CITY OF AUBURN WASHINGTON

Nancy Backus, Mayor

25 West Main Street ✶ Auburn WA 98001-4998 ✶ www.auburnwa.gov ✶ 253-931-3000

Date: October 17, 2014

To: Auburn City Council

Re: 2015 – 2016 Budget

The purpose of this Budget Memorandum is to summarize the key processes, decisions and changes to the operating and capital programs included in the 2015-2016 Preliminary Budget.

2015-2016 Budget Policy and Process

The City's budget development process began in June with the departments submitting and entering their data into the City's budget module. Development of the City's budget is guided by a set of budget policies and Citywide goals and strategies based upon the City's 10-year vision. Because of continued uncertainty regarding in the economic recovery and recent decisions by the State Legislature that affect distributions and costs to local governments, departments were provided the following policy guidance in developing their budgets:

- Departments should assume no significant change in the current level of service.
- If departments are requesting new FTEs or funding requests, they will be funded with offsetting revenues and/or cost savings or will result in economic development and/or an increased assessment base.

Departmental budget requests were due to Finance by June 23. The Mayor met with each department and Finance during the month of July to review each department's requests and provided policy guidance and/or make administrative changes. Finance provided the salary and benefit portion of each department based upon updated position allocations from each department. The Mayor's recommended budget was prepared following these meetings and presented to Council during a series of public hearings and budget workshops that started in early July as follows:

1. July 9: Fund and budget process overview (workshop #1)
2. Aug 12: General, Proprietary, Capital and Special Revenue Funds (workshop #2)
3. Aug 26: General, Proprietary, Capital and Special Revenue Funds (workshop #3)
4. Sep 10: General, Proprietary, Capital and Special Revenue Funds (workshop #4)
5. Sep 15: Public Hearing and General Fund Revenue Trends
6. Sep 18: General, Proprietary, Capital and Special Revenue Funds (workshop #5)

The Preliminary 2015-2016 Budget attached to this budget memorandum represents the results and decisions from these meetings and workshops. The total Citywide Preliminary Budget is $253,476,263 in 2015 and $240,579,227 in 2016. The 2015 budget is 10.8% less than the 2014 budget. The 2016 budget is 5.1% less than 2015 budget. Sections 1 and 5 include a detailed presentation of the City's budget.

The remainder of this memorandum summarizes the key changes included in the 2015-2016 Preliminary Budget.

2015-2016 Preliminary Budget

Salaries and Benefits

The City budgets all positions at 100% for each year and all fund salaries and benefits include step increases. All affiliated salary increases in 2015 and 2016 are per contracts. All affiliated group concession lapse at the end of 2015 except for the Teamsters, which goes through 2016. Unaffiliated salary increases in 2015 are commensurate with labor contracts.

Benefits include a 5.8% allowance for increases in medical in both 2015 and 2016. Dental includes a 6.0% increase in both 2015 and 2016, and vision costs assume a 5.0% increase in both 2015 and 2016. Labor and Industries represents an increase of 3.1% in both 2015 and 2016. PERS 2 and 3 employer pension rates include a rate increase from 9.21% in 2014 to 12.47% effective July 1, 2015.

All staffing changes are noted on page 19 with total authorized FTEs of 416.6 in 2015 and 415.6 in 2016. This includes the addition of 6.0 new FTEs as part of approved Program Improvements:

- Facilities and Property Analyst (Administration Department)
- Police Records Specialist (Police Department)
- Bicycle Officer (Police Department)
- Major Crimes Detective (Police Department)
- Code Enforcement Officer (Community Development & Public Works Department)
- IT Support Lead (Innovation & Technology Department)

The net effect of all staffing changes will increase Citywide annual salaries and wages from $33.4 million in 2014 to $34.4 million in 2015 and $35.1 million in 2016. Citywide benefits will increase from $16.1 million in 2014 to $16.2 million in 2015 and $17.2 million in 2016.

General Fund Budget Highlights

The total General Fund budget, including fund balance, for 2015 and 2016 is $73,394,404 and $69,935,366 respectively. The 2015 budget is a 2.8% increase from 2014. The 2016 budget is a 4.7% decrease from 2015. *[page 81]*

General Fund revenue and expenditure highlights include *[pages 16, 52]*:

- Revenues:
  - **Property taxes** – From 2009 to 2013, the City experienced an annual decline in assessed valuation (AV). With the economy now beginning to recover, AV increased from $6.9 billion in 2013 to $7.3 billion in 2014 (5.5%) and is expected to increase to $8.0 billion in 2015 and $8.8 billion in 2016 (10% per year). The City plans a 1% levy increase in 2015 and 2016 plus a one-time increase of $600,000 in 2015 to fund six new positions. This leaves the City with over $2.7 million of banked capacity at the end of 2016. The resulting property tax revenues are projected to increase from $15.7 million in 2014 to $17.1 million in 2016, representing an average annual increase of approximately 4.5%.
  - **Sales Tax** – Fiscal improvement is projected to occur at a moderate pace for the local, regional, and national economies in 2015 and 2016, affecting all City revenues. Sales taxes are projected to grow by an average of about 4% per year from 2013 to 2016. This represents an average of $500,000 in new revenue annually.

- Expenditures:
  - **2015 and 2016 General Fund budget** – The General Fund budget, exclusive of fund balance, totals $62.8 million in 2015 and $64.7 million in 2016 and compares to a budget of $60.2 million in 2014.
  - **Fund Balance** – The projected General Fund fund balance declines from 2014 through 2016 with the following estimated ending fund balances:

	Estimated Ending Fund Balance	Required Est. Ending Fund Balance	Over (Under)
2014	$14,626,724	$4,818,805	$ 9,807,919
2015	10,581,126	5,025,062	5,556,064
2016	5,199,837	5,178,842	20,995

- **Future Challenges** – Several potential challenges may impact the City and affect available revenues after adoption of the 2015-2016 budget. These include:
  - **Continued economic recovery** – The local, regional, and national economies have all improved at a moderate pace. Nationally, projected growth in 2015 and 2016 is expected to average about 3.0%; regionally, projections are for about 2.8% annual growth. The City will continue to monitor the economic outlook on an ongoing basis.
  - **State legislative action** - The State's 2015 Legislative Session will include the adoption of a two-year budget. Issues to be addressed by the Legislature in 2015 include a transportation funding package and the billions of dollars needed to meet the State Supreme Court's order mandating spending increases for K-12 education. As of the writing of this budget, it is not known if the State Legislature will need to cut local government revenues in order to balance the State budget.

The General Fund's Non-Departmental expenses include budgets for retirement contingencies, LEOFF 1 medical obligations, payments for general contracts and services, and budgeting of General Fund ending fund balance.

Special Revenue Fund Highlights

- The **Arterial Street Fund** supports major street capital projects. Major projects for 2015 and 2016 include major widening on South 277th; SE 320th corridor improvements; Auburn Way South corridor safety improvements (SR-164); and West Main Street improvements and repurposing. Funding for these projects will be from fund balance, motor vehicle fuel taxes, real estate excise taxes, federal/state grants, and developer contributions. This fund's budget totals $15.5 million in 2015 and $13.2 million in 2016. *[page 154]*

- The **Local Street Fund** supports the City's Save Our Streets local street transportation program. Beginning in 2013, funding for the SOS program was modified to include sales taxes on construction. This funding source replaced the City's prior practice of earmarking $2.0 million annually from property taxes. In addition, the City's water, sewer and storm drainage utilities each provide $50,000 per year to support utility projects related to local street improvements. *[page 155]*

- The **Arterial Street Preservation Fund** supports arterial street repairs. Major projects include Arterial Street Preservation; Arterial Crack/Seal; and Auburn Way North preservation, which will overlay failing sections of the roadway between 22nd Street NE and 45th Street NE. This fund is supported by a 1% utility tax on water, sewer, storm, garbage, telephone, cable, gas and electricity utility services. This fund's budget totals $2.7 million in 2015 and $3.6 million in 2016. *[page 156]*

- **Community Development Block Grant (CDBG) Fund** is funded with the annual grant from CDBG in the amount of $450,000 *[page 94]*. Other Human Services *[page 141]* are funded by the Administration Department in the General Fund and include $590,000 each year for the following:
  - $490,000 for human service contracts
  - $35,000 for neighborhood block grants
  - $50,000 for Veterans and Human Services Center ("One Stop Shop")
  - $15,000 for emergency vouchers

- The **Cumulative Reserve Fund** serves as the City's general savings or rainy-day fund. This fund is budgeted to end 2016 with $4.3 million. Budgeted items in this fund for 2015-2016 include transfers out for interfund loan repayments and other interfund transfers, as needed. *[page 115]*

Capital Project Fund Highlights

- The **Capital Improvements Fund** budget totals $2.2 million in 2015 and $5.6 million in 2016, excluding ending fund balance. Major projects include Citywide Sidewalk Repairs and Improvements and Traffic Signal improvements; the budget for 2016 also includes the transfer of $3.3 million in funding for the Auburn Community and Youth/Teen Center. *[page 123]*

- The **Municipal Parks Construction Fund** budget totals $0.5 million in 2015 and $9.2 million in 2016. Major projects include Sunset Park Spraypark, Les Gove Park Improvements and construction of the Auburn Community and Youth/Teen Center at Les Gove Park. Funding for the Community and Youth/Teen Center includes $3.0 million in State grants. *[page 196]*

Enterprise Fund Highlights

- **Water, Sewer and Storm Drainage utilities** underwent a rate and revenue requirements update in 2012 with revised rates approved in Ordinance No. 6401. Rates were established for each year through 2017. Funding in 2015 also includes $5.2 million in planned new revenue bonds to finance planned capital projects in the water utility. Major new utility projects in the water utility include: water main improvements and automated meter and billing system improvements referred to as Advanced Metering Infrastructure (AMI); in the sewer utility: annual repair/replacement projects; and in the storm drainage utility: Auburn Way S. Flooding and West Main Street pump station upgrade. At the end of 2016, the water utility is budgeted to end with $3.9 million in working capital; the Sewer utility with $7.2 million; and the Storm Drainage utility with $7.5 million. *[pages 161, 165, 170]*

- The **Airport Fund** expects to receive about $474,000 in Federal Aviation Administration grants during 2015-2016 to support the runway extension project, the wildlife hazard assessment, and the obstruction survey for NextGen GPS approach. This fund is budgeted to end 2016 with $347,000 in working capital. *[page 132]*

- Revenues at the **Cemetery Fund** are expected to remain flat due to the competition with the veteran's cemetery in Maple Valley and the general economic environment. Transfers from the Cumulative Reserve Fund are budgeted and can be made, if needed, to support the cash flow needs of this fund in 2015 and 2016. *[page 199]*

Internal Service Funds

- **Equipment Rental and Revolving Fund** (ERR) has an anticipated ending working capital balance of $2.3 million in 2016. Major projects in 2015-2016 include improvements to the vehicle storage bay, fuel tank replacement, and the construction of a tool storage building. Major equipment replacements for 2015-2016 include numerous vehicles, including a sidewalk cleaner and tractors. *[page 176]*

- The **Facility Fund** is budgeted to end 2016 with $1.1 million. Significant facility maintenance efforts include the City Hall atrium repair and painting projects at the Justice Center, Senior Center and the Golf Course. *[page 97]*

- The **Innovation and Technology Fund** is projected to end 2016 with $1.9 million in working capital. Major new IT projects in 2015-2016 include battery backup systems for disaster recovery, integrated Citizen Engagement and website functionality, Integrated Traffic Systems (ITS) video system replacement, and public safety equipment and software upgrade. *[page 206]*

Program Improvements

- A summary and detail of the funded **program improvements** are included in this budget. *[page 228]*

AGENDA BILL APPROVAL FORM

Agenda Subject: Ordinance No. 6533		**Date:** October 17, 2014
Department: Finance	**Attachments:** 2015-2016 Preliminary Budget; Ordinance No. 6533 and Schedule A	**Budget Impact:** $253,476,263 – 2015 $240,579,227 – 2016

Administrative Recommendation:
City Council to introduce and adopt Ordinance No. 6533, establishing the City's budget for 2015-2016.

Background Summary:

Budget Process: In June, the City began the process of developing the budget for the 2015-2016 biennium. This included budget workshops and public hearings as follows:
- July 9: Fund and Budget Process Overview (workshop #1)
- August 12 and 26: General, Proprietary, Capital and Special Revenue Funds (workshops #2 and #3)
- September 10: General, Proprietary, Capital and Special Revenue Funds (workshop #4)
- September 15: Review General Fund revenues; first public hearing on budget
- September 18: General, Proprietary, Capital and Special Revenue Funds (workshop #5)

During these presentations and workshops, Council provided policy guidance to the administration. These included clarifying 2013-2014 accomplishments and expanding upon 2015-2016 goals and objectives.

2015-2016 Preliminary Budget: A copy of the 2015-2016 Preliminary Budget was filed with the City Clerk, distributed to Council, and made available to the public on October 17, 2014.

Ordinance No. 6533: Council's approval of Ordinance No. 6533 will establish the City's 2015-2016 biennial budget. As the budget has been reviewed by Council during the budget workshops, adoption of Ordinance 6533 is scheduled as follows:
- November 17: First reading by the Finance Committee and a public hearing before the full Council.
- December 1: Second and final reading by the Finance Committee with referral to the full Council for adoption.

Staff recommends Council approval of Ordinance No. 6533.

Reviewed by Council & Committees:		**Reviewed by Departments & Divisions:**	
☐ Arts Commission	COUNCIL COMMITTEES:	☐ Building	☐ M&O
☐ Airport	☒ Finance	☐ Cemetery	☐ Mayor
☐ Hearing Examiner	☐ Municipal Serv.	☐ Finance	☐ Parks
☐ Human Services	☐ Planning & CD	☐ Fire	☐ Planning
☐ Park Board	☐ Public Works	☐ Legal	☐ Police
☐ Planning Comm.	☐ Other _____	☐ Public Works	☐ Human Resources
		☐ Information Services	

Action:
Committee Approval: ☐Yes ☐No
Council Approval: ☐Yes ☐No Call for Public Hearing ___/___/____
Referred to _____ Until ___/___/____
Tabled _____ Until ___/___/____

Councilmember: Wales	**Staff:** Coleman
Meeting Date: October 17, 2014	**Item Number:**

ORDINANCE NO. 6533

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF AUBURN, WASHINGTON, ADOPTING THE 2015-2016 BIENNIAL BUDGET FOR THE CITY OF AUBURN, WASHINGTON

THE CITY COUNCIL OF THE CITY OF AUBURN, WASHINGTON, DO ORDAIN AS FOLLOWS:

Section 1. That pursuant to the provisions of Chapter 35A.34, the Mayor of the City of Auburn has heretofore duly completed and placed on file with the City Clerk of the City of Auburn a preliminary biennial budget for 2015-2016, and that notice was thereupon duly published, as required by law, stating that the Mayor had completed and placed on file such preliminary budget and a copy would be furnished to any taxpayer who would call therefore at the office of the City Clerk, and that the City Council of the City of Auburn would meet on November 17, 2014 at 7:30 p.m. for the purpose of fixing the budget and any taxpayer might appear at such time and be heard for or against any part of such budget, and designated the place of such meetings as the Council Chambers of Auburn City Hall, 25 West Main Street, Auburn, Washington; That the Mayor of the City of Auburn duly provided a suitable number of copies of such detailed preliminary budget to meet the reasonable demands of taxpayers therefore; That the Mayor and the City Council of the City of Auburn met at the time designated in said notice in the Council Chambers of the Auburn City Hall, 25 West Main Street, City of Auburn, on November 17 at 7:30 p.m.; That any and all taxpayers of the City of Auburn were given full opportunity to be heard for or against such budget; That the City Council

has conducted public hearings on September 15, 2014 and November 17, 2014 to consider this preliminary budget; That at said meetings said budget was considered; and that, at the meeting held by the City Council on the 1st day of December 2014 the City Council considered modifications of said budget and thereafter approved the 2015-2016 biennial budget for the City of Auburn as herein adopted by this Ordinance as shown on Schedule A.

Section 2. **Implementation.** The Mayor is hereby authorized to implement such administrative procedures as may be necessary to carry out the directives of this legislation.

Section 3. **Effective Date.** This Ordinance shall take effect and be in force five (5) days from and after its passage, approval and publication as provided by law.

INTRODUCED: _____

PASSED: _____

APPROVED: _____

_____
NANCY BACKUS, MAYOR

ATTEST:

_____
Danielle E. Daskam
City Clerk

APPROVED AS TO FORM:

_____
Daniel B. Heid
City Attorney

PUBLISHED:_____

Schedule A
2015 Budget Summary by Fund

	Fund	Beginning Fund Balance	2015 Resources	2015 Expenditures	Ending Fund Balance
GENERAL FUND		$14,626,724	$58,767,680	$62,813,278	$10,581,126
SPECIAL REVENUE FUNDS	Arterial Street	1,312,844	14,150,590	14,354,730	1,108,704
	Local Street	1,196,068	1,752,500	2,600,000	348,568
	Hotel/Motel Tax	139,991	94,040	86,000	148,031
	Arterial Street Preservation	521,910	2,134,700	2,195,410	461,200
	Drug Forfeiture	505,405	97,100	304,448	298,057
	Housing & Community Development	27,371	450,000	440,000	37,371
	Recreational Trails	36,717	7,130	-	43,847
	Business Improvement Area	41,212	55,060	55,000	41,272
	Cumulative Reserve	5,582,204	1,314,100	658,000	6,238,304
	Mitigation Fees	5,230,964	994,890	3,586,423	2,639,431
DEBT SERVICE	1998 Library Bond	-	279,500	279,500	-
	City Hall Annex 2010 A&B Bond	-	1,695,917	1,695,917	-
	Local Revitalization 2010 C&D Bond	-	594,637	594,617	20
	Golf Course	-	389,195	389,195	-
	LID Guarantee	24,549	20	2,000	22,569
	LID #350	7,864	7,257	7,247	7,874
CAPITAL PROJECTS	Municipal Park Construction	427,106	620,130	540,000	507,236
	Capital Improvements	9,144,989	1,840,247	2,157,368	8,827,868
	Local Revitalization	229,370	250	229,620	-
ENTERPRISE FUNDS	Water	4,526,763	19,158,319	18,310,129	5,374,953
	Sewer	10,794,820	7,985,084	9,954,201	8,825,703
	Sewer Metro	2,477,311	16,101,738	16,056,900	2,522,148
	Storm Drainage	10,634,042	10,141,339	13,034,095	7,741,286
	Solid Waste	2,272,081	13,347,800	12,761,420	2,858,461
	Airport	682,748	1,060,369	1,451,008	292,109
	Cemetery	126,755	1,078,300	1,048,607	156,448
INTERNAL SERVICE FUNDS	Insurance	1,613,131	1,000	218,900	1,395,231
	Workers' Compensation	123,000	860,100	816,601	166,499
	Facilities	1,546,227	3,638,820	3,838,569	1,346,478
	Innovation and Technology	2,363,378	5,660,747	6,195,259	1,828,866
	Equipment Rental	4,417,349	4,210,470	5,349,861	3,277,958
FIDUCIARY FUNDS	Fire Pension	2,580,481	76,000	170,181	2,486,300
PERMANENT FUNDS	Cemetery Endowment Care	1,663,664	34,200	-	1,697,864
TOTAL		$84,877,035	$168,599,228	$182,194,484	$71,281,778
TOTAL BUDGET		$253,476,263		$253,476,263	

Schedule A
2016 Budget Summary by Fund

	Fund	Beginning Fund Balance	2016 Resources	2016 Expenditures	Ending Fund Balance
GENERAL FUND		$10,581,126	$59,354,240	$64,735,529	$5,199,837
SPECIAL REVENUE FUNDS	Arterial Street	1,108,704	12,088,787	12,320,712	876,779
	Local Street	348,568	1,602,500	1,600,000	351,068
	Hotel/Motel Tax	148,031	94,940	86,000	156,971
	Arterial Street Preservation	461,200	3,127,300	3,351,390	237,110
	Drug Forfeiture	298,057	97,100	273,028	122,129
	Housing & Community Development	37,371	450,000	440,000	47,371
	Recreational Trails	43,847	7,130	-	50,977
	Business Improvement Area	41,272	55,060	55,000	41,332
	Cumulative Reserve	6,238,304	14,200	1,917,084	4,335,420
	Mitigation Fees	2,639,431	994,890	1,221,827	2,412,494
DEBT SERVICE	1998 Library Bond	-	285,100	285,100	-
	City Hall Annex 2010 A&B Bond	-	1,688,444	1,688,444	-
	Local Revitalization 2010 C&D Bond	20	592,452	592,432	40
	Golf Course	-	351,553	351,553	-
	LID Guarantee	22,569	20	2,000	20,589
	LID #350	7,874	7,256	7,246	7,884
CAPITAL PROJECTS	Municipal Park Construction	507,236	9,016,000	9,155,000	368,236
	Capital Improvements	8,827,868	1,756,036	5,561,324	5,022,580
	Local Revitalization	-	-	-	-
ENTERPRISE FUNDS	Water	5,374,953	14,264,636	15,748,910	3,890,679
	Sewer	8,825,703	8,171,011	9,793,077	7,203,637
	Sewer Metro	2,522,148	16,333,388	16,317,200	2,538,335
	Storm Drainage	7,741,286	9,576,161	9,784,730	7,532,717
	Solid Waste	2,858,461	13,427,400	13,040,602	3,245,259
	Airport	292,109	881,900	826,807	347,202
	Cemetery	156,448	1,178,300	1,098,229	236,519
INTERNAL SERVICE FUNDS	Insurance	1,395,231	1,000	218,900	1,177,331
	Workers' Compensation	166,499	863,100	854,310	175,289
	Facilities	1,346,478	3,598,400	3,797,528	1,147,350
	Innovation and Technology	1,828,866	5,639,465	5,582,583	1,885,748
	Equipment Rental	3,277,958	3,669,480	4,638,014	2,309,424
FIDUCIARY FUNDS	Fire Pension	2,486,300	76,000	170,659	2,391,641
PERMANENT FUNDS	Cemetery Endowment Care	1,697,864	34,200	-	1,732,064
TOTAL		$71,281,778	$169,297,449	$185,515,218	$55,064,009
TOTAL BUDGET		$240,579,227		$240,579,227	

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AUBURN'S VISION FOR THE FUTURE:

As a city of regional significance, proud of its small town heritage as well as
the diversity of its people and neighborhoods,
Auburn offers an opportunity for people of all ages to enjoy life.

CITY OF AUBURN MISSION STATEMENT

To provide a service-oriented government that
meets the needs of our citizens and business community through
efficient and professional management with responsive and accessible leadership.

Cover photo by Dan Streiffert
Auburn Environmental Park

CITY OF
AUBURN
WASHINGTON

SECTION I: BUDGET SUMMARY

This section summarizes the 2015-2016 Preliminary Budget and provides comparisons to previous years' revenues and expenditures. The section begins with a Reader's Guide which provides the reader with the general layout of the budget document and continues with a summary of the City's financial structure and an overview of the City's general fiscal environment, including legislative measures affecting City revenue. The section then provides summarized budget data showing a breakdown of the General Fund and then all funds combined. The reader is encouraged to refer to the Operating Budget (Section IV) for a more detailed account of the departmental budgets. Also, an expanded explanation of revenue sources and trends can be found in the Financial Plan (Section III).

Reader's Guide

Understanding a governmental budget and its specialized terminology and organization can be a challenging exercise. This Reader's Guide has been provided to highlight the kinds of information contained in this document and to inform the reader where to find particular information. It also provides a description of the City's expenditure groupings and budget account structure.

Budget Document Organization

This budget document contains legally required budget information, descriptive background information and various illustrative graphs and tables that will be helpful to the reader's understanding. It is divided into eight major sections, the contents of which are explained below.

Transmittal Letter – The budget begins with a message from the Mayor of the City of Auburn presenting the biennial budget. The letter addresses major changes and upcoming issues that affected policy when preparing the upcoming budget.

Section I, Budget Summary – This section contains a broad overview of the budget and the City's financial structure.

Section II, Budget Process/Policies – Presents the City's budget process and the policies that guided the preparation of this budget document.

Section III, Financial Plan – Historical and future revenue trends are presented for each fund group as well as a six-year revenue forecast of the General Fund.

Section IV, Operation Budget – The operating budget is organized by department with each tab representing the funds, departments and/or divisions assigned to one of the City's eight directors. See the table "Summary of Financial Structure" on page 4 for a listing of the director responsible for each fund.

Section V, Details – Detailed information on city operations based on administrative, functional and financial structures and operating transfers.

Section VI, Program Improvements – Presents, in detail, each program improvement (increase in personnel or program expansion) contained in the current budget.

Section VII, Capital Budget – Briefly discusses each capital project authorized by the current budget and impacts on future operating budgets.

Financial Structure of the City Budget

The City of Auburn's accounting and budget structure is based upon Governmental Fund Accounting to ensure legal compliance and financial management for various restricted revenues and program expenditures. Fund accounting segregates certain functions and activities into separate self-balancing 'funds' created and maintained for specific purposes (as described below). Resources from one fund used to offset expenditures in a different fund are budgeted as either a 'transfer in' or 'transfer out'.

The City of Auburn budget is organized in a hierarchy of levels, each of which is defined below:

Fund A fund is an accounting entity used to record the revenues and expenditures of a governmental unit which is designated for the purpose of carrying on specific activities or attaining certain objectives. For example Fund 102, the Arterial Street Fund, is designated for the purpose of maintaining the arterial streets within the City.

Governmental Fund Types

General Fund – The General Fund is the City's primary fund that accounts for current government operations. This fund is used to account for all resources not required to be accounted for in another fund. The General Fund supports police protection, parks and recreation, planning and economic development, general administration of the City, and any other activity for which another type of fund is not required.

Special Revenue Funds – Special Revenue Funds are used to account for revenues which are legally or administratively restricted for special purposes. These funds receive revenues from a variety of sources, including Federal and State grants, taxes, and service fees. These revenues are dedicated to carrying out the purposes of the individual special revenue fund. The City currently has ten Special Revenue Funds. Examples of restricted revenues that must be spent on specific purposes are gas tax revenues, Federal and State grants for transportation, community development block grants, forfeited drug funds, business improvement assessments, hotel/motel tax and mitigation fees.

Debt Service Funds – Debt Service Funds account for resources used to repay the principal and interest on general purpose long-term debt not serviced by the enterprise funds. These funds do not include contractual obligations accounted for in the individual funds.

Capital Project Funds – Capital Project Funds pay for major improvements and construction. Revenues for capital funds are derived from contributions from operating funds and bond proceeds. These revenues are usually dedicated to capital purposes and are not available to support operating costs. The City has three Capital Project Funds: Municipal Parks Construction, Capital Improvements Fund and the Local Revitalization Fund.

Permanent Funds – These funds report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the programs. The City has one permanent fund, the Cemetery Endowment Care Fund.

Proprietary Fund Types

Enterprise Funds – Enterprise Funds are used to account for operations that are financed and operated in a manner similar to business enterprises. They are established as fully self-supporting operations with revenues provided primarily from fees, charges for services, or contracts for services. The City maintains seven Enterprise Funds to account for the operations of Water, Sewer, Sewer Metro, Storm Drainage, Solid Waste, Airport, and the Cemetery.

Internal Service Funds – Internal Service Funds are used to account for operations similar to those accounted for in Enterprise Funds, but these funds provide goods or services to other departments on a cost reimbursement basis. The City maintains five Internal Service funds to account for insurance activities, worker's compensation, facilities, innovation and technology and fleet management.

Fiduciary Funds – Fiduciary, or Trust Funds, are used to account for assets held by the City in a trustee capacity and cannot be used to support the City's own programs. These include pension trust, investment trust, private-purpose trust, and agency funds. The City's pension trust fund is the Fire Relief and Pension Fund and is budgeted on the accrual basis of accounting where revenues are recognized when earned and expenses are recorded when incurred. The City's agency fund is custodial in nature and is not budgeted. The City does not have any investment trust funds or private purpose trust funds.

Department Department designates a major unit of government services; e.g., Parks, Arts and Recreation.

Division A division is a specific line of work performed by a department or fund, and is most often distinguished as a separate cost center within the fund or department. For example, Emergency Management is a division within the Administration Department and includes the costs of centralized City activities related to preparing for, responding to, and recovering from all types of disasters.

Object The appropriation unit (object of expenditure) is the level of detail used in the budget to sort and summarize objects of expenditure according to the type of goods or services being purchased; e.g., salaries, supplies.

Summary of Financial Structure

Fund Number & Title	Responsibility	Budget Description
001 General Fund Revenues	Finance Director	General government activities
001 General Fund Operations		
Mayor & Council	Mayor	Mayor and Council costs
Administration	Administration Director	General government administration, Emergency Management., Economic Development, Community Services, and Public Affairs
Human Resources	HR Director	General governmental employment, safety and court costs
Finance	Finance Director	General governmental finance costs
City Attorney	City Attorney	General governmental legal costs
Community Development	CDPW Director	Community development/building permits
Jail	Police Chief	SCORE jail costs
Police	Police Chief	Direct police department costs
Public Works	CDPW Director	General governmental engineering costs
Parks, Arts and Recreation	Parks Director	Parks maintenance, golf course, recreation, arts and senior programs
Streets	CDPW Director	Street maintenance costs
Non-Departmental	Finance Director	Citywide expenditures, fund transfers, fund balance and one-time expenditures
Special Revenue Funds		
102 Arterial Street	CDPW Director	MVFT and grants for arterial street capital construction projects
103 Local Street	CDPW Director	Sales tax on construction for local street repairs
104 Hotel Motel Tax	Finance Director	Lodging tax for promotion of tourism
105 Arterial Street Preservation	CDPW Director	Utility tax for arterial street repairs
117 Drug Forfeiture	Police Chief	Forfeited drug money used for drug enforcement
119 Housing/Community Develop.	Administration Director	Community Development Block Grant (CDBG)
120 Recreational Trails	Parks Director	Dedicated funds for recreational trails
121 Business Improvement Area	CDPW Director	Financial activity of the downtown area
122 Cumulative Reserve	Finance Director	Governmental reserves
124 Mitigation Fees	Finance Director	Collection of mitigation and impact fees
Debt Service Funds		
229 Library Bonds	Finance Director	Principal and interest, 1998 bonds
230 City Hall Annex A/B Bonds	Finance Director	Principal and interest, 2010 bonds
231 Local Revitalization C/D Bonds	Finance Director	Principal and interest, 2010 bonds
237 Golf Course	Finance Director	Principal and interest, Golf Course general obligation debt
249 LID Guarantee	Finance Director	Reserves for security of Local Improvement Districts (LIDs)
275 LID #350	Finance Director	Principal and interest, Local Improvement District
Capital Projects Funds		
321 Municipal Parks Construction	Parks Director	Capital projects at municipal parks
328 Capital Improvements	Finance Director	Capital improvements – Citywide projects
330 Local Revitalization	Finance Director	Capital improvements – downtown urban center
Enterprise Funds		
430 Water	CDPW Director	Operating fund for water utility
431 Sewer	CDPW Director	Operating fund for sewer utility
432 Storm Drainage	CDPW Director	Operating fund for storm drainage utility
433 Sewer Metro	CDPW Director	Operating fund for King County Metro sewer charge
434 Solid Waste	Finance Director	Operating fund for solid waste utility
435 Airport	Finance Director	Operating fund for municipal airport
436 Cemetery	Parks Director	Operating fund for municipal cemetery
Internal Service Funds		
501 Insurance	HR Director	Insurance reserves
503 Workers' Compensation	HR Director	Self-insured workers' compensation
505 Facilities	Administration Director	Operating fund for facilities and property management
518 Innovation and Technology	IT & Administration Director	Operating fund for information services and multimedia
550 Equipment Rental	CDPW Director	Operating fund for equipment rental
Fiduciary / Trust Funds		
611 Fire Pension	Finance Director	Pension fund for firemen's retirement system
Permanent Funds		
701 Cemetery Endowment Care	Finance Director	Long-term reserves for cemetery care and improvements

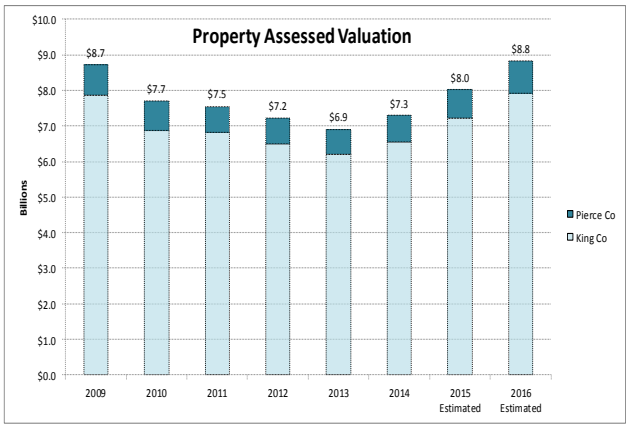
All funds are appropriated, see Ordinance No. 6533.

General Fiscal Environment

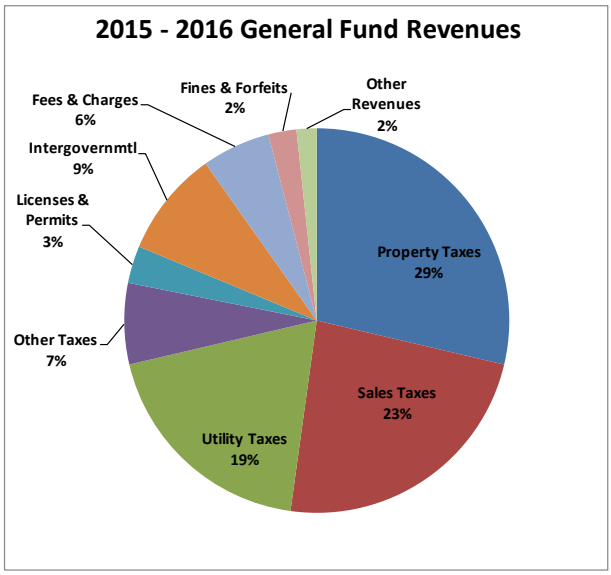
Effective budget and financial policies are developed gradually over a period of time in response to long-term fiscal and social-economic conditions. Accordingly, although this document responds to the City's financial policy, a strategic framework has been developed in response to multi-year fiscal pressures.

General Fund

The General Fund is the City's largest fund and is used to account for the majority of City resources and services except those required by statute or to be accounted for in another fund. Approximately 78% of General Fund revenues are derived from taxes, including property taxes, sales taxes, utility taxes, and other taxes such as admissions and gaming taxes. The remainder of revenues is derived from sources such as business licenses, development related fees, intergovernmental payments such as liquor excise taxes and profit distributions from the State of Washington and fines from traffic violations. General Fund revenues are generally cyclical following the economic cycles of the surrounding region.



The City's general revenues were significantly impacted by the Great Recession and the Streamlined Sales Tax legislation. Between 2007 and 2009, sales taxes declined by about 33% from $17.6 to $11.9 million, which was a level not seen since 1999. Since 2009, sales taxes have recovered somewhat but are still nearly 20% below 2007 levels. The City does receive mitigation revenue from the state which is intended to mitigate some of the effects of the change in tax law. Property tax assessed valuations declined between 2009 and 2013 and are not projected to reach 2009 levels until 2016.



The impact of the recession also significantly affected revenues available to pay for operations of the State of Washington. For example, historically low interest rates and the economic recession resulted in an underfunding of the State's pension system. As a result, in late 2012, the Washington State Pension Board increased the employer share of public pension rates for the Public Employee Retirement System Plans 2 and 3. This decision increased City benefit expenses at the same time as local revenues were recovering from the recession. As another example, the Washington State Legislature approved several pieces of legislation which suspended and reduced the amount of liquor profits and excise taxes distributed to the City and instead temporarily redirected these resources to the State's budget. These and similar actions may recur in the future as the State continues to grapple with its financial situation.

While Auburn's economy remains diversified, these administrative and legislative decisions, along with the extended weakness in general economic conditions that is only now beginning to improve, have greatly eroded the revenue base that is available to the City to fund delivery of local basic public services. Through careful planning and past budget reductions, the City's 2015-2016 budget is able to maintain

current levels of general governmental services without any further labor or cost reduction strategies. While this budget presents a viable, sustainable solution, in the long-term if economic conditions do not continue to improve and/or the State further erodes the City's financial base through additional costs or by reducing revenues, more aggressive cost containment measures may be required, possibly including reducing levels of service and staffing. The City plans to closely monitor developments in these areas and take corrective action in the interim, if necessary.

Past Legislative Actions

There have been several legislative actions at the state level that have permanently reduced sales and other tax revenues for the City of Auburn. These actions are summarized below, along with potential impacts on Auburn's revenue.

Sales Tax Exemption on Purchase and Lease of Manufacturing Equipment, Retooling of Manufacturing Equipment, and General Research and Development (1995)

Legislation was passed to exempt the purchase and lease of manufacturing equipment from state and local sales taxes. The next year further legislation was enacted exempting sales taxes on research and development and on the retooling of manufacturing equipment. Estimated impact: reduction of $1.0 million per year in 2015-2016.

Initiative 695 (1999)

In November 1999, the voters of Washington State approved Initiative 695, which repeals the State's long standing motor vehicle excise tax (MVET) and requires future voter approval of tax and fee increases proposed by state, county and local governments. The ruling was upheld on appeal at the Washington State Supreme Court. The loss of the MVET eliminated an average of $750 million annually as a funding source for local governments, transit systems and state transportation projects. The loss of MVET revenues was approximately 2% of total General Fund revenues. During 2000, State funding was provided to assist in offsetting the revenue losses. The City of Auburn received approximately $200,000 in 2001 and 2002. Early in 2003, the State discontinued this funding assistance. Estimated impact: reduction of $1.0 million per year in 2015-2016.

Initiative 747 (2001)

Another loss to City revenue is due to I-747 which limits property tax increases to the lesser of 1% or inflation. I-747 was passed by Washington State voters in November of 2001. This measure was declared unconstitutional by the King County Superior court on June 13, 2006. In November 2007, the State Supreme Court decision was to overturn I-747. Following this decision, the Washington Legislature approved House Bill 2416 reinstating the provisions of I-747 retroactively to 2002, restoring the one percent limit on property tax increases. Estimated impact: reduction of about $950,000 per year in 2015-2016.

Initiative 776 (2002)

The voters approved this initiative in the fall of 2002 to repeal the $15 local option vehicle excise tax levied in King, Snohomish and Douglas counties. The voters of these counties initially approved this tax and there was argument whether a statewide vote could repeal a local voted tax. After several court cases and subsequent appeals, the State Supreme Court upheld the initiative. Estimated impact: reduction of about $575,000 per year in 2015-2016.

Streamlined Sales and Use Tax (SST) (2008)

In 2003, the Legislature enacted Senate Bill 5783 to adopt several provisions of the Streamlined Sales and Use Tax Agreement. The agreement attempts to create a sales tax collection system that is uniform across all states. Washington State changed from a point of sale collection process to a point of delivery collection process in July 2008. Funding to mitigate the losses as a result of SST is currently being provided by the State, although this funding was temporarily reduced in 2012 in an effort to balance the State budget. Estimated impact: no projected reduction in 2015-2016, but the possibility exists for mitigation payments to be reduced or eliminated in the future.

Liquor State Shared Revenue Distributions (2012)

In 2012, as a part of the State Legislature's strategy to balance the State budget, local distributions of liquor excise taxes and liquor profits were suspended/reduced. Specifically, liquor excise taxes were temporarily suspended for the period July 1, 2012 to June 30, 2013 and were reinstated at approximately 65% of its original levels. Liquor profits were frozen at 2011 levels. Estimated impact: reduction of about $200,000 per year in 2015-2016.

Key Issues Affecting the 2015-2016 Budget Process

The key issues for 2015-2016 include maintaining the City's ability to provide current level of services in light of modest revenue growth and continuing increases in the cost of doing business and funding our street transportation system through continued investment in maintenance and replacement within available resources.

As discussed earlier, while the Great Recession has affected revenues throughout the City, growth in general City revenues is expected to remain modest. Property valuations are expected to increase by 10.0% per year between 2014 and 2016, although the increase in 2015 could be as high as 20%. While the City has managed to operate within its existing resources through past budget reductions and continued vigilance in monitoring daily spending, the cost of doing business continue to rise. Health care costs are expected to rise by an average of 5.8% in both 2015 and 2016, dental costs by 6.0% per year, and vision costs by 5.0% per year. State of Washington pension contribution rates are also expected to increase in 2015 and 2016.

Auburn serves as a major hub for local and regional warehousing and distribution facilities. The transportation traffic from these industries has placed a strain on the City's network of arterial streets. The ongoing preservation and maintenance of our transportation system has become more difficult due to the decreased City revenues and the sizable investment needed on an ongoing basis to rehabilitate the existing roadway network. Gridlock exists along the major arterials of the City due primarily to a failing state highway system that has inadequate capacity for commuter traffic and forces traffic on to the City arterials. While transit stations have been constructed in valley downtown areas to help alleviate transportation gridlock on our highways, this does not address the City's need for a long-term solution.

While the City has made significant progress with its Save Our Streets (SOS) program, the roadwork improvements that remain represent the most difficult and expensive areas of the City's transportation system to rehabilitate as these roadways will likely require rebuilding. Starting in 2013, the SOS program has been funded from sales taxes collected on new construction. During the 2015-2016 biennium, the City will be evaluating alternative funding sources for these remaining segments of roadway rehabilitation. The City's Arterial Streets Preservation program will continue to be funded from 1.0% of utility taxes on public and private utilities.

Going forward, the City's Finance Department will closely monitor its financial condition. While the City has been able to avoid a budget reduction or a reduction in force in the 2015-2016 budget, should the general economy fail to show sustained improvement in this time period, the City will likely be required to re-evaluate its financial position and to manage its remaining resources appropriately.

The Auburn Community

The City of Auburn is located in southern King County and northern Pierce County, the two most populous counties in the State. It is strategically located in relation to the labor and consumer markets of these two metropolitan counties. The City serves approximately 74,630 people within its incorporated limits, and another 35,000 to 40,000 people who reside in the adjacent unincorporated area considered to be within the Auburn community. The City of Auburn was incorporated in 1891 and operates as a non-charter code city under the laws of the State. The City's total assessed valuation in 2014 was approximately $7.3 billion.

For the 2015-2016 budget, the City's authorized FTE's total 416.6 in 2015 and 415.6 in 2016 (on a full-time equivalency basis) providing a full-range of municipal services. These services include: police protection, parks, arts & recreation services, land use management and development regulation, street maintenance and construction, water services, sanitary sewage collection, storm drainage management, solid waste collection, a general aviation airport, a municipal cemetery, and a golf course. The City's water and sewage utilities also serve large areas of the adjacent unincorporated area.

Other local governmental services are provided by other governmental entities serving the Auburn area, and these services are not included in Auburn's budget. The Auburn School District provides public educational services to the City. Green River Community College is located inside the City limits. King County provides solid waste disposal, public transportation, regional sewage treatment, property assessment and tax collection, some judicial services, public health services, and other county services to the City and its residents. The King County Housing Authority, for the most part, provides housing services. Sound Transit provides commuter rail service in the Puget Sound region, with a commuter rail/bus station located in the City of Auburn. The King County District Court provides municipal court and probation services.

Retailing has also become a significant factor in Auburn's economy. Sales taxes represent the second largest single source of revenue to the General Fund (with property taxes being the largest single source). Retail, automotive and services such as restaurants, engineering, and administrative services make up nearly three-quarters of the City's sales tax base.[1] The Outlet Collection of Seattle serves as a local and regional destination shopping center.

Other Funds

The most significant issue for the proprietary funds (which account for the activities of the City utilities, cemetery, and airport) over the past several years has been ensuring that these entities are self-sufficient and needed capital projects are accomplished.

Key issues and projects facing the City's proprietary funds in the 2015-2016 budget include:

- Completing the updates for the Comprehensive Plans for the City's water, sewer and storm drainage utilities.
- Continued infrastructure replacement for all three utilities in coordination with street and arterial improvements.
- Initiating construction of water utility meter and billing system improvements utilizing Advanced Metering Infrastructure (AMI).
- Completing Phase 2 of the Auburn Way South flood improvements project, involving all three utilities.
- Increasing cemetery revenues from property and merchandise sales through improved marketing plan.
- Completing environmental assessment and design of airport runway extensions to increase safety and utilization.

[1] Based upon 2013 sales tax collections

Overview of Summary Section

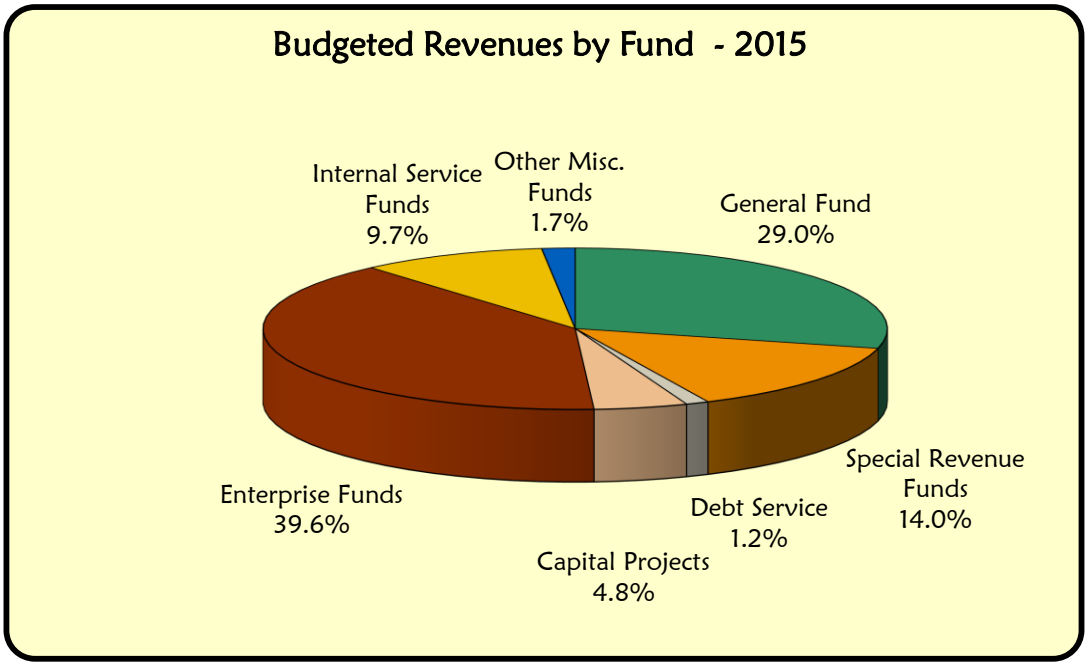
The tables and graphs on the following pages reflect summarized budget information for 2015 and 2016. Please keep in mind that the information presented here is intended for summary purposes only. For more detailed budget information, refer to Sections IV through VII of this budget document as well as the Capital Facilities Plan.

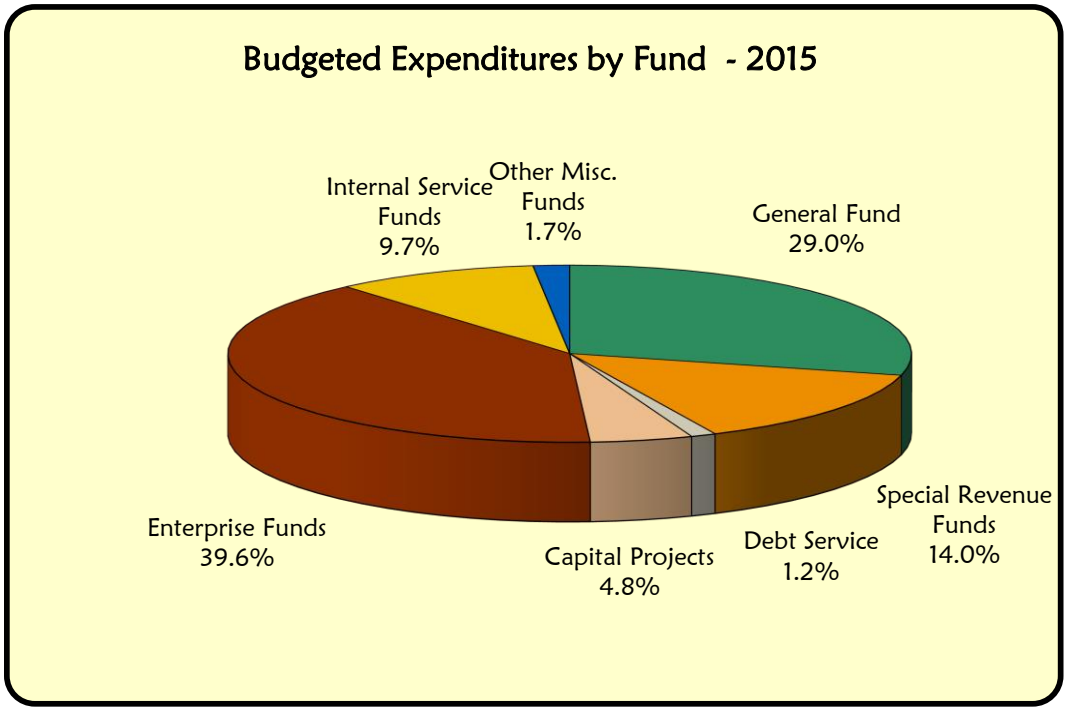
Tables and Graphs in Order of Presentation

- 2015 Budget Summary – All Funds (Table)
- 2015 Budgeted Revenues by Fund, % of Total (Graph)
- 2015 Budgeted Expenditures by Fund, % of Total (Graph)
- 2016 Budget Summary – All Funds (Table)
- 2016 Budgeted Revenues by Fund, % of Total (Graph)
- 2016 Budgeted Expenditures by Fund, % of Total (Graph)
- Comparative Budget Summary, 2013-2016 – All Funds (Table)
- 2015 & 2016 Budgeted Revenue – All Funds (Graph)
- 2015 & 2016 Budgeted Expenditures – All Funds (Graph)
- Comparative Budget Summary, 2013-2016 – General Fund (Table)
- 2015 & 2016 Budgeted Revenue – General Fund (Graph)
- 2015 & 2016 Budgeted Expenditures – General Fund (Graph)
- Population vs. Staff Levels, 2006-2016 (Graph)
- Position Allocation by Funding, 2012-2016 (Table)
- Position Allocation by Department, 2012-2016 (Table)

2015 BUDGET SUMMARY - ALL FUNDS

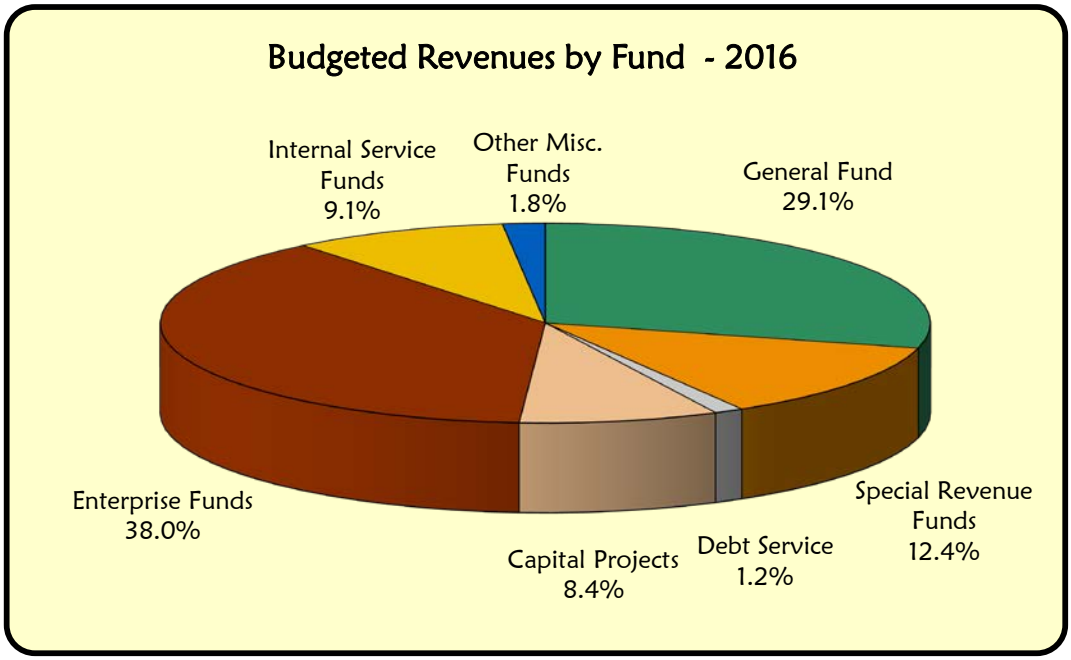
	Fund	Beginning Fund Balance	2015 Resources	2015 Expenditures	Ending Fund Balance
GENERAL FUND		$14,626,724	$58,767,680	$62,813,278	$10,581,126
SPECIAL REVENUE FUNDS	Arterial Street	1,312,844	14,150,590	14,354,730	1,108,704
	Local Street	1,196,068	1,752,500	2,600,000	348,568
	Hotel/Motel Tax	139,991	94,040	86,000	148,031
	Arterial Street Preservation	521,910	2,134,700	2,195,410	461,200
	Drug Forfeiture	505,405	97,100	304,448	298,057
	Housing & Community Development	27,371	450,000	440,000	37,371
	Recreational Trails	36,717	7,130	-	43,847
	Business Improvement Area	41,212	55,060	55,000	41,272
	Cumulative Reserve	5,582,204	1,314,100	658,000	6,238,304
	Mitigation Fees	5,230,964	994,890	3,586,423	2,639,431
DEBT SERVICE	1998 Library Bond	-	279,500	279,500	-
	City Hall Annex 2010 A&B Bond	-	1,695,917	1,695,917	-
	Local Revitalization 2010 C&D Bond	-	594,637	594,617	20
	Golf Course	-	389,195	389,195	-
	LID Guarantee	24,549	20	2,000	22,569
	LID #350	7,864	7,257	7,247	7,874
CAPITAL PROJECTS	Municipal Park Construction	427,106	620,130	540,000	507,236
	Capital Improvements	9,144,989	1,840,247	2,157,368	8,827,868
	Local Revitalization	229,370	250	229,620	-
ENTERPRISE FUNDS	Water	4,526,763	19,158,319	18,310,129	5,374,953
	Sewer	10,794,820	7,985,084	9,954,201	8,825,703
	Sewer Metro	2,477,311	16,101,738	16,056,900	2,522,148
	Storm Drainage	10,634,042	10,141,339	13,034,095	7,741,286
	Solid Waste	2,272,081	13,347,800	12,761,420	2,858,461
	Airport	682,748	1,060,369	1,451,008	292,109
	Cemetery	126,755	1,078,300	1,048,607	156,448
INTERNAL SERVICE FUNDS	Insurance	1,613,131	1,000	218,900	1,395,231
	Workers' Compensation	123,000	860,100	816,601	166,499
	Facilities	1,546,227	3,638,820	3,838,569	1,346,478
	Innovation and Technology	2,363,378	5,660,747	6,195,259	1,828,866
	Equipment Rental	4,417,349	4,210,470	5,349,861	3,277,958
FIDUCIARY FUNDS	Fire Pension	2,580,481	76,000	170,181	2,486,300
PERMANENT FUNDS	Cemetery Endowment Care	1,663,664	34,200	-	1,697,864
TOTAL		$84,877,035	$168,599,228	$182,194,484	$71,281,778
TOTAL BUDGET		$253,476,263		$253,476,263	

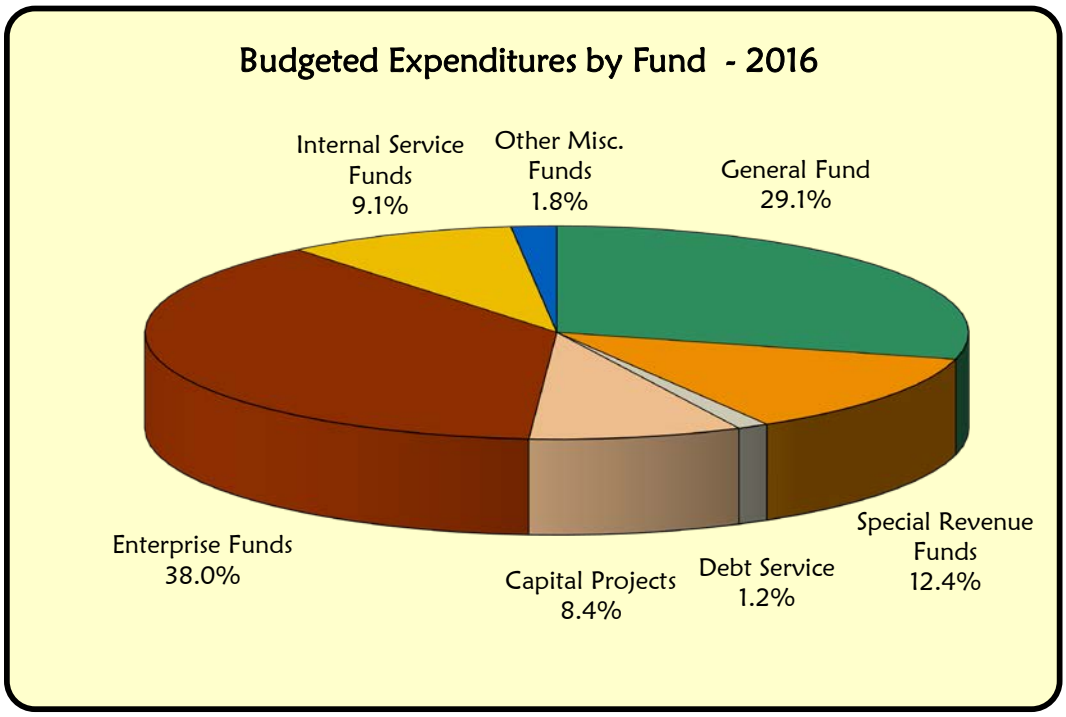

Budgeted Revenues by Fund - 2015
Internal Service Funds 9.7%
Other Misc. Funds 1.7%
General Fund 29.0%
Special Revenue Funds 14.0%
Debt Service 1.2%
Capital Projects 4.8%
Enterprise Funds 39.6%


Budgeted Expenditures by Fund - 2015
Internal Service Funds 9.7%
Other Misc. Funds 1.7%
General Fund 29.0%
Special Revenue Funds 14.0%
Debt Service 1.2%
Capital Projects 4.8%
Enterprise Funds 39.6%

2016 BUDGET SUMMARY - ALL FUNDS

	Fund	Beginning Fund Balance	2016 Resources	2016 Expenditures	Ending Fund Balance
GENERAL FUND		$10,581,126	$59,354,240	$64,735,529	$5,199,837
SPECIAL REVENUE FUNDS	Arterial Street	1,108,704	12,088,787	12,320,712	876,779
	Local Street	348,568	1,602,500	1,600,000	351,068
	Hotel/Motel Tax	148,031	94,940	86,000	156,971
	Arterial Street Preservation	461,200	3,127,300	3,351,390	237,110
	Drug Forfeiture	298,057	97,100	273,028	122,129
	Housing & Community Development	37,371	450,000	440,000	47,371
	Recreational Trails	43,847	7,130	-	50,977
	Business Improvement Area	41,272	55,060	55,000	41,332
	Cumulative Reserve	6,238,304	14,200	1,917,084	4,335,420
	Mitigation Fees	2,639,431	994,890	1,221,827	2,412,494
DEBT SERVICE	1998 Library Bond	-	285,100	285,100	-
	City Hall Annex 2010 A&B Bond	-	1,688,444	1,688,444	-
	Local Revitalization 2010 C&D Bond	20	592,452	592,432	40
	Golf Course	-	351,553	351,553	-
	LID Guarantee	22,569	20	2,000	20,589
	LID #350	7,874	7,256	7,246	7,884
CAPITAL PROJECTS	Municipal Park Construction	507,236	9,016,000	9,155,000	368,236
	Capital Improvements	8,827,868	1,756,036	5,561,324	5,022,580
	Local Revitalization	-	-	-	-
ENTERPRISE FUNDS	Water	5,374,953	14,264,636	15,748,910	3,890,679
	Sewer	8,825,703	8,171,011	9,793,077	7,203,637
	Sewer Metro	2,522,148	16,333,388	16,317,200	2,538,335
	Storm Drainage	7,741,286	9,576,161	9,784,730	7,532,717
	Solid Waste	2,858,461	13,427,400	13,040,602	3,245,259
	Airport	292,109	881,900	826,807	347,202
	Cemetery	156,448	1,178,300	1,098,229	236,519
INTERNAL SERVICE FUNDS	Insurance	1,395,231	1,000	218,900	1,177,331
	Workers' Compensation	166,499	863,100	854,310	175,289
	Facilities	1,346,478	3,598,400	3,797,528	1,147,350
	Innovation and Technology	1,828,866	5,639,465	5,582,583	1,885,748
	Equipment Rental	3,277,958	3,669,480	4,638,014	2,309,424
FIDUCIARY FUNDS	Fire Pension	2,486,300	76,000	170,659	2,391,641
PERMANENT FUNDS	Cemetery Endowment Care	1,697,864	34,200	-	1,732,064
	TOTAL	$71,281,778	$169,297,449	$185,515,218	$55,064,009
	TOTAL BUDGET	$240,579,227		$240,579,227	


Budgeted Revenues by Fund - 2016
Internal Service Funds 9.1%
Other Misc. Funds 1.8%
General Fund 29.1%
Enterprise Funds 38.0%
Special Revenue Funds 12.4%
Capital Projects 8.4%
Debt Service 1.2%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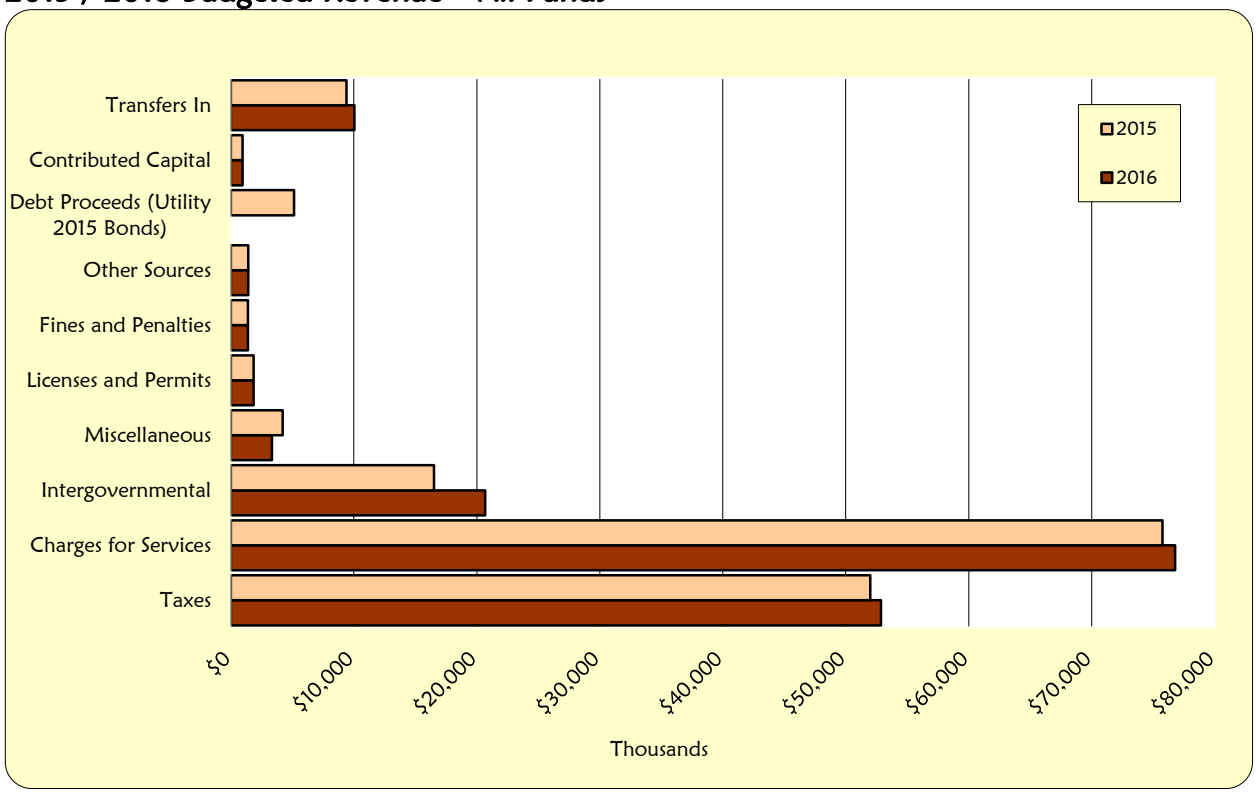
General Fund 29.1%
Enterprise Funds 38.0%
Special Revenue Funds 12.4%
Capital Projects 8.4%
Debt Service 1.2%

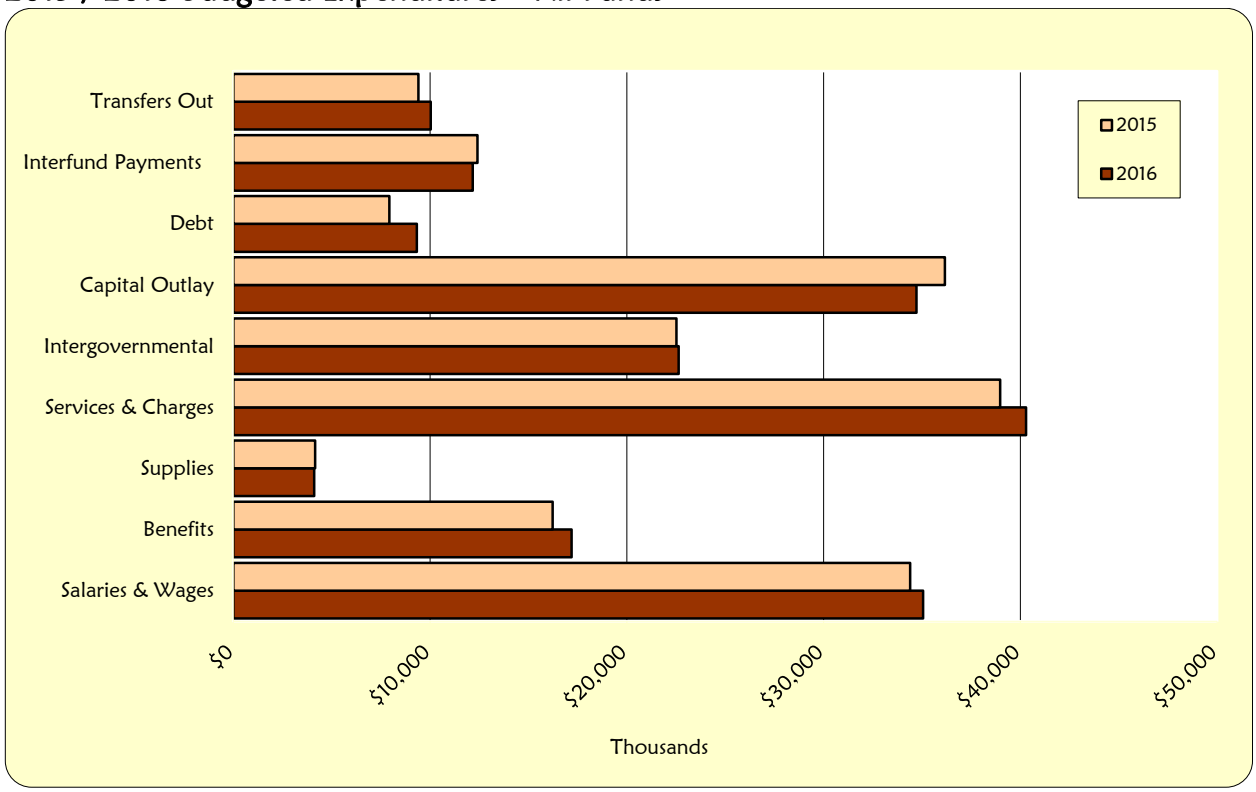
Comparative Budget Summary

	ALL FUNDS				
	2013 Actual	2014 Adj. Budget	2014 Estimated Actual	2015 Budget	2016 Budget
REVENUES					
Taxes	$49,158,813	$49,258,298	$50,515,809	$51,980,600	$52,868,900
Charges for Services	70,519,916	72,613,735	74,232,326	75,741,305	76,779,259
Intergovernmental	11,553,733	20,261,096	15,280,234	16,521,338	20,689,455
Miscellaneous	3,547,323	2,817,300	3,518,780	4,214,249	3,337,152
Licenses and Permits	3,041,948	1,900,247	2,271,670	1,851,300	1,844,600
Fines and Penalties	1,424,401	1,562,575	1,179,900	1,388,040	1,396,180
Other Sources	7,177,884	3,225,651	2,363,761	1,405,991	1,404,266
Total Revenues	146,424,017	151,638,902	149,362,480	153,102,823	158,319,812
EXPENDITURES					
Salaries & Wages	31,352,275	34,059,844	33,628,464	35,152,335	35,830,903
Benefits	13,792,197	16,566,915	15,681,084	16,794,444	17,783,021
Supplies	2,959,014	3,875,711	3,832,403	4,152,208	4,098,434
Services & Charges	31,924,469	37,398,002	36,861,777	38,671,537	39,968,237
Intergovernmental	21,006,372	21,837,598	20,418,333	22,520,200	22,625,000
Capital Outlay	23,117,312	67,689,038	45,163,602	35,158,095	33,682,787
Debt	9,336,116	9,346,591	9,799,917	7,934,160	9,329,191
Interfund Payments	11,330,266	11,107,152	11,107,152	12,405,101	12,160,011
Total Expenditures	144,818,021	201,880,850	176,492,731	172,788,080	175,477,584
OTHER FINANCING SOURCES (USES)					
Debt Proceeds (Water and Storm Drainage Utility 2013 bonds and Water Utility 2015 bonds)	12,465,919	-	-	5,150,000	-
State PWTF Loan Proceeds (Water Utility)	1,525,447	1,077,945	1,077,945	-	-
Proceeds from Sale of Fixed Assets	2,593,405	-	-	-	-
Transfers In	5,418,611	15,850,123	8,259,985	9,406,405	10,037,635
Transfers Out	(5,418,611)	(15,850,123)	(8,259,985)	(9,406,405)	(10,037,635)
Net Change in Restricted Assets	(5,196,292)	-	-	-	-
Contributed Capital	5,294,561	875,000	1,180,000	940,000	940,000
Total Financing Sources (Uses)	16,683,040	1,952,945	2,257,945	6,090,000	940,000
Net Change in Fund Balance	18,289,036	(48,289,003)	(24,872,307)	(13,595,257)	(16,217,772)
Fund Balances - Beginning	91,609,872	109,749,341	109,749,341	84,877,035	71,281,778
Fund Balances - Ending					
Designated	6,296,411	5,622,999	6,908,607	4,448,454	4,239,517
Undesignated	103,602,500	55,837,339	77,968,427	66,833,324	50,824,491
Total Fund Balances - Ending	109,749,341	$61,460,338	84,877,035	$71,281,778	$55,064,007

2015 / 2016 Budgeted Revenue – All Funds



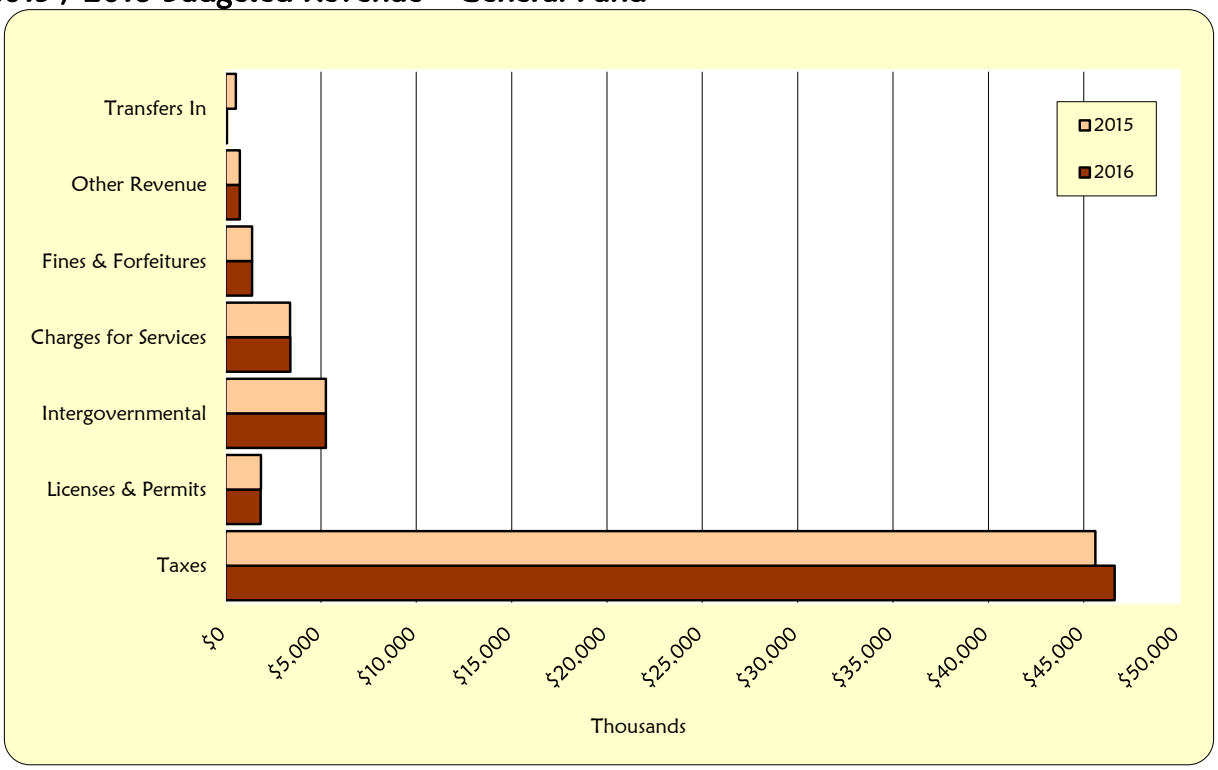
2015 / 2016 Budgeted Expenditures – All Funds



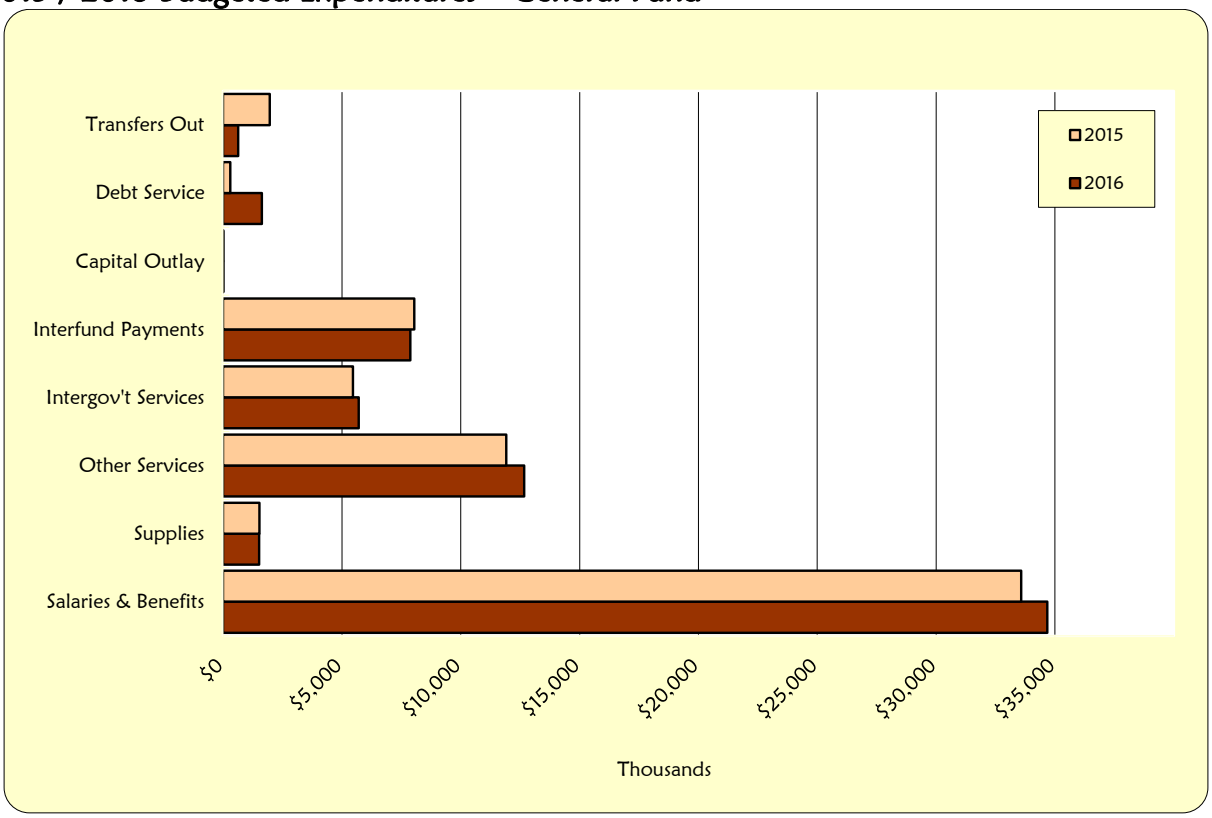
Comparative Budget Summary

	GENERAL FUND				
	2013 Actual	2014 Adj. Budget	2014 Estimated Actual	2015 Budget	2016 Budget
REVENUES					
Taxes:					
Property	$14,415,456	$15,699,417	$15,699,417	$16,708,900	$17,133,500
Sales & Use	12,630,271	13,048,552	13,264,000	13,662,000	14,072,000
Utility	11,045,658	11,174,232	11,089,654	11,239,100	11,356,200
Other	3,724,245	3,239,774	3,917,300	3,992,400	4,058,400
Licenses & Permits	3,041,948	1,900,247	2,271,670	1,851,300	1,844,600
Intergovernmental	4,733,492	4,982,364	4,943,472	5,262,430	5,265,580
Charges for Services	2,144,329	3,476,812	3,622,479	3,380,880	3,404,580
Fines & Forfeitures	1,424,401	1,562,575	1,179,900	1,388,040	1,396,180
Other Revenue	476,690	713,430	701,100	718,250	722,200
Total Revenues	53,636,490	55,797,403	56,688,992	58,203,300	59,253,240
EXPENDITURES					
Salaries & Wages	20,262,906	22,622,642	22,191,262	22,911,173	23,409,737
Personnel Benefits	8,738,386	10,852,012	9,966,182	10,663,687	11,262,853
Supplies	886,080	1,406,783	1,367,275	1,532,760	1,516,790
Services & Charges	8,051,777	10,309,349	9,913,154	11,915,517	12,670,887
Intergov't Services & Charges	6,031,123	6,335,098	5,497,600	5,464,600	5,714,700
Capital Outlay	195,673	5,000	5,000	5,000	5,000
Debt Service	2,009,444	1,636,435	1,636,435	305,290	1,639,981
Interfund Payments for Services	6,704,613	6,661,162	6,661,162	8,046,556	7,878,928
Total Expenditures	52,880,003	59,828,481	57,238,070	60,844,583	64,098,876
OTHER FINANCING SOURCES (USES)					
Insurance Recoveries	169,056	25,000	75,000	25,000	25,000
Transfers In					
Interfund Transfer from Fund 122 for AVHS Start-Up	102,548	-	-	-	-
Interfund Transfer from IT to General Fund	-	-	-	350,000	-
Interfund Transfer from Fund 124 to General Fund	-	-	-	113,380	-
Other Transfers In	91,000	123,000	91,000	76,000	76,000
Transfers Out					
Library GO Bond Debt Service	-	-	-	(279,500)	(285,100)
Golf Course Debt Service	-	-	-	(389,195)	(351,553)
Golf Course Admissions Tax	(51,646)	-	-	-	-
Transfer Out to Fund 611 for Fire Pension	-	(231,000)	(231,000)	-	-
Transfer Out to Fund 550 for 2 Police Vehicles	-	(100,000)	(100,000)	-	-
Transfer Out to Fund 518 for E-Builder Program	-	(27,885)	(27,885)	-	-
Transfer Out to Fund 518 for 2 Police Vehicles	-	(25,200)	(25,200)	-	-
Transfer Out to Fund 321 for Property Purchase	-	(22,500)	(22,500)	-	-
Transfer to Cumulative Reserve Fund	(2,000,000)	-	-	(1,300,000)	-
Total Financing Sources (Uses)	(1,689,041)	(258,585)	(240,585)	(1,404,315)	(535,653)
Net Change in Fund Balance	(932,554)	(4,289,663)	(789,663)	(4,045,598)	(5,381,289)
Fund Balances - Beginning	16,348,942	15,416,388	15,416,388	14,626,724	10,581,126
Fund Balances - Ending	$15,416,388	$11,126,724	$14,626,725	$10,581,126	$5,199,837

2015 / 2016 Budgeted Revenue – General Fund



2015 / 2016 Budgeted Expenditures – General Fund



Staffing Trends

The following page presents the current and past staffing as allocated by funding to the various City departments. The second table presents departmental staffing on the basis of the City's administrative structure.

As can be seen on the graphic, City staffing increased between the years of 2006 to 2008. This increase was due to continued development and increased population. In 2007, two events took place that affected the staffing levels in Auburn. First was the creation of the Valley Regional Fire Authority. When the Authority was created the Fire and EMS personnel became Valley Regional Fire Authority personnel. This resulted in a decrease of 82 personnel. The second event that took place at the end of 2007 was the annexations of Lea Hill and West Hill into the City of Auburn. As a direct result of the annexations, the City added a total of 56 positions in the 2008 budget. As the population of Auburn increases, so does the demand for additional staffing in areas directly affected. The two areas that are most affected are public safety and some administrative service functions. In public safety, increased staffing is needed not only to keep up with increased call demand, but also to maintain the City's existing level of service in police. With the increase in population due to the annexations and the increase of police officers, comes the increased caseload for the court, having an impact on both the court and legal department. Of the 56 positions, 22 positions were for police officers and support staff, 4 staff positions were Court and 2 staff positions were Legal. In 2009, staffing was decreased as a direct result of the recession by eliminating vacant positions and two reductions in force.

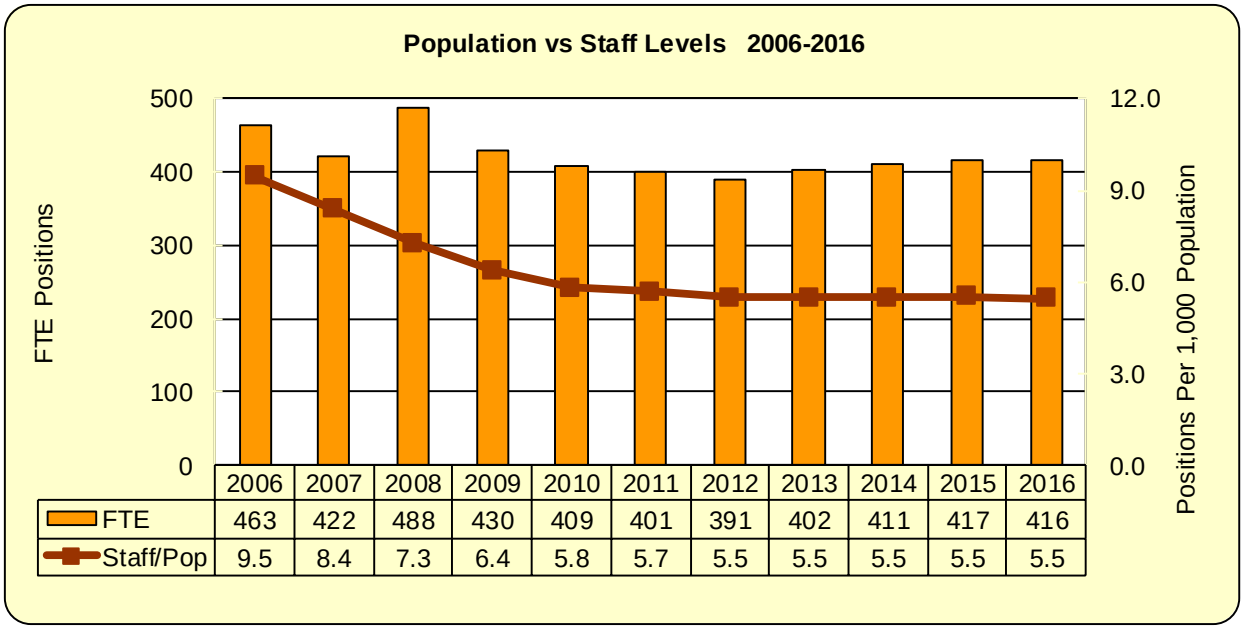
The 2011 staffing decreased by 8 FTE's overall. This was partially due to the creation of the multi-jurisdictional South Correctional Entity (SCORE) in 2010. Effective January 1, 2011, City correctional staff became SCORE personnel.

In 2012, the City of Auburn eliminated its municipal court and probation operations. These services are continued under contract with the King County District Court (KCDC). This change resulted in a reduction of Citywide FTE's in the Municipal Court. The reduction was partially offset by gains in other departments, for a net reduction of 10 FTE's.

Citywide staffing increased by 11 FTE's in 2013 and an additional 9 FTE's in 2014. The increased staffing was a result of many factors relating to Citywide population growth and economic development. For example, increases in economic development activities necessitate having additional staff for permitting approval, additional police officers to ensure public safety for a growing population, and increased staffing to manage Citywide utilities, including engineering, maintenance and extension of the infrastructure, and infrastructure inspections. According to the Office of Financial Management, the City of Auburn's population growth was approximately 3% and 2% in 2013 and 2014 respectively. Staffing growth during the 2013-2014 fiscal years mirrors the population growth in the City over the same period.

Six new FTE's authorized in the 2015-2016 biennial budget support various City departments. Three FTE's are budgeted in the Police Department in order to provide greater public safety for citizens as well as increased presence within the community. The Administration Department is adding one Facilities and Property Analyst position to manage the City's assets. The Community Development and Public Works Department is budgeted to gain one Code Compliance Officer in order to provide a proactive verses reactive approach to Citywide code and property violations. Lastly, the Innovation and Technology Department is budgeted to increase staffing by one FTE to include an IT Support Lead position. This position is slated to be physically located at the Police Department to manage critical technology support.

Although Citywide staffing increased in 2013 and 2014 and is expected to increase by 6 FTE's in 2015, the number of employees per 1,000 citizens has remained flat at 5.5 FTE's per 1,000 citizens since 2012 and is projected to remain at that level through the 2015-2016 biennium budget cycle.



POSITION ALLOCATION BY FUNDING Department	2012	2013	2014	2015	2016	14-15 Changes	15-16 Changes
Mayor	5.00	5.00	3.00	3.00	3.00	0.00	0.00
Administration	0.00	0.00	6.10	6.10	6.10	0.00	0.00
Human Resources	6.56	6.56	5.96	5.96	5.96	0.00	0.00
Finance	8.89	8.89	8.79	8.79	8.79	0.00	0.00
Legal	11.70	11.70	12.63	12.63	12.63	0.00	0.00
Community Development	27.10	27.10	24.60	25.60	25.60	1.00	0.00
Police	120.48	125.48	125.10	128.10	128.10	3.00	0.00
Public Works - Engineering	19.94	20.34	20.49	20.49	20.49	0.00	0.00
Parks, Arts & Recreation*	34.51	35.01	43.51	43.51	43.51	0.00	0.00
Public Works - Streets	12.98	12.98	13.33	13.33	13.33	0.00	0.00
Non Departmental	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sub-Total General Fund	**247.16**	**253.06**	**263.51**	**267.51**	**267.51**	**4.00**	**0.00**
Water	34.41	35.91	37.66	37.66	37.66	0.00	0.00
Sewer	23.33	24.75	24.33	24.33	24.33	0.00	0.00
Storm Drainage	28.84	30.57	33.51	33.51	33.51	0.00	0.00
Solid Waste	5.92	6.27	6.42	6.42	6.42	0.00	0.00
Airport	0.16	0.16	0.16	0.16	0.16	0.00	0.00
Cemetery	7.57	5.57	5.57	5.57	5.57	0.00	0.00
Golf Course*	8.50	8.50	0.00	0.00	0.00	0.00	0.00
Facilities	9.48	9.48	8.48	9.48	9.48	1.00	0.00
Multi-Media	0.00	0.00	4.10	4.10	4.10	0.00	0.00
Innovation and Technology	17.60	17.60	15.00	16.00	16.00	1.00	0.00
Equip. Rental	6.65	8.65	8.82	8.82	7.82	0.00	-1.00
Other Funds	1.09	1.09	3.04	3.04	3.04	0.00	0.00
Sub-Total Other Funds	**143.55**	**148.55**	**147.09**	**149.09**	**148.09**	**2.00**	**-1.00**
TOTAL FTE's	**390.70**	**401.60**	**410.60**	**416.60**	**415.60**	**6.00**	**-1.00**

POSITION ALLOCATION BY DEPARTMENT						14-15	15-16
Department	2012	2013	2014	2015	2016	Changes	Changes
Mayor	7.00	7.00	3.00	3.00	3.00	0.00	0.00
Administration	0.00	0.00	8.00	8.00	8.00	0.00	0.00
Human Resources	8.00	8.00	8.00	8.00	8.00	0.00	0.00
Finance	22.00	23.00	23.00	23.00	23.00	0.00	0.00
Legal	13.00	13.00	14.00	14.00	14.00	0.00	0.00
Community Development	28.00	29.00	25.00	26.00	26.00	1.00	0.00
Police	121.60	125.00	126.00	129.00	129.00	3.00	0.00
Public Works - Engineering	43.00	48.00	49.00	49.00	49.00	0.00	0.00
Parks, Arts & Recreation*	35.50	36.00	45.00	45.00	45.00	0.00	0.00
Public Works - Streets	19.00	19.00	19.00	19.00	19.00	0.00	0.00
Non Departmental	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sub-Total General Fund	**297.10**	**308.00**	**320.00**	**324.00**	**324.00**	**4.00**	**0.00**
Water	22.00	22.00	24.00	24.00	24.00	0.00	0.00
Sewer	11.00	10.00	10.00	10.00	10.00	0.00	0.00
Storm Drainage	10.00	10.00	10.00	10.00	10.00	0.00	0.00
Solid Waste	2.00	2.00	2.00	2.00	2.00	0.00	0.00
Airport	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cemetery	7.00	5.00	5.00	5.00	5.00	0.00	0.00
Golf Course*	8.00	8.00	0.00	0.00	0.00	0.00	0.00
Facilities	9.00	9.00	9.00	10.00	10.00	1.00	0.00
Multi-Media	0.00	0.00	3.60	3.60	3.60	0.00	0.00
Innovation & Technology	17.60	17.60	15.00	16.00	16.00	1.00	0.00
Equip. Rental	7.00	10.00	12.00	12.00	11.00	0.00	-1.00
Sub-Total Other Funds	**93.60**	**93.60**	**90.60**	**92.60**	**91.60**	**2.00**	**-1.00**
TOTAL FTE's	**390.70**	**401.60**	**410.60**	**416.60**	**415.60**	**6.00**	**-1.00**

FTE: Full Time Equivalent

Changes in 2013 through 2016 Budget:

Does not include seven elected Council positions.

Mayor:

With the creation of the Administration Department in 2014, the Advisor to the Mayor position was reclassed to Director of Administration and moved from Mayor's Department to the Administration Department. In addition, the Economic Development Manager and the Public Affairs and Marketing Manager positions were moved from the Mayor's Department to the Administration Department. In 2014, the Governmental Relations Manager position was reclassed to the Parks Planning and Development Manager position and moved from the Mayor's Department to the Parks, Arts and Recreation Department.

Administration:

The Administration Department was created in 2014 and includes Public Affairs and Marketing, Emergency Management, Economic Development and Community Services/Government Services. Note: Both the Multi-Media and the Facilities FTE's report to the Director of Administration.

Finance:

Per the 2013-2014 Budget, Council approved 1.0 FTE: a Customer Services Representative.

Legal:
1.0 FTE Records Clerk was added via Budget Amendment #6 in 2014.

Community Development:
1.0 FTE Economic Development Planner was approved via Budget Amendment #1 in 2013. In 2014, 3.0 FTE's were moved from the Community Development Department to the Administration Department. These include the Community Services Assistant, Neighborhood Programs Manager, and Veteran's/Human Services Coordinator. The Assistant Director of Public Works was reclassified from Engineering to ER&R in 2014. 1.0 FTE was added via the 2015-2016 Budget per the Program Improvement Process; this position is a Code Compliance Officer.

Police:
In January 2013, 1.6 Emergency Management FTE's were moved from the Police Department to the Public Works Department. In 2013, added 5.0 FTE's via Budget Amendment #3 - new COPS grant monies. The 2014 budget reduced the Police Department FTE's by 5.0 due to the expiration of the original COPS grant, although those 5.0 FTE's were restored to the budget in 2014 via Budget Amendment #6. 1.0 FTE was added in 2014 via Budget Amendment #8 for support of the Muckleshoot Indian Tribe (MIT - to be fully reimbursed by the Tribe). 3.0 FTE's were added via the 2015-2016 budget per the Program Improvement process; these positions include a Bicycle Officer, a Major Crimes Detective, and a Police Records Specialist.

Public Works:
In 2013, 1.6 Emergency Management FTE's were moved to the Public Works Department from the Police Department. Budget Amendment #1 in 2013 added 0.4 FTE by increasing the Emergency Management Office Assistant to a 1.0 FTE. In the 2013-2014 budget, Council approved 4.0 FTE's, including 1.0 FTE Construction Clerk, 2.0 FTE Senior Project Engineers, and 1.0 FTE Assistant Project Engineer, and the number of FTE's in the Public Works Department was reduced by 1.0 as the Maintenance and Operations Manager position was reclassified from Public Works - Engineering to ER&R in 2013. In January 2014, the number of FTE's was reduced FTE's by 2.0 as Emergency Management FTE's were moved from the Public Works Department to the Administration Department. 3.0 FTE's were added in 2014 via Budget Amendment #8; these included the Project Survey Technician position and 2.0 Stormwater Management Inspectors.

Parks, Arts and Recreation:
In 2013, 0.5 FTE was added via Budget Amendment #2 to increase the Senior Center Office Assistant from 0.5 FTE to 1.0 FTE. In 2014, 1.0 FTE was added to the Parks, Arts and Recreation Department from the Mayor's Department by reclassifying the Government Relations Manager position to the Parks Planning and Development

Water:
In 2014, 2.0 FTE's were added via Budget Amendment #8, including a Utility Locator and a SCADA/Telemetry Specialist.

Sewer:
In 2013, 1.0 Supernumerary position was deactivated.

Cemetery:
In 2013, 1.0 FTE was reduced due to a long-term vacant position. In 2013, the Cemetery Office Assistant position was eliminated via Budget Amendment #2.

Golf Course:*
Effective January 2014, the Golf Course Fund was combined into the Parks, Arts and Recreation Department within the General Fund. The 8.0 FTE's in the Golf Course are now categorized as General Fund FTE's in the Parks, Arts and Recreation Department.

Facilities:
1.0 FTE was added via the 2015-2016 budget per the Program Improvement process; this position is the Facility Property Analyst.

Multi-Media:
In 2014, 3.6 Multimedia FTE's moved from the Innovation and Technology Department to the Multi-Media division which reports to the Director of Administration. These FTE's include the Multimedia Video Specialist, Multimedia Design Technician, Multimedia Assistant (0.6 FTE), and the Webmaster.

Innovation and Technology:
In 2014, 3.6 Multimedia FTE's moved from the Innovation and Technology Department to the Multi-Media division which reports to the Director of Administration. These FTE's include the Multimedia Video Specialist, Multimedia Design Technician, Multimedia Assistant (0.6 FTE), and the Webmaster. 1.0 Office Assistant was added in 2014 via Budget Amendment #6. 1.0 FTE was added in the 2015-2016 budget via the Program Improvement process. This position is the IT Support Lead to support the Police Department.

ER&R:
In 2013, 1.0 Office Assistant was added via Budget Amendment #2. In 2013, the Maintenance and Operations position was reclassified from Public Works to ER&R. 1.0 Supernumerary position was activated in December 2013. 1.0 Mechanic position was added in 2014 via Budget Amendment #6. The Assistant Director of Public Works was reclassifed from Engineering to ER&R in 2014. The ER&R Department FTE's will be reduced by 1.0 FTE at the end of December 2015 by deactivating the Supernumerary position.

SECTION II: PROCESS/POLICIES

Organization

The City has a "strong mayor" form of government as organized under the Optional Municipal Code as provided in state law. The independently elected Mayor is responsible for all administrative functions of the City and all of the department directors report to the Mayor. The City Council exercises legislative and quasi-judicial functions. All seven members of the City Council and the Mayor are elected at large for four-year terms. The Mayor develops and proposes the budget while the Council reviews and requests modifications as it deems appropriate. The optional municipal code confers a limited form of "home rule" to those municipalities organized under its provisions.

Basis of Budgeting

The City prepares its biennial budget in accordance with Optional Municipal Code 35A.33 of the Revised Code of Washington. Biennial budgeting has been permitted for Washington cities since 1985 and allows cities to adopt a two-year appropriation. An appropriation represents the City's legal authority to expend funds. Traditionally, the appropriations have been for one-year terms. State law has extended this legal authority so that a City's legislative body may approve an appropriation, or budget, for a two-year term. Currently, an annual budget means that every other budget is developed in the context of elections for many of the policy makers. By design, the City biennial budget is considered in non-election years, as the biennium must begin in odd-numbered years.

The most common reason for using a twenty-four month appropriation is the time savings in both the budget development and approval process. This includes staff time invested in preparing the budget as well as the time Council spends during the approval and adoption phases. While it does take more time to prepare a twenty-four month budget than one for the traditional twelve months, the additional time spent is not as significant as preparing two annual budgets. As a result, over the two-year period, there is a substantial time savings, allowing staff and Council to focus on long-range strategic planning.

The concept of a two-year appropriation is straightforward. Rather than a twelve-month window during which the appropriated funds can be legally spent, a biennium provides for a twenty-four month window. The two-year budget provides an opportunity to widen the planning horizon and allow more long-term thinking to be part of the financial plan that the budget represents. However, there may also be concerns about spending portions of the budget earlier in the biennium than had been planned. For this reason, many cities have adopted variations of a biennial budget. One approach is to adopt two one-year budgets, which is the method that the City of Auburn has chosen.

The requirements for preparing an annual budget and a biennial budget are similar. One distinction is that a "mid-biennium review" is required with a biennial budget. The purpose of this review is to make adjustments to the budget or essentially, a tune up. This review is not intended to become another complete budget process in itself. The mid-biennium review begins September 1st and is to be completed by the end of the first year of the two-year budget.

All governmental fund type budgets are prepared on the modified accrual basis of accounting in conformity with Generally Accepted Accounting Principles (GAAP). The budget for proprietary funds is prepared on an accrual basis, also in accordance with GAAP. The legal level of budgetary control where expenditures cannot exceed appropriations is at the individual fund level. Revisions that alter the total expenditures of any fund must be approved by the City Council and adopted by ordinance. All appropriations lapse at the end of each year. The City's basis of budgeting is consistent with its basis for Accounting as reported in the Comprehensive Annual Financial Report.

Steps in the Budget Process

Policy/Strategy Phase

Mayor & Council update the vision for the City. Goals, policies and/or mission statements are set to accomplish the vision

Mayor & Finance Director meet to discuss budget priorities

Needs Assessment Phase

Department directors prepare estimates of expenditures for next two years

Estimates submitted to Finance for review & compilation

Mayor meets with department directors and reviews department programs

Review/Development Phase

Budget programs are prioritized by Mayor and directors

Preliminary Budget prepared & filed with City Clerk

City Clerk publishes notice of Preliminary Budget & public hearing

Copies of Preliminary Budget and details are made available to the public

Council reviews Preliminary Budget in detail and makes suggested revisions

Revisions/Adjustments are made to the Preliminary Budget, resulting in the Final Budget

City Clerk publishes notice of public hearing on Final Budget

Final public budget hearing prior to Council adoption

Adoption/Implementation Phase

Property Tax Levy Established

Council adopts final balanced budget

Budget document finalized

Final Budget document becomes available to the public

2015-2016 Budget Calendar Budget Process	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2014										
Mayor and Council budget retreat to update the vision for the City.	Fall '13									
Budget Training Presented by the Finance Department (3 Sessions).			5/08-5/15							
Mayor and Finance Director meet to discuss budget priorities.			5/09							
Budget instructions and forms are distributed to departments.			5/16							
Department Directors complete CFP worksheets and Decision Packages for IT, ER&R and Facilities.				6/16						
Department Directors complete remaining budget and documents and return to Finance.				6/23						
City Council Budget Workshop #1: Overview of 2015-16 Budget Process.					7/09					
Departments review budgets and goals with the Mayor and Directors.					7/15-7/24					
Departments budgets are adjusted based upon priorities.					7/24-7/31					
Finance department prepares preliminary revenue forecasts.					7/28					
City Council Budget Workshop #2: Overview of 2015-16 General, Proprietary, Capital, and Special Revenue Funds.						8/12				
City Council Budget Workshop #3: Overview of 2015-16 General, Proprietary, Capital, and Special Revenue Funds, continued.						8/26				
Notice of public budget hearing #1 is published.						8/29				
Revenue forecast is finalized.							9/05			
Preliminary CFP and SEPA check list to Community Development (Planning Commission, SEPA, State Overview).							9/05			
City Council Budget Workshop #4: Overview of 2015-16 General, Proprietary, Capital, and Special Revenue Funds, continued.							9/10			
Hold public budget hearing #1 with revenue presentation.							9/15			
City Council Budget Workshop #5: Overview of 2015-16 General, Proprietary, Capital, and Special Revenue Funds, continued.							9/24			
Preliminary budget is filed with the City Clerk, distributed to City Council and made available to the public.								10/17		
Public notice of preliminary budget filing and of public hearing #2 is published.								10/17 &		
Council and Mayor Work Session on budget recommendations.									11/03	
Public budget hearing #2.									11/17	
2015 Property tax levy is set by ordinance.									11/17	
Budget and CFP are adopted by ordinance.										12/01

2015-2016 Budget Calendar Budget Process	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015										
Mayor and Council budget retreat to update the vision for the City.	3/11									
Adopted budget published and distributed.	3/16									
Instruction packet for Mid-biennial review and modification distributed to Departments.					7/07					
Departments review budgets and prepare Budget modifications.					7/07-8/07					
Department Directors return budget modification requests to Finance.						8/10				
Departments review budget modifications with the Mayor.						8/24-8/31				
Preliminary CFP and SEPA check list to Planning (Planning Commission, SEPA, State Overview)							9/01			
Budget modifications adjusted based on Mayor's recommendations.							9/14			
Notice of public budget hearing #1 on proposed budget modification is published.							9/14			
Public budget hearing #1.								10/05		
Department budget modification requests are reviewed by Planning/Community Development & Municipal Services Committees.								10/12		
Department budget modification requests are reviewed by Finance & Public Works Committees.								10/19		
Proposed budget modification is filed with the City Clerk, distributed to City Council and made available to the public.								10/19		
Notice of public budget hearing #2 is published.									11/02	
Council/Mayor Work Session on budget recommendations.									11/19	
Public budget hearing #2 is held and 2015 Property tax levy is set by ordinance.									11/23	
CFP Amendment and Mid-biennial budget modification are adopted by ordinance.										12/07
2016										
Mayor and Council budget retreat to update the vision for the City.	3/14									
Mid year Budget Amendment is adopted by ordinance.					7/18					
2016 Property tax levy is set by ordinance.									11/21	
Year-end Budget Amendment is adopted by ordinance.										12/05

Budget Purpose

The City of Auburn's budget seeks to achieve four basic purposes:

A Policy Tool

The City's budget process is conducted in a manner that allows the City's policy officials to comprehensively review the direction of the City and to redirect its activities by means of the allocation of financial resources. On this basis, the budget sets policies for the following year. This budget also facilitates the evaluation of City programs by providing a means to examine both the financial activities and the progress towards performance objectives of City departments over time.

