,533,868	3,007,276	2,578,567	1,214,248	1,077,675

Expenditure Notes:

All other expenditures were payments made to Spokane County for various services regarding search warrants.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	10,212	8,851	3,000	59,000	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,451,005	2,940,980	2,542,416	1,155,248	1,055,175
All Other	72,651	57,445	33,151	0	22,500
TOTAL	1,533,868	3,007,276	2,578,567	1,214,248	1,077,675

Revenue Notes:

Revenues classified under 'All Other' primarily comprised of monies received from the sale of fixed assets and surplus equipment.



Program Summary: Technical Assistance Resource Unit- TARU**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

Technical Assistance Response Unit (TARU) helps to identify and correct technical issues for commissioned officers out in the field.

Programs and Services:

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. 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	7.00	10.00	12.00	11.30	10.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	10,671	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	372,586	1,017,526	1,136,553	1,264,972	1,165,250
Supplies & Services	1,076	496,998	546,225	604,740	625,428
Debt Services	0	0	0	0	0
All Other	0	968,408	19,980	0	0
TOTAL	373,662	2,483,432	1,713,429	1,869,712	1,790,678

Expenditure Notes:

7 Employees were assigned to TARU in 2015, but they were budgeted in multiple departments and were left in those departments for ease of Planner Prep and reconciliation. 4 were in Admin and 3 were in Protective Services.

Costs under 'All Other' are charges from Spokane County for services related to their Forensics lab. These costs were subsequently moved in recent years to be accounted for under "Administration".

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	31,032	76,439	0	46,605	46,605
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	342,630	2,402,199	1,711,364	1,823,107	1,742,573
All Other	0	4,794	2,065	0	1,500
TOTAL	373,662	2,483,432	1,713,429	1,869,712	1,790,678

Revenue Notes:

Revenues classified under 'All Other' primarily comprised of monies received from the sale of fixed assets and surplus equipment.



Program Summary: Training**Division:** Public Safety**Fund Type:** General Fund

Executive Summary:

The Spokane Police Department offers comprehensive training for both the community and law enforcement officers.

Programs and Services:

Proper training for the men and women of the Spokane Police Department is a top priority for the Department. SPD holds mandatory, department-wide training 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 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.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	8.40	8.60	6.60	5.00	5.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	847,064	944,653	861,030	813,748	777,480
Supplies & Services	411,003	237,630	57,839	76,723	236,924
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,258,067	1,182,283	918,869	890,471	1,014,404

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	20,775	0	0	0	0
Services	5,485	16,340	6,925	20,000	11,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,231,807	1,157,961	910,463	861,471	1,002,904
All Other	0	7,982	1,481	9,000	0
TOTAL	1,258,067	1,182,283	918,869	890,471	1,014,404

Revenue Notes:

Revenues classified under 'All Other' primarily comprised of monies received from the sale of fixed assets and surplus equipment.





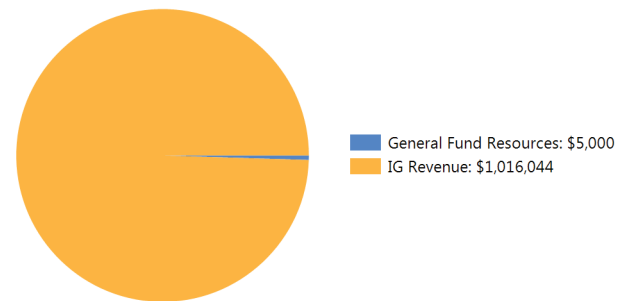
Public Safety & Judicial Grant

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 Investigations, an officer position in the Traffic unit and another officer position in the Domestic Violence unit.

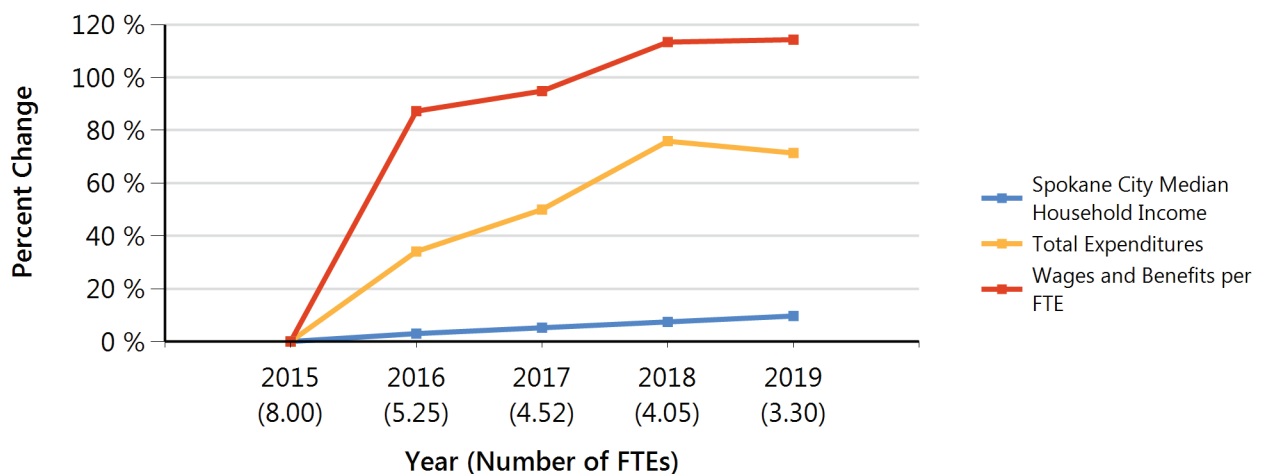
2019 Expenditures



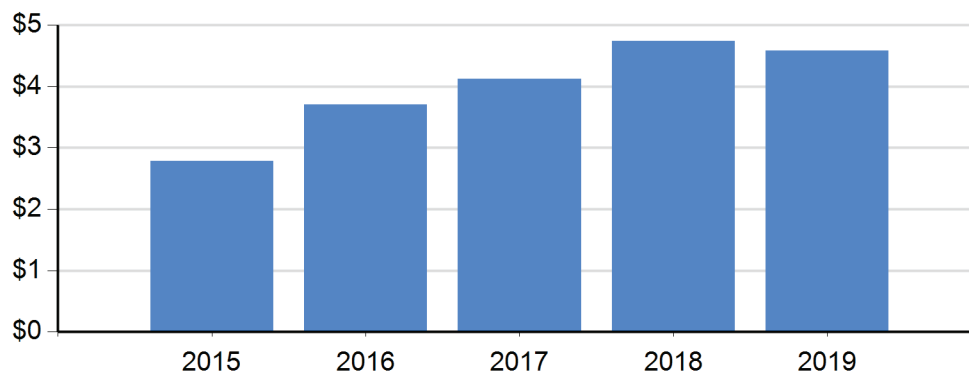
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$2.78	\$3.70	\$4.13	\$4.74	\$4.58
Percent Change	0.00%	34.08%	11.86%	17.23%	-2.54%



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 Investigations, an officer position in the Traffic unit and another officer position in the Domestic Violence unit.

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, domestic violence, and gang intervention and prevention. The SPD Traffic unit receives many grants annually, primarily from the Washington Traffic Safety Commission (WTSC). 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. Recently WTSC has started providing funding for a full time position dedicated to DUI enforcement. 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. Four 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. WTSC currently funds a position dedicated for DUI enforcement. Through this grant, SPD is working on reducing instances of DUI serious injury and fatality collisions in the City of Spokane. The fourth position being funded with grant funds is in the Domestic Violence Unit under the Office of Violence Against Women's Victim Safety and Offender Accountability Program. Elimination of these grants would result in a dramatic in these services provided to our community.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	8.00	5.25	4.52	4.05	3.30

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	111,042	50,000	0
Interfund Charges	0	0	1,458	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	473,296	581,513	538,751	572,241	470,576
Supplies & Services	119,402	213,190	237,734	420,000	545,140
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	592,698	794,703	888,985	1,042,241	1,015,716

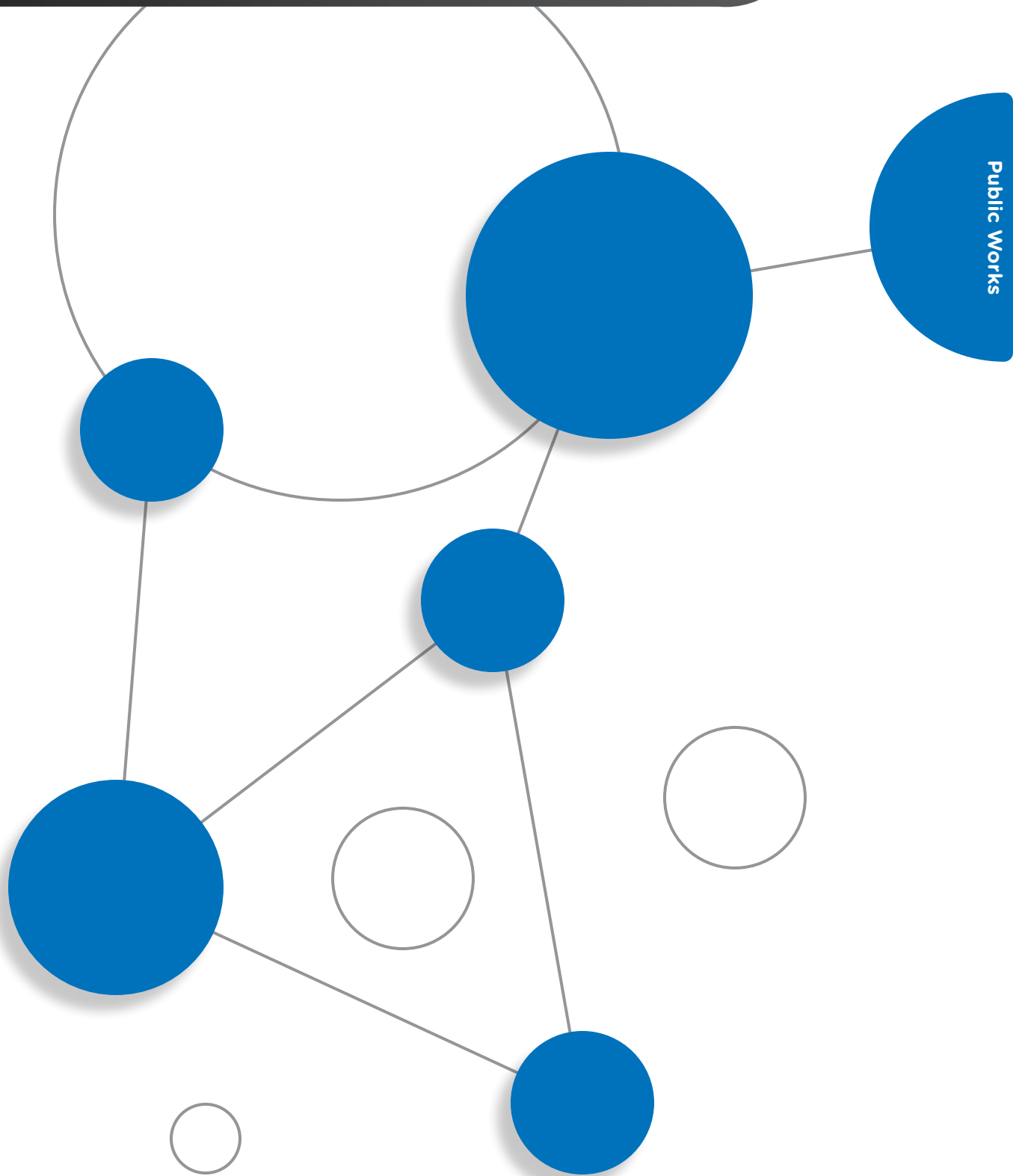
Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	592,698	794,703	888,369	982,711	1,016,044
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	134,717	5,000
All Other	0	0	293	0	0
TOTAL	592,698	794,703	888,662	1,117,428	1,021,044

Revenue Notes:

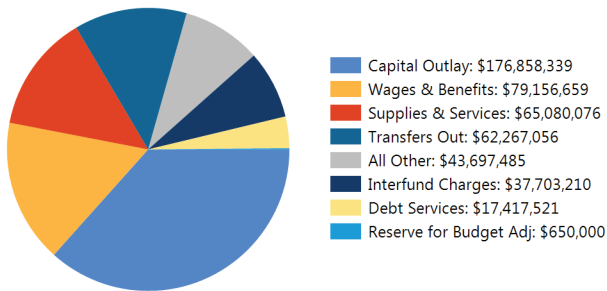


Public Works

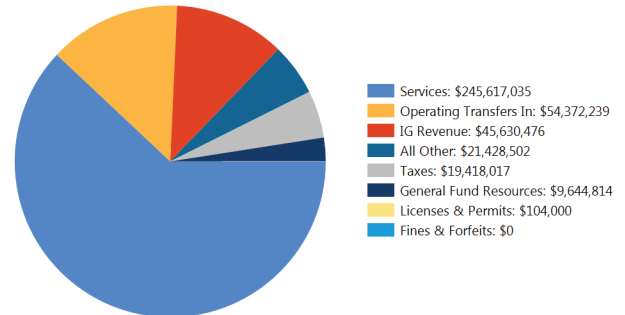


Public Works

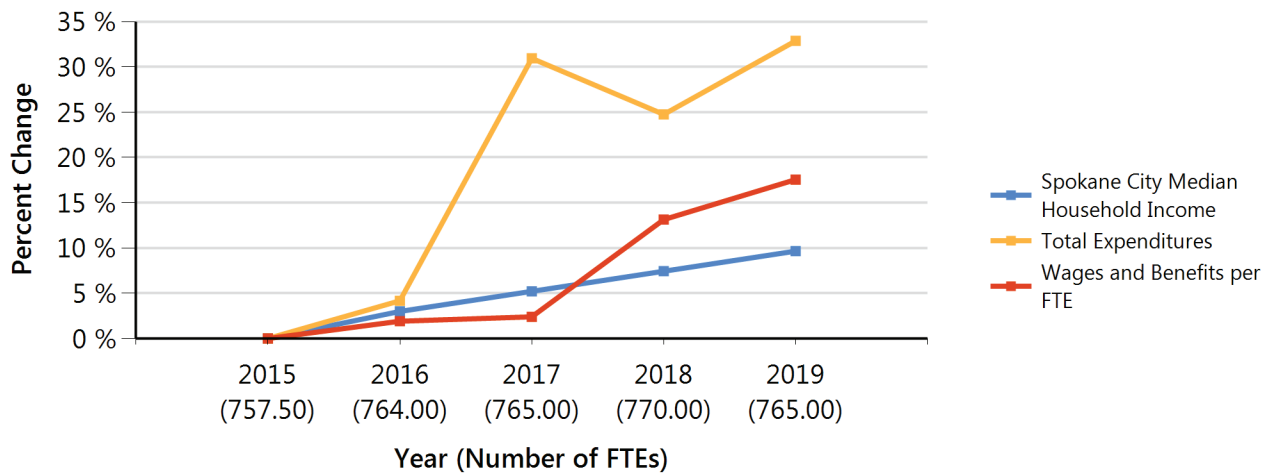
2019 Expenditures



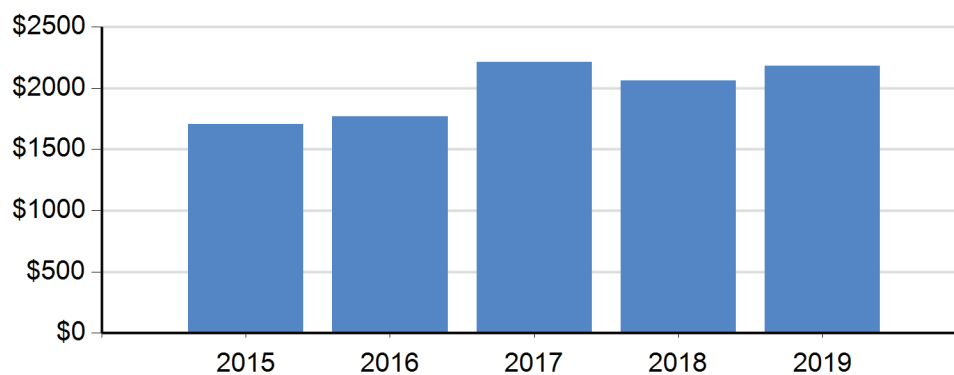
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$1,707.70	\$1,767.27	\$2,211.71	\$2,062.60	\$2,180.83
Percent Change	0.00%	4.16%	25.69%	-4.72%	6.50%

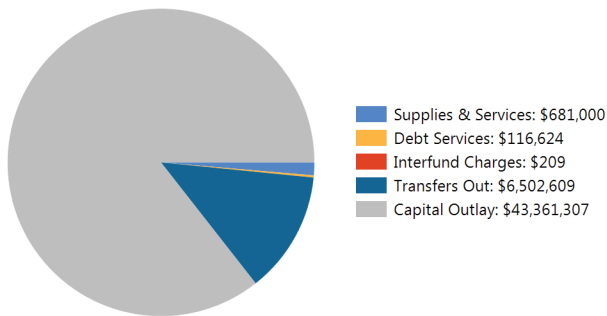




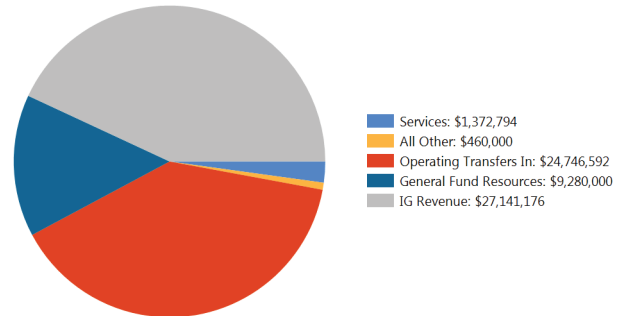
Arterial Street Fund

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.

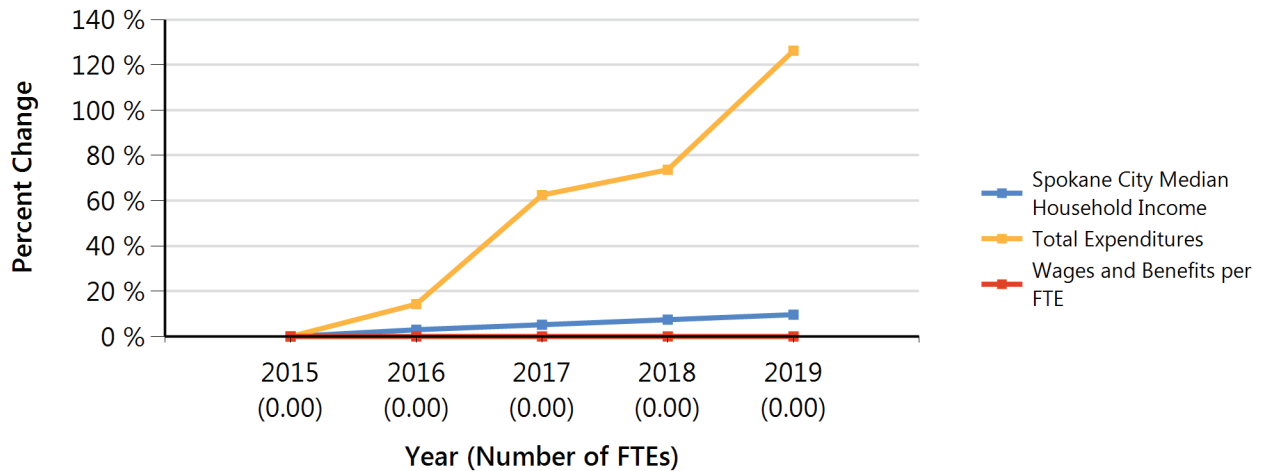
2019 Expenditures



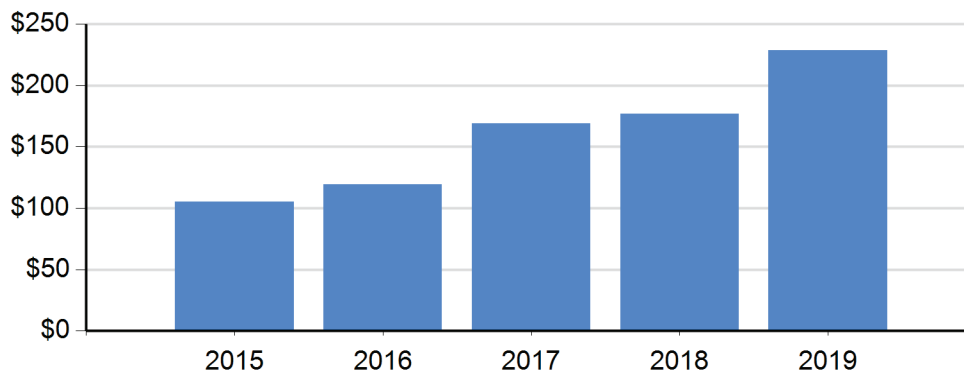
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$105.07	\$119.31	\$168.87	\$176.67	\$228.50
Percent Change	0.00%	14.29%	42.16%	6.87%	30.28%



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 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 the Street Program.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	14,698,750	21,546,352	23,237,374	31,523,476	43,361,307
Interfund Charges	287,636	532,635	565,953	50,601	209
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	7,111,668	3,023,904	11,231,512	6,501,888	6,502,609
Wages & Benefits	0	0	0	0	0
Supplies & Services	174,263	371,136	1,230,911	810,000	681,000
Debt Services	117,751	117,187	116,622	0	116,624
All Other	473	473	473	0	0
TOTAL	22,390,541	25,591,687	36,382,845	38,885,965	50,661,749

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	1,000	0	1,000	0	0
IG Revenue	8,640,604	11,296,479	18,831,909	18,145,800	27,141,176
Services	781,395	0	138,226	65,882	1,372,794
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	7,700,000	5,773,840	6,522,565	7,255,167	24,746,592
General Fund Resources	8,444,700	9,100,000	9,550,000	9,280,000	9,280,000
All Other	1,061,012	59,605	44,654	1,270,000	460,000
TOTAL	26,628,711	26,229,924	35,088,354	36,016,849	63,000,562

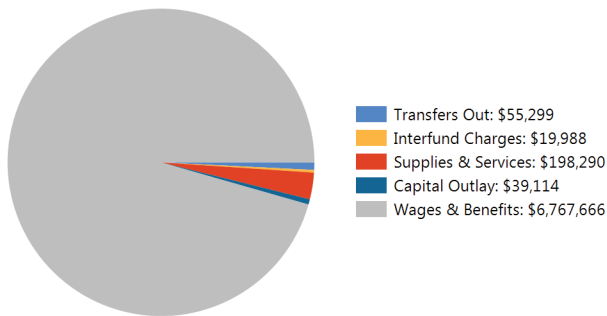
Revenue Notes:



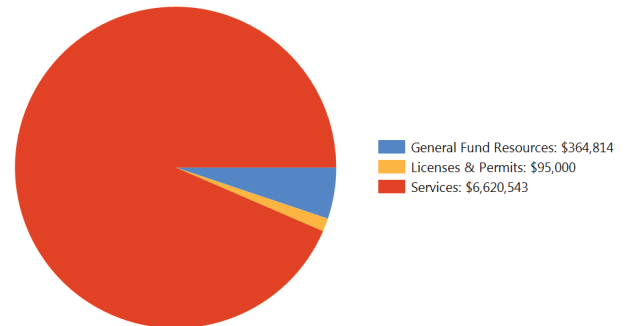
Engineering Services

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 street, sewer, water, pedestrian, bikeway, sanitary and storm sewer systems.

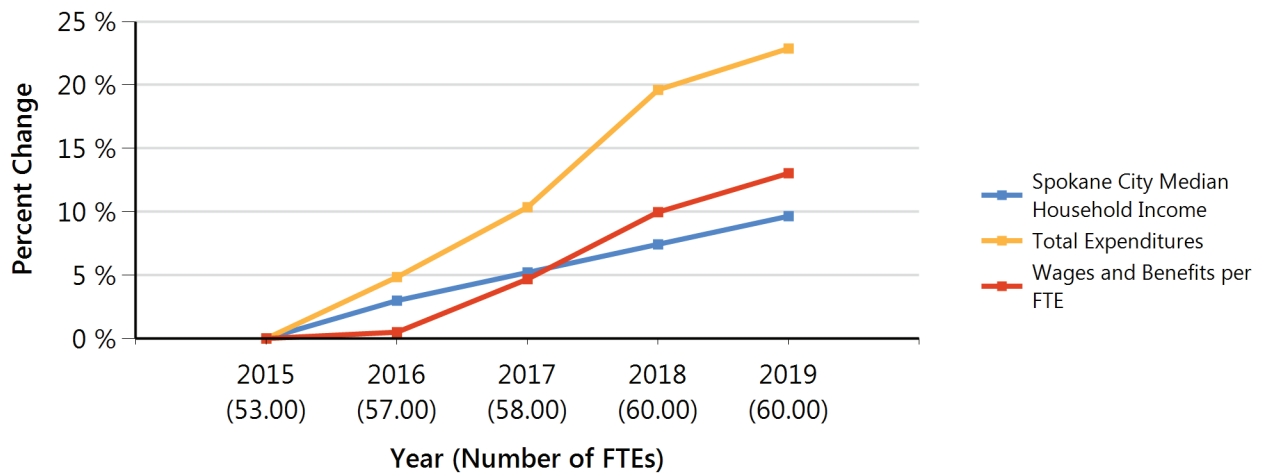
2019 Expenditures



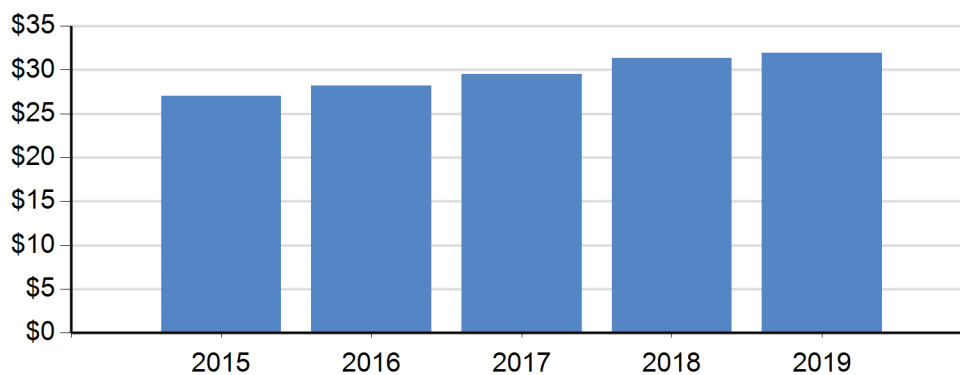
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$27.04	\$28.16	\$29.51	\$31.31	\$31.93
Percent Change	0.00%	4.84%	5.25%	8.39%	2.72%



Department Summary: Engineering Services

Division: Public Works

Fund Type: General Fund

Executive Summary:

The City of Spokane provides efficient and effective design and construction management services to facilitate economic opportunity and enhance the quality of life in Spokane. Engineering services is the primary design and construction management steward for street, sewer, water, pedestrian, bikeway, sanitary and storm sewer systems.

Programs and Services:

For infrastructure stewardship, a thorough understanding of the systems, their context, capacities and conditions is essential. These are the fundamental tools for their responsible planning, efficient design and construction management to assure that these services are reliably and responsibly available where and when required for a vibrant economy.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	53.00	57.00	58.00	60.00	60.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	312,140	117,955	91,931	39,114	39,114
Interfund Charges	5,452	44,097	20,212	19,988	19,988
Reserve for Budget Adjustment	0	0	0	4,148	0
Transfers Out	686	343	28,463	55,299	55,299
Wages & Benefits	5,261,492	5,686,691	6,028,767	6,566,314	6,767,666
Supplies & Services	182,263	192,157	189,361	207,568	198,290
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	5,762,033	6,041,243	6,358,734	6,892,431	7,080,357

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	85,000	96,410	97,830	10,000	95,000
IG Revenue	0	0	0	0	0
Services	6,586,300	8,595,162	8,807,848	6,488,601	6,620,543
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	364,814
All Other	(2,283)	0	17	0	0
TOTAL	6,669,017	8,691,572	8,905,695	6,498,601	7,080,357

Revenue Notes:

Program Summary: Construction Management

Division: Public Works

Fund Type: General Fund

Executive Summary:

Provide high-quality and cost effective construction management services focused on capital infrastructure including sewer, water, streets, stormwater, bridges, signals, pedestrian, bikeways. Services include on-site inspection of public and private infrastructure for consistency and compliance with internal/external standards, with an emphasis on strong coordination.

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: coordinated construction management for water, sewer, streets, bridges, sidewalks, bikeways/paths, landscaping, signals, signs/markers, stormwater, and combined sewer overflows projects. 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). 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. Other services include small contract projects for other City departments, customer service in response to data, questions, concerns on other projects, all as-built records and drawings for the Department and City, 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	33.00	37.00	38.00	38.00	38.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	126,757	32,651	(17)	0	0
Interfund Charges	4,885	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	3,435,358	3,736,515	3,938,061	4,192,148	4,292,590
Supplies & Services	748	4,353	7,088	720	2,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	3,567,748	3,773,519	3,945,132	4,192,868	4,294,590

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	2,506,851	2,841,653	2,972,985	3,172,734	3,259,802
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(2,295)	0	0	0	0
TOTAL	2,504,556	2,841,653	2,972,985	3,172,734	3,259,802

Revenue Notes:

Program Summary: Engineering Administration

Division: Public Works

Fund Type: General Fund

Executive Summary:

Engineering Administration is vital to providing leadership 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 leadership for Engineering Services.

Programs and Services:

The Administrative Function of Engineering ensures that coordination of all projects is done properly with adherence to all City policies, and procedures. This includes meticulous record keeping, project tracking, contract processing, and coordination of bidding processes.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	5.00	5.00	5.00	5.00	5.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	185,383	85,304	91,948	39,114	39,114
Interfund Charges	567	44,097	20,212	19,988	19,988
Reserve for Budget Adjustment	0	0	0	4,148	0
Transfers Out	686	343	28,463	55,299	55,299
Wages & Benefits	379,809	440,261	381,150	499,877	492,662
Supplies & Services	176,563	187,588	182,264	206,320	196,290
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	743,008	757,593	704,037	824,746	803,353

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	85,000	96,410	97,830	10,000	95,000
IG Revenue	0	0	0	0	0
Services	2,929,443	4,488,547	4,442,795	2,031,267	1,752,988
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	364,814
All Other	12	0	17	0	0
TOTAL	3,014,455	4,584,957	4,540,642	2,041,267	2,212,802

Revenue Notes:

Program Summary: Engineering Design

Division: Public Works

Fund Type: General Fund

Executive Summary:

Engineering provides high-quality and cost-effective engineering design services with emphasis on capital infrastructure in the right of way. Services include design and construction management of capital projects for consistency and compliance with standards.

Programs and Services:

The economic vitality of the community is key to the City's ability to provide services to its citizens and is a core characteristic of an overall thriving community. This function includes all preliminary and final design elements, including bid and award, permitting, right-of-way identification and certifications, and adherence to all applicable federal, state and local standards.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	15.00	15.00	15.00	17.00	17.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	1,446,325	1,509,915	1,709,556	1,874,289	1,982,414
Supplies & Services	4,952	216	9	528	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,451,277	1,510,131	1,709,565	1,874,817	1,982,414

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,150,006	1,264,962	1,392,068	1,284,600	1,607,753
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,150,006	1,264,962	1,392,068	1,284,600	1,607,753

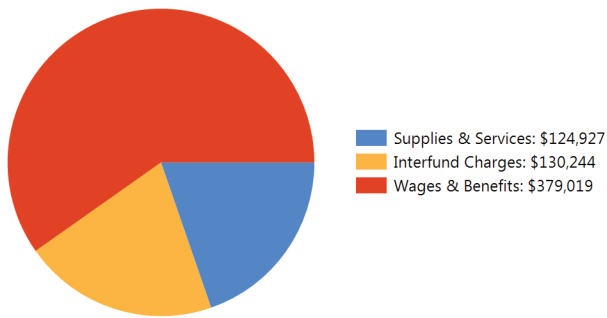
Revenue Notes:



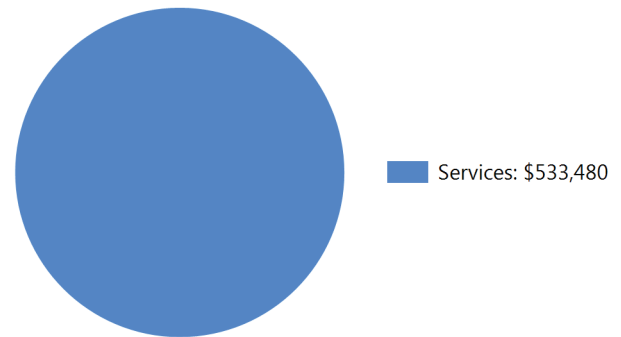
Environmental Programs

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.

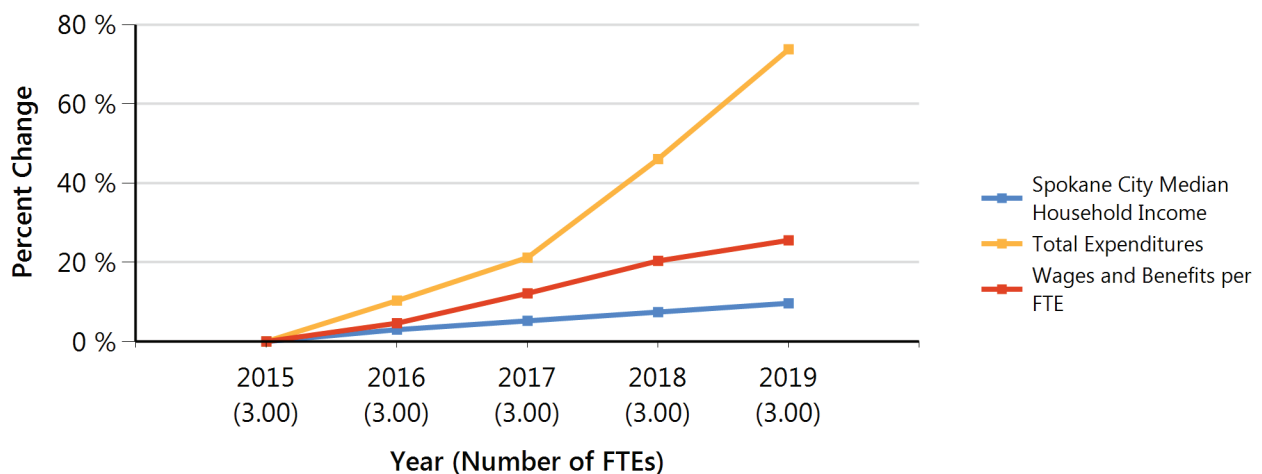
2019 Expenditures



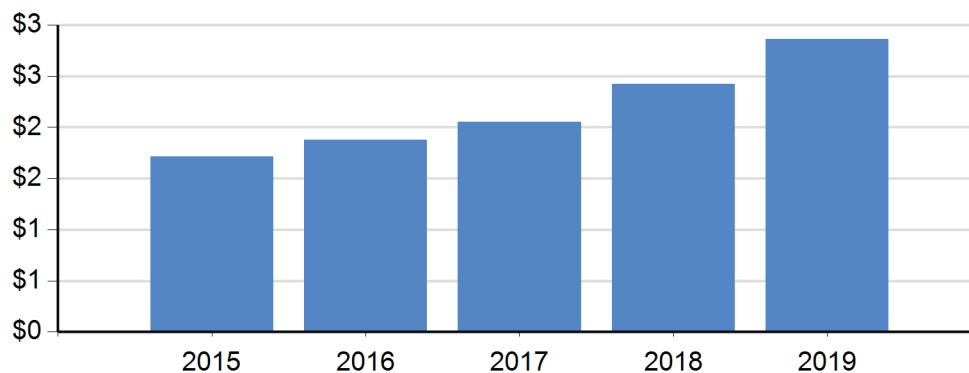
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$1.71	\$1.88	\$2.05	\$2.42	\$2.86
Percent Change	0.00%	10.31%	9.85%	20.52%	18.95%



Department Summary: Environmental Programs

Division: Public Works

Fund Type: Enterprise Fund

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.

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 utility departments, 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 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, oversee the city and community-wide greenhouse gas inventory and coordinate the City's sustainability program. We support each department as they lead compliance and reporting on environmental regulations specific to their operations. We also work to bring the City's views and perspectives to regional environmental processes, such as conservation and watershed planning. We produce reports on the quality and quantity of the City's water resources, energy use and water use by the City's departments.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	52,133	52,208	64,455	78,923	130,244
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	295,999	309,681	333,023	360,279	379,019
Supplies & Services	16,870	40,753	44,849	93,927	124,927
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	365,002	402,642	442,327	533,129	634,190

Expenditure Notes:

Expenditures increased in interfund IT and interfund professional services

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	345,517	369,345	438,074	521,048	533,480
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	345,517	369,345	438,074	521,048	533,480

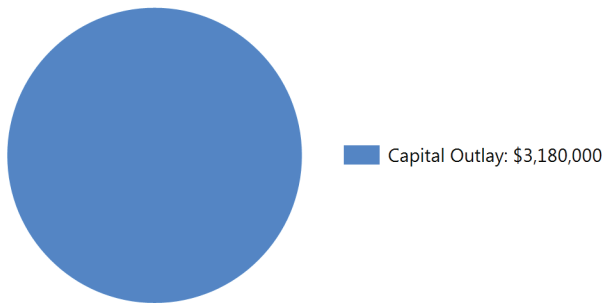
Revenue Notes:



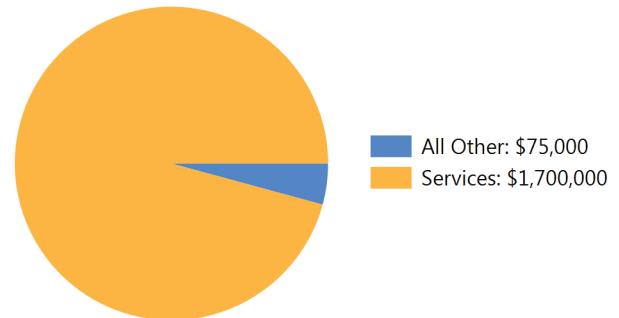
Fleet Replacement Fund

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.

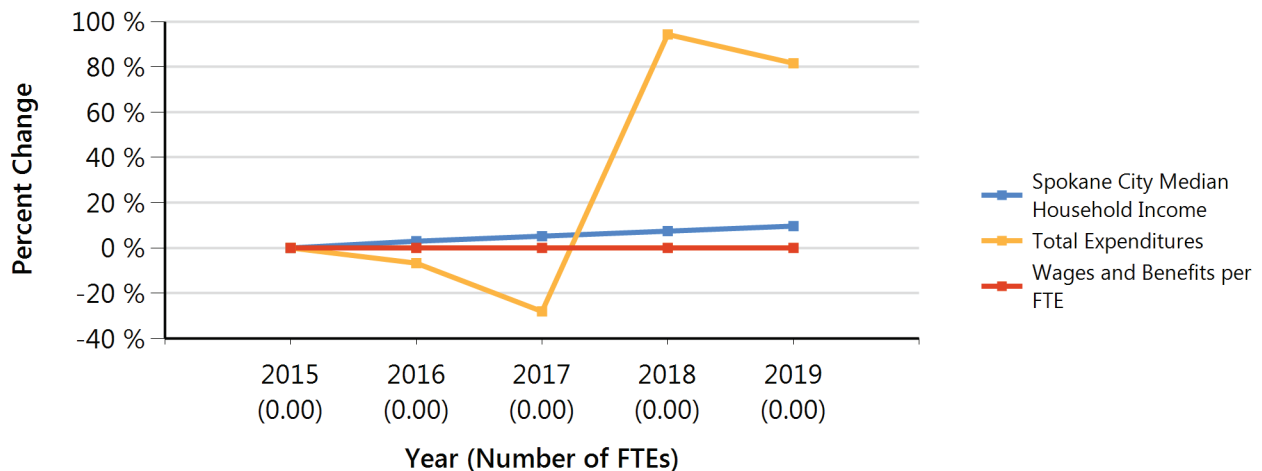
2019 Expenditures



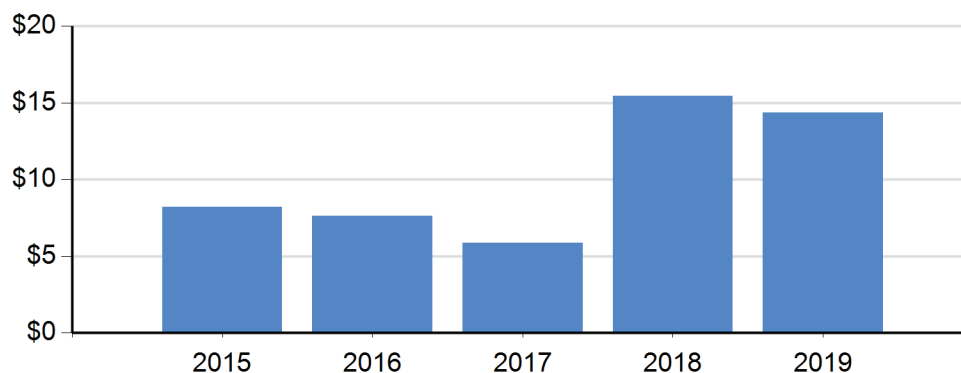
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$8.22	\$7.62	\$5.85	\$15.46	\$14.34
Percent Change	0.00%	-6.71%	-22.86%	170.05%	-6.55%



Department Summary: Fleet Replacement Fund**Division:** Public Works**Fund Type:** Internal Service Fund

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.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	1,366,849	1,576,565	1,225,043	3,367,000	3,180,000
Interfund Charges	82,870	56,071	33,185	35,000	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	300,000	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	1,592	1,086	1,983	1,200	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,751,311	1,633,722	1,260,211	3,403,200	3,180,000

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,735,121	1,800,821	1,707,114	2,000,000	1,700,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	335,835	75,489	93,005	100,000	0
General Fund Resources	0	0	0	0	0
All Other	95,821	171,310	93,483	75,000	75,000
TOTAL	2,166,777	2,047,620	1,893,602	2,175,000	1,775,000

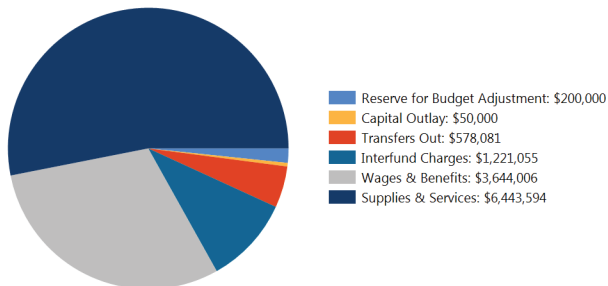
Revenue Notes:



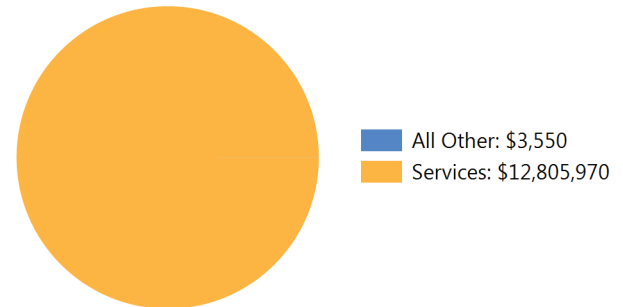
Fleet Services

Fleet Services manages a suite of centralized maintenance, procurement, disposal, and record keeping services for City of Spokane departments that utilize vehicles and equipment to fulfill their missions.

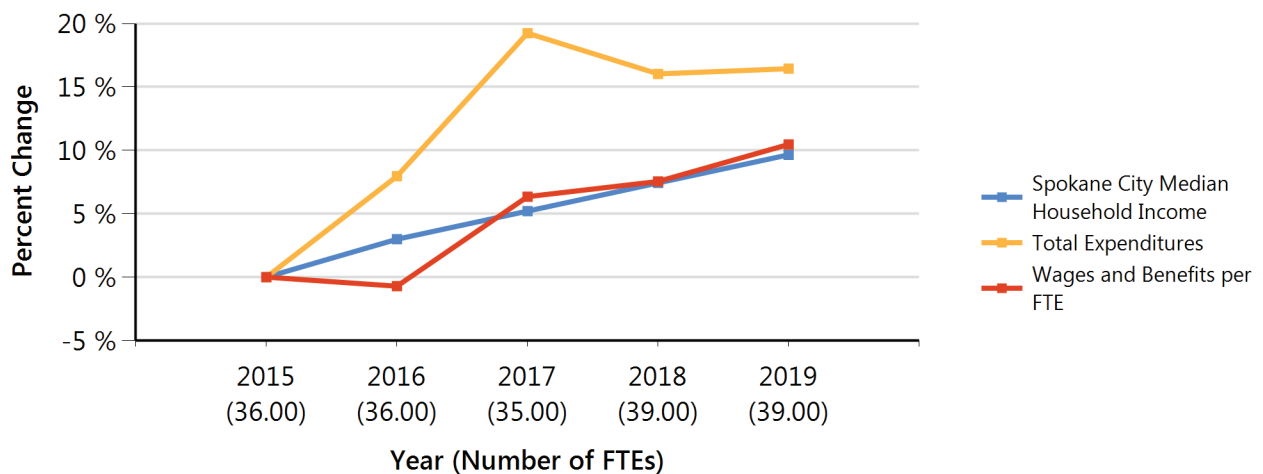
2019 Expenditures



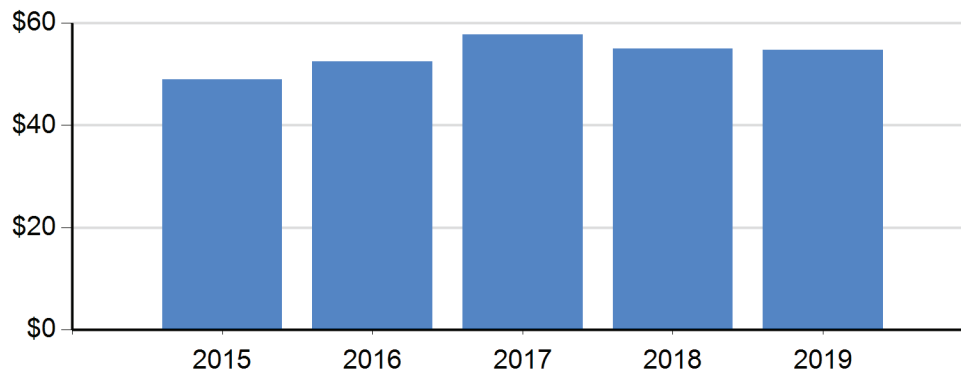
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$48.91	\$52.46	\$57.69	\$54.95	\$54.74
Percent Change	0.00%	7.96%	10.45%	-2.69%	0.35%



Department Summary: Fleet Services**Division:** Public Works**Fund Type:** Internal Service Fund

Executive Summary:

Fleet Services manages a suite of centralized maintenance, procurement, disposal, and record keeping services for City of Spokane departments that utilize vehicles and equipment to fulfill their missions.