Four purposes of a Budget

An Operations Guide

This budget provides financial control by setting forth both legislative and administrative guidance to City employees regarding the character and scope of their activities. This direction is set forth in both summary and detail form in the various products of the budget process.

A Financial Plan

This budget outlines the manner in which the financial resources of the City will be managed during the budget process. This allocation of resources is based on both the current needs and on a longer-term view of the development of City programs. The budget takes into account unforeseen contingencies and provides for periodic adjustments.

As a Communications Medium

A budget cannot be effective unless it communicates. Since this budget has a diverse audience, it seeks to communicate at several levels and for several purposes. The budget seeks to communicate clear policy at a usable level of detail to City employees. It also seeks to communicate significant policy issues and options in a form that can be acted on by policy officials. It also seeks to provide information to the City's constituents that enables meaningful dialog with elected officials.

Budget Process

The City of Auburn's budget process meets these purposes by integrating the planning and implementation of City programs with the allocation of financial resources necessary to support those services.

The budget process starts in early spring of each even numbered year with a retreat for the City Council and Mayor who meet to review the Vision and Mission Statement as well as the previous year's goals and objectives. At that retreat, Council and Mayor discuss such issues as staffing, emerging topics and program priorities. Then, during the summer departments develop their budgets and objectives that are described in the operating budget for the biennium. These objectives include capital projects scheduled for construction in the Capital Facilities Plan (CFP). Generally, most departments use a "bottom-up" approach to budgeting, with divisions or other administrative units developing their objectives along with identifying their fiscal requirements. These divisional budgets are then modified for integration into department objectives and budget proposal.

During the summer, these tentative budget proposals are submitted to the Mayor. At the same time the Finance Department develops a tentative revenue projection for the following budget cycle. The Mayor and Finance Director along with each department director review the budget in detail. On the basis of this process, the Mayor formulates his recommended budget for the following year.

In September, the City Council holds a public hearing to solicit comments from the general public regarding issues for the City to consider during its review of the budget. This hearing is held early in the process in order to afford the public an opportunity to comment before the budget takes a formal shape. At the same time the Mayor is reviewing the department proposals, the departments present their budget proposals in detail to the Council during budget workshops.

The Mayor's recommendations for the next budget cycle are formally transmitted to the Council in the form of the Preliminary Budget during the month of October. During November, the Council holds a second public hearing on the preliminary budget. The Council conducts a preliminary budget hearing before acting formally on the budget as modified during its workshop hearings. Final adoption of the budget, by ordinance, usually occurs in early December.

The entire process is coordinated, as needed, in regular meetings of the City department heads, chaired by the Mayor. Various Council committees are consulted continually through the year as potential issues surface and new program ideas incubate.

Budget Structure

The budget process results in various budget products at appropriate stages of the process.

Budget and Accounting System

The official budget is maintained, both before and after adoption, on the City's financial management and accounting system at a very detailed line item level. Computerized reports may be generated at any time and at various levels of detail. Departments can also access these budgets at any time on a read-only inquiry basis to compare actual revenue and expenditures to their budgets. The financial management and accounting system is used to monitor revenues and expenditures after adoption of the final budget to identify significant variances. A quarterly financial report is also prepared and presented to the City Council reporting on Citywide actual to budget performance.

Preliminary Budget

The Preliminary Budget is prepared, pursuant to State law, as the Mayor's budget recommendations to the City Council. This public document contains a summary of information at the fund level, and for the General Fund at the department level. It focuses on key policy issues, while still providing a comprehensive overview of the complete budget.

Budget Ordinance

The actual appropriations implementing the budget are contained in the budget ordinance adopted by the City Council.

Final Budget

The Final Budget is issued as a formal published document as modified by the City Council. It is this document which is formally filed as the Final Budget.

Programs

While the budget proposals of the administration are developed in concert with the fiscal proposals in the budget, the budget documents themselves only summarize the individual objectives and performance measures. Generally, these programs are not finalized until the budget is in final form since the budget will determine the actual activities undertaken by each department.

Components of the Budget

The budget consists of three parts: operating budget, program improvements, and capital budget.

Operating Budget
The operating budget consists of departmental budget proposals, which would be sufficient to maintain the objectives set by the departments to meet Council goals.

Program Improvements
Program improvements consist of new initiatives or substantial changes to existing programs.

Capital Budget
The capital budget authorizes and provides the basis of control of expenditures for the acquisition of significant city assets and construction of capital facilities.

Separation of the budget into these three components separates key policy issues in order to facilitate their consideration. The policy officials can examine the level at which existing programs should be funded, what program improvements should be made and at what level of funding.

Capital Planning
The Capital Facilities Plan (CFP) was originally adopted as an element of the City Comprehensive Plan that provides the City's plans to finance capital facilities that will be needed during the next 20 years. The CFP includes both long-range strategy and a specific six-year plan of projects. The CFP is maintained and reports are published separately from the budget. The Capital Budget, in this budget document, includes a summary of the projects and their appropriations for the upcoming biennium. For more detailed information see the six-year Capital Facilities Plan.

Implementation, Monitoring and Amendment
The budget and its policies are implemented through the objectives of individual departments and accounting controls of the Finance Department. Progress in the implementation of the budget is monitored monthly through reports to the Mayor from the department heads on the progress of departmental objectives and performance measures. The reports are then summarized into a monthly report from the Mayor to Council. Implementation of the budget is further monitored by the oversight activities of various City Council committees, which meet twice monthly to not only consider proposals before the City Council, but also to review the activities of the various City departments. Both the report function of the Finance Department and the oversight function of the Finance Committee of the Council include the status of the fiscal management policies of the budget.

The financial aspects of the budget are monitored in periodic reports issued by the Finance Department comparing actual expenditures and revenues with the budget. In these reports, financial data can be presented at a higher level of detail than the final budget. These reports include an analysis of the City's financial condition.

From time to time it becomes necessary to modify the adopted budget. The procedure for amending the budget depends upon the type of change that is needed. One type of change does not affect the "bottom line" total for a department or a fund. These changes, mainly transfers from one line-item to another within a department's operating budget or changes between divisions within a department, may be effected by the Mayor and the Finance Director with written request from the department director.

The second type of budget amendment brings about a change in the total appropriation for a department or fund. Examples of these changes include but are not limited to the following: the acceptance of additional grant money, an adjustment to reflect increased revenues such as tax receipts, the appropriation of additional funding if expenditures are projected to exceed budgeted amounts, and re-appropriation of monies from one fund to another when deemed necessary. These changes require Council approval in the form of an ordinance. The status of the budget is comprehensively analyzed during the mid-biennial review and periodically through each year to identify any needed adjustments. All requests for amendments are first filed with the Finance Department.

BUDGET POLICIES

This section of the budget sets forth the objectives of the budget as a policy document together with a description of the basis of the policy.

Policy Context of the Budget

The City budget process is part of an overall policy framework that guides the services and functions of the City. The budget serves a key role in that policy framework by allocating financial resources to the programs, which implement the City's overall policies. The budget also establishes financial policies to influence the availability of future resources to carry out the City's policies.

This budget is a balanced budget with legal budgetary control at the fund level; i.e., expenditures and other financing uses may not exceed budgeted appropriations at the fund level.

The City's basic policy document is its Comprehensive Plan. This plan sets the basic vision for the development of the City and establishes policies and programs intended to achieve that vision. The plan is further articulated by a series of planning elements, which include capital improvement elements (such as utility plans), policy elements (such as housing plans, economic development programs, etc.) and regulatory measures. According to state law the Comprehensive Plan is amended annually to incorporate changes in policies or programs. In addition to the Comprehensive Plan the City has also developed an Emergency Operations Plan.

CITY POLICY FRAMEWORK

Comprehensive Plan Implementation Program

Completed Actions (As of December 2014)
Six Year Capital Facilities Plan Update
Comprehensive Plan Update
Water, Sewer, Storm Drainage Comprehensive Plan Update

Scheduled Actions (2015-2016)
Major Comprehensive Plan Update
Six Year Capital Facilities Plan Update
Comprehensive Transportation Plan Update including non-motorized plan
Parks, Arts and Recreation Plan Update

Funding Program
Biennial City Budget
Community Development Consolidated Plan
Capital Facilities Plan

Budget Policy Development

The budget process is linked to this policy framework by the development of Council goals. The Citywide goals guide departmental objectives funded by the budget, which govern the activities of various departments in the implementation of the policy. The Capital Facilities Plan, which is derived from the Comprehensive Plan, is funded in the budget process.

Budget policy development involves several distinct steps. This policy starts with an understanding of needs and issues, describes explicit policies governing the development and management of financial resources, identifies broad goals, sets objectives with which to apply available funding, and concludes with specific funding proposals. In assessing issues and needs, this policy builds on actions taken in previous budgets, thereby providing continuity with previous programs. This allows community needs to be addressed on a multi-year basis, rather than attempting to satisfy all needs in one year. Explicit budget policies are statements that describe how financial resources of the City are obtained (various taxes, fees, rates, etc.) together with how they are allocated, managed, and controlled. The Council goals are broad policy statements that outline the significant objectives of the City. Budget objectives are policy statements summarizing the actions that are to be implemented in the budget.

These budget policies result from an ongoing process of economic and financial analysis by the Finance Department. The periodic financial reports, which are routinely reviewed by the Mayor, Council and Finance Committee, monitor progress against this analysis. The development of the Comprehensive Annual Financial Report (CAFR) is also an important part of the analysis process. The financial management policies result from combining the above analysis with Generally Accepted Accounting Principles (GAAP).

General Financial Goals

1. To provide a financial base sufficient to sustain municipal services to maintain the social well-being and physical condition of the City;
2. To be able to withstand local and regional economic downturns, changes in service requirements and respond to other changes affecting the City and community;
3. To maintain an excellent credit rating in the financial community and to assure the taxpayers the City of Auburn is maintained in a sound fiscal condition.

Financial Management Policies

The following policies guide the manner in which the budget develops, allocates, manages and controls financial resources available to the City. These policies are goals that the City seeks to achieve in its decision-making. However, since fiscal conditions and circumstances continually shift and change in response to operating needs, it may not be practical or always desirable to continually achieve these policies. Therefore, these policies are intended to guide, not govern, financial decision making and may not be fully achieved within any given budget period.

Guiding Principles

Sustainability of public services, responsibility and transparency in the management of public resources, and equity of financial burden to taxpayers and city service users form the bases for the City's financial management policies. The financial policies that are presented below provide the framework for which these policies are achieved. By following these policies, the City will work to:

- Protect and preserve the public's investment in City assets
- Protect and preserve the City's credit rating
- Provide for predictability and stability in City resources
- Provide for transparency and accountability in City financial management
- Plan for and mitigate looming fiscal issues and challenges
- Comply with State, Federal and local legal and reporting requirements

Organization

The City's financial policies are organized around several key areas of financial operations. These include:

1. Accounting and financial reporting
2. Operating budget
3. Revenue management
4. Capital facilities plan management
5. Public utility management
6. Debt management
7. Equipment replacement
8. Cash/Investments management
9. Reserve management
10. Lines of authority

Section 1. Accounting and Financial/Budget Reporting Policies

General policies governing the City's approach to accounting and financial reporting form the basis for complying with Federal, State and local laws and regulations and provide the framework for managing the finances of the City.

1. Fund and Fund Reporting Structure

1.1. In accordance with the Governmental Accounting Standards Board (GASB), the financial structure of the City shall be divided into tax-supported governmental funds (including a General Fund to support the governmental services of the City) and self-supporting proprietary funds established for non-governmental purposes. Proprietary funds shall include a series of enterprise funds, which shall be managed as business enterprises, completely supported by revenues derived by that enterprise.

1.2. The accounts of the City and its operating budget shall be maintained in accordance with the State Budgeting, Accounting, and Reporting System (BARS) code.

2. Independent Evaluation

2.1. The State Auditor will annually perform a financial and compliance audit of the City's financial statements. Their opinions will be contained in the City's Comprehensive Annual Financial Report (CAFR), and the State Auditor's Report.

2.2. As an additional independent confirmation of the quality of the City's financial reporting, the City will annually seek to obtain the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award. The Budget and CAFR will be presented in a way designed to communicate with citizens about the financial affairs of the City.

3. Budget Reporting

3.1. Revenues and expenditures for each City fund shall be balanced for each year of the biennium. Any adjustments to budgeted levels shall also be balanced between revenues and expenditures.

3.2. The adopted budget and subsequent amendments to the adopted budget for all funds shall be subject to appropriation that is expressly granted by Council ordinance.

3.3. Quarterly financial status reports will be prepared for City Council and Finance Committee review. These reports will assess actual against budgeted revenue and expenditure performance, investment portfolio performance, and retail sales tax performance.

Section 2. Operating Budget Policies

An operating budget forms the foundation by which the City manages its resources and spending plans. In order for departments to legally spend money, authority in the form of an appropriation ordinance must be approved by Council. The City's biennial operating budget is developed by the Mayor and reviewed and approved by the City Council at the conclusion of each even numbered year and takes effect January 1st of each odd-numbered year.

1. General Management

1.1. The City budget is developed on a biennial (two-year) cycle, coinciding with the calendar year and starts each odd-numbered year (for example, the 2015-2016 budget is effective from January 1, 2015 through December 31, 2016). While the City budget is adopted for a two year period, appropriation of resources is made on an annual cycle.

1.2. Periodic adjustments to the City's biennial budget are necessary to recognize the receipt of unanticipated revenues and/or to modify spending plans. Adjustments to the City's budget will be collated and presented to the City Council for review and approval periodically.

1.2.1. There will be generally three (3) adjustments to the budget annually.

1.2.1.1. The first adjustment occurs approximately within the first three months of each year and is intended to address unanticipated revenues, spending plan modifications, and carry forwards of unspent project/program budgets on capital projects still in process.

1.2.1.2. The second adjustment occurs approximately during the summer and is intended to recognize actual beginning fund balances as a result of completed financial statements for the previous year.

1.2.1.3. The final adjustment occurs approximately during the fourth quarter of each year and is intended to address adjustments to revenues and spending plans prior to the conclusion of the year.

1.2.1.4. Additional adjustments to the budget may be required and is determined by the Finance Department

1.3. The City should accept ongoing service obligations in new areas of programming only when an adequate on-going source of funding is available.

1.4. A forecast of revenues and expenditures will be prepared concurrent with the preparation of the City's biennial budget. The forecast will cover the six-year period, inclusive of the two years for the new biennial budget (for example, the 2015-2016 budget will include a six-year financial forecast covering the period 2015 through 2020).

2. Monitoring and Reporting

2.1. Reports on the status of revenue collections and expenditures against biennial budgeted levels are prepared and presented to the City Council quarterly. These reports will highlight significant trends that may affect the ability of the City to stay within budget and to promote discussion between the City's management team and the City Council as to strategies to remain within budgeted levels.

3. Use of One-Time Resources

3.1. One-time funds will not be used to support on-going obligations. One-time resources may only be used to support one-time expenses such as capital investments or to replenish reserves.

4. Regional Social Service Funding

4.1. The City's role in social service funding shall continue to be supplemental (addressing special or unique local needs) to the basic responsibilities of regional agencies.

4.2. The City shall continue to advocate that the responsibility for funding basic social service needs rest with regional (or broader) agencies that have access to a broader basis of funding and can more appropriately address needs on a regional basis.

Section 3. Revenue Management Policies

A comprehensive revenue management policy is required to ensure the sustainability of public services, to minimize exposure of the City to economic downturns, to provide for financial stability, and to ensure equity between the cost of public services and the users of those services.

1. General Management

1.1. Revenue estimates for budget purposes should be conservative yet realistic.

1.2. Revenue forecasts should be prepared for a six-year period so as to enable identification of trends, changes to laws and regulations that may affect revenue growth and collections, and structural issues, such as the forecasted pace of growth in on-going revenues to on-going expenditures.

1.3. Timely payment of taxes, fees and charges owed to the City is needed to ensure quality public services. The City should aggressively pursue all amounts due to the City.

1.4. Indirect administrative costs associated with the operation of funds should be identified and charged against the operation of those funds.

2. Revenue Diversification

2.1. The City will seek to maintain a diversified mix of revenue to provide for long-term stability and predictability.

2.2. The City will seek to avoid dependence on temporary or unstable revenues to fund mainstream municipal services.

2.3. The City should avoid dependence on Federal revenues to fund ongoing mainstream municipal services.

3. Fees and Charges

3.1. General Fund services should be supported by user fees to the extent appropriate for the character of the service and its user.

3.2. User fees and charges should be reviewed prior to the start of each biennial budgeting cycle to ensure adequate cost of service recovery.

3.3. Charges for services should be sufficient to recover the full cost of related services, including direct operating costs, and other costs such as capital and overhead costs.

3.4. Modifications to user fees require approval by Council.

4. Grants and Unpredictable Revenues

4.1. Grant funds or similar contractual revenue of a temporary nature will be budgeted only if they are committed at the time of the preliminary budget. Otherwise, separate appropriations will be made during the year as grants are awarded or contracts made.

4.2. Unpredictable revenues, such as those derived from the sale of surplus inventory, shall be treated as a one-time revenue and shall not be used to support ongoing expenses.

Section 4. Capital Facilities Plan Financial Management Policies

Comprehensive capital planning is an integral part of community vitality, maintaining and improving the quality of life of City residents, encouraging economic development, ensuring public safety, and enabling the ability of the City to continue to provide quality public services.

1. General Management

1.1. The City will develop a multi-year plan for capital improvements as required by the Growth Management Act of Washington State. The Capital Facilities Plan (CFP) will be updated annually and be financially constrained for the appropriated budget period.

1.2. For each capital project, the CFP shall include a description of the project, its need and anticipated benefit to the City, and the anticipated impact the project may have on the City's operating budget, such as additional operating and maintenance (O&M) costs and staffing.

1.3. For each capital project and for each year of the six-year planning period, the CFP shall include an estimate of the cost of construction, an estimate of the annual O&M impact, and anticipated sources of funding.
1.4. The CFP shall be prepared and submitted to the City Council as part the proposed biennial operating budget. The CFP shall be updated annually.
1.5. The burden for financing capital should be borne by the primary beneficiaries of the facility.
1.6. Long-term borrowing for capital facilities should be considered an appropriate method of financing large facilities that benefit more than one generation of users.

2. Cost of Private Development

2.1 Private development of residential, industrial, and commercial properties shall pay its fair share of capital improvements that are necessary to serve the development. The City shall utilize statutorily authorized tools such as system development charges, impact fees, mitigation fees, or benefit districts, or other user fees to capture the cost of serving such developments.

3. Monitoring and Reporting

3.1. Reports on the status of projects included in the CFP shall be prepared and presented to the City Council monthly. These reports will highlight the status of project construction, scheduling, spending and funding and discuss any significant issues or trends that may affect the ability of the City to stay within budget and to promote discussion between the City's management team and the City Council as to strategies to remain within budgeted levels.

Section 5. Public Utility Operating and Capital Financial Management

Comprehensive operating and capital planning for Water, Sewer, Storm Drainage, and Solid Waste services is required for maintaining public health/safety and quality of life as well as supporting economic development. Each utility is operated as an independent enterprise and as such is expected to be financially self-sufficient and without subsidy from the City's General Fund or other funds. Rate revenue must be sufficient to fully fund the direct and indirect operating, capital, debt service costs, and annual depreciation of each utility.

1. General Management

1.1. Utility financial operations and capital spending plans will be prepared coincident with the City's biennial budget. The utility capital spending plans will be prepared consistent with the City's Comprehensive Plan and in consultation with the City Council Public Works Committee and the City's Planning Commission.
1.2. The Finance Department will prepare a six-year financial forecast evaluating the revenue requirements for each utility and determine the sufficiency of existing rates to finance forecasted operating and capital costs. The evaluation will include identifying any significant changes in services, customers, laws/regulations, and/or consumer behavior (such as water usage) that may affect utility expenses and revenues. Results of the six-year financial forecast will be reviewed with the City Council coincident with the Council's review of the six-year General Fund financial forecast.
1.3. Similar to the City's General Fund, one-time utility resources (such as grants and fund balance) should not be used to finance on-going utility expenses.
1.4. Enterprise funds shall be budgeted on a flexible basis, which allows activities to expand and contract in accordance with increased or decreased revenue earning activity.
1.5. The City will promote a local improvement district program for certain street, water, sewer, and storm drainage improvements. They will be funded with no protest covenants obtained from property owners whenever possible.

1.6. Enterprise fund working capital in excess of that needed for operations may be used for capital needs in order to conserve the debt capacity of those funds for major facility expansions to meet future needs.
1.7. Depreciation shall be accounted for, and should be used, as a measure of capital development needs in the utilities. As such, the first priority for the use of such funds should be in maintaining existing services. Costs incurred because of growth should be borne by new users, and extension of services to new users should be on the basis of an investment decision by which the capital expenses will be recouped through rate income from new users.

2. Utility Rate Management

2.1. The City should adjust utility and other enterprise fund rates in increments adequate to offset inflation and to maintain adequate working capital balance and equities. Modifications to the City's utility rates and/or rate structure will be reviewed by the Finance Committee and approved by the City Council. Utility rates should be approved for a rolling three to five year period (for example, utility rates evaluated in 2012 should include recommended rates for the period 2013 through 2017). Approval of utility rates sufficient to support forecasted utility expenses should occur prior to, or concurrent with, approval of the utility budget.
2.2. Utility rates will be sufficient to fully fund the forecasted direct and indirect operational costs and capital costs, including the cost of annual depreciation and to meet utility debt service coverage requirements, if any.
2.3. Utility rates should be periodically evaluated on a cost-of-service basis to ensure sufficiency and equity in the delivery of services to customer classes. Cost of service evaluations should occur once every 4 to 6 years or when significant changes in the mix or makeup of customers occur.

3. Utility Revenue Debt Management

3.1. The City will strive to maintain a ratio of 50% debt/50% equity (cash), achieved by debt-financing no more than 60% of each six-year utility capital facilities plan.
3.2. Gross utility rate revenue, net of operating expenses exclusive of depreciation, will be sufficient to provide a minimum of 1.25 times debt service coverage of all outstanding revenue bonds or the level of coverage called for in the revenue bond covenants, whichever is greater.
3.3. Revenue bond debt service coverage requirements can be met on a combined utility basis but will be conservatively tested on an individual utility bases. System development revenue, which can be included as part of the coverage test, should be excluded to further provide for conservative testing of coverage requirements.
3.4. In the event new revenue bonds are required to support the planned capital investments of the utility, approval of rates sufficient to pay the debt service including coverage requirements should occur prior to the issuance of such bonds.

4. Utility Reserve Management

4.1. Each utility fund should maintain adequate fund balances/working capital to meet cash flow requirements and unexpected contingencies. The City shall maintain minimum working capital balances in these funds for operations and maintenance expenses (depreciation not included).
4.1.1. Water, 25%, approximately 90 days;
4.1.2. Wastewater, Surface Water and Solid Waste utility funds, 16%, approximately 60 days; and
4.1.3. King County Wastewater Treatment, $360,000, approximately 2%.

Section 6. Debt Management Policies

Strategic use of short- and long-term debt is an important element of the City's financial toolbox as its use can leverage existing resources and support temporary/short-term cash flow needs of the City and enable the accomplishment of large investments. However, as debt service payments can obligate City resources over a long period time, its use and impact on City cash flow, ratings by financial institutions, and compliance with statutory requirements should be carefully considered.

1. General Management

1.1. The City will not use short-term or long-term debt to support ongoing operations.

1.2. Prior to the decision to issue general obligation debt, which is an obligation against the general taxing authority of the City, the feasibility of alternative methods of financing using special assessments, fees/charges, and special revenue debt should first be determined.

1.3. The City will work to maintain strong ratings on its debt including maintaining open communications with bond rating agencies concerning its financial condition.

1.4. General Obligation (GO) Bond debt should be scheduled for repayment based on the entire outstanding debt not just the individual issue; in a manner which seeks to reduce fluctuation in the total tax rate.

1.5. The City will strive to improve its bond ratings by improving its financial stability.

1.6. The City shall employ competent financial advisors and bond attorneys for all large bond issues.

2. Debt Capacity

2.1. Annual debt service should not exceed fifteen percent (15%) of operating revenues.

2.2. Total direct debt should not exceed two percent (2%) of the City's assessed value.

2.3. No more than sixty percent (60%) of the City's capital program should be debt financed.

3. Short-Term Debt

3.1. Short-term debt is defined as a period of three years or less. The City shall use short-term debt to meet temporary cash flow needs that are caused by a delay in receipting of anticipated revenues or for issuing long-term debt.

3.2. Interfund loans may be issued to meet short-term cash flow needs. Interfund loans will only be used when the recipient fund's revenue stream is anticipated to be sufficient to repay the loan.

3.3. Interfund loans must be repaid within the period of one year and will bear interest based upon prevailing rates.

3.4. All interfund loans require Council approval in the form of an ordinance or resolution.

3.5. The City will not use short-term debt for current operations.

4. Long-Term Debt

4.1. Long-term debt is defined as exceeding three years. Long-term debt will only be used when pay-as-you-go financing of capital projects is not feasible. Long-term debt service payments will not exceed the expected life of a project. Long-term debt will be used to finance City needs that can be capitalized and depreciated.

4.2. Long-term debt can be refunded if the net present value (NPV) of savings is at least four percent (4%).

4.3. Self-supporting bonds (such as special assessment improvement districts) may only be used to finance improvements associated with the subject improvement districts.

Section 7. Equipment Replacement

The City's physical assets, such as vehicles and buildings, represent a significant investment of resources. Timely maintenance and replacement of these assets at the end of their useful lives is necessary for reliability and quality of public services and ensures public and employee safety.

1. General Management

1.1. The City will maintain a comprehensive inventory of its physical assets including its useful life, original purchase date and cost, information on its general condition, and the estimated value of replacement.

1.2. The City will maintain a replacement schedule by physical asset indicating the replacement cost and its corresponding source of funding. The replacement schedule will be reviewed annually and budgeted as part of the City's biennial budgeting process.

1.3. The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs and provide for the timely maintenance and orderly replacement of capital and equipment from current revenues or equipment reserve funds where possible.

1.4. Equipment reserve funds will be maintained at levels sufficient to meet scheduled equipment replacement and ensure public and employee safety and to prevent a deterioration in City assets.

1.5. Accounting and tracking of City assets are codified under Administrative Code Section 100-31.

Section 8. Cash / Investment Management

The City's Investment Policy is codified under Administrative Code #100-40. Consistent with this policy, the Finance Director will annually submit the investment policy to the City Council for review.

Section 9. Reserve Policies

Reserves and reserve management policies are an important and necessary part of any financial management plan. Reserves are established as a hedge against cash flow fluctuations that are expected to occur during the course of the year, to sustain the City during economic downturns, and to sustain City services in the event of unanticipated needs, catastrophic events or natural disasters. The following policies provide definitions for the appropriate level of reserves and how these resources should be replenished in the event they are used.

1. General Management

1.1. General government funds should maintain adequate fund balances or working capital to meet unexpected contingencies.

1.2. The City will maintain a Cumulative Reserve Fund in an amount of at least 5% of General Government operating expenditures, with a target of 10%. Expenditures utilizing the Cumulative Reserve Fund are used for stabilization of general operations during counter-cyclical times to protect the City from unforeseen contingencies and to maintain one year payments of general obligation debt service, and general governmental capital projects. Accumulation of reserves can be made from a variety of revenue sources and can include one-time revenues and year-end surpluses.

1.3. Minimum fund operating reserve balances will be maintained as follows:

1.3.1. The General Fund shall maintain at least 8% of total budgeted operating expenditures, with a target of 12%.

1.3.2. Each enterprise fund should maintain adequate fund balances or working capital to meet unexpected contingencies and cash flow needs. Each utility fund shall strive to ensure ongoing system integrity through reinvestment in the system. To mitigate impact to rates, the City will phase in system reinvestment over a 10-year period in equal 10% increments starting in 2012.

1.3.3. Other proprietary funds should maintain working capital balances of 10% to 20% of their budgeted operating, maintenance and capital expenditures.
1.3.4. Replacement reserves shall be established for equipment and computer software should the need continue beyond the estimated initial useful life, regardless of whether the equipment is acquired via lease, gift or purchase. Service charges paid by City departments to the appropriate Internal Service funds should include an amount to provide for replacements. Minimum reserves for these funds should be as follows:
1.3.4.1. Equipment Rental and Replacement:
Operating reserves of 30 days (excluding depreciation) and replacement reserves of three times depreciation.
1.3.4.2. Innovation and Technology:
Operating reserves of 30 days (excluding depreciation) and replacement reserves equal to 50% of one year of operations.
1.3.4.3. Facilities:
Operating reserves of 30 days and repair and replacement reserves equal to 50% of one year of operations.
1.3.4.4. Reserve balances of other funds shall be set through the budget process in an amount consistent with the purpose and nature of the fund.
1.4. Evaluation of reserve levels will be made in conjunction with the City's budget.

2. Use and Replenishment

2.1. Use of reserves to address cash flow needs and for which funds will be replenished within one year can be authorized with Mayoral approval.
2.2. Use of reserves where replenishment exceeds one year will require review and approval by the City Council. This review will include the need for using reserves, the anticipated plan to replenish the reserve account, the anticipated rate and time period over which the fund will be replenished, and the source of funds. Regular reports to Council will be made as to the status of reserve replenishment.
2.3. The rate of replenishment will not exceed three years of use.

Section 10. Lines of Authority

This section delineates the roles and responsibilities of the Council, the Mayor and the Departments in the management of City resources.

1. General Management

1.1. The City Council has the authority to execute legislative policies and approve the City's budget at the fund level. The City Council has the authority to review the status of the City's financial performance and amend the budget at the fund level.
1.2. The Finance Committee has the authority to review the City's quarterly financial reports and to provide policy guidance to the Mayor on issues prior to it reaching the full City Council.
1.3. The Mayor has the administrative authority to oversee development of the biennial budget, to propose amendments to the City Council, to approve operating and capital spending decisions within the parameters of the Council approved budget, and to enter into contractual agreements to execute the intent of the budget.
1.4. Each Department Director has the authority to expend City funds within their approved budget authority and in accordance with direction and procedures prescribed by the Mayor's Office and to recommend budget requests to the Mayor.

Auburn's Vision for the Future

Auburn's vision sets the overall direction for the City, and as such, focuses City goals on strategies developed toward implementation of this vision. The 2015-2016 Budget allocates City's resources through the development of departmental objectives. The department objectives are designed to implement the Citywide strategies which in turn work toward the Citywide goals. These goals are designed to implement the Vision adopted by Council. The strategies coordinated by this budget are developed by Council and administered by the Mayor.

The City Council and Mayor set a direction in 2006 for the City by establishing Vision 2016 which looks ahead and envisions what the City should look like in 10 years. Again, the Vision has been updated from time and during each budget cycle to maintain relevancy. The 2015-2016 budget continues to implement the vision that the City Council and Mayor developed.

2015-2016 Citywide Goals and Strategies

I. Provide for Public Safety

1. Continue to seek grant funding to support public safety enforcement activities. (Lead: Police)
2. Maintain patrol response times of less than 4 minutes. (Lead: Police)
3. Continue to work with the Green River Community College to ensure the safety and security of students. (Lead: Police)
4. Continue exploring innovative ways to address public safety needs of the community. (Lead: All)
5. Increase policy presence in downtown parks and business areas and become ambassadors of these areas. (Lead: Police, Parks)
6. Create a traffic schools to create a fine alternative for drivers. (Lead: Police, Legal, Court)

II. Encourage a Sense of Community

7. Continue providing support to the Housing Home Repair program. (Lead: Community Development Services)
8. Continue to promote community outreach by involving citizens and business in their City Government. (Lead: All)
9. Continue to promote stability in neighborhoods and the downtown area. (Lead: Community Development Services)
10. Promote pride in Auburn and citizen engagement with City government via new technology (Lead: IT, Community Development)
11. Continue to develop the resources of the Les Gove Community Campus including the Youth/Teen Center, the Veterans and Human Services Center, and the creation of a truly centralized park concept. (Lead: Parks, Administration, Community Development Services)

III. Encourage Economic Development

12. Complete a major update to the City's Comprehensive Plan. (Lead: Community Development Services, Public Works)
13. Develop 10 year economic development strategic plan. (Lead: Community Development Services, Economic Development)
14. Continue marketing Auburn as the Regional Entertainment Center. (Lead: Community Development Services, Administration)
15. Continue to support the City's economic development initiatives and programs. (Lead: Community Development Services, Administration)

IV. Improve Designated Urban Center

16. Implement an annual downtown improvement project. (Lead: Community Development; Public Works)

V. Complete Public Works Projects

17. Continue to seek sources of grant funding to support local and regional arterial and key transportation improvements. (Lead: Public Works)
18. Continue to replace, upgrade, and improve the reliability of storm drainage, water and sanitary sewer infrastructure. (Lead: Public Works)
19. Continued to implement local and arterial pavement preservation improvements throughout the City. (Lead: Public Works)
20. Complete design and construction of Mill Creek, Wetland 5K reach. (Lead: Community Development Services)
21. Construct Fenster Levee Setback phase 2B. (Lead: Community Development Services)
22. Design and construct Jovita Heights 'fee in lieu of' wetland mitigation project. (Lead: Community Development Services)
23. Update the Auburn Environmental Park Master Plan. (Lead: Community Development Services)
24. Implement the National Flood Insurance Program community rating system program. (Lead: Community Development Services)
25. Complete construction of major transportation improvements throughout the City. Major projects include the M Street Underpass, Auburn Way South Pedestrian Improvements and Auburn Way South Corridor Improvements. (Lead: Public Works)
26. Continue with phased replacements of all traffic signal lights with low-energy LED lights. (Lead: Public Works)

VI. Plan Future City Development

27. Work with City Council Committees on S.M.A.R.T. Goals. The acronym S.M.A.R.T. is an mnemonic to describe the key characteristics of a goal or objective and stands for Specific, Measurable, Attainable, Relevant, and Time-bound. (Lead: All Departments)
28. Prepare comprehensive plan major update. (Lead: Community Development; Public Works)

VII. Actively Support Regional Transportation Improvements

29. Continue to participate in Regional Transportation Forums – SCATBD, RPEC, KCPEC, PSRC, PCTCC and RAMP on key transportation issues. (Lead: Public Works)
30. Continue to coordinate Community Development efforts with adjacent and regional agencies. (Lead: Public Works)

VI. Enhance Quality of Life

31. Complete design and construction of Mill Creek. (Lead: Community Development, Public Works)
32. Develop a Citywide climate action plan and policy. (Lead: Community Development Services)
33. Implement the Citywide Arterial bicycle and safety improvements program. (Lead: Public Works)
34. Implement the biennial pedestrian crossing improvement program. (Lead: Public Works)
35. Continue to fund the Lakeland Hills and Community Circulator shuttle programs. (Lead: Public Works)
36. Provide for more parks and recreation opportunities including completing construction of new Lea Hill Park, expanding off-leash dog areas, and replacing playground equipment at Brannan and Dykstra Parks. (Lead: Parks, Arts, and Recreation)

2013 and 2014 Progress on Citywide Goals:

I. Provide for Public Safety

- Provided continuous police services to all six Police Department reporting districts and responded to community concerns within each district by working collaboratively with Community Response Team (CRT) Officers.
- Continued to monitor and enforce intersection safety through the City's Red Light Enforcement program and the City's School Speed Zone enforcement program.

- Continued to seek sources of grant funding to support law enforcement efforts related to sex offender monitoring/investigations, auto theft prevention, and DUI (Driving Under the Influence)/seat-belt emphasis patrols.
- Lead city responsible for the Alive & Free Program and area law enforcement agencies with prevention and intervention services serving Auburn, Kent, Renton and Tukwila.

II. Encourage a Sense of Community

- Issued nine Neighborhood Matching Grants.
- Provided housing repair funds to assist over 100 low-income homeowners with emergency and minor repairs to their homes.
- Provided funding and coordination of Inclement Weather Sheltering which serves Auburn residents in need of emergency assistance.
- Continued development of the strategy and logistics of the Veterans & Human Services Center.
- Assisted in increasing the number of available transitional housing units available to domestic violence victims and crisis situations.
- Continued to create and develop neighborhood meetings or neighborhood block watches (100 neighborhoods to date are involved).
- Expanded National Night Out efforts and coordinated increased participation by more than 40%.
- Initiated the Auburn Visioning process – Imagine Auburn.

III. Encourage Economic Development

- Continued to enhance relationships focusing on Economic Development with: Green River Community College, Auburn Area Chamber of Commerce, Auburn Downtown Association, etc.
- Promoted Citywide economic development activities, including implementation of incentives.
- Continued building of sister city relationships with cities in Japan, Korea, Italy and China.
- Significant economic changes in the City included: relocation of Orion Industries to Auburn, with about 300 employees; expansion of the Schilling Brewing Company into a new 30,000 sq. ft. micro-brew and bottling plant; the acquisition of the Auburn Regional Hospital by MultiCare Medical Systems, creating the MultiCare Auburn Medical Center, adding new clinical space and several hundred new employees; major improvements to the Outlet Collection of Seattle; the completion of the Orion Industries facility, bringing 350 new jobs to Auburn; and construction beginning on the Trek Apartments, a five-story mixed use project in the downtown area.

IV. Improve Designated Urban Center

- Completed construction of the South Division Street Promenade.
- Began the Main Street Streetscape Urban Design Project.
- Began the design of the City Downtown Public Parking Lot Reconfiguration Project.
- Created an outdoor sculpture gallery in downtown Auburn that rotates sculptures annually.

V. Complete Public Works Projects

- Completed construction on the M Street underpass and the A Street NW extension project.
- Completed work on the new Lea Hill Park.
- Completed the City Hall remodel.
- Added new park acreage on the West Hill of Auburn with the purchase of the 10 acre West Auburn Lake property.
- Added 20 acres of park land located along the Green River.
- Secured over $10 million in grants to help fund projects in our Transportation Improvement Plan.
- Executed agreements with the project partner and secured full funding for the South 277th St Widening Project (AWN to Green River Bridge).
- Continue commitment to the SOS (Save Our Streets) program.
- Completed the A Street NW Extension Project (A/B Corridor Phase 1).
- Completed the South Auburn ITS (Intelligent Transportation System) expansion project.

- Completed pre-design for M Street SE and Auburn Way South intersection improvements.
- Continue to maintain the City's utility infrastructure network.
- Completed the Water Utility Meter & Billing System Improvements study, which will implement automated metering technology for the City, and identified a preferred solution.
- Negotiated and executed an agreement to purchase water from Tacoma Public Utilities through the Cascade Water Alliance agreement.

VI. Plan Future City Development

- In 2013, performed 2,727 building plan reviews for residential and commercial development and 11,987 building inspections, averaging 48 inspections per day.
- During 2013 and 2014, assisted in the permitting, renovations, and openings of Auburn High School, Trek Multi-Family development, two new buildings at Green River Community College, seven new warehouse/manufacturing facilities, the redevelopment and tenanting of the Outlook Collection, Waste Management compressed natural gas facility, the Fenster Levee Setback, Auburn Marketplace, the Jimmy John's strip mall, two O'Reilly Auto Parts stores, Orion Aerospace, Multi-Care occupancy at the 3rd floor of 1 East Main Street, and the HCSA Laundry Facility.
- Adopted ordinances that regulate communal residences, electric fences, three rezones, modifications to the C-1 zone, modification to impact fees, the 2012 building code, and a series of City-initiated Comprehensive Plan amendments.
- In 2013, issued 429 new single-family residential building permits and 57 commercial building permits, with a combined total construction valuation of over $232 million.

VII. Actively Support Regional Transportation Improvements

- Continued to support southeast cities to develop rail transit program to Transit Center.
- Participated in several regional transportation forums on key projects – South County Area Transportation Board (SCATBD), Regional Project Evaluation Committee (RPEC), King County Project Evaluation Committee (KCPEC), Puget Sound Regional Council (PSRC), Pierce County Transportation Coordinating Committee (PCTCC), and the Regional Access Mobility Partnership (RAMP).
- Completed annual updates to the Comprehensive Transportation Plan and the 6-year Transportation Improvement Plan.

VIII. Enhance Quality of Life

- Continued the development of a community 'One Stop Shop' for Veteran's & Human Services.
- Continued the development of facilities and programs for youth and adults in Les Gove Community Campus.
- Provided funding and coordination for the Olympic and Cascade Middle Schools' summer programming serving at-risk youth.
- Managed the annual Senior Citizen/Disability Discount and Rebate program.
- Increased both attendance and vendor sales by 10% annually at the Auburn International Farmers Market.
- Opened the Mary Olson Farm, with onsite guides and programs for summer weekend visitors.
- Re-tooled the one-day ArtRageous festival into ArtRageous Zones at several special events to expand the scope and reach of access to a hands-on art experience.
- Improved opportunities for park recreation including replacing playgrounds at Brannan Park and Tom Park, adding new exercise equipment at Game Farm Park, completed soccer field improvements at Brannan Park, and installing new drainage, curbing, parking lot, and patio/picnic area at Veteran's Memorial Park.
- Provide for greater recreation opportunities at the Auburn Golf Course including expanding social media marketing partnering with Costco, Golf Now, and The Golf Channel and offering text message, e-mail, and Facebook specials during slow times.
- Assisted in increasing the number of available transitional housing units available to domestic violence victims and crisis situations.

2015-2016 Budget Strategy

The 2015-2016 budget will be implemented by a series of objectives regarding development of resources and their allocation to various competing demands.

1. Avoid the addition of permanent staff positions, unless there is an offsetting revenue stream or reduction in current expenditures to support the position, and reviewing replacement staff for essential need. Limiting new programs until economic conditions or revenue streams capable of supporting them are in place.
2. Conserve the fiscal capacity of the City to meet potential future needs.
3. Use fund balance or working capital to finance capital equipment that maintains or enhances productivity.
4. Control discretionary expenditures.
5. Provide adequate training, and increasing technology and tools to enhance productivity.
6. Maintain a baseline of funding which continues to deliver high-quality municipal services with special attention to:
   a. Continue support of growth management
   b. Maintain effective legal services
   c. Provide continued public safety
   d. Support a diversity of recreational and cultural programs
   e. Maintain existing facilities
7. Provide staff support and funding for street maintenance repairs and improvements to meet planning requirements and benefit from available funding opportunities.
8. Enhancing the capacity of the infrastructure where funding opportunities exist by giving priority to providing necessary matching funds.
9. Continuing operation of the City's enterprise functions on a business basis.
10. Exploring all opportunities for economic development that will provide a return to the City of Auburn.

Use of Budget Tools

This budget uses a variety of tools to implement these objectives:

Financial Measures

The City of Auburn's budget places a high priority on maintaining the fiscal integrity of the City by managing reserves to counterbalance economic cycles while responding to emerging needs. When new programs are added, each is closely evaluated to ensure that it can be supported over the long run. Temporary "growth period" revenues can also be used for capital needs of a non-continuing nature. Enhanced revenue also can build reserves to provide counter-cyclical balance (e.g., a rainy-day fund). The main purpose of such a reserve is to allow the City to respond to funding needs in an economic recession without having to resort to new taxes. The City has established a Cumulative Reserve Fund both for building revenues for major capital needs and to provide a counter-cyclical balance.

It is anticipated that the development of residential construction will continue due to, in part, low interest rates coupled with pent-up demand. The need for services has and will continue to be substantial, particularly police services. Some of these services are required before revenue is actually received from the developments. The challenge becomes to judiciously expand services at a rate that provides reasonable coverage and protection to the public within the constraints of available revenue. New long-term funding commitments need to be avoided as much as possible until new revenue capacity develops. Consequently, the priority is on completing existing funding commitments and baseline needs, while carefully expanding services and protecting reserves.

Baseline Budget

The baseline budget funds the City's ongoing operations. As such, it is an essential tool for implementing goals and elements of strategy directed at continuing the existing array of services at a high-level of effectiveness and efficiency. The budget strategy places a high priority on continuing to fund programs that will protect the City's ability to maintain and enhance quality of life and on programs that meet the continuing public safety needs of our neighborhoods. These needs will be funded by the appropriate use of the existing capacity of City programs.

Capital Budget

The Capital Improvement Fund is used to accumulate funds to finance large projects that could not otherwise be done in one year from General Fund revenues. Projects include major improvements, acquisition of new municipal facilities, and downtown revitalization. The fund is budgeted for about $2.2 million of expenditures in 2015. 2016 is budgeted for $5.3 million in expenditures – including a $3.3 million transfer to the Municipal Parks Construction Fund for the Auburn Community and Youth/Teen Center – leaving a projected ending fund balance in 2016 of $5.2 million for future projects identified in the Capital Facilities Plan.

General Fund Priorities

City General Fund revenues are forecasted conservatively but realistically. Increases in salary and benefits and in contractual services will be increased in accordance with union contracts. Revenue estimates are conservative and based on the 2013 actual and 2014 estimated revenues received. Costs may need to be reduced if revenue decreases from estimated amounts. The General Fund budget was developed under the following policy priorities:

1. Avoid new programs until new revenue sources to support them are identified.
2. Protect the City's long-term fiscal integrity and Moody's bond rating.
3. Maintain productivity.
4. Enhance efficiency and effectiveness.
5. Ensure adequate and ongoing support for City programs and activities.
6. Provide training, adequate technology and tools to enhance productivity.
7. Fund priority planning needs to enhance or promote economic development within the City and enforce code compliance.
8. Maintain programs directed at protecting the quality of life in the community and its neighborhoods.
9. Provide grant required matching funds for street improvements.
10. Seek out additional sources of revenue for street improvement and construction.
11. Fund continuing public safety needs.

Many of these priorities are implemented in the development and review of the baseline budget proposals of various departments.

Proprietary Fund Priorities

The budget priorities in the Proprietary Funds are a continuation of past budget priorities, which have generally placed these funds on a sound, self-supporting basis.

1. Continue operation of the funds on a self-supporting basis.
2. Maintain the fiscal capacity of the utilities with appropriate measures.
3. Implement programs and rates to encourage resource conservation, particularly in water usage.
4. Maintain orderly development of capital facilities to meet needs.
5. Continue measures to enhance productivity and maintain new facilities as they come on line.
6. Continue programs that encourage greater recycling of our waste materials.
7. Focus on capital projects that deal effectively with the City's growth.

Other Funds Budget Priorities

Fiduciary funds will be managed in a manner that continues to provide for their long-term obligations. The Insurance Fund will provide for insurance independence if needed. Debt service funds will continue to retire debt as appropriate. No additional funds will be added to the LID Guarantee Fund, as the fund is currently considered adequate.

SECTION III: FINANCIAL PLAN

Introduction

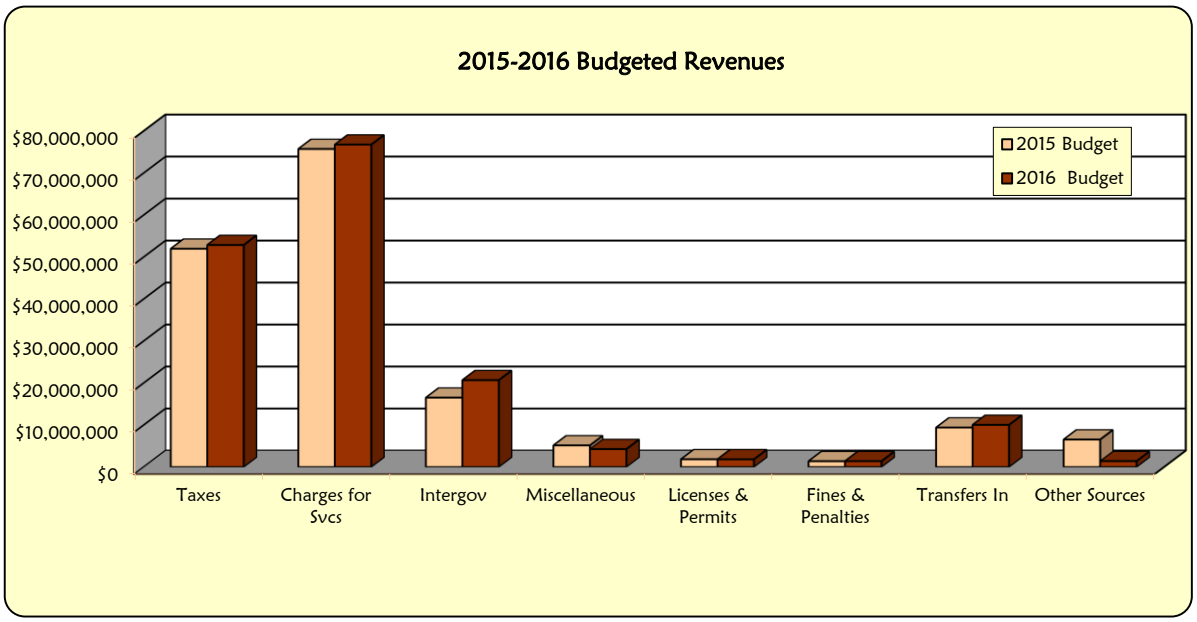
The National Advisory Council on State and Local Budgeting (NACSLB) endorses the forecasting of revenue and expenditures in their Recommended Budget Practices. This section of the budget provides a combined view of both past and anticipated future revenue and expenditures for all funds. A detailed revenue analysis is presented for each fund type. The plan focuses analysis on revenue sources in order to inform users of this document on how the City funds services it provides to its citizens. A table, graph and explanation of major changes are provided for the General Fund, Special Revenue Funds, Capital Funds, Enterprise Funds, Internal Service Funds, Fiduciary Funds and the Permanent Fund. This is followed by a six-year forecast of revenue and expenditures along with a discussion of the factors that affect the forecast. Long term debt and debt capacity is discussed as well as the General Fund fiscal capacity. This section ends with a discussion of fund balance and working capital balances.

A budget is a plan that develops and allocates the City's financial resources to meet community needs in both the present and the future. The development and allocation of these resources is accomplished based on the foregoing policies, goals and objectives addressing the requirements and needs of the City of Auburn. While the other sections of this document present the budget in detail, this section provides an overview of the budget as a Financial Plan. As such, this section focuses on City strategies to maintain its financial strength and the basis for the expectation for future revenues.

An important part of a financial plan is the City's Capital Improvement Program. While the projects affecting 2015-2016 are summarized under Section VII, Capital Budget in this document, the entire Capital Facilities Plan (CFP) is outlined, in detail, in a separate document.

Analysis of 2015-2016 Revenues by Source for All Funds

The graph below presents the total new revenues that are anticipated to be available to support City programs during 2015 and 2016. The table shows the revenue by source of funds from 2013-2016. The revenues received by the City are derived from a diverse range of sources, and the types of revenues received by each fund vary significantly.



Total All Funds Revenues	2013 Actual	2014 Adj Budget	2014 Est Actual	2015 Budget	2016 Budget
Taxes	$49,158,813	$49,258,298	$50,515,809	$51,980,600	$52,868,900
Charges for Services	70,519,916	72,613,735	74,232,326	75,741,305	76,779,260
Intergovernmental	11,553,734	20,261,096	15,280,233	16,521,338	20,689,455
Miscellaneous	11,435,288	3,692,300	4,698,780	5,154,249	4,277,152
Licenses and Permits	3,041,948	1,900,247	2,271,670	1,851,300	1,844,600
Fines and Penalties	1,424,401	1,562,575	1,179,900	1,388,040	1,396,180
Transfers In	5,418,611	15,850,123	8,259,985	9,406,405	10,037,635
Other Sources	21,169,250	4,303,596	3,441,706	6,555,991	1,404,266
Total Revenues & Other Financing Sources	173,721,961	169,441,970	159,880,408	168,599,228	169,297,448
Beginning Fund Balance	91,609,872	109,749,341	109,749,341	84,877,035	71,281,779
TOTAL AVAILABLE RESOURCES	**$265,331,833**	**$ 279,191,311**	**$269,629,750**	**$253,476,263**	**$240,579,227**

Charges for Services

The largest source of revenue for the City is charges for services which include user fees for utility services, recreational, planning and building activities and represent 44.9% and 45.4% of total revenues in 2015 and 2016 respectively. The majority of these charges are collected in the enterprise funds for services provided as stand-alone business type activities. Service revenue is also charged to other funds by internal service funds such as the Innovation and Technology Fund and the Facilities Fund to recoup the cost of services provided to other City departments.

Tax Revenue

The second largest revenue source comes from taxes. Sources of tax revenue include property taxes, retail sales taxes, utility taxes, admissions taxes, and gambling taxes. Tax revenue constitutes 30.8% of total revenue in 2015 and 31.2% in 2016. Almost all tax revenues are received in the General Fund to support the ongoing operations of the City. Effective in 2013, annual sales taxes collected from new construction activity is used to support activities in the Local Street Fund (Fund 103). The amount of sales taxes from new construction is estimated to total $1.6 million in 2015 and $1.5 million 2016. Prior to 2013, $2.0 million in property taxes were used annually to support activities in the Local Street Fund with the remainder receipted into the General Fund.

Intergovernmental Revenue

Intergovernmental revenue consists primarily of Federal and State grants and other governmental contributions, including State shared revenues such as streamlined sales tax and motor vehicle fuel tax. Intergovernmental revenue constitutes 9.8% of revenue in 2015 and 12.2% in 2016. The increase in revenue in 2016 is primarily attributable to the $3.0 million State grant for the Auburn Community and Youth/Teen Center, as well as $1.1 million in Federal grants for various street preservation projects with the City. Revenues within this category are primarily used to fund the construction of street projects and other capital projects, such as park improvements within the Municipal Parks Construction Fund.

Miscellaneous Revenue

Miscellaneous revenue includes interest, rents and leases, contributions and donations, and Equipment Rental internal service fund revenue. The Equipment Rental Fund holds City vehicles as an asset and collects annual costs from departments in order to provide for maintenance and replacement of these vehicles. In 2013, approximately $5.3 million in developer contributions were collected in the Water, Sewer, and Storm Drainage funds. This category includes $1.0 million for developer contributions in 2015 for the road widening project on South 277th Street.

License and Permit Revenue

License and Permit revenue is dependent on the economy as most of this revenue is comprised of building, electrical and plumbing permits from new construction activity. During the 2013-2014 biennium, the City of Auburn experienced an influx of development activity. The 2015-2016 budget assumes continued expansion within the City – although at a slightly reduced rate. If the recovery in the economy stalls or occurs less quickly than currently anticipated, this revenue source may need to be adjusted downward.

Fines and Penalties

This revenue source is projected to be relatively stable. It includes false alarm, traffic and parking fines.

Transfers In

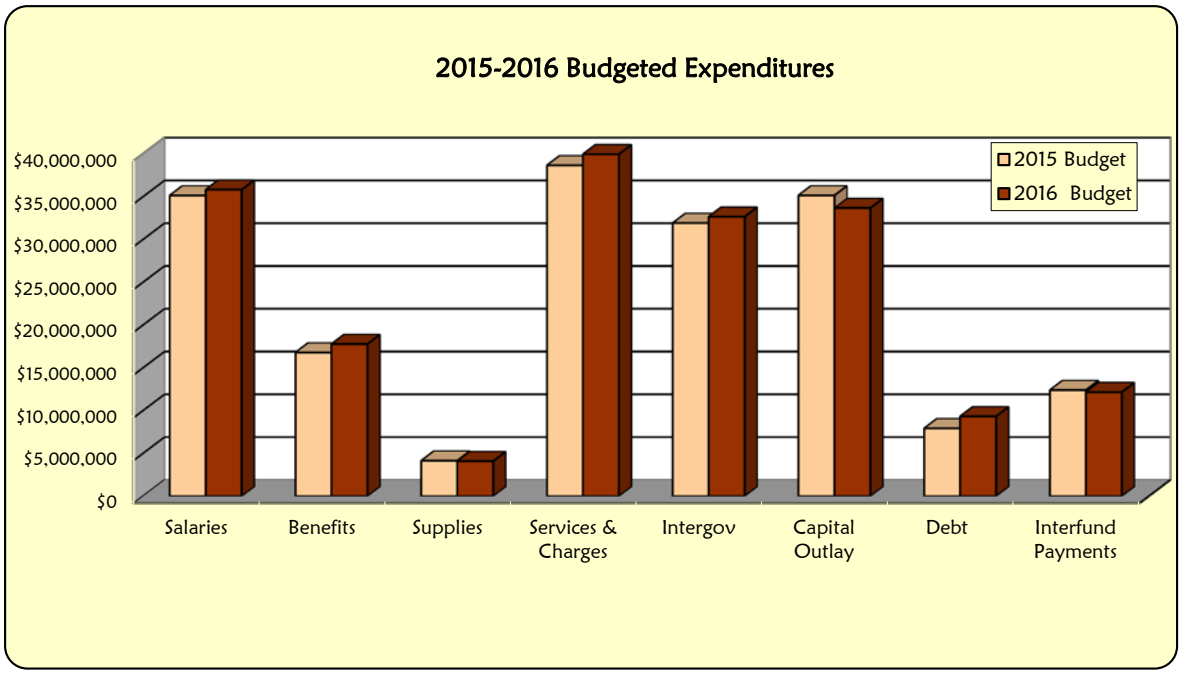
This revenue source represents transfers between funds, and includes payments to other funds for debt service, capital construction projects, grant matches and interfund loans. Transfers in 2015 are budgeted at $9.4 million and reflect $3.1 million in transfers from the Mitigation Fees fund for various arterial street projects and parks projects. Transfers in 2016 are budgeted at $10.0 million and include $5.3 million in transfers to the Municipal Parks Fund for the Auburn Community and Youth/Teen Center.

Other Sources

Other revenue sources account for 3.9% of total revenues in 2015 and 0.8% in 2016. Revenues in 2015 include $5.2 million in anticipated bond proceeds to fund the construction of major projects in the Water Fund.

Analysis of 2015-2016 Budgeted Expenditures for All Funds

The following graph presents the 2015 and 2016 budgeted expenditures of the City by major category.



Total Baseline Budget	2013 Actual	2014 Adj Budget	2014 Est Actual	2015 Budget	2016 Budget
Salaries	$31,352,275	$34,059,844	$33,628,464	$35,152,335	$35,830,903
Benefits	13,792,197	16,566,915	15,681,084	16,794,444	17,783,021
Supplies	2,959,014	3,875,711	3,832,403	4,152,208	4,098,434
Services & Charges	31,924,469	37,398,002	36,861,777	38,671,537	39,968,237
Intergovernmental	26,424,982	37,687,721	28,678,317	31,926,605	32,662,635
Capital Outlay	23,117,312	67,689,038	45,163,602	35,158,095	33,682,787
Debt	9,336,116	9,346,591	9,799,917	7,934,160	9,329,191
Interfund Payments	11,330,266	11,107,152	11,107,152	12,405,101	12,160,011
Other Uses	5,196,292	-	-	-	-
Designated Fund Balance	6,296,411	5,622,999	6,908,607	4,448,454	4,239,517
Undesignated Fund Balance	103,602,499	55,837,339	77,968,427	66,833,324	50,824,491
ALL FUNDS TOTAL	**$265,331,833**	**$279,191,311**	**$269,629,750**	**$253,476,263**	**$240,579,227**

Salaries and Benefits

Salaries and benefits are budgeted at approximately $50.6 million in 2015 and $52.2 million in 2016 and are in accordance with current labor agreements for 2015 and 2016. The 2015 budget includes an increase of six FTE's due to program improvements and service enhancements. Significant changes in benefits include anticipated increases in medical benefits (2015: +5.8%; 2016: +5.8%), increases in dental benefit costs (2015: +6.0%; 2016: +6.0%) and additional vision benefit costs (2015: 5.0%; 2016: 5.0%) as projected by the Association of Washington Cities. The budget includes an increase in the Labor and Industries rate of 3.1% in both 2015 and 2016. Pension

contribution rates for PERS Plan 2 and PERS Plan 3, which are set by the State of Washington, are projected to increase from the current 9.21% in 2014 to 12.47% in 2015.

Services and Charges

The City contracts for professional services as needed. Some examples of these costs include legal expenses, appraisals, surveys and consulting services. Other categories in this object include communications, travel, advertising, rentals, insurance, repairs and maintenance and utility charges.

Intergovernmental Charges

Intergovernmental expenditures are budgeted at $31.9 million in 2015 and $32.7 million in 2016. These expenditures include transfers to other funds for debt service, capital construction, and street project funding. Transfers between funds are budgeted at $9.4 million in 2015 and $10.0 million in 2016. Intergovernmental expenditures include the contractual costs for sewage treatment to King County as well as the contractual cost for the South Correctional Entity (SCORE), Valley Communications Center for 911 services, and payments to King County District Court for municipal court and probation services.

Capital Outlay

Approximately $36.2 million has been allocated for capital improvement and projects for 2015 and $34.7 million in 2016. Most of the capital expenditures are budgeted in the Utility funds, with the balance of capital expenditures primarily in the Arterial and Local Street construction funds and the Municipal Parks Construction Fund. These categories fluctuate from year to year and are dependent on available funding from grants, loans, one-time revenues, and service fees. Examples of capital projects scheduled in 2015-2016 include: the 277th Street Corridor Capacity Project, West Main Street Improvement Project, implementing Advanced Metering Infrastructure (AMI), Phase 2 of the Auburn Way South Flooding project, and construction of the Auburn Community and Youth/Teen Center.

Interfund Payments

Payments to the Internal Service Funds are budgeted at approximately $12.4 million in 2015 and $12.2 million in 2016. These are charges paid for equipment repair and replacement as well as software, hardware, technology, multimedia and facilities services. These are internal services provided by the City's Equipment Rental Fund, Facilities Fund and the Innovation and Technology Fund to other City departments.

REVENUE ANALYSIS

GENERAL FUND

The City's General Fund receives a wide variety of revenue. This section of the budget discusses the key factors that affect revenue for the next year.

	2012 Actual	2013 Actual	2014 Est Actual	2015 Budget	2016 Budget
Beginning Fund Balances:					
Designated/Reserved	300,825	342,025	221,614	221,614	221,614
Undesignated	15,937,245	16,006,917	15,194,774	14,405,110	10,359,512
Total Fund Balances	**$16,238,070**	**$16,348,942**	**$15,416,388**	**$14,626,724**	**$10,581,126**
Taxes:					
Property	12,866,488	14,415,456	15,699,417	16,708,900	17,133,500
Sales & Use	13,163,556	12,630,271	13,264,000	13,662,000	14,072,000
Utility	10,291,020	11,045,658	11,089,654	11,239,100	11,356,200
Other	3,551,233	3,724,245	3,917,300	3,992,400	4,058,400
Licenses & Permits	2,344,643	3,041,948	2,271,670	1,851,300	1,844,600
Intergovernmental	5,847,150	4,733,492	4,943,472	5,262,430	5,265,580
Charges for Service	2,432,736	2,144,329	3,622,479	3,380,880	3,404,580
Fines & Forfeitures	1,577,837	1,424,401	1,179,900	1,388,040	1,396,180
Transfers In	17,000	193,548	91,000	539,380	76,000
Other Revenues	869,135	645,747	776,100	743,250	747,200
Total General Fund	**$69,198,867**	**$70,348,035**	**$72,271,380**	**$73,394,404**	**$69,935,366**

General Fund Tax Revenue

Current estimates indicate that the City will receive approximately $44.0 million in tax revenue during 2014. Total revenues from taxes are anticipated to increase in 2015 to an estimated $45.6 million and $46.6 million in 2016. Voter-approved initiatives and State Legislative budget cuts to local tax distributions and State mandated increases to benefit rates have had a significant financial impact on the General Fund. In addition, there is continued uncertainty regarding State fiscal challenges including holes left by one-time budget fixes and funding for $1 billion to meet basic education mandates. Revenue budgeted for the next biennium is based on the assumption that the economy will continue to grow at a steady but moderate pace. If growth is slower than anticipated, revenues may have to be adjusted downward.

Property Taxes

Property taxes remain the largest single source of General Fund revenue for the City, constituting 28.4% of total General Fund revenues budgeted for 2015. Over the past several years, voters of the State of Washington have changed the property tax levying process through referenda and initiatives. Referendum 47, passed in 1997, changed the 106% limit to the lesser of six percent or inflation. There was a provision; however, that – with a finding of substantial need – a majority plus

one vote of the City Council could raise revenue to the 106% limit. In 2001, the citizens voted on and passed Initiative 747 (I-747), which limits the increase in property taxes to the lesser of 1% or inflation. New construction, annexations and refund levies are additional. I-747 was declared unconstitutional by the King County Superior court on June 13, 2006 and overturned by a State Supreme Court decision in November 2007.

Following this decision, the Washington Legislature approved House Bill 2416 reinstating the provisions of I-747 retroactively to 2002, thereby restoring the one percent limit on property tax increases. These legislative changes have significantly impacted the City as labor contracts have historically increased at an average rate of 3% while the City's largest source of taxing authority that assists in the payment of those contracts is limited to 1%. Due to the Great Recession, the City experienced four consecutive years of declining property valuation during fiscal years 2010 through 2013. However, in 2014 this trend changed and the Assessed Valuation (AV) of property values increased 5.5% compared to the year prior. The 2015 and 2016 property tax revenues are based upon an estimated 10% annual increase in overall Assessed Value (AV). This recovery, combined with the City's ability to tap into the banked capacity, is expected to increase property tax revenues in the amount of $1.0 million in 2015. Note: prior to 2013, $2.0 million in property taxes were used annually to support activities in the Local Street Fund with the remainder receipted into the General Fund.

Sales Tax

The sales tax rate in the City of Auburn is 9.5% on all retail sales. Within this, the net City tax rate is 0.84%, after accounting for the share received by counties and a State administrative fee[1]. Sales tax receipts have fluctuated in Auburn as about one-third of the City's retail sales activity are derived from new construction and auto sales, both of which are highly sensitive to economic conditions. Since 2013, sales taxes received from new construction have been transferred to the Local Street Fund in support of the City's Save Our Streets (SOS) program. This is estimated to total $1.6 million in 2015 and $1.5 million in 2016. In 2015 and 2016, sales taxes are estimated to increase by 3.0% annually to a total General Fund contribution of $13.7 million and $14.1 million, respectively.

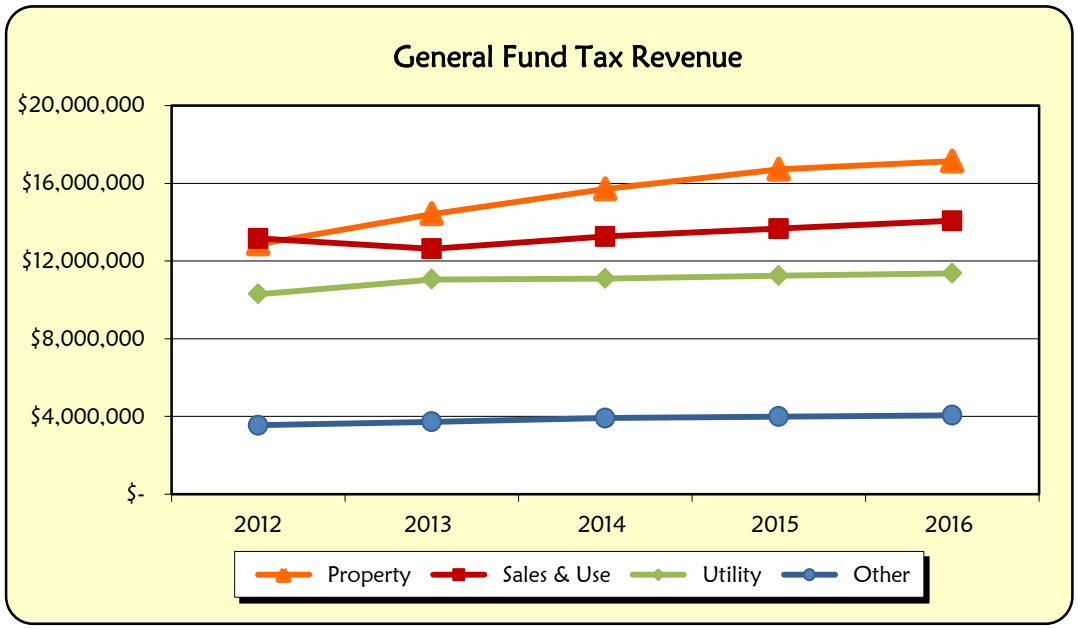
Utility Taxes

This category includes utility taxes, which are taxes applied to utilities providing services in the City, including City-owned and private utilities. Utility taxes, as a whole, have been considered to be very stable from year-to-year, not only in the amount received, but also in terms of consistent growth rates. Interfund utility taxes are charged at 7.0% on the four major City utilities: Water, Sewer, Storm Drainage, and Solid Waste. 1% of this utility tax is dedicated to fund Arterial Street Preservation. Other City utility taxes include a 6.0% tax assessed on electric and natural gas providers, of which 1% of this tax is dedicated to fund Arterial Street Preservation.

Other Taxes

This category includes sales tax credit for annexation, criminal justice sales tax, admissions tax, leasehold excise tax and gambling taxes. These revenues are budgeted at $4.0 million in 2016 and $4.1 million in 2016. The sales tax credit for annexation is budgeted at $1.9 million per year in 2015 and 2016. The second largest tax source in this category is criminal justice sales tax, which is budgeted at $1.6 million in 2015 and 2016 respectively. Gambling taxes include a 2.0% tax on amusement games, 10% tax on punchboards and pull-tabs, and 4% on social card rooms. Tax revenues in this category are fairly consistent and make up 6.8% of General Fund revenues in 2015 and 2016.

[1] The local City sales tax rate is 1.0%, of which 15% is distributed to counties and the State retains 1% for administrative costs, resulting in a net rate of .84%.



Other General Fund Revenue

Licenses and Permits

License and permit activities are user fees that are derived from various regulatory activities of the City. The bulk of this revenue is derived from building permit activities. Since this activity is dependent on new construction, it can fluctuate greatly depending on the economy, interest rates and available land. New construction has been robust for the past few years and is projected to continue to stay strong through the next biennium. Building permit revenues in 2013 reached an unprecedented rate, at $2.1 million. It is projected that 2015 and 2016 building permit revenues will continue to be steady, although at a lower level than was experienced in 2013. Other revenues in this category include business licenses, plumbing and electrical permits, and pet licensing. The City's business license fee is a flat $50.00. Pet licensing is a new source of revenue effective January 1, 2013 with transition of services from King County to the City of Auburn animal control and the Auburn Valley Humane Society (AVHS). Pet license revenues are budgeted at $160,000 in 2015 and $165,000 in 2016. Licenses and Permits are projected to be approximately 3.1% of budgeted General Fund revenues in 2015 and 2016.

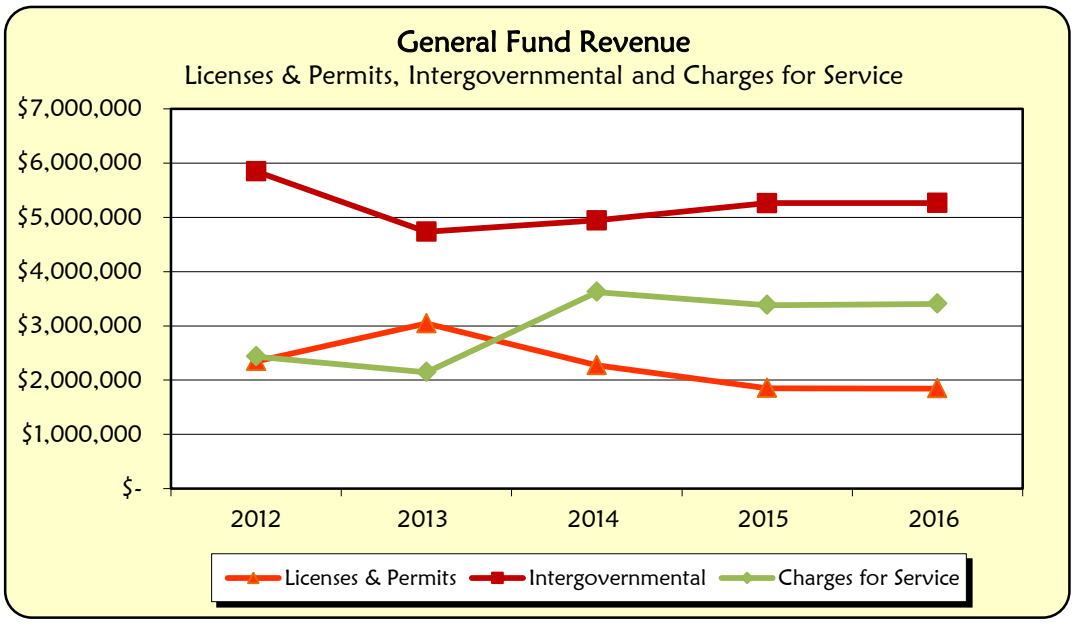
Intergovernmental

Various state-shared tax revenues, including streamlined sales tax, motor vehicle sales tax, liquor excise tax and liquor profits and grant revenues dominate this category. The 2012 Legislature, as a strategy to balance the State's budget shortfall, implemented changes that significantly affected the City's liquor excise taxes and profits. Liquor excise taxes were suspended for a 12 month period starting July 1, 2012 ($320,000 one-time loss), with reinstatement at about 65% of original levels starting July 1, 2013 ($200,000/year permanent loss). Streamlined sales taxes were provided to cities starting in 2008 as a means to fully mitigate local losses as a result of the State's change to a destination based sales tax model. During the 2012-2013 fiscal budget the Legislature reduced streamlined sales taxes by 3.4%, resulting in a $68,000 loss of revenue. This revenue stream has been fully reinstated and is budgeted at $2.0 million annually for the 2015 and 2016 biennium.

Other major sources of revenue in this category include Federal Community Oriented Policing (COPS) grants. It is anticipated that the City will receive $290,000 for the Federal AARA COPS grant which will be used to support the funding of 7.0 FTE's in the Police Department. The City anticipates receiving $630,000 annually from the Muckleshoot Indian Tribe for City services rendered, including police calls for service, court services, and street maintenance. Payment from the Tribe is based upon actual service delivery and is reconciled each year with Tribe management.

Charges for Services

This category consists of user fees that are derived primarily from recreational fees paid by participants for programs provided by the City's Parks, Arts and Recreation Department, plan check fees paid to the Community Development Department, and reimbursement for off duty law enforcement services rendered. Revenue from recreational services tends to gradually increase with community growth and demand. Recreational fees support about 20% of the costs of the related services. Plan check fees are derived from the review of proposed new construction and development activities. Plan checks are likely to hold steady in 2015 as they follow new construction and permitting activity. Due to an accounting change effective January 1, 2014, all revenues associated with the Auburn Golf Course are accounted for the General Fund. The Golf Course charges for services revenue is budgeted at $1.2 million in 2015. Charges for services constitute approximately 5.7% of total General Fund revenue in 2015 and 2106.



Fines and Forfeits

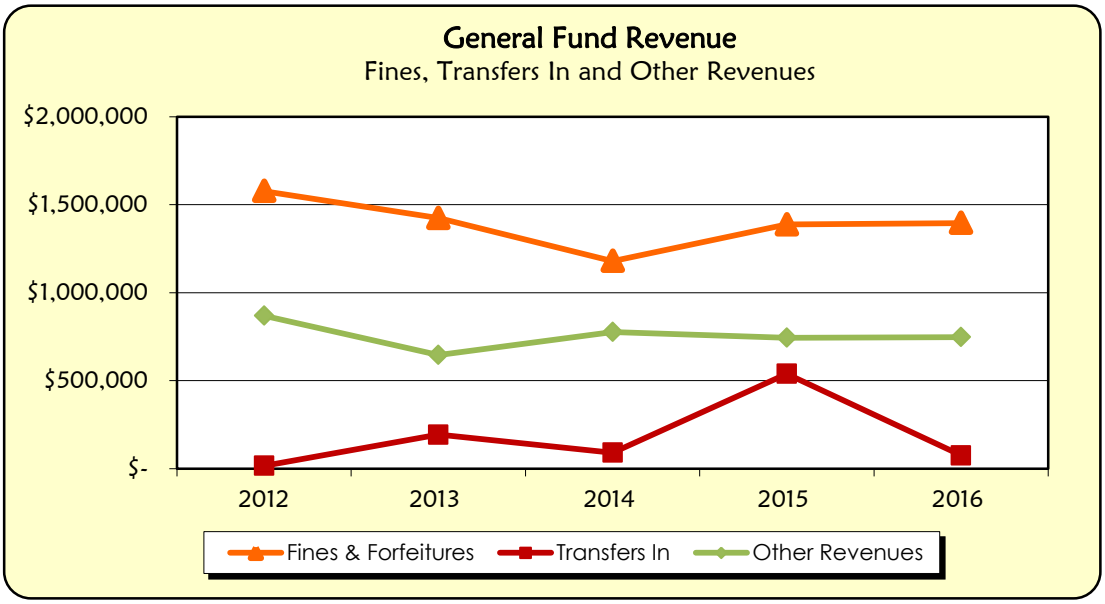
Fines and forfeits consist mainly of parking infractions, traffic fines, and fines derived from the City's photo enforcement program. Fines and forfeits are projected to be 2.4% of the total 2015 and 2016 budgeted revenue.

Transfers In

Transfers in consist of transfers receipted into the General Fund in support of internal City operations. Budgeted transfers into the General Fund for 2015 include $350,000 from the Innovation and Technology Department to fund general governmental program improvements, and $114,000 for Economic Development activities.

Other Revenues

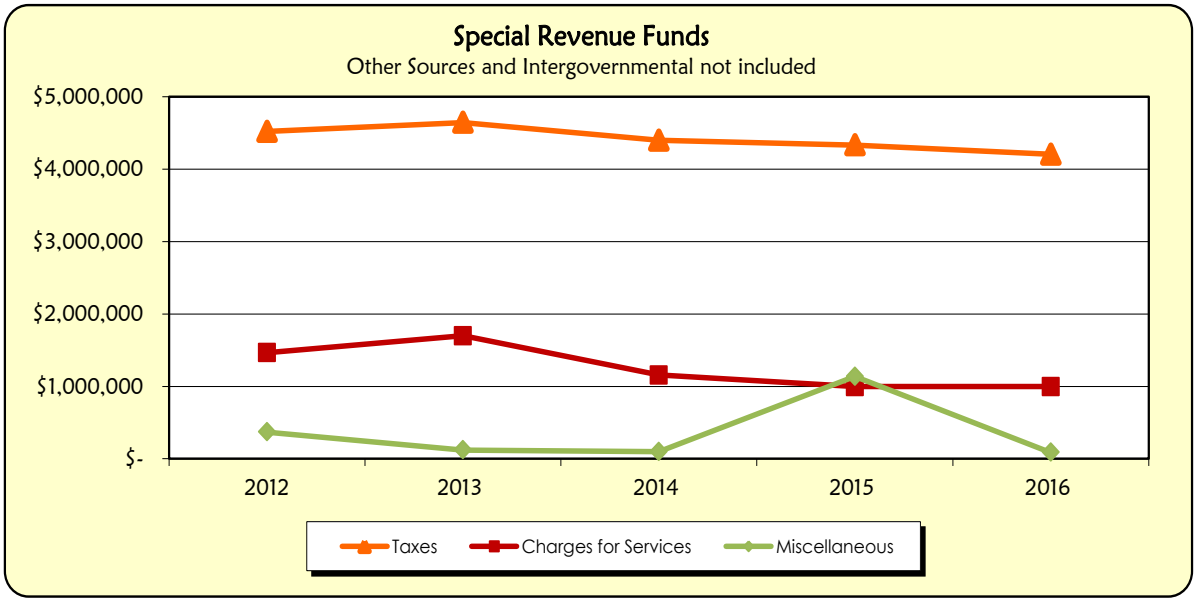
Other revenue consists primarily of interest revenue, contributions and donations, insurance recoveries, facilities rentals, and golf cart rental revenues. Facilities rental revenues are projected to remain stable at approximately $300,000 in 2015 and 2016. Due to an accounting change effective January 1, 2014, golf cart revenues are accounted for the General Fund and are now included in this category. Golf cart rental revenues are budgeted at $210,000 in 2015. Interest revenues are projected to decline in the next biennium due to lower interest rates.



SPECIAL REVENUE FUNDS

The City has ten special revenue funds presented in this budget. These funds account for the proceeds of specific revenue sources and are legally restricted to expenditures for specific purposes.

	2012 Actual	2013 Actual	2014 Est Actual	2015 Budget	2016 Budget
Beginning Fund Balances	15,075,393	17,031,940	19,655,705	14,594,685	11,364,784
Taxes	4,519,271	4,643,105	4,397,880	4,333,200	4,203,800
Intergovernmental	11,795,777	5,099,113	7,251,143	10,126,537	11,783,040
Charges for Services	1,465,462	1,698,830	1,156,000	996,000	996,000
Miscellaneous	368,625	121,148	97,284	1,135,920	86,020
Other Sources	4,803,426	5,509,842	2,435,828	4,458,453	1,463,047
Total Revenue	**$ 38,027,953**	**$ 34,103,978**	**$ 34,993,840**	**$ 35,644,795**	**$ 29,896,691**



Taxes

Tax revenue in the Special Revenue Funds is derived primarily from utility taxes and sales taxes, both of which are used to support the City's transportation programs. Current City policy directs 1.0% of the utility tax to the Arterial Street Preservation Fund. This revenue is budgeted at $2.1 million in both 2015 and 2016. Beginning in 2013, sales taxes collected from new construction projects are deposited into the Local Street Fund in support of the City's Save Our Streets program. In 2015 and 2016, the amount budgeted is $1.6 million and $1.5 million respectively. Prior to 2013, the City dedicated $2.0 million annually in property taxes to the Local Street Fund.

Another tax which supports activities in the Special Revenue Funds is the Motor Vehicle Fuel Tax (MVFT). The City receives approximately $1.5 million annually in MVFT. Of this, $530,000 is deposited into the Arterial Street Fund and $7,100 into the Recreation Trails Fund. The remainder is deposited into the General Fund. Other taxes collected include the Business Improvement Assessment (BIA), which is a tax levied by the City on all businesses within the downtown core area. Retail businesses are levied $0.15 per square foot and service businesses are levied $0.15 per square foot, up to a maximum of one thousand square feet. These funds then provide the resources that

enable the Auburn Downtown Association to promote the central business area. There are approximately 264,500 square feet of service businesses and 225,300 square feet of retail space assessed annually. The Hotel/Motel excise tax is another source of revenue for this group of funds. Levied at 1% of the charges for lodging at hotels, motels and campgrounds, these funds are used to offset the cost of tourism promotion.

Charges for Service

Special Revenue Funds charges for services are derived mainly from the Mitigation Fee Fund. This revenue consists of mitigation fees paid by developers. These revenues in 2015-2016 are budgeted conservatively at $1.0 million, as they fluctuate based on the local economy.

Miscellaneous

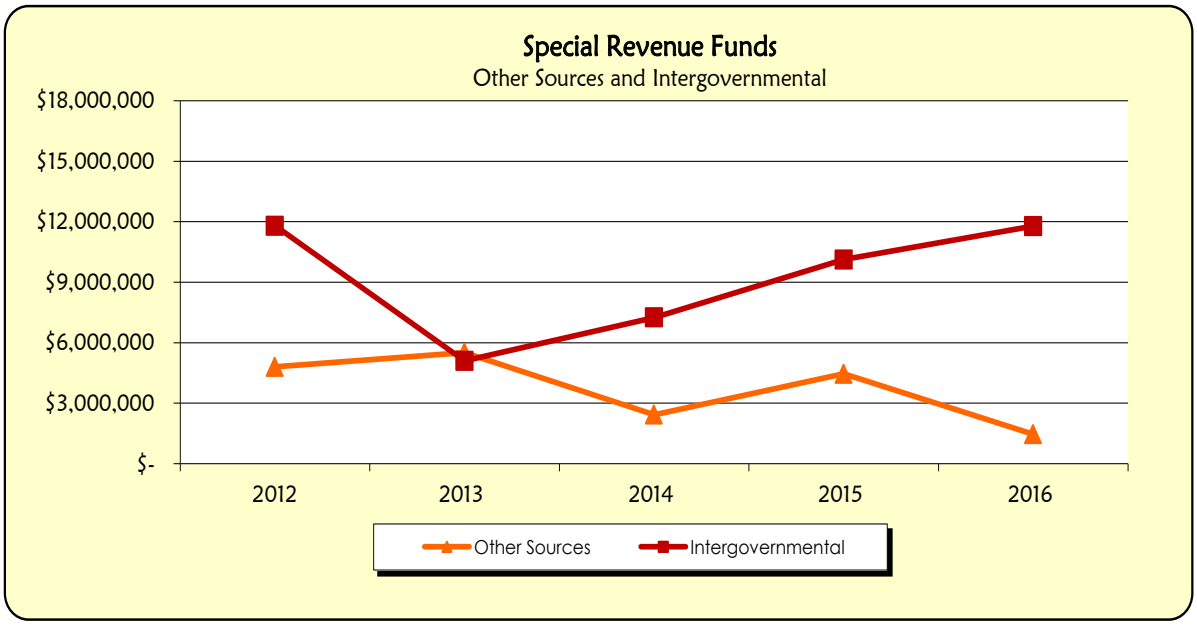
Miscellaneous revenue consists primarily of developer contributions and interest income which is budgeted conservatively in 2015 and 2016. The 2015 budget includes a one-time developer contribution of $1.0 million for the 277th Street Corridor Capacity Project.

Intergovernmental

This funding source has traditionally been the largest of all categories in the Special Revenue Funds. Intergovernmental revenues are grants, entitlements, shared revenues and payments provided by one government to another. These funds include Federal, State and local grants and State entitlements. The majority of this funding is Federal grant monies as well as State grant monies from the Washington State Department of Transportation (WSDOT) for Arterial Street projects. Fluctuations from year to year for this source of revenue can be directly related to project activity since the majority of this revenue is received on a reimbursement basis. The Arterial Street Fund is anticipating approximately $9.6 million of State and Federal funding for 2015 and $10.2 million from Federal funding in 2016. Major arterial street projects include the 277th Street Corridor Capacity Project, 320th Street Corridor Improvements, Auburn Way South Corridor Safety Improvements (SR-164), and improvements along West Main Street.

Other Sources

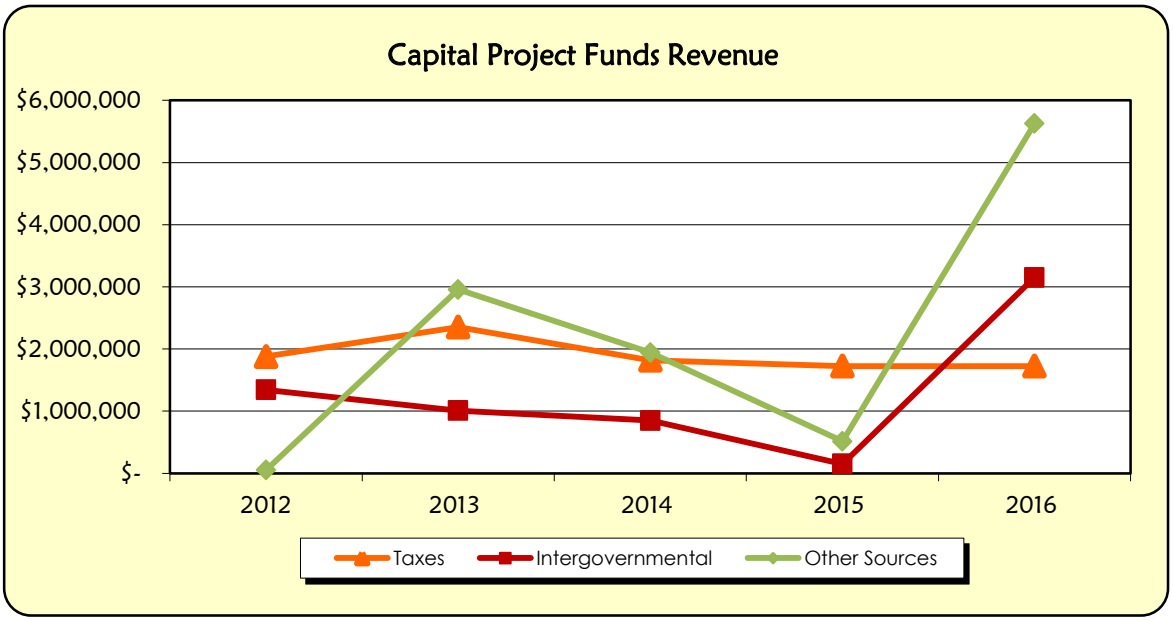
This revenue source consists of Public Works Trust Fund (PWTF) loan proceeds and transfers from other funds to the Special Revenue funds. Most of the budgeted transfers will be for the continued support of Arterial and Local Street projects identified in the Transportation Improvement Plan.



CAPITAL PROJECT FUNDS

The City maintains three capital project funds: the Municipal Parks Construction Fund, the Capital Improvement Fund and the Local Revitalization Fund. Major non-proprietary capital acquisitions and construction are budgeted in these funds separately from operations.

	2012 Actual	2013 Actual	2014 Est Actual	2015 Budget	2016 Budget
Beginning Fund Balance	8,794,938	7,449,566	10,136,476	9,801,465	9,335,104
Taxes	1,879,873	2,352,750	1,820,000	1,725,000	1,725,000
Intergovernmental	1,342,956	1,007,770	849,444	150,000	3,150,000
Charges for Service	11,064	11,111	11,100	11,100	11,100
Miscellaneous	141,041	150,577	581,094	59,527	260,146
Other Sources	51,376	2,957,858	1,941,160	515,000	5,625,790
Total Revenue	**$ 12,221,248**	**$ 13,929,633**	**$ 15,339,274**	**$ 12,262,092**	**$ 20,107,140**



Taxes

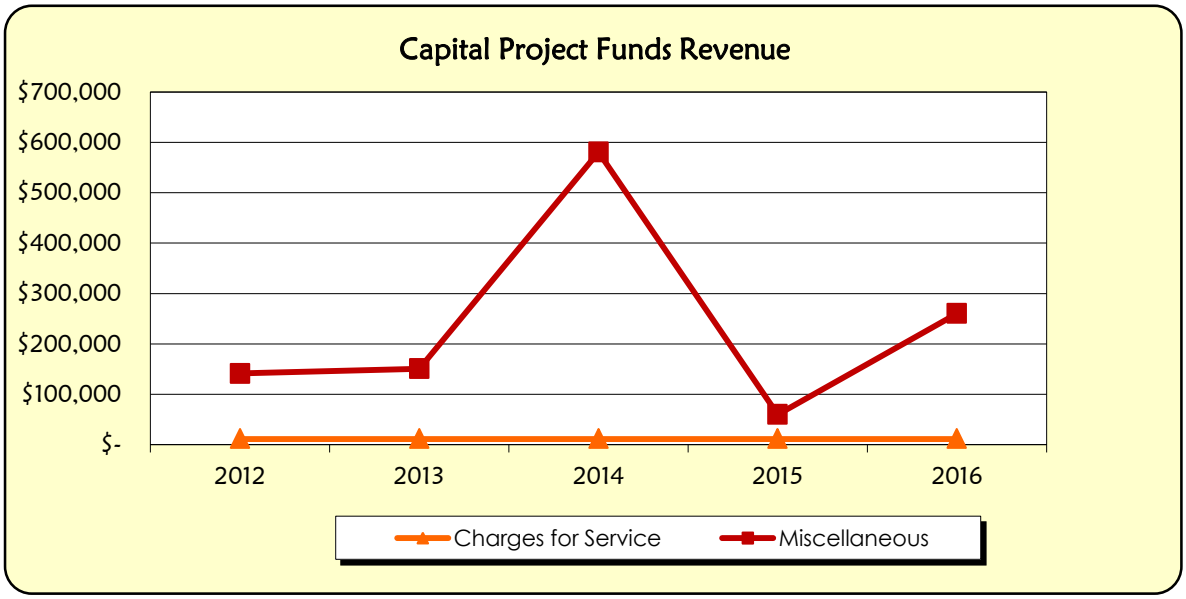
The City is authorized to levy Real Estate Excise Tax (REET) up to ½% on all real property sales transactions within the City. The City of Auburn levies the allowable ½%. Revenues from this tax must be used for financing capital facilities specified in the City's Capital Facility Plan. REET is divided into quarter percentages. Both the first and second ¼% may be used for streets, sidewalks, street lighting systems, traffic signals, bridges, domestic water systems, and storm and sanitary sewer systems. In addition, the first ¼% may be used to purchase park and recreational facilities, law enforcement facilities, fire protection facilities, trails, libraries, and administrative and judicial facilities. Due to the nature of REET revenues being contingent upon real estate sales and the local economy, this revenue source is budgeted conservatively in 2015 and 2016.

Intergovernmental

The Capital Improvement Fund anticipates the receipt of $100,000 in grant revenue in 2015 for City sidewalk repairs and improvements. Grant revenues budgeted in the Capital Projects Fund in 2016 total $3.2 million; of this, $3.0 million is a State grant for the Auburn Community and Youth/Teen Center.

Other Sources

Other funding sources consist of interfund operating transfers in from other funds, bond proceeds, and the sale of fixed assets. These transfers are used to fund the capital projects to be determined by City Council. 2016 includes a one-time $5.3 million transfer in for the Auburn Community and Youth/Teen Center.



Charges for Services

Portions of all adult team sport fees are put into the capital facility program in the Municipal Parks Construction Fund. These funds are then used to construct park facilities to benefit the users of the parks and fields.

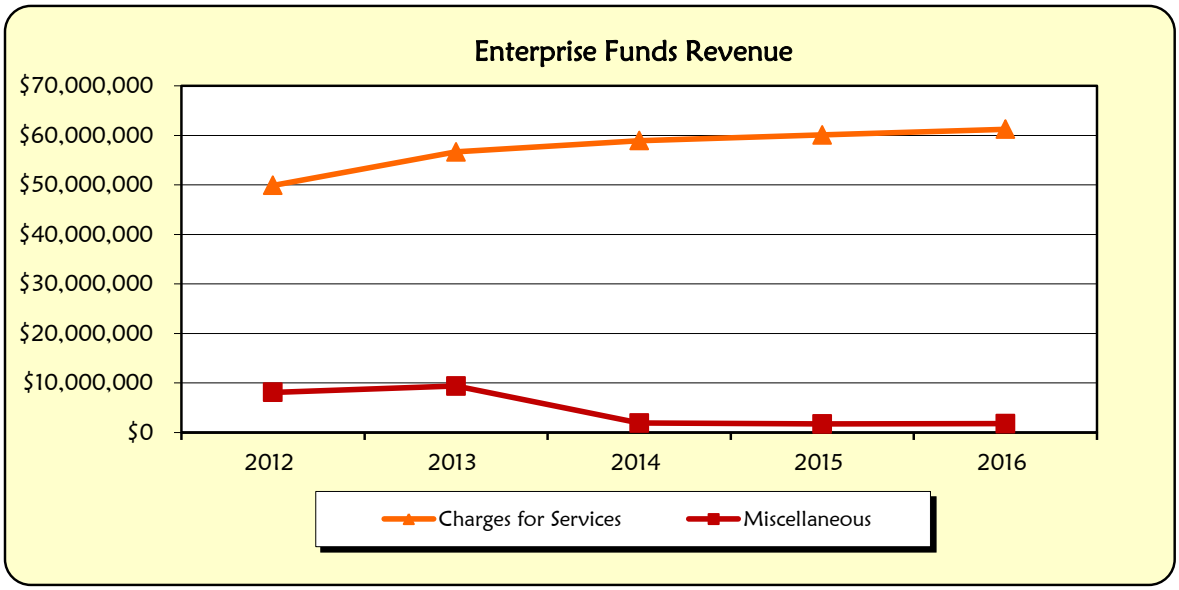
Miscellaneous

Miscellaneous revenue includes interest earnings on idle fund resources and contributions or donations from developers or other organizations for community projects. The 2016 budget includes a $200,000 contribution for a new spray park and additional park improvements at Sunset Park. Investment income is budgeted conservatively in 2015 and 2016.

ENTERPRISE FUNDS

The City maintains seven enterprise funds in the budget to separately account for the revenues derived from services provided and the associated expenses. The City enterprise funds include the following services: Water, Sanitary Sewer, Sewer Metro, Storm Drainage, Solid Waste, Airport and Cemetery. The following table and graph depicts the amount of revenues received by major source.

	2012 Actual	2013 Actual	2014 Est Actual	2015 Budget	2016 Budget
Beg. Working Capital	40,588,374	34,597,897	47,299,731	31,514,519	27,771,107
Charges for Services	49,910,213	56,678,680	58,947,096	60,080,653	61,253,438
Miscellaneous	8,102,254	9,367,982	1,885,450	1,695,400	1,751,700
Other Sources	581,505	14,442,543	2,649,424	6,360,739	585,656
Intergovernmental	1,019,455	576,447	2,130,175	736,156	242,000
Total Revenue	**$100,201,800**	**$ 115,663,549**	**$ 112,911,875**	**$ 100,387,467**	**$ 91,603,901**

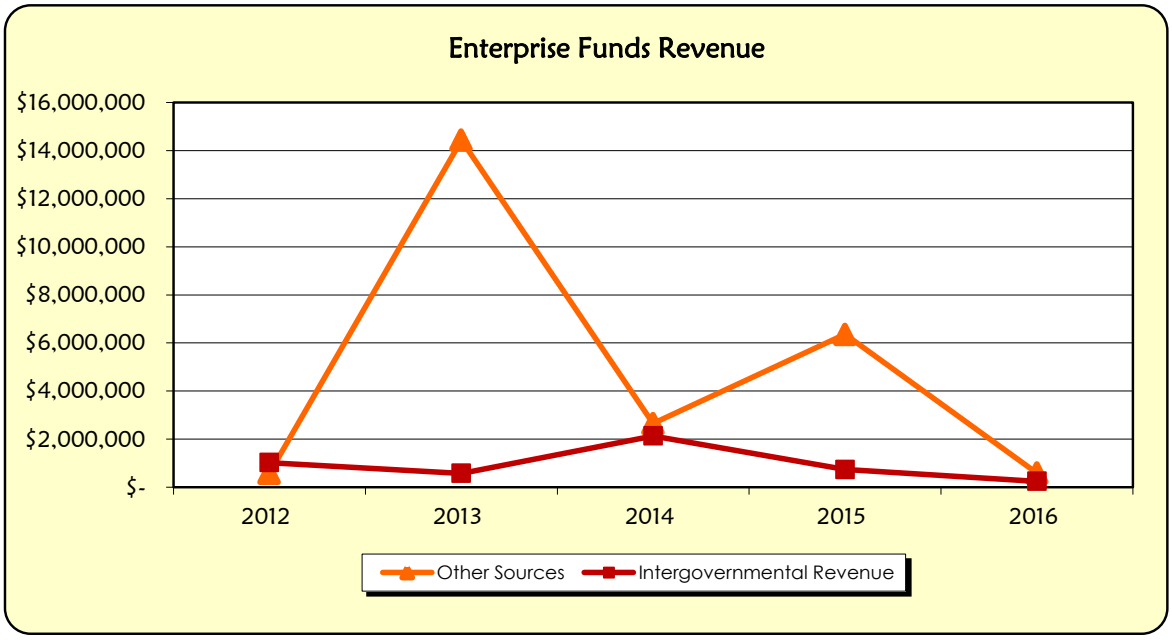


Charges for Services

This revenue source represents fees charged by the City's enterprise funds in return for a public service. Over 62% of the City's enterprise fund charges for service revenue are collected in the Sewer and Solid Waste Funds. Approximately 70% of the sewer revenues are related to pass-through charges from King County for Metro services, which is for the treatment and disposal of the City of Auburn's sewage. Solid Waste collection is contracted through Waste Management Inc. Garbage rates are structured in a way that encourages participation in the recycling program. The utility revenues are directly affected by growth factors and rate increases. The City normally reviews the fees charged for utilities on an annual basis to ensure the fees charged cover the costs associated with providing the services. Charges for services in the Cemetery Fund are for lot sales and retail sales for burial related products.

Miscellaneous

Miscellaneous revenue includes contributions from developers, Airport property rentals, and interest earnings on idle fund resources. System capital contributions are paid by developers during the permitting process and are used for capital improvements. Other contributions include non-cash developer contributions as they build or improve system assets. Developer contributions have been significant in the recent past, although the 2015 and 2016 budget is set conservatively as this revenue source is dependent upon development activity. Airport property rentals make up approximately 40% of the enterprise funds' miscellaneous revenue budget.



Intergovernmental

This revenue primarily represents grants received in the Storm Drainage, Solid Waste and Airport funds. Intergovernmental revenues in 2014 include State grants in the amount of $1.0 million from the Department of Ecology for the construction of storm drainage improvements and expansion of the decant facility at the City's maintenance and operations facility. This also includes $800,000 in Federal grants from the Federal Aviation Administration (FAA) for multiple projects including the Asphalt Rehabilitation and Seal Coat Project, the Airport Master Plan and the Wildlife Hazard Assessment. Lastly, the Solid Waste Fund is expecting annual grants in the amount of $110,000 for education and outreach.