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 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	36.00	36.00	35.00	39.00	39.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	38,387	3,158	40,567	50,000	50,000
Interfund Charges	1,237,005	1,286,778	1,099,144	1,332,953	1,221,055
Reserve for Budget Adjustment	0	0	0	200,000	200,000
Transfers Out	292,085	642,613	620,715	678,081	578,081
Wages & Benefits	3,038,146	3,016,449	3,139,818	3,540,474	3,644,006
Supplies & Services	5,817,483	6,304,000	7,526,858	6,292,772	6,443,594
Debt Services	0	0	0	0	0
All Other	0	0	2,067	0	0
TOTAL	10,423,106	11,252,998	12,429,169	12,094,280	12,136,736

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	1,674	0	0	0
Services	10,281,026	11,434,140	12,576,442	12,143,465	12,805,970
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	216,020	30,137	9,357	14,550	3,550
TOTAL	10,497,046	11,465,951	12,585,799	12,158,015	12,809,520

Revenue Notes:

Program Summary: Fleet Services Administration**Division:** Public Works**Fund Type:** Internal Service Fund

Executive Summary:

Fleet Services provides leadership essential to the management of a centralized fleet for maintenance, procurement, disposal, and record keeping services for City of Spokane departments that utilize vehicles and equipment to fulfill their missions.

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 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	11.00	11.00	10.00	10.00	10.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,230,767	1,163,673	977,519	1,322,753	1,220,855
Reserve for Budget Adjustment	0	0	0	200,000	200,000
Transfers Out	2,914	44	0	0	0
Wages & Benefits	970,961	1,044,916	953,492	972,924	1,005,330
Supplies & Services	463,475	218,964	239,173	241,073	368,827
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,668,117	2,427,597	2,170,184	2,736,750	2,795,012

Expenditure Notes:

2019 supplies now includes minor tools and equipment moved from operations and maintenance program.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	6,500	0	0
TOTAL	0	0	6,500	0	0

Revenue Notes:

2017 revenue is for rent of the Normandie Location that is no longer used by Fleet.



Program Summary: Fleet Services Operations & Maintenance**Division:** Public Works**Fund Type:** Internal Service Fund

Executive Summary:

Fleet Services provides centralized fleet management, maintenance, procurement, disposal, and record keeping services for City of Spokane departments that utilize vehicles and equipment to fulfill their missions.

Programs and Services:

Fleet Services is an internal services fund that ensures the highest quality of service, efficiency and reliability of vehicle and equipment maintenance through the implementation of a full-range of maintenance programs.

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 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	25.00	25.00	25.00	29.00	29.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	21,061	3,158	40,567	50,000	50,000
Interfund Charges	1,578	110,270	113,556	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	289,171	642,569	620,715	678,081	578,081
Wages & Benefits	2,055,336	1,971,533	2,186,326	2,567,550	2,638,676
Supplies & Services	3,975,041	4,392,752	5,556,536	3,809,955	3,832,948
Debt Services	0	0	0	0	0
All Other	0	0	2,067	0	0
TOTAL	6,342,187	7,120,282	8,519,767	7,105,586	7,099,705

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	1,674	0	0	0
Services	8,657,429	9,319,209	10,601,092	8,953,465	10,298,480
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	216,020	9,820	2,857	14,550	3,550
TOTAL	8,873,449	9,330,703	10,603,949	8,968,015	10,302,030

Revenue Notes:

Program Summary: Fuel/Wash Site-Broadway**Division:** Public Works**Fund Type:** Internal Service Fund

Executive Summary:

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.

Programs and Services:

Fleet Services provides city departments and some external customers with fuel and wash site at Broadway.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	17,326	0	0	0	0
Interfund Charges	0	1,306	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	11,849	0	0	0	0
Supplies & Services	1,377,025	1,692,284	1,731,149	2,239,844	2,233,319
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,406,200	1,693,590	1,731,149	2,239,844	2,233,319

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,604,694	2,098,149	1,957,833	3,175,000	2,492,490
Fines & 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	20,317	0	0	0
TOTAL	1,604,694	2,118,466	1,957,833	3,175,000	2,492,490

Revenue Notes:

Program Summary: Motor Pool**Division:** Public Works**Fund Type:** Internal Service Fund

Executive Summary:

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.

Programs and Services:

Fleet Services provides city departments and some external customers with motor pool vehicles that are safe, reliable, economical and environmentally sound transportation. As well as related support services that are responsive to their needs and that conserve vehicle value and equipment investment.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	4,660	11,529	8,069	10,200	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	1,942	0	0	1,900	8,500
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	6,602	11,529	8,069	12,100	8,700

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	18,903	16,782	17,517	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
TOTAL	18,903	16,782	17,517	15,000	15,000

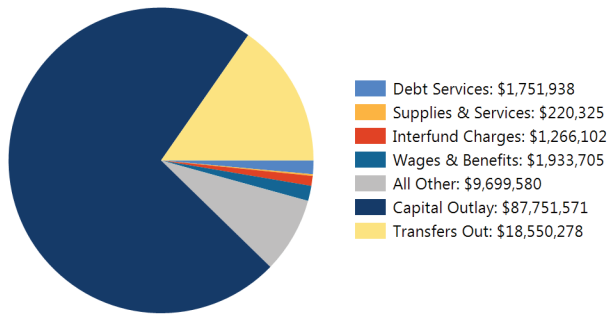
Revenue Notes:



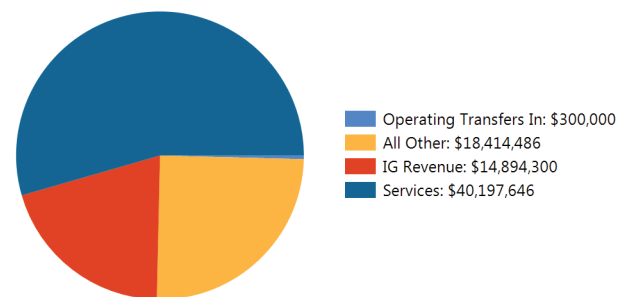
Integrated Capital Management

The Integrated Capital Management (ICM) 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 handle projected demand. This program includes administrative functions and professional support of the Integrated Capital Management.

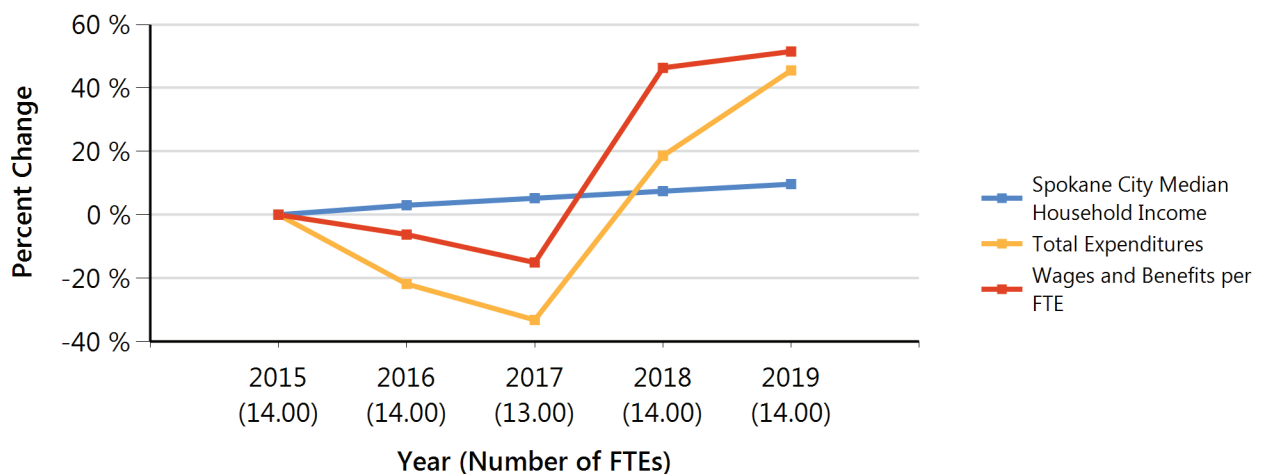
2019 Expenditures



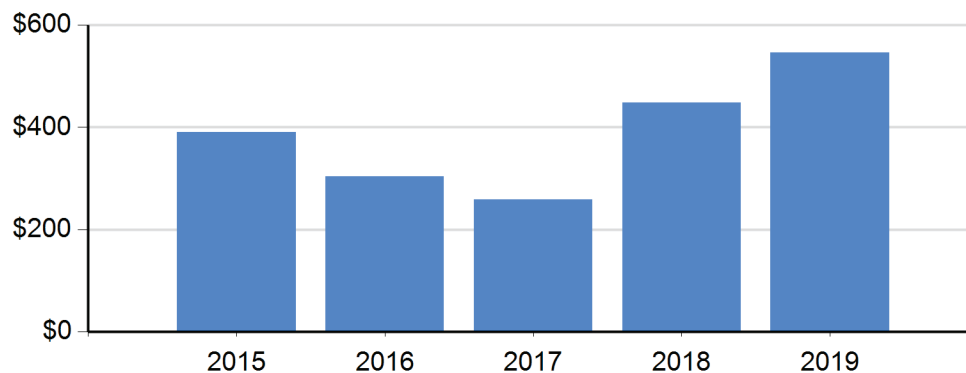
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$390.70	\$303.38	\$258.17	\$448.66	\$546.52
Percent Change	0.00%	-21.83%	-14.52%	77.54%	22.70%



Department Summary: Integrated Capital Management

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Integrated Capital Management (ICM) 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 handle projected demand. This program includes administrative functions and professional support of the Integrated Capital Management.

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 projects 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.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	14.00	14.00	13.00	14.00	14.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	33,075,615	17,301,613	12,244,663	66,018,150	87,751,571
Interfund Charges	649,320	840,275	1,398,653	1,073,208	1,266,102
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	40,775,616	35,913,940	30,631,838	18,551,778	18,550,278
Wages & Benefits	1,332,667	1,249,453	1,057,744	1,838,961	1,933,705
Supplies & Services	145,690	2,249,629	212,894	1,177,220	220,325
Debt Services	0	17,149	649,232	1,506,578	1,751,938
All Other	7,280,205	7,503,934	9,426,219	8,584,825	9,699,580
TOTAL	83,259,113	65,075,993	55,621,243	98,750,720	121,173,499

Expenditure Notes:

All other includes excise taxes on utility revenues paid to Department of Revenue.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	638,615	1,178,412	1,321,806	7,243,500	14,894,300
Services	35,023,482	36,876,995	39,073,977	38,138,514	40,197,646
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	960,000	300,000
General Fund Resources	0	0	0	0	0
All Other	10,874,867	11,943,325	19,700,822	33,269,099	18,414,486
TOTAL	46,536,964	49,998,732	60,096,605	79,611,113	73,806,432

Revenue Notes:

Program Summary: Capital Department of Ecology - Clean Water**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The Capital Department Ecology - Clean Water supports the grants received from the Department of Ecology related to Clean Water projects. These are vital to projects that improve and protect water quality through Water/Wastewater and stormwater infrastructure.

Programs and Services:

The Integrated Capital Management Department coordinates and prioritizes all the interrelated infrastructure requirements within the City's right of way. The Capital Department Ecology - Clean Water supports the grants received from the Department of Ecology related to Clean Water projects. These are vital to projects that improve and protect water quality through Water/Wastewater and stormwater infrastructure.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	6,095,392	0	10,876,346
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	6,095,392	0	10,876,346

Expenditure Notes:

Newer program to track Ecology funded projects. Began using in 2017 but not budgeted for until 2019.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	517,866	0	4,847,300
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	2,450,401	0	6,066,546
TOTAL	0	0	2,968,267	0	10,913,846

Revenue Notes:

Newer program to track Ecology funded projects. Began using in 2017 but not budgeted for until 2019.



Program Summary: Capital Department of Health - Drinking Water**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The Capital Department Health - Drinking Water supports the grants received from the Department of Health related to water infrastructure projects. These are vital to projects that ensure clean drinking water through water infrastructure.

Programs and Services:

The Integrated Capital Management Department coordinates and prioritizes all the interrelated infrastructure requirements within the City's right of way. The Capital Department Health – Drinking Water supports the grants received from the Department of Health related to drinking water projects. These are vital to projects that provide clean drinking water through water infrastructure.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	411,519	970,025	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	411,519	970,025	0	0

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	1,480,428	0	0
TOTAL	0	0	1,480,428	0	0

Revenue Notes:

Program Summary: Capital Sewer**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The Integrated Capital Management (ICM) 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.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	6,663,265	3,714,246	1,239,475	35,446,150	50,318,911
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	6,663,265	3,714,246	1,239,475	35,446,150	50,318,911

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	558,015	0	8,937	2,797,000	2,250,000
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	7,456,854	1,904,711	3,042,313	1,645,430	0
TOTAL	8,014,869	1,904,711	3,051,250	4,442,430	2,250,000

Revenue Notes:

Program Summary: Capital Stormwater

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Integrated Capital Management (ICM) 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.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	2,230,711	3,100,894	283,696	9,963,000	5,217,227
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,230,711	3,100,894	283,696	9,963,000	5,217,227

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	80,600	755,304	525,209	2,996,500	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	213,261	5,600,604	1,563,315	1,900,000	0
TOTAL	293,861	6,355,908	2,088,524	4,896,500	0

Revenue Notes:

Program Summary: Capital Water

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Integrated Capital Management (ICM) 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.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	7,001,744	7,845,638	1,737,846	12,079,000	19,478,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	7,001,744	7,845,638	1,737,846	12,079,000	19,478,000

Expenditure Notes:

Increase in water main, storage system and well & booster station projects in 2019.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	550,000	7,797,000
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	50,000	0
TOTAL	0	0	0	600,000	7,797,000

Revenue Notes:

WSDOT Water Grants are anticipated and budgeted for in the 2019 Budget.



Program Summary: ICM Administration

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Integrated Capital Management (ICM) 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 handle projected demand. This program includes administrative functions and professional support of the Integrated Capital Management.

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 projects 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	14.00	14.00	13.00	14.00	14.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	15,302	0	210,352	0	50,000
Interfund Charges	649,320	840,275	1,398,653	1,073,208	1,266,102
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	40,775,616	35,913,940	30,631,838	18,551,778	18,550,278
Wages & Benefits	1,332,667	1,249,453	1,057,744	1,838,961	1,933,705
Supplies & Services	145,690	2,249,629	212,894	1,177,220	220,325
Debt Services	0	17,149	0	1,506,578	1,751,938
All Other	7,280,205	7,503,934	9,426,219	8,584,825	9,699,580
TOTAL	50,198,800	47,774,380	42,937,700	32,732,570	33,471,928

Expenditure Notes:

All other includes excise taxes paid on Utility Revenue paid to Department of Revenue

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	35,023,482	36,876,995	39,073,977	38,138,514	40,197,646
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	960,000	300,000
General Fund Resources	0	0	0	0	0
All Other	25,483	4,999	6,499,263	10,043,669	12,347,940
TOTAL	35,048,965	36,881,994	45,573,240	49,142,183	52,845,586

Revenue Notes:

Program Summary: Major CSO Projects**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The City is committed through its 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.

Programs and Services:

All major CSO tank projects have been designed and are in process of being constructed All CSO tanks are expected to be operational by the end of 2019.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	17,164,593	2,229,316	1,707,877	8,530,000	1,811,087
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	649,232	0	0
All Other	0	0	0	0	0
TOTAL	17,164,593	2,229,316	2,357,109	8,530,000	1,811,087

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	423,108	269,794	900,000	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	3,179,269	4,433,011	4,665,102	19,630,000	0
TOTAL	3,179,269	4,856,119	4,934,896	20,530,000	0

Revenue Notes:



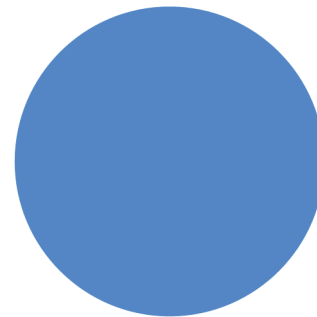
Paths and Trails

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

2019 Expenditures

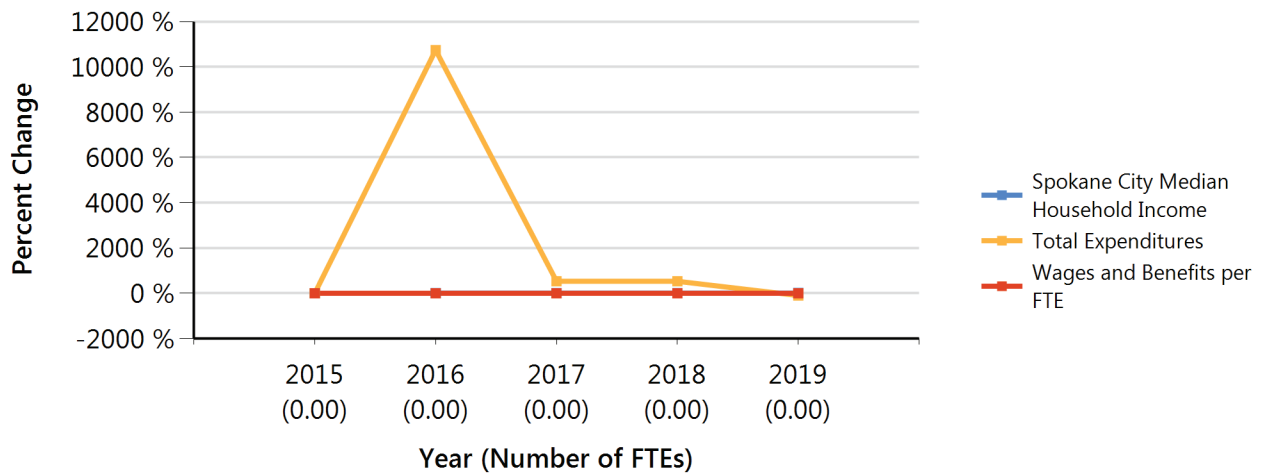
No Data Available

2019 Revenues

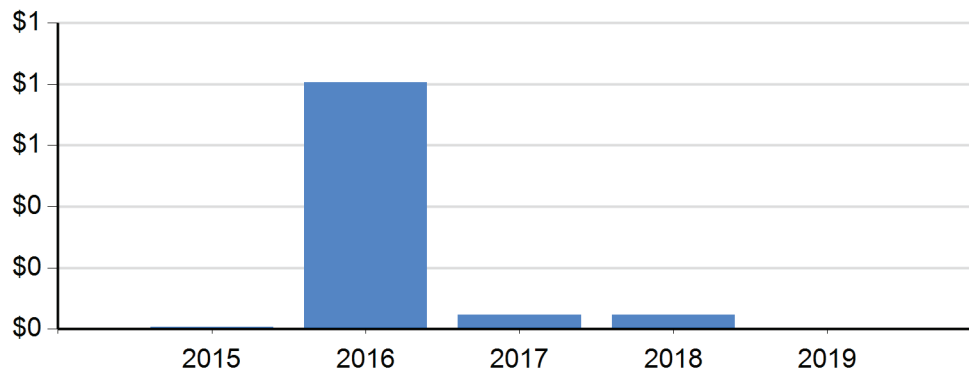


IG Revenue: \$15,000

Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$0.01	\$0.81	\$0.05	\$0.00
Percent Change	0.00%	10740.46%	0.00%	-100.00%



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.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	172,788	10,000	10,000	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	1,594	9	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,594	172,797	10,000	10,000	0

Expenditure Notes:

Currently there are no capital projects planned in Arterial Streets that will require funding from the Paths & Trails department in 2019.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	15,757	16,011	16,433	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	1,250	0	300,000	0	0
TOTAL	17,007	16,011	316,433	15,000	15,000

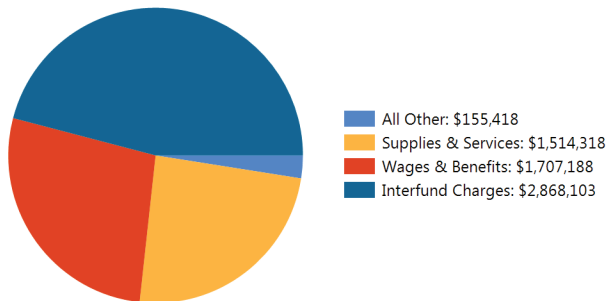
Revenue Notes:



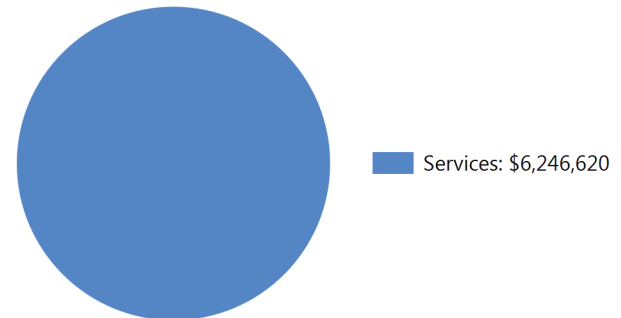
Public Works and Utilities

The Public Works & Utilities Division includes the City's major utility enterprises, including Water, Wastewater, Solid Waste (collection and disposal), Streets, Engineering Services, and Integrated Capital Management. Our Division provides services that are critical to our citizens' daily lives.

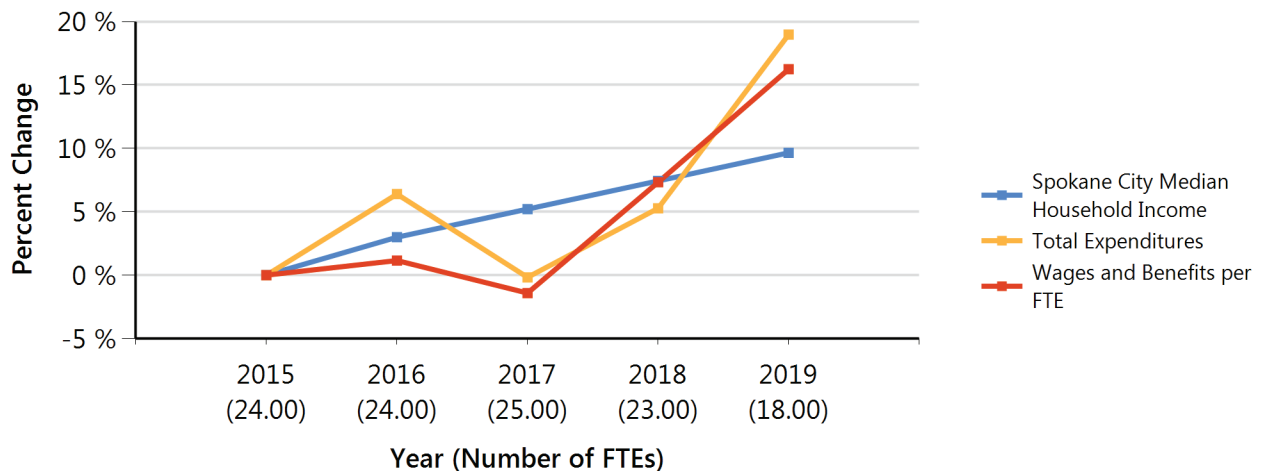
2019 Expenditures



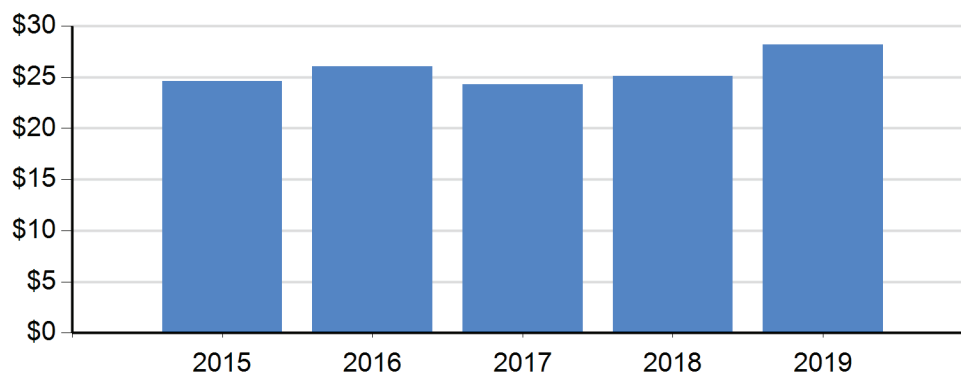
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$24.63	\$26.04	\$24.32	\$25.11	\$28.17
Percent Change	0.00%	6.39%	-6.17%	5.45%	13.01%



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 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 is also focused on integrating utility work and stormwater management with street reconstruction and maintenance. 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	24.00	24.00	25.00	23.00	18.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	1,372	2,156	0	0	0
Interfund Charges	1,851,054	1,930,046	2,228,741	2,260,826	2,868,103
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,372	2,156	330	0	0
Wages & Benefits	1,950,005	1,972,465	2,001,910	2,002,712	1,707,188
Supplies & Services	1,286,676	1,531,745	863,654	1,106,853	1,514,318
Debt Services	0	0	0	0	0
All Other	158,550	145,994	145,223	155,418	155,418
TOTAL	5,249,029	5,584,562	5,239,858	5,525,809	6,245,027

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:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,057,883	5,538,188	5,084,085	5,522,596	6,246,620
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(1,617)	2,728	3,020	3,213	3,213
TOTAL	5,056,266	5,540,916	5,087,105	5,525,809	6,249,833

Revenue Notes:

Program Summary: Customer Service

Division: Public Works

Fund Type: Internal Service Fund

Executive Summary:

Utility Billing consists of 3 sections including Customer Service, Bill Production/Proofing; and Credit/Collections. Utility Billing is responsible for the accurate billing and collection of the water, sewer, garbage, stormwater and capital rates. During 2017, the department billed an over 76,000 customers for rate revenue of more than \$186 million.

Programs and Services:

Customer Service: The City of Spokane exists to serve our citizens. This workgroup is not only the frontline to answering calls and CRM request that come in from 3-1-1, refund requests, process/research returned mail and the input of closing requests.

Bill Production/Proofing: Accurate, consistent and timely billing is a top priority. We strive to provide customers with bills that are easy to understand, helpful comparisons and comprehensive explanation of charges. This workgroup proofs data for daily billings imported from meter reads, refuse routes, etc. Service usage and consumption data errors reject bills being generated which requires staff to research, identify and correct before that bill can be issued. BP is also responsible for billing of new construction, commercial sewer; repair/inspection orders, closing bill charge, etc. BP serves both the internal customers from multiple City departments providing public works services as well as the external customers.

Credit and Collections: We must always be good stewards of public resources, and we have a responsibility to work to keep our customers current on payments. The offering of repayment arrangements and the collection of delinquent balances is critical for providing low cost services and reduction of adverse action such as service termination for the citizens of Spokane. This workgroup plays a key role in coordination of daily work to field staff, inbound calls and CRM responses, bankruptcy, foreclosure, payment arrangements, agency assistance, returned payments, inspection orders, field service orders, transfer of ownership and/or new tenant account processing, payment research and processing of payments.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	21.00	21.00	21.00	19.00	14.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	1,372	2,156	0	0	0
Interfund Charges	282	53,545	173,100	15,400	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,372	2,156	330	0	0
Wages & Benefits	1,537,851	1,473,868	1,490,107	1,463,977	1,141,029
Supplies & Services	1,125,018	1,223,639	932,248	1,069,603	1,459,008
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,665,895	2,755,364	2,595,785	2,548,980	2,600,037

Expenditure Notes:

For comparative purposes, eliminated program expenses from prior years have been added to this bid.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	3,164,026	3,474,451	5,072,431	2,870,455	2,690,927
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(1,617)	2,728	3,020	3,213	0
TOTAL	3,162,409	3,477,179	5,075,451	2,873,668	2,690,927

Revenue Notes:

For comparative purposes, eliminated program revenue from prior years have been added to this bid.



Program Summary: Public Works and Utilities Administration**Division:** Public Works**Fund Type:** Internal Service Fund

Executive Summary:

The Public Works & Utilities Division encompasses about 770 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 provides value for citizens' dollars.

Programs and Services:

The Public Works & 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 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	3.00	3.00	4.00	4.00	4.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,850,772	1,876,501	2,055,641	2,245,426	2,868,103
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	412,154	498,597	511,803	538,735	566,159
Supplies & Services	161,658	308,106	(68,594)	37,250	55,310
Debt Services	0	0	0	0	0
All Other	158,550	145,994	145,223	155,418	155,418
TOTAL	2,583,134	2,829,198	2,644,073	2,976,829	3,644,990

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:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,893,857	2,063,737	11,654	2,652,141	3,555,693
Fines & 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	3,213
TOTAL	1,893,857	2,063,737	11,654	2,652,141	3,558,906

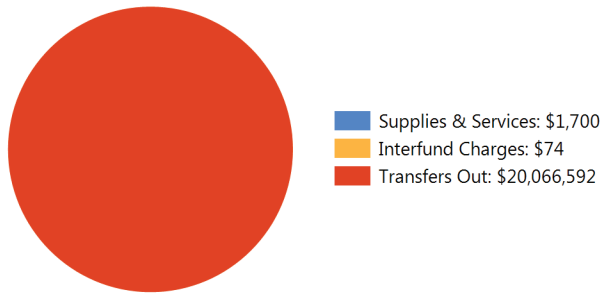
Revenue Notes:



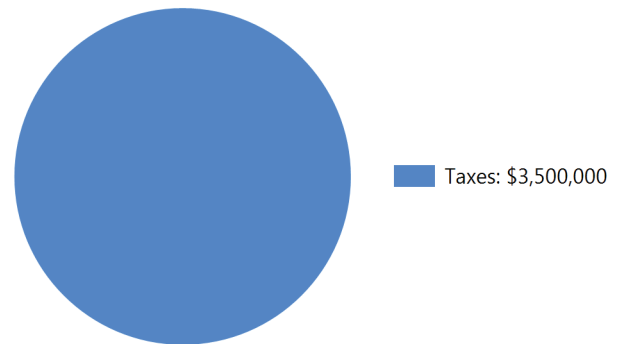
Real Estate Excise Tax Fund

Approximately 50% of the Real Estate Excise Tax (REET) 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.

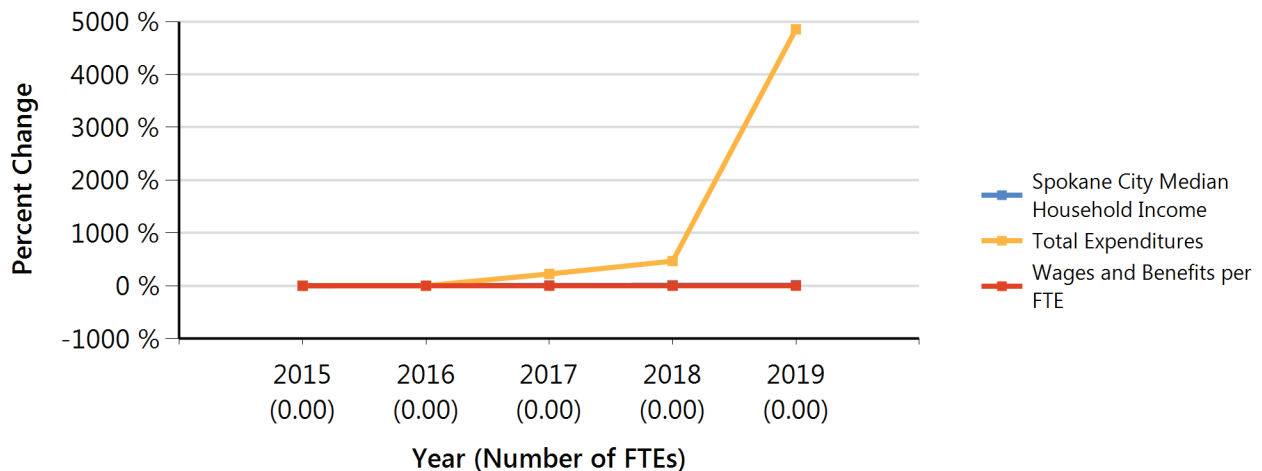
2019 Expenditures



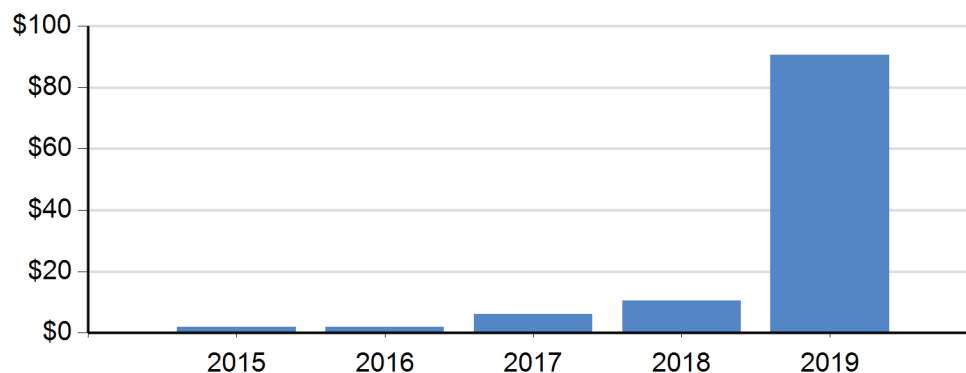
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$1.90	\$1.88	\$6.06	\$10.40	\$90.51
Percent Change	0.00%	-0.58%	224.28%	75.24%	776.84%



Department Summary: Real Estate Excise Tax Fund**Division:** Public Works**Fund Type:** Special Revenue Fund

Executive Summary:

Approximately 50% of the Real Estate Excise Tax (REET) 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	3,730	1,411	1,746	2,031	74
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	400,000	400,000	1,302,565	2,285,167	20,066,592
Wages & Benefits	0	0	0	0	0
Supplies & Services	1,372	1,311	1,656	1,500	1,700
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	405,102	402,722	1,305,967	2,288,698	20,068,366

Expenditure Notes:

The increased transfer-out budget in 2019 reflects estimated funding to Arterial Street capital projects. Funding sources for Arterial Street capital projects are being finalized and this budget line will adjust accordingly.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	2,400,705	2,765,868	3,516,594	3,000,000	3,500,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,400,705	2,765,868	3,516,594	3,000,000	3,500,000

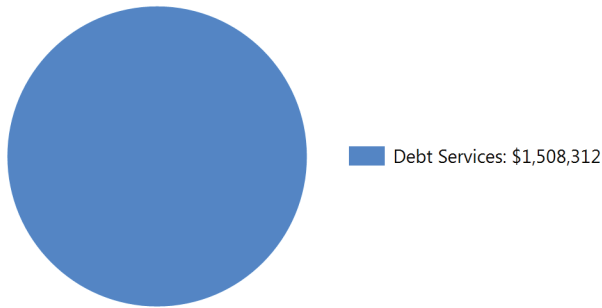
Revenue Notes:



Sewer Construction

This program provides funds to pay debt service on low interest loans received from the State of Washington to fund infrastructure upgrades to the Wastewater Management System. Currently planned capital upgrades are provided for by Integrated Capital Management and the Wastewater and Stormwater Infrastructure Operating Capital programs.

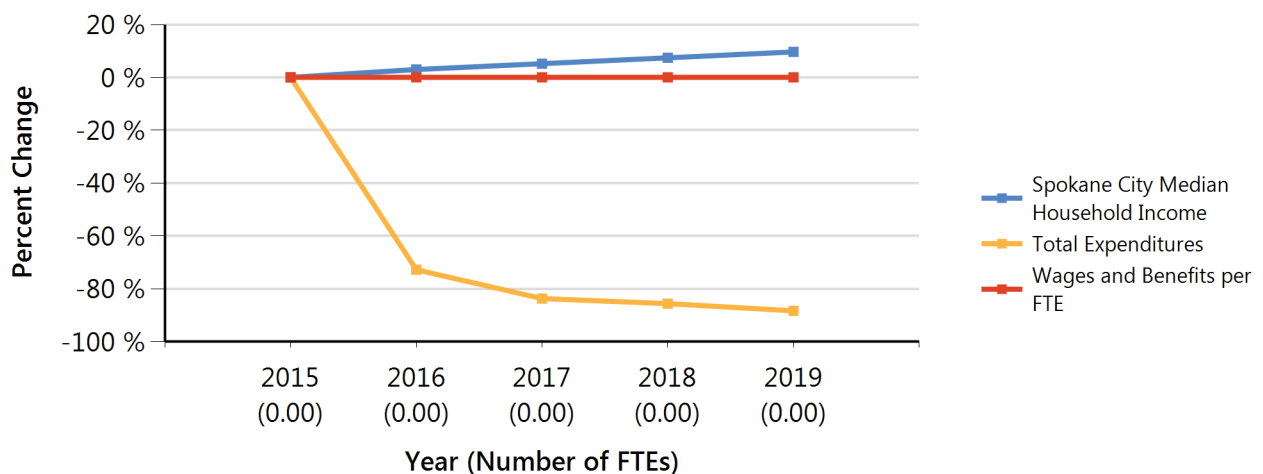
2019 Expenditures



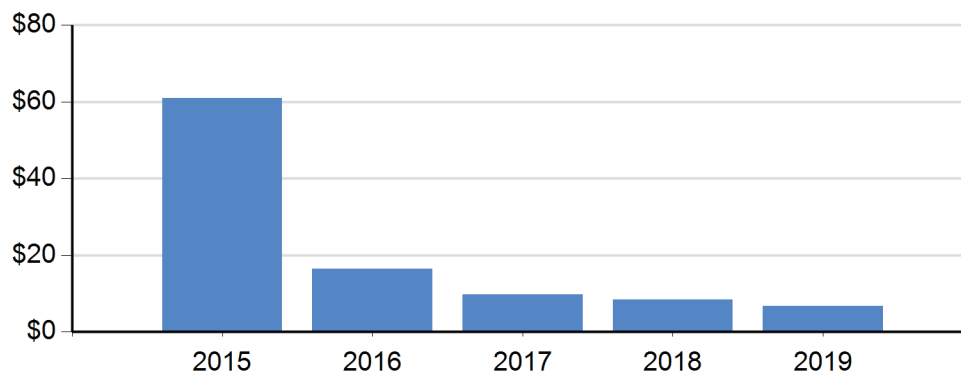
2019 Revenues

No Data Available

Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$60.88	\$16.44	\$9.79	\$8.45	\$6.80
Percent Change	0.00%	-72.81%	-40.17%	-11.81%	-18.93%



Department Summary: Sewer Construction**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

This program provides funds to pay debt service on low interest loans received from the State of Washington to fund infrastructure upgrades to the Wastewater Management System. Currently planned capital upgrades are provided for by Integrated Capital Management and the Wastewater and Stormwater Infrastructure Operating Capital programs.

Programs and Services:

This program is to pay debt service and does not provide for programs and services.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	11,501,009	2,026,681	(1,340,540)	2,469	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	969	927	1,439,332	48,700	0
Debt Services	753,069	672,508	1,750,740	1,809,540	1,508,312
All Other	717,804	826,740	260,506	0	0
TOTAL	12,972,851	3,526,856	2,110,038	1,860,709	1,508,312

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	1,094,693	9,252	7,279	5,259	0
Services	171,139	230,600	211,694	141,347	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	10,749,006	11,540,387	1,084,431	1,000,000	0
TOTAL	12,014,838	11,780,239	1,303,404	1,146,606	0

Revenue Notes:

Revenues are no longer being budgeted in this program. Expenditures will be paid for from the Department's reserves.

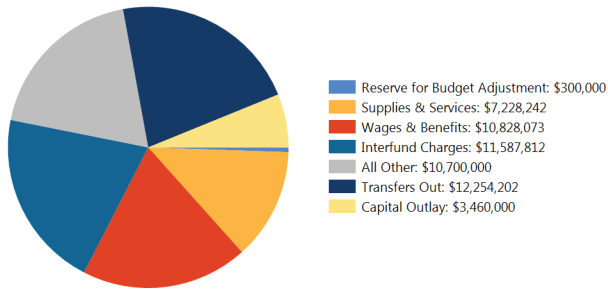




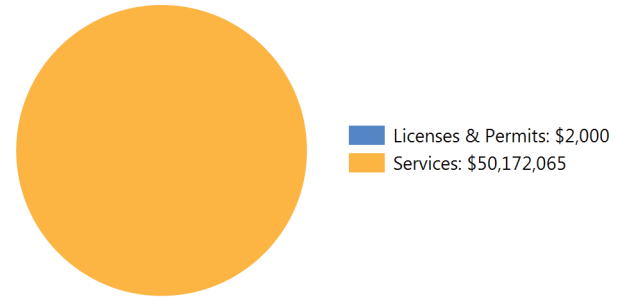
Solid Waste Collection

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.

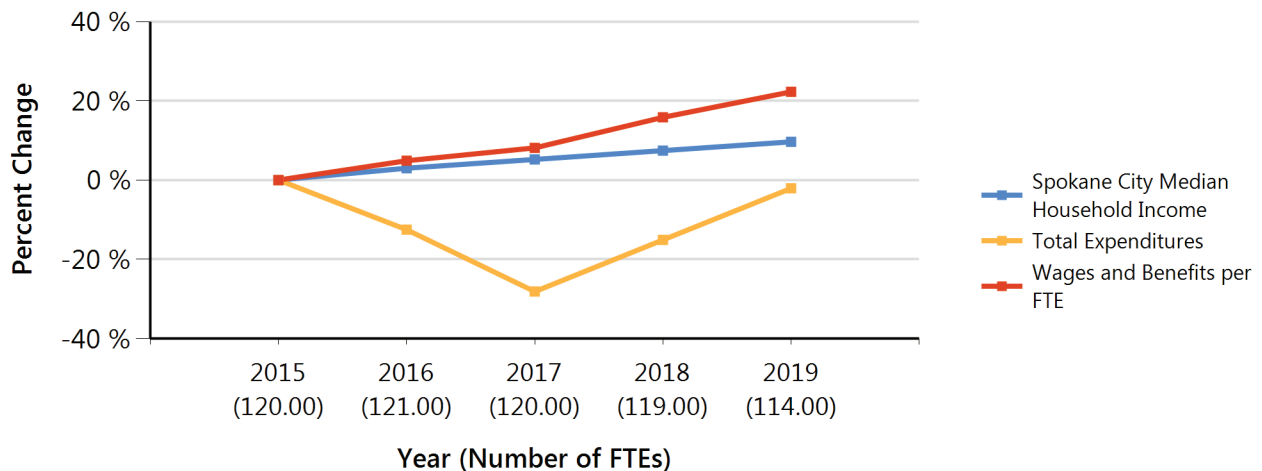
2019 Expenditures



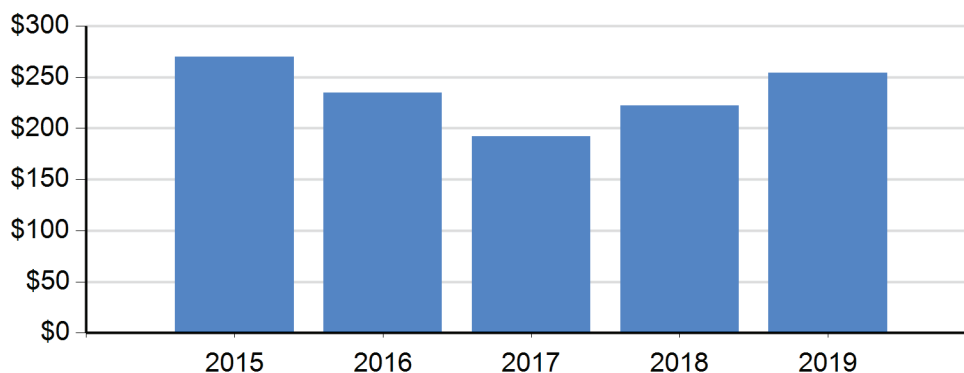
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$270.14	\$234.75	\$191.96	\$222.03	\$254.19
Percent Change	0.00%	-12.53%	-17.86%	18.16%	15.32%



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.