Other Sources

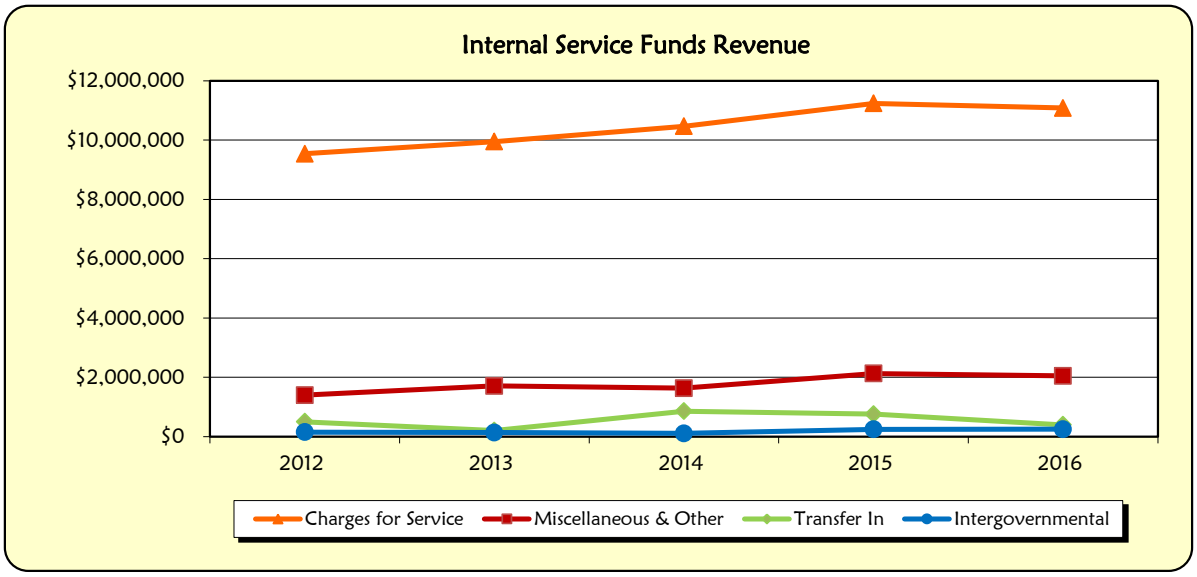
This revenue source represents transfers in and resources available from Public Works Trust Fund loans (PWTF) and bond proceeds. In 2013, other sources include $7.2 million in revenue bond proceeds in the Water Fund, $5.2 million revenue bond proceeds in the Storm Drainage Fund, and $1.5 million PWTF loan in the Water Fund. 2015 includes $5.2 million in bond proceeds in the Water Fund.

INTERNAL SERVICE FUNDS

The City's internal service funds are used to budget for the financing of goods and services provided by one department of operation to other funds and departments on a cost reimbursement basis. The City has five internal service funds: Insurance, Workers' Compensation, Facilities, Equipment Rental and the Innovation and Technology Fund.

Internal Service Funds
By Funding Source

	2012 Actual	2013 Actual	2014 Est Actual	2015 Budget	2016 Budget
Beg. Working Capital	12,718,980	11,946,814	13,118,699	10,063,085	8,015,032
Charges for Service	9,538,344	9,949,459	10,463,651	11,239,672	11,081,141
Miscellaneous & Other	1,395,455	1,709,671	1,630,900	2,127,250	2,045,469
Transfer In	500,340	200,280	855,595	758,000	396,000
Intergovernmental	149,025	136,911	106,000	246,215	248,835
Total Revenue	**$24,302,144**	**$ 23,943,135**	**$ 26,174,845**	**$24,434,222**	**$21,786,477**



Charges for Service

Approximately 80% of the revenue source for charges is from the Innovation and Technology Department (IT) and the Facilities Department. Each department is allocated a portion of the costs for IT/Multimedia services, Facilities, Equipment Rental fuel and vehicle replacement, and charges for Workers' Compensation reimbursements, which are then paid into the Internal Service Fund. Note: In an effort to reduce Citywide expenditures, the City of Auburn became self-insured for Workers' Compensation insurance effective January 1, 2014. These revenues are reflected in the table and graphics above.

Miscellaneous & Other

The Equipment Rental Fund charges the departments for maintenance costs of City owned vehicles which is collected in the miscellaneous revenue category. This revenue source also includes interest revenue and insurance recoveries.

Transfers In

This revenue source is for transfers from other funds. The 2015 budget includes a $300,000 transfer from the Water, Sewer, and Storm Drainage funds for the construction of a storage building at the City's maintenance and operations facility. The 2015 budget also includes a $250,000 transfer for the replacement of aging golf carts at the Auburn Golf Course, and the $208,000 annual loan repayment to the IT and the Equipment Rental funds.

Intergovernmental

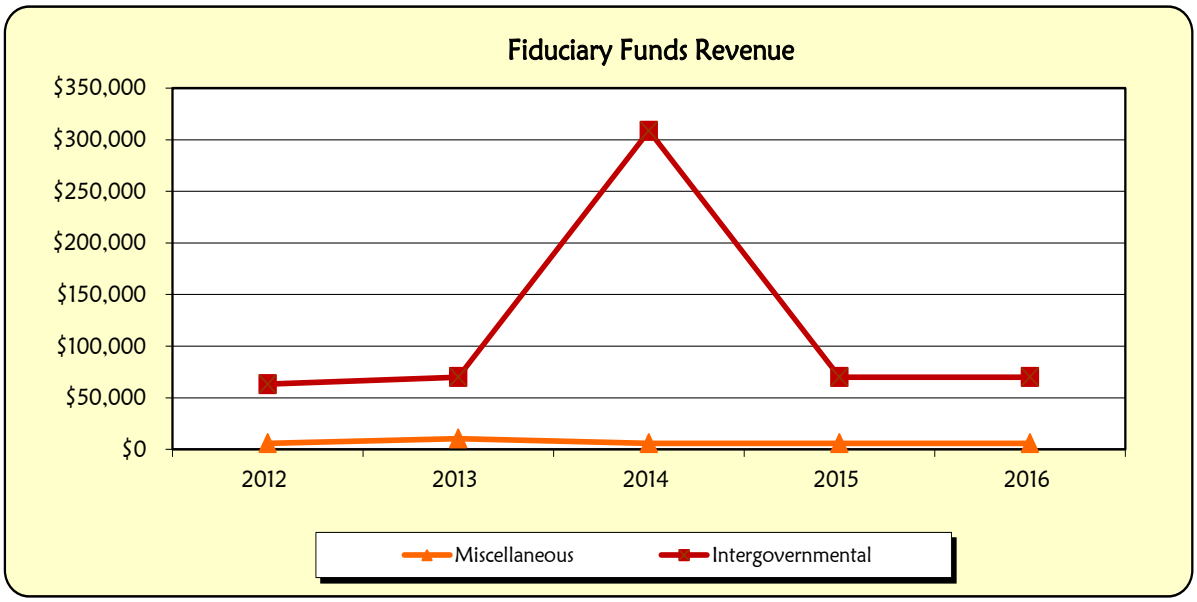
The primary revenue source in this category is grant revenue and revenue generated from the IT Department for IT services rendered to Pacific, Algona, Valley Regional Fire Authority (VRFA), Black Diamond and Milton.

FIDUCIARY FUNDS

The City has two fiduciary type funds: the Fire Relief and Pension Fund and an unbudgeted Agency Fund for collection and disbursement of non-City funds.

Fiduciary Funds
By Funding Source

	2012 Actual	2013 Actual	2014 Est Actual	2015 Budget	2016 Budget
Beginning Fund Balance	2,666,531	2,551,843	2,446,991	2,580,481	2,486,300
Intergovernmental	63,205	70,036	308,558	70,000	70,000
Miscellaneous	6,028	10,480	6,000	6,000	6,000
Total Revenue	**$2,735,764**	**$2,632,359**	**$2,761,548**	**$ 2,656,481**	**$2,562,300**



Miscellaneous Revenue

Miscellaneous revenue primarily consists of investment income on idle cash. With the current low level of interest rates, 2015 and 2016 is budgeted conservatively.

Intergovernmental

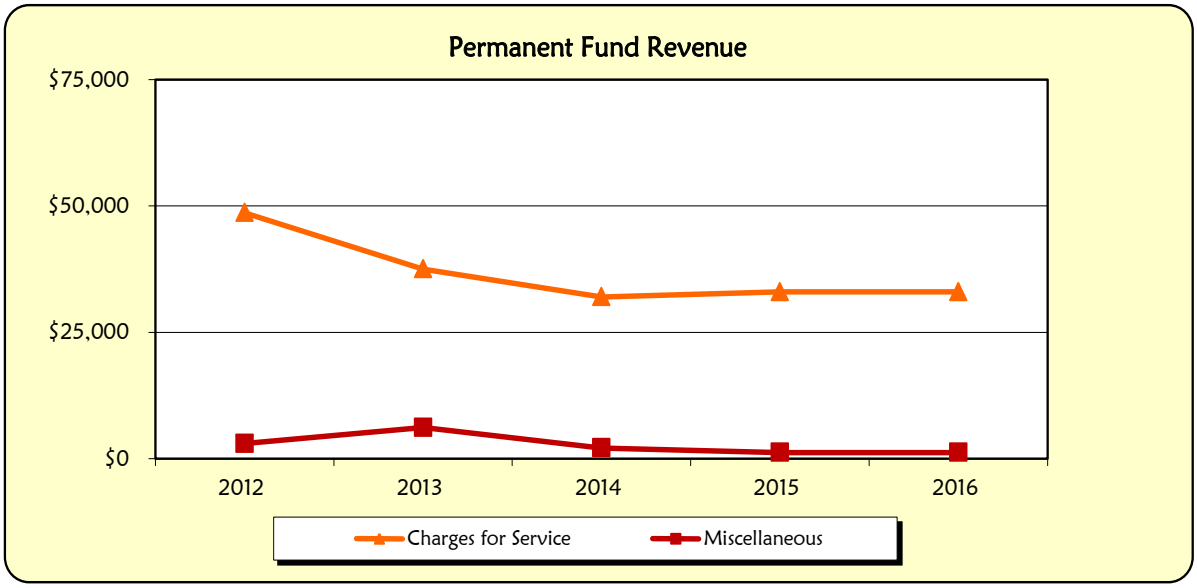
This revenue consists of transfers in and revenue from fire insurance premium tax. The City receives this revenue from the State and it is allocated based on the number of retired firefighters who served the City. The increase in revenues in 2014 is due to a $230,000 transfer into the fund.

PERMANENT FUND

The City has one permanent fund, the Cemetery Endowment Care Fund. City policy provides that 10% of each lot, crypt or niche sale is to be deposited into the Cemetery Endowment Care Fund for the future maintenance of the Auburn Mountain View Cemetery once it is full. Resources in this fund are legally restricted to the extent that only earnings, not principal, may be used to support cemetery capital improvements.

Permanent Fund
By Funding Source

	2012 Actual	2013 Actual	2014 Est Actual	2015 Budget	2016 Budget
Beginning Fund Balance	1,556,570	1,585,916	1,629,564	1,663,664	1,697,864
Charges for Service	48,660	37,506	32,000	33,000	33,000
Miscellaneous	2,986	6,142	2,100	1,200	1,200
Total Revenue	**$1,608,216**	**$1,629,564**	**$1,663,664**	**$1,697,864**	**$1,732,064**



Charges for Services

As provided by City policy and State law, 10% of the sale of each lot, niche and crypt is collected for the future maintenance of the Cemetery.

Miscellaneous

Interest revenue is collected on idle cash in this fund. This revenue may be transferred out to the Cemetery Fund to be used for capital projects.

General Fund Six-Year Forecast

A six-year forecast of the City's General Fund follows this summary. The purpose of the forecast is to highlight issues associated with financial policies and budgetary decisions. It is not intended to be a multi-year budget.

	2014 Estimated	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast
Taxes							
Property	$15,699,417	$16,708,900	$17,133,500	$17,515,000	$17,900,000	$18,289,000	$18,682,000
Sales	13,264,000	13,662,000	14,072,000	14,494,000	14,929,000	15,377,000	15,838,000
Utility	11,089,654	11,239,100	11,356,200	11,495,500	11,594,050	11,715,787	11,839,211
Other	3,917,300	3,992,400	4,058,400	4,125,400	3,180,400	2,176,400	2,186,400
Licenses and Permits	2,271,670	1,851,300	1,844,600	1,562,900	1,568,200	1,573,500	1,578,800
Intergovernmental	4,943,472	5,262,430	5,265,580	5,233,550	4,851,400	4,855,600	4,859,800
Fees and Charges	3,622,479	3,380,880	3,404,580	3,276,080	3,283,680	3,291,280	3,298,980
Fines	1,179,900	1,388,040	1,396,180	1,404,520	1,412,860	1,421,200	1,429,640
Other	867,100	1,282,630	823,200	824,500	826,100	827,700	829,560
Total Revenues	**$56,854,992**	**$58,767,680**	**$59,354,240**	**$59,931,450**	**$59,545,690**	**$59,527,467**	**$60,542,391**
Council and Mayor	718,926	915,017	937,491	960,110	983,374	1,007,307	1,031,932
Administration	2,144,791	2,131,729	2,158,585	2,156,447	2,205,551	2,255,935	2,307,641
Human Resources	2,916,731	3,073,497	3,187,533	3,258,506	3,331,259	3,405,847	3,482,325
Finance	1,249,600	1,379,405	1,415,393	1,453,305	1,492,456	1,532,894	1,574,670
City Attorney	1,880,945	2,202,161	2,196,706	2,253,098	2,311,241	2,371,201	2,433,046
Community Development	4,069,107	4,311,539	4,340,499	4,455,042	4,573,262	4,695,302	4,821,312
Jail - SCORE	5,460,000	3,670,000	5,533,542	4,049,400	4,130,388	4,212,996	4,297,256
Police	20,770,600	23,423,114	23,929,456	24,552,333	25,194,883	25,857,858	26,542,047
Public Works	2,656,777	2,641,029	2,711,502	2,785,929	2,862,854	2,942,378	3,024,606
Parks and Recreation	9,539,253	10,992,416	11,135,235	11,409,811	11,692,948	11,984,501	12,284,779
Street	3,306,718	3,365,676	3,419,634	3,502,622	3,588,000	3,675,851	3,766,264
Non-Departmental [a]	2,931,207	4,707,695	3,769,953	3,884,742	4,003,796	4,127,300	4,255,445
Total Expenditures	**$57,644,655**	**$62,813,278**	**$64,735,529**	**$64,721,345**	**$66,370,011**	**$68,069,370**	**$69,821,323**
Ending Balance	**14,626,725**	**10,581,127**	**8,699,838**	**7,409,943**	**4,585,622**	**43,718**	**(5,235,214)**
Residual/Unused Budget	-	3,500,000	3,500,000	4,000,000	4,000,000	4,000,000	4,000,000
Revised Ending Balance	**$14,626,725**	**$14,081,127**	**$12,199,838**	**$11,409,943**	**$8,585,622**	**$4,043,718**	**($1,235,214)**

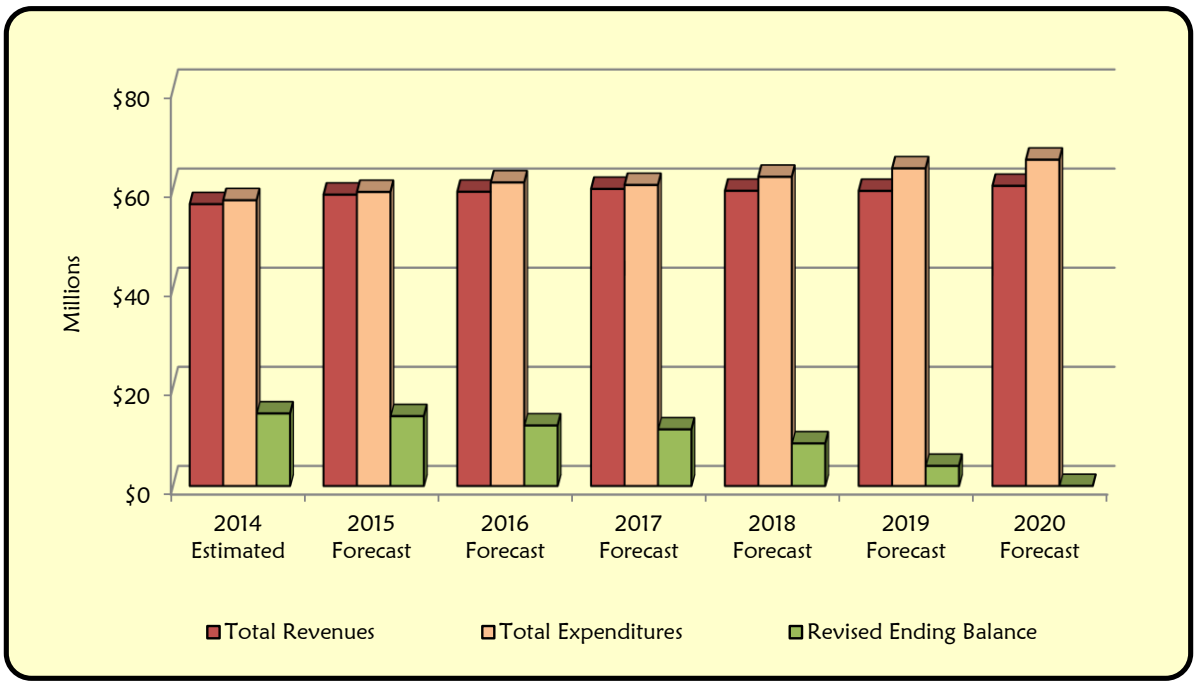
[a] The 2015 Forecast for Non-Departmental includes a one-time transfer of $1.3 million to the Cumulative Reserve Fund to replenish the fund for historical interfund support.

Key 2015-2020 Assumptions:

Property tax increase: 2015: 6.4% / 2016: 2.5% / 2017-2020: 1.0% plus new construction
Retail Sales Tax growth: 2015: 3.6%, 2016-2020: 3.0% annually
Salary and wage inflation: 2015: 1.5% - 2.0% per labor agreements / 2016: 2.0% Teamsters Union / 2017-2020: 2.0% annually
Assumes contract revenues at SCORE (South Correctional Entity) will be sufficient to make the City's debt service payments in 2017-2020
Benefit inflation: 5.0%/yr
General inflation: 2.0%/yr
Population growth: 1.0%/yr

Sources of forecast assumptions: US Bureau of Labor Statistics; WA State Office of Financial Management; King County Office of Economic and Financial Analysis.

General Fund Forecast 2014-2020



Revenues and expenditures are projected on the basis of assumed economic and policy relationships. Revenues are forecasted on the basis of future economic and demographic factors with little dependence on past trends. Expenditures are forecasted based on past trends modified by present and future conditions. Future conditions are based upon a series of complex assumptions. This model has been used to test a large range of assumptions and policy options in the course of developing budget recommendations. Key assumptions and conclusions from this forecast are included below.

As discussed in Section 1, the General Fund is the City's largest fund and is used to account for the majority of general City resources and services. Approximately 80% of the General Fund's revenues is derived from taxes and include property taxes, sales taxes, utility taxes and other taxes such as gaming and admissions taxes. These taxes are sensitive to changes in general economic conditions as well as legislative changes that prescribe how these revenues are determined and collected. This sensitivity is important because, should growth occur slower than anticipated, the adverse effect on fund balance may be greater than predicted.

The forecasted revenues assume property tax assessed valuations will increase by 10.0% from $7.3 billion in 2014 to $8.0 billion in 2015 and again by 10.0% in 2016. In 2015, the City is expected levy $2.04 per $1,000 in assessed valuation compared to maximum property tax levy rate of $2.325 per $1,000 in assessed valuation.

Sales taxes are forecasted to grow by 3.6% in 2015. The 2016-2020 forecast assumes a continued strengthening of the economic recovery, which is expected to increase the pace of annual sales tax growth to about 3.0% per year over the remainder of the forecast period.

While moderate revenue growth is expected, expenditures involving public safety and public services are expected to increase at a rate that outpaces revenue growth. Forecasted pressures on the cost of public service that are outside of the City's control include State of Washington mandated pension contribution costs. Rates for the PERS 2 and PERS 3 public pension programs are expected to rise from the current 9.21% to 12.47% effective July 1, 2015. Healthcare costs are expected to rise 6.0% in 2015 and 6.0% in 2016, as projected by the Association of Washington Cities.

Because departments typically under spend budgets each year, this forecast assumes residual budget is unused and rolled forward to be utilized in the subsequent year. The rate of under-expenditure will likely be restrained going forward due to the cumulative effects of revenue limitations from legislative and voter approved mandates. The forecast assumes that any reductions in the level of under-expenditures will be offset by efficiencies gained through process improvements. However, the City's ability to realize budgetary savings in the future may be diminished as a result of these factors.

Based on these trends, it is anticipated that the balance in the General Fund will decrease over the next several years to 5.9% of expenditures by 2019 as the pace of revenue growth will not be able to keep pace with growth in expenditures. The Finance Department will continue to study revenue options and enhancements to offset the increase in future expenditures.

Long-Term Debt Obligations and Debt Capacity

Like private citizens, municipalities must sometimes borrow funds to pay for large purchases like capital equipment and capital projects. As in the private world, the ability to borrow depends upon the borrower's ability to pay the loan back, as indicated by credit rating, potential future earnings, etc. Unlike private citizens and companies, public entities have the additional parameters of statutory limits on borrowing, as measured by set percentages of assessed value and ratios of revenue to operating expenses. Debt incurred by the City is generally issued in the form of bonds, similar to promissory notes, which investors buy from the City, with the idea that the City will buy the bonds back at some future date – paying more money than the investor paid for them.

Existing debt levels and the issuance of new debt can also impact the City's operations. Issuing debt allows the City to proceed with large, much-needed capital projects that could not otherwise be funded by current revenues. Debt repayment spreads the cost of these large projects out over many years, which better reflects the length of time that the system will benefit from these assets and results in greater equity amongst system users. At the same time, funding from taxes and other revenue sources is limited. Therefore, issuing debt – with the associated cost of repayment with interest – reduces the amount of revenues available for operations. Debt service coverage requirements further constrain funds available for operations unless new or increased revenues are secured for this purpose.

There are three types of bonds issued by the City of Auburn, differentiated by the basis of the guarantee of payoff to the investor. **General Obligation or "GO" Bonds** are based on the tax base or the assessed value of the municipality. When issuing a GO Bond, the City is pledging its future taxing powers to pay off the debt. GO Bonds can also be issued as a voted "levy" when citizens are willing to pay extra taxes to pay for a particular project. Another less common type of GO Bond is one that is secured by the City's tax base, but is actually retired from utility revenues. **Revenue Bonds** are both guaranteed by and retired from specific future revenues (usually fees for a particular service). These are generally issued for utility capital projects, and guaranteed and retired by utility rate revenues. There is no general tax liability for these obligations. **Local Improvement District or "LID" Bonds** are issued through the formation of local improvement districts to provide specific capital improvements.

General Obligation Bonds

A general obligation bond comes in two forms: voted and non-voted. The total indebtedness for general purposes with or without a vote of the people cannot exceed 2.5% of the value of taxable property. Up to 1.5% may be authorized by City Council without a vote and are referred to as Councilmanic Bonds; however, any indebtedness available without a vote is proportionately reduced by any indebtedness with a vote in excess of 1%. The City may also levy, with a vote of the people, up to 5% of taxable property value for utility or open space and park facilities purposes. Any excess will proportionately reduce the margin available for general purposes. Total general obligation debt cannot exceed 7.5% of the value of property.

The City debt obligations are well within the statutory limits for debt capacity. The following table summarizes the City's current debt obligations as compared with its legal debt limits as of December 31, 2013:

		With A Vote			
	Without A Vote 1.50%	General Purposes 1.00%	For Utilities 2.50%	For Parks or Open Space Development 2.50%	Total Capacity
Statutory Limit	$ 109,320,341	$ 72,880,227	$ 182,200,568	$ 182,200,568	$ 546,601,704
Outstanding Indebtedness	(64,047,284)	-	-	-	(64,047,284)
Margin Available	$ 45,273,057	$ 72,880,227	$ 182,200,568	$ 182,200,568	$ 482,554,420

Source: City of Auburn 2013 CAFR

In 2010, the City issued $31,990,000 of general obligation bonds[2]. The bonds were used for the following purposes: 1) refunding the remaining portion of the City's outstanding 1998 Library bonds; 2) to pay for downtown infrastructure improvements, which included utility relocation and upsizing, a promenade with open plazas, and a new street surface; and 3) to pay for a portion of the cost of acquiring certain condominium units to provide city office space near City Hall (in the City Hall Annex building). The balance of these bonds at the end of 2014 is $27,700,000.

The City issued $5,160,000 of general obligation debt in 2006 to provide funds for the design and construction of a new Golf Course clubhouse and improvements at the Cemetery[3]. The balance of these bonds is $3,520,000.

The City issued $1,655,000 in general obligation debt in 1999 to pay for the construction cost of hangars at the Auburn Airport. In 2005, the City refunded $1,375,000 of the 1999 general obligation bonds in order to lower the interest rate[4]. The balance of these bonds is $815,000.

The Valley Communications Center was established under an Interlocal Agreement between the cities of Renton, Kent, Auburn, Tukwila, and Federal Way. The Center, commonly referred to as Valley Com, provides consolidated emergency communications (dispatch) for police, fire and medical aid. The cost distribution to the participating cities is based upon calls for service. Under this agreement, the City of Auburn is contracted to pay approximately 20% of the debt service over a 15-year period. Originally issued in 2000, the debt was refinanced in 2010. The City of Auburn's balance at the end of 2014 stands at $220,000 and the debt will be fully retired in 2015.

[2] LTGO 2010A – 2010D General Obligation Bonds

[3] 2006 non-taxable and taxable General Obligation Bonds

[4] 2005 refunding General Obligation Bonds

The South Correctional Entity (SCORE) was created under an Interlocal Agreement between the cities of Auburn, Burien, Federal Way, Renton, SeaTac, and Tukwila, and provides for correctional services for the detaining of arrestees and sentenced offenders. Under this agreement, the City is contracted to pay 31% of the debt service associated with a 2009 SCORE bond issue, over a 30-year period. The City of Auburn's balance at the end of 2014 is $25,534,700.

No additional general obligation bonds were issued in 2011 through 2013, and no new general obligation bonds are anticipated in 2015 and 2016.

The City currently maintains a rating of Aa3 with Moody's and a rating of AA+ with Standard & Poor's for its general obligation debt.

Revenue Bonds

The City has approximately $30.7 million of principal in utility revenue bonds outstanding as of the end of 2014. The City has established a coverage ratio of 1.25 for the utility revenue bonds, whereby the net utility operating revenues will exceed 1.25 times the maximum annual utility revenue bond debt service cost. The annual debt service payment is paid from the utility user charges and system development fees.

In 2005, the City refunded $2,765,000 of 1997 revenue bond debt in order to obtain a lower interest rate. The balance of the bond at the end of 2014 is $695,000.

The 2010, the City issued $21,295,000 in revenue bonds used to construct or replace capital infrastructure in the Water, Sewer, and Storm utilities. In the Water utility, proceeds were used to buy wholesale water contracts, build a new reservoir, replace two booster pump stations, and replace water mains and other water system equipment. In the Sewer utility, bond proceeds were used to replace two pump stations, replace damaged sewer pipe, and upgrade pump station control systems. In the Storm utility, proceeds were used to replace a pump station, enlarge a flood control pond, and install new roadway drainage systems. At the end of 2014, the balance of this bond stands at $20,130,000.

In 2012, the City Council approved Ordinance No. 6401 which established a series of planned rate adjustments which were designed to fully fund utility financial obligations through 2017, including the issuance of revenue bonds to support capital repair and replacement projects.

In 2013, the City issued $11,415,000 in revenue bonds for the Water and Storm utilities. In the Water utility, bond proceeds were used to improve a reservoir and two well sites, replace aged water mains, replace water mains crossing under the Burlington Northern & Santa Fe (BNSF) Railway's proposed third rail line, and to implement improvements to the utility billing system. In the Storm utility, proceeds were used to improve the storm drainage system to address potential flooding issues, and to encase or replace storm pipes crossing under BNSF's proposed third rail line. The balance of this bond is $10,605,000.

In 2015, the City will issue an estimated $5,150,000 in revenue bonds in support of planned capital projects with the Water utility.

Moody's has rated the outstanding utility revenue bonds Aa2.

Public Works Trust Fund Loans

The City has six Utility Public Works Trust Fund Loans which have been used to fund water corrosion control, a reservoir protective coating project, the Auburn Way South sanitary sewer replacement, and Well 1 improvements. The balance of these six loans totals $7,462,862 at the end of 2014.

In addition, the City has two Street-related Public Works Trust Fund Loans which funded the M Street SE Underpass Project and the Harvey Road NE & 8th Street NE Intersection Improvement Project. The balance of these two loans stands at $4,247,168.

Local Improvement District (LID) Bonds

The City has one Local Improvement District, LID #350. The balance of this bond at the end of 2014 is $31,370.

The following debt payment schedule is for all outstanding debt.

	General Obligation Bonds		Utility Revenue Bonds & PWTF Loans		LID Bonds		Total	
Year	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2015	2,235,150	3,310,406	2,412,860	1,581,893	5,677	1,568	4,648,010	4,892,299
2016	2,099,950	3,219,326	2,457,859	1,531,384	5,961	1,285	4,557,809	4,750,710
2017	2,189,400	3,127,140	2,502,860	1,478,310	6,259	987	4,692,260	4,605,450
2018	2,266,100	3,027,605	2,552,859	1,424,523	6,572	674	4,818,959	4,452,128
2019	2,069,350	2,932,873	2,607,859	1,363,587	6,901	345	4,677,209	4,296,460
2020	1,949,150	2,846,490	2,485,491	1,291,538	-	-	4,434,641	4,138,028
2021	2,027,900	2,763,650	2,545,491	1,244,626	-	-	4,573,391	4,008,276
2022	2,107,350	2,703,789	2,378,406	1,134,724	-	-	4,485,756	3,838,513
2023	2,181,800	2,640,015	2,422,291	1,037,661	-	-	4,604,091	3,677,676
2024	2,269,350	2,570,580	2,492,291	937,311	-	-	4,761,641	3,507,891
2025	2,361,550	2,494,905	2,459,447	833,331	-	-	4,820,997	3,328,236
2026	2,040,300	2,238,207	2,529,447	726,059	-	-	4,569,747	2,964,266
2027	2,120,600	2,174,659	2,439,029	604,426	-	-	4,559,629	2,779,085
2028	2,212,450	2,108,477	2,529,029	478,538	-	-	4,741,479	2,587,015
2029	2,295,850	2,038,463	2,538,646	347,612	-	-	4,834,496	2,386,075
2030	2,393,900	1,964,373	2,633,646	211,930	-	-	5,027,546	2,176,303
2031	2,486,950	1,641,860	943,646	70,771	-	-	3,430,596	1,712,631
2032	2,598,100	1,561,308	973,646	38,424	-	-	3,571,746	1,599,732
2033	2,702,350	1,477,270	108,360	4,876	-	-	2,810,710	1,482,146
2034	2,813,150	1,389,592	108,360	4,334	-	-	2,921,510	1,393,926
2035	2,470,500	948,575	108,360	3,793	-	-	2,578,860	952,368
2036	2,570,950	853,257	108,360	3,251	-	-	2,679,310	856,508
2037	2,679,500	753,836	108,360	2,709	-	-	2,787,860	756,545
2038	2,791,150	650,109	108,360	2,167	-	-	2,899,510	652,276
2039	1,240,000	597,143	108,360	1,626	-	-	1,348,360	598,769
2040	-	-	108,360	1,084	-	-	108,360	1,084
2041	-	-	108,360	542	-	-	108,360	542
Totals	$ 57,172,800	$52,033,908	$ 42,880,043	$ 16,361,030	$ 31,370	$ 4,858	$ 100,052,843	$ 68,394,938

Source: City of Auburn 2013 CAFR & Debt Service Schedules

General Fund Fiscal Capacity

The City uses a range of strategies to maintain its fiscal security. Several of the financial policies are based on this strategy. First, the City maintains fund balances sufficient to meet the General Fund cash flow needs and estimated employee retirement cash outs for the bienium. This amounts to about 7% to 10% of General Fund expenditures. In good economic times, this fund balance can be budgeted higher than when the economy takes a turn for the worse. This balance serves as the first line of defense against a sudden and significant economic downturn. However, revenues are forecast moderately. This not only provides protection from needing to rely on the fund balance, it has provided a higher fund balance than originally budgeted, augmenting reserves. The City has a Cumulative Reserve Fund for two purposes. First, it allows the City to build funds for needed capital projects without having to rely exclusively on debt. Secondly, it provides long-term stability to City finances as a counter-cyclical balance. Money is put aside in good years (from higher than budgeted reserves), allowing the City a reserve to draw on in years of economic decline. The City also maintains two special purpose reserve funds to adequately meet specific and significant potential contingencies: 1) an insurance fund to augment regular insurance coverage and to provide for independence and/or stability, and 2) a guarantee fund to adequately secure the City's LID program.

Finally, the City has reserved an amount of taxing and other revenue capacities for worse case circumstances. These capacities are:

User Fees

There are several categories of user fees that could be increased to capture a larger share of associated costs.

B&O Tax

The City has the ability, but has chosen not to levy a Business and Occupation Tax on gross business receipts. This authority applied conservatively would yield about $1,000,000 per year. At higher rates, as much as $4,700,000 per year could be realistically achieved.

Business Licensing

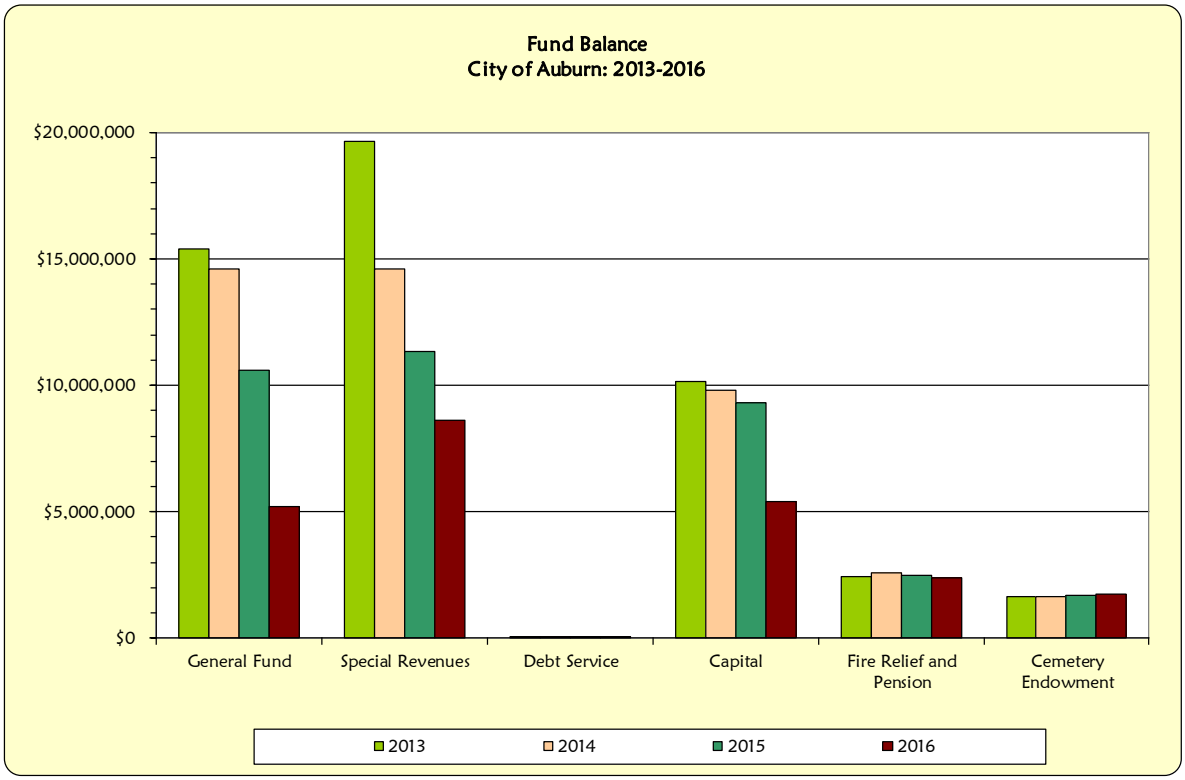
Some jurisdictions have used business licensing as a means of generating additional revenues. A very aggressive program could yield as much as $750,000 per year.

Fund Balance Trends

Fund balance is the difference between assets and liabilities reported in a governmental fund. Fund balances are either designated (i.e., dedicated to a particular purpose) or undesignated (i.e., the remaining, un-appropriated balance of the fund after accounting for designated funds). Following are the fund balance trends for the City's governmental, fiduciary and permanent funds from 2013 through 2016.

Fund Balance 2013-2016

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Fire Relief and Pension Fund	Cemetery Endowment Care Fund
Actual:						
2013	$15,416,388	$19,655,707	$45,788	$10,136,475	$2,446,991	$1,629,564
Estimated Actual:						
2014	14,626,725	14,594,686	32,413	9,801,465	2,580,481	1,663,664
Budget:						
2015	10,581,126	11,364,785	30,463	9,335,104	2,486,300	1,697,864
2016	5,199,837	8,631,651	28,513	5,390,816	2,391,641	1,732,064



The General Fund's ending balance decreases significantly from the 2013 actual amount to 2016 budget as reserves are drawn down largely because General Fund revenues have not kept pace with the increased costs of services, such as health care and pension costs.

The Special Revenue fund balance decreases between 2013 actual and 2016 budget primarily due to scheduled transportation project construction activity in the Arterial Street and Local Street funds.
The Capital Projects fund balance decreases between 2013 actual and 2016 budget, reflecting construction activity, including the Auburn Community and Youth/Teen Center, which is scheduled for construction in 2016.

No significant changes in fund balance are expected for the City's Debt Service, Fire Relief and Pension, and Cemetery Endowment Care funds.

Working Capital

Proprietary funds are managed on a different basis than are general governmental services. The amount of expenses required for ongoing operation depends on the amount of activity that will be done next year. Since such activity provides new income to the fund directly in the form of charges for service, there is additional revenue to support those additional expenses. Therefore, the management of these funds is not focused on line items of revenue and expenses, but rather the "bottom line" of whether expenses are supported by revenue. This is measured by the working capital in each fund. In simple terms, "working capital" is similar to fund balance and is the result of all transactions during the year. An increase in working capital indicates that expenses are less than earnings.

Since a City cannot make a profit, unlike private sector enterprises, working capital should not grow or decline and expenses and revenues should balance. However, working capital should accumulate to a level sufficient for at least four purposes:

1. Provide cash flow for operations and maintenance.
2. Provide a cushion or a contingency for unforeseen needs and emergencies.
3. Provide adequate security for long-term debt.
4. Allow for a capital development program to reduce the need for borrowing.

The trend for working capital in each of the City's proprietary funds is shown on the following page.

The Water Utility working capital balance decreased between 2013 and 2014, reflecting the completion of over $11 million in construction projects. A rate study update was completed in early 2012 to fund forecasted operating and capital expenditures through 2017. The City Council agreed with the new financial plan, which provided for annual 3.5% rate increases for the period 2013 through 2017. Over $11 million in construction projects were completed in 2014, resulting in a significantly reduced fund balance. A water rate study update is currently in progress and is scheduled for completion in late 2014 or early 2015. An additional $5.2 million revenue bond is planned for 2015 to fund water system projects, including investments in automated meter reading technology.

The Sewer Utility working capital balance decreased somewhat between 2013 and 2014 due to capital spending. A rate study update was completed in early 2012, to fund forecasted operating and capital expenditures through 2017. The City Council agreed with the new financial plan, which included no rate adjustments in 2013 and 2014 and annual 2.5% rate increases for 2015 through 2017. A sewer rate study update is currently in progress and is scheduled for completion in late 2014 or early 2015.

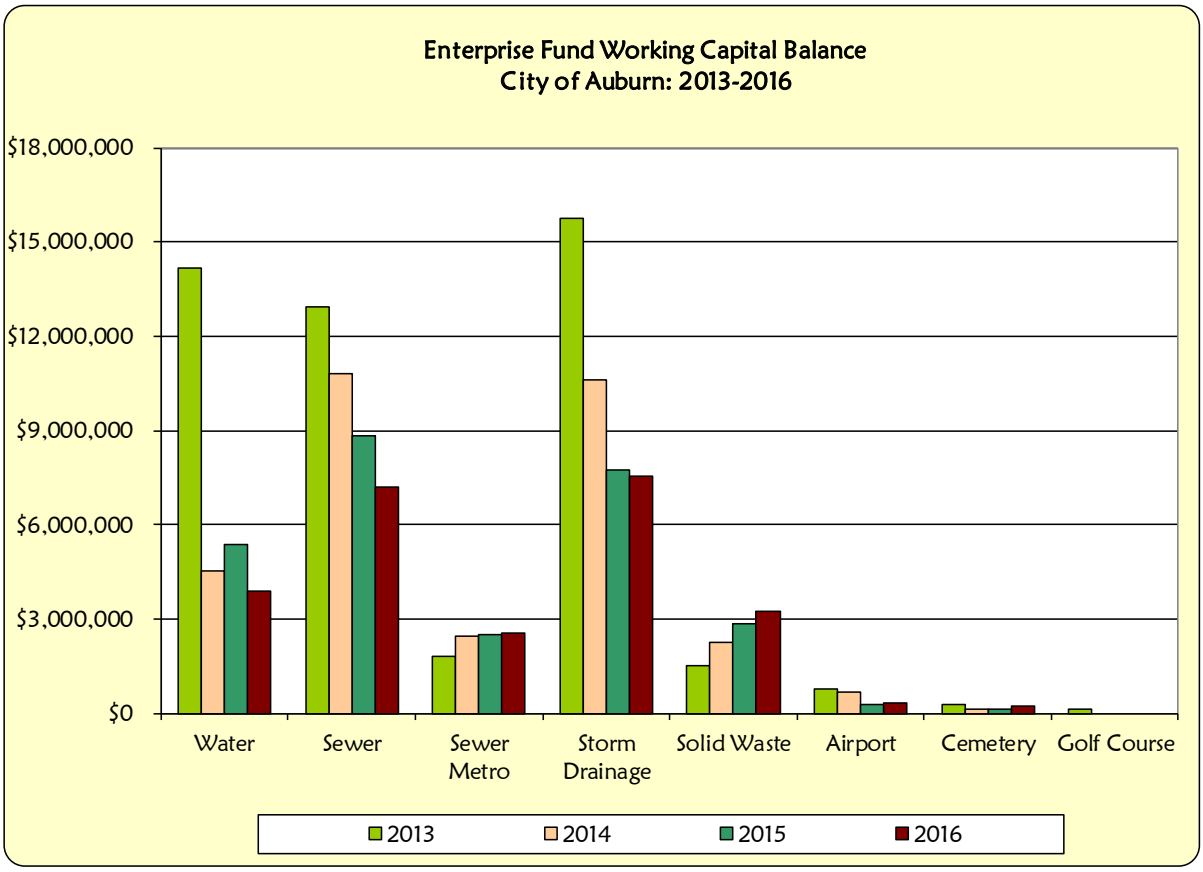
The Storm Drainage Utility working capital balance decreased between 2013 and 2014, reflecting the completion of over $9 million in construction projects. A rate study update was completed in early 2012, to fund forecasted operating and capital expenditures through 2017. The City Council agreed with the new financial plan, which provided for annual 2.5% rate adjustments 2015 through 2017. A storm drainage rate study update is currently in progress and is scheduled for completion in late 2014 or early 2015.

Working Capital
Enterprise Funds

	Water	Sewer	Sewer Metro	Storm Drainage	Solid Waste	Airport	Cemetery	Golf Course
Actual:								
2006	$9,623,966	$12,399,324	$0	$6,744,361	$2,746,031	$644,590	$609,812	$204,408
2007	10,470,267	14,443,192	-	7,394,547	3,035,185	851,386	677,065	562,750
2008	10,367,027	14,585,273	-	7,896,879	2,695,161	1,011,718	436,368	367,286
2009	9,715,479	10,751,024	-	5,758,187	1,399,901	937,942	316,498	195,433
2010	21,606,067	16,021,979	-	9,795,538	775,690	969,009	124,129	3,752
2011	16,945,810	12,806,526	-	9,102,000	632,264	961,633	71,819	68,324
2012	10,196,281	12,072,579	-	10,218,848	1,018,487	818,912	182,098	90,692
2013	14,189,404	12,952,797	1,826,811	15,762,939	1,504,560	801,284	261,934	149,573
Estimated Actual:								
2014	4,526,763	10,794,820	2,477,311	10,634,042	2,272,081	682,748	126,755	-
Budget:								
2015	5,374,953	8,825,703	2,522,148	7,741,286	2,858,461	292,109	156,448	-
2016	3,890,679	7,203,637	2,538,335	7,532,717	3,245,259	347,202	236,519	-

Notes:
Ending working capital balances for water (2011, 2013), sewer (2011) and storm drainage (2011, 2013) utilities reflect issuance of bonds to finance major construction projects.

The Sewer Metro Fund was created in 2013. In 2014, the Golf Course Fund was combined with the General Fund Parks, Arts & Recreation Department.



The City entered into a contract for garbage disposal services beginning November 2010. Rates are set to recover the cost of the service and encourage recycling efforts. A rate study was completed in late 2012 that identified rate increases necessary to offset a declining working capital balance. New rates went into effect on January 1, 2013 and now fully fund the utility's forecasted operating expenses and have allowed the City to rebuild the working capital balance.

The Airport entered into several long-term land leases in 2001 that have resulted in private development and increased revenue from the leases. Since 2004 the City has contracted the Airport to an outside manager.

In 2015 and 2016, both revenues and expenses for the Cemetery are expected to remain flat, with the fund operating slightly in the red due mainly to charges for water use. Additional annual transfers from the Cumulative Reserve Fund are budgeted in 2015 and 2016, if needed, to meet the Cemetery's working capital needs.

In 2014, the Golf Course Fund was combined with the General Fund Parks, Arts & Recreation Department.

Equipment Rental Fund working capital is projected to decrease between 2013 and 2016 as replacement funds are being used and construction occurs for its maintenance bay and storage facility capital projects.

Innovation and Technology became an Internal Service fund in 2005. Charges to departments cover the full cost of operations and replacement of equipment. Working capital is expected to decrease slightly in 2014 and 2015 for replacements and new program improvements.

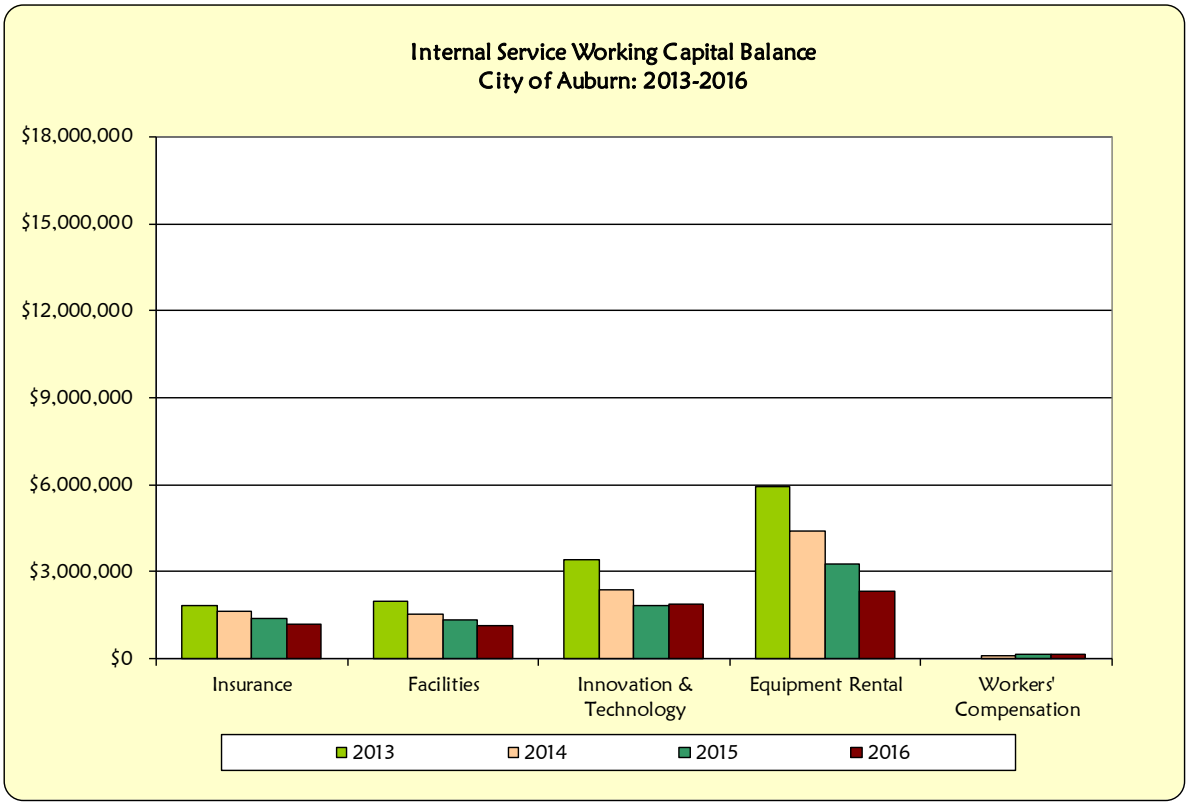
Facilities became an Internal Service fund in 2009. Charges to departments cover the full cost of operations and maintenance of city owned and operated buildings. Working capital is expected to decrease slightly each year as the funds are transferred for debt service payments associated with the City Hall Annex.

The Workers' Compensation Fund was created in 2014, based on the City's decision to self-insure workers' compensation *in lieu* of State L&I insurance. The fund provides time loss and medical benefits for employees who are affected by an occupational injury or illness.

Working Capital

Internal Service Funds[5]

	Insurance	Facilities	Innovation & Technology	Equipment Rental	Workers' Compensation
Actual:					
2006	$2,742,617	-	2,479,575	$5,863,063	N/A
2007	2,715,518	-	2,694,910	5,412,256	N/A
2008	2,481,572	-	2,932,485	6,104,142	N/A
2009	2,234,469	248,239	3,899,257	5,291,929	N/A
2010	2,366,832	714,944	3,949,793	5,826,195	N/A
2011	2,184,679	1,622,449	3,118,687	5,793,164	N/A
2012	2,028,681	1,473,041	2,885,527	5,559,565	N/A
2013	1,815,731	1,976,512	3,406,012	5,920,444	N/A
Estimated Actual:					
2014	1,613,131	1,546,227	2,363,378	4,417,349	123,000
Budget:					
2015	1,395,231	1,346,478	1,828,866	3,277,958	166,499
2016	1,177,331	1,147,350	1,885,748	2,309,424	175,289



[5] The Information Services fund was renamed to Innovation and Technology Fund in 2012, and the Workers' Compensation Fund was created in 2014.

SECTION IV: OPERATING BUDGET

Introduction

This section of the budget details the City's baseline budget, which is delineated by department or fund. This section presents a detailed look at departments and divisions and provides both quantitative and qualitative performance measures in order to focus on the results and direction of City services rather than on line-item allocations.

The format of this section has been designed to present the information in an administrative structure beginning with the Mayor and City Council, followed by all funds for which each Department Director is responsible. For example, the Administration Department tab includes the budgets for the Emergency Management, Community & Human Services, Economic Development, and Public Affairs, Marketing & Multimedia divisions in the General Fund as well as the Housing & Community Development (Special Revenue) Fund, and the Facilities Fund.

Sections for those funds representing administrative departments or divisions are presented following the baseline budget and include:

Department Organizational Chart

Each organizational chart identifies the authorized staff positions in the 2015-2016 biennial budget. The charts specifically identify each division that reports to the Department head. Each employee has a "home" department/division/fund, but may perform work for another department/division/fund. This system is intended to identify all authorized permanent staff positions.

Department or Division Mission Statement

Each functional department has created its own mission statement that directs objective setting toward achieving the Citywide Vision.

Department Overview

A description of the programs the department/division(s) are responsible for accomplishing.

Accomplishments and Objectives

A summary of the progress each department or division made on their objectives during 2014, including general operations and obligation of the fund, and the objectives that the department will undertake in 2015-2016.

Baseline Budget by Object

For General Fund departments and governmental funds, this information is presented in a line object format. This is based on the Washington State Budgeting, Accounting and Reporting System (BARS), which governs the City's accounting procedures. Data for the proprietary funds is presented in a working capital format, which not only describes the use of these funds, but also examines the fiscal status of the fund itself. This format also summarizes the income associated with the fund.

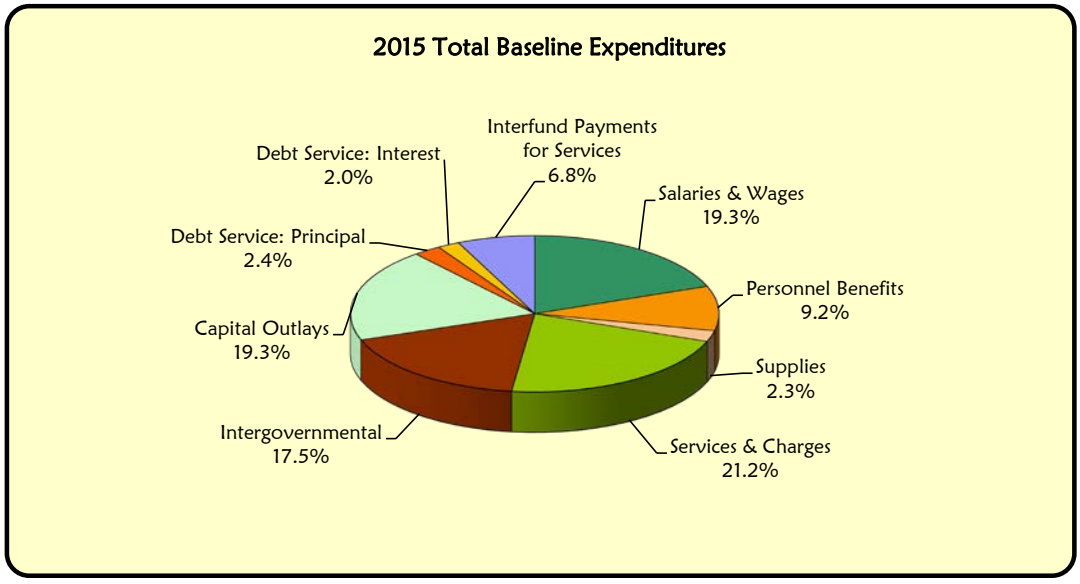
Department Employees

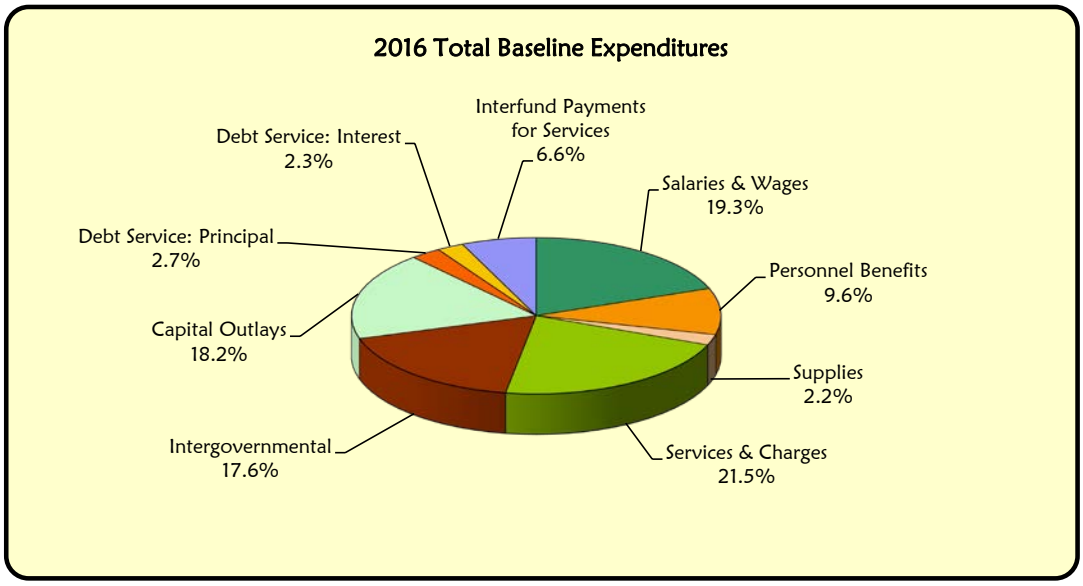
A summary of Full Time Equivalent (FTE) positions is presented with explanations of additions or changes due to department reorganizations.

Performance Measures

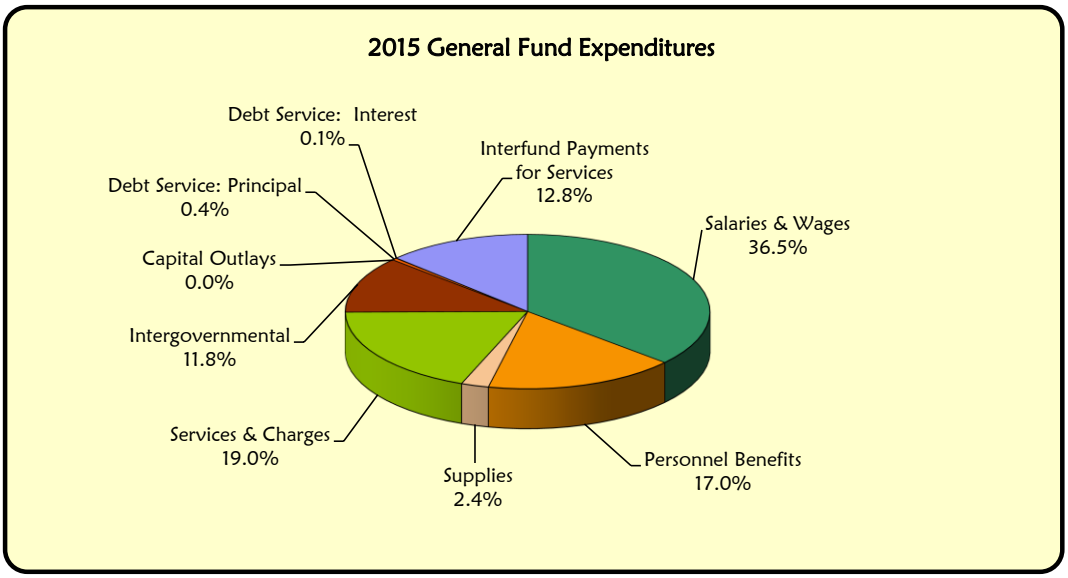
Each department has provided performance measures that best show the results of their mission and or objectives.

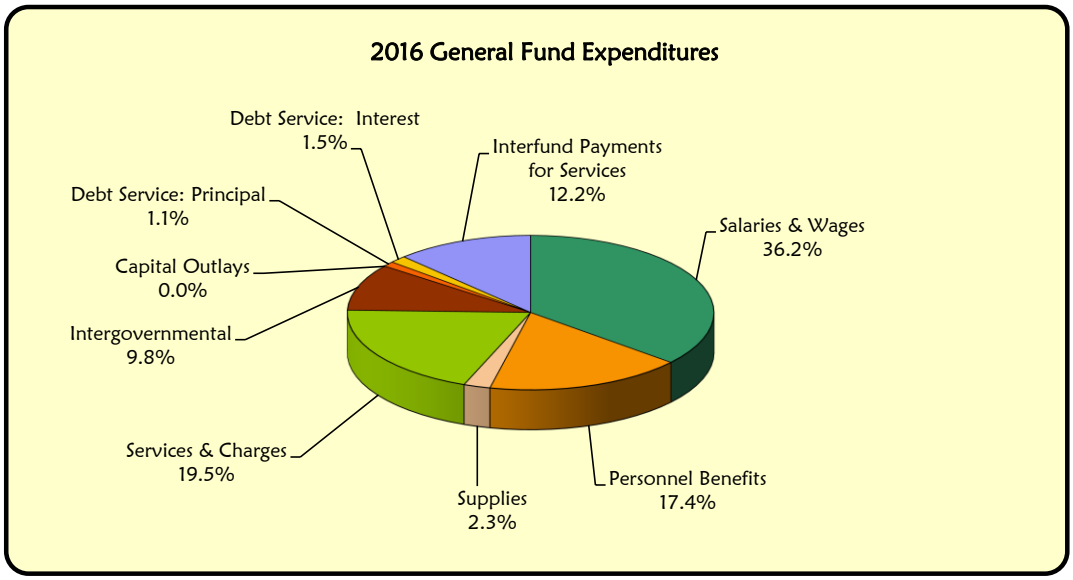
Total Baseline Budget	2013 Actual	2014 Adj Budget	2014 Est Actual	2015 Budget	2016 Budget
Salaries & Wages	$31,352,275	$34,059,844	$33,628,464	$35,152,335	$35,830,903
Personnel Benefits	13,792,197	16,566,915	15,681,084	16,794,444	17,783,021
Supplies	2,959,014	3,875,711	3,832,403	4,152,208	4,098,434
Services & Charges	31,924,469	37,398,002	36,861,777	38,671,537	39,968,237
Intergovernmental	26,424,982	37,687,721	28,678,317	31,926,605	32,662,635
Capital Outlays	23,117,312	67,689,038	45,163,602	35,158,095	33,682,787
Debt Service: Principal	5,025,553	4,608,360	5,063,597	4,413,307	4,970,079
Debt Service: Interest	4,310,564	4,738,231	4,736,319	3,520,853	4,359,112
Interfund Payments for Services	11,330,266	11,107,152	11,107,152	12,405,101	12,160,011
Other Uses	5,196,292	-	-	-	-
Designated Fund Balance	6,296,411	5,622,999	6,908,607	4,448,454	4,239,517
Undesignated Fund Balance	103,602,499	55,837,339	77,968,427	66,833,324	50,824,491
ALL FUNDS TOTAL	**$265,331,833**	**$279,191,311**	**$269,629,749**	**$253,476,263**	**$240,579,227**





Total General Fund Budget	2013 Actual	2014 Adj Budget	2014 Est Actual	2015 Budget	2016 Budget
Salaries & Wages	$20,262,906	$22,622,642	$22,191,262	$22,911,173	$23,409,737
Personnel Benefits	8,738,386	10,852,012	9,966,182	10,663,687	11,262,853
Supplies	886,080	1,406,783	1,367,275	1,532,760	1,516,790
Services & Charges	8,051,777	10,309,349	9,913,154	11,915,517	12,670,887
Intergovernmental	8,082,769	6,741,683	5,904,185	7,433,295	6,351,353
Capital Outlays	195,673	5,000	5,000	5,000	5,000
Debt Service: Principal	979,499	647,583	647,583	271,000	676,260
Debt Service: Interest	1,029,945	988,852	988,852	34,290	963,721
Interfund Payments for Services	6,704,613	6,661,162	6,661,162	8,046,556	7,878,928
Designated Fund Balance	221,614	221,614	221,614	221,614	221,614
Undesignated Fund Balance	15,194,774	10,905,110	14,405,110	10,359,512	4,978,223
ALL FUNDS TOTAL	**$70,348,036**	**$71,361,790**	**$72,271,379**	**$73,394,404**	**$69,935,366**





CITY OF
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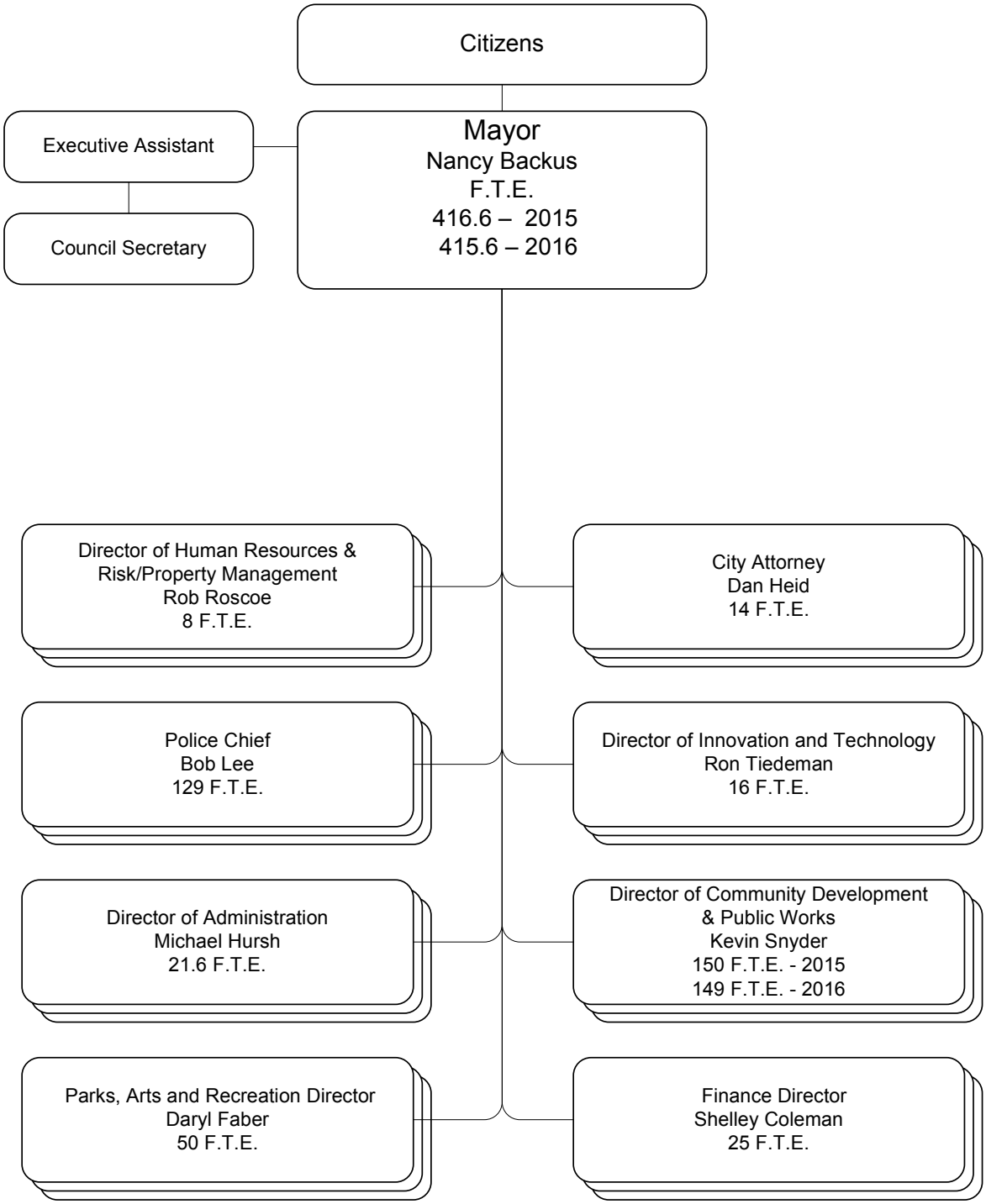
Organizational Chart



F.T.E. = Full Time Equivalent

MAYOR AND CITY COUNCIL

Department Overview

The Mayor and City Council comprise the legislative body representing the citizens of Auburn and are responsible for developing legislative policies of the City. Guidelines promulgated by the Council in the form of ordinances and resolutions are transmitted to the Mayor for implementation, follow-up and evaluation. The City Council works to develop the City's goals and visioning for the future, as well as budgeting, which gives purpose and direction to City programs and initiatives.

The Mayor is Auburn's Chief Executive Officer and the Department of Administration is located in the Mayor's Office. The City's eight Department Directors report directly to the Mayor: the Director of Administration, the City Attorney, the Chief of Police, the Director of Community Development & Public Works, the Director of Human Resources & Risk Management, the Director of Finance, the Director of Innovation & Technology and the Director of Parks, Arts & Recreation who work with the Mayor in providing programs, services and quality of life throughout the Auburn community.

2013 & 2014 Accomplishments

- Worked with Council on the implementation of a new forty-year Vision of the City.
- Moved forward to continue the development of a community 'One Stop Shop' for Veterans & Human Services.
- Added programs to celebrate Auburn's diversity.
- Increased joint planning and activities with the Muckleshoot Indian Tribe.
- Worked in partnership with Auburn School District to increase our children's future potential.
- Continued the development of facilities and programs for youth and adults in Les Gove Community Campus.
- Completed the sale of two City-owned blocks for redevelopment in Downtown.
- Completed and opened the M Street Underpass.
- Continued to implement recommendations for Urban Task Force.
- Continued to implement recommendations of Bicycle Task Force.
- Continued to enhance relationships focusing on Economic Development with: Green River Community College, Auburn Area Chamber of Commerce, Auburn Downtown Association, etc.
- Continued to support southeast cities to develop rail transit program to Transit Center.
- Strengthened partnerships in achieving strategic goals of Southend Area Coalition for Housing (SEARCH) to achieve affordable housing goals.
- Continued to increase market awareness of Auburn as a great place to do business.
- Represented citizens of Auburn at the city, regional, state and federal level.
- Created efficiencies in government relations by eliminating a position and improving lobbying efforts.

2015 & 2016 Objectives

- Initiate SMART (Specific, Measurable, Attainable, Relevant, and Time bound) goals for Council and Departments.
- Review Airport Master Plan to plan for the future needs of the City.
- Add to the City's park and trail system.
- Implement programs to celebrate One Auburn and the many diverse communities, populations, ethnicities and backgrounds represented.

- Increase joint planning and activities with the Muckleshoot Indian Tribe and work toward shared economic development goals on Auburn Way South.
- Work in partnership with Auburn School District and YMCA to increase our children's future potential.
- Build Youth/Teen and Community Centers in the Les Gove Community Campus.
- Support development of a center for Veterans & Human Services.
- Reduce reliance on property tax by increasing business and its additional sales tax receipts.
- Support development of underdeveloped properties in Auburn.
- Add new business development projects for the Innovative Partnership Zone.
- Identify funding solutions for Auburn's freight corridors, arterials and local streets.
- Continue to enhance relationships focusing on Economic Development with: Green River Community College, Auburn Area Chamber of Commerce, Auburn Downtown Association, etc.
- Create a Mayor's Round Table (monthly or quarterly) to bring business leaders from various industries together with City officials to improve business in Auburn.
- Add new Amtrak stop at the Transit Center.
- Continue to support southeast cities to develop a rail transit program to Transit Center.
- Continue to strengthen partnerships in achieving strategic goals of SEARCH to achieve affordable housing goals.
- Create system reporting and accountability of churches, service clubs and partnering philanthropic investment in meeting local needs.
- Continue to increase market awareness of Auburn as a great place to live, work and do business.
- Continue to represent citizens of Auburn on city, regional, state and federal level.
- Increase transparency and public engagement for residents to access their local government.
- Identify funding partnerships for a parking structure in the downtown core.
- Enhance local spending opportunities by creating a 'Buy Local' program.
- Continue to support and invest in economic development opportunities throughout the City.
- Support and encourage the involvement of the Auburn Junior City Council.
- Invest and continue to enhance the operations and development of the Auburn Airport.

Department Budget

001.11 Council & Mayor	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Expenditures					
Salaries & Wages	505,803	356,994	356,994	366,850	369,116
Personnel Benefits	153,807	114,282	114,282	121,047	128,965
Supplies	8,334	14,200	14,200	13,500	14,000
Services & Charges	142,888	87,800	87,800	166,800	168,200
Intergovernmental	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	206,892	145,650	145,650	246,820	257,210
DEPARTMENT TOTAL	**$1,017,725**	**$718,926**	**$718,926**	**$915,017**	**$937,491**

Department Employees

001 Council-Elected	2012	2013	2014	2015	2016
Councilmembers	7.00	7.00	7.00	7.00	7.00
TOTAL COUNCIL	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**

001 Mayor FTE's	2012	2013	2014	2015	2016
Mayor-Elected	1.00	1.00	1.00	1.00	1.00
Mayor FTE's	4.00	4.00	2.00	2.00	2.00
Community Services FTE's	2.00	2.00	0.00	0.00	0.00
TOTAL MAYOR FTE's	**7.00**	**7.00**	**3.00**	**3.00**	**3.00**

Full Time Equivalent (FTE)

With the creation of the Administration Department in 2014, the Advisor to the Mayor position was reclassed to Director of Administration and moved from Mayor's Department to the Administration Department. In addition, the Economic Development Manager and the Public Affairs and Marketing Manager positions were moved from the Mayor's Department to the Administration Department. In 2014, the Governmental Relations Manager position was reclassed to the Parks Planning and Development Manager position and moved from the Mayor's Department to the Parks, Arts and Recreation Department.

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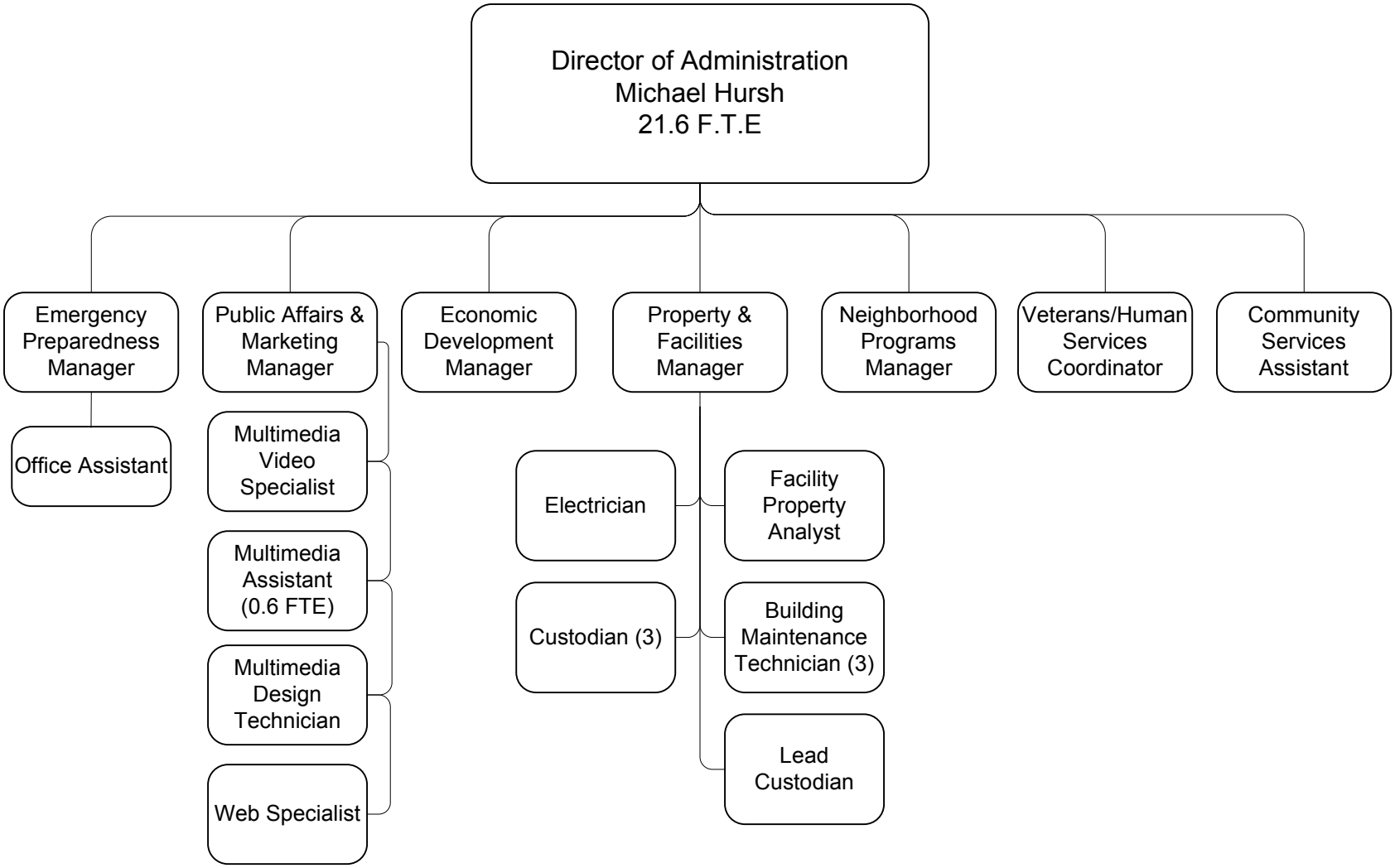
Administration



F.T.E. = Full Time Equivalent

ADMINISTRATION DEPARTMENT

Mission Statement

The Administration Department exists to coordinate, and ensure that the priorities of the Mayor and the City Council are addressed and implemented throughout the City organization for the benefit of its residents.

Department Overview

The Administration Department was created within the General Fund in January 2014 and consolidated several services that had previously been performed by other departments.

- Emergency Management – Provides full-cycle emergency management services within the City, including mitigation, preparedness, response, and recovery.
- Community and Human Services – Initiates and supports relevant services to meet the essential needs of the residents of Auburn including safe neighborhoods, human services, housing programs, Veterans outreach, and cultural programs. This division also manages the Community Development Block Grant in Fund 119.
- Economic Development – Supports a vibrant vital economy for the City of Auburn, our local region and the State of Washington through collaborative partnering among private sector employers, research partners, and programmed workforce development.
- Public Affairs, Marketing, & Multimedia – Oversees the City's media staff and programs, directs the efforts of the public relations/media relations and acts in the role of City spokesperson when needed, assists departments in public involvement using the City's information communications programs, and oversees the City's communications, marketing and public relations programs.
- Facilities & Property Management – Provides a broad range of services to internal departments, including building maintenance, safety, security, custodial, space planning, construction, facility renovation, energy management, management of the Graffiti Abatement Program, and real estate and property management.

Emergency Management Division

2013 & 2014 Accomplishments

- Held the annual Disaster Fair.
- Conducted nine Community Emergency Response Team (CERT) classes, graduating 140 people.
- Managed 7,700 hours of donated volunteer time.
- Reached 12,000 individual residents through public education activities and events.
- Recertified the City as Storm Ready.
- Rejoined the King County Hazard Mitigation Plan with a Federal Emergency Management Agency-approved Annex.
- Became a signatory to the King County Regional Coordination Framework.
- Coordinated City of Auburn response to the State Route 530 Landslide.

2015 & 2016 Objectives

- Provide targeted disaster preparedness information to Auburn residents, licensed businesses, and all private care facilities each year.
- Conduct intermediate and advanced Emergency Operation Center (EOC) training for all City Staff identified as EOC personnel.
- Continue Community Emergency Response Team (CERT) training for citizen volunteers and establish a CERT program for high school credit within the Auburn School District.
- Facilitate the Division's annual Disaster Fair.

Community & Human Services Divisions

2013 & 2014 Accomplishments

- Provided funding and coordination of Inclement Weather Sheltering which serves Auburn residents in need of emergency assistance.
- Lead city responsible for the Alive & Free Program and area law enforcement agencies with prevention and intervention services serving Auburn, Kent, Renton and Tukwila.
- Provided funding and coordination for the Olympic and Cascade Middle Schools' summer programming serving at-risk youth.
- Issued nine Neighborhood Matching Grants.
- Provided funding and coordination of the Auburn International Festival held in conjunction with Auburn Days.
- Responsible for the distribution and update of the Emergency Assistance brochure listing community wide resources.
- Continued the building of the relationship with Pyeongchang, Korea as a Sister City, which included visits by both delegations to Korea and the United States.
- Continued the building of the relationship with Guanghan, China as a Sister City, which included visits by both delegations to China and the United States.
- Continued the building of the relationship with Tamba, Japan as a Sister City, which included visits by both delegations to Japan and the United States.
- Worked to establish an agreement with Mola di Bari, Italy as a Sister City.
- Provided housing repair funds to assist over 100 low-income homeowners with emergency and minor repairs to their homes.
- Continued development of the strategy and logistics of the Veterans & Human Services Center.
- Assisted in increasing the number of available transitional housing units available to domestic violence victims and crisis situations.
- Continued developing master list of community contacts, including points of contact for all Auburn Homeowner Associations (HOA), Block Watches, neighborhood groups, ethnic populations, and faith communities.
- To date, over 100 neighborhoods in Auburn have had a neighborhood meeting, Block Watch meeting, or both.
- Expanded National Night Out efforts and coordinated increased participation by more than 40%.

2015 & 2016 Objectives

- Continue to coordinate and improve the access of programs and services for Veterans and their families who make Auburn and south King County their home.
- Continue to find ways to reach out to Auburn's diverse communities and involve them in the community at large, i.e. development of a cultural connections program.
- Continue to develop a housing coalition to address and strategically plan for the transitional and affordable housing goals of the City in partnership with the King County Housing Authority.
- Work with City Council committees to implement Specific, Measurable, Attainable, Relevant, and Time-bound (SMART) goals.
- Continue support and development of the Veterans & Human Services One-Stop Center.
- Develop an integrated referral and communications source for human services in the City of Auburn.
- Improve the availability of emergency housing for crisis situations of residents.
- Work with all involved groups within Auburn to address the issue of homelessness and its impacts on the family structure, in addition to the support and representation of larger regional efforts.
- Work to develop a short-term diversion center to alleviate the burden of service on emergency responders (Police, Fire, etc.) and the hospital in addressing mental disability and substance abuse.

Economic Development Division

2013 & 2014 Accomplishments

- 349 new businesses opened.
- $177,187,333 in commercial development.
- Sold two blocks within the Station District.
- Construction begun on the Trek Apartments within the Station District.
- Orion Industries completed – bringing 350 new jobs to Auburn.
- HSCA Inc. completed – bringing 400 new jobs to Auburn.
- Vacancy in manufacturing & logistics sector down to 3.5%.
- Top ten employers reported an increase of over 4,700 new jobs.

2015 & 2016 Objectives

- Establish citywide target business sectors and development.
- New business development, relocation, and recruitment.
- Business retention, expansion, and outreach.
- Business assistance through education and training.
- Citywide networking for future partnership.
- Develop workforce development partners.
- Establish branding and reputation.
- Ten-year Economic Development Strategic Plan.
- Expand outreach and networking opportunities.
- Support and expand the development of the Innovation Partnership Zone.
- Expand opportunities for networking and outreach to businesses.

Public Affairs, Marketing, & Multimedia Division

2013 & 2014 Accomplishments

Increased usage and citizen interaction on social media platforms through proper administrative management, marketing and cross promotion. Current usage as of June 2014 is:

- Twitter:
    - City of Auburn: @auburnupdates (1,685 followers)
    - White River Valley Museum:@wrvmuseum (434 followers)
- Facebook pages:
    - City of Auburn (2,000 followers)
    - Mayor Nancy Backus (1,090 followers) – new page as of Jan. 2014
    - City of Auburn Emergency Management (305 followers)
    - Auburn International Farmers Market (3,480 followers)
    - City of Auburn Parks, Arts, & Recreation (1,300 followers)
    - Auburn's Petpalooza (1,449 followers)
    - White River Valley Museum & Mary Olson Farm (552 followers)
    - Auburn Senior Activity Center (151 followers)
    - Auburn Police Department (618 followers) – new page as of Feb. 2013
    - Auburn Arts and Events (2,123 followers)
    - Auburn Golf Course (589 followers)
- YouTube:
    - Watch Auburn (77 subscribers, 51,229 video views)
- Collaborated with local, county, state and federal agencies and organizations to communicate or publicize mutually beneficial information.

- Wrote, edited, collaborated and disseminated over 200 press releases. Press announcements included event promotion, public safety issues, and critical information for Auburn citizens in relation to City business.
- Increased use of GovDelivery broadcast email service. This service currently has over 49,000 subscribers in over twenty different topic areas such as: regular news updates, emergency alerts, targeted lists for economic development, parks programs, Mayor's update, seniors, neighborhood programs, media contacts, bid results, and other specialized areas.
- Oversaw the editorial content for Auburn's new magazine.
- Provided public education for elections and ballot measures.
- Provided internal communications regarding City-related information.
- Assisted the Innovation & Technology Department in providing live video streaming of City Council meetings.
- Collaborated with web content providers on best practices for website content and writing for the web.
- Helped increase citizen awareness of public works issues such as: proper tree trimming, maintaining sewer systems, new street sweeping schedules, and decreasing debris in storm ponds.
- Collaborated with Community Development staff on Imagine Auburn visioning process.
- Established a networking group for City Public Information Officers (Valley Regional Fire Authority (VRFA), Auburn School District, MultiCare Auburn Medical Center, Green River Community College, etc.).
- Continued collaboration with the Auburn Area Chamber of Commerce, Auburn Downtown Association, and other organizations to promote Auburn and its events.

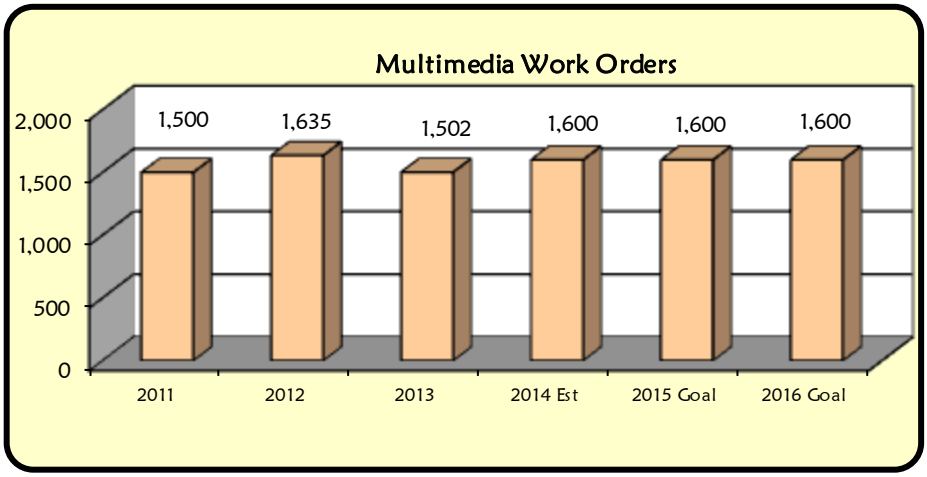
2015 & 2016 Objectives

- Lead the Mayor's efforts to rebrand and market Auburn to better reflect the community and increase positive perception among residents, businesses, regional governments, and State and national stakeholders.
- Collaborate with other departments on high impact educational campaigns for increased local spending, street funding initiatives, downtown revitalization, and economic development.
- Increase the use of non-traditional means to reach our audiences through technology and new media.
- Increase citizen awareness and involvement in City government events and activities through greater use of technology, broader engagement, and increased civic education opportunities.
- Enhance and improve internal communication to employees.
- Champion the efforts of all departments to present Auburn in the best possible light.

PERFORMANCE MEASURES - MULTIMEDIA

Design & Printing Services

Design and print functions are utilized to produce a unified look while attractively and accurately branding the City. Products are adapted to appeal to specific target audiences. Our process entails multiple layers of services to include: design, file preparation, printing, mailing, etc. Also included in print services is the management of the City mail, postage accounts, and shipping services.



Department Budget

001.12 Administration	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Expenditures					
Salaries & Wages	-	713,589	629,092	443,422	454,238
Personnel Benefits	-	277,100	251,414	173,797	189,677
Supplies	-	21,600	21,600	21,000	21,000
Services & Charges	-	956,735	956,735	1,336,000	1,336,300
Intergovernmental	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	-	285,950	285,950	157,510	157,370
DEPARTMENT TOTAL	**$ -**	**$2,254,974**	**$ 2,144,791**	**$ 2,131,729**	**$ 2,158,585**

Department Employees

Administration FTE's	2012	2013	2014	2015	2016
Administration Department	0.00	0.00	8.00	8.00	8.00
Multimedia	0.00	0.00	3.60	3.60	3.60
Facilities	0.00	0.00	9.00	10.00	10.00
TOTAL ADMINSTRATION FTE's	**0.00**	**0.00**	**20.60**	**21.60**	**21.60**

Full Time Equivalent (FTE)

Effective in 2014, the Administration Department was created and includes the following divisions/cost centers and FTE's:

- Administration Director - 1.0 FTE
- Public Affairs & Marketing Manager - 1.0 FTE
- Community Services, Neighborhood Programs, and Veteran's/Human Services - 3.0 FTE's
- Economic Development - 1.0 FTE
- Emergency Management - 2.0 FTE's
- Multimedia - 3.6 FTE's
- Facilities - 10.0 FTE's

1.0 FTE - The 2015 budget includes the addition of a Facility Property Analyst.

SPECIAL REVENUE FUNDS

Special revenue funds account for the proceeds of specific revenue sources whose expenditures are legally restricted. The Community Services Division of Administration is responsible for the budget in the following special revenue funds:

Fund 119 - Community Development Block Grant Fund (CDBG) accounts for the activity from federal grant revenue.

2013 & 2014 Accomplishments

- Assisted in the development of Wesley Home's Skilled Nursing Facility and the Valley Cities' Phoenix Rising housing project.
- Assisted in acquisition and development efforts of Veterans & Human Services Center.
- Provided Auburn's human services activities, including management/oversight of Community Development Block Grant (CDBG) and City human services funding, grants and support for City Human Services Committee.
- Managed the City's Housing Repair program for lower income households.
- Neighborhood planning efforts to strengthen and enhance preservation, investment and sense of community.
- Supported small businesses with counseling and start-up assistance through the Small Business Assistance Center.
- Supported employment training for low-income residents.
- Provided medical and dental services for low-income residents.

2015 & 2016 Objectives

- Support development of service enhancements for residents around the Les Gove Community Campus.
- Continue to support development of Veterans & Human Services Center for social and human services coordination in Auburn.
- Identify historic properties of interest in Auburn for preservation.
- Expand economic development activity within CDBG scope of use.
- Form development group for property acquisition to ensure City transitional housing goals.

Special Revenue Funds

119 Housing & Community Development	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	43,412	37,523	37,523	27,371	37,371
HCDA Grant	413,319	450,000	450,000	450,000	450,000
Miscellaneous Revenue	4	-	-	-	-
Total Revenues	**$456,735**	**$487,523**	**$487,523**	**$477,371**	**$487,371**
Expenditures					
Salaries & Wages	74,385	88,889	88,889	96,296	96,296
Personnel Benefits	28,452	31,263	31,263	33,704	33,704
Services & Charges	126,215	100,000	100,000	110,000	110,000
Capital Outlay	190,159	240,000	240,000	200,000	200,000
Ending Fund Balance	37,523	27,371	27,371	37,371	47,371
Total Expenditures	**$456,735**	**$487,523**	**$487,523**	**$477,371**	**$487,371**

FACILITIES

Mission Statement

To provide all City departments and the public with a safe and clean environment, preservation of City owned facilities, provide building support services to each department, provide cost effective property acquisition/disposal and facility construction services.

Division Overview

The Facilities Division provides a broad range of services to internal departments. These services include building maintenance, safety, security, custodial, space planning, construction, facility renovation, energy management, management of Graffiti Abatement Program and real estate. The Facilities Division is responsible for procuring, storing, and distributing supplies and materials for daily operations in a cost effective manner.

2013 & 2014 Accomplishments

- Energy conservation projects: Heating Ventilation and Air Conditioning (HVAC) energy efficient upgrades at various City buildings.
- Replaced the carpet on the Police Level of the Justice Center and Evidence Building.
- Replaced the carpet at the Senior Center.
- Refinished the floors at the Activity Center.
- Completed the tenant improvement project at the Airport 506 building.
- Replaced the flooring in the kitchen at the Golf Course.
- Decommissioned the well located at 4910 "A" Street SE.
- Completed the tenant improvements & repairs at the "R" street facility (the old state buildings).
- Completed Phase 2 and Phase 3 of the City Hall remodel project.
- Efficiently and effectively completed all project management activities resulting in successful construction, while completing them on time and within budget.

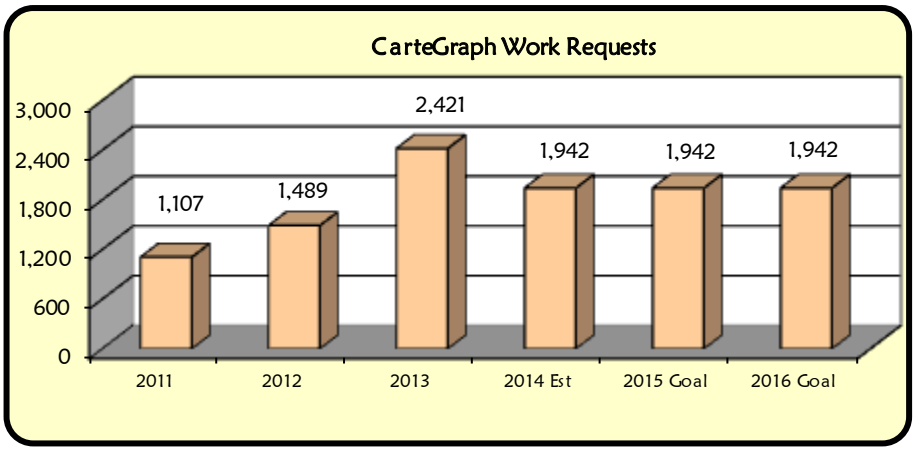
2015 & 2016 Objectives

- Replace the roof at the Maintenance & Operations (M&O) building.
- Continue energy conservation efforts.
- Replace Court level carpet at the Justice Center.
- Lunchroom update at the Police level of the Justice Center.
- Restroom updates at the PRAB.
- Generator replacement at City Hall.
- Elevator updates at City Hall.
- Exterior paint at the Golf Course, Justice Center, Cemetery Shop, and the Senior Center.
- City Hall Atrium permanent repair.
- Efficiently and effectively complete all project management activities to result in the successful construction, while completing them on time and within budget.

PERFORMANCE MEASURES - FACILITIES

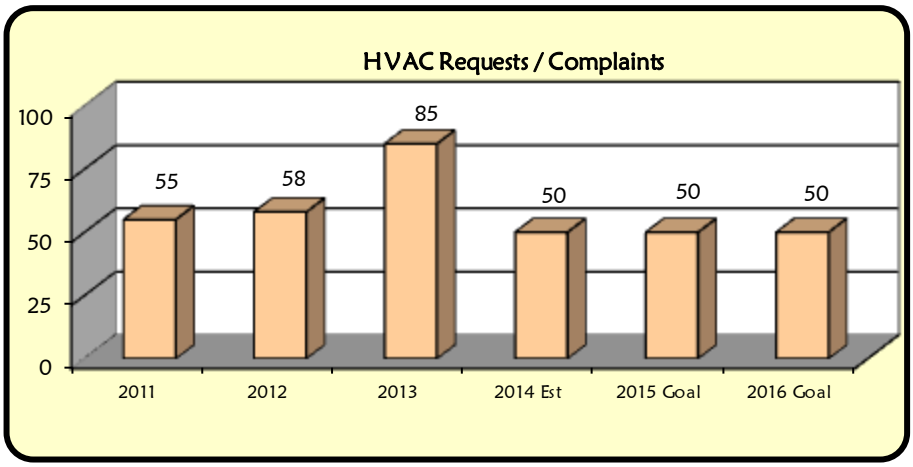
CarteGraph Work Requests

Facilities provides 24/7 maintenance for City facilities and requests are tracked through CarteGraph. Within 24 hours of receiving the work request (Monday-Friday) the customer will receive an email acknowledging receipt and will also be contacted once the request is completed. If there are issues with completing any request in a timely manner, contact will be made with the customer.



HVAC Requests / Complaints

The Facilities department will make every possible effort (within budget constraints) to reduce HVAC requests/complaints by 10% each year.



2015-2016 Working Capital Budget

505 Facilities		2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Operating Revenues						
348.920	Property Management Services	3,507,467	3,399,875	3,399,875	3,447,300	3,405,400
362.501	Rents & Leases	82,380	72,000	61,400	62,620	63,900
362.600	Housing Rents	14,826	10,800	5,800	4,800	4,800
362 / 369	Other	23,949	15,000	48,100	21,600	21,800
	Total Operating Revenues	3,628,622	3,497,675	3,515,175	3,536,320	3,495,900
Operating Expenses						
548.000.10	Salaries & Wages	(614,406)	(632,085)	(632,085)	(671,357)	(686,269)
548.000.20	Personnel Benefits	(257,784)	(313,879)	(313,879)	(348,745)	(375,421)
548.000.30	Supplies	(114,037)	(120,821)	(120,821)	(128,200)	(128,200)
548.000.40	Services & Charges	(1,484,253)	(2,218,030)	(2,100,000)	(1,812,920)	(1,838,270)
548.000.50	Intergovernmental	-	-	-	-	-
548.000.60	Other Expenses	-	-	-	-	-
548.000.90	Interfund Payments For Srvc	(119,208)	(118,500)	(118,500)	(117,921)	(110,841)
548.000.00	Depreciation & Amortization	-	-	-	-	-
	Total Operating Expenses	(2,589,689)	(3,403,315)	(3,285,285)	(3,079,143)	(3,139,001)
	Operating Income (Loss)	1,038,933	94,360	229,890	457,177	356,899
Non Operating Revenues (Expenses)						
361.110	Investment Income	2,801	2,500	2,500	2,500	2,500
333.970	Contributions	56,270	-	-	100,000	100,000
369.900	Miscellaneous Revenue (Expense)	160,851	-	-	-	-
	Total Non Op Rev (Exp)	219,922	2,500	2,500	102,500	102,500
	Net Income (Loss)	1,258,855	96,860	232,390	559,677	459,399
Items Not Affecting Working Capital						
		-	-	-	-	-
	Net W/C From Operations	1,258,855	96,860	232,390	559,677	459,399
Resources Other Than Operations						
399.000	Other Sources	-	-	-	-	-
	Total Resources	-	-	-	-	-
Uses Other Than Operations						
590.100.00	Other Uses	(18,699)	-	-	-	-
597.100.55	Operating Transfers Out	(736,685)	(662,675)	(662,675)	(759,426)	(658,527)
	Total Uses	(755,384)	(662,675)	(662,675)	(759,426)	(658,527)
	Net Change In Working Capital	503,471	(565,815)	(430,285)	(199,749)	(199,128)
	Beginning Working Capital - Jan 1	1,473,041	1,976,512	1,976,512	1,546,227	1,346,478
	Ending Working Capital - Dec 31	1,976,512	1,410,697	1,546,227	1,346,478	1,147,350
	Net Change In Working Capital	$ 503,471	$ (565,815)	$ (430,285)	$ (199,749)	$ (199,128)

Department Employees

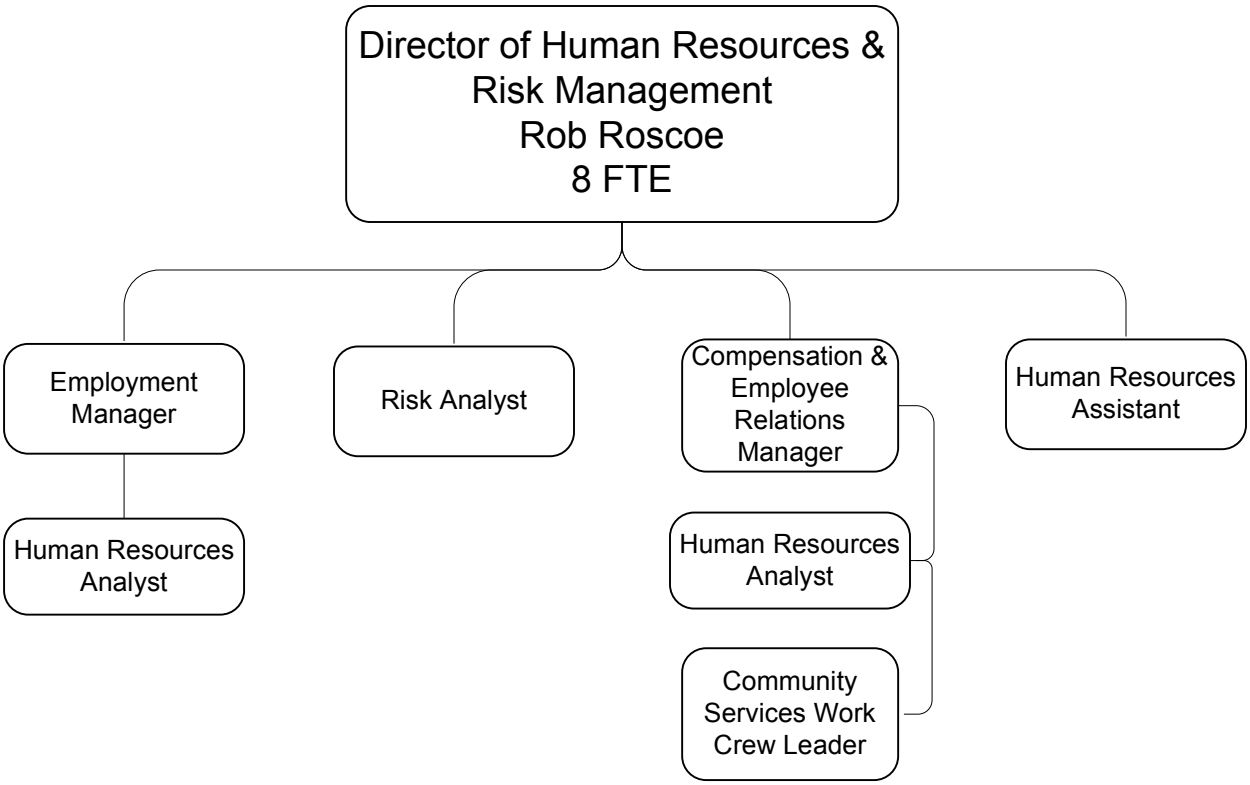
505 Facilities FTE's	2012	2013	2014	2015	2016
Faculties FTE's*	9.00	9.00	9.00	10.00	10.00
TOTAL FACILTIES FTE's	**9.00**	**9.00**	**9.00**	**10.00**	**10.00**

Full Time Equivalent (FTE)

*These FTE's are already included in the Administration Department's FTE totals above.

Effective in 2014, Facilities reports to the Administration Department.
1.0 FTE - 2015 budget includes the addition of a Facility Property Analyst.

Human Resources & Risk Management Department



FTE = Full-Time Equivalent

HUMAN RESOURCES AND RISK MANAGEMENT DEPARTMENT

Mission Statement

To provide service and support that meets the needs of our customers by effectively planning and responding to all human resources and risk management related activities using value-added tools, processes, and services.

Department Overview

The Human Resources and Risk Management Department develops and administers personnel policies, recruits applicants for employment, assists in selecting and hiring employees, makes recommendations to the compensation package (including benefits), and negotiates and administers labor agreements. The department also represents the City in administrative hearings, develops and conducts management training programs, monitors compliance with applicable state and federal laws and regulations, assists in the management of the Court by negotiating and monitoring the Public Defense contract and acting as a liaison between the City administration and the King County District Court, oversees risk management programs, and develops, implements, and ensures compliance with the City's safety program.