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. In addition, we offer an optional yard and food waste collection service for nine months of the year. Single stream recycling system allows customers 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. Solid Waste operations were relocated with Fleet maintenance services at the Spokane Central Service Center. We continue to convert the garbage collection vehicles from diesel fuel to compressed natural gas, which will provide significant environmental and financial benefits. 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	120.00	121.00	120.00	119.00	114.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	16,759,677	3,672,549	2,136,744	100,000	3,460,000
Interfund Charges	7,382,028	8,743,258	9,748,771	9,913,234	11,587,812
Reserve for Budget Adjustment	0	0	0	300,000	300,000
Transfers Out	9,351,737	12,918,289	10,591,475	11,463,550	12,254,202
Wages & Benefits	9,182,619	9,710,791	9,943,258	10,620,013	10,828,073
Supplies & Services	6,203,158	6,034,999	(767,420)	6,673,092	7,228,242
Debt Services	0	0	0	0	0
All Other	8,686,820	9,272,920	9,704,947	9,800,000	10,700,000
TOTAL	57,566,039	50,352,806	41,357,775	48,869,889	56,358,329

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:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	2,945	4,431	2,000	2,000	2,000
IG Revenue	0	0	0	0	0
Services	42,306,850	44,989,858	46,980,756	47,637,106	50,172,065
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	466,456	5,003,114	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(294,350)	72,088	1,999,859	1,791,344	1,807,300
TOTAL	42,481,901	50,069,491	48,982,615	49,430,450	51,981,365

Revenue Notes:

Revenues in the All Other category are comprised of interfund rents, investment interest and sale of recycling materials.



Program Summary: Recycling

Division: Public Works

Fund Type: Enterprise Fund

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 greenhouse gas reductions.

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. Single stream recycling system allows customers to put all their recyclables in a large, 64-gallon rolling cart without sorting. The service allows for significantly more recyclables to be collected curbside and allows for fully automated collection, increasing efficiencies and reducing operating costs.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	32.00	32.00	32.00	33.00	33.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	41,869	0	0	40,000	1,577,000
Interfund Charges	1,219,871	1,976,408	2,100,533	1,777,050	2,451,575
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	18,535	14,349	26,446	18,922	23,108
Wages & Benefits	2,569,305	2,554,213	2,635,586	2,865,321	2,996,143
Supplies & Services	2,531,188	2,668,978	2,511,803	2,989,396	3,182,196
Debt Services	0	0	0	0	0
All Other	0	4,771	0	5,000	0
TOTAL	6,380,768	7,218,719	7,274,368	7,695,689	10,230,022

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	4,246,388	4,617,609	5,010,059	4,675,000	5,520,000
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	899,890	530,879	1,518,207	1,359,800	1,359,800
TOTAL	5,146,278	5,148,488	6,528,266	6,034,800	6,879,800

Revenue Notes:

Program Summary: Solid Waste Collection Administration

Division: Public Works

Fund Type: Enterprise Fund

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.

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. In addition, we offer an optional yard and food waste collection service for nine months of the year. Single stream recycling system allows customers 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. Solid Waste operations were relocated with Fleet maintenance services at the Spokane Central Service Center. We continue to convert the garbage collection vehicles from diesel fuel to compressed natural gas, which will provide significant environmental and financial benefits. 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	9.00	10.00	10.00	13.00	13.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	3,670,852	3,338,153	3,692,666	3,889,744	4,305,576
Reserve for Budget Adjustment	0	0	0	300,000	300,000
Transfers Out	0	0	0	700,000	700,000
Wages & Benefits	788,192	862,465	932,856	1,220,701	1,241,271
Supplies & Services	22,281	25,177	323,716	574,510	575,060
Debt Services	0	0	0	0	0
All Other	8,686,820	9,268,149	9,704,947	9,795,000	10,700,000
TOTAL	13,168,145	13,493,944	14,654,185	16,479,955	17,821,907

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:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	154,865	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	125,000	155,000	155,000
TOTAL	0	0	125,000	309,865	309,865

Revenue Notes:

Program Summary: Solid Waste Collection Operations and Maintenance

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.

Programs and Services:

Solid Waste operations were relocated with Fleet maintenance services at the Spokane Central Service Center. We continue to convert the garbage collection vehicles from diesel fuel to compressed natural gas, which will provide significant environmental and financial benefits. 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.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	79.00	79.00	78.00	73.00	68.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	6,721,388	2,580,083	2,136,744	60,000	1,743,000
Interfund Charges	1,841,512	2,613,342	3,122,458	3,145,980	3,733,980
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	9,333,202	12,903,940	10,565,029	10,744,628	11,531,094
Wages & Benefits	5,825,122	6,294,113	6,374,816	6,533,991	6,590,659
Supplies & Services	3,189,234	2,915,657	(3,970,818)	2,766,686	3,110,986
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	26,910,458	27,307,135	18,228,229	23,251,285	26,709,719

Expenditure Notes:

2015 Actuals include amounts from transfer station and landfill programs. The transfer stations are no longer operated by the City of Spokane. The landfill programs are now budgeted for in a separate department within the Solid Waste Fund.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	2,945	4,431	2,000	2,000	2,000
IG Revenue	0	0	0	0	0
Services	37,904,061	40,177,028	41,808,162	42,807,241	44,497,200
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	(1,301,121)	(456,582)	348,218	272,544	288,500
TOTAL	36,605,885	39,724,877	42,158,380	43,081,785	44,787,700

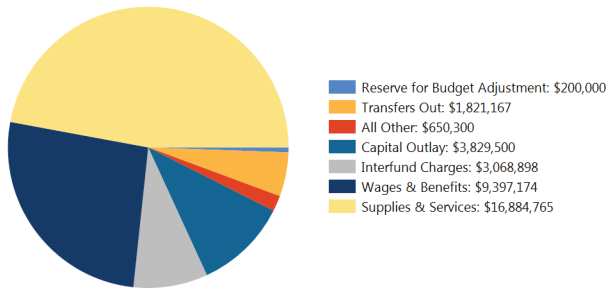
Revenue Notes:



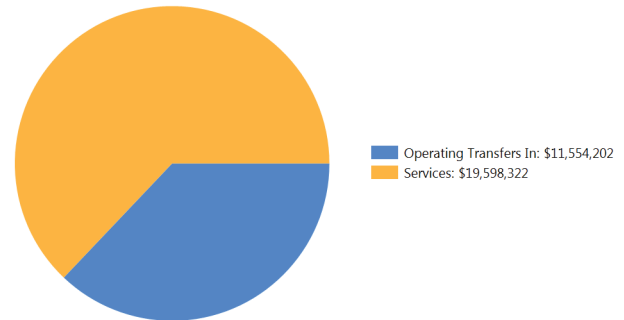
Solid Waste Disposal

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.

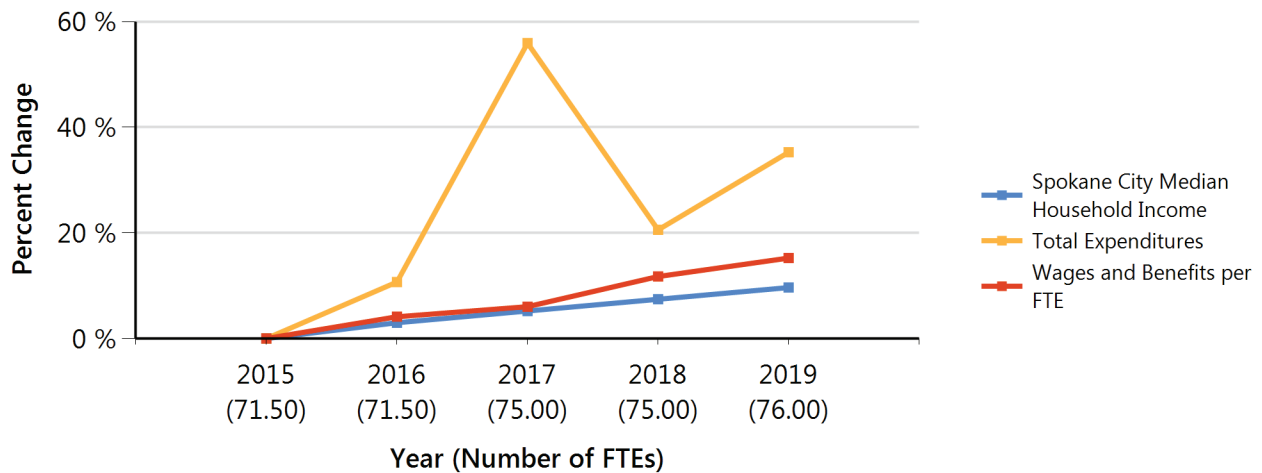
2019 Expenditures



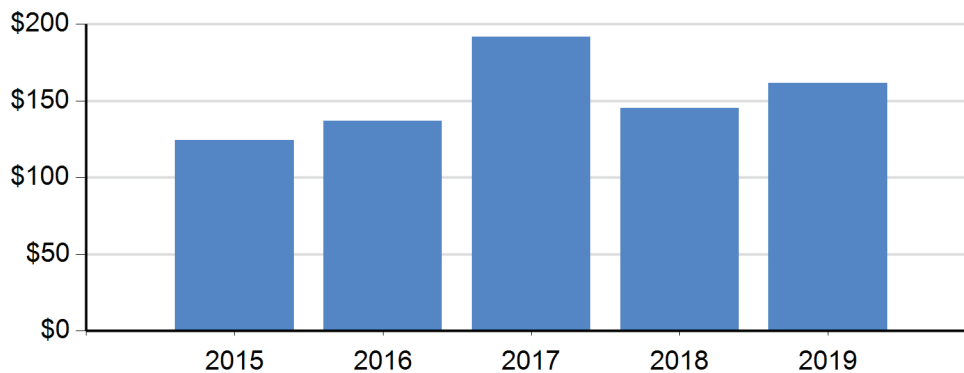
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$124.38	\$136.78	\$191.83	\$145.19	\$161.70
Percent Change	0.00%	10.69%	40.85%	-22.67%	12.18%



Department Summary: Solid Waste Disposal

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The City maintains and operates the Waste to Energy Facility to maximize processing of municipal solid waste in compliance with all environmental permits to minimize the quantity of raw solid waste being landfilled and maximize the generation of electricity and recovery of ferrous metals.

Programs and Services:

The Waste to Energy Facility is the cornerstone of the City's Solid Waste Disposal System. At the end of 2014, the City took over operations of the facility, ending a long-time contract 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.

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. 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.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	71.50	71.50	75.00	75.00	76.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	881,380	1,841,691	2,587,961	5,457,500	3,829,500
Interfund Charges	1,421,189	1,982,261	2,256,263	2,299,346	3,068,898
Reserve for Budget Adjustment	0	0	0	200,000	200,000
Transfers Out	149	2,957	0	0	1,821,167
Wages & Benefits	7,615,999	7,929,703	8,476,722	8,960,448	9,397,174
Supplies & Services	16,004,712	17,033,548	27,427,332	14,510,730	16,884,765
Debt Services	0	0	0	0	0
All Other	581,759	550,014	579,923	529,000	650,300
TOTAL	26,505,188	29,340,174	41,328,201	31,957,024	35,851,804

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.

In prior years, actual expenses and budget for the Landfills were adopted under the Solid Waste Disposal Department; this budget has been moved to a new Department, Solid Waste Landfills, beginning in 2019. For comparative purposes, historical actual expenses and adopted budgets are reflected under Solid Waste Landfills.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	15,599,348	18,137,437	18,963,070	18,936,356	19,598,322
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	9,351,737	12,916,838	10,591,475	10,763,550	11,554,202
General Fund Resources	0	0	0	0	0
All Other	313,226	(653,517)	368,155	437,564	429,488
TOTAL	25,264,311	30,400,758	29,922,700	30,137,470	31,582,012

Revenue Notes:

Revenues in the All Other category are comprised of interfund rents, investment interest and sale of recycling materials.



Program Summary: 6 yr Capital Plan

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The City maintains and operates the Waste to Energy Facility. The Six-Year Capital plan provides for replacement, upgrades and maintenance of the components at the facility to keep it functioning at its optimal capacity. Planning for repairs and maintenance of the Waste to Energy Facility protects this community's ongoing investment in this vital asset.

Programs and Services:

The Six-Year Capital plan provides for replacement, upgrades and maintenance of the components at the facility to keep it functioning at its optimal capacity. Planning for repairs and maintenance of the Waste to Energy Facility protects this community's ongoing investment in this vital asset.

The Waste to Energy 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.

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.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	3,719,500
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	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	3,719,500

Expenditure Notes:

This is a new program for the 2019 budget. Previously capital budget was accounted for under the various programs within the Solid Waste Disposal Department.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Composting**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The program provides for composting of source-separated clean green yard waste and food waste. This process minimizes landfilling and reduces average disposal costs. Managing organics as a recyclable rather than as waste reduces disposal costs for the City.

Programs and Services:

The City contracts 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 as waste reduces disposal costs for the City. The public also benefits from this reduced cost.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	2,900	389,647	336,114	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,900	389,647	336,114	0	0

Expenditure Notes:

Barr-Tech contract in this program was moved to Moderate Risk Waste in 2018 Budget

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	(60,533)	0	0	0	0
TOTAL	(60,533)	0	0	0	0

Revenue Notes:

Program Summary: Recycling**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

This program provides waste reduction, reuse and recycling programs for citizens and businesses in the City of Spokane. The education and outreach programs help the public and businesses maximize recycling and minimize the amount of solid waste requiring disposal.

Programs and Services:

The City's Solid Waste Disposal Department uses a variety of approaches to educate the public regarding re-use/recycling opportunities, including: informational materials and advertising media; information on the web; and hands-on presentations and community events. These materials and events emphasize the preferred solid waste management hierarchy of (in order of preference) waste reduction, reuse, recycling and proper waste disposal to sustain a healthy environment.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	1.00	1.00	1.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	6,096	4,136	7,000	8,725
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	276	0	91,859	90,940	95,336
Supplies & Services	29,859	21,020	20,504	27,674	26,075
Debt Services	0	0	0	0	0
All Other	109,519	0	0	0	0
TOTAL	139,654	27,116	116,499	125,614	130,136

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	37,544	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	18,535	14,170	26,446	18,922	23,108
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	18,535	14,170	63,990	18,922	23,108

Revenue Notes:

Program Summary: Solid Waste Disposal Administration**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The Solid Waste Disposal Administration strives to maintain an efficient and effective municipal solid waste disposal service for the citizens, businesses within the City of Spokane, our partners in Spokane County and the surrounding area.

Programs and Services:

The Solid Waste Disposal Administration is lean and effective. 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 into with the County for the sale of the transfer stations to the County and the disposal of County waste at the Waste to Energy Facility. The City internalized operations of the Waste to Energy Facility, in lieu of outsourcing. This program also accounts for various taxes and interfund charges.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	6.00	6.00	18.00	18.00	17.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,200,565	1,661,921	2,235,156	1,983,239	2,745,516
Reserve for Budget Adjustment	0	0	0	200,000	200,000
Transfers Out	149	1,724	0	0	1,821,167
Wages & Benefits	1,037,209	749,577	1,719,143	1,702,910	1,646,294
Supplies & Services	142,146	846,567	11,697,631	1,513,853	1,489,621
Debt Services	0	0	0	0	0
All Other	458,883	538,193	579,923	529,000	650,300
TOTAL	2,838,952	3,797,982	16,231,853	5,929,002	8,552,898

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:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	15,599,327	18,137,437	18,925,526	18,936,356	19,598,322
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	9,333,202	12,902,668	10,565,029	10,744,628	11,531,094
General Fund Resources	0	0	0	0	0
All Other	381,950	411,775	379,445	437,564	429,488
TOTAL	25,314,479	31,451,880	29,870,000	30,118,548	31,558,904

Revenue Notes:

Program Summary: Waste to Energy Facility

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The City maintains and operates the Waste to Energy Facility to maximize processing of municipal solid waste in compliance with all environmental permits to minimize the quantity of raw solid waste being landfilled and maximize the generation of electricity and recovery of ferrous metals.

Programs and Services:

The Waste to Energy Facility is the cornerstone of the City's Solid Waste Disposal System. At the end of 2014, the City took over operations of the Facility, ending a long-time contract 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.

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.

Through the Facility's Assured Destruction Service the Health Care Industry and Law enforcement agencies can dispose of seizure items such as controlled or banned substances, legend drugs and over-the-counter drugs by incineration as solid waste at Spokane's Waste to Energy Facility, the only permitted facility in the state that can accept these items.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	62.50	62.50	42.00	42.00	42.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	881,380	1,841,691	2,587,961	5,347,500	0
Interfund Charges	210,122	291,509	16,872	305,782	311,382
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	1,233	0	0	0
Wages & Benefits	6,312,974	6,943,820	5,196,975	5,631,076	5,877,630
Supplies & Services	11,774,439	11,425,613	10,151,800	12,513,367	14,872,394
Debt Services	0	0	0	0	0
All Other	13,357	11,821	0	0	0
TOTAL	19,192,272	20,515,687	17,953,608	23,797,725	21,061,406

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	(8,191)	(1,065,292)	(11,290)	0	0
TOTAL	(8,191)	(1,065,292)	(11,290)	0	0

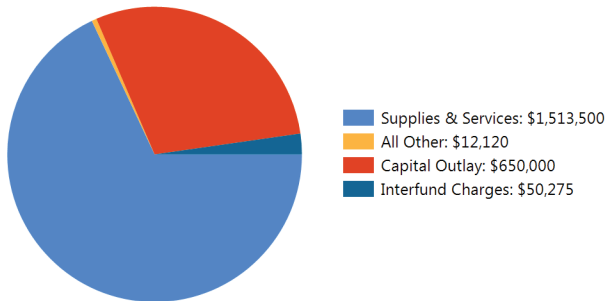
Revenue Notes:



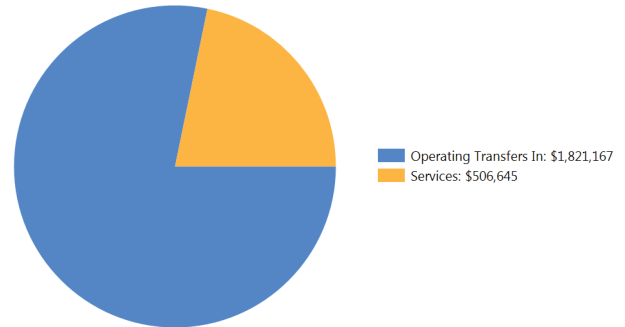
Solid Waste Landfills

The City maintains, monitors and manages the closed North and South Landfill sites. Methane gas is managed, collected and tested.

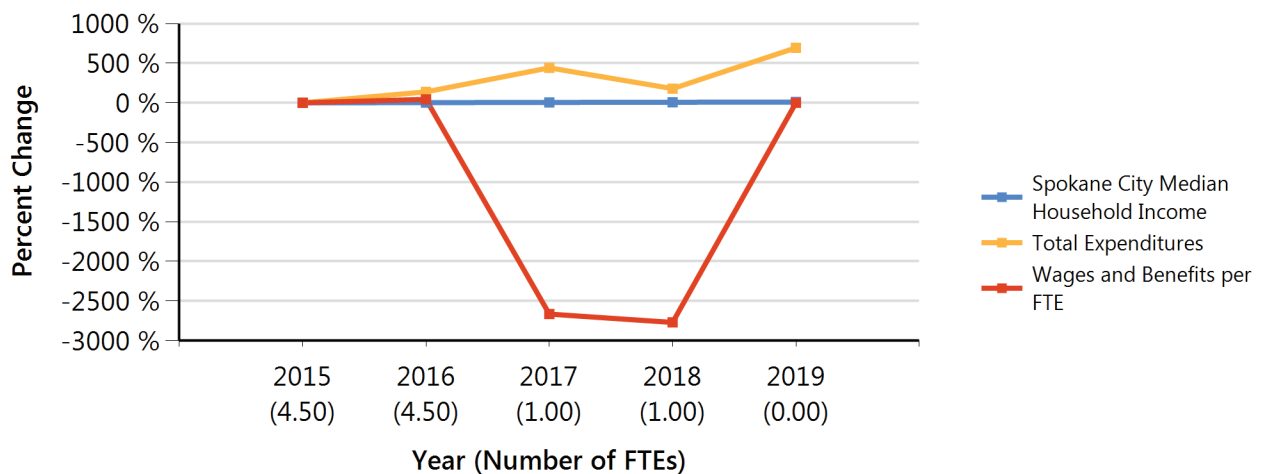
2019 Expenditures



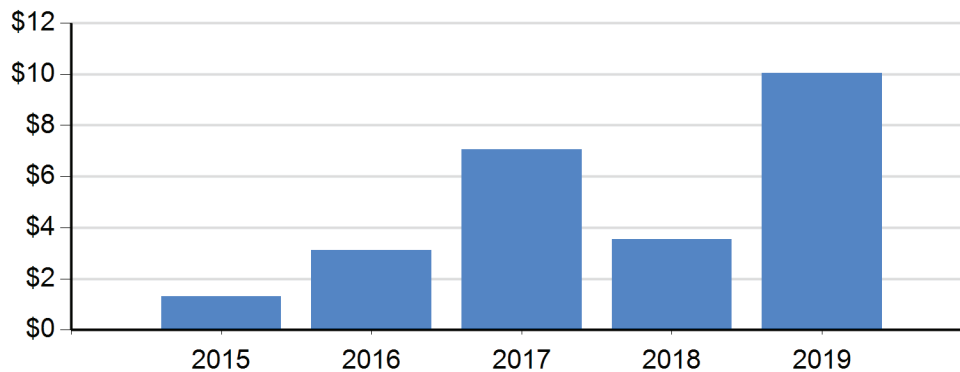
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$1.32	\$3.12	\$7.05	\$3.56	\$10.04
Percent Change	0.00%	138.62%	127.02%	-48.47%	184.45%



Department Summary: Solid Waste Landfills**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The City maintains, monitors and manages the closed North and South Landfill sites. Methane gas is managed, collected and tested.

Programs and Services:

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	4.50	4.50	1.00	1.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	85,387	16,715	0	0	650,000
Interfund Charges	106,049	91,122	239,512	45,825	50,275
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	920,134	316,841	0	0	0
Wages & Benefits	213,810	306,904	(1,780,046)	95,171	0
Supplies & Services	(1,061,879)	(73,284)	3,055,191	629,504	1,513,500
Debt Services	0	0	0	0	0
All Other	16,835	10,647	4,022	12,000	12,120
TOTAL	280,336	668,945	1,518,679	782,500	2,225,895

Expenditure Notes:

In prior years, actual expenses and budget for the Landfills were adopted under the Solid Waste Disposal Department. For comparative purposes, historical actual expenses and adopted budgets are reflected in this bid. All Other expenses are contracted services with Spokane Correctional Facility for litter control and other related services.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	220,309	247,336	213,575	442,000	506,645
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	316,841	0	0	1,821,167
General Fund Resources	0	0	0	0	0
All Other	69	126	0	0	0
TOTAL	220,378	564,303	213,575	442,000	2,327,812

Revenue Notes:

Program Summary: 6 YR Capital Plan**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The City maintains, monitors and manages the closed North and South Landfill sites.

Programs and Services:

The City is required to maintain the landfill caps. The landfill HDPE cover has been in service for more than 25 years at the North Landfill and more than 30 years at the South Landfill. The cover is in need of repair as landfill conditions have changed due to waste decomposition and settling. The existing cover has areas where it has been compromised or damaged, potentially allowing landfill gas to escape uncontrolled and water to infiltrate – both of which are environmental concerns. In particular, water infiltration can lead to contaminants in the waste being transported to underlying groundwater causing impacts to the aquifer. The cover system is required under the Superfund agreements for the site. These projects will ensure the overall integrity of the landfill cover systems, including storm water collection and control. Compromised areas will be evaluated and repaired as needed. All environmental compliance regulations with local, state and federal authorities are met.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	775,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	775,000

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Landfill Closure

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The City maintains, monitors and manages the closed North and South Landfill sites. The long-term care of the closed landfills requires financial resources and long-range planning including periodic inspections, regular intervals of monitoring, repairs and maintenance when necessary. This ensures the landfills continue to meet all regulations including achieving groundwater protection standards.

Programs and Services:

The long-term care of the closed landfills requires financial resources and long-range planning including periodic inspections, regular intervals of monitoring, repairs and maintenance when necessary. This ensures the landfills continue to meet all regulations including achieving groundwater protection standards.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	2.40	2.40	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	2,761	0	0	0	150,000
Interfund Charges	71,637	(41,152)	(25,467)	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	310	0	0	0	0
Wages & Benefits	110,068	441,239	(1,249,710)	0	0
Supplies & Services	(669,675)	(127,445)	2,078,475	191,781	269,833
Debt Services	0	0	0	0	0
All Other	6,219	4,140	1,388	5,000	5,000
TOTAL	(478,680)	276,782	804,686	196,781	424,833

Expenditure Notes:

In prior years, actual expenses and budget for the Landfills were adopted under the Solid Waste Disposal Department. For comparative purposes, historical actual expenses and adopted budgets are reflected under this bid.

Expenses listed under All Other are associated with contract with Spokane County Correctional Facility for litter control and other related services.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Northside Landfill**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The City manages and operates a municipal solid waste landfill. This facility primarily serves as an emergency backup facility, but also disposes of certain wastes not suitable for combustion.

Programs and Services:

The Northside Landfill contains a municipal solid waste cell, which is the only permitted landfill for disposal of such wastes in Spokane County. It is also the only facility available for disposal of large animal carcasses and disposal of building waste contaminated with seepage. This site is critical as an emergency backup facility when other options are not available. As an emergency backup, this facility is used at least twice a year for unplanned disposal needs. It was used during ice storms, windstorms and during wildfires as well as for disposal of material from the Wastewater Treatment Plant digester. This facility may also be used for waste which cannot be processed at the Waste to Energy Facility during plant shutdowns or other operational issues. This site also houses a closed landfill location.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.80	0.80	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	2,761	0	0	0	0
Interfund Charges	29,690	122,196	334,195	30,225	34,675
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	296,301	316,396	0	0	0
Wages & Benefits	97,343	(38,576)	(291,809)	0	0
Supplies & Services	90,014	104,881	1,085,145	225,363	237,349
Debt Services	0	0	0	0	0
All Other	9,359	4,782	2,514	5,000	5,000
TOTAL	525,468	509,679	1,130,045	260,588	277,024

Expenditure Notes:

In prior years, actual expenses and budget for the Landfills were adopted under the Solid Waste Disposal Department. For comparative purposes, historical actual expenses and adopted budgets are reflected under this bid.

Expenses listed under All Other are associated with contract with Spokane County Correctional Facility for litter control and other related services.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	220,309	247,336	213,575	442,000	506,645
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	316,396	0	0	1,821,167
General Fund Resources	0	0	0	0	0
All Other	69	126	0	0	0
TOTAL	220,378	563,858	213,575	442,000	2,327,812

Revenue Notes:

Program Summary: Southside Landfill**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The City maintains, monitors and manages the closed South Landfill. Methane gas is managed, collected and tested at this landfill site.

Programs and Services:

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	1.30	1.30	1.00	1.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	79,865	16,715	0	0	500,000
Interfund Charges	4,722	10,078	(69,216)	15,600	15,600
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	623,523	445	0	0	0
Wages & Benefits	6,399	(95,759)	(238,527)	95,171	0
Supplies & Services	(482,218)	(50,720)	(108,429)	212,360	231,318
Debt Services	0	0	0	0	0
All Other	1,257	1,725	120	2,000	2,120
TOTAL	233,548	(117,516)	(416,052)	325,131	749,038

Expenditure Notes:

In prior years, actual expenses and budget for the Landfills were adopted under the Solid Waste Disposal Department. For comparative purposes, historical actual expenses and adopted budgets are reflected under this bid.

Expenses listed under All Other are associated with contract with Spokane County Correctional Facility for litter control and other related services.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	445	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	445	0	0	0

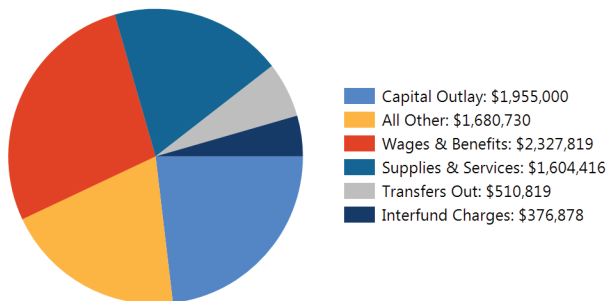
Revenue Notes:



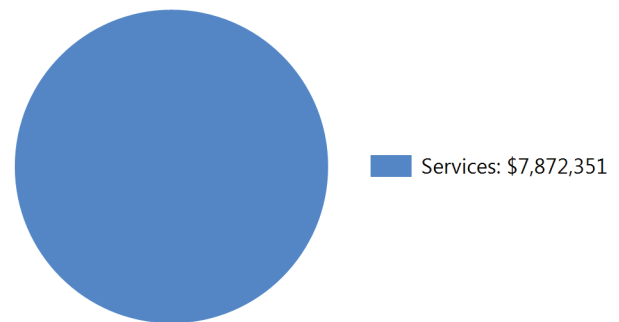
Stormwater

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.

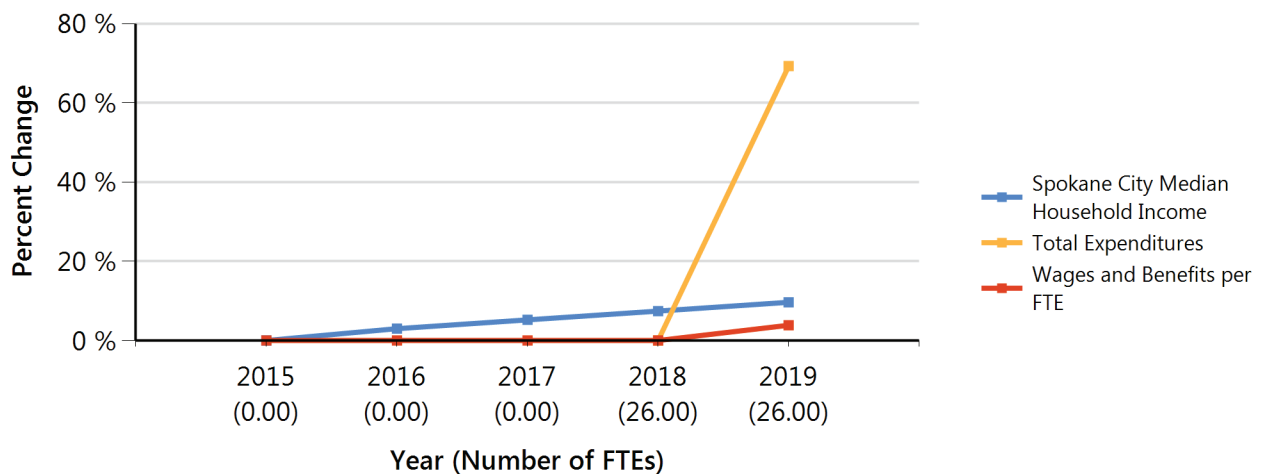
2019 Expenditures



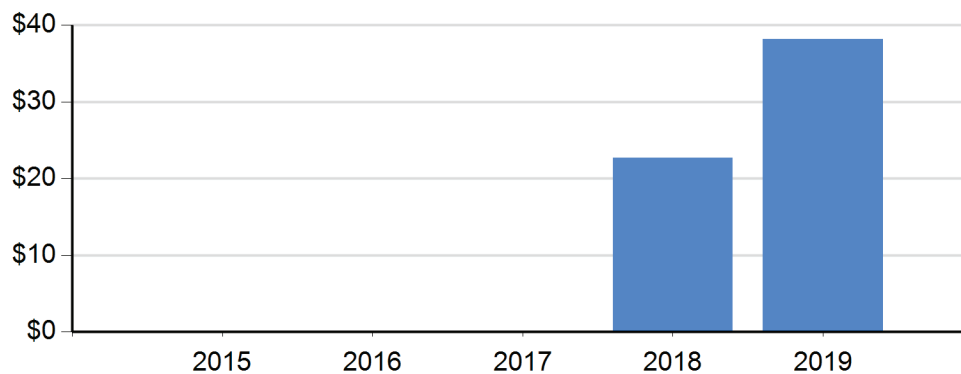
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$0.00	\$22.70	\$38.14
Percent Change	0.00%	0.00%	69.25%



Department Summary: Stormwater**Division:** Public Works**Fund Type:** Enterprise Fund

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.

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. 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	26.00	26.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	375,000	1,955,000
Interfund Charges	0	0	0	433,035	376,878
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	663,536	510,819
Wages & Benefits	0	0	0	2,241,492	2,327,819
Supplies & Services	0	0	0	1,282,687	1,604,416
Debt Services	0	0	0	0	0
All Other	0	0	0	0	1,680,730
TOTAL	0	0	0	4,995,750	8,455,662

Expenditure Notes:

This department was new in the 2018 budget. Historical cost are included within the Wastewater Collections and Maintenance budget.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	7,597,037	7,872,351
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	7,597,037	7,872,351

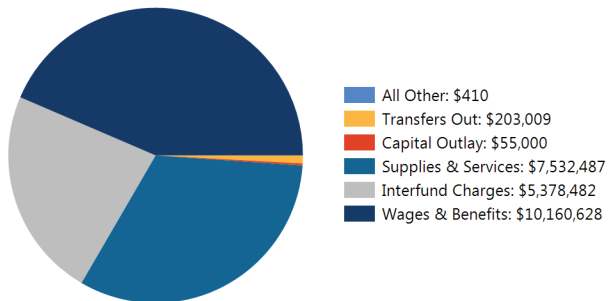
Revenue Notes:



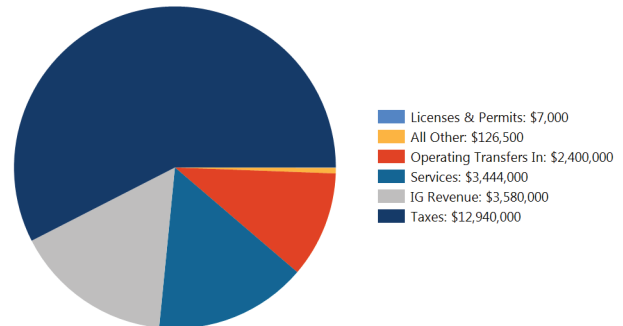
Street Department

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.

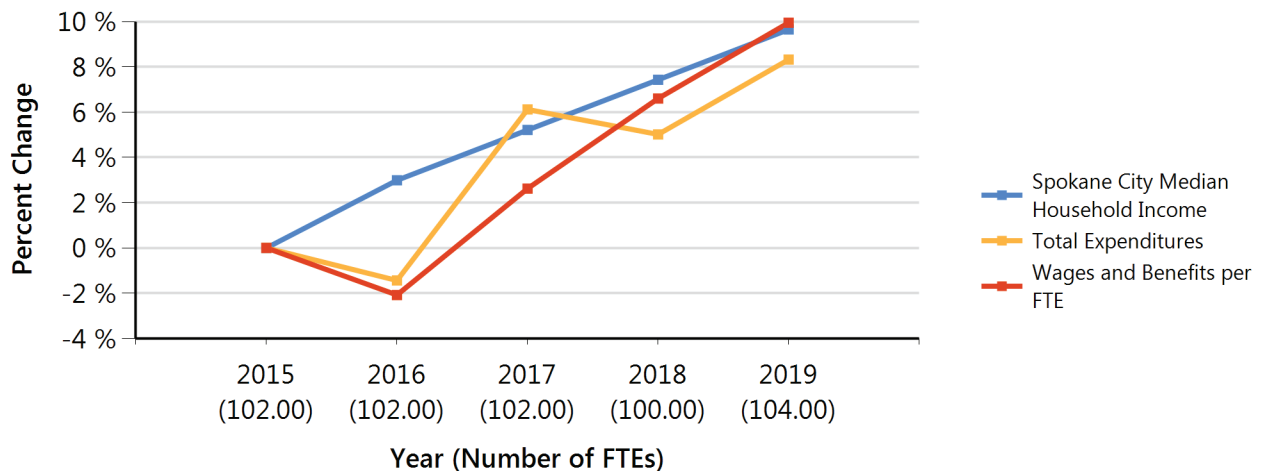
2019 Expenditures



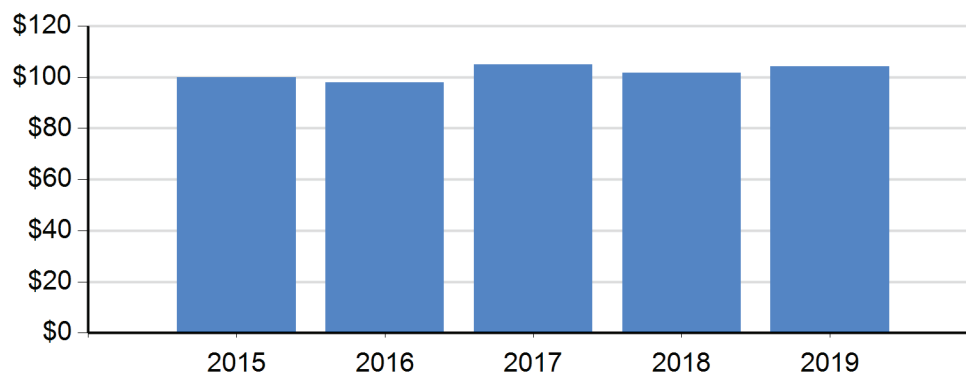
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$99.99	\$97.91	\$104.95	\$101.66	\$104.10
Percent Change	0.00%	-1.43%	7.66%	-1.03%	3.14%



Department Summary: Street Department**Division:** Public Works**Fund Type:** Special Revenue Fund

Executive Summary:

The Street Department manages the safe and efficient movement of people and goods on the streets of the City of Spokane. There are six functional activities coordinated under a single department mission: Street Maintenance, Bridge Maintenance, Traffic Operations, Signs and Markings, Signal and Lighting and Street Administration.

Programs and Services:

The Street Department is responsible for approximately 2,100 lane miles of paved roadways, 41 vehicular bridges, almost 470 traffic signal devices, approximately 88,000 traffic signs, 3.2 million lineal feet of pavement striping, and over 13,000 street lights. This is all provided to the traveling public 24 hours per day 365 days per year. 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	102.00	102.00	102.00	100.00	104.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	101,233	67,933	176,094	50,000	55,000
Interfund Charges	5,517,494	5,672,914	6,085,969	5,447,545	5,378,482
Reserve for Budget Adjustment	0	0	0	(250,000)	(250,000)
Transfers Out	85,632	42,816	203,009	203,009	203,009
Wages & Benefits	9,044,985	8,857,108	9,273,422	9,453,412	10,160,628
Supplies & Services	6,557,594	6,360,145	6,872,070	7,471,239	7,532,487
Debt Services	0	0	0	0	0
All Other	0	0	0	410	410
TOTAL	21,306,938	21,000,916	22,610,564	22,375,615	23,080,016

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	11,540,134	11,876,397	12,775,573	12,280,000	12,940,000
Licenses & Permits	6,882	20,255	6,676	3,500	7,000
IG Revenue	3,174,041	4,184,922	3,614,340	3,445,000	3,580,000
Services	3,172,951	3,520,947	3,217,662	3,623,875	3,444,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	2,000,000	1,700,000	1,700,000	2,400,000	2,400,000
General Fund Resources	1,293,179	893,180	900,000	722,181	0
All Other	205,840	155,383	194,870	116,993	126,500
TOTAL	21,393,027	22,351,084	22,409,121	22,591,549	22,497,500

Revenue Notes:

Beginning in the 2019 Budget, the General Fund contribution has been redirected to Community Housing and Human Services to fund Safe and Healthy Strategic Investments in housing and vulnerable population. This funding will continue through 2021 to pursue the goals of the strategic plan. The reduction in funding from the General Fund will be offset in Street Operations by an increased funding from Real Estate Excise Taxes.



Program Summary: Streets Administration**Division:** Public Works**Fund Type:** Special Revenue Fund

Executive Summary:

The administrative function develops and implements policies, guidelines and budgets that set the Street Department direction. This section manages the personnel, equipment and resources within the department. It provides the Human Resource support, coordinates training, equipment purchases and replacement and manages the budget.

Programs and Services:

Street Department administration includes the Director, Manager, and Clerks who support for the entire department. The clerks are responsible for the maintenance management system, which tracks the labor, equipment and materials for every activity within the Street Department.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	8.00	8.00	8.00	8.00	8.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	43,000	0	0
Interfund Charges	2,013,420	1,370,625	1,436,835	1,474,748	1,513,305
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	141,722	142,185	155,653	877,263	909,900
Supplies & Services	283,190	279,814	228,069	229,781	217,095
Debt Services	0	0	0	0	0
All Other	0	0	0	410	410
TOTAL	2,438,332	1,792,624	1,863,557	2,582,202	2,640,710

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	655,585	754	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	84	0	(25)	0	0
TOTAL	1,300,084	1,955,585	1,300,729	1,300,000	1,300,000

Revenue Notes:

Program Summary: Streets Bridge Maintenance**Division:** Public Works**Fund Type:** Special Revenue Fund

Executive Summary:

Bridge inspection and maintenance delivers services for safe and efficient travel by the public over our many bridge structures within the City. This service contributes personnel, equipment and resources to other street maintenance programs needed to maximize the fall, winter and spring activities thus minimizing costs and optimizing services.

Programs and Services:

The City Bridge Division inspects, maintains, and rates 41 vehicular bridges and inspects 22 pedestrian bridges as required by FHWA in accordance with the National Bridge Inspection Standards (NBIS). An additional 64 bridges are inspected and reports provided to the owners, these include the downtown skywalks and railroad bridges. Bridge Maintenance also maintains approximately 17 miles of guardrail.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	5.60	5.60	5.60	6.30	6.30

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	25,977	0	0
Interfund Charges	143,957	178,329	119,895	152,200	112,850
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	577,526	542,741	532,052	568,120	603,041
Supplies & Services	114,106	26,923	37,703	75,005	96,650
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	835,589	747,993	715,627	795,325	812,541

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	13,956	0	8,293	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	12,167	41,799	51,101	14,000	14,000
TOTAL	26,123	41,799	59,394	34,000	34,000

Revenue Notes:

Program Summary: Streets Cleaning/PM10**Division:** Public Works**Fund Type:** Special Revenue Fund

Executive Summary:

Street Cleaning provides for safe and efficient travel by the public. This service contributes staff, equipment and other resources needed to maximize the fall, winter and spring maintenance activities. Street sweeping activities are performed year round unless needed for other critical activities (snow and ice removal, storm debris removal, etc.).

Programs and Services:

Street crews clean streets by flushing, sweeping road debris and removing leaves. These services prevent the air quality from falling below federally required PM-10 air quality standards, helps to prevent flooding by keeping storm drain inlets clean and free of debris.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	10.60	10.60	9.90	10.00	10.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,126,736	1,330,360	987,768	1,448,500	1,342,025
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,351,069	1,144,548	1,115,961	857,175	868,152
Supplies & Services	285,716	189,921	127,729	186,366	185,100
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,763,521	2,664,829	2,231,458	2,492,041	2,395,277

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	883,912	1,180,662	1,032,643	1,200,000	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	2,302	275	250	0	0
TOTAL	886,214	1,180,937	1,032,893	1,200,000	1,200,000

Revenue Notes:

Program Summary: Streets Ice/Snow Removal

Division: Public Works

Fund Type: Special Revenue Fund

Executive Summary:

Ice and Snow removal provides services for safe and efficient travel by the public during the winter season. This service contributes personnel, equipment and resources to other street maintenance programs needed to maximize the spring, summer, and fall activities thus minimizing costs and optimizing services.

Programs and Services:

Whenever there is a danger of icy conditions on the roadways, the Street Department activates the approved Snow and Ice Control Plan. The goal of snow and ice control is to facilitate the movement of people and goods on the City's street system during the winter months and enhance safety for residents and visitors using multiple modes of transportation.

The City of Spokane updated its Snow Response Plan for the 2017-18 Snow Season. The new plan includes:

- More plowing, sooner.
- More equipment and people available for snow removal.
- Completion of a full-City plow during heavier snowfalls more quickly – in about three days, down from four.
- The use of equipment to reduce driveway berms.
- Greater emphasis on plowing snow away from sidewalks.

The official snow season runs from Nov. 15 to March 15 of each year, and the Street Department provides coverage 20 hours a day during this time. Coverage increases to 24 hours a day when conditions warrant that. Street crews are supplemented with crews from the City's water and wastewater departments to complete these critical tasks.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	7.45	7.45	7.30	7.45	7.45

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	15,000	15,000
Interfund Charges	563,987	929,896	1,572,890	680,040	600,240
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	805,041	895,481	1,345,107	772,964	820,618
Supplies & Services	839,202	1,065,002	1,773,486	1,097,643	1,165,897
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,208,230	2,890,379	4,691,483	2,565,647	2,601,755

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	2,359	897	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	2,359	897	0	0

Revenue Notes:

Program Summary: Streets Lighting**Division:** Public Works**Fund Type:** Special Revenue Fund

Executive Summary:

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

Programs and Services:

This program pays to operate (Street Light electricity), install and maintain more than 10,725 Avista-owned Street Lights located in the City. Installation and removal of these street lights is performed under the direction of the City Street Department. In addition to the lights owned and maintained by Avista, the City also owns and maintains 2,355 roadway lights. The department is undertaking the replacement of 857 Cobra head luminaires and upgrading them to LED luminaires. This will result in significant power savings and deliver better light for the roadways and bridges. The maintenance cost for the City-owned lights is located in the Bid for "Signals & Lighting."



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	2,470,415	2,428,616	2,467,294	2,525,500	2,525,181
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,470,415	2,428,616	2,467,294	2,525,500	2,525,181

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	2,087,499	2,092,584	2,720,503	2,400,000	2,600,000
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	2,974	3,667	0	3,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,087,499	2,095,558	2,724,170	2,400,000	2,603,000

Revenue Notes:

Program Summary: Streets Roadway Maintenance**Division:** Public Works**Fund Type:** Special Revenue Fund

Executive Summary:

Roadway maintenance provides services for safe and efficient travel by the public. This service contributes personnel, equipment and other resources to street maintenance programs needed to maximize fall, winter and spring activities thus minimizing costs and optimizing services.

Programs and Services:

Roadway maintenance maintains approximately 2,100 lane miles of paved streets and over 60 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	38.35	38.35	38.20	38.25	42.25

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	1,512,827	1,721,066	1,795,250	1,433,625	1,532,125
Reserve for Budget Adjustment	0	0	0	(250,000)	(250,000)
Transfers Out	85,632	42,816	203,009	203,009	203,009
Wages & Benefits	3,316,907	3,210,803	3,214,816	3,374,341	3,809,279
Supplies & Services	1,762,975	1,549,261	1,382,635	2,384,515	2,397,069
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	6,678,341	6,523,946	6,595,710	7,145,490	7,691,482

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	9,452,635	9,783,813	10,055,070	9,880,000	10,340,000
Licenses & Permits	1,872	3,118	3,241	1,500	3,000
IG Revenue	3,158,113	3,512,984	3,613,586	3,440,000	3,575,000
Services	1,390,352	1,308,616	1,012,258	1,620,476	1,200,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	700,000	400,000	400,000	1,100,000	1,100,000
General Fund Resources	1,293,179	893,180	900,000	722,181	0
All Other	103,533	6,482	1,587	36,968	2,500
TOTAL	16,099,684	15,908,193	15,985,742	16,801,125	16,220,500

Revenue Notes:

Program Summary: Streets Signals/Lighting

Division: Public Works

Fund Type: Special Revenue Fund

Executive Summary:

The Signals and Lighting Section of the Street Department performs all preventive and corrective maintenance functions for every traffic control device within the City of Spokane. This includes traffic signals; ITS traffic cameras, city owned street lights, communications cable including underground and aerial lines utilizing both copper and fiber conductors.

Programs and Services:

The Street Department will install, inspect and maintain the 469 traffic signal devices and associated systems authorized within the City. This includes 256 signalized intersections located on major arterials, various school crossings, flashing school speed limit signs, radar-equipped speed advisory signs, emergency vehicle pre-emption systems, traffic flashers and other control devices.

The drivers and pedestrians utilizing the various arterials in Spokane deserve the safest and most reliable traffic control devices available. Most of these public safety devices are connected via a communications cable plant containing more than 40 miles of underground and aerial copper and fiber cabling, also installed, inspected and maintained by Signal Technicians. This cable plant also provides communications, data and alarm functions for other departments and agencies throughout the City. Potential damage to the cable plant is controlled by continually mapping all of underground facilities and marking them when notified by the regional One-Call locating service.

More than 2,325 street lights are maintained in designated areas and signalized locations, including the core area of the Central Business District. The remainder is serviced by Avista Utilities under the Department's direction and coordination. The signal crews are on-call during non-working hours and respond promptly for emergency repairs at night and on weekends/holidays.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	10.00	10.00	10.00	9.00	9.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	82,971	67,933	99,383	25,000	25,000
Interfund Charges	82,714	77,553	85,092	96,524	113,750
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	930,082	977,719	954,136	902,627	961,672
Supplies & Services	401,469	464,080	507,467	553,524	539,957
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,497,236	1,587,285	1,646,078	1,577,675	1,640,379

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	2,939	14,077	1,732	0	2,000
IG Revenue	634	0	0	0	0
Services	143,012	221,969	316,847	118,299	201,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	59,608	85,717	104,493	55,000	82,000
TOTAL	206,193	321,763	423,072	173,299	285,000

Revenue Notes:

Program Summary: Streets Signs/Markers**Division:** Public Works**Fund Type:** Special Revenue Fund

Executive Summary:

The Signs and Markers Section installs, maintains and replaces traffic signs and pavement markings that have become worn out, damaged or removed. Representatives of this section also assist in traffic design review for construction projects.

Programs and Services:

This section is responsible for maintaining more than 88,000 traffic signs. Regulatory and warning signs are required to be replaced when the retro reflectivity deteriorates below the minimum standards set forth by the Federal Highway Administration. The manufacturers-recommended replacement cycle is every 7 to 10 years. The average age of Spokane's 88,000 sign plates is 11.5 years. This section is responsible for the maintenance of more than 3.2 million lineal feet of striping, 1,387 crosswalks and 1,096 pavement markings on the streets of Spokane. All public agencies have been required by federal environmental policy to use waterborne paints. Waterborne paints cannot be applied at ground temperatures below 50 degrees. Therefore crews' time to apply waterborne paint has decreased from past years, which allows more time during the winter season for the paint to wear off the roadway. It is desirable to apply more expensive durable markings in locations of high-use where the paint typically wears-off and disappears from the roadway. Durable markings last 3 to 5 years or more with inlay tape, but they have a higher life cycle cost than waterborne paints.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	11.00	11.00	12.00	12.00	12.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	6,735	10,000	15,000
Interfund Charges	69,721	62,843	85,218	87,093	90,956
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	921,378	878,772	907,547	1,085,177	1,107,835
Supplies & Services	379,111	324,417	327,141	383,868	376,588
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,370,210	1,266,032	1,326,641	1,566,138	1,590,379

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	2,071	3,060	1,703	2,000	2,000
IG Revenue	15,294	16,353	0	5,000	5,000
Services	91,969	77,802	78,485	90,000	70,000
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	28,146	21,110	37,464	11,000	28,000
TOTAL	137,480	118,325	117,652	108,000	105,000

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.

Programs and Services:

Traffic planning evaluates existing and long-range needs for street infrastructure in coordination with the city's comp plan. Traffic planning also coordinates traffic impacts from developers, neighborhoods, and other projects from outside agencies. Traffic design develops and reviews traffic control plans, signal and its designs, signing and striping plans, and the city's traffic standard plans for both internal and external projects. Traffic operations performs intersection analysis and responds to citizens' requests and inquiries. Traffic operations monitors and provides professional engineering to optimize the system. Signal and its operations maintain, optimize, and coordinate the city's signal/its infrastructure, which will result in reduced congestion and stop delays while moving all mode of transportation through the city's street network. Traffic control devices are designed and installed to provide roadway users with nationally recognized indications for traffic movement. These are defined in the federal highway administration's manual on uniform traffic control devices. While new developer-driven projects install new streets and associated devices, the city has an ongoing responsibility, with legal and financial liability, to effectively maintain and operate those devices. Measures of effective performance may be monitored through accident data, air quality data, traffic volume reports, intersection performance measures and public input.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	11.00	11.00	11.00	9.00	9.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	18,262	0	999	0	0
Interfund Charges	4,132	2,242	3,021	74,815	73,231
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,001,260	1,064,859	1,048,150	1,015,745	1,080,131
Supplies & Services	21,410	32,111	20,546	35,037	28,950
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,045,064	1,099,212	1,072,716	1,125,597	1,182,312

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	649,750	726,565	764,572	575,100	750,000
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	25	0
TOTAL	649,750	726,565	764,572	575,125	750,000

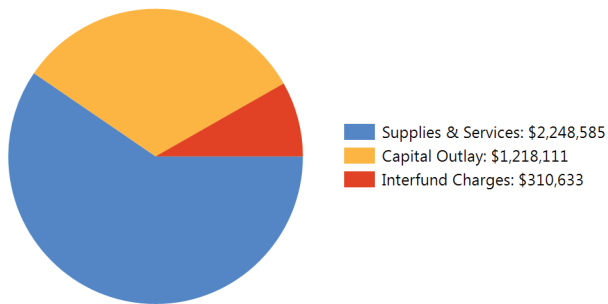
Revenue Notes:



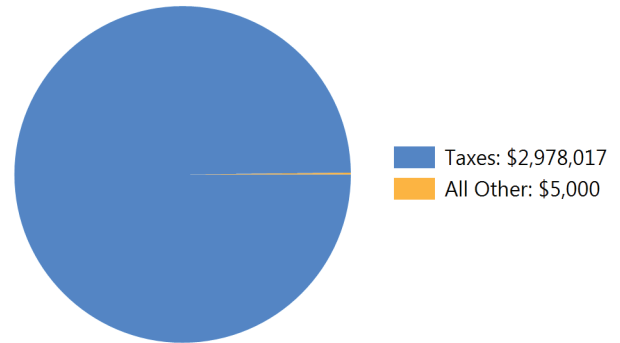
Transportation Benefit District

The Spokane Transportation Benefit District (TBD) was created to make transportation improvements consistent with existing state, regional, and local transportation plans. The TBD receives funding from vehicle fees collected by the State Department of Licensing pursuant to RCW 82.80.140, RCW 36.73.060 and Resolution 2011-0001 adopted by the City of Spokane Transportation Benefit District Governing Board.

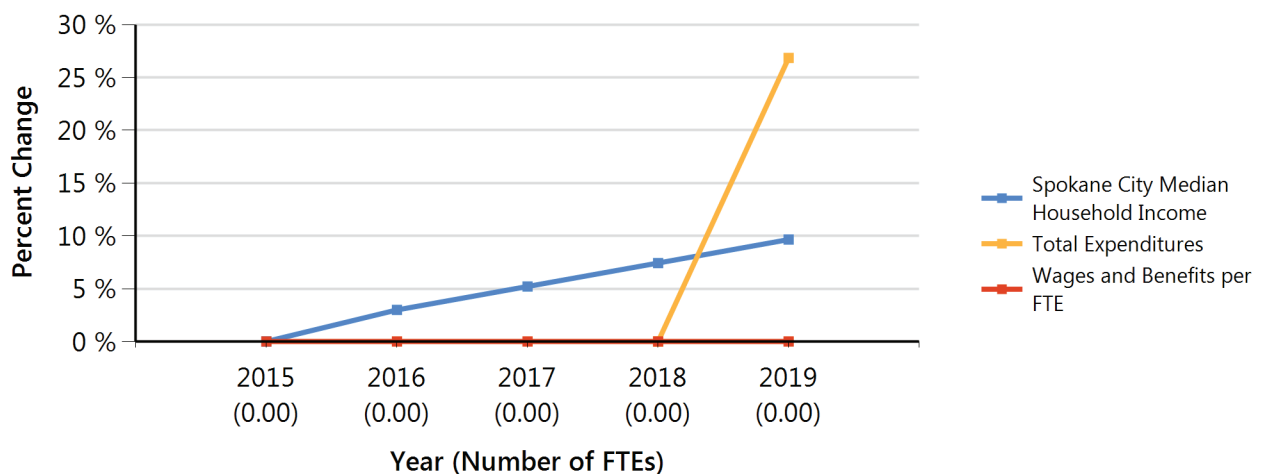
2019 Expenditures



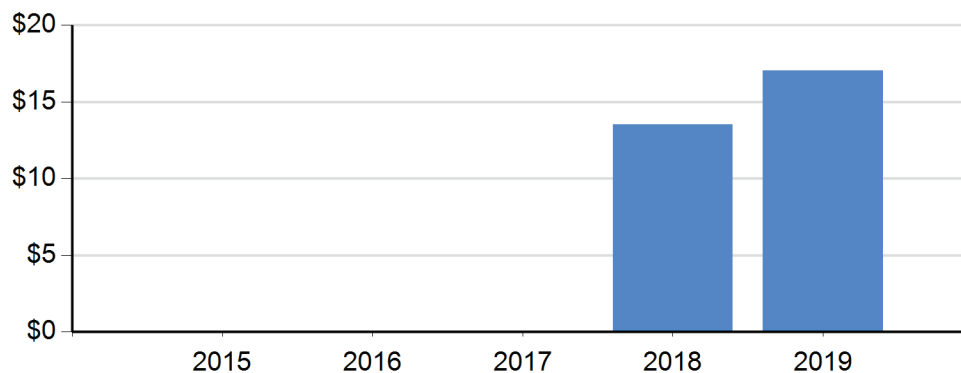
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$0.00	\$13.53	\$17.04
Percent Change	0.00%	0.00%	26.84%



Department Summary: Transportation Benefit District**Division:** Public Works**Fund Type:** Special Revenue Fund

Executive Summary:

The Spokane Transportation Benefit District (TBD) was created to make transportation improvements consistent with existing state, regional, and local transportation plans. The TBD receives funding from vehicle fees collected by the State Department of Licensing pursuant to RCW 82.80.140, RCW 36.73.060 and Resolution 2011-0001 adopted by the City of Spokane Transportation Benefit District Governing Board.

Programs and Services:

Transportation improvements, authorized pursuant to Chapter 36.73 RCW, Chapter 8.16 SMC and Resolution 2011-0001, are provided for under this program.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	594,881	1,218,111
Interfund Charges	0	0	0	0	310,633
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	2,383,136	2,248,585
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	2,978,017	3,777,329

Expenditure Notes:

Designated as a special revenue fund beginning in the 2018 budget year.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	2,978,017	2,978,017
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	5,000
TOTAL	0	0	0	2,978,017	2,983,017

Revenue Notes:

Designated as a special revenue fund beginning in the 2018 budget year.

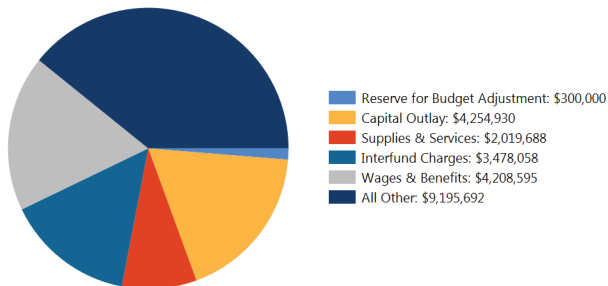




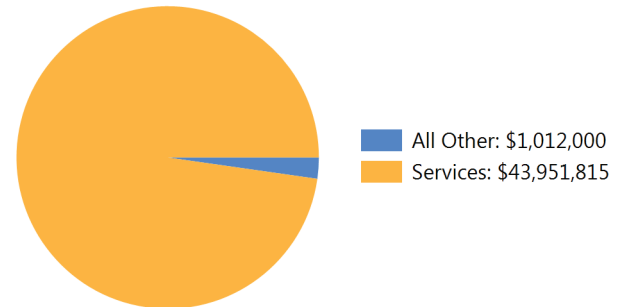
Wastewater Collections and Maintenance

Wastewater Collection and Maintenance is responsible for the collection and conveyance of wastewater to the Riverside Park Water Reclamation Facility.

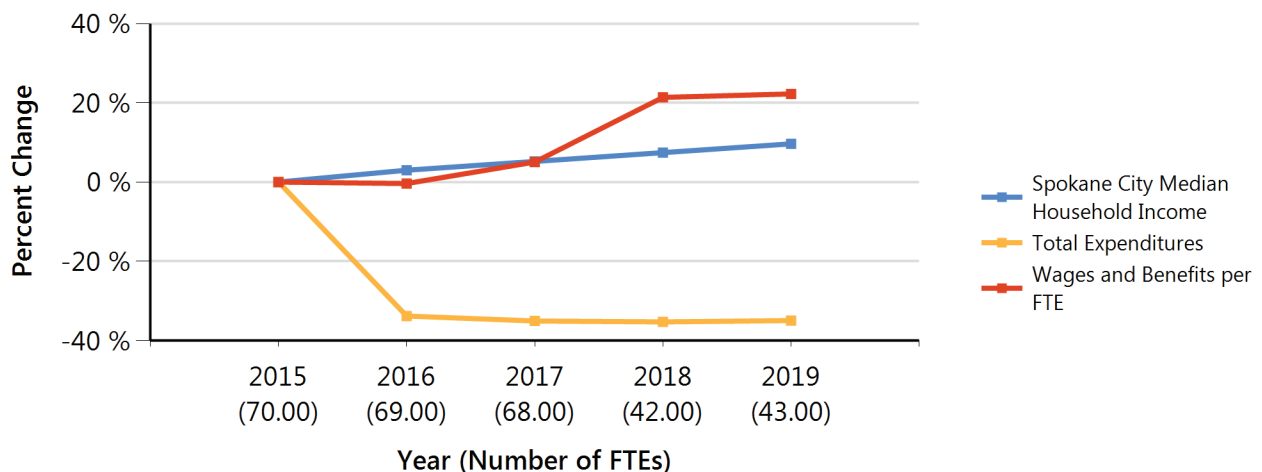
2019 Expenditures



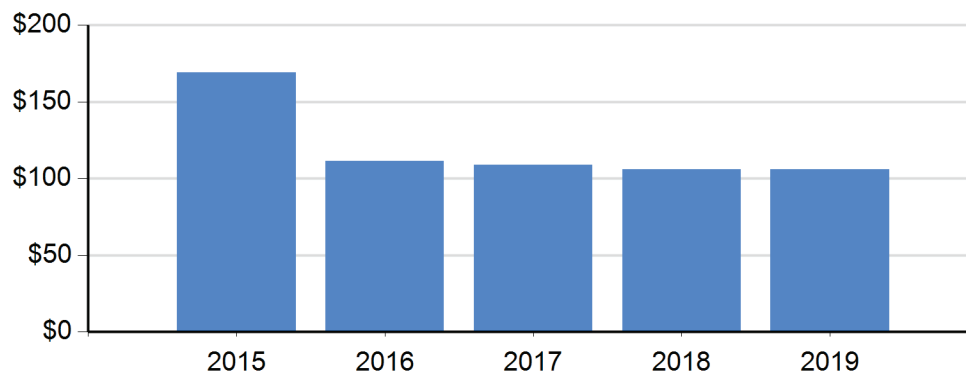
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$169.23	\$111.26	\$108.68	\$106.01	\$105.80
Percent Change	0.00%	-33.82%	-1.89%	-0.35%	0.53%



Department Summary: Wastewater Collections and Maintenance**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

Wastewater Collection and Maintenance is responsible for the collection and conveyance of wastewater to the Riverside Park Water Reclamation Facility.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	70.00	69.00	68.00	42.00	43.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	1,547,838	615,143	1,159,963	2,817,700	4,254,930
Interfund Charges	3,446,685	3,640,138	5,203,804	3,648,277	3,478,058
Reserve for Budget Adjustment	0	0	0	300,000	300,000
Transfers Out	13,524,443	10,962	0	0	0
Wages & Benefits	5,558,905	5,459,114	5,672,048	4,074,898	4,208,595
Supplies & Services	2,485,449	3,297,281	1,135,005	1,922,306	2,019,688
Debt Services	0	0	0	0	0
All Other	9,500,249	10,843,688	10,244,370	10,569,895	9,195,692
TOTAL	36,063,569	23,866,326	23,415,190	23,333,076	23,456,963

Expenditure Notes:

"All Other" expenditures are City Utility and State taxes paid on sewer maintenance revenues.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	7,166	9,544	75,000	0	0
Services	44,951,263	45,878,369	47,677,199	42,498,279	43,951,815
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(235,415)	(237,554)	36,794	7,000	1,012,000
TOTAL	44,723,014	45,650,359	47,788,993	42,505,279	44,963,815

Revenue Notes:

Program Summary: Wastewater 6 YR Capital Plan**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

Wastewater Collections, Maintenance and Stormwater Management is dedicated to providing leadership and education, while ensuring our system investments are properly maintained.

Programs and Services:

The City maintains three types of collection pipes: Sanitary sewers only, combined sanitary and stormwater sewers, and separated stormwater sewers. Sewer Collections capital projects ensure that the wastewater collection system and the associated sewer pipes and pump station facilities consistently meet the needs of the community, are properly operated and maintained, and meet water quality standards.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	2,770,430
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	2,770,430

Expenditure Notes:

This is a new program in the 2019 Budget. Previously capital expenses were accounted for in various programs within the Wastewater Collections and Maintenance Department.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Wastewater Collections and Maintenance Administration**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The Administrative program for Wastewater Collections, Maintenance and Stormwater Management is dedicated to providing leadership and education, while ensuring our system investments are properly maintained.

Programs and Services:

Through rigorous inspection and risk-based analysis, Wastewater Collections and Maintenance can ensure continued public health and maintain system reliability. Staying current and in compliance with our NPDES (National Pollutant Discharge Elimination System) Permits is also a function of this program.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	2.00	1.00	3.00	3.00	4.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	29,027	20,000	20,000
Interfund Charges	2,757,312	2,934,740	3,376,895	3,648,277	3,478,058
Reserve for Budget Adjustment	0	0	0	300,000	300,000
Transfers Out	0	0	0	0	0
Wages & Benefits	153,976	72,475	246,067	337,548	393,788
Supplies & Services	169,282	563,851	857,459	454,391	556,783
Debt Services	0	0	0	0	0
All Other	9,485,661	10,833,303	10,242,645	10,569,895	9,195,692
TOTAL	12,566,231	14,404,369	14,752,093	15,330,111	13,944,321

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:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Sub-Department Wastewater Operations & Maintenance**Summary:****Division:** Public Works**Fund Type:** Enterprise Fund

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.

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 CSO tanks and a separate stormwater system.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	68.00	68.00	65.00	39.00	39.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	1,547,838	615,143	1,130,936	2,797,700	1,464,500
Interfund Charges	689,373	705,398	1,826,909	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	13,524,443	10,962	0	0	0
Wages & Benefits	5,404,929	5,386,639	5,425,981	3,737,350	3,814,807
Supplies & Services	2,316,167	2,733,430	277,546	1,467,915	1,462,905
Debt Services	0	0	0	0	0
All Other	14,588	10,385	1,725	0	0
TOTAL	23,497,338	9,461,957	8,663,097	8,002,965	6,742,212

Expenditure Notes:

"All Other" expenditures are City Utility and State taxes paid on sewer maintenance revenues.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	7,166	9,544	75,000	0	0
Services	44,951,263	45,878,369	47,677,199	42,498,279	43,951,815
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	(235,415)	(237,554)	36,794	7,000	1,012,000
TOTAL	44,723,014	45,650,359	47,788,993	42,505,279	44,963,815

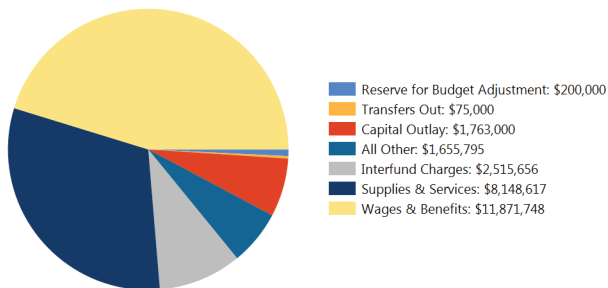
Revenue Notes:



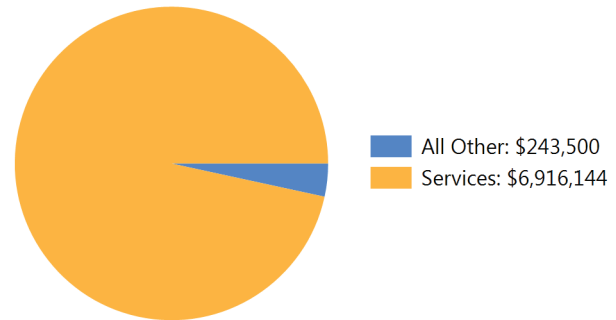
Wastewater Management RPWRF

The Riverside Park Water Reclamation Facility is the community's oldest and largest water recycling facility. The facility recycles about 34 million gallons of wastewater a day and returns the cleaned water to the Spokane River. The facility is allowed to discharge treated water into the River through a permit granted by the Washington State Department of Ecology.

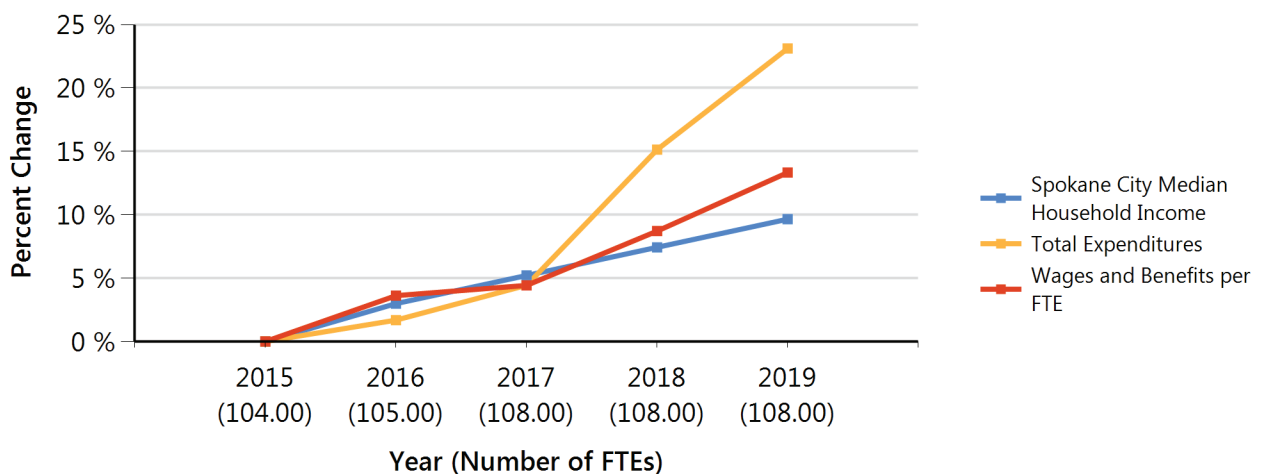
2019 Expenditures



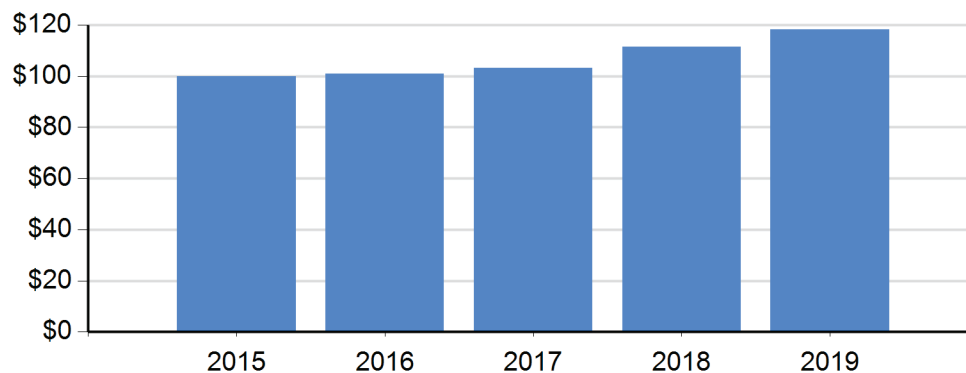
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$99.98	\$101.00	\$103.28	\$111.45	\$118.30
Percent Change	0.00%	1.68%	2.70%	10.24%	6.93%



Department Summary: Wastewater Management RPWRF**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The Riverside Park Water Reclamation Facility is the community's oldest and largest water recycling facility. The facility recycles about 34 million gallons of wastewater a day and returns the cleaned water to the Spokane River. The facility is allowed to discharge treated water into the River through a permit granted by the Washington State Department of Ecology.

Programs and Services:

The Riverside Park facility can handle peak flows up to 150 million gallons a day, and runs that wastewater through a number of processing steps including

- Preliminary: Rocks, grit and larger debris are removed.
- Primary: solids settle to the bottom, and oils and grease float to the top. The solids and oils removed.
- Secondary: smaller dissolved and suspended particles are separated and removed from the water.
- Disinfection: the water is disinfected before it is released to the River.
- Solids: Digesters are used to process all removed solids, oils, and suspended particles. Final, processed solids are dewatered and spread on fields where livestock grain is grown.

Construction for the tertiary treatment, often referred to as the Next Level of Treatment, is underway now and encompasses a number of different elements, including a new solids digester, a fifth primary clarifier, a new chemical building, and the membrane facility itself. This technology will further reduce pollutants, like heavy metals, PCBs, and Phosphorus, and improve the quality of the water released to the River.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	104.00	105.00	108.00	108.00	108.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	400,826	512,476	339,985	1,383,500	1,763,000
Interfund Charges	2,046,614	2,140,472	2,022,305	2,129,179	2,515,656
Reserve for Budget Adjustment	0	0	0	200,000	200,000
Transfers Out	2,109	13,801	0	240,000	75,000
Wages & Benefits	10,031,693	10,494,433	10,881,724	11,347,771	11,871,748
Supplies & Services	7,203,308	7,212,535	7,460,956	7,668,565	8,148,617
Debt Services	0	0	0	0	0
All Other	1,620,387	1,290,586	1,545,134	1,560,186	1,655,795
TOTAL	21,304,937	21,664,303	22,250,104	24,529,201	26,229,816

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:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	6,245,107	5,588,548	5,431,151	6,374,423	6,916,144
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	545,346	106,148	321,898	125,600	243,500
TOTAL	6,790,453	5,694,696	5,753,049	6,500,023	7,159,644

Revenue Notes:

Sub-Department RPWRF Operations & Maintenance**Summary:****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 150 million gallons, thereby helping the Spokane River enjoy its status as an increasingly treasured community amenity. This program provides resources necessary for the safe, dependable, and regulatory-compliant operation of the Riverside Park Water Reclamation Facility.

Programs and Services:

The continued safe, dependable, and regulatory-compliant operation of the Riverside Park Water Reclamation Facility depends upon the efforts of its operations and maintenance staff, 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	97.00	97.00	99.00	99.00	98.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	106,160	512,476	339,985	1,383,500	40,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	1,553	0	0	0	0
Wages & Benefits	9,200,129	9,450,845	9,742,878	10,227,662	10,590,692
Supplies & Services	5,443,983	5,346,045	5,152,982	5,011,908	5,417,716
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	14,751,825	15,309,366	15,235,845	16,623,070	16,048,408

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	342,531	(295,583)	16,516	8,000	16,995
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	189	0	0
TOTAL	342,531	(295,583)	16,705	8,000	16,995

Revenue Notes:

Program Summary: Wastewater Management RPWRF 6 YR Capital Plan**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

Clean water is fundamental to life and we strive to protect public health, property, and the environment. We will provide service utilizing sound financial and natural resource management practices. We will continue to give our customers the best service in the Pacific Northwest.

Programs and Services:

The City of Spokane's Wastewater Treatment Facility receives and treats combined sewage from the City's Sewer Collection System, Spokane County, and Fairchild Air Force Base (FAFB), as well as septage from private septic tank servicers. The six year capital plan includes the Next Level of Treatment plant upgrades as well as the plant wide SCADA upgrade. Other improvements lift station improvements, flow monitor replacements and various vehicle replacements.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	1,723,000
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	260,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	1,983,000

Expenditure Notes:

This is a new program in the 2019 Budget. Previously capital expenses were accounted for in various programs within the Wastewater Management RPWRF Department.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: WW Management Administration**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The City's Riverside Park Water Reclamation Facility administration strives to provide efficient and effective processing of some 34 million gallons of wastewater every day, protecting the health of our citizens and our environment while planning for future needs.

Programs and Services:

Leadership at the Riverside Park Water Reclamation Facility is working to maintain efficient and effective operations today, while moving ahead with plans for the future. Construction 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. The project is being 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	7.00	8.00	9.00	9.00	10.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	294,666	0	0	0	0
Interfund Charges	2,046,614	2,140,472	2,022,305	2,129,179	2,515,656
Reserve for Budget Adjustment	0	0	0	200,000	200,000
Transfers Out	556	13,801	0	240,000	75,000
Wages & Benefits	831,564	1,043,588	1,138,846	1,120,109	1,281,056
Supplies & Services	1,759,325	1,866,490	2,307,974	2,656,657	2,470,901
Debt Services	0	0	0	0	0
All Other	1,620,387	1,290,586	1,545,134	1,560,186	1,655,795
TOTAL	6,553,112	6,354,937	7,014,259	7,906,131	8,198,408

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:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	5,902,576	5,884,131	5,414,635	6,366,423	6,899,149
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	545,346	106,148	321,709	125,600	243,500
TOTAL	6,447,922	5,990,279	5,736,344	6,492,023	7,142,649

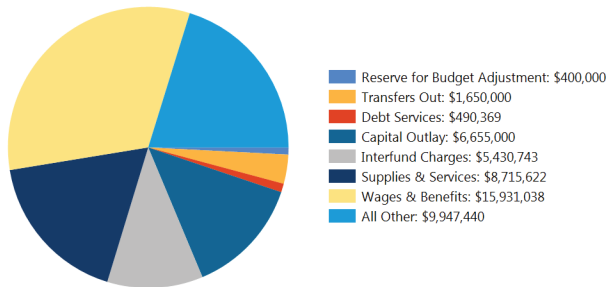
Revenue Notes:



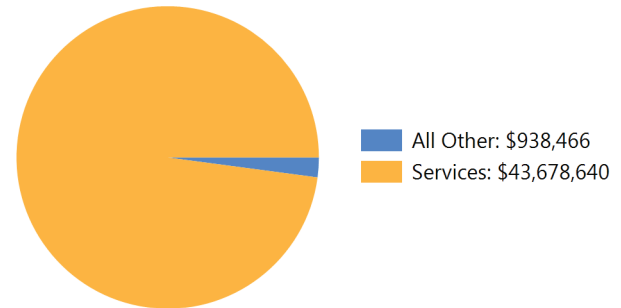
Water

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.

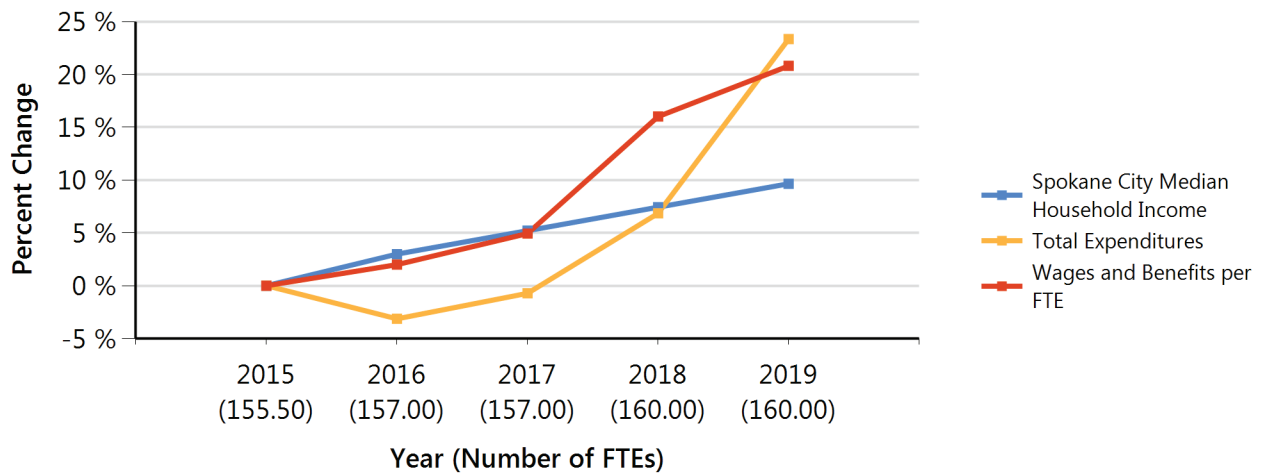
2019 Expenditures



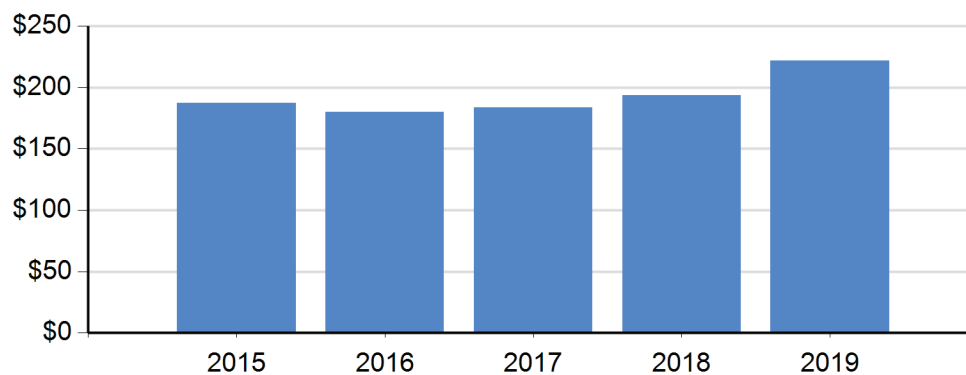
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$187.25	\$180.20	\$183.88	\$193.71	\$221.99
Percent Change	0.00%	-3.13%	2.49%	7.62%	15.44%



Department Summary: Water**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

The City's Water and Hydroelectrical Services Department delivers up to 180 million gallons of clean, safe drinking water per day through the operation and maintenance of pumps, reservoirs, power generation, conservation programs and wellhead protection.

Programs and Services:

The Water Department maintains a reliable drinking water system in adequate volume and pressure, while providing reliable fire flows. We work to optimize resources and assets of the Water Department so we may provide safe drinking water at an affordable price with minimal service outages. We strive to provide these services while remaining in 100% compliance with all regulatory agencies.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	155.50	157.00	157.00	160.00	160.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	4,244,825	2,898,410	2,043,480	3,543,150	6,655,000
Interfund Charges	4,453,051	4,922,774	5,138,068	5,218,033	5,430,743
Reserve for Budget Adjustment	0	0	0	400,000	400,000
Transfers Out	135,857	4,444	0	480,000	1,650,000
Wages & Benefits	12,668,865	13,045,774	13,430,137	15,202,128	15,931,038
Supplies & Services	8,025,820	7,376,096	8,108,767	7,363,376	8,715,622
Debt Services	919,774	894,807	919,703	783,483	490,369
All Other	9,455,026	9,509,756	9,974,873	9,646,169	9,947,440
TOTAL	39,903,218	38,652,061	39,615,028	42,636,339	49,220,212

Expenditure Notes:

"All Other" expenditures are City Utility taxes and State taxes paid on Water Department Revenues

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	400	0	0	0	0
IG Revenue	0	46,649	100	0	0
Services	40,263,673	42,265,977	43,110,278	41,624,683	43,678,640
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	6,091,402	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	3,900,601	12,428,661	6,287,551	955,000	938,466
TOTAL	50,256,076	54,741,287	49,397,929	42,579,683	44,617,106

Revenue Notes:

Program Summary: Water 6 YR Capital Plan

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Water Department's six-year capital plan provides for thoughtful planning of capital maintenance improvements, equipment, vehicles, and projects related to the Water System. This plan allows the Water Department to meet the needs of present and future customers

Programs and Services:

The City's Water Department has ongoing operational equipment and capital maintenance needs. The details of these needs is provided in the six-year capital plan and budgeted for in this program of the Water Department's budget.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	3,014,455	1,150,627	391,772	1,245,000	3,960,000
Interfund Charges	4,862	940	36	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	917,991	293,980	1,198,836	600,000	1,560,000
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	3,937,308	1,445,547	1,590,644	1,845,000	5,520,000

Expenditure Notes:

This is a new program in the 2019 Budget. Previously capital expenses were accounted for in various programs within the Water Collections Department.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Program Summary: Water Administration**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

Water Administration provides guidance, leadership, and support to maintain and grow the second-largest, class "A" water system in the state of Washington.

Programs and Services:

Water Administration is dedicated to maintaining affordable, safe, and reliable service to the customers served by the City of Spokane. Water service is critical to the health and safety of our citizens and for the long-term growth of our economy and business base.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	14.00	14.00	14.00	15.00	15.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	4,448,189	4,911,062	5,128,089	5,208,033	5,430,743
Reserve for Budget Adjustment	0	0	0	400,000	400,000
Transfers Out	132,201	2,268	0	480,000	1,650,000
Wages & Benefits	1,139,485	1,154,784	1,487,851	1,686,312	1,626,562
Supplies & Services	1,613,335	2,070,830	1,705,058	908,865	868,037
Debt Services	919,774	894,807	919,703	783,483	490,369
All Other	9,455,026	9,509,756	9,974,873	9,646,169	9,927,440
TOTAL	17,708,010	18,543,507	19,215,574	19,112,862	20,393,151

Expenditure Notes:

"All Other" expenditures are City Utility and State taxes on Water department revenues.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	400	0	0	0	0
IG Revenue	0	46,649	100	0	0
Services	38,159,088	38,800,596	40,378,404	39,224,683	41,278,640
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	6,091,402	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	3,900,601	12,428,661	6,287,551	955,000	938,466
TOTAL	48,151,491	51,275,906	46,666,055	40,179,683	42,217,106

Revenue Notes:

Program Summary: Water Conservation

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

The Water Conservation Program is responsible for public education and outreach about the importance of conserving water, along with tips that help the public achieve this important goal. Water Stewardship designs and implements programs such as SpokaneScape, as well as leading the joint Mayor-Council Strategic Initiative on Water Conservation.

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. It provides technical assistance to water department customers and other City departments. Water conservation efforts also help protect our aquifer and Spokane River flows.

The Water Conservation Program developed and administers SpokaneScape. The Program consists of educational classes, a media outreach program with purchased television and radio spots as well as technical support for the Water Smart Strategic Initiative. Working with regional partners such as the Idaho Washington Aquifer Collaborative to develop and implement regional conservation messages and regionally appropriate design standards for irrigation and landscaping to achieve the goal of 30% reduction.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.50	1.00	1.00	1.00	1.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	10,772	9,943	10,000	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	50,098	75,290	82,714	94,050	122,242
Supplies & Services	101,794	147,957	23,090	150,024	240,024
Debt Services	0	0	0	0	0
All Other	0	0	0	0	20,000
TOTAL	151,892	234,019	115,747	254,074	382,266

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	0	0

Revenue Notes:

Sub-Department Water System Operations & Maintenance
Summary:**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

This program provides for the continuous repair and maintenance of the water distribution system for the City of Spokane.

Programs and Services:

This program is responsible for the repairs and maintenance of more than 1,000 miles of Water main and appurtenance, as well as repair and maintenance of more than 73,000 service connections. In addition, we provide support for Engineering, Capital Programs and leak surveys.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	121.00	122.00	122.00	124.00	124.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	1,207,767	1,633,499	1,615,985	2,247,800	2,604,000
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	3,656	2,176	0	0	0
Wages & Benefits	9,667,016	9,882,370	9,861,934	11,366,405	12,030,529
Supplies & Services	2,345,507	2,448,870	2,478,134	2,639,901	2,911,606
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	13,223,946	13,966,915	13,956,053	16,254,106	17,546,135

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	152,173	176,052	216,479	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	152,173	176,052	216,479	0	0

Revenue Notes:

Program Summary: Water Upriver

Division: Public Works

Fund Type: Enterprise Fund

Executive Summary:

This activity provides assurance of the quality of our drinking water and manages the City's water pumping and storage system. The program helps provide 200,000 people with reliable potable water supplies of excellent quality for the most affordable price possible. Approximately 22 billion gallons are supplied annually.

Programs and Services:

The Upriver Dam program maintains and operates the 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. In addition, it controls and operates 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	20.00	20.00	20.00	20.00	20.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	22,603	114,284	35,723	50,350	91,000
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	1,812,266	1,933,330	1,997,638	2,055,361	2,151,705
Supplies & Services	3,047,193	2,414,459	2,703,649	3,064,586	3,135,955
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	4,882,062	4,462,073	4,737,010	5,170,297	5,378,660

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,952,412	3,289,329	2,515,395	2,400,000	2,400,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,952,412	3,289,329	2,515,395	2,400,000	2,400,000

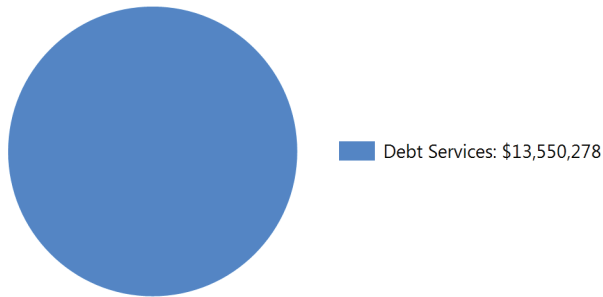
Revenue Notes:



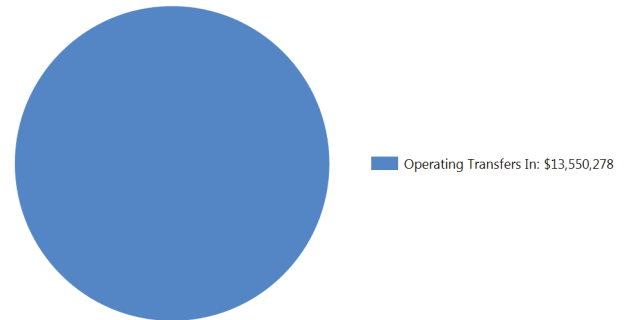
Water/Wastewater Debt Service Fund

This program will pay the annual debt service on \$200 million in Water Wastewater Utility revenue bonds that were sold in the fall of 2014 to pay for a series of projects that are designed to improve the health of the Spokane River and protect drinking water.