2013 & 2014 Accomplishments

- Received the WellCity Award in 2013 and 2014 from the Association of Washington Cities (AWC), which reduced the overall medical expenditures, saving the City approximately $80,000 per year.
- Actively recruited for and filled 53 vacancies in 2013 and projecting to fill 48 vacancies in 2014.
- Negotiated and implemented five collective bargaining agreements that are in effect through 2015/2016.
- Went out for bid and successfully negotiated a new Public Defender contract that is in effect through 2015.
- Successfully negotiated directly with the Standard Company, through Alliant, for a new accidental death and dismemberment benefit and lower premiums on basic life insurance, additional life insurance, and short and long term disability.
- Successfully transitioned LEOFF 1 retirees to the Medicare Advantage program through AWC, which saved the City approximately $230,000 in premiums per year.
- Completed major reorganizations resulting in the combination of the Public Works and Planning Departments and the creation of the Administration Department.
- Successfully converted to a self-insured Workers' Compensation program in which the City will be able to better control its costs and premiums.
- Supervised 4,128 hours of work by the Work Crew in 2013, which equates to $77,400 worth of fines recouped and approximately $51,600 of potential incarceration savings. The Work Crew is projecting 6,784 hours of work in 2014, which equates to $101,760 worth of fines recouped and approximately $84,800 of potential incarceration savings.
- Enrolled the City into the Department of Labor and Industries' "Stay at Work Program," which allowed the City to receive a projected $41,000 in reimbursement for 2014, for utilizing a Modified Duty/Return-To-Work Program for work-related injuries and illnesses.

2015 & 2016 Objectives

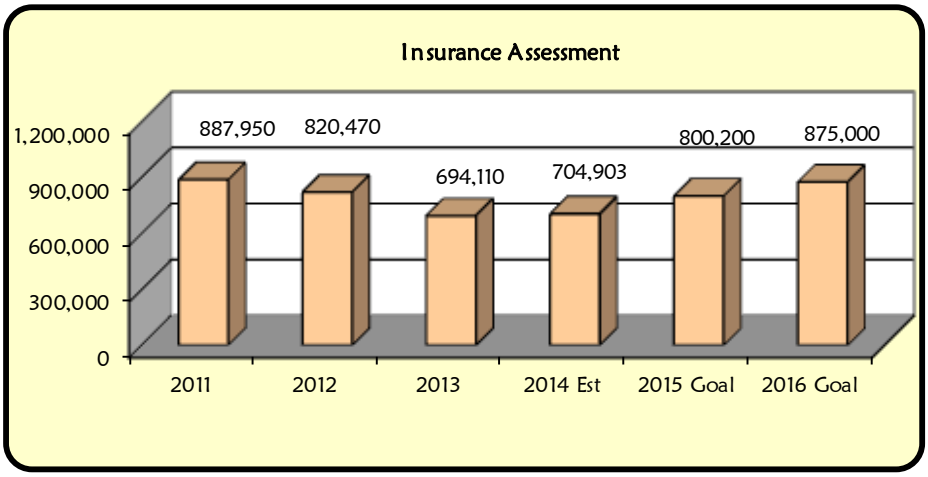
- Negotiate five collective bargaining agreements in the best interests of the City and employees.
- Continue to develop the City's Wellness Program and receive the WellCity Award – to continue to receive the 2% reduction in health-care premiums.
- Establish web-based administrative policies and procedures to further the initiative to become more environmentally friendly and paperless.
- Participate in the creation of a new citywide performance evaluation program.

- Continue to explore and negotiate benefit plan options and impacts as Human Resources ensures compliance with the Affordable Care Act requirements.
- Explore and evaluate current options to include a Roth IRA into our current 457 Deferred Compensation plans.
- Successfully negotiate a successor agreement with the Public Defender to extend the current contract past 2015.
- Provide citywide staff training on critical administrative policies and procedures.

PERFORMANCE MEASURES - HUMAN RESOURCES AND RISK MANAGEMENT DEPARTMENT

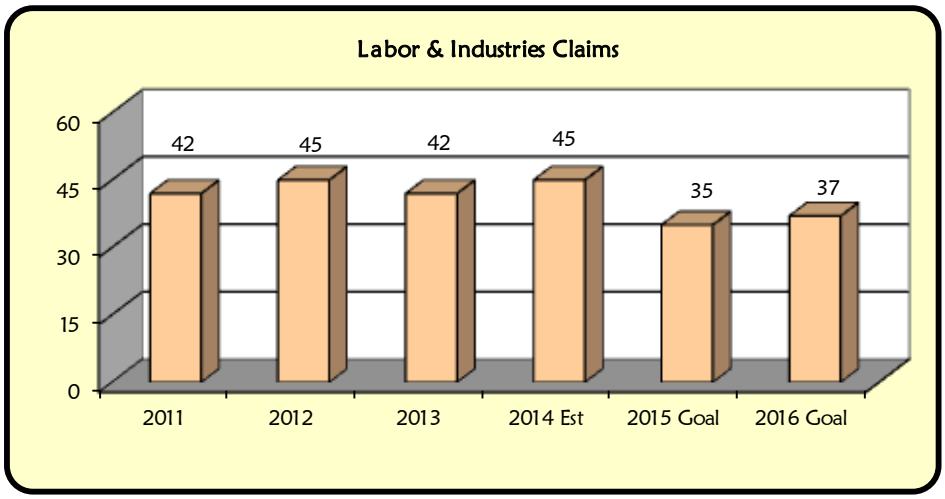
Insurance Assessment

Historically, the City's liability insurance premium has been around $1,000,000 annually. The City has implemented a number of measures to assist in reducing a claim's total incurred costs thus reducing the City's annual assessment. Over the last several years the City's annual assessment has decreased and is now below $1,000,000. The goal during the next biennium (2015-2016) is to maintain the assessment below $1,000,000 annually.



L&I Claims

Labor and Industries (L&I) workers' compensation claims cost the City hundreds of thousands of dollars a year. The City has transitioned from the State fund to self-insurance for workers' compensation. The City has taken aggressive steps toward minimizing injuries and returning injured workers back to work as quickly as possible. The City's Safety Committee reviews all accidents and reviews management's recommendations for future prevention.



Department Budget

001.13 Human Resources	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Expenditures					
Salaries & Wages	737,497	573,142	573,142	522,380	532,961
Personnel Benefits	262,712	227,499	227,499	224,439	240,743
Supplies	20,129	9,300	9,300	9,300	9,300
Services & Charges	508,299	722,990	722,990	865,040	877,740
Intergovernmental	229,182	1,611,398	1,100,000	1,125,000	1,125,000
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	296,004	283,800	283,800	327,338	401,789
DEPARTMENT TOTAL	**$2,053,823**	**$3,428,129**	**$2,916,731**	**$3,073,497**	**$3,187,533**

Department Employees

001 Human Resources FTE's	2012	2013	2014	2015	2016
Human Resources FTE's	8.00	8.00	8.00	8.00	8.00
TOTAL HUMAN RESOURCES FTE	**8.00**	**8.00**	**8.00**	**8.00**	**8.00**

Full Time Equivalent (FTE)

INSURANCE

The Insurance Fund is maintained to pay unemployment insurance claims and to pay for property and liability losses which either fall below the City's deductible level or for which the City has no coverage.

2013 & 2014 Accomplishments

- Evaluated cost saving measures while maintaining quality insurance coverage.
- Continued to maintain adequate reserves to meet uninsured costs.
- Evaluated policies and procedures to help control loss issues.

2015 & 2016 Objectives

- Continue to evaluate cost saving measures while maintaining quality insurance coverage.
- Continue to maintain adequate reserves to meet uninsured costs.
- Continue to evaluate policies and procedures to help control loss issues.

2015-2016 Working Capital Budget

501 Insurance		2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Operating Revenues						
361.110	Investment Income	2,200	2,000	1,000	1,000	1,000
	Total Operating Revenues	2,200	2,000	1,000	1,000	1,000
Operating Expenses						
517.700.20	Personnel Benefits	(211,750)	(200,000)	(200,000)	(215,000)	(215,000)
517.700.40	Services & Charges	(3,401)	(4,400)	(3,600)	(3,900)	(3,900)
	Total Operating Expenses	(215,151)	(204,400)	(203,600)	(218,900)	(218,900)
	Operating Income (Loss)	(212,950)	(202,400)	(202,600)	(217,900)	(217,900)
Non Operating Revenues (Expenses)						
		-	-	-	-	-
	Total Non Op Rev (Exp)	-	-	-	-	-
	Net Income (Loss)	(212,950)	(202,400)	(202,600)	(217,900)	(217,900)
Items Not Affecting Working Capital						
		-	-	-	-	-
	Net W/C From Operations	(212,950)	(202,400)	(202,600)	(217,900)	(217,900)
Resources Other Than Operations						
		-	-	-	-	-
	Total Resources	-	-	-	-	-
Uses Other Than Operations						
		-	-	-	-	-
	Total Uses	-	-	-	-	-
	Net Change In Working Capital	(212,950)	(202,400)	(202,600)	(217,900)	(217,900)
	Beginning Working Capital - Jan 1	2,028,681	1,815,731	1,815,731	1,613,131	1,395,231
	Ending Working Capital - Dec 31	1,815,731	1,613,331	1,613,131	1,395,231	1,177,331
	Net Change In Working Capital	$ (212,950)	$ (202,400)	$ (202,600)	$ (217,900)	$ (217,900)

WORKERS' COMPENSATION FUND

Mission Statement

This fund provides time loss and medical benefits for employees who are affected by an occupational injury or illness and stabilizes rates, offers risk management services, and provides quality benefits both to the City and the employee in an efficient and timely manner.

Division Overview

The Workers' Compensation Fund is part of the Risk Management Division which administers four major insurance programs: civil liability, workers' compensation, auto and property coverage. This division provides risk identification, loss analysis, loss control recommendations, and risk financing. The division also administers several citywide training and employee development programs.

2013 & 2014 Accomplishments

- Obtained approval from the State Department of Labor and Industries (L&I) to self-insure workers' compensation.
- Contracted with a third-party administrator to provide workers' compensations claim adjudication for employee injuries.
- Continued to provide timely workers' compensation to injured employees.

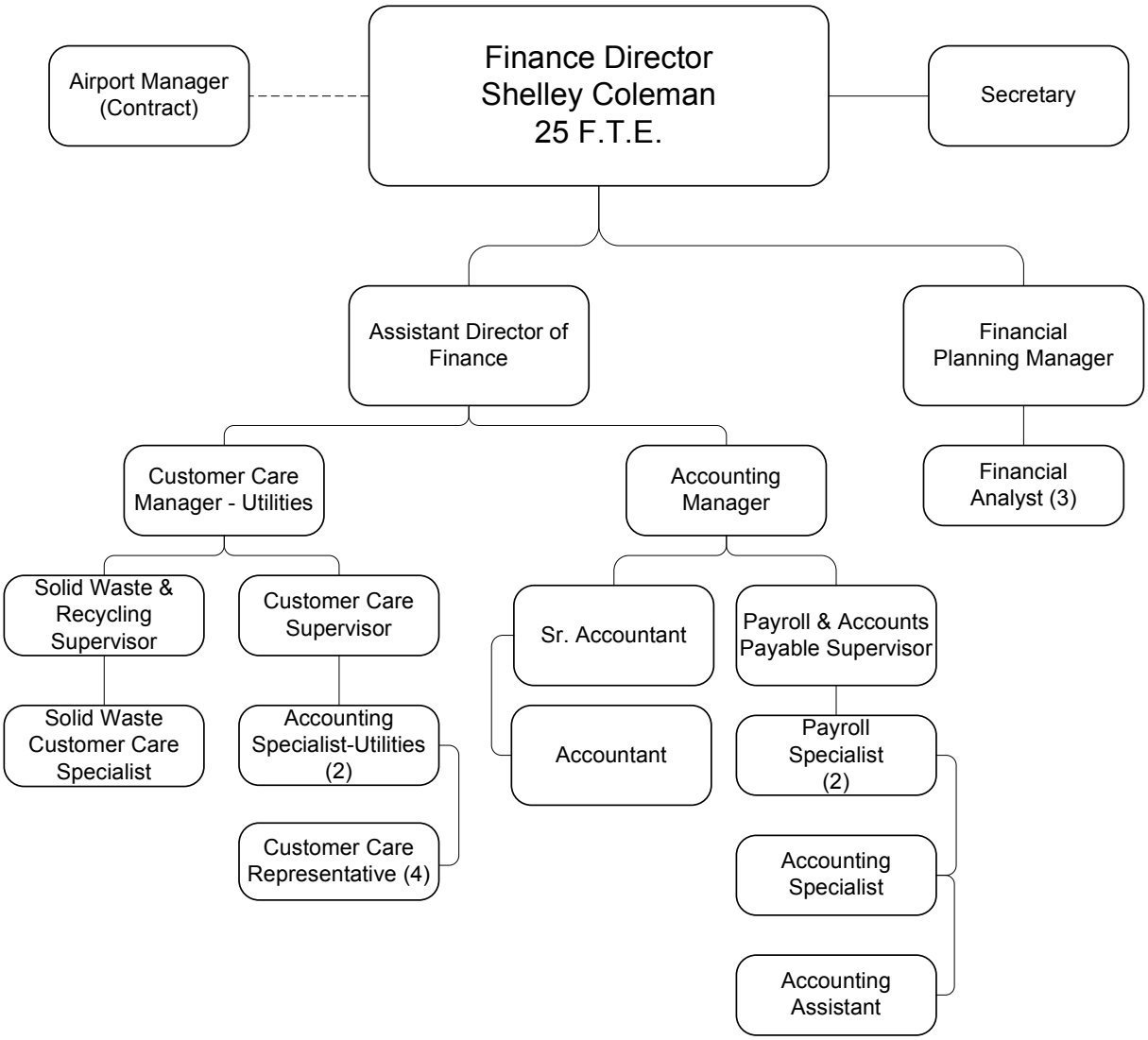
2015 & 2016 Objectives

- Continue to fund rates that mirror 2015 & 2016 Department of Labor and Industries rates, and based on those rates, establish a fund reserve that would allow the City to stabilize future rates consistent with inflationary measures.
- Conduct an actuarial review of current funding to identify trends and fund solvency for future rate determination.
- Continue to provide workers' compensation benefits to employees for new and existing claims.

2015-2016 Working Capital Budget

503 Worker's Compensation		2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Operating Revenues						
369.720	L&I Contributions - EE	-	36,000	40,000	40,000	43,000
369.730	L&I Contributions - ER	-	711,000	700,000	700,000	700,000
398.100	Insurance Recoveries	-	93,000	120,000	120,000	120,000
	Total Operating Revenues	-	840,000	860,000	860,000	863,000
Operating Expenses						
	Salaries & Wages	-	(83,763)	(83,763)	(84,148)	(84,590)
	Personnel Benefits	-	(31,237)	(31,237)	(34,688)	(37,005)
	Services & Charges	-	(622,000)	(622,000)	(697,765)	(732,715)
	Total Operating Expenses	-	(737,000)	(737,000)	(816,601)	(854,310)
	Operating Income (Loss)	-	103,000	123,000	43,399	8,690
Non Operating Revenues (Expenses)						
361.110	Investment Income	-	-	-	100	100
	Total Non Op Rev (Exp)	-	-	-	100	100
	Net Income (Loss)	-	103,000	123,000	43,499	8,790
Items Not Affecting Working Capital						
		-	-	-	-	-
	Net W/C From Operations	-	103,000	123,000	43,499	8,790
Resources Other Than Operations						
		-	-	-	-	-
	Total Resources	-	-	-	-	-
Uses Other Than Operations						
		-	-	-	-	-
	Total Uses	-	-	-	-	-
	Net Change In Working Capital	-	103,000	123,000	43,499	8,790
	Beginning Working Capital - Jan 1	-	-	-	123,000	166,499
	Ending Working Capital - Dec 31	-	103,000	123,000	166,499	175,289
	Net Change In Working Capital	$ -	$ 103,000	$ 123,000	$ 43,499	$ 8,790

Finance Department



F.T.E. = Full Time Equivalent

FINANCE DEPARTMENT

Mission Statement

The Finance Department is dedicated to providing outstanding customer service to meet the needs of citizens and City departments by providing timely and accurate financial information, safeguarding financial assets, and performing our duties ethically with the greatest integrity.

Department Overview

Major responsibilities include: financial and budgetary policy development; long-term financing and cash management; the functions of utility billing and customer service, payroll, purchasing, and accounts payable and receivable. The department prepares a comprehensive annual financial report, and a biennial budget document. Other duties include providing analytical support, accounting and budgeting advice to departments overseeing the six-year Capital Facility Plan (CFP), and overseeing the Solid Waste and Airport Management services contract.

2013 & 2014 Accomplishments

- Completed the 2013-2014 Final Budget and submitted documentation to Government Finance Officers Association (GFOA) for the Distinguished Budget Presentation Award.
- Prepared the 2013 and 2014 Comprehensive Annual Financial Reports (CAFRs). Submitted documentation to the GFOA award program to receive the Certificate of Achievement for Excellence in Financial Reporting.
- Updated the six-year Capital Facilities Plan (CFP) as part of the Comprehensive Plan.
- Updated the 2013 Revenue Manual.
- Worked with State Auditor's Office for successful audit engagement.
- Prepared and submitted the Local Revitalization Sales Tax Credit application to the State of Washington.
- Prepared and submitted the Annexation Sales Tax report to the State of Washington.
- Continued to track performance measures to improve efficiency and effectiveness in providing customer service.
- Prepared monthly financial reports providing year-to-date detail on citywide revenues and summarizing the City revenues and expenditures.
- Bond rating was upgraded from AA to AA+.
- Implemented Governmental Accounting Standards Board (GASB) No. 63 and No. 65. GASB No. 63 provides financial reporting guidance for reporting deferred outflows of resources, deferred inflows of resources, and net position. GASB No. 65 establishes accounting and financial reporting standards that reclassify certain items that were previously reported as assets and liabilities as deferred outflows of resources or deferred inflows of resources.
- Billed $8,293,600 for grants in 2013 and $3,243,600 through August 2014.
- Administered Federal Aviation Administration (FAA) grant for Airport Taxiway & Runway Asphalt Rehabilitation and Sealcoat Project.
- Updated the Airport Master Plan.
- Continued implementing workflow business process between Maintenance and Operations (M&O) and Finance through the implementation of CarteGraph.
- Upgraded Utility Billing software from version 6.05 to version 7.0 with the Innovation and Technology Department.
- Implemented Tyler Output Processor.
- Completed and activated an electronic payroll time entry system.
- Created and implemented a new Utility Billing Collection Policy.
- Increased online utility bill payments from 94,988 in 2011/2012 to 128,424 in 2013/2014.
- Completed the Citywide procurement card purchasing program.
- Administered the Pet Licensing Program.
- Managed the annual Senior Citizen/Disability Discount and Rebate program.

- Issued 2013 Water and Storm Drainage utility revenue bonds for capital project construction as identified in the utility rate study update.
- Reviewed Solid Waste rates.
- Assisted in creating and implementing incentives to promote and support economic development.
- Worked with the City's Economic Development department on specific projects.

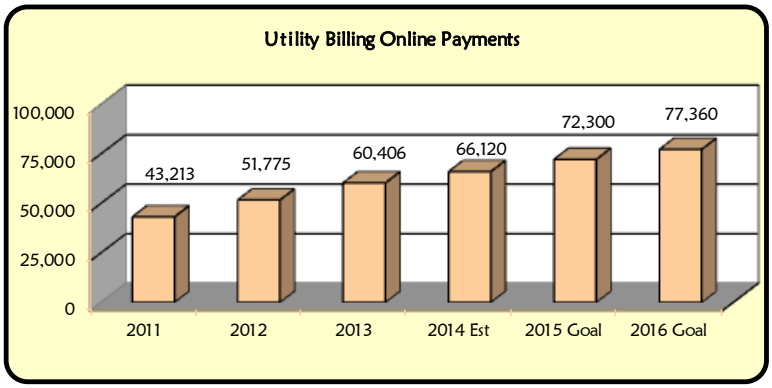
2015 & 2016 Objectives

- Complete the 2015-2016 Final Budget and submit documentation to GFOA for the Distinguished Budget Presentation Award.
- Prepare the 2015 and 2016 Comprehensive Annual Financial Reports (CAFRs). Submit documentation to the GFOA award program to receive the Certificate of Achievement for Excellence in Financial Reporting.
- Work with City Council committees to implement SMART (Specific, Measurable, Attainable, Relevant and Time-bound) goals.
- Update the six-year Capital Facilities Plan as part of the Comprehensive Plan.
- Work with State Auditor's Office for successful audit engagement.
- Work with Utility customers to convert more accounts to online bill pay service.
- Update the Utility Service notification policy (interruption policy) for disconnects/delinquent accounts.
- Implement Interactive Voice Response Technology (IVR) for phone payments and shut-off notifications.
- Keep hold times to one minute and 29 seconds.
- In coordination with the Public Works Department, facilitate preparation of a cost of service and rate design study for the Water Utility.
- Work with the Public Works Department to purchase and implement an automated metering technology, generally referred to as Advanced Metering Infrastructure (AMI).
- Begin Request for Proposal (RFP) process for contracted Solid Waste services.
- Continue to review and improve processes through lean strategies.
- Issue Water Utility Revenue Bonds for capital projects.
- Administer economic development incentives when exercised by developers.

PERFORMANCE MEASURES - FINANCE DEPARTMENT

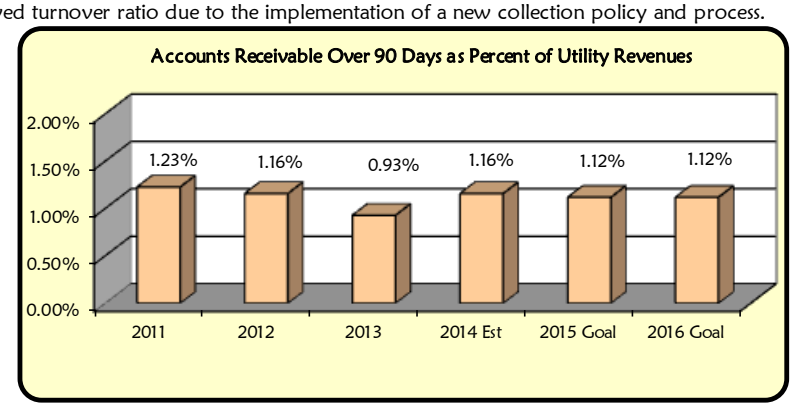
Utility Billing Online Payments

In an effort to improve customer service and streamline operations, the Finance Department implemented a 24 hour, online utility bill payment solution. As evidenced in the graph below, the adoption rate of this service has continued to grow each year as more customers are utilizing web based services.



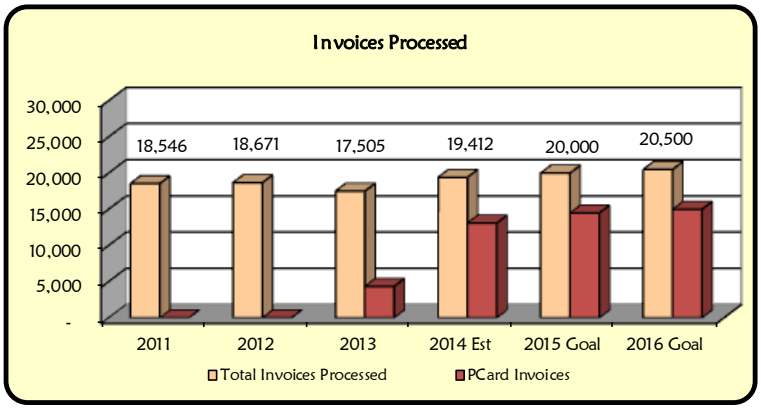
Utilities Accounts Receivable Over 90 Days as a Percent of Utility Revenue

Utility accounts receivable over 90 days as a percent of utility revenue is an important financial indicator because it demonstrates the City's ability to efficiently collect its utility billing receivables. These percentages show the improved turnover ratio due to the implementation of a new collection policy and process.



Total Invoices Processed

This statistic is used to track the productivity of the accounts payable department, and to ensure staffing is at proper levels to meet the City's ongoing legal disbursement commitments. In 2013, the City implemented a Purchasing Card (PCard) program in an effort to provide convenience for its buyers and to reduce processing costs. As an added benefit, the City receives quarterly rebates on total purchases that are made through the program. The success of the program is evidenced by the chart below which shows the increase in invoices that are now being processed by PCards.



Department Budget

001.14 Finance	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Expenditures					
Salaries & Wages	614,557	666,633	640,000	683,437	696,627
Personnel Benefits	260,461	304,862	275,000	298,276	320,146
Supplies	8,356	16,000	12,000	17,500	17,500
Services & Charges	84,278	209,800	150,000	218,730	221,710
Intergovernmental	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	176,508	172,600	172,600	161,462	159,410
DEPARTMENT TOTAL	**$1,144,160**	**$1,369,895**	**$1,249,600**	**$1,379,405**	**$1,415,393**

Department Employees

001/434 Finance FTE's	2012	2013	2014	2015	2016
Finance FTE's	22.00	23.00	23.00	23.00	23.00
Solid Waste FTE's	2.00	2.00	2.00	2.00	2.00
TOTAL FINANCE FTE's	**24.00**	**25.00**	**25.00**	**25.00**	**25.00**

Full Time Equivalent (FTE)

1.0 FTE - Council approved a Customer Service Representative position for 2013 budget.

NON-DEPARTMENTAL

Department Overview

Non-Departmental accounts are used to reflect the General Fund's ending fund balance, prior year adjustments, the transfer of money between funds, and one-time transactions. Estimated costs for the General Fund portion of retiring employees are budgeted in this department; LEOFF 1 Other Post Retirement Benefits (OPEB) requirements and long term debt payments.

During the course of the year, anticipated expenditures will be transferred from the beginning fund balance while revenues will be added. The ending fund balance reflects the target figure for the ending balance. Since the budget will be adopted before the actual current year ending figure is known, the amount has been estimated.

2013 & 2014 Accomplishments

- Continued to fund Law Enforcement Officer and Fire Fighter (LEOFF 1) retiree medical and long-term care expenditures.
- Continued to fund retirement payouts.
- Continued to provide funding for general citywide services.
- Funded the City's share of the Auburn Valley Humane Society (AVHS).

2015 & 2016 Objectives

- Continue to fund LEOFF 1 retiree medical and long-term care expenditures.
- Continue to fund retirement payouts.
- Continue to provide funding for general citywide services.
- Continue to fund the City's share of the Auburn Valley Humane Society (AVHS).
- Fund debt payment for Valley Communications, the Library, and the Golf Course.
- Transfer of $1.3 million of cash reserves (in 2015) to the Cumulative Reserve Fund to replenish the fund for historical interfund support.

Department Budget

001.98 Non Departmental	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Expenditures					
Salaries & Wages	120,744	409,432	409,432	62,700	127,700
Personnel Benefits	1,065,805	1,365,498	1,165,498	1,263,900	1,313,000
Supplies	-	-	-	-	-
Services & Charges	694,752	1,149,692	949,692	1,183,600	1,692,600
Operating Transfers Out	2,051,646	406,585	406,585	1,968,695	636,653
Capital Outlay	-	-	-	-	-
Debt Service Principal	-	-	-	220,000	-
Debt Service Interest	-	-	-	8,800	-
Interfund Payments For Service	-	-	-	-	-
Designated Fund Balance	221,614	221,614	221,614	221,614	221,614
Undesignated Fund Balance	15,194,774	10,905,110	14,405,110	10,359,512	4,978,223
DEPARTMENT TOTAL	**$19,349,335**	**$14,457,931**	**$17,557,931**	**$15,288,821**	**$8,969,790**

SPECIAL REVENUE FUNDS

Special revenue funds account for the proceeds of specific revenue sources whose expenditures are legally restricted. The Finance department is responsible for the budget in the following special revenue funds:

- Fund 104 - Hotel/Motel Tax Fund was created in 2001 to collect revenues to support tourism activities in Auburn.
- Fund 122 - The Cumulative Reserve Fund accumulates excess reserves for counter-cyclical purposes ("Rainy Day") and capital purposes.
- Fund 124 - Mitigation Fees Fund accounts for fees paid by developers toward the cost of future improvements to City infrastructure, which are required to provide for additional demands generated by new development.

2013 & 2014 Accomplishments

- Continued to collect, monitor and distribute legally restricted revenue sources.
- Administered use of mitigation fees to provide for City infrastructure improvements.
- Maintained Cumulative Reserve Fund to provide stability during economic downturns and for capital purposes.

2015 & 2016 Objectives

- Continue to collect, monitor and distribute legally restricted revenue sources.
- Maintain Cumulative Reserve Fund to provide stability during economic downturns and for capital purposes.
- Administer use of mitigation fees to provide for City infrastructure improvements.

Special Revenue Funds

104 Hotel Motel Tax	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	109,913	131,851	131,851	139,991	148,031
Hotel Motel Tax	90,581	70,000	87,000	87,900	88,800
Services & Charges	6,370	9,100	6,000	6,000	6,000
Investment Income	179	150	140	140	140
Operating Transfers In	-	-	-	-	-
Total Revenues	**$207,043**	**$211,101**	**$224,991**	**$234,031**	**$242,971**
Expenditures					
Services & Charges	75,192	85,000	85,000	86,000	86,000
Ending Fund Balance	131,851	126,101	139,991	148,031	156,971
Total Expenditures	**$207,043**	**$211,101**	**$224,991**	**$234,031**	**$242,971**

Special Revenue Funds

122 Cumulative Reserve	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	7,352,958	8,228,128	8,228,128	5,582,204	6,238,304
Miscellaneous Revenue	7,511	3,000	9,700	14,100	14,200
Operating Transfers In	2,000,000	-	-	1,300,000	-
Total Revenues	**$9,360,469**	**$8,231,128**	**$8,237,828**	**$6,896,304**	**$6,252,504**
Expenditures					
Debt Service Principal - Valley Com	204,880	212,000	212,000	-	-
Debt Service Interest - Valley Com	-	17,280	17,280	-	-
Operating Transfers Out*	927,461	3,967,428	2,426,344	658,000	1,917,084
Ending Fund Balance	8,228,128	4,034,420	5,582,204	6,238,304	4,335,420
Total Expenditures	**$9,360,469**	**$8,231,128**	**$8,237,828**	**$6,896,304**	**$6,252,504**

Transfers Out Summary*	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Golf Debt Service	390,429	393,144	393,144	-	-
1998 Library Bond Debt Service	234,049	283,700	283,700	-	-
Innovation & Technology Loan Payment	100,140	104,250	104,250	104,000	104,000
Equipment Rental Loan Payment	100,140	104,250	104,250	104,000	104,000
Cemetery Cash Flow Needs	-	320,000	-	200,000	300,000
AVHS Startup Costs	102,548	-	-	-	-
Golf Debt Service Admin Fees	155	1,000	1,000	-	
Auburn Community Center	-	1,221,084	-	-	1,221,084
Herr Property Purchase	-	1,290,000	1,290,000	-	-
Golf Course Equipment Purchase	-	250,000	250,000	250,000	188,000
Total Transfers Out	**$927,461**	**$3,967,428**	**$2,426,344**	**$658,000**	**$1,917,084**

Special Revenue Funds

124 Mitigation Fees	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance - Designated	2,985,128	4,539,412	4,539,412	5,119,608	2,626,455
Beginning Fund Balance - Undesignated	76,051	101,356	101,356	111,356	12,976
Fire Impact Fees	173,103	50,000	200,000	100,000	100,000
Wetland Mitigation Fees	38,594	-	-	-	-
Transportation Impact Fees	1,403,711	800,000	900,000	800,000	800,000
Truck Impact Fees	7,549	-			
School Impact Admin Fees	25,142	5,000	10,000	15,000	15,000
Lakeland Fire Mitigation Fees	-	-	-	-	-
Traffic Mitigation Fees	4,862	-	-	-	-
Parks Impact Fees	24,500	20,000	40,000	75,000	75,000
Park Mitigation Fees	15,000	-	-	-	-
Investment Income	6,206	5,000	5,240	4,890	4,890
Transfers In	151,302	1,045,300	1,045,300	-	-
Total Revenues	**$4,911,148**	**6,566,068**	**$6,841,308**	**$6,225,854**	**$3,634,321**
Expenditures					
Intergovernmental	50,000	50,000	50,000	460,000	50,000
Operating Transfers Out - Designated*	220,380	2,570,712	1,560,344	3,013,043	1,171,827
Operating Transfers Out - Undesignated*	-	-	-	113,380	-
Ending Fund Balance - Designated	4,539,412	3,834,000	5,119,608	2,626,455	2,384,518
Ending Fund Balance - Undesignated	101,356	111,356	111,356	12,976	27,976
Total Expenditures	**$ 4,911,148**	**$6,566,068**	**$6,841,308**	**$6,225,854**	**$3,634,321**

Transfers Out Summary*	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
To Fund 001 - School Impact Admin Fees	-	-	-	113,380	-
To Fund 102 - Impact Fees	122,364	2,112,722	1,222,712	2,873,043	846,037
To Fund 102 - Mitigation Fees	37,368	262,632	262,632	50,000	-
To Fund 321 - Park Impact Fees	50,000	100,000	50,000	65,000	285,000
To Fund 328 - Traffic Impact Fees	6,293	43,700	25,000	25,000	20,000
To Fund 328 - Wetland Mitigation Fees	4,355	51,658	-	-	20,790
Total Transfers Out	**$ 220,380**	**$2,570,712**	**$1,560,344**	**$3,126,423**	**$ 1,171,827**

DEBT SERVICE FUNDS

Debt Service funds account for payment of outstanding long-term general obligations of the City. The City has seven Debt Service funds: the 1998 Limited Tax General Obligation (LTGO) Bond Fund, City Hall Annex Bond Fund, the Local Revitalization Bond Fund, the Golf Debt Service Fund, the Local Improvement District (LID) Guarantee Fund, the Local Improvement District (LID) 250 Fund, and the Local Improvement District (LID) 350 Fund. The City's LID Guarantee Fund is used as a source for guaranteeing the redemption and payment of outstanding LID bonds and interest. Its purpose is to provide adequate security in order to maintain top ratings by bond raters.

2013 & 2014 Accomplishments

- Made timely payment of principal and interest on outstanding debt issues.
- Continued accounting for existing LID funds including closing out funds for completed LIDs.
- Coordinated new LIDs with other City departments.

2015 & 2016 Objectives

- Make timely payment of principal and interest on outstanding debt issues.
- Continue accounting for existing LID funds including closing out funds for completed LIDs.
- Coordinate new LIDs with other City departments.

Debt Service Funds

229 Library Bond Refunding Debt	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	46,155	-	-	-	-
Investment Income	96	300	-	-	-
Operating Transfers In	234,049	283,700	283,700	279,500	285,100
Total Revenues	**$280,300**	**$284,000**	**$283,700**	**$279,500**	**$285,100**
Expenditures					
Services & Charges	-	-		-	-
Debt Service Principal	220,000	230,000	230,000	235,000	250,000
Debt Service Interest	60,300	53,700	53,700	44,500	35,100
Ending Fund Balance	-	300	-	-	-
Total Expenditures	**$280,300**	**$284,000**	**$283,700**	**$279,500**	**$285,100**

230 City Hall Annex 2010 A&B Bond Debt	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	-	-	-	-	-
Investment Income	-	-	-	-	-
BAB Subsidy	374,018	370,970	370,970	377,065	371,390
Operating Transfers In	1,322,498	1,325,550	1,325,550	1,318,852	1,317,054
Total Revenues	**$1,696,517**	**$1,696,520**	**$1,696,520**	**$1,695,917**	**$1,688,444**
Expenditures					
Debt Service Principal	500,000	515,000	515,000	535,000	545,000
Debt Service Interest	1,196,517	1,181,520	1,181,520	1,160,917	1,143,444
Ending Fund Balance	-	-	-	-	-
Total Expenditures	**$1,696,517**	**$1,696,520**	**$1,696,520**	**$1,695,917**	**$1,688,444**

Debt Service Funds

231 Local Revitalization 2010 C&D Bond Debt	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	-	-	-	-	20
LRF Sales Tax Credit	277,292	250,000	250,000	250,000	250,000
Investment Income	183	100	-	121,675	119,341
BAB Subsidy	120,692	119,712	119,712	20	20
Operating Transfers In	196,200	228,508	228,508	222,942	223,091
Total Revenues	**$594,367**	**$598,320**	**$598,220**	**$594,637**	**$592,472**
Expenditures					
Debt Service Principal	205,000	215,000	215,000	220,000	225,000
Debt Service Interest	389,367	383,220	383,220	374,617	367,432
Ending Fund Balance	-	100	-	20	40
Total Expenditures	**$594,367**	**$598,320**	**$598,220**	**$594,637**	**$592,472**

Debt Service Funds

249 LID Guarantee	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	44,472	34,524	34,524	24,549	22,569
Investment Income	52	100	25	20	20
Total Revenues	**$44,524**	**$34,624**	**$34,549**	**$24,569**	**$22,589**
Expenditures					
Operating Transfers Out	10,000	10,000	10,000	2,000	2,000
Debt Service Interest	-	-	-	-	-
Ending Fund Balance	34,524	24,624	24,549	22,569	20,589
Total Expenditures	**$44,524**	**$34,624**	**$34,549**	**$24,569**	**$22,589**

Debt Service Funds

250 LID #250	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	337	376	376	-	-
Investment Income	39	20	37	-	-
Special Assessment Principal	31,390	32,960	468,255	-	-
Special Assessment Interest & Penalties	24,982	23,413	23,413	-	-
Total Revenues	**$56,749**	**$56,769**	**$492,081**	**-**	**-**
Expenditures					
Special Assessment Principal	31,390	32,960	468,255	-	-
Special Assessment Interest	24,982	23,413	23,413	-	-
Transfer Out	-	-	414	-	-
Ending Fund Balance	376	396	-	-	-
Total Expenditures	**$56,749**	**$56,769**	**$492,081**	**-**	**-**

275 LID #350	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	5,631	10,888	10,888	7,864	7,874
Investment Income	19	-	12	10	10
Special Assessment Principal	9,382	5,407	3,010	5,678	5,961
Special Assessment Interest & Penalties	3,101	1,839	1,200	1,569	1,285
Total Revenues	**$18,133**	**$18,134**	**$15,110**	**$15,121**	**$15,130**
Expenditures					
Special Assessment Principal	5,149	5,407	5,407	5,678	5,961
Special Assessment Interest	2,096	1,839	1,839	1,569	1,285
Ending Fund Balance	10,888	10,888	7,864	7,874	7,884
Total Expenditures	**$18,133**	**$18,134**	**$15,110**	**$15,121**	**$15,130**

Debt Service Funds - Golf Course

The Golf Debt Service enterprise fund (417) was dissolved at the end of 2013 and golf debt service was moved into a new governmental debt service fund (237) effective January 1, 2014. The working capital statement in the second table shown below is being provided in order to show the 2013 actual expenditures within the old fund during the last year of its existence.

237 Golf Debt Service	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	-	-	-	-	-
Investment Income	-	-	-	-	-
Operating Transfers In	-	393,144	393,144	389,195	351,553
Total Revenues	**-**	**$393,144**	**$393,144**	**$389,195**	**$351,553**
Expenditures					
Debt Service Principal	-	240,000	240,000	249,251	225,314
Debt Service Interest	-	153,144	153,144	139,944	126,239
Ending Fund Balance	-	-	-	-	-
Total Expenditures	**-**	**$393,144**	**$393,144**	**$389,195**	**$351,553**

417 Golf Debt Service	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Operating Expenses					
Services & Charges	(562)	-	-	-	-
Total Operating Expenses	(562)	-	-	-	-
Operating Income (Loss)	(562)	-	-	-	-
Non Operating Revenues (Expenses)					
Investment Income	44	-	-	-	-
Debt Service Interest	(160,667)	-	-	-	-
Total Non Op Rev (Exp)	(160,623)	-	-	-	-
Net Income (Loss)	(161,185)	-	-	-	-
Net W/C From Operations	(161,185)	-	-	-	-
Resources Other Than Operations					
Operating Transfers In	390,584	-	-	-	-
Other Sources	(33,552)	-	-	-	-
Total Resources	357,032	-	-	-	-
Uses Other Than Operations					
Other Uses	28,791				
Debt Service Principal	(225,000)	-	-	-	-
Total Uses	(196,209)	-	-	-	-
Net Change In Working Capital	(362)	-	-	-	-
Beginning Working Capital - Jan 1	359	-	-	-	-
Ending Working Capital - Dec 31	(3)	-	-	-	-
Net Change In Working Capital	$ (362)	-	-	-	-

CAPITAL IMPROVEMENT FUND

The Capital Improvement Fund 328 manages the proceeds of grants, Real Estate Excise Tax (REET), and transfers from other funds. All funds are used for capital projects or major equipment purchases. The Finance department is responsible for the budget in this capital fund.

2013 & 2014 Accomplishments

- Transferred out Real Estate Excise Tax (REET2) funds to support Local and Arterial Streets programs and transferred REET funds for debt service on Annex and Local Revitalization bonds.
- Provided funding for traffic and sidewalk programs.
- Completed City Hall Phase 1 & 2 improvements.
- Continued to provide funding for facility improvements.

2015 & 2016 Objectives

- Transfer out Real Estate Excise Tax (REET2) funds to support Local and Arterial Streets programs and transfer of REET funds for debt service on Annex and Local Revitalization bonds.
- Provide funding for traffic and sidewalk programs.
- Provide funding for the Auburn Community and Youth/Teen Center.
- Provide funding for the Auburn Environmental Park Boardwalk Phase 2 and the Downtown Wayfinding Program.
- Provide funding for the Green River Park Design and the Les Gove Campus Master Plan.
- Provide funding for citywide sidewalk repairs.

328 Capital Improvements	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	6,412,476	9,102,927	9,102,927	9,144,989	8,827,868
REET 1	1,116,374	700,000	850,000	800,000	800,000
REET 2	1,116,160	700,000	850,000	800,000	800,000
State Grant	-	100,000	-	100,000	100,000
Investment Income	30,723	56,452	33,952	9,569	9,285
Contributions & Donations	36,540	38,367	473,662	5,678	5,961
Miscellaneous Revenue	40,000	30,000	30,000	-	-
Sales of Fixed Assets	2,593,405	1,500,000	-	-	-
Operating Transfers In	84,658	195,358	125,000	125,000	40,790
Total Revenues	**$11,430,334**	**$12,423,104**	**$11,465,541**	**$10,985,236**	**$10,583,904**
Expenditures					
City Hall Remodel Phase 1 & 2	672,540	539,022	539,022	-	-
City Hall Replacement Generator	-	-	-	100,000	-
City Wetland Mitigation	4,355	51,658	-	-	20,790
HVAC Improvements	220,073	99,319	-	-	-
AEP Boardwalk Phase 2	-	-	-	75,000	-
Downtown Wayfinding Program	-	-	-	90,000	30,000
Mohawks Plastics	6,293	43,700	25,000	25,000	20,000
Parks Projects	10,500	60,000	52,000	180,000	30,000
Property Expenditures	136,785	-	-	-	-
Public Works Projects	-	555,000	170,000	125,000	125,000
Transportation Projects - REET 2	35,423	319,500	225,000	380,000	375,000
Transfer Out -Community Center	-	3,319,697	-	-	3,319,697
Operating Transfers Out - REET 1	853,360	2,122,094	1,045,200	959,426	1,417,746
Operating Transfers Out - REET 2	388,078	1,460,722	264,330	222,942	223,091
Ending Fund Balance	9,102,927	3,852,392	9,144,989	8,827,868	5,022,580
Total Expenditures	**$11,430,334**	**$12,423,104**	**$11,465,541**	**$10,985,236**	**$10,583,904**

LOCAL REVITALIZATION FUND

Local Revitalization Fund 330 accounts for projects within the designated local revitalization boundary. Funding was established by Senate Bill 5045 and designated the City of Auburn as a demonstration project. Local revitalization funding, through the state, provides the City with $250,000 for 25 years to construct infrastructure projects within the designated revitalization boundary. The financing is a credit against the State's portion of sales/use tax. The goal of Local Revitalization funding is to stimulate economic growth and future development through the infrastructure improvements.

2013 & 2014 Accomplishments

- Completed the construction of the South Division Street Promenade Project.
- Completed the construction of the Citywide Wayfinding Signage Project.
- Began the Main Street Streetscape Urban Design Project.
- Began the design of the City Downtown Public Parking Lot Reconfiguration Project.

2015 & 2016 Objectives

- Complete the Main Street Streetscape Urban Design Project.
- Complete the construction of the City Downtown Public Parking Lot Reconfiguration Project.

330 Local Revitalization	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	606,976	559,070	559,070	229,370	-
Grants	60,691	-	-	-	-
Investment Income	865	-	300	250	-
Operating Transfers In	-	-	-	-	-
Total Revenues	**$668,533**	**$559,070**	**$559,370**	**$229,620**	**-**
Expenditures					
Salaries & Wages	10,620	-	-	-	-
Personnel Benefits	3,645	-	-	-	-
Capital Outlay	95,199	559,070	330,000	229,620	-
Ending Fund Balance	559,070	-	229,370	-	-
Total Expenditures	**$668,533**	**$559,070**	**$559,370**	**$229,620**	**-**

SOLID WASTE UTILITY DIVISION

Mission Statement

The Solid Waste Division provides environmentally sound and safe disposal of solid and hazardous waste and provides waste reduction and recycling opportunities to increase public awareness within the City of Auburn.

Department Overview

The City contracts with Waste Management to do collection and recycling, with City staff responsible for overall management and billings. The City also has a franchise agreement with Allied Waste Services in the annexed areas of Lea Hill and West Hill. The City contracts with King County for disposal of solid waste materials. The Solid Waste Utility Division encourages community participation in Auburn's solid waste programs by proactively managing and monitoring the daily activities of the solid waste contractors; continually assessing the regulatory and political climate pertaining to solid and hazardous waste collection and disposal, recycling and waste prevention, and reviewing the adequacy of our annual level of service to meet community needs.

2013 & 2014 Accomplishments

- Maintained residential recycling and yard waste diversion rate over 50%.
- The participation rate in residential recycling/organics collection increased to an average of 92%.
- Assisted Waste Management with promotion of the "Business and Multifamily Recycling Programs" and increased recycling participation to 76% and 94% respectively.
- Increased total diversion rate to 29%.
- Gave "Recycling & Waste Prevention" and "Worm Composting" presentations to elementary students in the Auburn School District (ASD).
- Produced three additional "Powerful Choices" presentation game sets so all Auburn Middle schools have presentation materials.
- Provided a "Going Green Environmental Workshop and Trade Show" for ASD classified staff and administration.
- Provided funding support for two Natural Yard Care Workshop series to the Riverwalk/Chinook Elementary and North/South Central neighborhoods.
- Provided funding for four King County Special Recycling Collection Events for residents.
- Held the first Sustainable Movie Night event for the community which included educational tables and the movie "Addicted to Plastics."
- Coordinated two "Holiday Styrofoam Collection" events.
- Provided a 24-hour "Cooking Oil Collection" station for residential use.
- Worked with three local vendors to offer a discount on compost bins for residents.
- Conducted recycle cart checks with leave-behind recycling education to six different neighborhoods in 2013, and three mobile home parks in 2014.
- Continued to promote reuse by sponsoring the annual "Community Yard Sale" event.
- Continued to promote recycling by offering the residential "Bulky Item Collection" & "Christmas Tree Recycling" events.
- Continued to promote the "Compostables Program" to residential homes.
- Continued to provide citizens with access to recycling at all City facilities and parks.
- Continued collecting food and food-soiled paper (compostables) at most City facilities.
- Sponsored the annual Chamber of Commerce "Mayor's State of the City" luncheon.
- Provided waste reduction, recycling, and household hazardous waste outreach at: Kids Day, Auburn Days, Auburn International Farmers Market, Auburn Senior Wellness Fair, King County Latino Health Fair, YMCA Healthy Kids Day, and Auburn School District Building Bridges.
- Provided recycling at all City special events in conjunction with the Parks Department.

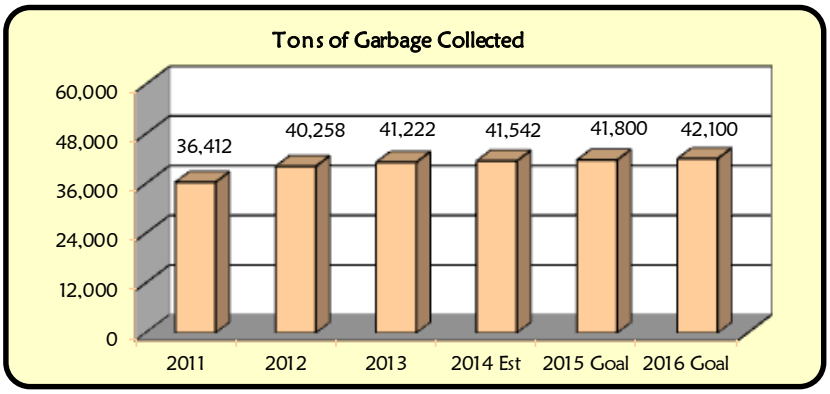
2015 & 2016 Objectives

- Continue to measure the residential diversion rate and maintain a rate over 50%.
- Increase the total diversion rate to 30%.
- Continue to provide citizens with access to recycling at all City facilities and parks.
- Continue to maintain recycling at all City special events in conjunction with the Parks Department.
- Continue to provide Cooking Oil Collection, Bulky Item Collection, Styrofoam Collection, Christmas Tree Recycling and two King County Special Collection events each year.
- Continue to support Waste Management's outreach and education efforts to multifamily and business customers.
- Continue to work with both haulers to do neighborhood recycle cart checks with leave-behind education.
- Continue to provide funding support for the Neighborhood Natural Yard Care Workshops.
- Continue to promote the King County Household Hazardous Wastemobile at the Outlet Collection for disposal of hazardous items such as oil-based paints, fluorescent bulbs, batteries, and used motor oil.
- Continue to maintain the Solid Waste & Recycling webpages for customers.
- Coordinate with Community Development and Public Works to encourage construction contractors to increase diversion rates by recycling their construction and demolition materials.
- Create and complete a residential recycling survey.
- Create an outreach campaign on Illegal Dumping in conjunction with other City departments.
- Create a new Solid Waste & Recycling Division branding (logos and taglines) in conjunction with the 'Imagine Auburn' project to be used on outreach materials.
- Create a City facility recycling collection program for batteries, other small hazardous waste materials, and office equipment.
- Provide a "Going Green Environmental Workshop and Trade Show" for ASD teachers.
- Continue participating in the regional workgroups discussing contamination reduction and outreach for recycling and organics.

PERFORMANCE MEASURES - SOLID WASTE FUND

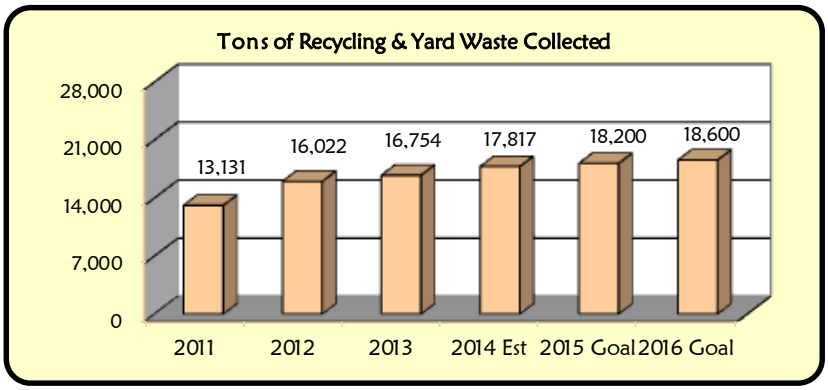
Tons of Residential & Commercial Garbage Collected

The City of Auburn garbage tonnage continues to increase due to the addition of the Pierce County portion of Auburn in March 2012. New homes are being built in the Lakeland area and the economy is slowly improving which will keep tonnage rising in 2015 and 2016. The totals include East Lea Hill and West Hill annexation areas.



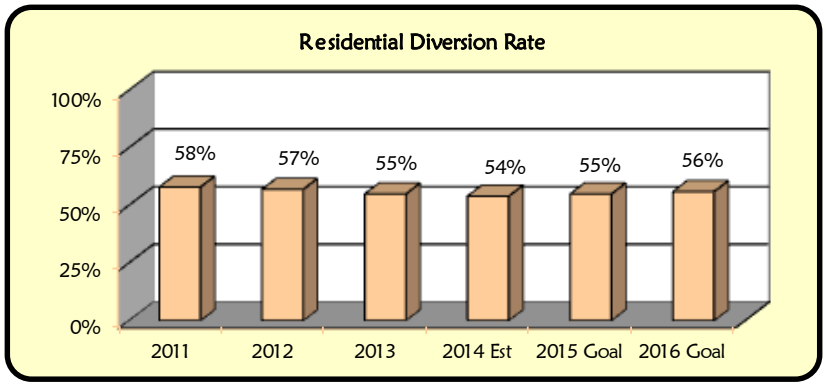
Tons of Recycling & Yard Waste Collected

City of Auburn recycling and yard waste tonnage increased sharply in 2012 due to the addition of the Pierce County portion of Auburn. The City anticipates recycling and yard waste tonnage to continue increasing in 2015 and 2016. The totals include the East Lea Hill and West Hill annexation areas.



Residential Diversion Rate

City of Auburn residents divert approximately 54% of their waste from the landfill. The diversion rate declined in 2012 when the Pierce County portion of Lakeland Hills was annexed because a large portion of those residents live in higher density communities with yard service. We can assume yard waste from these areas is being composted, but don't have the actual tonnage to include in our diversion rate. The totals include the East Lea Hill and West Hill annexation areas.



2015-2016 Working Capital Budget

434 Solid Waste		2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Operating Revenues						
343.750	Garbage Service	10,524,233	10,786,037	10,894,007	10,768,300	10,818,600
343.752	Yard Waste	911,909	921,369	970,997	970,500	989,900
343.780/790	Refuse, City, & Excise Tax	936,500	942,693	941,000	957,000	963,000
343.770	Household Hazardous Waste	412,619	412,000	414,000	417,200	420,600
343.700	Late Penalties	125,970	-		125,000	125,000
	Total Operating Revenues	12,911,232	13,062,099	13,220,004	13,238,000	13,317,100
Operating Expenses						
537.000.10	Salaries & Wages	(389,458)	(408,745)	(408,745)	(402,047)	(410,208)
537.000.20	Personnel Benefits	(177,520)	(203,014)	(203,014)	(193,605)	(208,310)
537.000.30	Supplies	(42,433)	(30,000)	(30,000)	(34,200)	(34,200)
537.000.40	Services & Charges	(11,310,037)	(11,332,003)	(11,332,003)	(11,608,975)	(11,863,075)
537.000.50	Intergovernmental	(413,217)	(412,000)	(412,000)	(417,200)	(420,600)
537.000.90	Interfund Payments For Srv	(183,595)	(179,962)	(179,962)	(105,393)	(104,209)
537.000.00	Depreciation & Amortization	(18,819)	(20,000)	(20,000)	(19,400)	(20,000)
	Total Operating Expenses	(12,535,078)	(12,585,724)	(12,585,724)	(12,780,820)	(13,060,602)
	Operating Income (Loss)	376,153	476,375	634,280	457,180	256,498
Non Operating Revenues (Expenses)						
361.110	Investment Income	1,348	400	1,240	1,300	1,300
334 & 337	Grants	90,361	112,000	112,000	108,500	109,000
369.900	Other Misc. Revenue	1,943	-	-	-	-
	Total Non Op Rev (Exp)	93,651	112,400	113,240	109,800	110,300
	Net Income (Loss)	469,805	588,775	747,520	566,980	366,798
Items Not Affecting Working Capital						
535.801.00	Depreciation & Amortization	18,819	20,000	20,000	19,400	20,000
	Net W/C From Operations	488,624	608,775	767,520	586,380	386,798
Resources Other Than Operations						
399.000	Other Sources	(2,551)	-	-	-	-
	Total Resources	(2,551)	-	-	-	-
	Net Change In Working Capital	486,073	608,775	767,520	586,380	386,798
	Beginning Working Capital - Jan 1	1,018,487	1,504,560	1,504,560	2,272,081	2,858,461
	Ending Working Capital - Dec 31	1,504,560	2,113,336	2,272,081	2,858,461	3,245,259
	Net Change In Working Capital	$486,073	$608,775	$767,520	$586,380	$386,798

Department Employees

434 Solid Waste FTE's	2012	2013	2014	2015	2016
Solid Waste FTE's*	2.00	2.00	2.00	2.00	2.00
TOTAL SOLID WASTE FTE's	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**

Full Time Equivalent (FTE)

*These FTE's are previously reported in the Finance Department.

AIRPORT FUND

Vision
To identify, analyze, develop and implement, value-added airport systems solutions and services.

Mission
To provide the citizens and users a quality aviation facility with needed services and products in a safe and secure environment.

Department Overview
The Airport provides hangar and tie-down facilities, which will accommodate over 370 based aircraft. The City has long-term land only leases which provide for private condo type aircraft hangars and one maintenance facility. In addition, there are several businesses operating on the airfield that provide aviation related services to the public and users of the Airport. The City contracts with Aviation Management Group, LLC (AMG) to manage aircraft tie-downs, hangars and facility leases, as well as the daily management, maintenance, and operation of the fuel facility.

2013 & 2014 Accomplishments
- Continued to campaign the value of the Airport to citizens and surrounding area.
- Continued to advertise regionally to promote the use of the Auburn Airport as an alternative to Boeing, Renton and Tacoma.
- Continued to pursue state and federal grant opportunities.
- Completed the 20-Year Master Plan Update.
- Secured a five-year lease on previous airport office building with an engineering firm.
- Began the Wildlife Hazard Assessment with Mead & Hunt for FAA compliance.
- Completed approximately 500,000 square feet of asphalt repair, rehab and seal coat of the runway, taxiway, taxi lanes and aircraft parking areas.
- Relocated Washington State Department of Transportation (WSDOT)/Aviation weather camera bridge to new airport office and brought back online with WSDOT/Aviation.
- Cleaned, repaired and upgraded as necessary the fire protection system for hangar rows 9 & 10.
- Completed bird prevention in hangar rows 3-8.
- Administered a Request for Proposal (RFP) process and negotiated new contract for airport management services.
- Removed trees on the west side of the airport property within the object free area.
- Applied for and received FAA authorization to relocate the airport beacon from B Street to the west end of hangar row 2.
- Moved the airport office to a larger, vacant building at the Airport.

2015 & 2016 Objectives
- Complete the Airport Master Plan, if it is not completed by the end of 2014.
- Complete the Wildlife Hazard Assessment and implement the Wildlife Hazard Plan.
- Complete the South T-Hangar Row 3 project to retrofit existing airplane hangars into enclosed hangars in order to increase cash flow and accommodate more aircraft.
- Evaluate the need for additional hangar retrofit to closed hangars.
- Promote Request for Proposal for aeronautical business development at the Airport.
- Apply to FAA for replacement of obsolete Visual Approach Slope Indicator (VASI) with new FAA approved Precision Approach Path Indicator (PAPI) Systems.
- Complete the Airport Obstruction Survey/Advanced Ground Information System (AGIS) Survey.
- Begin Environmental Assessment/Categorical Exclusions (CATEX) Report for north and south runway enhancements.
- Design Runway Extension Project.
- Continue efforts to support jet fuel sales at the Airport.

2015-2016 Working Capital Budget

435 Airport		2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Operating Revenues						
341.930	Airport Security Service	15,481	15,000	15,500	15,500	15,500
344.604	Flowage Fee	10,380	12,000	12,000	12,000	12,000
362.501	Property Leases	186,201	203,000	194,800	213,600	217,700
362.502	Tie Down & Hangar Rent	402,255	380,000	425,000	450,000	502,200
362.503	Fuel Facility Rent	18,000	-	-	-	-
	Total Operating Revenues	632,317	610,000	647,300	691,100	747,400
Operating Expenses						
546.000.10	Salaries & Wages	(20,584)	(20,024)	(20,024)	(25,481)	(25,723)
546.000.20	Personnel Benefits	(7,006)	(6,839)	(6,839)	(9,789)	(10,496)
546.000.30	Supplies	(286)	(2,000)	(2,000)	(2,000)	(2,000)
546.000.40	Services & Charges	(451,593)	(449,840)	(449,840)	(453,000)	(463,050)
546.000.90	Interfund Payments For Srv	-	-	-	-	-
546.000.00	Depreciation & Amortization	(403,105)	(416,800)	(416,800)	(413,700)	(426,100)
	Total Operating Expenses	(882,573)	(895,504)	(895,504)	(903,970)	(927,369)
	Operating Income (Loss)	(250,256)	(285,504)	(248,204)	(212,870)	(179,969)
Non Operating Revenues (Expenses)						
361.110	Investment Income	1,545	1,500	1,000	1,000	1,000
369.900	Miscellaneous Revenue	5,571	500	500	500	500
546.100.80	Debt Service Interest	(51,213)	(41,675)	(41,675)	(41,613)	(35,538)
	Total Non Op Rev (Exp)	(44,096)	(39,675)	(40,175)	(40,113)	(34,038)
	Net Income (Loss)	(294,352)	(325,179)	(288,379)	(252,983)	(214,007)
Items Not Affecting Working Capital						
535.801.00	Depreciation & Amortization	403,105	416,800	416,800	413,700	426,100
	Net W/C From Operations	108,753	91,621	128,421	160,717	212,093
Resources Other Than Operations						
333.201	Federal Aviation Grant	188,783	805,719	714,206	348,413	126,000
334.000	State Grant	4,812	38,262	32,456	19,356	7,000
399.000	Other Sources	(15,043)	-	-	-	-
	Total Resources	178,552	843,981	746,662	367,769	133,000
Uses Other Than Operations						
590.100.00	Other Uses	10,289	-	-	-	-
590.100.65	Inc In Fixed Assets - Construction	(200,222)	(1,190,745)	(868,620)	(784,125)	(140,000)
590.100.70	Debt Service Principal	(115,000)	(125,000)	(125,000)	(135,000)	(150,000)
	Total Uses	(304,933)	(1,315,745)	(993,620)	(919,125)	(290,000)
	Net Change In Working Capital	(17,628)	(380,143)	(118,537)	(390,639)	55,093
	Beginning Working Capital - Jan 1	818,912	801,284	801,284	682,748	292,109
	Ending Working Capital - Dec 31	801,284	421,142	682,748	292,109	347,202
	Net Change In Working Capital	($17,628)	($380,143)	($118,537)	($390,639)	$55,093

FIDUCIARY FUNDS

Fiduciary funds are used to report assets held in a trustee or agency capacity for others and cannot be used to support the City's own programs. The City has two fiduciary funds. Fund 611-Fire Relief and Pension Fund provides a pension for eligible firefighters. Fund 651-Agency Fund accounts for resources held in a purely custodial capacity; this fund is not budgeted.

2013 & 2014 Accomplishments

- Continued to provide pension benefits to eligible firefighters.
- Maximized interest earnings to support the Fire Relief and Pension Fund.
- Provided accountability for custodial funds.

2015 & 2016 Objectives

- Continue to provide pension benefits to eligible firefighters.
- Maximize interest earnings to support the Fire Relief and Pension Fund.
- Provide accountability for custodial funds.

Fiduciary Fund

611 Fire Pension	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	2,551,843	2,446,991	2,446,991	2,580,481	2,486,300
Fire Insurance Prevention Tax	70,036	63,000	77,558	70,000	70,000
Investment Income	15,369	10,000	6,000	6,000	6,000
Unrealized Gain (Loss) on Investment	(4,889)	-	-	-	-
Operating Transfers In	-	231,000	231,000	-	-
Total Revenues	**$2,632,359**	**$2,750,991**	**$2,761,548**	**$2,656,481**	**$2,562,300**
Expenditures					
Salaries & Wages	176,047	173,931	173,931	160,618	160,818
Personnel Benefits	3,042	3,136	3,136	3,563	3,841
Services & Charges	6,280	4,000	4,000	6,000	6,000
Ending Fund Balance	2,446,991	2,569,924	2,580,481	2,486,300	2,391,641
Total Expenditures	**$2,632,359**	**$2,750,991**	**$2,761,548**	**$2,656,481**	**$2,562,300**

PERMANENT FUNDS

Permanent funds are used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the City's programs. The City has one permanent fund: Fund 701 - Cemetery Endowment Care Fund accounts for non-expendable investments held by the City's trustee. The interest earned on investments can be used only for preservation and capital projects at the cemetery.

2013 & 2014 Accomplishments

- Provided accountability for resources held in trust by the City.
- Continued to maximize interest earnings.

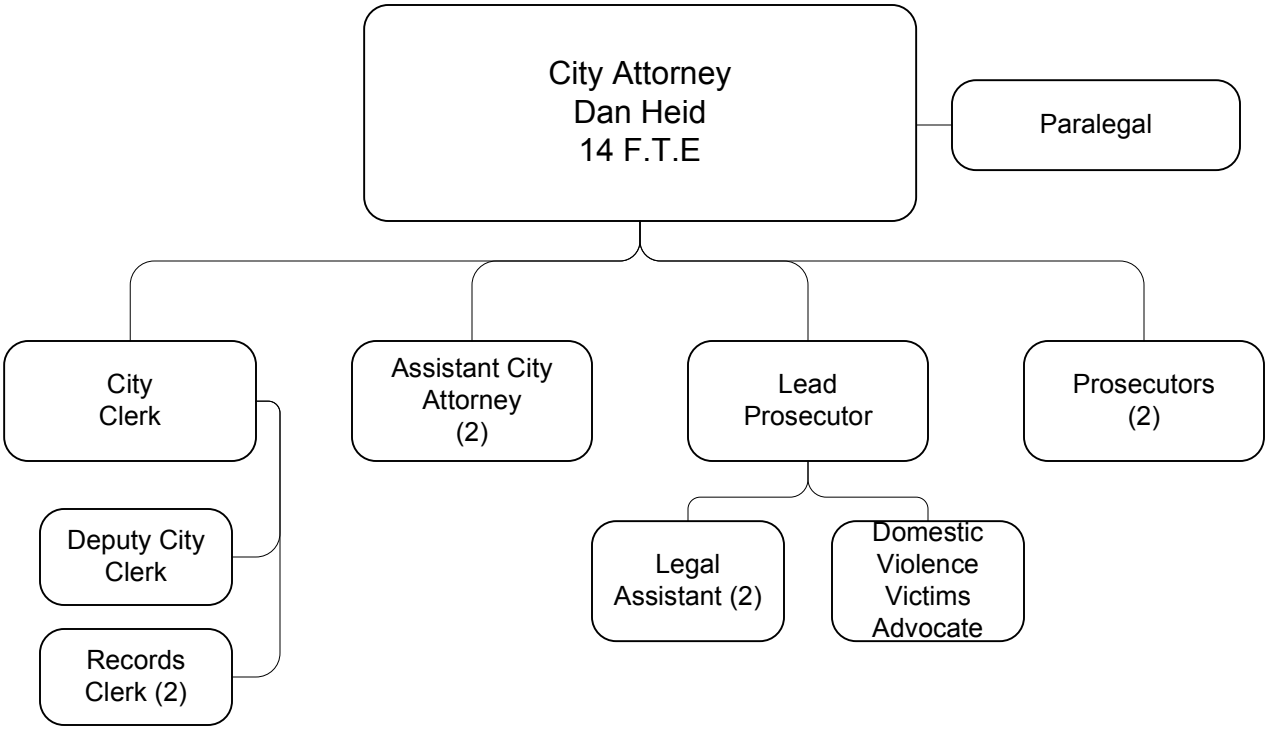
2015 & 2016 Objectives

- Provide accountability for resources held in trust by the City.
- Continue to maximize interest earnings.

Permanent Fund

701 Cemetery Endowment Care	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance - Designated	1,497,880	1,535,385	1,535,385	1,567,385	1,600,385
Beginning Fund Balance - Undesignated	88,036	94,179	94,179	96,279	97,479
Lot Sales	37,506	32,000	32,000	33,000	33,000
Investment Income	6,142	2,100	2,100	1,200	1,200
Total Revenues	**$1,629,564**	**$1,663,664**	**$1,663,664**	**$1,697,864**	**$1,732,064**
Expenditures					
Ending Fund Balance - Designated	1,535,385	1,567,385	1,567,385	1,600,385	1,633,385
Ending Fund Balance - Undesignated	94,179	96,279	96,279	97,479	98,679
Total Expenditures	**$1,629,564**	**$1,663,664**	**$1,663,664**	**$1,697,864**	**$1,732,064**

Legal Department



F.T.E. = Full Time Equivalent

LEGAL DEPARTMENT

Mission Statement

The mission of the Legal Department is to provide accurate and timely legal advice and information to the City, represent the City with great tenacity and integrity in all civil and criminal litigation, and provide considerate and thoughtful customer service to other departments and the public, both individually and as a whole.

Department Overview

This department consists of the Legal Department and the City Clerk's office. The Legal Department represents the City in all litigation, including civil and criminal misdemeanor cases. The department prepares ordinances, resolutions, petitions, contracts, leases, easements, deeds, notices and other legal documents, and provides legal counsel and advice to the City. The department prosecutes criminal cases in the King County District Court as well as prosecutes and/or defends civil actions brought by or against the City.

Responsibilities of the City Clerk Division include monitoring various legal matters; acting as a central repository for all municipal records; processing claims for damages; processing requests for public records and public information; processing passport applications, ordinance codification, and preparing City Council, Council Operations Committee, Finance Committee and LEOFF Board agendas and minutes.

2013 & 2014 Accomplishments

- Focused on and strived for courteous, prompt and responsible customer service to those with whom we came in contact in our city responsibilities.
- Continued level of customer service by responding to public record requests within five business days.
- Continued work with the Police Department and the District Court to develop procedures to enhance effective pursuit of prosecution cases.
- Provided legal updates to City departments and employees on public records.
- Provided updates and training to the Police Department on new laws and case decisions to enhance effective prosecution and to assist police on ever-changing legal issues.
- Continued work with City departments to develop procedures to enhance effective representation of legal issues on the City's behalf.
- Continued work with the court and public defender (and defense bar) to better handle caseload management and streamline court processes to improve public access to the courts and adjudication of cases.
- Worked with the Mayor and City staff, as well as the regional and state participants, to review proposed legislative bills and to develop strategies for and responses to legislative bills to enhance the ability of Auburn and other cities in the state to carry out their municipal responsibilities.
- Worked with the Police Department, attorneys and law enforcement agencies of neighboring communities to address regional criminal justice and law enforcement needs.
- Implemented Agenda Manager Program to provide streamlined agenda preparation and improve work flow.
- Implemented Laserfiche Electronic Records Management System to allow destruction of non-archival paper records after imaging.
- Worked with local and regional service providers to address needs of victims of domestic violence.
- Developed and proposed new ordinances for adoption by the City Council to address the ongoing needs of the City and its citizens.

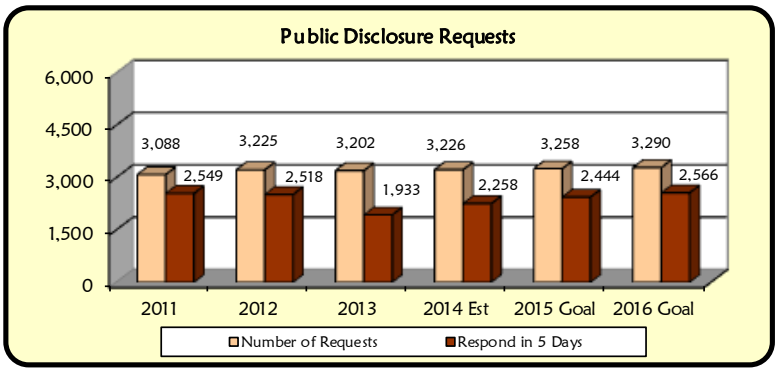
2015 & 2016 Objectives

- Work with other departments to identify non-archival paper records eligible for destruction after imaging to be included in the Laserfiche Electronic Records Management System.
- Develop and refine prosecution strategies, including standard dispositional recommendations, to approach cases in the District Court and to enhance prosecution effectiveness.
- Work with City Council committees to implement SMART (Specific, Measurable, Attainable, Relevant and Time-bound) goals.
- Continue working with local and regional service providers to assemble a support network to address needs of victims of domestic violence, including pursuit of the one-stop concept.
- Work with the Mayor, City Council and City departments to proactively develop recommended language for updating and amending ordinances and City code sections to assure that the codes are as useful as they can be to meet the needs of the City within the parameters of State law.
- Work with the Mayor, City departments and risk management to develop procedures to enhance effective representation of legal issues on the City's behalf.
- Continue the level of customer service by responding to public record requests within five business days.
- Continue working with attorneys and city clerks from neighboring cities, as well as municipal associations, to address regional and statewide municipal issues.
- Continue work with the Mayor and City staff, as well as the regional and state participants, to develop strategies for legislative bills to enhance the ability of Auburn and other cities in the state to carry out their municipal responsibilities.
- Continue work with the court and public defender (and defense bar) to better handle caseload management and streamline court processes to improve public access to the courts and adjudication of cases.
- Continue work with the Police Department and King County court services to develop procedures to enhance effective pursuit of prosecution cases.
- Continue work with local and regional service providers to address needs of victims of domestic violence.
- Work with IT and other departments of the City to facilitate convenient access to ordinances, resolutions and other public records via the City's website.

PERFORMANCE MEASURES - LEGAL DEPARTMENT

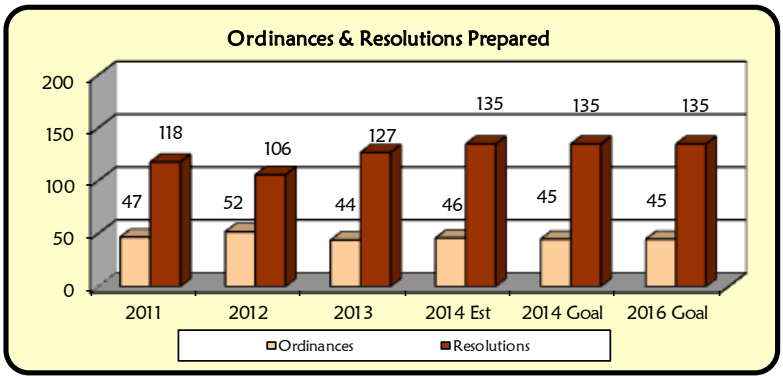
Public Disclosure Requests - Responded to Within 5 Business Days

The graph illustrates the number of public disclosure requests received by the City Clerk's office and the number of those requests responded to within five business days from the receipt of the request. The complexity of the request or the volume of materials requested may affect the response time.



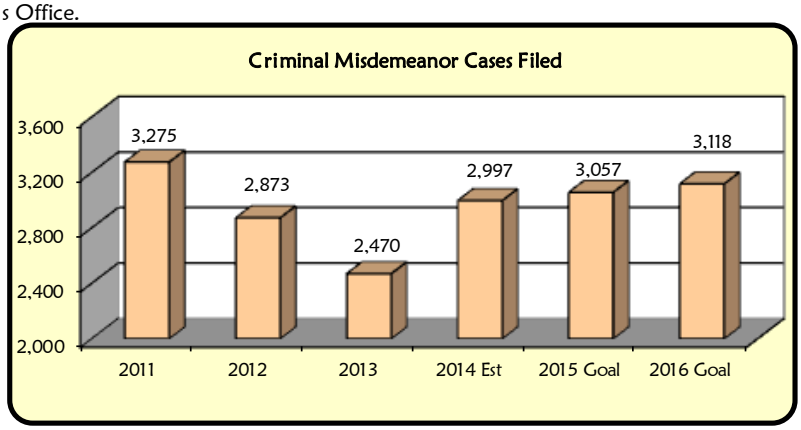
Ordinances & Resolutions Prepared

Minimal increases in the number of ordinances prepared is partially reflective of change in practice whereby only those Council actions which prescribe permanent rules of conduct or government that specifically require adoption by ordinance according to State law are done by ordinance. Other Council actions involving contracts or actions involving special or temporary nature can be accomplished by resolution.



Criminal Misdemeanor Cases

Criminal charges in cases involving State law are of two types - misdemeanors and felonies. Misdemeanor offenses are punishable by imprisonment for a term of not more than one year and include minor assaults, theft and driving under the influence. This graph illustrates the number of criminal misdemeanor cases filed by the City Attorney's Office.



Department Budget

001.15 Legal	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Expenditures					
Salaries & Wages	932,517	985,992	985,992	1,030,017	1,043,406
Personnel Benefits	342,405	392,653	392,653	386,725	415,265
Supplies	5,386	11,200	11,200	11,300	13,800
Services & Charges	101,075	118,700	118,700	136,850	138,200
Intergovernmental	377,306	149,200	149,200	287,000	228,000
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	225,792	223,200	223,200	350,269	358,035
DEPARTMENT TOTAL	**$1,984,481**	**$1,880,945**	**$1,880,945**	**$2,202,161**	**$2,196,706**

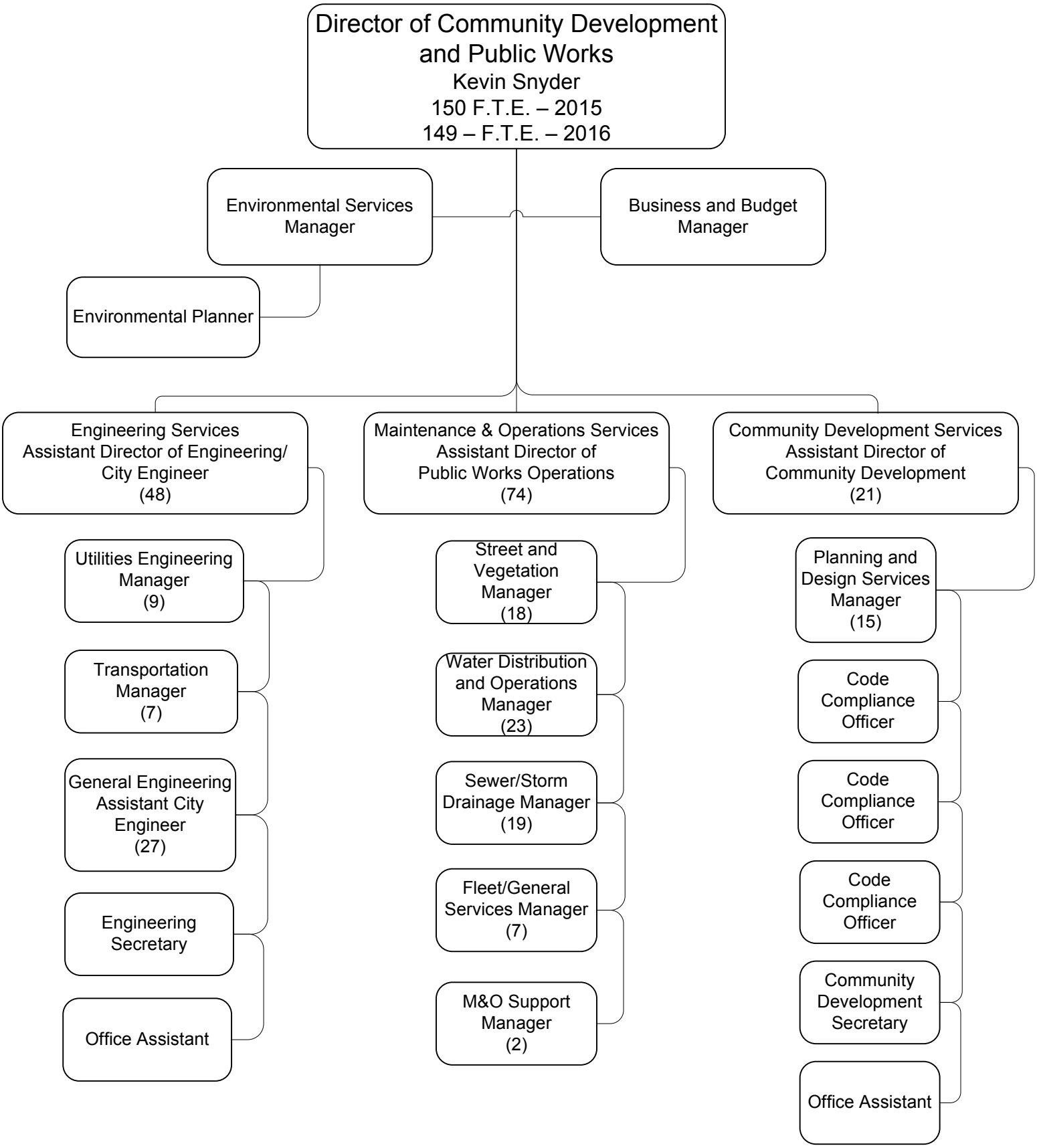
Department Employees

001 Legal FTE's	2012	2013	2014	2015	2016
Legal FTE's	13.00	13.00	14.00	14.00	14.00
TOTAL LEGAL FTE's	**13.00**	**13.00**	**14.00**	**14.00**	**14.00**

Full Time Equivalent (FTE)

1.0 FTE Records Clerk was added via Budget Amendment #6 in 2014.

Community Development & Public Works Department



F.T.E. = Full-Time Equivalent

The Community Development & Public Works Director oversees three separate departments within the General Fund: Community Development, Public Works, and Streets.

COMMUNITY DEVELOPMENT SERVICES

Mission Statement

To serve the Auburn community by providing consistent, high quality customer service, and implementing City Council goals in land use planning, protection of the environment, and building safety and efficiency.

Department Overview

Community Development Services is responsible for the following:

- Formulate and recommend comprehensive goals on planning, ensuring compliance with the Growth Management Act.
- Ensure compliance with statutory requirements relative to environmental issues.
- Direct preparation and review of environmental impact statements and technical reports; determine final action on environmental issues.
- Ensure compliance with adopted building codes.
- Act as the City's responsible official for State Environmental Policy Act (SEPA) compliance, Floodplain Administrator, and Shoreline Management Program Manager.
- Ensure code compliance to Auburn City Code Titles 5, 8, 10, 12, 13, 15, 16, 17, and 18.
- Manage the City's One Stop Permit Center.
- Administration of the City's business license program and parking permit program.
- Provide staff to planning commission, hearing examiner, and planning and development committees.
- Coordinate with other City departments to ensure City plans and projects are compatible with the Comprehensive Plan.
- Coordinate with Valley Regional Fire Authority on land use and building permit reviews and code enforcement.
- Coordinate with other City departments on provision of services to new development.
- Represent City on regional planning, environmental, economic development, and other policy issues.
- Coordinate with other jurisdictions and agencies to resolve regional issues.
- Develop and maintain the Comprehensive Plan and special purpose plans.
- Provide leadership on public and private annexations.
- Develop and maintain zoning ordinance.
- Act as liaison to Auburn Chamber of Commerce and Auburn Downtown Association.
- Coordinate citywide parking management initiatives

2013 & 2014 Accomplishments

- During 2013 and 2014, assisted in the permitting, renovations, and openings of Auburn High School, Trek Multi-Family development, two new buildings at Green River Community College, seven new warehouse/manufacturing facilities, the redevelopment and tenanting of the Outlook Collection, Waste Management compressed natural gas facility, the Fenster Levee Setback, Auburn Marketplace, the Jimmy John's strip mall, two O'Reilly Auto Parts stores, Orion Aerospace, Multi-Care occupancy at the 3rd floor of 1 East Main Street, and the HCSA Laundry Facility.
- Facilitated the adoption of ordinances that regulate communal residences, electric fences, three rezones, modifications to the C-1 zone, modification to impact fees, the 2012 building code, and a series of City-initiated Comprehensive Plan amendments.

- Helped facilitate the acquisition of suite 380 at 1 East Main, the Trek property, 2 Teutsch properties, Orion, Rice, and the Chase Bank parking lot swap.
- In 2013, achieved a 95% renewal rate for City business licenses.
- In 2013, issued 429 new single-family residential building permits with a total construction valuation of $94,467,746 and 57 commercial building permits with a total construction valuation of $138,222,951.
- In 2013, performed 2,727 building plan reviews for residential and commercial development and 11,987 building inspections averaging 48 inspections per day.
- In 2013, provided customer service via in-person discussions, phone calls, and electronic mail messages to 27,854 clients.
- In 2013, opened 716 code compliance cases and closed out 682 code compliance cases.
- In 2013, conducted 1,725 land use reviews, completed 242 engineering reviews, facilitated 27 Pre-Construction Meetings and 44 Pre-Application Conferences, conducted 127 sign permit reviews, and issued 147 parking permits.
- In 2013, approved nine preliminary plats totaling 278 lots and seven final plats totaling 212 lots.
- Completed a webpage overhaul for Planning and Community Development.
- Completed a variety of customer service lobby enhancements including the creation of a Public Works sit down counter space, resigned the lobby, installed two public computers, installed a new monitor to announce city events, repainted the lobby, installed a semi private cubicle, and removed a number of items that created a cluttered appearance.
- Installed 3 pedestrian kiosks in the downtown core.
- Initiated the Auburn Visioning process – Imagine Auburn.
- Coordinated the process for adopting a marijuana moratorium and initiated the public process for considering future development regulations.
- Secured additional grant funding, and completed final design, permitting, and construction of the Fenster Levee Setback, Phase 2b Project. City funding of $35,000 was leveraged 35:1 to complete a $1.3M project.
- Worked in coordination with the Army Corps of Engineers to finalize the design of the Mill Creek Wetland 5K Project, formalized the City's role as a non-federal sponsor through a Project Partnership (construction) Agreement, completed the required real estate acquisitions and certifications, and supported the award of a federal contract for project construction to take place in 2015 and 2016.

2015 & 2016 Objectives

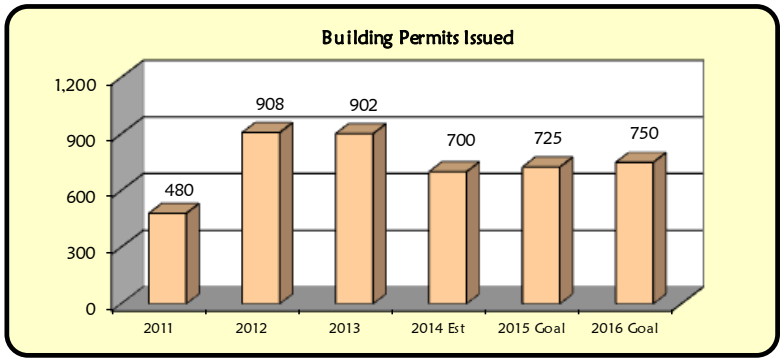
- Coordinate the adoption of the 2015 International Building Codes.
- Work with City Council committees to implement SMART (Specific, Measurable, Attainable, Relevant and Time-bound) goals.
- Design and construct the Phase 2 extension of the Wetland Boardwalk Trail at the Auburn Environmental Park.
- Update the Auburn Environmental Park Master Plan.
- Implement National Flood Insurance Program Community Rating System program (transferred from Public Works).
- Work with the City Council on climate action planning and policy development to create and implement a framework for planning, interdepartmental coordination, and public engagement in order to advance environmental sustainability, energy/cost efficiency, and resource conservation in Auburn. Planned initiatives include the establishment of a community stakeholder Environmental Quality Committee, updating the City's 2010 Greenhouse Gas Inventory, and the development of a City climate action plan.
- Provide continuous, timely, efficient, and high quality land use, building, and engineering approval processes that meet or exceed clients' expectations.
- Implement an annual Downtown Improvement Project in coordination with the Public Works Department.

- Establish quantitative and qualitative performance measures for all department services and functions.
- Continue providing the City of Algona with building plan review and inspection services.
- Continue providing support to the Housing Home Repair program.
- Continue support of the City's Economic Development initiatives and programs.
- Participate in multi-department efforts to implement electronic permit processing.
- Complete major update to the City's Comprehensive Plan.
- Continue improvements in the provision of building review and inspection services.
- Implement work flow efficiencies for improved code enforcement response times and reduction in open case files.
- Update Chapter 1.25 of the Auburn City Code – Code Enforcement Administrative Procedures.
- Update Title 5 of the Auburn City Code – Business Licensing.
- Upgrade permit software system.
- Complete all development regulation updates for land use, zoning, floodplains, Shoreline Master Program, and critical areas ordinance.
- Complete additional lobby enhancements including electronic check in, posting of historic photos, and development of a public work station.
- Inventory, map, and develop a comprehensive program for the ongoing monitoring and maintenance of the City's environmental assets – including the 200-acre Auburn Environmental Park, more than 100 City and privately owned environmental mitigation and restoration sites, and numerous other City-owned sensitive area tracts.

PERFORMANCE MEASURES - COMMUNITY DEVELOPMENT SERVICES

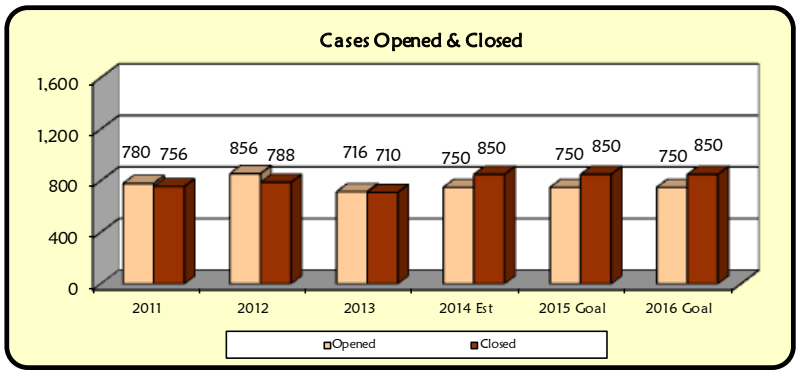
Number of Building Permits Issued

This performance measure shows the number of building permit applications submitted, reviewed for conformance with applicable standards, and approved (issued) by the City. The building permit category includes not only authorization of construction of new buildings, but additions and modifications to existing buildings. The level of building permit activity is often cyclical and governed by local economic conditions and trends generalized across the various categories of construction such as residential, commercial, or industrial. The level of building permit activity is an expression of community reinvestment and increasing assessed valuation.



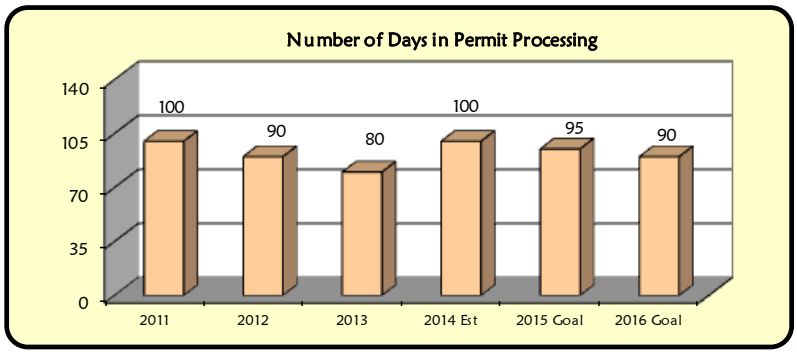
Code Enforcement - Cases Opened & Closed

This performance measure is indicative of the identification and resolution of code enforcement cases. It shows the volume of new cases that the city has received (opened) and the volume of cases that have been resolved (closed). The performance measure reflects a combination of factors, including identification and resolution of violations by code enforcement staff, the ability to effectively resolve violations, and the public's increasing awareness of the City's laws and code enforcement services through the filing of complaints.



Efficient Processing of Project Permits

The City incorporates a 120-day timeline into its code (ACC Section 14.11.010). With moving from a manual time period tracking to an automated system associated with its permit management software, the City seeks to track and increase the efficiency of project permit processing by reducing the average processing timeframe by five percent each year in the coming biennium.



Department Budget

001.17 Community Development	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Expenditures					
Salaries & Wages	2,042,411	1,953,022	1,953,022	2,047,826	2,083,283
Personnel Benefits	782,038	798,184	798,184	862,458	924,418
Supplies	23,020	19,000	19,000	22,000	22,000
Services & Charges	1,056,734	651,800	651,800	661,000	627,300
Intergovernmental	148,518	122,000	122,000	148,600	156,200
Interfund Payments For Service	714,128	525,100	525,100	569,655	527,298
DEPARTMENT TOTAL	**$4,766,848**	**$4,069,107**	**$4,069,107**	**$ 4,311,539**	**$4,340,499**

Department Employees

001 Community Development FTE's	2012	2013	2014	2015	2016
Community Development FTE's	28.00	29.00	26.00	27.00	27.00
TOTAL COMMUNITY DEVELOPMENT FTE's	**28.00**	**29.00**	**26.00**	**27.00**	**27.00**

Full Time Equivalent (FTE)

In 2014, the Planning and Development Department was renamed Community Development.
1.0 FTE - 1 Economic Development Planner was approved in 2013 via Budget Amendment #1.
3.0 FTE's - Moved the Community Services Assistant, Neighborhood Programs Manager, and Veteran's/Human Services Coordinator FTE's to the Administration Department in 2014.
1.0 FTE - 2015 budget includes the addition of a Code Enforcement Officer.

PUBLIC WORKS

Mission Statement

Public Works strives to foster and support the quality of life of the community and to promote vigorous economic development by providing reliable and safe public streets and utilities and by the careful management of new infrastructure constructed by the City and new development.

Department Overview

The Public Works Department is functionally divided into the Administrative and Engineering Services & Management, Transportation Planning & Management, and Utility Planning & Management sections located in the Customer Service Center plus the Equipment Rental, Street, Sewer, Storm, and Water Divisions located at the Maintenance & Operations building. The department is responsible for review, approval, and management of the construction of capital improvements for streets and utilities constructed by new development for public dedication and ownership. The department manages the City's public works capital improvement program for design, Right of Way (ROW) acquisition, construction, and operations and maintenance of the City's infrastructure including utilities and public streets. The department provides design, survey, and construction management services, property and Right of Way records management, and equipment rental and maintenance support for all departments. Public Works is responsible for administering standards for all City-owned utility and street infrastructure improvements for development and land use throughout the City. The department manages City-owned utilities to include water, sewer, and storm drainage and associated real property assets.

2013 & 2014 Accomplishments

- Participated in quarterly management meeting of the King County Flood Control District Advisory Board (KCFCD) to affect policy making to the City's benefit.
- Completed the removal of the temporary levee sandbags that were installed in response to the Howard Hanson dam emergency.
- Completed an agreement that was coordinated with Legal and Finance staff on the requirements for the City to serve utilities to Muckleshoot Indian Tribe (MIT) Trust lands for new development.
- Continued implementation and conformity with the City's Phase II Storm Drainage permit.
- Worked with Legal & Planning on swap of properties with Washington State Department of Transportation (WSDOT) to gain additional Auburn Environmental Park (AEP) properties.
- Worked with other departments on land swap negotiations with KCFCD for the Reddington Levee project.
- Continued to pursue all options to fully utilize existing water rights and secure firm supply.
- Continued to coordinate with the City of Kent on the annexation/de-annexation of boundary ROW's for public safety and continuity of responsibility.
- Coordinated with Sound Transit on plans for the Burlington Northern and Santa Fe Railroad Third Rail project and its potential impacts to the City.
- Participated in several regional transportation forums on key projects – South County Area Transportation Board (SCATBD), Regional Project Evaluation Committee (RPEC), King County Project Evaluation Committee (KCPEC), Puget Sound Regional Council (PSRC), Pierce County Transportation Coordinating Committee (PCTCC), and the Regional Access Mobility Partnership (RAMP).
- Completed annual updates to the 6-year Transportation Improvement Plan.
- Completed annual updates to the Comprehensive Transportation Plan.
- Secured over $10 million in grants to help fund projects programmed in our 6-year Transportation Improvement Plan.
- Completed citywide traffic counts and saved data to Laserfiche and Geographic Information Systems (GIS).

- Provided technical support and coordination with other departments as necessary to help promote new economic development.
- Worked with the Planning and Legal departments to review and monitor the Washington State Department of Health (WSDOH) and the Washington Department of Ecology (WSDOE) plans for Boeing site cleanup.
- Provided design, survey, and construction management services to other departments as needed to complete improvement projects.

2015 & 2016 Objectives

- Continue to pursue at State and Regional levels new revenue sources for the City's arterial street preservation.
- Participate in Regional Transportation Forums – SCATBD, RPEC, KCPEC, PSRC, PCTCC and RAMP on key projects.
- Complete the annual updates to the 6-year Transportation Improvement Plan.
- Complete major updates to the transportation and utilities elements of the City Comprehensive Plan.
- Continue to advocate for Legislative authorization of a Street Maintenance Utility.
- Work with City Council committees to implement SMART (Specific, Measurable, Attainable, Relevant and Time-bound) goals.
- Continue to coordinate with adjacent water purveyors on potential future beneficial water supply options.
- Continue to work with new developments on funding options for key transportation improvements.
- Continue to work with the Innovation and Technology Department to complete implementation of the City's CarteGraph Maintenance Management System and to improve real time system data collection for utilities & transportation infrastructure.
- Work with the City of Kent to complete the annexation/de-annexation of boundary ROW's for public safety and continuity of responsibility.
- Work with the City of Pacific to complete a corporate boundary line adjustment along the A Street SE Corridor for public safety and continuity of responsibility.
- Continue to apply for grants to help fund projects programmed in the 6-year Transportation Improvement Plan.
- Work with the Finance Department to acquire planned utility revenue bond in 2015.
- Continue to work with other departments to promote economic development opportunities.
- Continue to work with Police and staff of other Cities to find better options to prevent street wire theft.
- Complete the implementation of the E-builder project management software to help improve the effectiveness, efficiency, and accountability of the City's capital projects.

Department Budget

001.32 Public Works	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Expenditures					
Salaries & Wages	1,390,154	1,318,480	1,318,480	1,364,887	1,380,074
Personnel Benefits	535,981	579,322	579,322	621,297	673,225
Supplies	27,657	26,275	26,275	26,150	26,150
Services & Charges	307,309	369,600	369,600	269,290	271,790
Intergovernmental	2,009	12,000	12,000	15,000	15,000
Capital Outlay	34,217	-	-	-	-
Interfund Payments For Service	431,400	351,100	351,100	344,405	345,263
DEPARTMENT TOTAL	**$2,728,726**	**$2,656,777**	**$2,656,777**	**$2,641,029**	**$ 2,711,502**

Department Employees

001 Public Works FTE's	2012	2013	2014	2015	2016
Engineering FTE's	43.00	46.00	49.00	49.00	49.00
Facilities FTE's	9.00	9.00	0.00	0.00	0.00
Emergency Management	0.00	2.00	0.00	0.00	0.00
TOTAL ENGINEERING FTE's	**52.00**	**57.00**	**49.00**	**49.00**	**49.00**

Full Time Equivalent (FTE)

1.6 FTE's - Emergency Management FTE's added to the Public Works Department from the Police Department effective January 2013.
0.4 FTE - Emergency Management Office Assistant was increased to from 0.6 FTE to 1.0 FTE in 2013 via BA#1.
4.0 FTE's - In 2013, Council approved 4 FTE's for 2013 budget: Construction Clerk, 2 Senior Project Engineers and 1 Assistant Project Engineer.
-1.0 FTE - Maintenance and Operations Manager position was reclassified from Public Works to ER&R in 2013.
-9.0 FTE's - 9.0 Facilities FTE's were moved from Public Works to the Administration Department in 2014.
-2.0 FTE's - 2.0 Emergency Management FTE's were moved from Public Works to the Administration Department in 2014.
1.0 FTE - Added 1.0 Project Survey Technician in 2014 via Budget Amendment #8.
2.0 FTE's - Added 2.0 Stormwater Management Inspectors in 2014 via Budget Amendment #8.

STREETS

Mission Statement

Streets' purpose is to provide a safe and efficient transportation system that serves the present and forecasted needs of the Auburn community.

Department Overview

The transportation system is managed by both the Street Division of Maintenance and Operations Services and the Transportation Division of Engineering Services within Public Works.

The Streets Division has over 216 centerline miles of roadways to maintain. Some of the key maintenance duties include pavement patching, crack sealing, snow and ice removal, alley and shoulder grading, sidewalk maintenance and repair, street lighting, signs, and traffic markings.

The Transportation Division is responsible for the key administrative and engineering duties including the Transportation Comprehensive System Planning, Capital Transportation infrastructure planning, grant program administration, traffic signal maintenance and operations, budget management and interaction, and regulation of development. They are also responsible for the management of all assets within the public Right of Way (ROW) as well as the use of them.

2013 & 2014 Accomplishments

- Continued to maintain local streets in fair to good condition by crack sealing to increase the life of the street and postpone the need for more expensive overlays and rebuilds.
- Refreshed all striping on public roads and continued to refresh thermoplastic pavement markings and legends as needed (overseen by engineering and completed through contracting with Pierce and King County).
- Continued to support the implementation of the City's traffic calming program.
- Worked with Puget Sound Energy (PSE) and the Innovation and Technology department to update inventory of street light system in newly annexed areas.
- Continued to implement annual Pothole Patrol program pavement repairs.
- Completed ongoing citywide repairs or replacement of damaged and worn street signs identified through the use of a Washington State Department of Transportation Retroreflectometer.
- Continued making guardrail repairs and other roadside safety improvements.

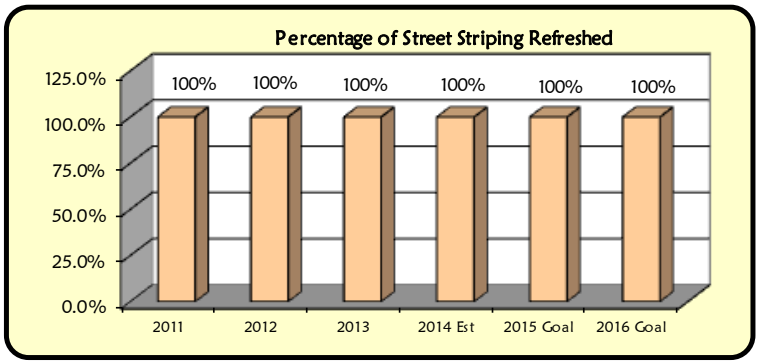
2015 & 2016 Objectives

- Implement the use of a four-person Asphalt Crew to improve and increase the life of existing street surfaces – ultimately saving the City money in contracted street repair and rebuild costs.
- Improve efforts to maintain local streets in fair to good condition by crack sealing and increased grind and patch operations to increase the life of the street and postpone the need for overlays.
- Continue to implement a street sign inventory and minimum reflectivity level maintenance program through the use of approved methods including the use of a Retroreflectometer.
- Refresh striping on public roads and continue to refresh thermoplastic pavement markings and legends as needed.
- Implement in-house sidewalk maintenance/repair program to improve pedestrian safety throughout the City.
- Continue to support the implementation of the City's traffic calming program through the placement of "Speed Cushions" as directed by the City of Auburn Traffic Engineer.
- Continue to update inventory of new street light systems.
- Continue implementing annual Pothole Patrol program pavement repairs.
- Continue citywide repairs or replacement of damaged and worn street signs.
- Continue making guardrail repairs and other roadside safety improvements.