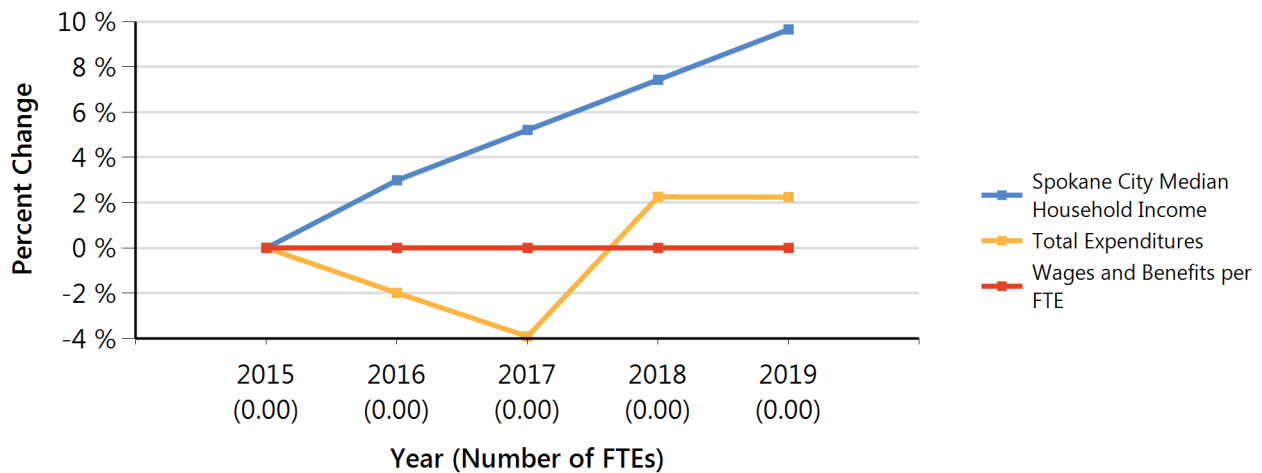
2019 Expenditures



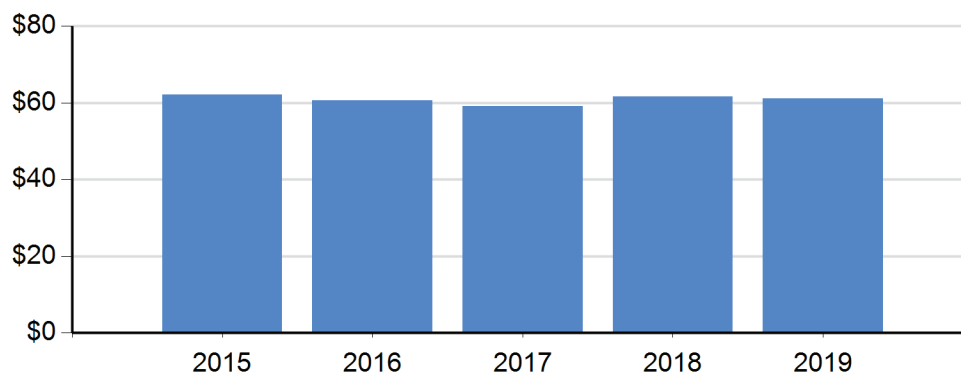
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$62.19	\$60.55	\$59.11	\$61.57	\$61.11
Percent Change	0.00%	-1.98%	-1.96%	6.41%	-0.01%



Department Summary: Water/Wastewater Debt Service Fund**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

This program will pay the annual debt service on \$200 million in Water Wastewater Utility revenue bonds that were sold in the fall of 2014 to pay for a series of projects that are designed to improve the health of the Spokane River and protect drinking water.

Programs and Services:

In November 2014, the City sold \$200 million in Water Wastewater Utility revenue bonds to pay for a series of projects that are designed to improve the health of the Spokane River and to protect the aquifer that provides Spokane residents with their drinking water. The bonds were designated as "green" bonds because they will be used to pay for "green" projects that provide environmental benefits. The work will improve water quality, protect water resources, and save energy, among other things. In large part, the bond funding will help the City implement its Integrated Clean Water Plan. The plan includes work to manage overflows from combined sanitary and stormwater sewers, address untreated stormwater going to the river, and to add an additional level of wastewater treatment at the City's Riverside Park Water Reclamation Facility. The City will be able to repay these bonds, while maintaining affordable and predictable utility rates. The City has committed to limit the annual rate increases to the cost of inflation -- or about 2.9 percent annually.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	13,252,433	12,988,930	12,734,316	13,551,778	13,550,278
All Other	0	0	0	0	0
TOTAL	13,252,433	12,988,930	12,734,316	13,551,778	13,550,278

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	13,512,806	13,548,528	13,547,528	13,551,778	13,550,278
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	13,512,806	13,548,528	13,547,528	13,551,778	13,550,278

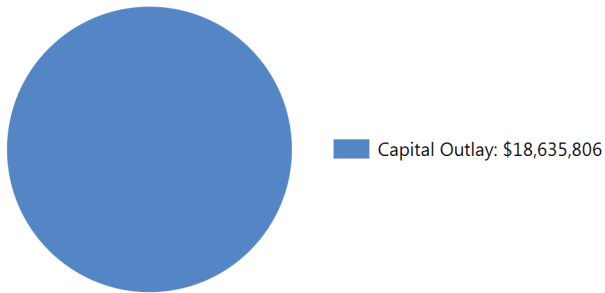
Revenue Notes:



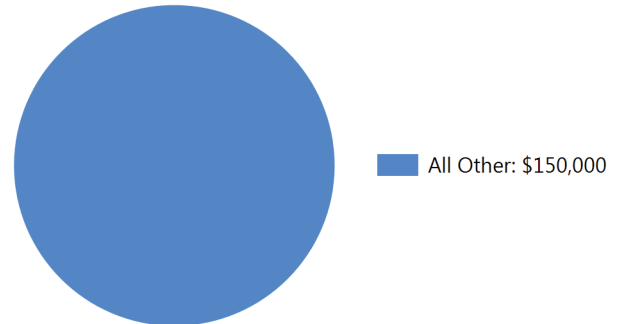
Water/Wastewater Revenue Bond Fund

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.

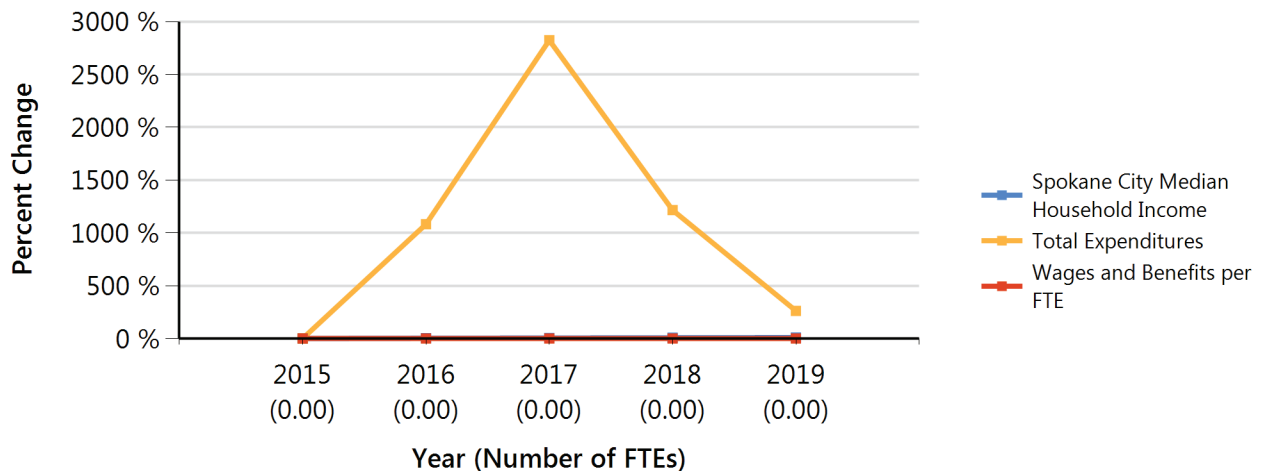
2019 Expenditures



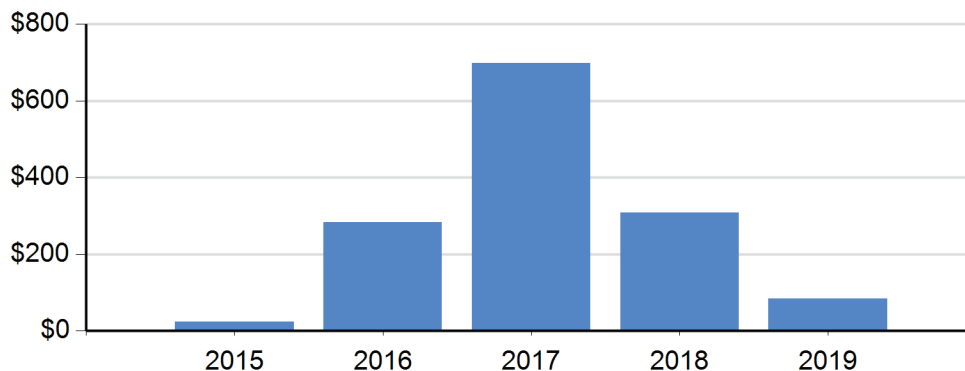
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$24.16	\$283.73	\$698.60	\$307.70	\$84.05
Percent Change	0.00%	1082.04%	147.30%	-55.00%	-72.48%



Department Summary: Water/Wastewater Revenue Bond Fund**Division:** Public Works**Fund Type:** Enterprise Fund

Executive Summary:

In November 2014, the City sold \$200 million in Water Wastewater Utility revenue bonds to pay for a series of projects that are designed to improve the health of the Spokane River and to protect the aquifer that provides Spokane residents with their drinking water.

Programs and Services:

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. Net proceeds of the Bonds are being applied toward Clean Water and Drinking Water projects which 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. The money raised through the bond sale, in large part, will help the City implement its Integrated Clean Water Plan.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	2,574,365	30,430,032	75,255,320	67,725,000	18,635,806
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	2,574,365	30,430,032	75,255,320	0	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	5,148,730	60,860,064	150,510,640	67,725,000	18,635,806

Expenditure Notes:

Capital outlay reduced to available cash expected to be left for Next Level of Treatment expenditures in 2019

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	842,898	149,819	183,934	150,000	150,000
TOTAL	842,898	149,819	183,934	150,000	150,000

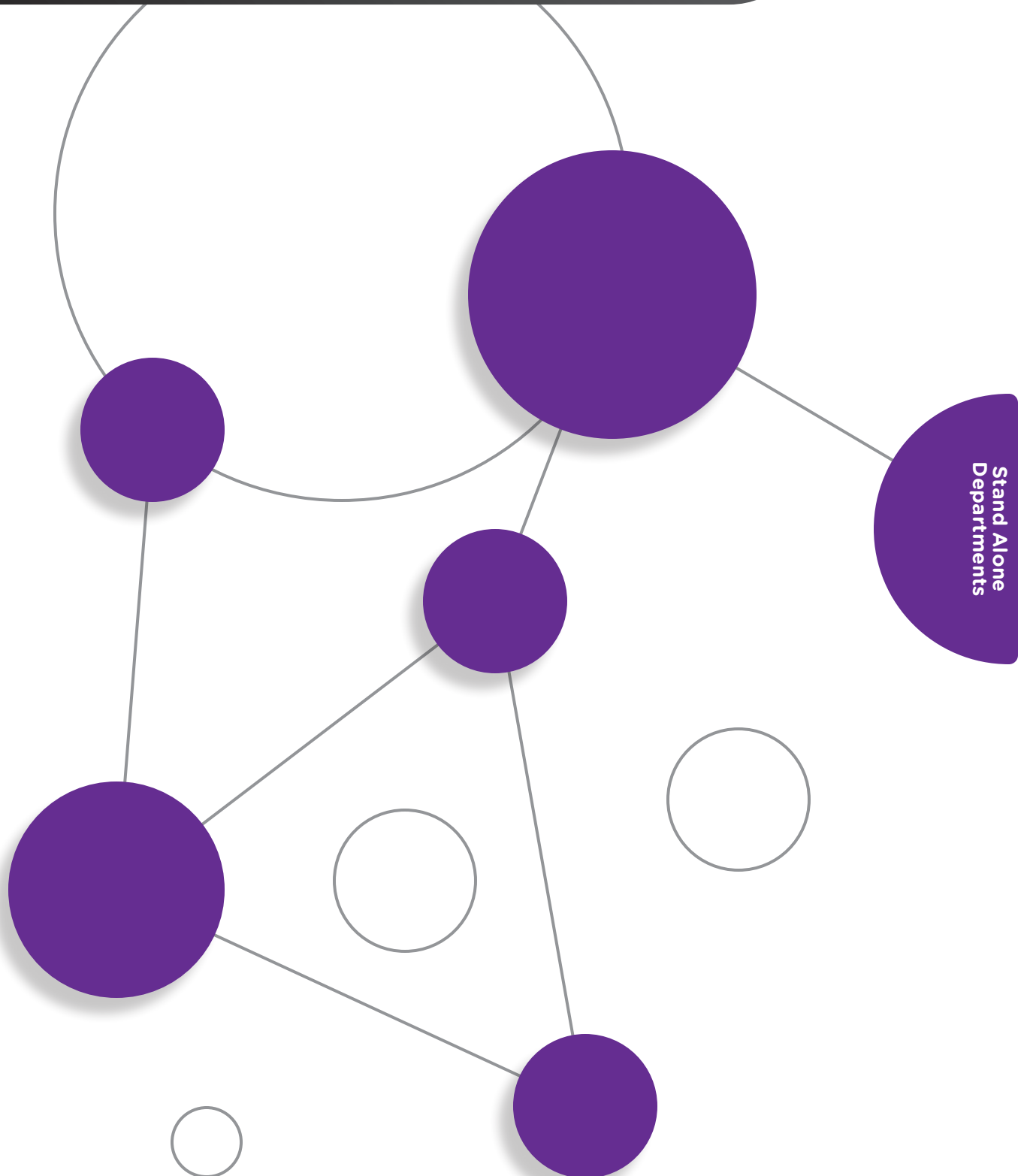
Revenue Notes:

Revenue reflected in the all other category is investment interest income.



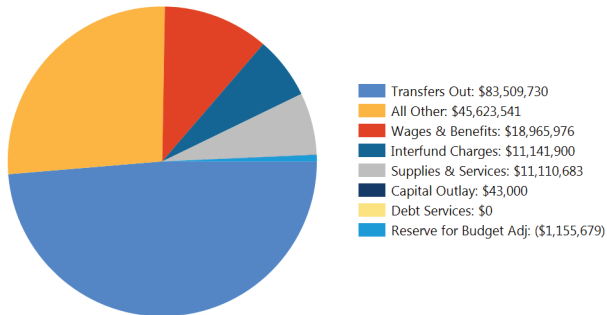


Stand Alone Departments

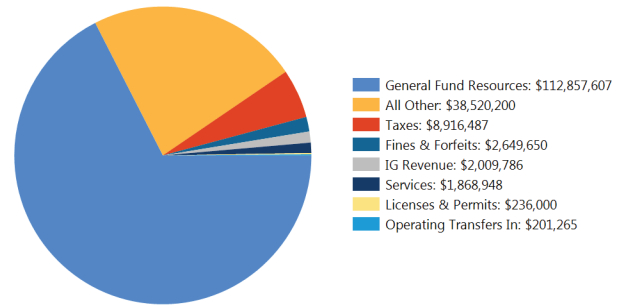


Stand Alone Departments

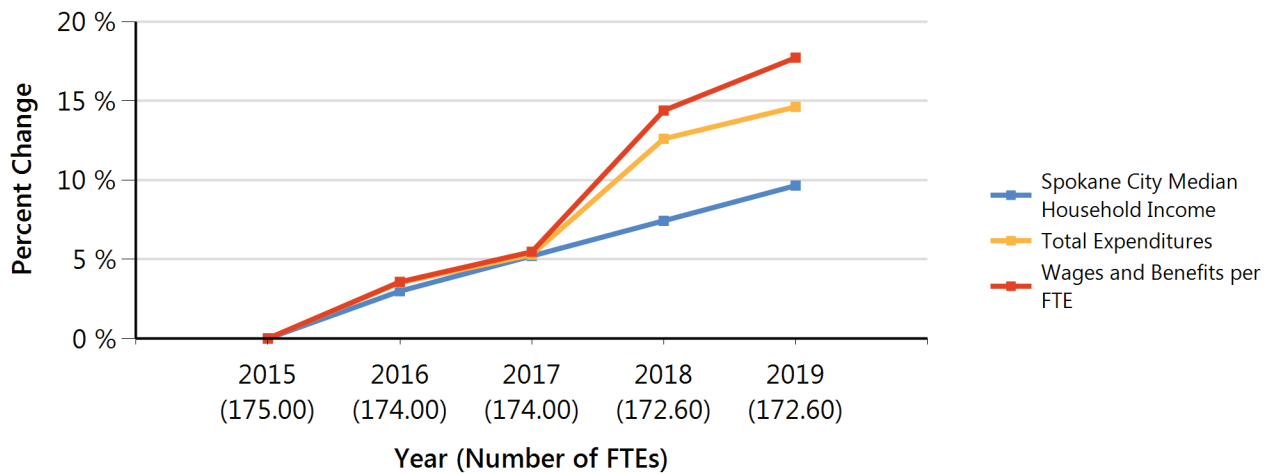
2019 Expenditures



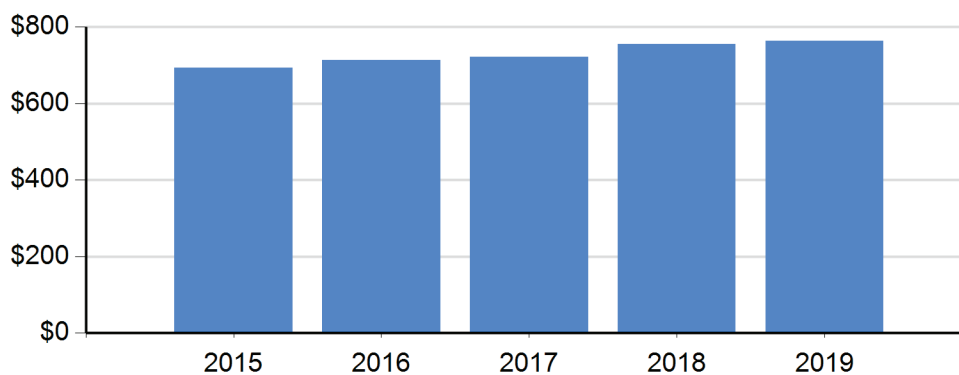
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$692.96	\$712.73	\$721.67	\$755.49	\$763.35
Percent Change	0.00%	3.52%	1.70%	6.94%	1.78%

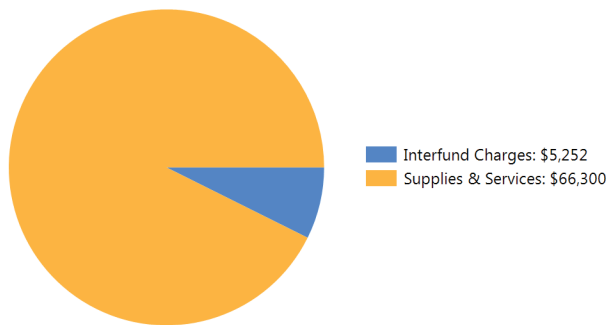




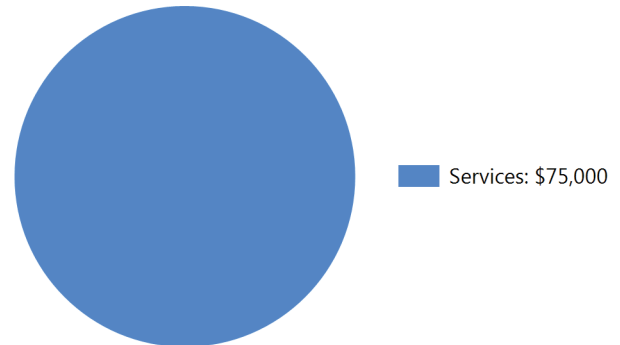
457 Deferred Compensation Fund

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.

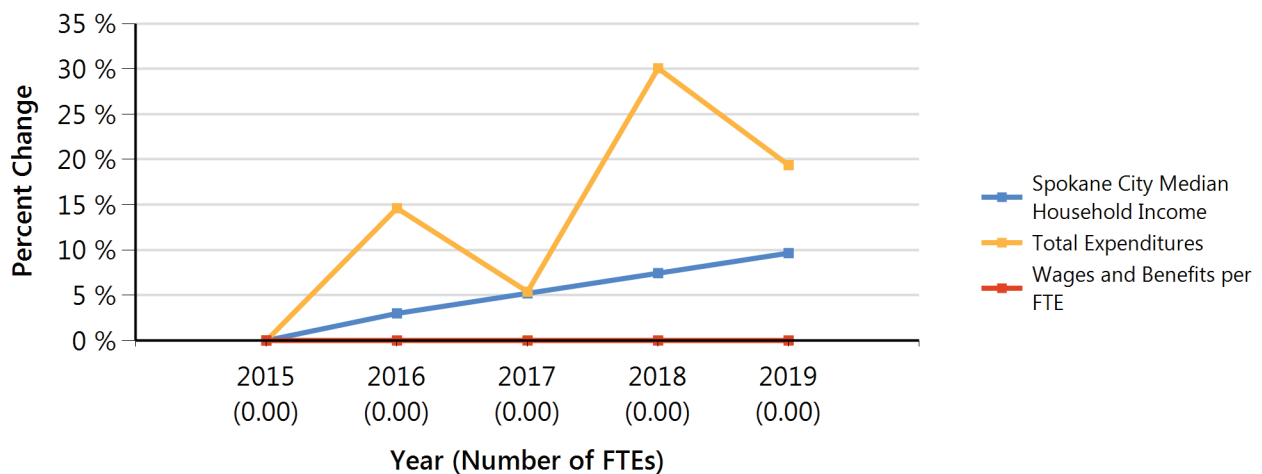
2019 Expenditures



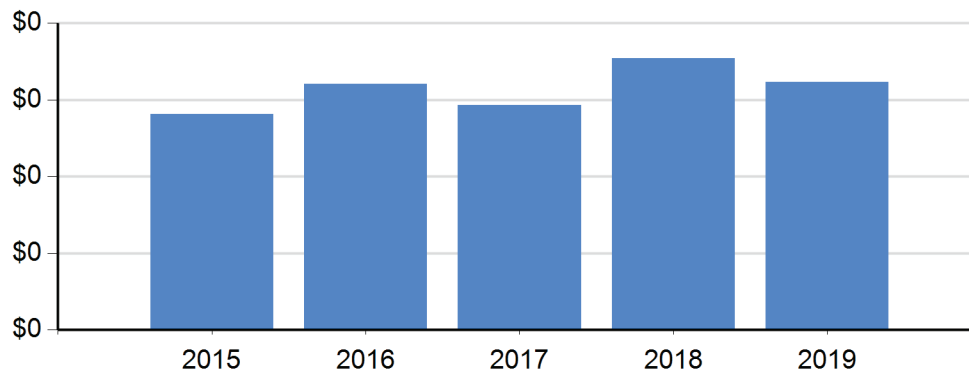
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$0.28	\$0.32	\$0.29	\$0.35	\$0.32
Percent Change	0.00%	14.60%	-8.04%	23.42%	-8.22%



Department Summary: 457 Deferred Compensation Fund**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the optional 457 defined contribution plan. The plan's record keeper is ICMA-RC.

Programs and Services:

The 457 Plan assets are held in a separate Trust on behalf of the employees who have contributed to the Plan. The assets are not part of the City's assets within the Comprehensive Annual Report. Revenues and expenditures flow through a separate special revenue fund within the City of Spokane 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. As of December 31, 2017, there were 2,228 participants with cumulative assets of \$215.1M. 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	6,180	9,415	5,206	10,666	5,252
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	53,763	59,285	57,965	67,300	66,300
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	59,943	68,700	63,171	77,966	71,552

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	90,000	45,000	110,000	80,000	75,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	90,000	45,000	110,000	80,000	75,000

Revenue Notes:

The entire budget for the 457 Plan is funded through an administrative fee paid by plan participants.

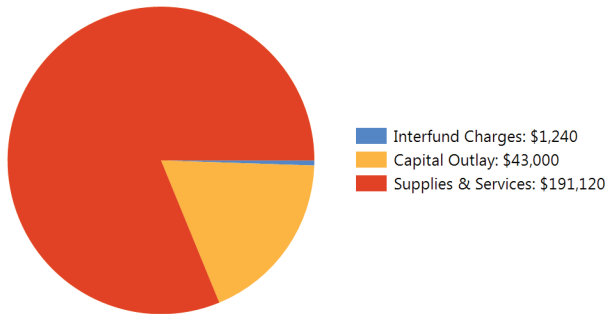




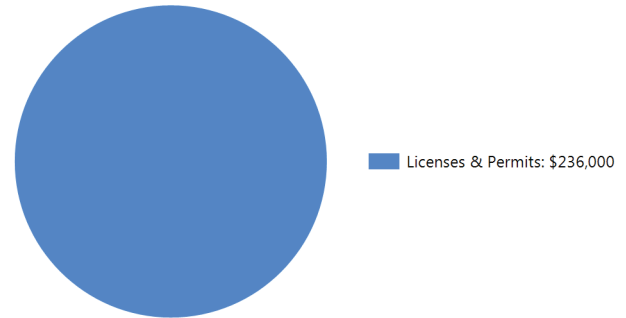
Channel 5 / PEG Capital

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.

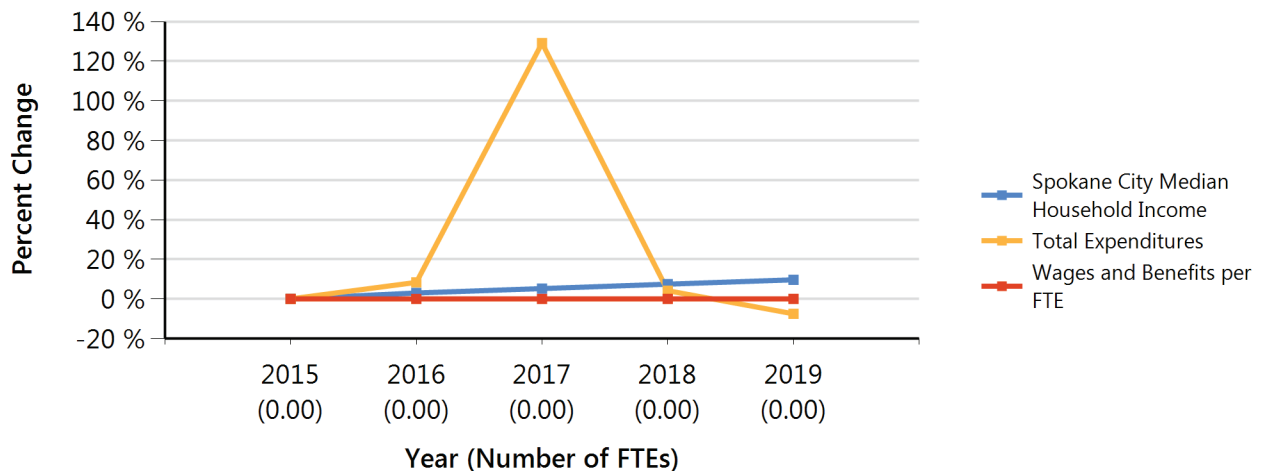
2019 Expenditures



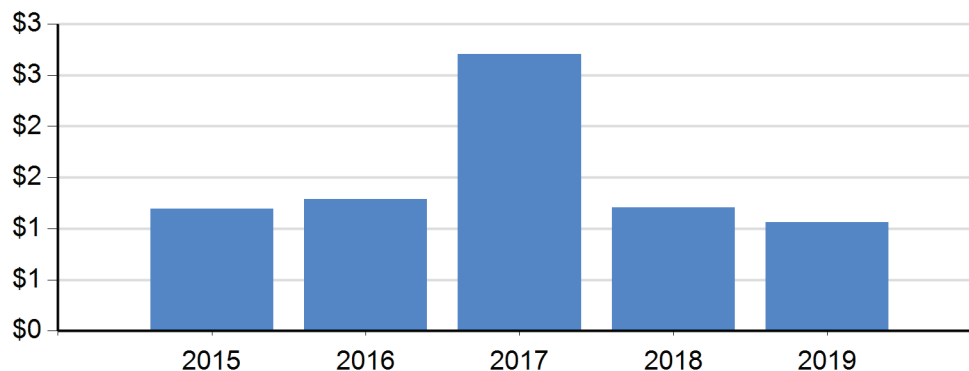
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$1.19	\$1.29	\$2.71	\$1.20	\$1.06
Percent Change	0.00%	8.33%	111.50%	-54.54%	-11.21%



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.

Programs and Services:

The City renewed its cable television franchise with Comcast in 2005. This 12-year franchise is currently in the renewal process 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	105,062	45,633	464,284	64,200	43,000
Interfund Charges	1,415	915	1,114	981	1,240
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	148,061	229,201	117,831	199,920	191,120
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	254,538	275,749	583,229	265,101	235,360

Expenditure Notes:

2017 Capital Outlay expenditure increase was for Council Chamber remodeling project.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	192,772	195,323	235,289	265,094	236,000
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	1,260	628	212	0	0
TOTAL	194,032	195,951	235,501	265,094	236,000

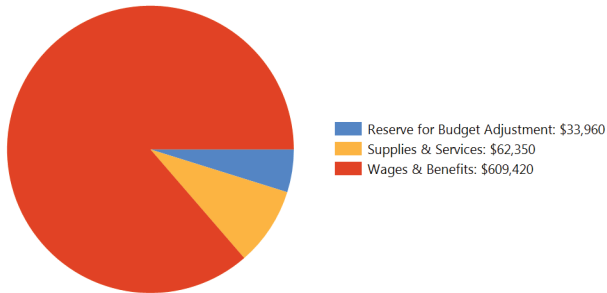
Revenue Notes:



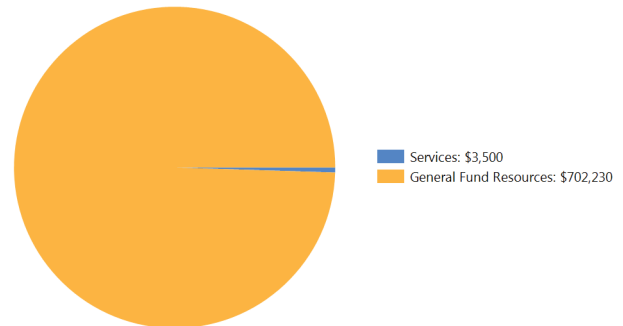
City Clerk

The Office of the City Clerk is a repository for the City's official records and supports both the legislative and administrative branches, as well as serves the public, by providing records maintenance and management services, including administering the City's public records request process and facilitating access to the City's records.

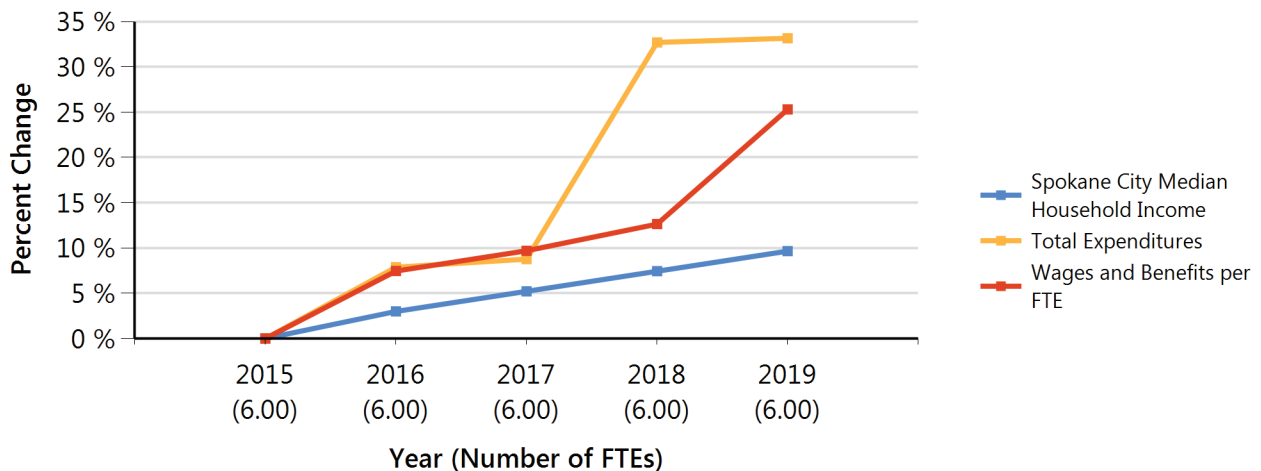
2019 Expenditures



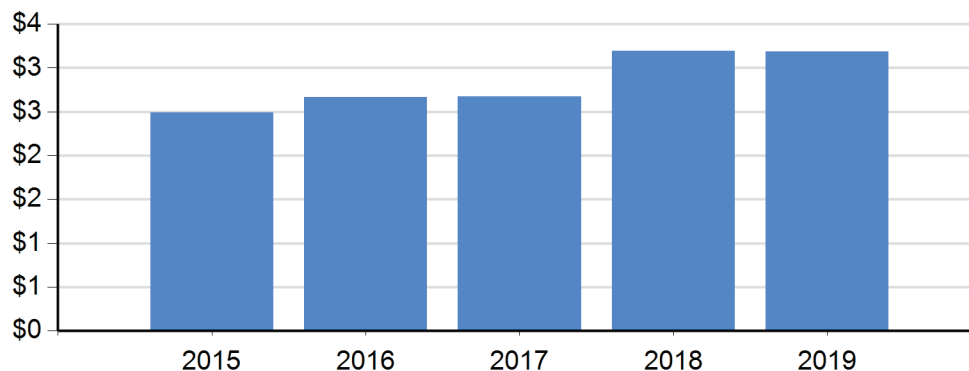
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$2.49	\$2.67	\$2.68	\$3.20	\$3.18
Percent Change	0.00%	7.87%	0.82%	22.00%	0.35%



Department Summary: City Clerk

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

The Office of the City Clerk is a repository for the City's official records and supports both the legislative and administrative branches, as well as serves the public, by providing records maintenance and management services, including administering the City's public records request process and facilitating access to the City's records.

Programs and Services:

- Records Maintenance and Management: Attest, index, scan, distribute and file 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 and respond to public records requests; oversee City's offsite records storage contract; and oversee inventory of off-site records and activity.
 - City Council Agenda and Meetings: Prepare, publish, and distribute weekly current and advance council agendas and packets; post agendas and agenda packet materials to the City website; and keep legislative record of Council proceedings.
 - Official Gazette: Act as editor and responsible for typesetting and layout of the Official Gazette and posting to City website; responsible for publication of City Council minutes, executive orders, ordinances, policies and procedures, and hearing notices and preparation of affidavits of publication.
 - Customer Service and Other Services: Assist internal and 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	6.00	6.00	6.00	6.00	6.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	100,000	33,960
Transfers Out	0	0	0	0	0
Wages & Benefits	478,299	513,923	525,457	540,913	609,420
Supplies & Services	51,675	57,789	50,988	62,350	62,350
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	529,974	571,712	576,445	703,263	705,730

Expenditure Notes:

The reserve for budget adjustment in 2018 was for a project employee to help with public records requests.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	1,688	977	878	3,500	3,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	528,286	570,735	575,567	699,763	702,230
All Other	0	0	0	0	0
TOTAL	529,974	571,712	576,445	703,263	705,730

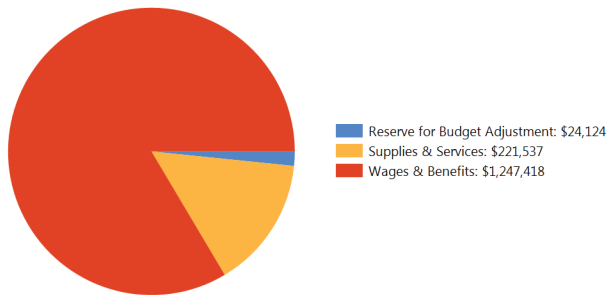
Revenue Notes:



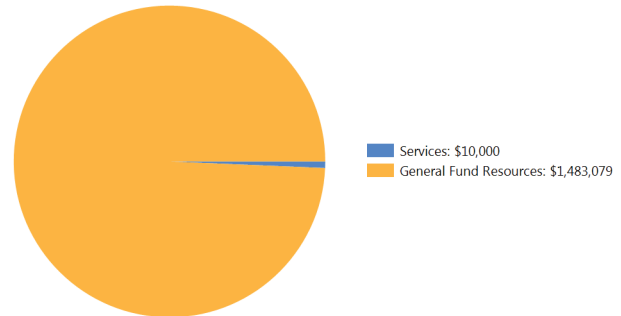
City Council

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.

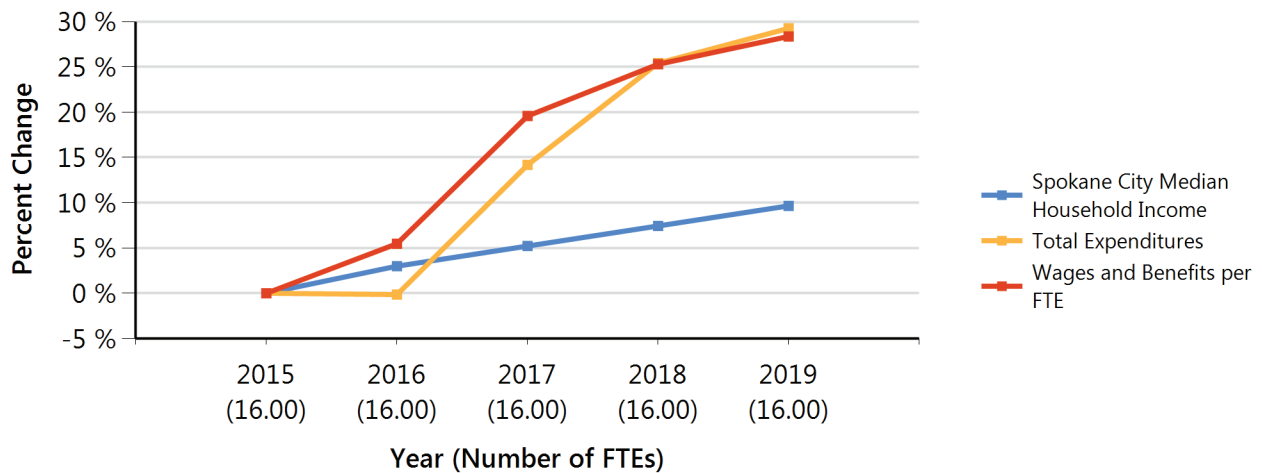
2019 Expenditures



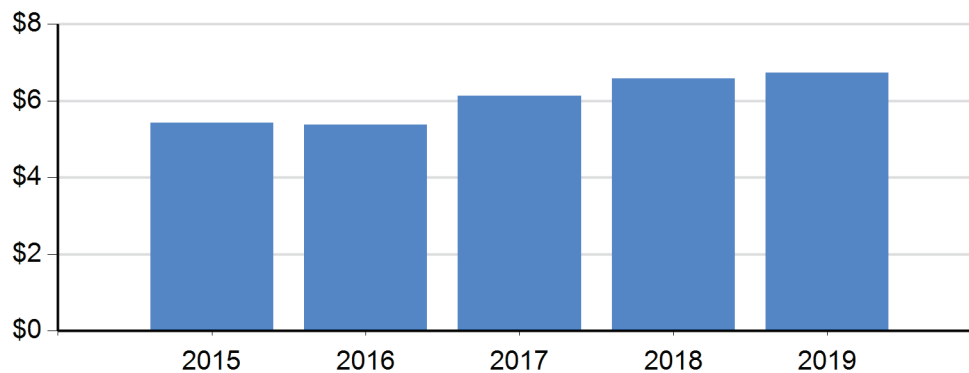
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$5.42	\$5.38	\$6.12	\$6.58	\$6.73
Percent Change	0.00%	-0.14%	14.33%	9.84%	3.06%



Department Summary: City Council**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

As provided in the City Charter a Council President and six Council Members (two Members for each of the three districts) comprise the Spokane City Council. Together they constitute a legislative body which is given authority by the Washington State Constitution and State law to make local law.

Programs and Services:

The Council President and City Council Members:

1. Appoint and discharge the Hearing Examiner;
2. Appoint, evaluate, and discharge the City Council's Senior Research & Policy Analyst and the Policy Adviser;
3. Confirm the appointment by the Mayor of the City Attorney, the City Clerk, and the Administrative Head in each department;
4. Appoint nominees of the mayor to boards, commissions, and other official City agencies, unless otherwise provided;
5. Hire, supervise, and remove their own administrative staff;
6. Hire, supervise, and discharge their individual legislative assistants.

The Council President reviews the preparation of the agenda for City Council meetings, briefings, and study session meetings and presides at meetings of the Council. The Council President also serves as the Mayor Pro Tem.

Each Council Member is provided with the budget to employ a Legislative Assistant. Council staff also includes a Senior Research & Policy Analyst, a Policy Adviser, as well as occasional temporary employees.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	16.00	16.00	16.00	16.00	16.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	1,575	682	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	24,124	24,124
Transfers Out	0	0	0	0	0
Wages & Benefits	951,283	1,003,292	1,144,796	1,210,217	1,247,418
Supplies & Services	202,298	149,457	173,990	214,337	221,537
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,155,156	1,153,431	1,318,786	1,448,678	1,493,079

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	10,707	13,948	0	10,000	10,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,144,449	1,139,483	1,318,786	1,438,678	1,483,079
All Other	0	0	0	0	0
TOTAL	1,155,156	1,153,431	1,318,786	1,448,678	1,493,079

Revenue Notes:

In 2017, service revenue was credited against salary expense rather than being recorded as a revenue. The 2018 and 2019 budget does not currently reflect this change.

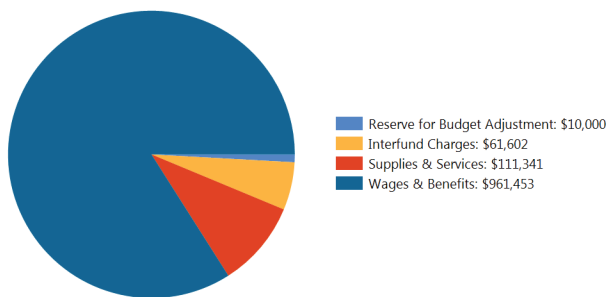




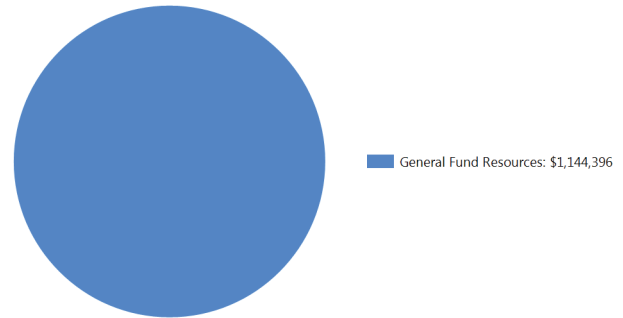
Civil Service

Established by City Charter in 1910, the Civil Service Commission is an independent body which provides a merit-based system of employment, ensuring that the most qualified applicants for City service are equitably selected and retained. The system includes administration of programs for position classification, recruitment, and job-related examinations.

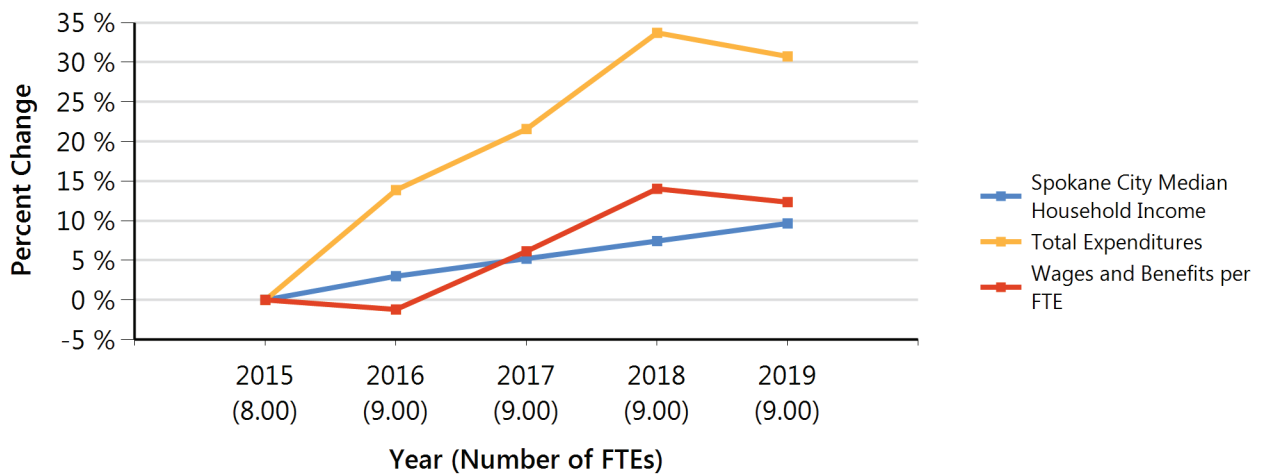
2019 Expenditures



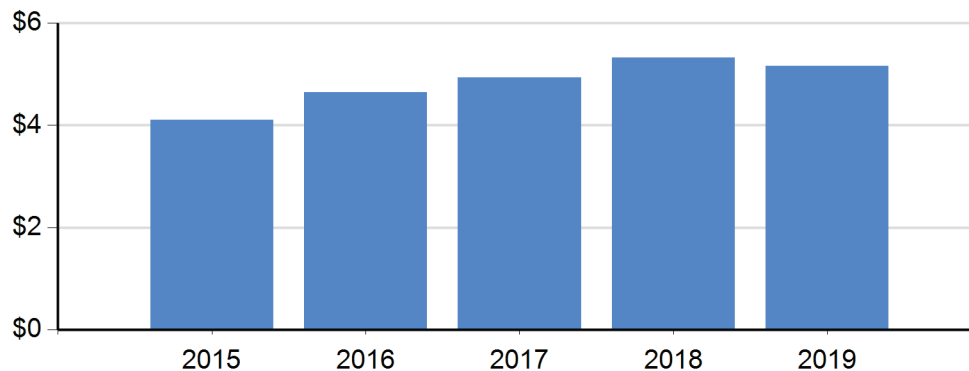
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$4.11	\$4.65	\$4.94	\$5.32	\$5.16
Percent Change	0.00%	13.86%	6.76%	9.99%	-2.23%



Department Summary: Civil Service

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

Established by City Charter in 1910, the Civil Service Commission is an independent body which provides a merit-based system of employment, ensuring that the most qualified applicants for City service are equitably selected and retained. The system includes administration of programs for position classification, recruitment, and job-related examinations.

Programs and Services:

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 merit-based 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 practical application of these rules or the Charter. The Civil Service administrative staff includes the Chief Examiner and eight full time administrative staff.

Civil Service provides open, free, and competitive examinations to test the relative fitness of applicants for all classified positions. Citizens of Spokane benefit from this process in many ways. An equal opportunity is provided for qualified applicants to apply for City jobs, free of political influence, emphasizing fairness and objectivity in the selection and promotion process. This contributes strongly to morale and motivation among employees, as well as the quality of those employees selected, who then provide a variety of essential and critical services to all citizens.

Civil Service provides customer service to job seekers, employees, management, and bargaining units; certifies all classified City Payroll; monitors non-classified payroll for City compliance; works with City departments to classify work; processes employment applications; creates a wide variety of job-related examinations; administers and monitors examinations; maintains test material security; certifies eligible lists for hiring; maintains eligible lists; administers Commission meetings, appeals, and hearings, and records minutes; and serves to maintain, update, and provide ongoing interpretation of Civil Service rules.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	8.00	9.00	9.00	9.00	9.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	1,119	6,388	0	0	0
Interfund Charges	42,849	47,187	47,709	68,789	61,602
Reserve for Budget Adjustment	0	0	0	10,000	10,000
Transfers Out	0	0	0	0	0
Wages & Benefits	759,786	844,436	906,451	977,911	961,453
Supplies & Services	71,646	98,727	110,026	113,800	111,341
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	875,400	996,738	1,064,186	1,170,500	1,144,396

Expenditure Notes:

Interfund charges in the 2018 & 2019 budgets are increasing over historical actuals as a result of increased IT service and software support expenses.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	875,400	996,709	1,064,186	1,170,500	1,144,396
All Other	0	29	0	0	0
TOTAL	875,400	996,738	1,064,186	1,170,500	1,144,396

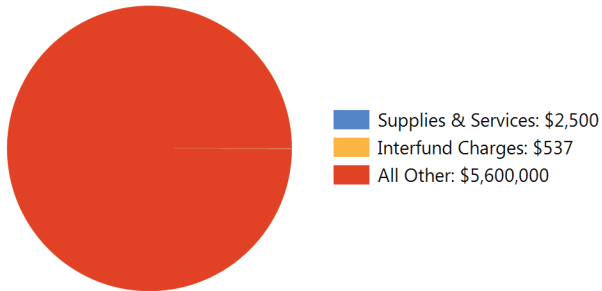
Revenue Notes:



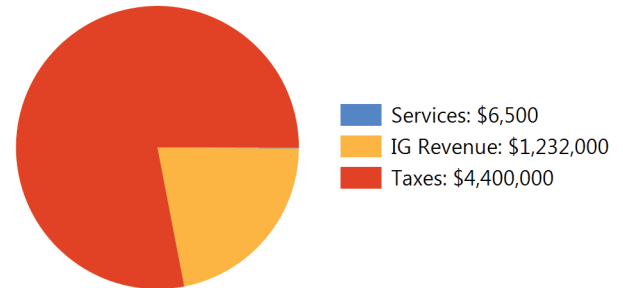
Criminal Justice Assistance Fund

This represents the City's costs related to incarceration of misdemeanants and the costs associated with Electronic Home Monitoring and other alternatives to incarceration.

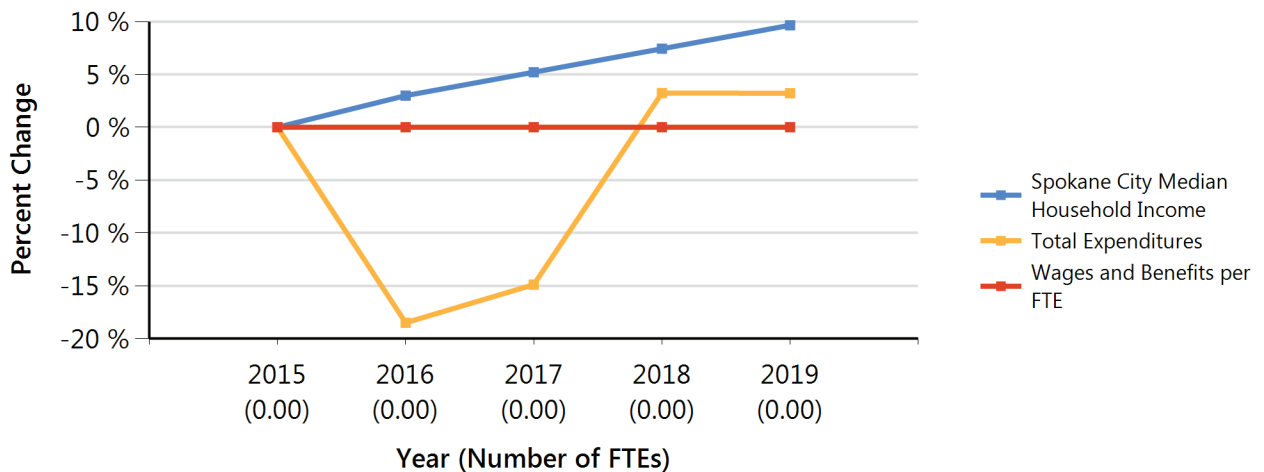
2019 Expenditures



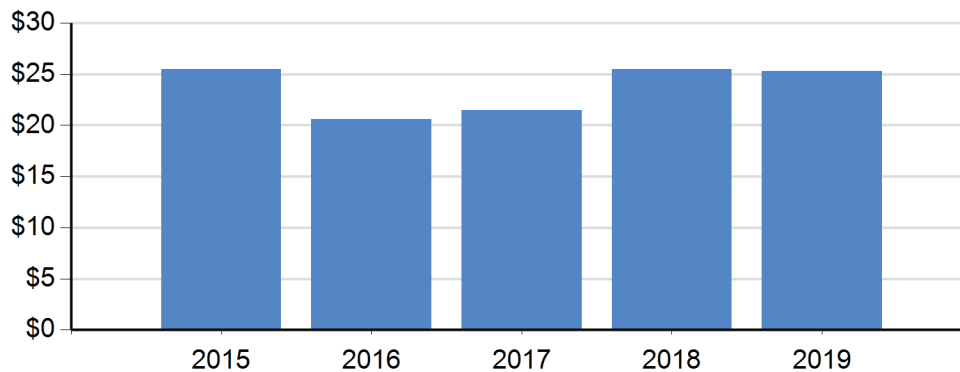
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$25.47	\$20.62	\$21.44	\$25.46	\$25.27
Percent Change	0.00%	-18.50%	4.42%	21.31%	-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.

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 source of jail and correctional services is Spokane County Detention Services, which includes the Spokane County Jail and Geiger Correctional Facility. In addition to incarceration programs, the City offers other alternatives such as Electronic Home Monitoring.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	3,140	3,211	2,841	1,610	537
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	2,568	2,455	1,993	2,500	2,500
Debt Services	0	0	0	0	0
All Other	5,422,703	4,418,201	4,614,630	5,600,000	5,600,000
TOTAL	5,428,411	4,423,867	4,619,464	5,604,110	5,603,037

Expenditure Notes:

All other includes housing inmates at the county jail.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	3,826,905	4,085,761	4,402,281	4,100,000	4,400,000
Licenses & Permits	0	0	0	0	0
IG Revenue	1,252,778	932,557	1,632,820	928,000	1,232,000
Services	45,291	11,371	6,031	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	5,711	(590)	1,125	1,000	3,000
TOTAL	5,130,685	5,029,099	6,042,257	5,035,500	5,641,500

Revenue Notes:

All Other revenue includes interest income.

Revenue from Inter-government (IG) and taxes varies depending on the sales and use tax collected and distributed each year.

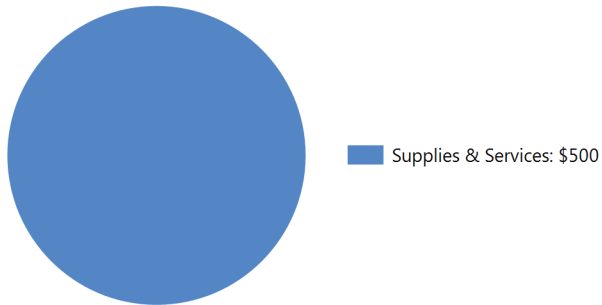




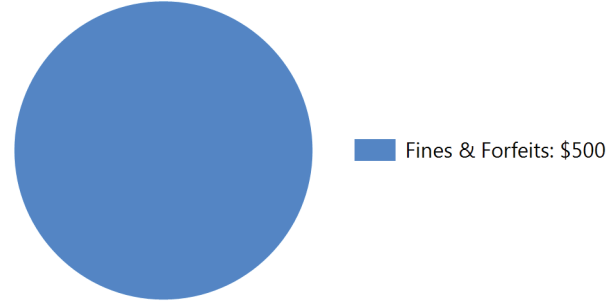
Domestic Violence Prevention

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.

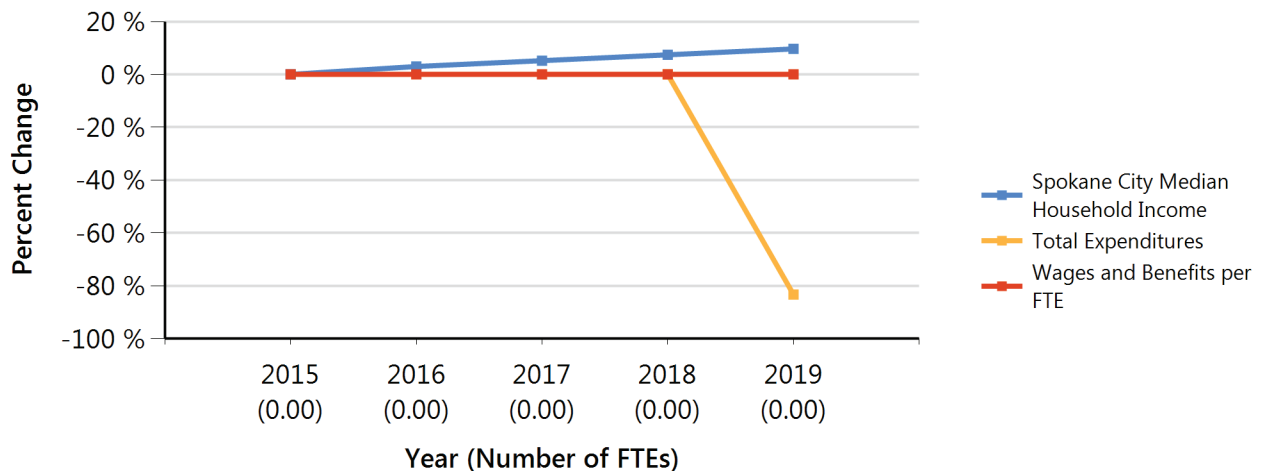
2019 Expenditures



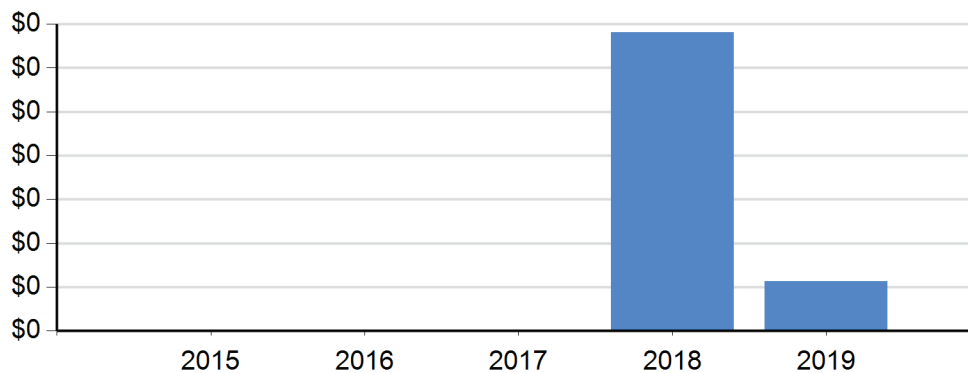
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$0.00	\$0.01	\$0.00
Percent Change	0.00%	0.00%	-83.33%



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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	3,000	500
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	3,000	500

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	435	1,698	540	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
TOTAL	435	1,698	540	500	500

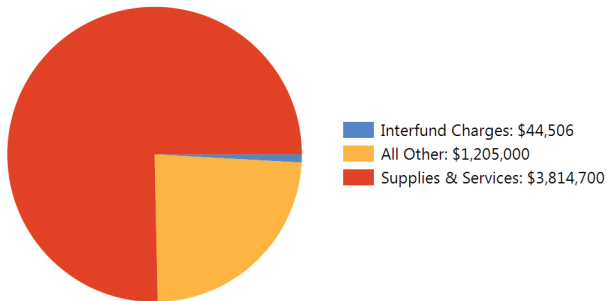
Revenue Notes:



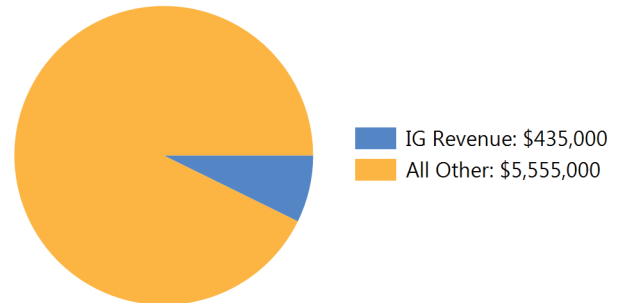
Firefighters Pension Fund

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for Law Enforcement Officer and Firefighter (LEOFF I) Firefighters' Plan, a closed defined benefit plan.

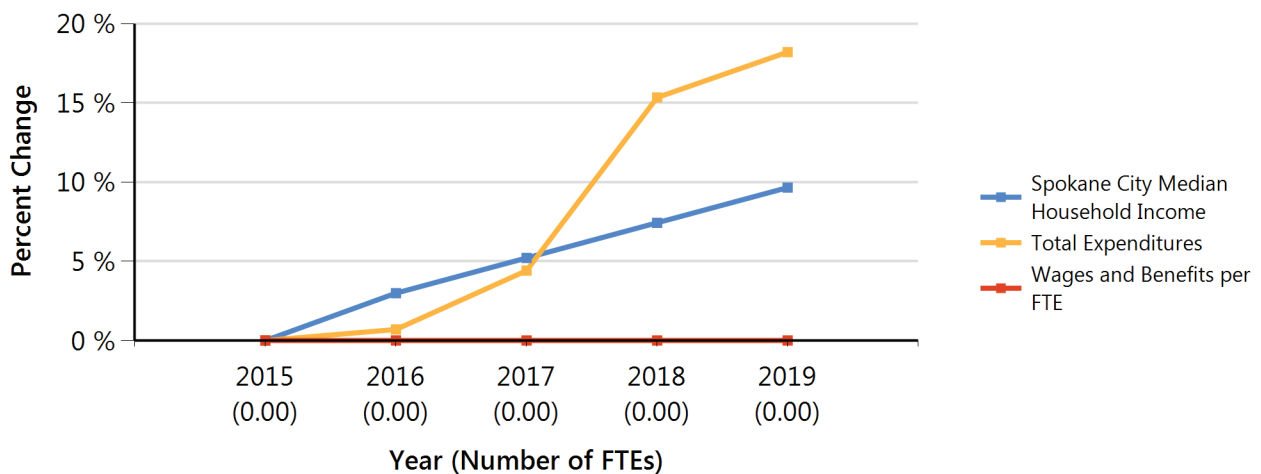
2019 Expenditures



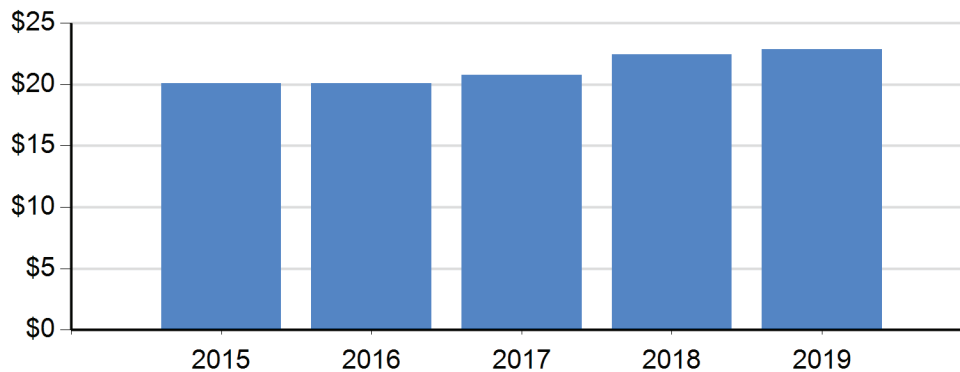
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$20.11	\$20.11	\$20.76	\$22.45	\$22.84
Percent Change	0.00%	0.69%	3.68%	10.46%	2.48%



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, 2017, there were 210 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 \$31 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 2019 budget, overall expenses of the LEOFF I Firefighters' Plan increased by \$123k (2.5%). This is primarily due to 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	43,618	41,223	42,885	45,203	44,506
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	2,933,946	3,102,387	3,377,096	3,691,200	3,814,700
Debt Services	0	0	0	0	0
All Other	1,306,840	1,170,686	1,053,418	1,205,000	1,205,000
TOTAL	4,284,404	4,314,296	4,473,399	4,941,403	5,064,206

Expenditure Notes:

"All Other" includes Pension annuity claims and death benefit payments. Medical payments and Medicare reimbursements comprise the majority of "Other Services & charges".

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	613	1,298	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	399,863	428,402	456,494	405,000	435,000
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	5,028,314	5,058,641	5,349,334	6,015,000	5,555,000
TOTAL	5,428,790	5,488,341	5,805,828	6,420,000	5,990,000

Revenue Notes:

"Miscellaneous Revenues" includes investment earnings and employer contributions.

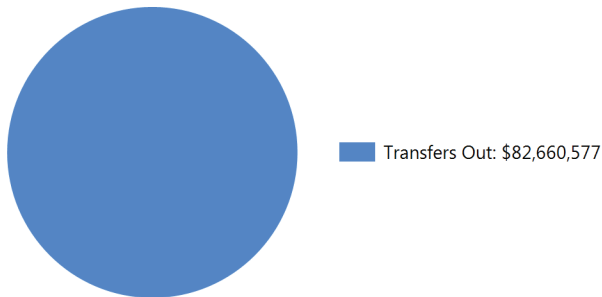




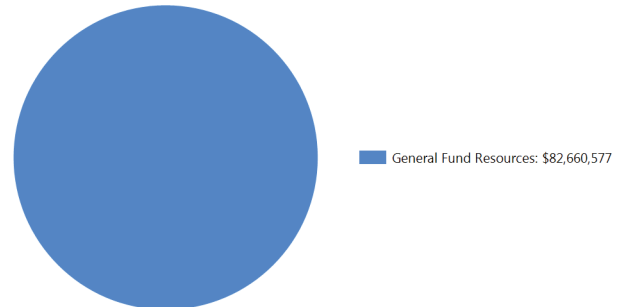
General Fund Allocations

This function represents General Fund support to various departments and activities that rely on the General Fund for financial support.

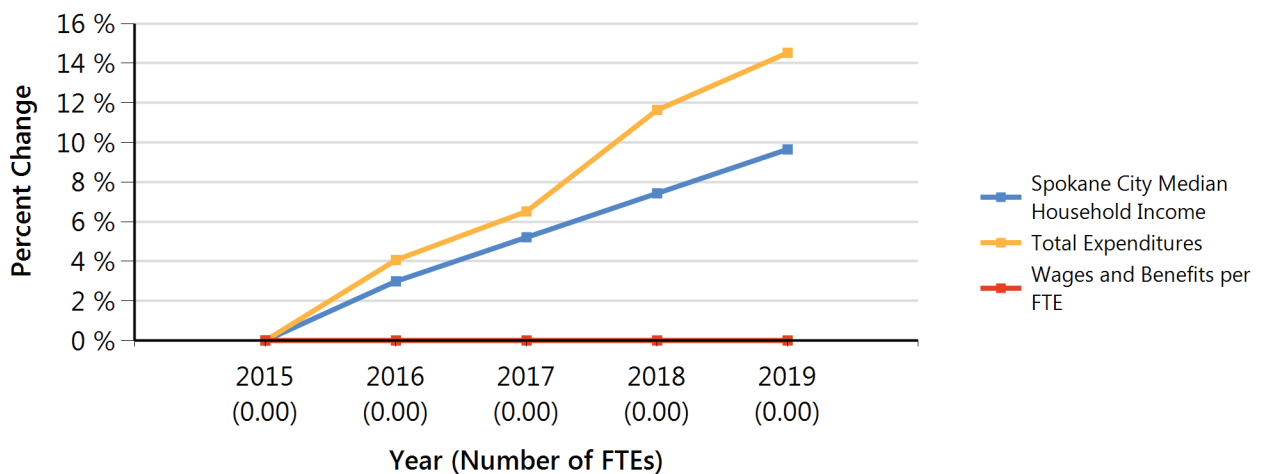
2019 Expenditures



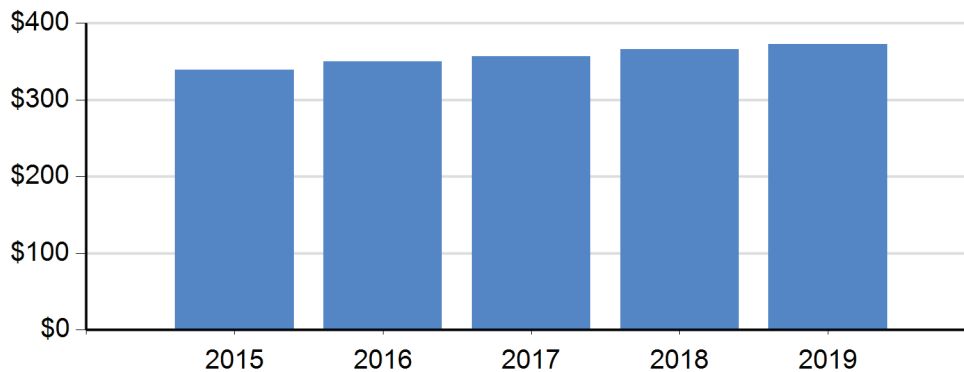
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$338.70	\$350.17	\$356.84	\$366.09	\$372.82
Percent Change	0.00%	4.06%	2.35%	4.80%	2.58%



Department Summary: General Fund Allocations**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This function represents General Fund support to various departments and activities that rely on the General Fund for financial support.

Programs and Services:

See the department specific program summaries for details on how the funds are used. The General Fund provides monetary support to several departments including:
Streets, Code Enforcement, Library, Parks and Recreation, Fire/Emergency Medical Services, Asset Management, and Parking.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	72,177,591	75,110,791	76,879,235	80,576,800	82,660,577
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	72,177,591	75,110,791	76,879,235	80,576,800	82,660,577

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	72,177,591	75,110,791	76,879,235	80,576,800	82,660,577
All Other	0	0	0	0	0
TOTAL	72,177,591	75,110,791	76,879,235	80,576,800	82,660,577

Revenue Notes:

Program Summary: GF Allocation to Arterial Street Fund-Street Levy**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This represents the General Fund Allocation to Arterial Streets. The annual allocation to Arterial Streets will be equivalent to the amount of the Street Levy for the year.

Programs and Services:

This General Fund allocation will be used to support the Debt Service for existing Street Bonds and to provide additional Street Capital & Maintenance dollars that will be used in coordination with Integrated Capital dollars and any State and Federal matching dollars. See Arterial Street Fund budget summary for more details.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	8,444,700	9,100,000	9,550,000	9,280,000	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
TOTAL	8,444,700	9,100,000	9,550,000	9,280,000	9,280,000

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	8,444,700	9,100,000	9,550,000	9,280,000	9,280,000
All Other	0	0	0	0	0
TOTAL	8,444,700	9,100,000	9,550,000	9,280,000	9,280,000

Revenue Notes:

Program Summary: GF Allocation to Asset Management Operations**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This represents the General Fund contribution to the Asset Management Fund.

Programs and Services:

The General Fund contribution covers the cost of City Hall Maintenance and other portions of Asset Management that cannot be billed to other departments.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	795,000	856,000	899,376	1,535,000	1,572,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	795,000	856,000	899,376	1,535,000	1,572,000

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	795,000	856,000	899,376	1,535,000	1,572,000
All Other	0	0	0	0	0
TOTAL	795,000	856,000	899,376	1,535,000	1,572,000

Revenue Notes:

Program Summary: GF Allocation to Code Enforcement**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This represents the estimated General Fund Contribution to the Code Enforcement Special Revenue Fund.

Programs and Services:

For specifics on how these funds are used, refer to the Code Enforcement program summary.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	562,817	752,622	561,709	837,830	817,564
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	562,817	752,622	561,709	837,830	817,564

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	562,817	752,622	561,709	837,830	817,564
All Other	0	0	0	0	0
TOTAL	562,817	752,622	561,709	837,830	817,564

Revenue Notes:

Program Summary: GF Allocation to Fire/EMS**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This represents the estimated General Fund Contribution to the Fire/EMS Special Revenue Fund.

Programs and Services:

For specifics on how these funds are used, refer to the Fire/EMS program summary.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	36,295,000	37,200,000	38,500,000	39,700,000	41,500,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	36,295,000	37,200,000	38,500,000	39,700,000	41,500,000

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	36,295,000	37,200,000	38,500,000	39,700,000	41,500,000
All Other	0	0	0	0	0
TOTAL	36,295,000	37,200,000	38,500,000	39,700,000	41,500,000

Revenue Notes:

Program Summary: GF Allocation to Intermodal Facility**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This represents the estimated General Fund Contribution for Intermodal Facility operations.

Programs and Services:

For specifics on how these funds are used, refer to the Intermodal Facility program summary.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	121,984	75,000	145,000	150,000	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
TOTAL	121,984	75,000	145,000	150,000	150,000

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	121,984	75,000	145,000	150,000	150,000
All Other	0	0	0	0	0
TOTAL	121,984	75,000	145,000	150,000	150,000

Revenue Notes:

Program Summary: GF Allocation to Library

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

This represents the General Fund allocation to the Library Fund.

Programs and Services:

For specifics on how these funds are used, refer to the Library program summary.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	9,003,397	9,228,482	8,383,482	8,600,000	8,825,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	9,003,397	9,228,482	8,383,482	8,600,000	8,825,000

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	9,003,397	9,228,482	8,383,482	8,600,000	8,825,000
All Other	0	0	0	0	0
TOTAL	9,003,397	9,228,482	8,383,482	8,600,000	8,825,000

Revenue Notes:

Program Summary: GF Allocation to Miscellaneous Community Development Grants**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This represents the General Fund allocation to the Community Housing and Human Services Miscellaneous Community Development Grants fund.

Programs and Services:

This General Fund contribution funds Safe and Healthy Strategic Investments in housing and vulnerable population. This funding will continue through 2021 to pursue the goals of the strategic plan.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	722,181
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
TOTAL	0	0	0	0	722,181

Expenditure Notes:

Beginning in the 2019 Budget, this General Fund contribution has been redirected from Street Operations to Community Housing and Human Services to fund Safe and Healthy Strategic Investments in housing and vulnerable population. This funding will continue through 2021 to pursue the goals of the strategic plan.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	722,181
All Other	0	0	0	0	0
TOTAL	0	0	0	0	722,181

Revenue Notes:

Program Summary: GF Allocation to My Spokane**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This represents the estimated General Fund Contribution to the My Spokane Internal Service Fund.

Programs and Services:

For specifics on how these funds have been used, refer to the My Spokane program summary. In the 2019 Budget, it is anticipated that the General Fund will not need to contribute to the funding for the My Spokane Department as they will recapture the cost of operations directly from other Departments within the City that they service.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	30,697	280,747	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	30,697	280,747	0

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	30,697	280,747	0
All Other	0	0	0	0	0
TOTAL	0	0	30,697	280,747	0

Revenue Notes:

Program Summary: GF Allocation to Parking Fund**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This represents the estimated General Fund Contribution to the Parking Fund Special Revenue Fund.

Programs and Services:

For specifics on how these funds are used, refer to the Parking System program summary.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	1,200,000	1,200,000	1,000,000	1,250,000	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
TOTAL	1,200,000	1,200,000	1,000,000	1,250,000	1,250,000

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	1,200,000	1,200,000	1,000,000	1,250,000	1,250,000
All Other	0	0	0	0	0
TOTAL	1,200,000	1,200,000	1,000,000	1,250,000	1,250,000

Revenue Notes:

Program Summary: GF Allocation to Parks & Recreation

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

This represents the General Fund allocation to Parks and Recreation.

Programs and Services:

For specifics on how these funds are used, please refer to the various Parks Department program summaries.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	12,870,514	13,439,508	13,742,971	14,225,042	14,547,832
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	12,870,514	13,439,508	13,742,971	14,225,042	14,547,832

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	12,870,514	13,439,508	13,742,971	14,225,042	14,547,832
All Other	0	0	0	0	0
TOTAL	12,870,514	13,439,508	13,742,971	14,225,042	14,547,832

Revenue Notes:

Program Summary: GF Allocation to Public Safety Capital**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This allocation represents a General Fund allocation for public safety capital. The funds will be used for Debt Service on a Public Safety Capital Bond that was approved in 2014. Bond proceeds will be used to procure police vehicles, fire apparatus, and other operational capital items.

Programs and Services:

In the early years of this program, the allocation from the General Fund will be higher than the scheduled Debt Service. These excess dollars will be set aside to cover the higher debt service in the later years.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	1,500,000	2,300,000	3,100,000	3,930,000	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
TOTAL	1,500,000	2,300,000	3,100,000	3,930,000	3,930,000

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	1,500,000	2,300,000	3,100,000	3,930,000	3,930,000
All Other	0	0	0	0	0
TOTAL	1,500,000	2,300,000	3,100,000	3,930,000	3,930,000

Revenue Notes:

Program Summary: GF Allocation to Street Maintenance**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This represents the General Fund Contribution to the Street Department Special Revenue Fund.

Programs and Services:

For specifics on how these funds have been used, refer to the various Street Department program summaries.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	1,293,179	893,179	900,000	722,181	0
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,293,179	893,179	900,000	722,181	0

Expenditure Notes:

Beginning in the 2019 Budget, the General Fund contribution has been redirected to Community Housing and Human Services to fund Safe and Healthy Strategic Investments in housing and vulnerable population. This funding will continue through 2021 to pursue the goals of the strategic plan. The reduction in funding from the General Fund will be offset in Street Operations by an increased funding from Real Estate Excise Taxes.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	1,293,179	893,179	900,000	722,181	0
All Other	0	0	0	0	0
TOTAL	1,293,179	893,179	900,000	722,181	0

Revenue Notes:

Program Summary: GF Allocation to Urban Forstry**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This represents the General Fund allocation to Urban Forestry.

Programs and Services:

For specifics on how these funds will be used, please refer to the Urban Forestry program summary in the Parks and Recreation Department.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	66,000	66,000	66,000	66,000	66,000
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	66,000	66,000	66,000	66,000	66,000

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	66,000	66,000	66,000	66,000	66,000
All Other	0	0	0	0	0
TOTAL	66,000	66,000	66,000	66,000	66,000

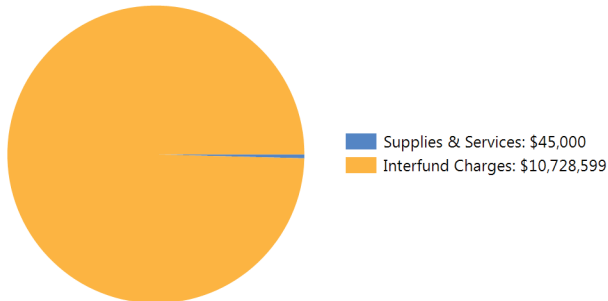
Revenue Notes:



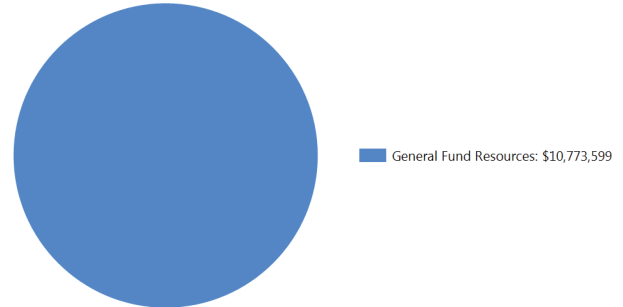
General Fund Internal Service Charges

This represents the majority of the charges to the General Fund for services provided by other City Departments.

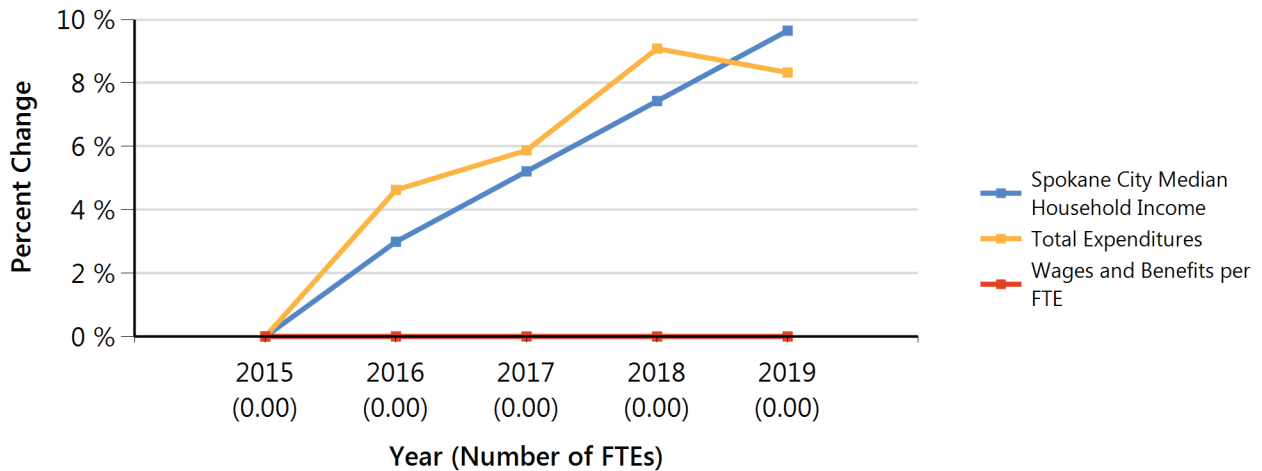
2019 Expenditures



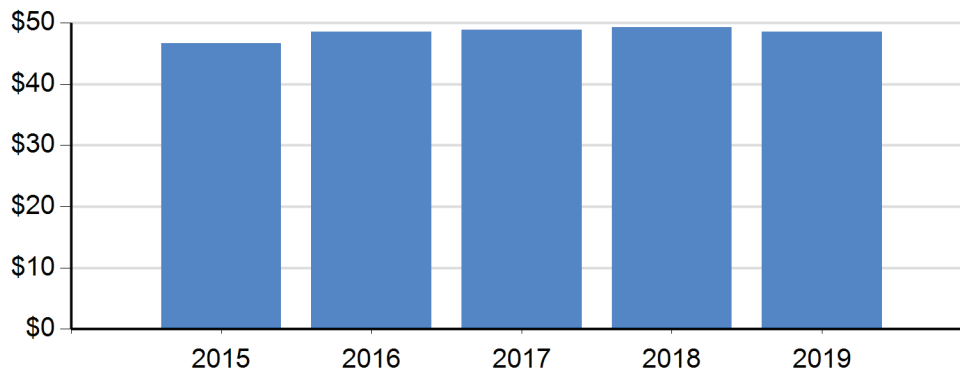
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$46.67	\$48.51	\$48.87	\$49.29	\$48.59
Percent Change	0.00%	4.62%	1.19%	3.03%	-0.69%



Department Summary: General Fund Internal Service Charges**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

This represents the majority of the charges to the General Fund for services provided by other City Departments.

Programs and Services:

General Fund Internal Service expenses include Accounting Services, Purchasing Services, IT Services , Insurance (Liability, Workers Compensation, Unemployment) and Fleet Maintenance and Fuel.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	156,574	93,797	4,306	0	0
Interfund Charges	9,028,733	10,237,444	10,472,159	10,795,569	10,728,599
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	759,761	73,975	52,858	52,918	45,000
Debt Services	0	0	0	0	0
All Other	0	12	0	0	0
TOTAL	9,945,068	10,405,228	10,529,323	10,848,487	10,773,599

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	9,945,068	10,405,228	10,529,323	10,848,487	10,773,599
All Other	0	0	0	0	0
TOTAL	9,945,068	10,405,228	10,529,323	10,848,487	10,773,599

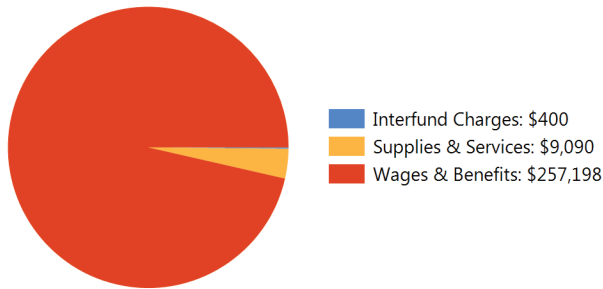
Revenue Notes:



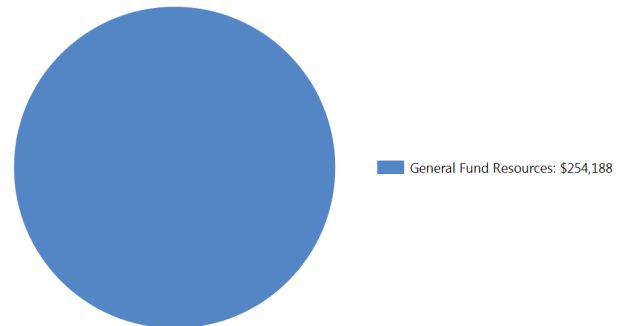
Hearing Examiner

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.

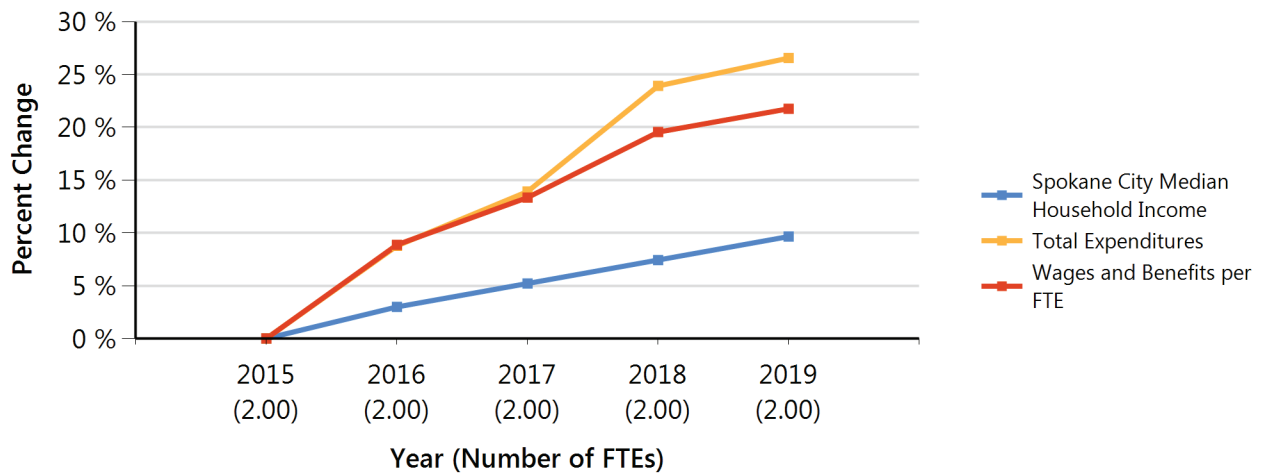
2019 Expenditures



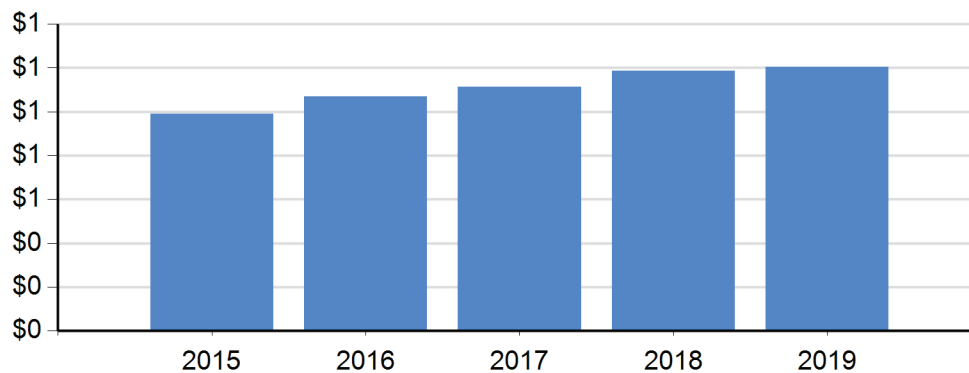
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$0.99	\$1.07	\$1.11	\$1.19	\$1.20
Percent Change	0.00%	8.77%	4.72%	8.77%	2.12%



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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	2.00	2.00	2.00	2.00	2.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	109	125	400	400
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	208,334	226,815	236,962	251,637	257,198
Supplies & Services	2,407	2,302	2,967	9,090	9,090
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	210,741	229,226	240,054	261,127	266,688

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	10,229	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	201,463	221,654	229,825	248,627	254,188
All Other	9,278	7,572	0	12,500	12,500
TOTAL	210,741	229,226	240,054	261,127	266,688

Revenue Notes:

All Other revenue is related to building official appeals or hearings. In 2017, this revenue was moved to Services. The 2018 & 2019 has not yet been updated to reflect this change.

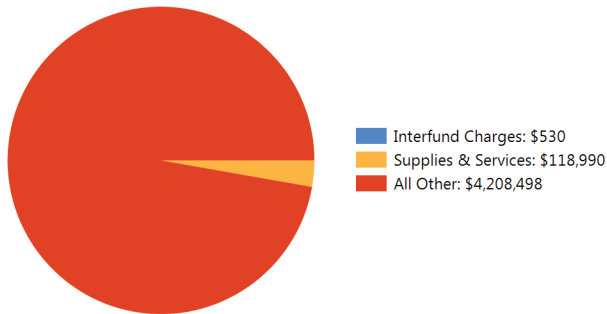




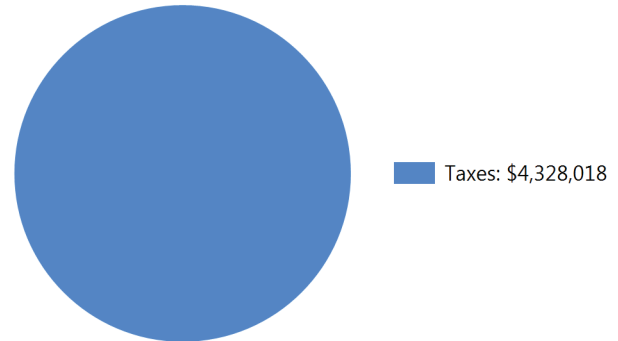
Hotel/Motel Tax Fund

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.