PERFORMANCE MEASURES - STREET DEPARTMENT

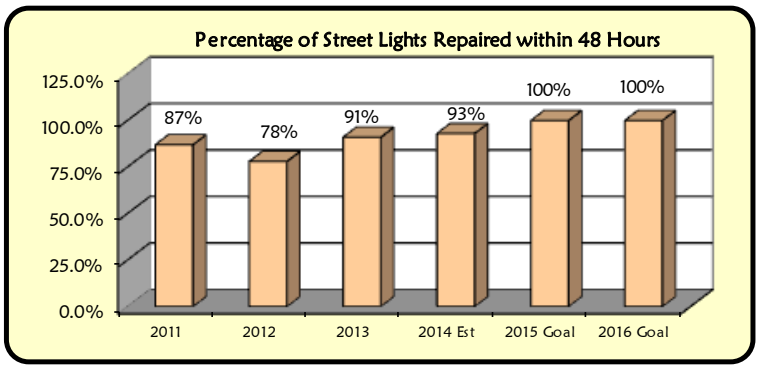
Percentage of Street Striping Refreshed

The City is responsible for maintaining the delineation of travel lanes on streets within the City. Each year the painted striping fades due to weather and traffic. The City contracts the work out to refresh the striping, and our goal is to complete 100% of the streets that have painted channelization annually to improve safety for the traveling public.



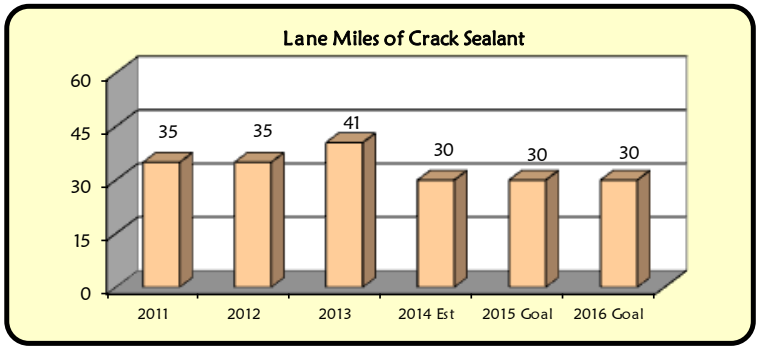
Street Lights Repair within 48 Hours

The City is responsible for the maintenance of most of the streetlights in the City while some areas are maintained by Puget Sound Energy. The City has a goal to have all street lights repaired within 48 hour of being notified to ensure safety and convenience for the public (this does not include light poles damaged in traffic accidents).



Lane Miles of Crack Sealant

The City is responsible for the maintenance of asphalt paved streets. Streets that are in fair to good condition require crack sealing to prolong the life by keeping water out. When water enters the asphalt the rate of deterioration increases significantly. This work supplements the current Save Our Streets program which concentrates on sealing local residential streets needing thin overlays. City staff is concentrating on streets in good condition to prolong the need for them to require an overlay.



Department Budget

001.42 Streets	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Expenditures					
Salaries & Wages	736,438	802,160	802,160	846,127	879,280
Personnel Benefits	394,424	456,218	456,218	448,442	486,512
Supplies	153,476	230,300	230,300	230,300	230,300
Services & Charges	925,609	1,088,658	1,088,658	1,056,947	1,059,947
Intergovernmental	146,062	200,000	200,000	200,000	200,000
Interfund Payments For Service	559,610	529,381	529,381	583,860	563,595
DEPARTMENT TOTAL	**$2,915,619**	**$3,306,718**	**$3,306,718**	**$3,365,676**	**$3,419,634**

Department Employees

001 Street FTE's	2012	2013	2014	2015	2016
Street FTE's	19.00	19.00	19.00	19.00	19.00
TOTAL STREET FTE's	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Full Time Equivalent (FTE)

SPECIAL REVENUE FUNDS

Special revenue funds account for the proceeds of specific revenue sources whose expenditures are legally restricted. The Community Development & Public Works Director is responsible for the budget in the following special revenue funds:

Fund 102 - Arterial Street Fund, funded by transportation grants, traffic impact fees, a portion of the City's gas tax receipts, Public Works Trust Fund loans, as well as other funding sources for street capital construction projects.

Fund 103 - Local Street Fund, created in 2005, budgets revenue from sales taxes on construction for local street repair.

Fund 105 - Arterial Street Preservation Fund, funded by a 1% utility tax that was adopted by Council in 2008 and restricted for arterial street repair and preservation projects.

Fund 121 - Business Improvement Area (BIA) Fund accounts for special assessments received from downtown property owners for downtown promotion and improvements.

2013& 2014 Accomplishments

- Completed annual improvements under the Save our Streets Program.
- Completed annual improvements under the Arterial Street Preservation Program.
- Continued implementation of the Annual Bridge Maintenance Project.
- Completed construction on the following capital projects:
    - M St Underpass Project
    - Auburn Way South & M St SE Improvements
    - Citywide Traffic Signal Safety Improvements
    - Citywide Guardrail Safety Improvements
    - Lea Hill Safe Routes to School Improvements
    - Annual Traffic Signal Improvements
    - School Zone Flashing Beacon Communications Upgrades
    - 8th St NE & 104th St SE Intersection Safety Improvements
    - 8th St NE Intelligent Transportation System (ITS) Improvements
- Continued to fund Lakeland Hills and Community Circulator Shuttle programs.
- Continued the South 277th Project Wetland Mitigation Monitoring Program.
- Executed agreements with project partner and secured full funding for the South 277th St Widening Project (Auburn Way North to Green River Bridge).
- Supported the Auburn Downtown Association in its promotional efforts for downtown property owners and retailers.

2015 & 2016 Objectives

- Continue to fund Lakeland Hills Shuttle program.
- Complete annual improvements under the Save our Streets Program.
- Implement the annual Arterial Preservation Program.
- Implement the biennial Arterial Bicycle and Safety Improvements Program.
- Implement the annual Pedestrian Accessibility & Safety Program.
- Implement the annual Traffic Signal Improvements Program.
- Complete various programmed preliminary studies.
- Complete construction on the following capital projects:
    - S 277th St Widening Project (Auburn Way North to Green River Bridge)
    - Auburn Way South Pedestrian Improvements (Dogwood to Fir)
    - Auburn Way South Corridor Improvements (Fir to Hemlock)

  - Auburn Way South (SR-164) Corridor Safety Improvements (Muckleshoot Plaza to Dogwood)
  - W Main St Multi-Modal Corridor Improvements (Interurban to West Valley Highway)
  - South 277th St Wetland Mitigation Monitoring Program
  - I St NE & 22nd St NE Intersection Safety Improvements
  - 37th St SE & A St SE Intersection Safety Improvements
  - Traffic Management Center Improvements
- Begin Design on the following capital projects:
  - F St SE Non-Motorized Improvements
  - Auburn Way North & 1st St NE Signal Improvements
  - 124th Avenue SE Corridor Improvements Phase 2
  - SE 320th St Corridor Improvements
  - Lea Hill Corridor Improvements
  - West Valley Highway Corridor Projects
  - Auburn Way South & 12th St SE Intersection Improvements
  - Evergreen Heights Safe Routes to School Improvements
- Continue to support the Auburn Downtown Association to promote the central business area.

Special Revenue Funds

102 Arterial Street	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	2,143,713	2,435,922	2,435,922	1,312,844	1,108,704
Federal Grants	1,625,398	4,417,671	2,613,407	5,560,137	10,243,740
State Grants	2,064,126	2,887,361	3,082,247	4,000,000	-
State Entitlements (Motor Vehicle Fuel Tax)	530,000	530,000	530,000	530,000	530,000
Other Governmental Agencies	954,145	1,075,405	1,075,489	-	-
Investment Income	1,779	2,500	2,200	2,000	2,000
Developer Contributions	11,786	-	-	1,050,000	-
Public Works Trust Fund Loans	3,044,491	215,500	215,500	-	-
Miscellaneous Revenue	6,182	15,272	15,272	-	-
Operating Transfers In	164,048	2,515,038	1,025,028	3,008,453	1,313,047
Total Revenues	**$10,545,668**	**$14,094,669**	**$10,995,065**	**$15,463,434**	**$13,197,491**
Expenditures					
Salaries & Wages	402,435	475,686	475,686	592,318	607,605
Personnel Benefits	165,768	169,880	169,880	212,455	218,363
Services & Charges	228,385	240,000	240,000	200,000	135,000
Capital Outlay	7,144,396	12,049,234	8,412,463	13,061,564	11,068,932
Interfund Payments For Service	71,400	70,200	70,200	71,150	74,550
Debt Service Principal	90,803	176,063	196,005	196,006	196,006
Debt Service Interest	6,561	19,899	17,987	21,237	20,256
Transfer Out	-	127,885	100,000	-	-
Ending Fund Balance	2,435,922	765,822	1,312,844	1,108,704	876,779
Total Expenditures	**$10,545,668**	**$14,094,669**	**$10,995,065**	**$15,463,434**	**$13,197,491**

Special Revenue Funds

103 Local Street	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	1,735,483	1,916,907	1,916,907	1,196,068	348,568
Sales Tax On Construction	1,942,720	1,560,000	1,700,000	1,600,000	1,450,000
Investment Income	3,515	3,350	2,442	2,500	2,500
Miscellaneous Revenue	29,125	-	-	-	-
Bond Proceeds	-	-	-	-	-
Operating Transfers In	150,000	150,000	150,000	150,000	150,000
Total Revenues	**$3,860,843**	**$3,630,257**	**$3,769,349**	**$2,948,568**	**$1,951,068**
Expenditures					
Salaries & Wages	60,871	82,240	82,240	89,323	92,448
Personnel Benefits	22,346	24,151	24,151	39,242	42,589
Supplies	-	-	-	-	-
Services & Charges	249	300	300	300	300
Capital Outlay	1,846,672	2,425,305	2,425,305	2,458,665	1,452,423
Interfund Payments For Service	13,800	13,400	13,400	12,470	12,240
Transfer Out	-	27,885	27,885	-	-
Ending Fund Balance	1,916,907	1,056,976	1,196,068	348,568	351,068
Total Expenditures	**$3,860,843**	**$3,630,257**	**$3,769,349**	**$2,948,568**	**$1,951,068**

Special Revenue Funds

105 Arterial Street Preservation	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	1,680,301	1,482,515	1,482,515	521,910	461,200
Utility Taxes	2,003,229	2,041,223	2,018,780	2,053,200	2,072,900
Federal Grants	-	-	-	80,000	1,052,900
State Funds	-	-	-		
Investment Income	3,244	1,500	1,500	1,500	1,500
Bond Proceeds	-	-	-	-	-
Miscellaneous Revenue	-	-	-	-	-
Operating Transfers In	-	-	-	-	-
Total Revenues	**$3,686,775**	**$3,525,238**	**$3,502,795**	**$2,656,610**	**$3,588,500**
Expenditures					
Salaries & Wages	102,118	44,701	44,701	60,158	61,550
Personnel Benefits	34,581	16,130	16,130	21,914	22,494
Supplies	-	-	-		
Services & Charges	-	-	-	150,000	150,000
Capital Outlay	2,067,561	3,220,579	2,892,169	1,877,928	2,650,336
Interfund Payments For Service	-	-	-		
Transfer Out	-	27,885	27,885	85,410	467,010
Ending Fund Balance	1,482,515	215,943	521,910	461,200	237,110
Total Expenditures	**$3,686,775**	**$3,525,238**	**$3,502,795**	**$2,656,610**	**$3,588,500**

Special Revenue Funds

121 Business Improvement Area	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	24,456	41,152	41,152	41,212	41,272
Business Improvement Area	69,475	55,000	55,000	55,000	55,000
Investment Income	84	40	60	60	60
Total Revenues	**$94,015**	**$96,192**	**$96,212**	**$96,272**	**$96,332**
Expenditures					
Supplies	4,168	8,000	4,200	4,200	4,200
Services & Charges	48,695	47,000	50,800	50,800	50,800
Ending Fund Balance	41,152	41,192	41,212	41,272	41,332
Total Expenditures	**$94,015**	**$96,192**	**$96,212**	**$96,272**	**$96,332**

WATER UTILITY

Mission Statement

Provide for the efficient, environmentally sound, and safe management of the existing and future water system within Auburn's service area.

Department Overview

The Water Utility is responsible for providing potable water to Auburn's customers that meets or exceeds the regulations and recognized standards of today and into the future by efficiently administering, operating, and maintaining the water supply system. The utility will also continue to enhance its customer service through public education and information. A primary responsibility of the utility is implementing the Comprehensive Water Plan.

2013 & 2014 Accomplishments

- Completed the utility revenue and expense analysis.
- Completed comprehensive cost-of-service study and system development charges study to evaluate the need for changes to the City's water rate structure.
- Completed construction of the 132nd Ave SE Intertie to Tacoma Pipeline 5.
- Completed construction of the Academy Booster Pump Station project.
- Negotiated and executed an agreement to purchase water from Tacoma Public Utilities through the Cascade Water Alliance agreement.
- Started construction of the Well 1 Improvements project.
- Completed construction of the Supervisory Control and Data Acquisition (SCADA) Upgrade project.
- Initiated design of the West Hill Springs Improvements project.
- Started construction of the Well 4 Power and Chlorination project.
- Started Construction of the Valley AC Main Replacement project.
- Completed the Facilities Evaluation Study.
- Completed the Water Utility Meter & Billing System Improvements study.
- Continued Phase 1A (evaluation and analysis) of the Fulmer Well field Improvements project.
- Completed design and construction of the BNSF Utility Crossing project.
- Initiated Unidirectional Flushing Program. Completed flushing in Lea Hill service area and northern end of the Valley service area.
- Continued to implement conservation initiatives.
- Continued to replace undersized pipes for fire flow improvements and pipes in poor condition in conjunction with transportation and utility projects.
- Continued monitoring system losses and fixing leaks when found.

2015 & 2016 Objectives

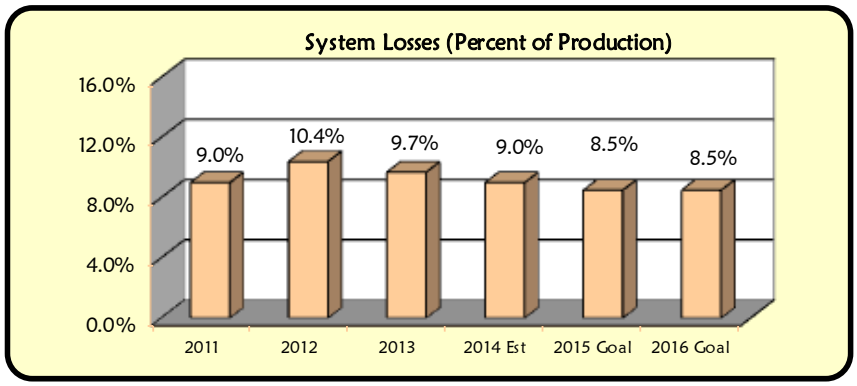
- Utilize CarteGraph as a work order management system and continue to develop Standard Operating Procedures (SOP) for updating databases in CarteGraph and Geographic Information Systems (GIS) and Springbrook.
- Complete the update to the Comprehensive Water System Plan.
- Complete construction of the Well 1 Improvements project.
- Complete construction of the Valley AC Main Replacement project.
- Complete construction of the Well 4 Power and Chlorination project.
- Complete construction of the Lakeland Hills Reservoir 5 Improvements project.
- Complete design and construction of the West Hill Springs Improvements project.
- Complete design and construction of the Lea Hill Pressure Zone Improvements project.
- Complete design and construction of the Muckleshoot Indian Tribe Master Meters project.
- Complete design and construction of the Lea Hill Pressure Reducing Valve Station Improvements project.

- Initiate construction of the Water Utility Meter & Billing System Improvements project.
- Continue Unidirectional Flushing program in the Valley service area.
- Continue to upgrade the asset management databases through records evaluation and field investigation.
- Continue to replace undersized pipes for fire flow improvements and pipes in poor condition in conjunction with transportation and utility projects.
- Prepare for new water quality requirements.
- Continue to review properties with the Finance and Innovation & Technology departments to assure each developed property connected to the water system is billed for water and that the status of use is accurately reflected as the occupancy status changes to address issues such as foreclosure, fire, meth house, etc.
- The water conservation program's goal is to reduce water use by 1% per year from current usage levels until the conservation goal is reached in 2019.

PERFORMANCE MEASURES - WATER

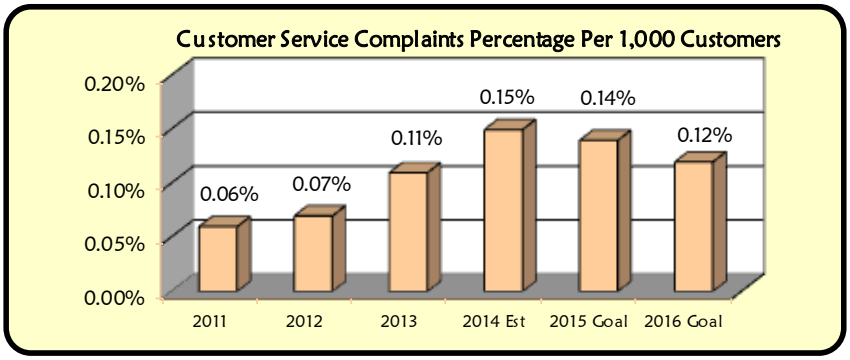
System Losses

A program was developed to minimize losses in the system which include leak detection and meter testing/replacement. System loss is the amount of water produced less the amount of water sold or authorized for beneficial use.



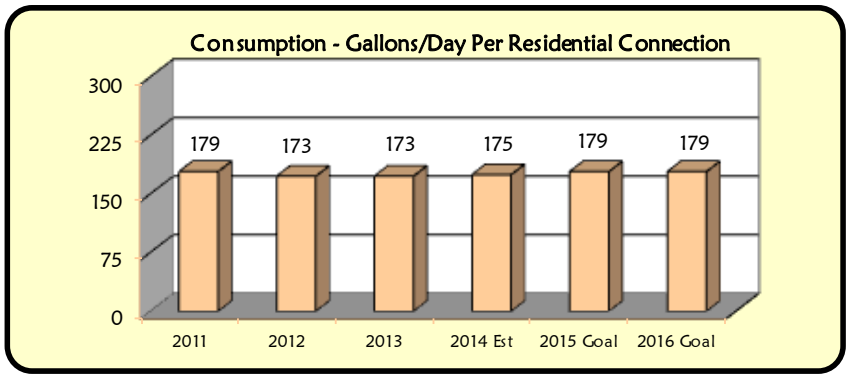
Customer Service Complaints Per 1,000 Population

This indicator measures the complaint rates experienced by the utility with individual quantification of those related to customer service and those related to core utility services. This measure is expressed as complaints per 1,000 population.



Residential Consumption

One of the major goals for the water conservation program is to reduce water consumption per service connection through public education, technical assistance, system measures, and incentives.



2015-2016 Working Capital

430 Water		2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Operating Revenues						
343.400	Water Sales	11,524,256	12,871,725	12,933,839	13,137,465	13,593,782
343.431	Unmetered Water Sales	27,027	15,000	15,000	15,000	15,000
343.433	Water Application	144,068	90,000	90,000	90,000	90,000
	Total Operating Revenues	11,695,351	12,976,725	13,038,839	13,242,465	13,698,782
Operating Expenses						
534.000.10	Salaries & Wages	(2,318,264)	(2,422,121)	(2,422,121)	(2,500,447)	(2,553,693)
534.000.20	Personnel Benefits	(1,067,754)	(1,173,327)	(1,173,327)	(1,204,362)	(1,302,265)
534.000.30	Supplies	(204,757)	(302,297)	(302,297)	(313,128)	(321,994)
534.000.40	Services & Charges	(4,181,567)	(4,799,242)	(4,799,242)	(4,881,275)	(5,185,175)
534.000.50	Intergovernmental	-	-	-	-	-
534.000.90	Interfund Payments For Srv	(1,122,959)	(1,131,481)	(1,131,481)	(1,290,575)	(1,276,967)
534.000.00	Depreciation & Amortization	(2,289,289)	(2,399,000)	(2,399,000)	(2,571,800)	(2,726,100)
	Total Operating Expenses	(11,184,589)	(12,227,468)	(12,227,468)	(12,761,587)	(13,366,194)
	Operating Income (Loss)	510,762	749,257	811,371	480,878	332,588
Non Operating Revenues (Expenses)						
361.110	Investment Income	23,020	47,000	9,000	9,000	9,000
332.212/362.500	Miscellaneous Revenue (Expense)	214,324	204,319	220,668	206,854	206,854
534.100.80	Debt Service Interest	(708,506)	(1,114,362)	(1,114,362)	(1,023,511)	(1,006,253)
	Total Non Op Rev (Exp)	(471,163)	(863,043)	(884,694)	(807,657)	(790,399)
	Net Income (Loss)	39,599	(113,786)	(73,324)	(326,779)	(457,811)
Items Not Affecting Working Capital						
535.801.00	Depreciation & Amortization	2,289,289	2,399,000	2,399,000	2,571,800	2,726,100
	Net W/C From Operations	2,328,887	2,285,214	2,325,676	2,245,021	2,268,289
Resources Other Than Operations						
337.069	Interlocal Grants	-	-	-	-	-
396.101	Contributed Capital - System Dev.	599,504	320,000	450,000	350,000	350,000
396.102	Contributed Capital - Area Assmts.	224	-	-	-	-
396.104	Contributed Capital - Outside Dev.	405,939	-	-	-	-
382.200	Bond Proceeds - Revenue Bonds	7,230,233	-	-	5,150,000	-
391.800	Public Works Trust Fund Loans	1,525,447	1,077,945	1,077,945	-	-
397.100	Operating Transfers In	-	-	-	200,000	-
399.000	Other Sources	1,749,268	-	-	-	-
	Total Resources	11,510,614	1,397,945	1,527,945	5,700,000	350,000
Uses Other Than Operations						
590.100.00	Other Uses	(2,538,273)	-	-	-	-
590.100.11	Inc In Fixed Assets - Salaries	(221,970)	(215,960)	(215,960)	(240,001)	(245,725)
590.100.20	Inc In Fixed Assets - Benefits	(87,633)	(73,909)	(73,909)	(84,000)	(86,003)
590.100.55	Operating Transfers Out	(50,000)	(297,885)	(297,885)	(277,542)	(50,000)
597.100.63	Inc In Fixed Assets - Improve.	(44,129)	-	-	-	-
590.100.65	Inc In Fixed Assets - Construction	(5,434,535)	(13,531,263)	(11,537,530)	(4,795,894)	(2,018,272)
590.100.70	Debt Service Principal	(1,469,837)	(1,390,979)	(1,390,979)	(1,699,394)	(1,702,563)
	Total Uses	(9,846,378)	(15,509,996)	(13,516,263)	(7,096,831)	(4,102,563)
	Net Change In Working Capital	3,993,123	(11,826,837)	(9,662,642)	848,190	(1,484,274)
	Beginning Working Capital - Jan 1	10,196,281	14,189,404	14,189,404	4,526,763	5,374,953
	Ending Working Capital - Dec 31	14,189,404	2,362,568	4,526,763	5,374,953	3,890,679
	Net Change In Working Capital	$ 3,993,123	$ (11,826,837)	$ (9,662,642)	$ 848,190	$ (1,484,274)

Department Employees

430 Water FTE's	2012	2013	2014	2015	2016
Water FTE's	22.00	22.00	24.00	24.00	24.00
TOTAL WATER FTE's	**22.00**	**22.00**	**24.00**	**24.00**	**24.00**

Full Time Equivalent (FTE)

1.0 FTE - Added Utility Locator in 2014 via Budget Amendment #8.
1.0 FTE - Added a SCADA/Telemetry Specialist in 2014 via Budget Amendment #8.

SEWER UTILITY

Mission Statement

Provide for efficient, environmentally sound, and safe management of the existing and future sanitary sewer waste needs of the City of Auburn.

Department Overview

Some of the key administrative and engineering duties include comprehensive system planning, interaction and regulation of development, implementing Capital Improvement Projects, asset management, and system budget management. Operational duties include general system maintenance, minor repair and construction, and day-to-day operation. The City is responsible for the collection and transmission of effluent to King County trunk lines. Auburn contracts with King County for effluent treatment and disposal.

2013 & 2014 Accomplishments

- Completed transfer of the monitoring, alarming, and data acquisition tasks for most sewer pump stations to the City's new Supervisory Control and Data Acquisition (SCADA) and telemetry system.
- Completed the biennial repair and replacement project.
- Added backup power to four additional pump stations.
- Upgraded the wet wells at several sewer pump stations to enable more effective access and maintenance.
- Decommissioned the D street pump station and transferred flows to a gravity system.
- Restored cathodic protection for the buried steel drywells at City sewer pump stations.
- Continued to upgrade the asset management databases through records evaluation and field investigation.
- Began an update of the utility's hydraulic model and Comprehensive Sewer Plan.
- Continued to review service properties with Finance and the Innovation & Technology department to assure each developed property connected to the system has a sewer billing account in Springbrook.
- Engaged in regular preventative maintenance activities.
- Upgraded CCTV equipment.

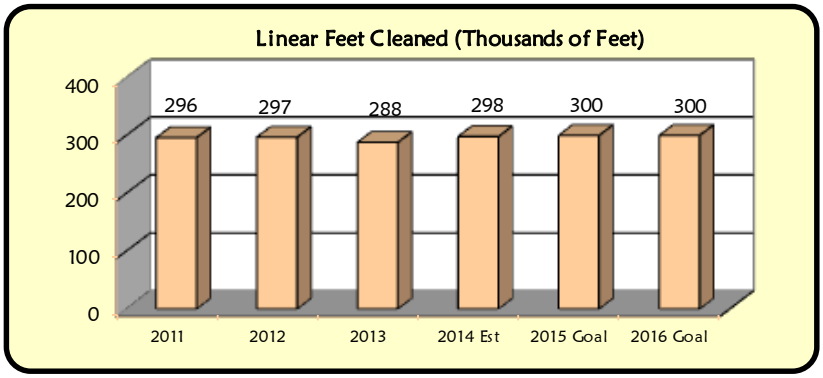
2015 & 2016 Objectives

- Complete a manhole ring and cover replacement project.
- Complete two new biennial repair and replacement projects.
- Complete transfer of the monitoring, alarming, and data acquisition tasks for the 22nd St and R St sewer pump stations to the City's new Supervisory Control and Data Acquisition (SCADA) and telemetry system.
- Complete the update to the Comprehensive Sewer Plan.
- Work with Innovation & Technology to coordinate the use of the Cartegraph and Pipelogix asset management tools.
- Train staff in the use of National Association of Sewer Service Companies (NASCCO) sewer line inspection standards to enhance the consistency of pipe condition data.
- Engage in regular preventive maintenance activities.
- While there is no history of significant infiltration/inflow (I/I) problems within Auburn's system, the Comprehensive Plan Update will include an evaluation of any areas that are found to have significant I/I and identify remediation measures.

PERFORMANCE MEASURES - SEWER

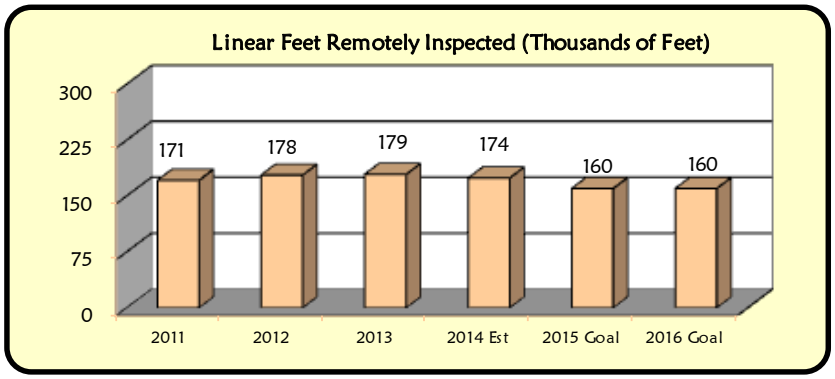
Linear Feet of Sanitary Sewer Pipe Cleaned

Pipe cleaning is conducted using a high-pressure sewer jet to scour and remove debris from the inside of the pipelines.



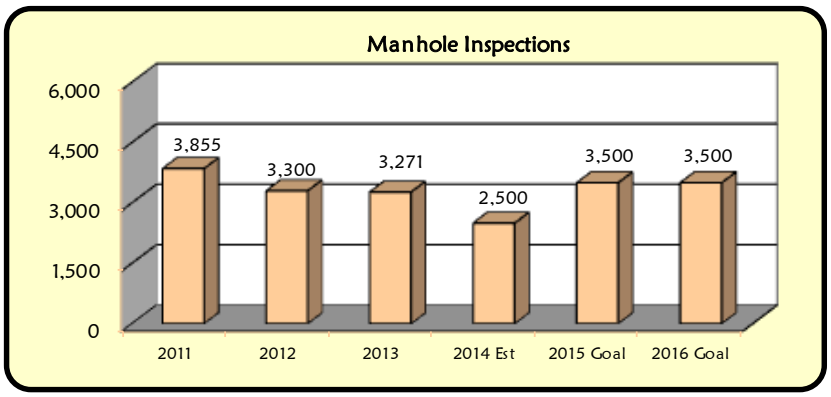
Linear Feet of Sanitary Sewer Remotely Inspected

Routine inspections and spot repairs of sewer pipe should result in fewer major repairs and reduce incidents of back-ups or other major problems. Remote inspection provides the important information that determines capital projects in the following year.



Manhole Inspections

Inspection of manholes gives a quick visual observation of the sewer system function. By increasing inspections, potential sewer blockages, infiltration & inflow, and surcharging can be observed.



2015-2016 Working Capital Budget

431 Sewer		2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Operating Revenues						
343.500	City Sewer Service Revenue	6,118,719	7,231,431	7,241,431	7,461,956	7,647,883
343.510	Late Penalties	208,979	-	150,000	200,000	200,000
	Total Operating Revenues	6,327,699	7,231,431	7,391,431	7,661,956	7,847,883
Operating Expenses						
535.000.10	Salaries & Wages	(1,520,127)	(1,679,782)	(1,679,782)	(1,700,535)	(1,729,916)
535.000.20	Personnel Benefits	(681,571)	(837,339)	(837,339)	(825,968)	(889,338)
535.000.30	Supplies	(70,334)	(130,925)	(130,925)	(122,000)	(130,500)
535.000.40	Services & Charges	(2,320,295)	(2,323,235)	(2,323,235)	(2,615,275)	(2,723,275)
535.000.50	Intergovernmental	(4,192)	(9,500)	(9,500)	(9,500)	(9,500)
535.000.90	Interfund Payments For Srv	(1,009,191)	(980,172)	(980,172)	(970,253)	(952,338)
535.000.00	Depreciation & Amortization	(1,886,057)	(1,946,100)	(1,946,100)	(2,004,000)	(2,104,200)
	Total Operating Expenses	(7,491,768)	(7,907,053)	(7,907,053)	(8,247,531)	(8,539,067)
	Operating Income (Loss)	(1,164,070)	(675,622)	(515,622)	(585,575)	(691,184)
Non Operating Revenues (Expenses)						
361.110	Investment Income	20,355	11,700	12,500	13,000	13,000
369.900	Miscellaneous Revenue (Expense)	180,381	68,995	68,995	70,128	70,128
535.100.80	Debt Service Interest	(253,574)	(292,439)	(292,439)	(285,042)	(277,082)
	Total Non Op Rev (Exp)	(52,838)	(211,744)	(210,944)	(201,914)	(193,954)
	Net Income (Loss)	(1,216,907)	(887,366)	(726,566)	(787,489)	(885,138)
Items Not Affecting Working Capital						
535.801.00	Depreciation & Amortization	1,886,057	1,946,100	1,946,100	2,004,000	2,104,200
	Net W/C From Operations	669,150	1,058,734	1,219,534	1,216,511	1,219,062
Resources Other Than Operations						
396.101	Contributed Capital - System Dev.	2,390,237	240,000	280,000	240,000	240,000
396.102	Contributed Capital - Area Assmts.	3,243	-	-	-	-
396.104	Contributed Capital - Outside Dev.	862,286	-	-	-	-
399.000	Other Sources	408,904	-	-	-	-
	Total Resources	3,664,670	240,000	280,000	240,000	240,000
Uses Other Than Operations						
590.100.00	Other Uses	(2,208,979)	-	-	-	-
590.100.11	Inc In Fixed Assets - Salaries	(71,588)	(199,323)	(199,323)	(225,353)	(230,786)
590.100.20	Inc In Fixed Assets - Benefits	(29,790)	(68,121)	(68,121)	(78,873)	(80,776)
597.100.55	Operating Transfers Out	(50,000)	(547,885)	(547,885)	(377,541)	(50,000)
590.100.64	Inc In Fixed Assets - Equipment	(64,733)	-	-	-	-
590.100.65	Inc In Fixed Assets - Construction	(595,405)	(2,861,431)	(2,405,393)	(2,300,934)	(2,178,439)
590.100.70	Debt Service Principal	(433,107)	(436,790)	(436,790)	(442,927)	(541,127)
	Total Uses	(3,453,602)	(4,113,550)	(3,657,512)	(3,425,628)	(3,081,128)
	Net Change In Working Capital	880,218	(2,814,816)	(2,157,978)	(1,969,117)	(1,622,066)
	Beginning Working Capital - Jan 1	12,072,579	12,952,797	12,952,797	10,794,820	8,825,703
	Ending Working Capital - Dec 31	12,952,797	10,137,982	10,794,820	8,825,703	7,203,637
	Net Change In Working Capital	$ 880,218	$ (2,814,816)	$ (2,157,978)	$ (1,969,117)	$ (1,622,066)

Department Employees

431 Sewer FTE's	2012	2013	2014	2015	2016
Sewer FTE's	11.00	10.00	10.00	10.00	10.00
TOTAL SEWER FTE's	**11.00**	**10.00**	**10.00**	**10.00**	**10.00**

Full Time Equivalent (FTE)

1.0 Supernumerary position was deactivated in 2013.

STORM UTILITY

Mission Statement

Provide environmentally sound and effective management of the surface and shallow ground water in the City of Auburn for the protection and welfare of the public.

Department Overview

Some of the key administrative and engineering duties include comprehensive system planning, compliance with governmental regulations, interaction and regulation of development applications, development and implementation of capital improvement projects, and system budget management. Key operational duties include general system maintenance, minor repair and construction, and day-to-day operations. The City is responsible for the collection, transmission, treatment, and disposal of surface waters to Mill Creek and the Green and White Rivers.

2013 & 2014 Accomplishments

- Continued compliance with the National Pollution Discharge Elimination System (NPDES) Phase II permit elements including participating in public education events, inspection of public and private facilities, enforcement of maintenance standards, responding to illicit discharges, and annual reporting to Department of Ecology.
- Began a storm drainage inventory process to improve the utility records and system maps by performing records evaluation and field investigations utilizing Global Positioning Satellite (GPS) equipment.
- Two Utility staff members completed the Low Impact Development Technical Training Program and received certificates of completion.
- Completed the scheduled installation of the Supervisory Control and Data Acquisition (SCADA) equipment and communication upgrades at storm pump stations.
- Coordinated with various street projects to improve drainage systems.
- Began to upgrade the asset management databases through records evaluation and field investigation to create a risk assessment model, hydraulic model, and infrastructure map for City use.
- Responded to the potential flooding risk due to Howard Hanson Dam issues and Flood Control District coordination.
- Continued the monitoring of storm water discharges to the White River as part of the Puyallup River Watershed Fecal Coliform Total Maximum Daily Load (TMDL) as required by the Washington State Department of Ecology (WSDOE) and the Environmental Protection Agency (EPA).
- Initiated construction of 30th St NE Area Flooding Project - Phase I to relieve flooding in the vicinity of the Auburn Municipal Airport and surrounding areas.
- Initiated the update to the 2009 Comprehensive Storm Water Drainage Plan to comply with State law.
- Applied for and received a $999,400 grant award from the Department of Ecology to improve the storm drainage system at the Maintenance & Operations facility by providing additional detention storage and water quality enhancements. The improvements will include Low Impact Development (LID) techniques to reduce total runoff and expand the decant waste facility to reduce the overall disposal cost to the utility.
- Initiated a citywide storm pond cleaning program to remove accumulated sediment and vegetation. This program utilized Maintenance & Operations staff and contracted with King County to clean the largest storm drainage ponds.

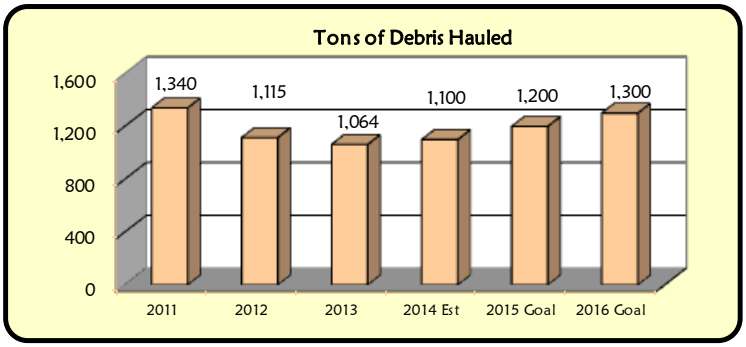
2015 & 2016 Objectives

- Review and revise City code to require Low Impact Development (LID) techniques as mandated by the NPDES Phase 2 Permit.
- Complete revisions to or adopt a Department of Ecology equivalent Surface Water Management Manual per the NPDES Phase 2 Permit requirements.
- Reduce flooding at the Burlington Northern and Santa Fe railroad underpass by completing Phase 2 of the Auburn Way South conveyance improvement.
- Replace and/or install new storm drainage conveyance capacity improvements in conjunction with the Arterial Street and Local Street Improvement projects.
- Continue to improve utility records and system maps by performing records evaluation and field investigations.
- Improve overall system performance by continuing the citywide ditch maintenance program and a storm video pipe assessment program.
- Complete the storm drainage inventory process and utility records thereby improving the overall management of City storm assets.
- Continue to perform monitoring and investigate sources of fecal coliform contamination in the Mill Pond/Lakeland Hills basin by completing storm water monitoring as required by the Puyallup River Watershed Fecal Coliform TMDL.
- Complete the update to the Comprehensive Storm Water Drainage Plan.
- Provide ongoing spill response and detection of illicit storm system connections and discharges as required by the NPDES permit.
- Fully implement the use of CarteGraph as a work order management system and complete the development of Standard Operating Procedures (SOP) for updating databases for CarteGraph and the Geographic Information System (GIS) to allow for engineering and maintenance staff to edit and track operations of the existing storm infrastructure.
- Participate in future TMDL's as required by the Washington State Department of Ecology (WSDOE) and the Environmental Protection Agency (EPA).
- Continue to contract with King County to rehabilitate large storm drainage facilities and clean out major ditch sections.
- Complete construction for the storm drainage infrastructure and decant facility improvements at the Maintenance & Operations facility.

PERFORMANCE MEASURES - STORM

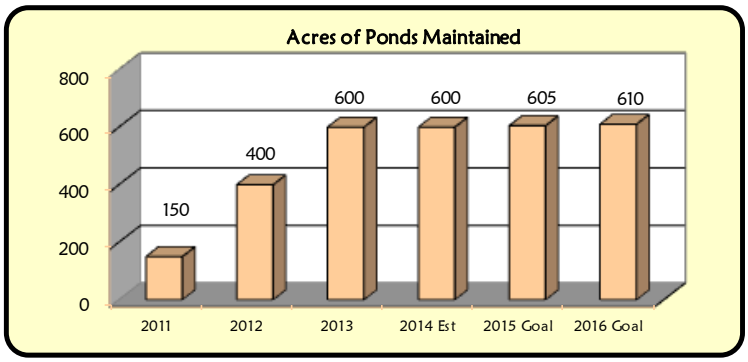
Tons of Debris Hauled

The initial projected increase in the graph below is due to National Pollution Discharge Elimination System (NPDES) requirements to inspect and clean, as necessary, all catch basins within the City during the permit cycle period. The 2015 and 2016 goal is based on the annual average required to meet permit conditions.



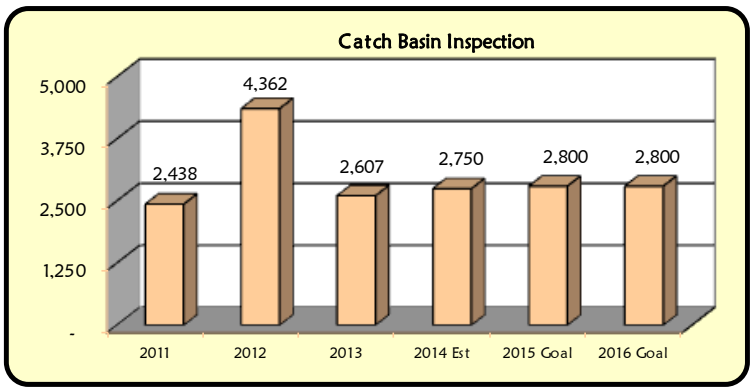
Acres of Storm Drainage Ponds Maintained

This performance measure reflects the reprioritization of storm work forces to meet NPDES requirements to inspect and clean all catch basins during the permit cycle. In 2012 the responsibility of the storm pond maintenance was transferred to the Street Department, allowing the facilities to be maintained more frequently.



Catch Basin Inspection

The NPDES permit requires the inspection of all catch basins within the City during a permit cycle period. The increase observed in 2012 was due to the need to catch up on the overall inspections. The 2015 and 2016 goal is based on the anticipated annual average required to meet permit conditions.



2015-2016 Working Capital Budget

432 Storm Drainage		2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Operating Revenues						
343.830	Storm Drainage Services	7,950,107	8,521,917	8,568,322	8,791,695	9,011,487
343.833	Storm Application Fees	149,651	60,000	110,000	60,000	60,000
343.840	Late Penalties	84,545	-	85,000	80,000	80,000
	Total Operating Revenues	8,184,303	8,581,917	8,763,322	8,931,695	9,151,487
Operating Expenses						
535.000.10	Salaries & Wages	(2,032,858)	(2,212,830)	(2,212,830)	(2,304,620)	(2,336,909)
535.000.20	Personnel Benefits	(907,836)	(1,064,283)	(1,064,283)	(1,131,907)	(1,217,101)
535.000.30	Supplies	(78,407)	(87,925)	(87,925)	(92,000)	(93,500)
535.000.40	Services & Charges	(1,426,552)	(1,711,775)	(1,711,775)	(1,564,015)	(1,594,015)
535.000.50	Intergovernmental	(22,598)	(62,000)	(62,000)	(112,000)	(113,000)
535.000.90	Interfund Payments For Srv	(1,323,546)	(1,297,375)	(1,297,375)	(1,333,465)	(1,312,518)
535.000.00	Depreciation & Amortization	(1,529,701)	(1,562,100)	(1,562,100)	(1,608,000)	(1,688,400)
	Total Operating Expenses	(7,321,499)	(7,998,289)	(7,998,289)	(8,146,007)	(8,355,443)
	Operating Income (Loss)	862,804	583,628	765,033	785,688	796,044
Non Operating Revenues (Expenses)						
361.110	Investment Income	20,944	10,700	10,700	16,000	16,000
333.970	Contributions	119,770	999,400	989,513	259,887	-
369.900	Miscellaneous Revenue (Expense)	63,563	57,725	641,816	58,674	58,674
535.100.80	Debt Service Interest	(404,968)	(444,621)	(444,621)	(371,344)	(360,525)
	Total Non Op Rev (Exp)	(200,691)	623,204	1,197,408	(36,783)	(285,851)
	Net Income (Loss)	662,114	1,206,832	1,962,441	748,905	510,193
Items Not Affecting Working Capital						
535.801.00	Depreciation & Amortization	1,529,701	1,562,100	1,562,100	1,608,000	1,688,400
	Net W/C From Operations	2,191,815	2,768,932	3,524,541	2,356,905	2,198,593
Resources Other Than Operations						
333.114	Indirect Federal Grant	-	200,000	-	-	-
334.027	State Grant	-	-	282,000	-	-
337.000	Interlocal Grant	172,677	125,000	-	-	-
396.101	Contributed Capital - System Dev.	1,033,128	315,000	450,000	350,000	350,000
382.200	Bond Proceeds - Revenue Bonds	5,235,686	-	-	-	-
397.100	Operating Transfers In	-	690,000	690,000	525,083	-
399.000	Other Sources	822,844	-	-	-	-
	Total Resources	7,264,335	1,330,000	1,422,000	875,083	350,000
Uses Other Than Operations						
590.100.00	Other Uses	(1,300,660)	-	-	-	-
590.100.11	Inc In Fixed Assets - Salaries	(160,384)	(206,050)	(206,050)	(287,107)	(294,980)
590.100.20	Inc In Fixed Assets - Benefits	(65,331)	(70,321)	(70,321)	(100,487)	(103,243)
597.100.55	Operating Transfers Out	(124,000)	(262,785)	(262,785)	(349,000)	(124,000)
590.100.63	Inc In Fixed Assets - Improve.	(11,782)	-	-	-	-
590.100.64	Inc In Fixed Assets - Equipment	(17,960)	-	-	-	-
590.100.65	Inc In Fixed Assets - Construction	(1,686,054)	(14,250,461)	(9,154,705)	(4,964,848)	(1,821,777)
590.100.70	Debt Service Principal	(545,886)	(381,578)	(381,578)	(423,302)	(413,162)
	Total Uses	(3,912,058)	(15,171,195)	(10,075,439)	(6,124,744)	(2,757,162)
	Net Change In Working Capital	5,544,091	(11,072,263)	(5,128,898)	(2,892,756)	(208,569)
	Beginning Working Capital - Jan 1	10,218,848	15,762,939	15,762,939	10,634,042	7,741,286
	Ending Working Capital - Dec 31	15,762,939	4,690,677	10,634,042	7,741,286	7,532,717
	Net Change In Working Capital	$ 5,544,091	$ (11,072,263)	$ (5,128,898)	$ (2,892,756)	$ (208,569)

Department Employees

432 Storm FTE's	2012	2013	2014	2015	2016
Storm FTE's	10.00	10.00	10.00	10.00	10.00
TOTAL STORM FTE's	**10.00**	**10.00**	**10.00**	**10.00**	**10.00**

Full Time Equivalent (FTE)

SEWER METRO UTILITY

Department Overview

The City of Auburn contracts with King County's Wastewater Treatment Division for sewage treatment and disposal. The City pays King County for these services based on the County's monthly sewer rate and the number of customers served; the cost is then passed directly on to consumers. In 2013, the Sewer Metro Utility Fund was created in an effort to track these revenues and expenditures separately from the City-owned and operated Sewer utility.

2013 & 2014 Accomplishments

- The new fund was established and created by the Finance Department.
- Made improvements to how the Quarterly Report of Sewerage Customers is prepared on a quarterly basis.
- Identified new accounts that require special setup for accurate reporting to King County.

2015 & 2016 Objectives

- Continue to prepare the Quarterly Report of Sewerage Customers in a timely manner.
- Continue to identify new accounts that require special setup for accurate reporting to King County.

2015-2016 Working Capital Budget

433 Sewer Metro		2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Operating Revenues						
343.531	Metro Service Charge	14,803,706	14,500,000	15,000,000	15,526,037	15,757,687
343.532	Metro Industrial Charge	580,544	500,000	650,000	575,000	575,000
	Total Operating Revenues	15,384,249	15,000,000	15,650,000	16,101,037	16,332,687
Operating Expenses						
535.000.50	Intergovernmental	(14,485,241)	(15,000,000)	(15,000,000)	(16,056,900)	(16,317,200)
	Total Operating Expenses	(14,485,241)	(15,000,000)	(15,000,000)	(16,056,900)	(16,317,200)
	Operating Income (Loss)	899,008	-	650,000	44,137	15,487
Non Operating Revenues (Expenses)						
361.110	Investment Income	87	-	500	700	700
	Total Non Op Rev (Exp)	87	-	500	700	700
	Net Income (Loss)	899,095	-	650,500	44,837	16,187
Items Not Affecting Working Capital						
		-	-	-	-	-
	Net W/C From Operations	899,095	-	650,500	44,837	16,187
Resources Other Than Operations						
399.000	Other Sources	927,716	-	-	-	-
	Total Resources	927,716	-	-	-	-
Uses Other Than Operations						
		-	-	-	-	-
	Total Uses	-	-	-	-	-
	Net Change In Working Capital	1,826,811	-	650,500	44,837	16,187
	Beginning Working Capital - Jan 1	-	1,826,811	1,826,811	2,477,311	2,522,148
	Ending Working Capital - Dec 31	1,826,811	1,826,811	2,477,311	2,522,148	2,538,335
	Net Change In Working Capital	$ 1,826,811	$ -	$ 650,500	$ 44,837	$ 16,187

EQUIPMENT RENTAL

Mission Statement

The mission of Equipment Rental is to provide all City departments with a safe and reliable fleet, and the fleet support services that each department needs to perform its mission.

Department Overview

Equipment Rental is responsible for maintenance, service, acquisition, and disposition of the City's vehicle and equipment fleet. Central Stores is a component of Equipment Rental and is responsible for procuring, storing, and distributing supplies and material for many City operations. Central Stores also maintains the City's fuel storage and access system.

2013 & 2014 Accomplishments

- Continued to improve fleet fuel economy by utilizing Zonar and implementing an idle policy.
- Continued to find ways to extend vehicle life above industry standard by performing more proactive preventative maintenance.
- Monitored the newly purchased Compressed Natural Gas (CNG) vehicle to determine if it is an efficient alternative fuel option for use in the fleet.
- Continued to develop an overall level of service/customer service plan for Equipment Rental and Central Stores.

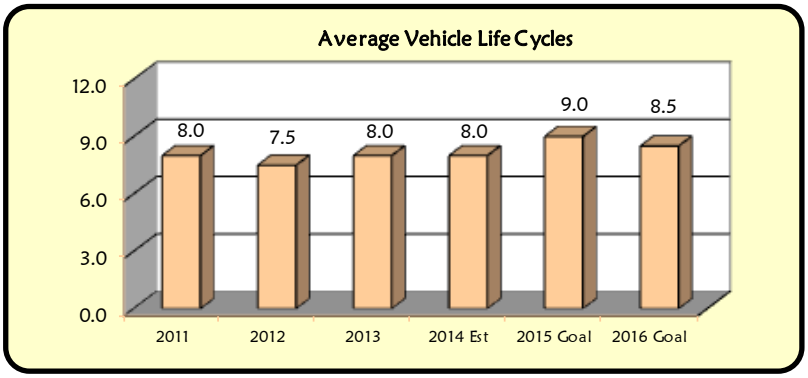
2015 & 2016 Objectives

- Investigate fuel systems for replacement in next budget cycle.
- Continue to improve fleet fuel economy using new technologies and policies.
- Investigate alternative fuel options, such as propane and electric/gasoline combined vehicles for fleet fuel efficiency.
- Utilize customer service survey and alternative feedback measures from customers to continue to improve overall level of service.
- Expedite Equipment Rental and Central Stores remodel project.

PERFORMANCE MEASURES - EQUIPMENT RENTAL

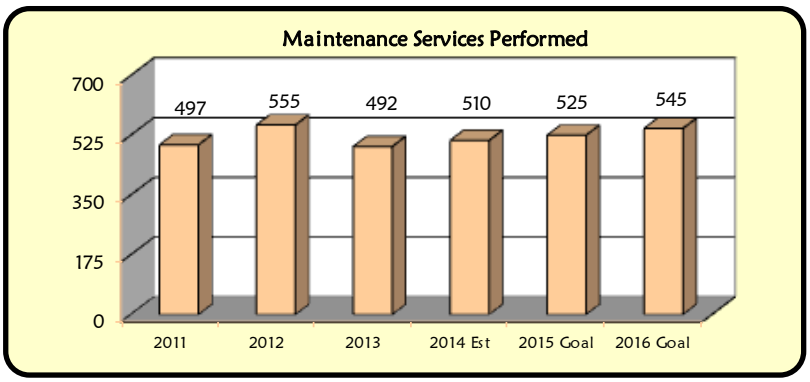
Vehicle Life Cycle Averages

Life cycles are based on industry standards by vehicle type and vehicle use. By consistently keeping our life cycles above industry standards through proactive preventative maintenance, we are able to get the most out of our vehicles with the least amount of investment.



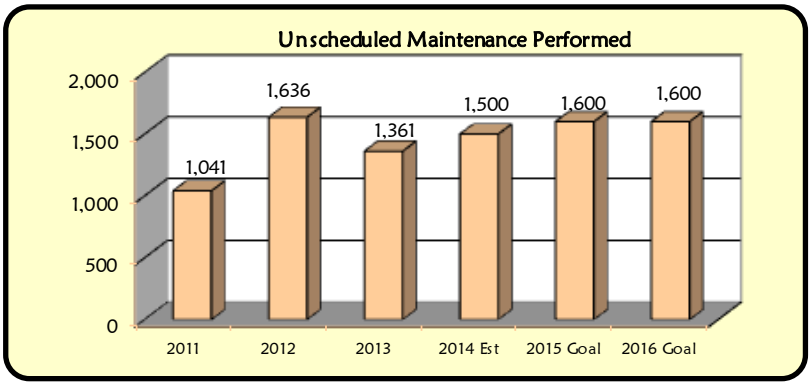
Number of Preventative Maintenance Services Performed

Preventative maintenance service is the systematic inspection and service of vehicles and equipment, completed at predetermined intervals, in order to detect mechanical problems prior to system failure, which results in an extended lifecycle for the asset.



Additional Maintenance Performed during Preventative Maintenance Services

Unscheduled maintenance is any repair that was not planned. The majority of these repairs take place following a Preventative Maintenance inspection, thereby preventing a more costly repair due to system failure.



2015-2016 Working Capital Budget

550 Equipment Rental		2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Operating Revenues						
348.100	Fuel Sales	767,639	749,900	749,900	655,896	656,396
365.100	Interfund Equipment Rental	1,376,024	1,383,500	1,383,500	1,905,430	1,822,169
365.110	Vehicle Replacement Revenue	838,704	780,000	780,000	989,444	893,215
	Total Operating Revenues	2,982,367	2,913,400	2,913,400	3,550,770	3,371,780
Operating Expenses						
548.000.10	Salaries & Wages	(474,683)	(526,878)	(526,878)	(624,480)	(591,907)
548.000.20	Personnel Benefits	(217,777)	(270,158)	(270,158)	(315,604)	(308,799)
548.000.30	Supplies	(814,648)	(1,175,000)	(1,175,000)	(1,251,600)	(1,241,600)
548.000.40	Services & Charges	(448,828)	(511,066)	(511,066)	(408,100)	(411,500)
548.000.90	Interfund Payments For Srv	(247,611)	(247,100)	(247,100)	(216,710)	(212,390)
548.000.00	Depreciation & Amortization	(697,048)	(919,900)	(919,900)	(783,300)	(822,500)
	Total Operating Expenses	(2,900,594)	(3,650,102)	(3,650,102)	(3,599,794)	(3,588,696)
	Operating Income (Loss)	81,772	(736,702)	(736,702)	(49,024)	(216,916)
Non Operating Revenues (Expenses)						
361.100	Investment Income	8,900	5,100	5,100	5,700	5,700
369.900	Miscellaneous Revenue (Expense)	27,673	-	-	-	-
	Total Non Op Rev (Exp)	36,573	5,100	5,100	5,700	5,700
	Net Income (Loss)	118,346	(731,602)	(731,602)	(43,324)	(211,216)
Items Not Affecting Working Capital						
548.100.01	Depreciation & Amortization	697,048	919,900	919,900	783,300	822,500
	Net W/C From Operations	815,394	188,298	188,298	739,976	611,284
Resources Other Than Operations						
397.100	Operating Transfers In	100,140	524,250	524,250	654,000	292,000
399.000	Other Sources	5,598	-	-	-	-
	Total Resources	105,738	524,250	524,250	654,000	292,000
Uses Other Than Operations						
590.100.00	Other Uses	34,660	-	-	-	-
597.100.55	Operating Transfers Out	(7,000)	(7,000)	(7,000)	(270,000)	-
590.100.63	Inc In Fixed Assets - Improve.	(8,471)	-	-	-	-
590.100.64	Inc In Fixed Assets - Equipment	(543,336)	(2,208,643)	(2,208,643)	(1,293,367)	(1,271,818)
590.100.65	Inc In Fixed Assets - Construction	(36,105)	(770,000)	-	(970,000)	(600,000)
	Total Uses	(560,253)	(2,985,643)	(2,215,643)	(2,533,367)	(1,871,818)
	Net Change In Working Capital	360,879	(2,273,095)	(1,503,095)	(1,139,391)	(968,534)
	Beginning Working Capital - Jan 1	5,559,565	5,920,444	5,920,444	4,417,349	3,277,958
	Ending Working Capital - Dec 31	5,920,444	3,647,349	4,417,349	3,277,958	2,309,424
	Net Change In Working Capital	$ 360,879	$ (2,273,095)	$ (1,503,095)	$ (1,139,391)	$ (968,534)

Department Employees

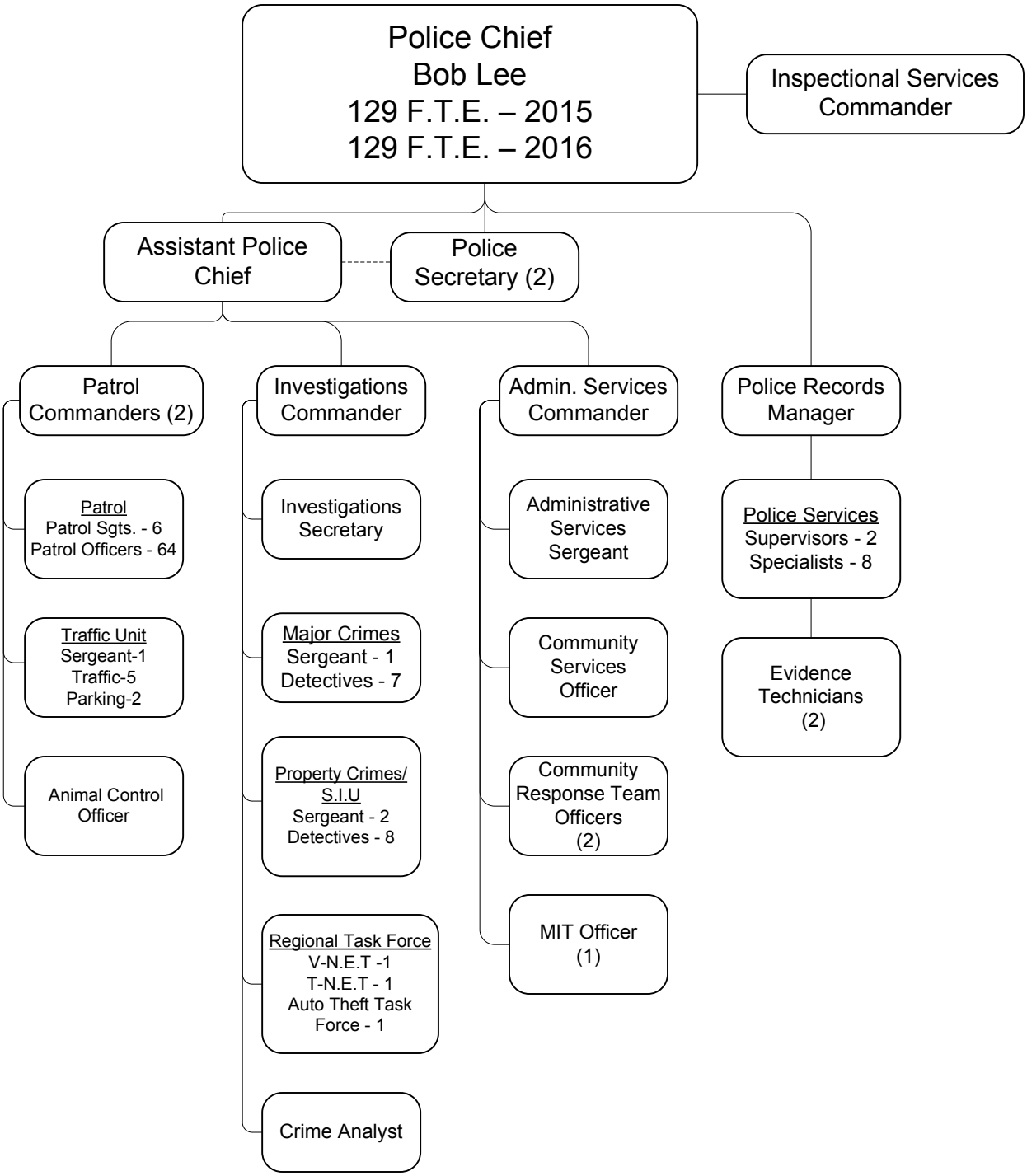
550 Equipment Rental FTE's	2012	2013	2014	2015	2016
Equipment Rental FTE's	7.00	10.00	12.00	12.00	11.00
TOTAL EQUIPMENT RENTAL FTE's	**7.00**	**10.00**	**12.00**	**12.00**	**11.00**

Full Time Equivalent (FTE)

1.0 FTE - 1 Office Assistant was added in 2013 via Budget Amendment #2.
1.0 FTE - Maintenance and Operations Support Manager was reclassified from Engineering to ER&R in 2013.
1.0 FTE - Supernumerary position was activated in December of 2013.
1.0 FTE - 1 Mechanic was added in 2014 via Budget Amendment #6.
1.0 FTE - Assistant Director of Public Works was reclassified from Engineering to ER&R in 2014.
1.0 FTE - Deactivate Supernumerary position at the end of 2015.

CITY OF
AUBURN
WASHINGTON

Police Department



F.T.E. = Full-Time Equivalent

SOUTH CORRECTIONAL ENTITY (SCORE)

The South Correctional Entity (SCORE) consolidated correctional facility was established by the "Member Cities" of Auburn, Burien, Des Moines, Federal Way, Renton, SeaTac and Tukwila to provide correctional services within the jurisdiction of the Member Cities for the purpose of detaining arrestees and sentenced offenders in the furtherance of public safety and emergencies.

2013 & 2014 Accomplishments

- The Finance Director assisted SCORE with developing a model for marketing bed rentals to other agencies. Significant revenue has been realized to assist in capping costs to owner agencies.
- Marketed additional bed space to non-member agencies to offset costs to member cities. Contract beds to outside member cities are over 200 inmates per day.
- Reduced the Average Daily Population (ADP) of Auburn inmates through alternative programs and judicial oversight. Auburn has moved from the having the most ADP of member cities to third out of seven cities.

2015 & 2016 Objectives

- Continue to oversee the marketing of additional bed space to non-member agencies to offset future costs to member cities.
- Maintain the current Average Daily Population (ADP) of Auburn inmates through alternative programs and judicial oversight.

Department Budget

001.20 SCORE	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Expenditures					
Salaries & Wages	-	-	-	-	-
Personnel Benefits	-	-	-	-	-
Supplies	-	-	-	-	-
Services & Charges	-	-	-	-	-
Intergovernmental	5,114,794	4,224,000	3,897,900	3,670,000	3,970,000
Capital Outlay	-	-	-	-	-
Debt Service Principal	935,773	598,850	598,850	-	622,050
Debt Service Interest	998,554	963,250	963,250	-	941,492
Interfund Payments For Service	-	-	-	-	-
DEPARTMENT TOTAL	**$7,049,120**	**$5,786,100**	**$5,460,000**	**$3,670,000**	**$5,533,542**

POLICE DEPARTMENT

Vision
To be a premier law enforcement agency that is trusted, supported and respected.

Mission Statement
To provide professional law enforcement services to our community.

2013 & 2014 Accomplishments
- The Auburn Police Department continues to receive grant funding from the Washington State Department of Transportation to conduct Driving Under Influence (DUI) enforcement emphasis patrols. The fiscal year for this grant is from November to November. During the grant cycle, Auburn officers have worked approximately 184 hours making contact with 367 motorists, issuing 165 infractions and arresting 12 drivers for DUI.
- Grant funding for sex offender contacts was obtained in the amount of $42,176. This funded officers to make verification contacts with registered offenders. 161 offenders were verified to be residing where they reported to the Department of Corrections (DOC).
- Goals and objectives for the Police Department were established by divisions where each commander and manger established approximately 4-5 goals that are dedicated to fulfilling our mission and vision. All of these goals are specific, measurable, attainable, timely and relevant to the needs of the community. These goals follow the Citywide SMART (Specific, Measurable, Attainable, Relevant and Time-bound) process of establishing goals and objectives.
- For several years the Auburn Police Department has been part of and a beneficiary of auto theft grants awarded by the Washington Auto Theft Prevention Authority (WATPA). This grant funds several regional detectives directed to enforce and investigate auto theft in the Puget Sound region. Auburn has had a detective assigned to the Auto Theft Task force for the last six years and the Chief of Police is a member of the Board of Directors who manages the grant funding.
- The Patrol Division continues to keep Priority 1 calls to a response time of under four minutes. In 2013, the average response time was 3.7 minutes.
- The partnership with the Green River Community College continues to shape in two areas: one is the direct work done with the security department and the other involves meeting with block watch groups that are in neighborhoods in and around the campus. Last year the Chief and Assistant Chief met with the new Director of Security and reviewed processes for cross communication to enhance safety. Auburn detectives have worked with campus security officers on several cases ranging from theft to robbery. In the fall of 2013, the Auburn Police Department, along with several City department leaders, met with citizens that neighbor the campus to discuss concerns about speeding vehicles, drug use and sales, and suspicious persons. In attendance were officials from the college who wanted to partner with City officials to assist in problem solving.
- The Auburn Police Department has one civilian staff member who is dedicated as the Crime Analyst. Each week the analyst publishes a crime bulletin that outlines crime trends in the areas of Burglary, Auto Theft, Theft from Vehicles, Domestic Violence and other felony crimes. The publication outlines hotspots in the City where these specific crimes are more prolific along with possible suspect information that is associated with the crime. Additionally, a second publication that is intelligence based is also produced. This publication is geared more toward criminal intelligence that is gleaned from confidential informants or other police agencies. This document allows for patrol operations to be more directed toward suspects and their behavior as opposed to trend based; both are used simultaneously to combat criminals and crime.
- The Police Department continues to pursue technology that will assist in creating efficient methods of investigating criminal activity. The Detectives Division recently obtained equipment and software designed to extract cell phone data from victim and suspect cell phones. High definition surveillance cameras are now utilized in covert operations that allow for live feedback to the Police Department and are recorded digitally.

- Track Mole is being utilized by officers and the public to add another layer of data for missing and stolen items.
- Officers and Sergeants were trained in several areas of law enforcement in order to increase their skill levels and abilities. Those training courses included but are not limited to, Active Shooter, Blood Stain Analysis, Cell Phone Investigations, Child Exploitation, Craigslist Investigations, Gang Sex Trafficking, Justice Based Policing, Lethal Force Options, Mortgage Fraud, Mental Health, Shooting Reconstruction and Pursuit Decision Making.
- The Police Department hosted two Citizen Academy classes and graduated 46 attendees. The citizens gained a better understanding of their State-accredited Police Department.

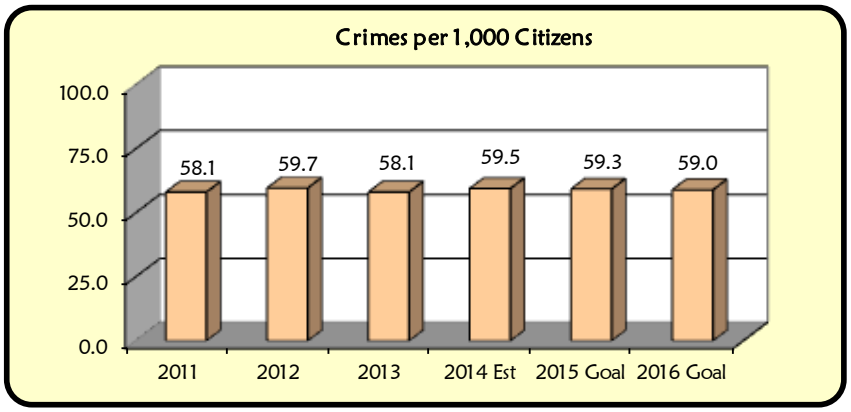
2015 & 2016 Objectives

- Les Gove Park offers a wide variety of services that brings together a broad segment of Auburn community members. With the increased use brings challenges for the Parks Department and the Police Department. These challenges have become a goal and objective for City leadership and City departments. The Police Department is dedicated to the objectives of addressing criminal behavior, park conduct and an increased police presence to ensure the citizens of Auburn have a memorable experience at a state-of-the-art park and enjoy a quality of life within its boundaries.
- Downtown Auburn is growing and expanding its appearance and updating the use of its businesses and services. The Auburn Police Department plays a large role in ensuring that business and citizens alike feel safe and comfortable driving the roadways and walking on its sidewalks, courtyards and parking lots. The Police Department will increase its presence with the use of bicycle patrol officers, foot patrols, and in vehicles within the downtown core. Police Officers will become part of the new landscape and feel in the downtown area and will familiarize themselves with business owners and citizens. Not only will the Police Department address criminal behavior, but officers will become ambassadors of downtown Auburn.
- The Police Department will continue to keep response times for Priority 1 calls to less than four minutes.
- The Police Department will continue to pursue the effort of sex offender contacts and will attempt to obtain grant funding in this area.
- Crime analysis will be a priority and will continue to be improved upon in order to assist with effective and efficient criminal investigations.
- The Auburn Police Department currently has an inexperienced first level supervisory group that has room for growth. The mentorship, coaching and additional training will continue to provide these young leaders with the tools necessary to build a stronger Police Department from the top down.
- Efforts will be made to increase a marketing effort of the Police Department with the use of social media and public outreach. Utilizing our Administration Department, departmental involvement in public events and gatherings will be increased.
- Landlord training will continue to improve as we add additional Community Response Team (CRT) Officers to seek outreach opportunities with owners and landlords of single-family and multi-family housing residences.
- A Traffic School will be created to offer an alternative to drivers who receive a fine as a result of a traffic citation being issued by a Police Officer. This will be coordinated with the Prosecutor's Office as well as the Auburn King County District Court. Funding obtained by participants of the school will be used for future traffic safety and enforcement efforts.
- The Community Response Team (CRT) Officers will continue to work with City Code Enforcement Officers and other stake holders to reduce the homeless camps within the City of Auburn.

PERFORMANCE MEASURES - POLICE DEPARTMENT

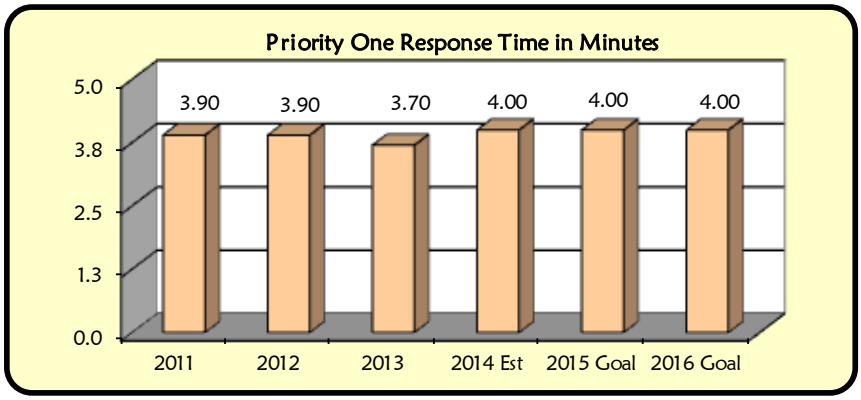
Auburn Crime Rankings

The 2013 Washington Association of Sheriffs & Police Chiefs (WASPC) annual report showed a 3.3% reduction in Part 1 & Part 2 crimes from 2010 to 2013. The Auburn Police Department's goal is to continue the current trend of reductions in Part 1 & 2 crimes into 2015 & 2016.



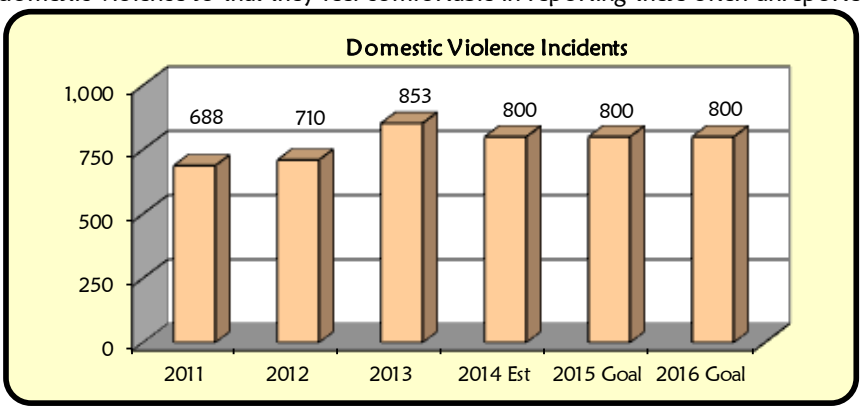
Priority One Response Time in Minutes

The department continues to maintain an excellent response time to priority one calls (life threatening/serious bodily injury). We will strive to maintain a response time of less than four minutes to all serious incidents.



Domestic Violence Incidents

The City offers various programs that provide assistance to victims of domestic violence. A dedicated full time Domestic Violence detective works collaboratively with members of the prosecutor's office, domestic violence advocates and the victim's assistance programs to reduce the cycle of violence. We will continue to work with victims of domestic violence so that they feel comfortable in reporting these often unreported acts of violence.



Department Budget

001.21 Police	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Expenditures					
Salaries & Wages	10,116,106	11,320,250	11,000,000	11,719,045	11,978,509
Personnel Benefits	3,736,441	4,830,283	4,200,000	4,610,354	4,809,609
Supplies	170,387	260,508	225,000	278,660	260,640
Services & Charges	2,767,543	3,136,395	3,000,000	3,957,210	4,194,700
Intergovernmental	13,252	16,500	16,500	19,000	20,500
Capital Outlay	24,987	-	-	-	-
Interfund Payments For Service	2,373,366	2,329,100	2,329,100	2,838,845	2,665,498
DEPARTMENT TOTAL	**$19,202,081**	**$21,893,036**	**$20,770,600**	**$23,423,114**	**$23,929,456**

Department Employees

001 Police FTE's	2012	2013	2014	2015	2016
Police FTE's	121.60	125.00	126.00	129.00	129.00
TOTAL POLICE FTE's	**121.60**	**125.00**	**126.00**	**129.00**	**129.00**

Full Time Equivalent (FTE)

1.6 FTE's - Moved Emergency Management FTE's to Public Works effective January 2013.
5.0 FTE's - Increased 5 Officers in 2013 via Budget Amendment #3, new COPS grant monies.

5.0 FTE's - 2014 budget reduced the Police Departments' FTE's by 5.0 due to the original COPS grant terms expiration.
5.0 FTE's - Restoration of 5 Officers in 2014 via Budget Amendment #6.
1.0 FTE - Increased 1.0 Officer in 2014 via Budget Amendment #8 for Muckleshoot Indian Tribe (MIT), fully reimbursed by MIT.

3.0 FTE's - The 2015 budget includes the addition of a Police Records Specialist, a Bicycle Officer, and a Major Crimes Detective.

SPECIAL REVENUE FUNDS

Special revenue funds account for the proceeds of specific revenue sources whose expenditures are legally restricted. The Police Department is responsible for the budget in the following special revenue fund:

Fund 117- The Drug Forfeiture Fund accounts for drug money that has been forfeited. The expenditure of funds is restricted to drug enforcement activity.

2013 & 2014 Accomplishments

- The Auburn Police Department continued to support and assign one narcotics detective to the Tahoma Narcotics Enforcement Team (TNET) which is a Drug Enforcement Administration (DEA) task force. In addition, we supply one detective to the Seattle High Intensity Drug Trafficking Areas/Valley Narcotics Enforcement Team (HIDTA/VNET) Task Force.
- TNET is a regional DEA task force that operates out of the Tacoma Office. In 2013, TNET had 79 arrests. Heroin continues to be the most confiscated drug with methamphetamine a close second. TNET received $1,807,500 in forfeited assets.
- VNET is a regional HIDTA DEA task force that operates out of the Federal Way office. Cocaine was the leading drug to be seized with methamphetamine and heroin following. In 2013, VNET seized approximately $742,000 in assets.
- Auburn's Special Investigation Unit (SIU) is staffed with two Narcotic Detectives and one Sergeant. During this last budget cycle, there was a decrease of 46% in arrests. This was partially due to this unit operating with one Detective for several months as well as turnover and new detectives being assigned.
- Narcotic Activity Reporting System (NARS) are still completed by citizens and forwarded electronically to the SIU. These are followed up with investigations by trained officers and SIU Detectives. The Uniform Drug Suppression Team (UDST) was increased by newly trained officers. This team investigated 136 NARS.
- The Special Weapons and Tactics (SWAT) van was not updated with technology during this last budget cycle. Identified needs will be assessed for this next budget cycle; however, none are anticipated.

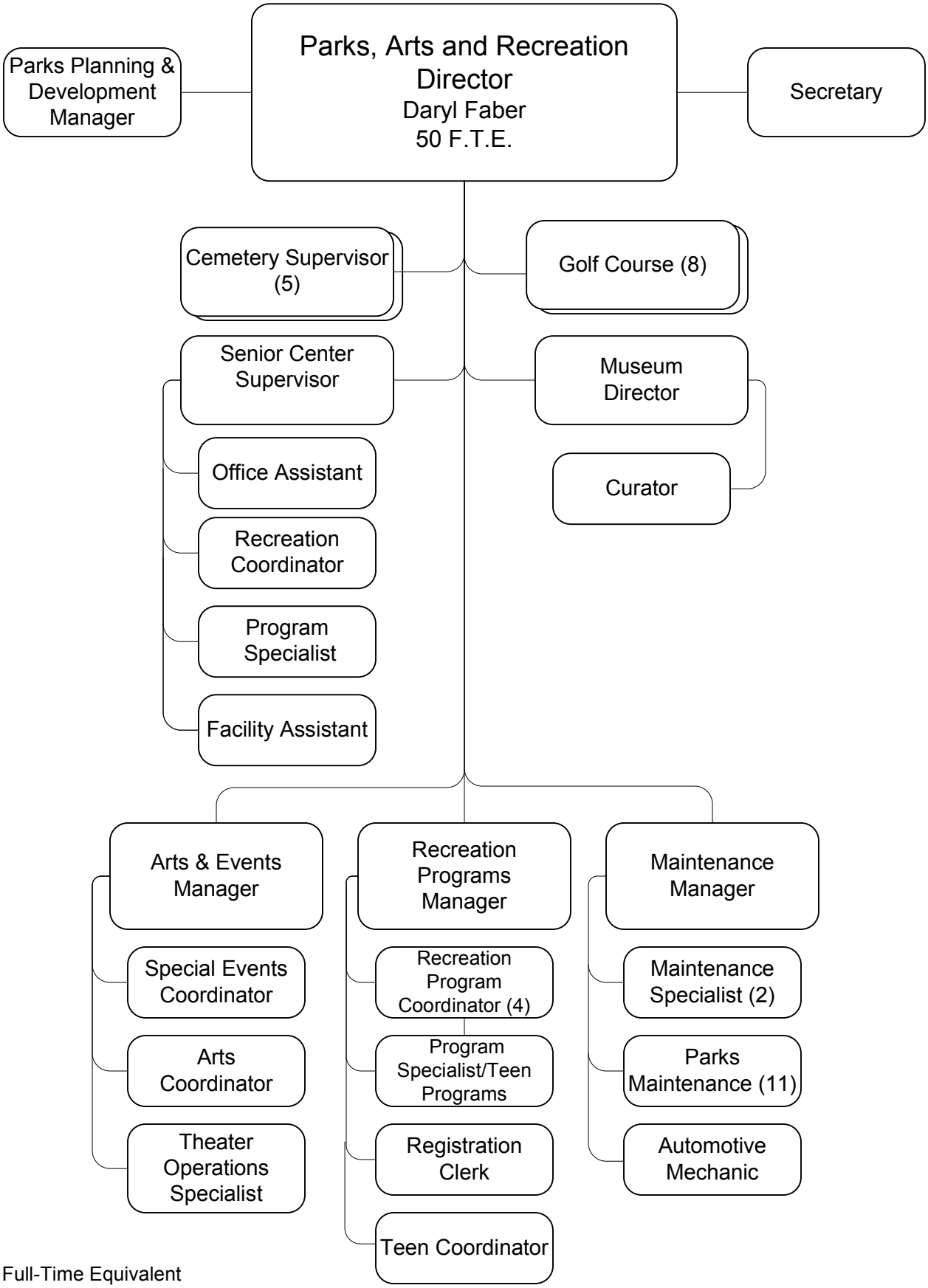
2015 & 2016 Objectives

- Continue to provide a detective position to the Tahoma DEA and Seattle HIDTA/VNET Task Force.
- Restore drug sales arrests to 2010 and 2011 levels as the unit is fully staffed with experienced detectives.
- Continue to investigate tips regarding drug activity via NARS.
- Increase the use of covert camera surveillance units in Special Investigations.

SPECIAL REVENUE FUND

117 Drug Forfeiture Fund	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	858,074	711,353	711,353	505,405	298,057
Intergovernmental (TNET)	42,125	30,000	30,000	36,400	36,400
Investment Income	1,206	1,300	700	700	700
Confiscated & Forfeited Property	50,289	250,000	60,000	60,000	60,000
Total Revenues	**$951,694**	**$992,653**	**$802,053**	**$602,505**	**$395,157**
Expenditures					
Salaries & Wages	100,890	99,626	99,626	109,622	110,953
Personnel Benefits	37,180	40,682	40,682	42,586	44,075
Supplies	18,297	17,000	17,000	68,240	33,500
Services & Charges	54,343	139,340	124,340	71,000	71,000
Intergovernmental	-	-	-	-	-
Capital Outlay	17,684	-	-	-	-
Interfund Payments For Service	11,947	15,000	15,000	13,000	13,500
Ending Fund Balance	711,353	681,005	505,405	298,057	122,129
Total Expenditures	**$951,694**	**$992,653**	**$802,053**	**$602,505**	**$395,157**

Parks, Arts and Recreation Department



F.T.E. = Full-Time Equivalent

PARKS, ARTS AND RECREATION DEPARTMENT

Mission Statement

Auburn Parks, Arts and Recreation is committed to protecting the City of Auburn's natural beauty through a vibrant system of parks, open space, and trails while enhancing the quality of life for our citizens by providing outstanding recreational and cultural opportunities.

Department Overview

The Parks, Arts, and Recreation Department focuses on providing a variety of facilities and programs for residents of all ages and interests including parks, recreation programs, arts and cultural activities, senior center services, a museum and historic farm, cemetery, and golf course. The department works closely with the Auburn School District, Green River Community College, and other cultural and youth serving agencies in Auburn to provide facilities and services to citizens. We continue to focus on providing programs, community events and facilities, protecting our environment, and preserving historical and cultural opportunities in our community.

Arts & Events Division

2013 & 2014 Accomplishments

- Added two new public art pieces to the City's collection – Strawberry Calf at Lea Hill Park and Riparian Totem adjacent to the Auburn Justice Center.
- Created an outdoor sculpture gallery in downtown Auburn that rotates sculptures annually.
- Diversified programming and marketing efforts at the Auburn Avenue Theater.
- Named "Playful City USA" in 2013 and 2014.
- Re-tooled the one-day ArtRageous festival into ArtRageous Zones at several special events to expand the scope and reach of access to a hands-on art experience.
- Added Ladies & Lil' Gents event to special event programming lineup.
- Had record setting revenue for the 2014 Petpalooza event which continues to draw a regional audience. Almost 70% of the Dog Trot participants were from outside Auburn.
- Reintroduced "Art with Artist" classes and Artist Professional Development classes.
- Increased both attendance and vendor sales by 10% annually at the Auburn International Farmers Market.

2015 & 2016 Objectives

- Add special activities and events surrounding the 2015 Veterans Day Parade and Observance in recognition of the 50th anniversary of the event.
- Continue to refine sponsor opportunities and continue to solicit sponsorships for major special events.
- Continue to diversify performing art offerings and build a broad audience base for performing art programs.
- Work with downtown Auburn restaurants to offer special deals for individuals attending a theater performance.
- Continue to work with community partners on joint programming for arts and events.
- Increase visibility of public art program by participating in regional/national education efforts and various technology tools.

Golf Course Division

2013 & 2014 Accomplishments

- Replaced railroad ties with concrete curbing on tee boxes 5 and 17.
- Replaced cart path from hole 15 (upper tee box) to bottom of the hill.
- Installed 200 feet of overlay along the new curbing on the 17th tee.
- Installed new electric irrigation heads and a water main on the 1st hole.
- Increased men's & ladies' club membership and participation in club events by 20%.
- Increased general public & league play by 10%, outside tournament play by 6%, and winter play by 8%.
- Increased merchandise sales revenue by 10% and increased cart rental revenue by 10%.
- Increased marketing opportunities and golf menu specials with Copper Falls Restaurant.
- Sold out six consecutive Customer Appreciation events from January 2013 through March 2014
- Expanded e-mail database to over 6,000 members.
- Expanded social media marketing partnering with Costco, Golf Now, and The Golf Channel.
- Better utilized golf course tee times – offering text message, e-mail, or Facebook specials during slow times.

2015 & 2016 Objectives

- Replace railroad ties on tees 3 and 15, and begin on tee 9.
- Install new irrigation on hole 3.
- Improve the surface water drainage along the path on the 11th hole.
- Install drainage for bunkers on holes 6, 15, and 17.
- Increase men's & ladies' club membership and participation in club events by 10%.
- Increase general public & league play by 10%, outside tournament play by 10%, and winter play by 10%.
- Develop additional marketing opportunities and golf menu specials with Copper Falls Restaurant.
- Increase merchandise sales and cart rental revenue by 10%.
- Expand e-mail database by 10%.
- Expand social media marketing with Costco, Golf Now, and The Golf Channel.
- Continue to better utilize golf course tee times – offering text message, e-mail, & Facebook specials during slow times.
- Expand Customer Appreciation tournament series to include a major northwest amateur event each year.
- Expand the junior program to include participation in the PGA junior golf league.

Senior Activity Center Division

2013 & 2014 Accomplishments

- Welcomed 22 new participants to the hiking program at the Senior Center.
- Increased marketing efforts for rental options at the Auburn Senior Activity Center and all other park facilities.
- Increased marketing of the online registration option to seniors.
- Completed negotiations to add the Silver Sneakers program to the Auburn Senior Activity Center – a fitness program supported by nine local insurance companies providing fitness classes, free of charge, to qualifying subscribers.
- Offered and marketed more adventuresome programs to attract active seniors, such as indoor skydiving, river rafting, snowshoeing, biking, and kayaking.

2015 & 2016 Objectives

- Increase exposure for the Auburn Senior Activity Center though social media.
- Increase the number of sponsors for special events at the Auburn Senior Activity Center.
- Market the Silver Sneakers program to the 3,500 qualifying participants within a 5-mile radius of the Senior Center.

Recreation Division

2013 & 2014 Accomplishments

- Increased the number of online registrations by 22% from 2012 to 2013. On pace to increase online registrations by more than 20% in 2014.
- The Auburn Youth Council provided over 2,000 hours of volunteer service at 70+ community events and through a number of fundraising opportunities and raised in excess of $12,000.
- The Indoor Playground program attracted 4,445 preschoolers in 2013 – an increase of 158 participants over 2012.
- Programmed use of the gymnasium increased by more than 21% in 2013 compared to 2012 – an average of 53 hours of scheduled use each week.
- The afterschool teen basketball program had over 3,500 individual registrations in 2013.

2015 & 2016 Objectives

- Increase the number of youth participating in our youth sports programs by 10%.
- Seek funding opportunities to provide free and less expensive afterschool programs.
- Increase the number of offerings and participation in adult fitness programs by 25%.
- Continue to market online registration to increase percentage of total registrations to 30%.
- Develop Afterschool Transportation Plan in conjunction with the Auburn School District related to access to the proposed Community and Youth/Teen Center.

White River Valley Museum and Mary Olson Farm Division

2013 & 2014 Accomplishments

- Grew fieldtrip attendance to the Museum from 2,995 in 2012 to a projected 3,600 children in 2014.
- Raised $280,000 from the Washington State Capital Heritage Fund to complete restoration and development of the Farm.
- Continued to grow granted operating support for the Museum to over $30,000 a year.
- Opened the Farm with onsite guides and programs for summer weekend drop-in visitors.
- Provided historical photographs to several public and office spaces for décor and education.

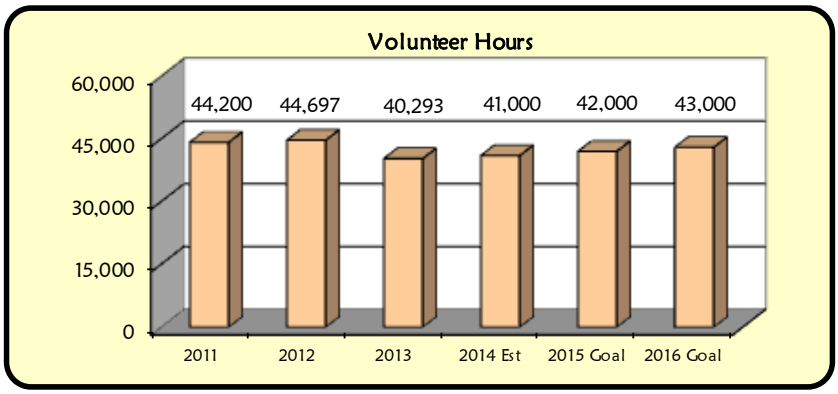
2015 & 2016 Objectives

- Modernize and increase efficiencies of Museum Gift Shop inventory and point of sale system.
- Refine and promote additional sponsorship opportunities for Hops & Crops Brew Festival.
- Review 40% of the artifact collection and remove items of poor quality or duplicates.
- Permit, design, and begin building a foot bridge over Olson Creek at the Mary Olson Farm.
- Design a trail system to access the forested hillsides of the farm.

PERFORMANCE MEASURES - PARKS, ARTS & RECREATION DEPARTMENT

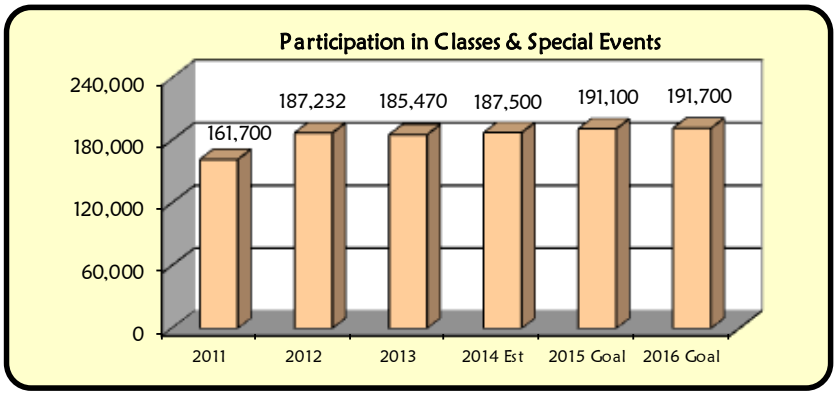
Volunteer Hours

The Parks, Arts, and Recreation Department relies on volunteers to serve as youth sports coaches, museum docents, senior center hosts, and in a variety of other positions. As participation in department-sponsored programs increases, so does the need for additional volunteers.



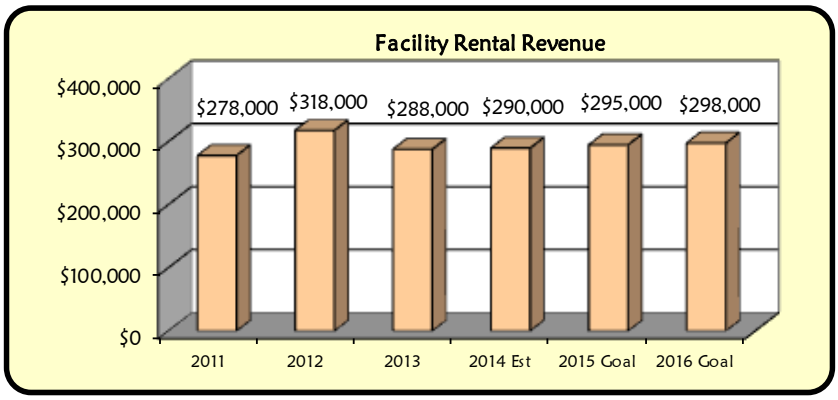
Classes & Special Events - Number of Participants

Participation in department-wide classes and special events continues to grow. A new strategic approach to marketing recreation services is enhancing our ability to reach new customers.



Facility Rentals

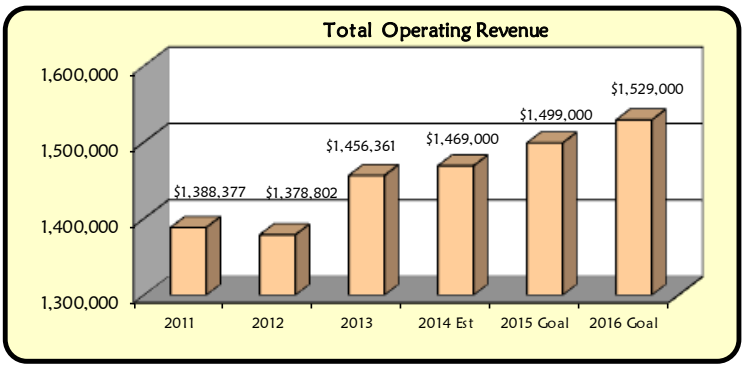
The increasing popularity of the Senior Center, Parks and Recreation Administration Building, and other park facilities for weddings, reunions, and community events has increased usage and revenue.



PERFORMANCE MEASURES - GOLF COURSE

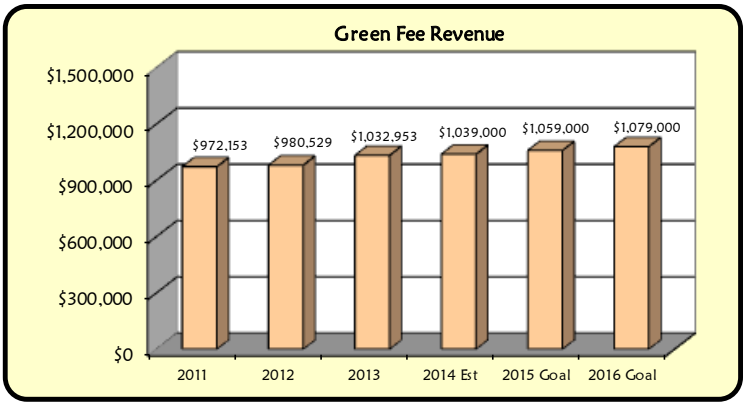
Operating Revenue

Total Operating revenue is the quickest way to measure the performance of the golf course from year to year. Economic conditions and weather have a significant effect on facility revenues in the golf industry. Since the recession in 2009, economic conditions have continued to be somewhat of a drag on golf industry revenues while the weather has had a more significant impact in our area. In 2012, total rainfall for the year was more than 11" above average and more than 6" above average during the peak revenue season from March through October. In 2013, our peak season was more than 5" above average, but a very dry winter resulted in below average rainfall for the year. In 2014, the spring has been very wet with nearly 9" above average rainfall from March through May.



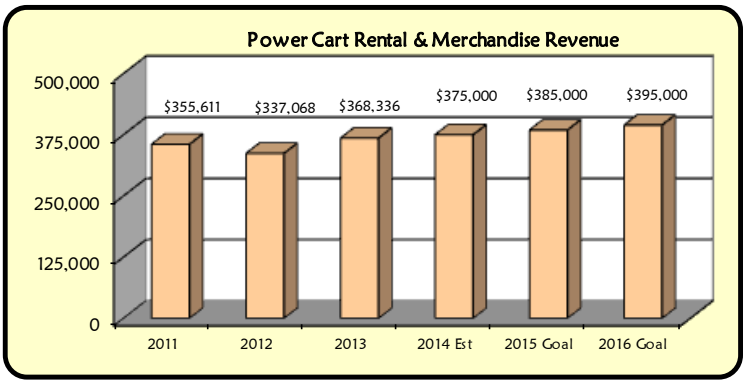
Green Fee Revenue

Green fees have started to show improvement over the past few years. An aggressive marketing campaign using social media and a partnership with local area businesses has allowed for a modest increase in rounds and revenues throughout the economic recovery and despite below average weather.



Power Cart Rental & Merchandise Revenue

Power cart rentals and merchandise sales are loosely tied to the number of rounds played. As rounds have increased over the past few years, power cart and merchandise revenues have increased as well. Average weather and a moderate economy should allow these revenues to continue to increase throughout the upcoming budget cycle.



Department Budget

001.33 Parks	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Expenditures					
Salaries & Wages	3,066,678	3,522,947	3,522,947	3,824,482	3,864,543
Personnel Benefits	1,204,313	1,506,109	1,506,109	1,652,952	1,761,293
Supplies	469,337	798,400	798,400	903,050	902,100
Services & Charges	1,463,290	1,817,180	1,817,180	2,064,050	2,082,400
Capital Outlay	136,469	5,000	5,000	5,000	5,000
Debt Service Principal	43,727	48,733	48,733	51,000	54,210
Debt Service Interest	31,391	25,602	25,602	25,490	22,229
Interfund Payments For Service	1,720,914	1,815,281	1,815,281	2,466,392	2,443,460
DEPARTMENT TOTAL	**$ 8,136,118**	**$ 9,539,253**	**$ 9,539,253**	**$10,992,416**	**$11,135,235**

Department Employees

001 Parks, Art and Recreation	2012	2013	2014	2015	2016
Parks FTE's	35.50	36.00	37.00	37.00	37.00
Golf FTE's	8.00	8.00	8.00	8.00	8.00
TOTAL PARKS, ART & RECREATION FTE's	**43.50**	**44.00**	**45.00**	**45.00**	**45.00**

Full Time Equivalent (FTE)

In 2014, the Golf fund was combined with the General Fund Parks, Arts and Recreation Department.
0.5 FTE - Senior Center Office Assistant was increased from 0.5 FTE to 1.0 FTE in 2013 via Budget Amendment #2.
1.0 FTE - Reclassified the Government Relations Manager Position (from Mayor's Department) to the Parks Planning and Development Manager in 2014.

SPECIAL REVENUE FUNDS

Special revenue funds account for the proceeds of specific revenue sources whose expenditures are legally restricted. The Parks, Arts, & Recreation Department is responsible for the budget in the following special revenue fund:

Fund 120 - Recreation Trails Fund accounts for gas tax revenues restricted for use in trail improvement projects.

2013 & 2014 Accomplishments

- Accounted for Motor Vehicle Fuel Tax (MVFT) revenues receipted into this fund.

2015 & 2016 Objectives

- Accumulate funds to provide for future trail improvements.

Special Revenue Fund

120 Recreation Trails	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	22,450	29,587	29,587	36,717	43,847
Motor Vehicle Fuel Tax	7,100	7,100	7,100	7,100	7,100
Investment Income	37	20	30	30	30
Total Revenues	**$29,587**	**$36,707**	**$36,717**	**$43,847**	**$50,977**
Expenditures					
Operating Transfers Out	-	-	-	-	-
Ending Fund Balance	29,587	36,707	36,717	43,847	50,977
Total Expenditures	**$29,587**	**$36,707**	**$36,717**	**$43,847**	**$50,977**

MUNICIPAL PARKS CONSTRUCTION

Fund 321 – Municipal Parks Construction accumulates a portion of adult recreation fees for capital improvements at City parks. The Parks, Arts & Recreation Department is responsible for the budget in this fund.

2013 & 2014 Accomplishments

- Replaced playground and created new place space at Brannan Park.
- Replaced playground at Indian Tom Park.
- Completed a new patio/picnic area at Veteran's Memorial Park.
- Installed new drainage, curbing, and parking lot at Veteran's Memorial Park.
- Developed the north end of Fulmer Field.
- Added new exercise equipment at Game Farm Park.
- Soccer field improvements to Brannan Park completed.
- Completed and opened the new Lea Hill Park.

2015 & 2016 Objectives

- Construct a new Community and Youth/Teen Center.
- Construct new playground at Isaac Evans Park.
- Construct new Spray Park at Sunset Park.
- Construct pathway improvements at Les Gove Park.
- Complete Master Plan for Auburndale Parks.
- Repair drainage at Game Farm Park parking lot.
- Implement improvements at West Auburn Lake property.

Capital Projects Fund

321 Municipal Parks Construction	2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Revenues					
Beginning Fund Balance	430,115	474,479	474,479	427,106	507,236
Property Taxes (Prop 2 Levy)	120,217	120,000	120,000	125,000	125,000
Federal Grants	1,679	629,777	629,777	-	-
State Grants	100,000	3,000,000	-	50,000	3,050,000
Interlocal Grants	70,000	302,137	219,667	-	-
Intergovernmental Service (GRCC)	775,400	-	-	-	-
Recreational Classes	11,111	15,000	11,100	11,100	11,100
Investment Income	759	700	600	600	600
Rentals & Leases	41,690	40,000	42,580	43,430	44,300
Contributions & Donations	-	-	-	-	200,000
Miscellaneous Revenue	-	-	-	-	-
Operating Transfers In	279,796	7,493,930	1,816,160	390,000	5,585,000
Total Revenues	**$1,830,767**	**$12,076,023**	**$3,314,363**	**$1,047,236**	**$9,523,236**
Expenditures					
Services & Charges	794	20,000	10,000	10,000	10,000
Capital Outlay	1,355,494	11,913,613	2,877,257	530,000	9,145,000
Debt Service Principal	-	-	-	-	-
Debt Service Interest	-	-	-	-	-
Ending Fund Balance	474,479	142,410	427,106	507,236	368,236
Total Expenditures	**$1,830,767**	**$12,076,023**	**$3,314,363**	**$1,047,236**	**$9,523,236**

CEMETERY

Mission

Mountain View Cemetery shall be a sacred place to comfort and strengthen the community through responsible stewardship and compassionate ministry.

To fulfill this mission we will:

- Be attentive by listening and understanding.
- Be respectful by being courteous, prompt, and caring.
- Be professional by maintaining and creating beautiful grounds.
- Be thorough in documenting records.
- Be dedicated to protecting the faith and trust the community has placed in us.

2013 & 2014 Accomplishments

- Completed phases I and II replacing failing concrete niche caps with granite.
- Installed new landscapes to cemetery entrances.
- Added new reflective blue signage and street signs throughout cemetery.
- Installed new large landscape in oval.
- Launched new website.