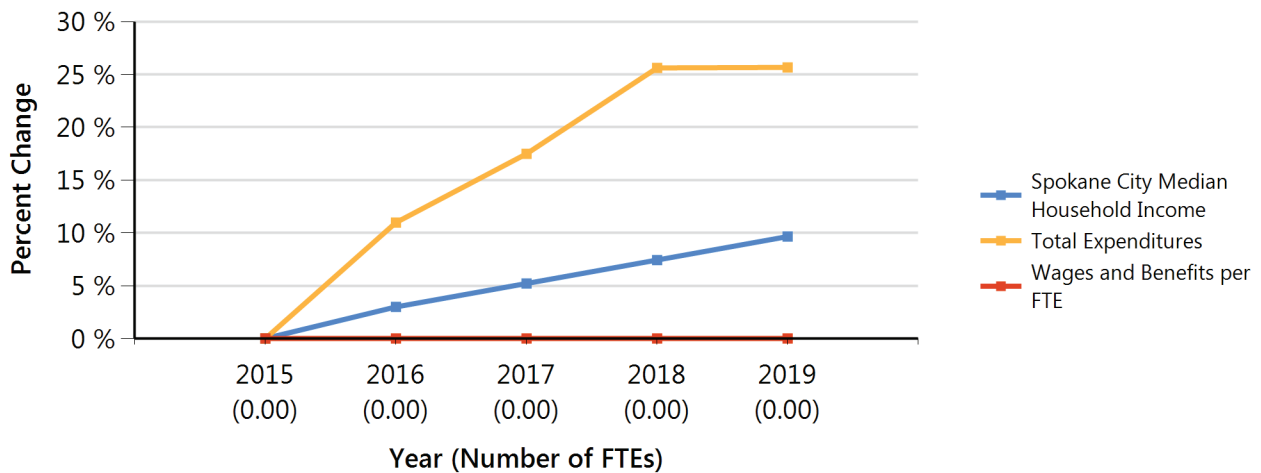
2019 Expenditures



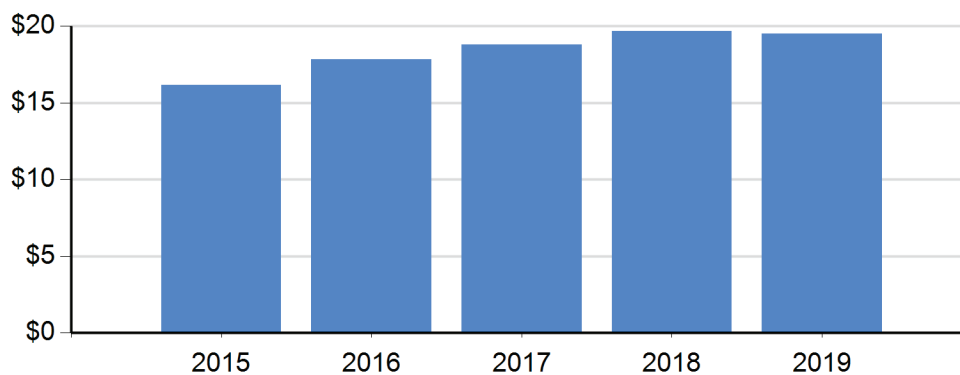
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$16.16	\$17.82	\$18.78	\$19.66	\$19.52
Percent Change	0.00%	10.97%	5.86%	6.91%	0.04%



Department Summary: Hotel/Motel Tax Fund**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

Executive Summary:

The Hotel/Motel fund accounts for all monies received from the transient accommodations tax levied by SMC 8.08.010, & received by the State. Lodging tax revenues may be used directly by any municipality for the marketing of tourism, special events/festivals, or tourism-related operations of the municipality or a public facilities district.

Programs and Services:

The Interlocal Agreement between the City and the Spokane Public Facilities District (PFD) provides that 100% of the lodging tax revenues is remitted to the PFD. Each year, \$100,000 (adjusted annually by CPI) is reserved by the City for tourism-generating activities/entities.

The amount reserved for tourism activities in 2019 is estimated at \$ \$118,990, as reflected in the Supplies/Services budget. Annually, the Lodging Tax Committee determines which projects to fund from this amount.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	456	388	459	403	530
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	111,409	101,347	75,902	117,362	118,990
Debt Services	0	0	0	0	0
All Other	3,332,223	3,720,412	3,969,901	4,208,498	4,208,498
TOTAL	3,444,088	3,822,147	4,046,262	4,326,263	4,328,018

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:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	3,441,870	3,831,512	4,083,230	4,326,279	4,328,018
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	3,441,870	3,831,512	4,083,230	4,326,279	4,328,018

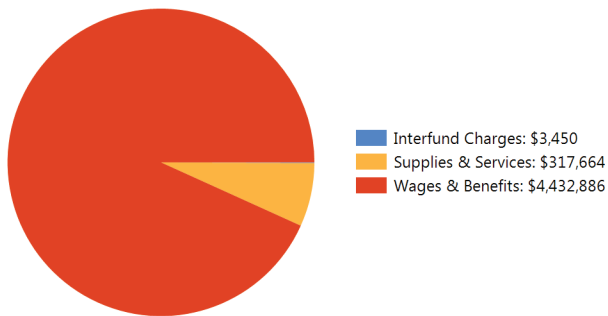
Revenue Notes:



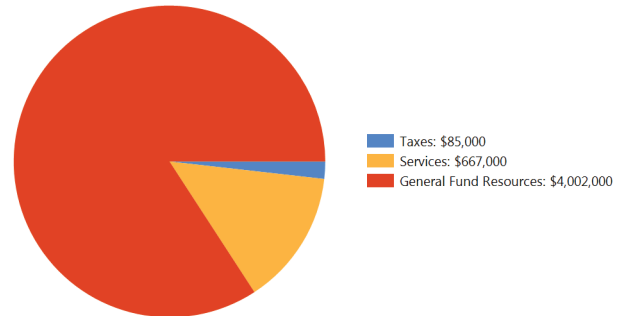
Legal

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.

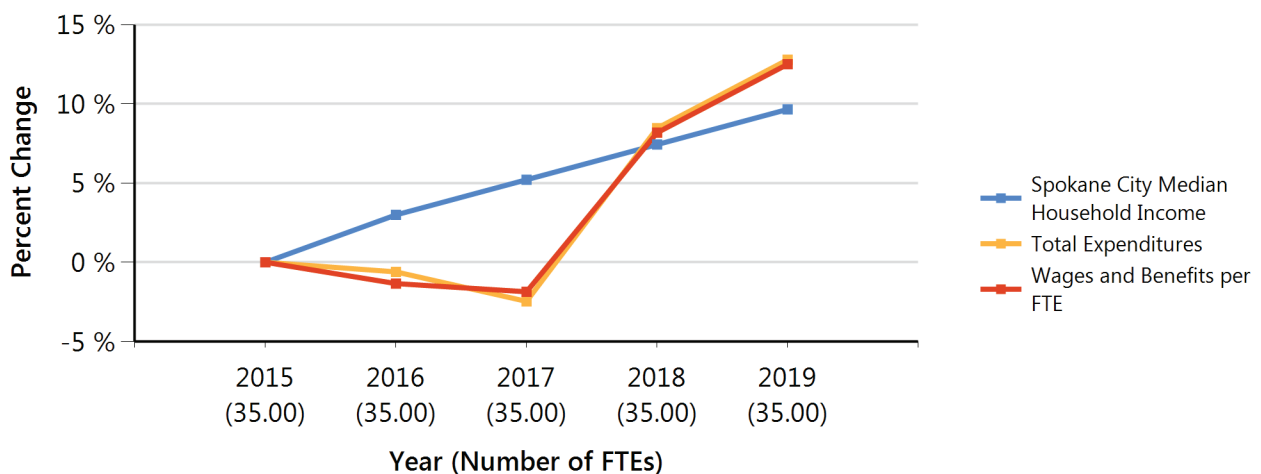
2019 Expenditures



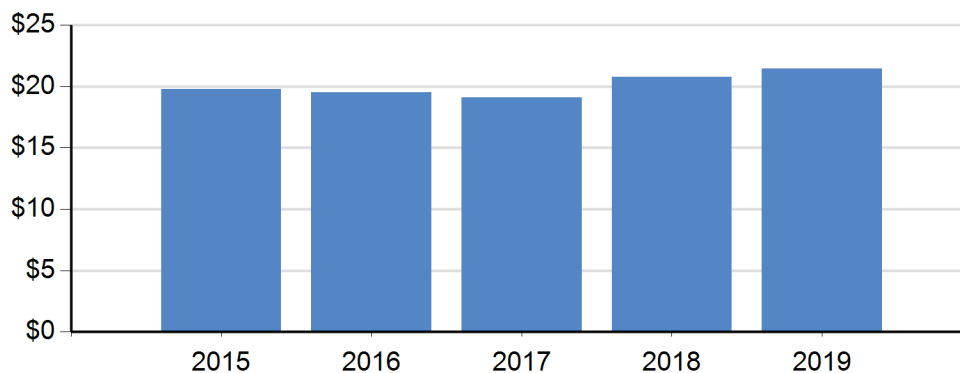
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$19.78	\$19.53	\$19.08	\$20.77	\$21.44
Percent Change	0.00%	-0.60%	-1.87%	11.20%	3.98%



Department Summary: Legal

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

The City Attorney's Office is responsible for oversight of the Civil Division and the Prosecutor's Office. The Civil Division provides a wide variety of legal services to the Mayor, City Council, City Departments, Boards, and Commissions. The Prosecutor's Office operates under statutory mandate to prosecute criminal misdemeanors, gross misdemeanors, and civil infractions.

Programs and Services:

Civil Division:

Members of the City's legal team provide oral and written legal opinions on specific matters of law and policy. Attorneys in the office have wide and deep experience in the matters of core competency necessary to address legal matters for the City. These functions include, but are not limited to, litigation (defense and prosecution), police advisory, and in-house advice and consultation for various departments requiring specific legal advice. The office prosecutes or defends all litigation matters, whether in federal, state, or local court, or before administrative tribunals. When the use of an outside law firm is required, the City Attorney supervises the activities of special counsel to ensure the interests of the City and the individual clients are being well-served and represented. Contract negotiation and contract compliance are critical to protecting the City's interest. Routine and regular review of City contracts to ensure compliance with the law and best practices is essential.

Criminal Division:

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, including a strong community court. 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. The Prosecutors Office continues to be at the forefront of the criminal justice reform efforts underway in the Spokane region. Additionally, the Prosecutors Office is committed to the area of victim's rights through its continued participation in the Family Justice Center at the Spokane YWCA.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	35.00	35.00	35.00	35.00	35.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	383	7,041	0	0	0
Interfund Charges	8,669	9,092	0	10,100	3,450
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	3,934,561	3,881,692	3,861,635	4,249,285	4,432,886
Supplies & Services	271,658	291,931	249,672	312,579	317,664
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	4,215,271	4,189,756	4,111,307	4,571,964	4,754,000

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	113,520	130,872	85,000	85,000
Licenses & Permits	0	0	0	0	0
IG Revenue	61,920	0	0	0	0
Services	573,337	429,259	460,964	465,000	667,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	3,580,014	3,646,974	3,519,467	4,021,964	4,002,000
All Other	0	3	4	0	0
TOTAL	4,215,271	4,189,756	4,111,307	4,571,964	4,754,000

Revenue Notes:

Service revenue is budgeted to increase in 2019 related to work performed and billed by staff in the Legal Department in support of efforts in implementing the school zone cameras program.



Program Summary: City Prosecutor

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

The City Prosecutor's Office operates under statutory mandate to prosecute criminal charges and civil infractions. Emphasis includes: Pre-filing diversion, Technology in court, Domestic Violence prosecution, and crime victim services. The Prosecutor participates in Mental Health, Veterans, and Community Courts, as well as the YWCA Family Justice Center.

Programs and Services:

The City Prosecutor's Office filed approximately 7,226 misdemeanor cases in 2017 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	19.00	19.00	19.00	19.00	19.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	7,041	0	0	0
Interfund Charges	8,651	9,060	0	10,100	3,450
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	1,689,571	1,726,112	1,786,456	1,862,602	1,962,754
Supplies & Services	146,878	142,950	159,805	171,172	176,983
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	1,845,100	1,885,163	1,946,261	2,043,874	2,143,187

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	113,520	130,872	85,000	85,000
Licenses & Permits	0	0	0	0	0
IG Revenue	61,920	0	0	0	0
Services	85,452	46,600	32,491	100,000	240,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,697,728	1,725,040	1,782,894	1,858,874	1,818,187
All Other	0	3	4	0	0
TOTAL	1,845,100	1,885,163	1,946,261	2,043,874	2,143,187

Revenue Notes:

Service revenue is budgeted to increase in 2019 related to work performed and billed by staff in the Legal Department in support of efforts in implementing the school zone cameras program.



Program Summary: Civil Division

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

The Civil Division provides legal services to the Mayor, 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.

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. Four recently emphasized responsibilities of the office include 1) developing, implementing and coordinating with other City departments the processes to deal with abandoned and nuisance properties; 2) continuing the work of the City with our other partners on improvements to the criminal justice system and better coordination for providing services to those in need; 3) continued improvements to the public records system; and 4) reduction in the number of risk cases defended by the City reducing both amounts paid for settlements and defense costs.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	16.00	16.00	16.00	16.00	16.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	383	0	0	0	0
Interfund Charges	18	32	0	0	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,244,990	2,155,580	2,075,179	2,386,683	2,470,132
Supplies & Services	124,780	148,981	89,867	141,407	140,681
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,370,171	2,304,593	2,165,046	2,528,090	2,610,813

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	487,885	382,659	428,473	365,000	427,000
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,882,286	1,921,934	1,736,573	2,163,090	2,183,813
All Other	0	0	0	0	0
TOTAL	2,370,171	2,304,593	2,165,046	2,528,090	2,610,813

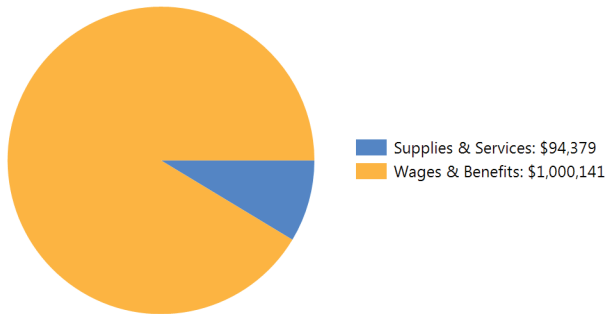
Revenue Notes:



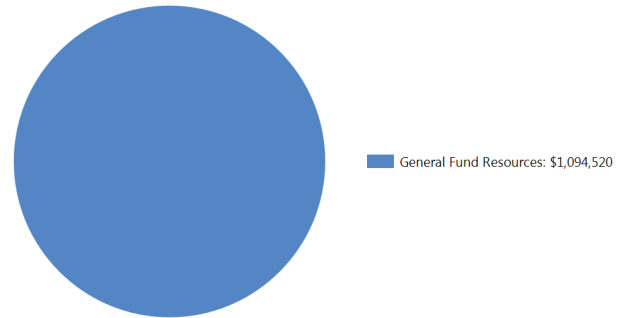
Mayor's Office

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.

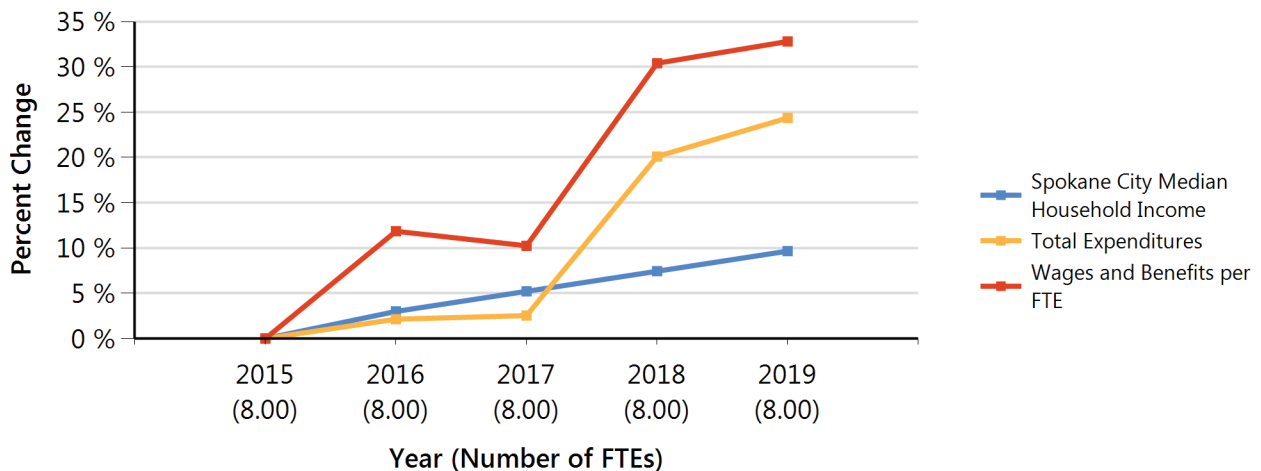
2019 Expenditures



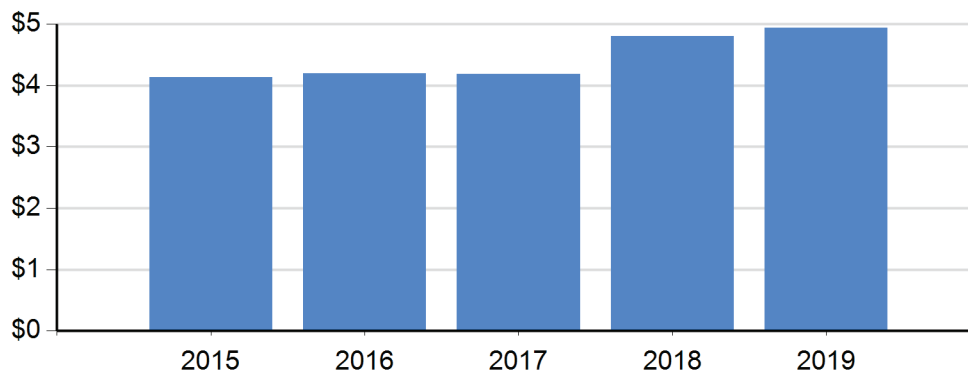
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$4.13	\$4.19	\$4.19	\$4.80	\$4.94
Percent Change	0.00%	2.13%	0.38%	17.13%	3.54%



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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	8.00	8.00	8.00	8.00	8.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	2,678	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	738,563	826,011	812,774	976,669	1,000,141
Supplies & Services	141,554	70,223	89,642	80,379	94,379
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	880,117	898,912	902,416	1,057,048	1,094,520

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	880,117	898,912	902,416	1,057,048	1,094,520
All Other	0	0	0	0	0
TOTAL	880,117	898,912	902,416	1,057,048	1,094,520

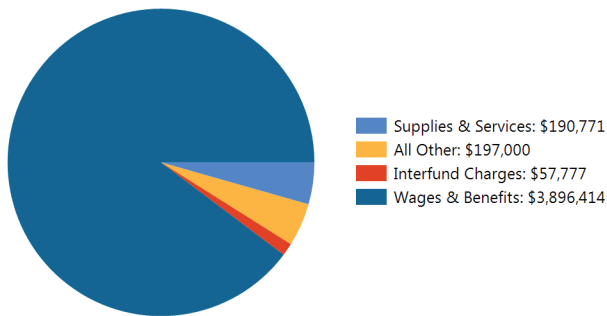
Revenue Notes:



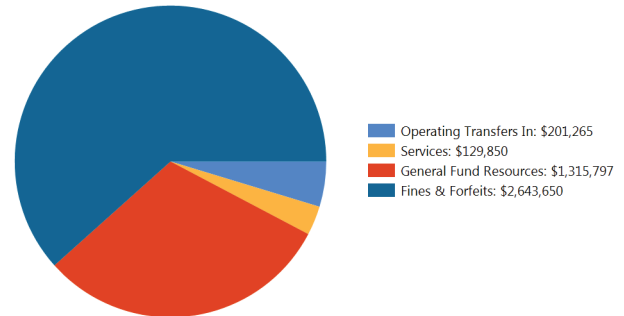
Municipal Court

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.

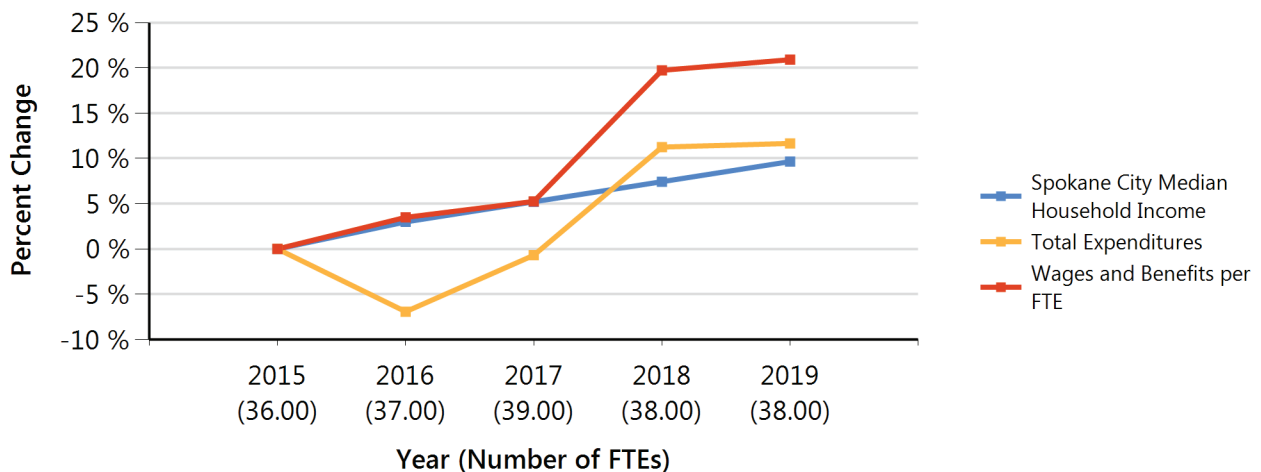
2019 Expenditures



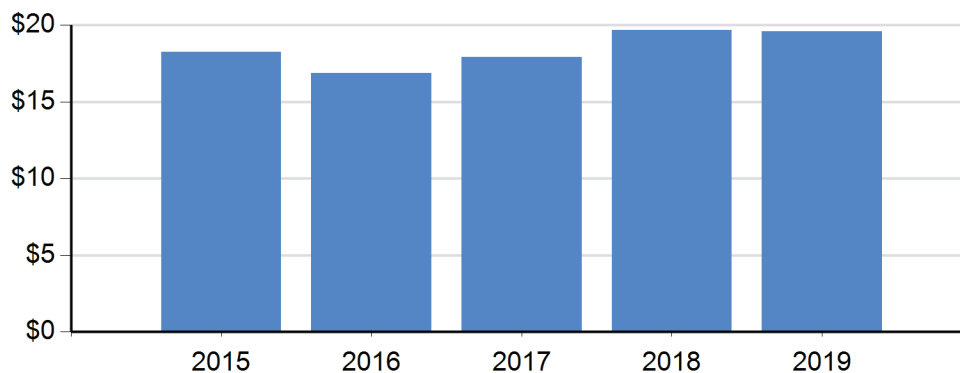
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$18.25	\$16.87	\$17.93	\$19.66	\$19.58
Percent Change	0.00%	-6.92%	6.69%	12.02%	0.35%



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.

Programs and Services:

Drawn from 2017 filing numbers, Municipal Court processes approximately 7,000 criminal cases, 10,000 civil infractions, 25,000 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 17,000 individual payments for criminal cases (most in \$25 increments) that results in over \$400,000 in GF revenue. The cashiers also receipt over 100,000 individual payments related to infraction cases (most in \$25 increments) which results in over \$3 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 and civil infraction dockets. Two judges preside over therapeutic court dockets – Community Court, Veteran's Court and DUI Court – occurring multiple times in the course of each month. 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 40-70 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	36.00	37.00	39.00	38.00	38.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	2,357	5,388	0	12,000	0
Interfund Charges	543,502	108,130	95,033	96,053	57,777
Reserve for Budget Adjustment	0	0	0	13,614	0
Transfers Out	0	0	0	0	0
Wages & Benefits	3,026,263	3,218,846	3,452,468	3,851,052	3,896,414
Supplies & Services	159,406	121,924	133,085	156,776	190,771
Debt Services	0	0	0	0	0
All Other	157,296	165,159	181,276	196,937	197,000
TOTAL	3,888,824	3,619,447	3,861,862	4,326,432	4,341,962

Expenditure Notes:

All Other expenditures includes the rent for the Public Safety Building and juror costs.

In 2016, interfund charges for the Municipal Court program were moved to the General Fund Internal Service Charges Department while interfund charges for Parking Violations remains in the Municipal Court budget.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	82,000	0
Services	126,191	107,133	79,450	129,850	129,850
Fines & Forfeits	2,853,049	2,804,021	3,004,533	2,693,650	2,643,650
Operating Transfers In	63,420	65,265	185,265	190,265	201,265
General Fund Resources	779,776	581,451	542,039	1,179,267	1,315,797
All Other	66,388	61,577	50,575	51,400	51,400
TOTAL	3,888,824	3,619,447	3,861,862	4,326,432	4,341,962

Revenue Notes:

All Other revenue includes interest income, NSF fees, prior year corrections, judgments & settlements, over & short, & contributions/donations.



Program Summary: Community Court Grant**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

Spokane Municipal Community Court (SMCC) aims to reduce quality-of-life offenses and connect offenders with essential services in downtown Spokane through a collaborative, problem-solving approach. The SMCC endeavors to hold offenders accountable, address factors impacting criminal behavior, fulfill victims' needs, increase public confidence and bring enhanced quality-of-life to Spokane.

Programs and Services:

In 2016, SMCC was awarded a Center for Court Innovation (CCI)/BJA enhancement grant for nearly \$200,000. It is anticipated that the grant funds will be fully expended in 2018. The grant has not been renewed for 2019.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	1.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	13,614	0
Transfers Out	0	0	0	0	0
Wages & Benefits	0	0	0	95,980	0
Supplies & Services	0	0	0	21,000	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	0	0	0	130,594	0

Expenditure Notes:

Actual expenditures for 2016 and 2017 were moved to the miscellaneous grant fund quarterly. The grant has not been renewed for 2019.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	82,000	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	48,594	0
All Other	0	0	0	0	0
TOTAL	0	0	0	130,594	0

Revenue Notes:

Actual revenues for 2016 and 2017 were moved to the miscellaneous grant fund quarterly. The grant has not been renewed for 2019.



Program Summary: Municipal Court

Division: Stand Alone Departments

Fund Type: General Fund

Executive Summary:

In accordance with the provisions of section 3.50.020 of the Revised Code of Washington, Spokane Municipal Court maintains exclusive jurisdiction for the filing, processing, hearing, and adjudicating all misdemeanor and gross misdemeanor criminal offenses, civil infractions, photo enforcement, and parking infractions occurring within the City of Spokane boundaries.

Programs and Services:

Drawn from 2017 filing numbers, Municipal Court processes approximately 7,000 criminal cases, 10,000 civil infractions, 25,000 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 100,000 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 17,000 individual payments for criminal cases (most in \$25 increments) that results in over \$400,000 in GF revenue. The cashiers also receipt over 100,000 individual payments related to infraction cases (most in \$25 increments) which results in over \$3 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 and civil infraction dockets. Two judges preside over therapeutic court dockets – Community Court, Veteran's Court and DUI Court – occurring multiple times in the course of each month. 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 40-70 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	33.00	34.00	35.00	35.00	35.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	2,357	5,388	0	12,000	0
Interfund Charges	378,444	6,547	0	30,000	0
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	2,822,421	3,003,169	3,224,302	3,514,199	3,645,940
Supplies & Services	136,918	100,577	105,203	105,864	158,111
Debt Services	0	0	0	0	0
All Other	157,296	165,159	181,276	196,937	197,000
TOTAL	3,497,436	3,280,840	3,510,781	3,859,000	4,001,051

Expenditure Notes:

All Other includes the rent for the Public Safety Building and juror costs.

In 2016, interfund charges for the Municipal Court program were moved to the General Fund Internal Service Charges Department while interfund charges for Parking Violations remains in the Municipal Court budget.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	126,191	107,133	79,450	129,850	129,850
Fines & Forfeits	1,544,820	1,234,808	1,430,126	1,133,150	1,193,150
Operating Transfers In	63,420	65,265	185,265	190,265	201,265
General Fund Resources	1,700,038	1,812,341	1,765,135	2,355,135	2,426,186
All Other	62,967	61,293	50,805	50,600	50,600
TOTAL	3,497,436	3,280,840	3,510,781	3,859,000	4,001,051

Revenue Notes:

All Other revenue includes interest income, NSF fees, prior year corrections, judgments & settlements, over & short, & contributions/donations.



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.

Programs and Services:

Based upon a review of 2017 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.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	165,058	101,583	95,033	66,053	57,777
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	203,842	215,677	228,166	240,873	250,474
Supplies & Services	22,488	21,347	27,882	29,912	32,660
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	391,388	338,607	351,081	336,838	340,911

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	1,308,229	1,569,213	1,574,407	1,560,500	1,450,500
Operating Transfers In	0	0	0	0	0
General Fund Resources	(920,262)	(1,230,890)	(1,223,096)	(1,224,462)	(1,110,389)
All Other	3,421	284	(230)	800	800
TOTAL	391,388	338,607	351,081	336,838	340,911

Revenue Notes:

All Other revenue includes cash over/short and NSF fees.

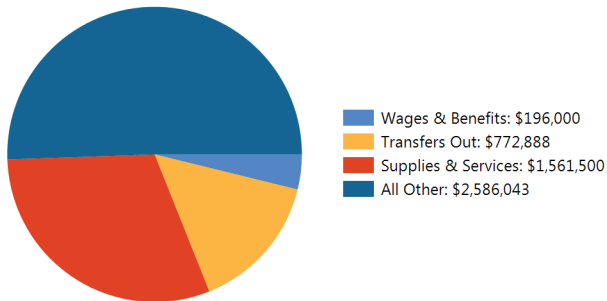




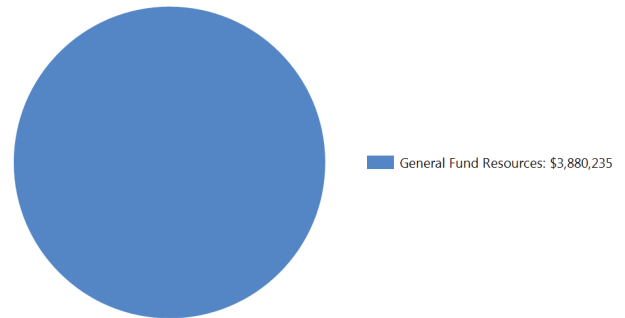
Non-Departmental

The Non-Departmental budget is used to aggregate several expenses that are not aligned with any specific department.

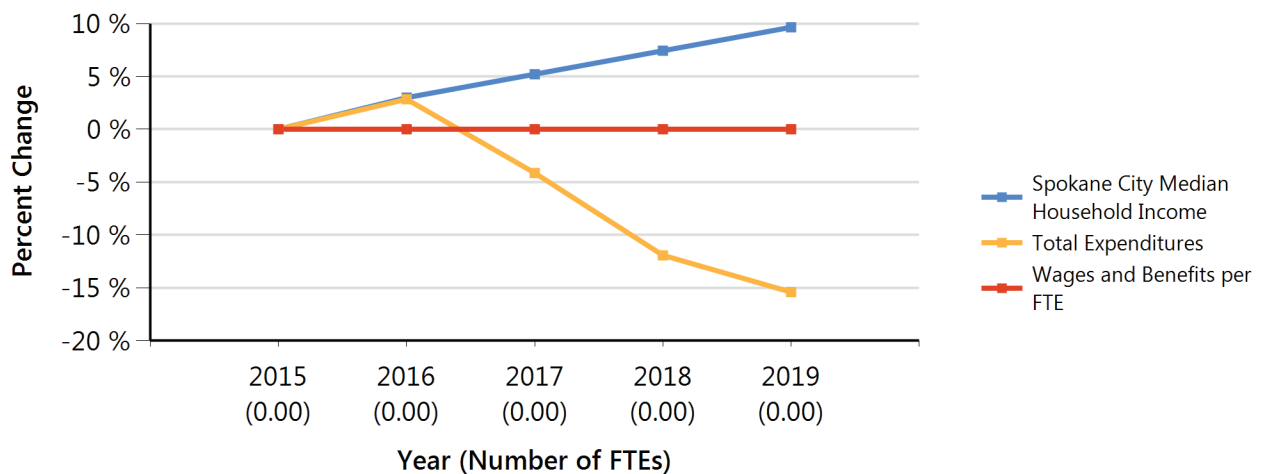
2019 Expenditures



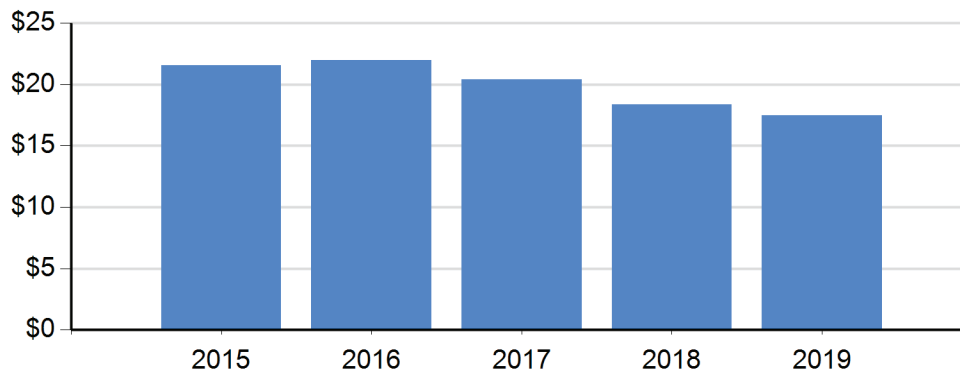
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$21.53	\$22.00	\$20.41	\$18.36	\$17.50
Percent Change	0.00%	2.84%	-6.79%	-8.12%	-3.95%



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.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	(1,183,444)	(1,236,196)
Transfers Out	312,033	764,076	462,888	807,908	772,888
Wages & Benefits	184,004	210,975	176,715	196,000	196,000
Supplies & Services	1,445,459	1,680,821	1,572,202	1,727,500	1,561,500
Debt Services	0	66,518	(3,488)	0	0
All Other	2,646,174	1,995,573	2,189,148	2,492,200	2,586,043
TOTAL	4,587,670	4,717,963	4,397,465	4,040,164	3,880,235

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	4,587,670	4,717,963	4,397,465	4,040,164	3,880,235
All Other	0	0	0	0	0
TOTAL	4,587,670	4,717,963	4,397,465	4,040,164	3,880,235

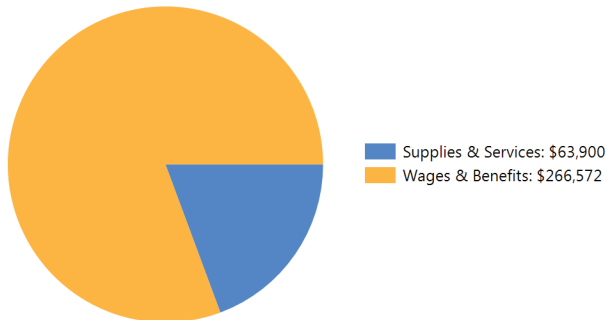
Revenue Notes:



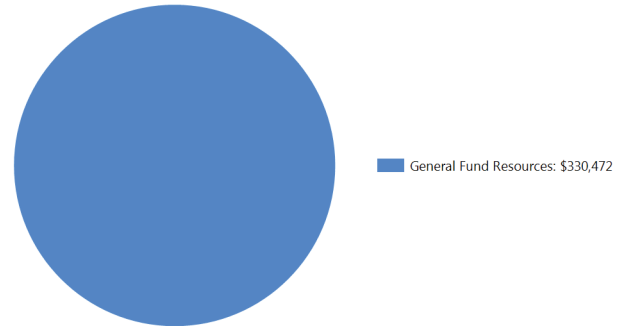
Police Ombudsman

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.

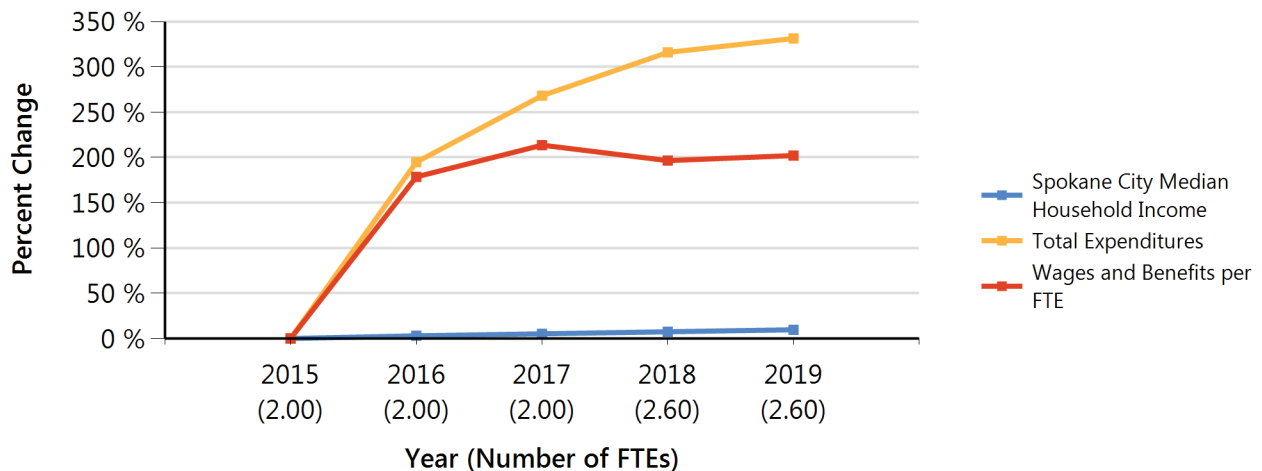
2019 Expenditures



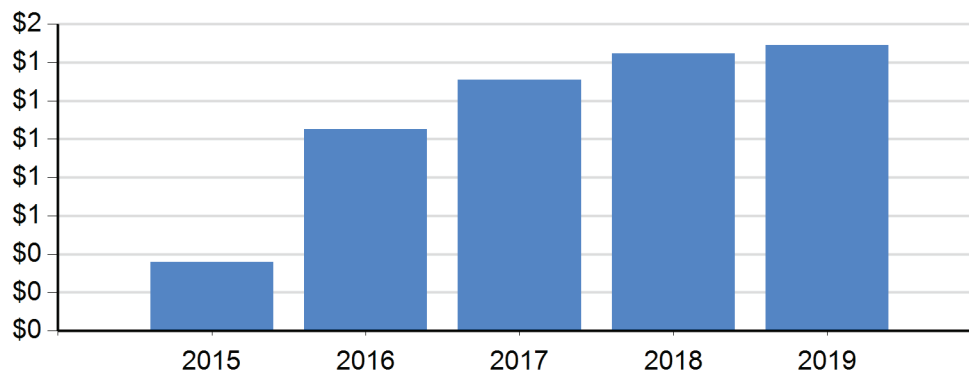
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$0.36	\$1.05	\$1.31	\$1.45	\$1.49
Percent Change	0.00%	194.80%	24.88%	12.97%	3.70%



Department Summary: Police Ombudsman**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

The Office of Police Ombudsman exists to promote public confidence in the professionalism and accountability of the members of the Spokane Police Department by providing independent review of police actions, thoughtful policy recommendations and ongoing community outreach.

Programs and Services:

The Office of the Police Ombudsman: receives complaints involving employees of the Spokane Police Department (SPD); monitors SPD complaints and investigations; attends and observes Internal Affairs interviews of Officers, complainants and witnesses; mediates complaints; responds to critical incidents and acts as an observer; conducts closing interviews with a complainant once a complaint has been closed; certifies all SPD Internal Affairs investigations that are timely, thorough and objective; maintains a regular program of community outreach; makes monthly and annual reports to the City Council; audits the complaint resolution process; and recommends policies and procedures to improve the quality of SPD practices.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	2.00	2.00	2.00	2.60	2.60

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	1,579	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	62,258	173,405	234,112	252,368	266,572
Supplies & Services	14,355	50,872	47,951	66,300	63,900
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	76,613	225,856	282,063	318,668	330,472

Expenditure Notes:

Vacancies in 2015 resulted in wages & benefit expenses coming in under the budgeted cost.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	76,613	225,856	282,063	318,668	330,472
All Other	0	0	0	0	0
TOTAL	76,613	225,856	282,063	318,668	330,472

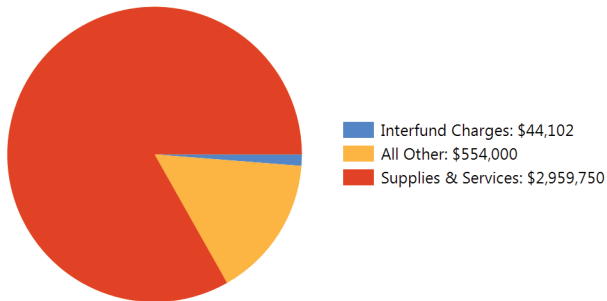
Revenue Notes:



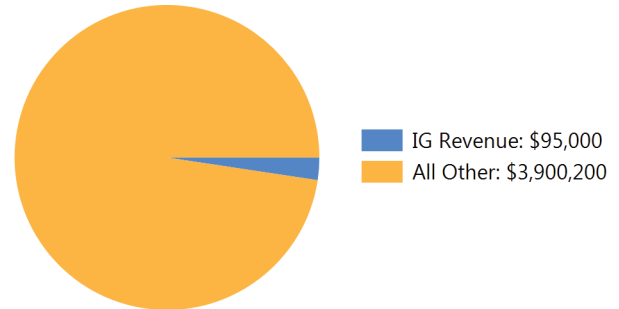
Police Pension Fund

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.

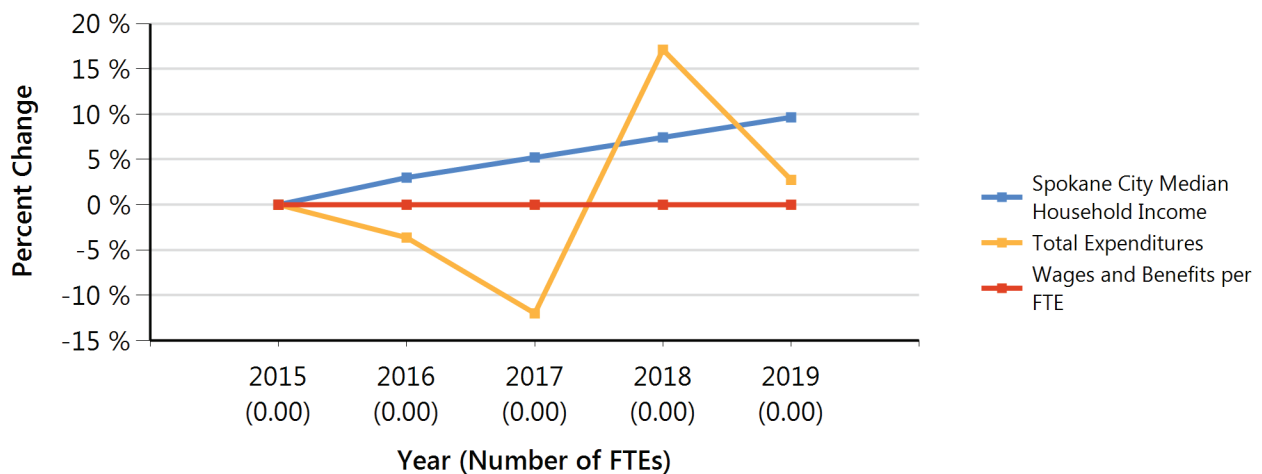
2019 Expenditures



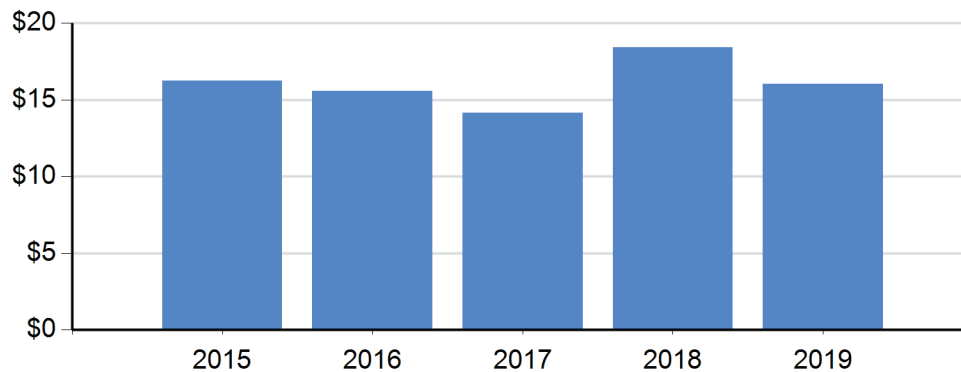
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$16.25	\$15.56	\$14.14	\$18.43	\$16.05
Percent Change	0.00%	-3.63%	-8.68%	33.08%	-12.27%



Department Summary: Police Pension Fund**Division:** Stand Alone Departments**Fund Type:** Trust and Agency Fund

Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for Law Enforcement Officer and Firefighters' (LEOFF I) Police Pension Plan, a closed defined benefit plan.

Programs and Services:

The LEOFF I Police Plan provides pension benefits related to retirement, disability, and death. In addition, the Plan pays for medical and dental expenses for its members, along with reimbursement of Medicare premium payments. At December 31, 2017, 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 2019 budget, total expenses for the Plan have been reduced by \$498k (-12.3%). LEOFF I Police revenues and expenditures are separately accounted for inside a trust fund within the City of Spokane.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	42,705	38,400	41,717	44,870	44,102
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	2,714,874	2,679,790	2,503,857	3,301,600	2,959,750
Debt Services	0	0	0	0	0
All Other	705,257	618,629	501,605	709,000	554,000
TOTAL	3,462,836	3,336,819	3,047,179	4,055,470	3,557,852

Expenditure Notes:

"All Other" includes Pension annuity claims and death benefit payments. Medical payments and Medicare reimbursements comprise the vast majority of the "Other Services & Charges"

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	88,740	103,669	104,319	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	3,378,762	3,384,060	3,081,563	3,900,000	3,900,200
TOTAL	3,467,502	3,487,729	3,185,882	3,995,000	3,995,200

Revenue Notes:

"Miscellaneous Revenues" includes employer contributions.