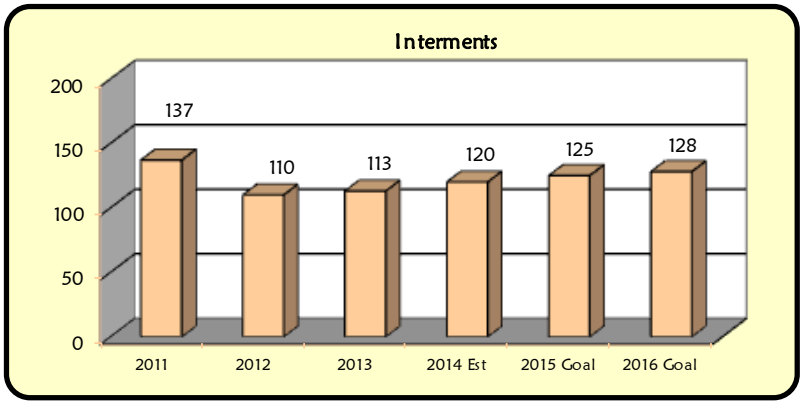
2015 & 2016 Objectives

- Improve revenue from property and merchandise sales through improved marketing plan.
- Minor repairs and painting of the maintenance shop.
- Continue to foster community events at the cemetery (Easter Sunrise Service, Memorial Day).

PERFORMANCE MEASURES - CEMETERY

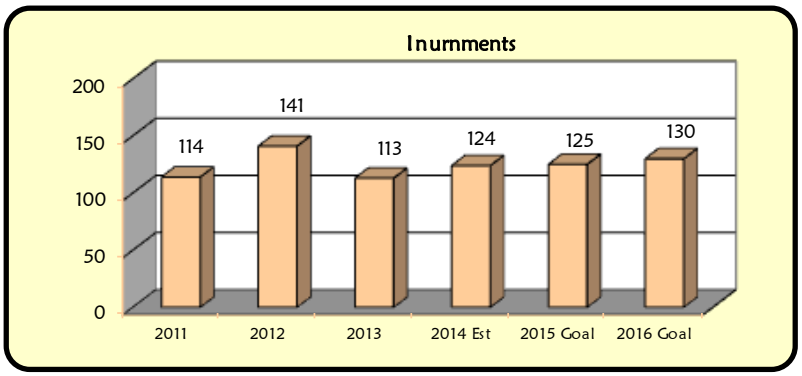
Interments (Burials)

We will continue to focus on new section design, incorporating both new ideas and products. Existing property in older sections will be reexamined and plans made for additional inventory, as deemed appropriate.



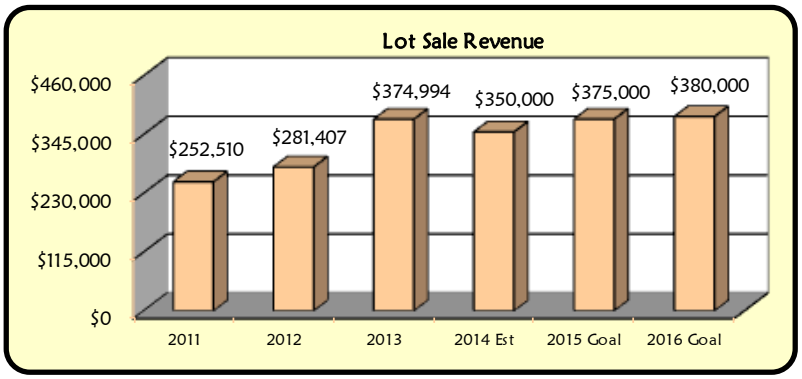
Inurnments (Cremations)

By developing cremation gardens in prominent, well-traveled locations, and investing in their aesthetic qualities, we will see the benefit in terms of increased sales and higher product values. Added to this are the benefits of lower labor requirements and land conservation.



Revenue From Lot Sales

The most important asset of Mountain View Cemetery is the landscape. Decisions on how and where to memorialize are largely based on emotion, tempered by practical considerations. A variety of product choices, community events, and local advertising, will all help drive sales revenue.



2015-2016 Working Capital Budget

436 Cemetery		2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Operating Revenues						
343.601	Settings	44,863	43,000	43,000	44,000	44,000
343.602	Openings & Closings	209,319	200,000	200,000	210,000	210,000
343.603	Recordings	13,000	11,000	11,000	13,000	13,000
343.604	Liners	86,860	74,000	74,000	85,000	85,000
343.607	Vases	23,809	21,000	21,000	16,000	16,000
343.609	Lot Sales	374,994	330,000	330,000	330,000	330,000
343.610	Vault Installation	16,135	16,000	16,000	15,000	15,000
343.611	Other	15,785	17,000	17,000	15,000	15,000
343.612	Marker Sales	158,882	144,000	144,000	150,000	150,000
	Total Operating Revenues	943,646	856,000	856,000	878,000	878,000
Operating Expenses						
536.000.10	Salaries & Wages	(384,220)	(393,172)	(393,172)	(411,838)	(418,769)
536.000.20	Personnel Benefits	(192,992)	(202,220)	(202,220)	(208,502)	(223,798)
536.000.30	Supplies	(144,582)	(191,300)	(191,300)	(191,300)	(191,300)
536.000.40	Services & Charges	(66,365)	(78,030)	(78,030)	(148,500)	(151,700)
536.000.90	Interfund Payments For Srv	(56,196)	(104,400)	(104,400)	(65,450)	(50,740)
536.000.00	Depreciation & Amortization	(57,683)	(62,400)	(62,400)	(56,600)	(58,300)
	Total Operating Expenses	(902,039)	(1,031,522)	(1,031,522)	(1,082,190)	(1,094,607)
	Operating Income (Loss)	41,607	(175,522)	(175,522)	(204,190)	(216,607)
Non Operating Revenues (Expenses)						
361.110	Investment Income	400	210	210	300	300
333.970	Contributions	100	-	-	-	-
369.900	Miscellaneous Revenue (Expense)	577	-	-	-	-
536.100.81	Debt Service Interest	(21,429)	(22,267)	(22,267)	(22,268)	(22,236)
	Total Non Op Rev (Exp)	(20,351)	(22,057)	(22,057)	(21,968)	(21,936)
	Net Income (Loss)	21,256	(197,579)	(197,579)	(226,158)	(238,543)
Items Not Affecting Working Capital						
536.000.00	Depreciation & Amortization	57,683	62,400	62,400	56,600	58,300
	Net W/C From Operations	78,939	(135,179)	(135,179)	(169,558)	(180,243)
Resources Other Than Operations						
397.100	Operating Transfers In	-	320,000	-	200,000	300,000
399.000	Other Sources	(2,742)	-	-	-	-
	Total Resources	(2,742)	320,000	-	200,000	300,000
Uses Other Than Operations						
590.100.00	Other Uses	3,639	-	-	-	-
590.100.71	Debt Service Principal	-	-	-	(749)	(39,686)
	Total Uses	3,639	-	-	(749)	(39,686)
	Net Change In Working Capital	79,836	184,821	(135,179)	29,693	80,071
	Beginning Working Capital - Jan 1	182,098	261,934	261,934	126,755	156,448
	Ending Working Capital - Dec 31	261,934	446,755	126,755	156,448	236,519
	Net Change In Working Capital	$ 79,836	$ 184,821	$ (135,179)	$ 29,693	$ 80,071

Department Employees

436 Cemetery FTE's	2012	2013	2014	2015	2016
Cemetery FTE's	7.00	5.00	5.00	5.00	5.00
TOTAL CEMETERY FTE's	**7.00**	**5.00**	**5.00**	**5.00**	**5.00**

Full Time Equivalent (FTE)

1.0 FTE - In 2013 the Cemetery FTE count was reduced by 1.0 FTE due to long term vacant position.
1.0 FTE - In 2013, the Cemetery Office Assistant position was eliminated via Budget Amendment #2.

GOLF COURSE

The Golf Course enterprise fund was dissolved at the end of 2013 and Golf Course operations, administration, and the pro shop were all made divisions of the Parks, Arts & Recreation Department within the General Fund effective January 1, 2014. This working capital statement is being provided in order to show the 2013 actual expenditures within the fund during the last year of its existence. Residual working capital/cash balances were transferred to the General Fund upon dissolution.

437 Golf Course		2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Operating Revenues						
347.300	Green Fees	1,032,953	-	-	-	-
347.600	Lessons	1,935	-	-	-	-
347.910	Pro Shop Sales	149,651	-	-	-	-
347.920	Restaurant & Lounge	21,800	-	-	-	-
362.100	Power Cart Rental	218,686	-	-	-	-
362.400	Banquet Space	11,085	-	-	-	-
362.801	Concessions	18,828	-	-	-	-
	Total Operating Revenues	1,454,937	-	-	-	-
Operating Expenses						
576.600.10	Salaries & Wages	(587,205)	-	-	-	-
576.600.20	Personnel Benefits	(288,198)	-	-	-	-
576.600.30	Supplies	(259,397)	-	-	-	-
576.600.40	Services & Charges	(168,115)	-	-	-	-
576.600.90	Interfund Payments For Srv	(164,496)	-	-	-	-
576.600.00	Depreciation & Amortization	(304,519)	-	-	-	-
	Total Operating Expenses	(1,771,930)	-	-	-	-
	Operating Income (Loss)	(316,993)	-	-	-	-
Non Operating Revenues (Expenses)						
361.110	Investment Income	658	-	-	-	-
576.600.80	Debt Service Interest - Interfund Loan	(438)	-	-	-	-
	Total Non Op Rev (Exp)	221	-	-	-	-
	Net Income (Loss)	(316,773)	-	-	-	-
Items Not Affecting Working Capital						
535.801.00	Depreciation & Amortization	304,519	-	-	-	-
	Net W/C From Operations	(12,253)	-	-	-	-
Resources Other Than Operations						
397.100	Operating Transfers In	51,646	-	-	-	-
399.000	Other Sources	(717)	-	-	-	-
	Total Resources	50,929	-	-	-	-
Uses Other Than Operations						
590.100.00	Other Uses	20,206	-	-	-	-
	Total Uses	20,206	-	-	-	-
	Net Change In Working Capital	58,881	-	-	-	-
	Beginning Working Capital - Jan 1	90,692	-	-	-	-
	Ending Working Capital - Dec 31	149,573	-	-	-	-
	Net Change In Working Capital	$ 58,881	-	-	-	-

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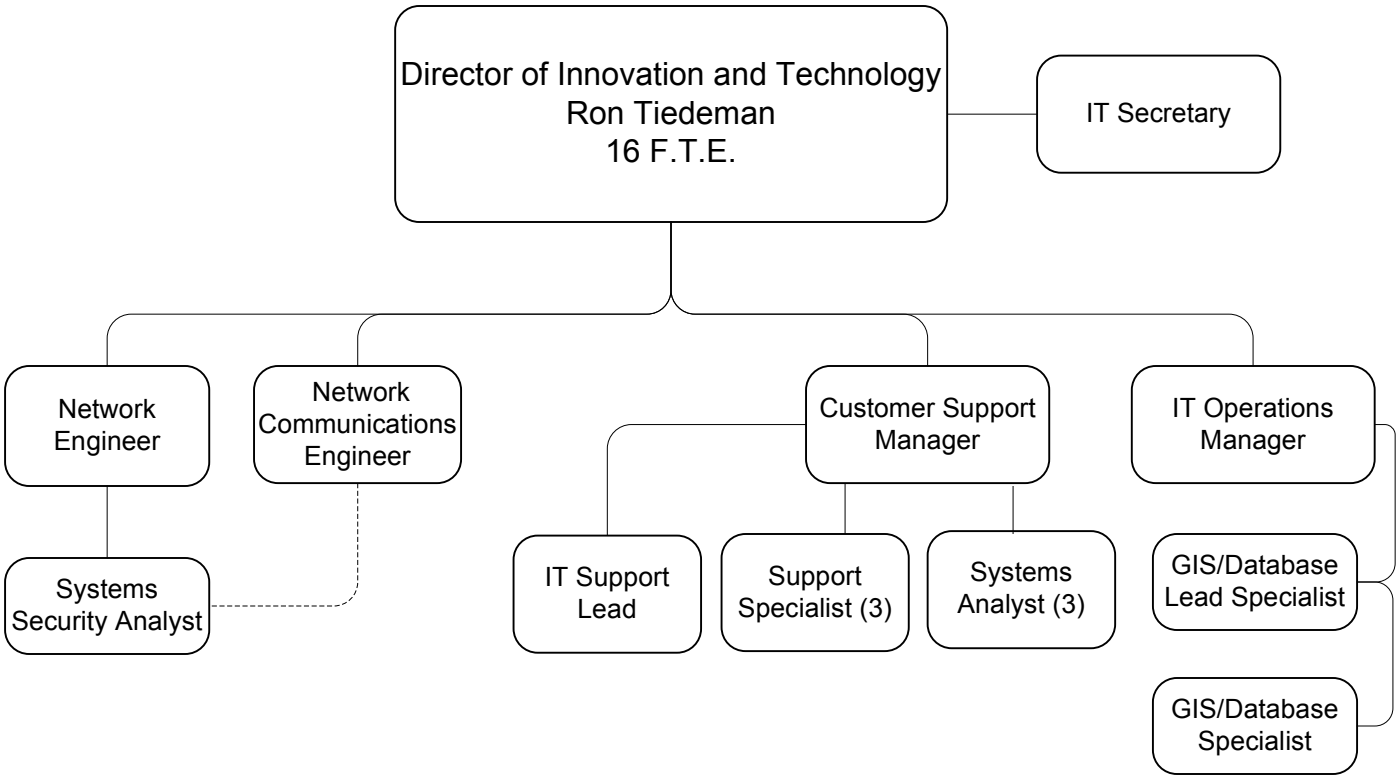
Innovation and Technology Department



F.T.E. = Full Time Equivalent

INNOVATION AND TECHNOLOGY

Mission Statement

The mission of the Innovation and Technology Department is to work collaboratively with other departments, customers, and organizations to improve the quality of life in the City through fiscally sound, customer service oriented, innovative, practical, and reliable technology solutions and efficiencies. We optimize processes through strategic planning, business process improvement, disaster recovery, and business continuity through information technology, leadership, highly qualified staff and professional services on a 24 hour per day, 365 days per year basis to all customers and organizations we serve, including residents.

Department Overview

The Innovation and Technology Department oversees all technology for the City and is comprised of three functional divisions: Geographic Information Systems (GIS), Desktop, and Network Support, which includes software, server, desktop and storage services. The department also supports and negotiates communications-related franchise and telecommunications services and leases. The department manages and administers support to over 400 City staff, providing technical support for printing and multimedia design solutions, video and production broadcast solutions for City Council and other events, and software and hardware technology support for 200 software applications, across 2,000 hardware devices on multiple software platforms, and at twelve City locations. The technology support includes printers, copiers, web services, computers, telephones, software applications, video conferencing systems, technology in our police and field maintenance vehicles, GIS, web services, and City communications systems. The Innovation and Technology Department also provides various levels of contracted remote and onsite technical services and support for the Cities of Algona, Pacific, Black Diamond, Milton, as well as Valley Regional Fire Service GIS services, on a cost recovery basis.

2013 & 2014 Accomplishments

- Reorganized leased equipment services creating an internal four-year return on investment of over $100,000 annually.
- Increased and renegotiated service contracts with outside agencies producing revenue through economies of scale supporting the needs of four agencies through efficiency and technology.
- Implemented a fleet management and efficiency system across eighty City-owned vehicles.
- Upgraded fuel management system to successfully integrate with systems.
- Implemented handheld devices for storm collection.
- Implemented new audio visual systems and digital messaging to enhance communications.
- Implemented and inventoried all IT related equipment creating a strategic rotation plan.
- Processed over 10,000 internal helpdesk requests and performed over 350 updates and changes.
- Streamlined billing, invoicing, and contract renewals saving time and fiscal expenditures.
- Installed and implemented a GIS pavement management software inventory system.
- Received Digital City Award for the 75,000 resident population category.
- Received Cartegraph "Pioneer Award" for excellence in operations management.
- Implemented large scale wireless/fiber connectivity projects for public/private use.

2015 & 2016 Objectives

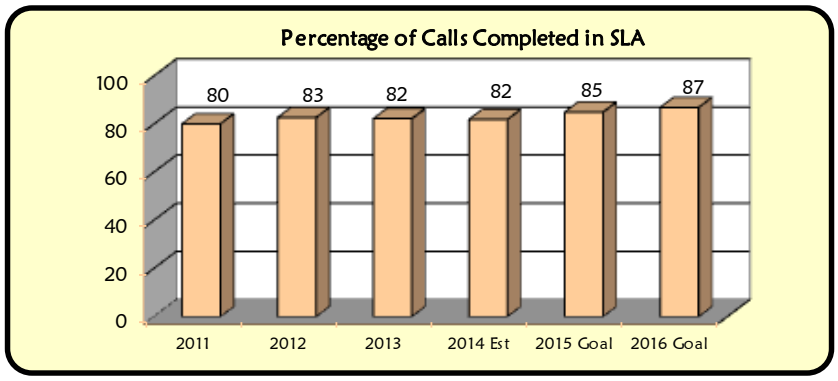
- Expand eGovernment services through online and internal citizen technology engagement.
- Increase staff access, knowledge, and skills in the utilization of technology.
- Work with City staff on open government options to increase and produce workforce and customers service efficiencies.
- Provide for the public good by advancing development and access to new technologies and information including fiber, wireless, and economic development options.

- Continue to expand fiber connectivity both in the City of Auburn and regionally to increase the economic development and continuity of our City and provide cost saving benefits.
- Continue to look for Federal, State, and private funding solutions that can be used to enhance technology use in the City for staff and residents.
- Continue to work with the Auburn School District to find ways to increase technology to benefit the community.

PERFORMANCE MEASURES - INNOVATION AND TECHNOLOGY

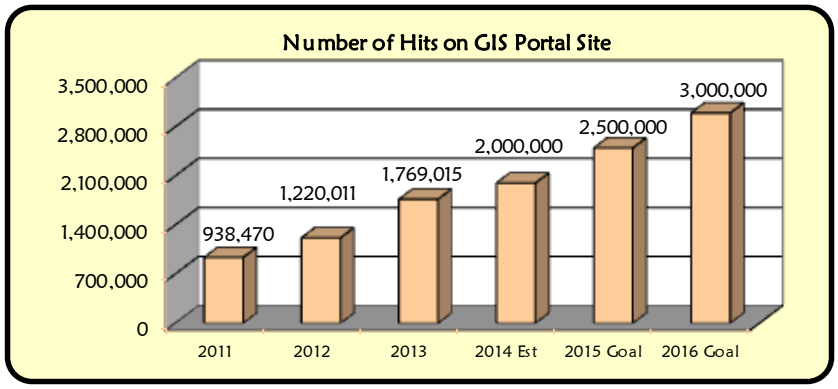
Customer Service Management

Innovation & Technology provides 24/7 support of City computer systems and requests for service are tracked through our Help Desk. Our Service Level Agreement (SLA) is to respond within 30 minutes during regular business hours of 7am - 5pm. Off hours, we provide assistance as soon as possible for emergent issues.



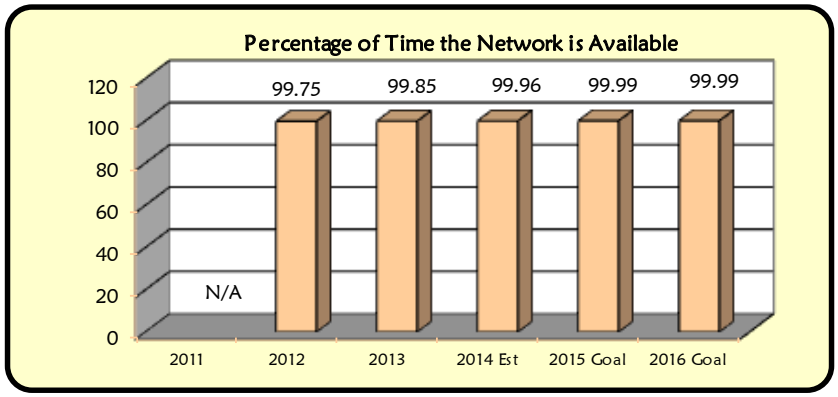
Enterprise Geospatial Information Services (eGIS)

The purpose of the Enterprise GIS system is to create, maintain, store, manipulate, analyze, and distribute a collection of geospatial-related data and information to City departments and the public.



Enterprise Network Services

The purpose of the Enterprise Network Services program is to provide stable, adaptive network infrastructure and business applications to City departments and to manage data so that it is available, secure, and accessible.



2015-2016 Working Capital Budget

518 Innovation & Technology		2013 Actual	2014 Adjusted Budget	2014 Estimate	2015 Budget	2016 Budget
Operating Revenues						
348.800	Interfund Operating Charges	3,935,853	3,888,176	3,888,176	4,362,590	4,325,090
348.801	Interfund Communication Charges	899,796	905,700	905,700	1,044,442	1,058,040
338.190	Intergovernmental Services	80,641	106,000	106,000	146,215	148,835
	Total Operating Revenues	4,916,290	4,899,876	4,899,876	5,553,247	5,531,965
Operating Expenses						
518.000.10	Salaries & Wages	(1,382,496)	(1,471,397)	(1,471,397)	(1,655,413)	(1,682,021)
518.000.20	Personnel Benefits	(565,857)	(625,013)	(625,013)	(716,763)	(767,547)
518.000.30	Supplies	(321,587)	(403,660)	(403,660)	(412,580)	(400,650)
518.000.40	Services & Charges	(1,470,970)	(2,693,391)	(2,693,391)	(2,187,195)	(2,041,575)
518.000.90	Interfund Payments For Srv	(301,704)	(288,400)	(288,400)	(162,158)	(160,790)
518.000.00	Depreciation & Amortization	(467,317)	(587,900)	(587,900)	(520,400)	(546,400)
	Total Operating Expenses	(4,509,932)	(6,069,760)	(6,069,760)	(5,654,509)	(5,598,983)
	Operating Income (Loss)	406,358	(1,169,884)	(1,169,884)	(101,262)	(67,018)
Non Operating Revenues (Expenses)						
361.110	Investment Income	5,071	4,500	3,500	3,500	3,500
369.900	Miscellaneous Revenue (Expense)	23,581	-	-	-	-
	Total Non Op Rev (Exp)	28,652	4,500	3,500	3,500	3,500
	Net Income (Loss)	435,011	(1,165,384)	(1,166,384)	(97,762)	(63,518)
Items Not Affecting Working Capital						
518.801.00	Depreciation & Amortization	467,317	587,900	587,900	520,400	546,400
	Net W/C From Operations	902,328	(577,484)	(578,484)	422,638	482,882
Resources Other Than Operations						
397.100	Operating Transfers In	100,140	331,345	331,345	104,000	104,000
399.000	Other Sources	(6,210)	-	-	-	-
	Total Resources	93,930	331,345	331,345	104,000	104,000
Uses Other Than Operations						
597.100.55	Operating Transfers Out	-	-	-	(350,000)	-
590.100.64	Inc In Fixed Assets - Equipment	(475,773)	(795,495)	(795,495)	(711,150)	(530,000)
	Total Uses	(475,773)	(795,495)	(795,495)	(1,061,150)	(530,000)
	Net Change In Working Capital	520,485	(1,041,634)	(1,042,634)	(534,512)	56,882
	Beginning Working Capital - Jan 1	2,885,527	3,406,012	3,406,012	2,363,378	1,828,866
	Ending Working Capital - Dec 31	3,406,012	2,364,378	2,363,378	1,828,866	1,885,748
	Net Change In Working Capital	$ 520,485	$ (1,041,634)	$ (1,042,634)	$ (534,512)	$ 56,882

This budget also includes the Multimedia Division which is overseen by the Administration Director.

Department Employees

518 Innovation and Technology Department FTE's	2012	2013	2014	2015	2016
Innovation and Technology Department FTE's	17.60	17.60	15.00	16.00	16.00
TOTAL IT FTE's	**17.60**	**17.60**	**15.00**	**16.00**	**16.00**

Full Time Equivalent (FTE)

1.0 FTE - IT Office Assistant was added in 2014 via Budget Amendment #6.
3.6 FTE's - 3.6 FTE's moved from the IT Department in 2014 to the Administration Department (Multimedia division).
1.0 FTE - The 2015 budget includes the addition of an IT Support Lead to support the Police Department.

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SECTION V: BUDGET DETAILS

The following tables, charts and other information is intended to provide further detail and explanation to the summary budget data presented in other sections of this document.

Tables and Graphs in Order of Presentation

- 2015 Budgeted Revenue by Type, All Funds (Table)
- 2015 Budgeted Expenditures by Object, All Funds (Table)
- 2016 Budgeted Revenue by Type, All Funds (Table)
- 2016 Budgeted Expenditures by Object, All Funds (Table)
- Relationship between Fund and City Structure (Table)
- 2015 & 2016 – Budgeted Expenditures by Administrative Structure (Table)
- 2015 – Budgeted General Fund Expenditures by Department (Graph)
- 2016 – Budgeted General Fund Expenditures by Department (Graph)
- 2016 & 2016 – Budgeted General Fund Expenditures by Cost Center (Table)
- 2015 & 2016 – Budgeted Interfund Operating Transfers (Table)

2015 Budgeted Revenue by Type, All Funds

	Fund	Taxes	Licenses & Permits	Intergov't	Charges for Services	Fines & Forfeitures
	GENERAL FUND	$ 45,602,400	$ 1,851,300	$ 5,262,430	$ 3,380,880	$ 1,388,040
SPECIAL REVENUE FUNDS	Arterial Street	530,000	-	9,560,137	-	-
	Local Street	1,600,000	-	-	-	-
	Hotel/Motel Tax	87,900	-	-	6,000	-
	Arterial Street Preservation	2,053,200	-	80,000	-	-
	Drug Forfeiture	-	-	36,400	-	-
	Housing & Community Development	-	-	450,000	-	-
	Recreational Trails	7,100	-	-	-	-
	Business Improvement Area	55,000	-	-	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	990,000	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	-	-	-
	Local Revitalization 2010 C&D Bond	250,000	-	-	-	-
	LID Guarantee	-	-	-	-	-
	LID #250	-	-	-	-	-
	LID #350	-	-	-	-	-
	Golf Debt Service	-	-	-	-	-
CAPITAL PROJECTS	Municipal Parks Construction	125,000	-	50,000	11,100	-
	Capital Improvements	1,600,000	-	100,000	-	-
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	-	-	-	13,242,465	-
	Sewer	-	-	-	7,661,956	-
	Storm Drainage	-	-	259,887	8,931,695	-
	Sewer Metro	-	-	-	16,101,037	-
	Solid Waste	-	-	108,500	13,238,000	-
	Airport	-	-	367,769	27,500	-
	Cemetery	-	-	-	878,000	-
INTERNAL SERVICE FUNDS	Insurance	-	-	-	-	-
	Workers' Compensation	-	-	-	740,000	-
	Facilities	-	-	100,000	3,447,300	-
	Innovation & Technology	-	-	146,215	5,407,032	-
	Equipment Rental	-	-	-	1,645,340	-
FIDUCIARY FUNDS	Fire Pension	70,000	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment Care	-	-	-	33,000	-
	TOTAL BUDGET	$ 51,980,600	$ 1,851,300	$ 16,521,338	$ 75,741,305	$ 1,388,040

2015 Budgeted Revenue by Type, All Funds (continued)

	Fund	Other Revenue	Interfund Transfers	Other Financing Sources	Beginning Fund Balance	Total Resources
	GENERAL FUND	$ 743,250	$ 539,380	$ -	$ 14,626,724	$ 73,394,404
SPECIAL REVENUE FUNDS	Arterial Street	1,052,000	3,008,453	-	1,312,844	$ 15,463,434
	Local Street	2,500	150,000	-	1,196,068	$ 2,948,568
	Hotel/Motel Tax	140	-	-	139,991	$ 234,031
	Arterial Street Preservation	1,500	-	-	521,910	$ 2,656,610
	Drug Forfeiture	60,700	-	-	505,405	$ 602,505
	Housing & Community Development	-	-	-	27,371	$ 477,371
	Recreational Trails	30	-	-	36,717	$ 43,847
	Business Improvement Area	60	-	-	41,212	$ 96,272
	Cumulative Reserve	14,100	1,300,000	-	5,582,204	$ 6,896,304
	Mitigation Fees	4,890	-	-	5,230,964	$ 6,225,854
DEBT SERVICE	1998 Library Bond		279,500	-	-	$ 279,500
	City Hall Annex 2010 A&B Bond	-	1,318,852	377,065	-	$ 1,695,917
	Local Revitalization 2010 C&D Bond	121,675	222,942	20	-	$ 594,637
	LID Guarantee	20	-	-	-	$ 20
	LID #250	-	-	-	24,549	$ 24,549
	LID #350	7,257	-	-		$ 7,257
	Golf Debt Service	-	389,195	-	7,864	$ 397,059
CAPITAL PROJECTS	Municipal Parks Construction	44,030	390,000	-	427,106	$ 1,047,236
	Capital Improvements	15,247	125,000	-	9,144,989	$ 10,985,236
	Local Revitalization	250	-	-	229,370	$ 229,620
ENTERPRISE FUNDS	Water	409,000	200,000	5,306,854	4,526,763	$ 23,685,082
	Sewer	253,000	-	70,128	10,794,820	$ 18,779,904
	Storm Drainage	366,000	525,083	58,674	10,634,042	$ 20,775,381
	Sewer Metro	700	-	-	2,477,311	$ 18,579,048
	Solid Waste	1,300	-	-	2,272,081	$ 15,619,881
	Airport	665,100	-	-	682,748	$ 1,743,117
	Cemetery	300	200,000	-	126,755	$ 1,205,055
INTERNAL SERVICE FUNDS	Insurance	1,000	-	-	1,613,131	$ 1,614,131
	Workers' Compensation	120,100	-	-	123,000	$ 983,100
	Facilities	91,520	-	-	1,546,227	$ 5,185,047
	Innovation & Technology	3,500	104,000	-	2,363,378	$ 8,024,125
	Equipment Rental	1,911,130	654,000	-	4,417,349	$ 8,627,819
FIDUCIARY FUNDS	Fire Pension	6,000	-	-	2,580,481	$ 2,656,481
PERMANENT FUNDS	Cemetery Endowment Care	1,200	-	-	1,663,664	$ 1,697,864
	TOTAL BUDGET	$ 5,897,499	$ 9,406,405	$ 5,812,741	$ 84,877,035	$ 253,476,263

2015 Budgeted Expenditures by Object, All Funds

	Fund	(10 & 20) Personnel	(30) Supplies	(40) Services	(50) Intergov't	(60) Capital
	GENERAL FUND	$ 33,574,860	$ 1,532,760	$ 11,915,517	$ 6,164,600	$ 5,000
SPECIAL REVENUE FUNDS	Arterial Street	804,773	-	200,000	-	13,061,564
	Local Street	128,565	-	300	-	2,458,665
	Hotel/Motel Tax	-	-	86,000	-	-
	Arterial Street Preservation	82,072	-	150,000	-	1,877,928
	Drug Forfeiture	152,208	68,240	71,000	-	-
	Housing & Community Development	130,000	-	110,000	-	200,000
	Recreational Trails	-	-	-	-	-
	Business Improvement Area	-	4,200	50,800	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	460,000	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	-	-	-
	Local Revitalization 2010 C&D Bond	-	-	-	-	-
	LID Guarantee	-	-	-	-	-
	LID #250	-	-	-	-	-
	LID #350	-	-	-	-	-
	Golf Debt Service	-	-	-	-	-
CAPITAL PROJECTS	Municipal Parks Construction	-	-	10,000	-	530,000
	Capital Improvements	-	-	-	-	975,000
	Local Revitalization	-	-	-	-	229,620
ENTERPRISE FUNDS	Water	4,028,810	313,128	4,881,275	-	4,795,894
	Sewer	2,830,729	122,000	2,615,275	9,500	2,300,934
	Storm Drainage	3,824,121	92,000	1,564,015	112,000	4,964,848
	Sewer Metro	-	-	-	16,056,900	-
	Solid Waste	595,652	34,200	11,608,975	417,200	-
	Airport	35,270	2,000	453,000	-	784,125
	Cemetery	620,340	191,300	148,500	-	-
INTERNAL SERVICE FUNDS	Insurance	215,000	-	3,900	-	-
	Workers' Compensation	427,836	-	388,765	-	-
	Facilities	1,020,102	128,200	1,812,920	-	-
	Innovation & Technology	2,372,176	412,580	2,187,195	-	711,150
	Equipment Rental	940,084	1,251,600	408,100	-	2,263,367
FIDUCIARY FUNDS	Fire Pension	164,181	-	6,000	-	-
PERMANENT FUNDS	Cemetery Endowment Care	-	-	-	-	-
	TOTAL BUDGET	$ 51,946,779	$ 4,152,208	$ 38,671,537	$ 23,220,200	$ 35,158,095

2015 Budgeted Expenditures by Object, All Funds (continued)

	Fund	(70 & 80) Debt Service	(90) Interfund Srv.	Interfund Transfers	Ending Fund Balance	Total Budget
	GENERAL FUND	$ 305,290	$ 8,046,556	$ 1,268,695	$ 10,581,126	$ 73,394,404
SPECIAL REVENUE FUNDS	Arterial Street	217,243	71,150	-	1,108,704	$ 15,463,434
	Local Street	-	12,470	-	348,568	$ 2,948,568
	Hotel/Motel Tax	-	-	-	148,031	$ 234,031
	Arterial Street Preservation	-	-	85,410	461,200	$ 2,656,610
	Drug Forfeiture	-	13,000	-	298,057	$ 602,505
	Housing & Community Development	-	-	-	37,371	$ 477,371
	Recreational Trails	-	-	-	43,847	$ 43,847
	Business Improvement Area	-	-	-	41,272	$ 96,272
	Cumulative Reserve	-	-	658,000	6,238,304	$ 6,896,304
	Mitigation Fees	-	-	3,126,423	2,639,431	$ 6,225,854
DEBT SERVICE	1998 Library Bond	279,500	-	-	-	$ 279,500
	City Hall Annex 2010 A&B Bond	1,695,917	-	-	-	$ 1,695,917
	Local Revitalization 2010 C&D Bond	594,617	-	-	20	$ 594,637
	LID Guarantee	-	-	2,000	-	$ 2,000
	LID #250	-	-	-	22,569	$ 22,569
	LID #350	7,247	-	-		$ 7,247
	Golf Debt Service	389,195	-	-	7,874	$ 397,069
CAPITAL PROJECTS	Municipal Parks Construction	-	-	-	507,236	$ 1,047,236
	Capital Improvements	-	-	1,182,368	8,827,868	$ 10,985,236
	Local Revitalization	-	-	-	-	$ 229,620
ENTERPRISE FUNDS	Water	2,722,905	1,290,575	277,542	5,374,953	$ 23,685,082
	Sewer	727,969	970,253	377,541	8,825,703	$ 18,779,904
	Storm Drainage	794,646	1,333,465	349,000	7,741,286	$ 20,775,381
	Sewer Metro	-	-	-	2,522,148	$ 18,579,048
	Solid Waste	-	105,393	-	2,858,461	$ 15,619,881
	Airport	176,613	-	-	292,109	$ 1,743,117
	Cemetery	23,017	65,450	-	156,448	$ 1,205,055
INTERNAL SERVICE FUNDS	Insurance	-	-	-	1,395,231	$ 1,614,131
	Workers' Compensation	-	-	-	166,499	$ 983,100
	Facilities	-	117,921	759,426	1,346,478	$ 5,185,047
	Innovation & Technology	-	162,158	350,000	1,828,866	$ 8,024,125
	Equipment Rental	-	216,710	270,000	3,277,958	$ 8,627,819
FIDUCIARY FUNDS	Fire Pension	-	-	-	2,486,300	$ 2,656,481
PERMANENT FUNDS	Cemetery Endowment Care	-	-	-	1,697,864	$ 1,697,864
	TOTAL BUDGET	$ 7,934,159	$ 12,405,101	$ 8,706,405	$ 71,281,778	$ 253,476,263

2016 Budgeted Revenue by Type, All Funds

	Fund	Taxes	Licenses & Permits	Intergov't	Charges for Services	Fines & Forfeitures
	GENERAL FUND	$ 46,620,100	$ 1,844,600	$ 5,265,580	$ 3,404,580	$ 1,396,180
SPECIAL REVENUE FUNDS	Arterial Street	530,000	-	10,243,740	-	-
	Local Street	1,450,000	-	-	-	-
	Hotel/Motel Tax	88,800	-	-	6,000	-
	Arterial Street Preservation	2,072,900	-	1,052,900	-	-
	Drug Forfeiture	-	-	36,400	-	-
	Housing & Community Development	-	-	450,000	-	-
	Recreational Trails	7,100	-	-	-	-
	Business Improvement Area	55,000	-	-	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	990,000	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	-	-	-
	Local Revitalization 2010 C&D Bond	250,000	-	-	-	-
	LID Guarantee	-	-	-	-	-
	LID #250	-	-	-	-	-
	LID #350	-	-	-	-	-
	Golf Debt Service	-	-	-	-	-
CAPITAL PROJECTS	Municipal Parks Construction	125,000	-	3,050,000	11,100	-
	Capital Improvements	1,600,000	-	100,000	-	-
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	-	-	-	13,698,782	-
	Sewer	-	-	-	7,847,883	-
	Storm Drainage	-	-	-	9,151,487	-
	Sewer Metro	-	-	-	16,332,687	-
	Solid Waste	-	-	109,000	13,317,100	-
	Airport	-	-	133,000	27,500	-
	Cemetery	-	-	-	878,000	-
INTERNAL SERVICE FUNDS	Insurance	-	-	-	-	-
	Workers' Compensation	-	-	-	743,000	-
	Facilities	-	-	100,000	3,405,400	-
	Innovation & Technology	-	-	148,835	5,383,130	-
	Equipment Rental	-	-	-	1,549,611	-
FIDUCIARY FUNDS	Fire Pension	70,000	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment Care	-	-	-	33,000	-
	TOTAL BUDGET	$ 52,868,900	$ 1,844,600	$ 20,689,455	$ 76,779,260	$ 1,396,180

2016 Budgeted Revenue by Type, All Funds (continued)

	Fund	Other Revenue	Interfund Transfers	Other Financing Sources	Beginning Fund Balance	Total Resources
	GENERAL FUND	$ 747,200	$ 76,000	$ -	$ 10,581,126	$ 69,935,366
SPECIAL REVENUE FUNDS	Arterial Street	2,000	1,313,047	-	1,108,704	$ 13,197,491
	Local Street	2,500	150,000	-	348,568	$ 1,951,068
	Hotel/Motel Tax	140	-	-	148,031	$ 242,971
	Arterial Street Preservation	1,500	-	-	461,200	$ 3,588,500
	Drug Forfeiture	60,700	-	-	298,057	$ 395,157
	Housing & Community Development	-	-	-	37,371	$ 487,371
	Recreational Trails	30	-	-	43,847	$ 50,977
	Business Improvement Area	60	-	-	41,272	$ 96,332
	Cumulative Reserve	14,200	-	-	6,238,304	$ 6,252,504
	Mitigation Fees	4,890	-	-	2,639,431	$ 3,634,321
DEBT SERVICE	1998 Library Bond		285,100	-	-	$ 285,100
	City Hall Annex 2010 A&B Bond	-	1,317,054	371,390	-	$ 1,688,444
	Local Revitalization 2010 C&D Bond	119,341	223,091	20	20	$ 592,472
	LID Guarantee	20	-	-	-	$ 20
	LID #250	-	-	-	22,569	$ 22,569
	LID #350	7,256	-	-	-	$ 7,256
	Golf Debt Service	-	351,553	-	7,874	$ 359,427
CAPITAL PROJECTS	Municipal Parks Construction	244,900	5,585,000	-	507,236	$ 9,523,236
	Capital Improvements	15,246	40,790	-	8,827,868	$ 10,583,904
	Local Revitalization	-	-	-	-	$ -
ENTERPRISE FUNDS	Water	409,000	-	156,854	5,374,953	$ 19,639,589
	Sewer	253,000	-	70,128	8,825,703	$ 16,996,714
	Storm Drainage	366,000	-	58,674	7,741,286	$ 17,317,447
	Sewer Metro	700	-	-	2,522,148	$ 18,855,536
	Solid Waste	1,300	-	-	2,858,461	$ 16,285,861
	Airport	721,400	-	-	292,109	$ 1,174,009
	Cemetery	300	300,000	-	156,448	$ 1,334,748
INTERNAL SERVICE FUNDS	Insurance	1,000	-	-	1,395,231	$ 1,396,231
	Workers' Compensation	120,100	-	-	166,499	$ 1,029,599
	Facilities	93,000	-	-	1,346,478	$ 4,944,878
	Innovation & Technology	3,500	104,000	-	1,828,866	$ 7,468,331
	Equipment Rental	1,827,869	292,000	-	3,277,958	$ 6,947,438
FIDUCIARY FUNDS	Fire Pension	6,000	-	-	2,486,300	$ 2,562,300
PERMANENT FUNDS	Cemetery Endowment Care	1,200	-	-	1,697,864	$ 1,732,064
	TOTAL BUDGET	$ 5,024,352	$ 10,037,635	$ 657,066	$ 71,281,778	$ 240,579,227

2016 Budgeted Expenditures by Object, All Funds

	Fund	(10 & 20) Personnel	(30) Supplies	(40) Services	(50) Intergov't	(60) Capital
	GENERAL FUND	$ 34,672,590	$ 1,516,790	$ 12,670,887	$ 5,714,700	$ 5,000
SPECIAL REVENUE FUNDS	Arterial Street	825,968	-	135,000	-	11,068,932
	Local Street	135,037	-	300	-	1,452,423
	Hotel/Motel Tax	-	-	86,000	-	-
	Arterial Street Preservation	84,044	-	150,000	-	2,650,336
	Drug Forfeiture	155,028	33,500	71,000	-	-
	Housing & Community Development	130,000	-	110,000	-	200,000
	Recreational Trails	-	-	-	-	-
	Business Improvement Area	-	4,200	50,800	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	50,000	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	-	-	-
	Local Revitalization 2010 C&D Bond	-	-	-	-	-
	LID Guarantee	-	-	-	-	-
	LID #250	-	-	-	-	-
	LID #350	-	-	-	-	-
	Golf Debt Service	-	-	-	-	-
CAPITAL PROJECTS	Municipal Parks Construction	-	-	10,000	-	9,145,000
	Capital Improvements	-	-	-	-	600,790
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	4,187,686	321,994	5,185,175	-	2,018,272
	Sewer	2,930,816	130,500	2,723,275	9,500	2,178,439
	Storm Drainage	3,952,233	93,500	1,594,015	113,000	1,821,777
	Sewer Metro	-	-	-	16,317,200	-
	Solid Waste	618,518	34,200	11,863,075	420,600	-
	Airport	36,219	2,000	463,050	-	140,000
	Cemetery	642,567	191,300	151,700	-	-
INTERNAL SERVICE FUNDS	Insurance	215,000	-	3,900	-	-
	Workers' Compensation	451,595	-	402,715	-	-
	Facilities	1,061,690	128,200	1,838,270	-	-
	Innovation & Technology	2,449,568	400,650	2,041,575	-	530,000
	Equipment Rental	900,706	1,241,600	411,500	-	1,871,818
FIDUCIARY FUNDS	Fire Pension	164,659	-	6,000	-	-
PERMANENT FUNDS	Cemetery Endowment Care	-	-	-	-	-
	TOTAL BUDGET	$ 53,613,924	$ 4,098,434	$ 39,968,237	$ 22,625,000	$ 33,682,787

2016 Budgeted Expenditures by Object, All Funds (continued)

	Fund	(70 & 80) Debt Service	(90) Interfund Srv.	Interfund Transfers	Ending Fund Balance	Total Budget
	GENERAL FUND	$ 1,639,981	$ 7,878,928	$ 636,653	$ 5,199,837	$ 69,935,366
SPECIAL REVENUE FUNDS	Arterial Street	216,262	74,550	-	876,779	$ 13,197,491
	Local Street	-	12,240	-	351,068	$ 1,951,068
	Hotel/Motel Tax	-	-	-	156,971	$ 242,971
	Arterial Street Preservation	-	-	467,010	237,110	$ 3,588,500
	Drug Forfeiture	-	13,500	-	122,129	$ 395,157
	Housing & Community Development	-	-	-	47,371	$ 487,371
	Recreational Trails	-	-	-	50,977	$ 50,977
	Business Improvement Area	-	-	-	41,332	$ 96,332
	Cumulative Reserve	-	-	1,917,084	4,335,420	$ 6,252,504
	Mitigation Fees	-	-	1,171,827	2,412,494	$ 3,634,321
DEBT SERVICE	1998 Library Bond	285,100	-	-	-	$ 285,100
	City Hall Annex 2010 A&B Bond	1,688,444	-	-	-	$ 1,688,444
	Local Revitalization 2010 C&D Bond	592,432	-	-	40	$ 592,472
	LID Guarantee	-	-	2,000	-	$ 2,000
	LID #250	-	-	-	20,589	$ 20,589
	LID #350	7,246	-	-		$ 7,246
	Golf Debt Service	351,553	-	-	7,884	$ 359,437
CAPITAL PROJECTS	Municipal Parks Construction	-	-	-	368,236	$ 9,523,236
	Capital Improvements	-	-	4,960,534	5,022,580	$ 10,583,904
	Local Revitalization	-	-	-	-	$ -
ENTERPRISE FUNDS	Water	2,708,816	1,276,967	50,000	3,890,679	$ 19,639,589
	Sewer	818,209	952,338	50,000	7,203,637	$ 16,996,714
	Storm Drainage	773,687	1,312,518	124,000	7,532,717	$ 17,317,447
	Sewer Metro	-	-	-	2,538,335	$ 18,855,535
	Solid Waste	-	104,209	-	3,245,259	$ 16,285,861
	Airport	185,538	-	-	347,202	$ 1,174,009
	Cemetery	61,922	50,740	-	236,519	$ 1,334,748
INTERNAL SERVICE FUNDS	Insurance	-	-	-	1,177,331	$ 1,396,231
	Workers' Compensation	-	-	-	175,289	$ 1,029,599
	Facilities	-	110,841	658,527	1,147,350	$ 4,944,878
	Innovation & Technology	-	160,790	-	1,885,748	$ 7,468,331
	Equipment Rental	-	212,390	-	2,309,424	$ 6,947,438
FIDUCIARY FUNDS	Fire Pension	-	-	-	2,391,641	$ 2,562,300
PERMANENT FUNDS	Cemetery Endowment Care	-	-	-	1,732,064	$ 1,732,064
	TOTAL BUDGET	$ 9,329,190	$ 12,160,011	$ 10,037,635	$ 55,064,009	$ 240,579,227

Relationship between Fund and City Structure

The table below provides a cross-reference of the relationships between individual funds and City structure. City funds are represented along the horizontal axis of the table while the City structural divisions lie along the vertical axis. Boxes indicate how money from various City funds is allocated to support distinct City administrative divisions. Only those administrative divisions with multiple allocations are illustrated.

	FROM FUND:													
TO:	General Fund	Local Streets Fund	Drug Forfeit Fund	Housing & Comm Dvlpmnt Fund	Water Fund	Sewer Fund	Storm Fund	Solid Waste Fund	Airport Fund	Cemetery Fund	Workers Comp Fund	Facilities Fund	IT Fund	Equip. Rental Fund
Administration	◆				◆	◆	◆					◆	◆	
Community Development	◆				◆	◆	◆					◆		◆
Equipment Rental	◆				◆	◆	◆	◆				◆	◆	◆
Finance	◆				◆	◆	◆	◆	◆	◆	◆			◆
Human Resources	◆				◆	◆	◆	◆		◆	◆	◆		◆
Innovation & Technology	◆				◆	◆	◆	◆		◆		◆	◆	◆
Legal	◆				◆	◆	◆	◆						◆
Mayor and Council	◆			◆									◆	
Parks, Arts & Recreation	◆				◆		◆			◆				
Police	◆		◆		◆	◆	◆							
Public Works	◆	◆			◆	◆	◆					◆		◆

Budgeted Expenditures by Administrative Structure

Perhaps the most common way of viewing the organization of the City is by administrative structure. The table on the following page presents the budget from this perspective. Expenditures are accounted for on the basis of where the authority for the expenditure lies.

The administrative structure is based upon the reporting relationships – what people and functions are accountable to which department. The criteria of organizing a City administratively are based on the grouping of specific work tasks or skills into groups with similar or related characteristics. This creates more efficiency, eliminates duplication of effort, and allows the diversity of City functions to be managed consistently. For example, it is more efficient for the accounts of the City to be handled centrally where trained staff can be provided. Likewise, it is more efficient to share engineering skills than for each utility to have separate engineering staff.

The administrative structure of the City consists of the Mayor and eight department heads. The larger departments are then subdivided into divisions.

Administrative or Support Departments:

Mayor and Council: Provides overall administration to the entire City. Also includes expenditures related to the operation of the City Council.

Administration: This department coordinates the priorities of the Mayor and City Council and ensures that they are addressed and implemented throughout the City organization for the benefit of its residents and businesses. This department also houses Economic Development, Human and Community Services, Emergency Management, Property Management and Facilities, and Public Affairs and Marketing.

Human Resources: This department provides centralized personnel and risk management services to all City departments and oversees the Worker's Compensation self-insurance fund.

Finance: Provides centralized budgeting and financial reporting services to all City departments as well as other administrative services, such as City utility billing.

Legal: Provides centralized legal and City Clerk services to all City departments.

Community Development & Public Works: The Community Development division provides citywide land use planning and environmental protection, permitting, and inspection services. The Public Works division includes Engineering Services; Water, Sewer, and Storm utilities; Equipment Rental; and Streets.

Public Safety: Provides for all police services in the City of Auburn and jail services at the South Correctional Entity (SCORE).

Parks, Arts and Recreation: Provides recreational services and maintenance of park facilities. The Parks Department also provides senior citizen services and manages the Mountain View Cemetery and the Auburn Golf Course.

Innovation & Technology: Provides management, oversight, and support of all technology within the City including GIS, desktop, and network applications.

Budgeted Expenditures by Administrative Structure

	2013 Actual	2014 Adj Budget	2014 Est Actual	2015 Budget	2016 Budget
MAYOR & COUNCIL:					
Mayor and Council	$ 1,017,725	$ 718,926	$ 718,926	$ 915,017	$ 937,491
	1,017,725	718,926	718,926	915,017	937,491
ADMINISTRATION DIRECTOR:					
Administration	-	2,254,974	2,144,791	2,131,729	2,158,585
Housing & Community Development	419,212	460,152	460,152	440,000	440,000
Facilities	3,327,099	4,065,990	3,947,960	3,838,569	3,797,528
	3,746,311	6,781,116	6,552,903	6,410,298	6,396,113
HUMAN RESOURCES DIRECTOR:					
Human Resources	2,053,823	3,428,129	2,916,731	3,073,497	3,187,533
Worker's Compensation	-	737,000	737,000	816,601	854,310
Insurance	215,151	204,400	203,600	218,900	218,900
	2,268,974	4,369,529	3,857,331	4,108,998	4,260,743
FINANCE DIRECTOR:					
Finance	1,144,160	1,369,895	1,249,600	1,379,405	1,415,393
Non-Departmental	3,932,947	3,331,207	2,931,207	4,707,695	3,769,953
Hotel/Motel Tax	75,192	85,000	85,000	86,000	86,000
Cumulative Reserve	1,132,341	4,196,708	2,655,624	658,000	1,917,084
Mitigation Fees	270,380	2,620,712	1,610,344	3,586,423	1,221,827
Debt Service Funds	3,035,793	3,045,203	3,480,911	2,968,476	2,926,775
Capital Improvements	2,327,407	8,570,712	2,320,552	2,157,368	5,561,324
Local Revitalization	109,463	559,070	330,000	229,620	-
Solid Waste	12,516,259	12,565,724	12,565,724	12,761,420	13,040,602
Airport	855,254	1,836,124	1,513,999	1,451,008	826,807
Fire Pension	185,369	181,067	181,067	170,181	170,659
Cemetery Endowment Care	-	-	-	-	-
	25,584,565	38,361,422	28,924,028	30,155,596	30,936,424
CITY ATTORNEY:					
Legal	1,984,481	1,880,945	1,880,945	2,202,161	2,196,706
	1,984,481	1,880,945	1,880,945	2,202,161	2,196,706
COMMUNITY DEV. & PUBLIC WORKS DIRECTOR:					
Community Development	4,766,848	4,069,107	4,069,107	4,311,539	4,340,499
Public Works	2,728,726	2,656,777	2,656,777	2,641,029	2,711,502
Streets	2,915,619	3,306,718	3,306,718	3,365,676	3,419,634
Arterial Street	8,109,747	13,328,847	9,682,221	14,354,730	12,320,712
Local Street	1,943,937	2,573,281	2,573,281	2,600,000	1,600,000
Arterial Street Preservation	2,204,260	3,309,295	2,980,885	2,195,410	3,351,390
Business Improvement Area	52,863	55,000	55,000	55,000	55,000
Water	19,508,510	26,452,826	24,459,093	18,310,129	15,748,910
Sewer	9,332,137	10,366,942	9,910,904	9,954,201	9,793,077
Storm Drainage	10,130,295	22,052,005	16,956,249	13,034,095	9,784,730
Sewer Metro	13,557,525	15,000,000	15,000,000	16,056,900	16,317,200
Equipment Rental	2,763,799	5,715,845	4,945,845	5,349,861	4,638,014
	78,014,266	108,886,643	96,596,080	92,228,570	84,080,668
POLICE CHIEF:					
SCORE (jail)	7,049,120	5,786,100	5,460,000	3,670,000	5,533,542
Police	19,202,081	21,893,036	20,770,600	23,423,114	23,929,456
Drug Forfeiture	240,341	296,648	296,648	304,448	273,028
	26,491,542	27,975,784	26,527,248	27,397,562	29,736,026
PARKS DIRECTOR:					
Parks, Arts & Recreation	8,136,118	9,539,253	9,539,253	10,992,416	11,135,235
Recreational Trails	-	-	-	-	-
Municipal Parks	1,356,288	11,933,613	2,887,257	540,000	9,155,000
Cemetery	866,622	991,389	991,389	1,048,607	1,098,229
Golf Course[1]	1,447,643	-	-	-	-
	11,806,671	22,464,255	13,417,899	12,581,023	21,388,464
INNOVATION & TECHNOLOGY DIRECTOR:					
Innovation and Technology	4,518,387	6,277,355	6,277,355	6,195,259	5,582,583
	4,518,387	6,277,355	6,277,355	6,195,259	5,582,583
RESERVES:					
General Fund	15,416,388	11,126,724	14,626,724	10,581,126	5,199,837
Special Revenue Funds	19,655,706	10,945,893	14,594,686	11,364,784	8,631,651
Debt Service Funds	45,785	36,308	32,413	30,462	28,512
Capital Funds	10,136,476	3,994,802	9,801,465	9,335,104	5,390,816
Enterprise Funds	-	-	-	-	-
Utilities	46,236,510	21,131,369	30,705,014	27,322,549	24,410,625
Airport	801,284	421,142	682,748	292,109	347,202
Cemetery	261,934	446,755	126,755	156,448	236,519
Golf Course	149,573	-	-	-	-
Internal Service Funds	13,118,699	9,138,755	10,063,085	8,015,032	6,695,142
Fiduciary Funds	2,446,991	2,569,924	2,580,481	2,486,300	2,391,641
Permanent Funds	1,629,564	1,663,664	1,663,664	1,697,864	1,732,064
	109,898,909	61,475,336	84,877,035	71,281,778	55,064,009
TOTAL ALL FUNDS	**$ 265,331,831**	**$ 279,191,311**	**$ 269,629,750**	**$ 253,476,263**	**$ 240,579,227**

[1] The Golf Course enterprise fund (437) was dissolved at the end of 2013 and Golf Course operations, administration, and the pro shop were all made divisions of the Parks, Arts, & Recreation Department within the General Fund effective January 1, 2014.

Budgeted General Fund Expenditures by Department & Cost Center

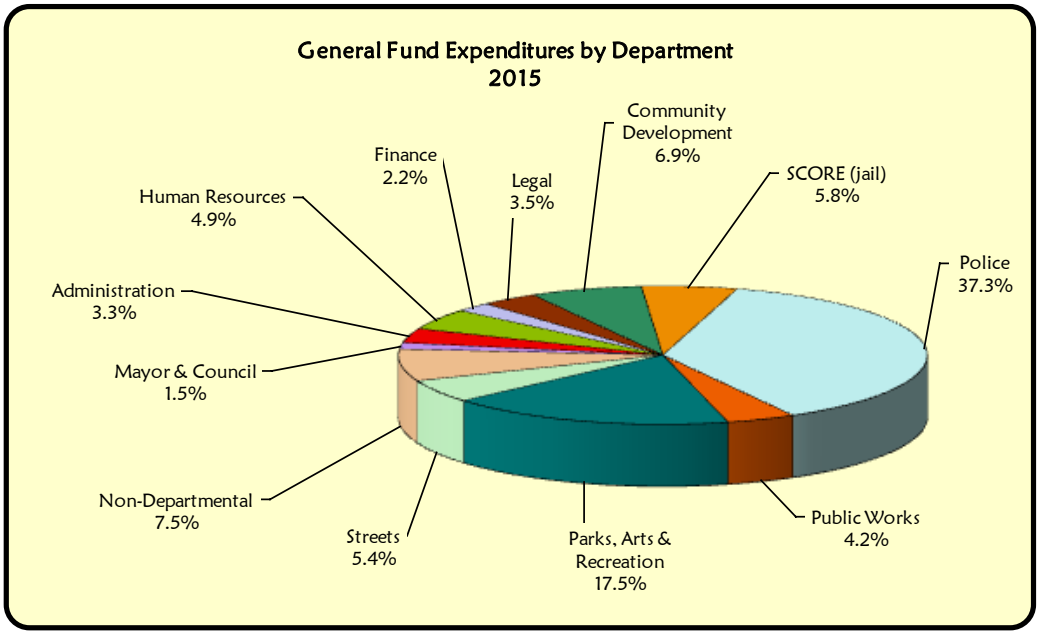
The next table presents a summary of General Fund expenditures by cost center. A cost center identifies specific activities within an administrative unit of the City. Since these cost centers correspond to specific programs operated by the City, this page summarizes the program budgets of the General Fund.

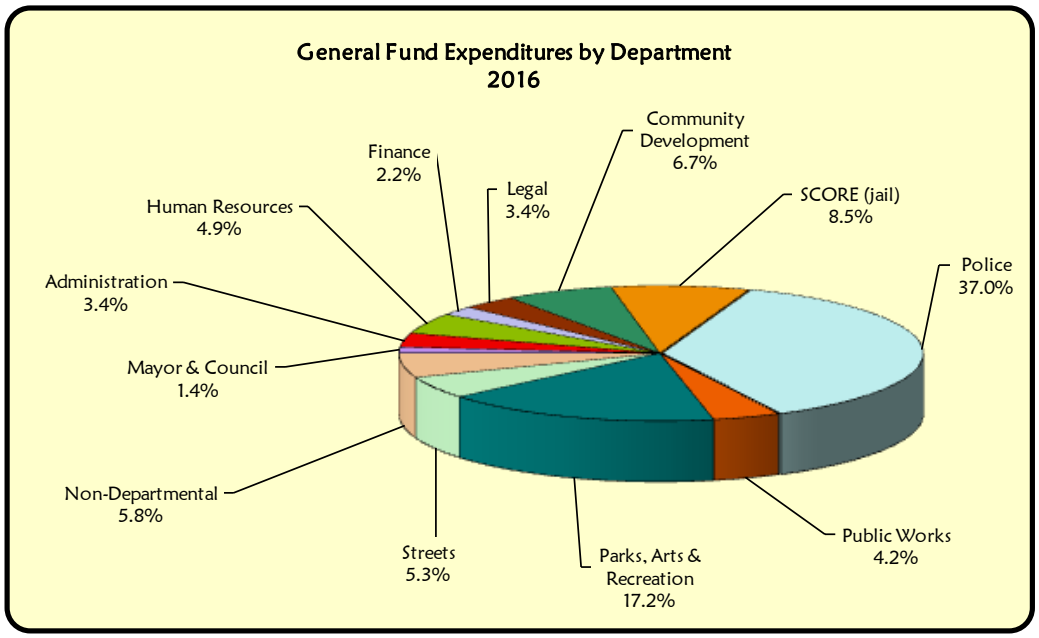
In 2015, the total public safety budget, which includes Police, Jail, Municipal Court, Probation, and Civil Service, is 46.3% of the total General Fund. Police services make up 37.3% of the General Fund; the largest police program being Patrol & Operations. Jail services at the South Correctional Entity (SCORE) account for 5.8%, while Municipal Court, Probation, and Civil Services total 3.2%.

Parks, Arts and Recreation account for 17.5% of the General Fund, with 7.6% dedicated to recreation and park facilities, and 1.5% to senior services.

The balance of the General Fund budget supports a variety of services – 5.4% has been allocated to street maintenance; 4.2% to Public Works and engineering services; 6.9% to Community Development services which include permitting, land use planning, and building code administration; and the remaining 19.7% is made up of general government services such as Legal, Finance, and Administration.

The pie charts below and on the next page depict General Fund expenditures for 2015 and 2016 by department.




General Fund Expenditures by Department
2016
Community Development 6.7%
Finance 2.2%
Legal 3.4%
SCORE (jail) 8.5%
Human Resources 4.9%
Police 37.0%
Administration 3.4%
Mayor & Council 1.4%
Non-Departmental 5.8%
Public Works 4.2%
Streets 5.3%
Parks, Arts & Recreation 17.2%

Budgeted General Fund Expenditures by Cost Center

	2013 Actual	2014 Adj Budget	2014 Est Actual	2015 Budget	2016 Budget
MAYOR & COUNCIL:					
City Council	$ 325,212	$ 330,861	$ 330,861	$ 388,906	$ 400,027
Mayor	692,513	388,065	388,065	526,111	537,464
	1,017,725	718,926	718,926	915,017	937,491
ADMINISTRATION: [1]					
Administration	-	456,332	346,150	512,123	524,101
Emergency Management [1a]	-	216,019	216,019	184,715	185,694
Community Services [1b]	-	487,928	487,928	260,197	268,676
Economic Development [1c]	-	203,287	203,287	556,568	561,133
Human Services [1d]	-	891,407	891,407	618,126	618,981
	-	2,254,974	2,144,791	2,131,729	2,158,585
HUMAN RESOURCES:					
Municipal Court	594,219	1,870,959	1,359,562	1,935,711	2,019,472
Probation [2]	26,418	7	7	-	-
Personnel & Administration	1,372,789	1,446,725	1,446,725	1,028,528	1,057,628
Civil Service Commission	60,397	90,437	90,437	89,258	90,433
Wellness [3]	-	20,000	20,000	20,000	20,000
	2,053,823	3,428,129	2,916,731	3,073,497	3,187,533
FINANCE:					
Administration	278,849	331,175	331,175	364,659	374,049
Budgeting & Accounting	865,311	988,720	868,425	963,646	990,144
Pet Licensing [4]	-	50,000	50,000	51,100	51,200
	1,144,160	1,369,895	1,249,600	1,379,405	1,415,393
LEGAL:					
City Clerk	739,780	606,476	606,476	780,433	737,288
Administration	619,709	620,830	620,830	758,372	776,144
Prosecution & Criminal	624,992	653,640	653,640	663,356	683,274
	1,984,481	1,880,945	1,880,945	2,202,161	2,196,706
COMMUNITY DEVELOPMENT: [5]					
Pet Licensing [4]	23,348	-	-	-	-
Building & Permits	1,986,747	1,978,750	1,978,750	2,406,692	2,418,506
Community Services [1b]	278,729	-	-	-	-
Administration [1c]	1,858,835	2,090,356	2,090,356	1,904,847	1,921,993
Human Services [1d]	619,190	-	-	-	-
	4,766,848	4,069,107	4,069,107	4,311,539	4,340,499
SCORE (JAIL):					
SCORE	7,049,120	5,786,100	5,460,000	3,670,000	5,533,542
	7,049,120	5,786,100	5,460,000	3,670,000	5,533,542
POLICE:					
Administration	4,261,032	4,579,327	4,342,677	5,731,541	5,918,221
Patrol & Operations	10,797,327	12,788,977	12,128,069	12,697,733	12,902,047
Investigations	2,285,500	2,562,328	2,429,912	2,826,622	2,884,743
Community Programs	746,552	738,249	700,097	871,062	887,501
Records	1,014,407	1,050,953	996,642	1,164,595	1,200,578
Jail	198	50,000	50,000	20,000	20,000
Animal Control	97,065	123,203	123,203	111,561	116,366
	19,202,081	21,893,036	20,770,600	23,423,114	23,929,456
PUBLIC WORKS:					
Emergency Management [1a]	202,108	-	-	-	-
Engineering	2,526,618	2,656,777	2,656,777	2,641,029	2,711,502
	2,728,726	2,656,777	2,656,777	2,641,029	2,711,502

Budgeted General Fund Expenditures by Cost Center (continued)

	2013 Actual	2014 Adj Budget	2014 Est Actual	2015 Budget	2016 Budget
PARKS, ARTS & RECREATION:					
Cultural Arts	559,649	565,928	565,928	598,882	603,861
Special Events	355,096	395,360	395,360	453,031	442,507
Administration	946,428	843,730	843,730	1,252,425	1,231,568
Senior Center	833,181	881,031	881,031	932,822	904,554
Recreation Administration & Programs	1,847,577	1,891,715	1,891,715	2,015,951	2,046,550
Theater	501,816	526,289	526,289	651,998	661,930
Museum	381,262	396,290	396,290	444,658	453,644
Parks Facilities	2,711,109	2,528,083	2,528,083	2,776,763	2,817,539
Golf Maintenance & Operations [6]	-	784,399	784,399	952,301	972,476
Golf Finance Administration [6]	-	229,221	229,221	360,267	435,671
Golf Pro Shop [6]	-	497,207	497,207	553,318	564,935
	8,136,118	9,539,253	9,539,253	10,992,416	11,135,235
STREETS:					
Maintenance & Operations	2,423,607	2,818,701	2,818,701	2,909,160	2,951,540
Administration	492,011	488,016	488,016	456,516	468,094
	2,915,619	3,306,718	3,306,718	3,365,676	3,419,634
NON-DEPARTMENTAL:					
Transfers & Miscellaneous	3,932,947	3,331,207	2,931,207	4,707,695	3,769,953
Ending Fund Balance	15,416,388	11,126,724	14,626,724	10,581,126	5,199,837
	19,349,335	14,457,931	17,557,931	15,288,821	8,969,790
TOTAL GENERAL FUND	**$ 70,348,036**	**$ 71,361,791**	**$ 72,271,379**	**$ 73,394,404**	**$ 69,935,366**

[1] A new Administration Department was created within the General Fund in January 2014 and consolidated several services that had previously been performed by other departments.

[1a] The Emergency Management division was moved from Public Works into Administration.

[1b] The Community Services division was moved from Community Development into Administration.

[1c] Economic Development expenses were moved from Community Development into Administration and a new division created.

[1d] The Human Services division was moved from Community Development into Administration.

[2] Effective November 2012, Municipal Court and Probation services are now contracted through King County District Court. Contract payments began in November 2013.

[3] The Wellness division of Human Resources was created in January 2014.

[4] The Pet Licensing function was moved to the Finance Department in October 2013 and the division was moved from Community Development into Finance in January 2014.

[5] The department formerly known as Planning was renamed Community Development in 2014.

[6] The Golf Course enterprise fund (437) was dissolved at the end of 2013 and Golf Course operations, administration, and the pro shop were all made divisions of the Parks, Arts, & Recreation Department within the General Fund effective January 1, 2014.

Budgeted Interfund Operating Transfers

The next table presents a summary of transfers between funds for items such as payment of debt service and transfers in support of capital construction projects.

Fund No	Fund Name	2015		2016		Description
		Transfer Out	Transfer In	Transfer Out	Transfer In	
001	General Fund	$ (1,300,000)		$ -		Transfer from General Fund to F122 to Replenish Cash Reserves
122	Cumulative Reserve		1,300,000		-	
001	General Fund	(279,500)		(285,100)		Transfer from General Fund to F229 to Pay for Library Debt Service
229	1998 Library Debt Service		279,500		285,100	
001	General Fund	(389,195)		(351,553)		Transfer from General Fund to F237 to Pay for Golf Debt Service
237	Golf Debt Service		389,195		351,553	
105	Arterial Street Preservation	(85,410)		(314,510)		Transfer from F105 to F102 for TIP #55 - West Main Street Improvements
102	Arterial Street		85,410		314,510	
105	Arterial Street Preservation	-		(152,500)		Transfer from F105 to F102 for TIP #68 - 37th Street SE & A Street SE Traffic Signal Safety Improvements
102	Arterial Street		-		152,500	
122	Cumulative Reserve	-		(1,221,084)		Transfer from F122 to F321 for CP0925 - Community & Youth/Teen Center
321	Municipal Parks Construction		-		1,221,084	
122	Cumulative Reserve	(200,000)		(300,000)		Transfer from F122 to F436 to Support Cash Flow Needs, If Needed
436	Cemetery		200,000		300,000	
122	Cumulative Reserve	(104,000)		(104,000)		Transfer from F122 to F518 to Make 4th and Final Loan Payments from the General Fund
518	Innovation & Technology		104,000		104,000	
122	Cumulative Reserve	(104,000)		(104,000)		Transfer from F122 to F550 to Make 4th and Final Loan Payments from the General Fund
550	Equipment Rental		104,000		104,000	
122	Cumulative Reserve	(250,000)		(188,000)		Transfer from F122 to F550 to Purchase Golf Course Equipment According to Replacement Schedule
550	Equipment Rental		250,000		188,000	
124	Mitigation Fees	-		(50,000)		Transfer of Park Impact Money from F124 to F321 for Isaac Evans Park
321	Municipal Parks Construction		-		50,000	
124	Mitigation Fees	(50,000)		(50,000)		Transfer of Park Impact Money from F124 to F321 for Miscellaneous Park Improvement Projects
321	Municipal Parks Construction		50,000		50,000	
124	Mitigation Fees	(15,000)		(185,000)		Transfer of Park Impact Money from F124 to F321 for Sunset Park
321	Municipal Parks Construction		15,000		185,000	
124	Mitigation Fees	(113,380)		-		Transfer of School Impact Admin Fees from F124 to the General Fund for ASD.0004 - Economic Development
001	General Fund		113,380		-	
124	Mitigation Fees	(131,233)		(130,654)		Transfer Traffic Impact Money from F124 to F102 for C201A0 - M Street Underpass Debt Service
102	Arterial Street		131,233		130,654	
124	Mitigation Fees	(350,000)		(25,000)		Transfer Traffic Impact Money from F124 to F102 for C207A0 - A Street NW, Phase 1
102	Arterial Street		350,000		25,000	
124	Mitigation Fees	(581,800)		-		Transfer Traffic Impact Money from F124 to F102 for C222A0 - S 277th Auburn Way N to Green River Bridge
102	Arterial Street		581,800		-	
124	Mitigation Fees	(86,010)		(85,383)		Transfer Traffic Impact Money from F124 to F102 for CP0611 - Harvey Road & 8th Street NE Debt Service
102	Arterial Street		86,010		85,383	
124	Mitigation Fees	(25,000)		(20,000)		Transfer Traffic Impact Money from F124 to F328 for CP0767 - Mohawks Plastics
328	Capital Improvements		25,000		20,000	
124	Mitigation Fees	(80,000)		(50,000)		Transfer Traffic Impact Money from F124 to F102 for CP0911 - F Street SE Non-Motorized Improvements
102	Arterial Street		80,000		50,000	
124	Mitigation Fees	(50,000)		-		Transfer Traffic Impact Money from F124 to F102 for CP1023 - Auburn Ave NE Pedestrian Improvements
102	Arterial Street		50,000		-	
124	Mitigation Fees	(50,000)		(100,000)		Transfer Traffic Impact Money from F124 to F102 for CP1114 - Auburn Way S & 12th Street SE Improvements
102	Arterial Street		50,000		100,000	
124	Mitigation Fees	(115,000)		-		Transfer Traffic Impact Money from F124 to F102 for CP1118 - Auburn Way S Improvements, Dogwood to Fir
102	Arterial Street		115,000		-	
124	Mitigation Fees	(200,000)		-		Transfer Traffic Impact Money from F124 to F102 for CP1119 - Auburn Way S Corridor Improvements
102	Arterial Street		200,000		-	
124	Mitigation Fees	(250,000)		-		Transfer Traffic Impact Money from F124 to F102 for CP1218 - Auburn Way S Corridor Safety Improvements
102	Arterial Street		250,000		-	
124	Mitigation Fees	(100,000)		-		Transfer Traffic Impact Money from F124 to F102 for TIP #11 - M Street NE, E Main Street to 4th Street NE
102	Arterial Street		100,000		-	
124	Mitigation Fees	(150,000)		-		Transfer Traffic Impact Money from F124 to F102 for TIP #17 - Traffic Management Center
102	Arterial Street		150,000		-	
124	Mitigation Fees	(100,000)		(220,000)		Transfer Traffic Impact Money from F124 to F102 for TIP #40 - 124th Avenue SE Corridor Improvements
102	Arterial Street		100,000		220,000	
124	Mitigation Fees	(50,000)		-		Transfer Traffic Impact Money from F124 to F102 for TIP #42 - SE 320th Street Corridor Improvements
102	Arterial Street		50,000		-	
124	Mitigation Fees	(100,000)		-		Transfer Traffic Impact Money from F124 to F102 for TIP #49 - West Valley Highway Improvements
102	Arterial Street		100,000		-	

Budgeted Interfund Operating Transfers (continued)

Fund No	Fund Name	2015		2016		Description
		Transfer Out	Transfer In	Transfer Out	Transfer In	
124	Mitigation Fees	$ (189,000)		$ -		Transfer Traffic Impact Money from F124 to F102 for TIP
102	Arterial Street		189,000		-	#51 - Lake Tapps Parkway ITS Expansion
124	Mitigation Fees	$ (150,000)		$ -		Transfer Traffic Impact Money from F124 to F102 for TIP
102	Arterial Street		150,000		-	#64 - Lea Hill Road, Segment 1
124	Mitigation Fees	(40,000)		(235,000)		Transfer Traffic Impact Money from F124 to F102 for TIP
102	Arterial Street		40,000		235,000	#69 - I Street NE & 22nd Street NE Roundabout
124	Mitigation Fees	(100,000)		-		Transfer Traffic Impact Money from F124 to F102 for TIP
102	Arterial Street		100,000		-	#72 - West Valley Highway Improvements
124	Mitigation Fees	(50,000)		-		Transfer Traffic Mitigation Money from F124 to F102 for
102	Arterial Street		50,000		-	TIP #54 - Kersey Way Study
124	Mitigation Fees	-		(20,790)		Transfer Wetland Mitigation Money from F124 to F328
328	Capital Improvements		-		20,790	for Citywide Wetland Mitigation
249	LID Guarantee	(2,000)		(2,000)		Transfer from F249 to the General Fund to Pay for LID
001	General Fund		2,000		2,000	Administration
328	Capital Improvements	-		(3,319,697)		Transfer from F328 to F321 for CP0925 - Community &
321	Municipal Parks Construction		-		3,319,697	Youth/Teen Center
328	Capital Improvements	(300,000)		(759,219)		Transfer REET 1 from F328 to F321 for CP0925 -
321	Municipal Parks Construction		300,000		759,219	Community & Youth/Teen Center
328	Capital Improvements	(659,426)		(658,527)		Transfer REET 1 from F328 to F230 to Pay for City Hall
230	City Hall Annex Debt Service		659,426		658,527	Annex Debt Service
328	Capital Improvements	(222,942)		(223,091)		Transfer REET 2 from F328 to F231 for Pay for Local
231	Local Revitalization Debt Srv		222,942		223,091	Revitalization Debt Service
430	Water	(50,000)		(50,000)		Transfer from F430 to F103 to Pay for Utility Trenching
103	Local Street		50,000		50,000	Performed by Streets
430	Water	(127,542)		-		Transfer from F430 to F432 for CP1320 - M&O
432	Storm		127,542		-	Expansion/Drainage Improvement Project
430	Water	(100,000)		-		Transfer from F430 to F550 for M&O Small Equipment &
550	Equipment Rental		100,000		-	Tool Storage Building
431	Sewer	(50,000)		(50,000)		Transfer from F431 to F103 to Pay for Utility Trenching
103	Local Street		50,000		50,000	Performed by Streets
431	Sewer	(100,000)		-		Transfer from F431 to F430 for Utilities Field Operations
430	Water		100,000		-	Center
431	Sewer	(127,541)		-		Transfer from F431 to F432 for CP1320 - M&O
432	Storm		127,541		-	Expansion/Drainage Improvement Project
431	Sewer	(100,000)		-		Transfer from F431 to F550 for M&O Small Equipment &
550	Equipment Rental		100,000		-	Tool Storage Building
432	Storm	(74,000)		(74,000)		Transfer from F432 to the General Fund to Pay for Median
001	General Fund		74,000		74,000	Maintenance Performed by the Parks Dept.
432	Storm	(50,000)		(50,000)		Transfer from F432 to F103 to Pay for Utility Trenching
103	Local Street		50,000		50,000	Performed by Streets
432	Storm	(25,000)		-		Transfer from F432 to F321 for Fenster Levee Setback
321	Municipal Parks Construction		25,000		-	
432	Storm	(100,000)		-		Transfer from F432 to F430 for Utilities Field Operations
430	Water		100,000		-	Center
432	Storm	(100,000)		-		Transfer from F432 to F550 for M&O Small Equipment &
550	Equipment Rental		100,000		-	Tool Storage Building
505	Facilities	(659,426)		(658,527)		Transfer from F505 to F230 to Pay for City Hall Annex
230	City Hall Annex Debt Service		659,426		658,527	Debt Service (Rent Monies Collected from the Utilities)
505	Facilities	(100,000)		-		Transfer from F505 to F328 to Purchase Generator for City
328	Capital Improvements		100,000		-	Hall
518	Innovation & Technology	(350,000)		-		Transfer from F518 to the General Fund to Support Cash
001	General Fund		350,000		-	Flow Needs
550	Equipment Rental	(270,000)		-		Transfer from F550 to F432 for CP1320 - M&O
432	Storm		270,000		-	Expansion/Drainage Improvement Project
	Total Transfers	$ (9,406,405)	$ 9,406,405	$ (10,037,635)	$ 10,037,635	

SECTION VI: PROGRAM IMPROVEMENTS BY CITY DEPARTMENTS

This section of the budget presents in detail, the program improvements that have been recommended by the Mayor and City Council during budget deliberations. Each program improvement consists of the following:

Program Title
The name of the improvement as proposed by the department.

Contact Person
The individual who requested the improvement and who might also be responsible for the improvement's implementation.

For Year
Indicates which year or years the improvement will be implemented into the budget.

2015 Cost
Estimated cost by the department to implement the program improvement in 2015.

2016 Cost
Estimated cost by the department to implement the program improvement in 2016.

Department Name
The department of the contact person who requested the improvement.

Funding Source
Indicates the fund(s) that have been budgeted to pay for the improvement.

Description of Improvement
A brief summary of the program improvement.

Alternatives
This portion of the proposal describes potential alternatives to the proposed program to assist in evaluating the proposal's merits.

Advantages of Approval
The advantages of the proposal relative to the alternatives.

Implications of Denial
A description of what will occur if the proposal is not approved.

Cost of Improvement
Shows the budget for the proposal by line item as well as the fund name or type that will fund the proposal.

Conclusion
This last section is filled in after the budget is approved with the manner in which the proposal was approved.

2015-2016 Program Improvements by Department

The following table summarizes the program improvements that have been included in the 2015-2016 budget. The recommended levels of funding are indicated under the Costs columns.

PROGRAM IMPROVEMENTS					
No.	Department	FTE	New Program Title (Request ID)	2015 Costs	2016 Costs
GENERAL FUND					
1	Administration		Ten-Year Economic Development Strategic Plan (ASD.0002)	$ 125,000	$ 125,000
2	Administration		Downtown Storefront Improvement Program (ASD.0004)	100,000	100,000
3	Administration		Market & Economic Pro Forma Studies (ASD.0005)	15,000	15,000
4	Administration		Business Development Recruitment (ASD.0006)	60,000	60,000
5	Administration		Business Support Services (ASD.0007)	50,000	50,000
6	Community Development		Greenhouse Gas Inventory & Climate Action Plan (PLN.0037)	25,000	25,000
7	Community Development		Code Enforcement Abatement (PLN.0038)	50,000	50,000
8	Community Development	1.0	Code Enforcement Officer (PLN.0041)	151,730	128,619
9	Community Development		Development Regulation Update (PLN.0042)	50,000	50,000
10	Community Development		Downtown Enhancements (PLN.0044)	20,000	20,000
11	Police		Police Patrol Car (POL.0015)	62,600	26,069
12	Police	1.0	Police Records Specialist (POL.0020)	77,369	82,801
13	Police	1.0	Bicycle Officer (POL.0021)	119,429	118,504
14	Police	1.0	Major Crimes Detective (POL.0022)	119,429	118,504
15	Parks, Arts & Recreation		Central & Satellite Irrigation Computer Upgrade (GLF.0023)	65,000	65,000
16	Parks, Arts & Recreation		Multiple Tee, Railroad Tie Replacement (GLF.0026)	-	40,000
17	Parks, Arts & Recreation		Asphalt Overlay on Hole 17 (GLF.0028)	20,000	-
GENERAL FUND TOTAL		4.0		$ 1,110,557	$ 1,074,497
OTHER FUNDS					
18	Drug Forfeiture		Patrol Rifle Replacement (POL.0016)	$ 26,300	$ -
19	Drug Forfeiture		SWAT Ballistic Vests (POL.0017)	16,440	-
20	Facilities	1.0	Facilities & Property Analyst (FAC.0010)	120,008	123,843
21	Facilities		City Hall Atrium Repair (FAC.0011)	300,000	300,000
22	Facilities		City Property Sales & Purchases (FAC.0012)	35,000	35,000
23	Innovation & Technology	1.0	IT Support Lead, Police Department (IS.0024)	109,654	116,185
24	Innovation & Technology		Battery Backup & Disaster Recovery (IS.0026)	60,000	45,000
25	Innovation & Technology		Integrated Citizen Engagement (IS.0028)	125,000	50,000
26	Innovation & Technology		Integrated Traffic Systems Video System Replacement (IS.0030)	55,000	18,000
27	Innovation & Technology		Public Safety Records Management System Upgrade (IS.0031)	120,000	10,000
OTHER FUNDS TOTAL		2.0		$ 967,402	$ 698,028
TOTAL ALL FUNDS		6.0		$2,077,959	$ 1,772,525

REQUEST FOR PROGRAM IMPROVEMENT

No. 1

Program Title:		Contact Person:	For Year:
Ten-Year Economic Development Strategic Plan		Emily Pearson	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$125,000	$125,000	Administration	General Fund

Description of Improvement:
The City currently has Economic Development as a chapter in the City's Comprehensive Plan and has conducted previous limited economic development studies, but has not conducted a Citywide and long-term strategic planning effort to guide future City policy, investment, and infrastructure decisions. The City will hire a qualified individual, firm, or team of firms that has specific and demonstrated experience in the preparation and implementation of Economic Development Strategic Plans.

Alternatives:
Do not complete the Strategic Plan and rely upon the City's policies in the Economic Development chapter of the Comprehensive Plan as well as other relevant studies to guide future decision-making.

Advantages of Approval:
The completion of a ten-year Economic Development Strategic Plan will allow the City to be more strategic in future policy making, investment decisions, and infrastructure planning to maximize return on investment. The Plan will increase the City's overall market awareness; determine how it lags, competes, and excels in the market; and identify the target industries that the City should pursue to create taxable value and employment opportunity value for the community.

Implications of Denial:
The City does not currently possess the necessary high level market awareness or understanding it needs in order to make effective strategic decisions that will benefit current and future generations. This forces the City into a reactive position that limits its effectiveness in realizing its economic development potential.

2015 Cost of Improvement		
Revenues:		
General Fund		125,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	125,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		125,000
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	125,000

2016 Cost of Improvement		
Revenues:		
General Fund		125,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	125,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		125,000
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	125,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 2

Program Title:		Contact Person:	For Year:
Downtown Storefront Improvement Program		Emily Pearson	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$100,000	$100,000	Administration	General Fund

Description of Improvement:
Implement a storefront improvement program for properties and businesses in the downtown urban center to create improved exterior appearances, thereby enhancing the overall customer and visitor experience. This program would offer low- or no-cost match incentives to encourage property owners and businesses to engage in simple and effective exterior improvements.

Alternatives:
Do not fund the project.

Advantages of Approval:
The City has previously attempted to provide this type of program through the use of Community Development Block Grant (CDBG) funds; however, the requirement for a 50% match has been a barrier to the successful marketing and launching of this program since most property owners and businesses do not have the financial ability to provide the required level of matching for all but the most inexpensive of improvements. This program would allow the City to establish a graduated match program that could be based on type of improvements.

Implications of Denial:
The City has begun to see a significant investment by private developers in the four-block area south of City Hall. The potential for millions of dollars in new development presents an opportunity for existing properties and businesses to improve their exterior appearances and create a more favorable aesthetic, in turn creating a more pleasant user experience for community members and visitors. If the City wishes to fully realize the benefit of new development, it needs to work with existing property and business owners in order to improve the overall experience in downtown or risk losing users and tax dollars to other communities.

2015 Cost of Improvement		
Revenues:		
General Fund		100,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	100,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		100,000
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	100,000

2016 Cost of Improvement		
Revenues:		
General Fund		100,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	100,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		100,000
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	100,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 3

Program Title:		Contact Person:	For Year:
Market & Economic Pro Forma Studies		Emily Pearson	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$15,000	$15,000	Administration	General Fund

Description of Improvement:
Update previous studies or perform new studies, to provide information used in our efforts to attract new development and help existing businesses expand.

1) Community ID Retail Analysis - $6,500
2) Hotel Feasibility Market Study - $2,500
3) Loop-Net & Co-Star Real Estate Data - $6,000

Alternatives:
Do not fund these studies.

Advantages of Approval:
We will have the latest market data available.

Implications of Denial:
We will not be able to supply current market data to prospective developers and businesses.

2015 Cost of Improvement		
Revenues:		
General Fund		15,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	15,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		15,000
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	15,000

2016 Cost of Improvement		
Revenues:		
General Fund		15,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	15,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		15,000
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	15,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 4

Program Title:		Contact Person:	For Year:
Business Development Recruitment		Emily Pearson	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$60,000	$60,000	Administration	General Fund

Description of Improvement:
Support enhanced business recruitment efforts by creating a dedicated funding source for direct and indirect marketing and recruitment efforts to prospective businesses. The marketing efforts would include but are not limited to: 1) Conducting site visits to prospective businesses to develop community awareness, assisting in information development and decision-making, and engaging in collaborative problem-solving to address potential or real fatal flaws to relocation; 2) Participating in regional, statewide, and national trade shows and conventions to market the City and develop networks and relationships in key target sectors of importance to the City; and 3) Developing collateral and direct marketing materials and media to promote and sell the City to target sectors.

Alternatives:
Do not fund this program.

Advantages of Approval:
The City has not historically engaged in proactive business recruitment efforts, instead relying upon outside parties to engage the City. This program would allow the City to elevate market awareness and appreciation of the City of Auburn and make the City a more effective and known player in an increasingly competitive global marketplace. In essence, this program will allow the City to compete more effectively with other communities regionally, statewide, and nationally that have existing, aggressive, and successful recruitment efforts.

Implications of Denial:
The City will continue to be in a reactive mode to prospective businesses wanting to explore possible relocation to the City. The City will have continued limited exposure at statewide and national levels together with decreased opportunities for international exposure and business recruitment.

2015 Cost of Improvement		
Revenues:		
General Fund		60,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	60,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		60,000
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	60,000

2016 Cost of Improvement		
Revenues:		
General Fund		60,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	60,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		60,000
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	60,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 5

Program Title:		Contact Person:	For Year:
Business Support Services		Emily Pearson	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$50,000	$50,000	Administration	General Fund

Description of Improvement:
Support enhanced service delivery to businesses entrepreneurs in the City looking to start businesses as well as existing businesses looking to grow or expand. Expand the City's ability to offer business training and assistance services in partnership with other local organizations to help companies gain information and insight on business development, management, and problem-solving. Provide general local outreach marketing to increase community and regional awareness of the type, diversity, and benefits of businesses operating within the City.

Alternatives:
Do not fund this program.

Advantages of Approval:
The City has previously provided business training services; however, this has not occurred recently due to resource limitations. This program would support internal or external contract resources to work with emerging or existing businesses to provide business education opportunities. This program would also engage in direct and indirect marketing efforts to increase local and regional awareness and understanding of the Auburn business community to help them grow their bottom lines.

Implications of Denial:
The City weathered the effects of the Great Recession in large part due to the business efforts of existing businesses in the City and residents who embarked on new entrepreneurial opportunities. The City is better served by ensuring that there is a robust relationship with these businesses and individuals that is focused on supporting their continued growth and success through the strategic provision of beneficial business education opportunities together with effective promotion of businesses in the City and region.

2015 Cost of Improvement		
Revenues:		
General Fund		50,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	50,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		50,000
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	50,000

2016 Cost of Improvement		
Revenues:		
General Fund		50,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	50,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		50,000
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	50,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 6

Program Title:		Contact Person:	For Year:
Greenhouse Gas Inventory & Climate Action Plan		Darcie Hanson	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$25,000	$25,000	Community Development	General Fund

Description of Improvement:
In 2007, former Mayor Lewis signed on to the National Conference of Mayors' Climate Protection Agreement. In 2010, the City completed its baseline Greenhouse Gas Inventory (GHG) emissions inventory using 2008 data. In 2011, the City amended its 20-Year Comprehensive Plan to adopt policies for maintaining its GHG emissions inventory and to develop a Climate Action Plan that would establish targets for municipal GHG emissions reduction. This proposal would provide for an environmental consultant to assist the City with updating its GHG inventory in 2015 and preparing a Climate Action Plan in 2016. Adoption of the Climate Action Plan would implement policies EN-185 and EN-186 of the City's Comprehensive Plan.

Alternatives:
The City could choose not to update the baseline GHG inventory or to develop a Climate Action Plan.

Advantages of Approval:
Updating the inventory and adopting a Climate Action Plan are necessary to implement the City's climate/greenhouse gas emissions reduction strategy, and to provide the City with information needed to set GHG emissions reduction targets and know whether those targets are being met. Additionally, many federal and state grant programs require or provide scoring preference to cities with a current greenhouse gas inventory and an adopted Climate Action Plan.

Implications of Denial:
Without the action plan, the City will not be able to implement its adopted climate strategy. The City would not be eligible/receive scoring credit for grants that require/give preference to applicants that have an adopted climate plan. The City will fall further behind in its planning and implementation for responding to the impacts of climate change thereby delaying opportunities to effectively modify its business practices to benefit current and future residents and businesses of the community and set a standard for effective governmental response to a local and global issue.

2015 Cost of Improvement		
Revenues:		
General Fund		25,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	25,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		25,000
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	25,000

2016 Cost of Improvement		
Revenues:		
General Fund		25,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	25,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		25,000
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	25,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 7

Program Title:		Contact Person:	For Year:
Code Enforcement Abatement		Darcie Hanson	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$50,000	$50,000	Community Development	General Fund

Description of Improvement:
Code enforcement abatement will allow the City to take a proactive approach towards securing and maintaining properties where landowners have not responded to progressive code enforcement efforts. Abatement expenditures will subsequently be recorded against the property title as a lien. It is anticipated that abatement efforts would include actions such as boarding up windows and doors of vacant structures in order to eliminate attractive nuisances, maintaining vegetation on vacant properties, and collecting and disposing of junk, garbage, and other debris that have been deposited on property.

Alternatives:
Continue to issue infractions and fines on properties with the goal of pressuring owners to comply with City code. This alternative does not alleviate the problem or impact the experience of neighbors.

Advantages of Approval:
An abatement program will allow the City to take proactive steps to clean and maintain unattended properties which will have a positive impact on neighborhoods and property values. Maintaining the appearance of properties is an important tool for effective economic development. Additionally, the City will be able to provide nearby property owners and complainants with a predictable schedule of code enforcement actions that lead to corrective action.

Implications of Denial:
Certain properties will remain in a state of non-compliance and have an adverse impact on the community. The City will not be able to provide assurances for when clean up actions will occur.

2015 Cost of Improvement		
Revenues:		
General Fund		50,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	50,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		47,500
Other Services & Charges		2,500
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	50,000

2016 Cost of Improvement		
Revenues:		
General Fund		50,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	50,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		47,500
Other Services & Charges		2,500
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	50,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 8

Program Title:		Contact Person:	For Year:
Code Enforcement Officer and Vehicle		Darcie Hanson	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$151,730	$128,619	Community Development	General Fund

Description of Improvement:
A third code enforcement position would allow the City to develop educational materials for residential and commercial property owners; engage in a strategic outreach and marketing campaign ahead of predictable seasonal issues (e.g. spring and summer - long grass, September/October/November - political signs, November/December/January - business license renewals); and to provide a more proactive and targeted approach at high visibility commercial corridors and gateways to the City. The program improvement also includes a vehicle for use by the Code Enforcement Officer.

Alternatives:
Continue with the City's current model of responding to code complaints as they are submitted, which results in the property owner or business owner's first interaction with code enforcement staff being at the time of violation.

Advantages of Approval:
Allows the City to shift its overall approach from reactive to proactive.

Implications of Denial:
The City's code enforcement program remains reactive and primarily complaint-based.

2015 Cost of Improvement		
Revenues:		
General Fund		151,730
Proprietary Funds		
Other Funds		
Total Revenue:	$	151,730
Expenditures:		
Wages		70,262
Benefits		41,526
Supplies		1,000
Minor Equipment		
Professional Services		
Other Services & Charges		1,000
Repairs & Maintenance		
Machinery & Equipment		37,942
Other		
Total Cost:	$	151,730

2016 Cost of Improvement		
Revenues:		
General Fund		128,619
Proprietary Funds		
Other Funds		
Total Revenue:	$	128,619
Expenditures:		
Wages		74,175
Benefits		44,144
Supplies		1,000
Minor Equipment		
Professional Services		
Other Services & Charges		1,000
Repairs & Maintenance		
Machinery & Equipment		8,300
Other		
Total Cost:	$	128,619

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 9

Program Title:		Contact Person:	For Year:
Development Regulation Update		Darcie Hanson	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$50,000	$50,000	Community Development	General Fund

Description of Improvement:
By June 30, 2015 the City of Auburn will be required under the Washington State Growth Management Act (GMA) to update its Comprehensive Plan. Once that process concludes, the City will be required to update its development regulations to be consistent with the Comprehensive Plan (also a requirement of the GMA). Updating the development regulations will be an intensive and complex endeavor. It will require updating and/or overhauling all 34 chapters of Title 18 (the Zoning Ordinance), updating the City's environmental regulations, updating the City's Shoreline Master Program, and potentially Title 17, Land Adjustments and Divisions. Additionally, there are approximately 50 other chapters of City Code that will need to be reviewed in order to ensure that changes to the zoning, environmental, and shoreline regulations do not unintentionally create conflicts with other sections of code. Staff recommends hiring a consultant to help carry out this effort so that permit timeframes, other projects, and other demands are not compromised.

Alternatives:
1) The City hires a consultant to provide assistance in completing this effort; 2) This project is assigned to existing City staff (a planner); 3) The project is assigned to a new hire (e.g. a planner).

Advantages of Approval:
The level of service pertaining to permit and project review timeframes will remain as is and staff will be equipped to address the other minor legislative issues and projects that arise during 2015/2016.

Implications of Denial:
1) Permit and project level of service will decrease because review timeframes will lengthen by approximately 3 additional weeks, 2) staff will need to put all other long range planning projects on hold (e.g. downtown parking plan, minor code amendments needed to address emerging or immediate issues), and 3) if it is unacceptable to place items on hold during this period of time, permit and project timeframes will extend by approximately 5 additional weeks (including the delays described in item 1).

2015 Cost of Improvement		
Revenues:		
General Fund		50,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	50,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		45,000
Other Services & Charges		5,000
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	50,000

2016 Cost of Improvement		
Revenues:		
General Fund		50,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	50,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		45,000
Other Services & Charges		5,000
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	50,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 10

Program Title:		Contact Person:	For Year:
Downtown Enhancements		Darcie Hanson	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$20,000	$20,000	Community Development	General Fund

Description of Improvement:
The City has invested tens of millions of dollars in improving the downtown urban center in order to attract redevelopment interest. This investment is paying off as three city blocks have been acquired and are in various stages of development. The private investment in these three blocks exceeds $50 million (property acquisition, feasibility analyses, project design, and construction). With the excitement generated over the new face of downtown Auburn there is a need to focus some energy on enhancing the existing built environment that surrounds the new development. The CDPW department is seeking a modest line item budget that is targeted at helping facilitate downtown clean-up projects, minor consultations with design professionals to help provide low-cost ideas for streetscape enhancements, and the development and distribution of marketing materials to help spark an interest in additional downtown reinvestment.

Alternatives:
(1) Encourage the ADA and/or Chamber to take on this initiative. (2) Wait to see if the new development activity prompts this type of investment on its own. (3) Adopt stricter design regulations and property maintenance regulations and attempt to force building and property improvements through code enforcement actions.

Advantages of Approval:
It will show those private investors that the City continues to take strides at helping their investment payoff. It will also show existing business owners that the City is not only interested in new development, but that it is making investments in the existing building/business stock as well.

Implications of Denial:
There may be a continued decline in the appearance and quality of downtown Auburn beyond the boundaries of the new development activity.

2015 Cost of Improvement		
Revenues:		
General Fund		20,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	20,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		20,000
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	20,000

2016 Cost of Improvement		
Revenues:		
General Fund		20,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	20,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		20,000
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	20,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 11

Program Title:		Contact Person:	For Year:
Police Patrol Car		Chief Lee	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$62,600	$26,069	Police	General Fund

Description of Improvement:
An additional patrol car would support current and additional staff in patrol operations. The cost of the vehicle represents a fully equipped unit including lights, radio, computer modem, laptop computer, Coban video system, prisoner protective screen, PIT bars, and trunk accessories.

Alternatives:
Maintain our current fleet size and risk having an inadequate number of patrol cars to cover on-duty deployment of staff.

Advantages of Approval:
An additional patrol car would ensure an adequate number of vehicles are always available for officers after taking into account mechanical breakdowns, collision repairs, and regular maintenance. Patrol cars are typically in service close to twenty hours per day.

Implications of Denial:
Risk having an inadequate number of patrol cars to cover on-duty deployment of staff.

2015 Cost of Improvement		
Revenues:		
General Fund		62,600
Proprietary Funds		
Other Funds		
Total Revenue:	$	62,600
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		62,600
Other		
Total Cost:	$	62,600

2016 Cost of Improvement		
Revenues:		
General Fund		26,069
Proprietary Funds		
Other Funds		
Total Revenue:	$	26,069
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		26,069
Other		
Total Cost:	$	26,069

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 12

Program Title:		Contact Person:	For Year:
Police Records Specialist		Chief Lee	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$77,369	$82,801	Police	General Fund

Description of Improvement:
Hire one additional Records Specialist. The Police Records Division has not had an increase in staff since 2004 when we added a receptionist position. Since 2011, our ACCESS/NCIC entries have increase 7.6%, concealed pistol licenses 62%, and public records requests 109%. The additional workload placed on our staff is significant, especially in areas that require a high degree of accuracy in verifying stolen hits, entering protections orders, verifying warrants, amber alerts, runaways, and assisting officers, via radio, in the field. We also have an MOU with Black Diamond, Pacific and Algona to provide all hit verification after normal business hours.

Alternatives:
Continued increase in workload and potential turnover of staff. In the last 18 months we have hired three specialists that couldn't meet the demands of the job resulting in periodic vacancies that put additional demands on the unit.

Advantages of Approval:
Ability to keep up with daily work to support officers & detectives with the most up-to-date accurate records, which enable officers to be efficient in the field. Reduce the time records supervisors are currently assigned to cover shifts doing daily specialist work so they can accomplish their own supervisory tasks.

Implications of Denial:
Increased workload and potential turnover of staff.

2015 Cost of Improvement		
Revenues:		
General Fund		77,369
Proprietary Funds		
Other Funds		
Total Revenue:	$	77,369
Expenditures:		
Wages		42,930
Benefits		32,739
Supplies		1,700
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	77,369

2016 Cost of Improvement		
Revenues:		
General Fund		82,801
Proprietary Funds		
Other Funds		
Total Revenue:	$	82,801
Expenditures:		
Wages		46,006
Benefits		35,095
Supplies		1,700
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	82,801

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 13

Program Title:		Contact Person:	For Year:
Bicycle Officer		Chief Lee	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$119,429	$118,504	Police	General Fund

Description of Improvement:
An additional bicycle officer will easily establish lines of communication between the community, City, and the Police Department through the accessibility afforded by the bicycle. An additional purpose is to improve response times in the congested downtown corridor and utilize the bicycle in a proactive function, using its capabilities of stealth and speed. This unit specifically addresses the 2014 City Council's objective of eliminating crime/perceptions in the downtown corridor, Les Gove Park, and other City parks that require special attention.

Alternatives:
Continue to assign staff in overtime positions and be more reactive than proactive.

Advantages of Approval:
A dedicated bicycle patrol officer in the downtown corridor and in City parks.

Implications of Denial:
Potential for continued high crime rate. A recent national publication, "Movota Real Estate's Most Dangerous Small Cities", listed Auburn 21st in the United States for most violent crime by comparable cities. In 2012 and 2013, the Washington Sheriff's and Police Chief's Crime in Washington Report compared violent crime rates with Washington cities of populations between 50,000 and 100,000. Of the 14 cities that fell in that category, Auburn ranked 5th in 2012 and 3rd in 2013.

2015 Cost of Improvement		
Revenues:		
General Fund		119,429
Proprietary Funds		
Other Funds		
Total Revenue:	$	119,429
Expenditures:		
Wages		68,024
Benefits		42,620
Supplies		760
Minor Equipment		5,120
Professional Services		2,905
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	119,429

2016 Cost of Improvement		
Revenues:		
General Fund		118,504
Proprietary Funds		
Other Funds		
Total Revenue:	$	118,504
Expenditures:		
Wages		76,341
Benefits		40,643
Supplies		760
Minor Equipment		760
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	118,504

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 14

Program Title:		Contact Person:	For Year:
Major Crimes Detective		Chief Lee	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$119,429	$118,504	Police	General Fund

Description of Improvement:
One Major Crimes Detective provides expertise in investigations of felony crimes and provides officers with the opportunity to gain training and experience in investigative procedures. In 2012 & 2013 the investigation division investigated 11 homicides, 219 robberies, 254 felony assaults and many other cases involving sex crimes, domestic violence, missing persons and misc. felony investigations.

Alternatives:
Continue to assign staff in overtime positions and be more reactive than proactive.

Advantages of Approval:
Having an additional Major Crimes Detective.

Implications of Denial:
Potential for continued high crime rate. A recent national publication, "Movota Real Estate's Most Dangerous Small Cities", listed Auburn 21st in the United States for most violent crime by comparable cities. In 2012 and 2013, the Washington Sheriff's and Police Chief's Crime in Washington Report compared violent crime rates with Washington cities of populations between 50,000 and 100,000. Of the 14 cities that fell in that category, Auburn ranked 5th in 2012 and 3rd in 2013.

2015 Cost of Improvement		
Revenues:		
General Fund		119,429
Proprietary Funds		
Other Funds		
Total Revenue:	$	119,429
Expenditures:		
Wages		68,024
Benefits		42,620
Supplies		760
Minor Equipment		5,120
Professional Services		2,905
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	119,429

2016 Cost of Improvement		
Revenues:		
General Fund		118,504
Proprietary Funds		
Other Funds		
Total Revenue:	$	118,504
Expenditures:		
Wages		76,341
Benefits		40,643
Supplies		760
Minor Equipment		760
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	118,504

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 15

Program Title:		Contact Person:	For Year:
Central & Satellite Irrigation Computer Upgrade		Kevin Van	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$65,000	$65,000	Parks, Arts & Recreation	General Fund

Description of Improvement:
The irrigation system currently has 24 computer satellites that control the water management of the facility. The present satellites are outdated and no longer manufactured. We have been rebuilding the 1968 hydraulic irrigation system for the past twenty years. We have not added a central computer for the new electric irrigation system. Presently, the old hydraulic central system does not function with the new electric system. When changing watering programs with the weather (which can be daily), we have to visit each satellite and reprogram it for our needs.

Alternatives:
Continue to look for used satellites, manually program each satellite, and depend on an inferior company to repair the satellites.

Advantages of Approval:
The programming systems for irrigation would be more dependable with fewer repairs required. The central computer would be able to program the satellites from one location and tie into a weather station. There would be savings in labor, time, water, and fuel.

Implications of Denial:
We would have to continue using outdated equipment and programming the satellites without the central computer.

2015 Cost of Improvement		
Revenues:		
General Fund		65,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	65,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		65,000
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	65,000

2016 Cost of Improvement		
Revenues:		
General Fund		65,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	65,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		65,000
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	65,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 16

Program Title:		Contact Person:	For Year:
Multiple Tee, Railroad Tie Replacement		Kevin Van	2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$0	$40,000	Parks, Arts & Recreation	General Fund

Description of Improvement:
The railroad ties on holes 2, 9, 12, and 13 are rotting and need to be replaced. The ties would be replaced with concrete curbing and concrete walls. Holes 2 and 9 also need portions of their tees reconfigured and capped with better materials.

Alternatives:
Allow the railroad ties to continue to deteriorate. Continue to struggle to manage the teeing surfaces on holes 2 and 9.

Advantages of Approval:
The ties have lost their integrity and are becoming unsafe to walk on. The concrete curbing and wall areas would last for many years. The tees on 2 and 9 would take more traffic, look better, and be easier to manage.

Implications of Denial:
We run the risk of a patron or staff member getting injured by not replacing the ties. We would continue to have difficulty managing the teeing surfaces on holes 2 and 9.

2015 Cost of Improvement		2016 Cost of Improvement	
Revenues:		**Revenues:**	
General Fund		General Fund	40,000
Proprietary Funds		Proprietary Funds	
Other Funds		Other Funds	
Total Revenue:	$ -	**Total Revenue:**	$ 40,000
Expenditures:		**Expenditures:**	
Wages		Wages	
Benefits		Benefits	
Supplies		Supplies	
Minor Equipment		Minor Equipment	
Professional Services		Professional Services	
Other Services & Charges		Other Services & Charges	
Repairs & Maintenance		Repairs & Maintenance	40,000
Machinery & Equipment		Machinery & Equipment	
Other		Other	
Total Cost:	$ -	**Total Cost:**	$ 40,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 17

Program Title:		Contact Person:	For Year:
Asphalt Overlay on Hole 17		Kevin Van	2015
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$20,000	$0	Parks, Arts & Recreation	General Fund

Description of Improvement:
The asphalt path on the 17th hole has been deteriorating for several years. A two-inch overlay of asphalt and a small drainage project would solve the problem for many years to come.

Alternatives:
Continue to use the path in its current condition.

Advantages of Approval:
Repairs would result in a smooth asphalt path for patrons and staff members to use. It would also provide access for storm repairs and the occasional ambulance.

Implications of Denial:
The asphalt path will continue to break up and it will cost more to make the repairs in the future.

2015 Cost of Improvement		
Revenues:		
General Fund		20,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	20,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		20,000
Machinery & Equipment		
Other		
Total Cost:	$	20,000

2016 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		
Other Funds		
Total Revenue:	$	-
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	-

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 18

Program Title:		Contact Person:	For Year:
Patrol Rifle Replacement		Chief Lee	2015
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$26,300	$0	Drug Forfeiture Fund	Drug Forfeiture Fund

Description of Improvement:
Replace the department's aging Mini-14 rifles with twenty new Colt LE6920, .223 Carbine rifles to be assigned to patrol vehicles. Rifle packages to include: rifle, two magazines, sling, and sling attachment.

Alternatives:
Continue using and repairing the aged Mini-14 rifles. Routine repairs involve wood stock, magazines, optic attachments, and rifle barrels.

Advantages of Approval:
The new rifles would provide a tactical advantage for patrol response. There is high availability of replacement parts, they are more durable, and they are easily modified with optics and lighting systems.

Implications of Denial:
The existing Mini-14 rifles would continue to deteriorate to the point that they became unserviceable. Officers would then lack the ability to respond to high-priority incidents with the best options available to them.

2015 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		
Other Funds		26,300
Total Revenue:	$	26,300
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		26,300
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	26,300

2016 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		
Other Funds		
Total Revenue:	$	-
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	-

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 19

Program Title:		Contact Person:	For Year:
SWAT Ballistic Vests		Chief Lee	2015
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$16,440	$0	Drug Forfeiture Fund	Drug Forfeiture Fund

Description of Improvement:
Auburn SWAT team members assigned to the Valley Regional Special Weapons and Tactics (SWAT) Team require specialized ballistic vests that are due to expire in 2015. The City of Auburn Police Department has six officers assigned to the team that need this ballistic protection. Ballistic vests are considered essential equipment for SWAT team members in the performance of their duties.

Alternatives:
There are no alternatives. Manufacturers of ballistic vests have a five-year expiration/replacement standard.

Advantages of Approval:
Up-to-date and effective ballistic protective equipment for Auburn SWAT team members.

Implications of Denial:
Ballistic equipment expires after five years. Current Auburn SWAT team member vests expire in 2015.

2015 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		
Other Funds		16,440
Total Revenue:	$	16,440
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		16,440
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	16,440

2016 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		
Other Funds		
Total Revenue:	$	-
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	-

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 20

Program Title:		Contact Person:	For Year:
Facilities & Property Analyst		Lisa Moore	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$120,008	$123,843	Facilities	Facilities

Description of Improvement:
This is technical work related to the leasing, management, and disposal of real property held by the City. This employee would negotiate routine lease amendments and maintain a space management database for City-owned space, parking lot signage, and permits. Work would also include maintaining up-to-date inventories, records, and tax title properties; conducting property sales and auctions as they relate to tax title properties; and preparing finalized reports and documents upon the sale of tax title properties. Work involves research and analysis of legal property descriptions as well as contacting and working with various City departments, public agencies, and private property owners.

Alternatives:
None.

Advantages of Approval:
This position will expand services in real property management, property sales, routine lease negotiations, and facility assessments.

Implications of Denial:
Facilities would be unable to offer an expanded scope of service.

2015 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		120,008
Other Funds		
Total Revenue:	$	120,008
Expenditures:		
Wages		76,315
Benefits		40,593
Supplies		
Minor Equipment		3,100
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	120,008

2016 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		123,843
Other Funds		
Total Revenue:	$	123,843
Expenditures:		
Wages		80,566
Benefits		43,278
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	123,843

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 21

Program Title:		Contact Person:	For Year:
City Hall Atrium Repair		Lisa Moore	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$300,000	$300,000	Facilities	Facilities

Description of Improvement:
This project is intended to cure the leaks in the atrium and weatherize the vestibule.

Alternatives:
If the atrium leaks and the weatherization of the vestibule are not addressed, the leaks will continue to worsen. We will have continued loss of energy through the atrium/vestibule and deterioration of the entry floor. Having water on the floor also presents a slip hazard.

Advantages of Approval:
Repairing the atrium and weatherizing the vestibule will stop the leaks, stop the deterioration, increase energy conservation, and control the slip hazard.

There is a potential for 3:1 grant funding through the Department of Commerce.

Implications of Denial:
We would lose the potential for grant funding and energy conservation.

2015 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		300,000
Other Funds		
Total Revenue:	$	300,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		300,000
Machinery & Equipment		
Other		
Total Cost:	$	300,000

2016 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		300,000
Other Funds		
Total Revenue:	$	300,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		300,000
Machinery & Equipment		
Other		
Total Cost:	$	300,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 22

Program Title:		Contact Person:	For Year:
City Property Sales & Purchases		Lisa Moore	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$35,000	$35,000	Facilities	Facilities

Description of Improvement:
This program improvement would provide budget for the appraisals and Phase 1 environmental assessments that are required during the purchase and sale of property.

Estimate of Costs Per Property:
Appraisals - $3,200
Phase 1 Environmental Assessments - $5,200
Title Reports - $300 to $500

Assumes four (4) property transactions per year.

Alternatives:
Try to absorb these expenses within existing budget.

Advantages of Approval:
Implementing a designated budget through this program improvement will allow the department to set up on-call contracts with a title company, an appraisal firm, and a consultant for conducting Phase 1 environmental assessments. This will allow the City to negotiate a one-time rate for a group of services rather than developing a separate contract for each property transaction which can lead to higher costs per property transaction.

Implications of Denial:
We would have to operate without sufficient budget to fund these expenses.

2015 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		35,000
Other Funds		
Total Revenue:	$	35,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		35,000
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	35,000

2016 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		35,000
Other Funds		
Total Revenue:	$	35,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		35,000
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	35,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 23

Program Title:		Contact Person:	For Year:
Innovation & Technology Support Lead, Police Department		Melissa Medisch	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$109,654	$116,185	Innovation & Technology	Innovation & Technology

Description of Improvement:
The Police Department has over 100 devices deployed in various locations throughout the City. Police employees have critical information transmitted, dispatched, stored, and available to them 24 hours a day requiring critical technology support. Due to the specialized background and expertise in public safety-specific technology requirement and current workload, IT requests a new position be created to support police technology needs to be located at the Police Department.

Alternatives:
Alternative shifts have been considered; however, this creates scheduling conflicts within IT and loss of support in other departments, resulting in further support deficits.

Advantages of Approval:
This position would allow a dedicated IT staff member to specialize their skills, knowledge, and expertise on public safety applications, operations, and support onsite at the Police Department. An onsite position would be a liaison with the Courts, and minimize the delay waiting for staff to respond to critical requests. This position could dedicate support from an existing shared office at the Police Department, and be onsite to assist IT redundant systems while simultaneously responding to department needs.

Implications of Denial:
Support of general technology and service needs, and the corresponding response times and productivity, will continue to be reduced due to additional staffing required by Police.

2015 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		109,654
Other Funds		
Total Revenue:	$	109,654
Expenditures:		
Wages		70,262
Benefits		39,392
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	109,654

2016 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		116,185
Other Funds		
Total Revenue:	$	116,185
Expenditures:		
Wages		74,175
Benefits		42,010
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	116,185

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 24

Program Title:		Contact Person:	For Year:
Battery Backup & Disaster Recovery		Melissa Medisch	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$60,000	$45,000	Innovation & Technology	Innovation & Technology

Description of Improvement:
System backup and replication is required for continuity of operations - most importantly for critical systems, software within the City, and operations offsite in the event of a disaster or any event that requires the closure of City offices. A centralized battery backup (UPS) system, lasting 1-2 hours, would replace ten individual UPS devices which last a maximum of ten minutes, providing additional options in the event of power and/or generator failure. This solution would also allow us to replicate systems data and backup operations to our offsite disaster recovery location currently identified as the City of Federal Way. This project would be completed in two phases with the most critical systems being replicated first.

Alternatives:
Alternatives considered include "leased" web services and Cloud backup as well as other methods of software-based backup. Recovery of those systems require locations with redundant power and systems to accommodate City staff during an emergency which results in misconfiguration. Individual battery backups have been installed as a stop-gap measure in each location; however, the return on investment is a short term solution.

Advantages of Approval:
Battery backup protects data from damage caused by brown outs, sags, and black outs in-between generator operation and start or failure. This solution also provides for an automated, quick, and reliable testing option offsite to protect data and guarantee that systems will operate in a timely manner thereby reducing setup and preparation by hours. Disaster recovery procedure could also be integrated into regular Emergency Management drills and exercises for City staff.

Implications of Denial:
Risk losing data and power in the event of a disaster and compromising our continuity of operations and communications - specifically email, phone, data, traffic systems, financial operations, and public notice capabilities to include critical police and public safety announcements.

2015 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		60,000
Other Funds		
Total Revenue:	$	60,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		60,000
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	60,000

2016 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		45,000
Other Funds		
Total Revenue:	$	45,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		45,000
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	45,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 25

Program Title:		Contact Person:	For Year:
Integrated Citizen Engagement		Melissa Medisch	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$125,000	$50,000	Innovation & Technology	Innovation & Technology

Description of Improvement:
Integrated web and content management throughout the internal and external workflows of the City's business process. Create an easier, more pleasing web experience while simultaneously providing tools for both citizens and staff to use and resolve questions. Upgrade web page, web services, as well as design while enhancing many of the standalone applications working independently across multiple divisions within the City into a streamlined, consolidated workflow from agenda management to citizen engagement.

Alternatives:
Continue business as is, and operate under the current model. Phased upgrades based on need have also been considered, and in some cases implemented.

Advantages of Approval:
The advantage of this change is a Citywide transformation of how Auburn conducts business and shares information through transparency. Workflow enhancements which integrate daily business process and practice into tangible, reportable metrics the City and public can interact with and report on. Cost benefit and customer benefit would be achieved through efficiency and staff time.

Implications of Denial:
Citizen comment, interaction, and participation is critical to open government. Denial of this program improvement would inhibit the City's ability to meet the needs and requests of the public and the services Auburn can provide in a meaningful and productive way. Continued improvement will be fostered through existing applications and services.

2015 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		125,000
Other Funds		
Total Revenue:	$	125,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		125,000
Other		
Total Cost:	$	125,000

2016 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		50,000
Other Funds		
Total Revenue:	$	50,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		50,000
Other		
Total Cost:	$	50,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 26

Program Title:		Contact Person:	For Year:
Integrated Traffic Systems Video System Replacement		Melissa Medisch	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$55,000	$18,000	Innovation & Technology	Innovation & Technology

Description of Improvement:
In order to provide secured separation of services and redundancy, we need to implement video storage and software replacement for Integrated Traffic Systems (ITS) and City-owned cameras – separating and dedicating ITS cameras and City cameras for streets, intersections, and City-owned property.

Alternatives:
Continue using our current systems. Security implications exist now using a mixed system including unauthorized access to videos, possible use of ITS or City cameras outside of intended purposes, and delayed response times in supporting the 150+ cameras that currently exist on the one system currently in place.

Advantages of Approval:
Advantages include the capability to separate the current ITS video system and create resiliency in the system specific to ITS and traffic engineering needs; multiple levels of redundancy including backup and advanced software viewing capabilities; and the separate system will allow ITS and City cameras to coexist with increased security, less physical downtime, and will ensure ITS systems are running at optimum uptime and performance measures critical to traffic engineering needs.

Implications of Denial:
System reconfiguration and physical separation of over 150 cameras will need to occur if this request is not approved. In addition, the current business operation failures in Engineering ITS divisions, Maintenance & Operations, and public safety cameras will continue until additional software, hardware, and licenses are purchased.

2015 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		55,000
Other Funds		
Total Revenue:	$	55,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		55,000
Total Cost:	$	55,000

2016 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		18,000
Other Funds		
Total Revenue:	$	18,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		18,000
Total Cost:	$	18,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

No. 27

Program Title:		Contact Person:	For Year:
Public Safety Records Management System Upgrade		Melissa Medisch	2015 & 2016
2015 Cost:	**2016 Cost:**	**Department Name:**	**Funding Source:**
$120,000	$10,000	Innovation & Technology	Innovation & Technology

Description of Improvement:
Existing Public Safety Records Management System hardware is nearing the end of its life – exceeding seven years in operation. Upgrades would include a new records management server, system, and software to include document imaging and archiving. Upgrading the software and hardware will mean performance, storage, and workflow will all significantly improve.

Alternatives:
Continue business as is and if hardware fails, perform stop-gap repairs resulting in additional expense, downtime, and decreased service levels. Loss of critical records and data may occur due to hardware failures.

Advantages of Approval:
Newer hardware and software would run at peak efficiency with additional redundancy built in for 24-hour operation. Staff would be able to complete reports and scan all case, history, and supporting documentation into the original record for ease of operation and searching, a function not available with the existing system. Imaging and archiving services will allow the Police Department to certify their applications as part of their accreditation process and improve workflow.

Implications of Denial:
If denied, we risk a failure to the system which would prevent user access and could result in lost case data in turn impacting court and legal cases. Additional support and monitoring would have to be considered in order to maintain the outdated system, at an additional cost.

2015 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		120,000
Other Funds		
Total Revenue:	$	120,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		120,000
Other		
Total Cost:	$	120,000

2016 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		10,000
Other Funds		
Total Revenue:	$	10,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		10,000
Other		
Total Cost:	$	10,000

Conclusion:

CITY OF
AUBURN
WASHINGTON

SECTION VII: CAPITAL PLANNING, PROGRAMMING AND BUDGETING

The capital budget authorizes and provides the basis of control of expenditures for the acquisition of significant City assets and construction of all capital facilities. This section describes and summarizes the 2015-2016 budgets for capital outlays, which are expenditures resulting in the acquisition of or addition to existing capital assets. Capital assets are defined as land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period.

The City of Auburn maintains a comprehensive six-year Capital Facilities Plan (CFP) which is updated annually and incorporates the capital facility improvements in the City's biennial budget process. It is considered a companion document to the budget document.

This section of the budget summarizes the Capital Facilities Plan (CFP) showing capital projects budgeted for 2015 and 2016 along with the capital facilities plan for these projects in the following four years. Projects are listed in the following seven sections: Transportation projects, Water Utility projects, Sanitary Sewer projects, Storm Drainage projects, Parks, Arts and Recreation projects, General Municipal projects and Community Improvements, and Other Proprietary Fund projects. Each section includes a map highlighting the general location of significant projects, a brief discussion of the projects budgeted for 2015 and 2016, a six-year summary of projects showing the cost and funding source, and two graphs – one showing a comparison of revenue sources for 2015 vs. 2016, and another showing the projected six-year expenditure level.

For more detail, reference should be made to the Capital Facilities Plan (2015 – 2020) that is printed as a separate document. It contains an executive summary along with three chapters. Chapter 1 explains the purpose of the CFP, statutory requirements, and methodology. Chapter 2 outlines the Goals and Policies related to the provision of capital facilities. Chapter 3 outlines the proposed capital projects, which include the financing plan and reconciliation of project capacity to level of service (LOS) standards. Following the financing plan are individual worksheets showing the project detail. For reconciliation purposes, it is important to note that in many instances the total project cost will include amounts allocated for salaries, benefits and interfund charges. Each worksheet, in addition to the project financing, includes a project description, progress summary, and impact on future operating budgets once the project is completed.

2015 / 2016 Capital Budget:

The following tables summarize the capital facility expenditures and planned funding sources in this budget.

CAPITAL PROJECTS SUMMARY

2015

FUNDING SOURCES - 2015	Fund Balance	Federal Sources	State Sources	Local Sources	REET	Other Sources	Total Sources By Fund
Transportation Projects	$ 1,512,939	$ 5,551,108	$ 4,000,000	$ -	$ -	$ 7,579,533	$ 18,643,580
Water Projects	1,395,895	-	-	-	-	3,724,000	5,119,895
Sewer Projects	2,605,160	-	-	-	-	-	2,605,160
Storm Drainage Projects	3,085,080	-	259,887	-	-	2,007,475	5,352,442
Parks and Recreation Projects	50,000	-	50,000	-	300,000	130,000	530,000
General Municipal Projects and Community Improvements	924,620	-	100,000	-	1,607,368	325,000	2,956,988
Other Proprietary Fund Projects	416,356	348,413	19,356	-	-	-	784,125
Total Funding by Source	$ 9,990,050	$ 5,899,521	$ 4,429,243	$ -	$ 1,907,368	$ 13,766,008	$ 35,992,190

EXPENDITURES - 2015	
Transportation Projects	$ 18,643,580
Water Projects	5,119,895
Sewer Projects	2,605,160
Storm Drainage Projects	5,352,442
Parks and Recreation Projects	530,000
General Municipal Projects and Community Improvements	2,956,988
Other Proprietary Fund Projects	784,125
Total Capital Projects	$ 35,992,190

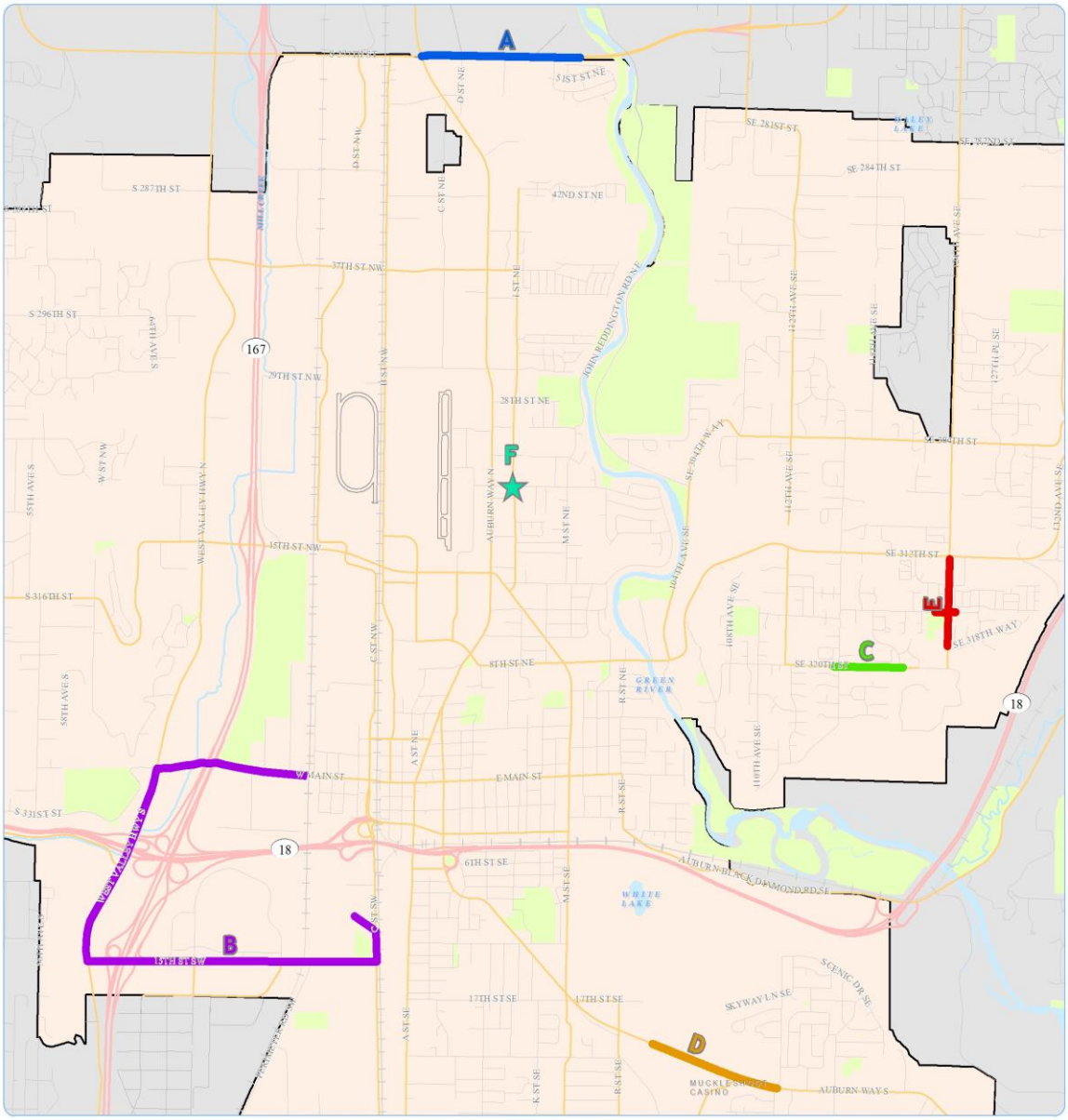
2016

FUNDING SOURCES - 2016	Fund Balance	Federal Sources	State Sources	Local Sources	REET	Other Sources	Total Funding By Fund
Transportation Projects	$ 837,990	$ 11,296,640	$ -	$ -	$ -	$ 4,310,687	$ 16,445,317
Water Projects	100,000	-	-	-	-	2,250,000	2,350,000
Sewer Projects	2,490,000	-	-	-	-	-	2,490,000
Storm Drainage Projects	2,220,000	-	-	-	-	-	2,220,000
Parks and Recreation Projects	50,000	-	3,050,000	-	759,219	5,285,781	9,145,000
General Municipal Projects and Community Improvements	625,000	-	100,000	-	1,316,618	40,790	2,082,408
Other Proprietary Fund Projects	7,000	126,000	7,000	-	-	-	140,000
Total Funding by Source	$ 6,329,990	$ 11,422,640	$ 3,157,000	$ -	$ 2,075,837	$ 11,887,258	$ 34,872,725

EXPENDITURES - 2016	
Transportation Projects	$ 16,445,317
Water Projects	2,350,000
Sewer Projects	2,490,000
Storm Drainage Projects	2,220,000
Parks and Recreation Projects	9,145,000
General Municipal Projects and Community Improvements	2,082,408
Other Proprietary Fund Projects	140,000
Total Capital Projects	$ 34,872,725

CITY OF
AUBURN
WASHINGTON

Transportation Projects
2015-2016



A - S 272nd/277th St Corridor Capacity & Non Motorized Trail Improvements

B - W Main Street Multimodal Corridor and ITS Improvements

C - SE 320th Street Corridor Improvements Phase 1

D - Auburn Way South (SR164) Corridor Safety Improvements

E - 124th Ave SE Corridor Improvements Phase 2

F - I Street NE and 22nd Street NE Roundabout Safety Improvement

City of Auburn

Parks

Water Features

0 900 1,800 2,700 3,600 4,500
FEET

Printed On: 10/2/2014
Map ID: 4475

Information shown is for general reference purposes only and does not necessarily represent exact geographic or cartographic data as mapped. The City of Auburn makes no warranty as to its accuracy.

Transportation Projects

Forty capital projects totaling $18,643,580 are budgeted for 2015 and twenty capital projects totaling $16,445,317 are budgeted for 2016. The significant projects include the following:

- The South 272nd/277th Street Corridor Capacity & Non-Motorized Trail Improvements Project ($5,581,800 in 2015) includes construction of major widening on S 277th St, including the addition of three lanes (one westbound and two eastbound) a Class 1 trail, and storm improvements. The project length is nine-tenths of a mile. **(See Map – "A")**

- The West Main Street Multimodal Corridor and ITS Improvements Project ($946,000 in 2015 and $3,494,400 in 2016) will repurpose the existing W Main St corridor within Auburn's designated Regional Growth Center and will construct Intelligent Transportation System (ITS) improvements serving the local and regional transportation networks and a major commercial retail center. **(See Map – "B")**

- The SE 320th Street Corridor Improvements Phase 1 Project ($250,000 in 2015 and $4,000,000 in 2016) will fund the right-of-way acquisition and construction of non-motorized roadway improvements including a roundabout at 116th Avenue SE, and adding bicycle lanes, sidewalks and street lighting between 122nd Avenue SE and 116th Avenues SE. **(See Map – "C")**

- Auburn Way South (SR-164) Corridor Safety Improvements ($2,333,108 in 2015) will improve access management, provide U-turns, upgrade transit stops and street lighting, widen to accommodate turn lanes, pedestrians and bicycles, upgrade pavement markings, install pedestrian signals and audible pedestrian push buttons, and upgrade traffic signals to change the phasing and to improve the visibility of the signal heads. **(See Map – "D")**

- The 124th Avenue SE Corridor Improvements-Phase 2 Project ($500,000 in 2015 and $1,100,000 in 2016) will fund the design and right-of-way acquisition of a four-lane section with bicycle and pedestrian facilities on 124th Ave SE between SE 318th St and SE 312th St. The project will also provide for improvements to the signalized intersection of SE 312th St and 124th Ave SE. **(See Map – "E")**

- The I Street NE and 22nd Street NE Roundabout Safety Improvement ($200,000 in 2015 and $1,175,000 in 2016) will design and construct a roundabout at 22nd Street NE intersection with I Street NE. This is currently a 4-way stop controlled intersection. **(See Map – "F")**

- The "Save our Streets" (SOS) Program ($2,600,000 in 2015 and $1,600,000 in 2016) will consist of a number of different contracts focused on the preservation of local streets (unclassified streets) within the City. These contracts will include work such as crack sealing, asphalt patching, pre-leveling, and thin asphalt overlays.

- The Annual Arterial Street Preservation Program ($1,960,000 in 2015 and $2,734,380 in 2016) will consist of regular pavement maintenance and/or rehabilitation of various classified streets citywide that may include overlays, rebuilds, spot repairs, or a combination of these. The program will also implement regular maintenance of various classified streets by sealing newly formed cracks.

Project Name: A Street NW, Phase 1 (3rd St NW to 14th St NW)

Project No: c207a0 (TIP#1) | Capacity Project: YES | Anticipated Year of Completion: Beyond 2020

Construct a new multi-lane arterial from 3rd Street NW to 14th Street NW. This project will improve mobility and is tied to corridor development. It is consistent with the Comprehensive Plan and completes a missing link of a north/south arterial corridor. The project length is approximately three-quarters of a mile. The City purchased right-of-way from the northern property owner. If the property develops, some or a portion of those funds may be reimbursed to the City (total cost was $251,000).

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	253,740							-
Federal (Grants)	6,562,702							-
State	-							-
Traffic Impact Fees	1,057,870	350,000	25,000	25,000	25,000	25,000	25,000	475,000
REET								-
Other Sources	382,817							-
Subtotal	**8,257,129**	**350,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**475,000**
Capital Costs:								
Design	2,247,331	50,000	10,000	10,000	10,000	10,000	10,000	100,000
Right of Way	821,341							-
Construction	5,188,457	300,000	15,000	15,000	15,000	15,000	15,000	375,000
Subtotal	**8,257,129**	**350,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**475,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $25,830

Project Name: Auburn Way South Pedestrian Improvements, (Dogwood St SE to Fir St SE)

Project No: cp1118 (TIP#2) | Capacity Project: YES | Anticipated Year of Completion: 2015

This project will construct pedestrian improvements along Auburn Way South between Dogwood St SE and Fir St SE that are consistent with WSDOT's SR-164 Route Development Plan. This project includes sidewalk improvements, access management, a mid-block pedestrian crossing, construction of a U-turn wedge at Fir St SE and street lighting.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	99,000							-
Federal (Grants)	100,000							-
State	740,830							-
Traffic Impact Fees		115,000						115,000
REET								-
Other Sources	330,000							-
Subtotal	**1,269,830**	**115,000**	**-**	**-**	**-**	**-**	**-**	**115,000**
Capital Costs:								
Design	289,830	-						-
Right of Way	-							-
Construction	980,000	115,000						115,000
Subtotal	**1,269,830**	**115,000**	**-**	**-**	**-**	**-**	**-**	**115,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: M Street Grade Separation (3rd St SE to 8th St SE)

Project No: c201a0 (TIP#5) | Capacity Project: YES | Anticipated Year of Completion: Beyond 2020

Construction of a grade separated railroad crossing of M St SE at the BNSF Stampede Pass tracks. Project was completed in 2014; ongoing budget is for Public Works Trust Fund Loan debt payment scheduled through 2041.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	163,958							-
Federal (Grants)	897,606							-
State	8,599,948							-
Traffic Impact Fees	4,470,748	131,233	130,654	130,080	129,500	128,920	128,350	778,737
Traffic Mitigation Fees	660,000							-
REET	1,140,000							-
PWFT	3,259,991							-
Other (Other Agencies)	3,091,282							-
Subtotal	**22,283,533**	**131,233**	**130,654**	**130,080**	**129,500**	**128,920**	**128,350**	**778,737**
Capital Costs:								
Design	2,688,924							-
Right of Way	3,358,443							-
Construction	16,098,126							-
Long Term Debt	138,040	131,233	130,654	130,080	129,500	128,920	128,350	778,737
Subtotal	**22,283,533**	**131,233**	**130,654**	**130,080**	**129,500**	**128,920**	**128,350**	**778,737**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $21,827

Project Name: S 272nd/277th St Corridor Capacity & Non-Motorized Trail Improvements

Project No: c222a0 (TIP#6) | Capacity Project: YES | Anticipated Year of Completion: 2015

This project includes preliminary engineering, design, right-of-way acquisition and construction of major widening on S 277th Street, including the addition of three lanes, one westbound and two eastbound, a Class 1 trail, and storm improvements. The project length is nine-tenths of a mile.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	390,601							-
Federal (Grants)								-
State	1,020,700	4,000,000						4,000,000
Traffic Impact Fees		581,800						581,800
REET								-
Other		1,000,000						1,000,000
Subtotal	**1,411,301**	**5,581,800**	**-**	**-**		**-**	**-**	**5,581,800**
Capital Costs:								
Design	1,391,301							-
Right of Way	20,000							-
Construction		5,581,800						5,581,800
Subtotal	**1,411,301**	**5,581,800**	**-**	**-**	**-**	**-**	**-**	**5,581,800**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $27,250

Project Name: F Street SE Non-Motorized Improvements (Downtown to Les Gove)

Project No: cpxxxx (TIP#10) | Capacity Project: YES | Anticipated Year of Completion: 2017

The F St SE project includes pavement rehabilitation, installation of curbs, gutters, bike lanes, sidewalks, ADA improvements, utility undergrounding, LED street lighting, new two way center left turn-lane, crash attenuation at the supports for the BNSF railroad bridge, initiation of Auburn Staff Bike share pilot program, wayfinding signage and a "Bicycle Boulevard" designation of roadway connections between Auburn City Hall and the Les Gove Park Campus. This project improves mobility and safety along the corridor and will complete a gap in the non-motorized network between Auburn's Downtown and the Les Gove Community Campus. The major infrastructure improvements are approximately 0.3 miles long and the "Bicycle Boulevard" improvements are just over a mile long.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	141	-	-	-	-	-	-	-
Federal (Grants)		320,000	200,000	1,440,000				1,960,000
State								-
Traffic Impact Fees	7,700	80,000	50,000	360,000				490,000
REET								-
Other Sources								-
Subtotal	**7,841**	**400,000**	**250,000**	**1,800,000**	**-**	**-**	**-**	**2,450,000**
Capital Costs:								
Design	7,841	400,000	200,000					600,000
Right of Way			50,000					50,000
Construction				1,800,000				1,800,000
Subtotal	**7,841**	**400,000**	**250,000**	**1,800,000**	**-**	**-**	**-**	**2,450,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $4,100

Project Name: M Street NE (E. Main St. to 4th St. NE)

Project No: cpxxxx (TIP#11) | Capacity Project: YES | Anticipated Year of Completion: 2018

This project will construct a four-lane street section that includes sidewalks, gutters, landscaping and streetlights on M St NE between south of E Main St and 4th St NE.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	-	-	-	-	-	-	-	-
Federal (Grants)				220,000	920,000			1,140,000
State								-
Traffic Impact Fees		100,000		55,000	230,000			385,000
REET								-
Other Sources								-
Subtotal	**-**	**100,000**	**-**	**275,000**	**1,150,000**	**-**	**-**	**1,525,000**
Capital Costs:								
Design		100,000		75,000				175,000
Right of Way				200,000				200,000
Construction					1,150,000			1,150,000
Subtotal	**-**	**100,000**	**-**	**275,000**	**1,150,000**	**-**	**-**	**1,525,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $1,500

Project Name: Harvey Rd. & 8th St. NE Intersection Improvements

Project No: cp0611 (TIP#17) | Capacity Project: YES | Anticipated Year of Completion: Beyond 2020

Project was completed in 2010. Ongoing budget is for Public Works Trust Fund Loan debt payments scheduled through 2028.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	-	-	-	-	-	-	-	-
Federal (Grants)								-
PWFT	1,527,300							-
Traffic Impact Fees	640,000	86,010	85,383	85,200	84,800	84,800	84,400	510,593
REET								-
Other (Other Funds)								-
Subtotal	**2,167,300**	**86,010**	**85,383**	**85,200**	**84,800**	**84,800**	**84,400**	**510,593**
Capital Costs:								
Design	327,500							-
Right of Way	200,400							-
Construction	1,203,900							-
Long Term Debt	435,500	86,010	85,383	85,200	84,800	84,800	84,400	510,593
Subtotal	**2,167,300**	**86,010**	**85,383**	**85,200**	**84,800**	**84,800**	**84,400**	**510,593**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: 8th Street NE and SE 104th St Intersection Improvements

Project No: cp1104 (TIP#18) | Capacity Project: YES | Anticipated Year of Completion: 2015

This project includes the design, right-of-way acquisition and construction of intersection improvements including a traffic signal with accommodation for an eastbound U-turn movement.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	157,000	5,000	-	-	-	-	-	5,000
Federal (Grants)	100,000							-
PWFT								-
Traffic Impact Fees								-
REET	121,608							-
Other Sources								-
Subtotal	**378,608**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**
Capital Costs:								
Design	88,546							-
Right of Way	1,478							-
Construction	288,584	5,000						5,000
Subtotal	**378,608**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $6,600

Project Name: Auburn Way North / 1st St NE Signal Improvements

Project No: asbd05 (TIP#19) | Capacity Project: NO | Anticipated Year of Completion: 2017

This project will construct a new traffic signal with controller cabinet and battery backup along with necessary intersection improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	-	50,000	-	125,000	-	-	-	175,000
Federal (Grants)	-	-	-	425,000	-	-	-	425,000
PWFT								-
Traffic Impact Fees								-
REET								-
Other Sources								-
Subtotal	**-**	**50,000**	**-**	**550,000**	**-**	**-**	**-**	**600,000**
Capital Costs:								
Design		50,000	-					50,000
Right of Way				100,000				100,000
Construction				450,000				450,000
Subtotal	**-**	**50,000**	**-**	**550,000**	**-**	**-**	**-**	**600,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Auburn Way South and M St SE Intersection Improvements

Project No: cpxxxx (TIP#20) | Capacity Project: YES | Anticipated Year of Completion: 2015

This project is the first phase of improvements at the Auburn Way South/M St SE intersection. The project will construct new westbound to northbound right-turn pockets, improved turning radius on the northeast corner, realignment of the westbound 17th St SE approach to Auburn Way South, lighting improvements, related traffic signal modifications and right of way acquisition.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	100,000	5,000						5,000
Federal (Grants)	450,000							-
State								-
Traffic Mitigation Fees	150,000							-
Traffic Impact Fees	125,000							-
Subtotal	**825,000**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**
Capital Costs:								
Design	284,174							-
Right of Way	99,826							-
Construction	441,000	5,000	-					5,000
Subtotal	**825,000**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Main Street Signal Upgrades

Project No: cp1406 (TIP#21) | Capacity Project: NO | Anticipated Year of Completion: 2015

Reconstruct the existing traffic signals at C St NW and W Main St and at E Main St and Auburn Ave/A St SE. The new C St NW signal would provide protected left-turn phasing for C St, and would provide additional safety related to the railroad pre-emption. The Auburn Ave/A St signal would replace one of the City's oldest signals which has exceeded its design life.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	315,000	5,000						5,000
Federal (Grants)								-
State								-
Traffic Mitigation	150,000							-
REET								-
Other (Other Agencies)								-
Subtotal	**465,000**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**
Capital Costs:								
Design	50,000							-
Right of Way								-
Construction	415,000	5,000						5,000
Subtotal	**465,000**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: A Street SE Non-Motorized and Access Improvements

Project No: asbd03 (TIP#23) | Capacity Project: YES | Anticipated Year of Completion: 2015

Preliminary design of improvements to A Street SE between the White River Bridge and 41st Street SE, including a signalized pedestrian crossing and access management including consolidation of commercial driveways.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund		89,029						89,029
Federal (Grants)								-
State								-
Traffic Mitigation								-
REET								-
Other Sources								-
Subtotal	**-**	**89,029**	**-**	**-**	**-**	**-**	**-**	**89,029**
Capital Costs:								
Design		89,029						89,029
Right of Way								-
Construction								-
Subtotal	**-**	**89,029**	**-**	**-**	**-**	**-**	**-**	**89,029**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $2,500

Project Name: A Street SE Safety Improvements Study

Project No: cp1110 (TIP#27) | Capacity Project: NO | Anticipated Year of Completion: 2015

Study the A Street SE corridor between 6th Street SE and Lakeland Hills Way SE including 41st St SE from D St SE to C St SE. The study will review the safety and access needs of the traveling public and the adjacent properties.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	46,230	5,000						5,000
Federal (Grants)								-
State								-
Traffic Mitigation								-
REET								-
Other Sources								-
Subtotal	**46,230**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**
Capital Costs:								
Design	46,230	5,000						5,000
Right of Way								-
Construction								-
Subtotal	**46,230**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: South 277th Wetland Mitigation

Project No: c410a0 (TIP#29) | Capacity Project: NO | Anticipated Year of Completion: 2015

Wetland mitigation for the 277th St Grade Separation project.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	319,084	25,000						25,000
Federal (Grants)								-
State								-
Traffic Mitigation								-
REET								-
Other Sources								-
Subtotal	**319,084**	**25,000**		**-**	**-**	**-**	**-**	**25,000**
Capital Costs:								
Design	140,997	10,000						10,000
Right of Way								-
Construction	178,087	15,000						15,000
Subtotal	**319,084**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Citywide Pedestrian Accessibility and Safety Program

Project No: asbd08 (TIP#30) | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

This is an annual program to fund pedestrian access and safety improvement projects at locations throughout the City. Projects are prioritized annually based on pedestrian demands, existing deficiencies, and citizen requests.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	-	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Federal (Grants)								-
State								-
Local								-
REET								-
Other Sources								-
Subtotal	**-**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**600,000**
Capital Costs:								
Design		15,000	15,000	15,000	15,000	15,000	15,000	90,000
Right of Way								-
Construction		85,000	85,000	85,000	85,000	85,000	85,000	510,000
Subtotal	**-**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**600,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Citywide Arterial Bicycle & Safety Improvements

Project No: asbd07 (TIP#31) | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

This is a bi-annual program to fund bicycle and safety improvements on classified roadways. Projects are prioritized annually based upon field studies. Project was previously called "Citywide Roadway Safety Infrastructure Improvements".

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	-		100,000		100,000		100,000	300,000
Federal (Grants)								-
State								-
Local								-
REET								-
Other Sources								-
Subtotal	**-**	**-**	**100,000**	**-**	**100,000**	**-**	**100,000**	**300,000**
Capital Costs:								
Design			10,000		10,000		10,000	30,000
Right of Way								-
Construction			90,000		90,000		90,000	270,000
Subtotal	**-**	**-**	**100,000**	**-**	**100,000**	**-**	**100,000**	**300,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: BNSF 3rd Rail Expansion Roadway Improvements

Project No: asbd06 (TIP#33) | Capacity Project: YES | Anticipated Year of Completion: 2015

This project will design and construct roadway improvements associated with the construction of the 3rd rail line by BNSF.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	-	25,000						25,000
Federal (Grants)								-
State								-
Traffic Impact Fees								-
REET								-
Other Sources								-
Subtotal	**-**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**
Capital Costs:								
Design		5,000						5,000
Right of Way								-
Construction		20,000						20,000
Subtotal	**-**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: 37th & B St NW Railroad Crossing Safety Improvements

Project No: cp1304 (TIP#38) | Capacity Project: NO | Anticipated Year of Completion: 2015

This project will fund the design and construction of a pre-signal at the 37th Street NW/B Street NW intersection adjacent to the at-grade BNSF rail crossing, and to mitigate impacts from the proposed BNSF third rail project. The project will include communication improvements and advanced train detection for new warning times for advanced railroad pre-emption at the signal.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	76,900	5,000						5,000
Federal (Grants)	307,550							-
State								-
Traffic Impact Fees								-
REET								-
Other Sources								-
Subtotal	**384,450**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**
Capital Costs:								
Design	84,422							-
Right of Way								-
Construction	300,028	5,000						5,000
Subtotal	**384,450**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $2,500

Project Name: 124th Ave SE Corridor Improvements, Phase 2

Project No: asbd01 (TIP#40) | Capacity Project: YES | Anticipated Year of Completion: 2017

This project will fund the design, right-of-way acquisition, and construction of a four-lane section with bicycle and pedestrian facilities on 124th Ave SE between SE 318th St and SE 312th Street. The project will also fund improvements to the signalized intersection of SE 312th St and 124th Ave SE (including adding bike lanes, dual westbound left-turn lanes, dual southbound through-lanes, a northbound right-turn pocket, ITS improvements, and pedestrian safety improvements).

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	-	-	-	-	-	-	-	-
Federal (Grants)		400,000	880,000	2,500,000				3,780,000
State								-
Traffic Impact Fees		100,000	220,000					320,000
REET								-
Other Sources								-
Subtotal	**-**	**500,000**	**1,100,000**	**2,500,000**	**-**	**-**	**-**	**4,100,000**
Capital Costs:								
Design		500,000						500,000
Right of Way			1,100,000					1,100,000
Construction				2,500,000				2,500,000
Subtotal	**-**	**500,000**	**1,100,000**	**2,500,000**	**-**	**-**	**-**	**4,100,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: SE 320th Street Corridor Improvements Phase 1

Project No: cpxxxx (TIP#42) | Capacity Project: YES | Anticipated Year of Completion: 2016

SE 320th St is a primary route serving Green River Community College and adjacent neighborhoods. There are very high volumes of pedestrians, bicyclists, and transit utilizing the corridor. This project will fund the design, right-of-way acquisition, and construction of non-motorized roadway and safety improvements including a roundabout at 116th Ave SE, adding bicycle lanes, sidewalks, and street lighting between 122nd Ave SE and 116th Ave SE. Project length is approximately .45 miles.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund								-
Federal (Grants)	640,000	200,000	4,000,000					4,200,000
State								-
Traffic Impact Fees	160,000	50,000						50,000
REET								-
Other Sources								-
Subtotal	**800,000**	**250,000**	**4,000,000**	**-**	**-**	**-**	**-**	**4,250,000**
Capital Costs:								
Design	800,000							-
Right of Way		250,000						250,000
Construction			4,000,000					4,000,000
Subtotal	**800,000**	**250,000**	**4,000,000**	**-**	**-**	**-**	**-**	**4,250,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Auburn Way South (SR-164) Corridor Safety Improvements

Project No: cp1218 (TIP#43) | Capacity Project: YES | Anticipated Year of Completion: 2015

This project will improve access management, including U-turns, upgrade transit stops and street lighting, widen to accommodate turn-lanes and pedestrian and bicycle facilities, upgrade pavement markings, install pedestrian signals and audible pedestrian push buttons, and upgrade traffic signals to change the phasing and to improve the visibility of the signal heads.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	2,684							-
Federal (Grants)	250,000	2,083,108						2,083,108
State								-
Traffic Impact Fees		250,000						250,000
REET								-
Other Sources								-
Subtotal	**252,684**	**2,333,108**	**-**	**-**	**-**	**-**	**-**	**2,333,108**
Capital Costs:								
Design	245,184	93,000						93,000
Right of Way	7,500	62,000						62,000
Construction		2,178,108						2,178,108
Subtotal	**252,684**	**2,333,108**	**-**	**-**	**-**	**-**	**-**	**2,333,108**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: 104th Ave SE & Green River Road Study

Project No: cpxxxx (TIP#46) | Capacity Project: NO | Anticipated Year of Completion: 2015

This project will fund a pre-design study to determine the right-of-way, environmental and construction requirements for intersection safety improvements. This safety project scope will include sight distance improvements, constructing turn lanes, channelization, environmental mitigation, signage and clear zone improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	3,228	5,000						5,000
Federal (Grants)								-
State								-
Traffic Impact Fees								-
REET								-
Other Sources								-
Subtotal	**3,228**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**
Capital Costs:								
Design	3,228	5,000						5,000
Right of Way								-
Construction								-
Subtotal	**3,228**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Traffic Management Center Improvements

Project No: abd10 (TIP#47) | Capacity Project: YES | Anticipated Year of Completion: 2015

The rapid growth of the City traffic signal and Intelligent Transportation Systems infrastructure has severely strained the capacity and reliability of the existing network processing capabilities. This project will implement network communications, software, video, and physical improvements to the Traffic Management Center which will improve the network data processing speed, reliability, and redundancy improving the City's ability to manage the transportation system and respond to emergencies. Additionally, these improvement will allow Information & Technology staff to isolate the Traffic Management data processing demands from the City's general facility security data processing demands resulting in improvements to both processes.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	-							-
Federal (Grants)								-
State								-
Local								-
Traffic Impact Fees		150,000						150,000
Other Sources								-
Subtotal	**-**	**150,000**	**-**	**-**	**-**	**-**	**-**	**150,000**
Capital Costs:								
Design		25,000						25,000
Right of Way								-
Construction		125,000						125,000
Subtotal	**-**	**150,000**	**-**	**-**	**-**	**-**	**-**	**150,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: A St SE & 6th St SE Safety and Access Improvements

Project No: asbd09 (TIP#48) | Capacity Project: NO | Anticipated Year of Completion: 2015

This project is a partnership between Auburn and Burlington Northern Santa Fe Railway to improve the intersection of A St SE and 6th St SE. The scope of the project includes adding a phase to the traffic signal for traffic entering and exiting the BNSF rail yard.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund								-
Federal (Grants)								-
State								-
Traffic Impact Fees								-
REET								-
Other Sources (BNSF)		50,000						50,000
Subtotal	**-**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**
Capital Costs:								
Design		10,000						10,000
Right of Way								-
Construction		40,000						40,000
Subtotal	**-**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: West Valley Highway Improvements (15th Street NW to W Main Street)

Project No: asbd13 (TIP#49) | Capacity Project: YES | Anticipated Year of Completion: 2018

This project scope includes pavement rehabilitation and re-channelization, roadway widening, bicycle lanes, pedestrian facilities, roadway lighting, required storm system improvements, and Intelligent Transportation System Improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund								-
Federal (Grants)				480,000	2,400,000			2,880,000
State								-
Traffic Impact Fees		100,000		120,000	600,000			820,000
REET								-
Other Sources								-
Subtotal	**-**	**100,000**	**-**	**600,000**	**3,000,000**	**-**	**-**	**3,700,000**
Capital Costs:								
Design		100,000		600,000				700,000
Right of Way								-
Construction					3,000,000			3,000,000
Subtotal	**-**	**100,000**	**-**	**600,000**	**3,000,000**	**-**	**-**	**3,700,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: ITS Dynamic Message Signs

Project No: cpxxxx (TIP#50) | Capacity Project: NO | Anticipated Year of Completion: 2018

This project funds the design and construction of Dynamic Message Signs at various locations throughout the City. Dynamic message signs are an important Intelligent Transportation System (ITS) tool for providing information to roadway users. Priority locations for sign placement are based on the Comprehensive Transportation Plans ITS map and include Auburn Way N, Auburn Way S, W Valley Highway, E Valley Highway and Lea Hill Road.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund			15,000	30,000	30,000			75,000
Federal (Grants)			85,000	170,000	170,000			425,000
State								-
Traffic Mitigation Fees								-
REET								-
Other Sources								-
Subtotal	**-**	**-**	**100,000**	**200,000**	**200,000**	**-**	**-**	**500,000**
Capital Costs:								
Design			10,000	20,000	20,000			50,000
Right of Way								-
Construction			90,000	180,000	180,000			450,000
Subtotal	**-**	**-**	**100,000**	**200,000**	**200,000**	**-**	**-**	**500,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $5,000

Project Name: Lake Tapps Parkway ITS Expansion

Project No: cpxxxx (TIP#51) | Capacity Project: YES | Anticipated Year of Completion: 2015

The project funds the design, coordination, permitting, and construction of new Intelligent Transportation System (ITS) infrastructure along Lake Tapps Parkway from Lakeland Hills Way to East Valley Highway, and along East Valley Highway to Lakeland Hills Way. The proposed ITS infrastructure includes conduit, fiber, VMS signage, cameras, network communication upgrades, and weather stations along the route.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund								-
Federal (Grants)	82,950	711,000						711,000
State								-
Traffic Impact Fees	22,050	189,000						189,000
REET								-
Other Sources								-
Subtotal	**105,000**	**900,000**	**-**	**-**	**-**	**-**	**-**	**900,000**
Capital Costs:								
Design	105,000							-
Right of Way								-
Construction		900,000						900,000
Subtotal	**105,000**	**900,000**	**-**	**-**	**-**	**-**	**-**	**900,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $5,000

Project Name: Auburn Way South and 12th Street SE Intersection Improvements

Project No: cp1114 (TIP#53) | Capacity Project: YES | Anticipated Year of Completion: 2016

The project will design and construct multi-modal intersection improvements at the AWS/12th Street SE intersection. The improvements will include pedestrian access, bicycle lanes, signal phasing and timing, and ITS upgrades.

Funding Sources:	Prior Years	Budget 2015	Budget 2016	Estimate 2017	Estimate 2018	Estimate 2019	Estimate 2020	2015-20 Total
Arterial Street Fund								-
Federal (Grants)			250,000					250,000
State								-
Traffic Impact Fees		50,000	100,000					150,000
REET								-
Other Sources								-
Subtotal	**-**	**50,000**	**350,000**	**-**	**-**	**-**	**-**	**400,000**
Capital Costs:								
Design		50,000						50,000
Right of Way								-
Construction			350,000					350,000
Subtotal	**-**	**50,000**	**350,000**	**-**	**-**	**-**	**-**	**400,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Kersey Way Study

Project No: asbd11 (TIP#54) | Capacity Project: YES | Anticipated Year of Completion: 2015

This project will study improvements to the Kersey Way SE corridor from the White River Bridge to the southern city limits. The study will develop the scope and costs for horizontal /vertical geometric roadway improvements, provide roadside hazard mitigation, street lighting and non-motorized trail construction. The project length is approximately two miles.

Funding Sources:	Prior Years	Budget 2015	Budget 2016	Estimate 2017	Estimate 2018	Estimate 2019	Estimate 2020	2015-20 Total
Arterial Street Fund								-
Federal (Grants)								-
State								-
Traffic Mitigation Fees		50,000						50,000
REET								-
Other Sources								-
Subtotal	**-**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**
Capital Costs:								
Design		50,000						50,000
Right of Way								-
Construction								-
Subtotal	**-**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: W Main Street Multimodal Corridor and ITS Improvements

Project No: cp1415 (TIP#55) | Capacity Project: YES | Anticipated Year of Completion: 2016

This project will repurpose the existing W Main St corridor within Auburn's designated Regional Growth Center and will construct Intelligent Transportation System (ITS) improvements serving local and regional transportation networks and a major commercial retail center. Improvements include converting the existing four-lane roadway section to a three-lane section including center two-way left turn lane with new bike lanes, new sidewalks, new LED street lighting, and streetscape improvements between West Valley Highway and the Interurban Trail. ITS Improvements include interconnecting and coordinating traffic signals From C St NW along W Main St to W Valley Highway south to 15th St SW including two interchanges with SR-18 and one with SR-167.

Funding Sources:	Prior Years	Budget 2015	Budget 2016	Estimate 2017	Estimate 2018	Estimate 2019	Estimate 2020	2015-20 Total
Arterial Street Fund								-
Federal (Grants)		804,100	2,970,240					3,774,340
State								-
Traffic Impact Fees		56,490	209,650					266,140
REET								-
Other Sources (Fund 105)		85,410	314,510					399,920
Subtotal	**-**	**946,000**	**3,494,400**	**-**	**-**	**-**	**-**	**4,440,400**
Capital Costs:								
Design		946,000						946,000
Right of Way								-
Construction			3,494,400					3,494,400
Subtotal	**-**	**946,000**	**3,494,400**	**-**	**-**	**-**	**-**	**4,440,400**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Evergreen Heights Safe Routes to School Improvements

Project No: cpxxxx (TIP#56) | Capacity Project: YES | Anticipated Year of Completion: 2017

The project will widen S 316th Street from 51st Avenue S to the west of the Evergreen Elementary School frontage, and 56th Avenue S between S 316th Street and S 318th Street. The proposed widening will allow the addition of bike lanes and sidewalks on both sides of the street to match the existing roadway cross-section to the east of the school. A roundabout will be constructed at the S 316th Street/56th Avenue S intersection replacing the existing all-way stop-control and the school driveway will be relocated to the west to align with the roundabout. The reconstruction of S 316th Street includes the vertical alignment of the existing roadway along the school frontage which creates sight-distance problems associated with the school driveways, and at the intersection with 56th Avenue S. Other project elements include undergrounding of aerial utilities, street lighting, and upgrades to the storm water system.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund		118,500	84,500	693,000				896,000
Federal (Grants)		671,500	478,500	3,927,000				5,077,000
State								-
Traffic Mitigation Fees								-
REET								-
Other Sources								-
Subtotal	**-**	**790,000**	**563,000**	**4,620,000**	**-**	**-**	**-**	**5,973,000**
Capital Costs:								
Design		790,000						790,000
Right of Way			563,000					563,000
Construction				4,620,000				4,620,000
Subtotal	**-**	**790,000**	**563,000**	**4,620,000**	**-**	**-**	**-**	**5,973,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Auburn Way South Corridor Imp., Fir St SE to Hemlock St SE

Project No: cp1119 (TIP#58) | Capacity Project: YES | Anticipated Year of Completion: 2015

This project will widen Auburn Way South between Fir St SE and Hemlock St SE to five lanes with curb, gutter, sidewalks, illumination and storm improvements. A new traffic signal will be constructed at Hemlock Street SE and connect to Auburn's Intelligent Transportation System.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	150							-
Federal (Grants)								-
State	2,426,400							-
Traffic Impact Fees		200,000						200,000
REET								-
Other Sources	836,601							-
Subtotal	**3,263,151**	**200,000**	**-**	**-**	**-**	**-**	**-**	**200,000**
Capital Costs:								
Design	515,068							-
Right of Way	436,643							-
Construction	2,311,440	200,000						200,000
Subtotal	**3,263,151**	**200,000**	**-**	**-**	**-**	**-**	**-**	**200,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $9,300

Project Name: Auburn Ave NE & 3rd St NE Pedestrian & Access Improvement

Project No: cp1023 (TIP#59) | Capacity Project: YES | Anticipated Year of Completion: 2017

This project will improve access, safety and operations for pedestrian, bicyclists and motorized vehicles at the intersections of 3rd St NE/Auburn Ave, 4th St NE/Auburn Ave, and 4th St NE/Auburn Way North. Improvements include a new traffic signal at 3rd St NE to add a missing pedestrian crossing and accommodate the northbound left-turn movement; improving pedestrian facilities to meet ADA requirements, restricting uncontrolled accesses near the intersection, and modifying the traffic signal at Auburn Way North and 4th St NE to eliminate the east/west split phase operation.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	8,778							-
Federal (Grants)				250,000				250,000
State								-
Traffic Impact Fees		50,000		50,000				100,000
REET								-
Other Sources								-
Subtotal	**8,778**	**50,000**	**-**	**300,000**	**-**	**-**	**-**	**350,000**
Capital Costs:								
Design	8,778	50,000						50,000
Right of Way								-
Construction				300,000				300,000
Subtotal	**8,778**	**50,000**	**-**	**300,000**	**-**	**-**	**-**	**350,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Lea Hill Segment 1 (R St NE to 105th Pl SE)

Project No: cpxxxx (TIP#64) | Capacity Project: YES | Anticipated Year of Completion: 2019

Widen the existing roadway to provide a four-lane cross section pedestrian and bicycle facilities. The project includes widening the Green River Bridge.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund								-
Federal (Grants)					1,950,000	8,000,000		9,950,000
State								-
Traffic Impact Fees	600,000	150,000			500,000	2,000,000		2,650,000
REET								-
Other Sources								-
Subtotal	**600,000**	**150,000**	**-**	**-**	**2,450,000**	**10,000,000**	**-**	**12,600,000**
Capital Costs:								
Design		150,000			1,950,000			2,100,000
Right of Way	600,000				500,000			500,000
Construction						10,000,000		10,000,000
Subtotal	**600,000**	**150,000**	**-**	**-**	**2,450,000**	**10,000,000**	**-**	**12,600,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $18,300

Project Name: Citywide Traffic Signals Safety Improvements

Project No: cp1222 (TIP#67) | Capacity Project: NO | Anticipated Year of Completion: 2015

This project will improve traffic signal phasing and timing, improve visibility of traffic signal heads, and install countdown pedestrian signal displays and ADA pedestrian pushbuttons.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund	61,916	5,000						5,000
Federal (Grants)	400,000							-
State								-
Traffic Mitigation Fees								-
REET	25,000							-
Other Sources								-
Subtotal	**486,916**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**
Capital Costs:								
Design	41,075							-
Right of Way								-
Construction	445,841	5,000						5,000
Subtotal	**486,916**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: 37th St SE & A St SE Traffic Signal Safety Improvement

Project No: asbd02 (TIP#68) | Capacity Project: NO | Anticipated Year of Completion: 2016

This project consists of the design, right of way acquisition and construction of a new traffic signal at 37th St SE & A St SE.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund		55,000	45,000					100,000
Federal (Grants)		121,400	440,000					561,400
State								-
Traffic Mitigation Fees								-
REET								-
Other Sources (Fund 105)			152,500					152,500
Subtotal	**-**	**176,400**	**637,500**	**-**	**-**	**-**	**-**	**813,900**
Capital Costs:								
Design		110,000						110,000
Right of Way		66,400						66,400
Construction			637,500					637,500
Subtotal	**-**	**176,400**	**637,500**	**-**	**-**	**-**	**-**	**813,900**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $2,500

Project Name: I Street NE & 22nd Street NE Roundabout Safety Improvement

Project No: cpxxxx (TIP#69) | Capacity Project: YES | Anticipated Year of Completion: 2016

This project includes the design and construction of a roundabout at the 22nd Street NE intersection with I Street NE. This is currently a 4-way stop controlled intersection.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund								-
Federal (Grants)		160,000	940,000					1,100,000
State								-
Traffic Impact Fees		40,000	235,000					275,000
REET								-
Other Sources (Fund 105)								-
Subtotal	**-**	**200,000**	**1,175,000**	**-**	**-**	**-**	**-**	**1,375,000**
Capital Costs:								
Design		200,000						200,000
Right of Way		-						-
Construction			1,175,000					1,175,000
Subtotal	**-**	**200,000**	**1,175,000**	**-**	**-**	**-**	**-**	**1,375,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: West Valley Highway Improvements (SR-18 to 15th Street NW)

Project No: cpxxxx (TIP#72) | Capacity Project: YES | Anticipated Year of Completion: 2017

This project scope includes pavement rehabilitation and re-channelization, pedestrian and bicycle facility improvements, improved roadway lighting, required storm system improvements, intersection signal replacement at 15th St SW, and Intelligent Transportation System Improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund								-
Federal (Grants)				400,000	2,000,000			2,400,000
State								-
Traffic Impact Fees		100,000		100,000	500,000			700,000
REET								-
Other Sources (Fund 105)								-
Subtotal	**-**	**100,000**	**-**	**500,000**	**2,500,000**	**-**	**-**	**3,100,000**
Capital Costs:								
Design		100,000		500,000				600,000
Right of Way								-
Construction					2,500,000			2,500,000
Subtotal	**-**	**100,000**	**-**	**500,000**	**2,500,000**	**-**	**-**	**3,100,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Lake Tapps Parkway Preservation

Project No: various (TIP#22) | Capacity Project: NO | Anticipated Year of Completion: 2017

The Lake Tapps Parkway Preservation project will complete a patch and overlay of pavement between the Auburn/Sumner City limit and Lakeland Hills Way including all required ADA improvements to curb ramps, sidewalks, and pedestrian signals.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Street Preservation Fund			26,480	176,370				202,850
Federal (Grants)			97,900	652,100				750,000
Utility Tax								-
REET2								-
Other Sources								-
Subtotal	**-**	**-**	**124,380**	**828,470**	**-**	**-**	**-**	**952,850**
Capital Costs:								
Design			124,380					124,380
Right of Way								-
Construction				828,470				828,470
Subtotal	**-**	**-**	**124,380**	**828,470**	**-**	**-**	**-**	**952,850**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Annual Arterial Street Preservation

Project No: various (TIP#35) | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

Description: Implement regular pavement maintenance and/or rehabilitation of various classified streets Citywide. These projects may include overlays, rebuilds, spot repairs, or a combination of these. This program is funded through a 1% utility tax that was adopted by Council in 2008.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Street Preservation Fund	701,799							-
Property Tax								-
Utility Tax	3,286,764	1,700,000	600,000	700,000	1,250,000	1,800,000	1,800,000	7,850,000
REET2								-
Other Sources								-
Subtotal	**3,988,563**	**1,700,000**	**600,000**	**700,000**	**1,250,000**	**1,800,000**	**1,800,000**	**7,850,000**
Capital Costs:								
Design	138,838	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Right of Way								-
Construction	3,849,725	1,650,000	550,000	650,000	1,200,000	1,750,000	1,750,000	7,550,000
Subtotal	**3,988,563**	**1,700,000**	**600,000**	**700,000**	**1,250,000**	**1,800,000**	**1,800,000**	**7,850,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Annual Arterial Crack Seal Program

Project No: various (TIP#36) | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

Implement regular maintenance of various classified streets by sealing newly formed cracks. Sealing the cracks will prolong the life of the pavement by stopping water from draining into the subbase of the road.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Street Preservation Fund	-							-
Property Tax								-
Utility Tax	303,217	100,000	100,000	100,000	100,000	100,000	100,000	600,000
REET2								-
Other Sources								-
Subtotal	**303,217**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**600,000**
Capital Costs:								
Design	14,900	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Right of Way								-
Construction	293,217	90,000	90,000	90,000	90,000	90,000	90,000	540,000
Subtotal	**308,117**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**600,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Auburn Way N Preservation (22nd Street NE to 45th Street NE)

Project No: cpxxxx (TIP#70) | Capacity Project: NO | Anticipated Year of Completion: 2016

The project proposes to grind and overlay Auburn Way N from the 22nd Street NE to 45th Street NE. The project will restore 7.3 lane miles of pavement, upgrade 26 curb ramps to meet current ADA standard, as we as remove unused driveway openings as an upgrade to non ADA compliant pedestrian facilities. The project funds the design, coordination, permitting, and construction of the pavement preservation project.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Street Preservation Fund	-	80,000						80,000
Federal (Grants)		80,000	887,500					967,500
Utility Tax			887,500					887,500
REET2								-
Other Sources								-
Subtotal	**-**	**160,000**	**1,775,000**	**-**	**-**	**-**	**-**	**1,935,000**
Capital Costs:								
Design		160,000						160,000
Right of Way								-
Construction			1,775,000					1,775,000
Subtotal	**-**	**160,000**	**1,775,000**	**-**	**-**	**-**	**-**	**1,935,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: 15th Street NE/NW Preservation (SR-167 to 8th Street NE)

Project No: cpxxxx (TIP#71) | Capacity Project: NO | Anticipated Year of Completion: 2017

The project proposes to grind and overlay 15th Street NW/NE from the SR167 to Auburn Way N; and grind and overlay Harvey Road NE from Auburn Way N to 8th Street NE. The project will restore 7.57 lane miles of pavement, upgrade 30 curb ramps to meet current ADA standard, as well as remove unused driveway openings as an upgrade to non ADA compliant pedestrian facilities. The project funds the design, coordination, permitting, and construction of the pavement preservation project.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Street Preservation Fund	-							-
Federal (Grants)			67,500	750,000				817,500
Utility Tax			67,500	750,000				817,500
REET2								-
Other Sources								-
Subtotal	**-**	**-**	**135,000**	**1,500,000**	**-**	**-**	**-**	**1,635,000**
Capital Costs:								
Design			135,000					135,000
Right of Way								-
Construction				1,500,000				1,500,000
Subtotal	**-**	**-**	**135,000**	**1,500,000**	**-**	**-**	**-**	**1,635,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Local Street Improvement Program

Project No: various (TIP#37) | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

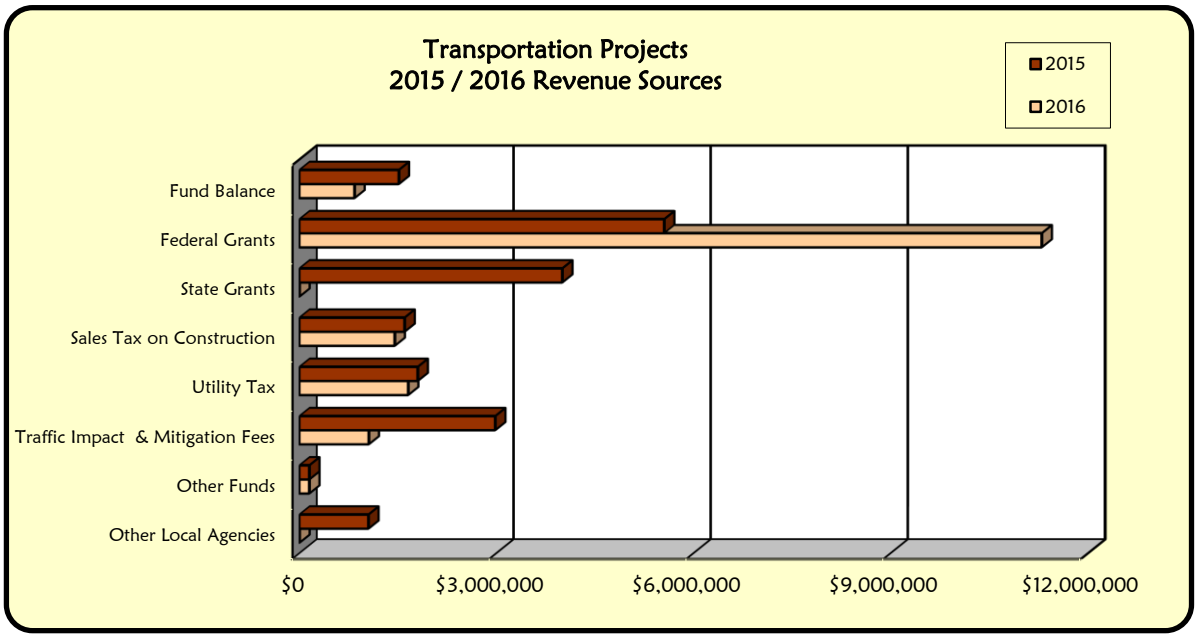
The program will focus on the preservation of local streets (unclassified streets) within the City of Auburn. The work will include crack sealing, asphalt patching, pre-leveling, asphalt overlays and roadway reconstruction. Beginning in 2013 funding sources include annual sales tax on construction.

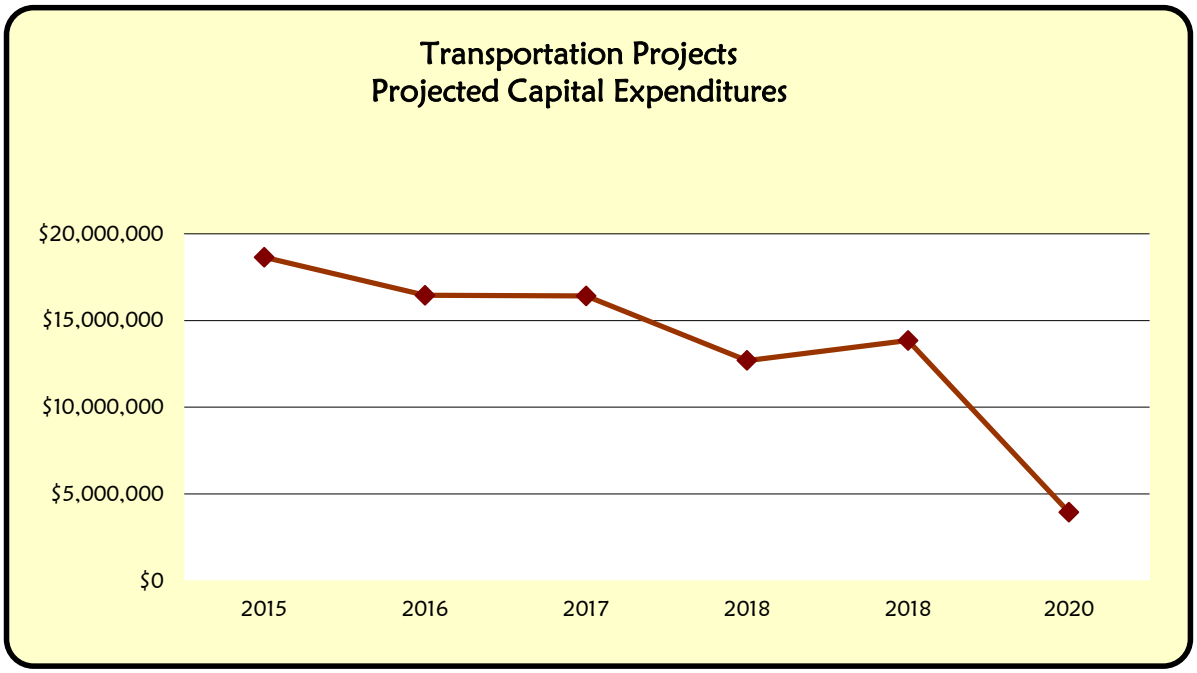
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Local Street Fund	695,396	850,000						850,000
Property Tax	2,000,000							-
Sales Tax on Construction	3,562,733	1,600,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	8,850,000
REET2								-
Other (Funds 430, 431, 432)	450,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Subtotal	**6,708,129**	**2,600,000**	**1,600,000**	**1,600,000**	**1,600,000**	**1,600,000**	**1,600,000**	**10,600,000**
Capital Costs:								
Design	853,750	400,000	300,000	300,000	300,000	300,000	300,000	1,900,000
Right of Way								-
Construction	5,854,379	2,200,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	8,700,000
Subtotal	**6,708,129**	**2,600,000**	**1,600,000**	**1,600,000**	**1,600,000**	**1,600,000**	**1,600,000**	**10,600,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

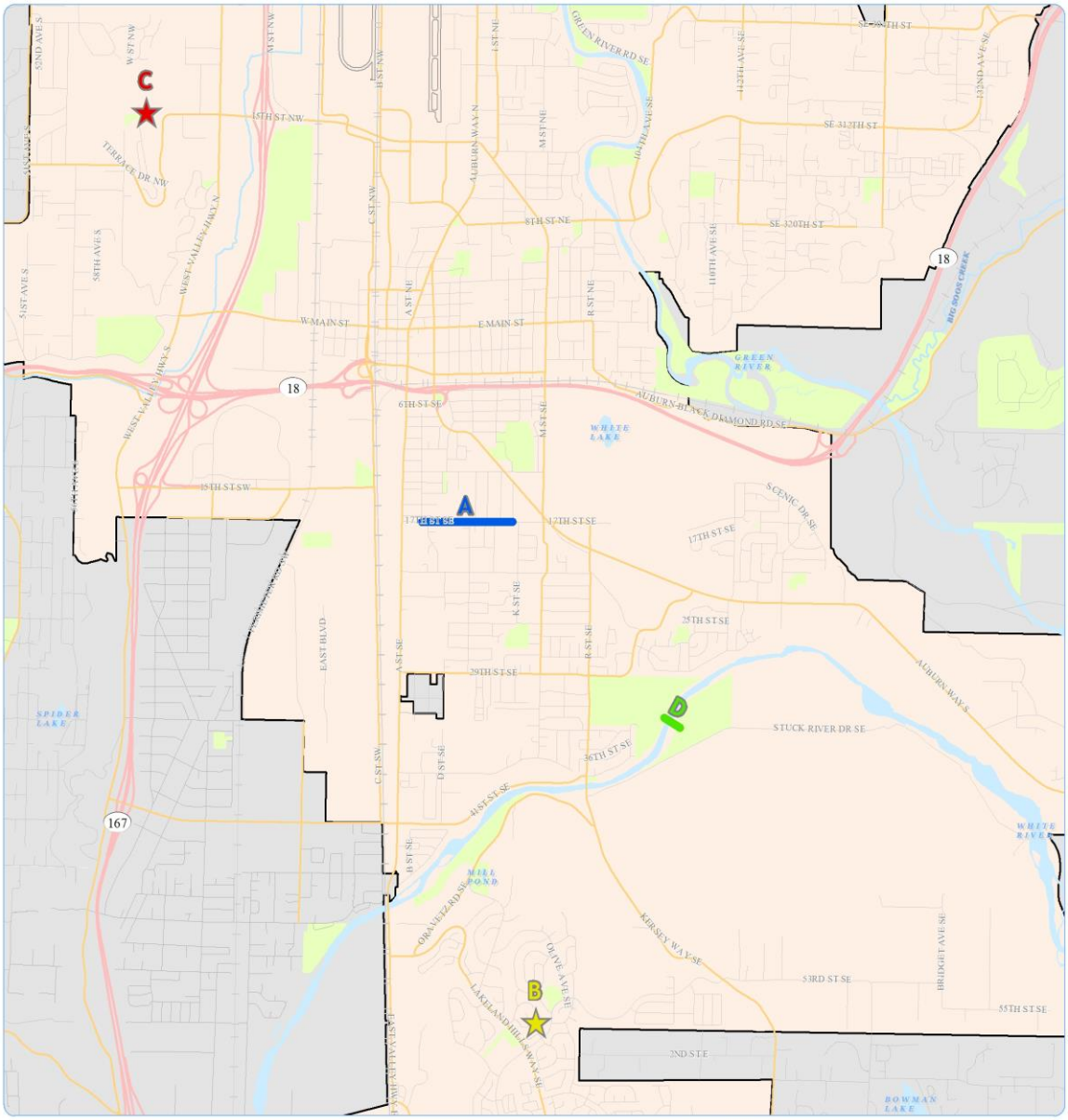
TOTAL CAPITAL COSTS and FUNDING SOURCES - TRANSPORTATION

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Arterial Street Fund (Fund 102)	1,998,410	497,529	344,500	948,000	230,000	100,000	200,000	2,320,029
Local Street Fund (Fund 103)	695,396	850,000	-	-	-	-	-	850,000
Street Preservation (Fund 105)	701,799	165,410	493,490	176,370	-	-	-	835,270
Federal (Grants)	9,790,808	5,551,108	11,296,640	11,214,100	7,440,000	8,000,000	-	43,501,848
State	12,787,878	4,000,000	-	-	-	-	-	4,000,000
REET	1,286,608	-	-	-	-	-	-	-
PWTFL	4,787,291	-	-	-	-	-	-	-
Property Tax (Fund 103)	2,000,000	-	-	-	-	-	-	-
Sales tax on Const. (Fund 103)	3,562,733	1,600,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	8,850,000
Utility Tax (Fund 105)	3,589,981	1,800,000	1,655,000	1,550,000	1,350,000	1,900,000	1,900,000	10,155,000
Other (Funds 430, 431, 432)	450,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Other (Other Agencies)	4,640,700	1,050,000	-	-	-	-	-	1,050,000
Other (Traffic Mitigation Fees)	960,000	50,000	-	-	-	-	-	50,000
Other (Traffic Impact Fees)	7,083,368	2,929,533	1,055,687	925,280	2,069,300	2,238,720	237,750	9,456,270
Subtotal	**54,334,972**	**18,643,580**	**16,445,317**	**16,413,750**	**12,689,300**	**13,838,720**	**3,937,750**	**81,968,417**
Capital Costs:								
Design	10,372,917	4,523,029	864,380	1,580,000	2,365,000	385,000	395,000	10,112,409
Right of Way	5,545,631	378,400	1,713,000	300,000	500,000	-	-	2,891,400
Construction	37,847,784	13,524,908	13,651,900	14,318,470	9,610,000	13,240,000	3,330,000	67,675,278
Long Term Debt	573,540	217,243	216,037	215,280	214,300	213,720	212,750	1,289,330
Subtotal	**54,339,872**	**18,643,580**	**16,445,317**	**16,413,750**	**12,689,300**	**13,838,720**	**3,937,750**	**81,968,417**


Transportation Projects
2015 / 2016 Revenue Sources
2015
2016
Fund Balance
Federal Grants
State Grants
Sales Tax on Construction
Utility Tax
Traffic Impact & Mitigation Fees
Other Funds
Other Local Agencies
$0
$3,000,000
$6,000,000
$9,000,000
$12,000,000


Transportation Projects
Projected Capital Expenditures
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
2015
2016
2017
2018
2018
2020

Water Utility Projects
2015-2016



A - Auburn Way South Flooding Improvements Phase 2

B - Lakeland Hills Reservoir 5 Improvements

C - West Hill Springs Improvements

D - 24" White River Crossing

City of Auburn

Parks

Water Features

0 1,200 2,400 3,600 4,800 6,000
FEET

Printed On: 9/11/2014
Map ID: 4474

Information shown is for general reference purposes only and does not necessarily represent exact geographic or cartographic data as mapped. The City of Auburn makes no warranty as to its accuracy.

Water Utility Projects

Nineteen capital projects totaling $5,119,895 are budgeted for 2015 and four capital projects totaling $2,350,000 are budgeted for 2016. The significant projects include the following:

- The Auburn Way South Flooding Improvements Phase 2 Project ($850,000 in 2015) will replace water mains along 17th Avenue SE in conjunction with the Storm Flood Improvements Project. **(See Map – "A")**

- The Lakeland Hills Reservoir 5 Improvements ($735,000 in 2015) will paint the interior and exterior to preserve the life of the life of the reservoir, add mixing equipment for improved water quality and safety improvements including seismic isolation valve and a new ladder. **(See Map – "B")**

- The West Hill Springs Improvements Project ($455,000 in 2015) will install a flow control valve for the automatic shutdown and upgrade disinfection system. **(See Map – "C")**

- The 24" White River Crossing Project ($450,000 in 2016) will replace the 24" transmission main crossing the White River. **(See Map – "D")**

- The Water Meter & Billing System Improvements Project ($1,000,000 both in 2015 and 2016) will implement and construct selected improvements in automated metering technology, generally referred to as Advanced Metering Infrastructure (AMI). Benefits include more accurate meter reads, daily information for quicker detection of leaks, and improved efficiency of billing operations.

Project Name: Well 1 Improvements

Project No: cp0915 | Capacity Project: YES | Anticipated Year of Completion: 2015

Hydro geologic evaluation of existing well conditions, construction of transmission main to Howard Road Corrosion Control Treatment Facility for aeration, and construction of building improvements to house chlorine disinfection equipment and an emergency generator.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund	3,267,901	50,000						50,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other (PWTF loan)	1,799,553							-
Subtotal	**5,067,454**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**
Capital Costs:								
Design	740,719							-
Right of Way	920							-
Construction	4,325,815	50,000						50,000
Subtotal	**5,067,454**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $1,800

Project Name: Fulmer Well Field Improvements

Project No: cp1107 | Capacity Project: YES | Anticipated Year of Completion: 2015

Evaluate Wells 2, 6 and 7 and the Fulmer Field Corrosion Control Treatment Facility to assess the supply and treatment capacity of the existing facilities and infrastructure. The evaluation will include an assessment of individual and total well supply capacities, along with a review of the treatment facility operating and control parameters. The evaluation will also incorporate recommendations for facility improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund	7,854							-
Bond Proceeds	1,905,000	50,000						50,000
State								-
Local								-
REET								-
Other								-
Subtotal	**1,912,854**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**
Capital Costs:								
Design	1,912,854	50,000						50,000
Right of Way								-
Construction								-
Subtotal	**1,912,854**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Well 4 Power and Chlorination

Project No: c512a0 | Capacity Project: NO | Anticipated Year of Completion: 2015

Construct a new building at the Well 4 site to house a diesel-fueled standby generator and new hypochlorite disinfection equipment.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund	179,588							-
Bond Proceeds	1,149,000	50,000						50,000
State								-
Local								-
REET								-
Other								-
Subtotal	**1,328,588**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**
Capital Costs:								
Design	252,068							-
Right of Way								-
Construction	1,076,520	50,000						50,000
Subtotal	**1,328,588**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $600

Project Name: Lakeland Hills Reservoir 5 Improvements

Project No: cp0765 | Capacity Project: NO | Anticipated Year of Completion: 2015

Paint the interior and exterior to preserve the life of the reservoir, add mixing equipment for improved water quality and safety improvements including seismic isolation valve and new ladder.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund	43,334	735,000						735,000
Bond Proceeds	750,000							-
State								-
Local								-
REET								-
Other								-
Subtotal	**793,334**	**735,000**	**-**	**-**	**-**	**-**	**-**	**735,000**
Capital Costs:								
Design	144,998							-
Right of Way								-
Construction	648,336	735,000						735,000
Subtotal	**793,334**	**735,000**	**-**	**-**	**-**	**-**	**-**	**735,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Comprehensive Water Plan

Project No: cp1403 | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

Update the Comprehensive Water Plan as required by Washington State Department of Health. The comprehensive plan is updated every 6 years.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund	384,643	50,000					425,000	475,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	**384,643**	**50,000**	**-**	**-**	**-**	**-**	**425,000**	**475,000**
Capital Costs:								
Design	384,643	50,000					425,000	475,000
Right of Way								-
Construction								-
Subtotal	**384,643**	**50,000**	**-**	**-**	**-**	**-**	**425,000**	**475,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Muckleshoot Indian Tribe Master Meters

Project No: cp1411 | Capacity Project: NO | Anticipated Year of Completion: 2015

Install master meters to Muckleshoot Indian Tribe properties to ease account administration.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund	80,000							-
Bond Proceeds		400,000						400,000
State								-
Local								-
REET								-
Other								-
Subtotal	**80,000**	**400,000**	**-**	**-**	**-**	**-**	**-**	**400,000**
Capital Costs:								
Design	80,000							-
Right of Way								-
Construction		400,000						400,000
Subtotal	**80,000**	**400,000**	**-**	**-**	**-**	**-**	**-**	**400,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Street Utility Improvements

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

Water main improvements in coordination with the Save our Streets (SOS) program and general arterial street improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund	500,000	150,000	100,000	500,000	500,000	500,000	500,000	2,250,000
Bond Proceeds		350,000	400,000					750,000
State								-
Local								-
REET								-
Other								-
Subtotal	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,000,000**
Capital Costs:								
Design								-
Right of Way								-
Construction	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Subtotal	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**500,000**	**3,000,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Lea Hill PRV Station Improvements

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2016

Replace pressure reducing valve stations in the Lea Hill area.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund								-
Bond Proceeds		50,000	400,000					450,000
State								-
Local								-
REET								-
Other								-
Subtotal	**-**	**50,000**	**400,000**	**-**	**-**	**-**	**-**	**450,000**
Capital Costs:								
Design		50,000						50,000
Right of Way								-
Construction	-		400,000					400,000
Subtotal	**-**	**50,000**	**400,000**	**-**	**-**	**-**	**-**	**450,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Water Meter & Billing Systems Improvements

Project No: cp1317 | Capacity Project: NO | Anticipated Year of Completion: 2019

Based on a completed study, implement and construct selected improvements in automated metering technology, generally referred to as Advanced Metering Infrastructure (AMI). Benefits include more accurate meter reads, daily information for quicker detection of leaks, and improved efficiency of billing operations.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund								-
Bond Proceeds	76,000	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000		6,500,000
State								-
Local								-
REET								-
Other								-
Subtotal	**76,000**	**1,000,000**	**1,000,000**	**1,500,000**	**1,500,000**	**1,500,000**	**-**	**6,500,000**
Capital Costs:								
Design	76,000	24,000						24,000
Right of Way								-
Construction		976,000	1,000,000	1,500,000	1,500,000	1,500,000		6,476,000
Subtotal	**76,000**	**1,000,000**	**1,000,000**	**1,500,000**	**1,500,000**	**1,500,000**	**-**	**6,500,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project will decrease future operating budgets by reducing water losses, meter reading expenses, and allowing for automated water shutoffs.

Project Name: Utilities Field Operations Center								
Project No: cpxxxx		Capacity Project:		NO	Anticipated Year of Completion:			2015
Construct building for utilities field staff use and storage of field equipment.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund		100,000						100,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other-Transfers In (Sewer/Storm)		200,000						200,000
Subtotal	**-**	**300,000**	**-**	**-**	**-**	**-**	**-**	**300,000**
Capital Costs:								
Design								-
Right of Way								-
Construction		300,000						300,000
Subtotal	**-**	**300,000**	**-**	**-**	**-**	**-**	**-**	**300,000**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: Valley AC Main Replacement								
Project No: cpxxxx		Capacity Project:		NO	Anticipated Year of Completion:			2015
Distribution system repair and replacement project required for meeting peak demands and reducing system losses. Projects will replace AC Main in the Valley service area.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund								-
Bond Proceeds	1,420,000	50,000						50,000
State								-
Local								-
REET								-
Other								-
Subtotal	**1,420,000**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**
Capital Costs:								
Design	134,254							-
Right of Way								-
Construction	1,285,746	50,000						50,000
Subtotal	**1,420,000**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: BNSF Utility Crossing								
Project No: cp1308		Capacity Project:		NO	Anticipated Year of Completion:			2015
Water main improvements required prior to BNSF rail expansion project.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund								-
Bond Proceeds	730,000	50,000						50,000
State								-
Local								-
REET								-
Other								-
Subtotal	**730,000**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**
Capital Costs:								
Design	91,356							-
Right of Way								-
Construction	638,644	50,000						50,000
Subtotal	**730,000**	**50,000**	**-**	**-**	**-**	**-**	**-**	**50,000**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: SCADA Upgrades

Project No: c524a0 | Capacity Project: NO | Anticipated Year of Completion: 2015

Upgrade the existing Supervisory Control and Data Acquisition (SCADA) system, also known as the Telemetry system, to replace obsolete components and allow for improved control of the water utility facilities.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund	1,623,067	10,000						10,000
Bond Proceeds	1,744,778							-
State								-
Local								-
REET								-
Other								-
Subtotal	**3,367,845**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**
Capital Costs:								
Design	193,711							-
Right of Way								-
Construction	3,174,134	10,000						10,000
Subtotal	**3,367,845**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: West Hill Springs Improvements

Project No: wabd04 | Capacity Project: NO | Anticipated Year of Completion: 2015

Install flow control valve for automatic shutdown and upgrade disinfection system. This project was identified during the Department of Health Sanitary Survey as a health and safety concern.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund	150,000							-
Bond Proceeds		455,000						455,000
State								-
Local								-
REET								-
Other								-
Subtotal	**150,000**	**455,000**	**-**	**-**	**-**	**-**	**-**	**455,000**
Capital Costs:								
Design	150,000							-
Right of Way								-
Construction		455,000						455,000
Subtotal	**150,000**	**455,000**	**-**	**-**	**-**	**-**	**-**	**455,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Lea Hill - 132nd Ave Distribution System Modifications

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2015

Project will add pressure reducing valve, control valves at Lea Hill reservoirs, and system valves to provide efficient operation of the 132nd Ave Tacoma Intertie.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund								-
Bond Proceeds		400,000						400,000
State								-
Local								-
REET								-
Other								-
Subtotal	**-**	**400,000**	**-**	**-**	**-**	**-**	**-**	**400,000**
Capital Costs:								
Design		40,000						40,000
Right of Way								-
Construction		360,000						360,000
Subtotal	**-**	**400,000**	**-**	**-**	**-**	**-**	**-**	**400,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Auburn Way South Flooding Improvements Phase 2 -17th Street SE

Project No: cp1202 | Capacity Project: NO | Anticipated Year of Completion: 2015

Project will replace water main along 17th Avenue SE in conjunction with flood improvements project.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund	50,000	181,000						181,000
Bond Proceeds		669,000						669,000
State								-
Local								-
REET								-
Other								-
Subtotal	**50,000**	**850,000**	**-**	**-**	**-**	**-**	**-**	**850,000**
Capital Costs:								
Design	50,000							-
Right of Way								-
Construction		850,000						850,000
Subtotal	**50,000**	**850,000**	**-**	**-**	**-**	**-**	**-**	**850,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Auburn Way South -Dogwood to Fir

Project No: cp1118 | Capacity Project: NO | Anticipated Year of Completion: 2015

Water main improvements constructed in conjunction with Auburn Way South Corridor Improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund	25,144	34,895						34,895
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	**25,144**	**34,895**	**-**	**-**	**-**	**-**	**-**	**34,895**
Capital Costs:								
Design	15,144							-
Right of Way								-
Construction	10,000	34,895						34,895
Subtotal	**25,144**	**34,895**	**-**	**-**	**-**	**-**	**-**	**34,895**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Auburn Way South -Fir to Hemlock

Project No: cp1119 | Capacity Project: NO | Anticipated Year of Completion: 2015

Water main improvements constructed in conjunction with Auburn Way South Corridor Improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund	8,907	30,000						30,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	**8,907**	**30,000**	**-**	**-**	**-**	**-**	**-**	**30,000**
Capital Costs:								
Design	8,907							-
Right of Way								-
Construction		30,000						30,000
Subtotal	**8,907**	**30,000**	**-**	**-**	**-**	**-**	**-**	**30,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Auburn Way South -Muckleshoot Plaza to Dogwood

Project No: cp1218 | Capacity Project: NO | Anticipated Year of Completion: 2015

Water main improvements constructed in conjunction with Auburn Way South Corridor Improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund	5,000	55,000						55,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	**5,000**	**55,000**	**-**	**-**	**-**	**-**	**-**	**55,000**
Capital Costs:								
Design	5,000							-
Right of Way								-
Construction		55,000						55,000
Subtotal	**5,000**	**55,000**	**-**	**-**	**-**	**-**	**-**	**55,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: 24" White River Crossing

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2017

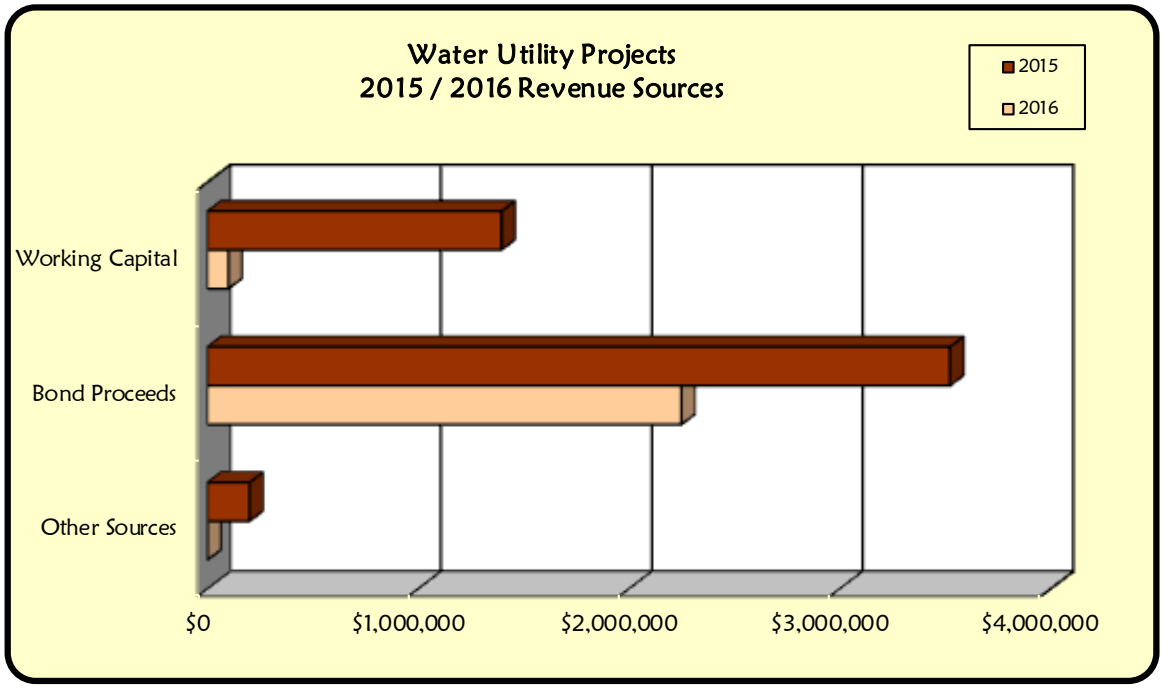
The facilities evaluation study conducted in 2013-2014 found a suspected leak on the 24" steel transmission main crossing the White River. The approximate location was determined, but further investigation is required to assess the degree and magnitude of the leak. This project will provide for full replacement of the river crossing.

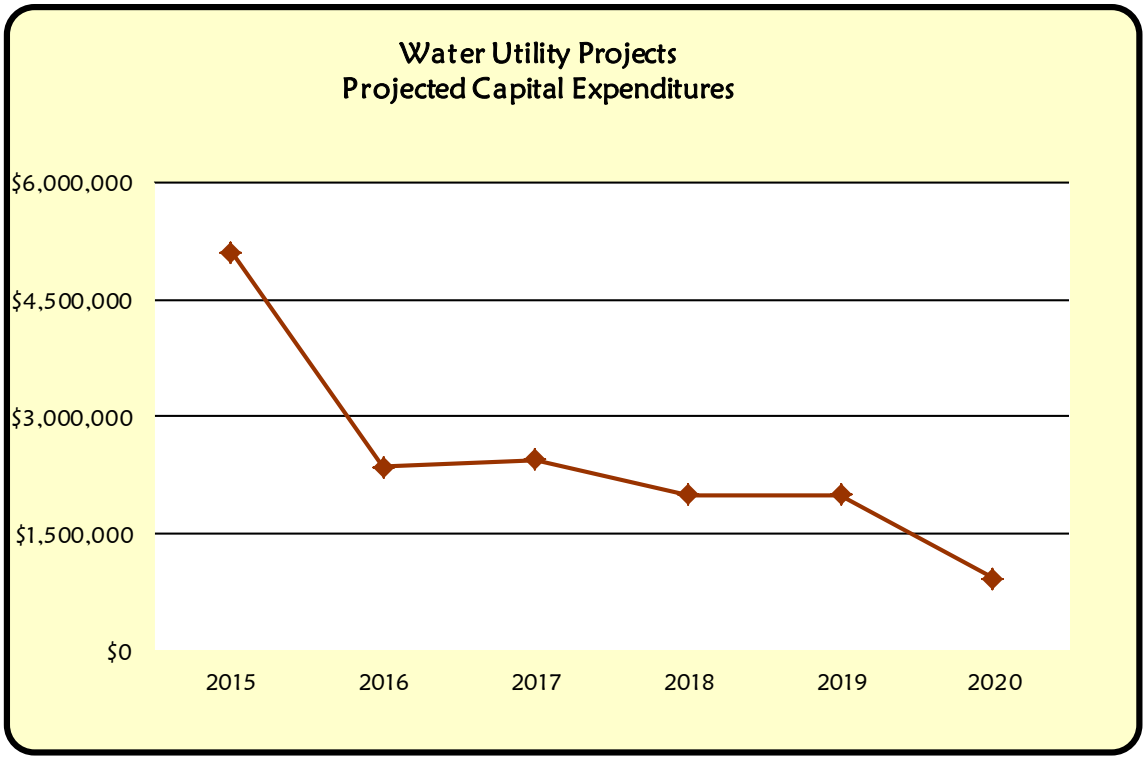
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund				450,000				450,000
Bond Proceeds			450,000					450,000
State								-
Local								-
REET								-
Other								-
Subtotal	**-**	**-**	**450,000**	**450,000**	**-**	**-**	**-**	**900,000**
Capital Costs:								
Design			100,000					100,000
Right of Way								-
Construction			350,000	450,000				800,000
Subtotal	**-**	**-**	**450,000**	**450,000**	**-**	**-**	**-**	**900,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

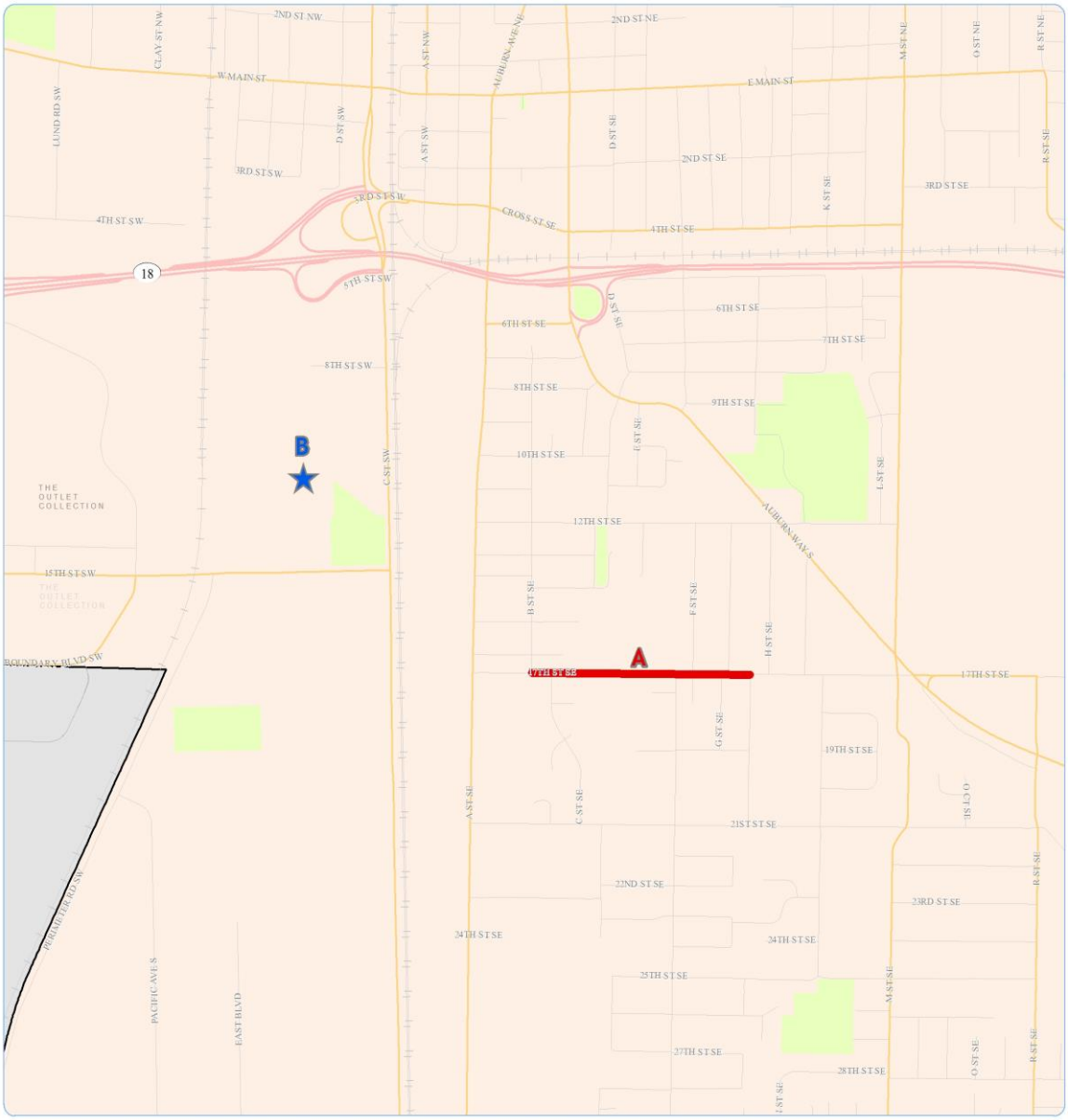
TOTAL CAPITAL COSTS and FUNDING SOURCES - WATER

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Water Fund	6,325,438	1,395,895	100,000	950,000	500,000	500,000	925,000	4,370,895
Bond Proceeds	7,774,778	3,524,000	2,250,000	1,500,000	1,500,000	1,500,000	-	10,274,000
State	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	1,799,553	200,000	-	-	-	-	-	200,000
Subtotal	**15,899,769**	**5,119,895**	**2,350,000**	**2,450,000**	**2,000,000**	**2,000,000**	**925,000**	**14,844,895**
Capital Costs:								
Design	4,239,654	214,000	100,000	-	-	-	425,000	739,000
Right of Way	920	-	-	-	-	-	-	-
Construction	11,659,195	4,905,895	2,250,000	2,450,000	2,000,000	2,000,000	500,000	14,105,895
Subtotal	**15,899,769**	**5,119,895**	**2,350,000**	**2,450,000**	**2,000,000**	**2,000,000**	**925,000**	**14,844,895**


Water Utility Projects
2015 / 2016 Revenue Sources
2015
2016
Working Capital
Bond Proceeds
Other Sources
$0
$1,000,000
$2,000,000
$3,000,000
$4,000,000


Water Utility Projects
Projected Capital Expenditures
$6,000,000
$4,500,000
$3,000,000
$1,500,000
$0
2015
2016
2017
2018
2019
2020

Sanitary Sewer Utility Projects
2015-2016



A - Auburn Way South Flooding, Phase 2

City of Auburn

B - Vactor Decant Facility

Parks

Water Features

0 360 720 1,080 1,440 1,800
FEET

Printed On: 9/22/2014
Map ID: 4472

N
W E
S

Information shown is for general reference purposes only and does not necessarily represent exact geographic or cartographic data as mapped. The City of Auburn makes no warranty as to its accuracy.

Sanitary Sewer Projects

Six capital projects totaling $2,605,160 are budgeted for 2015 and three capital projects totaling $2,490,000 are budgeted for 2016. The significant projects include the following:

- The Sanitary Sewer Replacement Program ($1,930,000 in 2015 and $2,050,000 in 2016) is an annual program for the repair and replacement of broken sewer mains and facilities. Additionally, system improvements that enhance the ability to maintain services are included.

- The Street Utility Improvements Project ($200,000 in both 2015 and 2016) will replace sewer lines in coordination with SOS and Arterial Street improvements.

- The Auburn Way South Flooding Phase 2 Project ($415,160 in 2015) will replace the City sewer mains and portions of side sewers within the right-of-way in 17th Street SE in conjunction with storm drainage and water improvements. **(See Map – "A")**

- The Vactor Decant Facility ($30,000 in 2015 and $240,000 in 2016) will allocate funds to construct a decant facility for sewer vactor waste. **(See Map – "B")** This project will decrease the future operating budget by reducing the expenses associated with hauling saturated waste to the County landfill.

Project Name: Sanitary Sewer Repair & Replacement

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

Repair and replace broken sewer mains and other facilities. These lines will be identified through television inspection and routine cleaning. This particular program includes proposed projects which do not have an approved Project Management Plan, or are not associated with the SOS or other transportation improvements. Anticipated projects include bi-annual, stand-alone, repair and replacement projects for sewer lines which are broken, misaligned, "bellied" or otherwise require an inordinate amount of maintenance effort or present a risk of backup or trench failure, and facilities which generate consistent odor complaints. Additionally, system improvements which enhance the ability to maintain service are included here.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Sewer Fund	1,706,183	1,930,000	2,050,000	300,000	1,500,000	300,000	1,500,000	7,580,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**1,706,183**	**1,930,000**	**2,050,000**	**300,000**	**1,500,000**	**300,000**	**1,500,000**	**7,580,000**
Capital Costs:								
Design	292,852	290,000	307,500	200,000	150,000	200,000	150,000	1,297,500
Right of Way								-
Construction	1,413,331	1,640,000	1,742,500	100,000	1,350,000	100,000	1,350,000	6,282,500
Subtotal	**1,706,183**	**1,930,000**	**2,050,000**	**300,000**	**1,500,000**	**300,000**	**1,500,000**	**7,580,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Street Utility Improvements

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

Sewer line replacement in coordination with the Save our Streets (SOS) program and arterial improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Sewer Fund	548,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**548,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,200,000**
Capital Costs:								
Design	54,800	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Right of Way								-
Construction	493,200	180,000	180,000	180,000	180,000	180,000	180,000	1,080,000
Subtotal	**548,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,200,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Vactor Decant Facility

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2016

Funds allocated to construct a decant facility for sewer vactor waste.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Sewer Fund		30,000	240,000					270,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**-**	**30,000**	**240,000**	**-**	**-**	**-**	**-**	**270,000**
Capital Costs:								
Design		15,000	30,000					45,000
Right of Way		15,000						15,000
Construction			210,000					210,000
Subtotal	**-**	**30,000**	**240,000**	**-**	**-**	**-**	**-**	**270,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project would decrease the future operating budget by reducing the expenses associated with hauling saturated waste to the County landfill.

Project Name: Comprehensive Sewer Plan Update

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

Update the Comprehensive Sewer Plan to be consistent with the City's overall Comprehensive Plan update as required by the State of Washington.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Sewer Fund	325,000	25,000					350,000	375,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**325,000**	**25,000**	**-**	**-**	**-**	**-**	**350,000**	**375,000**
Capital Costs:								
Design	325,000	25,000					350,000	375,000
Right of Way								-
Construction								-
Subtotal	**325,000**	**25,000**	**-**	**-**	**-**	**-**	**350,000**	**375,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Auburn Way South Flooding Improvement -Phase 2

Project No: cp1202 | Capacity Project: NO | Anticipated Year of Completion: 2015

Replace the City sewer main and portions of side sewers within the right-of-way in 17th Street SE in conjunction with storm drainage and water improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Sewer Fund	65,200	415,160						415,160
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**65,200**	**415,160**	**-**	**-**	**-**	**-**	**-**	**415,160**
Capital Costs:								
Design	65,200							-
Right of Way								-
Construction		415,160						415,160
Subtotal	**65,200**	**415,160**	**-**	**-**	**-**	**-**	**-**	**415,160**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: BNSF Utility Crossings

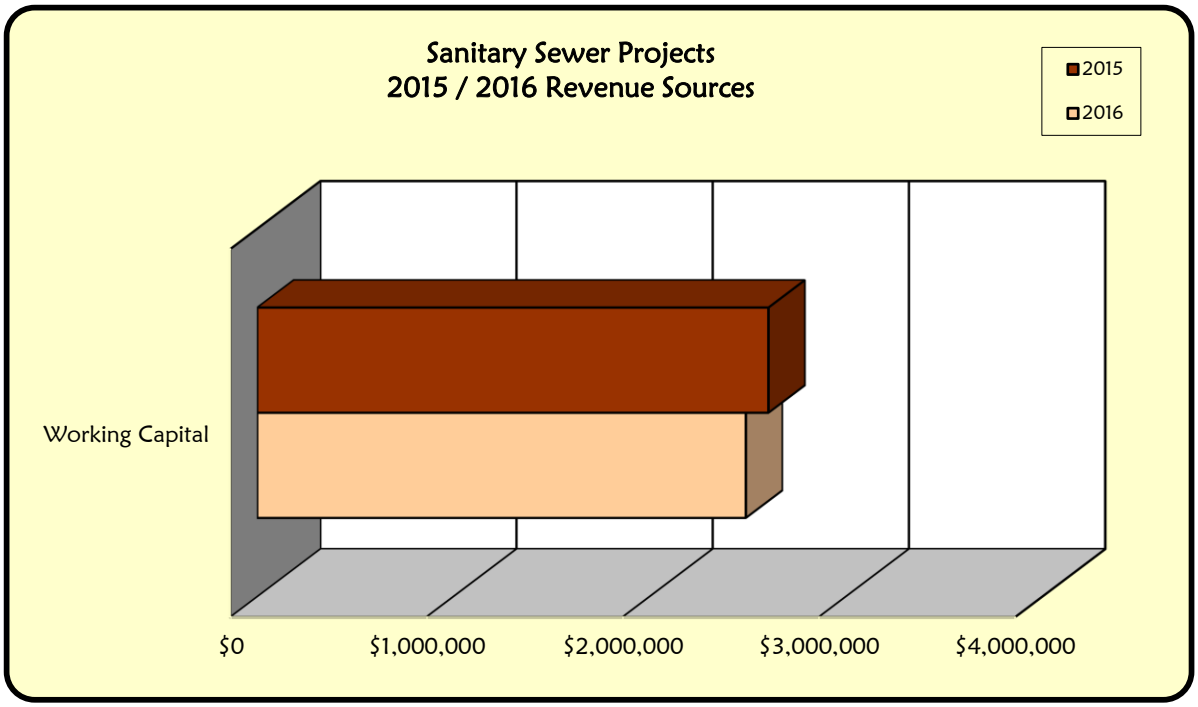
Project No: cp1308 | Capacity Project: NO | Anticipated Year of Completion: 2015

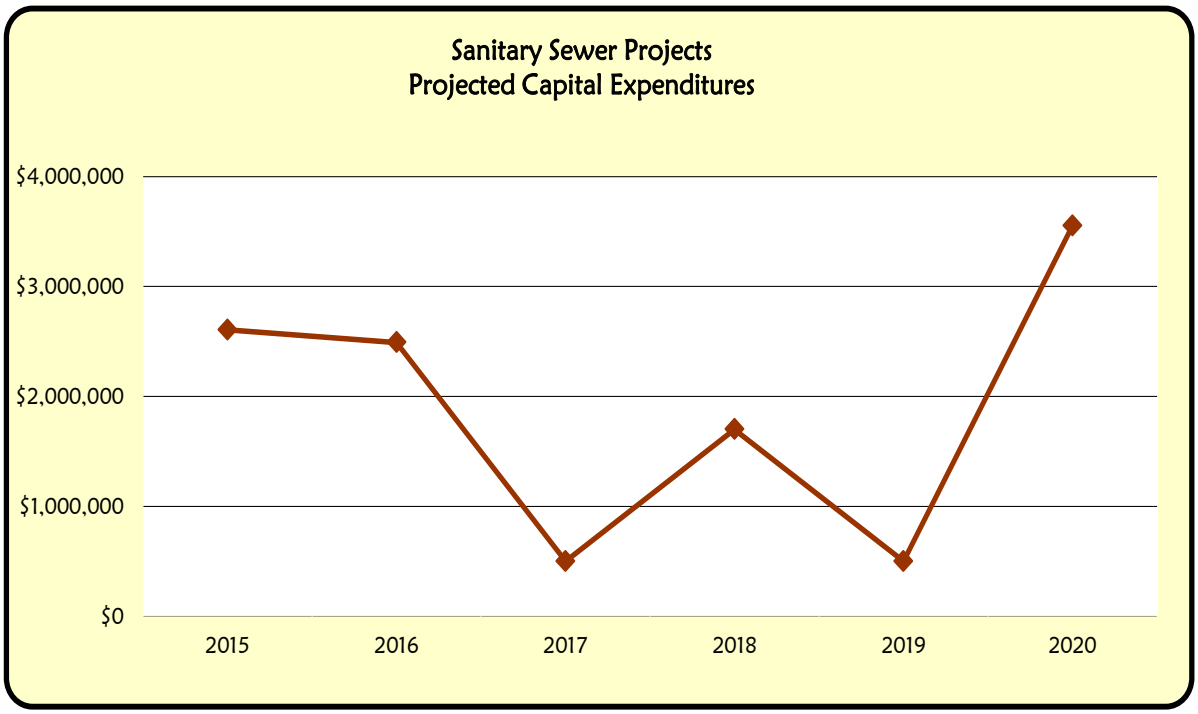
Replace one sewer main which crosses under the BNSF railroad tracks to ensure that it complies with pipeline casing requirements prior to the BNSF construction of a third track within their right-of-way.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Sewer Fund	370,940	5,000						5,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**370,940**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**
Capital Costs:								
Design	29,440							-
Right of Way								-
Construction	341,500	5,000						5,000
Subtotal	**370,940**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**

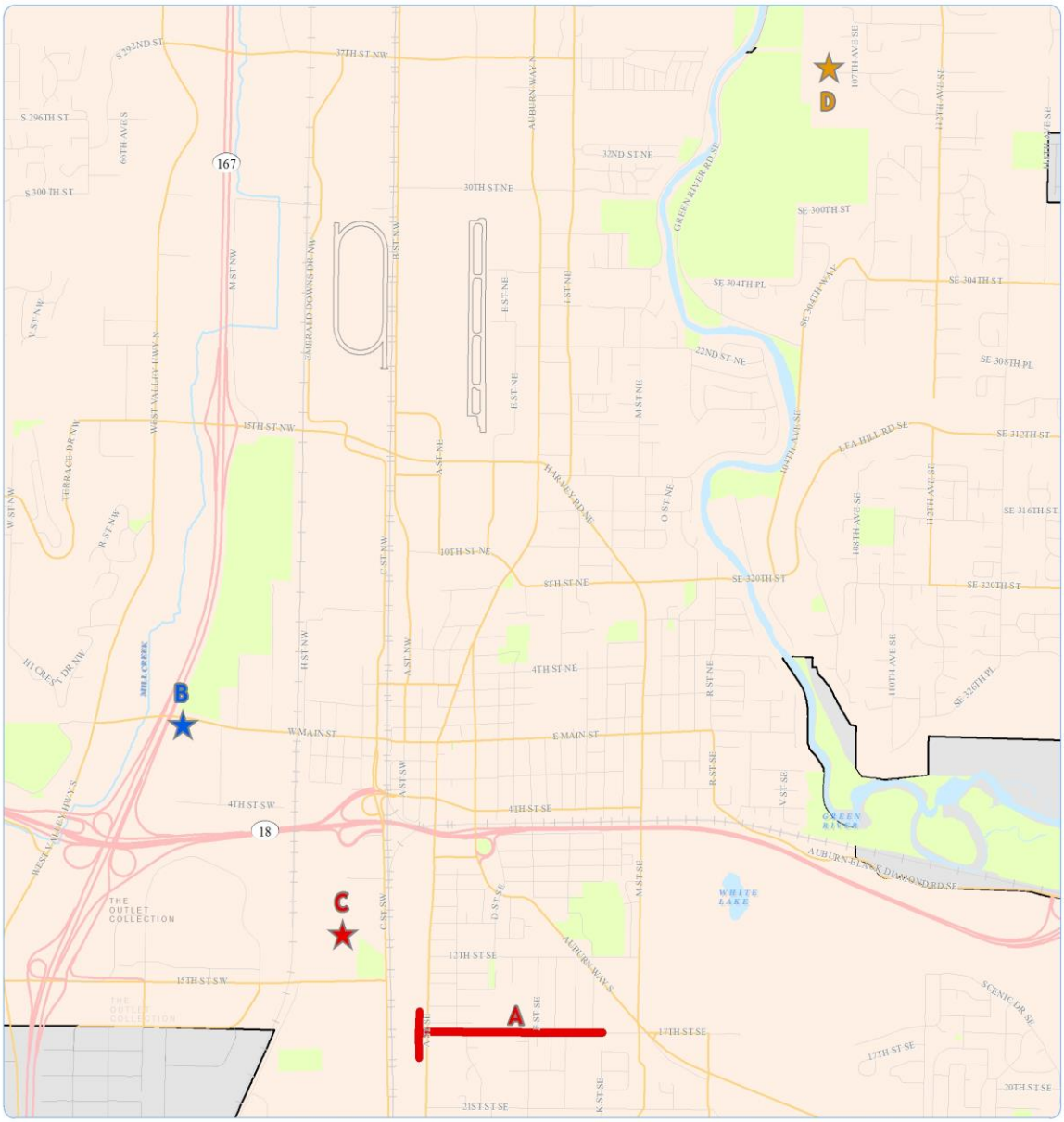
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

TOTAL CAPITAL COSTS and FUNDING SOURCES - SEWER								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Sewer Fund	3,015,323	2,605,160	2,490,000	500,000	1,700,000	500,000	2,050,000	9,845,160
Federal	-	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Subtotal	**3,015,323**	**2,605,160**	**2,490,000**	**500,000**	**1,700,000**	**500,000**	**2,050,000**	**9,845,160**
Capital Costs:								
Design	767,292	350,000	357,500	220,000	170,000	220,000	520,000	1,837,500
Right of Way	-	15,000	-	-	-	-	-	15,000
Construction	2,248,031	2,240,160	2,132,500	280,000	1,530,000	280,000	1,530,000	7,992,660
Subtotal	**3,015,323**	**2,605,160**	**2,490,000**	**500,000**	**1,700,000**	**500,000**	**2,050,000**	**9,845,160**


Sanitary Sewer Projects
2015 / 2016 Revenue Sources
2015
2016
Working Capital
$0
$1,000,000
$2,000,000
$3,000,000
$4,000,000


Sanitary Sewer Projects
Projected Capital Expenditures
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
2015
2016
2017
2018
2019
2020

Storm Drainage Utility Projects
2015-2016



A - Auburn Way South Flooding, Phase 2

B - West Main Street Pump Station Upgrade

C - M&O Storm Drainage Improvements

D - Eastridge Manor Outfall Replacement

City of Auburn

Parks

Water Features

0 700 1,400 2,100 2,800 3,500
FEET

Printed On: 9/22/2014
Map ID: 4473

N W E S

Information shown is for general reference purposes only and does not necessarily represent exact geographic or cartographic data as mapped. The City of Auburn makes no warranty as to its accuracy.

Storm Drainage Projects

Sixteen capital projects totaling $5,352,442 are budgeted for 2015 and ten capital projects totaling $2,220,000 are budgeted for 2016. The most significant projects are as follows:

- The Pipeline Repair and Replacement Project ($1,000,000 in 2015 and $100,000 in 2016) will include projects identified as those requiring replacement of existing infrastructure. These projects support street repairs and other utility replacement programs requiring coordination.

- The Auburn Way S Flooding, Phase 2 Project ($1,482,392 in 2015) will construct conveyance improvements to 17th Street SE as part of the Metro Realignment Project. The project will replace conveyance line from A Street SE to K Street SE and add an additional 7 acre feet of storage within the existing A Street SE detention pond. **(See Map – "A")**

- The West Main Street Pump Station Upgrade ($125,000 in 2015 and $985,000 in 2016) will update the existing pump station by providing a redundant pump and telemetry system, meeting level of service goals. **(See Map – "B")**

- The M & O Storm Drainage Improvements Project ($840,050 in 2015) will construct storm drainage improvements and expand the vactor decant facility at the City's maintenance and operations facility. **(See Map – "C")**

- The Eastridge Manor Outfall Replacement Project will replace the existing deteriorated outfall with new High Density Polyethylene (HDPE). Two existing outfalls may be combined into a single outfall and improvements to the Golf Course conveyance system may be needed. **(See Map – "D")**

Project Name: M Street SE Storm Improvement

Project No: cpxxxx | Capacity Project: YES | Anticipated Year of Completion: 2015

This project will install a replacement pipe of greater capacity from 3rd Street SE to Main Street to alleviate periodic flooding in this area as a result of upstream flows.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund	30,000	400,000						400,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	**30,000**	**400,000**	**-**	**-**	**-**	**-**	**-**	**400,000**
Capital Costs:								
Design	30,000	60,000						60,000
Right of Way								-
Construction		340,000						340,000
Subtotal	**30,000**	**400,000**	**-**	**-**	**-**	**-**	**-**	**400,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Howard Road Improvement

Project No: cpxxxx | Capacity Project: YES | Anticipated Year of Completion: 2016

Improve drainage ditch capacity along the north side of Howard Road. Improve inlet capacity and upsize existing conveying line which flows north through the Coal Creek Springs Pump Station property. Install overflow line with adjustable gate to the existing line flowing westerly in 21st St SE.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund		40,000	250,000					290,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	**-**	**40,000**	**250,000**	**-**	**-**	**-**	**-**	**290,000**
Capital Costs:								
Design		40,000						40,000
Right of Way								-
Construction			250,000					250,000
Subtotal	**-**	**40,000**	**250,000**	**-**	**-**	**-**	**-**	**290,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: 37th St. NW Storm Improvement

Project No: cpxxxx | Capacity Project: YES | Anticipated Year of Completion: 2016

This project would increase existing pipes to provide additional capacity to alleviate current periodic flooding conditions in vicinity of I St NW. This would also provide relief to the flooding experienced on the Interurban Bike Trail.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund		40,000	160,000					200,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other (Other Agency)								-
Subtotal	**-**	**40,000**	**160,000**	**-**	**-**	**-**	**-**	**200,000**
Capital Costs:								
Design		40,000						40,000
Right of Way								-
Construction			160,000					160,000
Subtotal	**-**	**40,000**	**160,000**	**-**	**-**	**-**	**-**	**200,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Pipeline Repair & Replacement Program

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

Projects identified as those requiring replacement of existing infrastructure. These projects support street repairs and other utility replacement programs, requiring coordination.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund	667,652	1,000,000	100,000	1,000,000	100,000	1,000,000	100,000	3,300,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	**667,652**	**1,000,000**	**100,000**	**1,000,000**	**100,000**	**1,000,000**	**100,000**	**3,300,000**
Capital Costs:								
Design	87,930		100,000		100,000		100,000	300,000
Right of Way								-
Construction	579,722	1,000,000		1,000,000		1,000,000		3,000,000
Subtotal	**667,652**	**1,000,000**	**100,000**	**1,000,000**	**100,000**	**1,000,000**	**100,000**	**3,300,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Auburn Way South Flooding, Phase 2

Project No: cp1202 | Capacity Project: NO | Anticipated Year of Completion: 2015

Construct conveyance improvement to 17th Street SE as part of Metro Realignment Project. Replace existing conveyance line from A Street SE to K Street SE and add an additional 7 ac-ft. of storage within the existing A Street SE detention pond.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund								-
Bond Proceeds	157,068	1,482,392						1,482,392
State								-
Local								-
REET								-
Other								-
Subtotal	**157,068**	**1,482,392**	**-**	**-**	**-**	**-**	**-**	**1,482,392**
Capital Costs:								
Design	157,068							-
Right of Way								-
Construction		1,482,392						1,482,392
Subtotal	**157,068**	**1,482,392**	**-**	**-**	**-**	**-**	**-**	**1,482,392**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: 30th Street NE Area Flooding, Phase 1

Project No: cp1122 | Capacity Project: NO | Anticipated Year of Completion: 2015

This project would install a new storm drain from the NW corner of the airport property (MH I107) to the existing Brannan Park storm pump station. This pipe would replace the existing 30-inch diameter pipe generally located along the 30th St NE alignment and the northerly boundary of Brannan Park by improving the conveyance system's hydraulic capacity, thereby reducing the potential for stormwater flooding into the street.

- 3,820 feet of 42-in.-diameter gravity storm drain from the NW corner of airport property to the existing Brannan Park storm pump station
- Removal of floatable capture baffles upstream of the Brannan Park pump station (these are not needed to protect the pumps and reduce the system's hydraulic capacity)

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund	1,384,355	10,000						10,000
Bond Proceeds	2,406,347							-
State								-
Local								-
REET								-
Other								-
Subtotal	**3,790,702**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**
Capital Costs:								
Design	350,702							-
Right of Way								-
Construction	3,440,000	10,000						10,000
Subtotal	**3,790,702**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: 30th Street NE Area Flooding, Phase 2

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2014

Locate a storm drain line to capture stormwater from the two residential developments at the west edge of the former CRISTA Ministries property. Currently, stormwater flows are discharged onto a depressed area on the CRISTA Ministries property where its infiltration is limited by high groundwater levels that occur during extended periods of high flows on the Green River. This phase would construct a new storm drain within I St. NE southward to connect into the upgraded 42-inch diameter (Phase 1) storm drain near the intersection at I St. NE and 30th St. NE. The 42-inch diameter line would have sufficient available capacity to convey the I St. NE flows. Key components of Phase 2 include:

• 1,760 feet of 15-inch diameter gravity storm drain
• Catch basin and incidental grading to collect stormwater at the upstream end of system

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund			75,000	600,000				675,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	**-**	**-**	**75,000**	**600,000**	**-**	**-**	**-**	**675,000**
Capital Costs:								
Design			75,000					75,000
Right of Way								-
Construction				600,000				600,000
Subtotal	**-**	**-**	**75,000**	**600,000**	**-**	**-**	**-**	**675,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: West Main Street Pump Station Upgrade

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2016

This project will update the existing pump station by providing a redundant pump and telemetry system meeting level of service goals.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund		125,000	985,000					1,110,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	**-**	**125,000**	**985,000**	**-**	**-**	**-**	**-**	**1,110,000**
Capital Costs:								
Design		125,000						125,000
Right of Way								-
Construction			985,000					985,000
Subtotal	**-**	**125,000**	**985,000**	**-**	**-**	**-**	**-**	**1,110,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Street Utility Improvements

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

Storm drainage conveyance improvements in coordination with Arterial and SOS improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund	233,367	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	**233,367**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**600,000**
Capital Costs:								
Design	15,296							-
Right of Way								-
Construction	218,071	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Subtotal	**233,367**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**600,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Comprehensive Storm Drainage Plan Update

Project No: cp1405 | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

Update the Comprehensive Storm Drainage Plan to be consistent with the City's overall Comprehensive Plan update as required by the State of Washington.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund	340,000	10,000					250,000	260,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	**340,000**	**10,000**	**-**	**-**	**-**	**-**	**250,000**	**260,000**
Capital Costs:								
Design	340,000	10,000					250,000	260,000
Right of Way								-
Construction								-
Subtotal	**340,000**	**10,000**	**-**	**-**	**-**	**-**	**250,000**	**260,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Mill Creek Wetland 5K Reach Restoration

Project No: cp0746 | Capacity Project: NO | Anticipated Year of Completion: 2019

Mill Creek Wetland 5K reach (W5K) is a stream restoration project to provide improved conveyance and habitat along an approximate one mile reach of Mill Creek between West Main Street and SR 167. The project includes construction of a new larger stream culvert at 15th Street NW for improved hydraulic conveyance and fish passage, removal of invasive vegetation, native tree and shrub plantings. The project is being conducted in partnership with the Army Corps of Engineers under the Corps' Ecosystem Restoration Program. The City's cost share for construction is 35%, and the federal cost share is 65%. The value of City-owned lands used for the project are credited toward the City's cost share. Total federal funding for the project (not shown below) is approximately $3.9 million based on the most recent Corps estimates of $6 million for total project costs.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund	1,125,000	5,000	5,000	55,000	55,000	5,000		125,000
Bond Proceeds								-
Federal								-
State	282,000	250,000						250,000
Local	269,693							-
Other	29,198							-
Subtotal	**1,705,891**	**255,000**	**5,000**	**55,000**	**55,000**	**5,000**	**-**	**375,000**
Capital Costs:								
Design	369,931							-
Right of Way	350,960	250,000						250,000
Construction	985,000	5,000	5,000	55,000	55,000	5,000		125,000
Subtotal	**1,705,891**	**255,000**	**5,000**	**55,000**	**55,000**	**5,000**	**-**	**375,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Eastridge Manor Outfall Replacement

Project No: cp1316 | Capacity Project: NO | Anticipated Year of Completion: 2015

Replace the existing deteriorated outfall with new High Density Polyethylene (HDPE). Two existing outfalls may be combined into a single outfall. Improvements to the Golf Course conveyance system may be needed.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund	357,100	810,000						810,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	**357,100**	**810,000**	**-**	**-**	**-**	**-**	**-**	**810,000**
Capital Costs:								
Design	172,100							-
Right of Way	185,000							-
Construction		810,000						810,000
Subtotal	**357,100**	**810,000**	**-**	**-**	**-**	**-**	**-**	**810,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: BNSF Utilities Crossing

Project No: cp1308 | Capacity Project: NO | Anticipated Year of Completion: 2015

Replace or extend as needed the existing crossing casings to accommodate the 3rd rail improvement.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund	41,356	10,000						10,000
Bond Proceeds	500,000							-
Federal								-
State								-
Local								-
Other								-
Subtotal	**541,356**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**
Capital Costs:								
Design	137,714							-
Right of Way								-
Construction	403,642	10,000						10,000
Subtotal	**541,356**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Hillside Drainage Assessment

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2017

The existing drainage system includes pipes that discharge over hillsides. While a preliminary inventory and mapping of locations has been completed, field-locating and detailed inspection is warranted to define deficiencies.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund		150,000	150,000	150,000				450,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	**-**	**150,000**	**150,000**	**150,000**	**-**	**-**	**-**	**450,000**
Capital Costs:								
Design		150,000						150,000
Right of Way			50,000					50,000
Construction			100,000	150,000				250,000
Subtotal	**-**	**150,000**	**150,000**	**150,000**	**-**	**-**	**-**	**450,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: North Airport Area Improvements

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2016

This project would provide additional storage depth in Pond I and replace the existing inlet pipe at a lower invert to the pond, and install a backflow preventer at the outlet. The project also includes the installation of a second backflow preventer at the overflow to 30 St NE to protect the hangar area.

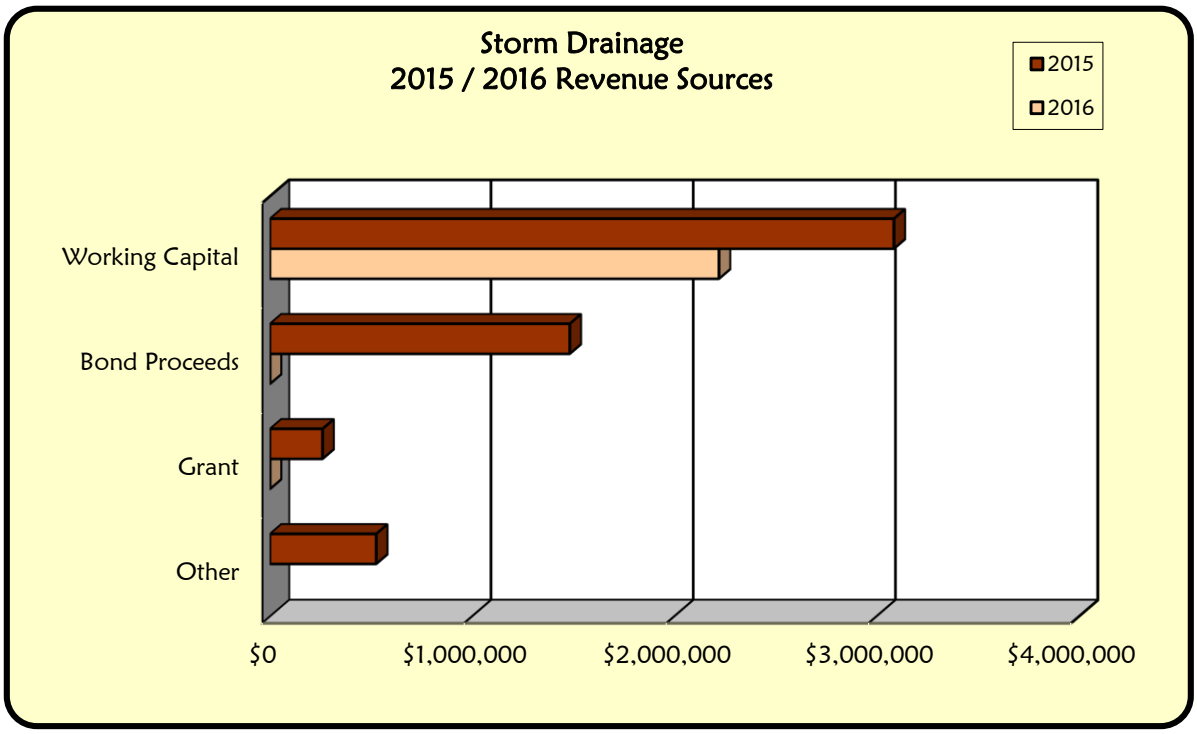
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund		40,000	135,000					175,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	**-**	**40,000**	**135,000**	**-**	**-**	**-**	**-**	**175,000**
Capital Costs:								
Design		40,000						40,000
Right of Way								-
Construction			135,000					135,000
Subtotal	**-**	**40,000**	**135,000**	**-**	**-**	**-**	**-**	**175,000**

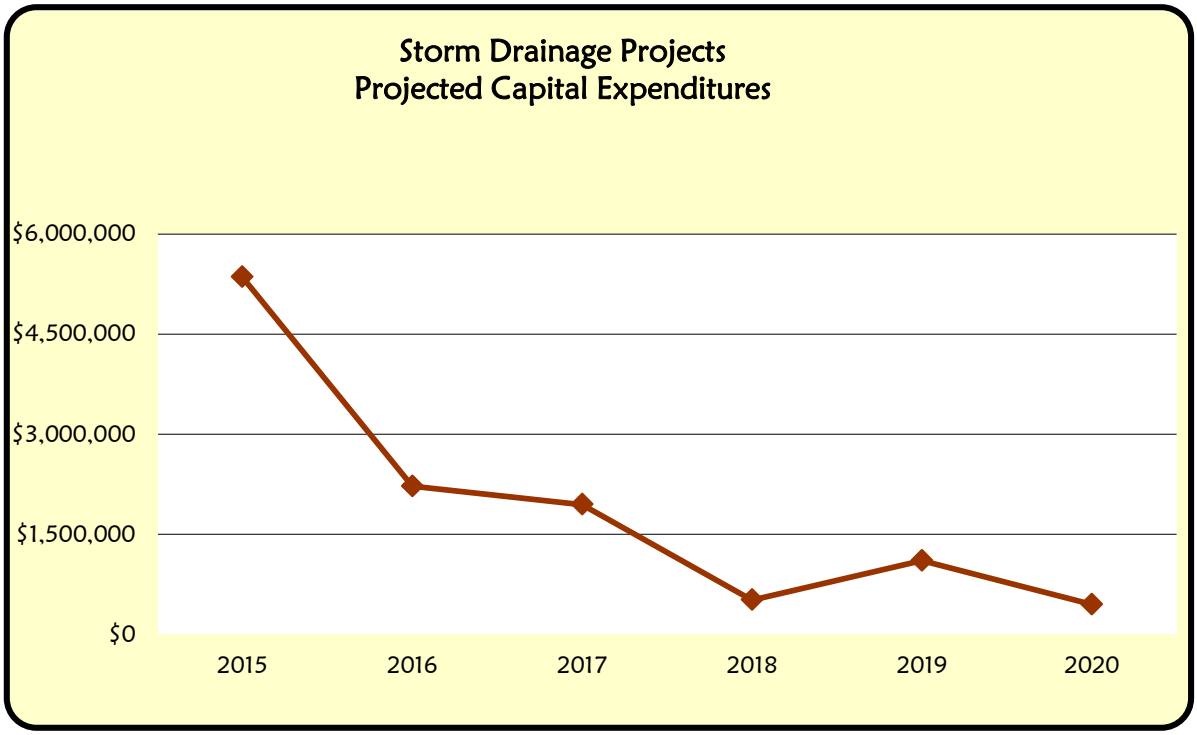
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Annexation Area Small Storm Improvement								
Project No: cpxxxx		Capacity Project:	NO		Anticipated Year of Completion:			2018
Improve existing drainage conditions for the annexation areas.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund		40,000	260,000	40,000	260,000			600,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	**-**	**40,000**	**260,000**	**40,000**	**260,000**	**-**	**-**	**600,000**
Capital Costs:								
Design		40,000		40,000				80,000
Right of Way			50,000		50,000			100,000
Construction			210,000		210,000			420,000
Subtotal	**-**	**40,000**	**260,000**	**40,000**	**260,000**	**-**	**-**	**600,000**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: M & O Storm Drainage Improvements								
Project No: cp1320		Capacity Project:	NO		Anticipated Year of Completion:			2015
This project will construct storm drainage improvements and expand the vactor decant facility at the City's maintenance and operations facility.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund	164,920	305,080						305,080
Bond Proceeds								-
Federal								-
State	989,513	9,887						9,887
Local								-
Other	164,917	525,083						525,083
Subtotal	**1,319,350**	**840,050**	**-**	**-**	**-**	**-**	**-**	**840,050**
Capital Costs:								
Design								-
Right of Way								-
Construction		840,050						840,050
Subtotal	**-**	**840,050**	**-**	**-**	**-**	**-**	**-**	**840,050**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

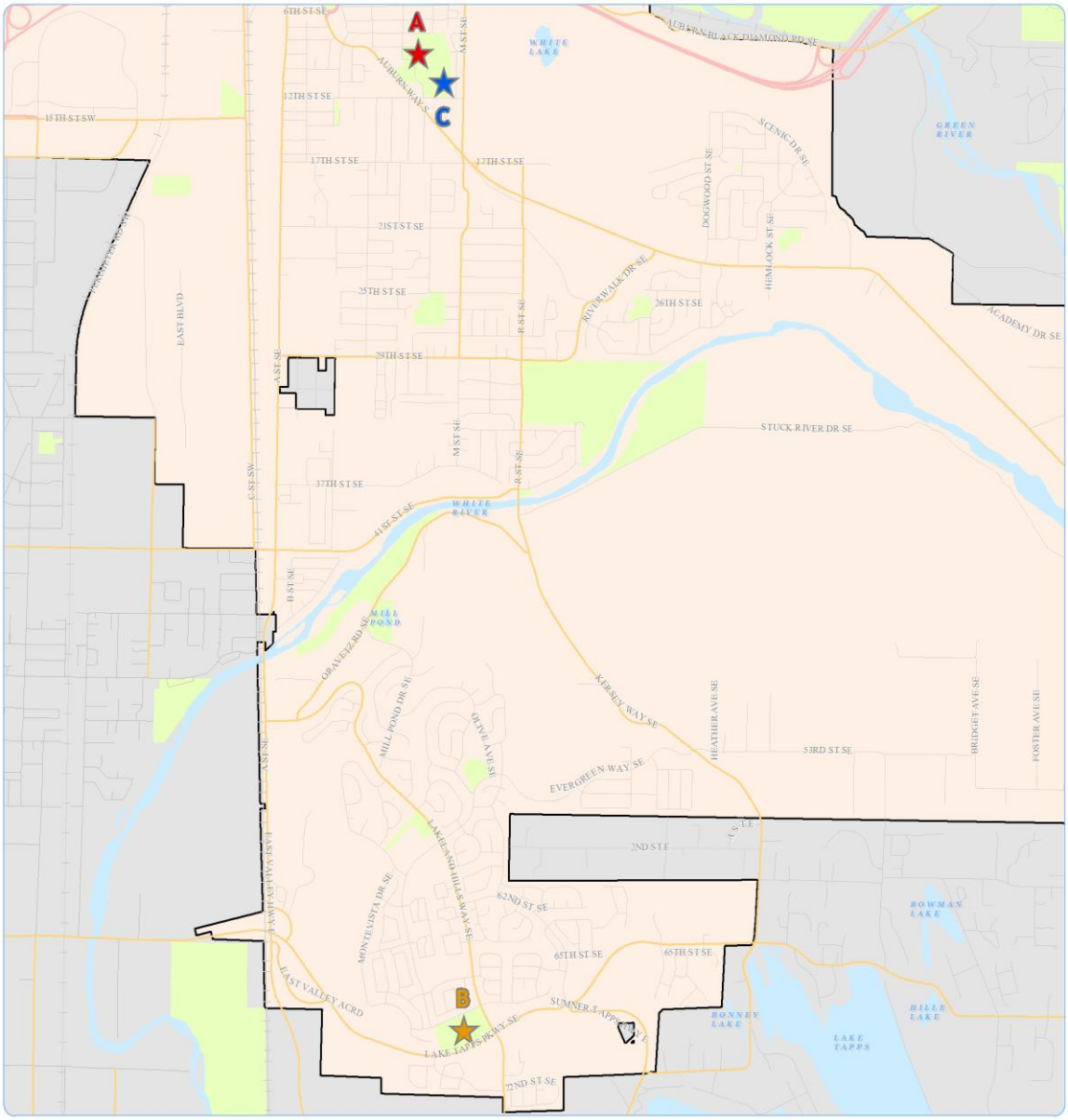
TOTAL CAPITAL COSTS and FUNDING SOURCES - STORM DRAINAGE								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Storm Drainage Fund	4,343,750	3,085,080	2,220,000	1,945,000	515,000	1,105,000	450,000	9,320,080
Bond Proceeds	3,063,415	1,482,392	-	-	-	-	-	1,482,392
Federal	-	-	-	-	-	-	-	-
State	1,271,513	259,887	-	-	-	-	-	259,887
Local	269,693	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	194,115	525,083	-	-	-	-	-	525,083
Subtotal	**9,142,486**	**5,352,442**	**2,220,000**	**1,945,000**	**515,000**	**1,105,000**	**450,000**	**11,587,442**
Capital Costs:								
Design	1,660,741	505,000	175,000	40,000	100,000	-	350,000	1,170,000
Right of Way	535,960	250,000	100,000	-	50,000	-	-	400,000
Construction	5,626,435	4,597,442	1,945,000	1,905,000	365,000	1,105,000	100,000	10,017,442
Subtotal	**7,823,136**	**5,352,442**	**2,220,000**	**1,945,000**	**515,000**	**1,105,000**	**450,000**	**11,587,442**


Storm Drainage
2015 / 2016 Revenue Sources
2015
2016
Working Capital
Bond Proceeds
Grant
Other
$0
$1,000,000
$2,000,000
$3,000,000
$4,000,000


Storm Drainage Projects
Projected Capital Expenditures
$6,000,000
$4,500,000
$3,000,000
$1,500,000
$0
2015
2016
2017
2018
2019
2020

CITY OF
AUBURN
WASHINGTON

Parks, Arts and Recreation Projects
2015-2016



Parks, Arts and Recreation Projects

Seven projects totaling $530,000 are budgeted for 2015 and five capital projects totaling $9,145,000 are budgeted for 2016.

The most significant projects include following:

- The Auburn Community and Youth/Teen Center ($300,000 in 2015 and $8,300,000 in 2016) will construct a new 15,100 sq. ft. Community Center as well as repurpose the existing Parks, Recreation and Arts Administrative building into a Youth/Teen Center. The project includes site improvements associated with the construction at the Les Gove Campus and 3,000 sq. ft. of administrative space for the Parks Department, meeting, activity and fitness space as well as a dedicated youth/teen center. **(See Map – "A")**

- The Sunset Park Project ($15,000 in 2015 and $385,000 in 2016) will expand the playground area to include a spray park and additional play activities. **(See Map – "B")**

- The Les Gove Park Improvements Project will provide funding for the design and implementation of recommendations from the completed Les Gove Master Plan that will increase user safety, encourage public use and community connectivity. **(See Map – "C")**

Project Name: Isaac Evans Park

Project No: cpxxxx | Capacity Project: YES | Anticipated Year of Completion: 2016

Repair trail throughout park, improve playground and develop reforestation plan.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Municipal Parks Constr. Fund	25,321		50,000					50,000
Federal								-
State								-
Other Local Agencies								-
REET								-
Other -Park Impact Fee			50,000					50,000
Subtotal	**25,321**	**-**	**100,000**	**-**	**-**	**-**	**-**	**100,000**
Capital Costs:								
Design	25,321		10,000					10,000
Acquisition								-
Construction			90,000					90,000
Subtotal	**25,321**	**-**	**100,000**	**-**	**-**	**-**	**-**	**100,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $6,000

Project Name: Auburn Community and Youth/Teen Center

Project No: cp0925 | Capacity Project: NO | Anticipated Year of Completion: 2016

Construct a new 15,100 sq. ft. Community Center facility as well as repurpose the existing Parks, Recreation and Arts Administration building into a Youth/Teen Center. The project includes site improvements associated with the construction at Les Gove Campus and 3,000 sq. ft. of administrative space for the Parks Department, meeting, activity and fitness space as well as a dedicated youth/teen center. The State has allocated $3 million of the capital budget to the City to fund the project.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Municipal Parks Constr. Fund								-
Federal								-
State			3,000,000					3,000,000
REET	492,046	300,000	759,219					1,059,219
Other (Solid Waste Fees)	1,000,000							-
Cumulative Reserve Fund			1,221,084					1,221,084
Capital Improvement Fund 328			3,319,697					3,319,697
Subtotal	**1,492,046**	**300,000**	**8,300,000**	**-**	**-**	**-**	**-**	**8,600,000**
Capital Costs:								
Design	1,300,857	300,000						300,000
Demolition	191,189							-
Construction	-		8,300,000					8,300,000
Subtotal	**1,492,046**	**300,000**	**8,300,000**	**-**	**-**	**-**	**-**	**8,600,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $150,000

Project Name: Les Gove Park Improvements

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2016

Based on "to be completed" Les Gove Master Plan, design and implement recommendations that will increase user safety, encourage public use and community connectivity.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
REET								-
Other (KC Prop 2)		40,000	260,000					300,000
Subtotal	**-**	**40,000**	**260,000**	**-**	**-**	**-**	**-**	**300,000**
Capital Costs:								
Design		40,000	10,000					50,000
Right of Way								-
Construction			250,000					250,000
Subtotal	**-**	**40,000**	**260,000**	**-**	**-**	**-**	**-**	**300,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $5,000

Project Name: Miscellaneous Park Improvements								
Project No: cpxxxx		Capacity Project:		NO	Anticipated Year of Completion:			Beyond 2020
Minor park improvements including shelters, roofs, playgrounds, irrigation and restrooms.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	Years	2015	2016	2017	2018	2019	2020	Total
Municipal Parks Constr. Fund				25,000	25,000	25,000	25,000	100,000
Federal								-
State		50,000	50,000	75,000	75,000	75,000	75,000	400,000
Local								-
REET								-
Other (Parks Impact Fee)	10,922	50,000	50,000	75,000	75,000	75,000	75,000	400,000
Subtotal	**10,922**	**100,000**	**100,000**	**175,000**	**175,000**	**175,000**	**175,000**	**900,000**
Capital Costs:								
Design								-
Property Acquisition								-
Construction	10,922	100,000	100,000	175,000	175,000	175,000	175,000	900,000
Subtotal	**10,922**	**100,000**	**100,000**	**175,000**	**175,000**	**175,000**	**175,000**	**900,000**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: Auburndale Park								
Project No: cpxxxx		Capacity Project:		NO	Anticipated Year of Completion:			2018
Develop a Master Plan for the park, install an irrigation system, new play structure and improve signage.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	Years	2015	2016	2017	2018	2019	2020	Total
Municipal Parks Constr. Fund		25,000						25,000
Federal								-
State								-
Local								-
Other (KC Prop 2)					100,000			100,000
Other (Park Impact & Mitigation)					250,000			250,000
Subtotal	**-**	**25,000**	**-**	**-**	**350,000**	**-**	**-**	**375,000**
Capital Costs:								
Design		25,000						25,000
Right of Way								-
Construction					350,000			350,000
Subtotal	**-**	**25,000**	**-**	**-**	**350,000**	**-**	**-**	**375,000**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $5,000								

Project Name: Auburndale Park II								
Project No: cpxxxx		Capacity Project:		NO	Anticipated Year of Completion:			2018
Develop a Master Plan in 2015; improve the existing trail system and install signage and play structure.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	Years	2015	2016	2017	2018	2019	2020	Total
Municipal Parks Constr. Fund		25,000						25,000
Federal								-
State								-
Local								-
REET								-
Other (TBD)					575,000			575,000
Subtotal	**-**	**25,000**	**-**	**-**	**575,000**	**-**	**-**	**600,000**
Capital Costs:								
Design		25,000			75,000			100,000
Right of Way								-
Construction					500,000			500,000
Subtotal	**-**	**25,000**	**-**	**-**	**575,000**	**-**	**-**	**600,000**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $5,000								

Project Name: Sunset Park

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2016

Expand playground area to include spray park and additional play activities. Coordinate improvements with service club and Lakeland Hills HOA.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
Other (Park Impact Fee)		15,000	185,000					200,000
Other (Contributions & Donations)			200,000					200,000
Subtotal	**-**	**15,000**	**385,000**	**-**	**-**	**-**	**-**	**400,000**
Capital Costs:								
Design		15,000						15,000
Right of Way								-
Construction			385,000					385,000
Subtotal	**-**	**15,000**	**385,000**	**-**	**-**	**-**	**-**	**400,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Fenster Levee Setback

Project No: cp1016 | Capacity Project: NO | Anticipated Year of Completion: 2015

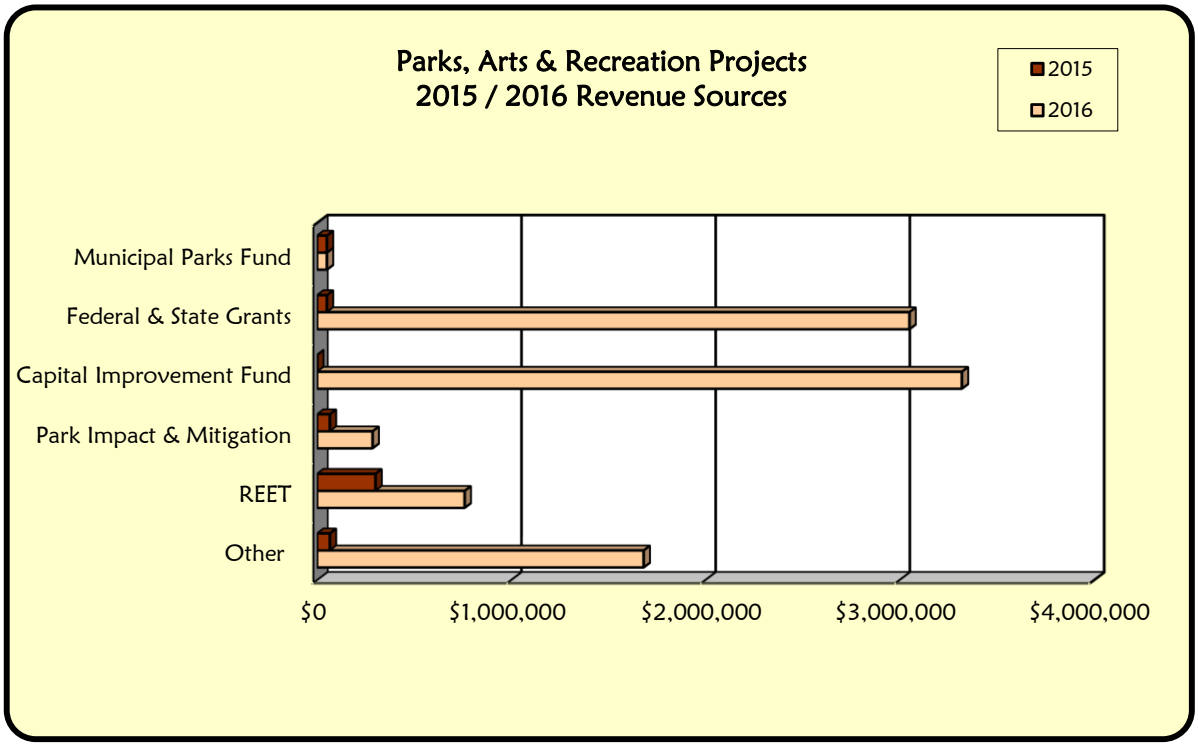
The project will design and construct approximately 800 feet of levee setback along the left bank of the Green River at the City's Fenster Nature Park property. The project is intended to improve fish habitat and provide refuge for salmonids as well as create additional flood storage capacity during periods of higher river flow during/after storm events and/or when additional volumes of water are released from Howard Hanson Dam. This project will complete floodplain restoration and habitat improvements along an approximately two mile reach of the Green River that begins at Auburn Narrows in unincorporated King County and ends at Fenster Nature Park in Auburn. The City is partnering with King County and the Veteran's Conservation Corp to construct the project, which is scheduled to be completed in 2015.

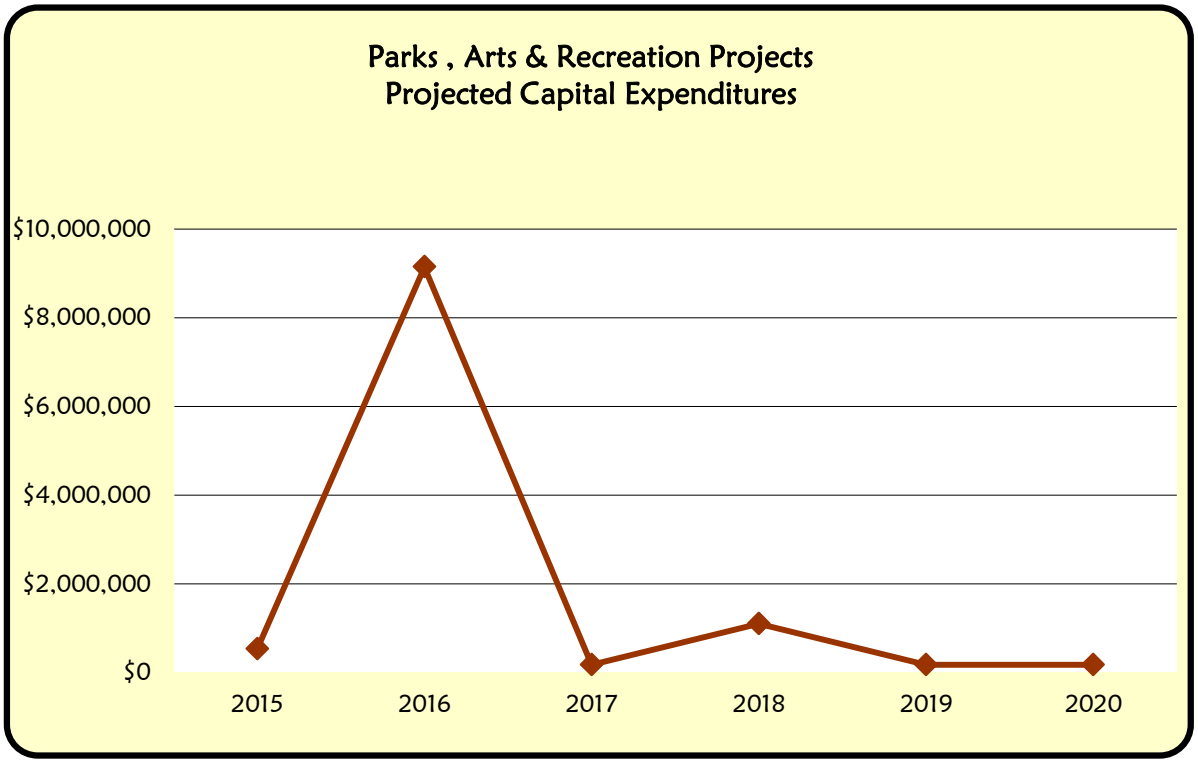
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Municipal Parks Constr. Fund	160,269							-
Federal	561,514							-
State	276,443							-
Local	132,898							-
REET								-
Other (Storm Fund)	10,000	25,000						25,000
Subtotal	**1,141,124**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**
Capital Costs:								
Design	145,379							-
Right of Way								-
Construction	995,745	25,000						25,000
Subtotal	**1,141,124**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

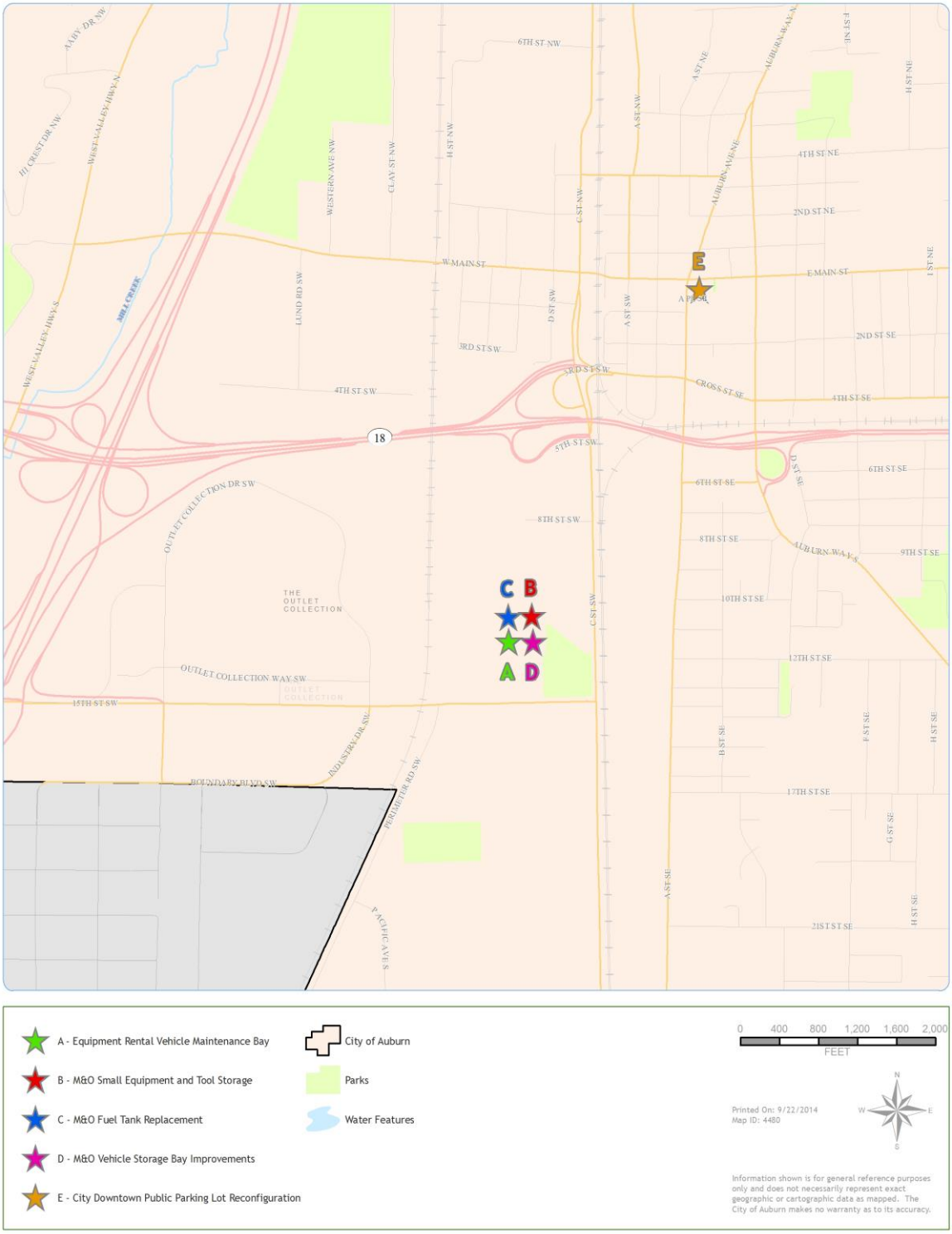
TOTAL CAPITAL COSTS and FUNDING SOURCES - MUNICIPAL PARKS

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Municipal Parks Constr. Fund	185,590	50,000	50,000	25,000	25,000	25,000	25,000	200,000
Cumulative Reserve Fund	-	-	1,221,084	-	-	-	-	1,221,084
Capital Improvements Fund 328	-	-	3,319,697	-	-	-	-	3,319,697
Federal	561,514	-	-	-	-	-	-	-
Local	132,898	-	-	-	-	-	-	-
State	276,443	50,000	3,050,000	75,000	75,000	75,000	75,000	3,400,000
Other (Park Impact Fee)	10,922	65,000	285,000	75,000	325,000	75,000	75,000	900,000
Other (Solid Waste Fees)	1,000,000	-	-	-	-	-	-	-
Other (Storm Fund)	10,000	25,000	-	-	-	-	-	25,000
Other (KC Prop 2)	-	40,000	260,000	-	100,000	-	-	400,000
REET	492,046	300,000	759,219	-	-	-	-	1,059,219
Other TBD & Contributions	-	-	200,000	-	575,000	-	-	775,000
Subtotal	**2,669,413**	**530,000**	**9,145,000**	**175,000**	**1,100,000**	**175,000**	**175,000**	**11,300,000**
Capital Costs:								
Design	1,471,557	405,000	20,000	-	75,000	-	-	500,000
Property Acquisition	-	-	-	-	-	-	-	-
Right of Way	191,189	-	-	-	-	-	-	-
Construction	1,006,667	125,000	9,125,000	175,000	1,025,000	175,000	175,000	10,800,000
Subtotal	**2,669,413**	**530,000**	**9,145,000**	**175,000**	**1,100,000**	**175,000**	**175,000**	**11,300,000**


Parks, Arts & Recreation Projects
2015 / 2016 Revenue Sources
2015
2016
Municipal Parks Fund
Federal & State Grants
Capital Improvement Fund
Park Impact & Mitigation
REET
Other
$0
$1,000,000
$2,000,000
$3,000,000
$4,000,000


Parks , Arts & Recreation Projects
Projected Capital Expenditures
$10,000,000
$8,000,000
$6,000,000
$4,000,000
$2,000,000
$0
2015
2016
2017
2018
2019
2020

General Municipal and Community Improvement Projects 2015-2016



General Municipal and Community Improvement Projects

Twelve Community Improvement Projects totaling $1,327,562 are budgeted for 2015 and seven projects totaling $823,881 are budgeted for 2016. Six General Municipal Building Projects totaling $1,629,426 are budgeted for 2015 and four projects totaling $1,258,527 are budgeted for 2016.

The "Community Improvement Projects" include the following:

- The Citywide Sidewalk Repairs & Improvements Project ($325,000 in both 2015 and 2016) is an annual program for sidewalk repair and improvements throughout the City. Yearly projects are selected based on criteria such as gap closure, safe walking routes to schools, connectivity to transit service and ADA requirements.

- The Traffic Signal Improvements Project ($175,000 in both 2015 and 2016) program will replace traffic signal cabinets and equipment, video detection cameras and pedestrian pushbuttons.

- Local Revitalization Debt Service ($222,942 in 2015 and $223,091 in 2016) for GO Bonds issued for the Downtown Promenade Improvements.

- The City Downtown Public Parking Lot Reconfiguration Project ($159,620 in 2015) will reconfigure the City owned public parking lot between Safeway and Main Street to address pedestrian and vehicular circulation. **(See Map – "E")**

The "General Municipal Building Projects" include the following:

- Construction of a Vehicle Maintenance Bay ($250,000 in 2015 and 2016) for heavy equipment and large vehicles to improve efficiency and the ability to perform inspections and maintenance on more than one large vehicle at a time. **(See Map – "A")**

- Construction of a Storage Building for minor equipment and tools ($400,000 in 2015) will replace seven aging cargo containers. The new structure would be complete with electrical, plumbing and insulation. **(See Map – "B")**

- The M&O Fuel Tank Replacement Project ($70,000 in 2015 and $250,000 in 2016) will replace three 10,000 gallon underground tanks that were installed in 1989 with new above ground tanks. This project will provide future costs savings to the City due to reduced maintenance and inspections costs. **(See Map – "C")**

- The M&O Vehicle Storage Bay Improvements Project ($100,000 in 2015 and 2016) will enclose the eight existing bays to provide weather protection for the street sweepers, vactors, sanding and snow plow equipment. Included is the construction of a storage shed, improving space utilization and traffic flow throughout M&O. **(See Map – "D")**

- City Hall Annex Debt Service ($659,426 in 2015 and $658,527 in 2016) for GO Bonds issued for the City Hall Annex.

Project Name: 8th Street NE & C Street NW ITS Improvements

Project No: cp1226 | Capacity Project: YES | Anticipated Year of Completion: 2015

This project will expand the City's ITS network to improve travel reliability, maintenance response, and emergency management capabilities. The project includes the design, coordination, permitting, and construction of the ITS expansion on the 8th Street NE/Lea Hill Road corridor and at the C Street NW/W Main Street, C Street NW/3rd Street NW, and A Street NW/3rd Street NW intersections.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET	50,000	5,000						5,000
Other								-
Subtotal	**50,000**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**
Capital Costs:								
Design	10,000							-
Right of Way								-
Construction	40,000	5,000						5,000
Subtotal	**50,000**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $500

Project Name: Citywide Sidewalk Repairs & Improvements

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

Project funds sidewalk improvements at multiple locations throughout the City. A sidewalk inventory was completed in 2004. Annual projects are selected based upon criteria such as: gap closure, safe walking routes to schools, completion of downtown pedestrian corridor or "linkage", connectivity to transit service, ADA requirements, and "Save our Streets" (SOS) project locations.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Improvement Fund 328		25,000	25,000	25,000	25,000	25,000	25,000	150,000
Federal								-
State		100,000	100,000	100,000	100,000	100,000	100,000	600,000
Local								-
REET		200,000	200,000					400,000
Other								-
Subtotal	**-**	**325,000**	**325,000**	**125,000**	**125,000**	**125,000**	**125,000**	**1,150,000**
Capital Costs:								
Design		15,000	15,000	15,000	15,000	15,000	15,000	90,000
Right of Way								-
Construction		310,000	310,000	110,000	110,000	110,000	110,000	1,060,000
Subtotal	**-**	**325,000**	**325,000**	**125,000**	**125,000**	**125,000**	**125,000**	**1,150,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Annual Traffic Signal Improvements

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

This project includes replacing traffic signal cabinets and equipment, video detection cameras and pedestrian pushbuttons. This project will also make safety improvements to our signals including auxiliary heads and flashing yellow arrows, or capacity improvements such as right-turn overlap signals. The City uses current traffic counts and collision data to determine the intersections to improve.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
General Fund								-
Federal								-
State								-
Local								-
REET	175,000	175,000	175,000	175,000	175,000	175,000	175,000	1,050,000
Other								-
Subtotal	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**1,050,000**
Capital Costs:								
Design	25,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Right of Way								-
Construction	150,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Subtotal	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**175,000**	**1,050,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Mohawks Plastic Site Mitigation Project

Project No: cp0767 | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

The project consists of developing a wetland mitigation plan and conducting construction within the Goedecke South Property owned by the Sewer Utility in order to compensate for approximately 1.6-acre wetland loss on the Mohawk Plastics property. The project was approved under an existing agreement approved by Resolution No. 4196, June 2007. The project was completed in 2010 and is currently within the 10-year monitoring period, which involves annual maintenance, monitoring and reporting.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
General Fund								-
Federal								-
State								-
Local								-
REET	76,368							-
Other (Traffic Impact)	494,855	25,000	20,000	20,000	65,000	20,000		150,000
Subtotal	**571,223**	**25,000**	**20,000**	**20,000**	**65,000**	**20,000**	**-**	**150,000**
Capital Costs:								
Design	170,706							-
Right of Way								-
Construction	400,517	25,000	20,000	20,000	65,000	20,000		150,000
Subtotal	**571,223**	**25,000**	**20,000**	**20,000**	**65,000**	**20,000**	**-**	**150,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Public Art

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

The City designates $30,000 annually toward the purchase of public art, for placement at various locations throughout the City.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Improvement Fund 328	22,000							-
Federal								-
State								-
Local								-
REET	60,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Other								-
Subtotal	**82,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**180,000**
Capital Costs:								
Design								-
Right of Way								-
Construction	82,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Subtotal	**82,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**180,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Local Revitalization

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

To pay debt service costs on 2010 General Obligation bonds issued for the Downtown Promenade Improvements. Local Revitalization financing is a credit on the State's portion of sales tax that the City will receive through 2035.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
General Fund								-
Federal								-
State								-
Local								-
REET	516,232	222,942	223,091	225,210	224,810	228,610	237,310	1,361,973
Other								-
Subtotal	**516,232**	**222,942**	**223,091**	**225,210**	**224,810**	**228,610**	**237,310**	**1,361,973**
Capital Costs:								
Design								-
Right of Way								-
Long-Term Debt Service	516,232	222,942	223,091	225,210	224,810	228,610	237,310	1,361,973
Subtotal	**516,232**	**222,942**	**223,091**	**225,210**	**224,810**	**228,610**	**237,310**	**1,361,973**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: City Wetland Mitigation Projects

Project No: cp1315 | Capacity Project: NO | Anticipated Year of Completion: Beyond 2020

This project designs and constructs off-site wetland mitigation in the Auburn Environmental Park for participating development projects as approved through the City's development review process. Design, construction, monitoring, and maintenance of the mitigation is funded through wetland mitigation fees collected by the City.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Federal								-
State								-
Local								-
REET								-
Other -Wetland Mitigation	4,355		20,790	7,694	7,694	7,694	7,696	51,568
Subtotal	**4,355**	**-**	**20,790**	**7,694**	**7,694**	**7,694**	**7,696**	**51,568**
Capital Costs:								
Design			4,000					4,000
Right of Way			12,090					12,090
Construction	4,355		4,700	7,694	7,694	7,694	7,696	35,478
Subtotal	**4,355**	**-**	**20,790**	**7,694**	**7,694**	**7,694**	**7,696**	**51,568**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Auburn Environmental Park Boardwalk -Phase 2

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2017

The Auburn Environmental Park (AEP) provides vegetated natural open space within an urbanized area. The AEP provides opportunities for local economic development, water quality improvement, storm water detention, flood control, fish and wildlife enhancement, visual resources, public education, and passive recreation, including walking trails and bird viewing amenities. In 2012, the City completed the construction of approximately 1,200 lineal feet of the first phase (Phase 1) of an elevated boardwalk trail in the Auburn Environmental Park (AEP). This trail extended from West Main Street through existing wetlands in the AEP terminating at the base of the Bird Viewing Tower constructed in 2009. As part of the construction of the elevated boardwalk, the City also installed interpretative signage, bench seating, limited new vehicle parking on Western Avenue and over two acres of wetland species of trees, plants and shrubs. Phase 2 of the elevated boardwalk trail would construct a combination of approximately 2,000 lineal feet of surface trail and elevated boardwalk trail from the current terminus at the Bird Viewing Tower to a connection with the Interurban Trail. The Phase 2 project will further previous and current Councils' visions of the AEP providing passive recreation and environmental education opportunities for all Auburn citizens.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Improvement Fund 328								-
Federal								-
State				550,000				550,000
Local								-
REET		75,000						75,000
Other				250,000				250,000
Subtotal	**-**	**75,000**	**-**	**800,000**	**-**	**-**	**-**	**875,000**
Capital Costs:								
Design		75,000						75,000
Right of Way								-
Construction				800,000				800,000
Subtotal	**-**	**75,000**	**-**	**800,000**	**-**	**-**	**-**	**875,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $10,000

Project Name: Downtown Wayfinding Program

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2016

Phase 1: The downtown Pedestrian Kiosks were developed in 2012 as a result of additional funding being available through Local Revitalization Financing. Nine locations were selected within Downtown Auburn for a pedestrian kiosk to be constructed. With the budget available, three kiosks were constructed in 2013 at the Interurban Trail, Sound Transit Plaza, and at 1st Street/South Division Street. Phase 1 proposes construction of three additional kiosks in 2015 and one in 2016.

Phase 2: Develop an updated wayfinding program, both pedestrian and vehicular, that would initially begin within Downtown Auburn that could then be expanded Citywide. The current vehicular wayfinding program is lacking in aesthetic appeal, does not coordinate with the vision for Downtown Auburn, and needs refreshing. A design and color scheme have been established with the pedestrian kiosk design that an updated wayfinding program can build upon.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET		90,000	30,000					120,000
Other								-
Subtotal	**-**	**90,000**	**30,000**	**-**	**-**	**-**	**-**	**120,000**
Capital Costs:								
Design		8,000	15,000					23,000
Right of Way								-
Construction		82,000	15,000					97,000
Subtotal	**-**	**90,000**	**30,000**	**-**	**-**	**-**	**-**	**120,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Green River Park Design

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2015

This project provides funding to complete of a Green River Park Master Plan. The City has recently received, via a property transfer from King County and the State of Washington, the riverfront property located along a bend in the Green River between 102nd and 104th Ave SE. These two parcels comprise an approximate 14 acre site, intended to be developed for public use. This future park continues more than 1,000 feet of water access. Much of the property is subject to shoreline regulations as well as other restrictions. Community input is vital to the long-term vision and success of the property.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET		75,000						75,000
Other								-
Subtotal	**-**	**75,000**	**-**	**-**	**-**	**-**	**-**	**75,000**
Capital Costs:								
Design		75,000						75,000
Right of Way								-
Construction								-
Subtotal	**-**	**75,000**	**-**	**-**	**-**	**-**	**-**	**75,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Les Gove Campus Master Plan

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2015

This project provides the funding to complete a Les Gove Campus Master Plan made necessary by the recent acquisition of the Herr Properties and the proposed construction of the Community and Youth/Teen Center. This plan will consider recreational opportunities; potential community uses; traffic patterns affecting the Les Gove neighborhood; park user, pedestrian, and vehicular safety. The plan will also examine potential City uses and options such as demolition or repurposing of property.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET		75,000						75,000
Other								-
Subtotal	**-**	**75,000**	**-**	**-**	**-**	**-**	**-**	**75,000**
Capital Costs:								
Design		75,000						75,000
Right of Way								-
Construction								-
Subtotal	**-**	**75,000**	**-**	**-**	**-**	**-**	**-**	**75,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Main Street Streetscape Urban Design

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2015

Develop an urban design concept for Main Street from C Street NW/SW to F Street NE/SE. The design would primarily look at the street environment of Main Street and how the existing buildings will interface with the street. The project will also look at geotechnical analysis of the soil conditions within the Main Street right-of-way as well as preliminary design of utilities in order to develop a cost estimate for a future construction project. Construction is not part of this project. It is anticipated that future budget or grant funding will be sought for the detailed design and construction phases.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Local Revitalization Fund 330	110,000	70,000						70,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	**110,000**	**70,000**	**-**	**-**	**-**	**-**	**-**	**70,000**
Capital Costs:								
Design	110,000	70,000						70,000
Right of Way								-
Construction								-
Subtotal	**110,000**	**70,000**	**-**	**-**	**-**	**-**	**-**	**70,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: City Downtown Public Parking Lot Reconfiguration

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2015

Reconfigure the City owned public parking lot between Safeway and Main Street to address pedestrian and vehicular circulation; remove existing landscaping to allow more flexibility in the parking lot redesign; explore whether more parking stalls can be added to the lot to aid in providing additional customer parking within Downtown Auburn; and resurface the parking lot.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Local Revitalization Fund 330	220,000	159,620						159,620
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	**220,000**	**159,620**	**-**	**-**	**-**	**-**	**-**	**159,620**
Capital Costs:								
Design	125,867							-
Right of Way	94,133	159,620						159,620
Construction								-
Subtotal	**220,000**	**159,620**	**-**	**-**	**-**	**-**	**-**	**159,620**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: M&O Vehicle Storage Bay Improvements

Project No: cp0711 | Capacity Project: NO | Anticipated Year of Completion: 2016

Enclose the 8 existing bays to provide necessary weather protection for street sweepers, vactors, sanding, and snow plow equipment. Construct storage shed to facilitate removal of portable containers, improving space utilization and traffic flow throughout M&O.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Equipment Rental Fund	5,451	100,000	100,000					200,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	**5,451**	**100,000**	**100,000**	**-**	**-**	**-**	**-**	**200,000**
Capital Costs:								
Design								-
Right of Way								-
Construction	5,451	100,000	100,000					200,000
Subtotal	**5,451**	**100,000**	**100,000**	**-**	**-**	**-**	**-**	**200,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Equipment Rental Vehicle Maintenance Bay

Project No: cp1223 | Capacity Project: NO | Anticipated Year of Completion: 2016

Build additional vehicle bay at Equipment Rental shop for heavy equipment and large vehicles to improve efficiency and remove choke points. Adding a large vehicle bay with a large vehicle lift will enable us to perform inspections and maintenance on more than one large vehicle at a time, this becomes extremely important during emergency operations such as snow and ice events. The City currently has 2.5 maintenance bays, this project will add one more maintenance bay for a total of 3.5 bays.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Equipment Rental Fund	29,276	250,000	250,000					500,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	**29,276**	**250,000**	**250,000**	**-**	**-**	**-**	**-**	**500,000**
Capital Costs:								
Design								-
Right of Way								-
Construction	29,276	250,000	250,000					500,000
Subtotal	**29,276**	**250,000**	**250,000**	**-**	**-**	**-**	**-**	**500,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: M & O Fuel Tank Replacement

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2016

Replace our three 10,000 gallon underground tanks with new above ground tanks. Our existing tanks were installed in 1989 and they are single wall fiberglass tanks. The City's current insurance carrier will not insure these tanks once they become 25 years old which will occur in 2014. The City is looking at other insurance options that may remove this age restriction. It will be a benefit to the City to have the tanks above ground in the future due to the reduced maintenance and inspection cost.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Equipment Rental Fund		70,000	250,000					320,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	**-**	**70,000**	**250,000**	**-**	**-**	**-**	**-**	**320,000**
Capital Costs:								
Design		70,000						70,000
Right of Way								-
Construction			250,000					250,000
Subtotal	**-**	**70,000**	**250,000**	**-**	**-**	**-**	**-**	**320,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project will reduce the operating budget due to lower maintenance and inspection costs.

Project Name: M & O Small Equipment and Tool Storage Building

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2015

Construction of a permanent building to replace the 7 aging cargo containers. The cargo containers were a temporary, inexpensive storage solution but the space layout is very inefficient and they are difficult to maintain. The new structure would be complete with electrical, plumbing and insulation. Water, Sewer, Storm and Equipment Rental will use this building for storage of small tools and equipment.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Equipment Rental Fund		100,000						100,000
Federal								-
State								-
Local								-
REET								-
Other (Water, Sewer & Storm funds)		300,000						300,000
Subtotal	**-**	**400,000**	**-**	**-**	**-**	**-**	**-**	**400,000**
Capital Costs:								
Design								-
Right of Way								-
Construction		400,000						400,000
Subtotal	**-**	**400,000**	**-**	**-**	**-**	**-**	**-**	**400,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: M & O Lunchroom Expansion

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2015

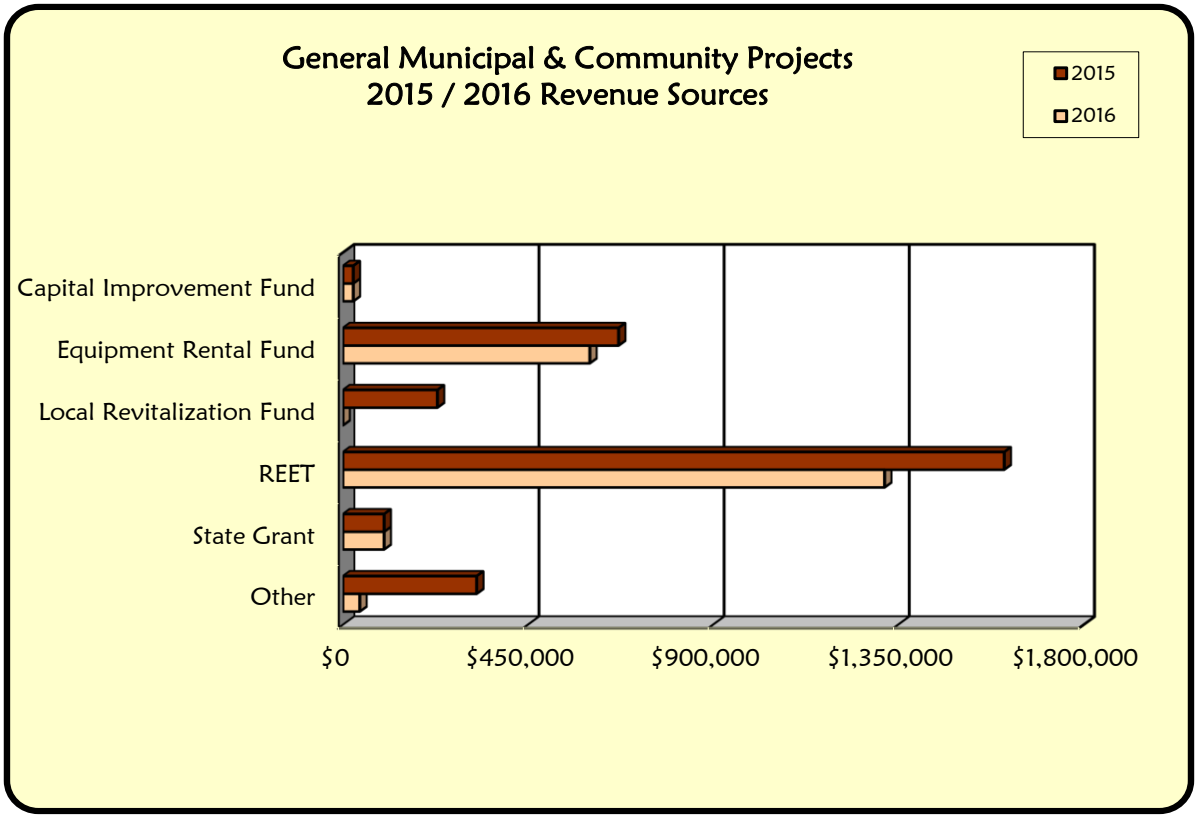
Expansion of the current lunchroom by redesigning the area to accommodate All-Staff meetings, provide for a training facility, lunch room and also serve as the Department Operations Center (DOC) during an emergency event. In addition, the design would include sliding doors which would allow the area to serve two purposes at once, for example, one half of the room being used as a DOC and the other half open to employees to use as a lunch/break room.

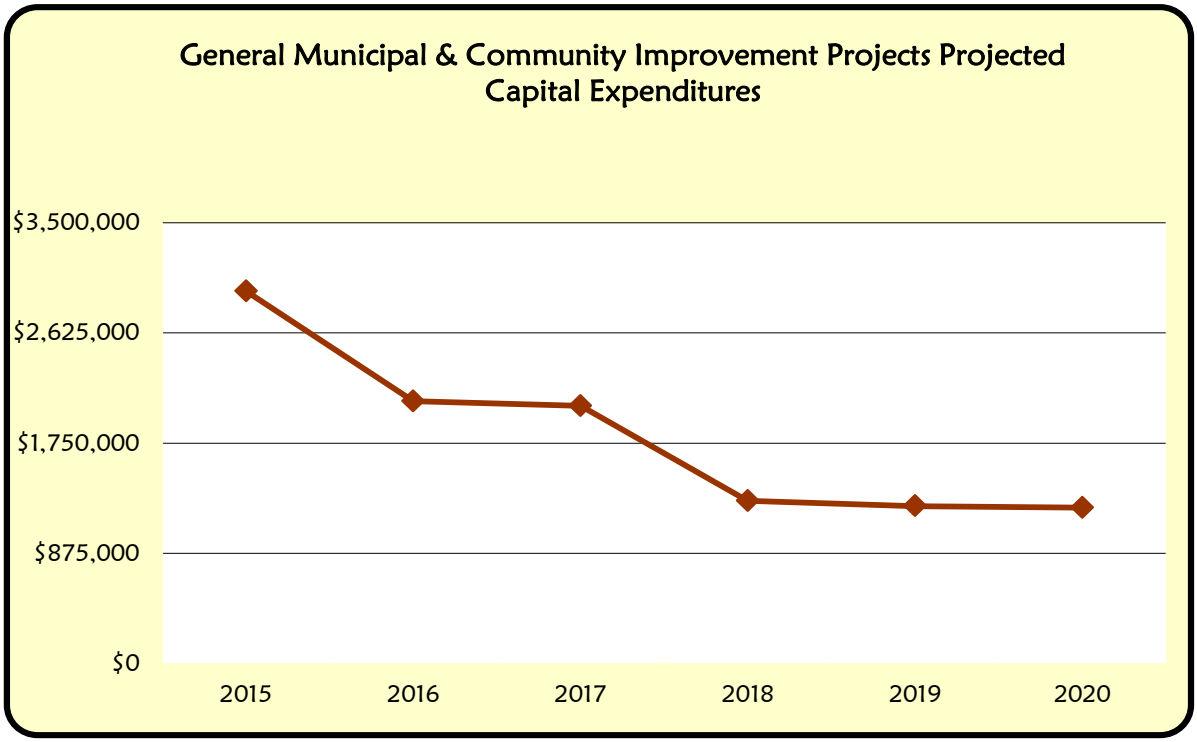
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Equipment Rental Fund		150,000						150,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	**-**	**150,000**	**-**	**-**	**-**	**-**	**-**	**150,000**
Capital Costs:								
Design		45,000						45,000
Right of Way								-
Construction		105,000						105,000
Subtotal	**-**	**150,000**	**-**	**-**	**-**	**-**	**-**	**150,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

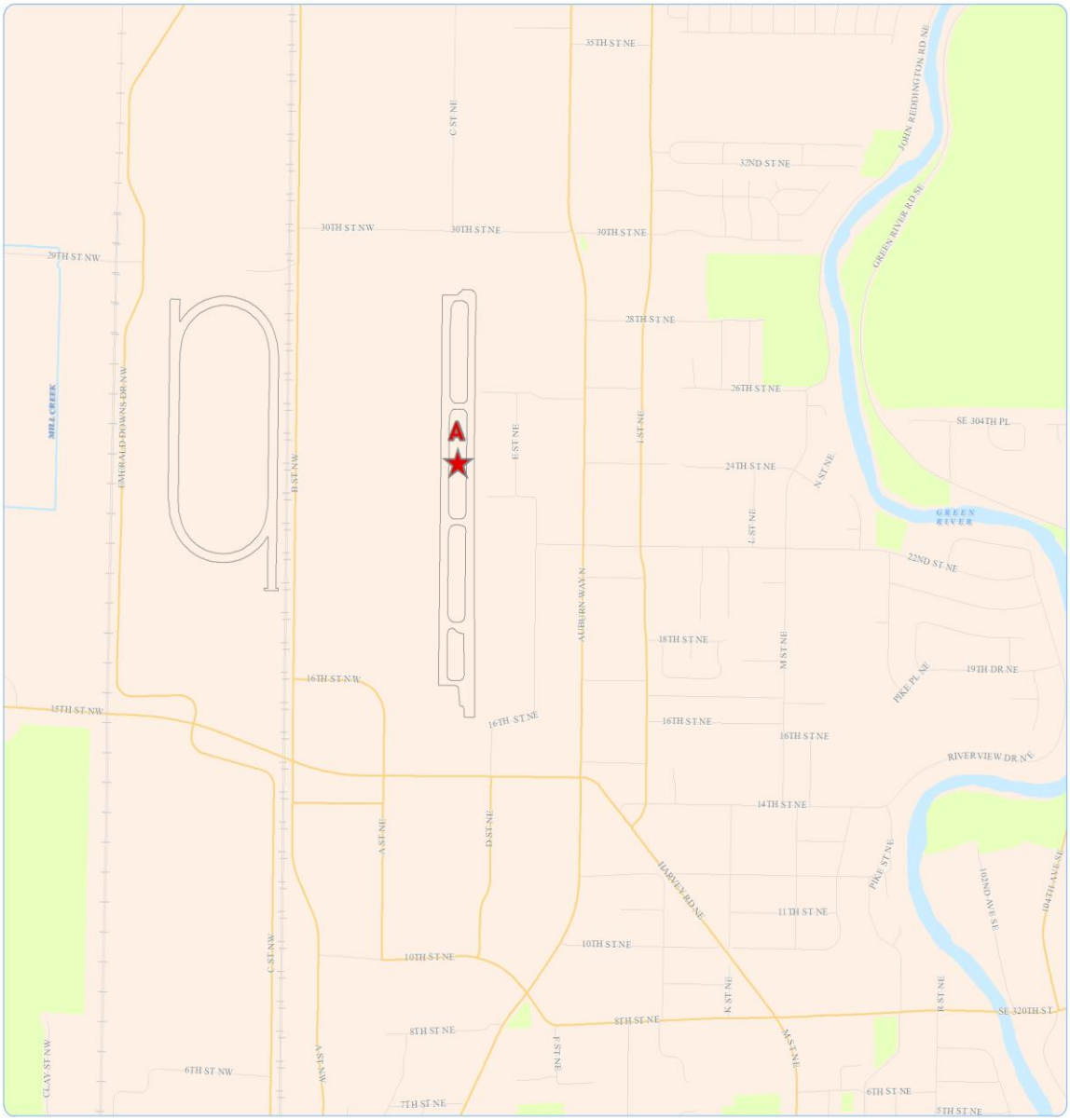
Project Name: City Hall Annex Debt Service								
Project No: cpxxxx		Capacity Project:	NO		Anticipated Year of Completion:			Beyond 2020
To pay debt service costs on General Obligation bonds issued for the City Hall Annex.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
General Fund								-
Federal								-
State								-
Local								-
REET	1,934,600	659,426	658,527	661,780	662,680	662,680	662,130	3,967,223
Other								-
Subtotal	**1,934,600**	**659,426**	**658,527**	**661,780**	**662,680**	**662,680**	**662,130**	**3,967,223**
Capital Costs:								
Design								-
Right of Way								-
Long-Term Debt Service	1,934,600	659,426	658,527	661,780	662,680	662,680	662,130	3,967,223
Subtotal	**1,934,600**	**659,426**	**658,527**	**661,780**	**662,680**	**662,680**	**662,130**	**3,967,223**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

TOTAL CAPITAL COSTS and FUNDING SOURCES - GENERAL GOVERNMENTAL PROJECTS								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
General Fund 98	-	-	-	-	-	-	-	-
Capital Improvements Fund 328	22,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Equipment Rental Fund 550	34,727	670,000	600,000	-	-	-	-	1,270,000
Local Revitalization Fund 330	330,000	229,620	-	-	-	-	-	229,620
Federal	-	-	-	-	-	-	-	-
State	-	100,000	100,000	650,000	100,000	100,000	100,000	1,150,000
Local	-	-	-	-	-	-	-	-
REET	2,812,200	1,607,368	1,316,618	1,091,990	1,092,490	1,096,290	1,104,440	7,309,196
Other	499,210	325,000	40,790	277,694	72,694	27,694	7,696	751,568
Subtotal	**3,698,137**	**2,956,988**	**2,082,408**	**2,044,684**	**1,290,184**	**1,248,984**	**1,237,136**	**10,860,384**
Capital Costs:								
Design	441,573	458,000	59,000	40,000	40,000	40,000	40,000	677,000
Right of Way	94,133	159,620	12,090	-	-	-	-	171,710
Construction	3,162,431	2,339,368	2,011,318	2,004,684	1,250,184	1,208,984	1,197,136	10,011,674
Long-Term Debt Service	2,450,832	882,368	881,618	886,990	887,490	891,290	899,440	5,329,196
Subtotal	**3,698,137**	**2,956,988**	**2,082,408**	**2,044,684**	**1,290,184**	**1,248,984**	**1,237,136**	**10,860,384**


General Municipal & Community Projects
2015 / 2016 Revenue Sources
2015
2016
Capital Improvement Fund
Equipment Rental Fund
Local Revitalization Fund
REET
State Grant
Other
$0
$450,000
$900,000
$1,350,000
$1,800,000


General Municipal & Community Improvement Projects Projected
Capital Expenditures
$3,500,000
$2,625,000
$1,750,000
$875,000
$0
2015
2016
2017
2018
2019
2020

Other Proprietary Projects
2015-2016



Other Proprietary Fund Projects

Airport Fund: (See Map – "A")

Five capital projects totaling $784,125 are budgeted for 2015 and one capital project totaling $140,000 is budgeted for 2016.

The Airport Projects includes the following:

- The South T-Hangar Row 3 Enclosure Project ($347,000 in 2015) will upgrade seventeen open T-Hangars to closed T-Hangars.

- The Digital Obstruction Survey ($210,000 in 2015) will lower landing minimums, provide more efficient approach procedure and remove the night/circle restriction on existing approach.

- The Runway Enhancement Project ($161,000 in 2015 and $140,000 in 2016) will provide funding for an environmental assessment and the design of runway extension for increased safety and utilization.

Cemetery Fund:

- There are no capital projects currently planned for 2015/2016.

Project Name: South T-Hangar Row 3 Enclosure

Project No: cp1408 | Capacity Project: NO | Anticipated Year of Completion: 2015

The airport currently has vacant open T-Hangars, but the airport has 100% occupancy on closed T-Hangars including a wait list for closed T-Hangars. This project proposes seventeen open T-hangars be upgraded to closed T-hangars.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Airport Fund	10,000	347,000						347,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	**10,000**	**347,000**	**-**	**-**	**-**	**-**	**-**	**347,000**
Capital Costs:								
Design	10,000							-
Right of Way								-
Construction		347,000						347,000
Subtotal	**10,000**	**347,000**	**-**	**-**	**-**	**-**	**-**	**347,000**

Anticipated Impact on Future Operating Budgets: Beginning in 2016, this project is anticipated to increase hangar rental revenue by approximately $60,000 per year.

Project Name: Obstruction Survey for NexGen/GPS Approach

Project No: cpxxxx | Capacity Project: NO | Anticipated Year of Completion: 2016

Digital Obstruction Survey to lower landing minimums, provide more efficient approach procedure and remove night/circle restriction on existing approach.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Airport Fund		10,500						10,500
Federal		189,000						189,000
State		10,500						10,500
Local								-
REET								-
Other								-
Subtotal	**-**	**210,000**	**-**	**-**	**-**	**-**	**-**	**210,000**
Capital Costs:								
Design		210,000						210,000
Right of Way								-
Construction								-
Subtotal	**-**	**210,000**	**-**	**-**	**-**	**-**	**-**	**210,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Wildlife Hazard Assessment

Project No: cp1321 | Capacity Project: NO | Anticipated Year of Completion: 2015

Federal Aviation Administration mandated wildfire hazard assessment for high volume airports.

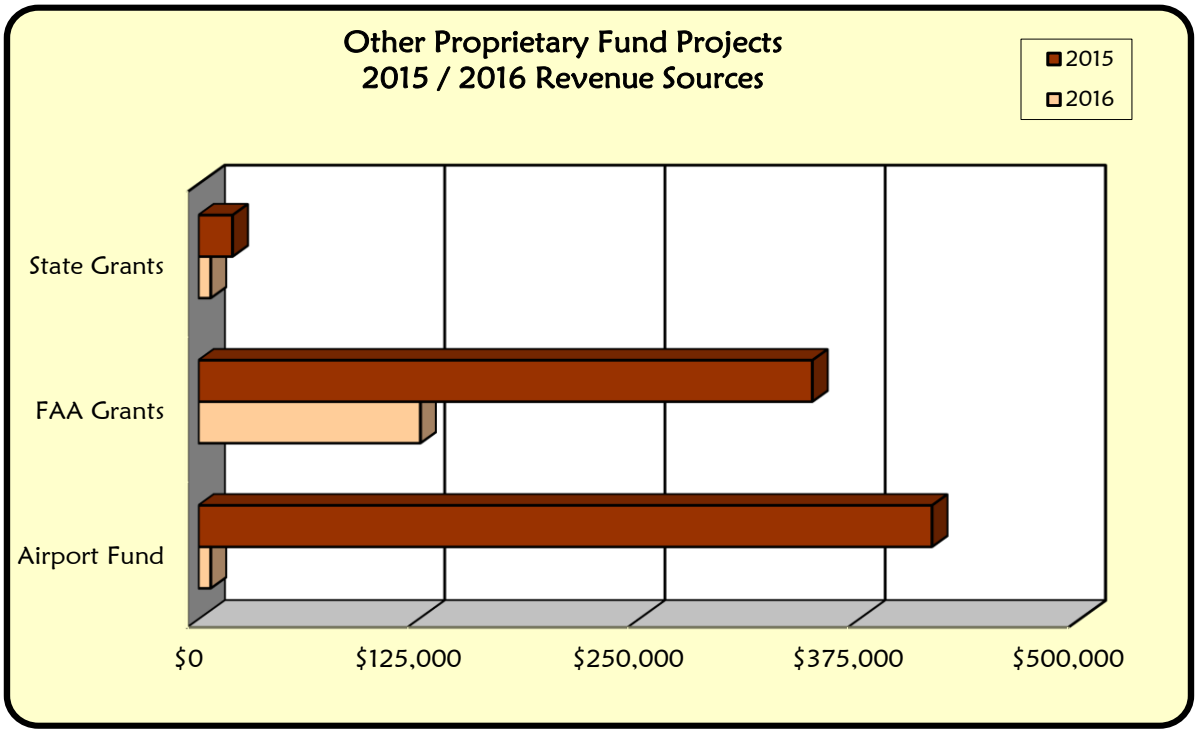
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	**Years**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**
Airport Fund	2,694	806						806
Federal	48,487	14,513						14,513
State	2,694	806						806
Local								-
REET								-
Other								-
Subtotal	**53,875**	**16,125**	**-**	**-**	**-**	**-**	**-**	**16,125**
Capital Costs:								
Design	53,875	16,125						16,125
Right of Way								-
Construction								-
Subtotal	**53,875**	**16,125**	**-**	**-**	**-**	**-**	**-**	**16,125**

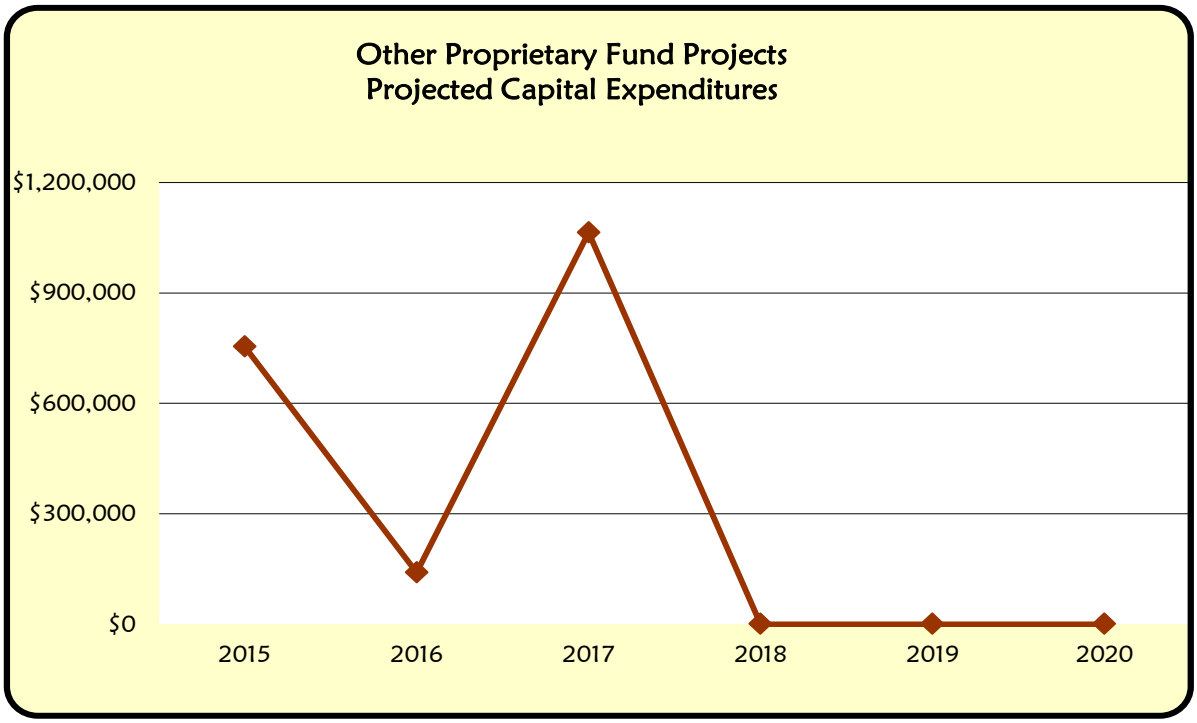
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Runway Enhancement								
Project No: cpxxxx		Capacity Project:	NO		Anticipated Year of Completion:			2017
Extend Runway 16/34 per Airport Layout Plan & Master Plan Update for increased safety and utilization.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	Years	2015	2016	2017	2018	2019	2020	Total
Airport Fund		8,050	7,000	53,200				68,250
Federal		144,900	126,000	957,600				1,228,500
State		8,050	7,000	53,200				68,250
Local								-
REET								-
Other								-
Subtotal	-	161,000	140,000	1,064,000	-	-	-	1,365,000
Capital Costs:								
Design			140,000					140,000
Environmental Assessment		161,000						161,000
Construction				1,064,000				1,064,000
Subtotal	-	161,000	140,000	1,064,000	-	-	-	1,365,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: General Repair & Maintenance								
Project No: cpxxxx		Capacity Project:	NO		Anticipated Year of Completion:			2015
Various airport repairs and maintenance projects to be identified and prioritized as needed.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	Years	2015	2016	2017	2018	2019	2020	Total
Airport Fund		50,000						50,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	50,000	-	-	-	-	-	50,000
Capital Costs:								
Design								-
Right of Way								-
Construction		50,000						50,000
Subtotal	-	50,000	-	-	-	-	-	50,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

TOTAL CAPITAL COSTS and FUNDING SOURCES - AIRPORT								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2015-20
Funding Sources:	Years	2015	2016	2017	2018	2019	2020	Total
Airport Fund	12,694	416,356	7,000	53,200	-	-	-	476,556
Federal	48,487	348,413	126,000	957,600	-	-	-	1,432,013
State	2,694	19,356	7,000	53,200	-	-	-	79,556
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Subtotal	63,875	784,125	140,000	1,064,000	-	-	-	1,988,125
Capital Costs:								
Design	63,875	226,125	140,000	-	-	-	-	366,125
Environmental Assessment	-	161,000	-	-	-	-	-	161,000
Right of Way	-	-	-	-	-	-	-	-
Construction	-	397,000	-	1,064,000	-	-	-	1,461,000
Subtotal	63,875	784,125	140,000	1,064,000	-	-	-	1,988,125


Other Proprietary Fund Projects
2015 / 2016 Revenue Sources
2015
2016
State Grants
FAA Grants
Airport Fund
$0
$125,000
$250,000
$375,000
$500,000


Other Proprietary Fund Projects
Projected Capital Expenditures
$1,200,000
$900,000
$600,000
$300,000
$0
2015
2016
2017
2018
2019
2020