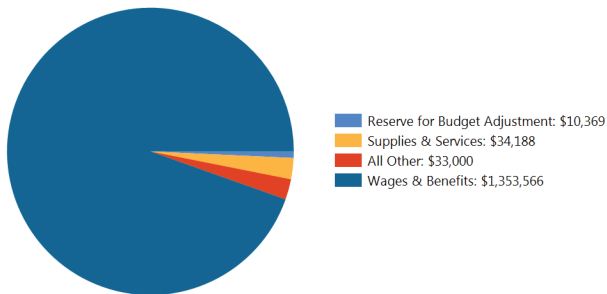




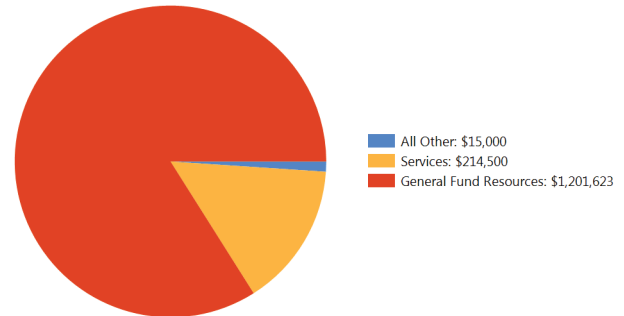
Probation Services

Probation Services offers supervision to offenders on Court-ordered monitoring. We monitor and enforce compliance with court-ordered conditions, treatment and jail alternatives, provide monitoring updates and sentencing recommendations to Court, conduct in-office visits with offenders and collaborate with community and law enforcement partners promoting accountability, rehabilitation and community safety.

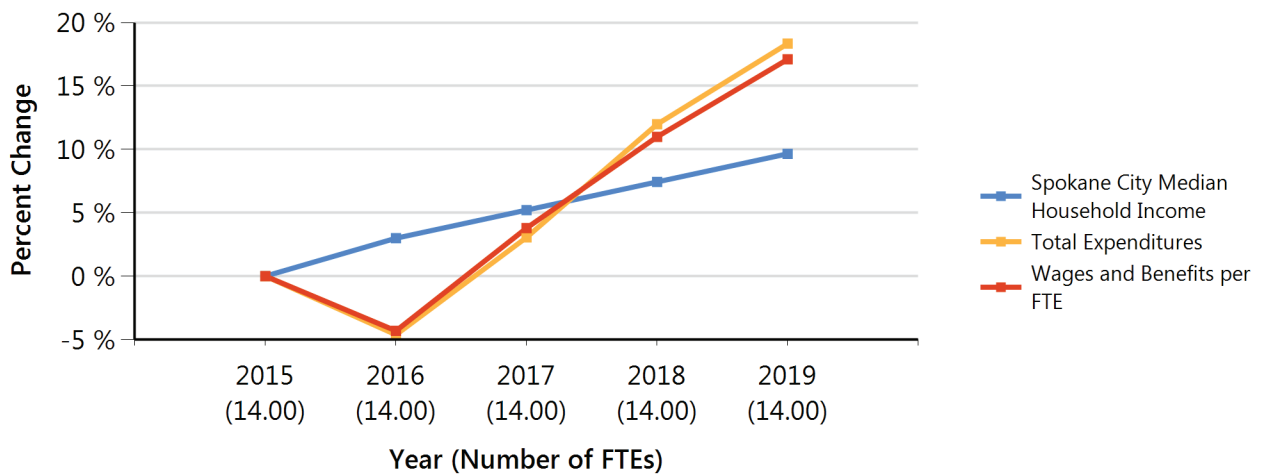
2019 Expenditures



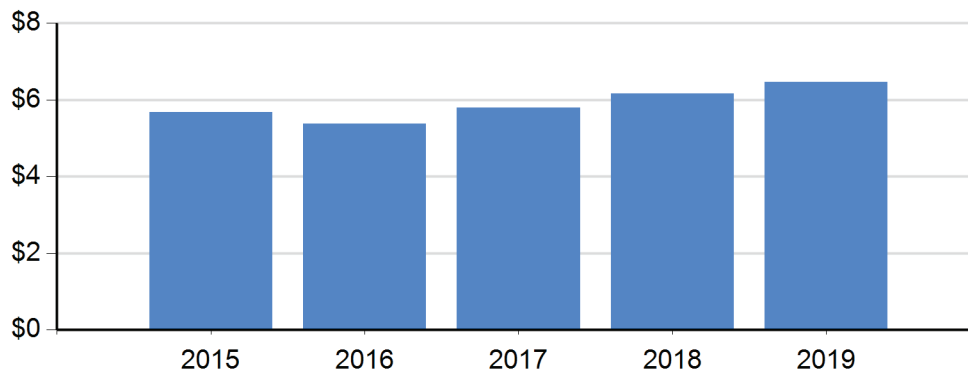
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$5.67	\$5.38	\$5.78	\$6.15	\$6.45
Percent Change	0.00%	-4.62%	8.05%	8.66%	5.68%



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 monitoring updates and sentencing recommendations to Court, conduct in-office 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 (EHM) 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. Our EHM unit will be switching gear under a newly contracted agency in August 2018. This change is slated to save the City around \$100,000 in cost, as well as some added time efficiencies.

We actively participate in problem-solving courts such as Community Court, Veteran's Court, Mental Health Court and DUI Court. The newly formed DUI Court had its first participant on February 26, 2018.

We conduct post-sentence risk assessments on our supervised offenders to determine the frequency of office visits. Probation Services is in the process of creating and implementing our new case management tool with an anticipated launch date of February 2019. Our plan is to incorporate a risk-based supervision model so that we can focus our case-planning and service referrals for those in our system who need it most. This restructuring should lower our caseload sizes by only keeping our medium to high risk and need individuals. We are also working on tools to determine appropriate sanctions and sentencing that provide accountability with the opportunity for behavioral change. Probation is currently involved in the development of a validated risk-needs assessment tool to enhance our upgraded case management database. 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	14.00	14.00	14.00	14.00	14.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	1,779	0	0	2,000	0
Interfund Charges	1,753	2,849	0	2,800	0
Reserve for Budget Adjustment	0	0	0	10,369	10,369
Transfers Out	0	0	0	0	0
Wages & Benefits	1,150,326	1,100,668	1,189,910	1,275,564	1,353,566
Supplies & Services	24,968	20,835	27,367	30,471	34,188
Debt Services	0	0	0	0	0
All Other	30,498	29,024	28,997	33,000	33,000
TOTAL	1,209,324	1,153,376	1,246,274	1,354,204	1,431,123

Expenditure Notes:

All other includes rent revenues for the Public Safety Building.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	187,812	157,557	118,422	229,500	214,500
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	1,021,512	995,819	1,114,754	1,124,704	1,201,623
All Other	0	0	13,098	0	15,000
TOTAL	1,209,324	1,153,376	1,246,274	1,354,204	1,431,123

Revenue Notes:

All Other revenue includes program revenue from the Alive @ 25 classes.

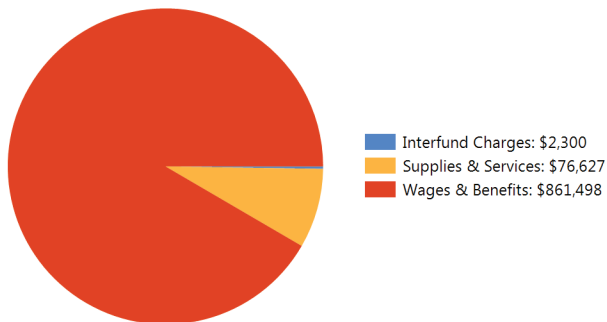




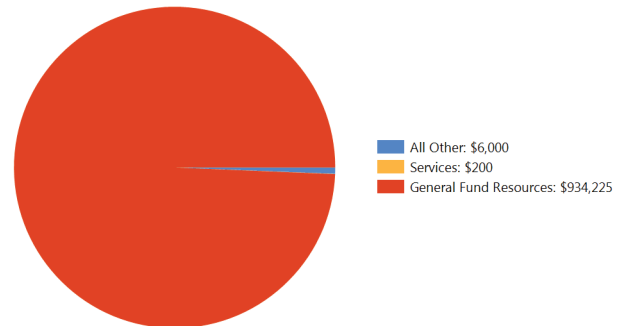
Public Affairs / Communications

Communications fosters citizen and employee engagement through accurate and timely information about City operations, events, and conversations. Increasing and on-demand content promotes on-going dialogue to engage citizens, neighborhoods, and stakeholders where they congregate.

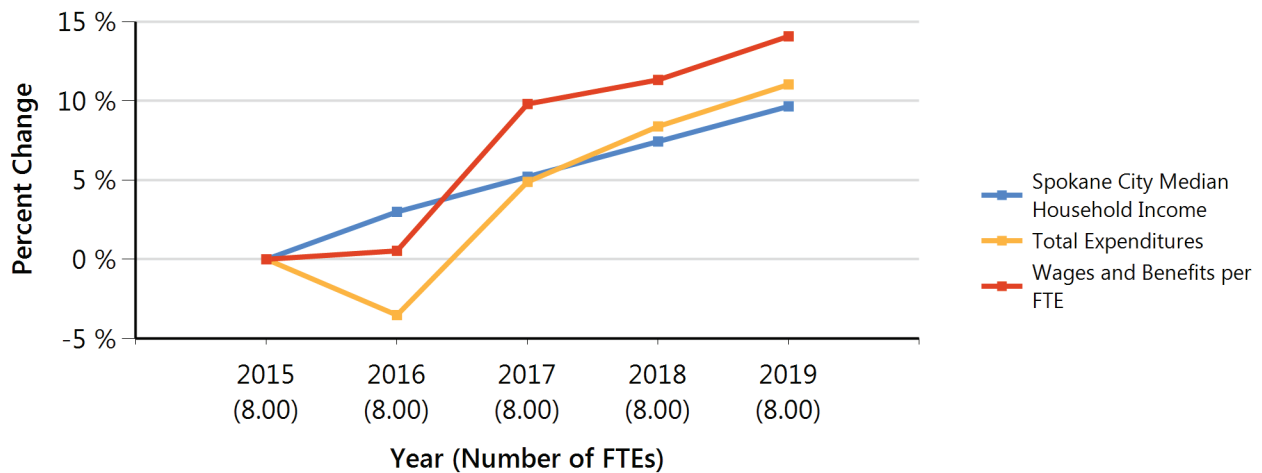
2019 Expenditures



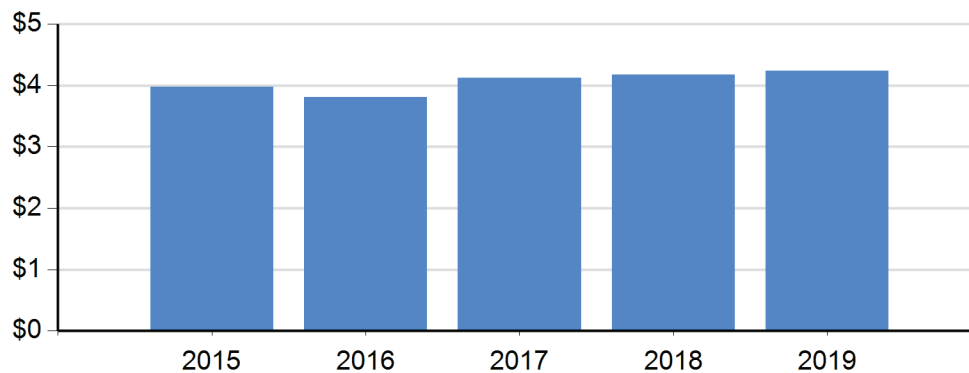
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$3.97	\$3.81	\$4.12	\$4.17	\$4.24
Percent Change	0.00%	-3.52%	8.71%	3.33%	2.44%



Department Summary: Public Affairs / Communications**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

Communications fosters citizen and employee engagement through accurate and timely information about City operations, events, and conversations. Increasing and on-demand content promotes on-going dialogue 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. Centralized information has created greater access and transparency, strengthened the City's core identity, incorporated cross-promotion of services and products, and broadened sharing of information to drive more robust engagement.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	8.00	8.00	8.00	8.00	8.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	154	2,656	0	0	0
Interfund Charges	1,811	2,068	1,800	2,300	2,300
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	751,813	755,812	825,862	838,418	861,498
Supplies & Services	93,219	56,601	60,729	77,281	76,627
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	846,997	817,137	888,391	917,999	940,425

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	65	27	79	200	200
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	846,932	817,110	888,312	911,799	934,225
All Other	0	0	0	6,000	6,000
TOTAL	846,997	817,137	888,391	917,999	940,425

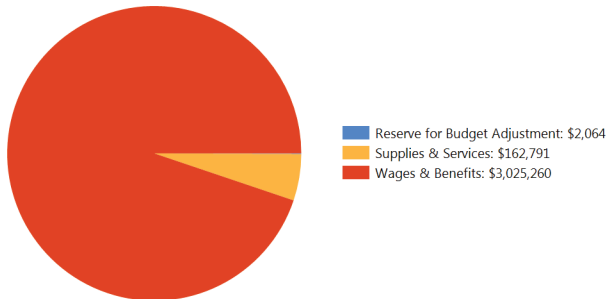
Revenue Notes:



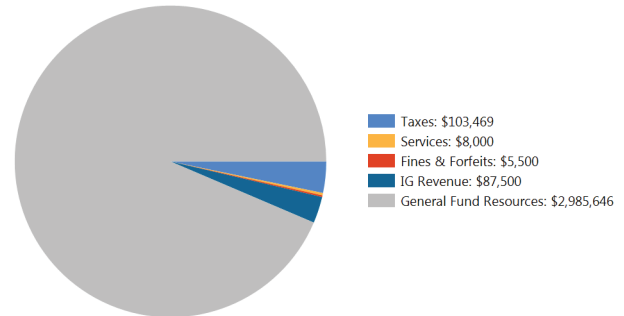
Public Defender

The Public Defenders Office represents 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, DUI Court) and on County Conflict Cases.

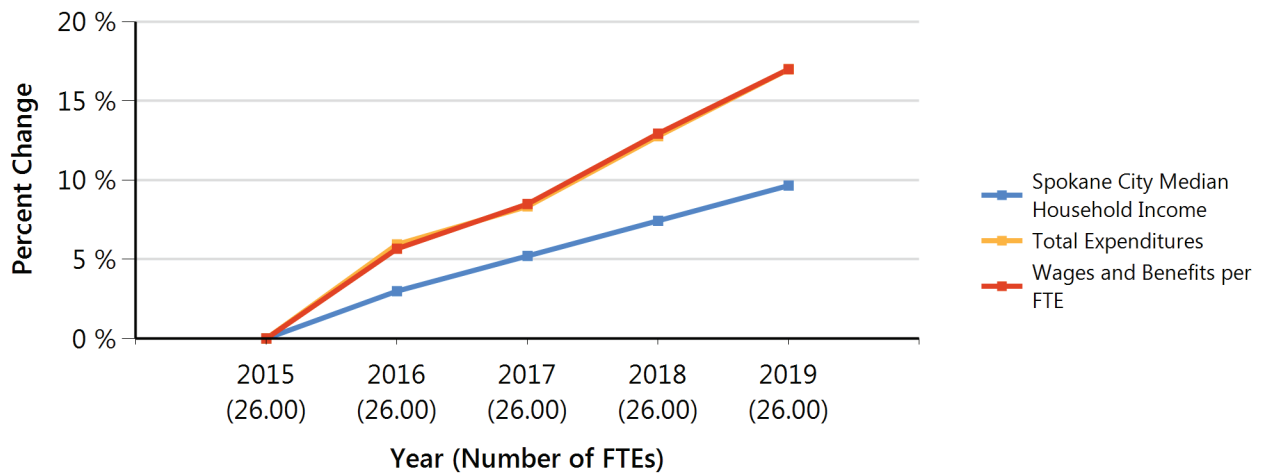
2019 Expenditures



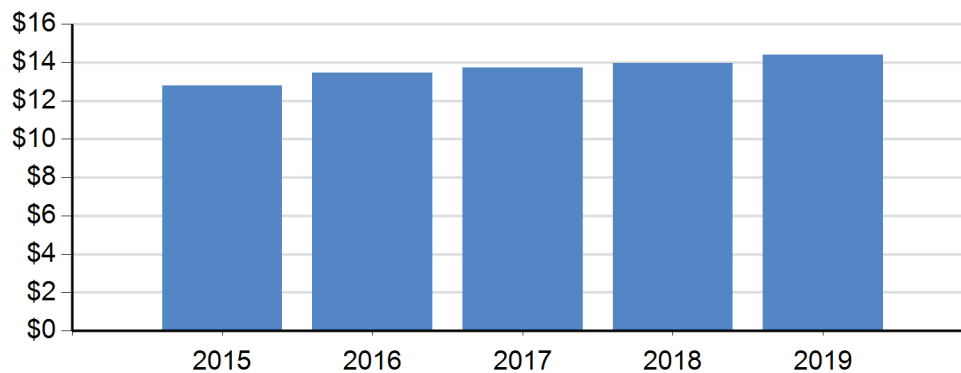
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$12.80	\$13.47	\$13.71	\$13.97	\$14.39
Percent Change	0.00%	5.94%	2.25%	4.09%	3.74%



Department Summary: Public Defender**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

The Public Defenders Office represents 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, DUI 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, and 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	26.00	26.00	26.00	26.00	26.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	1,776	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	4,358	2,064
Transfers Out	0	0	0	0	0
Wages & Benefits	2,561,797	2,706,896	2,783,380	2,907,032	3,025,260
Supplies & Services	163,226	181,887	170,652	163,523	162,791
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,726,799	2,888,783	2,954,032	3,074,913	3,190,115

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	123,120	130,875	103,469	103,469
Licenses & Permits	0	0	0	0	0
IG Revenue	173,840	60,000	58,800	87,500	87,500
Services	0	0	7,693	0	8,000
Fines & Forfeits	4,777	5,086	3,128	5,500	5,500
Operating Transfers In	0	0	0	0	0
General Fund Resources	2,548,182	2,700,576	2,753,536	2,878,444	2,985,646
All Other	0	1	0	0	0
TOTAL	2,726,799	2,888,783	2,954,032	3,074,913	3,190,115

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	1.00	1.00	1.00	1.00	1.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	2,294	0
Transfers Out	0	0	0	0	0
Wages & Benefits	69,490	92,725	97,215	95,811	108,776
Supplies & Services	132	24	1	1,004	1,034
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	69,622	92,749	97,216	99,109	109,810

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	123,120	130,875	103,469	103,469
Licenses & Permits	0	0	0	0	0
IG Revenue	109,440	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	(39,818)	(30,372)	(33,659)	(4,360)	6,341
All Other	0	1	0	0	0
TOTAL	69,622	92,749	97,216	99,109	109,810

Revenue Notes:

In 2016, the IG Revenue was reclassified to Taxes. The taxes revenue is funded by a one-tenth of one percent sales and use tax collected.



Program Summary: Public Defender**Division:** Stand Alone Departments**Fund Type:** General Fund

Executive Summary:

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.

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.

This is the main program for the Public Defenders Office. These program revenues and expenses do 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.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	24.00	24.00	24.00	24.00	24.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	1,776	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	2,416,037	2,539,743	2,599,570	2,727,683	2,822,408
Supplies & Services	163,078	181,846	170,650	134,015	133,223
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	2,580,891	2,721,589	2,770,220	2,861,698	2,955,631

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	0	0	7,693	0	8,000
Fines & Forfeits	4,777	5,086	3,128	5,500	5,500
Operating Transfers In	0	0	0	0	0
General Fund Resources	2,576,114	2,716,503	2,759,399	2,856,198	2,942,131
All Other	0	0	0	0	0
TOTAL	2,580,891	2,721,589	2,770,220	2,861,698	2,955,631

Revenue Notes:

Program Summary: Public Defense Grant**Division:** Stand Alone Departments**Fund Type:** General Fund

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 from 2017 covered 2018 and 2019. The City was awarded \$87,500 for 2019.

Programs and Services:

The most recent application process was for a two-year budget cycle. We have applied for and received monies for several years. The funds awarded partially fund a public defender attorney position and assist in investigator expenses.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	1.00	1.00	1.00	1.00	1.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	0	0	0	0	0
Reserve for Budget Adjustment	0	0	0	2,064	2,064
Transfers Out	0	0	0	0	0
Wages & Benefits	76,270	74,428	86,595	83,538	94,076
Supplies & Services	16	17	1	28,504	28,534
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	76,286	74,445	86,596	114,106	124,674

Expenditure Notes:

In 2018 and 2019, the Public defense Grant included funds to help pay for investigative services.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	64,400	60,000	58,800	87,500	87,500
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	11,886	14,445	27,796	26,606	37,174
All Other	0	0	0	0	0
TOTAL	76,286	74,445	86,596	114,106	124,674

Revenue Notes:

In 2018 and 2019, the Public defense Grant amount increased to help pay for investigative services.

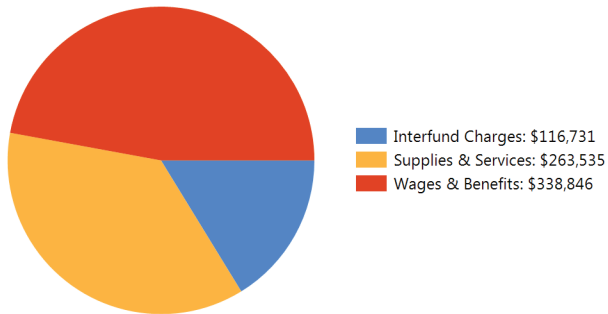




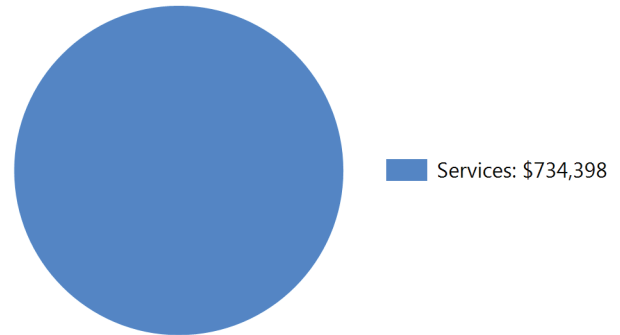
Reprographics

Provides duplication and printing services to all City departments and includes management of the floor copiers in City Hall.

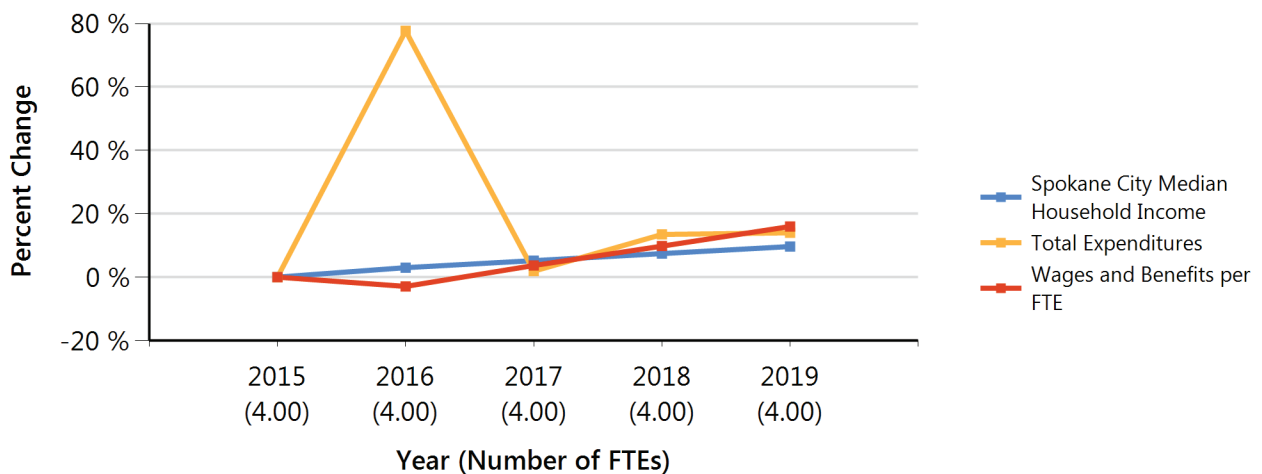
2019 Expenditures



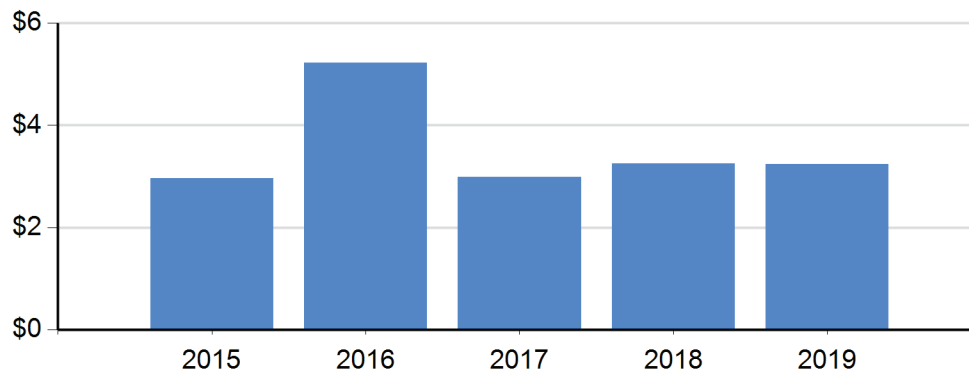
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$2.96	\$5.23	\$2.98	\$3.25	\$3.24
Percent Change	0.00%	77.71%	-42.66%	11.36%	0.45%



Department Summary: Reprographics**Division:** Stand Alone Departments**Fund Type:** Internal Service Fund

Executive Summary:

Provides duplication and printing services to all City departments and includes management of the floor copiers in City Hall.

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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	4.00	4.00	4.00	4.00	4.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	92,275	134,226	109,451	132,634	116,731
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	290,612	282,115	300,721	319,085	338,846
Supplies & Services	244,862	704,845	232,654	264,135	263,535
Debt Services	0	0	0	0	0
All Other	3,150	0	0	0	0
TOTAL	630,899	1,121,186	642,826	715,854	719,112

Expenditure Notes:

One time pension expense adjustment, \$427k, in 2016 Other Services & Charge.
 2015 All Other - use tax paid to the State for printing labor.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	616,236	761,367	704,536	695,603	734,398
Fines & 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	0	220	0	0
TOTAL	617,236	761,367	704,756	695,603	734,398

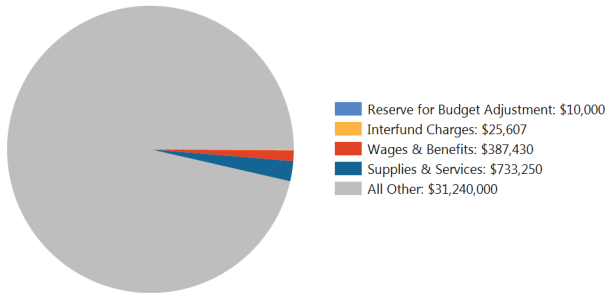
Revenue Notes:



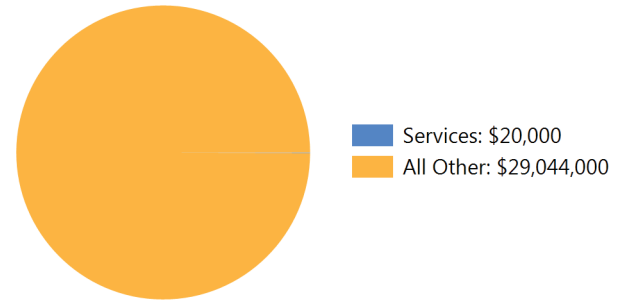
Spokane Employees' Retirement System

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.

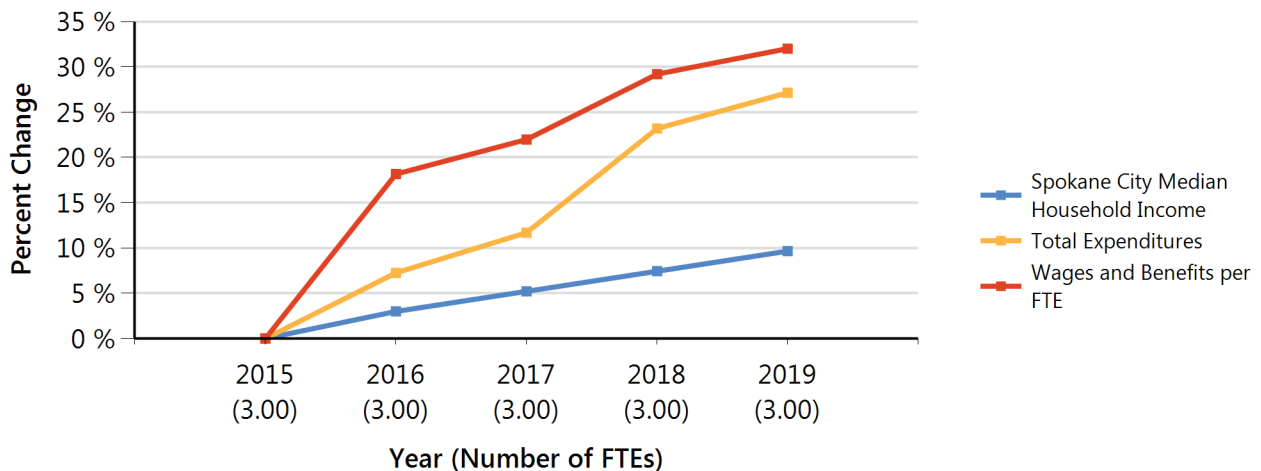
2019 Expenditures



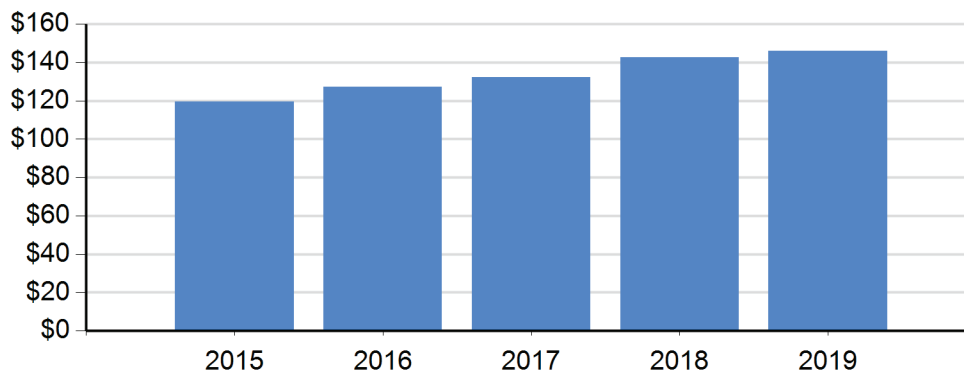
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$119.57	\$127.40	\$132.09	\$142.61	\$146.11
Percent Change	0.00%	7.25%	4.13%	10.29%	3.21%



Department Summary: Spokane Employees' Retirement System

Division: Stand Alone Departments

Fund Type: Trust and Agency Fund

Executive Summary:

The Retirement Department administers three defined benefit plans and one defined contribution plan. This budget is for the Spokane Employees' Retirement System (SERS), a defined benefit plan for the non-uniform employees of the City.

Programs and Services:

SERS provides pension benefits related to retirement, disability, and death. All permanent employees of the City are eligible to belong to SERS with the exception of police and firefighters who are members of the State Law Enforcement Officers and Firefighters' Retirement System. At December 31, 2017, there were 1,376 retirees and beneficiaries receiving benefits; 113 vested and portable former employees who are entitled to future benefits; and 1,444 active members for a total of 2,933 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 \$308+ 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 2019, benefit payments are budgeted at \$31.2 million, which is an increase from the 2018 budget of \$30.2 million due to an increased population of retirees. For the 2019 budget, administrative costs of operating the Plan, not including pension annuities, are relatively flat compared to the 2018 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

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	3.00	3.00	3.00	3.00	3.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	23,734	25,588	29,286	27,624	25,607
Reserve for Budget Adjustment	0	0	0	10,000	10,000
Transfers Out	0	0	0	0	0
Wages & Benefits	286,494	338,517	351,437	376,814	387,430
Supplies & Services	572,284	495,840	633,917	733,750	733,250
Debt Services	0	0	0	0	0
All Other	24,597,020	26,467,256	27,443,693	30,240,000	31,240,000
TOTAL	25,479,532	27,327,201	28,458,333	31,388,188	32,396,287

Expenditure Notes:

"All Other" includes pension annuity claims and terminated employee refunds of contributions.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	0	0	0	0
Services	22,061	19,375	19,374	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	12,003,590	32,355,964	59,762,048	37,837,200	29,044,000
TOTAL	12,025,651	32,375,339	59,781,422	37,857,200	29,064,000

Revenue Notes:

"Miscellaneous Revenues" includes investment earnings, participant contributions, and employer contributions.

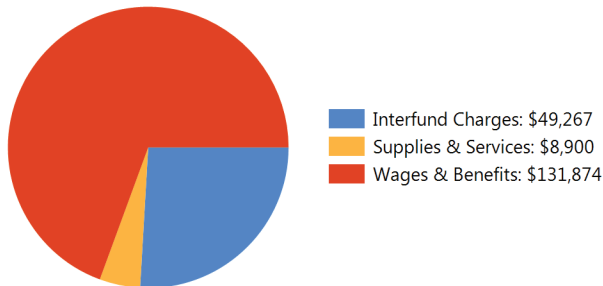




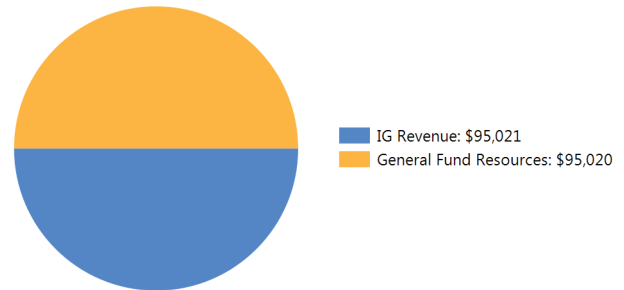
Spokane Regional Emergency Communications System (LEIS)

Final transitional activities to Tyler New World long term operation and maintenance phase, project management for preparation of new integrated communications entity and other Regional Project Management activities.

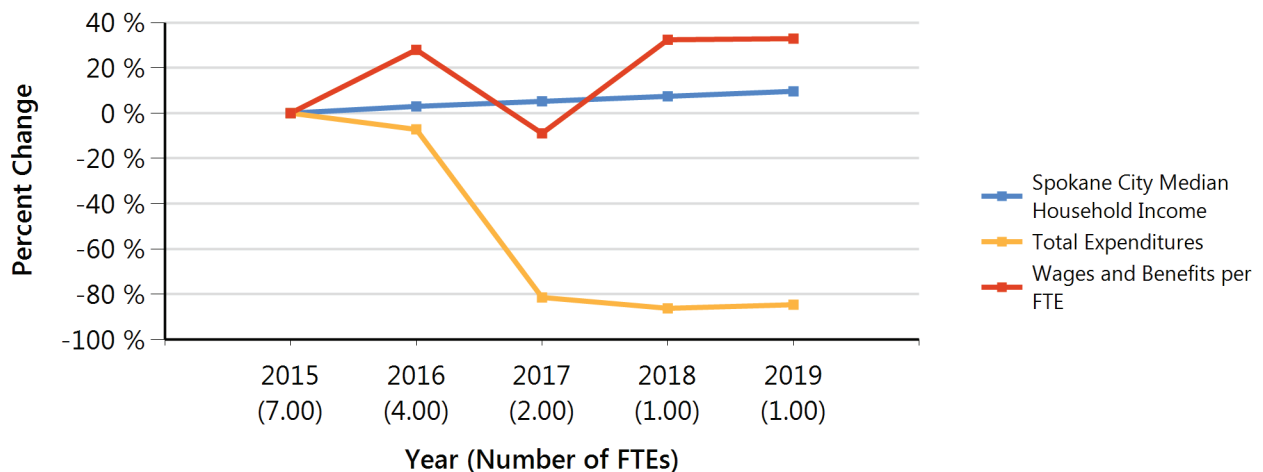
2019 Expenditures



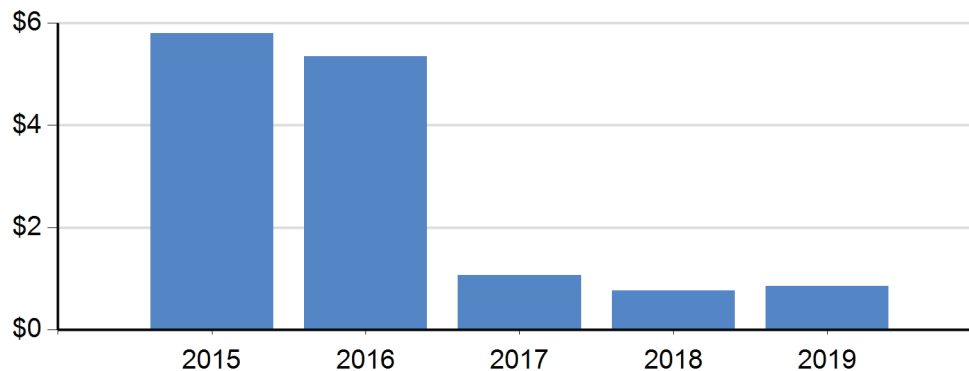
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$5.80	\$5.35	\$1.07	\$0.77	\$0.86
Percent Change	0.00%	-7.18%	-79.97%	-25.83%	11.56%



Department Summary: Spokane Regional Emergency Communications System (LEIS)**Division:** Stand Alone Departments**Fund Type:** Special Revenue Fund

Executive Summary:

Final transitional activities to Tyler New World long term operation and maintenance phase, project management for preparation of new integrated communications entity and other Regional Project Management activities.

Programs and Services:

Services are primarily project management, technology, analytic in nature for programs in public safety and regional justice.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	7.00	4.00	2.00	1.00	1.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Capital Outlay	0	0	0	0	0
Interfund Charges	72,562	130,532	39,756	30,181	49,267
Reserve for Budget Adjustment	0	0	0	0	0
Transfers Out	0	0	0	0	0
Wages & Benefits	804,964	588,645	185,709	131,253	131,874
Supplies & Services	310,726	251,657	4,199	8,900	8,900
Debt Services	0	0	0	0	0
All Other	47,612	176,177	0	0	0
TOTAL	1,235,864	1,147,011	229,664	170,334	190,041

Expenditure Notes:

All Other Expenses includes payments to Spokane County for CADRMS & LEIS management.

As the transitional activities are in final stages, there have been corresponding staff reductions the past few years.

Interfund expenses decreased in 2017 due to eliminated chargeback from Spokane Police Department.

Other services decreased in 2017 due to eliminated costs for CAD maintenance.

Revenues:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	0	509,331	0	95,021	95,021
Services	1,272,173	536,998	154,420	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	235,813	0	95,020	95,020
All Other	0	0	0	0	0
TOTAL	1,272,173	1,282,142	154,420	190,041	190,041

Revenue Notes:

In 2016, total revenue from regional stakeholders was split between IG revenue and services. IG Revenue is no longer recorded, although the 2018 & 2019 budget has not been updated yet.

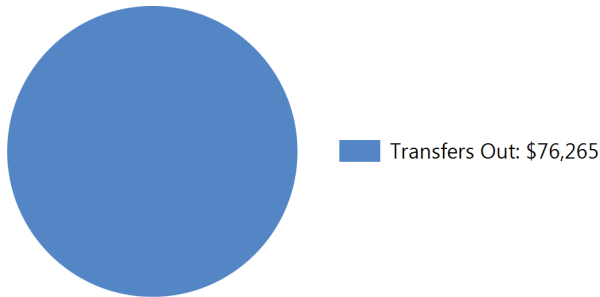




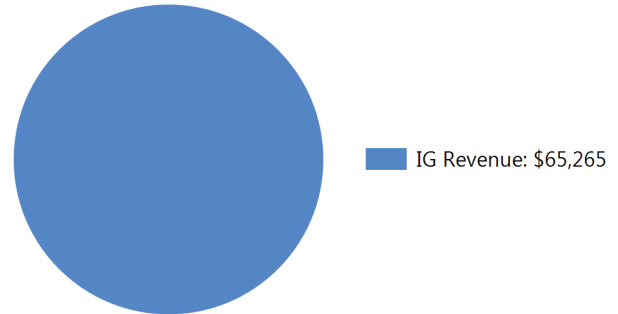
Trial Court Improvement Fund

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 Fund to the Municipal Court in support of their activities.

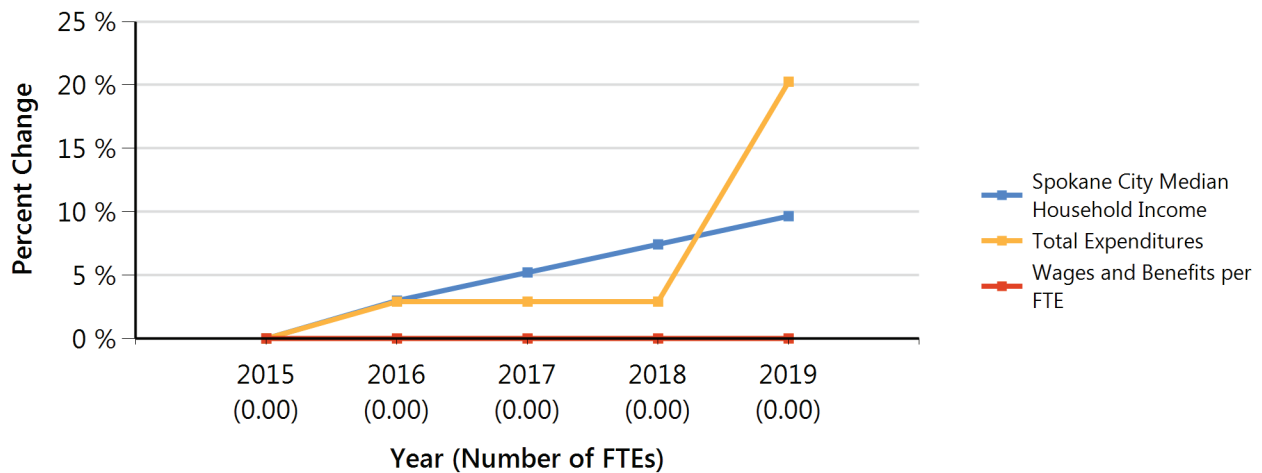
2019 Expenditures



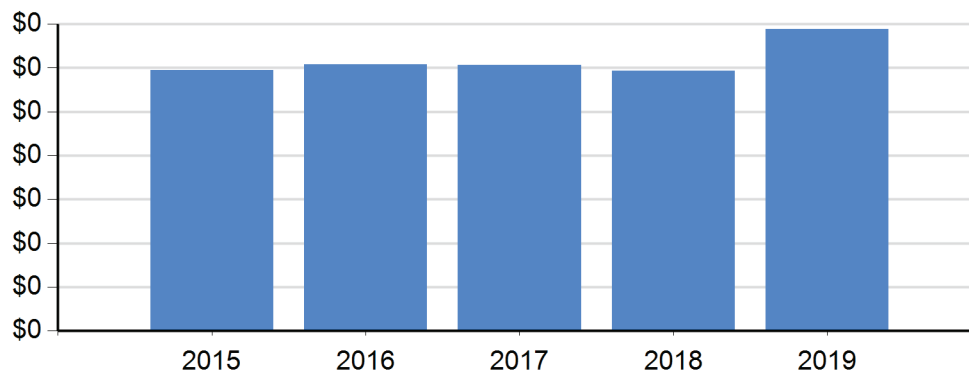
2019 Revenues



Cumulative percent change over the last 5 years



Spending Per Capita



* 2015 through 2017 Actual
2018 through 2019 Budget

Spending	\$0.30	\$0.30	\$0.34
Percent Change	0.00%	0.00%	16.85%



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 Fund to the Municipal Court in support of their activities.

Programs and Services:

Spokane Municipal Court qualifies for funding as provided in E2SSB 5454 since the establishment of 05A.05.040(B) of the Spokane Municipal Code which sets the annual base salary of its municipal court judges at ninety five percent of the salary for a district court judge as determined by the Washington State Citizen's Commission on salaries for elected officials.

Each year, the presiding judge submits certification to the Administrative Office of the Courts to receive distribution of funds as a qualifying municipal court in the state of Washington. Disbursements are received quarterly and applied directly to the salaries of our three elected judges who are responsible for the adjudication of misdemeanor and gross misdemeanor offenses committed by adults within our jurisdiction pursuant to section 39.34.180 of the Revised Code of Washington.



FTEs

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Total FTEs	0.00	0.00	0.00	0.00	0.00

Expenditures:

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 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	63,420	65,265	65,265	65,265	76,265
Wages & Benefits	0	0	0	0	0
Supplies & Services	0	0	0	0	0
Debt Services	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	63,420	65,265	65,265	65,265	76,265

Expenditure Notes:**Revenues:**

	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2019 Proposed
Taxes	0	0	0	0	0
Licenses & Permits	0	0	0	0	0
IG Revenue	66,112	70,708	67,845	65,265	65,265
Services	0	0	0	0	0
Fines & Forfeits	0	0	0	0	0
Operating Transfers In	0	0	0	0	0
General Fund Resources	0	0	0	0	0
All Other	0	0	0	0	0
TOTAL	66,112	70,708	67,845	65,265	65,265

Revenue Notes:

