CITY OF AUBURN WASHINGTON

Nancy Backus, Mayor

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

Date: October 17, 2016

To: Auburn City Council

Re: 2017 – 2018 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 2017-2018 Preliminary Budget.

2017-2018 Budget Policy and Process

Development of the City's budget is guided by a set of budget policies and Citywide goals and strategies based upon the City's long-term vision. The City's budget policies are directed at conserving fiscal resources while supporting programmatic strategies. The City maintains a stable financial condition by managing expenditure budgets to available revenue streams. All funds contain adequate reserve balances, and the City's debt is manageable. Budget recommendations reflect a long-range analysis of fiscal trends. These policies and practices have not only averted serious funding problems in the past, but have enabled the General Fund to remain on firm financial footing during down times.

Due to 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.
- Departments should assume no new FTEs or programs unless they are required by State law or City policy and the additional responsibility cannot be absorbed by existing staff resources, or department responsibilities to meet current levels of service cannot be carried out by existing staff. Priority funding of new FTEs would be given to requests that are supported with offsetting revenues and/or cost savings or that will result in economic development or increased revenue generation.

The City's budget development process began in April with the departments submitting and entering their data into the City's budget module. 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 June as follows:

1. June 22: Fund and budget process overview (workshop #1)
2. Aug 16: General, Proprietary, Capital and Special Revenue Funds (workshop #2)
3. Aug 23: General, Proprietary, Capital and Special Revenue Funds (workshop #3)
4. Aug 30: General, Proprietary, Capital and Special Revenue Funds (workshop #4)
5. Oct 17: Public Hearing and General Fund Revenue Trends

The Preliminary 2017-2018 Budget attached to this budget memorandum represents the results and decisions from these meetings and workshops. The total Citywide Preliminary Budget is $267,046,855 in 2017 and $264,850,313 in 2018. The 2017 budget is 10.9% less than the 2016 budget and the 2018 budget is 0.8% less than the 2017 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 2017-2018 Preliminary Budget.

2017-2018 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 2017 and 2018 are per contracts. All affiliated group concession lapse at the end of 2017 except for the Teamsters, which goes through 2018. Unaffiliated salary increases in 2017 and 2018 are assumed to be commensurate with labor contracts.

Benefits include a 15% allowance for increases in medical, dental, and vision care in 2017 and 10% in 2018. Labor and Industries represents an increase of 7.5% in 2017 and 9.0% in 2018. PERS 2 and 3 employer pension rates include a rate increase from 11.18% in 2016 to 12.67% effective July 1, 2017.

All staffing changes are noted on page 19 with total authorized FTEs of 435.6 in 2017 and 436.6 in 2018. This includes the addition of ten new FTEs as part of approved Program Improvements:

- Six Patrol Officers and Detectives (Police Department)
- Animal Control Officer (Police Department)
- City Prosecutor (Legal Department)
- Traffic Signal Technician (Community Development & Public Works Department)
- Network Engineer (Innovation & Technology Department)

The net effect of all staffing changes will increase Citywide annual salaries and wages from $37.3 million in 2016 to $38.7 million in 2017 and $40.1 million in 2018. Citywide benefits will increase from $17.4 million in 2016 to $18.5 million in 2017 and $19.9 million in 2018.

General Fund Budget Highlights

The total General Fund budget, including fund balance, is $82,111,291 for 2017 and $78,715,119 for 2018. The 2017 budget is a 3.0% increase from 2016. The 2018 budget is a 4.1% decrease from 2017. *[page 84]*

General Fund revenue and expenditure highlights include *[pages 17, 54]*:

- Revenues:
  - **Property taxes** – From 2009 to 2013, the City experienced an annual decline in assessed valuation (AV). Starting in 2014, the economy began to recover, and AV increased from $6.9 billion in 2013 to $8.8 billion by 2016 (an average of 8.5% per year). The City plans a 1% levy increase in 2017 and 2018 plus the use of $1.9 million in banked capacity in 2017. The resulting property tax revenues are projected to increase from $18.1 million in 2016 to $21.0 million in 2018, representing an average annual increase of approximately 7.8%.
  - **Sales taxes** – Fiscal improvement is projected to continue at a very modest pace for the local, regional, and national economies in 2017 and 2018, affecting all City revenues. Sales taxes are projected to grow by an average of about 1% per year from 2016 to 2018. This represents an average of $150,000 in new revenue annually.
- Expenditures:
  - **2017 and 2018 General Fund budget** – The General Fund budget, exclusive of fund balance, totals $69.5 million in 2017 and $72.9 million in 2018 and compares to a budget of $68.5 million in 2016.
  - **Fund Balance** – The projected General Fund fund balance increases in 2017 and then declines from 2017 to 2018 with the following estimated ending fund balances:

	Estimated Ending Fund Balance	Required Est. Ending Fund Balance	Over (Under)
2016	$11,191,731	$5,482,681	$5,709,050
2017	12,623,309	5,559,039	7,064,270
2018	5,855,075	5,828,804	26,271

- **Future Challenges** – Several potential challenges may impact the City and affect available revenues after adoption of the 2017-2018 budget. These include:
  - **Continued economic recovery** – The local, regional, and national economies have all continued to improve at a moderate pace. Nationally, projected growth in gross domestic product (GDP) for 2017 and 2018 is expected to average about 2.2%. Regionally, growth as measured by increases in sales tax receipts is expected to be a modest 1% per year in 2017 and 2018, improving to 4% per year thereafter. Growth in the number of jobs in the City of Auburn is expected to average 1.5% over the next ten years. The City will continue to monitor the economic outlook on an ongoing basis.
  - **State legislative action** - The State's 2017 Legislative Session will include the adoption of a two-year budget. Issues to be addressed by the Legislature in 2017 continue to include transportation funding 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 2017 and 2018 include the F Street SE Non-Motorized Improvements project to improve mobility and safety along the corridor, the 22nd Street NE/I Street NE Intersection project, and the Lake Tapps Parkway Intelligent Transportation System (ITS) Expansion project. Funding for arterial street projects comes from fund balance, motor vehicle fuel taxes, traffic impact fees, real estate excise taxes, federal/state grants, and developer contributions. This fund's budget totals $2.8 million in 2017 and $6.6 million in 2018. *[page 166]*

- The **Local Street Fund** supports the City's Save Our Streets local street transportation program. Beginning in 2013, funding for the SOS program has included 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 167]*

- The **Arterial Street Preservation Fund** supports arterial street repairs. Major projects include the annual Arterial Street Preservation program; Auburn Way North Preservation project, Phase 2; and the B Street NW Reconstruction project, which will reconstruct the failed pavement section between 37th Street NW and North 49th Street NW. This fund is supported by a 1% utility tax on water, sewer, storm, garbage, telephone, cable, gas and electric utility services. This fund's budget totals $4.8 million in 2017 and $2.9 million in 2018. *[page 168]*

- **Community Development Block Grant (CDBG) Fund** is funded with an annual grant from CDBG in the amount of $460,000 and other grant funds as available *[page 103]*. Other Human Services *[page 97]* 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
  - $85,000 for neighborhood block grants and other programs
  - $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 2018 with $7.1 million. Budgeted items in this fund for 2017-2018 include transfers out to support Cemetery cash flow, as needed. *[page 128]*

Capital Project Fund Highlights

- The **Capital Improvements Fund** budget totals $2.7 million in 2017 and $4.0 million in 2018, excluding ending fund balance. Major projects include the Downtown Auburn Arts Center project and the Auburn Environmental Park Boardwalk project (Phase 2). *[page 134]*

- The **Municipal Parks Construction Fund** budget totals $2.4 million in 2017 and $0.9 million in 2018. Major projects include Sunset Park Spraypark, Les Gove Park Improvements, and Brannan Park Synthetic Infield project. *[page 215]*

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. The 2018 budget also assumes a 2.5% rate increase in Water only. Funding in the water utility also includes $5.0 million in planned new debt financing for planned capital projects in 2017 and $2.5 million in 2018. Major utility projects in the water utility include: the Coal Creek Springs Transmission Main Replacement project and water meter and billing system improvements referred to as Advanced Metering Infrastructure (AMI); in the sewer utility: the Siphon Assessment project, Large Diameter Pipe Assessment project, and annual repair/replacement projects; and in the storm drainage utility: the Eastridge Manor Outfall Replacement project and annual repair/replacement projects. At the end of 2018, the water utility is budgeted to end with $5.5 million in working capital; the Sewer utility with $8.7 million; and the Storm Drainage utility with $12.1 million. *[pages 171, 176, 180]*

- The **Airport Fund** expects to receive about $2.0 million in Federal Aviation Administration grants during 2017-2018 to support the runway enhancement project. This fund is budgeted to end 2018 with $460,000 in working capital. *[page 187]*

- Revenues at the **Cemetery Fund** are expected to remain essentially flat in 2017 and 2018. Transfers from the Cumulative Reserve Fund are budgeted and can be made, if needed, to support the cash flow needs of this fund in 2017 and 2018. This fund is budgeted to end 2018 with $368,000 in working capital. *[page 217]*

Internal Service Funds

- **Equipment Rental and Revolving Fund** (ERR) has an anticipated ending working capital balance of $4.3 million in 2018. Major projects in 2017-2018 include improvements to the vehicle storage bay, fuel tank replacement, and the construction of an additional vehicle maintenance bay. Major equipment replacements for 2017-2018 include vehicles, a mower, tractor, and numerous golf carts. *[page 189]*

- The **Facility Fund** is budgeted to end 2018 with $1.2 million. Significant facility maintenance efforts include the exterior repairs and a new roof for City Hall. *[page 105]*

- The **Innovation and Technology Fund** is projected to end 2018 with $1.3 million in working capital. Major new IT projects in 2017-2018 include new infrastructure installations, broadband expansion for digital parity, and communication systems upgrades. *[page 221]*

Program Improvements

- A summary and detail of the funded **program improvements** are included in this budget. *[page 250]*

AGENDA BILL APPROVAL FORM

Agenda Subject: Ordinance No. 6621		**Date:** October 17, 2016
Department: Finance	**Attachments:** 2017-2018 Preliminary Budget; Ordinance No. 6621 and Schedule A	**Budget Impact:** $267,046,855 – 2017 $264,850,313 – 2018

Administrative Recommendation:
City Council to introduce and adopt Ordinance No. 6621, establishing the City's budget for 2017-2018.

Background Summary:

Budget Process: In April, the City began the process of developing the budget for the 2017-2018 biennium. This included budget workshops as follows:

- June 22: Fund and budget process overview (workshop #1)
- August 16: General, Proprietary, Capital and Special Revenue Funds (workshop #2)
- August 23: General, Proprietary, Capital and Special Revenue Funds (workshop #3)
- August 30: General, Proprietary, Capital and Special Revenue Funds (workshop #4)

During these presentations and workshops, Council provided policy guidance to the administration. These included clarifying 2015-2016 accomplishments and expanding upon 2017-2018 goals and objectives.

2017-2018 Preliminary Budget: A copy of the 2017-2018 Preliminary Budget was filed with the City Clerk, distributed to Council, and made available to the public on October 17, 2016.

Ordinance No. 6621: Council's approval of Ordinance No. 6621 will establish the City's 2017-2018 biennial budget. As the budget has been reviewed by Council during the budget workshops, adoption of Ordinance 6621 is scheduled as follows:

- October 17: First public hearing.
- November 7: Second public hearing
- November 21: Council adoption.

Staff recommends Council approval of Ordinance No. 6621.

	Staff: Coleman
Meeting Date: October 17, 2016	**Item Number:**

ORDINANCE NO. 6621

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF AUBURN, WASHINGTON, ADOPTING THE 2017-2018 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 2017-2018, 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 21, 2016 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 21 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 October 17,

2016, November 7, 2016, and November 21, 2016 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 21st day of November 2016 the City Council considered modifications of said budget and thereafter approved the 2017-2018 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

2017 BUDGET SUMMARY - ALL FUNDS

	Fund	Beginning Fund Balance	2017 Resources	2017 Expenditures	Ending Fund Balance
GENERAL FUND		$16,191,731	$65,919,560	$69,487,982	$12,623,309
SPECIAL REVENUE FUNDS	Arterial Street	1,632,556	2,539,076	2,794,818	1,376,814
	Local Street	1,401,882	1,909,100	2,417,839	893,143
	Hotel/Motel Tax	84,044	110,400	110,400	84,044
	Arterial Street Preservation	1,378,878	3,755,600	4,768,470	366,008
	Drug Forfeiture	357,897	87,100	251,016	193,981
	Housing & Community Development	54,905	710,000	712,450	52,455
	Recreational Trails	49,658	7,340	-	56,998
	Business Improvement Area	48,516	55,200	55,000	48,716
	Cumulative Reserve	7,546,199	20,500	200,000	7,366,699
	Mitigation Fees	4,274,362	1,520,200	1,365,081	4,429,481
DEBT SERVICE	1998 Library Bond	-	283,850	283,850	-
	City Hall Annex 2010 A&B Bond	-	1,683,192	1,683,192	-
	Local Revitalization 2010 C&D Bond	-	589,071	589,071	-
	LID #350	11,706	7,499	7,246	11,959
	Golf / Cemetery 2016 Refunding	-	554,393	554,393	-
CAPITAL PROJECTS	Municipal Park Construction	453,426	2,186,796	2,358,106	282,116
	Capital Improvements	7,347,302	3,172,114	2,722,117	7,797,299
	Local Revitalization	325,651	600	326,251	-
ENTERPRISE FUNDS	Water	4,641,113	22,153,450	21,172,517	5,622,046
	Sewer	9,518,732	9,695,290	10,158,093	9,055,929
	Sewer Metro	2,374,705	17,238,490	17,294,700	2,318,495
	Storm Drainage	13,319,582	11,218,627	12,414,086	12,124,123
	Solid Waste	3,849,877	14,912,500	14,528,476	4,233,901
	Airport	346,975	1,129,967	1,041,034	435,908
	Cemetery	434,887	1,128,300	1,161,977	401,210
INTERNAL SERVICE FUNDS	Insurance	1,312,689	1,500	229,980	1,084,209
	Workers' Compensation	787,022	1,056,900	850,777	993,145
	Facilities	1,330,105	3,462,500	3,507,030	1,285,575
	Innovation and Technology	1,992,399	6,184,022	6,661,610	1,514,811
	Equipment Rental	3,634,008	4,792,733	4,566,369	3,860,372
FIDUCIARY FUNDS	Fire Pension	2,417,899	84,000	177,717	2,324,182
PERMANENT FUNDS	Cemetery Endowment Care	1,720,479	37,800	-	1,758,279
TOTAL		$88,839,185	$178,207,670	$184,451,648	$82,595,207
TOTAL BUDGET		$267,046,855		$267,046,855	

2018 BUDGET SUMMARY - ALL FUNDS

	Fund	Beginning Fund Balance	2018 Resources	2018 Expenditures	Ending Fund Balance
GENERAL FUND		$12,623,309	$66,091,810	$72,860,044	$5,855,075
SPECIAL REVENUE FUNDS	Arterial Street	1,376,814	6,215,417	6,643,292	948,939
	Local Street	893,143	1,909,100	2,418,270	383,973
	Hotel/Motel Tax	84,044	113,700	113,700	84,044
	Arterial Street Preservation	366,008	3,067,340	2,880,440	552,908
	Drug Forfeiture	193,981	87,100	253,221	27,860
	Housing & Community Development	52,455	460,000	468,446	44,009
	Recreational Trails	56,998	7,340	-	64,338
	Business Improvement Area	48,716	55,200	55,000	48,916
	Cumulative Reserve	7,366,699	20,500	250,000	7,137,199
	Mitigation Fees	4,429,481	1,520,200	1,219,817	4,729,864
DEBT SERVICE	1998 Library Bond	-	282,150	282,150	-
	City Hall Annex 2010 A&B Bond	-	1,675,120	1,675,120	-
	Local Revitalization 2010 C&D Bond	-	589,595	589,595	-
	LID #350	11,959	7,812	7,246	12,525
	Golf / Cemetery 2016 Refunding	-	554,367	554,367	-
CAPITAL PROJECTS	Municipal Park Construction	282,116	664,590	872,000	74,706
	Capital Improvements	7,797,299	3,869,857	4,015,148	7,652,008
	Local Revitalization	-	-	-	-
ENTERPRISE FUNDS	Water	5,622,046	20,432,455	20,550,922	5,503,579
	Sewer	9,055,929	8,837,670	9,207,219	8,686,380
	Sewer Metro	2,318,495	18,190,923	18,250,200	2,259,218
	Storm Drainage	12,124,123	11,120,902	11,097,770	12,147,255
	Solid Waste	4,233,901	16,065,850	15,691,927	4,607,824
	Airport	435,908	2,571,467	2,547,309	460,066
	Cemetery	401,210	1,183,800	1,197,391	387,619
INTERNAL SERVICE FUNDS	Insurance	1,084,209	1,500	241,230	844,479
	Workers' Compensation	993,145	1,103,700	862,683	1,234,162
	Facilities	1,285,575	3,875,400	3,911,293	1,249,682
	Innovation and Technology	1,514,811	6,803,327	7,097,732	1,220,406
	Equipment Rental	3,860,372	4,753,014	4,336,260	4,277,126
FIDUCIARY FUNDS	Fire Pension	2,324,182	84,000	178,225	2,229,957
PERMANENT FUNDS	Cemetery Endowment Care	1,758,279	39,900	-	1,798,179
TOTAL		$82,595,207	$182,255,106	$190,328,017	$74,522,296
TOTAL BUDGET		$264,850,313		$264,850,313	

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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.

CITY OF
AUBURN
WASHINGTON

CITY OF AUBURN WASHINGTON

Nancy Backus, Mayor

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

October 17, 2016

Citizens of Auburn
c/o City of Auburn
25 West Main
Auburn, Washington 98001

Re: Transmittal of the 2017-2018 Preliminary Biennial Budget

Dear Citizens of Auburn:

As we quickly approach election day this November, we find ourselves in the midst of strong debate, both at the national level and in our own cities and state. But although the political atmosphere can become contentious at times, what I find most meaningful is watching the power of democracy in action.

At the City of Auburn, we have just completed a review of the preliminary 2017-2018 City budget presented to you here today. Creating a budget that meets the needs of our city while also being fiscally prudent is always a difficult endeavor, but it is also one of our greatest responsibilities. Being good stewards of the dollars you have entrusted us with is not something that we take lightly, and we have reviewed every line of this 366-page document to make sure that it represents your interests.

But this is not something we can do alone. Voting is most certainly one of the best ways to make your voice heard, but there is so much that takes place in between elections seasons, like our current budget preparation. During one of our of five budget review sessions, we were joined by a local Boy Scout working toward his merit badge who had to attend a government meeting where there would be multiple points of view on a single topic. I can't think of a better example of the importance of civic engagement to our youth than through these workshops.

Our City budget is not a stationary item, it is a fluid document, and a moral document as well. It reflects what is important to us and is a collective embodiment of our values. That is why it is so critical that our residents share with us what is most important to them and why I thank you for taking the time to review our proposed use of your funds here.

Sincerely,

Nancy Backus

Nancy Backus
Mayor

CITY OF
AUBURN
WASHINGTON

SECTION I: BUDGET SUMMARY

This section summarizes the 2017-2018 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 the priorities that guided the budget, the budget process and considerations, and 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.

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.

Other Fund Types

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.

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 & Council costs
Administration	Administration Director	General government administration, Emergency Mgmt., Economic Dev., Community Svcs., and Public Affairs.
Human Resources	HR Director	General government employment, safety and court costs
Finance	Finance Director	General government finance costs
City Attorney	City Attorney	General government legal costs
Community Development	CDPW Director	Community development, building permits, social service, and environmental services.
Jail	Police Chief	SCORE jail costs
Police	Police Chief	Direct police department costs
Public Works	CDPW Director	General government engineering costs
Parks, Arts & Recreation	Parks Director	Park maintenance, golf course, recreational programs, arts and senior programs
Streets	CDPW Director	Street maintenance costs
Non-Departmental	Finance Director	Citywide expenditures, fund transfers, fund balance & one-time expenditures
Special Revenue Funds		
102 Arterial Street	CDPW Director	MVFT and grants for arterial street projects
103 Local Street	CDPW Director	Sales tax on construction for local street repairs
104 Hotel/Motel Tax	Administration Director	Lodging tax for promotion of tourism
105 Arterial Street Preservation	CDPW Director	Utility Tax for arterial street preservation
117 Drug Forfeiture	Police Chief	Forfeited drug money used for drug enforcement
119 Housing/Commt'y Development	Administration Director	Community Development Block Grants (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 & impact fees
Debt Service Funds		
229 1998 Library Bond	Finance Director	Principal & Interest, 1998 bonds
230 City Hall Annex 2010 A&B Bond	Finance Director	Principal & Interest, 2010 bonds
231 Local Revitalization 2010 C&D Bond	Finance Director	Principal & Interest, 2010 bonds
249 LID Guarantee	Finance Director	Reserves for security of Local Improvement Districts (LID's)
250 LID #250	Finance Director	Principal & Interest, Local Improvement District
275 LID #350	Finance Director	Principal & Interest, Local Improvement District
276 Golf / Cemetery 2016 Refunding	Finance Director	Principal & Interest, LTGO Bond Refunding
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 / 460 Water	CDPW Director	Operating and capital fund for water utility
431 / 461 Sewer	CDPW Director	Operating and capital fund for sewer utility
432 / 462 Storm Drainage	CDPW Director	Operating and capital 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 / 465 Airport	CDPW Director	Operating and capital fund for municipal airport
436 / 466 Cemetery	Parks Director	Operating and capital fund for municipal cemetery
Internal Service Funds		
501 Insurance	Finance Director	Insurance reserves
503 Workers' Compensation	HR Director	Self insured worker's compensation
505 Facilities	Administration Director	Operating fund for facilities and property management
518 / 568 Innovation and Technology	IT & Administration Director	Operating and capital fund for information services & Multimedia
550 / 560 Equipment Rental	CDPW Director	Operating and capital 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

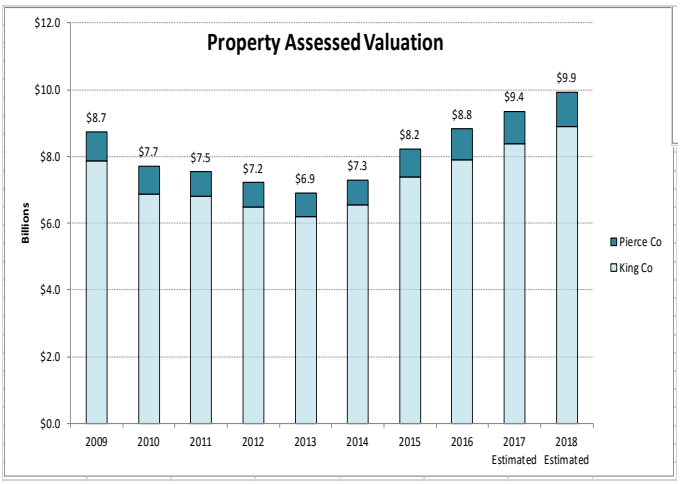
All funds are appropriated, see Ordinance No. 6621.
Note: Fire prevention and control services were transferred from the City to the Valley Regional Fire Authority (VRFA) in 2007 (see discussion on page 8).

General Fiscal Environment

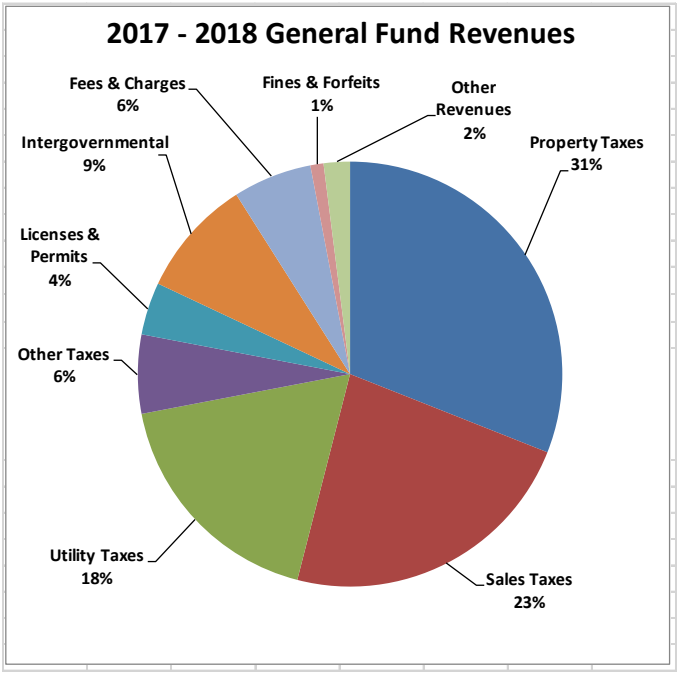
Effective budget and financial policies are developed gradually over a period of time in response to long-term fiscal and social-economic conditions. Accordingly, although this document responds to the City's financial policy, a strategic framework has been developed in response to multi-year fiscal 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 about 6% 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 but finally returned to 2009 levels in 2016 .



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 general economic conditions in the region have improved over the past two years, and the economic outlook for the City is generally positive, short-term challenges to the City's overall financial condition remain. And although the City has seen significant private investments in the community, including development within several blocks in the downtown area that will serve as a catalyst for future redevelopment, the City remains cautious and continues to vigilantly monitor and control its expenses in order to live within the City's means.
Through careful planning and past budget reductions, the City has been able to maintain current levels of general governmental services in the post-recession period without any further labor or cost reduction strategies.

The 2017-2018 budget presents a viable, sustainable solution. In the long-term, however, 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 will 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 2017-2018.

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 2017-2018.

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 2017-2018.

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 2017-2018.

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 2017-2018, 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 2017-2018.

Key Issues Affecting the 2017-2018 Budget Process

The key issues for 2017-2018 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, growth in general City revenues is expected to remain modest. Property valuations, which recovered to pre-recession levels in 2016, are expected to increase by 6% per year between 2016 and 2018. Additional property tax assumptions for the 2017-2018 budget include the use of remaining banked capacity of $1.9 million over the 1% increase and new construction. This banked capacity will help support new positions to maintain existing programs; increased budgets for professional service needs in engineering; hiring additional temporary staff for park and street maintenance; replacing mowing equipment over 10 years old and playground equipment in Roegner and Lakeland Hills parks; and supporting existing staff's COLAs and benefits, most of which are contracted obligations which are increasing at a rate greater than current revenue growth.

Sales and use tax growth has been sluggish in 2016 and is projected to increase only by 1% per year in 2017 and 2018. We also anticipate sales tax on construction to maintain through biennium due to large projects permitted and in the review stage; these revenues are transferred to Local Street Fund programs. The annexation sales tax credit sunsets in mid-2018, which will result in overall decreases in sales tax receipts in 2018 and beyond.

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, dental, and vision care costs are expected to rise by 15% in 2017 and 10% in 2018. State of Washington pension contribution rates are expected to increase slightly in 2017 and then remain constant in 2018.

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.

The City has made significant progress with its Save Our Streets (SOS) program. Nonetheless, 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. Since 2013, the SOS program has been funded from sales taxes collected on new construction. During the 2017-2018 biennium, the City will continue to evaluate 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 budget reductions or a reduction in workforce in the 2017-2018 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 77,060 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 2016 was approximately $8.8 billion.

For the 2017-2018 budget, the City's authorized FTEs total 435.6 in 2017 and 436.6 in 2018 (on a full-time equivalency basis) providing a full-range of municipal services. These services include: police protection, parks, arts and 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 separate 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. Fire prevention and control services were transferred from the City to the Valley Regional Fire Authority (VRFA) in 2007. The VRFA is a separate municipal corporation serving the cities of Auburn, Algona, and Pacific. The VRFA imposes its own property tax levy and fire benefit charge and is not included in the City's budget process except to fund residual pension and health care/disability liabilities.

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.

[1] Based upon 2015 sales tax collections

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 2017-2018 budget include:

- Continued infrastructure replacement for all three utilities in coordination with street and arterial improvements.
- Completing the implementation of the Water Utility Meter and Billing System Improvement Project.
- Initiating pre-design for the Coal Creek Springs rehabilitation project.
- Assessing the condition of large diameter sewer lines.
- Continuing to improve overall stormwater system performance through citywide ditch maintenance and pond cleaning and rehabilitation programs to remove accumulated sediment and vegetation.
- Improving existing cemetery grounds and buildings in accordance with the cemetery master plan, and exploring funding options for construction of a new outdoor mausoleum.
- Design and construction of airport runway enhancements to increase safety and utilization.

Overview of Summary Section

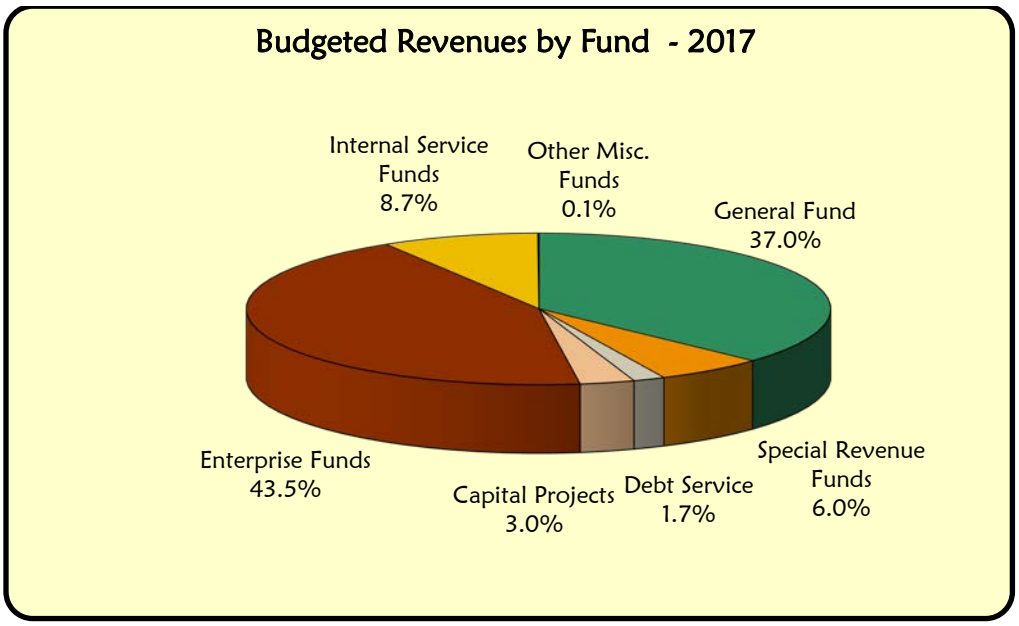
The tables and graphs on the following pages reflect summarized budget information for 2017 and 2018. The information presented here is intended for summary purposes only; for more detailed budget information, please refer to Sections IV through VII of this budget document as well as the Capital Facilities Plan.

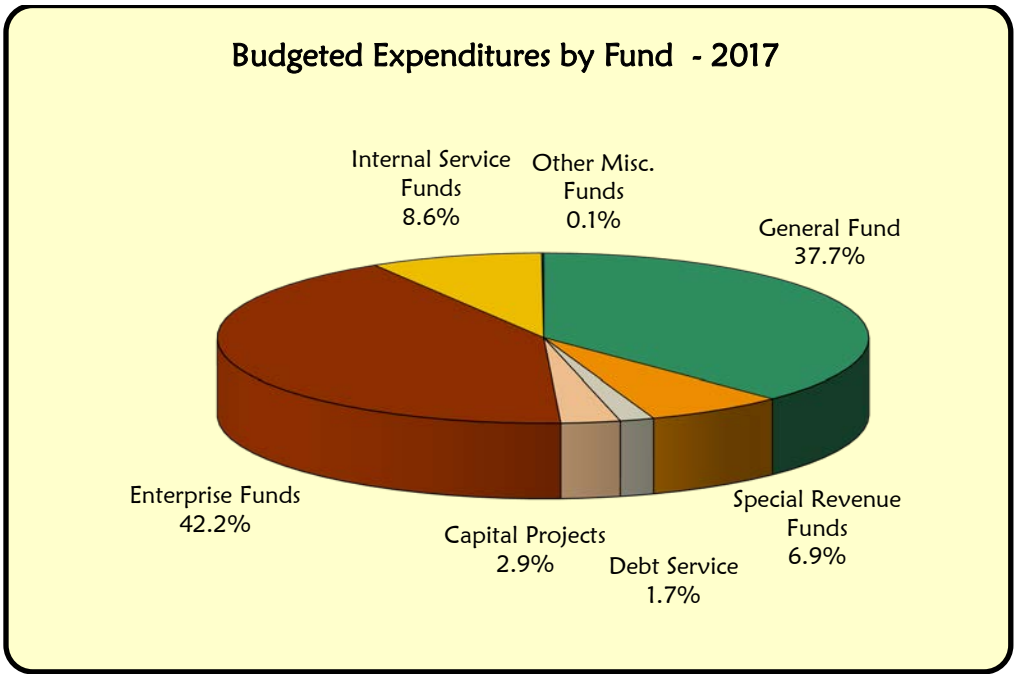
Tables and Graphs in Order of Presentation

- 2017 Budget Summary – All Funds (Table)
- 2017 Budgeted Revenues by Fund, % of Total (Graph)
- 2017 Budgeted Expenditures by Fund, % of Total (Graph)
- 2018 Budget Summary – All Funds (Table)
- 2018 Budgeted Revenues by Fund, % of Total (Graph)
- 2018 Budgeted Expenditures by Fund, % of Total (Graph)
- Comparative Budget Summary, 2017-2018 – All Funds (Table)
- 2017 & 2018 Budgeted Revenue – All Funds (Graph)
- 2017 & 2018 Budgeted Expenditures – All Funds (Graph)
- Comparative Budget Summary, 2017-2018 – General Fund (Table)
- 2017 & 2018 Budgeted Revenue – General Fund (Graph)
- 2017 & 2018 Budgeted Expenditures – General Fund (Graph)
- Population vs. Staff Levels, 2008-2018 (Graph)
- Position Allocation by Funding, 2014-2018 (Table)
- Position Allocation by Department, 2014-2018 (Table)

2017 BUDGET SUMMARY - ALL FUNDS

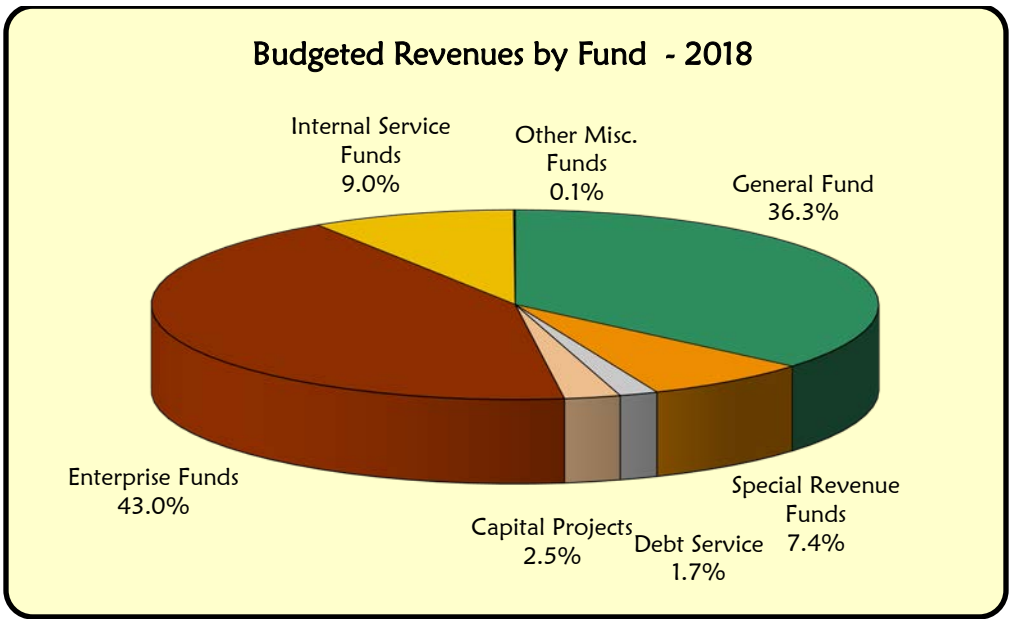
	Fund	Beginning Fund Balance	2017 Resources	2017 Expenditures	Ending Fund Balance
GENERAL FUND		$16,191,731	$65,919,560	$69,487,982	$12,623,309
SPECIAL REVENUE FUNDS	Arterial Street	1,632,556	2,539,076	2,794,818	1,376,814
	Local Street	1,401,882	1,909,100	2,417,839	893,143
	Hotel/Motel Tax	84,044	110,400	110,400	84,044
	Arterial Street Preservation	1,378,878	3,755,600	4,768,470	366,008
	Drug Forfeiture	357,897	87,100	251,016	193,981
	Housing & Community Development	54,905	710,000	712,450	52,455
	Recreational Trails	49,658	7,340	-	56,998
	Business Improvement Area	48,516	55,200	55,000	48,716
	Cumulative Reserve	7,546,199	20,500	200,000	7,366,699
	Mitigation Fees	4,274,362	1,520,200	1,365,081	4,429,481
DEBT SERVICE	1998 Library Bond	-	283,850	283,850	-
	City Hall Annex 2010 A&B Bond	-	1,683,192	1,683,192	-
	Local Revitalization 2010 C&D Bond	-	589,071	589,071	-
	LID #350	11,706	7,499	7,246	11,959
	Golf / Cemetery 2016 Refunding	-	554,393	554,393	-
CAPITAL PROJECTS	Municipal Park Construction	453,426	2,186,796	2,358,106	282,116
	Capital Improvements	7,347,302	3,172,114	2,722,117	7,797,299
	Local Revitalization	325,651	600	326,251	-
ENTERPRISE FUNDS	Water	4,641,113	22,153,450	21,172,517	5,622,046
	Sewer	9,518,732	9,695,290	10,158,093	9,055,929
	Sewer Metro	2,374,705	17,238,490	17,294,700	2,318,495
	Storm Drainage	13,319,582	11,218,627	12,414,086	12,124,123
	Solid Waste	3,849,877	14,912,500	14,528,476	4,233,901
	Airport	346,975	1,129,967	1,041,034	435,908
	Cemetery	434,887	1,128,300	1,161,977	401,210
INTERNAL SERVICE FUNDS	Insurance	1,312,689	1,500	229,980	1,084,209
	Workers' Compensation	787,022	1,056,900	850,777	993,145
	Facilities	1,330,105	3,462,500	3,507,030	1,285,575
	Innovation and Technology	1,992,399	6,184,022	6,661,610	1,514,811
	Equipment Rental	3,634,008	4,792,733	4,566,369	3,860,372
FIDUCIARY FUNDS	Fire Pension	2,417,899	84,000	177,717	2,324,182
PERMANENT FUNDS	Cemetery Endowment Care	1,720,479	37,800	-	1,758,279
TOTAL		$88,839,185	$178,207,670	$184,451,648	$82,595,207
TOTAL BUDGET		$267,046,855		$267,046,855	

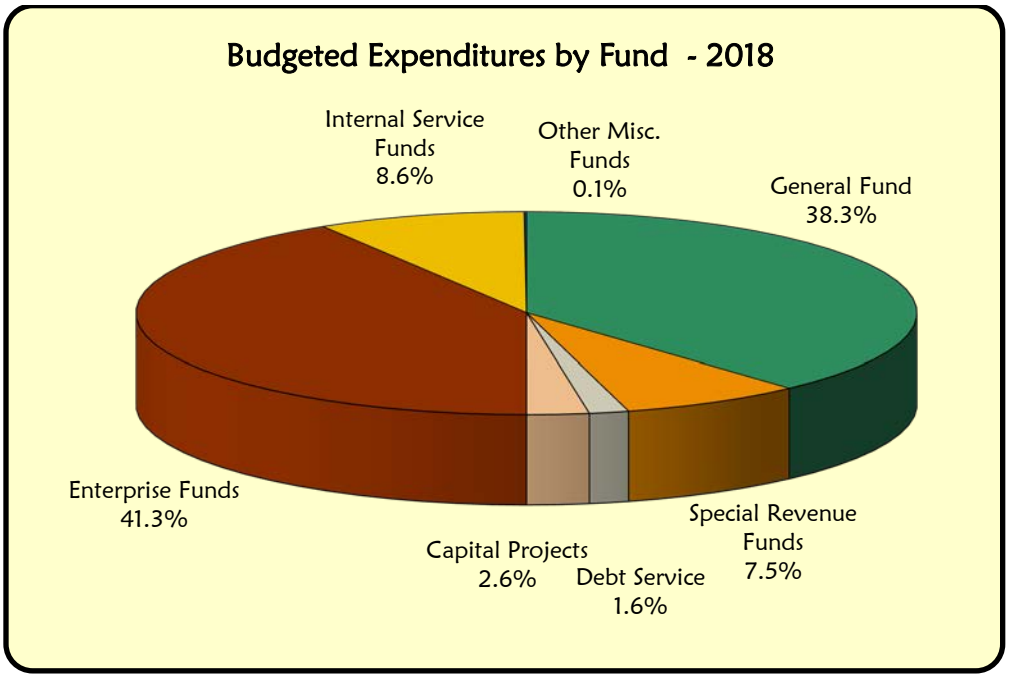

Budgeted Revenues by Fund - 2017
Internal Service Funds 8.7%
Other Misc. Funds 0.1%
General Fund 37.0%
Special Revenue Funds 6.0%
Debt Service 1.7%
Capital Projects 3.0%
Enterprise Funds 43.5%


Budgeted Expenditures by Fund - 2017
Internal Service Funds 8.6%
Other Misc. Funds 0.1%
General Fund 37.7%
Special Revenue Funds 6.9%
Debt Service 1.7%
Capital Projects 2.9%
Enterprise Funds 42.2%

2018 BUDGET SUMMARY - ALL FUNDS

	Fund	Beginning Fund Balance	2018 Resources	2018 Expenditures	Ending Fund Balance
GENERAL FUND		$12,623,309	$66,091,810	$72,860,044	$5,855,075
SPECIAL REVENUE FUNDS	Arterial Street	1,376,814	6,215,417	6,643,292	948,939
	Local Street	893,143	1,909,100	2,418,270	383,973
	Hotel/Motel Tax	84,044	113,700	113,700	84,044
	Arterial Street Preservation	366,008	3,067,340	2,880,440	552,908
	Drug Forfeiture	193,981	87,100	253,221	27,860
	Housing & Community Development	52,455	460,000	468,446	44,009
	Recreational Trails	56,998	7,340	-	64,338
	Business Improvement Area	48,716	55,200	55,000	48,916
	Cumulative Reserve	7,366,699	20,500	250,000	7,137,199
	Mitigation Fees	4,429,481	1,520,200	1,219,817	4,729,864
DEBT SERVICE	1998 Library Bond	-	282,150	282,150	-
	City Hall Annex 2010 A&B Bond	-	1,675,120	1,675,120	-
	Local Revitalization 2010 C&D Bond	-	589,595	589,595	-
	LID #350	11,959	7,812	7,246	12,525
	Golf / Cemetery 2016 Refunding	-	554,367	554,367	-
CAPITAL PROJECTS	Municipal Park Construction	282,116	664,590	872,000	74,706
	Capital Improvements	7,797,299	3,869,857	4,015,148	7,652,008
	Local Revitalization	-	-	-	-
ENTERPRISE FUNDS	Water	5,622,046	20,432,455	20,550,922	5,503,579
	Sewer	9,055,929	8,837,670	9,207,219	8,686,380
	Sewer Metro	2,318,495	18,190,923	18,250,200	2,259,218
	Storm Drainage	12,124,123	11,120,902	11,097,770	12,147,255
	Solid Waste	4,233,901	16,065,850	15,691,927	4,607,824
	Airport	435,908	2,571,467	2,547,309	460,066
	Cemetery	401,210	1,183,800	1,197,391	387,619
INTERNAL SERVICE FUNDS	Insurance	1,084,209	1,500	241,230	844,479
	Workers' Compensation	993,145	1,103,700	862,683	1,234,162
	Facilities	1,285,575	3,875,400	3,911,293	1,249,682
	Innovation and Technology	1,514,811	6,803,327	7,097,732	1,220,406
	Equipment Rental	3,860,372	4,753,014	4,336,260	4,277,126
FIDUCIARY FUNDS	Fire Pension	2,324,182	84,000	178,225	2,229,957
PERMANENT FUNDS	Cemetery Endowment Care	1,758,279	39,900	-	1,798,179
TOTAL		$82,595,207	$182,255,106	$190,328,017	$74,522,296
TOTAL BUDGET		$264,850,313		$264,850,313	

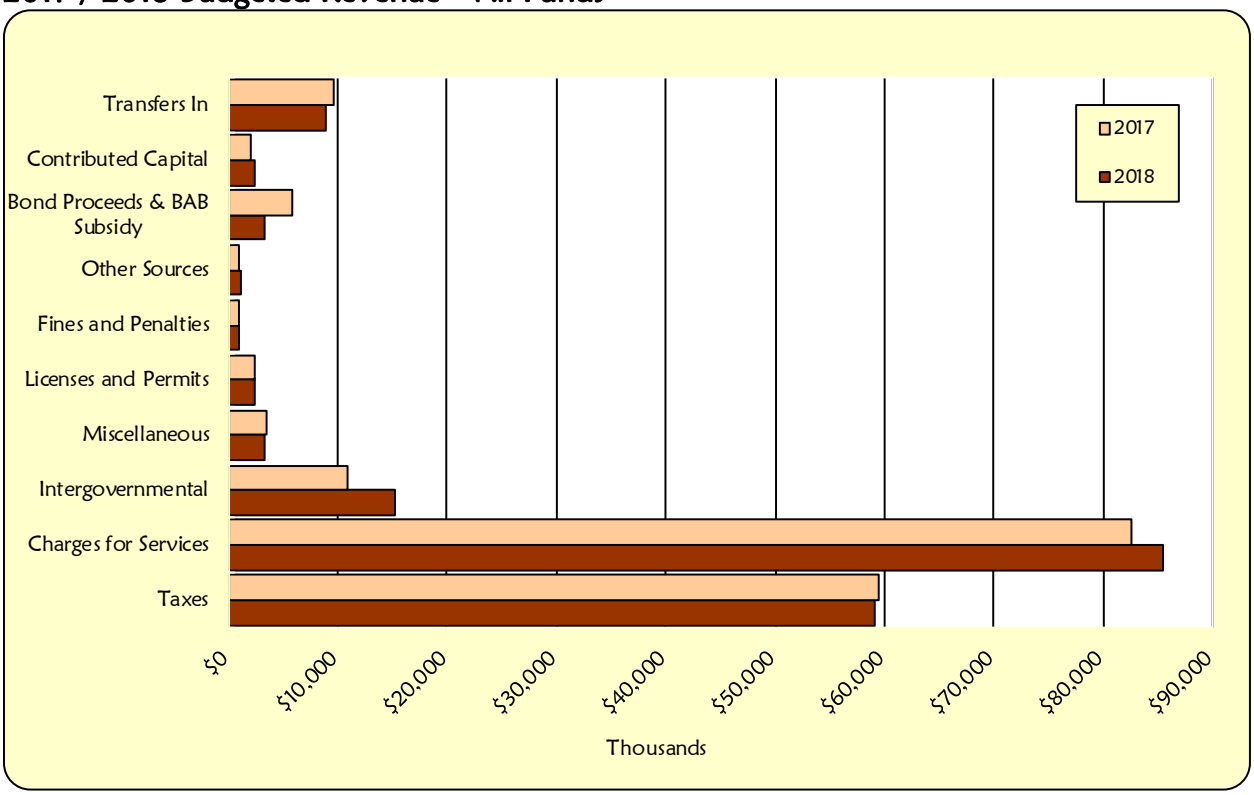

Budgeted Revenues by Fund - 2018
Internal Service Funds 9.0%
Other Misc. Funds 0.1%
General Fund 36.3%
Enterprise Funds 43.0%
Special Revenue Funds 7.4%
Capital Projects 2.5%
Debt Service 1.7%


Budgeted Expenditures by Fund - 2018
Internal Service Funds 8.6%
Other Misc. Funds 0.1%
General Fund 38.3%
Enterprise Funds 41.3%
Special Revenue Funds 7.5%
Capital Projects 2.6%
Debt Service 1.6%

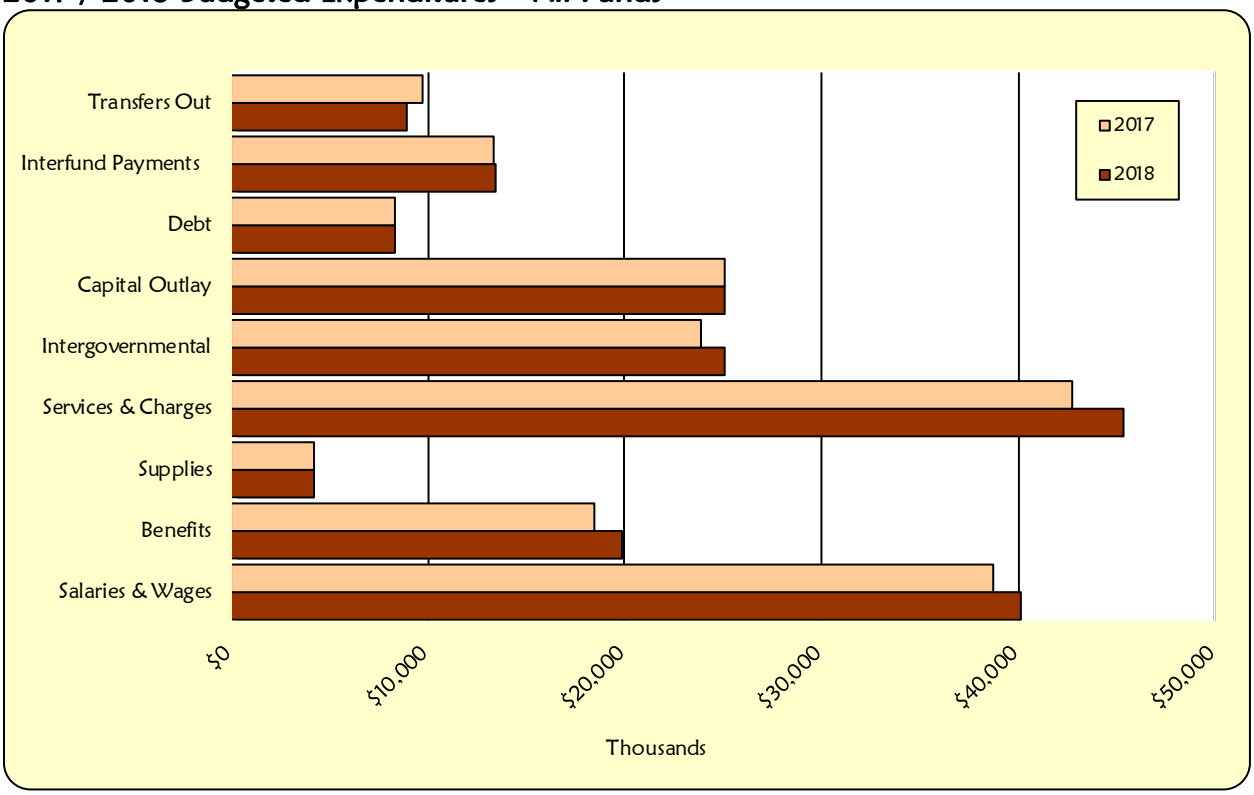
Comparative Budget Summary

	ALL FUNDS				
	2015 Actual	2016 Adj. Budget	2016 Estimated Actual	2017 Budget	2018 Budget
REVENUES					
Taxes	$ 57,126,209	$ 54,738,030	$ 56,385,888	$ 59,467,340	$ 59,129,370
Charges for Services	81,023,085	77,273,665	77,850,734	82,612,535	85,565,622
Intergovernmental	14,059,785	22,073,824	20,988,268	10,949,718	15,233,557
Miscellaneous	7,588,345	4,856,156	4,441,611	3,429,295	3,253,044
Licenses and Permits	2,074,432	1,944,600	2,244,600	2,338,700	2,419,950
Fines and Penalties	938,775	796,180	796,180	876,100	885,300
Other Sources	1,293,671	872,600	1,131,558	1,031,800	1,060,900
Total Revenues	$ 164,104,302	$ 162,555,055	$ 163,838,839	$ 160,705,488	$ 167,547,743
EXPENDITURES					
Salaries & Wages	34,547,682	37,252,060	37,149,211	38,730,288	40,103,897
Benefits	14,960,296	17,370,675	16,644,079	18,503,924	19,851,569
Supplies	3,394,253	4,300,964	4,304,064	4,228,686	4,162,939
Services & Charges	35,185,689	42,915,399	42,193,559	42,696,905	45,320,045
Intergovernmental	22,771,081	23,011,400	24,287,574	23,881,355	25,083,905
Capital Outlay	34,150,905	58,382,395	52,431,159	25,106,105	25,118,105
Debt	7,044,592	9,415,032	7,492,310	8,307,951	8,296,576
Interfund Payments	12,236,460	12,126,011	12,126,011	13,300,609	13,439,906
Total Expenditures	$ 164,290,959	$ 204,773,935	$ 196,627,967	$ 174,755,823	$ 181,376,942
OTHER FINANCING SOURCES (USES)					
PWTF Loan Proceeds	850,402	1,020,037	1,020,037	-	-
Financing Proceeds	-	3,050,000	3,000,000	5,000,000	2,500,000
BAB Subsidy	785,667	776,387	776,387	806,357	806,288
Proceeds from Sale of Fixed Assets	10,000	-	-	-	-
Transfers In	8,157,808	17,550,370	23,807,850	9,695,825	8,951,075
Transfers Out	(8,157,808)	(17,550,370)	(23,807,850)	(9,695,825)	(8,951,075)
Prior Year Cash Adjustments	(8,558,680)	-	-	-	-
Net Change in Restricted Assets	(117,383)	-	-	-	-
Contributed Capital	5,821,857	940,000	940,000	2,000,000	2,450,000
Total Financing Sources (Uses)	$ (1,208,138)	$ 5,786,424	$ 5,736,424	$ 7,806,357	$ 5,756,288
Net Change in Fund Balance	(1,394,795)	(36,432,456)	(27,052,704)	(6,243,978)	(8,072,911)
Fund Balances - Beginning	116,510,273	115,911,070	115,891,889	88,839,185	82,595,207
Fund Balances - Ending					
Designated	7,573,342	5,451,945	5,974,778	6,244,486	6,584,769
Undesignated	107,542,136	74,026,667	82,864,407	76,350,721	67,937,527
Total Fund Balances - Ending	$ 115,115,478	$ 79,478,613	$ 88,839,186	$ 82,595,207	$ 74,522,285

2017 / 2018 Budgeted Revenue – All Funds



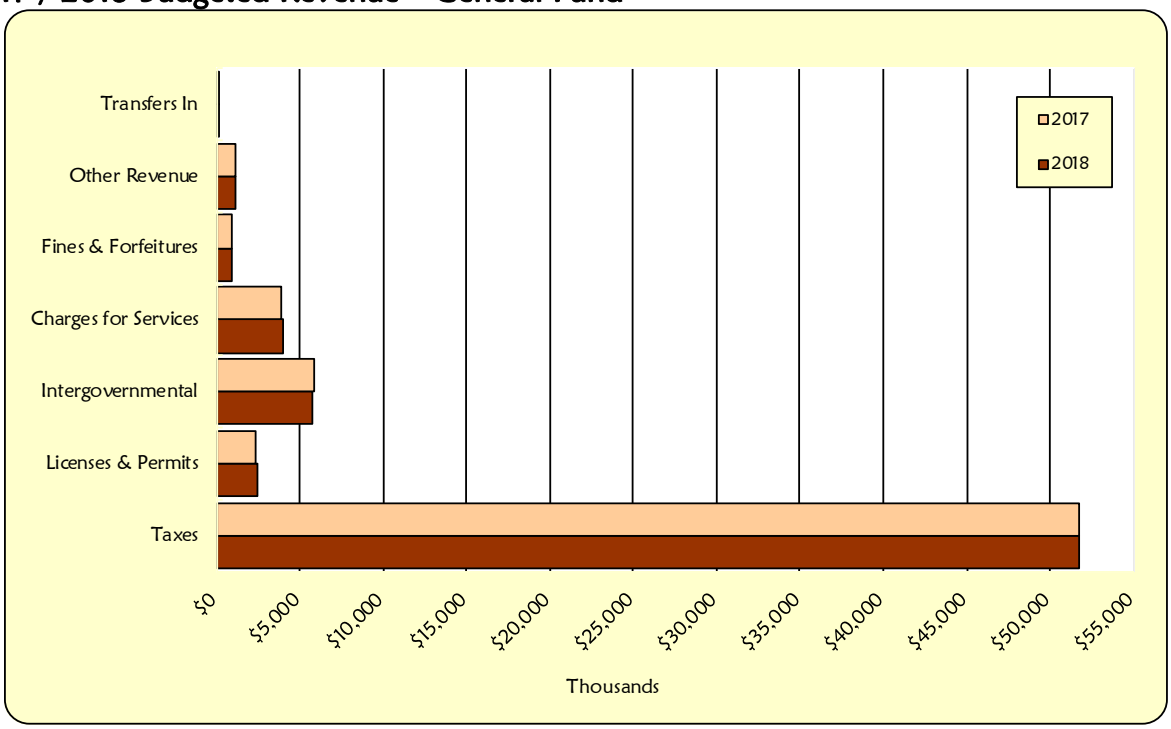
2017 / 2018 Budgeted Expenditures – All Funds



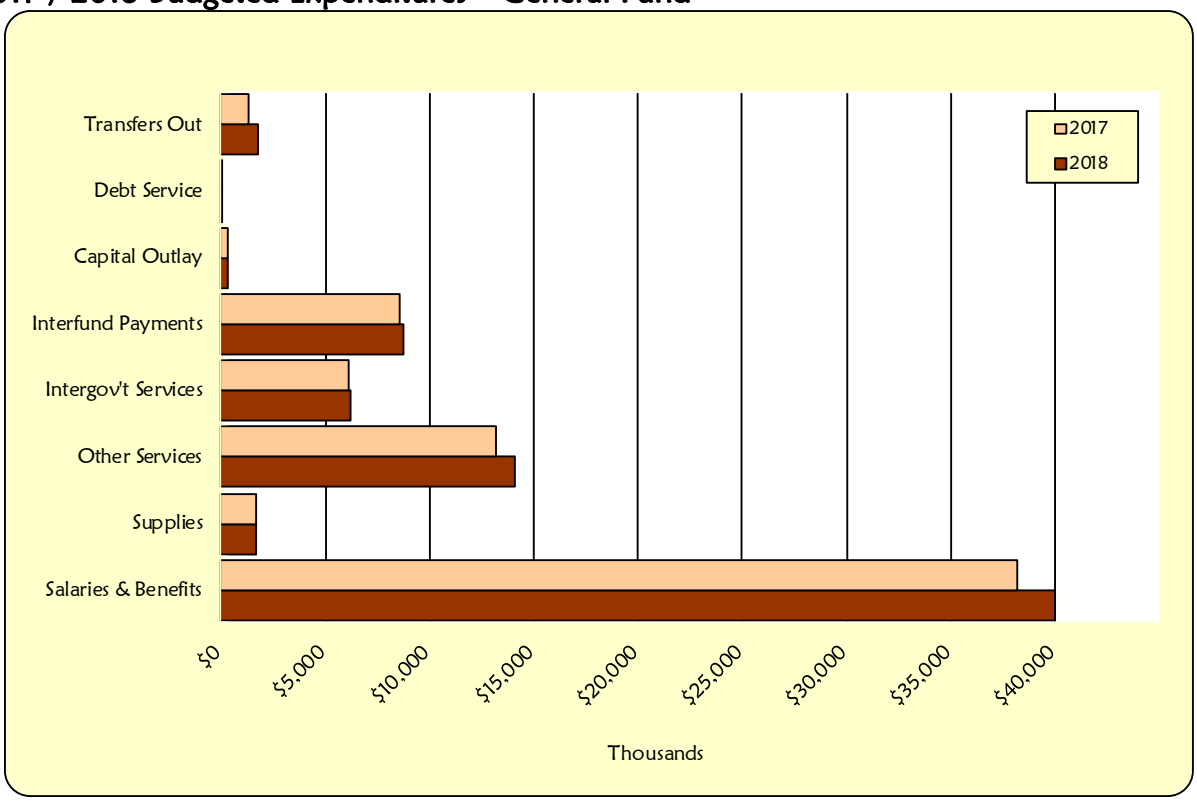
Comparative Budget Summary

	GENERAL FUND				
	2015 Actual	2016 Adj. Budget	2016 Estimated Actual	2017 Budget	2018 Budget
REVENUES					
Taxes:					
Property	$ 17,199,418	$ 17,733,500	$ 17,733,500	$ 20,152,000	$ 20,781,000
Sales & Use	14,520,145	14,572,000	14,672,000	14,821,000	14,970,750
Utility	11,100,396	10,701,200	10,901,200	12,159,000	12,182,600
Other	4,386,203	4,308,400	4,788,400	4,613,600	3,855,080
Licenses & Permits	2,074,432	1,944,600	2,244,600	2,338,700	2,419,950
Intergovernmental	5,303,917	5,406,967	5,406,967	5,835,680	5,775,050
Charges for Services	4,296,068	3,381,180	3,981,180	3,923,680	3,992,580
Fines & Forfeitures	938,775	796,180	796,180	876,100	885,300
Other Revenue	1,277,035	1,068,526	1,327,484	1,090,800	1,120,200
Total Revenues	$ 61,096,390	$ 59,912,553	$ 61,851,511	$ 65,810,560	$ 65,982,510
EXPENDITURES					
Salaries & Wages	22,869,051	24,513,201	24,396,490	26,194,035	27,069,670
Personnel Benefits	9,707,354	10,861,029	10,136,480	12,033,449	12,935,322
Supplies	1,310,879	1,587,690	1,590,790	1,685,872	1,656,850
Services & Charges	9,729,076	13,082,041	12,422,700	13,146,808	14,054,528
Intergov't Services & Charges	5,825,140	6,101,100	6,101,100	6,080,555	6,232,455
Capital Outlay	38,583	15,000	15,000	324,519	319,618
Debt Service	306,798	1,701,903	138,361	77,699	77,699
Interfund Payments for Services	7,877,068	7,844,928	7,844,928	8,584,569	8,728,698
Total Expenditures	$ 57,663,949	$ 65,706,891	$ 62,645,849	$ 68,127,506	$ 71,074,840
OTHER FINANCING SOURCES (USES)					
Insurance Recoveries	153,041	25,000	25,000	25,000	25,000
Transfers In					
T/I from Fund 104 for Tourism Grant / Donation	-	25,000	25,000	10,000	10,300
T/I from Fund 124 for Façade Improvements	51,754	61,626	61,626	-	-
T/I from Fund 249 for LID	23,443	2,000	2,000	-	-
T/I from Fund 328 for Arts Center Renovation	-	25,000	25,000	-	-
T/I from Fund 432 for Median Maintenance	74,000	74,000	74,000	74,000	74,000
T/I from various funds for Health Coalition	-	33,300	33,300	-	-
Transfers Out					
Library GO Bond Debt Service	(279,462)	(285,100)	(285,100)	(283,850)	(282,150)
Golf Course Debt Service (Fund 237)	(412,204)	(351,553)	(351,553)	-	-
Golf / Cemetery Debt Service (Fund 276)	-	-	-	(554,393)	(554,367)
T/O to Fund 321 for Discovery Playground	(36,000)	-	-	-	-
T/O to Fund 328 for M&O Roof Project	-	(46,925)	(46,925)	-	-
T/O to Fund 518/568 for Council Chamber Remodel	-	(350,000)	(350,000)	-	-
T/O to Fund 518/568 for Justice Cntr Radio Comm.	-	(86,000)	(86,000)	-	-
T/O to Fund 518/568 for Technology	-	(35,100)	(35,100)	(459,733)	(854,987)
T/O to Fund 550/560 for Police Vehicle Replacement	-	(84,958)	(84,958)	-	-
T/O to Fund 550/560 for Police Vehicle	-	(50,000)	(50,000)	-	-
T/O to Fund 550/560 for Equipment	-	(36,986)	(36,986)	(62,500)	(93,700)
T/O to Fund 518 for E-Builder Program	(378)	-	-	-	-
Transfer to Cumulative Reserve Fund	(2,800,000)	(1,500,000)	(1,500,000)	-	-
Total Financing Sources (Uses)	$ (3,225,806)	$ (2,580,696)	$ (2,580,696)	$ (1,251,476)	$ (1,675,904)
Net Change in Fund Balance	206,634	(8,375,035)	(3,375,035)	(3,568,422)	(6,768,234)
Fund Balances - Beginning	19,360,132	19,566,766	19,566,766	16,191,731	12,623,309
Fund Balances - Ending	$ 19,566,766	$ 11,191,731	$ 16,191,731	$ 12,623,309	$ 5,855,075

2017 / 2018 Budgeted Revenue – General Fund



2017 / 2018 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 decreased from 2008 through 2012. In 2009 and 2010, staffing was decreased as a direct result of the recession by eliminating vacant positions and implementing two reductions in force. The 2011 staffing decreased by 8 full time equivalents (FTEs) overall, partially due to the creation of the multi-jurisdictional South Correctional Entity (SCORE) whereby City correctional staff became SCORE personnel.

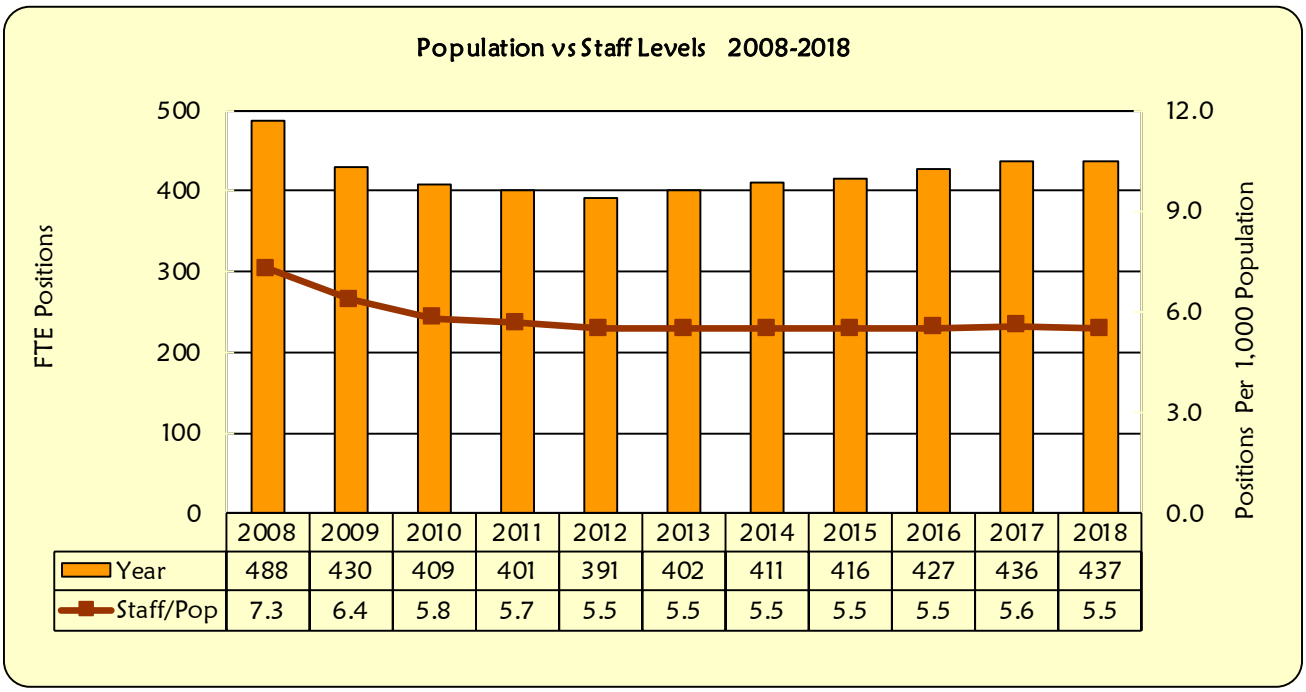
In 2012, the City of Auburn eliminated its municipal court and probation operations. These services are continued under contract with the King County District Court (KCDC). This change resulted in a reduction of Citywide FTEs in the Municipal Court. The reduction was partially offset by gains in other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

Citywide staffing between 2013 and 2016 increased at a moderate pace, with new staff positions added in each year. 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 1% and 2% in 2015 and 2016 respectively. Staffing growth during the 2015-2016 fiscal years closely mirrors the population growth in the City over the same period of time.

Ten new FTEs are authorized in the 2017-2018 biennial budget to support various City departments. Seven new FTEs are budgeted in the Police Department in order to provide greater public safety for citizens as well as increased presence within the community. Six of these FTEs are approved effective in the 2017 budget and include Patrol Officers and Detectives. An additional FTE is approved in the 2018 budget and includes one more Animal Control Officer, for a total of two Animal Control Officers. This new position will serve to enhance existing services as well as to provide services to the Muckleshoot Indian Tribe (MIT). The position will be partially funded by the Muckleshoot Indian Tribe.

The Legal Department will be adding an additional City Prosecutor in order to continue to provide a high level of prosecution services while managing the increase in misdemeanor cases filed. The Community Development and Public Works Department will be adding an additional Traffic Signal Technician in order improve traffic signal coverage to capably maintain the safety of the transportation network. The Innovation and Technology Department will be adding a Network Engineer position in order to maintain the City's expanded technology infrastructure.

Although Citywide staffing increased in 2015 and 2016 and is expected to increase by 10 FTEs in 2017-2018 biennium, the number of employees per 1,000 citizens has remained flat at 5.5 FTEs per 1,000 citizens since 2012 and is projected to remain at that level through the end of the 2017-2018 biennium budget cycle.



POSITION ALLOCATION BY FUNDING Department	2014	2015	2016	2017	2018	16-17 Changes	17-18 Changes
Mayor	3.00	3.00	3.00	3.00	3.00	0.00	0.00
Administration	6.10	6.10	8.10	8.10	8.10	0.00	0.00
Human Resources	5.96	5.88	6.76	6.79	6.79	0.03	0.00
Finance	8.79	8.32	8.32	8.99	8.99	0.67	0.00
Legal	12.63	12.63	12.63	13.63	13.63	1.00	0.00
Community Development	24.60	24.40	24.40	25.10	25.10	0.70	0.00
Police	125.10	128.10	130.10	136.10	137.10	6.00	1.00
Public Works - Engineering	20.49	21.94	23.04	23.84	23.84	0.80	0.00
Parks, Arts & Recreation	43.51	43.43	45.43	45.16	45.16	-0.27	0.00
Public Works - Streets	13.33	13.53	13.38	15.03	15.03	1.65	0.00
Non Departmental	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sub-Total General Fund	**263.51**	**267.33**	**275.16**	**285.74**	**286.74**	**10.58**	**1.00**
Water	37.66	37.40	37.39	37.41	37.41	0.02	0.00
Sewer	24.33	24.53	25.02	24.64	24.64	-0.38	0.00
Storm Drainage	33.51	34.25	35.74	35.51	35.51	-0.23	0.00
Solid Waste	6.42	5.57	5.57	4.02	4.02	-1.55	0.00
Airport	0.16	0.24	0.24	0.00	0.00	-0.24	0.00
Cemetery	5.57	5.57	6.57	6.52	6.52	-0.05	0.00
Facilities	8.48	10.00	10.00	10.00	10.00	0.00	0.00
Multi-Media	4.10	4.10	4.10	4.10	4.10	0.00	0.00
Innovation and Technology	15.00	16.00	16.00	17.00	17.00	1.00	0.00
Equip. Rental	8.82	7.86	8.06	7.90	7.90	-0.16	0.00
Other Funds	3.04	2.75	2.75	2.76	2.76	0.01	0.00
Sub-Total Other Funds	**147.09**	**148.27**	**151.44**	**149.86**	**149.86**	**-1.58**	**0.00**
TOTAL FTEs	**410.60**	**415.60**	**426.60**	**435.60**	**436.60**	**9.00**	**1.00**

POSITION ALLOCATION BY DEPARTMENT						16-17	17-18
Department	2014	2015	2016	2017	2018	Changes	Changes
Mayor	3.00	3.00	3.00	3.00	3.00	0.00	0.00
Administration	8.00	8.00	10.00	10.00	10.00	0.00	0.00
Human Resources	8.00	8.00	9.00	9.00	9.00	0.00	0.00
Finance	23.00	22.00	22.00	22.00	22.00	0.00	0.00
Legal	14.00	14.00	14.00	15.00	15.00	1.00	0.00
Community Development	25.00	26.00	26.00	26.00	26.00	0.00	0.00
Police	126.00	129.00	131.00	137.00	138.00	6.00	1.00
Public Works - Engineering	49.00	50.00	53.00	54.00	54.00	1.00	0.00
Parks, Arts & Recreation	45.00	45.00	47.00	47.00	47.00	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	**320.00**	**324.00**	**334.00**	**342.00**	**343.00**	**8.00**	**1.00**
Water	24.00	23.00	23.00	23.00	23.00	0.00	0.00
Sewer	10.00	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	5.00	5.00	6.00	6.00	6.00	0.00	0.00
Facilities	9.00	10.00	10.00	10.00	10.00	0.00	0.00
Multi-Media	3.60	3.60	3.60	3.60	3.60	0.00	0.00
Innovation & Technology	15.00	16.00	16.00	17.00	17.00	1.00	0.00
Equip. Rental	12.00	12.00	12.00	12.00	12.00	0.00	0.00
Sub-Total Other Funds	**90.60**	**91.60**	**92.60**	**93.60**	**93.60**	**1.00**	**0.00**
TOTAL FTEs	**410.60**	**415.60**	**426.60**	**435.60**	**436.60**	**9.00**	**1.00**

FTE: Full Time Equivalent
Does not include seven elected Council positions.

Changes in 2015 through 2018 Budget:

Mayor:
There were no changes in the authorized number of FTEs in the Mayor's Department.

Administration:
In 2015, the Public Affairs and Marketing Manager position was reclassed to Communications Coordinator. Effective in 2016, 1.0 FTE was added to the Administration Department via Budget Amendment #4, Ordinance No. 6571. This position is the Neighborhood Programs Coordinator. Effective May 2016, the Real Property Analyst was reclassed from Facilities to the Administration Department. Note: Both the Multi-Media and the Facilities FTEs report to the Director of Administration.

Human Resources:
Effective in 2016, the Human Resources Department added 1.0 FTE - a Human Resources Coordinator. This position was approved via Budget Amendment #4, Ordinance No. 6571.

Finance:
Effective in 2015, the Finance Department was reduced by 1.0 FTE which was given to the Community Development and Public Works Department for a Contract Administrative Specialist Supervisor position.

Legal:
The 2017-2018 Budget includes an additional FTE; a City Prosecutor approved via the Program Improvement process.

Community Development:
In 2015, 1.0 FTE was added to the Community Development Department via the 2015-2016 Budget. This position was for a Code Compliance Officer.

Police:
In 2015, 3.0 FTEs were added per the 2015-2016 Budget. These positions included a Bicycle Officer, a Major Crimes Detective, and a Police Records Specialist. Effective in 2016, 2.0 additional FTEs were added to the Police Department via Budget Amendment #4, Ordinance No. 6571. These positions include an additional Bicycle Officer and a Community Response Team Officer. Per the 2017-2018 biennium budget, a total of 7.0 FTEs were approved. This includes 6 FTEs effective in 2017 and will be partially funded by an increase in cable tax rates. Effective in 2018 is the addition of 1 FTE; an additional Animal Control Officer which will be partially funded by the Muckleshoot Indian Tribe (MIT).

Public Works - Engineering:
Effective in 2015, 1.0 FTE was added to Public Works. This position was given from the Finance Department to the Public Works Department to fund a Contract Administrative Specialist Supervisor position. Effective in 2016, 3.0 FTEs were added to the Public Works Department via Budget Amendment #4, Ordinance No. 6571. These positions include an Assistant Traffic Engineer, and two GIS Inventory Technicians. 1.0 FTE - 2017-2018 Budget includes a Traffic Signal Technician approved via the Program Improvement process.

Parks, Arts and Recreation:
In 2016, 2.0 FTEs were added to the Parks, Arts and Recreation Department via Budget Amendment #4, Ordinance No. 6571. These positions include a Maintenance Specialist and a Special Events & Farmer's Market Specialist.

Public Works - Streets:
There were no changes in the authorized number of FTEs in the Streets Department.

Non-Departmental:
There were no changes in the authorized number of FTEs in the Non-Departmental Department.

Water:
In 2015, the SCADA Technician was moved from the Water Department to ER&R.

Sewer:
There were no changes to the authorized number of FTEs in the Sewer Department.

Storm Drainage:
There were no changes in the authorized number of FTEs in the Storm Department.

Solid Waste:
There were no changes in the authorized number of FTEs in the Solid Waste Department.

Airport:
There were no changes in the authorized number of FTEs in the Airport Department.

Cemetery:
Effective in 2016, 1.0 FTE was added to the Cemetery. This position is the Office Assistant, which was approved via Budget Amendment #4, Ordinance No. 6571.

Facilities:
1.0 FTE was added via the 2015-2016 Budget per the Program Improvement process; this position was the Facility and Property Analyst. In 2016, 1.0 Custodian position was added in the Facilities Department via Budget Amendment #5, Ordinance No. 6592. In May 2016, 1.0 FTE was moved from Facilities to the Administration Department. This was the Real Property Analyst position (formerly Facility and Property Analyst).

Multi-Media:
There were no changes in the authorized number of FTEs in the Multi-Media Department.

Innovation and Technology:
In 2015 1.0 FTE was added to the Innovation and Technology Department via the 2015-2016 Budget. This position was for an IT Support Lead. Effective in 2015, the IT Support Lead position was reclassified as a Systems Analyst and the Network Engineer position was reclassed to Network Services Manager. 1.0 FTE - 2017-2018 Budget includes an IT Network Engineer approved via the Program Improvement process.

ER&R:
In 2015, the SCADA Technician position was moved from the Water Department to ER&R. In December 2015, the ER&R Department FTEs were reduced by 1.0 FTE by deactivating the Supernumerary Mechanic position. Effective January 2016, the Supernumerary Mechanic position was reclassed to a permanent Mechanic FTE position and the M&O Support Manager position was deactivated. This resulted in a net zero change in the number of FTEs budgeted in ER&R in 2016.

CITY OF
AUBURN
WASHINGTON

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

Budget programs are prioritized by Mayor and directors

Review/Development Phase

Series of Council workshops to review budget in detail and make suggested revisions

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 is finalized

Final Budget document becomes available to the public

2017-2018 Budget Calendar Budget Process	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2016												
Mayor and Finance Director meet to discuss budget priorities.			3/28-4/02									
Budget Training Presented by the Finance Department (3 Sessions).				4/05-4/14								
Budget instructions and forms are distributed to departments.				4/15								
Department Directors complete CFP worksheets and Decision Packages for IT, ER&R and Facilities.				4/18-5/20								
Department Directors complete remaining budget and documents and return to Finance.				4/18-5/27								
Finance Department creates preliminary budget review books.						5/30-7/09						
City Council Budget Workshop #1: Overview of 2017-18 Budget Process.						6/22						
Departments review budgets and goals with the Mayor and Directors.							7/18-7/22					
Departments budgets are adjusted based upon priorities.							7/25-7/29					
Finance department prepares preliminary revenue forecasts.							7/29					
City Council Budget Workshop #2: Overview of 2017-18 General Fund.								8/08-8/12				
City Council Budget Workshop #3: Overview of 2017-18 Proprietary and Capital Funds.								8/15-8/19				
Notice of public budget hearing #1 is published.								8/29				
City Council Budget Workshop #4: Overview of 2017-18 Proprietary and Capital Funds, continued.								8/22-8/26				
City Council Budget Workshop #5: Overview of 2017-18 Proprietary and Capital Funds, continued.								8/29-9(/02				
Revenue forecast is finalized.									9/05-9/09			
Preliminary budget is filed with the City Clerk, distributed to City Council and made available to the public.										10/17		
Hold public budget hearing #1 with revenue presentation.										10/17		
Public budget hearing #2.											11/07	
2017 Property tax levy is set by ordinance.											11/21	
Public budget hearing #3. Budget and CFP are adopted by ordinance.											11/21	

2017-2018 Budget Calendar Budget Process	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2017												
Mayor and Council budget retreat to update the vision for the City.			Mar 2017									
Adopted budget published and distributed.			3/13									
Initial Budget Amendment is adopted by ordinance				4/03								
Mid year Budget Amendment is adopted by ordinance.					5/15							
Year-end Budget Amendment is adopted by ordinance.											11/06	
2018 Property tax levy is set by ordinance.											11/20	
CFP Amendment and Mid-biennial budget modification are adopted by ordinance.											11/20	
2018												
Mayor and Council budget retreat to update the vision for the City.			Mar 2018									
Initial Budget Amendment is adopted by ordinance				4/02								
Mid year Budget Amendment is adopted by ordinance.							7/09					
2019 Property tax levy is set by ordinance.											11/19	
Year-end Budget Amendment is adopted by ordinance.											11/19	

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 review of the current City Council and Mayoral goals as well as the previous year's goals and objectives. Staffing, emerging topics and program priorities are reviewed with staff. Then, during late spring, 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 as a group. On the basis of this process, the Mayor formulates his or her recommended budget for the following year. After the Mayor has reviewed the department proposals and formulated his/her budget, the departments present their budget proposals in detail to the Council during budget workshops. In October and November, the

City Council holds two public hearings 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.

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 additional public hearings 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, occurs in late November or early December.

The entire process is coordinated, as needed, in regular meetings of the City department heads, chaired by the Mayor.

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 through regular reports to the Mayor from the department heads on the progress of departmental objectives and performance measures. These are then summarized into a report from the Mayor to Council. Implementation of the budget is further monitored by the oversight activities of City Council, which meets to not only consider proposals before it but also to review the activities of the various City departments. Both the reporting function of the Finance Department and the oversight function of the City 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 and reviewed by 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 2016)
Six Year Capital Facilities Plan Update
Major Comprehensive Plan Update
Comprehensive Transportation Plan Update including non-motorized plan
Water, Sewer, Storm Drainage Comprehensive Plan Update
Parks, Arts and Recreation Plan Update
Community Development Block Grant Consolidated Plan Update

Scheduled Actions (2017-2018)
Six Year Capital Facilities 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 and City Council, 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 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 City Council 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 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, 20 to 25%, approximately 75 to 90 days;
4.1.2. Wastewater, Surface Water and Solid Waste utility funds, 12 to 16%, approximately 45 to 60 days; and
4.1.3. King County Wastewater Treatment, $360,000, approximately 3% of total operating expenses.

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 or as stated in the ordinance or resolution, 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 equal to three times depreciation.
1.3.4.2. Innovation and Technology:
Operating reserves of 30 days (excluding depreciation) and replacement reserves equal to three times depreciation.
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 City Council has the authority to review the City's quarterly financial reports and to provide policy guidance to the Mayor on issues.
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 2017-2018 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 looked ahead and envisioned what the City should look like in 10 years. The Vision has been updated from time and during each budget cycle to maintain relevancy. The 2017-2018 budget continues to implement the vision that the City Council and Mayor developed.

2017-2018 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 Green River 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 police presence in downtown parks and business areas and become ambassadors of these areas. (Lead: Police, Parks)

II. Encourage a Sense of Community

6. Continue providing support to the Housing Home Repair program. (Lead: Community Development Services)
7. Continue to promote community outreach by involving citizens and business in their City Government. (Lead: All)
8. Continue to promote stability in neighborhoods and the downtown area. (Lead: Community Development Services)
9. Promote pride in Auburn and citizen engagement with City government via new technology (Lead: IT, Community Development)
10. Continue to develop the resources of the Les Gove Community Campus including the Youth/Teen Center and the creation of a truly centralized park concept. (Lead: Parks, Administration, Community Development Services)
11. Implement programs to celebrate One Auburn and the many diverse communities, populations, ethnicities and backgrounds represented. (Lead: All)
12. Continue to create transparency and public engagement for residents to access their local government. (Lead: All)
13. 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. (Lead: All)
14. Continue providing support to the Housing Home Repair program. (Lead: Community Development Services)
15. Expand eGovernment services through online and internal citizen technology engagement. (Lead: IT)

III. Encourage Economic Development

16. Continue marketing Auburn as the Regional Entertainment Center. (Lead: Community Development Services, Administration)
17. Continue to support the City's economic development initiatives and programs. (Lead: Community Development Services, Administration)

18. Establish sustainable branding and strong reputation of place by creating synergy within Auburn Area Chamber, Auburn Downtown Association, Auburn Tourism Board and Lodging Tax Advisory Board. (Lead: Administration)
19. Implement goals as outlined in the Ten-year Economic Development Strategic Plan. (Lead: Administration)
20. Support and expand the development of the Innovation Partnership Zone. (Lead: Administration)
21. Expand the roll of Tourism and Real Estate as part of the Economic Development Division. (Lead: Administration)
22. 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. (Lead: Administration)

IV. Improve Designated Urban Center

23. Continue funding the annual downtown façade improvement project. (Lead: Community Development Services; Engineering Services)
24. Continue to enhance Police Department problem solving efforts and relationships with residents and business owners in the downtown area to address crime and other quality of life issues. (Lead: Police)

V. Complete Public Works Projects

25. Continue to seek sources of grant funding to support local and regional arterial and key transportation improvements. (Lead: Engineering Services)
26. Continue to replace, upgrade, and improve the reliability of storm drainage, water and sanitary sewer infrastructure. (Lead: Engineering Services)
27. Continue to implement local and arterial pavement preservation improvements throughout the City. (Lead: Engineering Services)
28. Complete construction on S 277th St Widening Project, Auburn Way South (SR-164) Corridor Safety Improvements (Muckleshoot Plaza to Dogwood), and Downtown Traffic Signal Upgrades. (Lead: Engineering Services)
29. Begin Design on Auburn Way North & 1st St NE Signal Improvements, M St NE (E Main to 4th St NE), Lea Hill Corridor Improvements, and Evergreen Heights Safe Routes to School Improvements Phase 1. (Lead: Engineering Services)
30. Complete design and construction of the Fulmer Well Field Improvements project. (Lead: Engineering Services)
31. Complete design and construction of the Coal Creek Springs Transmission Main Replacement project. (Lead: Engineering Services)
32. Complete implementation of the Water Utility Meter & Billing System Improvements project. (Lead: Engineering Services)
33. Initiate pre-design of the Coal Creek Springs Rehabilitation project. (Lead: Engineering Services)
34. Begin design of sewer pump station improvements in anticipation of construction in 2019. (Lead: Engineering Services)
35. Continue to replace and/or install new storm drainage conveyance capacity improvements in conjunction with the Arterial and Local Street Improvement projects. (Lead: Engineering Services)
36. Evaluate the need for additional hangar retrofit to closed hangars. (Lead: Engineering Services)
37. Secure funding for and complete the design and Construction of the Runway Enhancement Project. (Lead: Engineering Services)

VI. Plan Future City Development

38. Create and implement a Community Development/Engineering Services strategic plan. (Lead: Community Development Services; Engineering Services)
39. Implement Airport strategic business plan. (Lead: Engineering Services)

VII. Actively Support Regional Transportation Improvements

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

VIII. Enhance Quality of Life

42. Continue to fund the Lakeland Hills and Community Circulator shuttle programs. (Lead: Public Works)
43. Develop an integrated referral and communications source for human services in the City of Auburn. (Lead: Administration)
44. 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. (Lead: Administration)
45. 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. (Lead: Administration)
46. Develop a comprehensive plan for the creation of an Auburn Arts & Culture Center within the Old Post Office Building. (Lead: Parks, Arts & Recreation)
47. Develop a Master Plan for 104th Ave property along the Green River, Lakeland Hills Nature Area, and newly acquired property in the southwest portion of Game Farm Park to include renovated Parks Maintenance shop. (Lead: Parks, Arts & Recreation)
48. Continue improvements at Les Gove Park - construct new restroom facility, close Deals Way, lighted crescent, turf improvements, add new section of trail. (Lead: Parks, Arts & Recreation)
49. Construct play area at Sunset Park spraypark; replace playgrounds at Roegner Park and Lakeland Hills Park. (Lead: Parks, Arts & Recreation)

2015-2016 Progress on Citywide Goals:

I. Provide for Public Safety

1. Continued to seek grant funding to support public safety enforcement activities. (Lead: Police)
2. Maintained patrol response times of just over 4 minutes. (Lead: Police)
3. Continued to work with Green River College to ensure the safety and security of students. (Lead: Police)
4. Continued exploring innovative ways to address public safety needs of the community. (Lead: All)
5. Increased police presence in downtown parks and business areas and became ambassadors of these areas. (Lead: Police, Parks)
6. Created a traffic school to create a fine alternative for drivers. (Lead: Police, Legal, Court)

II. Encourage a Sense of Community

7. Continued providing support to the Housing Home Repair program and funded a downtown façade improvement program. (Lead: Community Development Services)
8. Continued to promote community outreach by involving citizens and business in their City Government. (Lead: All)
9. Continued to promote stability in neighborhoods and the downtown area. (Lead: Community Development Services)
10. Promoted pride in Auburn and citizen engagement with City government via new technology (Lead: IT, Community Development Services)
11. Continued to develop the resources of the Les Gove Community Campus including the Youth/Teen Center as well as expanded programming at the Community and Events Center. Expanded park and

recreation offerings at the Les Gove Campus to create a truly centralized park concept. (Lead: Parks, Administration, Community Development Services)

III. Encourage Economic Development

12. Developed a 10-year economic development strategic plan. (Lead: Community Development Services, Economic Development)
13. Continued marketing Auburn as the Regional Entertainment Center. (Lead: Community Development Services, Administration)
14. Continued to support the City's economic development initiatives and programs. (Lead: Community Development Services, Administration)

IV. Improve Designated Urban Center

15. Implemented an annual downtown improvement project. (Lead: Community Development Services)

V. Complete Public Works Projects

16. Continued to seek sources of grant funding to support local and regional arterial and key transportation improvements. (Lead: Engineering Services)
17. Continued to replace, upgrade, and improve the reliability of storm drainage, water and sanitary sewer infrastructure. (Lead: Engineering Services)
18. Continued to implement local and arterial pavement preservation improvements throughout the City. (Lead: Engineering Services)
19. Updated the Auburn Environmental Park Master Plan. (Lead: Environmental Services)
20. Continued the ongoing implementation of City participation in the National Flood Insurance Program (NFIP) and NFIP Community Rating System Program. (Lead: Environmental Services)
21. Completed construction of major transportation improvements throughout the City. Major projects included the Auburn Way South Pedestrian and Corridor improvements from Dogwood to Hemlock, Auburn Way South and M Street SE Improvements, and 37th and B Street NW Railroad Crossing Safety Improvements. (Lead: Engineering Services)
22. Completed the phased replacements of all traffic signal lights with low-energy LED lights. (Lead: Engineering Services)

VI. Plan Future City Development

23. Completed design and construction of Mill Creek, Wetland 5K reach (Lead: Environmental Services)
24. Completed construction of the Fenster Levee Setback phase 2B. (Lead: Environmental Services)
25. Completed a major update to the City's Comprehensive Plan, including the transportation and utility elements. (Lead: Community Development Services, Engineering Services)

VII. Actively Support Regional Transportation Improvements

26. Continued to participate in Regional Transportation Forums – SCATBD, RPEC, KCPEC, PSRC, PCTCC and RAMP on key transportation issues. (Lead: Engineering Services)
27. Continued to coordinate Community Development efforts with adjacent and regional agencies. (Lead: Engineering Services)

VIII. Enhance Quality of Life

28. Began the development of a Citywide climate action plan and policy. (Lead: Community Development Services)
29. Implemented the Citywide Arterial bicycle and safety improvements program through the Traffic Signal Safety Improvement Project. (Lead: Engineering Services)
30. Implemented the biennial pedestrian crossing improvement program through the 22nd and I street NE Roundabout Project, Pedestrian and ADA improvements included in various street improvement and reservation projects and the installation of a new Rapid Flasher Button (RRFB) for the pedestrian crossing at R St SE and 21st St. SE. (Lead: Engineering Services)
31. Continued to fund the Lakeland Hills and Community Circulator shuttle programs. (Lead: Engineering Services)

32. Completed the implementation of Low Impact Development standards and regulations to meet regulatory compliance with the City's NPDES Phase 2 permit. (Lead: Engineering Services)
33. Provided for more parks and recreation opportunities including completing construction of the expanded Les Gove Park. Replaced playground equipment at Dykstra and Isaac Evans Parks. (Lead: Parks, Arts, and Recreation)
34. Completed the Parks, Arts & Recreation Open Space Plan.

2017-2018 Budget Strategy

The 2017-2018 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 review replacement staff for essential need. Limit 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 continue support of growth management, maintain effective legal services, provide continued public safety, support a diversity of recreational and cultural programs, and 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. Enhance the capacity of the infrastructure where funding opportunities exist by giving priority to providing necessary matching funds.
9. Continue operation of the City's enterprise functions on a business basis.
10. Explore 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, in part, to 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 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 $2.7 million of expenditures in 2017. 2018 is budgeted for $4.0 million in expenditures, leaving a projected ending fund balance in 2018 of $7.7 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 2015 actual and 2016 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

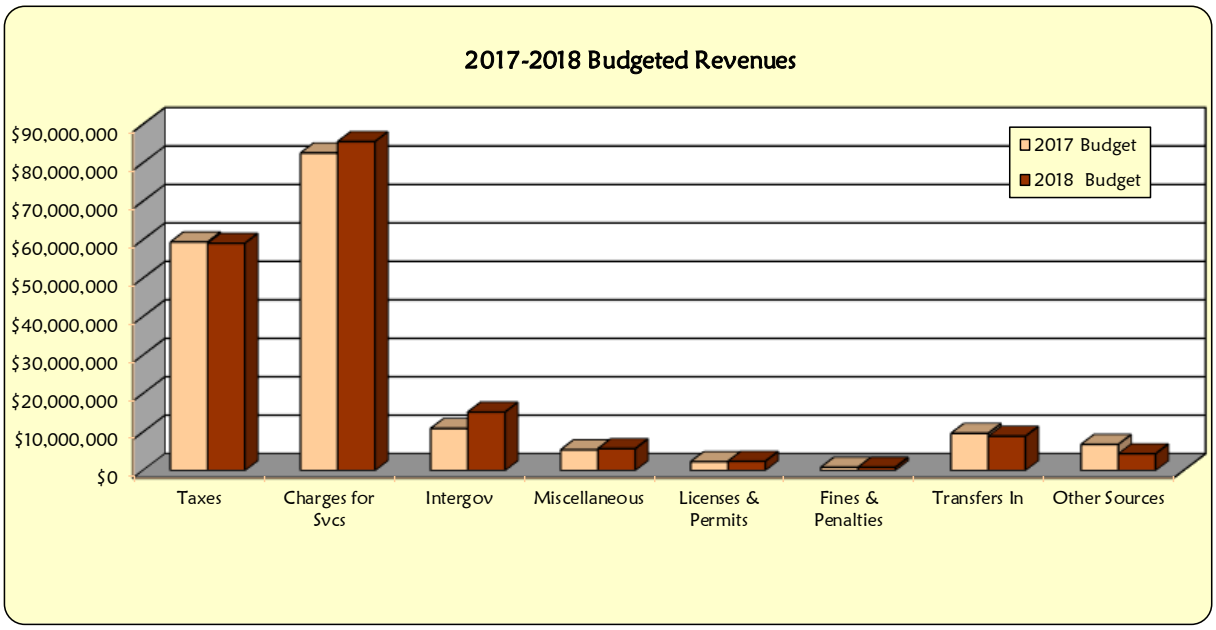
The National Advisory Council on State and Local Budgeting (NACSLB) endorses the forecasting of revenue and expenditures in their Recommended Budget Practices. This section of the budget provides a combined view of both past and anticipated future revenue and expenditures for all funds. A detailed revenue 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 2017-2018 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 2017-2018 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 2017 and 2018. The table shows the revenue by source of funds from 2015-2018. 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	2015 Actual	2016 Adj Budget	2016 Est Actual	2017 Budget	2018 Budget
Taxes	$57,126,209	$54,738,030	$56,385,888	$59,467,340	$59,129,370
Charges for Services	81,023,085	77,273,665	77,850,734	82,612,535	85,565,622
Intergovernmental	14,059,785	22,073,824	20,988,268	10,949,718	15,233,557
Miscellaneous	4,861,522	5,796,156	5,381,611	5,429,295	5,703,044
Licenses and Permits	2,074,432	1,944,600	2,244,600	2,338,700	2,419,950
Fines and Penalties	938,775	796,180	796,180	876,100	885,300
Transfers In	8,157,808	17,550,370	23,807,850	9,695,825	8,951,075
Other Sources	2,929,739	5,719,024	5,927,982	6,838,157	4,367,188
Total Revenues & Other Financing Sources	171,171,355	185,891,849	193,383,113	178,207,670	182,255,106
Beginning Fund Balance	116,510,273	115,911,070	115,891,889	88,839,185	82,595,207
TOTAL AVAILABLE RESOURCES	**$287,681,628**	**$301,802,918**	**$309,275,002**	**$267,046,855**	**$264,850,313**

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 46.4% and 46.9% of total revenues in 2017 and 2018 respectively. The majority of these charges are collected in the enterprise funds for services provided as stand-alone business type activities. Service revenue also includes charges 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 33.4% of total revenue in 2017 and 32.4% in 2018. 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 $1.8 million in both 2017 and 2018. 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 6.1% of revenue in 2017 and 8.4% in 2018. The increase in revenue in 2018 is primarily attributable to $1.4 million in anticipated FAA grant and state grant monies for the Airport Runway Enhancement project. In addition, there are several Arterial Street projects that are anticipated to receive Federal grant monies, including $2.2 million for the F Street SE Improvement project. 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, special assessments, contributions and donations, prior year cash adjustments, 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 2015, approximately $5.8 million in developer contributions were collected in the Water, Sewer, and Storm Drainage funds. This revenue was somewhat offset by a reduction of $8.6 million in prior year cash adjustments in 2015 to account for the GASB (Governmental Accounting Standards Board) 68, which was to recognize the proportionate share of any unfunded pension obligation.

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 2015-2016 biennium, the City of Auburn continued to experience an influx of development activity. The 2017-2018 budget assumes continued expansion within the City, although at a moderate 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

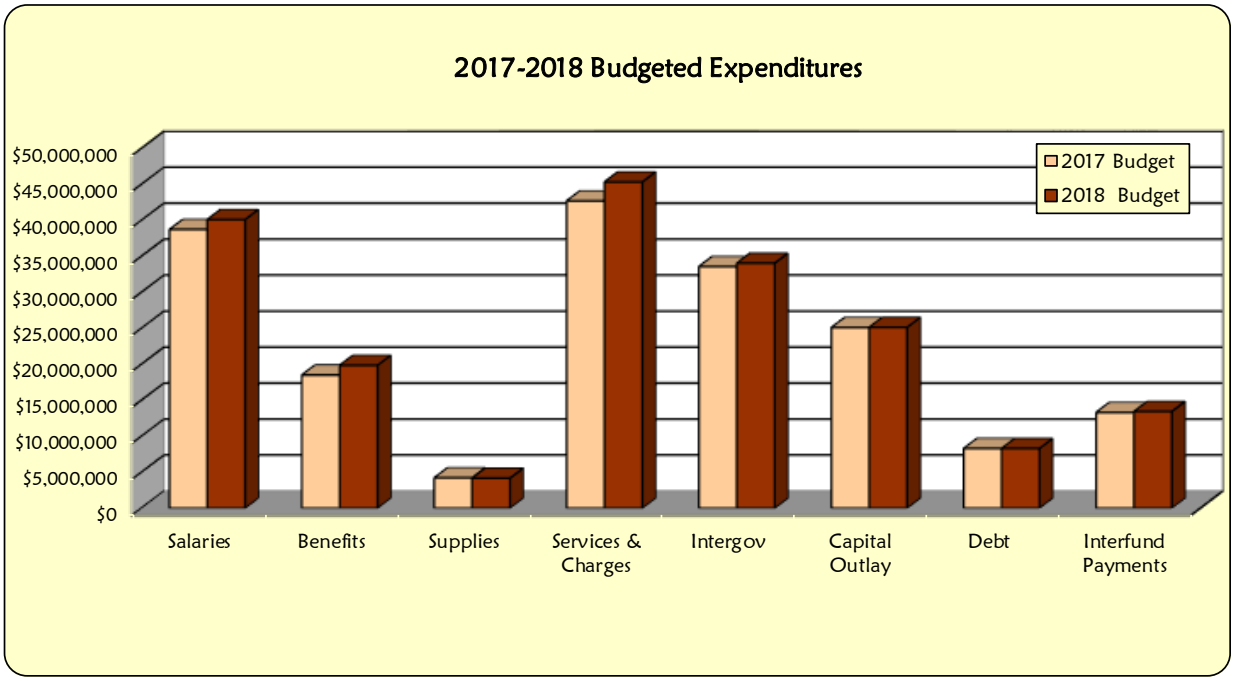
This revenue source represents transfers between funds, and includes payments to other funds for debt service, capital construction projects, grant matches and interfund loans. Transfers in in 2016 are unusually high due to a combination of one-time transfers for the Auburn Community Center project and to set up capital subfunds for enterprise and internal service funds. Transfers in 2017 are budgeted at $9.7 million and transfers in 2018 are budgeted at $9.0 million.

Other Sources

Other revenue sources account for 3.8% of total revenues in 2017 and 2.4% in 2018. Revenues in 2017 and 2018 include $5.0 million and $2.5 million respectively in anticipated financing proceeds within the Water Fund.

Analysis of 2017-2018 Budgeted Expenditures for All Funds

The following graph presents the 2017 and 2018 budgeted expenditures of the City by major category.



Total Baseline Budget	2015 Actual	2016 Adj Budget	2016 Est Actual	2017 Budget	2018 Budget
Salaries	$34,547,682	$37,252,060	$37,149,211	$38,730,288	$40,103,897
Benefits	14,960,296	17,370,675	16,644,079	18,503,924	19,851,569
Supplies	3,394,253	4,300,964	4,304,064	4,228,686	4,162,939
Services & Charges	35,185,689	42,915,399	42,193,559	42,696,905	45,320,045
Intergovernmental	30,928,889	40,561,769	48,095,424	33,577,180	34,034,980
Capital Outlay	34,150,905	58,382,395	52,431,159	25,106,105	25,118,105
Debt	7,044,592	9,415,032	7,492,310	8,307,951	8,296,576
Interfund Payments	12,236,460	12,126,011	12,126,011	13,300,609	13,439,906
Other Uses	117,383	-	-	-	-
Designated Fund Balance	7,573,342	5,451,945	5,974,778	6,244,486	6,584,769
Undesignated Fund Balance	107,542,136	74,026,667	82,864,407	76,350,721	67,937,527
ALL FUNDS TOTAL	**$287,681,628**	**$301,802,918**	**$309,275,002**	**$267,046,855**	**$264,850,313**

Salaries and Benefits

Salaries and benefits are budgeted at approximately $57.2 million in 2017 and $60.0 million in 2018, and are in accordance with current labor agreements for 2017 and 2018. The 2017 budget includes an increase of nine FTEs due to program improvements and service enhancements. The

2018 budget includes one additional FTE programmed in the Police Department. Significant changes in benefits include anticipated increases in medical benefit costs (2017: +15.0%, 2018: +10.0%), increases in dental benefit costs (2017: +15.0%; 2018: +10.0%), and additional vision benefit costs (2017: 15.0%; 2018: 10.0%). The budget includes an increase in the Labor and Industries rates between 2.0% - 30.2% depending on job classification. Pension contribution rates for PERS Plan 2 and PERS Plan 3, which are set by the State of Washington, are expected to increase from 11.18% in 2016 to 12.67% in 2017.

Supplies

Citywide supplies are budgeted at $4.2 million in both 2017 and 2018 and account for 2.2% of the City's biennial budget. Supplies include fuel, small tools and equipment, office and operating materials and inventory for resale. Examples of these expenditures include computers, supplies for facility, street, pump station and vehicle and equipment repairs, agricultural supplies used by the Parks, Arts and Recreation Department, and resale inventory sold at the Auburn Golf Course and Mountain View Cemetery.

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 costs in this category include communications, travel, advertising, rentals, insurance, repairs and maintenance and utility charges.

Intergovernmental Charges

Intergovernmental expenditures are budgeted at $33.6 million in 2017 and $34.0 million in 2018. These expenditures include transfers to other funds for debt service, capital construction, street project funding, and interfund loans. Transfers between funds are budgeted at $9.7 million in 2017 and $9.0 million in 2018. Other intergovernmental expenditures include the contractual costs for sewage treatment to King County as well as the contractual costs 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 $25.1 million annually has been allocated for capital improvement projects in both 2017 and 2018. Most of the capital expenditures are budgeted in the street funds, with the balance of capital expenditures primarily in the enterprise 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 2017 and 2018 include: the F Street SE Improvement project; the Runway Enhancement project at the Auburn Municipal Airport; the Water Utility Meter and Billing System Improvement project; and various park improvements including the addition of a spray feature at Sunset Park and construction of a new restroom facility at Les Gove Park.

Interfund Payments

Payments to the Internal Service Funds are budgeted at approximately $13.3 million in 2017 and $13.4 million in 2018. These are charges paid for equipment repair and replacement as well as software, hardware, technology, multimedia and facilities services. Internal services are provided by the City's Equipment Rental Fund, the Innovation and Technology Fund, and Facilities Fund to other City departments.

REVENUE ANALYSIS

GENERAL FUND

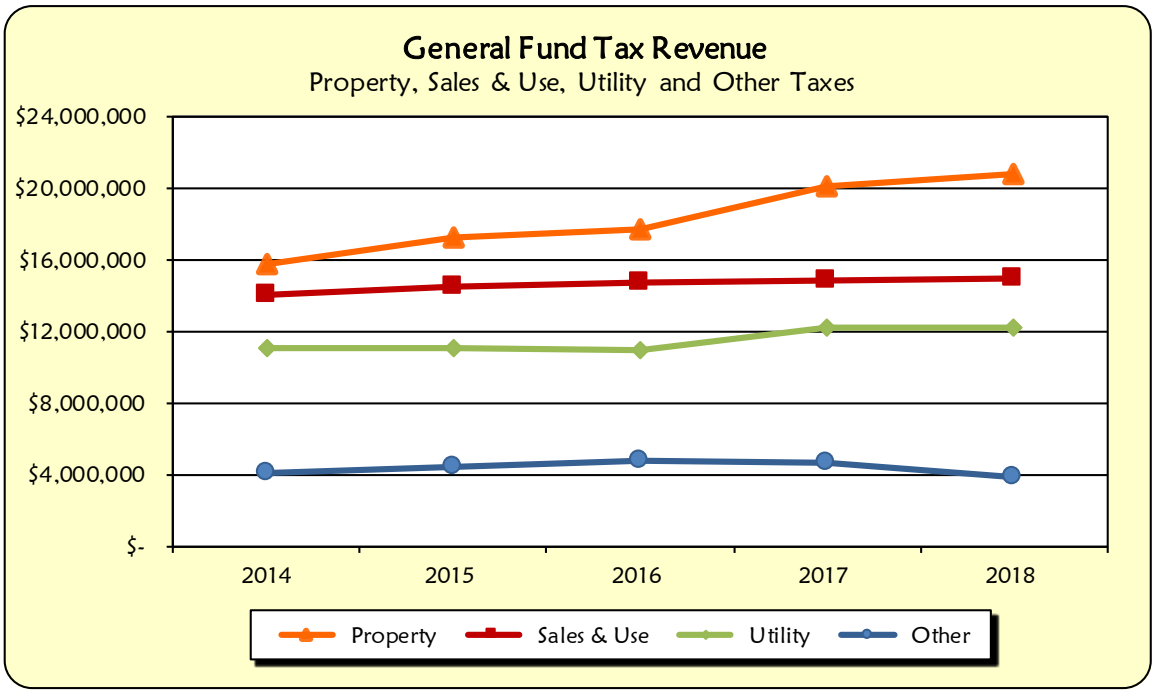
The City's General Fund receives a wide variety of revenue. This section of the budget discusses the key factors that affect revenue for the next year.

General Fund Revenue
By Funding Source

	2014 Actual	2015 Actual	2016 Est Actual	2017 Budget	2018 Budget
Beginning Fund Balances:					
Designated/Reserved	221,614	76,725	144,825	221,614	221,614
Undesignated	15,194,774	19,283,407	19,421,941	15,970,117	12,401,695
Total Fund Balances	**$15,416,388**	**$19,360,132**	**$19,566,766**	**$16,191,731**	**$12,623,309**
Taxes:					
Property	15,805,041	17,199,418	17,733,500	20,152,000	20,781,000
Sales & Use	13,979,439	14,520,145	14,672,000	14,821,000	14,970,750
Utility	11,080,040	11,100,396	10,901,200	12,159,000	12,182,600
Other	4,089,323	4,386,203	4,788,400	4,613,600	3,855,080
Licenses & Permits	2,400,662	2,074,432	2,244,600	2,338,700	2,419,950
Intergovernmental	5,215,325	5,453,114	5,627,893	5,919,680	5,859,350
Charges for Service	4,167,561	4,296,068	3,981,180	3,923,680	3,992,580
Fines & Forfeitures	1,239,233	938,775	796,180	876,100	885,300
Transfers In	121,652	149,197	220,926	84,000	84,300
Other Revenues	1,098,319	1,280,879	1,131,558	1,031,800	1,060,900
Total General Fund	**$74,612,982**	**$80,758,760**	**$81,664,203**	**$82,111,291**	**$78,715,119**

General Fund Tax Revenue

Current estimates indicate that the City will receive approximately $48.1 million in tax revenue during 2016. Total revenues from taxes are anticipated to increase in 2017 to an estimated $51.7 million and $51.8 million in 2018. Voter-approved initiatives and State Legislative budget cuts to local tax distributions and increases to benefit rates have had a significant financial impact on the General Fund. In addition, the 10-year annexation sales tax credit revenue is set to terminate in mid-2018. 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 30.6% of total General Fund revenues budgeted for 2017. 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 was 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 reversed and the Assessed Valuation (AV) of property values has increased by an average of 8.5% per year in 2014 through 2016. The 2017 and 2018 property tax revenues are based upon an estimated 6.0% annual increase in overall Assessed Value (AV). This recovery, combined with the City's ability to tap into its banked capacity, is expected to increase property tax revenues in the amount of $2.4 million in 2017 over the 2016 amount. Of this year-over-year growth, $1.9 million is from banked capacity.

Sales Taxes

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 $1.8 million in both 2017 and 2018. In 2017 and 2018, sales taxes are estimated to increase by 1.0% annually to a total General Fund contribution of $14.8 million and $15.0 million, respectively.

Utility Taxes

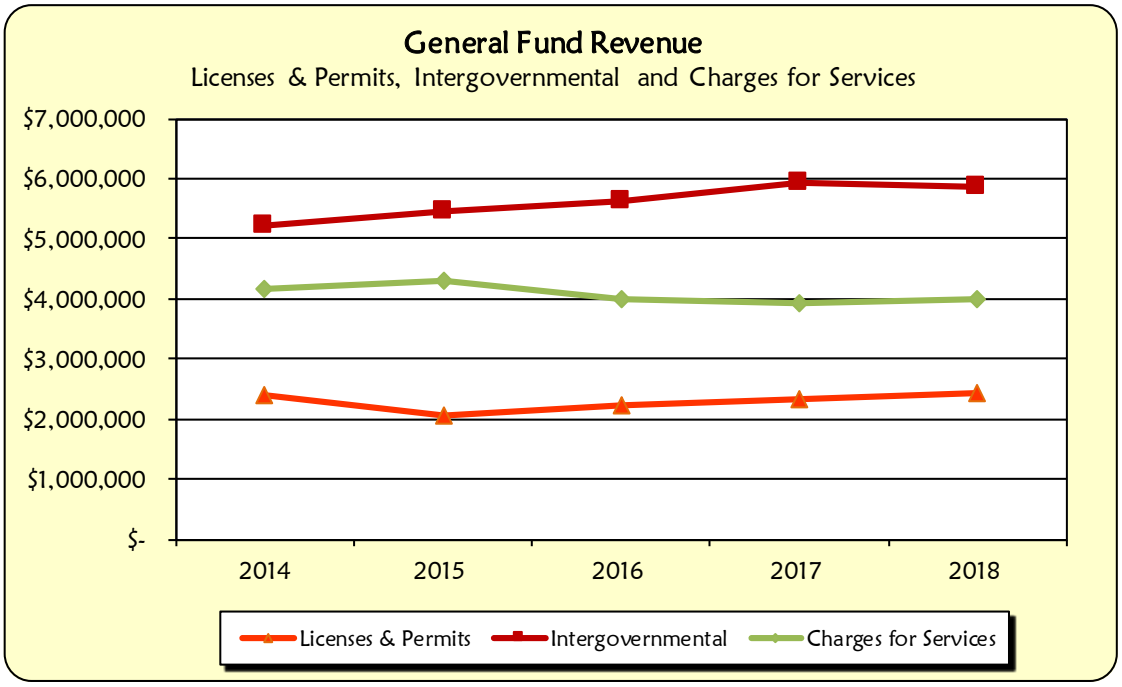
This category includes taxes applied to utilities providing services in the City, from both City-owned and private utilities. Utility taxes, as a whole, have been considered to be very stable from year-to-year, not only in the amount received, but also in terms of consistent growth rates. Interfund utility taxes are charged at 7% 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% tax assessed on telephone, electric and natural gas providers, of which 1% of this tax is dedicated to fund Arterial Street Preservation. Effective January 1, 2017, per Ordinance No. 6620, the City will be increasing the tax rate for private cable fees from the current 1% to 6%. Of this, 1% will continue to be dedicated to fund the Arterial Street Preservation Fund and 5% will support General Fund purposes.

Other Taxes

This category includes the sales tax credit for annexation, criminal justice sales tax, admissions tax, leasehold excise tax and gambling taxes. These revenues are budgeted at $4.6 million in 2017 and $3.9 million in 2018. The sales tax credit for annexation is budgeted at $2.0 million in 2017 and is expected to be reduced to $1.3 million in 2018 due to the tax revenue expiring. The second largest tax source in this category is criminal justice sales tax, which is budgeted at $1.9 million annually in 2017 and 2018. Gambling taxes include a 2% 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 7.0% of General Fund revenues in 2017 and 5.8% in 2018.

[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 2015 are were $1.2 million and 2016 is projected to end the year at $1.5 million. It is projected that 2017 and 2018 building permit revenues will continue to grow in 2017 and 2018, with projected revenues at $1.6 million and $1.7 million respectively. Other revenues in this category include business licenses, pet licensing, and plumbing and electrical permits. The City's business license fee is a flat $50.00. Pet license revenues are budgeted at $130,000 in 2017 and 2018. Licenses and permits are projected to be approximately 3.6% of budgeted General Fund revenues in 2017 and 2018.

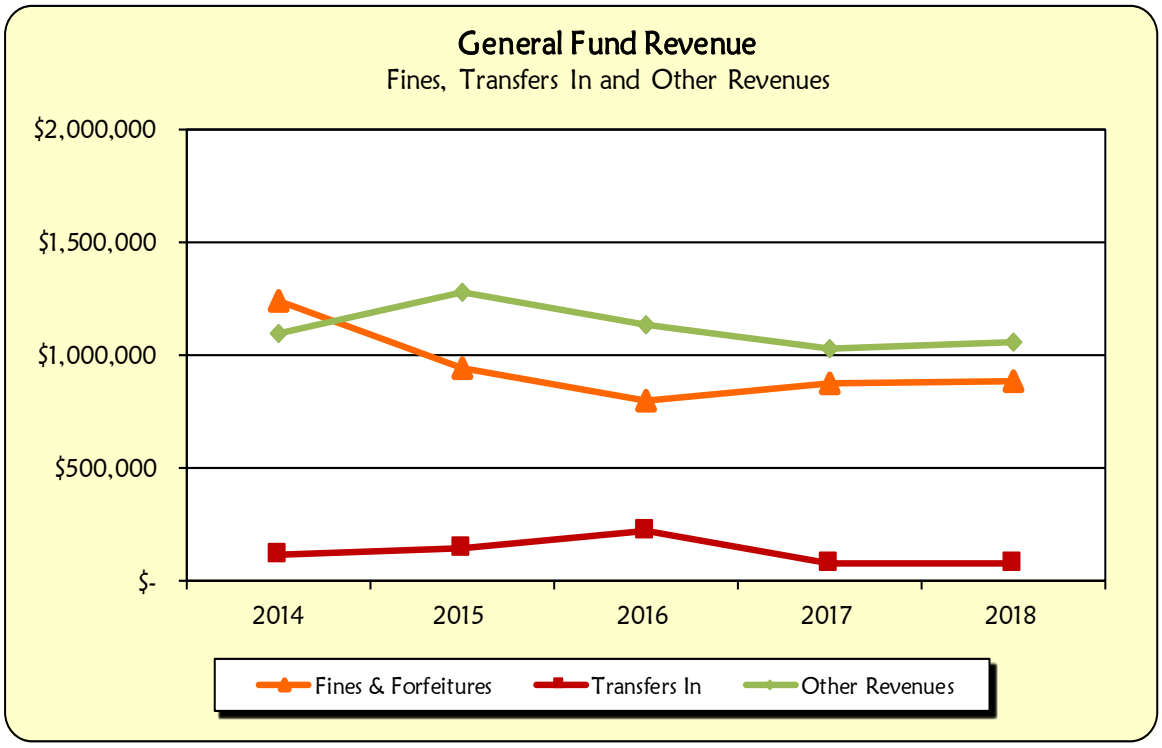
Intergovernmental

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. Other major sources of revenue in this category include Federal Community Oriented Policing (COPS) grants. It is anticipated that the City will receive an additional $525,000 in this biennium budget for the COPS grant - which will be used to support the funding of 6.0 additional FTEs in the Police Department effective in 2017. The City anticipates receiving $650,000 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 and is expected to further increase in the next biennium due to the additional programs offered at the Auburn Community and Youth/Teen Center that opened in 2016. Recreational fees typically support about 20% of the costs of the related services. Included in this category are revenues associated with the Auburn Golf Course. The golf course charges for services revenue is budgeted at $1.3 million in 2017. Plan check fees are derived from the review of proposed new construction and development activities. Plan checks are likely to hold steady in 2017 as they follow new construction and permitting activity. Charges for services constitute approximately 6.0% of total General Fund revenue in 2017 and 2018.



Fines and Forfeits

Fines and forfeits consist mainly of parking infractions, traffic fines, and criminal fines. As depicted in the graphic above, revenues have declined compared to 2014 levels, coinciding with the termination of the City's photo enforcement program. Fines and forfeits are projected to be 1.3% of total 2017 and 2018 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 in 2017 and 2018 total $84,000 and include a transfer in from the Storm Fund in both 2017 and 2018 for reimbursement of costs associated with maintaining medians within the City.

Other Revenues

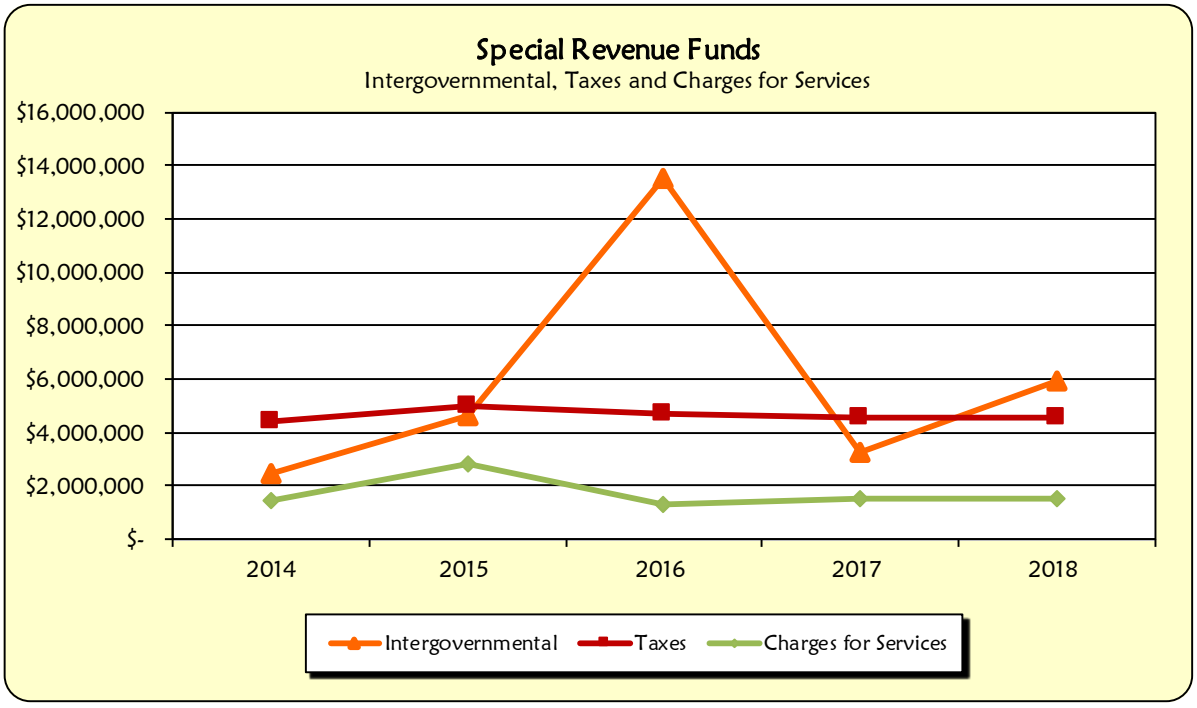
Other revenue consists primarily of facilities rentals, golf cart rental revenues, insurance recoveries, purchasing card rebate revenues, and contributions and donations. Facilities rental revenues are projected to remain stable at approximately $350,000 in 2017 and golf cart rental revenues are budgeted at $245,000 in 2017. Interest revenues are projected to increase slightly due to minimal improvement in 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.

Special Revenue Funds
Revenue By Funding Source

	2014 Actual	2015 Actual	2016 Est Actual	2017 Budget	2018 Budget
Beginning Fund Balances	19,655,706	19,324,203	21,051,049	16,828,897	14,868,339
Intergovernmental	2,490,427	4,655,492	13,539,763	3,278,065	5,901,940
Taxes	4,405,782	4,971,446	4,715,788	4,546,740	4,564,940
Charges for Services	1,443,893	2,805,362	1,340,874	1,512,000	1,512,000
Transfers In	1,444,088	4,244,348	5,346,639	1,168,511	1,189,817
Miscellaneous	275,538	990,036	1,467,800	209,200	287,200
Other Sources	240,366	-	-	-	-
Total Revenue	**$29,955,799**	**$ 36,990,887**	**$ 47,461,913**	**$ 27,543,413**	**$ 28,324,236**



Intergovernmental

Intergovernmental revenues are grants, entitlements, shared revenues and payments provided by one government to another. These include Federal, State and local grants and State entitlements. The majority of this funding is Federal grant monies 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 $1.1 million in Federal funding in 2017 and $4.4 million in Federal funding in 2018. Major arterial street projects budgeted to receive Federal funding during the 2017-2018 biennial budget include the Lake Tapps Parkway Expansion project and the F Street Southeast Improvement project.

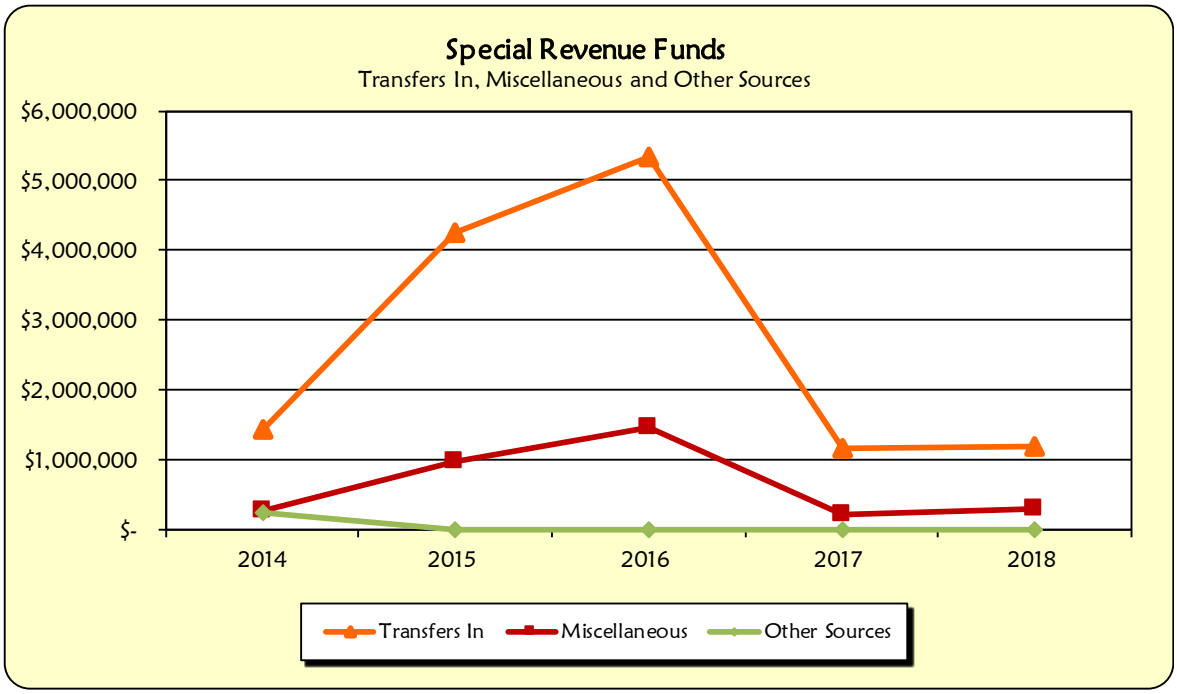
Taxes

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 $2.0 million in 2017 and $2.1 million in 2018. 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 2017 and 2018, the amount budgeted is $1.8 million each year.

Another tax which supports activities in the Special Revenue Funds is the Motor Vehicle Fuel Tax (MVFT). The City receives approximately $1.8 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. During this last biennial budget cycle, the State Legislature passed the 15-year transportation package which includes additional monies to Cities to fund transportation projects. The 2017-2018 budget projects an additional $110,000 in revenues to the Arterial Street Fund for these new multimodal transportation revenues. 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 264,750 square feet of service businesses and 84,000 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 Services

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 2017-2018 are budgeted conservatively at $1.5 million annually, as they fluctuate based on the local economy.



Transfers In

This revenue source consists of transfers from other funds to the Special Revenue Funds. Budgeted transfers in 2017 and 2018 are for the continued support of the Arterial and Local Street projects identified in the Transportation Improvement Plan.

Miscellaneous

Miscellaneous revenue consists primarily of developer contributions and interest income which is budgeted conservatively in 2017 and 2018 at $210,000 and $287,000 respectively. The 2016 budget includes a one-time developer contribution of $1.0 million for the South 277th Street Corridor Improvement project.

Other Sources

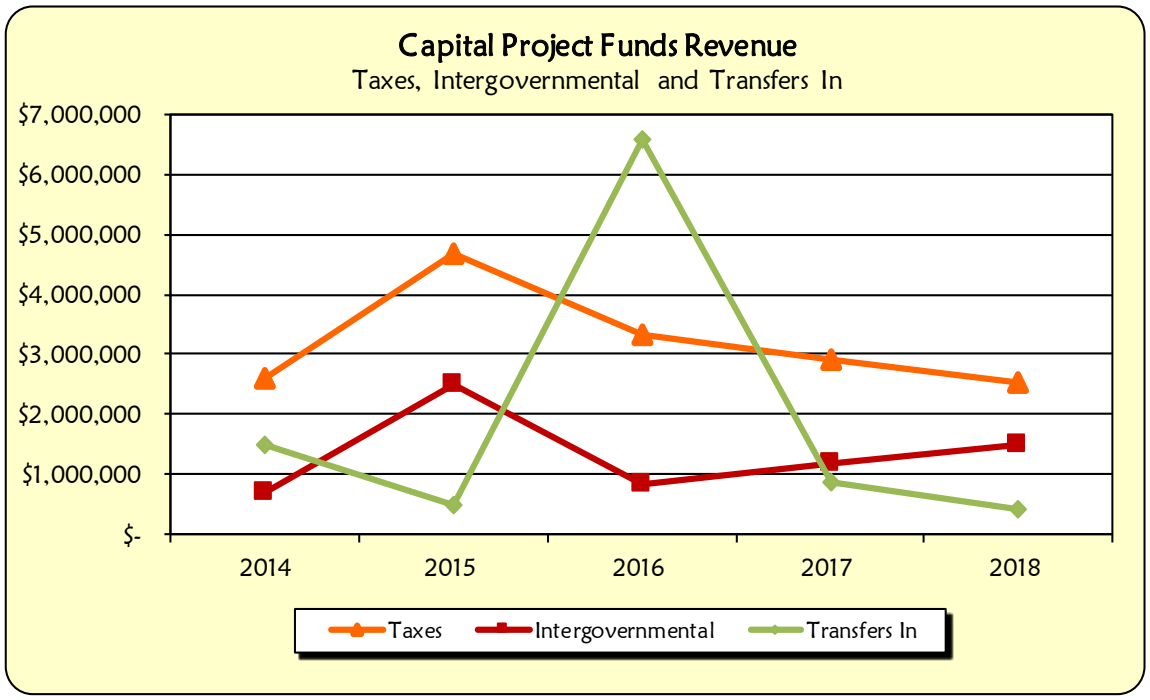
This revenue source Public Works Trust Fund (PWTF) loan proceeds that were issued in 2014. There are no revenues budgeted for this category in the 2017-2018 biennium.

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.

Capital Project Funds Revenue
By Funding Source

	2014 Actual	2015 Actual	2016 Est Actual	2017 Budget	2018 Budget
Beginning Fund Balance	10,136,475	10,766,606	13,119,473	8,126,379	8,079,415
Taxes	2,597,934	4,692,905	3,325,000	2,925,000	2,525,000
Intergovernmental	709,007	2,506,207	856,681	1,193,006	1,487,000
Transfers In	1,512,835	480,032	6,562,037	886,570	437,000
Charges for Services	10,553	10,409	11,100	11,100	11,000
Miscellaneous	642,270	85,662	102,146	343,834	74,447
Total Revenue	**$ 15,609,074**	**$ 18,541,822**	**$ 23,976,437**	**$ 13,485,889**	**$ 12,613,862**



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. As depicted on the graphic above, Capital Project Funds tax revenues in 2015 reached $4.7 million; $4.6 million of this being REET monies. Due to the surge in the local real estate market, REET revenues collected in 2015 supersede revenues collected in this category in any prior year on

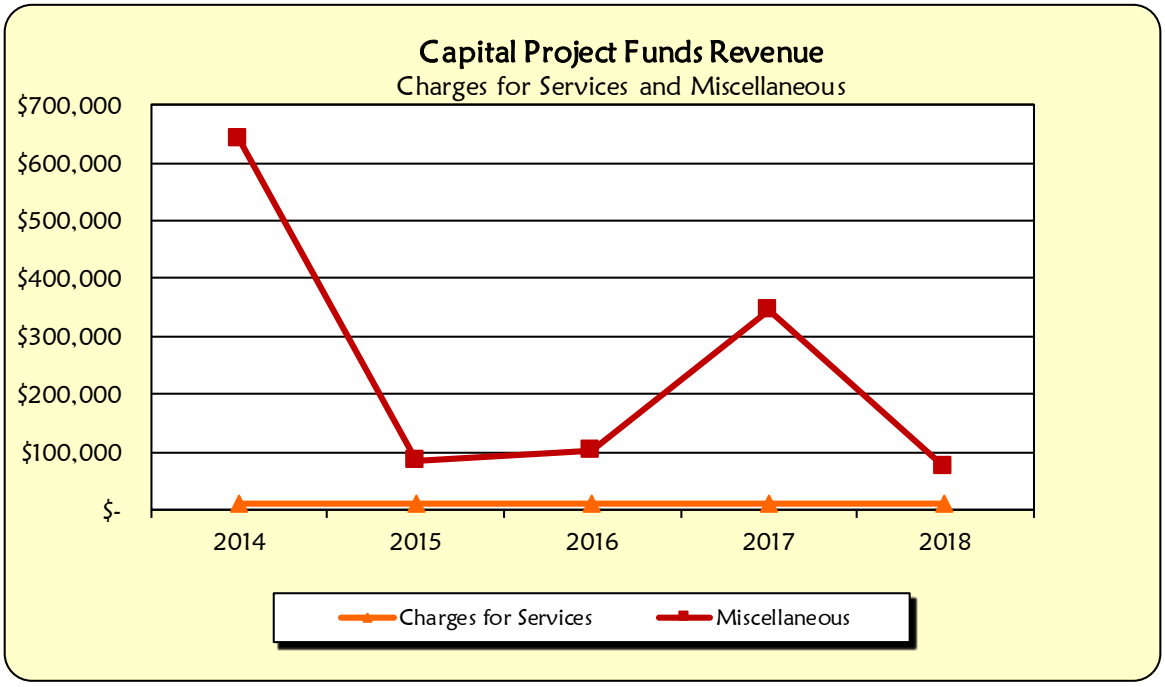
record. The 2017 and 2018 REET revenues are budgeted to remain strong, although at a reduced rate compared to 2015 as revenues are contingent upon real estate sales and the local economy.

Intergovernmental

This revenue source is primarily State, Federal and interlocal grant revenues. The Municipal Park Construction Fund anticipates the receipt of $900,000 in grant revenues in 2017 to complete several park projects including improvements at Les Gove Park, the purchase of 16 acres adjacent to Mary Olson Farm, and synthetic field upgrades at Brannan Park. The Capital Improvement Project Fund anticipates the receipt of $800,000 in local and State grant monies for the Phase 2 extension of the Auburn Environmental Park (AEP) in 2018. In addition, the City anticipates $890,000 in grant revenues in 2017 and 2018 for renovations at the Downtown Auburn Arts Center.

Transfers In

Transfers in consist of interfund operating transfers in from other funds. These operating transfers are used to fund the capital projects to be determined by City Council. 2016 includes an anticipated transfer of $5.5 million for the Auburn Community and Youth/Teen Center. The budgeted transfers in 2017 and 2018 are $890,000 and $440,000 respectively and primarily include transfer of funds from the Mitigation Fund to these capital funds for numerous capital improvements including improvements to Lakeland Hills Nature Area, Game Farm Park, Les Gove Park, and Sunset Park.



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

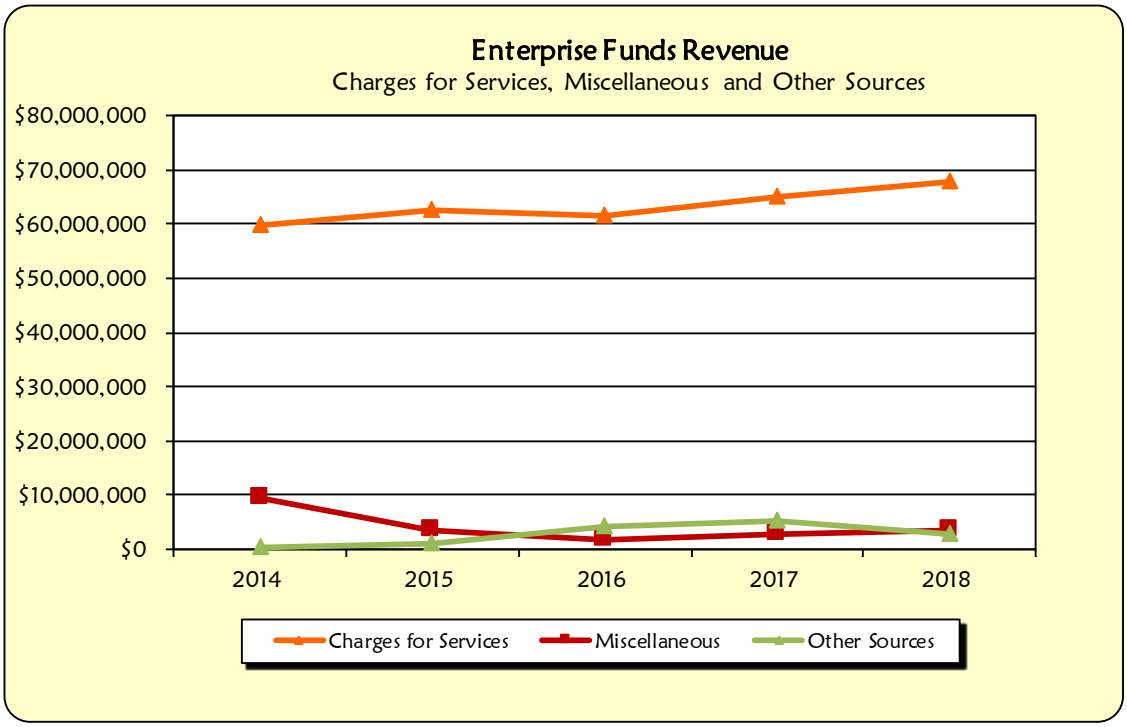
Miscellaneous revenue includes interest earnings on idle fund resources, LID prepayments, and contributions or donations from developers or other organizations for community projects. The 2017 budget includes $270,000 contribution for various park improvements at Sunset Park, Roegner Park and Brannan Park. Investment income is budgeted conservatively in 2017 and 2018.

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 depict the amount of revenues received by major source.

Enterprise Funds
Revenue By Funding Source

	2014 Actual	2015 Actual	2016 Est Actual	2017 Budget	2018 Budget
Beg. Working Capital	47,449,303	49,068,377	43,443,598	34,485,871	34,191,612
Charges for Services	59,689,842	62,694,799	61,403,439	65,100,818	67,723,380
Miscellaneous	9,441,595	3,670,507	1,751,700	2,875,100	3,341,600
Other Sources	429,932	1,149,312	4,305,693	5,296,739	2,807,820
Transfers In	80,410	556,059	5,450,000	3,800,000	2,700,000
Intergovernmental	1,974,446	1,250,123	745,096	403,967	1,830,267
Total Revenue	**$ 119,065,527**	**$ 118,389,178**	**$ 117,099,526**	**$ 111,962,495**	**$ 112,594,679**



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 represent pass-through charges from King County/Metro for the treatment and disposal of the City of Auburn's sewage. Solid Waste collection is contracted through Waste Management Incorporated with a new contract going out to bid in this biennium. Garbage rates are structured in a way that encourages participation in the recycling program. Airport fees are primarily related to aircraft tie-downs, hangar rentals, and property leases. Charges for services in the Cemetery Fund are for lot sales and retail sales for burial related products.

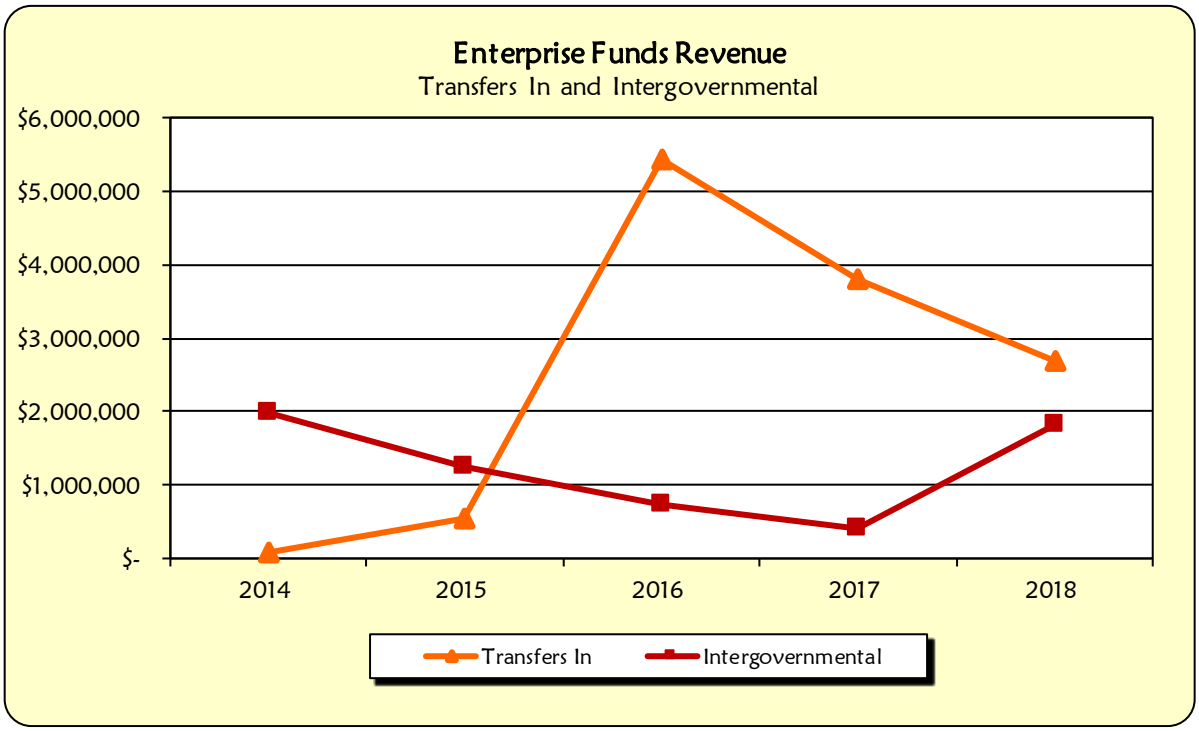
Utility revenues are directly affected by growth factors and rate increases. The City normally reviews the fees charged for utilities on an annual basis to ensure the fees charged cover the costs associated with providing the services.

Miscellaneous

Miscellaneous revenue includes contributions from developers, Airport property rentals, interest earnings on idle fund resources, change in restricted assets, and prior period adjustments. 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, and is budgeted at $2.0 million and $2.5 million in 2017 and 2018 respectively. Airport property rentals make up approximately 25% of the Enterprise Funds' miscellaneous revenue budget.

Other Sources

This revenue source represents resources available from Public Works Trust Fund loans (PWTF), Build America Bond (BAB) Subsidy, and other financing proceeds to fund capital projects within the Enterprise Funds.



Transfers In

This revenue source represents transfers in from other funds. The total of the transfers anticipated in 2016 totals $5.5 million, which is predominately the transfer in of resources from the Enterprise Operating Funds to the Enterprise Capital Funds. The 2017-2018 budget includes transfers in totaling $3.8 million in 2017 and $2.7 million in 2018, primarily transferring funds from the operating fund portion of the utility funds to the capital portion of the utility funds.

Intergovernmental

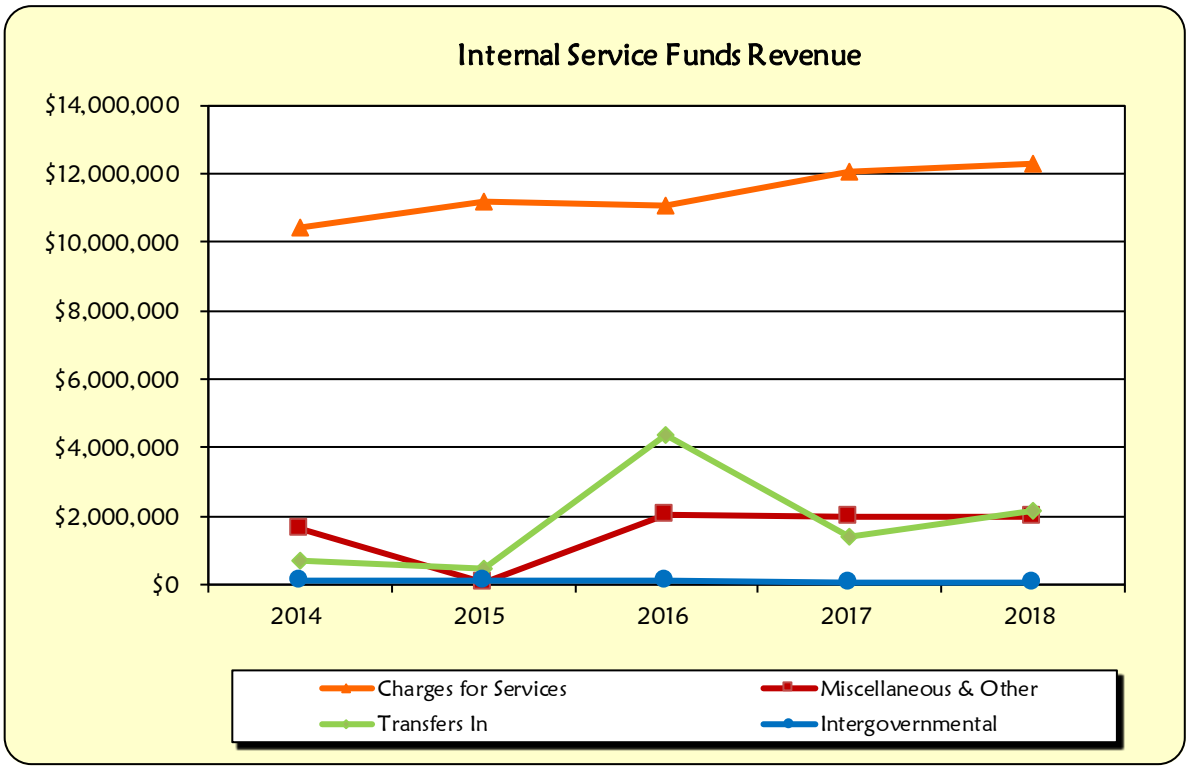
This revenue primarily represents grant revenue. Intergovernmental revenues in 2014 includes $1.0 million in grant revenue receipted into the Storm Drainage Fund for projects including the Maintenance & Operation (M&O) Storm Drainage Improvement project and the Mill Creek Restoration project. 2014 intergovernmental revenues also includes $600,000 receipted into the Airport Fund for various projects including the Airport Master Plan and the Asphalt Rehabilitation and Seal Coat project. In 2017, the Auburn Municipal Airport is budgeted to receive $320,000 in grant monies for the design for the Runway Enhancement project. The 2018 budget includes $1.7 million in State and Federal grant funding for the construction of the Runway Enhancement project at the Auburn Municipal Airport. Lastly, the Solid Waste Fund is expecting annual grants in the amount of $88,000 for education and outreach in both 2017 and 2018.

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

	2014 Actual	2015 Actual	2016 Est Actual	2017 Budget	2018 Budget
Beg. Working Capital	13,123,844	13,676,989	14,498,890	9,056,223	8,738,112
Charges for Services	10,445,949	11,174,888	11,081,141	12,029,937	12,289,662
Transfers In	701,145	500,919	4,403,023	1,405,916	2,187,254
Miscellaneous & Other	1,644,484	95,867	2,045,469	1,981,802	1,980,025
Intergovernmental	136,772	119,148	148,835	80,000	80,000
Total Revenue	**$26,052,195**	**$ 25,567,810**	**$ 32,177,358**	**$24,553,878**	**$25,275,053**



Charges for Services

Approximately 75% of the revenue source for charges for services come from the Innovation and Technology Department (IT) and the Facilities Fund. Each department is allocated a portion of the costs for IT and Multimedia services, Facilities, Equipment Rental fuel and vehicle replacement, and charges for Workers' Compensation reimbursements, which are then paid into the Internal Service Fund.

Transfers In

This revenue source is for transfers from other funds. The 2016 estimated actual includes a $2.1 million transfer in to the IT Capital Fund for technology infrastructure at the new Auburn Community and Youth/Teen Center, technology upgrades for the Council Chamber remodel project, server upgrades and software upgrades, as well as funding for several additional Innovation and Technology capital projects. The Equipment Rental Fund includes anticipated transfers in to the Equipment Rental Capital Fund in 2016 for multiple vehicle and capital equipment purchases including the replacement of police vehicles, golf carts, and multiple utility trucks.

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, property rents, insurance recoveries, and prior period adjustments.

Intergovernmental

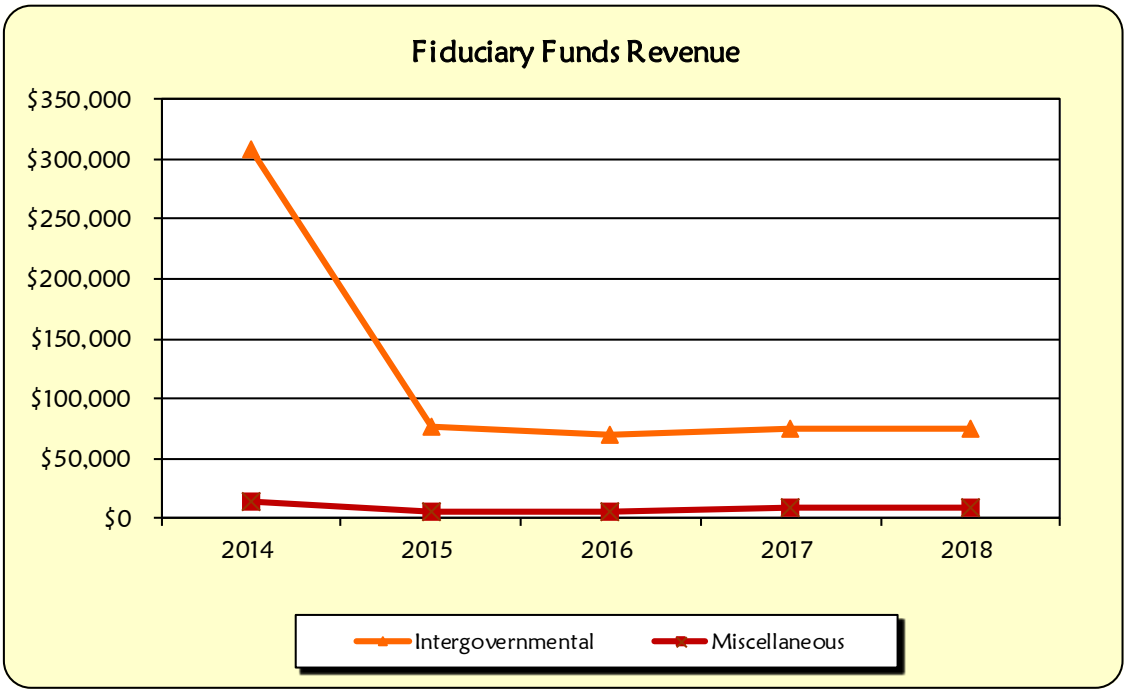
The primary revenue source in this category is primarily revenue generated from the Innovation and Technology Department for IT services rendered to Pacific, Algona and Valley Regional Fire Authority.

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

	2014 Actual	2015 Actual	2016 Est Actual	2017 Budget	2018 Budget
Beginning Fund Balance	2,446,991	2,609,462	2,512,557	2,417,899	2,324,182
Intergovernmental	308,558	75,702	70,000	75,000	75,000
Miscellaneous	14,435	5,065	6,000	9,000	9,000
Total Revenue	**$2,769,983**	**$ 2,690,230**	**$2,588,557**	**$2,501,899**	**$ 2,408,182**



Miscellaneous Revenue

Miscellaneous revenue primarily consists of investment income on idle cash. With the current low level of interest rates, 2017 and 2018 are budgeted conservatively.

Intergovernmental

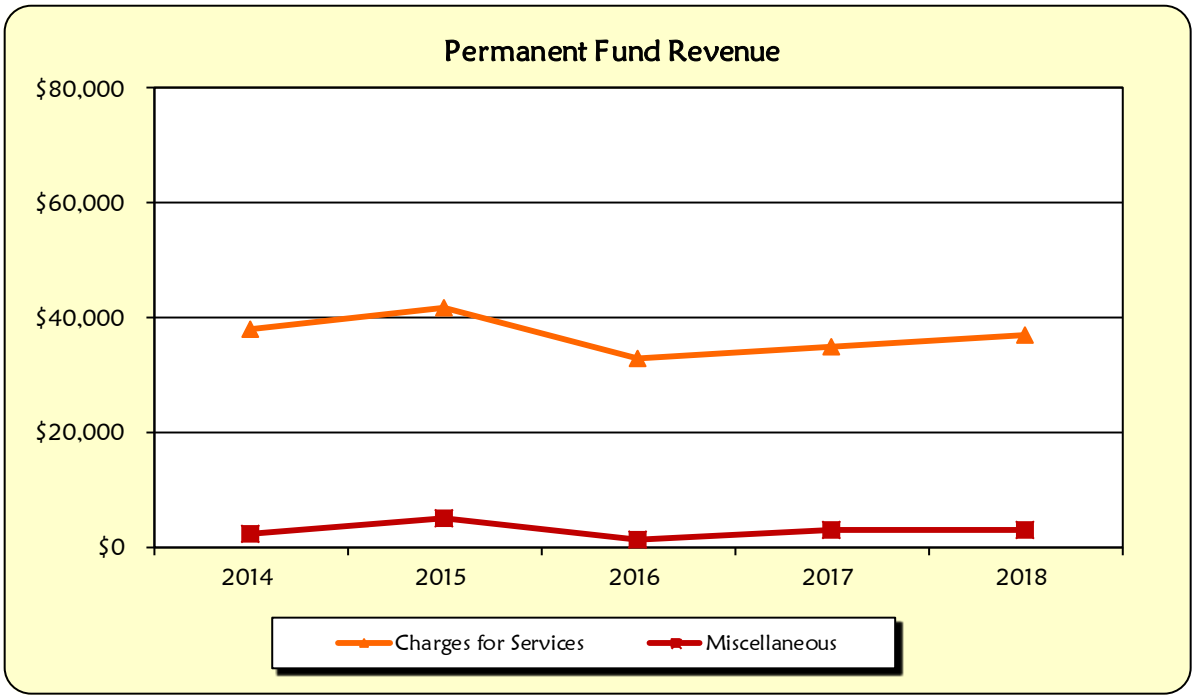
This revenue consists of contributions and revenue from fire insurance premium tax. The City receives this revenue from the State and it is allocated based on the number of retired firefighters who served the City. The increase in revenues in 2014 was due to a $230,000 contribution into the fund.

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

	2014 Actual	2015 Actual	2016 Est Actual	2017 Budget	2018 Budget
Beginning Fund Balance	1,629,564	1,669,648	1,686,279	1,720,479	1,758,279
Charges for Services	37,833	41,559	33,000	35,000	37,000
Miscellaneous	2,252	5,073	1,200	2,800	2,900
Total Revenue	**$1,669,648**	**$1,716,280**	**$1,720,479**	**$1,758,279**	**$1,798,179**



Charges for Services
As provided by City ordinance, 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.

General Fund Six Year Revenue and Expenditure Forecast 2016 - 2022

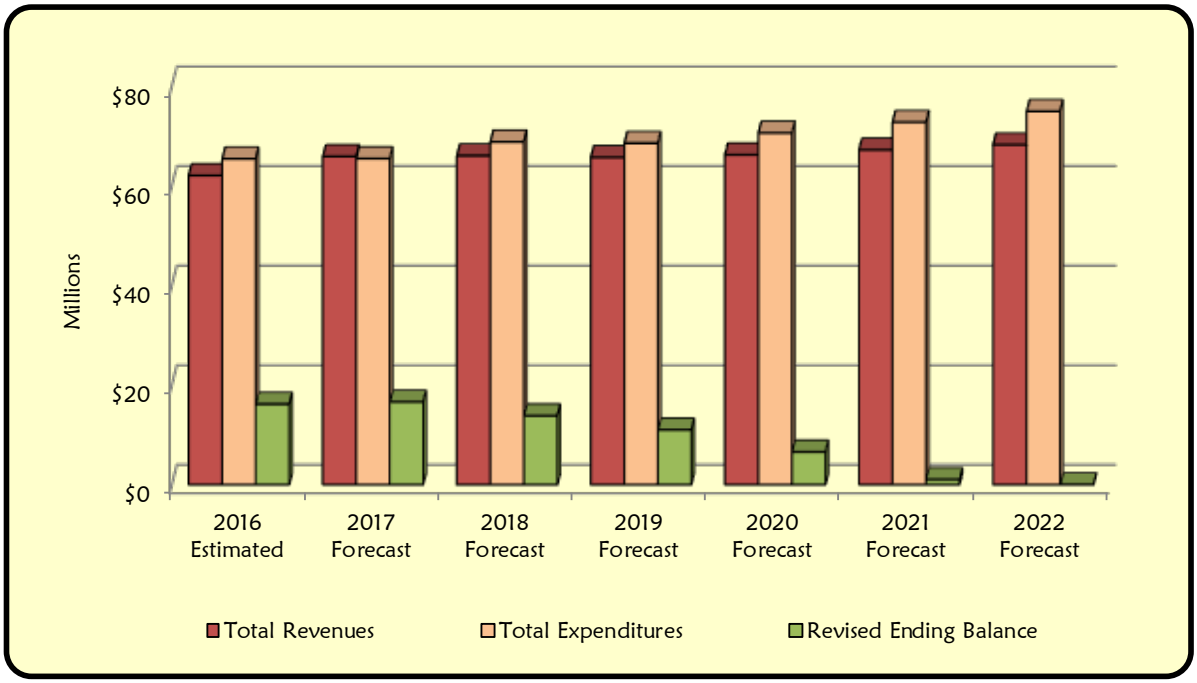
	2016 Estimated	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
Taxes							
Property	$17,733,500	$20,152,000	$20,781,000	$20,988,800	$21,198,700	$21,410,700	$21,624,800
Sales	14,672,000	14,821,000	14,970,750	15,567,200	16,187,600	16,832,800	17,503,700
Utility	10,901,200	12,159,000	12,182,600	12,508,200	12,636,600	12,768,300	12,903,200
Other (1)	4,788,400	4,613,600	3,855,080	2,705,980	2,500,280	2,524,900	2,549,700
Licenses and Permits	2,244,600	2,338,700	2,419,950	2,168,700	2,112,950	2,057,200	2,001,550
Intergovernmental	5,627,893	5,919,680	5,859,350	5,795,050	5,558,490	5,546,440	5,535,680
Fees and Charges	3,981,180	3,923,680	3,992,580	3,967,780	3,995,580	4,023,580	4,051,880
Fines	796,180	876,100	885,300	894,700	904,100	913,600	923,200
Other	1,352,484	1,115,800	1,145,200	1,150,200	1,154,800	1,166,400	1,178,200
Total Revenues	**$62,097,437**	**$65,919,560**	**$66,091,810**	**$65,746,610**	**$66,249,100**	**$67,243,920**	**$68,271,910**
Council and Mayor	976,866	1,143,418	1,208,743	1,237,684	1,267,443	1,298,047	1,329,526
Administration	2,789,236	2,489,758	2,558,242	2,618,872	2,681,187	2,745,246	2,811,108
Human Resources	3,762,443	3,876,125	3,932,170	4,019,482	4,108,974	4,200,710	4,294,760
Finance	1,300,773	1,409,534	1,459,831	1,499,495	1,540,475	1,582,825	1,626,598
City Attorney	2,194,830	2,276,603	2,364,650	2,426,741	2,490,814	2,556,945	2,625,215
Community Development	4,731,841	4,584,597	4,816,225	4,943,541	5,074,953	5,210,621	5,350,710
Jail - SCORE	4,020,000	3,953,150	4,099,465	4,304,438	4,519,660	4,745,643	4,982,925
Police	23,794,252	25,967,258	26,966,195	27,521,885	28,308,077	29,121,180	29,962,267
Public Works	2,811,835	3,547,418	3,715,032	3,827,763	3,944,599	4,065,711	4,191,279
Parks and Recreation	11,584,205	12,275,887	12,660,606	12,895,752	13,242,034	13,599,133	13,967,443
Street	3,466,563	3,760,044	3,863,742	3,958,524	4,056,077	4,156,500	4,259,897
Non-Departmental	4,039,627	4,204,190	5,215,143	3,340,000	3,425,200	3,514,024	3,606,640
Total Expenditures	**$65,472,472**	**$69,487,982**	**$72,860,044**	**$72,594,178**	**$74,659,494**	**$76,796,585**	**$79,008,367**
Ending Balance	**$16,191,730**	**$12,623,309**	**$9,855,075**	**$7,007,507**	**$2,597,114**	**($2,955,551)**	**($9,692,009)**
Residual/Unused Budget	-	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Revised Ending Balance	**$16,191,730**	**$16,623,309**	**$13,855,075**	**$11,007,507**	**$6,597,114**	**$1,044,449**	**($5,692,009)**

Key 2017-2022 Assumptions:

Property tax increase: 2017-2018: 6.0% increase in property Assessed Valuation (AV), 1.0% - plus new construction and $1.9 million in banked capacity. 2019-2022: 1.0% annual increase
Retail Sales Tax growth: 2017-2022: 1.0% - 4.0% annual growth
Annexation Sales Tax Credit (1): 10-year tax base sunsets in mid-2018
Assumes contract revenues at SCORE (South Correctional Entity) will be sufficient to make the City's debt service payments in 2017-2022
Salary and wage inflation: 2017-2018: 1.5%-3.0% per labor agreements. 2019-2022: 2.0% annually
Benefit inflation: 5.0% per year
General inflation: 2.0% per year
Population growth: 1.0% per year

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 2016-2022



Revenues are forecasted on the basis of future economic, demographic, and policy assumptions 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 annexation sales tax, 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.

Forecasted revenues assume property tax assessed valuations will increase by 6.0% from $8.8 billion in 2016 to $9.4 billion in 2017 and again by 6.0% in 2018. In 2017, the City is expected levy $2.19 per $1,000 in assessed valuation compared to a maximum property tax levy rate of $2.33 per $1,000 in assessed valuation.

Sales taxes are forecasted to grow by 1.0% in 2017 and 2018. The 2019-2022 forecast assumes a continued strengthening in the local economy, which is anticipated to increase the pace of annual sales tax growth to about 4.0% 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 11.18% to 12.67% effective in 2017. Healthcare costs are expected to rise 15.0% in 2017 and 10.0% in 2018.
Because departments typically under spend budgets each year, and revenues exceed estimates, this forecast assumes residual unused budget and excess revenues are available and rolled forward to be utilized in the subsequent year. Historically the additional budget capacity has run around 5%. The rate of additional budget capacity 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, the balance in the General Fund will decrease over the next several years to 1.4% of expenditures by 2021 as the pace of revenue growth, in this model, will not keep pace with growth in expenditures. The Finance Department will continue to study revenue options and enhancements to offset the increase in future expenditures. Again, this is a projection under a basis of assumptions. The forecast provides insight into the future possibilities so the City may prepare solutions to address the structural deficit prior to it actually occurring. The City goes to great lengths to ensure there are sufficient reserves to deploy in the event of an economic downturn and provide time to restructure the budget with as little disruption as possible to the services provided.

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 debt capacity available without a vote is 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, 2015:

		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	$ 132,399,283	$ 88,266,189	$ 220,665,472	$ 220,665,472	$ 661,996,416
Outstanding Indebtedness	(59,408,629)		-	-	(59,408,629)
Margin Available	$ 72,990,654	$ 88,266,189	$ 220,665,472	$ 220,665,472	$ 602,587,787

Source: City of Auburn 2015 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 2016 is projected at $25,690,000.

In 2016, the City issued $3.88 million of general obligation bonds to perform an advance refunding of the balance of two previous general obligation debt issues: $3,270,000 of general obligation debt issued in 2006 for the design and construction of a new Golf Course clubhouse and improvements to the Cemetery[3], and $1,375,000 of general obligation debt issued in 2005 to pay for the construction cost of hangars at the Auburn Municipal Airport[4]. The balance of these bonds at the end of 2016 is projected to be $3,642,100.

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 2016 is projected to be $23,612,700.

No additional general obligation bonds were issued in 2013 through 2015, and no new general obligation bonds are anticipated in 2017 and 2018.

[2] LTGO 2010A – 2010D General Obligation Bonds
[3] 2006 non-taxable and taxable General Obligation Bonds
[4] 2005 refunding General Obligation Bonds

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 $28.5 million of principal in utility revenue bonds outstanding as of the end of 2016. The City is required to maintain 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. Actual debt service coverage through 2015 was 2.96. 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 final $355,000 remaining on this debt is projected to be retired in 2016.

In 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 2016, the balance of this bond is projected to be $18,895,000.

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. At year-end 2016, the balance of this bond is projected to be $9,650,000.

In the upcoming biennium, the City expects to pursue financing sources in support of planned capital projects within the Water utility.

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 $6,702,730 at the end of 2016.

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 as of the end of 2016 is projected to be $3,889,422.

Local Improvement District (LID) Bonds

The City has one Local Improvement District, LID #350. The balance of this bond at the end of 2016 projected to be $19,732.

The following debt payment schedule is for all outstanding debt as of December 31, 2015.

	General Obligation Bonds		Utility Revenue Bonds & PWTF Loans		LID Bonds		Total	
Year	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2017	2,189,400	3,127,140	2,568,493	1,490,317	6,259	987	4,764,152	4,618,444
2018	2,266,100	3,027,605	2,618,493	1,435,639	6,572	674	4,891,164	4,463,918
2019	2,069,350	2,918,010	2,673,493	1,373,813	6,901	345	4,749,743	4,292,167
2020	1,949,150	2,816,454	2,551,124	1,300,873	-	-	4,500,274	4,117,327
2021	2,027,900	2,717,822	2,611,124	1,233,070	-	-	4,639,024	3,950,892
2022	2,107,350	2,608,146	2,444,039	1,142,278	-	-	4,551,389	3,750,424
2023	2,181,800	2,492,614	2,487,924	1,044,324	-	-	4,669,724	3,536,938
2024	2,269,350	2,369,743	2,557,924	943,083	-	-	4,827,274	3,312,826
2025	2,361,550	2,238,689	2,525,080	838,212	-	-	4,886,630	3,076,901
2026	2,040,300	2,102,271	2,595,080	730,050	-	-	4,635,380	2,832,321
2027	2,120,600	1,973,203	2,504,662	607,526	-	-	4,625,262	2,580,729
2028	2,212,450	1,839,048	2,594,662	480,747	-	-	4,807,112	2,319,795
2029	2,295,850	1,698,001	2,604,279	348,930	-	-	4,900,129	2,046,931
2030	2,393,900	1,550,430	2,699,279	212,358	-	-	5,093,179	1,762,788
2031	2,486,950	1,396,617	1,009,279	70,309	-	-	3,496,229	1,466,926
2032	2,598,100	1,235,416	1,039,279	37,071	-	-	3,637,379	1,272,486
2033	2,702,350	1,066,993	116,993	2,632	-	-	2,819,343	1,069,625
2034	2,813,150	891,815	116,993	2,340	-	-	2,930,143	894,155
2035	2,470,500	709,468	116,993	2,047	-	-	2,587,493	711,515
2036	2,570,950	547,974	116,993	1,755	-	-	2,687,943	549,729
2037	2,679,500	379,880	116,993	1,462	-	-	2,796,493	381,343
2038	2,791,150	204,671	116,993	1,170	-	-	2,908,143	205,841
2039	1,240,000	77,413	116,993	877	-	-	1,356,993	78,291
2040	-	-	116,993	585	-	-	116,993	585
2041	-	-	116,994	292	-	-	116,994	292
Totals	$ 52,837,700	$ 39,989,421	$ 39,137,152	$ 13,301,763	$ 19,732	$ 2,005	$ 91,994,584	$ 53,293,190

Source: City of Auburn 2015 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 biennium. 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

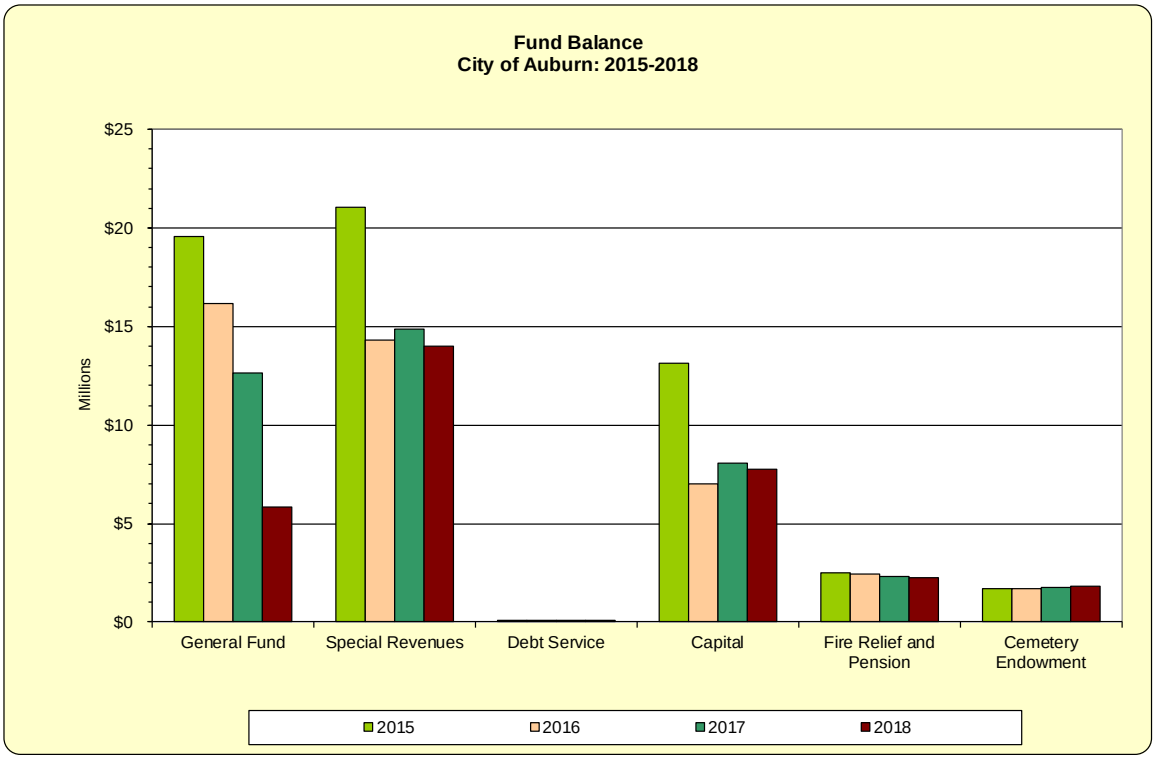
Some jurisdictions have used business licensing as a means of generating additional revenues. A very aggressive program could yield as much as $750,000 per year.

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 2015 through 2018.

Fund Balance 2015 - 2018

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Fire Relief and Pension Fund	Cemetery Endowment Care Fund
Actual:						
2015	$19,566,766	$21,051,047	$13,278	$13,119,474	$2,512,557	$1,686,280
Estimated Actual:						
2016	16,191,731	14,336,453	30,508	7,021,915	2,417,899	1,720,479
Budget:						
2017	12,623,309	14,868,339	11,959	8,079,415	2,324,182	1,758,279
2018	5,855,075	14,022,050	12,525	7,726,714	2,229,957	1,798,179



The General Fund's ending balance decreases significantly from the 2015 actual amount to 2018 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. However, since departments typically under spend budgets each year, the long-term General Fund forecast assumes residual budget is unused and rolled forward to be utilized in subsequent years. Therefore, we expect the General Fund to meet its target reserve rate of 8% in both 2017 and 2018.

The Special Revenue fund balance decreases between 2015 actual and 2016 budget primarily due to high levels of planned transportation project construction activity in 2016.

The Capital Projects fund balance decreases between 2015 actual and 2016 budget, reflecting construction activity, including the Auburn Community and Youth/Teen Center, which was constructed in 2015 and 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.

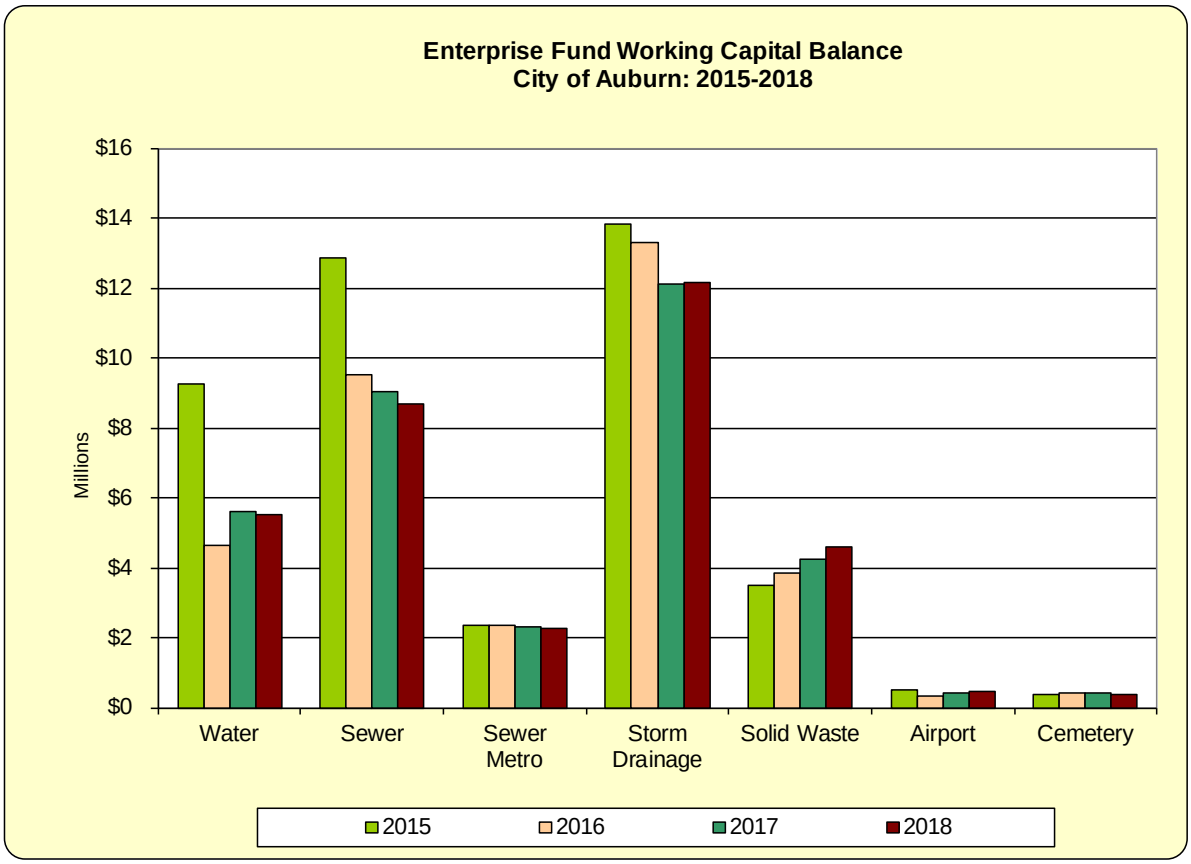
The Water Utility working capital balance decreased between 2014 and 2016, reflecting the completion of significant construction projects. A rate study update was completed in early 2012 to fund forecasted operating and capital expenditures through 2017. The City Council agreed with the new financial plan, which provided for annual 3.5% rate increases for the period 2013 through 2017. The 2018 budget assumes a 2.5% water rate increase effective 1/1/2018. A water rate study update is currently planned for early 2017. Funding in the water utility also includes a $5.0 million in new debt funding in 2017 and an additional $2.5 million in 2018 for planned water system projects, including investments in automated meter reading technology.

The Sewer Utility working capital balance decreased between 2015 and 2016 due to construction activity and remain relatively constant through 2018. 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 annual 2.5% rate increases for 2015 through 2017. No rate increase is assumed for 2018. A sewer rate study update is currently planned for early 2017.

The Storm Drainage Utility working capital balance decreased between 2014 and 2015, reflecting the completion of 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 for 2015 through 2017. No rate increase is assumed for 2018. A storm rate study update is currently planned for early 2017.

Working Capital
Enterprise Funds

	Water	Sewer	Sewer Metro	Storm Drainage	Solid Waste	Airport	Cemetery	Golf Course
Actual:								
2008	$10,367,027	$14,585,273	$0	$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	16,945,811	12,806,527	-	9,102,000	632,263	961,633	71,820	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
2014	14,027,406	13,346,282	2,100,400	16,051,080	2,491,724	556,938	294,547	-
2015	9,261,201	12,862,859	2,358,518	13,814,969	3,477,387	516,605	375,647	-
Estimated Actual:								
2016	4,641,113	9,518,732	2,374,705	13,319,582	3,849,877	346,975	434,887	-
Budget:								
2017	5,622,046	9,055,929	2,318,495	12,124,123	4,233,901	435,908	401,210	-
2018	5,503,579	8,686,380	2,259,218	12,147,255	4,607,824	460,066	387,619	-



Notes:

Ending working capital balances for water (2011, 2013, 2017, and 2018), 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. Rate study updates in the interim have determined that additional rate increases are not needed through 2018.

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 2017 and 2018, 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 2017 and 2018, 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.

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.

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 2015 and 2016 for replacements and new program improvements.

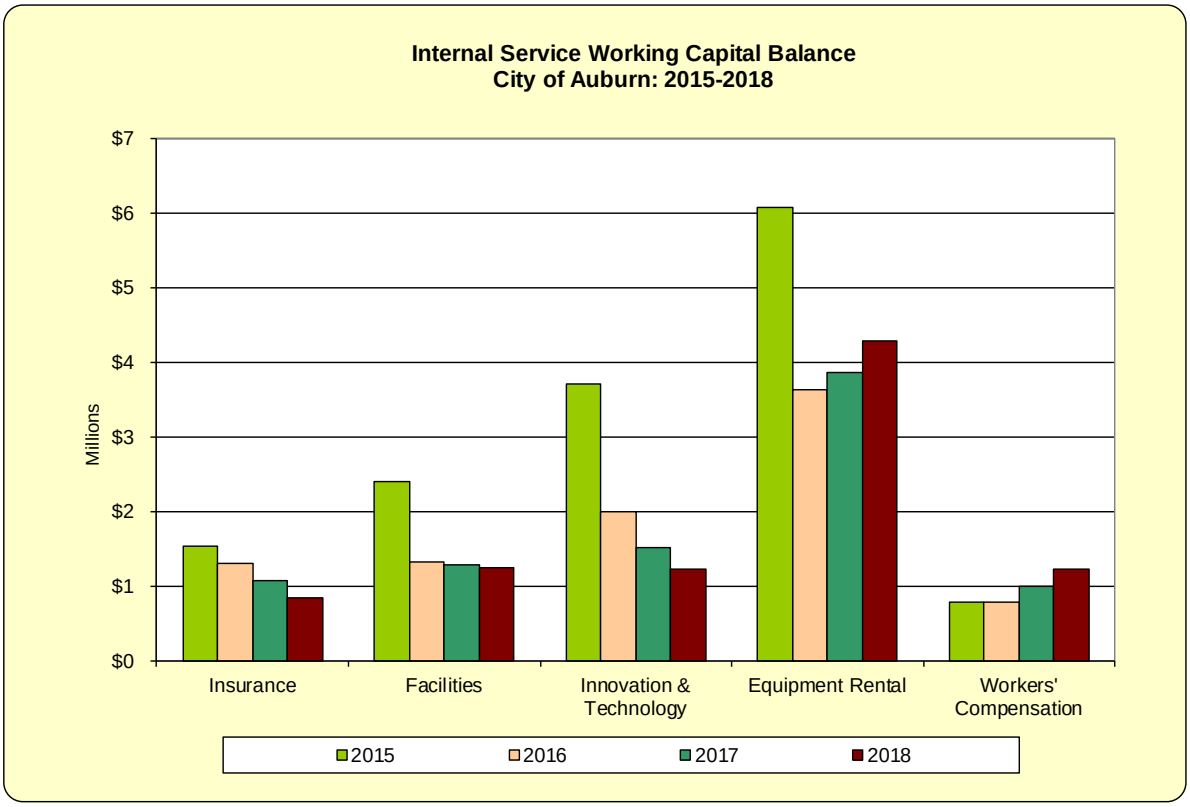
The Equipment Rental Fund working capital is projected to decrease between 2015 and 2016 as replacement funds are being used and construction occurs for capital projects.

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:					
2008	$2,481,572	$0	$2,932,485	$6,104,142	NA
2009	2,234,469	248,239	3,899,257	5,291,929	NA
2010	2,366,832	714,944	3,949,793	5,826,195	NA
2011	2,184,680	1,622,449	3,118,686	5,793,165	NA
2012	2,028,681	1,473,041	2,885,527	5,559,565	NA
2013	1,815,731	1,976,512	3,406,012	5,920,444	NA
2014	1,654,057	2,194,912	3,543,327	5,844,690	440,004
2015	1,530,588	2,410,754	3,705,195	6,074,119	778,233
Estimated Actual:					
2016	1,312,689	1,330,105	1,992,399	3,634,009	787,022
Budget:					
2017	1,084,209	1,285,575	1,514,811	3,860,372	993,145
2018	844,479	1,249,682	1,220,406	4,277,126	1,234,162



[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 Hotel/Motel Tax (Special Revenue) Fund, 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 2017-2018 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 2016, including general operations and obligation of the fund, and the objectives that the department will undertake in 2017-2018.

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.

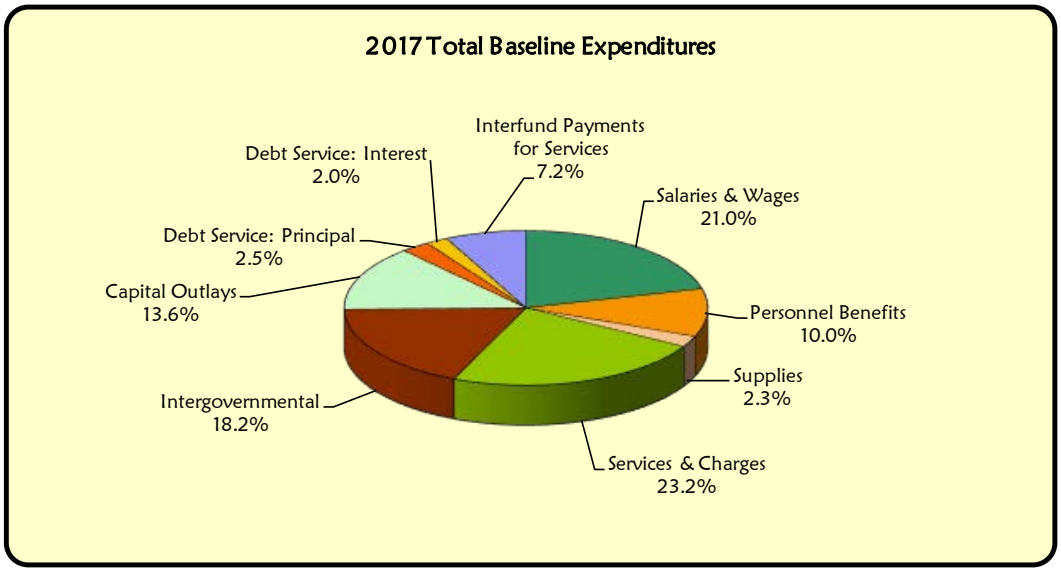
Department Employees

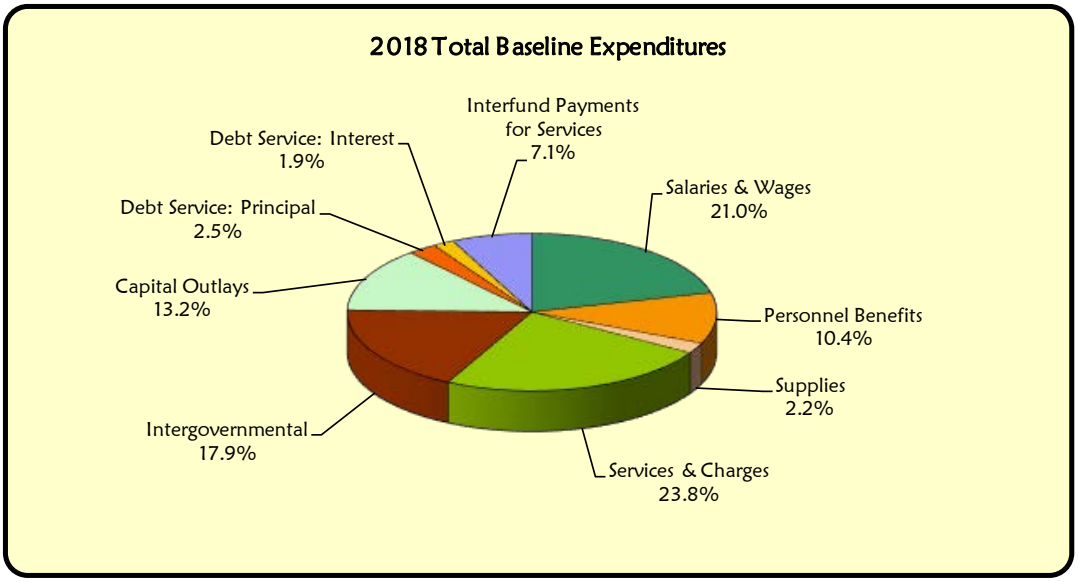
A summary of Full Time Equivalent (FTE) positions is presented with explanations of additions or changes due to department reorganizations.

Performance Measures

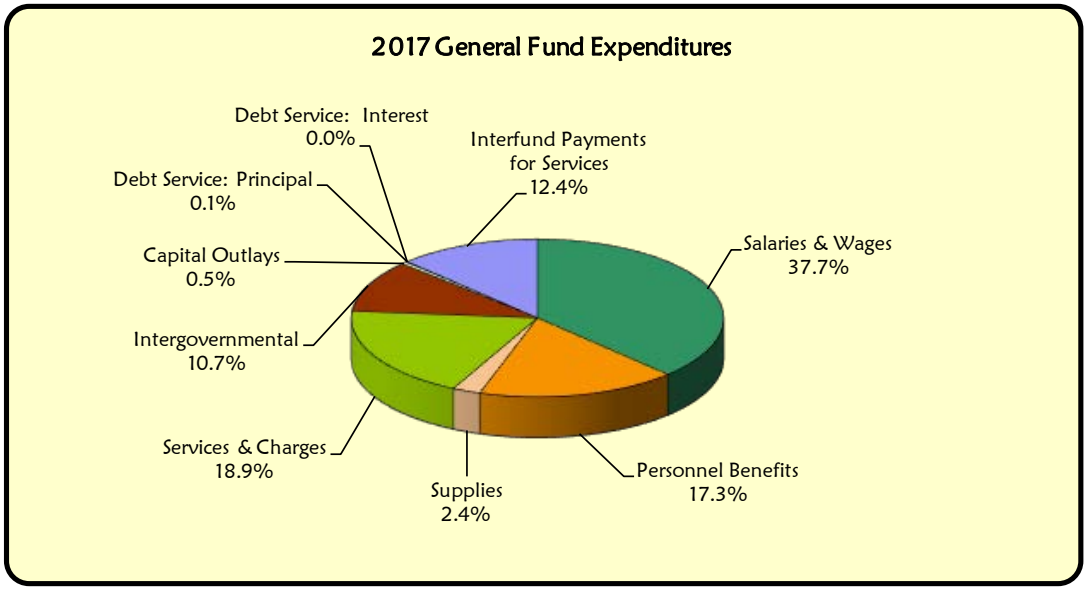
Each department has provided performance measures that best show the results of their mission and or objectives.

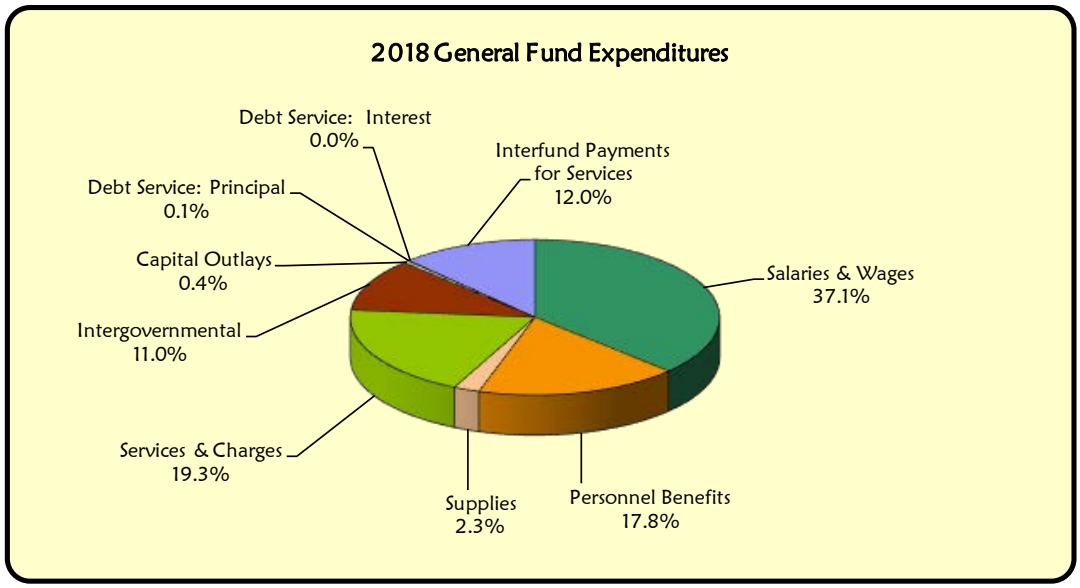
Total Baseline Budget	2015 Actual	2016 Adj Budget	2016 Est Actual	2017 Budget	2018 Budget
Salaries & Wages	$34,547,682	$37,252,060	$37,149,211	$38,730,288	$40,103,897
Personnel Benefits	14,960,296	17,370,675	16,644,079	18,503,924	19,851,569
Supplies	3,394,253	4,300,964	4,304,064	4,228,686	4,162,939
Services & Charges	35,185,689	42,915,399	42,193,559	42,696,905	45,320,045
Intergovernmental	30,928,889	40,561,769	48,095,424	33,577,180	34,034,980
Capital Outlays	34,150,905	58,382,395	52,431,159	25,106,105	25,118,105
Debt Service: Principal	4,160,756	5,050,533	4,203,169	4,698,314	4,806,855
Debt Service: Interest	2,883,836	4,364,499	3,289,141	3,609,637	3,489,721
Interfund Payments for Services	12,236,460	12,126,011	12,126,011	13,300,609	13,439,906
Other Uses	117,383	-	-	-	-
Designated Fund Balance	7,573,342	5,451,945	5,974,778	6,244,486	6,584,769
Undesignated Fund Balance	107,542,136	74,026,667	82,864,407	76,350,721	67,937,527
ALL FUNDS TOTAL	**$287,681,628**	**$301,802,918**	**$309,275,002**	**$267,046,855**	**$264,850,313**





Total General Fund Budget	2015 Actual	2016 Adj Budget	2016 Est Actual	2017 Budget	2018 Budget
Salaries & Wages	$22,869,051	$24,513,201	$24,396,490	$26,194,035	$27,069,670
Personnel Benefits	9,707,354	10,861,029	10,136,480	12,033,449	12,935,322
Supplies	1,310,879	1,587,690	1,590,790	1,685,872	1,656,850
Services & Charges	9,729,076	13,082,041	12,422,700	13,146,808	14,054,528
Intergovernmental	9,353,185	8,927,722	8,927,722	7,441,031	8,017,659
Capital Outlays	38,583	15,000	15,000	324,519	319,618
Debt Service: Principal	270,887	715,946	93,896	57,694	61,607
Debt Service: Interest	35,911	985,957	44,465	20,005	16,092
Interfund Payments for Services	7,877,068	7,844,928	7,844,928	8,584,569	8,728,698
Designated Fund Balance	144,825	144,825	144,825	221,614	221,614
Undesignated Fund Balance	19,421,941	11,046,906	16,046,906	12,401,695	5,633,461
GENERAL FUND TOTAL	**$80,758,760**	**$79,725,245**	**$81,664,203**	**$82,111,291**	**$78,715,119**





CITY OF
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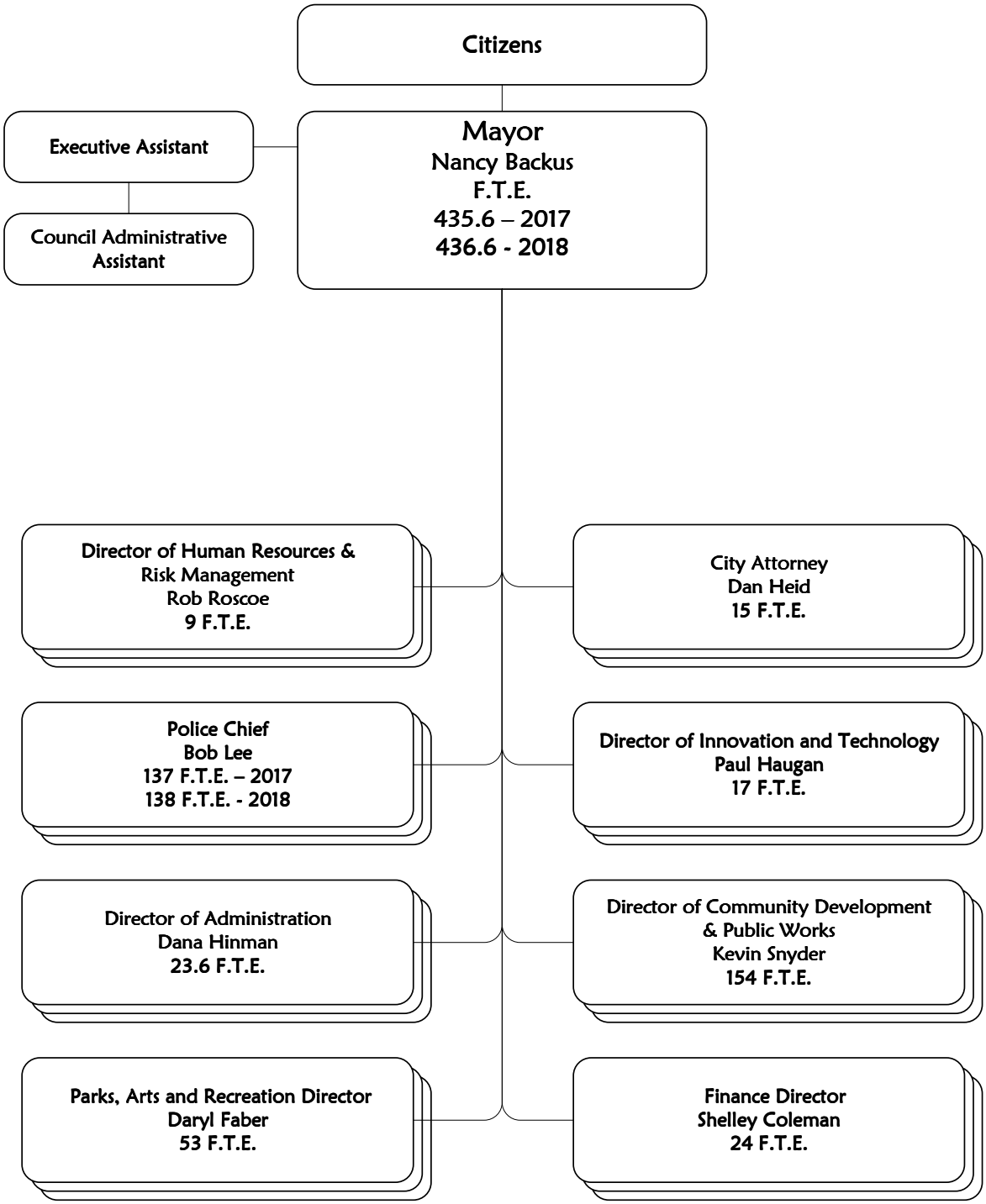
Organizational Chart



CITY OF
AUBURN
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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 the 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.

2015 & 2016 Accomplishments

- Financed and opened on time and under budget a new Community, Events and Teen Center at Les Gove Park.
- Continued joint planning and activities with the Muckleshoot Indian Tribe.
- Worked in partnership with Auburn School District to increase our children's future potential.
- Continued development of the downtown core.
- Changed the City Council committee structure to a study session format to increase efficiency of policymaking.
- Continued to enhance relationships focusing on economic development with: Green River College, Auburn Area Chamber of Commerce, Auburn Downtown Association, etc.
- Increased efforts for tourism in Auburn through the LTAC and major area attractions.
- 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 levels.
- Created Mayor's Task Force on Homelessness and worked to implement an action plan to address poverty issues in Auburn and greater South King County.
- Spearheaded economic development study to increase business objectives in Auburn.
- Implemented Community Picnics, Civics Academy and increased engagement opportunities for citizens.
- Created Transportation Advisory Board (TAB) to guide the City's future transportation funding.
- Worked with Habitat for Humanity to rehabilitate and open a transitional home for victims of domestic violence.
- Created a blue ribbon committee to improve community health in Auburn.
- Increased Auburn's regional voice with appointment of Mayor Backus to the Sound Transit Board of Directors.
- Assisted King County with passage of Best Starts for Kids levy.
- Participated in region-wide Cascadia Rising emergency preparedness exercise.
- Mayor Backus and Councilmembers remain active on local, regional and national committees to ensure Auburn is connected and visible at all levels.
- Initiated SMART (Specific, Measurable, Attainable, Relevant, and Time-bound) goals for Council and Departments.
- Created strategic planning group to assist with MultiCare hospital expansion project.
- Funding announced from Sound Transit for second parking garage downtown.

- Purchased historic post office building on Auburn Ave. and received grant from King County for building improvements.
- Issued $63,000 in grants to support four downtown businesses to improve the exteriors of their buildings through the Façade Improvement program.

2017 & 2018 Objectives

- Continue work throughout the region to address poverty and homelessness in our community.
- Continue Airport Master planning to leverage the airport for the future needs of the City.
- Invest and continue to enhance the operations and development of the Auburn Airport.
- 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.
- Reduce reliance on property tax by increasing business and its additional sales tax receipts.
- Support development of underdeveloped properties in Auburn.
- Identify funding solutions for Auburn's freight corridors, arterials and local streets.
- Continue to strengthen partnerships to maintain affordable housing stock.
- 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.
- Continue to create transparency and public engagement for residents to access their local government.
- 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.
- Improve community health through partnerships created via the Blue Ribbon Committee for a Healthy Auburn.

Department Budget

001.11 Council & Mayor	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Expenditures					
Salaries & Wages	385,103	410,429	410,429	438,213	486,834
Personnel Benefits	120,593	123,227	123,227	147,151	158,887
Supplies	9,844	14,000	14,000	19,500	20,000
Services & Charges	150,458	172,000	172,000	299,400	312,700
Intergovernmental	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	246,828	257,210	257,210	239,154	230,322
DEPARTMENT TOTAL	**$ 912,825**	**$ 976,866**	**$ 976,866**	**$1,143,418**	**$ 1,208,743**

Department Employees

001 Council-Elected	2014	2015	2016	2017	2018
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 FTEs	2014	2015	2016	2017	2018
Mayor-Elected	1.00	1.00	1.00	1.00	1.00
Mayor FTEs	2.00	2.00	2.00	2.00	2.00
TOTAL MAYOR FTEs	**3.00**	**3.00**	**3.00**	**3.00**	**3.00**

Full Time Equivalent (FTE)

CITY OF
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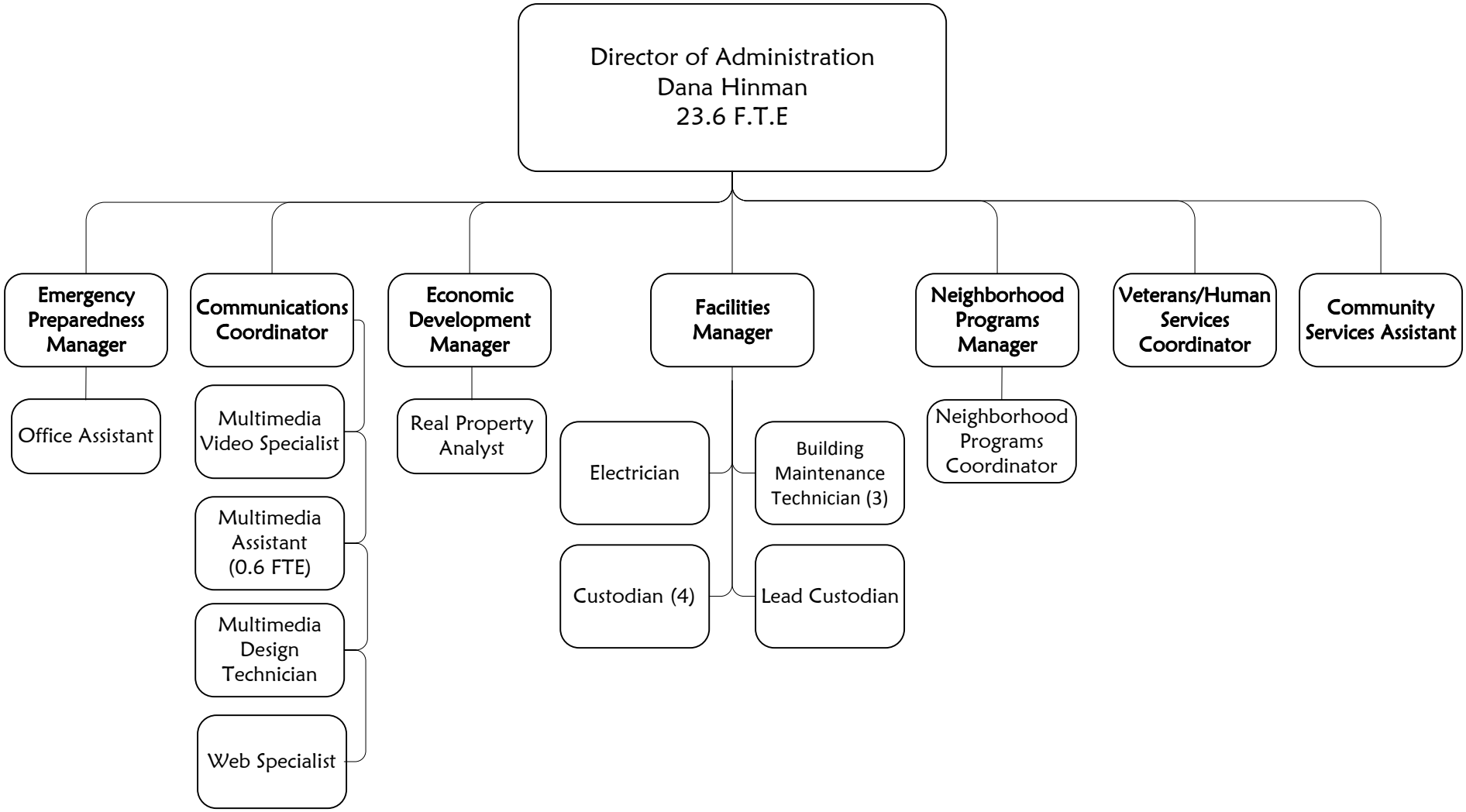
Administration



F.T.E. = Full Time Equivalent

CITY OF
AUBURN
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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 – 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 property management.

Emergency Management Division

2015 & 2016 Accomplishments

- Conducted over 15 training sessions for City Staff identified as Emergency Operations Center (EOC) personnel.
- Reached 10,000 individual residents through public education activities and events.
- Conducted four Community Emergency Response Team (CERT) classes, graduating 55 people with 2 classes left to hold in 2016.
- Managed 4,769 hours of donated volunteer time.
- Coordinated City of Auburn response to the Okanogan County EOC for wildfire response.

2017 & 2018 Objectives

- Provide targeted disaster preparedness information to Auburn residents, licensed businesses, and all private care facilities each year.
- Continue Community Emergency Response Team (CERT) Training.
- Conduct review of the City staff identified as EOC personnel and consider the depth for each EOC position listed in the Comprehensive Emergency Management Plan (CEMP).
- Conduct at least 2 exercises or EOC training programs each year for all City staff identified as EOC personnel.
- Provide basic emergency management training for city Elected Officials and Directors regarding how they can support an EOC activation, major incident, or event.

Community & Human Services Divisions

2015 & 2016 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 Community Learning Center summer programming, serving at-risk youth at Washington Elementary and Cascade Middle Schools.
- Issued Neighborhood Matching Grants.
- Provided funding and coordination of the Auburn Days events.
- Responsible for the update and distribution of the Auburn Community Resource Guide listing community-wide resources in three different languages.
- Continued building the relationship with Pyeongchang, Korea as a Sister City, which included visits by both delegations to Korea and the United States.
- Continued building the relationship with Guanghan, China as a Sister City, which included visits by delegations from China to the United States.
- Continued building 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, which included a visit by a delegation to Mola di Bari and signing of the Sister City agreement.
- Developed a brochure and banner to help promote Auburn's Sister Cities program.
- Provided housing repair funds to assist over 150 low-income homeowners requiring emergency and minor repairs to their homes.
- Provided assistance and resource navigation to over 20 veterans and their families.
- Provided outreach for veterans and individuals at risk or currently experiencing homelessness at the Auburn Library and Les Gove Campus area.
- Developed a map showing the locations of human services agencies in Auburn.
- Recruited volunteers to support and serve community service events.
- Convened Auburn Mayor's Task Force on Homelessness, which provided 46 recommendations to the community to address the City's current condition regarding homelessness.
- Provided funding to support a South King County Housing and Homeless Planner position to address homelessness and affordable housing as a South King County region.
- Continued developing a 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.
- Identified and coordinated multiple project sites for Auburn Adventist Academy's annual Community Service Days each Fall and Spring.
- Facilitated residents' engagement with their neighbors and City staff and officials through organizing and sponsoring six community picnics, one in each Auburn Police District.
- Increased engagement of City staff with neighborhoods through implementation and use of Nextdoor social networking services.
- Developed a Civics Academy to share information with Auburn residents about the City, how it works and how decisions are made.

2017 & 2018 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 to implement Specific, Measurable, Attainable, Relevant, and Time-bound (SMART) goals.
- 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.
- Work to develop short-term and long-term strategies to provide wraparound services to individuals and families experiencing homelessness.
- Develop action plan based on Auburn Mayor's Task Force on Homelessness recommendations.
- Work to increase neighborhood engagement with City staff.
- Work to increase City staff engagement with neighborhoods through the use of email distribution lists, social media and neighborhood meetings.

Economic Development Division

2015 & 2016 Accomplishments

- Trek Apartments were completed and building is 92% leased as of April 2016.
- Construction of Merrill Gardens senior living is nearing completion and will open to residents in October or November of 2016.
- Top ten employers reported an increase of over 5,200 new jobs from 2014 to 2015.
- Increased attendance at 3NoNetworking events (trending 20+ people weekly in 2016).
- Notable business openings, recruitments and/or expansions include: Green River Cycle, Panera Bread, Qdoba, MultiCare customer service call center (350 new jobs), expansions to MultiCare Auburn Medical Center announced, Schilling Cider, LLC, and construction of Green River College aerospace and aviation downtown campus, TTF Aerospace retention and expiation.
- Auburn Innovation Partnership Zone re-designation through September 2019.
- Downtown Façade Improvement Program completed $99,000 project grants in 2015 and is on track to have $100,000 placed in 2016.
- Ten-Year Economic Development Strategic Plan to be complete fourth quarter of 2016.
- Removal of building and execution of parking agreement at northwest block of the Station District.
- Over three hundred new business opened in 2015.
- Auburn experienced $66,159,014 in commercial development in 2015—a 10% increase over 2014.
- Vacancy in the manufacturing & logistics sector down to 2.5%.
- Sister City visits completed to Japan and Korea.
- "Doing Business in Auburn" 22-page marketing brochure published in May 2016.

2017 & 2018 Objectives

- Reaffirm target business sectors.
- New business development, relocation, and recruitment.
- Business retention, expansion, and outreach.
- Business assistance through education and training.
- Expand opportunities for networking and outreach to businesses.
- Develop workforce development partners.
- Establish sustainable branding and strong reputation of place by creating synergy within Auburn Area Chamber, Auburn Downtown Association, Auburn Tourism Board and Lodging Tax Advisory Board.
- Implement goals as outlined in the Ten-year Economic Development Strategic Plan.
- Support and expand the development of the Innovation Partnership Zone.
- Expand the role of tourism and real estate as part of the Economic Development Division.

Department Budget

001.12 Administration	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Expenditures					
Salaries & Wages	595,125	681,018	681,018	639,584	674,485
Personnel Benefits	187,590	226,902	226,902	289,419	315,498
Supplies	9,521	21,000	21,000	28,000	29,500
Services & Charges	1,227,485	1,702,946	1,702,946	1,286,300	1,288,650
Intergovernmental	220,000	-	-	-	-
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	157,524	157,370	157,370	246,455	250,109
DEPARTMENT TOTAL	**$2,397,246**	**$2,789,236**	**$2,789,236**	**$2,489,758**	**$2,558,242**

Department Employees

Administration FTEs	2014	2015	2016	2017	2018
Administration Department	8.00	8.00	10.00	10.00	10.00
Multi-Media	3.60	3.60	3.60	3.60	3.60
Facilities	9.00	10.00	10.00	10.00	10.00
TOTAL ADMINSTRATION FTEs	**20.60**	**21.60**	**23.60**	**23.60**	**23.60**

Full Time Equivalent (FTE)

1.0 FTE - In 2015, 1.0 FTE was added to the Facilities Division of the Administration Department per the 2015/2016 Adopted Budget. That position was the Facility & Property Analyst.

1.0 FTE - 1.0 FTE was added to the Administration Department in 2016 via Budget Amendment #4, Ordinance No. 6571. The position was for the Neighborhood Programs Coordinator.

1.0 FTE - Effective May 2016, the Real Property Analyst Position was reclassed from Facilties to the Adminstration Department, reporting to the Economic Development Manager.

SPECIAL REVENUE FUNDS

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

Fund 104 – The Hotel/Motel Tax Fund was created in 2001 to collect revenues to support tourism activities in Auburn.

2015 & 2016 Accomplishments

- Continued to collect, monitor and distribute legally restricted revenue sources.

2017 & 2018 Objectives

- Continue to collect, monitor and distribute legally restricted revenue sources.

Special Revenue Funds

104 Hotel Motel Tax	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	166,896	201,294	201,294	84,044	84,044
Hotel Motel Tax	111,126	110,000	110,000	110,000	113,300
Services & Charges	-	-	-	-	-
Investment Income	287	250	250	400	400
Operating Transfers In	-	-	-	-	-
Total Revenues	**$ 278,308**	**$ 311,544**	**$ 311,544**	**$ 194,444**	**$ 197,744**
Expenditures					
Supplies	-	-	-	2,500	2,575
Services & Charges	77,015	202,500	202,500	97,900	100,825
Intergovernmental Services	-	25,000	25,000	10,000	10,300
Ending Fund Balance	201,293	84,044	84,044	84,044	84,044
Total Expenditures	**$ 278,308**	**$ 311,544**	**$ 311,544**	**$ 194,444**	**$ 197,744**

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 fund:

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

2015 & 2016 Accomplishments

- 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 low-income households.
- Provided minor home repairs to over 100 low-income homeowners in Auburn.
- 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.
- Rehabilitated a home intended to provide transitional housing for survivors of domestic violence.
- Provided matching grant funds to local downtown businesses for façade improvements.
- Provided funds to construct a new facility for at-risk youth and young adults.

2017 & 2018 Objectives

- Support development of service enhancements for residents around the Les Gove Community Campus.
- 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	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	44,904	44,904	44,904	54,905	52,455
HCDA Grant	417,312	1,165,398	1,165,398	710,000	460,000
Miscellaneous Revenue	-	-	-	-	-
Total Revenues	**$ 462,216**	**$ 1,210,302**	**$ 1,210,302**	**$ 764,905**	**$ 512,455**
Expenditures					
Salaries & Wages	57,096	146,984	146,984	68,027	72,106
Personnel Benefits	24,397	71,871	71,871	31,973	33,890
Supplies	-	-	-	-	-
Services & Charges	200,456	736,543	736,543	362,450	362,450
Intergovernmental	-	-	-	-	-
Capital Outlay	135,363	200,000	200,000	250,000	-
Ending Fund Balance	44,904	54,905	54,905	52,455	44,009
Total Expenditures	**$ 462,216**	**$ 1,210,302**	**$ 1,210,302**	**$ 764,905**	**$ 512,455**

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 the 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.

2015 & 2016 Accomplishments

- Energy conservation projects: Energy efficient Heating Ventilation and Air Conditioning (HVAC) upgrades at various City buildings.
- Replaced carpet at Mountain View Cemetery.
- Interior paint at the Cemetery.
- Exterior paint at the Senior Center.
- Atrium retrofit at City Hall.
- Roof replacement at the Maintenance and Operations building.
- Demolition of buildings on the Herr property.
- Interior paint of the Police Department.
- Lunchroom update at the Police Department.
- Exterior paint at the Golf Course clubhouse.
- Efficiently and effectively completed all project management activities, resulting in successful construction, on time and within budget.

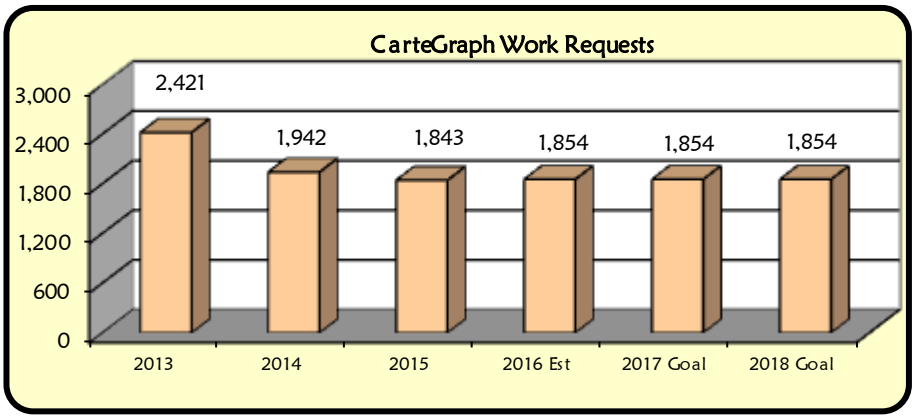
2017 & 2018 Objectives

- City Hall exterior structural repairs.
- Continue energy conservation efforts.
- Replace carpet at the M&O facility.
- Replace windows at the M&O facility.
- Screen and recoat wood floor at the Senior Center.
- Screen and recoat wood floor at the Activity Center.
- Install ADA ramp in Council Chambers.
- Direct digital control (DDC) system upgrades City Hall.
- 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

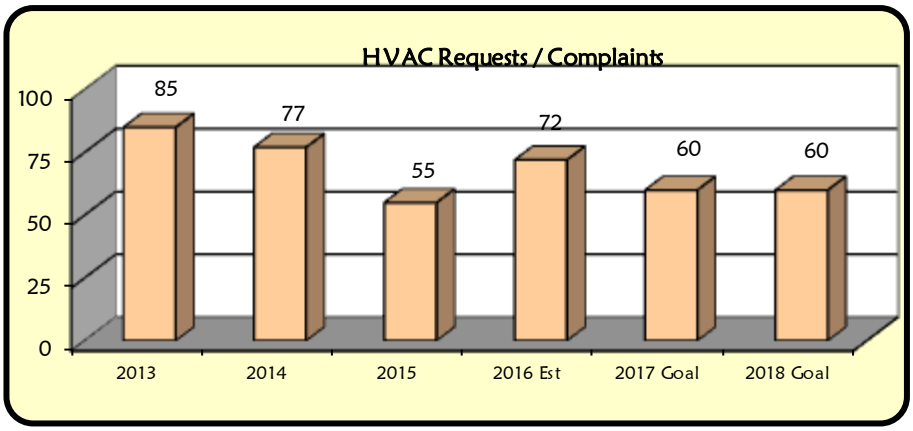
CarteGraph Work Requests

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.



2017-2018 Working Capital Budget

505 Facilities		2015 Actual	2016 Amended Budget	2016 Estimated	2017 Budget	2018 Budget
OPERATING FUND:						
OPERATING REVENUES						
348.920	Property Management Services	3,447,288	3,405,400	3,405,400	3,380,200	3,342,600
362.501	Rents & Leases	65,063	63,900	63,900	62,200	62,700
362.600	Housing Rents	4,800	4,800	4,800	4,800	4,800
334.042	Grants	-	-	-	-	-
361.110	Investment Income	3,738	2,500	2,500	8,800	8,800
397.100	Operating Transfers In	-	-	-	-	450,000
369.900	Miscellaneous Revenue	(221,438)	21,800	21,800	6,500	6,500
TOTAL OPERATING REVENUES		$ 3,299,451	$ 3,498,400	$ 3,498,400	$ 3,462,500	$ 3,875,400
OPERATING EXPENDITURES						
524.000.10	Salaries & Wages	597,988	707,569	707,569	655,000	678,651
524.000.20	Benefits	304,554	390,621	390,621	358,001	383,710
524.000.30	Supplies	114,066	128,200	128,200	150,220	140,220
524.000.40	Other Service Charges	1,527,665	2,350,990	2,350,990	1,556,687	1,917,962
590.100.05	Net Increase in Restricted Assets	(237,701)	-	-	-	-
535.000.55	Operating Transfers Out	659,121	890,827	890,827	646,338	646,939
535.000.60	Capital	-	-	-	-	-
535.000.90	Interfund Payments for Service	117,916	110,841	110,841	140,784	143,811
TOTAL OPERATING EXPENDITURES		$ 3,083,609	$ 4,579,048	$ 4,579,048	$ 3,507,030	$ 3,911,293
	REVENUES LESS EXPENDITURES	215,842	(1,080,648)	(1,080,648)	(44,530)	(35,893)
BEGINNING WORKING CAPITAL - January 1		2,194,912	2,410,754	2,410,754	1,330,105	1,285,575
ENDING WORKING CAPITAL - December 31		2,410,754	1,330,105	1,330,105	1,285,575	1,249,682
NET CHANGE IN WORKING CAPITAL (*)		**$ 215,842**	**$ (1,080,648)**	**$ (1,080,648)**	**$ (44,530)**	**$ (35,893)**

(*) Working Capital = Current Assets minus Current Liabilities

Department Employees

505 Facilities FTEs	2014	2015	2016	2017	2018
Facilties FTEs*	9.00	10.00	10.00	10.00	10.00
TOTAL FACILTIES FTEs	**9.00**	**10.00**	**10.00**	**10.00**	**10.00**

Full Time Equivalent (FTE)

1.0 FTE - The 2015/2016 Adopted Budget included the addition of a Facility and Property Analyst effective in 2015.

-1.0 FTE - Effective May 2016, the Real Property Analyst Position was reclassed from Facilties to the Adminstration Department, reporting to the Economic Development Manager.

1.0 FTE - Effective BA#5 in March 2016, an additional Custodian position was added to the Facilities Department due to the addition of the Community Center and additional daytime activities at the PRAB, Senior Center and Activity Center.

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

Public Affairs, Marketing, & Multimedia Division

2015 & 2016 Accomplishments

Increased usage and citizen interaction on social media platforms through proper administrative management, marketing and cross promotion. Current usage as of May 2016 is:

- Twitter:
    - City of Auburn: @auburnupdates (2,914 followers)
    - Auburn International Farmers Market: @AuburnFarmerMkt(181 followers)
    - White River Valley Museum: @wrvmuseum (489 followers)
- Facebook pages:
    - City of Auburn (3,535 followers)
    - Mayor Nancy Backus (2,460 followers)
    - City of Auburn Emergency Management (1,130 followers)
    - Auburn International Farmers Market (3,480 followers)
    - City of Auburn Parks, Arts, & Recreation (3,387 followers)
    - Auburn's Petpalooza (2,835 followers)
    - White River Valley Museum & Mary Olson Farm (1,260 followers)
    - Auburn Senior Activity Center (301 followers)
    - Auburn Police Department (5,946 followers)
    - Auburn Arts and Events (5,935 followers)
    - Auburn Golf Course (1,073 followers)
- YouTube:
    - Watch Auburn (151 subscribers, 82,683 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 College, etc.).
- Continued collaboration with the Auburn Area Chamber of Commerce, Auburn Downtown Association, and other organizations to promote Auburn and its events.

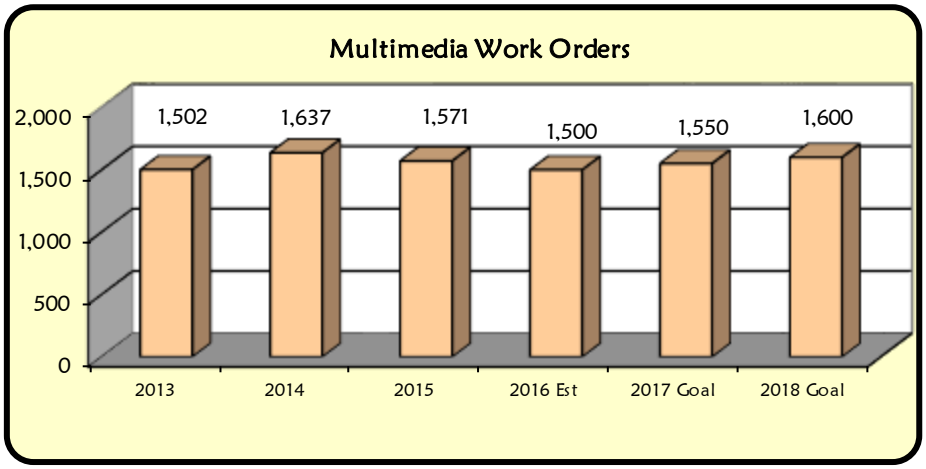
2017 & 2018 Objectives

- 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.
- Highlight more WatchAuburn YouTube channel videos by displaying them in the rotating images of the website's homepage.
- Increase efficiency for citizens and staff by converting PDF forms to webforms.
- Complete training and become proficient in the use of new studio switcher and drones.

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

518.00.518.780 Multimedia	2015 Actual	2016 Amended Budget	2016 Estimated	2017 Budget	2018 Budget
OPERATING FUND:					
OPERATING REVENUES					
348.801 Interfund Communication Charges	1,050,269	1,058,040	1,058,040	1,112,600	1,142,800
369.900 Miscellaneous Revenue	-	-	-	-	-
TOTAL OPERATING REVENUES	$ 1,050,269	$ 1,058,040	$ 1,058,040	$ 1,112,600	$ 1,142,800
OPERATING EXPENDITURES					
518.780.10 Salaries & Wages	284,856	298,949	298,949	299,641	314,491
518.780.20 Benefits	110,058	118,588	118,588	147,459	160,906
518.780.30 Supplies	26,853	63,650	63,650	33,650	33,650
518.780.40 Other Service Charges	511,755	509,000	509,000	566,200	566,500
518.780.90 Interfund Payments for Service	65,364	64,600	64,600	85,961	86,242
TOTAL OPERATING EXPENDITURES	$ 998,886	$ 1,054,787	$ 1,054,787	$ 1,132,911	$ 1,161,789
REVENUES LESS EXPENDITURES	51,383	3,253	3,253	(20,311)	(18,989)
BEGINNING WORKING CAPITAL - January 1	13,201	(3,253)	(3,253)	-	(20,311)
ENDING WORKING CAPITAL - December 31	64,584	-	-	(20,311)	(39,300)
NET CHANGE IN WORKING CAPITAL (*)	**$ 51,383**	**$ 3,253**	**$ 3,253**	**$ (20,311)**	**$ (18,989)**

(*) Working Capital = Current Assets minus Current Liabilities

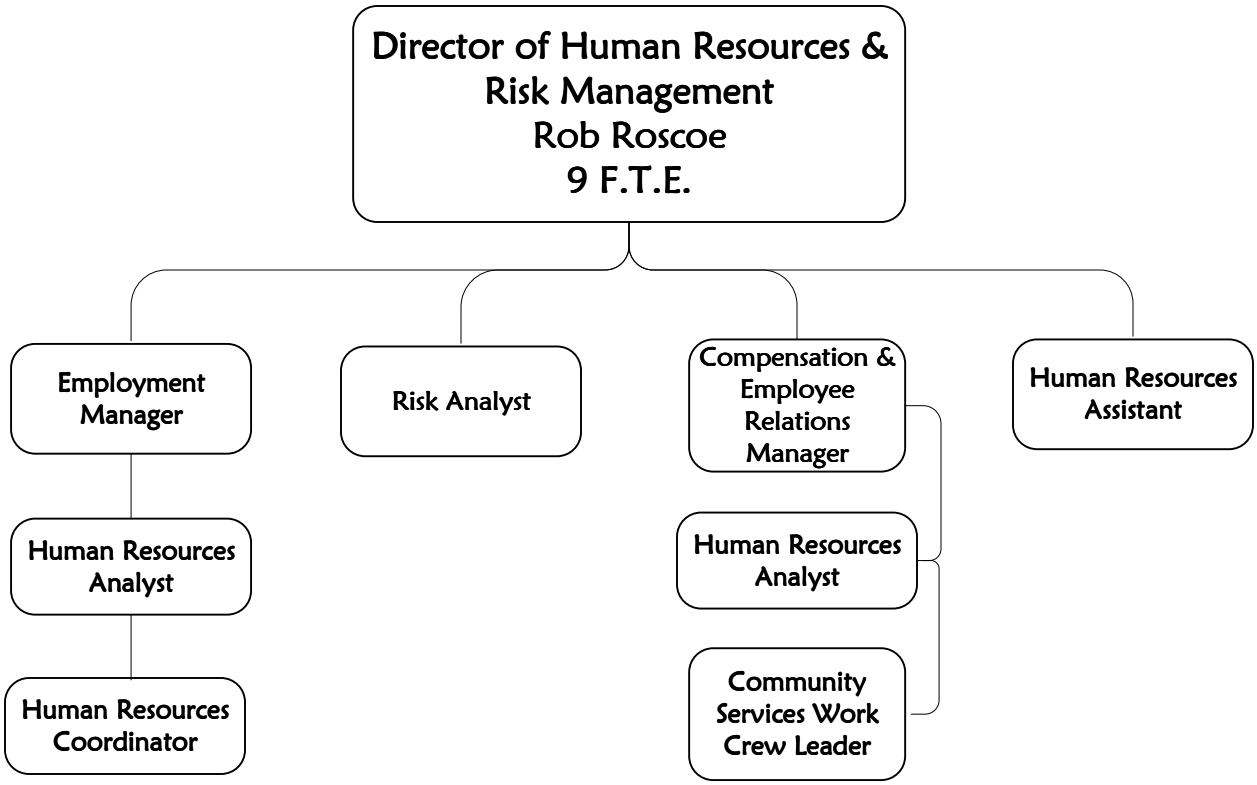
Department Employees

Multimedia FTEs	2014	2015	2016	2017	2018
Multimedia* FTEs	3.60	3.60	3.60	3.60	3.60
TOTAL MULTIMEDIA FTEs	**3.60**	**3.60**	**3.60**	**3.60**	**3.60**

Full Time Equivalent (FTE)

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

Human Resources & Risk Management Department



FTE = Full-Time Equivalent

CITY OF
AUBURN
WASHINGTON

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.

2015 & 2016 Accomplishments

- Received the WellCity Award in 2015 and 2016 from the Association of Washington Cities (AWC), which reduced the overall medical expenditures, saving the City approximately $104,000 in 2015 and $13,500 in 2016.
- Actively recruited for and filled 57 benefited vacancies in 2015 and projected to fill approximately 88 vacancies in 2016.
- Recruited for and filled 87 non-benefited vacancies in 2015 and projected to fill approximately 90 vacancies in 2016.
- Streamlined the civil service hiring and backgrounding process, reducing the overall time to fill vacancies. Successfully hired 15 new police officers.
- Negotiated and implemented four collective bargaining agreements that are in effect through 2018.
- Renegotiated an extension to the Public Defender contract.
- Successfully negotiated and implemented seven new lines of coverage for benefits, which included medical (for both active employees and LEOFF 1 retirees), vision, basic life insurance, short-term disability, and long-term disability, which saved nearly $700,000 in 2016.
- Supervised 4,630 hours of work by the Work Crew in 2015, which equates to $69,450 worth of fines recouped and approximately $57,875 of potential incarceration savings. The Work Crew is projecting 4,182.6 hours of work in 2016, which equates to $62,739 worth of fines recouped and approximately $52,280 of potential incarceration savings.
- Implemented PowerDMS to establish electronic versions of the City's administrative policies and procedures to further the initiative to become more environmentally friendly and paperless. This also allows Human Resources to track and document all policies that have been reviewed by the employees and allows the City to provide documented training electronically.
- In April 2016, requested proposals from deferred compensation providers to establish better rates for employees by minimizing our providers.
- Developed City Core Competencies as well as four levels of job-related competencies. These competencies were developed for use in the new appraisal process, as well as for recruiting and training purposes.
- Implemented Halogen Performance Management System to streamline the City's appraisal process. This online system eliminates the use of paper evaluations and allows the City to track the progress of annual and probationary appraisals. The first appraisal process had a 96% completion rate across all departments citywide.
- Provided performance management training to all supervisors and managers.

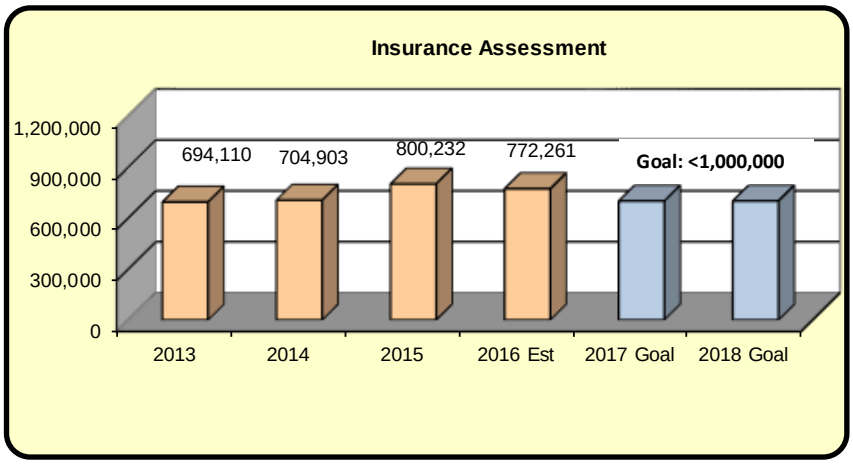
2017 & 2018 Objectives

- Negotiate Teamsters collective bargaining agreement (CBA) in the best interests of the City and employees, as well as the reopener language for the four CBAs that had reopener language due to the Affordable Care Act.
- Continue to develop the City's Wellness Program and receive the WellCity Award, which will provide a 2% reduction in healthcare premiums.
- Continue to explore healthcare options with the best coverage for employees while maintaining the most reasonable cost.
- Continue efforts to recruit and retain qualified employees.
- Successfully renegotiate a successor agreement with the Public Defender to extend the current contract.
- Provide citywide training on critical administrative policies and procedures.
- Continue to provide training on performance management as well as the City's Core Competency of communication and customer service.
- Develop a Civil Service Diversity Outreach program to support the recruitment and development of a diverse and qualified pool of police officers.

PERFORMANCE MEASURES - HUMAN RESOURCES AND RISK MANAGEMENT DEPARTMENT

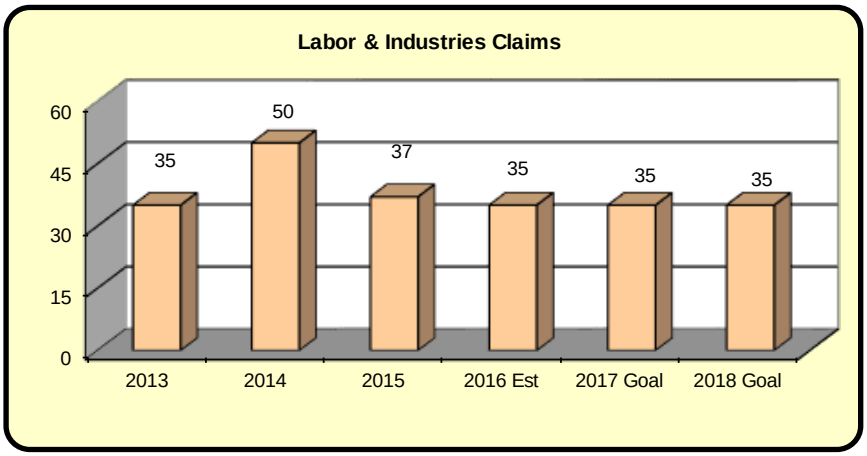
Insurance Assessment

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	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Expenditures					
Salaries & Wages	520,031	606,160	606,160	599,427	628,171
Personnel Benefits	206,601	261,054	261,054	266,684	288,954
Supplies	4,565	9,300	9,300	9,300	9,300
Services & Charges	770,857	1,022,740	1,022,740	1,077,860	1,079,860
Intergovernmental	1,461,395	1,461,400	1,461,400	1,583,000	1,585,490
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	327,336	401,789	401,789	339,854	340,395
DEPARTMENT TOTAL	**$ 3,290,785**	**$ 3,762,443**	**$ 3,762,443**	**$ 3,876,125**	**$ 3,932,170**

Department Employees

001 Human Resources FTEs	2014	2015	2016	2017	2018
Human Resources FTEs	8.00	8.00	9.00	9.00	9.00
TOTAL HUMAN RESOURCES FTEs	**8.00**	**8.00**	**9.00**	**9.00**	**9.00**

Full Time Equivalent (FTE)

1.0 FTE - 1.0 FTE was added to the Human Resources Department in 2016 via Budget Amendment #4, Ordinance No. 6571. The position was for a Human Resources Coordinator.

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.

2015 & 2016 Accomplishments

- Built reserves to adequately fund existing and anticipated future claim expenses.
- Contracted with a third-party administrator to provide workers' compensations claim adjudication for employee injuries.
- Continued to provide timely workers' compensation to injured employees.

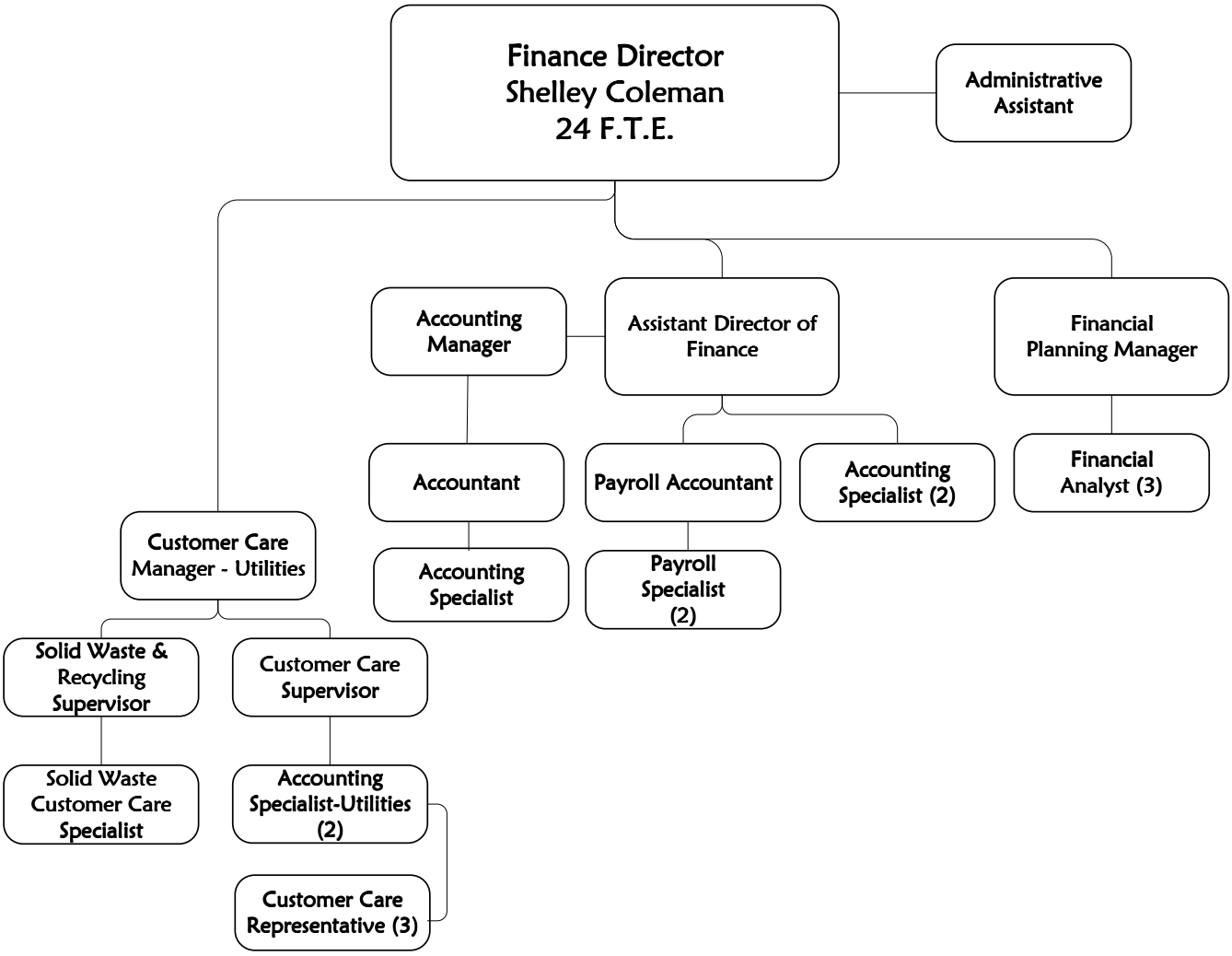
2017 & 2018 Objectives

- Continue to fund rates that mirror 2017 & 2018 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.

2017-2018 Working Capital Budget

503 Worker's Compensation		2015 Actual	2016 Amended Budget	2016 Estimated	2017 Budget	2018 Budget
OPERATING FUND:						
OPERATING REVENUES						
369.720	L&I Contributions - EE	37,115	43,000	43,000	39,000	39,400
369.730	L&I Contributions - ER	744,331	700,000	700,000	922,300	968,700
398.100	Insurance Recoveries	34,215	120,000	120,000	93,000	93,000
361.110	Investment Income	899	100	100	2,600	2,600
399.100	Miscellaneous Revenue	(27,564)	-	-	-	-
TOTAL OPERATING REVENUES		$ 788,996	$ 863,100	$ 863,100	$ 1,056,900	$ 1,103,700
OPERATING EXPENDITURES						
580.000.10	Salaries & Wages	78,371	84,590	84,590	76,324	80,132
580.000.20	Benefits	164,827	367,005	367,005	364,638	367,336
580.000.30	Supplies	-	-	-	-	-
580.000.40	Other Service Charges	234,745	402,715	402,715	409,815	415,215
580.000.50	Intergovernmental Services	-	-	-	-	-
590.100.05	Net Increase in Restricted Assets	(27,176)	-	-	-	-
TOTAL OPERATING EXPENDITURES		$ 450,767	$ 854,310	$ 854,310	$ 850,777	$ 862,683
	REVENUES LESS EXPENDITURES	338,229	8,790	8,790	206,123	241,017
BEGINNING WORKING CAPITAL - January 1		440,004	778,233	778,233	787,022	993,145
ENDING WORKING CAPITAL - December 31		778,233	787,022	787,022	993,145	1,234,162
NET CHANGE IN WORKING CAPITAL (*)		**$ 338,229**	**$ 8,790**	**$ 8,790**	**$ 206,123**	**$ 241,017**

Finance Department



F.T.E. = Full Time Equivalent

CITY OF
AUBURN
WASHINGTON

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 and 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 services contract.

2015 & 2016 Accomplishments

- Implemented Government Accounting Standards Board (GASB) No. 68, Accounting and Financial Reporting for Pensions. GASB 68 requires governments providing defined benefit pensions to recognize their long-term obligation for pension benefits as a liability for the first time, and to more comprehensively and comparably measure the annual costs of pension benefits.
- Developed Request for Proposal (RFP) for banking services.
- Implemented reporting to the Internal Revenue Service information regarding employee's full-time status and health coverage, as required under the Affordable Care Act.
- In coordination with the IT and Parks Departments, participated in implementing the new point of sale system, ActiveNet, for the Parks Department and the new merchant service (ETS) for the Golf Course.
- Completed the 2015-2016 final budget and submitted documentation to Government Finance Officers Association (GFOA) for the Distinguished Budget Presentation Award.
- Prepared the 2015 and 2016 Comprehensive Annual Financial Reports (CAFRs) and 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 2014 Revenue Manual.
- Worked with State Auditor's Office for successful audit engagements.
- 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.
- Prepared monthly financial reports providing year-to-date detail on citywide revenues and summarizing the City revenues and expenditures.
- Managed the annual Senior Citizen/Disability Discount and Rebate program.
- Billed $9,086,753 for grants in 2015 and $1,775,719 as of June 2016.
- Administered the Federal Aviation Administration (FAA) grant for the Airport Asphalt Rehabilitation & Seal Coat and the Runway Enhancements projects in 2015.
- Created new capital subfunds for enterprise funds to better promote transparency in financial reporting.
- In conjunction with CDPW, performed a review of utility rates in preparation for cost of service and rate design work to be performed in 2017 and 2018.
- Developed new computer model to determine annual replacement costs for City vehicles.

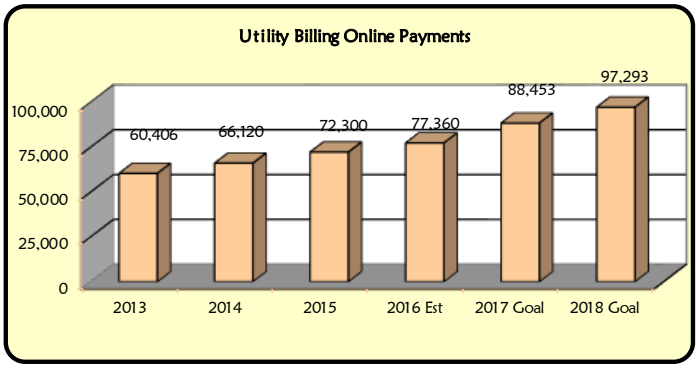
2017 & 2018 Objectives

- Complete the 2017-2018 final budget and submit documentation to the Government Finance Officers Association (GFOA) for the Distinguished Budget Presentation Award.
- Prepare the 2016 and 2017 Comprehensive Annual Financial Reports (CAFRs). Submit documentation to the GFOA award program to receive the Certificate of Achievement for Excellence in Financial Reporting.
- Update the six-year Capital Facilities Plan as part of the Comprehensive Plan.
- Work with State Auditor's Office for successful audit engagements.
- Work with utility customers to convert more accounts to automated bill paying services (online, automated phone service, and autopay).
- In coordination with the Public Works Department, evaluate rate structure options for water and stormwater utility rates based on the results of the recently-completed cost of service analyses.
- In coordination with the Public Works Department, facilitate a rate design study for the water and stormwater utilities based on the outcome of the analysis of rate structure alternatives.
- Work with the Public Works Department to complete the implementation of an automated metering technology, generally referred to as Advanced Metering Infrastructure (AMI) – a three year project.
- Issue Request for Bids (RFB) for contracted solid waste services.
- Enter into new contract for solid waste services.
- Continue to review and improve processes through lean strategies and other mechanisms.
- Create and implement an online new customer application for utility customers.
- Continue financing of utility capital projects as needed.
- Implement electronic archiving of accounts payable records, cash receipts, and bank reconciliation; integrating with Eden when appropriate.
- Administer economic development incentives when exercised by developers.
- Administer utility tax audit.
- Create new utility bill and change printing vendor.
- Perform equipment rental rate study.
- Perform analysis of revenue options for Streets and Public Safety.
- Review and revise current utility processes established in administrative policies and City Code (including tenant billings, "snow bird" policy and fee structure).

PERFORMANCE MEASURES - FINANCE DEPARTMENT

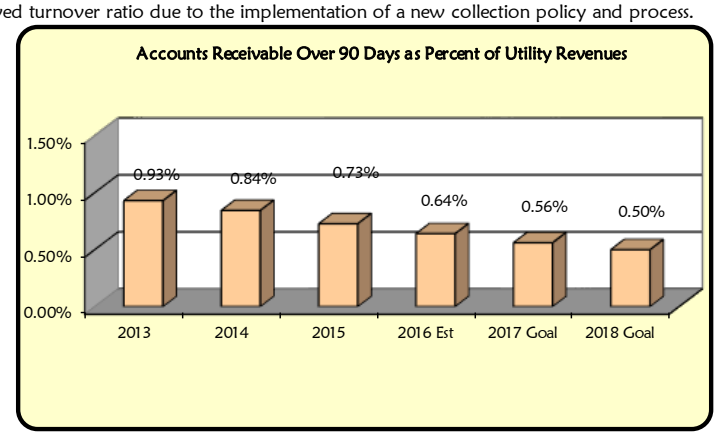
Utility Billing Online Payments

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.



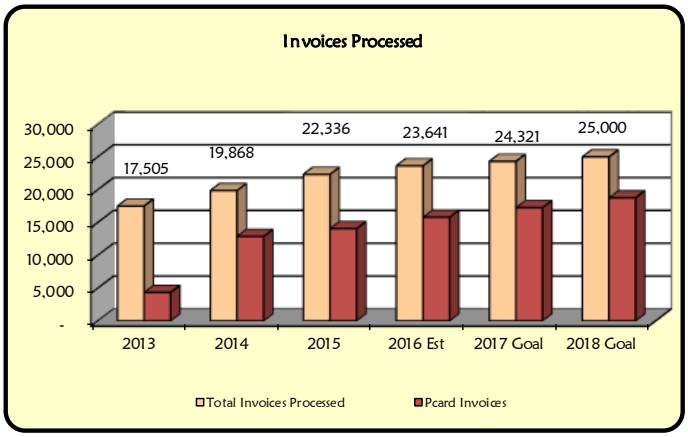
Utilities Accounts Receivable Over 90 Days as a Percent of Utility Revenue

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	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Expenditures					
Salaries & Wages	649,812	675,467	675,467	716,930	732,335
Personnel Benefits	279,773	277,885	277,885	324,338	348,905
Supplies	8,942	12,500	12,500	12,500	12,500
Services & Charges	121,365	175,510	175,510	179,570	185,270
Intergovernmental	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	161,362	159,410	159,410	176,196	180,821
DEPARTMENT TOTAL	**$ 1,221,253**	**$ 1,300,773**	**$ 1,300,773**	**$ 1,409,534**	**$ 1,459,831**

Department Employees

001/434 Finance FTEs	2014	2015	2016	2017	2018
Finance FTEs	23.00	22.00	22.00	22.00	22.00
Solid Waste FTEs	2.00	2.00	2.00	2.00	2.00
TOTAL FINANCE FTEs	**25.00**	**24.00**	**24.00**	**24.00**	**24.00**

Full Time Equivalent (FTE)

-1.0 FTE - In 2015, the Finance Department gave up 1.0 FTE to the Public Works/Engineering Department.

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 Employment 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.

2015 & 2016 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).

2017 & 2018 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.

Department Budget

001.98 Non Departmental	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Expenditures					
Salaries & Wages	227,870	143,711	27,000	198,315	205,980
Personnel Benefits	843,145	1,314,249	589,700	1,169,299	1,223,359
Supplies	-	-	-	-	-
Services & Charges	497,371	1,193,124	534,383	1,476,100	2,000,600
Operating Transfers Out	3,528,044	2,826,622	2,826,622	1,360,476	1,785,204
Capital Outlay	-	-	-	-	-
Debt Service Principal	220,000	39,686	39,686	-	-
Debt Service Interest	8,800	22,236	22,236	-	-
Interfund Payments For Service	-	-	-	-	-
Designated Fund Balance	144,825	144,825	144,825	221,614	221,614
Undesignated Fund Balance	19,421,941	11,046,906	16,046,906	12,401,695	5,633,461
DEPARTMENT TOTAL	**$24,891,997**	**$ 16,731,358**	**$20,231,358**	**$16,827,499**	**$11,070,218**

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 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.

2015 & 2016 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.

2017 & 2018 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

122 Cumulative Reserve	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	5,599,686	7,985,297	7,985,297	7,546,199	7,366,699
Miscellaneous Revenue	15,717	14,200	14,200	20,500	20,500
Operating Transfers In	2,800,000	1,500,000	1,500,000	-	-
Total Revenues	**$8,415,403**	**$9,499,497**	**$9,499,497**	**$7,566,699**	**$7,387,199**
Expenditures					
Debt Service Principal - Valley Com	-	-	-	-	-
Debt Service Interest - Valley Com	-	-	-	-	-
Operating Transfers Out*	430,106	1,953,298	1,953,298	200,000	250,000
Ending Fund Balance	7,985,297	7,546,199	7,546,199	7,366,699	7,137,199
Total Expenditures	**$8,415,403**	**$9,499,497**	**$9,499,497**	**$7,566,699**	**$7,387,199**

Transfers Out Summary	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Innovation & Technology Loan Payment	100,160	104,000	104,000	-	-
Equipment Rental Loan Payment	100,160	104,000	104,000	-	-
Cemetery Cash Flow Needs		300,000	300,000	200,000	250,000
Auburn Community Center		1,221,084	1,221,084	-	-
Golf Course Equipment Purchases	229,786	224,214	224,214	-	-
Total Transfers Out	**$ 430,106**	**$1,953,298**	**$1,953,298**	**$ 200,000**	**$ 250,000**

Special Revenue Funds

124 Mitigation Fees	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance - Designated	4,900,511	5,776,255	5,776,255	4,181,247	4,336,366
Beginning Fund Balance - Undesignated	-	78,115	78,115	93,115	93,115
Fire Impact Fees	230,823	100,000	100,000	100,000	100,000
Wetland Mitigation Fees	-	-	-	-	-
Transportation Impact Fees	1,016,641	800,000	800,000	800,000	800,000
Truck Impact Fees	-	-	-	-	-
School Impact Admin Fees	11,492	15,000	15,000	12,000	12,000
Lakeland Fire Mitigation Fees	-	-	-	-	-
Traffic Mitigation Fees	-	-	-	-	-
Parks Impact Fees	730,625	75,000	75,000	600,000	600,000
Park Mitigation Fees	158,311	-	-	-	-
Investment Income	8,428	4,890	4,890	8,200	8,200
Transfers In	-	400,000	400,000	-	-
Total Revenues	**$7,056,832**	**$7,249,259**	**$7,249,259**	**$5,794,562**	**$5,949,681**
Expenditures					
Intergovernmental Services	460,000	111,626	50,000	50,000	50,000
Operating Transfers Out*	742,463	3,479,219	2,924,898	1,315,081	1,169,817
Ending Fund Balance - Designated	5,854,369	3,658,414	4,181,247	4,336,366	4,636,749
Ending Fund Balance - Undesignated	-	-	93,115	93,115	93,115
Total Expenditures	**$7,056,832**	**$7,249,259**	**$7,249,259**	**$5,794,562**	**$5,949,681**

Transfers Out Summary	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
To Gen Fund -School Impact Admin Fees	51,754	-	61,626	-	-
To Fund 102 -Impact Fees	620,333	3,086,075	2,670,128	718,511	1,005,817
To Fund 102 -Mitigation Fees	15,624	73,144	123,144	-	34,000
To Fund 321 -Park Impact Fees	14,585	300,000	50,000	545,000	125,000
To Fund 321 -Park Mitigation Fees	25,000	-	-	-	-
To Fund 328 -Traffic Impact Fees	15,167	20,000	20,000	20,000	
To Fund 328 -Wetland Mitigation Fees	-	-	-	31,570	5,000
Total Transfers Out	**$ 742,463**	**$3,479,219**	**$2,924,898**	**$ 1,315,081**	**$ 1,169,817**

DEBT SERVICE FUNDS

Debt Service funds account for payment of outstanding long-term general obligations of the City. The City has six Debt Service funds: the Library Bond Refunding Debt Fund, City Hall Annex Bond Fund, the Local Revitalization Bond Fund, the Local Improvement District (LID) Guarantee Fund, the Local Improvement District (LID) 350 Fund, and the Golf/Cemetery Refunding Debt 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.

2015 & 2016 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.

2017 & 2018 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.

DEBT SERVICE FUND

229 Library Bond Refunding Debt	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	-	-	-	-	-
Investment Income	38	-	-	-	-
Operating Transfers In	279,462	285,100	285,100	283,850	282,150
Total Revenues	**$ 279,500**	**$ 285,100**	**$ 285,100**	**$ 283,850**	**$ 282,150**
Expenditures					
Services & Charges	-	-	-	-	-
Debt Service Principal	235,000	250,000	250,000	260,000	270,000
Debt Service Interest	44,500	35,100	35,100	23,850	12,150
Ending Fund Balance	-	-	-	-	-
Total Expenditures	**$ 279,500**	**$ 285,100**	**$ 285,100**	**$ 283,850**	**$ 282,150**

DEBT SERVICE FUND

230 City Hall Annex 2010 A&B Bond Debt	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	-	-	-	-	-
Investment Income	-	-	-	-	-
BAB Subsidy	377,675	371,390	371,390	393,117	385,042
Operating Transfers In	1,318,242	1,317,054	1,317,054	1,290,075	1,290,078
Total Revenues	**$1,695,917**	**$1,688,444**	**$1,688,444**	**$1,683,192**	**$1,675,120**
Expenditures					
Debt Service Principal	535,000	545,000	545,000	560,000	575,000
Debt Service Interest	1,160,917	1,143,444	1,143,444	1,123,192	1,100,120
Ending Fund Balance	-	-	-	-	-
Total Expenditures	**$1,695,917**	**$1,688,444**	**$1,688,444**	**$1,683,192**	**$1,675,120**

DEBT SERVICE FUND

231 Local Revitalization 2010 C&D Bond Debt	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	-	20	-	-	-
LRF Sales Tax Credit	255,695	250,000	250,000	250,000	250,000
Investment Income	155	20	20	60	60
BAB Subsidy	121,872	119,341	119,341	116,501	113,426
Operating Transfers In	216,895	223,091	223,071	222,510	226,109
Total Revenues	**$ 594,617**	**$ 592,472**	**$ 592,432**	**$ 589,071**	**$ 589,595**
Expenditures					
Debt Service Principal	220,000	225,000	225,000	230,000	240,000
Debt Service Interest	374,617	367,432	367,432	359,071	349,595
Ending Fund Balance	-	40	-	-	-
Total Expenditures	**$ 594,617**	**$ 592,472**	**$ 592,432**	**$ 589,071**	**$ 589,595**

DEBT SERVICE FUND

249 LID Guarantee	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	24,547	22,569	1,582	-	-
Investment Income	29	20	20	-	-
Operating Transfers In	449	-	-	-	-
Total Revenues	**$ 25,025**	**$ 22,589**	**$ 1,602**	**$ -**	**$ -**
Expenditures					
Operating Transfers Out	23,443	2,000	1,602	-	-
Debt Service Interest	-	-	-	-	-
Ending Fund Balance	1,582	20,589	-	-	-
Total Expenditures	**$ 25,025**	**$ 22,589**	**$ 1,602**	**$ -**	**$ -**

DEBT SERVICE FUND

275 LID #350	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	9,859	9,869	11,696	11,706	11,959
Investment Income	24	10	10	40	40
Special Assessment Principal	7,494	5,961	5,961	6,259	6,572
Special Assessment Interest & Penalties	1,564	1,285	1,285	1,200	1,200
Total Revenues	**$ 18,942**	**$ 17,125**	**$ 18,952**	**$ 19,205**	**$ 19,771**
Expenditures					
Special Assessment Principal	5,677	5,961	5,961	6,259	6,572
Special Assessment Interest	1,568	1,285	1,285	987	674
Ending Fund Balance	11,696	9,879	11,706	11,959	12,525
Total Expenditures	**$ 18,942**	**$ 17,125**	**$ 18,952**	**$ 19,205**	**$ 19,771**

DEBT SERVICE FUND

276 Golf/Cemetery Refunding Debt Service	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	-	-	-	-	-
Investment Income	-	-	-	-	-
Other Income	-	-	-	-	-
Operating Transfers In	-	-	-	554,393	554,367
Total Revenues	**$ -**	**$ -**	**$ -**	**$ 554,393**	**$ 554,367**
Expenditures					
Debt Service Principal	-	-	-	494,872	502,962
Debt Service Interest	-	-	-	59,521	51,405
Ending Fund Balance	-	-	-	-	-
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ 554,393**	**$ 554,367**

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.

2015 & 2016 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 transportation and sidewalk improvement programs.
- Completed the Auburn Community and Youth/Teen Center.
- Provide funding for the Green River Park Design and the Les Gove Campus Master Plan.
- Continued to provide funding for facility improvements.

2017 & 2018 Objectives

- Transfer out Real Estate Excise Tax (REET) funds for debt service on Annex and Local Revitalization bonds.
- Provide funding for transportation and sidewalk improvement programs.
- Provide funding for the Auburn Environmental Park Boardwalk Phase 2 and the Wayfinding Program.
- Provide funding for Mary Olson Farm Watts property acquisition, Lakeland Hills Nature area project and Game Farm Drainage Improvements project.
- Design and construct the Downtown Auburn Arts Center funded by state and interlocal grants.

328 Capital Improvements	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	9,680,897	11,990,982	11,990,982	7,347,302	7,797,299
REET 1	2,277,608	1,400,000	1,600,000	1,400,000	1,200,000
REET 2	2,277,607	1,400,000	1,600,000	1,400,000	1,200,000
Grants	83,727	300,000	-	293,000	1,437,000
Investment Income	18,129	9,285	20,285	21,285	21,285
Contributions & Donations	5,677	5,961	5,961	6,259	6,572
Miscellaneous Revenue	17,952	30,000	30,000	-	-
Sales of Fixed Assets	-	-	-	-	-
Operating Transfers In	15,167	865,000	785,000	51,570	5,000
Total Revenues	**$ 14,376,765**	**$ 16,001,228**	**$ 16,032,228**	**$ 10,519,416**	**$ 11,667,156**
Expenditures					
Council Chamber Remodel	-	120,000	120,000	-	-
City Hall Replacement Generator	-	100,000	100,000	-	-
City Wetland Mitigation	-	-	-	31,570	5,000
AEP Boardwalk Phase 2	-	75,000	40,000	35,000	800,000
Downtown Wayfinding Program	-	120,000	-	25,000	35,000
Parks Projects	49,158	403,000	203,000	323,000	667,000
Property Expenditures	83,727	400,000	400,000	-	-
Public Works Projects	25,301	592,359	492,359	20,000	-
Transportation Projects -REET 2	347,018	795,379	795,379	675,000	725,000
Operating Transfers Out - REET 1	1,017,846	2,044,783	2,044,783	925,037	1,250,039
Operating Transfers Out - REET 2	862,733	1,184,708	1,034,708	687,510	533,109
Operating Transfers Out - Other	-	3,454,697	3,454,697	-	-
Ending Fund Balance	11,990,982	6,711,302	7,347,302	7,797,299	7,652,008
Total Expenditures	**$ 14,376,765**	**$ 16,001,228**	**$ 16,032,228**	**$ 10,519,416**	**$ 11,667,156**

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 annually 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.

2015 & 2016 Accomplishments

- Completed the Main Street Streetscape Urban Design Project.
- Began the design of the City Downtown Public Parking Lot Reconfiguration Project.

2017 & 2018 Objectives

- Complete the construction of the City Downtown Public Parking Lot Reconfiguration Project.

330 Local Revitalization	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	557,939	464,551	464,551	325,651	-
Grants	-	-	-	-	-
Investment Income	763	-	1,100	600	-
Operating Transfers In	-	-	-	-	-
Total Revenues	**$ 558,701**	**$ 464,551**	**$ 465,651**	**$ 326,251**	**$ -**
Expenditures					
Salaries & Wages	542	-	-	-	-
Personnel Benefits	215	-	-	-	-
Capital Outlay	93,394	464,551	140,000	326,251	-
Ending Fund Balance	464,551	-	325,651	-	-
Total Expenditures	**$ 558,701**	**$ 464,551**	**$ 465,651**	**$ 326,251**	**$ -**

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 for solid waste collection, with City staff responsible for overall management, customer service, and billings. The City also has a franchise agreement with Republic 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.

2015 & 2016 Accomplishments

- Maintained residential recycling and compostables diversion rate over 50%.
- The participation rate in residential recycling and compostables collection increased to an average of 94%.
- The total City recycling and compostables diversion rate dropped one percentage to 28%, but this doesn't include private vendor recycling and composting services.
- Assisted Waste Management with promotion of the "Business and Multifamily Recycling Programs."
- Business recycling participation increased to 78% and Multifamily recycling participation remained at 94%.
- Gave "Recycling & Waste Prevention" and "Worm Composting" presentations to elementary students in the Auburn School District (ASD) in 2015.
- Created and provided a new "Waste Reduction and Recycling" elementary school presentation to elementary students in the ASD in 2016.
- Provide "Lunchtime Recycling Activity" events for secondary schools in the ASD in 2015 and created a new "Lunchtime Waste Audit Activity" in 2016.
- Delivered one "Powerful Choices" presentation to Auburn Middle school in 2015.
- Conducted a "Green Team Academy" for ASD students, staff and administration in 2015 and a "Landfill and Recycling Field Trip" for staff and administration in 2016.
- Provided funding support for two Natural Yard Care Workshop series to the North Auburn Valley and West Hill neighborhoods in 2015 and the Lea Hill neighborhood in 2016.
- Provided funding for four King County Special Recycling Collection Events for residents.
- Held a Sustainable Movie Night event for the community which included educational tables and the movie "Trashed."
- Held "Green Living Event & Workshops" in 2015 and a "Sustainable Living Field Trips, Workshop & Virtual Tour Series" in 2016 for residents.
- Created new education display boards and materials for events with a new outreach message "Sustainable Auburn: Meeting the needs of present and future generations."
- Added a new "Citizen Look Up Tool" to the Solid Waste website for residents to easily find collection information.
- Provided a 24-hour cooking oil collection station for residential use.
- Conducted recycle cart checks with leave-behind recycling education to four mobile home parks (White River MHP and Forest Villa MHP in 2015 and Wildwood Estates and Auburn Manor MHP in 2016).
- Continued to promote reuse by sponsoring the annual "Community Yard Sale" event.

- Continued to promote recycling by offering the annual "Bulky Item Collection," "Christmas Tree Recycling" and "Styrofoam Collection" events.
- Created a new food waste reduction and donation outreach program to businesses in 2016.
- Continued to provide citizens with access to recycling at most City facilities and parks.
- Continued collecting food and food-soiled paper (compostables) at most City facilities.
- Sponsored two Chamber of Commerce luncheons.
- Provided waste reduction, recycling and household hazardous waste outreach at: Kids Day, Auburn Days, Farmers Market, Auburn Senior Wellness Fair, Petpalooza, King County Latino Health Fair, YMCA Healthy Kids Day, and the Auburn School District Building Bridges Event.

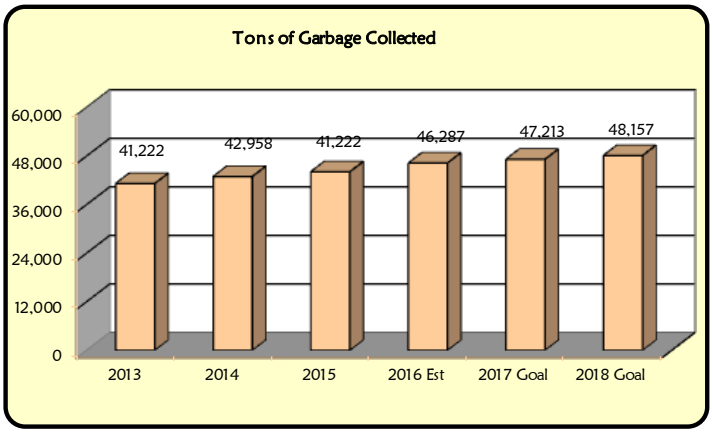
2017 & 2018 Objectives

- Maintain a residential recycling and compostables diversion rate over 50%.
- Increase the total City recycling and compostables diversion rate to 30% (doesn't include private vendor recycling and composting services).
- Continue to provide citizens with access to recycling at most City facilities and parks.
- Continue to maintain recycling at most City special events in conjunction with the Parks Department.
- Continue to provide cooking oil collection, bulky item collection, Styrofoam collection, Christmas Tree collection and two King County Special Collection Events each year.
- Reduce improper hazardous waste disposal by promoting the King County Hazardous Wastemobile.
- Continue to support Waste Management's outreach and education efforts to multifamily and business customers.
- Continue to work with both haulers to reduce contamination in recycling and compostable containers.
- Continue to provide funding support for the Neighborhood Natural Yard Care Workshops.
- Continue to maintain the Solid Waste & Recycling webpages for customers.
- Create an outreach campaign to reduce illegal dumping in conjunction with other City departments.
- Create a City Facility recycling collection program in conjunction with other City departments for batteries, other small hazardous waste materials, and office equipment.
- Collaborate with Environmental Services and other City departments to promote sustainability to City of Auburn employees and the residents of Auburn.
- Implement the new 2018 Comprehensive Garbage, Recyclables, and Compostables Collection Contract.
- Continue participating in the regional workgroups, meetings and events discussing contamination reduction, outreach for recycling and organics, and other issues involving solid waste.

PERFORMANCE MEASURES - SOLID WASTE FUND

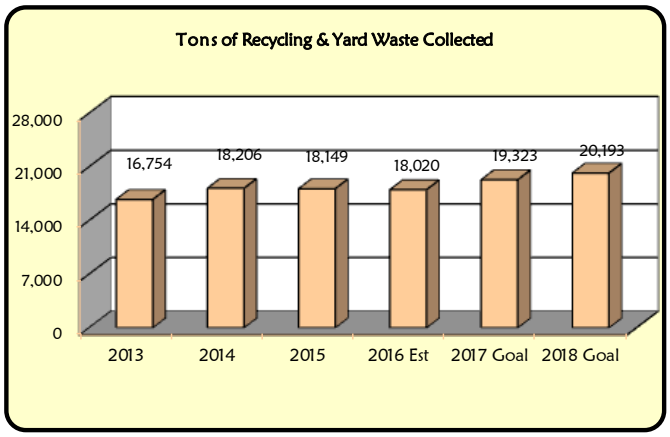
Tons of Residential & Commercial Garbage Collected

The City of Auburn garbage tonnage continues to increase. New homes are being built in multiple areas of the City and the economy is slowly improving which will keep tonnage rising in 2017 and 2018. The totals include East Lea Hill and West Hill annexation areas.



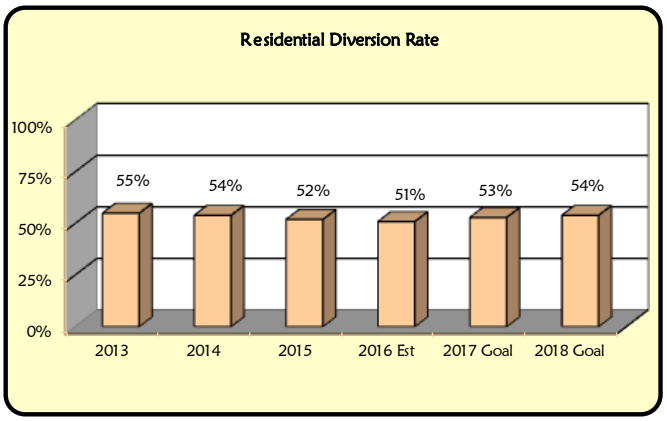
Tons of Recycling & Yard Waste Collected

The City of Auburn recycling tonnage continues to steadily increase. The yard waste tonnage declined in 2015, but with multiple outreach efforts focusing on food waste diversion those numbers should begin to increase again. The totals include the East Lea Hill and West Hill annexation areas.



Residential Diversion Rate

City of Auburn residents diverted approximately 52% of their waste from the landfill. The City anticipates residential diversion will begin to increase again due to increased outreach efforts regarding food waste diversion. The totals include the East Lea Hill and West Hill annexation areas.



2017-2018 Working Capital Budget

434 Solid Waste		2015 Actual	2016 Amended Budget	2016 Estimated	2017 Budget	2018 Budget
OPERATING FUND:						
OPERATING REVENUES						
343.750	Garbage Service	11,216,129	10,968,600	10,968,600	12,190,900	12,987,200
343.752	Yard Waste	1,052,951	989,900	989,900	1,068,000	1,240,500
343.780/790	Refuse, City, & Excise Tax	993,603	963,000	963,000	1,068,700	1,146,800
343.770	Household Hazardous Waste	382,519	420,600	420,600	387,900	483,850
343.760	Late Penalties	125,604	125,000	125,000	125,000	135,000
361.110	Investment Income	3,908	1,300	1,300	9,000	9,000
334 & 337	Grants	106,286	109,000	109,000	63,000	63,500
369.900	Miscellaneous Revenue	(204,911)	-	-	-	-
TOTAL OPERATING REVENUES		$ 13,676,089	$ 13,577,400	$ 13,577,400	$ 14,912,500	$ 16,065,850
OPERATING EXPENDITURES						
537.000.10	Salaries & Wages	399,108	406,645	406,645	325,910	338,607
537.000.20	Benefits	179,439	206,181	206,181	147,414	159,096
537.000.30	Supplies	24,031	34,200	34,200	33,000	33,400
537.000.40	Other Service Charges	11,798,507	12,033,075	12,033,075	13,546,965	14,587,795
537.000.50	Intergovernmental Services	382,544	420,600	420,600	363,600	458,750
590.100.05	Net Increase in Restricted Assets	(198,587)	-	-	-	-
535.000.90	Interfund Payments for Service	105,384	104,209	104,209	111,587	114,279
TOTAL OPERATING EXPENDITURES		$ 12,690,426	$ 13,204,910	$ 13,204,910	$ 14,528,476	$ 15,691,927
	REVENUES LESS EXPENDITURES	985,663	372,490	372,490	384,024	373,923
BEGINNING WORKING CAPITAL - January 1		2,491,724	3,477,387	3,477,387	3,849,877	4,233,901
ENDING WORKING CAPITAL - December 31		3,477,387	3,849,877	3,849,877	4,233,901	4,607,824
NET CHANGE IN WORKING CAPITAL (*)		**$ 985,663**	**$ 372,490**	**$ 372,490**	**$ 384,024**	**$ 373,923**

(*) Working Capital = Current Assets minus Current Liabilities

Department Employees

434 Solid Waste FTEs	2014	2015	2016	2017	2018
Solid Waste* FTEs	2.00	2.00	2.00	2.00	2.00
TOTAL SOLID WASTE FTEs	**2.00**	**2.00**	**2.00**	**2.00**	**2.00**

Full Time Equivalent (FTE)

*These FTEs are previously reported in the Finance Department.

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.

2015 & 2016 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.

2017 & 2018 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.

2017-2018 Working Capital Budget

501 Insurance	2015 Actual	2016 Amended Budget	2016 Estimated	2017 Budget	2018 Budget
OPERATING FUND:					
OPERATING REVENUES					
397.100 Operating Transfers In	-	-	-	-	-
361.110 Investment Income	1,662	1,000	1,000	1,500	1,500
399.100 Miscellaneous Revenue	-	-	-	-	-
TOTAL OPERATING REVENUES	$ 1,662	$ 1,000	$ 1,000	$ 1,500	$ 1,500
OPERATING EXPENDITURES					
517.000.10 Salaries & Wages	-	-	-	-	-
517.000.20 Benefits	121,055	215,000	215,000	225,750	237,000
517.000.30 Supplies	-	-	-	-	-
517.000.40 Other Service Charges	4,075	3,900	3,900	4,230	4,230
517.000.50 Intergovernmental Services	-	-	-	-	-
TOTAL OPERATING EXPENDITURES	$ 125,131	$ 218,900	$ 218,900	$ 229,980	$ 241,230
REVENUES LESS EXPENDITURES	(123,468)	(217,900)	(217,900)	(228,480)	(239,730)
BEGINNING WORKING CAPITAL - January 1	1,654,057	1,530,589	1,530,589	1,312,689	1,084,209
ENDING WORKING CAPITAL - December 31	1,530,588	1,312,689	1,312,689	1,084,209	844,479
NET CHANGE IN WORKING CAPITAL (*)	**$ (123,468)**	**$ (217,900)**	**$ (217,900)**	**$ (228,480)**	**$ (239,730)**

(*) Working Capital = Current Assets minus Current Liabilities

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.

2015 & 2016 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.

2017 & 2018 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	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	2,609,462	2,512,557	2,512,557	2,417,899	2,324,182
Fire Insurance Prevention Tax	75,702	70,000	70,000	75,000	75,000
Investment Income	26,974	6,000	6,000	9,000	9,000
Unrealized Gain (Loss) on Investment	(21,909)	-	-	-	-
Operating Transfers In	-	-	-	-	-
Total Revenues	**$ 2,690,230**	**$ 2,588,557**	**$ 2,588,557**	**$ 2,501,899**	**$ 2,408,182**
Expenditures					
Salaries & Wages	167,397	160,818	160,818	166,866	167,085
Personnel Benefits	3,615	3,840	3,840	3,851	4,140
Services & Charges	6,660	6,000	6,000	7,000	7,000
Ending Fund Balance	2,512,557	2,417,899	2,417,899	2,324,182	2,229,957
Total Expenditures	**$ 2,690,230**	**$ 2,588,557**	**$ 2,588,557**	**$ 2,501,899**	**$ 2,408,182**

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.

2015 & 2016 Accomplishments

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

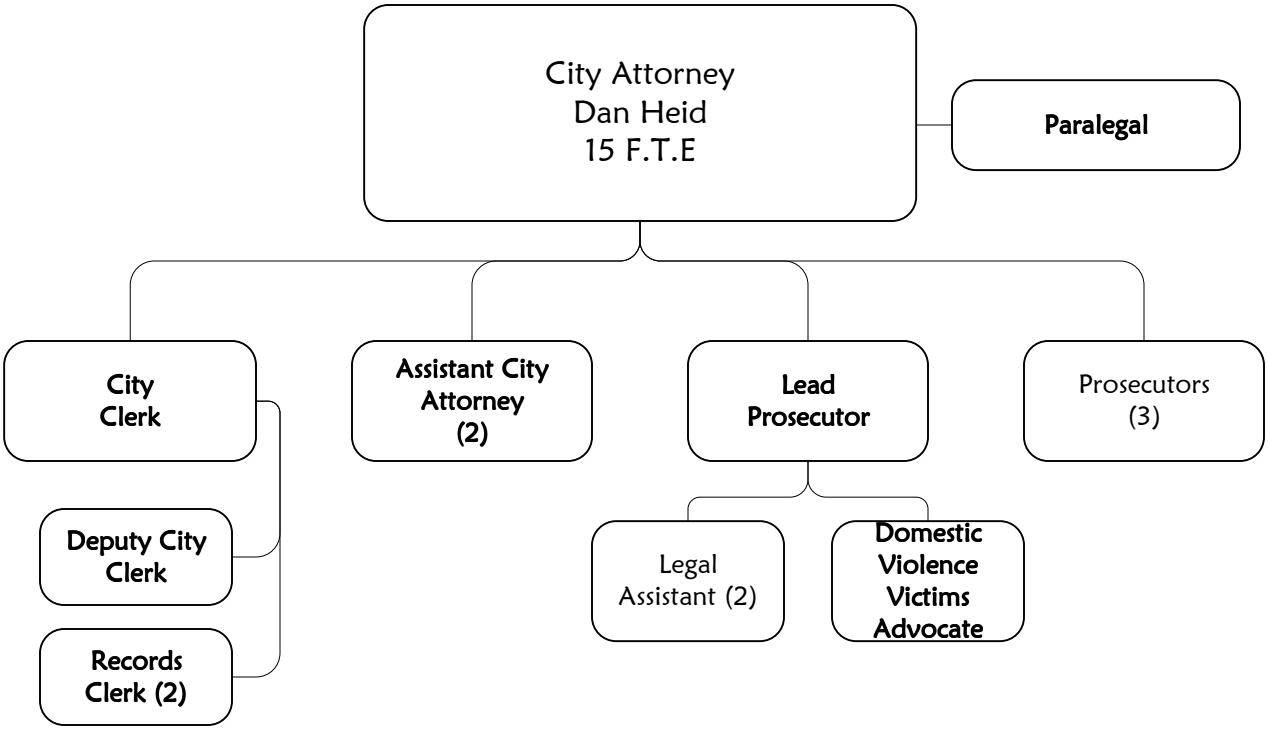
2017 & 2018 Objectives

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

Permanent Fund

701 Cemetery Endowment	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance - Designated	1,574,148	1,615,706	1,615,706	1,648,706	1,686,506
Beginning Fund Balance - Undesignated	95,500	70,573	70,573	71,773	71,773
Lot Sales	41,559	33,000	33,000	35,000	37,000
Investment Income	5,073	1,200	1,200	2,800	2,900
Total Revenues	**$ 1,716,280**	**$ 1,720,479**	**$ 1,720,479**	**$ 1,758,279**	**$ 1,798,179**
Expenditures					
Operating Transfers Out	30,000	-	-	-	-
Ending Fund Balance - Designated	1,574,148	1,648,706	1,648,706	1,686,506	1,726,406
Ending Fund Balance - Undesignated	112,132	71,773	71,773	71,773	71,773
Total Expenditures	**$ 1,716,280**	**$ 1,720,479**	**$ 1,720,479**	**$ 1,758,279**	**$ 1,798,179**

Legal Department



F.T.E. = Full Time Equivalent

CITY OF
AUBURN
WASHINGTON

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 and LEOFF Board agendas and minutes.

2015 & 2016 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 both public access to the courts and adjudication of cases.
- Worked with the Mayor and City staff, as well as regional and state participants, to review proposed legislative bills and develop strategies for and responses to legislative bills in order 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 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.

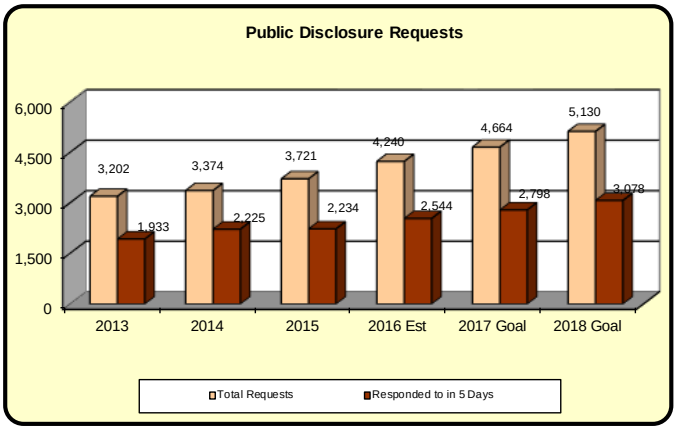
2017 & 2018 Objectives

- Work with other departments to identify non-archival paper records eligible for destruction after being imaged for inclusion 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 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.
- Implement new agenda manager system to provide a more flexible and streamlined agenda preparation and improve work flow.
- Implement new public records request tracking software and public portal for online public record requests.

PERFORMANCE MEASURES - LEGAL DEPARTMENT

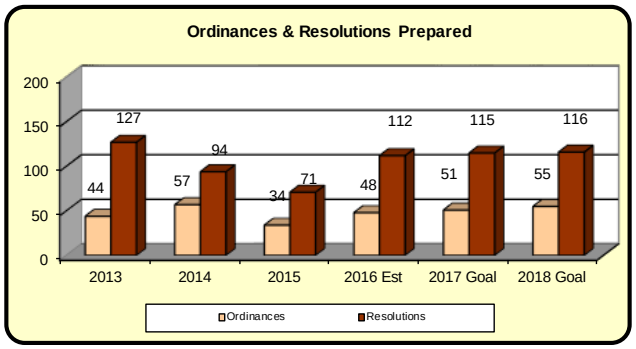
Public Disclosure Requests - Responded to Within 5 Business Days

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.



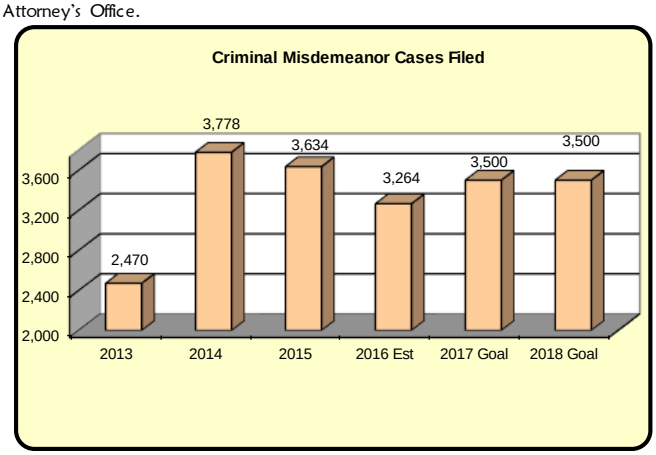
Ordinances & Resolutions Prepared

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	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Expenditures					
Salaries & Wages	985,836	1,064,680	1,064,680	1,148,548	1,202,685
Personnel Benefits	365,262	392,115	392,115	454,408	493,272
Supplies	6,672	13,800	13,800	16,300	13,800
Services & Charges	109,120	138,200	138,200	137,090	138,590
Intergovernmental	121,556	228,000	228,000	156,000	156,000
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	350,268	358,035	358,035	364,257	360,303
DEPARTMENT TOTAL	**$ 1,938,714**	**$ 2,194,830**	**$ 2,194,830**	**$ 2,276,603**	**$ 2,364,650**

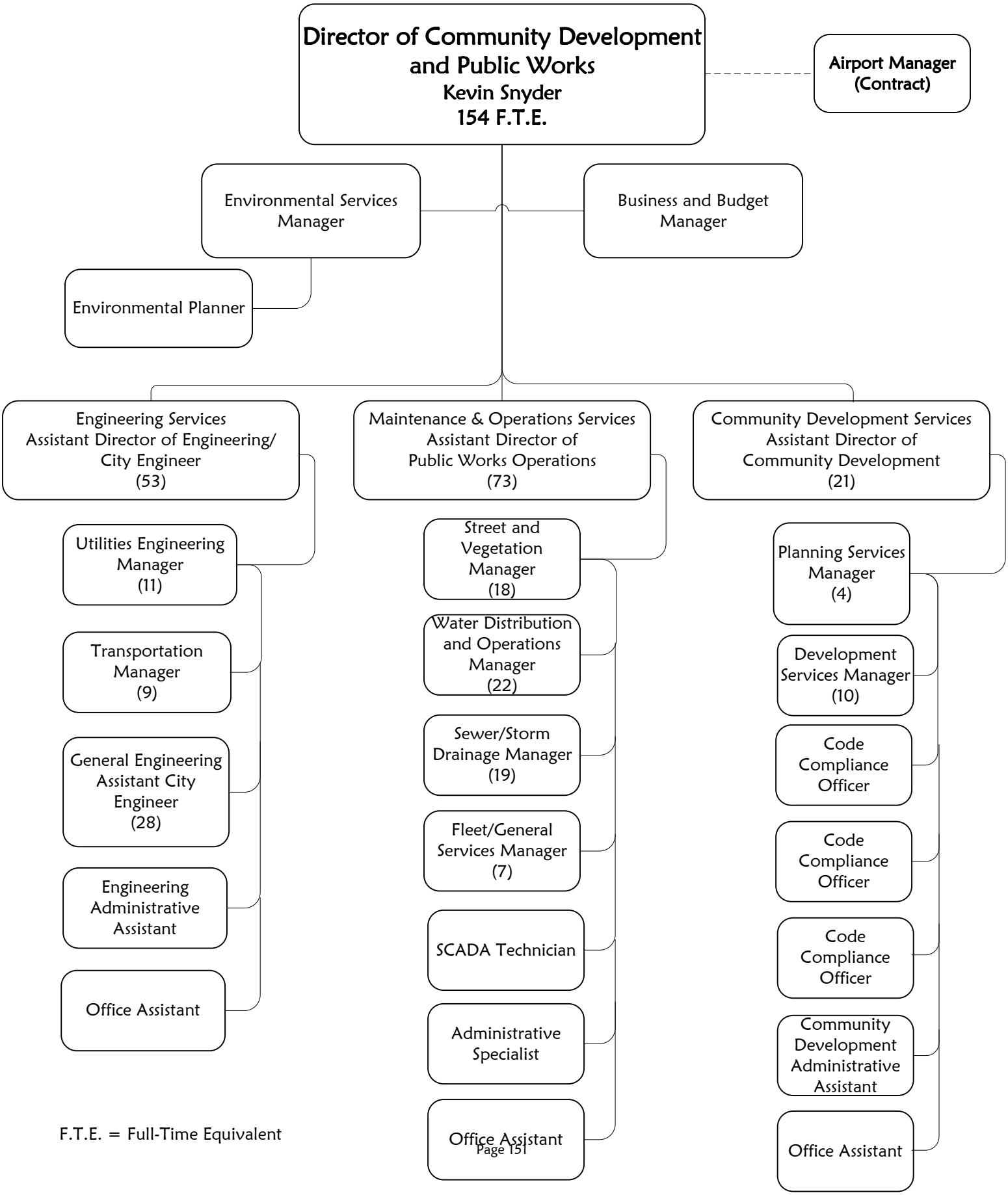
Department Employees

001 Legal FTEs	2014	2015	2016	2017	2018
Legal FTEs	14.00	14.00	14.00	15.00	15.00
TOTAL LEGAL FTEs	**14.00**	**14.00**	**14.00**	**15.00**	**15.00**

Full Time Equivalent (FTE)

1.0 FTE - The 2017/2018 Budget includes an additional City Prosecutor Position.

Community Development & Public Works Department



F.T.E. = Full-Time Equivalent

CITY OF
AUBURN
WASHINGTON

COMMUNITY DEVELOPMENT AND PUBLIC WORKS DEPARTMENT

The Community Development & Public Works Director oversees a diverse Department that includes several general, enterprise and special revenue funds. The General Fund includes Community Development, Administration, Environmental, Engineering and Streets. The Special Revenue funds include Arterial Street Improvement (102), Local Street Preservation (103), Arterial Preservation (105), and Business Improvement Area (121). Enterprise Funds include Water (430 & 460), Sanitary Sewer (431, 433, & 461), Storm Drainage (432 & 462), Airport (435 & 465), and Equipment Rental (550 & 560). The Department staffing is funded within all funding sources and is organized into Service Areas. These service areas have specific responsibilities within each fund and include Community Development, Engineering, Maintenance & Operations, Environmental, and Administration.

DEPARTMENT ADMINISTRATION

Mission Statement

To provide high quality, effective and strategic Department administration to assist team members in the provision of diverse services, ensure successful working relationships with the Mayor, City Council and other City Departments and successfully engage with residents, citizens and businesses.

Service Area Overview

Department Administration is responsible for:

- Strategic Department leadership.
- Department organizational assessment and improvement.
- Department-wide budget management and oversight.
- Representation on City Executive Leadership Team.
- Administration of the City's permitting system software.
- Management of the City's business license program.
- Management of the City's animal licensing program.
- Regional representation on committees and task forces.

2015 & 2016 Accomplishments:

- Oversaw the integration of the previous Planning and Development Department and Public Works Department into one unified Department.
- Established a multi-level Department staff engagement program.
- Establishment of a LEAN pilot program.
- Managed annual business license renewals with over 90 percent compliance rates.
- Assumed management of the citywide animal licensing program.
- Assumed management of the Auburn Municipal Airport.
- Coordinated the provision of two downtown business engagement workshops and direct business assistance utilizing a highly respected national urban strategist.
- Development of a branding logo for the Auburn Municipal Airport.
- Preparation of a Strategic Business Plan for the Auburn Municipal Airport.

2017 & 2018 Objectives:

- Creation and implementation of a Department Strategic Plan.
- Department-wide implementation of LEAN.
- Update of Title 5 (Business Licenses).
- Enhanced marketing efforts for the City's animal licensing program.
- Coordination of a significant upgrade to the City's permit tracking software inclusive of migration to the cloud.
- Implementation of the Airport Strategic Business Plan.

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.

Service Area Overview

Community Development Services is responsible for the following:

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

2015 & 2016 Accomplishments:

- Completed lobby enhancements in Customer Service Center for improved customer experience.
- Provided continuous, timely, efficient, and high quality land use, building, and engineering approval processes that meet or exceed clients' expectations.
- Implemented Downtown Storefront Façade Improvement Program.
- Implemented the adopted 2015 International Codes.
- Provided support to the Housing Home Repair program.
- Provided support for the City's economic development initiatives and programs.
- Continued improvements in the provision of building review and inspection services.
- Completed a total overhaul of the City's 20-year Comprehensive Plan.
- In 2015, opened and closed more than 640 code enforcement cases.
- In 2015, processed more than 3,000 permits and 880 licenses, completed 6,500 building inspections, conducted 5,700 permit reviews, issued 4,000 decisions, and participated in more than 50,000 interactions with customers.

2017 & 2018 Objectives:

- Provide continuous, timely, efficient, and high quality land use, building, and engineering approval processes that meet or exceed clients' expectations.
- Continue providing support to the Housing Home Repair program.
- Launch a system that allows for electronic plan submittal, accommodates web-based payments, and that supports electronic permit approval and issuance.
- Implement LEAN efficiency principles for all aspects of permit and plan review procedures.
- Deploy strategies that educate and enforce goals and standards along designated Impression Corridors and Gateways.
- Continue to develop and distribute informational materials that help better inform businesses and citizens of Auburn code requirements.
- Implement an overhauled civil plan review process.
- Expand efforts to further embrace and utilize adopted Comprehensive Plan values and value-based decision making.
- Implement Low Impact Development regulations.
- Implement updated development regulations.
- Implement elements of Main Street Urban Design Plan.
- Develop and implement the Auburn Way South Corridor Improvement Plan.
- Identify specific population and employment targets for downtown Auburn and its designation as a Regional Growth Center in Puget Sound Regional Council Vision 2040.
- Develop a citywide wayfinding plan with strategies and actions directed at both non-motorized and vehicle modes.
- Implement the short-term actions outlined in the adopted Parking Management Plan.
- Support the efforts to implement the adopted City 10-year Economic Development Strategic Plan.
- Deploy electronic meeting check-in software and hardware within the Customer Service Center.
- Support staff training needs that ensure permit technicians, building plan reviewers, building inspectors, engineers, code enforcement and management staff are current with all required certifications.
- Continue lobby layout and design enhancements.
- Initiate additional outreach, coordination and enforcement actions directed at businesses, apartments, and rental housing that are violating City Code.

ENVIRONMENTAL SERVICES

The Environmental Services Program is a stand-alone programmatic service within the Community Development and Public Works Department. The Environmental Services Program provides program-level support and consulting services to City departments on a wide range of environmental issues, oversees current and future City environmental assets, manages and implements environmental programs, projects and initiatives and educates, informs and engages with Auburn residents and businesses on a wide range of environmental issues.

2015 & 2016 Accomplishments:

- Began the design of the Phase 2 extension of the Wetland Boardwalk Trail at the Auburn Environmental Park.
- Began the update to the Auburn Environmental Park Master Plan.
- Implemented National Flood Insurance Program Community Rating System program.
- Completed the Fenster Levee Setback, Phase 2b project.
- Completed construction of the Mill Creek Wetland 5K project.
- Began a comprehensive inventory of environmental assets within the City.

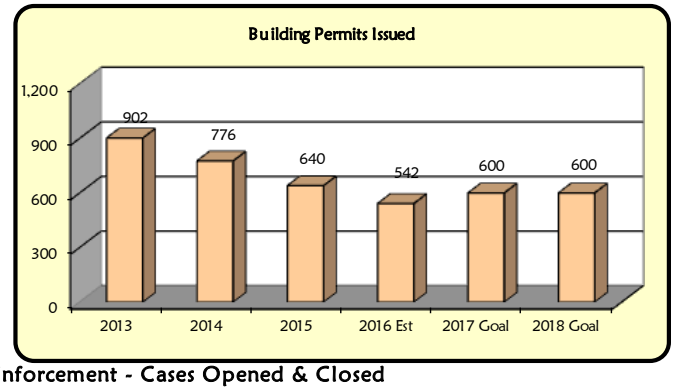
2017 & 2018 Objectives:

- Update the City's 2010 Greenhouse Gas Inventory.
- Create and begin to implement a climate action plan for the City.
- Complete the comprehensive inventory of environmental assets within the City.
- Continue providing high quality environmental and sustainability education and outreach.

PERFORMANCE MEASURES - COMMUNITY DEVELOPMENT AND PUBLIC WORKS

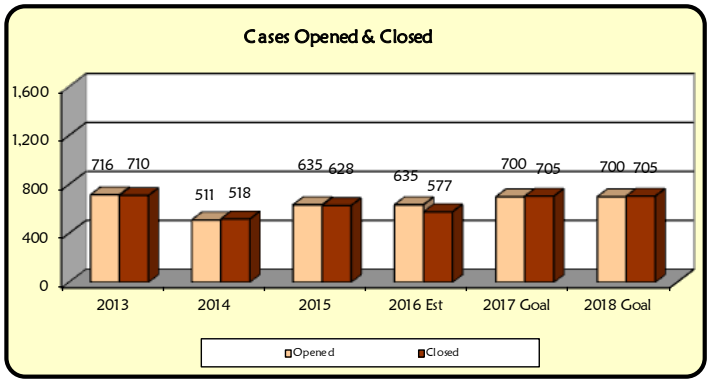
Number of Building Permits Issued

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.



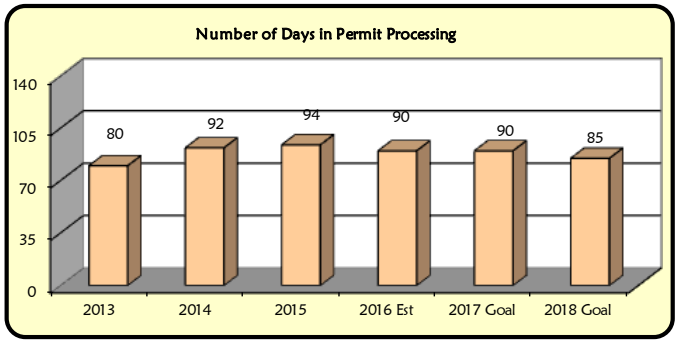
Code Enforcement - Cases Opened & Closed

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	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Expenditures					
Salaries & Wages	1,859,265	2,120,645	2,120,645	2,246,099	2,351,618
Personnel Benefits	754,276	865,013	865,013	951,786	1,033,056
Supplies	20,273	27,000	27,000	27,250	27,250
Services & Charges	560,306	1,035,685	1,035,685	646,250	677,050
Intergovernmental	150,127	156,200	156,200	152,905	156,000
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	563,085	527,298	527,298	560,307	571,251
DEPARTMENT TOTAL	**$3,907,332**	**$4,731,841**	**$4,731,841**	**$4,584,597**	**$4,816,225**

Department Employees

001 Community Development FTEs	2014	2015	2016	2017	2018
Community Development FTEs	25.00	26.00	26.00	26.00	26.00
TOTAL COMMUNITY DEVELOPMENT FTEs	**25.00**	**26.00**	**26.00**	**26.00**	**26.00**

Full Time Equivalent (FTE)

1.0 FTE - 2015/2016 Adopted Budget included the addition of a Code Compliance Officer in 2015.

ENGINEERING

Mission Statement

Engineering Services 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.

Service Area Overview

Engineering Services is functionally divided into the Administrative, General Engineering Services, Transportation Planning & Management, and Utility Planning & Management sections located in the Customer Service Center. The Service Area 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, and property and Right of Way records management. Engineering Services is responsible for administering standards for all City-owned utility and street infrastructure improvements for development and land use throughout the City. The Service Area manages the short and long-term planning and assists with operations for City-owned utilities to include water, sewer, and storm drainage and associated real property assets.

2015 & 2016 Accomplishments

- Continued to pursue at state and regional levels new revenue sources for the City's arterial street preservation.
- Participated in regional transportation forums –SCATBd, RPEC, KCPEC, PSRC, PCTCC and RAMP—on key projects.
- Completed the annual updates to the 6-year Transportation Improvement Plan.
- Completed major updates to the transportation and utilities elements of the City Comprehensive Plan.
- Continue to coordinate with adjacent water purveyors on potential future beneficial water supply options.
- Continued to work with new developments on funding options for key transportation improvements.
- Continued to work with the Innovation and Technology Department to complete to improve real-time system data collection for utilities & transportation infrastructure.
- Worked with the City of Kent to complete the annexation/de-annexation of boundary ROWs for public safety and continuity of responsibility.
- Continued to apply for grants to help fund projects programmed in the 6-year Transportation Improvement Plan.
- Worked with the Finance Department to acquire planned utility revenue financing in 2016.
- Continued to work with other departments to promote economic development opportunities.
- Completed the implementation of the new NPDES Phase 2 permit requirements.

2017 & 2018 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.
- Continue to advocate for legislative authorization of a Street Maintenance Utility.
- 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.
- 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.
- Continue to work with other departments to promote economic development opportunities.
- Complete the implementation of the E-builder project management software to help improve the effectiveness, efficiency, and accountability of the City's capital projects.
- Work with Finance to complete a rate study for the water, sewer and storm drainage systems for implementation by 2018.
- Complete a major update to the Engineering Design and Construction Standards.

Department Budget

001.32 Engineering	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Expenditures					
Salaries & Wages	1,448,163	1,474,063	1,474,063	1,854,357	1,937,726
Personnel Benefits	596,869	639,570	639,570	908,206	1,004,260
Supplies	17,411	28,050	31,150	29,450	24,450
Services & Charges	206,998	307,390	306,790	297,875	303,475
Intergovernmental	6,625	15,000	15,000	15,000	15,000
Capital Outlay	-	-	-	20,000	-
Interfund Payments For Service	344,412	345,263	345,263	422,530	430,121
DEPARTMENT TOTAL	**$2,620,478**	**$2,809,335**	**$2,811,835**	**$3,547,418**	**$3,715,032**

Department Employees

001 Public Works - Engineering FTEs	2014	2015	2016	2017	2018
Engineering FTEs	49.00	50.00	53.00	54.00	54.00
TOTAL ENGINEERING FTEs	**49.00**	**50.00**	**53.00**	**54.00**	**54.00**

Full Time Equivalent (FTE)

1.0 FTE - Effective in 2015, 1.0 FTE was added to Public Works. This position was transferred from the Finance Department to the Community Development and Public Works Department to fund a Contract Administrative Specialist Supervisor position.

3.0 FTEs - Effective in 2016, 3.0 FTEs were added to the Public Works Department via Budget Amendment #4, Ordinance No. 6571. These positions include an Assistant Traffic Engineer, and two GIS Inventory Technicians.

1.0 FTE - The 2017/2018 Budget includes an additional Traffic Signal Technician Position.

STREETS DIVISION

Mission Statement

The Streets Division's 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.

2015 & 2016 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 Counties).
- Continued to support the implementation of the City's traffic calming program.
- Continued to implement pavement repairs via the annual Pothole Patrol program.
- 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.

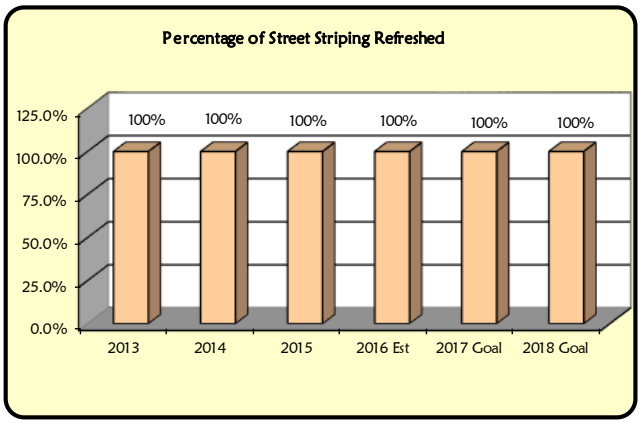
2017 & 2018 Objectives

- 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 prolong 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 an 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" or other appropriate traffic calming measures as directed by Engineering Services.
- Continue to update inventory of new street light systems.
- Continue implementing annual Pothole Patrol program pavement repairs.
- Continue citywide repair or replacement of damaged and worn street signs.
- Continue making guardrail repairs and other roadside safety improvements.

PERFORMANCE MEASURES - STREET DEPARTMENT

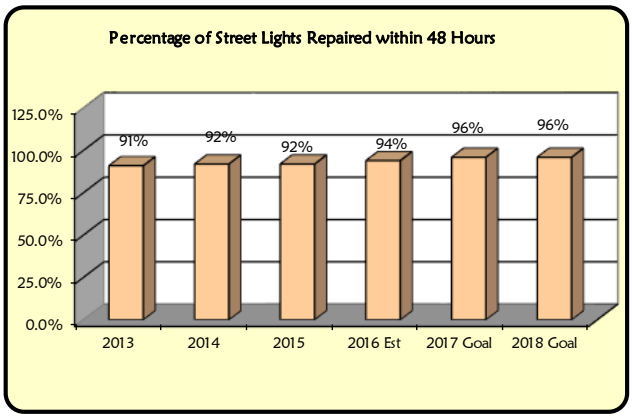
Percentage of Street Striping Refreshed

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.



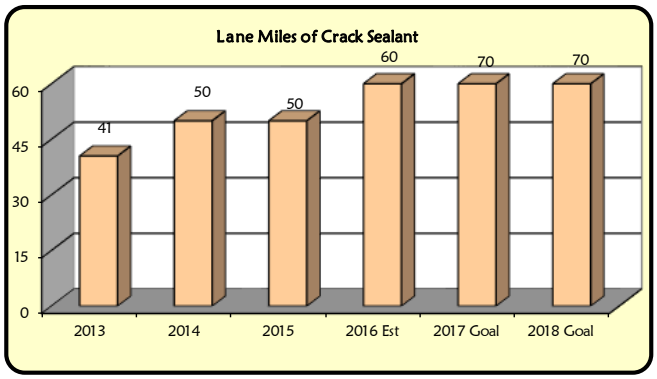
Street Lights Repaired within 96 Hours

The City is responsible for the maintenance of most of the streetlights in the city, some areas of the City are maintained by PSE. The City has a goal to have all street lights repair within 96 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 SOS program that concentrates 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	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Expenditures					
Salaries & Wages	790,993	881,204	881,204	966,511	1,015,071
Personnel Benefits	428,896	473,408	473,408	541,663	583,569
Supplies	153,965	230,300	230,300	230,300	230,300
Services & Charges	868,265	1,118,056	1,118,056	1,118,447	1,126,147
Intergovernmental	190,243	200,000	200,000	200,000	200,000
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	583,913	563,595	563,595	703,123	708,655
DEPARTMENT TOTAL	**$3,016,275**	**$3,466,563**	**$3,466,563**	**$3,760,044**	**$3,863,742**

Department Employees

001 Streets FTEs	2014	2015	2016	2017	2018
Streets FTEs	19.00	19.00	19.00	19.00	19.00
TOTAL STREETS FTEs	**19.00**	**19.00**	**19.00**	**19.00**	**19.00**

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.

2015 & 2016 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:
    - Auburn Way South Pedestrian Improvements (Dogwood to Fir)
    - South 277th Project Wetland Mitigation Monitoring Program
    - Traffic Management Center Improvements
    - West Main St Multimodal & ITS Improvements
    - Auburn Way South Corridor Improvements (Fir to Hemlock)
    - Traffic Signal Safety Improvements
    - Auburn Way North Preservation (22nd to 45th)
    - Auburn Way South & M St SE Improvements
    - 37th & B ST NW Railroad Crossing Safety Improvements
- Started construction on 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

2017 & 2018 Objectives

- Continue to fund Lakeland Hills to Transit Center Shuttle and Community Circulator Services.
- 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 including:
    - Auburn Way South Corridor (Hemlock to Academy)
    - Lea Hill Road Corridor (R St NE to SE 124th St)
    - Kersey Way SE Corridor
    - A Street SE Corridor
- Complete construction on the following capital projects:
    - South 277th St Widening Project (Auburn Way North to L St NE)
    - Auburn Way South (SR-164) Corridor Safety Improvements (Muckleshoot Plaza to Dogwood)
    - F Street SE Non-Motorized Improvements
    - I Street NE & 22nd Street NE Intersection Safety Improvements
    - 37th Street SE & A Street SE Intersection Safety Improvements
    - ITS Dynamic Message Sign Improvement
    - B Street NW Reconstruction Project
    - Downtown Traffic Signal Upgrade
    - Lake Tapps Parkway ITS Improvements
    - Auburn Way South & 12th Street SE Intersection Improvements
- Begin Design on the following capital projects:
    - Auburn Way North & 1st St NE Signal Improvements M St NE (E Main to 4th St NE)
    - SE 320th Street Corridor Improvements
    - Riverwalk Drive Non-Motorized Improvements
    - Lea Hill Corridor Improvements
    - West Valley Highway Corridor Projects
    - Evergreen Heights Safe Routes to School Improvements Phase 1
- Continue to support the Auburn Downtown Association to promote the central business area.

Special Revenue Funds

102 Arterial Streets	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	2,781,100	2,405,821.35	2,405,821	1,632,556	1,376,814
Federal Grants	1,379,179	7,270,016.00	7,126,051	1,134,965	4,410,000
State Grants	2,692,151	4,292,973.00	4,158,288	0	0
State Entitlements (Motor Vehicle Fuel Tax	493,808	530,000	607,858	583,000	585,000
Other Transportation Fees	657,469	373,805	350,874	-	-
Other Governmental Agencies	61,520	-	-	-	-
Investment Income	2,670	2,000	3,500	2,600	2,600
Developer Contributions	725,173	1,601,145	1,255,000	100,000	178,000
Public Works Trust Fund Loans	-	-	-	-	-
Miscellaneous Revenue	-	-	20,700	-	-
Operating Transfers In	694,348	3,882,586	3,296,639	718,511	1,039,817
Total Revenues	**$ 9,487,418**	**$ 20,358,346**	**$ 19,224,731**	**$ 4,171,632**	**$ 7,592,231**
Expenditures					
Salaries & Wages	310,576	616,297	616,297	203,571	393,571
Personnel Benefits	131,575	223,026	223,026	81,429	157,429
Services & Charges	273,820	245,000	245,000	260,000	260,000
Capital Outlay	6,075,339	17,428,903	16,223,068	1,958,965	5,541,000
Interfund Payments For Service	71,148	74,550	74,550	76,681	78,859
Debt Service Principal	197,376	197,406	197,406	197,376	197,376
Debt Service Interest	21,385	20,456	12,829	12,135	11,442
Transfer Out	378	-	-	4,661	3,615
Ending Fund Balance	2,405,821	1,552,709	1,632,556	1,376,814	948,939
Total Expenditures	**$ 9,487,418**	**$ 20,358,346**	**$ 19,224,731**	**$ 4,171,632**	**$ 7,592,231**

Special Revenue Funds

103 Local Streets	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	2,042,977	2,080,690	2,080,690	1,401,882	893,143
Sales Tax On Construction	2,296,863	1,610,000	2,000,000	1,750,000	1,750,000
Investment Income	3,644	2,500	6,500	9,100	9,100
Miscellaneous Revenue	-	-	-	-	-
Bond Proceeds	-	-	-	-	-
Operating Transfers In	150,000	150,000	150,000	150,000	150,000
Total Revenues	**$ 4,493,484**	**$ 3,843,190**	**$ 4,237,190**	**$ 3,310,982**	**$ 2,802,243**
Expenditures					
Salaries & Wages	77,682	118,518	100,000	106,608	106,788
Personnel Benefits	36,597	56,572	46,000	41,960	42,029
Supplies	-	-	-	-	-
Services & Charges	583	300	300	680	700
Capital Outlay	2,285,074	2,676,768	2,676,768	2,256,000	2,255,998
Interfund Payments For Service	12,480	12,240	12,240	11,925	12,239
Transfer Out	378	-	-	666	516
Ending Fund Balance	2,080,691	978,792	1,401,882	893,143	383,973
Total Expenditures	**$ 4,493,484**	**$ 3,843,190**	**$ 4,237,190**	**$ 3,310,982**	**$ 2,802,243**

Special Revenue Funds

105 Arterial Street Preservation	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	3,180,980	1,943,865	1,943,865	1,378,878	366,008
Utility Taxes	1,998,614	1,942,900	1,942,900	2,048,600	2,061,500
Federal Grants	76,679	1,053,626	1,053,626	1,402,100	1,000,940
State Funds	-	-	-	-	-
Investment Income	3,499	1,500	4,900	4,900	4,900
Bond Proceeds	-	-	-	-	-
Miscellaneous Revenue	132,013	-	-	-	-
Operating Transfers In	600,000	150,000	-	300,000	-
Total Revenues	**5,991,786**	**$ 5,091,891**	**$ 4,945,291**	**$ 5,134,478**	**$ 3,433,348**
Expenditures					
Salaries & Wages	152,552	87,620	120,000	262,857	160,714
Personnel Benefits	65,891	36,475	45,000	105,143	64,286
Supplies	-	-	-	-	-
Services & Charges	-	212,500	150,000	-	150,000
Capital Outlay	3,796,694	4,258,226	2,849,663	4,400,470	2,505,440
Interfund Payments For Service	-	-	-	-	-
Transfer Out	32,786	401,750	401,750	-	-
Ending Fund Balance	1,943,864	95,319	1,378,878	366,008	552,908
Total Expenditures	**5,991,786**	**$ 5,091,891**	**$ 4,945,291**	**$ 5,134,478**	**$ 3,433,348**

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 fund:

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

2015 & 2016 Accomplishments

- Supported the Auburn Downtown Association in its promotional efforts for downtown property owners and retailers.

2017 & 2018 Objectives

- Continue to support the Auburn Downtown Association to promote the central business area.

Special Revenue Funds

121 Business Improvement Area	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	31,371	48,456	48,456	48,516	48,716
Business Improvement Area	70,972	55,000	55,000	55,000	55,000
Investment Income	60	60	60	200	200
Total Revenues	**$ 102,403**	**$ 103,516**	**$ 103,516**	**$ 103,716**	**$ 103,916**
Expenditures					
Supplies	2,143	4,200	4,200	4,200	4,200
Services & Charges	51,804	50,800	50,800	50,800	50,800
Ending Fund Balance	48,456	48,516	48,516	48,716	48,916
Total Expenditures	**$ 102,403**	**$ 103,516**	**$ 103,516**	**$ 103,716**	**$ 103,916**

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.

2015 & 2016 Accomplishments

- Completed the update to the Comprehensive Water System Plan.
- Completed construction of the Well 1 Improvements project.
- Completed design and construction of the Muckleshoot Indian Tribe Master Meters project.
- Completed design of the West Hill Springs Improvements project.
- Completed construction of the Well 4 Power and Chlorination project.
- Completed construction of the Valley AC Main Replacement project.
- Completed construction of the Lakeland Hills Reservoir 5 improvements project.
- Initiated pre-design of Coal Creek Springs Transmission Main Replacement project.
- Completed software installation and began meter change-out for the Water Utility Meter & Billing System Improvements project.
- Started design of improvements to return Wells 2 and 6 to full operation.
- Initiated design of the Lea Hill Pressure Reducing Valve Station Improvements project.
- 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.

2017 & 2018 Objectives

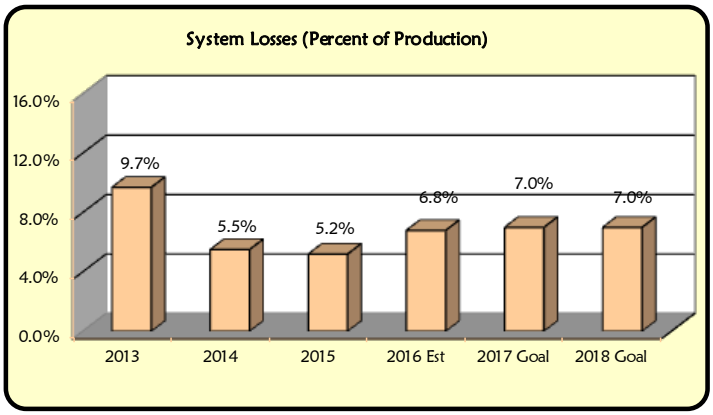
- Utilize CarteGraph as a work order management system and continue to develop Standard Operating Procedures (SOPs) for updating databases in CarteGraph and Geographic Information Systems (GIS) and Springbrook.
- Complete construction of the West Hill Springs Improvements project.
- Complete design and construction of the Lea Hill Pressure Reducing Valve Station Improvements project.
- Complete design and construction of the Fulmer Well Field Improvements project.
- Complete design and construction of the Coal Creek Springs Transmission Main Replacement project.
- Complete implementation of the Water Utility Meter & Billing System Improvements project.
- Initiate pre-design of the Coal Creek Springs Rehabilitation project.
- Initiate design of the Green River Pump Station Emergency Power project.
- Initiate pre-design of the Algona Well 1 Decommissioning project.
- Continue Unidirectional Flushing program in the Valley service area.
- Reduce the need to purchase water from Tacoma Water for normal daily demands and use this source for emergency and maintenance purposes only.

- 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, 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 FUND

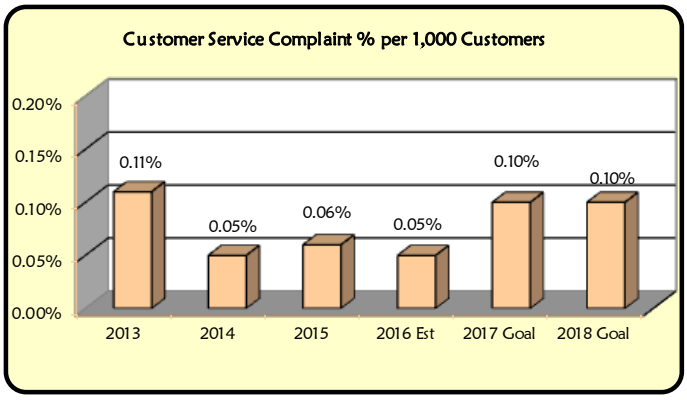
System Losses

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.



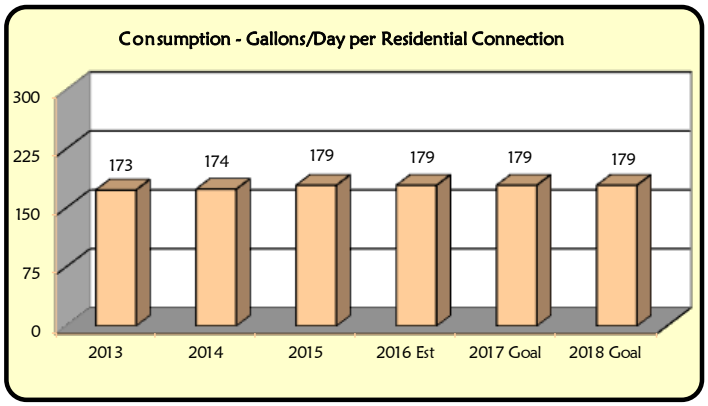
Customer Service Complaints per 1,000 Population

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.



2017-2018 Working Capital

430 Water (includes 460 Water - Capital)		2015 Actual	2016 Amended Budget	2016 Estimated	2017 Budget	2018 Budget
OPERATING FUND:						
OPERATING REVENUES						
343.400	Water Sales	13,983,611	13,527,906	13,527,906	14,551,560	15,021,500
343.430	Other Charges for Service	241,784	170,876	170,876	178,951	181,931
361.100	Interest Earnings	19,431	7,735	7,735	10,000	10,000
396/399	Miscellaneous Revenue	(37,705)	206,854	206,854	212,939	219,024
TOTAL OPERATING REVENUES		$ 14,207,122	$ 13,913,371	$ 13,913,371	$ 14,953,450	$ 15,432,455
OPERATING EXPENDITURES						
548.000.10	Salaries & Wages	2,766,962	2,587,276	2,587,276	2,688,501	2,796,731
548.000.20	Benefits	1,160,362	1,251,312	1,251,312	1,314,301	1,414,414
548.000.30	Supplies	300,355	321,994	321,994	334,444	334,244
548.000.40	Other Service Charges	5,059,024	5,185,175	5,185,175	4,868,480	4,965,750
548.000.50	Intergovernmental Services	-	133,960	133,960	-	-
597.100.55	Operating Transfer Out	203,642	-	-	1,210,280	1,457,291
548.000.60	Capital	7,467,240	-	-	-	-
548.000.75	Debt Service Principal	1,409,864	1,702,563	1,702,563	1,732,527	1,760,291
548.000.83	Debt Service Interest	606,837	1,006,253	1,006,253	1,345,282	1,313,575
590.100.05	Net Increase in Restricted Assets	416,378	-	-	-	-
548.000.90	Interfund Payments for Service	1,291,240	1,276,967	1,276,967	1,422,716	1,422,040
TOTAL OPERATING EXPENDITURES		$ 20,681,904	$ 13,465,499	$ 13,465,499	$ 14,916,531	$ 15,464,336
REVENUES LESS EXPENDITURES		(6,474,782)	447,873	447,873	36,919	(31,881)
BEGINNING WORKING CAPITAL - January 1		15,735,983	4,191,201	4,191,201	4,639,074	4,675,993
ENDING WORKING CAPITAL - December 31		9,261,201	4,639,074	4,639,074	4,675,993	4,644,112
NET CHANGE IN WORKING CAPITAL (*)		$ (6,474,782)	$ 447,872	$ 447,872	$ 36,919	$ (31,881)
CAPITAL FUND:						
CAPITAL REVENUES						
361.110	Investment Income	-	1,265	1,265	-	-
396.101	Capital-System Development	-	350,000	350,000	1,000,000	1,250,000
382.200	Revenue Bond Proceeds	-	3,050,000	3,000,000	5,000,000	2,500,000
391.800	Intergovernmental Loan	-	1,020,037	1,020,037	-	-
397.100	Operating Transfer In	-	-	-	1,200,000	1,250,000
396/399	Other Revenues	-	-	-	-	-
TOTAL CAPITAL REVENUES		$ -	$ 4,421,302	$ 4,371,302	$ 7,200,000	$ 5,000,000
CAPITAL EXPENDITURES						
590.100.10	Salaries & Wages	-	245,725	245,725	382,143	307,857
590.100.20	Benefits	-	81,637	81,637	152,857	123,143
590.100.6	Construction Projects	-	8,989,179	9,061,901	5,670,986	4,605,586
590.100.55	Operating Transfers Out	-	-	50,000	50,000	50,000
TOTAL CAPITAL EXPENDITURES		$ -	$ 9,316,541	$ 9,439,263	$ 6,255,986	$ 5,086,586
BEGINNING WORKING CAPITAL - January 1		-	5,070,000	5,070,000	2,039	946,053
ENDING WORKING CAPITAL - December 31		-	174,761	2,039	946,053	859,467
NET CHANGE IN WORKING CAPITAL (*)		$ -	$ (4,895,239)	$ (5,067,961)	$ 944,014	$ (86,586)
Total Change in Working Capital		**$ (6,474,782)**	**$ (4,447,366)**	**$ (4,620,088)**	**$ 980,933**	**$ (118,467)**

(*) Working Capital = Current Assets minus Current Liabilities

Department Employees

430 Water FTEs	2014	2015	2016	2017	2018
Water FTEs	24.00	23.00	23.00	23.00	23.00
TOTAL WATER FTEs	**24.00**	**23.00**	**23.00**	**23.00**	**23.00**

Full Time Equivalent (FTE)

-1.0 FTE - In 2015, the SCADA Technician that was approved in 2014 was moved from the Water Fund to ER&R.

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 with 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.

2015 & 2016 Accomplishments

- Completed the update of the utility's hydraulic model and the Comprehensive Sewer Plan.
- Completed the 2015 repair and replacement project.
- Completed the installation of generators so that all sewer pump stations now have backup power.
- Upgraded the wet wells at several sewer pump stations to enable more effective access and maintenance.
- 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.
- Identified areas for further investigation regarding infiltration and inflow.
- 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.
- Incorporated an off-road, tracked machine capable of extending jetting operations into hard-to-reach manholes in easements.
- Executed a system of cross training maintenance staff, enabling a more continuous use of equipment such as the CCTV equipment and jet/vactor truck.
- Trained staff in the use of National Association of Sewer Service Companies (NASSCO) sewer line inspection standards to enhance the consistency of pipe condition data.
- Completed a formal comprehensive evaluation of the components of the sewer pump stations.

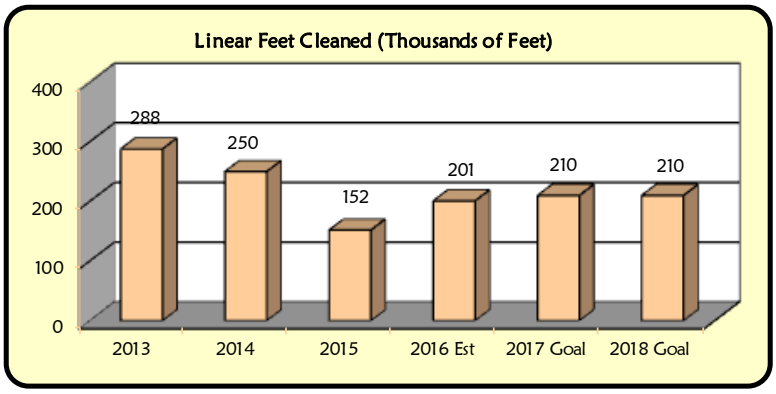
2017 & 2018 Objectives

- Increase the completeness and accuracy of the Sewer Utility assets through records review, inspection, and use of Utility GIS Inventory Technicians.
- Work with Innovation & Technology to coordinate the use of the Cartegraph and Pipelogix asset management tools.
- Evaluate the City's current vactor decant operations to determine the cost effectiveness of our current and alternative procedures.
- Begin design of sewer pump station improvements in anticipation of construction in 2019.
- Assess the condition of the City's inverted siphons, especially at the river crossings.
- Assess the condition of the City's larger diameter lines.
- Complete transfer of the monitoring, alarming, and data acquisition tasks for the 22nd Street and R Street sewer pump stations to the City's new Supervisory Control and Data Acquisition (SCADA) and telemetry system.
- Engage in regular preventive maintenance activities.

PERFORMANCE MEASURES - SEWER FUND

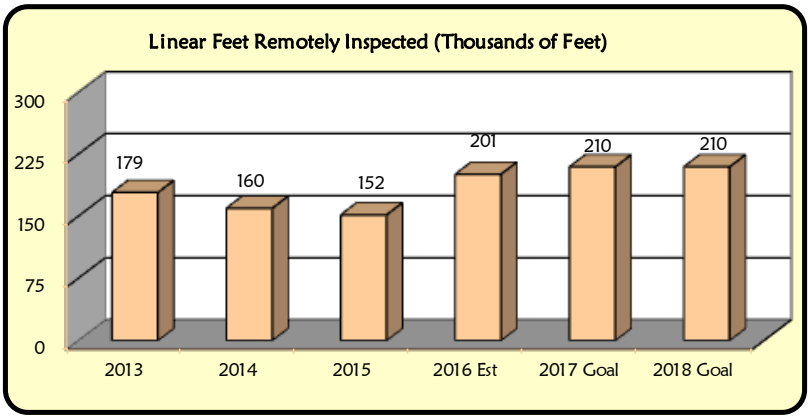
Linear Feet of Sanitary Sewer Pipe Cleaned

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



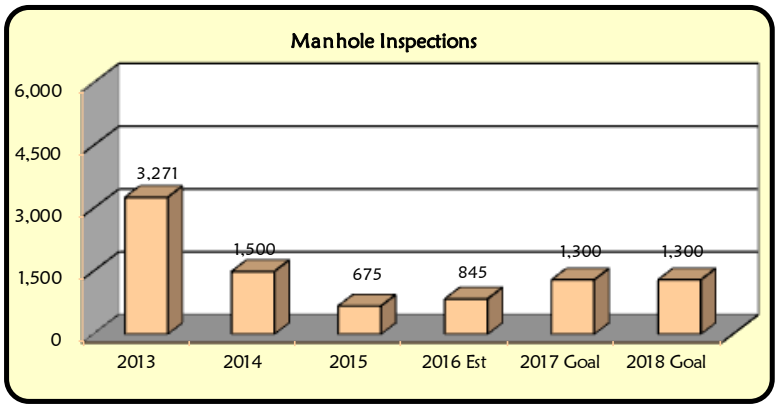
Linear Feet of Sanitary Sewer Remotely Inspected

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.



2017-2018 Working Capital Budget

431 Sewer (includes 461 Sewer - Capital)		2015 Actual	2016 Amended Budget	2016 Estimated	2017 Budget	2018 Budget
OPERATING FUND:						
OPERATING REVENUES						
343.400	City Sewer Service	7,820,204	7,656,353	7,656,353	7,961,900	8,001,700
343.430	Other Charges for Service	213,816	191,530	191,530	140,541	140,400
361.100	Interest Earnings	19,488	10,697	10,697	20,000	20,000
396/399	Miscellaneous Revenue	378,722	70,128	70,128	72,849	75,570
TOTAL OPERATING REVENUES		$ 8,432,230	$ 7,928,708	$ 7,928,708	$ 8,195,290	$ 8,237,670
OPERATING EXPENDITURES						
548.000.10	Salaries & Wages	1,749,830	1,758,478	1,758,478	1,742,176	1,806,731
548.000.20	Benefits	776,885	871,146	871,146	842,110	905,351
548.000.30	Supplies	94,980	130,500	130,500	136,750	136,550
548.000.40	Other Service Charges	2,370,509	2,723,275	2,723,275	2,842,890	2,893,471
548.000.50	Intergovernmental Services	195,008	172,008	3,172,008	1,304,792	200,920
548.000.60	Capital	2,191,892	-	-	-	-
548.000.75	Debt Service Principal	442,927	541,127	541,127	541,127	550,947
548.000.83	Debt Service Interest	277,923	277,082	277,082	276,483	264,928
590.100.05	Net Increase in Restricted Assets	315,880	-	-	-	-
548.000.90	Interfund Payments for Service	971,733	952,338	952,338	1,039,865	1,034,321
TOTAL OPERATING EXPENDITURES		$ 9,387,567	$ 7,425,954	$ 10,425,954	$ 8,726,193	$ 7,793,219
	REVENUES LESS EXPENDITURES	(955,336)	502,754	(2,497,246)	(530,903)	444,451
BEGINNING WORKING CAPITAL - January 1		13,818,196	4,262,859	4,262,859	1,765,613	1,234,710
ENDING WORKING CAPITAL - December 31		12,862,859	4,765,613	1,765,613	1,234,710	1,679,161
NET CHANGE IN WORKING CAPITAL (*)		$ (955,336)	$ 502,754	$ (2,497,246)	$ (530,903)	$ 444,451
CAPITAL FUND:						
CAPITAL REVENUES						
361.110	Investment Income	-	2,303	2,303	-	-
396.101	Capital-System Development	-	240,000	240,000	500,000	600,000
382.200	Revenue Bond Proceeds	-	-	-	-	-
397.100	Operating Transfer (from Operations)	-	-	3,000,000	1,000,000	-
396/399	Other Revenues	-	-	-	-	-
TOTAL CAPITAL REVENUES		$ -	$ 242,303	$ 3,242,303	$ 1,500,000	$ 600,000
CAPITAL EXPENDITURES						
590.100.10	Salaries & Wages	-	230,786	230,786	86,429	87,857
590.100.20	Benefits	-	76,412	76,412	34,571	35,143
590.100.6	Construction Projects	-	3,831,262	3,731,986	1,260,900	1,241,000
590.100.55	Operating Transfers Out	-	-	50,000	50,000	50,000
TOTAL CAPITAL EXPENDITURES		$ -	$ 4,138,460	$ 4,089,184	$ 1,431,900	$ 1,414,000
BEGINNING WORKING CAPITAL - January 1		-	8,600,000	8,600,000	7,753,119	7,821,219
ENDING WORKING CAPITAL - December 31		-	4,703,843	7,753,119	7,821,219	7,007,219
NET CHANGE IN WORKING CAPITAL (*)		$ -	$ (3,896,157)	$ (846,881)	$ 68,100	$ (814,000)
	Total Change in Working Capital	**$ (955,336)**	**$ (3,393,403)**	**$ (3,344,127)**	**$ (462,803)**	**$ (369,549)**

(*) Working Capital = Current Assets minus Current Liabilities

Department Employees

431 Sewer FTEs	2014	2015	2016	2017	2018
Sewer FTEs	10.00	10.00	10.00	10.00	10.00
TOTAL SEWER FTEs	**10.00**	**10.00**	**10.00**	**10.00**	**10.00**

Full Time Equivalent (FTE)

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

Key administrative and engineering duties include comprehensive system planning, compliance with governmental regulations, review of development applications, conception 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.

2015 & 2016 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 the Department of Ecology.
- Completed the implementation of the NPDES Phase II requirements related to Low Impact Development and adoption of Storm Water Standards.
- Completed the update to the Comprehensive Storm Drainage Plan.
- Completed the mandated reporting for 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).
- Continued the 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.
- Continued 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.
- Replaced and/or installed new storm drainage conveyance capacity improvements in conjunction with the Arterial Street and Local Street Improvement projects.
- Completed Phase 2 of the Auburn Way South conveyance improvement, thereby reducing flooding conditions at the Burlington Northern and Santa Fe railroad underpass.
- Completed construction of 30th Street NE Area Flooding Project - Phase I to relieve flooding in the vicinity of the Auburn Municipal Airport and surrounding areas.
- Continued to implement and manage the City's West Nile Virus abatement program at the City's constructed stormwater ponds.
- Completed the storm drainage system at the Maintenance & Operations facility to provide additional detention storage and water quality enhancements. The improvements included Low Impact Development (LID) techniques to reduce total runoff and expanding of the decant waste facility to reduce the overall disposal cost to the utility.
- Provided support to the Auburn Municipal Airport to maintain compliance with the Washington State Department of Ecology Industrial Stormwater General Permit.
- Continued management of the City's capital project wetland mitigation site monitoring program.

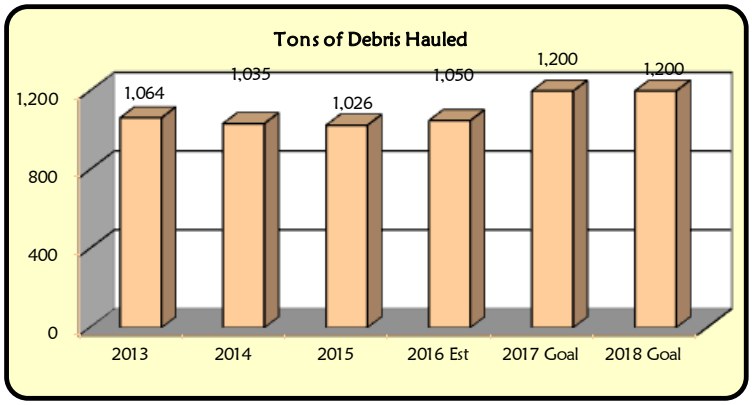
2017 & 2018 Objectives

- Continue to improve utility records and system maps for asset management by performing records evaluation and field investigations.
- Complete the storm drainage inventory process and utility records thereby improving the overall management of City storm assets.
- Continue to improve overall system performance by continuing the citywide ditch maintenance and pond cleaning and rehabilitation programs to remove accumulated sediment and vegetation.
- Maintain compliance with our catch basin inspection and cleaning program as mandated by the NPDES Phase II Permit.
- Provide ongoing spill response and detection of illicit storm system connections and discharges as required by the NPDES Phase II permit.
- Fully implement the use of CarteGraph as a work order management system and complete the development of Standard Operating Procedures (SOPs) 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.
- Continue to replace and/or install new storm drainage conveyance capacity improvements in conjunction with the Arterial and Local Street Improvement projects.
- Continue to implement and manage the City's West Nile Virus abatement program at the City's constructed stormwater ponds.
- Participate in future TMDL's as required by the Washington State Department of Ecology (WSDOE) and the Environmental Protection Agency (EPA).
- Update the Municipal Airport Stormwater Pollution Prevention Plan and continue to provide support to maintain Industrial Stormwater General Permit compliance.
- Continue to manage the City's capital project wetland mitigation site monitoring program.
- Manage and implement a public education and outreach program to provide illicit discharge spill kits to targeted businesses throughout the City.

PERFORMANCE MEASURES - STORM DRAINAGE FUND

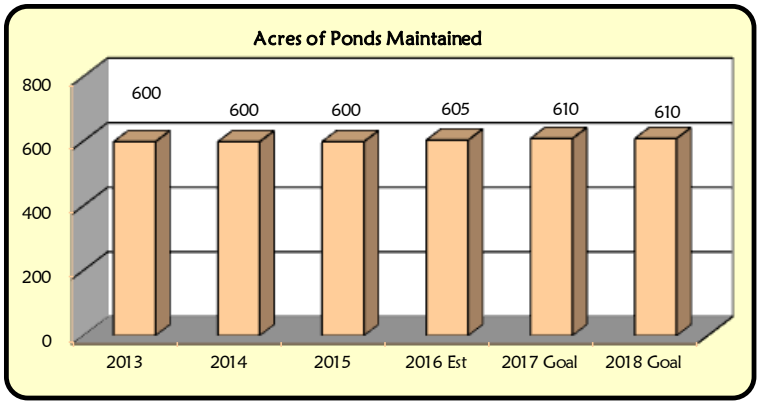
Tons of Debris Hauled

Initial projected increase due to NPDES requirements to inspect and clean, as necessary, all catch basins within the City during the permit cycle period. The 2017 and 2018 goal is based on the annual average required to meet permit conditions.



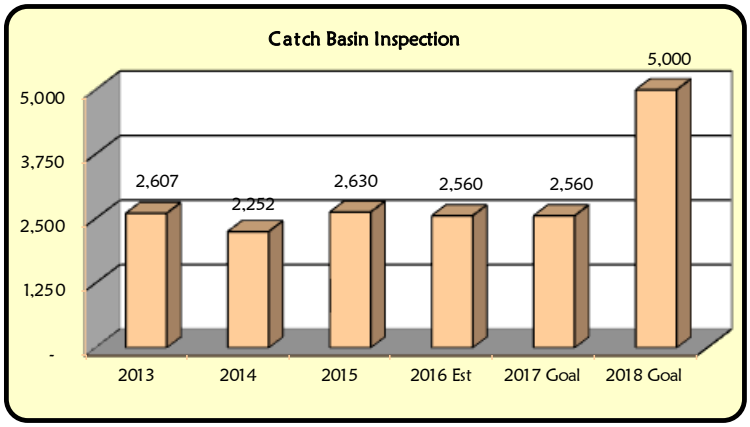
Acres of Storm Drainage Ponds Maintained

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 Division, 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 2017 and 2018 goal is based on the anticipated annual average required to meet permit conditions.



2017-2018 Working Capital Budget

432 Storm Drainage (includes 462 Storm Drainage - Capital)	2015 Actual	2016 Amended Budget	2016 Estimated	2017 Budget	2018 Budget
OPERATING FUND:					
OPERATING REVENUES					
343.400 Storm Service Charge	9,031,907	9,038,680	9,038,680	9,086,300	9,086,300
343.430 Other Charges for Service	550,832	112,807	112,807	156,376	156,376
361.100 Interest Earnings	24,258	13,865	13,865	15,000	15,000
396/399 Miscellaneous Revenue	2,376,875	108,674	108,674	60,951	63,226
TOTAL OPERATING REVENUES	$ 11,983,872	$ 9,274,026	$ 9,274,026	$ 9,318,627	$ 9,320,902
OPERATING EXPENDITURES					
548.000.10 Salaries & Wages	2,667,487	2,397,119	2,397,119	2,500,996	2,607,943
548.000.20 Benefits	1,163,877	1,224,350	1,224,350	1,233,452	1,328,677
548.000.30 Supplies	62,295	94,300	94,300	94,750	94,550
548.000.40 Other Service Charges	1,338,730	1,670,215	1,670,215	1,708,290	1,725,779
548.000.50 Intergovernmental Services	263,020	415,980	2,415,980	1,865,752	1,584,292
548.000.60 Capital	6,250,232	-	-	-	-
548.000.75 Debt Service Principal	423,302	413,162	413,162	413,162	425,578
548.000.83 Debt Service Interest	153,180	360,525	360,525	361,418	350,697
590.100.05 Net Increase in Restricted Assets	1,367,211	-	-	-	-
548.000.90 Interfund Payments for Service	1,337,047	1,312,518	1,312,518	1,441,066	1,444,254
TOTAL OPERATING EXPENDITURES	$ 15,026,380	$ 7,888,169	$ 9,888,169	$ 9,618,886	$ 9,561,770
REVENUES LESS EXPENDITURES	(3,042,508)	1,385,857	(614,143)	(300,259)	(240,868)
BEGINNING WORKING CAPITAL - January 1	16,857,476	2,691,382	2,691,382	2,077,239	1,776,980
ENDING WORKING CAPITAL - December 31	13,814,969	4,077,239	2,077,239	1,776,980	1,536,112
NET CHANGE IN WORKING CAPITAL (*)	(3,042,508)	1,385,857	(614,143)	(300,259)	(240,868)
CAPITAL FUND:					
CAPITAL REVENUES					
361.110 Investment Income	-	2,135	2,135	-	-
396.101 Capital-System Development	-	350,000	350,000	500,000	600,000
382.200 Revenue Bond Proceeds	-	-	-	-	-
397.100 Operating Transfer (from Operations)	-	-	2,000,000	1,400,000	1,200,000
396/399 Other Revenues	-	307,806	307,806	-	-
TOTAL CAPITAL REVENUES	$ -	$ 659,941	$ 2,659,941	$ 1,900,000	$ 1,800,000
CAPITAL EXPENDITURES					
590.100.10 Salaries & Wages	-	294,980	294,980	152,143	95,714
590.100.20 Benefits	-	97,969	97,969	60,857	38,286
590.100.60 Construction Projects	-	4,390,563	2,874,649	2,426,200	1,352,000
590.100.55 Operating Transfers Out	-	-	50,000	156,000	50,000
TOTAL CAPITAL EXPENDITURES	$ -	$ 4,783,512	$ 3,317,598	$ 2,795,200	$ 1,536,000
BEGINNING WORKING CAPITAL - January 1	-	11,900,000	11,900,000	11,242,343	10,347,143
ENDING WORKING CAPITAL - December 31	-	7,776,429	11,242,343	10,347,143	10,611,143
NET CHANGE IN WORKING CAPITAL (*)	$ -	$ (4,123,571)	$ (657,657)	$ (895,200)	$ 264,000
Total Change in Working Capital	**$ (3,042,508)**	**$ (2,737,714)**	**$ (1,271,800)**	**$ (1,195,459)**	**$ 23,132**

(*) Working Capital = Current Assets minus Current Liabilities

Department Employees

432 Storm FTEs	2014	2015	2016	2017	2018
Storm FTEs	10.00	10.00	10.00	10.00	10.00
TOTAL STORM FTEs	**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 (WTD) 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.

2015 & 2016 Accomplishments

- Made improvements to how the Quarterly Report of Sewerage Customers is prepared.
- Identified new accounts that require special setup for accurate reporting to King County.
- Participated in King County WTD audit of sewer customer reporting.

2017 & 2018 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.

2017-2018 Working Capital Budget

433 Sewer Metro		2015 Actual	2016 Amended Budget	2016 Estimated	2017 Budget	2018 Budget
OPERATING FUND:						
OPERATING REVENUES						
343.531	Metro Service Charge	15,704,127	15,757,687	15,757,687	16,537,490	17,439,923
343.532	Metro Industrial Charge	586,882	575,000	575,000	700,000	750,000
361.110	Interest Earnings	1,630	700	700	1,000	1,000
399.100	Miscellaneous Revenue	-	-	-	-	-
TOTAL OPERATING REVENUES		$ 16,292,639	$ 16,333,387	$ 16,333,387	$ 17,238,490	$ 18,190,923
OPERATING EXPENDITURES						
535.000.40	Other Service Charges	-	-			
535.000.50	Intergovernmental Services	16,034,521	16,317,200	16,317,200	17,294,700	18,250,200
TOTAL OPERATING EXPENDITURES		$ 16,034,521	$ 16,317,200	$ 16,317,200	$ 17,294,700	$ 18,250,200
	REVENUES LESS EXPENDITURES	258,118	16,187	16,187	(56,210)	(59,277)
BEGINNING WORKING CAPITAL - January 1		2,100,400	2,358,518	2,358,518	2,374,705	2,318,495
ENDING WORKING CAPITAL - December 31		2,358,518	2,374,705	2,374,705	2,318,495	2,259,218
NET CHANGE IN WORKING CAPITAL (*)		**$ 258,118**	**$ 16,187**	**$ 16,187**	**$ (56,210)**	**$ (59,277)**

(*) Working Capital = Current Assets minus Current Liabilities

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 for the operations and management of the Airport including aircraft tie-downs, hangars and facility leases, as well as the daily management, maintenance, and operation of the fuel facility.

2015 & 2016 Accomplishments
- Completed the transfer of management of this fund from Finance to Community Development and Public Works in 2016.
- Continued to campaign the value of the Airport to citizens and surrounding area.
- Continued to advertise regionally to promote the use of the Auburn Municipal Airport as an alternative to Boeing, Renton and Tacoma.
- Continued to pursue state and federal grant opportunities.
- Completed approximately 500,000 square feet of asphalt repair, rehab and seal coat of the runway, taxiway, taxi lanes and aircraft parking areas.
- 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.
- Completed the update to the Airport Master Plan.
- Completed the Wildlife Hazard Assessment and implemented the Wildlife Hazard Plan.
- Completed 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.
- Completed the Airport Obstruction Survey/Advanced Ground Information System (AGIS) Survey.
- Completed Environmental Assessment/Categorical Exclusions (CATEX) Report for north and south runway enhancements.

2017 & 2018 Objectives
- 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.
- Secure funding for and complete the design and Construction of the Runway Enhancement Project.
- Continue efforts to support Jet A fuel sales at the Airport.
- Complete annual repairs and maintenance as needed.
- Maintain compliance with the Airport's Industrial Storm Water Permit requirements.

2017-2018 Working Capital Budget

435 Airport (includes 465 Airport - Capital)		2015 Actual	2016 Amended Budget	2016 Estimated	2017 Budget	2018 Budget
OPERATING FUND:						
OPERATING REVENUES						
341.930	Airport Security Service	17,078	15,500	15,500	16,000	16,000
344.604	Flowage Fee	16,080	12,000	12,000	28,000	28,000
362.501	Property Leases	205,281	217,700	217,700	238,000	244,000
362.502	Tie Down & Hangar Rent	491,059	502,200	502,200	525,800	536,300
362.503	Fuel Facility Rent	-	-	-	-	-
369.900	Investment Income	1,238	969	969	2,500	2,500
331/334	Federal and State Grants	64,820	-	-	-	-
369.900	Miscellaneous Revenue	(6,013)	500	500	3,000	3,000
TOTAL OPERATING REVENUES		$ 789,542	$ 748,869	$ 748,869	$ 813,300	$ 829,800
OPERATING EXPENDITURES						
546.000.10	Salaries & Wages	26,448	25,723	25,723	-	-
546.000.20	Benefits	9,335	10,496	10,496	-	-
546.000.30	Supplies	4,818	2,000	2,000	2,500	2,500
546.000.40	Other Service Charges	448,450	463,050	463,050	484,950	498,550
546.000.50	Intergovernmental Services	-	-	150,000	-	-
546.000.60	Capital	348,270	-	-	-	-
546.000.75	Debt Service Principal	151,605	189,947	189,947	165,000	175,000
546.000.83	Debt Service Interest	41,834	35,693	35,693	23,850	16,425
590.100.05	Net Increase in Restricted Assets	17,660	-	-	-	-
546.000.90	Interfund Payments for Service	-	-	-	1,400	1,500
TOTAL OPERATING EXPENDITURES		$ 1,048,420	$ 726,908	$ 876,908	$ 677,700	$ 693,975
REVENUES LESS EXPENDITURES		(258,878)	21,961	(128,039)	135,600	135,825
BEGINNING WORKING CAPITAL - January 1		775,482	316,604	316,604	188,565	324,165
ENDING WORKING CAPITAL - December 31		516,605	338,565	188,565	324,165	459,990
NET CHANGE IN WORKING CAPITAL (*)		$ (258,878)	$ 21,961	$ (128,039)	$ 135,600	$ 135,825
CAPITAL FUND:						
CAPITAL REVENUES						
361.110	Investment Income	-	31	31	-	-
465.000	Federal and State Grants	-	263,834	263,834	316,667	1,741,667
397.100	Operating Transfers In	-	-	150,000	-	-
396/399	Other Revenues	-	14,456	14,456	-	-
TOTAL CAPITAL REVENUES		$ -	$ 278,321	$ 428,321	$ 316,667	$ 1,741,667
CAPITAL EXPENDITURES						
590.100.10	Salaries & Wages	-	-	-	21,429	106,429
590.100.20	Benefits	-	-	-	8,571	42,571
590.100.6	Construction Projects	-	469,911	469,911	333,334	1,704,334
590.100.55	Operating Transfers Out	-	-	-	-	-
TOTAL CAPITAL EXPENDITURES		$ -	$ 469,911	$ 469,911	$ 363,334	$ 1,853,334
BEGINNING WORKING CAPITAL - January 1		-	200,000	200,000	158,410	111,743
ENDING WORKING CAPITAL - December 31		-	8,410	158,410	111,743	76
NET CHANGE IN WORKING CAPITAL (*)		$ -	$ (191,590)	$ (41,590)	$ (46,667)	$ (111,667)
Total Change in Working Capital		**$ (258,878)**	**$ (169,629)**	**$ (169,629)**	**$ 88,933**	**$ 24,158**

(*) Working Capital = Current Assets minus Current Liabilities

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.

2015 & 2016 Accomplishments

- Continued to improve fleet fuel economy by expanding the use of Zonar fleet management technology and continued use of the "no idle" policy.
- Continued to find ways to extend vehicle life above industry standard by performing more proactive preventive 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.

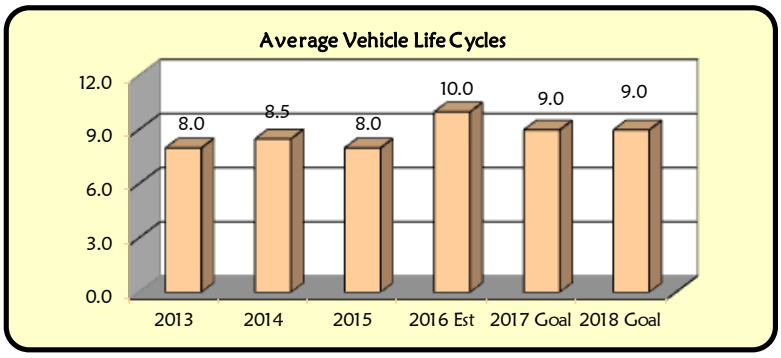
2017 & 2018 Objectives

- 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 hybrid vehicles for fleet fuel efficiency.
- Utilize customer service surveys and alternative feedback measures from customers to continue to improve overall level of service.
- Expedite Equipment Rental and Central Stores remodel project.
- Develop interactive vehicle replacement schedules for a better customer experience.

PERFORMANCE MEASURES - EQUIPMENT RENTAL FUND

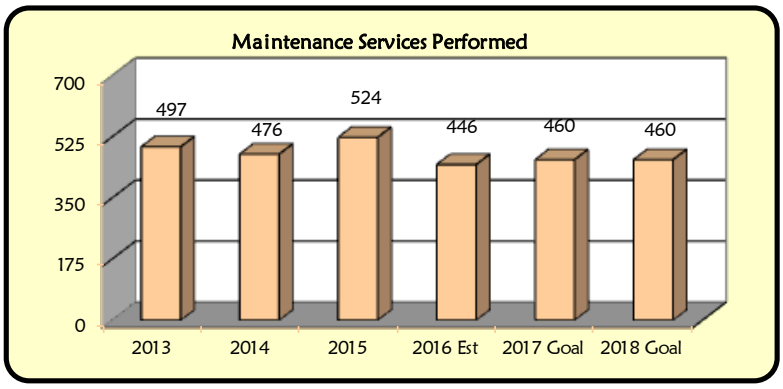
Vehicle Life Cycle Averages

Life cycles are based on industry standards by vehicle type and vehicle use. We have kept our life cycles above industry standards through proactive preventative maintenance, enabling us to get the most from our vehicles with the least investment.



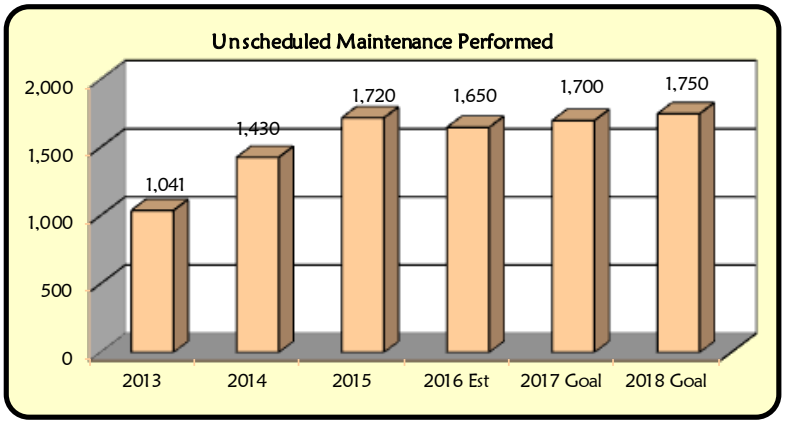
Number of Preventative Maintenance Services Performed

A preventative maintenance service is a systematic inspection and service of vehicles and equipment, completed at predetermined intervals, to detect mechanical problems prior to system failures, resulting in extended lifecycles.



Number of Additional Maintenance Performed during Preventative Maintenance Services

Unscheduled maintenance are repairs that were not planned. The majority of these repairs take place following a Preventative Maintenance inspection, thereby preventing a more costly repair due to system failures.



2017-2018 Working Capital Budget

550 Equipment Rental (includes 560 Equipment Rental - Capital)		2015 Actual	2016 Amended Budget	2016 Estimated	2017 Budget	2018 Budget
OPERATING FUND:						
OPERATING REVENUES						
348.500	Fuel Sales	666,108	656,396	656,396	465,700	465,700
365.100	Interfund Rentals	1,848,845	1,822,169	1,822,169	1,797,402	1,794,625
365.110	Vehicle Replacement Revenue	989,440	893,215	893,215	0	0
361.110	Investment Income	8,345	4,048	4,048	0	0
397.100	Operating Transfers-In	398,112	428,997	428,997	720,000	789,058
391.504	Other Financing Sources	204,710	-	0	0	0
388.800	Prior Year Adjustment	(1,315,701)	-	0	0	0
395.100	Miscellaneous Revenue	64,813	-	0	0	0
TOTAL OPERATING REVENUES		2,864,674	3,804,825	3,804,825	2,983,102	3,049,383
OPERATING EXPENDITURES						
548.000.10	Salaries & Wages	599,963	593,881	593,881	681,943	713,183
548.000.20	Benefits	239,583	314,545	314,545	349,650	377,216
548.000.30	Supplies	869,602	1,341,600	1,341,600	1,074,000	1,081,000
548.000.40	Other Service Charges	322,045	377,500	377,500	427,580	435,180
548.000.50	Intergovernmental Services	237,266	626,392	1,626,392	-	-
548.000.60	Capital	1,407,611	-	-	-	-
548.000.75	Debt Service Principal	19,119	39,107	39,107	-	-
548.000.83	Debt Service Interest	2,951	5,033	5,033	3,843	2,618
548.000.90	Interfund Payments for Service	217,031	212,390	212,390	231,152	220,212
590.100.05	Net Increase in Restricted Assets	(1,279,927)	-	-	-	-
TOTAL OPERATING EXPENDITURES		2,635,244	3,510,449	4,510,449	2,768,168	2,829,409
	REVENUES LESS EXPENDITURES	229,429	294,376	(705,624)	214,934	219,974
BEGINNING WORKING CAPITAL - January 1		5,844,690	2,974,119	2,974,119	2,268,495	2,483,429
ENDING WORKING CAPITAL - December 31		6,074,119	3,268,495	2,268,495	2,483,429	2,703,403
NET CHANGE IN WORKING CAPITAL (*)		229,429	294,376	(705,624)	214,934	219,974
CAPITAL FUND:						
CAPITAL REVENUES						
361.110	Interest Revenue	-	1,652	1,652	-	-
365.110	Vehicle Replacement Revenue	-	-	-	1,703,631	1,703,631
391.504	Other Financing Sources	-	-	-	-	-
397.100	Operating Transfers In	-	893,926	1,893,926	106,000	-
395.100	Other Sources	-	-	-	-	-
TOTAL CAPITAL REVENUES		-	895,578	1,895,578	1,809,631	1,703,631
CAPITAL EXPENDITURES						
548.000.75	Capital Lease - Principal	-	-	-	40,297	41,522
548.000.64	Increase In Fixed Assets - Equipment	-	2,907,063	2,907,063	1,137,904	845,329
548.000.65	Increase In Fixed Assets - Construction	-	723,002	723,002	620,000	620,000
548.000.55	Operating Transfers Out	-	-	-	-	-
TOTAL CAPITAL EXPENDITURES		-	3,630,065	3,630,065	1,798,201	1,506,851
BEGINNING WORKING CAPITAL - January 1		-	3,100,001	3,100,001	1,365,513	1,376,943
ENDING WORKING CAPITAL - December 31		-	365,513	1,365,514	1,376,943	1,573,723
NET CHANGE IN WORKING CAPITAL (*)		-	(2,734,488)	(1,734,487)	11,430	196,780
	Total Change in Working Capital	229,429	(2,440,111)	(2,440,111)	226,364	416,754

(*) Working Capital = Current Assets minus Current Liabilities

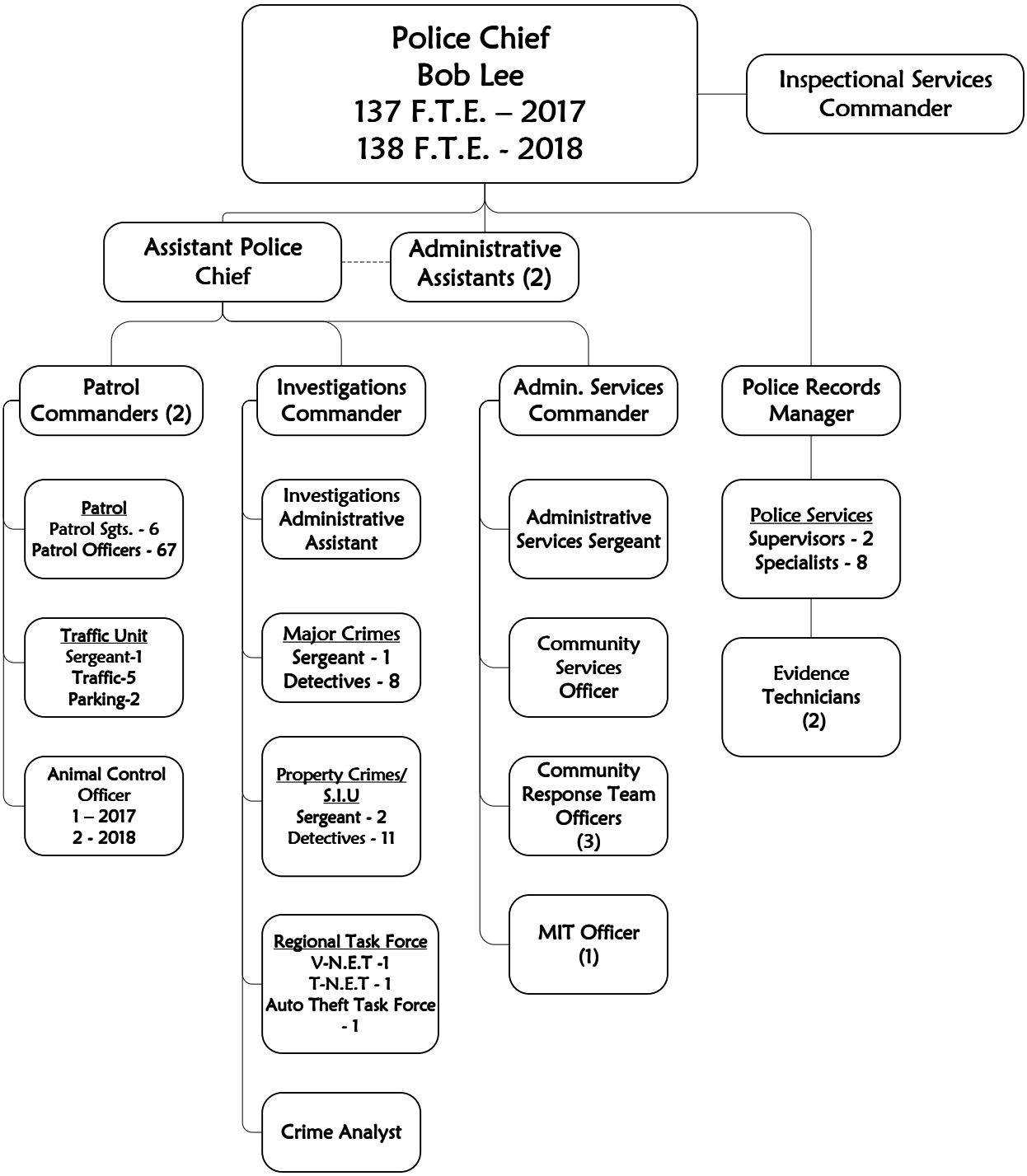
Department Employees

550 Equipment Rental FTEs	2014	2015	2016	2017	2018
Equipment Rental FTEs	12.00	12.00	12.00	12.00	12.00
TOTAL EQUIPMENT RENTAL FTEs	**12.00**	**12.00**	**12.00**	**12.00**	**12.00**

Full Time Equivalent (FTE)

-1.0 FTE - The Mechanic Supernumerary position was deactivated in December 2015.
1.0 FTE - In 2015, the SCADA Technician that was approved in 2014 was moved from the Water Fund to ER&R.

Police Department



F.T.E. = Full-Time Equivalent

CITY OF
AUBURN
WASHINGTON

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.

2015 & 2016 Accomplishments

- SCORE successfully completed an audit to obtain certification and compliance with the Federal and State Prison Rape Elimination Act (PREA) in 2015.
- SCORE completed the Washington Association of Sheriffs and Police Chiefs Association (WASPC) accreditation for jails. SCORE is the only jail in Washington State to attain this status.
- SCORE successfully trained all corrections staff in the area of Critical Incident Training. This training educates law enforcement officers and corrections officers in interacting with persons with mental illness.
- SCORE has continued to expand and maintain contract relationships with other agencies.

2017 & 2018 Objectives

- Continue to expand and improve efforts to reduce costs to member cities by entering contracts for the housing of inmates from outside agencies.
- SCORE will be working on efforts to begin replacement of critical infrastructure that has become outdated or is at the end of its life cycle.
- After determining space allocation, a remodel will occur in the front lobby to allow for expanded administrative space.
- SCORE will begin to research and identify an electronic management system.

Department Budget

001.20 SCORE	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Expenditures					
Salaries & Wages	-	-	-	-	-
Personnel Benefits	-	-	-	-	-
Supplies	-	-	-	-	-
Services & Charges	-	-	-	-	-
Intergovernmental	3,658,863	4,020,000	4,020,000	3,953,150	4,099,465
Capital Outlay	-	-	-	-	-
Debt Service Principal	-	622,050	-	-	-
Debt Service Interest	-	941,492	-	-	-
Interfund Payments For Service	-	-	-	-	-
DEPARTMENT TOTAL	**$ 3,658,863**	**$ 5,583,542**	**$ 4,020,000**	**$ 3,953,150**	**$ 4,099,465**

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.

2015 & 2016 Accomplishments
- The Auburn Police Department is dedicated to allowing the citizens of Auburn to enjoy what our parks have to offer. The quality of life at the parks improved in 2015 and 2016. All criminal behavior was addressed quickly and efficiently and all matters were investigated thoroughly with professionalism. The Police Department worked very closely with Parks staff in addressing issues that arose, and combined resources to remedy any challenges that were presented. In 2016, the leadership and staff of the Police and Parks Departments will convene to outline summer activities and establish responsibilities and assignments that will aid in addressing issues. Listening to the citizens of Auburn about their concerns and safety at the parks is of high importance and will continue during the years 2017 and 2018.
- The Auburn Police Department has accomplished its goal of creating a safe environment for the downtown region by adding additional bike patrols to this area. The top priority was the full-time assignment of two officers to patrol and become ambassadors to the downtown area. Both of the officers assigned on bikes downtown have met their goals of familiarizing themselves with the business owners and citizens who spend time there. Quickly addressing criminal activity when it presents itself part of creating an environment of safety and comfort.
- Response times for Priority One calls exceeded the four minute response time goal, at 4.2 minutes.
- Crime analysis was a priority during 2015 and 2016. During the last two years, software and technology has aided us in the areas of facial recognition and crime trends. Each week, the Crime Analysis Unit publishes a report titled *Intelligence Based Policing* that allows officers and detectives the ability to see real-time information based on current confirmed criminal intelligence, in order to investigate and combat crime in each patrol district. Each officer in patrol utilizes this information to patrol their district effectively using current information.
- Developing the leaders of the future was a priority goal during 2015 and 2016. Training new leaders is a substantial step for the Auburn Police Department as in decades past; on the job training was the preferred method of leadership development. Over the last two years all command staff, sergeants and supervisors have attended several hours of leadership training. More importantly, all leadership staff at the Police Department have attended the three-week course Leadership in Police Organizations. This course is based on the current leadership course being offered to new Army cadets at the United States Military Academy.
- Developing trust and support from the citizens of Auburn will always be a high priority. There are several ways to gain respect and trust, and in 2015 and 2016 the utilization of social media was one method employed. Over the last two years, the Auburn Police Department Facebook page has been a highly effective way to communicate with the public and involve them with their police department. There is always good work being conducted by the men and women of the Auburn Police Department—now these moments are captured and placed on the Facebook page for all to see. During 2015 and 2016, thousands of viewers were added to the followers list. The Auburn Police Department leadership and staff have attended several community meetings and gatherings. National Night Out is a program the Police Department is very involved in, and the Department dedicates several staff members to attend multiple gatherings throughout the City. Over 65 events were attended by Auburn Police Department leadership and staff in 2015 and 2016.
- Landlord training is a necessary program that allows police/landlord partnerships, not to mention a relationship that fosters an effective tool to combatting crime in our rental communities. During the years 2015 and 2016, there were two all-day trainings that were sponsored and instructed by the Auburn Police Department's Community Response Team.

- A Traffic School was developed in 2015 and 2016 and a final draft ordinance was prepared in mid-2016. This ordinance will be going to City Council in June and July of 2016 for full consideration and implementation. The partners that will be involved with the Traffic School have all been part of the program's creation.
- The Community Response Team works closely with City code enforcement officers. The City has added an additional code enforcement officer that is more proactive than reactive. One area of cooperation was addressing issues with the homeless population. Identifying persons experiencing homelessness and providing them helpful resources is very challenging. Many homeless people establish encampments to reside and call home. The CRT police officers, working hand in hand with code enforcement and parks staff, have made a significant reduction in homeless camps and encouraged the residents to seek assistance or other alternatives. Establishing cooperation with property owners has also aided in this effort. Homeless camps have been reduced during the last two years.
- In 2015, the Auburn Police Department received $38,050 to fund the Sex Offender Contact Program. A total of 159 registered sex offenders were contacted by Auburn Police Officers during 2015. In 2016, the Auburn Police Department received $35,839 to continue the program. As of July of 2016, 60 sex offenders have been contacted by Auburn police officers. These contacts of offenders have resulted in 25 cases being filed due to offenders being out of compliance with their registration restrictions.
- The Auburn Police Department is dedicated to investigating and enforcing the law regarding driving under the influence (DUI). Removing impaired drivers from Auburn's roadways is a large part of making the roadways safe for everyone. In 2015, the Auburn Police Department received $12,200 to fund DUI emphasis programs. During this same year, 182 impaired drivers were arrested and had charges referred to the City Prosecutor's office. In 2016, the Auburn Police Department received another $7,700 and as of May 2016 had arrested 67 drivers for DUI.

2017 & 2018 Objectives

- Downtown Auburn is the heart of the City and is going through some major changes and improvements. Part of the improvement is the increased feeling of safety and quality of life. The Auburn Police Department continues to play an important role, along with several other City and local partnerships, in ensuring that these improvements are lasting. The Police Department will continue to enhance our efforts in the downtown area to address crime and other quality of life issues. A problem-solving approach, along with our relationships with residents and business owners, will combine to make this a success.
- Les Gove Park continues to offer several services and experiences to all of the citizens of Auburn. During the next two years, the new Youth Teen Center complex will be completed. The Auburn Police Department will be involved with youth programs that foster a healthy relationship with teens in the area. Mentoring and coaching from Auburn officers is part of the Department's values of Courage, Honor, Integrity and Professionalism. Additionally, the feeling of safety throughout the park is something that the Police Department will always be striving for through addressing crime and adherence to City ordinances that relate to park rules and regulations.
- The Auburn Police Department will continue to seek grant funding from the Washington State Department of Transportation to conduct additional Driving Under the Influence (DUI) emphasis patrols.
- The Police Department will continue to pursue the effort of sex offender contacts and will attempt to obtain grant funding in this area.
- A position in the Innovation and Technology Department was recently reclassified to conduct research and development of new law enforcement-specific technology. In 2017 and 2018, the Police Department will seek improvements utilizing technology in the areas of, but not limited to: license plate readers, video cameras, evidence management systems and crime scene technology.
- Crime analysis is a vital part of the Auburn Police Department. Constantly upgrading and improving our efforts to collect data and utilizing the information to deploy personnel and combat

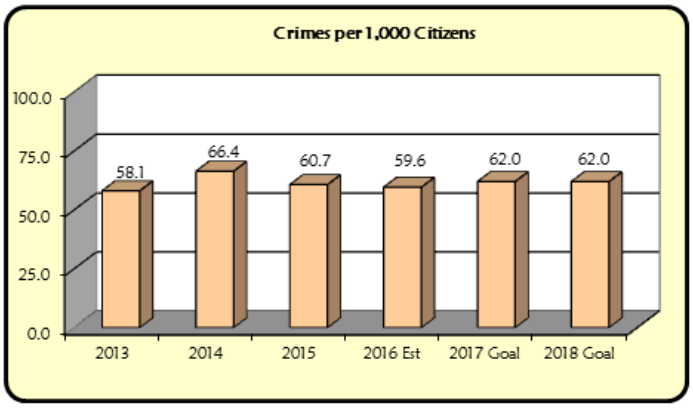
criminal activity is required. The Police Department will continue to improve and find new innovative ways to use crime data to address crime in Auburn.

- In order to improve and sustain the Auburn Police Department's trust and transparency with the citizens they serve, Division Commanders will be assigned as liaisons for specific identified minority groups within the city. Their mission will be to create a working and trusting relationship with the formal and informal leaders within these groups to address issues and concerns. Acting as a conduit, the Division Commander will provide information and answer questions and concerns about the operation of the Police Department.
- The Police Department has an excellent working relationship with several landlords and rental property owners. Although we have not made connections with all of them, the annual landlord trainings seem to glean a healthy turnout to learn new ideas and meet the officers in their areas. The Police Department will build on this effort and attempt to hold more trainings throughout each year to reach a broader base of landlords and rental property owners.
- The City has developed Community Picnics to serve as venues for existing community meetings that were held in specific neighborhoods. Community Picnics are to be held throughout the summer months of each year and are based in the same areas of police patrol districts. The Auburn Police Department will play a major role in these picnics utilizing our Community Response Team member, Community Programs, District Patrol Sergeants and Sector Commanders.

PERFORMANCE MEASURES - POLICE DEPARTMENT

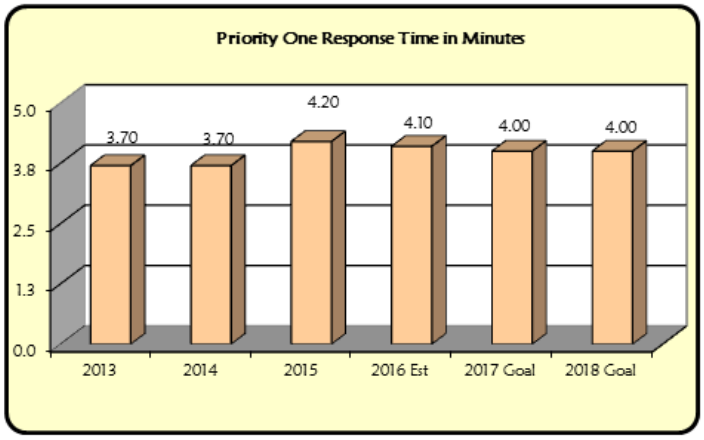
Auburn Crime Rankings

The 2015 Washington Association of Sheriffs & Police Chiefs (WASPC) annual report showed a 4.5% increase in Part 1 & Part 2 crimes from 2013 to 2015. The Auburn Police Department's goal is to limit the current upward trend of Part 1 & 2 crimes to 2% for 2017 and 2018.



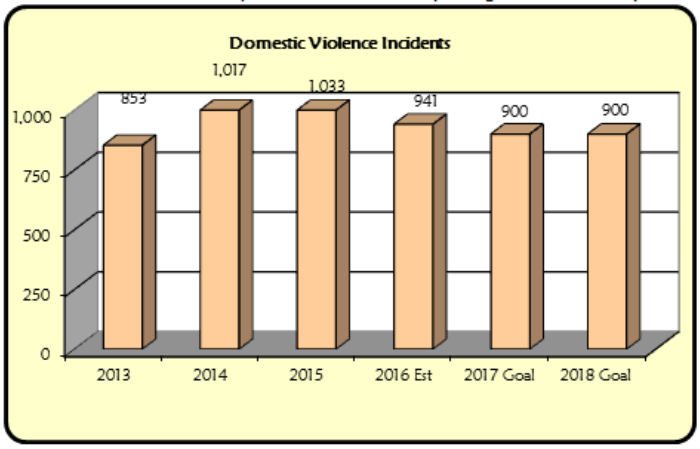
Priority One Response Time in Minutes

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	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Expenditures					
Salaries & Wages	11,594,325	12,364,254	12,364,254	13,175,855	13,480,777
Personnel Benefits	4,332,796	4,544,860	4,544,860	5,151,606	5,526,909
Supplies	219,770	307,790	307,790	353,172	325,200
Services & Charges	3,255,272	3,925,350	3,925,350	4,144,350	4,424,232
Intergovernmental	16,331	20,500	20,500	20,500	20,500
Capital Outlay	-	-	-	189,519	204,618
Interfund Payments For Service	2,667,285	2,631,498	2,631,498	2,932,256	2,983,959
DEPARTMENT TOTAL	**$ 22,085,780**	**$ 23,794,252**	**$ 23,794,252**	**$ 25,967,258**	**$ 26,966,195**

Department Employees

001 Police	2014	2015	2016	2017	2018
Police	126.00	129.00	131.00	137.00	138.00
TOTAL POLICE FTEs	**126.00**	**129.00**	**131.00**	**137.00**	**138.00**

Full Time Equivalent (FTE)

3.0 FTEs - The 2015/2016 Adopted Budget included the addition of a Police Records Specialist, a Bicycle Officer, and a Major Crimes Detective.

2.0 FTEs - Effective in 2016, 2.0 FTEs were added to the Police Department via Budget Amendment #4, Ordinance No. 6571. These positions include an additional Bicycle Officer and a Community Response Team Officer.

6.0 FTEs - The 2017/2018 Budget includes the addition of 6 additional Officers effective in 2017, which will partially be funded by COPS grant monies and increase in Cable Taxes.

1.0 FTE - The 2017/2018 Budget includes the addition of an additional Animal Control Officer effective in 2018, which will be partially funded by MIT (Muckleshoot Indian Tribe).

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.

2015 & 2016 Accomplishments

- The Auburn Police Department continued its support to the Tahoma Narcotics Enforcement Team (TNET) by maintaining one narcotics detective. TNET is a Drug Enforcement Administration (DEA) task force. In addition, we supplied 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 2015 and 2016, TNET had 80 arrests. Methamphetamine continues to be the most confiscated drug with heroin quickly closing in. TNET received $1,649,236 in forfeited assets in 2015 and the first quarter of 2016.
- VNET is a Drug Enforcement Administration regional HIDTA task force that operates out of the Federal Way office. Methamphetamine is also the leading drug seized, with heroin and cocaine respectively following. In 2015, VNET seized approximately $1.6 million in assets, a significant increase from 2014.
- Auburn's Special Investigation Unit (SIU) is staffed with two Narcotic Detectives and one Sergeant. During this last budget cycle. The unit operated with one Detective for several months due to turnover and new detectives being assigned.
- Narcotic Activity Reporting System (NARS) are 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 reports.
- The SIU significantly increased the use of covert surveillance cameras during this budget cycle. The Police Department purchased two additional cameras and borrowed several other cameras on loan from neighboring and federal agencies for specific investigations.

2017 & 2018 Objectives

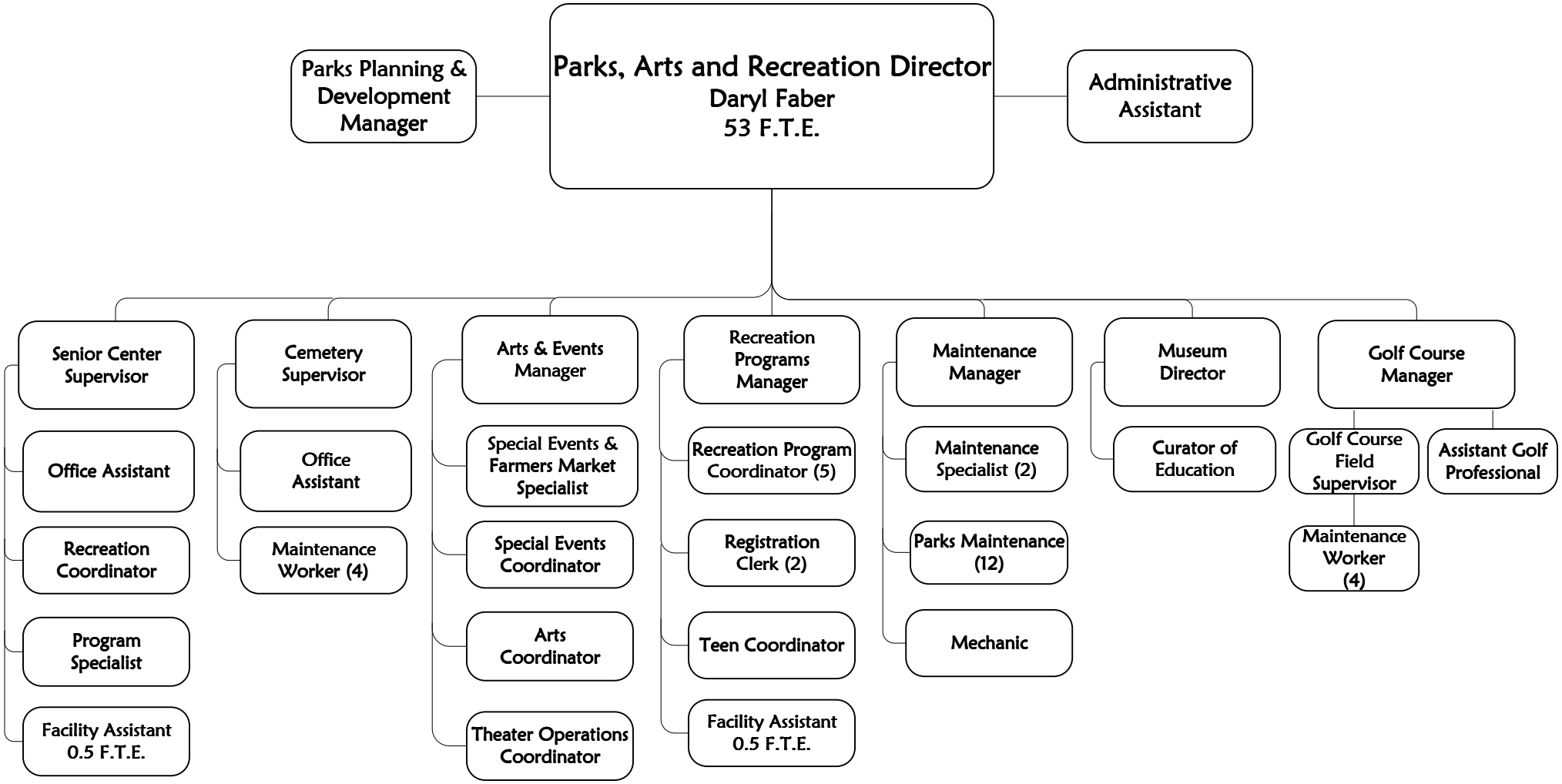
- Continue providing a detective position to the Tahoma DEA and Seattle HIDTA/VNET task forces.
- Provide training and stability for the SIU Narcotics detectives. Currently, the two narcotics detectives assigned to SIU have very little experience due to rotational assignments. We will strive to provide them with appropriate advanced training to give them the confidence to safely deal with this type of illicit behavior.
- Continue to investigate tips regarding drug activity via NARS.

SPECIAL REVENUE FUND

117 Drug Forfeiture Fund	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	539,821	443,824	443,824	357,897	193,981
Intergovernmental (TNET)	28,650	36,400	36,400	31,000	31,000
Investment Income	663	700	700	1,100	1,100
Confiscated & Forfeited Property	91,373	60,000	150,000	55,000	55,000
Total Revenues	**$ 660,507**	**$ 540,924**	**$ 630,924**	**$ 444,997**	**$ 281,081**
Expenditures					
Salaries & Wages	99,660	110,952	110,952	116,721	117,057
Personnel Benefits	38,572	44,074	44,074	37,795	39,664
Supplies	43,239	33,500	33,500	25,500	25,500
Services & Charges	27,416	71,000	71,000	71,000	71,000
Intergovernmental	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Interfund Payments For Service	7,797	13,500	13,500	-	-
Ending Fund Balance	443,824	267,897	357,897	193,981	27,860
Total Expenditures	**$ 660,507**	**$ 540,924**	**$ 630,924**	**$ 444,997**	**$ 281,081**

CITY OF
AUBURN
WASHINGTON

Parks, Arts and Recreation Department



F.T.E. = Full-Time Equivalent

CITY OF
AUBURN
WASHINGTON

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 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

2015 & 2016 Accomplishments

- Hosted a successful 50th anniversary celebration of the Veterans Day Parade with special elements, including multiple flyovers, participation from a Medal of Honor recipient, distribution of challenge coins, Vietnam Veterans activities, and a Tribute Banner program.
- Rebranded the former Auburn Days festival to AugustFest to create an exciting new summer festival which includes a parade, car show, fun run and lively festival at Les Gove Park.
- Added the Auburn Community Teen Players production to the mix of summer productions at the Auburn Avenue Theater.
- Added four new public art pieces to the City's collection – *Community/Confluence*, *Silverware Ostrich*, *Origami Fuchsia*, and *Watch My Tail.*
- Initiated Benchmarks, a community art project placing community decorated benches throughout the City.
- Applied for and received a $200,000 grant from 4Culture/King County Council to go towards the renovation costs of the Old Post Office into a new Arts & Culture Center.
- Implemented the acceptance of Electronic Benefits Transfer (EBT) transactions at the Auburn International Farmers Market.

2017 & 2018 Objectives

- Continue to refine sponsor opportunities and solicit sponsorships for major special events.
- Continue to work with community partners on joint programming for arts and events.
- Continue to diversify performing arts offerings and build a broad audience base for performing arts programs.
- Develop a comprehensive plan for the creation of an Auburn Arts & Culture Center within the Old Post Office building.
- Implement a "Mayor's Arts Award" program.

Golf Course Division

2015 & 2016 Accomplishments

- Increased revenue and play by more than 10% versus the 2014 season.
- Increased league and tournament play by more than 15% and 1,000 participants.
- Improved website for members & league event information.
- Entered into new concessionaire agreement with Bogey's Public House and assisted in the remodel of the restaurant facility.
- Completed irrigation and drainage projects on the third and eleventh holes.
- Extensive replacement of antiquated irrigation system which included 20 new irrigation satellites and a central computer that will aid in water conservation and irrigation quality.

2017 & 2018 Objectives

- Increase men's & ladies' club memberships by 5% and participation in club events by 10%.
- Increase general public & league play by 5%, outside tournament play by 5%, and winter play by 10%.
- Develop additional marketing opportunities and golf menu specials with Bogey's Restaurant.
- Increase merchandise sales and cart rental revenue by 5%.
- Expand email database by 5%.
- Expand social media marketing with Costco, Golf Now, and The Golf Channel.
- Continue to better utilize golf course tee times – offering text message, email, and 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 League Golf.

Senior Activity Center Division

2015-2016 Accomplishments

- Increased online registration of senior participants by providing on-site training. Online registration increased to 16.45% in 2015.
- Tours given to first-time visitors increased 43% between 2014 and 2015.
- Participation in the Hiking/Walking Program increased 10% between 2014 and 2015.
- Expanded evening hours from three to four nights per week between 5-8pm.

2017-2018 Objectives

- Identify new in-house programs/activities for participants who visit the center daily but are not engaging in currently offered programs/activities.
- Increase programming for minority populations by 5%.
- Develop new senior fitness and arts programs to be offered at the Community and Events Center during the day.
- Continue to refine sponsor opportunities and solicit sponsorships for special events.
- Working as a member of the Blue Ribbon Committee of Auburn, explore partnership and funding opportunities to bring behavioral health programs to the participants of the Senior Center.

Recreation Division

2015 & 2016 Accomplishments

- In 2015, increased online registrations by 35%.
- Transitioned online registration software from CLASS to ACTIVE at the end of 2015, creating a better customer user experience.
- Conducted 162 birthday parties in 2015 and are on pace to exceed that number in 2016.
- Developed an Afterschool Transportation Plan in conjunction with the Auburn School District.
- Increased participation on the rock climbing wall by introducing a number of new programs for a variety of ages.
- Hosted the first Geocaching Adventure with 175 participants.
- Over 13,000 volunteer hours were completed annually by volunteers supporting recreation programs.

2017 & 2018 Objectives

- Increase participation in adult fitness and wellness programs by 100% over 2016 participation.
- Sell an average of 200 fitness memberships monthly.
- Increase percentage of total registrations made online to 50%.
- Average 75 teens participating each day at the Teen Center.
- Increase participation in youth athletic programs by 10%.
- Promote a healthy Auburn community with an AmeriCorps position in 2017 to coordinate healthy cooking classes.

White River Valley Museum and Mary Olson Farm Division

2015 & 2016 Accomplishments

- Purchased and installed new point-of-sale (POS) and inventory system, and trained staff members on its use.
- Refined and promoted additional sponsorship opportunities for Hops & Crops Brew Festival. Obtained a presenting sponsor and are growing that relationship for upcoming years.
- Continued the review of the artifact collection to remove items of poor quality or duplicates. Approximately 5% of the collection has been processed.
- Permit, design, and begin building a foot bridge over Olson Creek at the Mary Olson Farm.

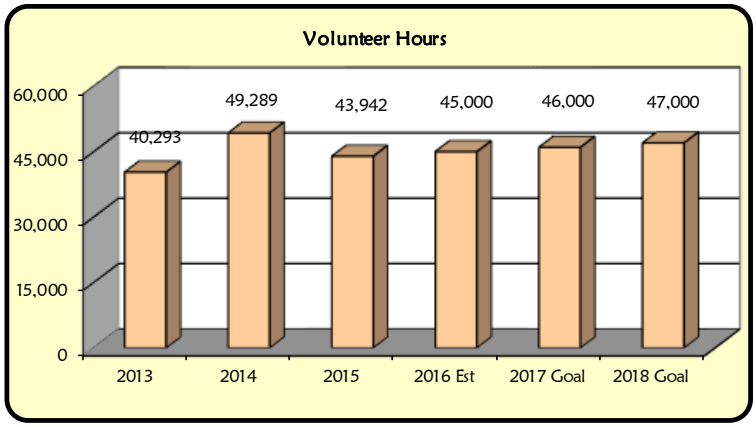
2017 & 2018 Objectives

- Using grant funding, renovate the museum lobby to improve safety and visibility.
- Seek grant funding to renovate the museum garage into a classroom.
- Review an additional 10% of the artifact collection and remove items of poor quality or duplicates.

PERFORMANCE MEASURES - PARKS, ARTS & RECREATION DEPARTMENT

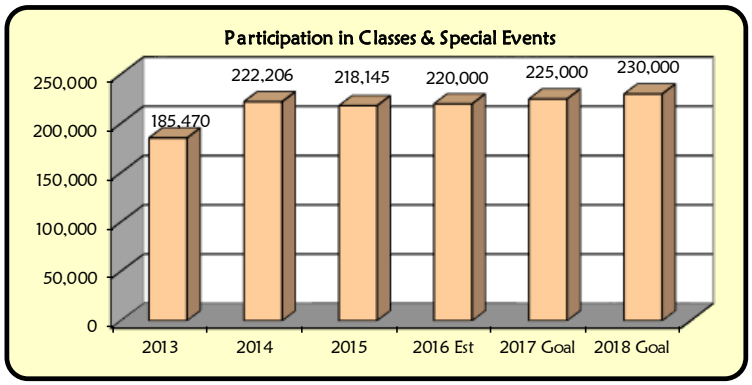
Volunteer Hours

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



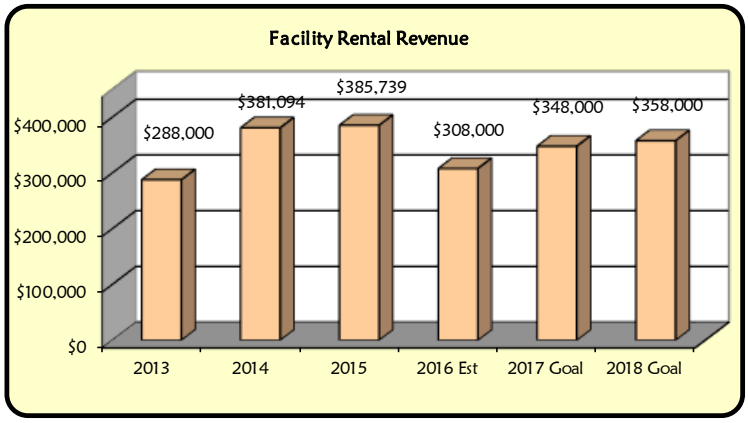
Classes & Special Events - Number of Participants

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

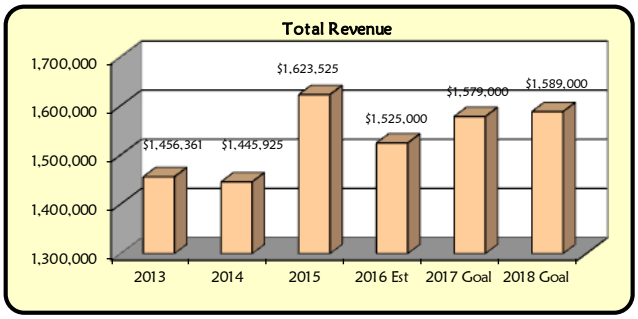
The increasing popularity of the Senior Center, Parks and Recreation Administration Building and other park facilities for weddings, reunions, and community events has increased usage and revenue. The opening of a new gymnasium will continue to increase both usage and revenue.



PERFORMANCE MEASURES - GOLF COURSE FUND

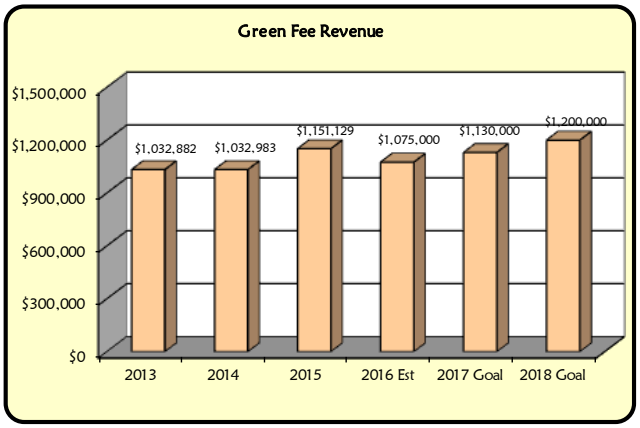
Operating Revenue

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.



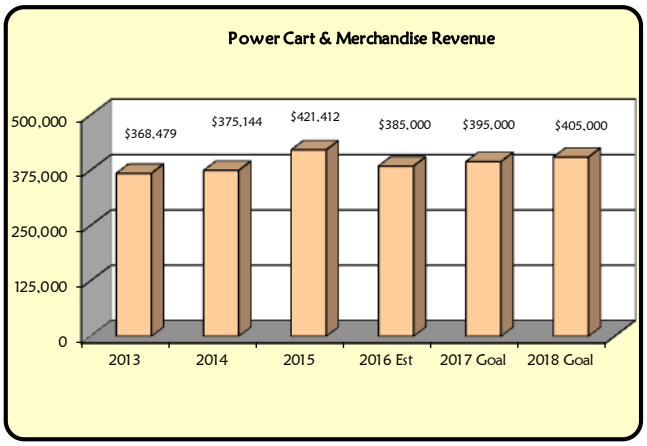
Green Fee Revenue

Green fees have started to show improvement over the past few years. Improved weather, and an aggressive marketing campaign, allowed for a significant increase in rounds and revenues in 2015. Assuming average weather, and modest rate increases, green fee revenues should continue to grow through the next budget cycle.



Power Cart & 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. The new power cart fleet purchased from 2014 through 2016 will allow for increased cart revenue over the upcoming budget cycle.



Department Budget

001.33 Parks	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Expenditures					
Salaries & Wages	3,812,528	4,091,569	4,091,569	4,210,196	4,353,988
Personnel Benefits	1,591,553	1,742,746	1,742,746	1,828,889	1,958,653
Supplies	859,915	923,950	923,950	960,100	964,550
Services & Charges	1,961,581	2,291,040	2,291,040	2,483,566	2,517,954
Intergovernmental	-	-	-	-	-
Capital Outlay	38,583	15,000	15,000	115,000	115,000
Debt Service Principal	50,887	54,210	54,210	57,694	61,607
Debt Service Interest	27,111	22,229	22,229	20,005	16,092
Interfund Payments For Service	2,475,055	2,443,460	2,443,460	2,600,437	2,672,762
DEPARTMENT TOTAL	**$ 10,817,212**	**$ 11,584,205**	**$ 11,584,205**	**$ 12,275,887**	**$ 12,660,606**

Department Employees

001 Parks, Arts and Recreation	2014	2015	2016	2017	2018
Parks FTEs	37.00	37.00	39.00	39.00	39.00
Golf FTEs	8.00	8.00	8.00	8.00	8.00
TOTAL PARKS, ART & RECREATION FTEs	**45.00**	**45.00**	**47.00**	**47.00**	**47.00**

Full Time Equivalent (FTE)

2.0 FTEs - Effective in 2016, 2.0 FTEs were added to the Parks, Arts and Recreation Department via Budget Amendment #4, Ordinance No. 6571. These positions include a Maintenance Specialist and a Special Events & Farmer's Market Specialist.

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.

2015 & 2016 Accomplishments

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

2017 & 2018 Objectives

- Accumulate funds to provide for future trail improvements.

Special Revenue Fund

120 Recreation Trails	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	35,956	42,528	42,528	49,658	56,998
Motor Vehicle Fuel Tax	6,510	7,100	7,100	7,200	7,200
Investment Income	63	30	30	140	140
Total Revenues	**$ 42,529**	**$ 49,658**	**$ 49,658**	**$ 56,998**	**$ 64,338**
Expenditures					
Operating Transfers Out	-	-	-	-	-
Ending Fund Balance	42,529	49,658	49,658	56,998	64,338
Total Expenditures	**$ 42,529**	**$ 49,658**	**$ 49,658**	**$ 56,998**	**$ 64,338**

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.

2015 & 2016 Accomplishments

- Completed the Parks, Arts & Recreation Open Space Plan.
- Completed construction of the Lea Hill Restroom.
- Replaced playgrounds at Dykstra Park and Isaac Evans Park.
- Installed exercise equipment at Isaac Evans Park.
- Completed park tree inventory.
- Trail improvements at Isaac Evans Park, Mill Pond, Game Farm Park and PSE Trail.
- Drainage improvements at Game Farm Park.
- Completed construction of new Auburn Community and Events Center and the REC Teen Center.
- Finalized the Les Gove Master Plan; demolished the Herr property and made landscaping improvements to the property; irrigated and graded the south lawn area of the park.
- Finalized engineering for the H Street Extension project.
- Constructed a livestock/pedestrian bridge at Mary Olson Farm.
- Refurbished turf area at the YMCA baseball/soccer field complex.

2017 & 2018 Objectives

- Develop Master Plan for 104th Avenue property along the Green River, Lakeland Hills Nature Area, and newly acquired property in the southwest portion of Game Farm Park to include renovated Parks Maintenance shop.
- Construct KOMPAN mini soccer field (funded) and upgrade dirt infield at Brannan Field #1 to synthetic field turf (Recreation and Conservation Office grant pending).
- Acquire Watts Property at Mary Olson Farm.
- Remodel Old Post Office into Auburn Arts & Culture Center in downtown Auburn.
- Continue improvements at Les Gove Park: construct new restroom facility, close Deals Way, lighted crescent, turf improvements, add new section of trail.
- Construct play area at Sunset Park.
- Replace playgrounds at Roegner Park and Lakeland Hills Park.
- Improve interior lighting at Game Farm Park.
- Construct walking path at Rotary Park.

Capital Projects Fund

321 Municipal Park Construction	2015 Actual	2016 Adjusted Budget	2016 Estimate	2017 Budget	2018 Budget
Revenues					
Beginning Fund Balance	527,770	663,940	663,940	453,426	282,116
Property Taxes (Prop 2 Levy)	137,690	125,000	125,000	125,000	125,000
Federal Grants	32,640	-	-	-	-
State Grants	2,208,319	741,681	741,681	268,100	50,000
Interlocal Grants	181,520	621,906	115,000	631,906	-
Intergovernmental Service (GRCC)	-	-	-	-	-
Recreational Classes	10,409	11,100	11,100	11,100	11,000
Investment Income	197	600	500	500	500
Rentals & Leases	42,944	44,300	44,300	45,190	46,090
Contributions & Donations	-	200,000	-	270,000	-
Miscellaneous Revenue	-	-	-	-	-
Operating Transfers In	464,866	6,002,037	5,777,037	835,000	432,000
Total Revenues	**$ 3,606,355**	**$ 8,410,564**	**$ 7,478,558**	**$ 2,640,222**	**$ 946,706**
Expenditures					
Salaries & Wages	16,586	-	-	-	-
Personnel Benefits	7,007	-	-	-	-
Services & Charges	49	210,000	210,000	10,000	10,000
Capital Outlay	2,918,772	7,829,951	6,815,132	2,348,106	862,000
Ending Fund Balance	663,940	370,613	453,426	282,116	74,706
Total Expenditures	**$ 3,606,355**	**$ 8,410,564**	**$ 7,478,558**	**$ 2,640,222**	**$ 946,706**

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 creating and maintaining beautiful grounds.
- Be thorough in documenting records.
- Be dedicated to protecting the faith and trust the community has placed in us.

2015 & 2016 Accomplishments

- Completed third and final stage of replacing failing concrete niche caps with granite.
- New 95 niche columbarium in ForestWalk Cremation Garden.
- Implemented new cemetery records management software.
- Increased revenue through improved marketing plan.

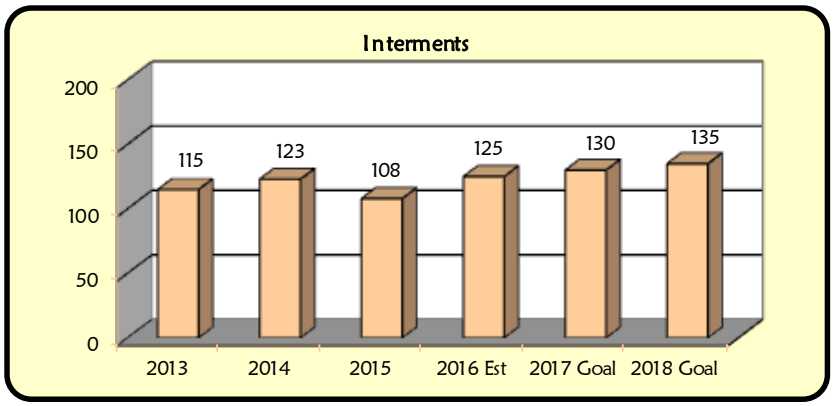
2017 & 2018 Objectives

- To improve existing cemetery grounds and buildings in accordance with Cemetery Master Plan.
- To provide quality support services to bereaved families, public, and death care service providers.
- Explore financing options for construction of a new outdoor mausoleum.

PERFORMANCE MEASURES - CEMETERY FUND

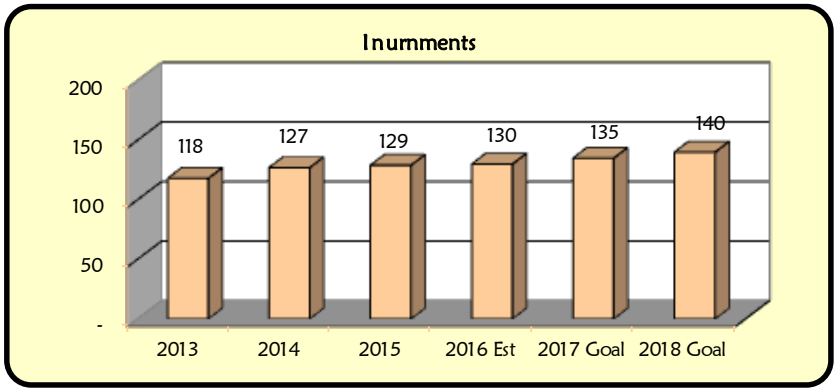
Interments

We will continue to focus on new section design to incorporate new ideas and products. Existing property of older sections will be reexamined and planned for additional inventory as appropriate.



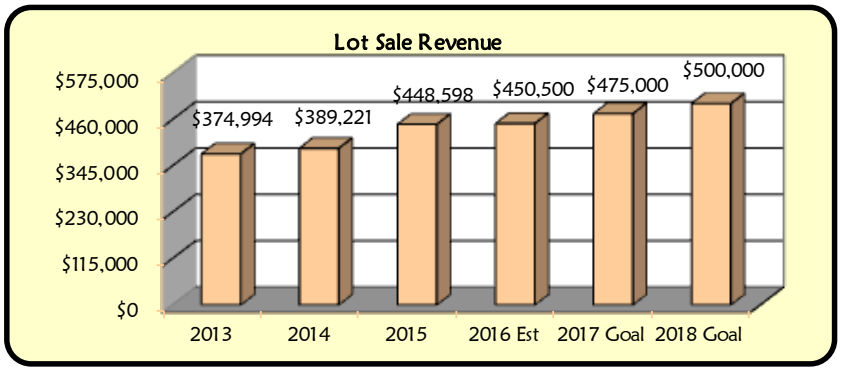
Inurnments

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.



2017-2018 Working Capital Budget

436 Cemetery (includes 466 Cemetery - Capital)		2015 Actual	2016 Amended Budget	2016 Estimated	2017 Budget	2018 Budget
OPERATING FUND:						
OPERATING REVENUES						
343.601	Settings	46,065	44,000	44,000	45,000	46,000
343.602	Openings & Closings	218,017	210,000	210,000	211,000	212,000
343.603	Recordings	15,200	13,000	13,000	13,500	14,000
343.604	Liners	92,567	85,000	85,000	86,000	87,000
343.607	Vases	25,184	16,000	16,000	21,000	22,000
343.609	Lot Sales	448,434	330,000	370,000	350,000	350,000
343.610	Vault Installation	19,030	15,000	15,000	16,000	17,000
343.611	Other	13,565	15,000	15,000	15,000	15,000
343.612	Marker Sales	206,405	150,000	210,000	170,000	170,000
361.110	Investment Income	607	300	300	800	800
397.100	Operating Transfers In	30,000	300,000	300,000	200,000	250,000
369.810	Miscellaneous Revenue	(181,199)	-	-	-	-
TOTAL OPERATING REVENUES		$ 933,875	$ 1,178,300	$ 1,278,300	$ 1,128,300	$ 1,183,800
OPERATING EXPENDITURES						
536.000.10	Salaries & Wages	423,213	453,837	453,837	475,628	490,317
536.000.20	Benefits	198,561	258,783	258,783	258,734	277,463
536.000.30	Supplies	190,163	191,300	191,300	221,700	221,700
536.000.40	Other Service Charges	(364,105)	151,700	151,700	156,750	157,980
536.000.50	Intergovernmental Services	-	-	-	1,332	1,033
536.000.60	Capital	17,301	0	0	-	-
536.000.90	Interfund Payments for Service	65,460	50,740	50,740	47,833	48,898
590.100.05	Other Uses	322,183	-	-	-	-
TOTAL OPERATING EXPENDITURES		$ 852,776	$ 1,106,360	$ 1,106,360	$ 1,161,977	$ 1,197,391
	REVENUES LESS EXPENDITURES	81,099	71,940	171,940	(33,677)	(13,591)
BEGINNING WORKING CAPITAL - January 1		294,547	105,646	105,646	277,586	243,909
ENDING WORKING CAPITAL - December 31		375,647	177,586	277,586	243,909	230,318
NET CHANGE IN WORKING CAPITAL (*)		$ 81,099	$ 71,940	$ 171,940	$ (33,677)	$ (13,591)
CAPITAL FUND:						
CAPITAL REVENUES						
361.110	Investment Income	-	-	-	-	-
397.100	Operating Transfers In	-	-	-	-	-
396/399	Other Revenues	-	-	-	-	-
TOTAL CAPITAL REVENUES		$ -	$ -	$ -	$ -	$ -
CAPITAL EXPENDITURES						
	Net Change In Restricted Net Assets			-	-	-
590.100.6	Construction Projects	-	12,699	12,699	-	-
590.100.55	Operating Transfers Out	-	-	-	-	-
TOTAL CAPITAL EXPENDITURES		$ -	$ 12,699	$ 12,699	$ -	$ -
BEGINNING WORKING CAPITAL - January 1		-	270,000	170,000	157,301	157,301
ENDING WORKING CAPITAL - December 31		-	257,301	157,301	157,301	157,301
NET CHANGE IN WORKING CAPITAL (*)		$ -	$ (12,699)	$ (12,699)	$ -	$ -
	Total Change in Working Capital	**$ 81,099**	**$ 59,241**	**$ 159,241**	**$ (33,677)**	**$ (13,591)**

(*) Working Capital = Current Assets minus Current Liabilities

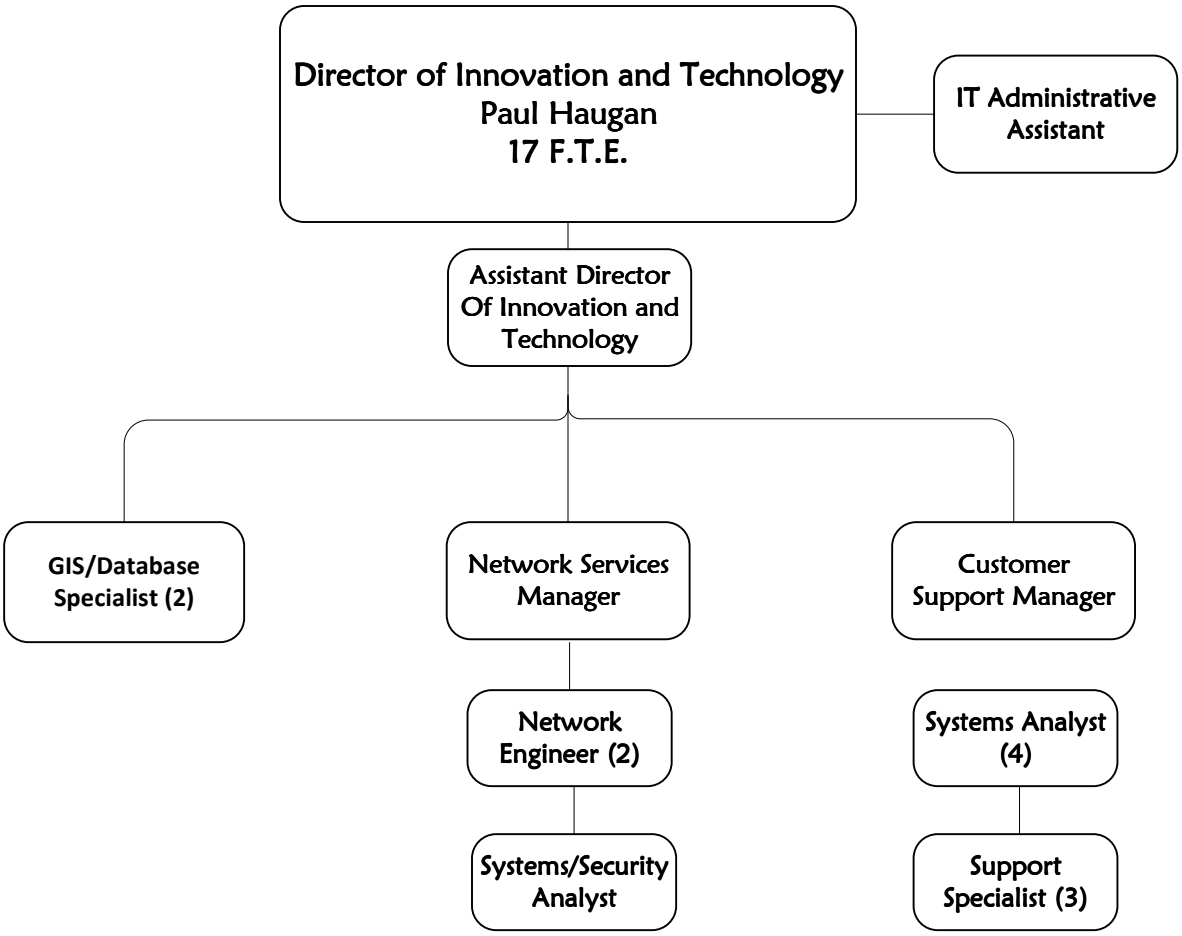
Department Employees

436 Cemetery FTEs	2014	2015	2016	2017	2018
Cemetery FTEs	5.00	5.00	6.00	6.00	6.00
TOTAL CEMETERY FTEs	**5.00**	**5.00**	**6.00**	**6.00**	**6.00**

Full Time Equivalent (FTE)

1.0 FTE - Effective in 2016, 1.0 FTE was added to the Cemetery via Budget Amendment #4, Ordinance No. 6571. This positon is the Administrative Assistant.

Innovation and Technology Department



F.T.E. = Full Time Equivalent

CITY OF
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INNOVATION AND TECHNOLOGY

Mission Statement

To be the technology partner of choice for the City of Auburn by helping departments create, build and maintain the most innovative, reliable and cost-effective technology solutions and to meet our customers' growing needs by providing best in class technical support and leadership.

To be the technology thought leaders for the City, to provide innovative technology solutions, to be rapidly responsive to customer needs, to think regionally and to act locally, to always place the needs of our citizens as our top priority.

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 vendors and telecommunications services and leases. The department manages and administers support to over 430 City staff, providing technical support for all departments within the City including the Executive branch, provides direct support for software and hardware technology for over 200 software applications, 2,500 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 and Pacific as well as Valley Regional Fire Service GIS services, on a cost recovery basis. Auburn IT is also a Board member for the Community Connectivity Consortium, a regional group of Cities and Counties formed to develop a high speed fiber optic communication and data backbone that circles Lake Washington and connects the Cities on a shared high speed network.

2015 & 2016 Accomplishments

- Three-year Technology Strategic Plan created.
- Engaged Microsoft Enterprise Agreement for core operating system and Office Suite management.
- Expansion and upgrade of 800 Mhz public safety radio to Annex and Police HQ.
- Implementation of text archiving for records retention.
- Implemented Enterprise Security Awareness Training program.
- Implemented Enterprise Technology training for all staff.
- Implemented Business Continuity project (replaced Disaster Recovery model) at Sabey Data Center.
- Implemented the City's Open Data Portal – Socrata.
- Community Connectivity Consortium.
- Brought drone technology to City operations.
- Springbrook IVR addition.
- Updated aerial imagery.
- Staff Speaking engagements – ESRI, URISA, White House Police Data Initiative.
- Forms Automation Kickoff.
- Migrated Parks, Arts and Recreation department to Active.Net payment and reservation system.
- Major Application Projects: Golf Now, E-Builder, Public Stuff, Cartegraph upgrade, Laserfiche upgrade, Spillman upgrade.
- Soup to Nuts Security Assessment.

- Fiber extension to Riverwalk

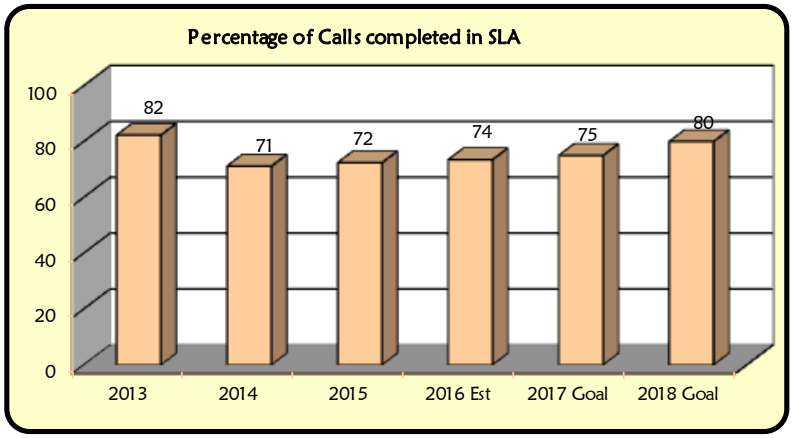
2017 & 2018 Objectives

- Expand eGovernment services through online and internal citizen technology engagement.
- Increase staff access, knowledge, and skills in the utilization of technology.
- Continue to work with City staff to expand Auburn's OpenGov projects.
- 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.
- Continue to expand wireless broadband services to low-income students.
- Continue to gain efficiencies through the use of technology.
- Work to integrate applications (especially GIS) for predicative analysis.
- Continue development of Smarter Cities strategic vision.

PERFORMANCE MEASURES - INNOVATION AND TECHNOLOGY

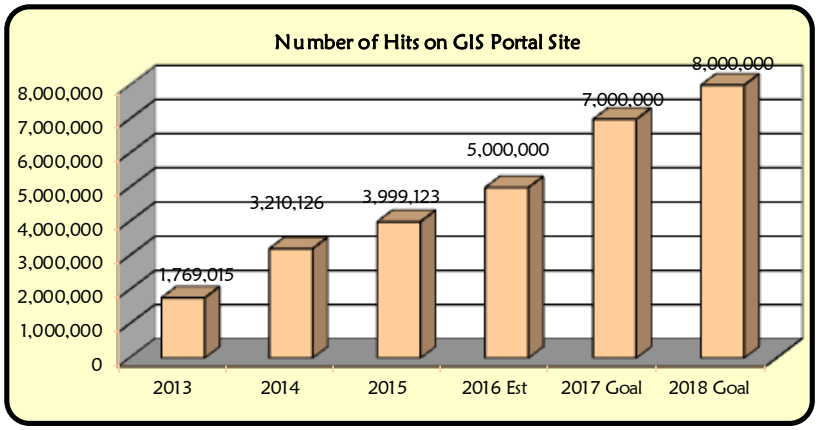
Customer Service Management

Information Services provides 24/7 support of City computer systems. Requests for services 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.



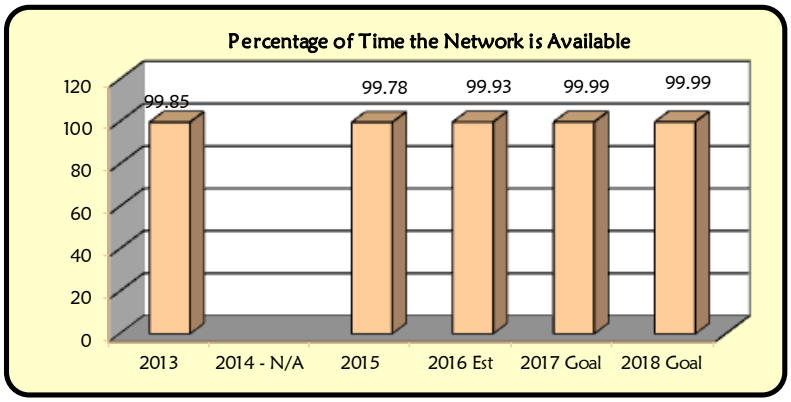
Enterprise Geospatial Information Services (eGIS)

The purpose of the Enterprise GIS activity 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 a stable, adaptive network infrastructure and business applications to City departments and manage data so that it is available, secure and accessible.



2017-2018 Working Capital Budget

518 Innovation & Technology (includes 568 IT - Capital)		2015 Actual	2016 Amended Budget	2016 Estimated	2017 Budget	2018 Budget
OPERATING FUND:						
OPERATING REVENUES						
348.800	Interfund Operating Charges	4,240,336	4,325,090	4,325,090	4,406,506	4,626,831
341.800	Intergovernmental Services	119,148	148,835	148,835	80,000	80,000
361.110	Investment Income	5,474	3,088	3,088	5,000	5,500
397.110	Operating Transfers In	102,807	137,950	137,950	579,916	743,196
291.750	Contributed Capital	64,584	-	-	-	-
369.900	Miscellaneous Revenue	(581,995)	-	-	-	-
TOTAL OPERATING REVENUES		3,950,354	4,614,963	4,614,963	5,071,422	5,455,527
OPERATING EXPENDITURES						
518.000.10	Salaries & Wages	1,202,314	1,412,112	1,412,112	1,523,340	1,592,263
518.000.20	Benefits	516,537	589,742	589,742	669,959	724,497
518.000.30	Supplies	350,830	367,830	367,830	429,600	396,000
518.000.40	Other Service Charges	1,567,412	2,228,121	2,228,121	2,117,430	2,084,330
518.000.55	Operating Transfer Out	-	-	2,000,000	-	-
518.000.60	Capital	619,937	-	-	-	-
590.100.05	Net Increase in Restricted Assets	(578,538)	-	-	-	-
518.000.90	Interfund Payments for Service	96,792	96,190	96,190	105,070	104,553
TOTAL OPERATING EXPENDITURES		3,775,285	4,693,995	6,693,995	4,845,399	4,901,643
	REVENUES LESS EXPENDITURES	175,070	(79,032)	(2,079,032)	226,023	553,884
BEGINNING WORKING CAPITAL - January 1		3,530,126	2,308,449	2,308,449	229,416	455,439
ENDING WORKING CAPITAL - December 31		3,705,195	2,229,416	229,416	455,439	1,009,323
NET CHANGE IN WORKING CAPITAL (*)		175,070	(79,032)	(2,079,032)	226,023	553,884
CAPITAL FUND:						
CAPITAL REVENUES						
361.110	Investment Income	-	412	412	-	-
397.110	Operating Transfer In	-	442,150	1,942,150	-	205,000
TOTAL CAPITAL REVENUES		-	442,562	1,942,562	-	205,000
CAPITAL EXPENDITURES						
590.100.10	Salaries & Wages	-	-			
590.100.20	Benefits	-	-			
590.100.6	Construction Projects	-	1,579,579	1,579,579	682,900	1,033,800
535.000.55	Intergovernmental Services	-	-	-	400	500
TOTAL CAPITAL EXPENDITURES		-	1,579,579	1,579,579	683,300	1,034,300
BEGINNING WORKING CAPITAL - January 1		-	1,400,000	1,400,000	1,762,983	1,079,683
ENDING WORKING CAPITAL - December 31		-	262,983	1,762,983	1,079,683	250,383
NET CHANGE IN WORKING CAPITAL (*)		-	(1,137,017)	362,983	(683,300)	(829,300)
	Total Change in Working Capital	175,070	(1,216,049)	(1,716,049)	(457,277)	(275,416)

(*) Working Capital = Current Assets minus Current Liabilities

Department Employees

518 Innovation and Technology Department	2014	2015	2016	2017	2018
Innovation and Technology Department FTEs	15.00	16.00	16.00	17.00	17.00
TOTAL IT FTEs	**15.00**	**16.00**	**16.00**	**17.00**	**17.00**

Full Time Equivalent (FTE)

1.0 FTE - The 2015/2016 Adopted Budget included the addition of an IT Support Lead. Effective in 2015, the IT Support Lead position was reclassified as a Systems Analyst and the Network Engineer position was reclassified to a Network Services Manager.

1.0 FTE - The 2017/2018 Budget includes and additional Network Engineer Position.

CITY OF
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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

- 2017 Budgeted Revenue by Type, All Funds (Table)
- 2017 Budgeted Expenditures by Object, All Funds (Table)
- 2018 Budgeted Revenue by Type, All Funds (Table)
- 2018 Budgeted Expenditures by Object, All Funds (Table)
- Relationship between Fund and City Structure (Table)
- 2017 & 2018 – Budgeted Expenditures by Administrative Structure (Table)
- 2017 – Budgeted General Fund Expenditures by Department (Graph)
- 2018 – Budgeted General Fund Expenditures by Department (Graph)
- 2017 & 2018 – Budgeted General Fund Expenditures by Cost Center (Table)
- 2017 & 2018 – Budgeted Interfund Operating Transfers (Table)

2017 Budgeted Revenue by Type, All Funds

	Fund	Taxes	Licenses & Permits	Intergov't	Charges for Services	Fines & Forfeitures
	GENERAL FUND	$ 51,745,600	$ 2,338,700	$ 5,919,680	$ 3,923,680	$ 876,100
SPECIAL REVENUE FUNDS	Arterial Street	-	-	1,717,965	-	-
	Local Street	1,750,000	-	-	-	-
	Hotel/Motel Tax	110,000	-	-	-	-
	Arterial Street Preservation	2,048,600	-	1,402,100	-	-
	Drug Forfeiture	-	-	17,000	14,000	55,000
	Housing & Community Development	-	-	710,000	-	-
	Recreational Trails	-	-	7,200	-	-
	Business Improvement Area	55,000	-	-	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	1,512,000	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	393,117	-	-
	Local Revitalization 2010 C&D Bond	250,000	-	116,501	-	-
	LID #350	-	-	-	-	-
	Golf / Cemetery 2016 Refunding	-	-	-	-	-
CAPITAL PROJECTS	Municipal Parks Construction	125,000	-	900,006	11,100	-
	Capital Improvements	2,800,000	-	293,000	-	-
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	-	-	162,939	14,730,511	-
	Sewer	-	-	72,849	8,102,441	-
	Sewer Metro	-	-	-	17,237,490	-
	Storm Drainage	-	-	60,951	9,242,676	-
	Solid Waste	-	-	87,300	14,816,200	-
	Airport	-	-	316,667	44,000	-
	Cemetery	-	-	-	927,500	-
INTERNAL SERVICE FUNDS	Insurance	-	-	-	-	-
	Workers' Compensation	-	-	-	-	-
	Facilities	-	-	-	3,380,200	-
	Innovation & Technology	-	-	-	5,599,106	-
	Equipment Rental	-	-	-	465,700	-
FIDUCIARY FUNDS	Fire Pension	-	-	75,000	-	-
PERMANENT FUNDS	Cemetery Endowment Care	-	-	-	35,000	-
	TOTAL BUDGET	$ 58,884,200	$ 2,338,700	$ 12,252,275	$ 80,041,604	$ 931,100

2017 Budgeted Revenue by Type, All Funds (continued)

	Fund	Other Revenue	Interfund Transfers	Other Financing Sources	Beginning Fund Balance	Total Resources
	GENERAL FUND	$ 1,006,800	$ 84,000	$ 25,000	$ 16,191,731	$ 82,111,291
SPECIAL REVENUE FUNDS	Arterial Street	102,600	718,511	-	1,632,556	$ 4,171,632
	Local Street	9,100	150,000	-	1,401,882	$ 3,310,982
	Hotel/Motel Tax	400	-	-	84,044	$ 194,444
	Arterial Street Preservation	4,900	300,000	-	1,378,878	$ 5,134,478
	Drug Forfeiture	1,100	-	-	357,897	$ 444,997
	Housing & Community Development	-	-	-	54,905	$ 764,905
	Recreational Trails	140	-	-	49,658	$ 56,998
	Business Improvement Area	200	-	-	48,516	$ 103,716
	Cumulative Reserve	20,500	-	-	7,546,199	$ 7,566,699
	Mitigation Fees	8,200	-	-	4,274,362	$ 5,794,562
DEBT SERVICE	1998 Library Bond	-	283,850	-	-	$ 283,850
	City Hall Annex 2010 A&B Bond	-	1,290,075	-	-	$ 1,683,192
	Local Revitalization 2010 C&D Bond	60	222,510	-	-	$ 589,071
	LID #350	7,499	-	-	11,706	$ 19,205
	Golf / Cemetery 2016 Refunding	-	554,393	-	-	$ 554,393
CAPITAL PROJECTS	Municipal Parks Construction	315,690	835,000	-	453,426	$ 2,640,222
	Capital Improvements	27,544	51,570	-	7,347,302	$ 10,519,416
	Local Revitalization	600	-	-	325,651	$ 326,251
ENTERPRISE FUNDS	Water	5,060,000	1,200,000	1,000,000	4,641,113	$ 26,794,563
	Sewer	20,000	1,000,000	500,000	9,518,732	$ 19,214,022
	Sewer Metro	1,000	-	-	2,374,705	$ 19,613,195
	Storm Drainage	15,000	1,400,000	500,000	13,319,582	$ 24,538,209
	Solid Waste	9,000	-	-	3,849,877	$ 18,762,377
	Airport	769,300	-	-	346,975	$ 1,476,942
	Cemetery	800	200,000	-	434,887	$ 1,563,187
INTERNAL SERVICE FUNDS	Insurance	1,500	-	-	1,312,689	$ 1,314,189
	Workers' Compensation	963,900	-	93,000	787,022	$ 1,843,922
	Facilities	82,300	-	-	1,330,105	$ 4,792,605
	Innovation & Technology	5,000	579,916	-	1,992,399	$ 8,176,421
	Equipment Rental	3,501,033	826,000	-	3,634,008	$ 8,426,741
FIDUCIARY FUNDS	Fire Pension	9,000	-	-	2,417,899	$ 2,501,899
PERMANENT FUNDS	Cemetery Endowment Care	2,800	-	-	1,720,479	$ 1,758,279
	TOTAL BUDGET	$ 11,945,966	$ 9,695,825	$ 2,118,000	$ 88,839,185	$ 267,046,855

2017 Budgeted Expenditures by Object, All Funds

Fund		(10 & 20) Personnel	(30) Supplies	(40) Services	(50) Intergov't	(60) Capital
GENERAL FUND		$ 38,227,484	$ 1,685,872	$ 13,146,808	$ 7,441,031	$ 324,519
SPECIAL REVENUE FUNDS	Arterial Street	285,000	-	260,000	4,661	1,958,965
	Local Street	148,568	-	680	666	2,256,000
	Hotel/Motel Tax	-	2,500	97,900	10,000	-
	Arterial Street Preservation	368,000	-	-	-	4,400,470
	Drug Forfeiture	154,516	25,500	71,000	-	-
	Housing & Community Development	100,000	-	362,450	-	250,000
	Recreational Trails	-	-	-	-	-
	Business Improvement Area	-	4,200	50,800	-	-
	Cumulative Reserve	-	-	-	200,000	-
	Mitigation Fees	-	-	-	1,365,081	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	-	-	-
	Local Revitalization 2010 C&D Bond	-	-	-	-	-
	LID #350	-	-	-	-	-
	Golf / Cemetery 2016 Refunding	-	-	-	-	-
CAPITAL PROJECTS	Municipal Parks Construction	-	-	10,000	-	2,348,106
	Capital Improvements	-	-	-	1,612,547	1,109,570
	Local Revitalization	-	-	-	-	326,251
ENTERPRISE FUNDS	Water	4,537,802	334,444	4,868,480	1,260,280	5,670,986
	Sewer	2,705,286	136,750	2,842,890	1,354,792	1,260,900
	Sewer Metro	-	-	-	17,294,700	-
	Storm Drainage	3,947,448	94,750	1,708,290	2,021,752	2,426,200
	Solid Waste	473,324	33,000	13,546,965	363,600	-
	Airport	30,000	2,500	484,950	-	333,334
	Cemetery	734,362	221,700	156,750	1,332	-
INTERNAL SERVICE FUNDS	Insurance	225,750	-	4,230	-	-
	Workers' Compensation	440,962	-	409,815	-	-
	Facilities	1,013,001	150,220	1,556,687	646,338	-
	Innovation & Technology	2,640,399	463,250	2,683,630	400	682,900
	Equipment Rental	1,031,593	1,074,000	427,580	-	1,757,904
FIDUCIARY FUNDS	Fire Pension	170,717	-	7,000	-	-
PERMANENT FUNDS	Cemetery Endowment Care	-	-	-	-	-
TOTAL BUDGET		$ 57,234,212	$ 4,228,686	$ 42,696,905	$ 33,577,180	$ 25,106,105

2017 Budgeted Expenditures by Object, All Funds (continued)

	Fund	(70 & 80) Debt Service	(90) Interfund Srv.	Interfund Transfers	Ending Fund Balance	Total Budget
	GENERAL FUND	$ 77,699	$ 7,224,093	$ 1,360,476	$ 12,623,309	$ 82,111,291
SPECIAL REVENUE FUNDS	Arterial Street	209,511	72,020	4,661	1,376,814	$ 4,171,632
	Local Street	-	11,259	666	893,143	$ 3,310,982
	Hotel/Motel Tax	-	(10,000)	10,000	84,044	$ 194,444
	Arterial Street Preservation	-	-	-	366,008	$ 5,134,478
	Drug Forfeiture	-	-	-	193,981	$ 444,997
	Housing & Community Development	-	-	-	52,455	$ 764,905
	Recreational Trails	-	-	-	56,998	$ 56,998
	Business Improvement Area	-	-	-	48,716	$ 103,716
	Cumulative Reserve	-	(200,000)	200,000	7,366,699	$ 7,566,699
	Mitigation Fees	-	(1,315,081)	1,315,081	4,429,481	$ 5,794,562
DEBT SERVICE	1998 Library Bond	283,850	-	-	-	$ 283,850
	City Hall Annex 2010 A&B Bond	1,683,192	-	-	-	$ 1,683,192
	Local Revitalization 2010 C&D Bond	589,071	-	-	-	$ 589,071
	LID #350	7,246	-	-	11,959	$ 19,205
	Golf / Cemetery 2016 Refunding	554,393	-	-	-	$ 554,393
CAPITAL PROJECTS	Municipal Parks Construction	-	-	-	282,116	$ 2,640,222
	Capital Improvements	-	(1,612,547)	1,612,547	7,797,299	$ 10,519,416
	Local Revitalization	-	-	-	-	$ 326,251
ENTERPRISE FUNDS	Water	3,077,809	162,436	1,260,280	5,622,046	$ 26,794,563
	Sewer	817,610	(305,427)	1,345,292	9,055,929	$ 19,214,022
	Sewer Metro	-	-	-	2,318,495	$ 19,613,195
	Storm Drainage	774,580	(497,686)	1,938,752	12,124,123	$ 24,538,209
	Solid Waste	-	111,587	-	4,233,901	$ 18,762,377
	Airport	188,850	1,400	-	435,908	$ 1,476,942
	Cemetery	-	46,501	1,332	401,210	$ 1,563,187
INTERNAL SERVICE FUNDS	Insurance	-	-	-	1,084,209	$ 1,314,189
	Workers' Compensation	-	-	-	993,145	$ 1,843,922
	Facilities	-	(505,554)	646,338	1,285,575	$ 4,792,605
	Innovation & Technology	-	190,631	400	1,514,811	$ 8,176,421
	Equipment Rental	44,140	231,152	-	3,860,372	$ 8,426,741
FIDUCIARY FUNDS	Fire Pension	-	-	-	2,324,182	$ 2,501,899
PERMANENT FUNDS	Cemetery Endowment Care	-	-	-	1,758,279	$ 1,758,279
	TOTAL BUDGET	$ 8,307,951	$ 3,604,784	$ 9,695,825	$ 82,595,207	$ 267,046,855

2018 Budgeted Revenue by Type, All Funds

Fund		Taxes	Licenses & Permits	Intergov't	Charges for Services	Fines & Forfeitures
GENERAL FUND		$ 51,789,430	$ 2,419,950	$ 5,859,350	$ 3,992,580	$ 885,300
SPECIAL REVENUE FUNDS	Arterial Street	-	-	4,995,000	-	-
	Local Street	1,750,000	-	-	-	-
	Hotel/Motel Tax	113,300	-	-	-	-
	Arterial Street Preservation	2,061,500	-	1,000,940	-	-
	Drug Forfeiture	-	-	17,000	14,000	55,000
	Housing & Community Development	-	-	460,000	-	-
	Recreational Trails	-	-	7,200	-	-
	Business Improvement Area	55,000	-	-	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	1,512,000	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	385,042	-	-
	Local Revitalization 2010 C&D Bond	250,000	-	113,426	-	-
	LID #350	-	-	-	-	-
	Golf / Cemetery 2016 Refunding	-	-	-	-	-
CAPITAL PROJECTS	Municipal Parks Construction	125,000	-	50,000	11,000	-
	Capital Improvements	2,400,000	-	1,437,000	-	-
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	-	-	169,024	15,203,431	-
	Sewer	-	-	75,570	8,142,100	-
	Sewer Metro	-	-	-	18,189,923	-
	Storm Drainage	-	-	63,226	9,242,676	-
	Solid Waste	-	-	88,600	15,968,250	-
	Airport	-	-	1,741,667	44,000	-
	Cemetery	-	-	-	933,000	-
INTERNAL SERVICE FUNDS	Insurance	-	-	-	-	-
	Workers' Compensation	-	-	-	-	-
	Facilities	-	-	-	3,342,600	-
	Innovation & Technology	-	-	-	5,849,631	-
	Equipment Rental	-	-	-	465,700	-
FIDUCIARY FUNDS	Fire Pension	-	-	75,000	-	-
PERMANENT FUNDS	Cemetery Endowment Care	-	-	-	37,000	-
TOTAL BUDGET		$ 58,544,230	$ 2,419,950	$ 16,538,045	$ 82,947,891	$ 940,300

2018 Budgeted Revenue by Type, All Funds (continued)

	Fund	Other Revenue	Interfund Transfers	Other Financing Sources	Beginning Fund Balance	Total Resources
	GENERAL FUND	$ 1,035,900	$ 84,300	$ 25,000	$ 12,623,309	$ 78,715,119
SPECIAL REVENUE FUNDS	Arterial Street	180,600	1,039,817	-	1,376,814	$ 7,592,231
	Local Street	9,100	150,000	-	893,143	$ 2,802,243
	Hotel/Motel Tax	400	-	-	84,044	$ 197,744
	Arterial Street Preservation	4,900	-	-	366,008	$ 3,433,348
	Drug Forfeiture	1,100	-	-	193,981	$ 281,081
	Housing & Community Development	-	-	-	52,455	$ 512,455
	Recreational Trails	140	-	-	56,998	$ 64,338
	Business Improvement Area	200	-	-	48,716	$ 103,916
	Cumulative Reserve	20,500	-	-	7,366,699	$ 7,387,199
	Mitigation Fees	8,200	-	-	4,429,481	$ 5,949,681
DEBT SERVICE	1998 Library Bond	-	282,150	-	-	$ 282,150
	City Hall Annex 2010 A&B Bond	-	1,290,078	-	-	$ 1,675,120
	Local Revitalization 2010 C&D Bond	60	226,109	-	-	$ 589,595
	LID #350	7,812	-	-	11,959	$ 19,771
	Golf / Cemetery 2016 Refunding	-	554,367	-	-	$ 554,367
CAPITAL PROJECTS	Municipal Parks Construction	46,590	432,000	-	282,116	$ 946,706
	Capital Improvements	27,857	5,000	-	7,797,299	$ 11,667,156
	Local Revitalization	-	-	-	-	$ -
ENTERPRISE FUNDS	Water	2,560,000	1,250,000	1,250,000	5,622,046	$ 26,054,501
	Sewer	20,000	-	600,000	9,055,929	$ 17,893,599
	Sewer Metro	1,000	-	-	2,318,495	$ 20,509,418
	Storm Drainage	15,000	1,200,000	600,000	12,124,123	$ 23,245,025
	Solid Waste	9,000	-	-	4,233,901	$ 20,299,751
	Airport	785,800	-	-	435,908	$ 3,007,375
	Cemetery	800	250,000	-	401,210	$ 1,585,010
INTERNAL SERVICE FUNDS	Insurance	1,500	-	-	1,084,209	$ 1,085,709
	Workers' Compensation	1,010,700	-	93,000	993,145	$ 2,096,845
	Facilities	82,800	450,000	-	1,285,575	$ 5,160,975
	Innovation & Technology	5,500	948,196	-	1,514,811	$ 8,318,138
	Equipment Rental	3,498,256	789,058	-	3,860,372	$ 8,613,386
FIDUCIARY FUNDS	Fire Pension	9,000	-	-	2,324,182	$ 2,408,182
PERMANENT FUNDS	Cemetery Endowment Care	2,900	-	-	1,758,279	$ 1,798,179
	TOTAL BUDGET	$ 9,345,615	$ 8,951,075	$ 2,568,000	$ 82,595,207	$ 264,850,313

2018 Budgeted Expenditures by Object, All Funds

Fund		(10 & 20) Personnel	(30) Supplies	(40) Services	(50) Intergov't	(60) Capital
GENERAL FUND		$ 40,004,992	$ 1,656,850	$ 14,054,528	$ 8,017,659	$ 319,618
SPECIAL REVENUE FUNDS	Arterial Street	551,000	-	260,000	3,615	5,541,000
	Local Street	148,817	-	700	516	2,255,998
	Hotel/Motel Tax	-	2,575	100,825	10,300	-
	Arterial Street Preservation	225,000	-	150,000	-	2,505,440
	Drug Forfeiture	156,721	25,500	71,000	-	-
	Housing & Community Development	105,996	-	362,450	-	-
	Recreational Trails	-	-	-	-	-
	Business Improvement Area	-	4,200	50,800	-	-
	Cumulative Reserve	-	-	-	250,000	-
	Mitigation Fees	-	-	-	1,219,817	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	-	-	-
	Local Revitalization 2010 C&D Bond	-	-	-	-	-
	LID #350	-	-	-	-	-
	Golf / Cemetery 2016 Refunding	-	-	-	-	-
CAPITAL PROJECTS	Municipal Parks Construction	-	-	10,000	-	862,000
	Capital Improvements	-	-	-	1,783,148	2,232,000
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	4,642,145	334,244	4,965,750	1,507,291	4,605,586
	Sewer	2,835,082	136,550	2,893,471	250,920	1,241,000
	Sewer Metro	-	-	-	18,250,200	-
	Storm Drainage	4,070,620	94,550	1,725,779	1,634,292	1,352,000
	Solid Waste	497,703	33,400	14,587,795	458,750	-
	Airport	149,000	2,500	498,550	-	1,704,334
	Cemetery	767,780	221,700	157,980	1,033	-
INTERNAL SERVICE FUNDS	Insurance	237,000	-	4,230	-	-
	Workers' Compensation	447,468	-	415,215	-	-
	Facilities	1,062,361	140,220	1,917,962	646,939	-
	Innovation & Technology	2,792,157	429,650	2,650,830	500	1,033,800
	Equipment Rental	1,090,399	1,081,000	435,180	-	1,465,329
FIDUCIARY FUNDS	Fire Pension	171,225	-	7,000	-	-
PERMANENT FUNDS	Cemetery Endowment Care	-	-	-	-	-
TOTAL BUDGET		$ 59,955,466	$ 4,162,939	$ 45,320,045	$ 34,034,980	$ 25,118,105

2018 Budgeted Expenditures by Object, All Funds (continued)

	Fund	(70 & 80) Debt Service	(90) Interfund Srv.	Interfund Transfers	Ending Fund Balance	Total Budget
	GENERAL FUND	$ 77,699	$ 6,943,494	$ 1,785,204	$ 5,855,075	$ 78,715,119
SPECIAL REVENUE FUNDS	Arterial Street	208,818	75,244	3,615	948,939	$ 7,592,231
	Local Street	-	11,723	516	383,973	$ 2,802,243
	Hotel/Motel Tax	-	(10,300)	10,300	84,044	$ 197,744
	Arterial Street Preservation	-	-	-	552,908	$ 3,433,348
	Drug Forfeiture	-	-	-	27,860	$ 281,081
	Housing & Community Development	-	-	-	44,009	$ 512,455
	Recreational Trails	-	-	-	64,338	$ 64,338
	Business Improvement Area	-	-	-	48,916	$ 103,916
	Cumulative Reserve	-	(250,000)	250,000	7,137,199	$ 7,387,199
	Mitigation Fees	-	(1,169,817)	1,169,817	4,729,864	$ 5,949,681
DEBT SERVICE	1998 Library Bond	282,150	-	-	-	$ 282,150
	City Hall Annex 2010 A&B Bond	1,675,120	-	-	-	$ 1,675,120
	Local Revitalization 2010 C&D Bond	589,595	-	-	-	$ 589,595
	LID #350	7,246	-	-	12,525	$ 19,771
	Golf / Cemetery 2016 Refunding	554,367	-	-	-	$ 554,367
CAPITAL PROJECTS	Municipal Parks Construction	-	-	-	74,706	$ 946,706
	Capital Improvements	-	(1,783,148)	1,783,148	7,652,008	$ 11,667,156
	Local Revitalization	-	-	-	-	$ -
ENTERPRISE FUNDS	Water	3,073,866	(85,251)	1,507,291	5,503,579	$ 26,054,501
	Sewer	815,875	792,901	241,420	8,686,380	$ 17,893,599
	Sewer Metro	-	-	-	2,259,218	$ 20,509,418
	Storm Drainage	776,275	(107,038)	1,551,292	12,147,255	$ 23,245,025
	Solid Waste	-	114,279	-	4,607,824	$ 20,299,751
	Airport	191,425	1,500	-	460,066	$ 3,007,375
	Cemetery	-	47,865	1,033	387,619	$ 1,585,010
INTERNAL SERVICE FUNDS	Insurance	-	-	-	844,479	$ 1,085,709
	Workers' Compensation	-	-	-	1,234,162	$ 2,096,845
	Facilities	-	(503,128)	646,939	1,249,682	$ 5,160,975
	Innovation & Technology	-	190,295	500	1,220,406	$ 8,318,138
	Equipment Rental	44,140	220,212	-	4,277,126	$ 8,613,386
FIDUCIARY FUNDS	Fire Pension	-	-	-	2,229,957	$ 2,408,182
PERMANENT FUNDS	Cemetery Endowment Care	-	-	-	1,798,179	$ 1,798,179
	TOTAL BUDGET	$ 8,296,576	$ 4,488,831	$ 8,951,075	$ 74,522,296	$ 264,850,313

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	Arterial Streets Fund	Local Streets Fund	Drug Forfeit Fund	Water Fund	Sewer Fund	Storm Fund	Solid Waste Fund	Airport Fund	Cemetery Fund	Workers Comp Fund	Facilities Fund	IT Fund	Equip. Rental Fund	Fire Pension Fund
Administration	◆				◆	◆	◆		◆	◆		◆	◆		
Community Development	◆				◆	◆	◆								
Equipment Rental	◆				◆	◆	◆	◆				◆	◆	◆	
Facilities	◆	◆	◆		◆	◆	◆	◆		◆		◆	◆	◆	
Finance	◆				◆	◆	◆	◆		◆	◆			◆	◆
Human Resources	◆				◆	◆	◆	◆		◆	◆			◆	
Innovation & Technology	◆	◆	◆		◆	◆	◆	◆		◆		◆	◆	◆	
Legal	◆				◆	◆		◆						◆	
Parks, Arts & Recreation	◆				◆		◆			◆					
Police	◆			◆	◆	◆	◆								
Public Works	◆		◆		◆	◆	◆								
Streets	◆						◆								

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, environmental services, permitting, and inspection services. The Public Works division includes Engineering Services; Water, Sewer, and Storm utilities; Equipment Rental; and Streets.

Police: 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

	2015 Actual	2016 Adj Budget	2016 Est Actual	2017 Budget	2018 Budget
MAYOR & COUNCIL:					
Mayor and Council	$ 912,825	$ 976,866	$ 976,866	$ 1,143,418	$ 1,208,743
	912,825	976,866	976,866	1,143,418	1,208,743
ADMINISTRATION DIRECTOR:					
Administration	2,397,246	2,789,236	2,789,236	2,489,758	2,558,242
Hotel/Motel Tax	77,015	227,500	227,500	110,400	113,700
Housing & Community Development	417,312	1,155,398	1,155,398	712,450	468,446
Facilities	3,083,609	4,579,048	4,579,048	3,507,030	3,911,293
Multimedia	998,886	1,054,787	1,054,787	1,132,911	1,161,789
	6,974,067	9,805,969	9,805,969	7,952,549	8,213,470
HUMAN RESOURCES DIRECTOR:					
Human Resources	3,290,785	3,762,443	3,762,443	3,876,125	3,932,170
Worker's Compensation	450,767	854,310	854,310	850,777	862,683
	3,741,552	4,616,754	4,616,754	4,726,902	4,794,853
FINANCE DIRECTOR:					
Finance	1,221,253	1,300,773	1,300,773	1,409,534	1,459,831
Non-Departmental	5,325,231	5,539,627	4,039,627	4,204,190	5,215,143
Cumulative Reserve	430,106	1,953,298	1,953,298	200,000	250,000
Mitigation Fees	1,202,463	3,590,845	2,974,898	1,365,081	1,219,817
Debt Service Funds	3,013,384	2,926,775	2,574,824	3,117,752	3,108,478
Capital Improvements	2,385,783	9,289,926	8,684,926	2,722,117	4,015,148
Local Revitalization	94,150	464,551	140,000	326,251	-
Solid Waste	12,690,426	13,204,910	13,204,910	14,528,476	15,691,927
Insurance	125,131	218,900	218,900	229,980	241,230
Fire Pension	177,672	170,658	170,658	177,717	178,225
Cemetery Endowment Care	30,000	-	-	-	-
	26,695,599	38,660,263	35,262,814	28,281,098	31,379,799
CITY ATTORNEY:					
Legal	1,938,714	2,194,830	2,194,830	$ 2,276,603	$ 2,364,650
	1,938,714	2,194,830	2,194,830	2,276,603	2,364,650
COMMUNITY DEV. & PUBLIC WORKS DIRECTOR:					
Community Development	3,907,332	4,731,841	4,731,841	$ 4,584,597	$ 4,816,225
Public Works	2,620,478	2,809,335	2,811,835	3,547,418	3,715,032
Streets	3,016,275	3,466,563	3,466,563	$ 3,760,044	$ 3,863,742
Arterial Street	7,081,597	18,805,638	17,592,176	2,794,818	6,643,292
Local Street	2,412,794	2,864,398	2,835,308	2,417,839	2,418,270
Arterial Street Preservation	4,047,922	4,996,571	3,566,413	4,768,470	2,880,440
Business Improvement Area	53,947	55,000	55,000	55,000	55,000
Water	20,681,904	22,782,039	22,904,761	21,172,517	20,550,922
Sewer	9,387,567	11,564,414	14,515,138	10,158,093	9,207,219
Storm Drainage	15,026,380	12,671,681	13,205,767	12,414,086	11,097,770
Sewer Metro	16,034,521	16,317,200	16,317,200	17,294,700	18,250,200
Airport[1]	1,048,420	1,196,819	1,346,819	1,041,034	2,547,309
Equipment Rental	2,635,244	7,140,514	7,140,514	4,566,369	4,336,260
	87,954,380	109,402,014	110,489,334	88,574,985	90,381,681
POLICE CHIEF:					
SCORE (jail)	3,658,863	5,583,542	4,020,000	3,953,150	4,099,465
Police	22,085,780	23,794,252	23,794,252	25,967,258	26,966,195
Drug Forfeiture	216,684	273,027	273,027	251,016	253,221
	25,961,327	29,650,821	28,087,279	30,171,424	31,318,881
PARKS DIRECTOR:					
Parks, Arts & Recreation	10,817,212	11,584,205	11,584,205	12,275,887	12,660,606
Recreational Trails	-	-	-	-	-
Municipal Parks	2,942,415	8,039,951	7,025,132	2,358,106	872,000
Cemetery	852,776	1,119,059	1,119,059	1,161,977	1,197,391
	14,612,403	20,743,215	19,728,396	15,795,970	14,729,997
INNOVATION & TECHNOLOGY DIRECTOR:					
Innovation and Technology	3,775,285	6,273,574	8,273,574	5,528,699	5,935,943
	3,775,285	6,273,574	8,273,574	5,528,699	5,935,943
RESERVES:					
General Fund	19,566,766	11,191,731	16,191,731	12,623,309	5,855,075
Special Revenue Funds	21,051,048	14,336,453	16,828,897	14,868,339	14,022,050
Debt Service Funds	13,278	30,508	11,706	11,959	12,525
Capital Funds	13,119,474	7,021,915	8,126,379	8,079,415	7,726,714
Enterprise Funds	-	-	-	-	-
Utilities	41,774,934	32,190,541	33,704,009	33,354,494	33,204,256
Airport	516,605	346,975	346,975	435,908	460,066
Cemetery	375,647	434,887	434,887	401,210	387,619
Internal Service Funds	14,498,889	9,556,224	9,056,224	8,738,112	8,825,855
Fiduciary Funds	2,512,557	2,417,899	2,417,899	2,324,182	2,229,957
Permanent Funds	1,686,280	1,720,479	1,720,479	1,758,279	1,798,179
	115,115,477	79,247,613	88,839,186	82,595,207	74,522,296
TOTAL ALL FUNDS	**$ 287,681,628**	**$ 301,571,918**	**$ 308,275,001**	**$ 267,046,855**	**$ 264,850,313**

[1]Management of the Airport enterprise fund was transferred from the Finance Department to the Community Development & Public Works Department in 2015.

Budgeted General Fund Expenditures by Department & Cost Center

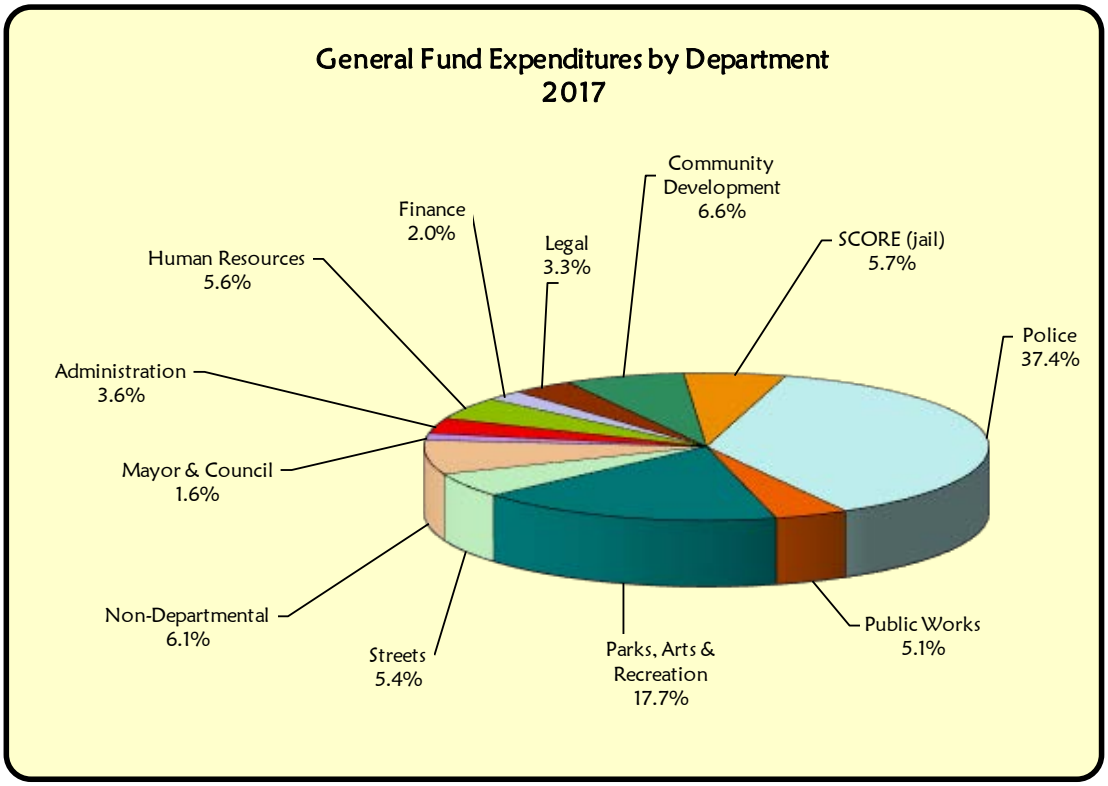
The next table presents a summary of General Fund expenditures by cost center. A cost center identifies specific activities within an administrative unit of the City. Since these cost centers correspond to specific programs operated by the City, this page summarizes the program budgets of the General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

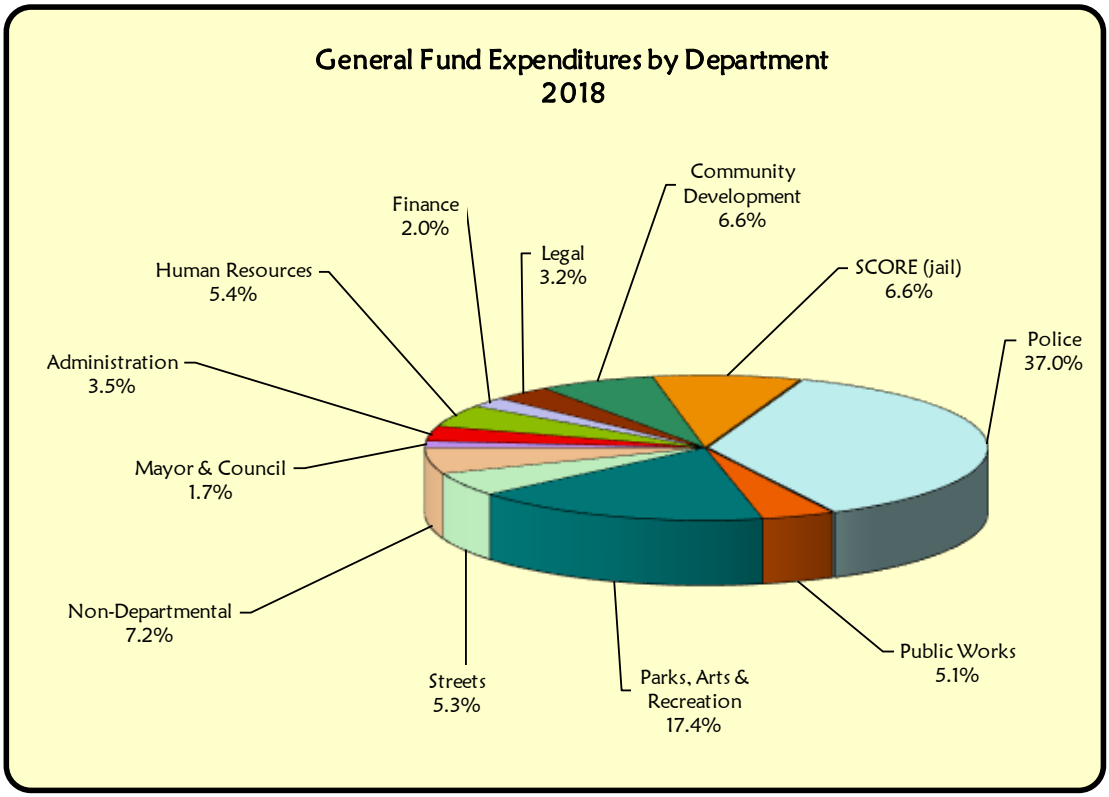
In 2017, the total public safety budget, which includes Police, Jail, Municipal Court, Probation, and Civil Service, is 46.8% of the total General Fund. Police services make up 37.4% of the General Fund; the largest police program being Patrol & Operations. Jail services at the South Correctional Entity (SCORE) account for 5.7%, while Municipal Court, Probation, and Civil Services total 3.8%.

Parks, Arts and Recreation account for 17.7% of the General Fund, with 8.2% dedicated to recreation and park facilities, and 1.3% to senior services.

The balance of the General Fund budget supports a variety of services – 5.4% has been allocated to street maintenance; 5.1% to Public Works and engineering services; 6.6% to Community Development services which include permitting, land use planning, and building code administration; and the remaining 18.4% 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 2017 and 2018 by department.




General Fund Expenditures by Department
2018
Community Development 6.6%
Finance 2.0%
Legal 3.2%
Human Resources 5.4%
SCORE (jail) 6.6%
Police 37.0%
Administration 3.5%
Mayor & Council 1.7%
Non-Departmental 7.2%
Public Works 5.1%
Streets 5.3%
Parks, Arts & Recreation 17.4%

Budgeted General Fund Expenditures by Cost Center

	2015 Actual	2016 Adj Budget	2016 Est Actual	2017 Budget	2018 Budget
MAYOR & COUNCIL:					
City Council	$ 392,759	$ 440,977	$ 440,977	$ 449,470	$ 463,998
Mayor	$ 520,066	535,889	$ 535,889	693,948	744,745
	912,825	976,866	$ 976,866	1,143,418	1,208,743
ADMINISTRATION:					
Administration	524,129	553,425	$ 553,425	579,361	596,796
Emergency Management	219,609	218,413	$ 218,413	212,924	221,460
Community Services	314,400	356,450	$ 356,450	463,298	494,480
Economic Development	430,950	687,851	$ 687,851	594,433	603,858
Human Services	908,157	973,097	$ 973,097	639,742	641,648
	2,397,246	2,789,236	$ 2,789,236	2,489,758	2,558,242
HUMAN RESOURCES:					
Municipal Court	2,239,983	2,355,889	$ 2,355,889	2,502,954	2,509,145
Personnel & Administration	964,199	1,296,321	$ 1,296,321	1,229,893	1,275,691
Civil Service Commission	81,908	90,233	$ 90,233	123,278	127,334
Wellness	4,696	20,000	$ 20,000	20,000	20,000
	3,290,785	3,762,443	$ 3,762,443	3,876,125	3,932,170
FINANCE:					
Administration	304,991	368,879	$ 368,879	411,372	427,609
Budgeting & Accounting	915,285	931,894	$ 931,894	998,162	1,032,222
Pet Licensing [1]	977	-	$ -	-	-
	1,221,253	1,300,773	$ 1,300,773	1,409,534	1,459,831
LEGAL:					
City Clerk	610,467	734,833	$ 734,833	706,441	732,092
Administration	725,957	777,014	$ 777,014	777,880	796,186
Prosecution & Criminal	602,290	682,983	$ 682,983	792,282	836,372
	1,938,714	2,194,830	$ 2,194,830	2,276,603	2,364,650
COMMUNITY DEVELOPMENT:					
Pet Licensing [1]	9,427	51,200	$ 51,200	57,400	57,400
Building & Permits	2,107,715	2,404,578	$ 2,404,578	2,156,285	2,262,881
Administration	1,790,190	2,276,063	$ 2,276,063	1,746,577	1,856,551
Environmental Services [2]	-	-	$ -	390,735	405,793
Planning [2]	-	-	$ -	233,600	233,600
	3,907,332	4,731,841	$ 4,731,841	4,584,597	4,816,225
SCORE (JAIL):					
SCORE	3,658,863	4,020,000	$ 4,020,000	3,953,150	4,099,465
SCORE Debt Service	-	1,563,542	$ -	-	-
	3,658,863	5,583,542	$ 4,020,000	3,953,150	4,099,465
POLICE:					
Administration	5,438,946	6,163,034	$ 6,163,034	6,457,816	6,827,691
Patrol & Operations	11,530,883	12,241,912	$ 12,241,912	13,716,705	14,027,933
Investigations	3,060,163	3,055,350	$ 3,055,350	3,435,148	3,508,442
Community Programs	871,143	1,005,242	$ 1,005,242	1,016,293	1,037,423
Records	1,080,145	1,193,881	$ 1,193,881	1,199,828	1,309,189
Jail	-	20,000	$ 20,000	20,000	20,000
Animal Control	104,499	114,834	$ 114,834	121,468	235,517
	22,085,780	23,794,252	$ 23,794,252	25,967,258	26,966,195
PUBLIC WORKS:					
Engineering	2,620,478	2,809,335	$ 2,811,835	3,547,418	3,715,032
	2,620,478	2,809,335	$ 2,811,835	3,547,418	3,715,032

Budgeted General Fund Expenditures by Cost Center (continued)

	2015 Actual	2016 Adj Budget		2016 Est Actual	2017 Budget	2018 Budget
PARKS, ARTS & RECREATION:						
Cultural Arts	544,202	666,243	$	666,243	600,103	611,666
Special Events	392,723	566,881	$	566,881	570,280	584,367
Administration	1,259,500	1,237,588	$	1,237,588	1,477,354	1,531,708
Senior Center	893,305	902,066	$	902,066	920,789	968,830
Recreation Administration & Programs	1,982,289	2,150,781	$	2,150,781	2,301,939	2,382,564
Theater	646,244	662,161	$	662,161	628,037	642,887
Museum	417,586	454,981	$	454,981	480,837	494,262
Parks Facilities	2,926,537	2,954,794	$	2,954,794	3,412,871	3,498,584
Golf Maintenance & Operations	891,175	996,071	$	996,071	914,636	947,915
Golf Finance Administration	356,208	432,037	$	432,037	372,537	379,614
Golf Pro Shop	507,443	560,602	$	560,602	596,504	618,209
	10,817,212	11,584,205	$	11,584,205	12,275,887	12,660,606
STREETS:						
Maintenance & Operations	2,596,043	2,987,667	$	2,987,667	3,228,744	3,303,340
Administration	420,232	478,896	$	478,896	531,300	560,402
	3,016,275	3,466,563	$	3,466,563	3,760,044	3,863,742
NON-DEPARTMENTAL:						
Transfers & Miscellaneous	5,325,231	5,539,627		4,039,627	4,204,190	5,215,143
Ending Fund Balance	19,566,766	11,191,731		16,191,731	12,623,309	5,855,075
	24,891,997	16,731,358		20,231,358	16,827,499	11,070,218
TOTAL GENERAL FUND	**$ 80,758,760**	**$ 79,725,245**	**$**	**81,664,202**	**$ 82,111,291**	**$ 78,715,119**

[1] The Pet Licensing function was moved to the Community Development & Public Works Department in April 2015.

[2] Effective July 2016, the Community Development Administration division was separated into the Administration, Environmental Services, and Planning divisions.

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	2017		2018		Description
		Transfer Out	Transfer In	Transfer Out	Transfer In	
001	General Fund	$ (283,850)		$ (282,150)		Transfer from General Fund to F229 to Pay for Library
229	1998 Library Debt Service		283,850		282,150	Debt Service
001	General Fund	(554,393)		(554,367)		Transfer from General Fund to F276 to Pay for
276	2005/2006A LTGO		554,393		554,367	Golf/Cemetery Debt Service
001	General Fund	(50,000)		(25,000)		Transfer from General Fund to F518 to Pay for ASD.0011 -
518	Innovation and Technology		50,000		25,000	Auburn Magazine
001	General Fund	(12,000)		(17,000)		Transfer from General Fund to F518 to Pay for IS.0040 -
518	Innovation and Technology		12,000		17,000	City Clerk LIMS Replacement
001	General Fund	(45,000)		(15,000)		Transfer from General Fund to F518 to Pay for IS.0041 -
518	Innovation and Technology		45,000		15,000	Drone Program Administration
001	General Fund	(84,933)		(85,112)		Transfer from General Fund to F518 to Pay for IS.0042 -
518	Innovation and Technology		84,933		85,112	Network Engineer
001	General Fund	-		(45,000)		Transfer from General Fund to F518 to Pay for IS.0043 -
518	Innovation and Technology		-		45,000	Senior Center A /V Upgrade
001	General Fund	-		(250,000)		Transfer from General Fund to F518 to Pay for IS.0044 -
518	Innovation and Technology		-		250,000	Digital Parity
001	General Fund	(30,000)		-		Transfer from General Fund to F518 to Pay for IS.0045 - E-
518	Innovation and Technology		30,000		-	Plan Check Monitor Upgrade
001	General Fund	(30,000)		(3,000)		Transfer from General Fund to F518 to Pay for IS.0046 -
518	Innovation and Technology		30,000		3,000	Legal CMS
001	General Fund	(31,950)		(9,585)		Transfer from General Fund to F518 to Pay for IS.0049 -
518	Innovation and Technology		31,950		9,585	CRM System
001	General Fund	(25,560)		(25,560)		Transfer from General Fund to F518 to Pay for - IS.0050 -
518	Innovation and Technology		25,560		25,560	eDocument Scanning and Workflow
001	General Fund	-		(19,170)		Transfer from General Fund to F518 to Pay for IS.0051 -
518	Innovation and Technology		-		19,170	GIS Imagery
001	General Fund	(25,000)		-		Transfer from General Fund to F518 to Pay for IS.0053 -
518	Innovation and Technology		25,000		-	Website Refresh
001	General Fund	(10,000)		-		Transfer from General Fund to F518 to Pay for - IS.0060 -
518	Innovation and Technology		10,000		-	SMART Board
001	General Fund	(38,340)		(25,560)		Transfer from General Fund to F518 to Pay for IS.0061 -
518	Innovation and Technology		38,340		25,560	Cyber Security Management
001	General Fund	(45,000)		-		Transfer from General Fund to F518 to Pay for IS.0065 -
518	Innovation and Technology		45,000		-	800 MHz Coverage @ Lea Hill Substation
001	General Fund	(31,950)				Transfer from General Fund to F518 to Pay for IS.0066 -
518	Innovation and Technology		31,950		-	Centralized Cash Receipting System
001	General Fund	-		(130,000)		Transfer from General Fund to F518 to Pay for POL.0023 -
518	Innovation and Technology		-		130,000	6 Commissioned Police Officers
001	General Fund	(62,500)		(93,700)		Transfer from General Fund to F550 to Adjust ER&R
550	Equipment Rental		62,500		93,700	Allocations
001	General Fund	-		(205,000)		Transfer from General Fund to F568 to Pay for POL.0023 -
568	Innovation and Technology		-		205,000	6 Commissioned Police Officers
102	Arterial Street	(1,861)		(1,865)		Transfer from F102 to F518 to Pay for IS.0042 - Network
518	Innovation and Technology		1,861		1,865	Engineer
102	Arterial Street	(700)		(210)		Transfer from F102 to F518 to Pay for IS.0049 - CRM
518	Innovation and Technology		700		210	System
102	Arterial Street	(560)		(560)		Transfer from F102 to F518 to Pay for IS.0050 -
518	Innovation and Technology		560		560	eDocument Scanning and Workflow
102	Arterial Street	-		(420)		Transfer from F102 to F518 to Pay for IS.0051 - GIS
518	Innovation and Technology		-		420	Imagery
102	Arterial Street	(840)		(560)		Transfer from F102 to F518 to Pay for IS.0061 - Cyber
518	Innovation and Technology		840		560	Security Management
102	Arterial Street	(700)		-		Transfer from F102 to F518 to Pay for IS.0066 -
518	Innovation and Technology		700		-	Centralized Cash Receipting System
103	Local Street	(266)		(266)		Transfer from F103 to F518 to Pay for IS.0042 - Network
518	Innovation and Technology		266		266	Engineer
103	Local Street	(100)		(30)		Transfer from F103 to F518 to Pay for IS.0045 - CRM
518	Innovation and Technology		100		30	System
103	Local Street	(80)		(80)		Transfer from F103 to F518 to Pay for IS.0050 -
518	Innovation and Technology		80		80	eDocument Scanning and Workflow

Budgeted Interfund Operating Transfers (continued)

Fund No	Fund Name	2017		2018		Description
		Transfer Out	Transfer In	Transfer Out	Transfer In	
103	Local Street	-		(60)		Transfer from F103 to F518 to Pay for IS.0051 - GIS Imagery
518	Innovation and Technology		-		60	
103	Local Street	(120)		(80)		Transfer from F103 to F518 to Pay for IS.0061 - Cyber Security Management
518	Innovation and Technology		120		80	
103	Local Street	(100)		-		Transfer from F103 to F518 to Pay for IS.0066 - Centralized Cash Receipting System
518	Innovation and Technology		100		-	
104	Hotel/Motel Tax	(10,000)		(10,300)		Transfer from F104 to General Fund for Community Support (Grant Program)
001	General Fund		10,000		10,300	
122	Cumulative Reserve	$ (200,000)		$ (250,000)		Transfer from F122 to F436 for Cash Flow Needs, If Needed
436	Cemetery		200,000		250,000	
124	Mitigation Fees	(50,000)		-		Transfer Transportation Impact Fees to F102 for ASBD02 - AWS Improvements, Hemlock to SE Academy Drive
102	Arterial Street		50,000		-	
124	Mitigation Fees	(50,000)		(70,000)		Transfer Transportation Impact Fees to F102 for ASBD12 - M Street NE (E Main St. to 4th St. NE)
102	Arterial Street		50,000		70,000	
124	Mitigation Fees	(50,000)		(57,000)		Transfer Transportation Impact Fees to F102 for ASBD14 - Evergreen Heights Safe Routes to School
102	Arterial Street		50,000		57,000	
124	Mitigation Fees	(25,000)		-		Transfer Transportation Impact Fees to F102 for ASBD15 - A Street SE & Lakeland Hills Way SE
102	Arterial Street		25,000		-	
124	Mitigation Fees	(189,000)		-		Transfer Transportation Impact Fees to F102 for ASBD17 - Lake Tapps Parkway ITS Expansion
102	Arterial Street		189,000		-	
124	Mitigation Fees	(100,000)		-		Transfer Transportation Impact Fees to F102 for ASBD18 - Lea Hill Segment 1 (R St. NE to 105th Place)
102	Arterial Street		100,000		-	
124	Mitigation Fees	-		(100,000)		Transfer Transportation Impact Fees to F102 for ASBD20 - West Valley Highway Improvements (SR-18 to 15th St. SW)
102	Arterial Street		-		100,000	
124	Mitigation Fees	-		(100,000)		Transfer Transportation Impact Fees to F102 for ASBD24 - Auburn Regional Growth Center Access Improvements
102	Arterial Street		-		100,000	
124	Mitigation Fees	-		(20,000)		Transfer Transportation Impact Fees to F102 for ASBD27 - S. 272nd /277th St. Corridor & Trail Improvements
102	Arterial Street		-		20,000	
124	Mitigation Fees	(124,305)		(124,013)		Transfer Transportation Impact Fees to F102 for C201A0 - M St. Underpass Debt Service
102	Arterial Street		124,305		124,013	
124	Mitigation Fees	(25,000)		(25,000)		Transfer Transportation Impact Fees to F102 for C207A0 - A Street NW Corridor - Phase 1
102	Arterial Street		25,000		25,000	
124	Mitigation Fees	(85,206)		(84,804)		Transfer Transportation Impact Fees to F102 for CP0611 - Harvey Road & 8th Street NE Debt Service
102	Arterial Street		85,206		84,804	
124	Mitigation Fees	-		(190,000)		Transfer Transportation Impact Fees to F102 for CP0911 - F Street SE Improvements
102	Arterial Street		-		190,000	
124	Mitigation Fees	(20,000)		-		Transfer Transportation Impact Fees to F102 for CP1218 - Auburn Way S. Corridor Safety Improvements
102	Arterial Street		20,000		-	
124	Mitigation Fees	-		(235,000)		Transfer Transportation Impact Fees to F102 for CP1513 - 22nd St. NE and I St. NE Intersection
102	Arterial Street		-		235,000	
124	Mitigation Fees	(20,000)		-		Transfer Transportation Impact Fees to F328 for CP0767 - Mohawks Plastics
328	Capital Improvements		20,000		-	
124	Mitigation Fees	-		(34,000)		Transfer Traffic Mitigation Fees to F102 for ASBD25 - Stewart Road (Lake Tapps Parkway Corridor)
102	Arterial Street		-		34,000	
124	Mitigation Fees	(50,000)		-		Transfer Parks Impact Fees to F321 for CP1605 - Les Gove Park Improvements
321	Municipal Parks		50,000		-	
124	Mitigation Fees	(50,000)		(50,000)		Transfer Parks Impact Fees to F321 for GPBD03 - Miscellaneous Parks Improvements
321	Municipal Parks		50,000		50,000	
124	Mitigation Fees	(200,000)		-		Transfer Parks Impact Fees to F321 for GPBD06 - Sunset Park
321	Municipal Parks		200,000		-	
124	Mitigation Fees	(20,000)		-		Transfer Parks Impact Fees to F321 for GPBD08 - Game Farm Park Improvements
321	Municipal Parks		20,000		-	
124	Mitigation Fees	(75,000)		-		Transfer Parks Impact Fees to F321 for GPBD12 - Brannan Park Synthetic Field
321	Municipal Parks		75,000		-	
124	Mitigation Fees	(150,000)				Transfer Parks Impact Fees to F321 for GPBD14 - Les Gove Restroom Facility
321	Municipal Parks		150,000		-	
124	Mitigation Fees	-		(75,000)		Transfer Parks Impact Fees to F321 for GPBD15 - Lakeland Hills Playground Replacement
321	Municipal Parks		-		75,000	
124	Mitigation Fees	(31,570)		(5,000)		Transfer Wetland Mitigation Fees to F328 for Citywide Wetland Mitigation
328	Capital Improvements		31,570		5,000	
328	Capital Improvements	(645,037)		(645,039)		Transfer REET 1 Funds to F230 for City Hall Annex Debt Service
230	City Hall Annex Bonds		645,037		645,039	

Budgeted Interfund Operating Transfers (continued)

Fund No	Fund Name	2017		2018		Description
		Transfer Out	Transfer In	Transfer Out	Transfer In	
328	Capital Improvements	(125,000)		-		Transfer REET 1 Funds to F321 for GPBD13 - Mary Olson Farm - Watts Property Acquisition
321	Municipal Parks		125,000		-	
328	Capital Improvements	-		(250,000)		Transfer REET 1 Funds to F505 for FAC.0014 - City Hall Structural Repairs
505	Facilities		-		250,000	
328	Capital Improvements	-		(200,000)		Transfer REET 1 Funds to F505 for FAC.0015 - City Hall Roof Replacement
505	Facilities		-		200,000	
328	Capital Improvements	(155,000)		(155,000)		Transfer REET 1 Funds to F550 for Special Assessment for Capital Projects
550	Equipment Rental		155,000		155,000	
328	Capital Improvements	(300,000)		-		Transfer REET 2 Funds to F105 for Project Funding
105	Arterial Street Preservation		300,000		-	
328	Capital Improvements	(222,510)		(226,109)		Transfer REET 2 Funds to F231 for Local Revitalization Fund Debt Service
231	Local Revitalization Debt Srv		222,510		226,109	
328	Capital Improvements	(20,000)		-		Transfer REET 2 Funds to F321 for GPBD08 - Game Farm Park Improvements
321	Municipal Parks		20,000		-	
328	Capital Improvements	$ (25,000)		$ (150,000)		Transfer REET 2 Funds to F321 for GPBD11 - Lakeland Hills Nature Area
321	Municipal Parks		25,000		150,000	
328	Capital Improvements	$ -		$ (100,000)		Transfer REET 2 Funds to F321 for GLF.0029 - Rebuild the First Green
321	Municipal Parks		-		100,000	
328	Capital Improvements	$ (25,000)		$ -		Transfer REET 2 Funds to F321 for GLF.0029 - Rebuild the First Green
321	Municipal Parks		25,000		-	
328	Capital Improvements	$ -		$ (27,000)		Transfer REET 2 Funds to F321 for GLF.0030 - Rebuild the Tenth Green
321	Municipal Parks		-		27,000	
328	Capital Improvements	$ (30,000)		$ (30,000)		Transfer REET 2 Funds to F321 for GLF.0031 - Fairway Drainage Improvement
321	Municipal Parks		30,000		30,000	
328	Capital Improvements	$ (20,000)		$ -		Transfer REET 2 Funds to F321 for GLF.0032 - Chemical Storage Building
321	Municipal Parks		20,000		-	
328	Capital Improvements	$ (45,000)		$ -		Transfer REET 2 Funds to F321 for GLF.0033 - Sand Storage Cover Structure
321	Municipal Parks		45,000		-	
430	Water	(1,000,000)		(1,250,000)		Transfer Funds from F430 Water Operations to F460 Water Capital Subfund
460	Water Capital		1,000,000		1,250,000	
430	Water	(16,880)		(16,916)		Transfer from F430 to F518 for IS.0042 - Network Engineer
518	Innovation and Technology		16,880		16,916	
430	Water	(6,350)		(1,905)		Transfer from F430 to F518 for IS.0049 - CRM System
518	Innovation and Technology		6,350		1,905	
430	Water	(5,080)		(5,080)		Transfer from F430 to F518 for IS.0050 - eDocument Scanning & Workflow
518	Innovation and Technology		5,080		5,080	
430	Water	-		(3,810)		Transfer from F430 to F518 for IS.0051 - GIS Imagery
518	Innovation and Technology		-		3,810	
430	Water	(7,620)		(5,080)		Transfer from F430 to F518 for IS.0061 - Cyber Security Management
518	Innovation and Technology		7,620		5,080	
430	Water	(6,350)		-		Transfer from F430 to F518 for IS.0066 - Centralized Cash Receipting System
518	Innovation and Technology		6,350		-	
430	Water	(155,000)		(155,000)		Transfer from F430 to F550 for Special Assessment for Capital Projects
550	Equipment Rental		155,000		155,000	
430	Water	(13,000)		(19,500)		Transfer from F430 to F550 to Adjust ER&R Allocations
550	Equipment Rental		13,000		19,500	
431	Sewer	(100,000)		-		Transfer from F431 to F460 for Utilities Field Operations Center
460	Water Capital		100,000		-	
431	Sewer	(1,000,000)		-		Transfer Funds from F431 Sewer Operations to F461 Sewer Capital Subfund
461	Sewer Capital		1,000,000		-	
431	Sewer	(13,292)		(13,320)		Transfer from F431 to F518 for IS.0042 - Network Engineer
518	Innovation and Technology		13,292		13,320	
431	Sewer	(5,000)		(1,500)		Transfer from F431 to F518 for IS.0049 - CRM System
518	Innovation and Technology		5,000		1,500	
431	Sewer	(4,000)		(4,000)		Transfer from F431 to F518 for IS.0050 - eDocument Scanning and Workflow
518	Innovation and Technology		4,000		4,000	
431	Sewer	-		(3,000)		Transfer from F431 to F518 for IS.0051 - GIS Imagery
518	Innovation and Technology		-		3,000	
431	Sewer	(6,000)		(4,000)		Transfer from F431 to F518 for IS.0061 - Cyber Security Management
518	Innovation and Technology		6,000		4,000	
431	Sewer	(5,000)		-		Transfer from F431 to F518 for IS.0066 - Centralized Cash Receipting System
518	Innovation and Technology		5,000		-	

Budgeted Interfund Operating Transfers (continued)

Fund No	Fund Name	2017		2018		Description
		Transfer Out	Transfer In	Transfer Out	Transfer In	
431	Sewer	(155,000)		(155,000)		Transfer from F431 to F550 for Special Assessment for Capital Projects
550	Equipment Rental		155,000		155,000	
431	Sewer	(7,000)		(10,600)		Transfer from F431 to F550 to Adjust ER&R Allocations
550	Equipment Rental		7,000		10,600	
432	Storm Drainage	(74,000)		(74,000)		Transfer from F432 to General Fund for Median Maintenance
001	General Fund		74,000		74,000	
432	Storm Drainage	(100,000)		-		Transfer from F432 to F460 for Utilities Field Operations Center
460	Water Capital Projects		100,000		-	
432	Storm Drainage	(1,400,000)		(1,200,000)		Transfer Funds from F432 Storm Drainage Operations to F462 Storm Drainage Capital Subfund
462	Storm Drainage Capital		1,400,000		1,200,000	
432	Storm Drainage	(15,152)		(15,184)		Transfer from F432 to F518 for IS.0042 - Network Engineer
518	Innovation and Technology		15,152		15,184	
432	Storm Drainage	(5,700)		(1,710)		Transfer from F432 to F518 for IS.0049 - CRM System
518	Innovation and Technology		5,700		1,710	
432	Storm Drainage	(4,560)		(4,560)		Transfer from F432 to F518 for IS.0050 - eDocument Scanning and Workflow
518	Innovation and Technology		4,560		4,560	
432	Storm Drainage	-		(3,420)		Transfer from F432 to F518 for IS.0051 - GIS Imagery
518	Innovation and Technology		-		3,420	
432	Storm Drainage	(6,840)		(4,560)		Transfer from F432 to F518 for IS.0061 - Cyber Security Management
518	Innovation and Technology		6,840		4,560	
432	Storm Drainage	(5,700)		-		Transfer from F432 to F518 for IS.0066 - Centralized Cash Receipting System
518	Innovation and Technology		5,700		-	
432	Storm Drainage	$ -		$ (19,058)		Transfer from F432 to F550 for STM.0007 - Mini Excavator
550	Equipment Rental		-		19,058	
432	Storm Drainage	$ (155,000)		$ (155,000)		Transfer from F432 to F550 for Special Assessment for Capital Projects
550	Equipment Rental		155,000		155,000	
432	Storm Drainage	$ (15,800)		$ (23,800)		Transfer from F432 to F550 to Adjust ER&R Allocations
550	Equipment Rental		15,800		23,800	
436	Cemetery	$ (532)		$ (533)		Transfer from F436 to F550 for IS.0042 - Network Engineer
518	Innovation and Technology		532		533	
436	Cemetery	$ (200)		$ (60)		Transfer from F436 to F550 for IS.0049 - CRM System
518	Innovation and Technology		200		60	
436	Cemetery	$ (160)		$ (160)		Transfer from F436 to F550 for IS.0050 - eDocument Scanning & Workflow
518	Innovation and Technology		160		160	
436	Cemetery	$ -		$ (120)		Transfer from F436 to F550 for IS.0051 - GIS Imagery
518	Innovation and Technology		-		120	
436	Cemetery	$ (240)		$ (160)		Transfer from F436 to F550 for IS.0061 - Cyber Security Management
518	Innovation and Technology		240		160	
436	Cemetery	$ (200)		$ -		Transfer from F436 to F550 for IS.0066 - Centralized Cash Receipting System
518	Innovation and Technology		200		-	
460	Water Capital	(50,000)		(50,000)		Transfer from F460 to F103 for Utility Trench Mitigation
103	Local Street		50,000		50,000	
461	Sewer Capital	(50,000)		(50,000)		Transfer from F461 to F103 for Utility Trench Mitigation
103	Local Street		50,000		50,000	
462	Storm Drainage Capital	(50,000)		(50,000)		Transfer from F462 to F103 for Utility Trench Mitigation
103	Local Street		50,000		50,000	
462	Storm Drainage Capital	(106,000)		-		Transfer from F462 to F560 for STM.0007 - Mini Excavator
560	Equipment Rental Capital		106,000		-	
505	Facilities	(645,038)		(645,039)		Transfer from F505 to F230 for Utilities Debt Service
230	City Hall Annex Bonds		645,038		645,039	
505	Facilities	(1,300)		(1,900)		Transfer from F505 to F550 to Adjust ER&R Allocations
550	Equipment Rental		1,300		1,900	
518	Innovation and Technology	(400)		(500)		Transfer from F518 to F550 to Adjust ER&R Allocations
550	Equipment Rental		400		500	
	Total Transfers	(9,695,825)	9,695,825	(8,951,075)	8,951,075	

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.

2017 Cost
Estimated cost by the department to implement the program improvement in 2017.

2018 Cost
Estimated cost by the department to implement the program improvement in 2018.

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.

2017-2018 Program Improvements by Department

The following table summarizes the program improvements that have been included in the 2017-2018 budget. The recommended levels of funding are indicated under the Costs columns.

PROGRAM IMPROVEMENTS					
No.	Department	FTE	New Program Title (Request ID)	2017 Costs	2018 Costs
GENERAL FUND					
1	Administration		Market & Economic Pro Forma Studies (ASD.0010)	$ 15,000	$ 15,000
2	Engineering		Survey Scanning Equipment and Software (ENG.0017)	82,500	2,500
3	Engineering	1	Traffic Signal Technician (ENG.0018)	121,953	126,776
4	Engineering		Consultant Services (Survey, ROW, On-Call Support) (ENG.0019)	17,500	17,500
5	Legal	1	City Prosecutor (LGL.0003)	131,897	140,033
6	Community Development		Auburn Way South Corridor Plan (PLN.0045)	75,000	100,000
7	Police	6	6 Commissioned Police Officers (POL.0023)	1,115,906	1,445,328
8	Police		Taser Gun Issue (POL.0026)	-	37,200
9	Police	1	Animal Control Officer - MIT (POL.0031)	-	184,520
10	Police		Alive and Free (POL.0032)	30,000	30,000
11	Parks, Arts & Recreation		Replace Large Tractor Mower (PRK.0043)	75,000	-
12	Parks, Arts & Recreation		Replace large Tractor Mower in 2018 (PRK.0044)	-	75,000
13	Parks, Arts & Recreation		Replace Small Mower with Blower Attachment (PRK.0045)	30,000	-
14	Parks, Arts & Recreation		Replace 2nd of Two Small Mowers (in 2018) (PRK.0046)	-	30,000
15	Parks, Arts & Recreation		Replace Play Equipment at Roegner Park (PRK.0047)	40,000	-
16	Parks, Arts & Recreation		Replace Play Equipment at Lakeland Hills Park (PRK.0048)	-	40,000
17	Parks, Arts & Recreation		Increase in Seasonal Maintenance Budget (PRK.0049)	40,000	40,000
18	Parks, Arts & Recreation		Senior Center Temporary Staff (PRK.0050)	15,000	15,000
19	Streets		Seasonal Maintenance Worker - Streets (STR.0005)	20,800	20,800
GENERAL FUND TOTAL		9.0		$ 1,810,556	$ 2,319,657
OTHER FUNDS					
20	Multimedia		Auburn Magazine (ASD.0011)	$ 50,000	$ 25,000
21	Equipment Rental		M&O Master Planning (ERR.0007)	50,000	50,000
22	Facilities		City Hall Exterior Structural Repairs (FAC.0014)	-	250,000
23	Facilities		City Hall Roof Replacement (FAC.0015)	-	200,000
24	Municipal Parks		Rebuild the First Green and Surrounds (GLF.0029)	25,000	-
25	Municipal Parks		Rebuild the 10th Green and Surrounds (GLF.0030)	-	27,000
26	Municipal Parks		Fairway Drainage Improvement (GLF.0031)	30,000	30,000
27	Municipal Parks		Chemical Storage Building (GLF.0032)	20,000	-
28	Municipal Parks		Topdressing Sand Storage Cover (GLF.0033)	45,000	-
29	Capital Improvements		Les Gove Campus Security Cameras (PRK.0041)	20,000	-
30	Innovation & Technology		Drone Program Administration (IS.0041)	45,000	15,000
31	Innovation & Technology	1.0	Network Engineer (IS.0042)	132,916	133,196
32	Innovation & Technology		Sr. Center AV Upgrade/Replacement (IS.0043)	-	45,000
33	Innovation & Technology		Digital Parity/Broadband Expansion (IS.0044)	-	250,000
34	Innovation & Technology		E-Plan Check Monitor Upgrade (IS.0045)	30,000	-
35	Innovation & Technology		CRM System (IS.0049)	50,000	15,000
36	Innovation & Technology		eDocument Scanning and Workflow (IS.0050)	40,000	40,000
37	Innovation & Technology		Website Refresh (IS.0053)	25,000	-
38	Innovation & Technology		SMART Board Interactive Display for Police (IS.0060)	10,000	-
39	Innovation & Technology		Cyber Security Management (IS.0061)	60,000	40,000
40	Innovation & Technology		Police - 800MHz Coverage Expansion - Lea Hill (IS.0065)	45,000	-
41	Innovation & Technology		Centralized Cash Receipting Software (IS.0066)	50,000	-
42	Equipment Rental		Mini Excavator Machine (STM.0007)	106,000	19,058
OTHER FUNDS TOTAL		1.0		$ 833,916	$ 1,139,254
TOTAL ALL FUNDS		10.0		$ 2,644,472	$ 3,458,911

REQUEST FOR PROGRAM IMPROVEMENT

ASD.0010

Program Title:		Contact Person:	For Year:
Market/Economic Pro Forma Studies		Dana Hinman	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$15,000	$15,000	Administration	General Fund

Description of Improvement:
These funds would be used to update previously commissioned studies, and/or commission new studies by agencies who are experts in their field. Past studies include the Hotel Feasibility Study and Senior Housing Market Study, while future studies could include but are not limited to a GSA Labor Study, and/or Downtown Office Absorption Study.

Alternatives:
Do not fund.

Advantages of Approval:
Having current studies on hand allows the Economic Development Department the ability to respond (timely, and effectively) to prospective developers and/or businesses looking to develop, expand and/or relocate in Auburn. This type of data can influence a company's decision making process, and accelerate the time in which they are able to deliver a product to the market.

Implications of Denial:
This type of documentation is essential when trying to showcase Auburn as a place to do business. By denial of this request the Economic Development Department is unable to effectively recruit notable developers and /or businesses as it relates to desirable assets, or target markets identified by the City.

2017 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

2018 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

ENG.0017

Program Title:		Contact Person:	For Year:
Survey Scanning Equipment and Software		Kevin Snyder	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$82,500	$2,500	Engineering	General Fund, Utility Funds, Innovation & Technology

Description of Improvement:
This request will replace the City's current total robotic station with an updated robotic station that also has scanning capabilities. The City's Survey Group has evaluated and tested several different equipment and software packages and determined that the Leica Nova MS-60 Multi-Station and associated Software would best serve the City's needs.

Alternatives:
Continue using the current Leica 1203 robotic station, which will no longer be supported by the manufacturer after 2016 and to also continue using the Carlson Software, which requires more time to process survey data.

Advantages of Approval:
The City's current survey equipment and software doesn't have scanning capability and doesn't connect directly to the City's design software platform, AutoCAD. Scanning technology allows for collection of data without having to set a rod at every data point. The primary use by the City's survey crew will be to perform field surveys to support capital projects. The benefits of using the scanner are: 1) Allows for data collection without entering traffic. This is a dramatic safety improvement for and also results in less traffic impacts; 2) Allows for less "return-trips" to collect additional data.

Implications of Denial:
If this request isn't funded, the Survey Group will continue to use the Leica 1203 robotic station and Carlson software ,resulting in additional costs and delays in providing survey services as the Leica 1203 robotic station will no longer be supported by the manufacturer after 2016, which makes replacement parts and repairs slow and expensive. Also, the Survey Group will continue to use the Carlson software for processing field data instead of utilizing AutoCAD, which results in extra steps required to transfer the Carlson data into AutoCAD, which is the City's design software platform.

2017 Cost of Improvement		
Revenues:		
General Fund		20,625
Proprietary Funds		61,875
Other Funds		
Total Revenue:	$	82,500
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		2,500
Machinery & Equipment		80,000
Other		
Total Cost:	$	82,500

2018 Cost of Improvement		
Revenues:		
General Fund		625
Proprietary Funds		1,875
Other Funds		
Total Revenue:	$	2,500
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		2,500
Machinery & Equipment		
Other		
Total Cost:	$	2,500

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

ENG.0018

Program Title:		Contact Person:	For Year:
Traffic Signal Technician		Kevin Snyder	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$121,953	$126,776	Engineering	General Fund

Description of Improvement:

This request is for a new Traffic Signal Technician position to be filled in 2017. Currently the City employs two technicians to cover a rapidly growing infrastructure. Staff focus on meeting minimum safety mandates, keping the system functioning, and supporting City and private development construction affecting existing facilities or building new facilities. The Federal Highway Administration and Institute of Transportation Engineers recommends a ratio of between 25-50 Traffic Signals/Field Devices per Technician. The City of Auburn is currently at a ratio of 74 to one not including communications infrastructure or construction support responsibilities. The current critically low staffing level reduces staffs ability to respond to basic safety and maintenance needs.

Alternatives:

The alternative to adding this position is to continue to accept a lower level of service in responding to traffic signal issues, preventative maintenance, and coordinating construction issues. Additionally, an undue burden will continue to be placed on staff to maintain the system appropriately across a broad geographical area. Another alternative is to utilize more contracting with the Counties or private contractors in order to maintain minimum safety requirements; however, this has an added cost to the General Fund budget.

Advantages of Approval:

- Improved traffic signal coverage to capably maintain the safety of the transportation network.
- Improved preventative maintenance on a consistent basis, leading to fewer disruptions and signal failures.
- More time to spend on proactively improving traffic signal timing and coordination citywide leading to fewer delays.
- Enhanced workload and resource management capacity.
- Improved coordination with capital and development project design and construction efforts.

Implications of Denial:

The inability to provide appropriate responses to emergency events and incidents due to lack of staff could create significant safety risks to the public and liability to the City.

- Lower level of service for preventative maintenance potentially resulting in safety concerns.
- Reduced emphasis on improving traffic signal timing and coordination plans resulting in continued delays.
- Reduced emphasis on proactive safety improvements.

2017 Cost of Improvement		
Revenues:		
General Fund		121,953
Proprietary Funds		
Other Funds		
Total Revenue:	$	121,953
Expenditures:		
Wages		73,817
Benefits		43,135
Supplies		
Minor Equipment		5,000
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	121,953

2018 Cost of Improvement		
Revenues:		
General Fund		126,776
Proprietary Funds		
Other Funds		
Total Revenue:	$	126,776
Expenditures:		
Wages		78,693
Benefits		48,083
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	126,776

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

ENG.0019

Program Title:		Contact Person:	For Year:
Consultant Services (Survey, ROW, On-Call Support)		Kevin Snyder	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$17,500	$17,500	Engineering	General Fund

Description of Improvement:
This program improvement would increase the amount budgeted for non-project related Consultant Services from $12,500.00 to $30,000.00. These consultant services are utilized when tasks exceed the expertise or resource availabiliy of staff. Typically, these services include survey support work, appraisals and property negotiations, specialized technical evaluations such as geotechnical and structural engineering, environmental assessments, and other services as the needs arise. The increase in budget is reflective of the actual amounts expended in previous years for the consultant services and also reflects the anticipated needs in 2017 and 2018.

Alternatives:
To maintain the current level of service the City would need to to hire more staff that have very specialized areas of expertise. This would require several additional positions and the need for the staff members would be intermittent.

Advantages of Approval:
The advantage to increasing the budget for non-project related consultant services is that the City will be able to continue its current level of service related to engineering services to internal and external customers.

Implications of Denial:
Denial would reduce the existing level of service by delaying or not providing the products and services delivered by the consultant services as follows: 1) Longer wait times for Plat and other document reviews when workload demands exceed staff resources; and 2) Longer wait times for capital projects implementation because staff that typically work on capital projects would need to provide the required services that could not be provided by consultants; and 3) Public safety may be impacted by lack of specialized technical analysis that City staff is not qualified to provide.

2017 Cost of Improvement		
Revenues:		
General Fund		17,500
Proprietary Funds		
Other Funds		
Total Revenue:	$	17,500
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		17,500
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	17,500

2018 Cost of Improvement		
Revenues:		
General Fund		17,500
Proprietary Funds		
Other Funds		
Total Revenue:	$	17,500
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		17,500
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	17,500

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

LGL.0003

Program Title:		Contact Person:	For Year:
City Prosecutor		Dan Heid	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$131,897	$140,033	Legal	General Fund

Description of Improvement:

In 2015, the City of Auburn filed 3,342 misdemeanor cases in the King County District Court. Although Auburn's filings are comparable to those of other cities, the City of Auburn prosecution team has the fewest number of prosecutors and the fewest number of support staff.

Additionally, over the last three years the Auburn Police Department has increased the number of commissioned officers from 105 in 2014, to 111 in 2016, and is looking to add several more, the result of which will be an increased caseload for an already very busy prosecution department.

Alternatives:

Continue as is. The legal department has already implemented case management software in order to streamline its processes and increase efficiency.

Advantages of Approval:

An additional prosecutor will allow the legal department to continue provide a high level of prosecution services. It will also provide the prosecutors with much needed in-house (out of court) office time necessary for them to more thoroughly work up their cases and prepare for trial.

Implications of Denial:

Without an additional prosecutor, the legal department may need to considering instituting filing guidelines in the event that criminal case filings increase with the hiring of additional police officers. Instituting filing guidelines would mean that certain minimum conditions would have to be met before the City would considering filing charges in some types of cases. For example, the prosecutor may decline to file misdemeanor theft charges when the value of the stolen property does not exceed a certain amount.

2017 Cost of Improvement		
Revenues:		
General Fund		131,897
Proprietary Funds		
Other Funds		
Total Revenue:	$	131,897
Expenditures:		
Wages		86,067
Benefits		43,331
Supplies		
Minor Equipment		2,500
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	131,897

2018 Cost of Improvement		
Revenues:		
General Fund		140,033
Proprietary Funds		
Other Funds		
Total Revenue:	$	140,033
Expenditures:		
Wages		91,751
Benefits		48,282
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	140,033

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

PLN.0045

Program Title:		Contact Person:	For Year:
Auburn Way South Corridor Plan		Kevin Snyder	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$75,000	$100,000	Community Development	General Fund

Description of Improvement:

This corridor experiences an extremely high volume of traffic, yet it is widely accepted that it has a tired appearance, is not pedestrian friendly, and that the commuter experience is generally associated with getting through the corridor rather than engaging with the businesses and public spaces. In 2017 develop and implement an outreach and engagement strategy that targets land and business owners along the Corridor. In 2018 develop a schematic plan for the future of AWS that includes policy language, implementation actions, and visual displays to define the vision. Also, develop implementation tools that help guide the city, landowners and business owners to understand the public and private investments necessary, how they should be prioritized, and how to achieve the desired outcomes.

Alternatives:

1) This project is assigned to existing City staff (a Planner) along with their other duties; 2) The project is assigned to a new hire (e.g. a Planner).

Advantages of Approval:

With consultant help, level of service pertaining to permit and project review timeframes will remain as is. A plan will be developed that leads to a makeover of AWS. Once the plan is implemented AWS will help improve the image and economic vitality of Auburn.

Implications of Denial:

1) AWS will continue to look and function the same as it does today; 2) AWS will continue to provide a negative first impression of Auburn; 3) AWS will continue to provide a negative impression to those who routinely travel through Auburn.

2017 Cost of Improvement		
Revenues:		
General Fund		75,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	75,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		55,000
Other Services & Charges		20,000
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	75,000

2018 Cost of Improvement		
Revenues:		
General Fund		100,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	100,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		80,000
Other Services & Charges		20,000
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	100,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

POL.0023

Program Title:		Contact Person:	For Year:
6 Commissioned Police Officers		Bob Lee	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$1,115,906	$1,445,328	Police	General Fund, Innovation & Technology

Description of Improvement:

Increased staff will enable the deployment of dedicated staff to address Downtown crime /citizen perceptions; as well as Les Gove Campus security issues. Some of this staff will be dedicated to targeted enforcement of individuals/locations identified as being involved in criminal activities. We will add one additional bicycle officer to enhance that unit to 4 bicycle officers. Re-establish Pro-Act unit that was disbanded back in 2008 due to the economic downturn. Add 1 Day Shift K-9 Officer and 1 Major Crimes Detective. This decision package also includes: 3 patrol vehicles for general patrol use, 3 Pro-Active Detectives vehicles for undercover operations and unmarked patrol vehicle operations (in 2018), 1 bicycle for bicycle patrol officer, body cameras (in 2018).

Alternatives:

Continue to assign staff in overtime assignments to address noted issues.

Advantages of Approval:

Dedicated bicycle patrol to patrol Downtown and City Parks, re-establish a Pro-Act unit that dedicates itself to targeting our most prolific offenders and the crimes they commit, Day Shift K-9 Officer and 1 additional Detective.

Implications of Denial:

Potential for continued high crime rate: Our CAD Incidents were second only to Kent in 2015. Our officer workload is the highest of any neighboring agency in south King County. Remain re-active rather than Pro-Active.

2017 Cost of Improvement		
Revenues:		
General Fund		1,115,906
Proprietary Funds		
Other Funds		
Total Revenue:	$	1,115,906
Expenditures:		
Wages		428,887
Benefits		225,077
Supplies		76,272
Minor Equipment		
Professional Services		
Other Services & Charges		196,150
Repairs & Maintenance		
Machinery & Equipment		189,519
Other		
Total Cost:	$	1,115,906

2018 Cost of Improvement		
Revenues:		
General Fund		1,110,328
Proprietary Funds		335,000
Other Funds		
Total Revenue:	$	1,445,328
Expenditures:		
Wages		483,654
Benefits		255,229
Supplies		12,000
Minor Equipment		
Professional Services		19,122
Other Services & Charges		209,955
Repairs & Maintenance		130,000
Machinery & Equipment		335,368
Other		
Total Cost:	$	1,445,328

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

POL.0026

Program Title:		Contact Person:	For Year:
Taser Gun Issue		Bob Lee	2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$0	$37,200	Police	General Fund

Description of Improvement:
Taser 60 pricing plan to replace all of our older Taser X26 units with the new Taser X26P. The premium plan will cost $31.00 a month per officer, which includes a new gun, holster, battery and 4 cartridges of our choosing each year. We will be invoiced $37,200 annually for 5 years. The cost is figured for 100 officers since some of our officers already have the new X26P.

Alternatives:
Full one time purchase of about $130,000.00 which would not include the 5 year warranty and cartridges and new battery each year.

Advantages of Approval:
Upgrade to the newer Taser which lasts longer and is a much better quality than what we currently carry. As our older Tasers are starting to break more frequently, replacement is inevitable. 4 cartridges per year within the program would save the department and city over time.

Implications of Denial:
We would continue to replace Taser guns as they break though there seems to be more frequent failures with the older guns.

2017 Cost of Improvement		2018 Cost of Improvement	
Revenues:		**Revenues:**	
General Fund		General Fund	37,200
Proprietary Funds		Proprietary Funds	
Other Funds		Other Funds	
Total Revenue:	$ -	**Total Revenue:**	$ 37,200
Expenditures:		**Expenditures:**	
Wages		Wages	
Benefits		Benefits	
Supplies		Supplies	
Minor Equipment		Minor Equipment	37,200
Professional Services		Professional Services	
Other Services & Charges		Other Services & Charges	
Repairs & Maintenance		Repairs & Maintenance	
Machinery & Equipment		Machinery & Equipment	
Other		Other	
Total Cost:	$ -	**Total Cost:**	$ 37,200

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

POL.0031

Program Title:		Contact Person:	For Year:
Animal Control Officer - MIT		Bob Lee	2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$0	$184,520	Police	General Fund

Description of Improvement:
This program consists of combining resources for both the City of Auburn and the Muckleshoot Indian Tribe. The tribe has agreed to fund 1/3 of the operating costs and one time expenditures associated with adding an additional Animal Control Officer to the Auburn Police Department. This new officer will be considered enhances services that would serve both communities.

Alternatives:
Continue with current resources of one Animal Control Officer, and not provide any services to the Muckleshoot Indian Tribe.

Advantages of Approval:
The advantage for this improvement would be increasing our animal control services using two Animal Control Officers. Currently, commissioned officers respond to an estimated 40% of the current calls for service related to animals. Most of the commissioned staff lack training, knowledge and resources to respond effectively to these types of calls and usually serve on a temporary basis only until the ACO arrives back to work.

Implications of Denial:
Animal control calls for service currently exceed our service level. One ACO currently does not provide seven day a week coverage. Therefore citizens have a delayed response to their animal related requests.

2017 Cost of Improvement		2018 Cost of Improvement	
Revenues:		**Revenues:**	
General Fund		General Fund	184,520
Proprietary Funds		Proprietary Funds	
Other Funds		Other Funds	
Total Revenue:	$ -	**Total Revenue:**	$ 184,520
Expenditures:		**Expenditures:**	
Wages		Wages	56,700
Benefits		Benefits	41,660
Supplies		Supplies	4,900
Minor Equipment		Minor Equipment	2,200
Professional Services		Professional Services	
Other Services & Charges		Other Services & Charges	4,810
Repairs & Maintenance		Repairs & Maintenance	
Machinery & Equipment		Machinery & Equipment	74,250
Other		Other	
Total Cost:	$ -	**Total Cost:**	$ 184,520

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

POL.0032

Program Title:		Contact Person:	For Year:
Alive and Free		Bob Lee	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$30,000	$30,000	Police	General Fund

Description of Improvement:
Additional $30,000 will be combined with a $30,000 contribution from Renton PD for 2017 & 2018. This will provide for an additional full-time outreach worker to identify and engage youth at risk of joining gangs or participating in other violence. Outreach workers go to where the youth are and provide a bridge, connecting youth and families with services and support. Outreach workers routinely meet with the Auburn School District, AYR and the Auburn Police Department to address these concerns.

Alternatives:
There are no other alternatives.

Advantages of Approval:
This will allow additional positive impacts on our youth by ensuring outreach workers cultivating relationships with youth and families through the intake process. If a youth is not engaging in the referred services, the outreach worker plays a key role in reaching out to the youth and involving the youth in various programs.

Implications of Denial:
We will not be able to meet the demands of youth in need of services to prevent gang and youth violence.

2017 Cost of Improvement		
Revenues:		
General Fund		30,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	30,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		30,000
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	30,000

2018 Cost of Improvement		
Revenues:		
General Fund		30,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	30,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		30,000
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	30,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

PRK.0043

Program Title:		Contact Person:	For Year:
Replace Large Tractor Mower		Daryl Faber	2017
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$75,000	$0	Parks, Arts, & Recreation	General Fund

Description of Improvement:
Replace the 2nd of five large tractor mowers (we replaced the oldest one last year) in year 2017. This mower was purchased in 2000 and currently has over 375,000 hours on it.

Alternatives:
Continue to use the current mower even though it has exceeded its lifetime expectancy of 10-12 years.

Advantages of Approval:
Cut down on yearly maintenance costs. Cut down on lost productivity, as the number of breakdowns continue to increase yearly, which costs valuable maintenance time as the operator must return the mower to the shop for repairs.

Implications of Denial:
Continue to lose productivity with breakdowns. As the mower gets older, it is only a matter of time before we have some of the bigger ticket items, like a new motor, that will need to be replaced. Replacement parts are no longer manufactured for this model, making it difficult to find available inventory and delaying the repair process.

2017 Cost of Improvement		
Revenues:		
General Fund		75,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	75,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		75,000
Other		
Total Cost:	$	75,000

2018 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

PRK.0044

Program Title:		Contact Person:	For Year:
Replace Large Tractor Mower in 2018		Mike Miller	2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$0	$75,000	Parks, Arts, & Recreation	General Fund

Description of Improvement:
Replace the third of five large tractor mowers. The mower we will need to replace was purchased in 2002, and the mowers are expected to last 10-15 years.

Alternatives:
Continue to push the mower past its life expectancy, which increases the operating cost and costs us valuable labor time with increased break downs.

Advantages of Approval:
Be more efficient with the work crew due to fewer break downs.

Implications of Denial:
Continue to have larger repair costs and reduced productivity due to increased breakdowns as the equipment ages.

2017 Cost of Improvement		2018 Cost of Improvement	
Revenues:		**Revenues:**	
General Fund		General Fund	75,000
Proprietary Funds		Proprietary Funds	
Other Funds		Other Funds	
Total Revenue:	$ -	**Total Revenue:**	$ 75,000
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	
Machinery & Equipment		Machinery & Equipment	75,000
Other		Other	
Total Cost:	$ -	**Total Cost:**	$ 75,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

PRK.0045

Program Title:		Contact Person:	For Year:
Replace Small Mower with Blower Attachment		Daryl Faber	2017
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$30,000	$0	Parks, Arts, & Recreation	General Fund

Description of Improvement:
Replace the oldest of our two small tractor mowers with a blower attachment. This piece of equipment is used to assist in gathering and removing leaves from the parks as well as keeping trails clean. It was purchased in 1994.

Alternatives:
Continue to use a piece of equipment that has outlived its useful life and continues to have frequent breakdowns.

Advantages of Approval:
A new unit will help keep the crew running efficiently with fewer breakdowns.

Implications of Denial:
Continue to lose valuable labor time with increased break downs as the blower unit continues to age.

2017 Cost of Improvement		
Revenues:		
General Fund		30,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	30,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		30,000
Other		
Total Cost:	$	30,000

2018 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

PRK.0046

Program Title:		Contact Person:	For Year:
Replace 2nd of Two Small Mowers (in 2018)		Mike Miller	2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$0	$30,000	Parks, Arts, & Recreation	General Fund

Description of Improvement:
Replace 2nd of two small tractor mowers with a blower attachment. This piece of equipment saves valuable time by helping with the gathering and removal of leaves in the fall as well as cleaning off trails.

Alternatives:
Continue using a piece of equipment that has out lived its useful life.

Advantages of Approval:
Fewer bereakdowns equates to a more productive staff and less money spent annually on repairs. This unit was purchased in 1996.

Implications of Denial:
Continue to lose valuable staff time with increased breakdowns as the equipment continues to age past its recommended useful life.

2017 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:	$ -

2018 Cost of Improvement	
Revenues:	
General Fund	30,000
Proprietary Funds	
Other Funds	
Total Revenue:	$ 30,000
Expenditures:	
Wages	
Benefits	
Supplies	
Minor Equipment	
Professional Services	
Other Services & Charges	
Repairs & Maintenance	
Machinery & Equipment	30,000
Other	
Total Cost:	$ 30,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

PRK.0047

Program Title:		Contact Person:	For Year:
Replace Play Equipment at Roegner Park		Daryl Faber	2017
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$40,000	$0	Parks, Arts, & Recreation	General Fund

Description of Improvement:
Roegner Park's play equipment is over 20 years old, and is one of the last wooden play structures left in Auburn. We remove pieces of equipment as the wood deteriorates to the point of no longer being safe.

Alternatives:
Continue to remove equipment as it deteriorates until there is nothing left in the playground for the children to play on.

Advantages of Approval:
Give the children new and safe equipment to play on at Roegner Park.

Implications of Denial:
Continue to remove equipment as it is deemed unsafe for use.

2017 Cost of Improvement		
Revenues:		
General Fund		40,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	40,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		40,000
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	40,000

2018 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

PRK.0048

Program Title:		Contact Person:	For Year:
Replace Play Equipment at Lakeland Hills Park		Mike Miller	2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$0	$40,000	Parks, Arts, & Recreation	General Fund

Description of Improvement:
The play equipment at Lakeland Hills is outdated and outlived its useful life. We continue to get requests from the Lakeland Hills Communitty to update this play structure.

Alternatives:
Leave existing play equipment and continue to receive complaints. The structures at Lakeland Hills and Roegner Park are the two last wooden structures in our Park system.

Advantages of Approval:
Give the children in the Lakeland Hills Community a new and safe play structure to play on. This is the original playground when the Park was built in 1994.

Implications of Denial:
Continue to answer complaints about not providing an updated piece of equipment. This play equipment hasn't reached the point of being unsafe. However, it is outdated and gets very little use because the children don't find it interesting or challenging.

2017 Cost of Improvement		2018 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	40,000
Professional Services		Professional Services	
Other Services & Charges		Other Services & Charges	
Repairs & Maintenance		Repairs & Maintenance	
Machinery & Equipment		Machinery & Equipment	
Other		Other	
Total Cost:	$ -	**Total Cost:**	$ 40,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

PRK.0049

Program Title:		Contact Person:	For Year:
Increase in Seasonal Maintenance Budget		Daryl Faber	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$40,000	$40,000	Parks, Arts, & Recreation	General Fund

Description of Improvement:

The hourly wage for Seasonal Maintenace laborers increased last year from $12 per hour up to a max of $16.32 per hour. To cover 12 positions at 960 hours per position at the $16.31 per hour we need $188,000 in wages. Additionally, we need an additional $10,000 to cover another temporary position for the 3 months of summertime, as the parks have gotten busier and we have added 4 new small neighborhood parks to the list of parks we maintain in the last 2 years.

Alternatives:

Hire more FTE or cut back on other park maintenance, as we would use more FTE labor to perform the tasks that the Temporary Seasonal Staff performs.

Advantages of Approval:

We are already operating with the minimum number of employees to keep the parks at the level of quality that the community expects. Starting in March, staff works from 6:00am - 10:45pm seven days per week. New playgroundsand improvements are attracting more users to the Parks. The increase in has created more litter, more garbage cans to be emptied and more frequent cleaning of the restrooms. This request is also for one additional seasonal position to spend just at Les Gove Park from 10:30 - 7:00pm from June -September during the busy summer times.

Implications of Denial:

If we cannot maintain this level of staffing, the quality of the parks will decline as we use more staff time to take care of the litter, garbage and restroom cleaning that is required. We will also have less visits to the Regional Parks on busy weekends, as the seasonal staff will be stretched to cover more area with less people. Last year the budget was exceeded in order to mainatin the level of service that is necesaary.

2017 Cost of Improvement		
Revenues:		
General Fund		40,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	40,000
Expenditures:		
Wages		40,000
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	40,000

2018 Cost of Improvement		
Revenues:		
General Fund		40,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	40,000
Expenditures:		
Wages		40,000
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	40,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

PRK.0050

Program Title:		Contact Person:	For Year:
Senior Center Temporary Staff		Daryl Faber	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$15,000	$15,000	Parks, Arts, & Recreation	General Fund

Description of Improvement:
Added 27.5 hrs per week for clerical front desk help. Increased Recreation Leader II (Van Driver) hours to 48 hours per month. Expanded the travel program, requiring two vans due to increased participation. The Senior Center is also expanding from being open three nights per week to four. In addition, a decrease in Senior Volunteers who are able to manage the electronic registration system requires a decreased use of volunteers for this task and an increase in paid staff.

Alternatives:
Limit hours of being open for activities that are popular in the evening.

Advantages of Approval:
Provides paid quality staff for expanded trips. Adds one evening to the existing schedule that was previously paid for by Recreation staff during the construction.

Implications of Denial:
Fewer hiking and other van trips will be offered. These trips are offset by user fees. The Senior Center will be closed one night that it is currently open.

2017 Cost of Improvement		
Revenues:		
General Fund		15,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	15,000
Expenditures:		
Wages		12,707
Benefits		2,293
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	15,000

2018 Cost of Improvement		
Revenues:		
General Fund		15,000
Proprietary Funds		
Other Funds		
Total Revenue:	$	15,000
Expenditures:		
Wages		12,737
Benefits		2,263
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	15,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

STR.0005

Program Title:		Contact Person:	For Year:
Seasonal Maintenance Worker - Streets		Kevin Snyder	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$20,800	$20,800	Community Development & Public	General Fund

Description of Improvement:
Hire two seasonal employees to assist with traffic control, painting, asphalt repair, graffiti removal and other seasonal demands.

Alternatives:
Hiring seasonals will allow Street Maintenance workers to do more street repairs and increase response time for pothole and graffiti requests.

Advantages of Approval:
Hiring seasonals will allow Street Maintenance workers to do more street repairs and increase response time for pothole and graffiti requests.

Implications of Denial:
Without seasonal employees it would put further stress on the Street Division and cause longer response times to issues such as graffiti removal and pothole repair.

2017 Cost of Improvement		
Revenues:		
General Fund		20,800
Proprietary Funds		
Other Funds		
Total Revenue:	$	20,800
Expenditures:		
Wages		20,800
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	20,800

2018 Cost of Improvement		
Revenues:		
General Fund		20,800
Proprietary Funds		
Other Funds		
Total Revenue:	$	20,800
Expenditures:		
Wages		20,800
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	20,800

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

ASD.0011

Program Title:		Contact Person:	For Year:
Auburn Magazine		Dana Hinman	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$50,000	$25,000	Multimedia	Innovation & Technology

Description of Improvement:
The Auburn Magazine is a very popular communication tool with the community. The publisher will also be producing a separate tourism and marketing piece in 2017 to work in conjunction with Tourism's branding effort.

Alternatives:
Do not increase funding for this existing line item.

Advantages of Approval:
By increasing advertisers that support the magazine, our goal is to reduce and eventually eliminate net production costs.

Implications of Denial:
As the magazine establishes itself, more advertising dollars will be received that will help to offset the costs of the magazine, eventually eliminating net production costs all together. Without support for the magazine the City will miss out on what could potentially be a source of revenue.

2017 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		50,000
Other Funds		
Total Revenue:	$	50,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		50,000
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	50,000

2018 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		25,000
Other Funds		
Total Revenue:	$	25,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		25,000
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	25,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

ERR.0007

Program Title:		Contact Person:	For Year:
M&O Master Planning		Kevin Snyder	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$50,000	$50,000	Community Development & Public	Equipment Rental

Description of Improvement:
Planning effort for future M&O needs including land usage and building needs for the next 20 years.

Alternatives:
None.

Advantages of Approval:
This would give us the ability to appropriately plan for future logistical and financial needs for the M&O facility. This planning effort would allow us to schedule and identify funding for needed improvements instead of doing multiple individual program improvements.

Implications of Denial:
We would have to do multiple individual program improvements as the need arises.

2017 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		
Other		50,000
Total Cost:	$	50,000

2018 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		
Other		50,000
Total Cost:	$	50,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

FAC.0014

Program Title:		Contact Person:	For Year:
City Hall Exterior Structural Repairs		Dana Hinman	2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$0	$250,000	Facilities	Facilities

Description of Improvement:
Repair structural deterioration.

Alternatives:
Split the program over two years.

Advantages of Approval:
Prolong the life of the building.

Implications of Denial:
Leave as is - the deterioration will only get worse over time.

2017 Cost of Improvement		2018 Cost of Improvement	
Revenues:		**Revenues:**	
General Fund		General Fund	
Proprietary Funds		Proprietary Funds	
Other Funds		Other Funds	250,000
Total Revenue:	$ -	**Total Revenue:**	$ 250,000
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	250,000
Machinery & Equipment		Machinery & Equipment	
Other		Other	
Total Cost:	$ -	**Total Cost:**	$ 250,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

FAC.0015

Program Title:		Contact Person:	For Year:
City Hall Roof Replacement		Dana Hinman	2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$0	$200,000	Facilities	Facilities

Description of Improvement:
Replace exisiting roof (deterioration is present).

Alternatives:
Budget for next cycle.

Advantages of Approval:
Avoid costly leaks.

Implications of Denial:
Deal with leaks as they surface.

2017 Cost of Improvement		2018 Cost of Improvement	
Revenues:		**Revenues:**	
General Fund		General Fund	
Proprietary Funds		Proprietary Funds	
Other Funds		Other Funds	200,000
Total Revenue:	$ -	**Total Revenue:**	$ 200,000
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	200,000
Machinery & Equipment		Machinery & Equipment	
Other		Other	
Total Cost:	$ -	**Total Cost:**	$ 200,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

GLF.0029

Program Title:		Contact Person:	For Year:
Rebuild the First Green and Surrounds		Daryl Faber	2017
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$25,000	$0	Municipal Parks	Municipal Parks

Description of Improvement:
The first green is an old push-up green that does not have subsurface drainage. This green and the surrounds are wet and mushy throughout the shoulder months. The sod from these areas would be stripped by staff and later reused. A contractor would be hired to create and install subsurface and surface drainage. The contractor would cut and fill the areas required using native and import materials. The final shaping would be performed by the contractor. The site would then be ready for the Auburn golf course staff to complete the irrigation installation and lay the sod. New cart path paving along the west side of the project would be installed by another contractor.

Alternatives:
The alternative would be to continue sanding as we have done for many years.

Advantages of Approval:
The green and surrounds would be firm and manageable throughout the year. Patrons would not have to look for their $4.00 ball and possibly lose it in the target area. The staff has rebuilt fifteen of the eighteen greens and their surrounds; this new green would be consistent with these other rebuilt greens and surrounds.

Implications of Denial:
The denial would continue the complaints from patrons, and the area would still be difficult to manage during the shoulder months (October through March).

2017 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		
Other Funds		25,000
Total Revenue:	$	25,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		25,000
Total Cost:	$	25,000

2018 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

GLF.0030

Program Title:		Contact Person:	For Year:
Rebuild the 10th Green and Surrounds		Daryl Faber	2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$0	$27,000	Municipal Parks	Municipal Parks

Description of Improvement:

The 10th green is an original push-up green with poor surface drainage and no subsurface drainage. The surrounds have the same flaw. This green is difficult to manage throughout the shoulder months (October through March). During this period, the green and surrounds are soft and mushy. This area is one of our biggest complaints from patrons.

The sod would be cut and saved. A contractor would then cut and fill the site to proper grades, install subsurface drainage, and grade all import materials to a finished product. Staff would install the required irrigation sprinklers, and lat the sod. The down time for this green would be less than ten days.

Alternatives:

This is a low area that will always be wet until new grades are established. Staff would continue to sand, aerate and roll the surface during the shoulder months.

Advantages of Approval:

-Patrons would enjoy a year-round smooth surface to putt on.
-Staff would be able to manage this area throughout all seasons.
-This green would match the other sixteen that have been rebuilt and the course would play more consistently.

Implications of Denial:

-The object to maintaining quality golf greens is to keep them firm and smooth.
-The tenth green sits in a low area, with poor drainage, and poor soil conditions.
-During the shoulder months, patrons will continue to putt on a rough surface full of footprints resulting from this soft condition.

2017 Cost of Improvement		2018 Cost of Improvement	
Revenues:		**Revenues:**	
General Fund		General Fund	
Proprietary Funds		Proprietary Funds	
Other Funds		Other Funds	27,000
Total Revenue:	$ -	**Total Revenue:**	$ 27,000
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	
Machinery & Equipment		Machinery & Equipment	
Other		Other	27,000
Total Cost:	$ -	**Total Cost:**	$ 27,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

GLF.0031

Program Title:		Contact Person:	For Year:
Fairway Drainage Improvement		Daryl Faber	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$30,000	$30,000	Municipal Parks	Municipal Parks

Description of Improvement:
This object of this project is to apply topdressing sand to the first five fairways to firm up these landing areas, so these holes are playable year round. Sand would be applied with a three yard topdressing machine, which we have. One-tenth of an inch of sand would be applied bi-weekly throughout the fairways listed above. These fairways would start to show improvement once dressed with four inches of sand.

Alternatives:
One or two of these fairways could be rebuilt each season, the cost would be about 30% less. Each hole would be taken out of play for two months during the end of the season, and golfers would have to play a temporay hole.

Advantages of Approval:
-The surfaces of these fairways would become firm and playable year round.
-The staff would be able to mow and groom these holes year round.

Implications of Denial:
-These holes would continue to get complaints from golfers--at times these holes are nearly unplayable.
-These holes would continue to be difficult to maintain during the shoulder months.

2017 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		
Other Funds		30,000
Total Revenue:	$	30,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		30,000
Total Cost:	$	30,000

2018 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		
Other Funds		30,000
Total Revenue:	$	30,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		30,000
Total Cost:	$	30,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

GLF.0032

Program Title:		Contact Person:	For Year:
Chemical Storage Building		Daryl Faber	2017
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$20,000	$0	Municipal Parks	Municipal Parks

Description of Improvement:
The present container, purchased in 1986, is not OSHA-approved and has exceeded its useful life. The container leaks and has poor ventilation. The replacement would be an OSHA-approved chemical container, eight feet wide and twenty feet long.

Alternatives:
We could move the chemicals to a storage area that is not OSHA-approved.

Advantages of Approval:
The chemicals we use (fertilizer, fungicides and herbicides) would be stored in a dry, ventilated and self-contained unit.

Implications of Denial:
The chemical storage area would not be OSHA-approved.

2017 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		
Other Funds		20,000
Total Revenue:	$	20,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		20,000
Total Cost:	$	20,000

2018 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

GLF.0033

Program Title:		Contact Person:	For Year:
Topdressing Sand Storage Cover		Daryl Faber	2017
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$45,000	$0	Municipal Parks	Municipal Parks

Description of Improvement:

The topdressing sand is presently stored outside in concrete bunkers. The materials are exposed to the elements. An outdoor cover much like the cover M&O uses for their sanding and asphalt materials is what we are looking for. The structure would be about 60 feet wide, 35 feet deep and 16 feet in height. The cover would keep the materials drier and more useable.

Alternatives:

The alternative would be to keep things the way they are, order as needed and at times cover the materials with a tarp.

Advantages of Approval:

The advantages would be:
-The sanding materials would be dry and spread uniformly.
-There would be less contamiation (weed seeds and leaves).

Implications of Denial:

The sand we use will continue to have weed seed contamination, and will be difficult to spread during periods of wet weather.

2017 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		
Other Funds		45,000
Total Revenue:	$	45,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		45,000
Total Cost:	$	45,000

2018 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

PRK.0041

Program Title:		Contact Person:	For Year:
Les Gove Campus Security Cameras		Daryl Faber	2017
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$20,000	$0	Parks, Arts, & Recreation	Capital Improvements

Description of Improvement:
Add a security camera system with infrared to both interior of park and the north parking lots. New high definition cameras with zoom technology will aid the Police Department, increase community safety and decrease crime at our premier park campus.

Alternatives:
Maintain existing security level, which does not cover many areas of the park and does not have infrared capabilites.

Advantages of Approval:
Les Gove Park has had a heightened level of both crime and the appearance of crime. The new camera observation devices will provide zoom capabilites as well as infrared technology. Three observation areas will be able to cover the majority of the park space. This addition will decrease the need for on-site officers and allow for "playback" after a crime is committed. Includes offsite monitoring, web and smartphone viewing where staff and officers can aid in crime prevention.

Implications of Denial:
Increased law enforcement presence will continue to be required to help ensure community safety. Most vandalism and crime occurs when officers are not present or at night. This will assist in solving that problem.

2017 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		
Other Funds		20,000
Total Revenue:	$	20,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		20,000
Other		
Total Cost:	$	20,000

2018 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

IS.0041

Program Title:		Contact Person:	For Year:
Drone Program Administration		Paul Haugan	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$45,000	$15,000	Innovation & Technology	Innovation & Technology

Description of Improvement:

Several Departments have identified a need to utilize aerial drones for their business. CDPW needs flyovers for Environmental Services, Admin Services has need to use drones for capturing video of City events, Police has need for accident recreation and officer safety and HR/Risk Management has suggested drones would be a way to reduce risk for inspections of towers. This request is to establish a Drone program to support city civil use and for general support for Public Safety. The FAA has begun to define the requirements that City's must adhere to in order to utilize these devices. IT has begun the process of certifying the City and the first Drone Pilot program. This request is to provide a funding stream to establish the program and to provide ongoing support.

Alternatives:

Drones offer the city an opportunity to view and image places and things that humans cannot in a manner that is safe and cost effective. The alternative is to wait for the technology to be less expensive or depend on a consultant.

Advantages of Approval:

Drones offer the opportunity to gather information that is otherwise costly or impractical with humans or regular planes. Technology has advanced to where these can provide better information in a cost effective, safer manner.

Implications of Denial:

Approving this package keeps our city on pace with the abilities of other Police Departments in our region and provides opportunities to exchange information with them. It also offers civil use capabilities for environmental analysis we don't have today. If denied, we will have to rely on consultation services to get the images we need to provide accurate analysis and PD support.

2017 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		
Repairs & Maintenance		
Machinery & Equipment		
Other		45,000
Total Cost:	$	45,000

2018 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		15,000
Other Funds		
Total Revenue:	$	15,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		15,000
Machinery & Equipment		
Other		
Total Cost:	$	15,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

IS.0042

Program Title:		Contact Person:	For Year:
Network Engineer		Paul Haugan	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$132,916	$133,196	Innovation & Technology	Innovation & Technology

Description of Improvement:

The City has expanded, and continues to grow the underlying technology infrastructure that all the City's applications and services rely on. This expansion has created a significant amount of additional work that will require the addition of a Network Engineer. This position will also support the further expansion of the wireless network in alignment with Council Strategic Goal # 2: Achieving Digital Parity.

Alternatives:

Managing the City's network is daunting. Maintenance tasks and work orders are falling behind. The alternative is outsourcing some management services resulting in higher costs, slower response times and service limitations.

Advantages of Approval:

By adding a Network Engineer, this will allow us to start to catch up on some overdue maintenance, continue the network expansion and work more closely on network and information security. This position would also be the primary person responsible for expanding our public Wi-Fi to support Council Strategic Goal # 2: Digital Parity Wi-Fi and fiber through the city of Auburn. This position would also be available for new projects and tasks as assigned as the city moves into more technology initiatives that help our citizens.

Implications of Denial:

In order to continue to support the City's network, communications, business continuity, data center, and both public and private Wi-Fi, additional staff is needed. The implications are simple. Continuing degradation of service, inability to implement and/or further manage Wi-Fi and lack of capacity to further expand and manage the City's existing fiber optic infrastructure. The tasks that are not being addressed affect the City as a whole and have a direct impact on the health of the network infrastructure. This can cause the city a loss of productivity for city staff.

2017 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		132,916
Other Funds		
Total Revenue:	$	132,916
Expenditures:		
Wages		86,067
Benefits		43,250
Supplies		
Minor Equipment		3,600
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	132,916

2018 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		133,196
Other Funds		
Total Revenue:	$	133,196
Expenditures:		
Wages		88,649
Benefits		44,547
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	133,196

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

IS.0043

Program Title:		Contact Person:	For Year:
Sr. Center AV Upgrade/Replacement		Paul Haugan	2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$0	$45,000	Innovation & Technology	Innovation & Technology

Description of Improvement:
The Senior Center provides opportunities for meeting events on a regular basis for Auburn citizens. The Audio Visual system upgrade will provide a replacement for the aging system and improved sound for the entire complex. All areas will have paging capability and independent or combined room sound as required with easy touch panel controls. Proposed solution encompasses addressing the ambient acoustics of the environment and providing a presentation projector. Upgrading the system will enhance the rent ability of the facility and could positively impact the income stream for Parks and Recreation.

Alternatives:
Standalone systems have been utilized from various sources, however, the preferred method would be to have an internal system that is available and fine-tuned for the building.

Advantages of Approval:
Providing a system that is designed for the facility, is user friendly and addresses the needs of the senior citizens and the rental occupants. This upgrade will provide a greater listening and viewing experience to increase the utilization of these rooms as rentals.

Implications of Denial:
The current system is quite dated and is continuing to experience failures. Renters limit use of the facility as attendees become frustrated since it is known to have poor sound with many limitations.

2017 Cost of Improvement		2018 Cost of Improvement	
Revenues:		**Revenues:**	
General Fund		General Fund	
Proprietary Funds		Proprietary Funds	45,000
Other Funds		Other Funds	
Total Revenue:	$ -	**Total Revenue:**	$ 45,000
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	
Machinery & Equipment		Machinery & Equipment	45,000
Other		Other	
Total Cost:	$ -	**Total Cost:**	$ 45,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

IS.0044

Program Title:		Contact Person:	For Year:
Digital Parity/Broadband Expansion		Paul Haugan	2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$0	$250,000	Innovation & Technology	Innovation & Technology

Description of Improvement:

Council developed a long range strategic plan in November of 2015. Strategic Goal # 2: Achieving Digital Parity by X% by 2020 is a keystone element of the strategic plan as it provides direction and vision that encompasses all aspects of life in the City of Auburn. Helping our residents connect to the digital economy and the world in general, and in keeping with our belief that internet access is a fundamental human right, this request is for funding to expand Access Auburn, the City's free internet service. The focus of this funding is to move Access Auburn into the residential neighborhoods of the City and encompasses fiber optic infrastructure expansion and wireless broadband expansion. As this is expected to a multi-year project, this funding is designated for the 2017/2018 budget years.

Alternatives:

The alternative to declining this request is that we would not meet the Council's Strategic vision of providing broadband access to the residents of the City of Auburn.

Advantages of Approval:

Providing broadband access to the residents of Auburn enables all residents to participate in the digital economy. Job searches, 24/7 access for students, access to medical services and interaction with other people and the City are all benefits found by enabling access. In addition this moves the City closer to being recognized as a Connected Community which helps in attracting families, in supporting economic development, in assisting law enforcement and all City operations.

Implications of Denial:

The City would be unable to achieve Councils Strategic Goal # 2: Achieving Digital Parity. The City's adoption of Smarter City initiatives would be delayed.

2017 Cost of Improvement		2018 Cost of Improvement	
Revenues:		**Revenues:**	
General Fund		General Fund	
Proprietary Funds		Proprietary Funds	250,000
Other Funds		Other Funds	
Total Revenue:	$ -	**Total Revenue:**	$ 250,000
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	
Machinery & Equipment		Machinery & Equipment	250,000
Other		Other	
Total Cost:	$ -	**Total Cost:**	$ 250,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

IS.0045

Program Title:		Contact Person:	For Year:
E-Plan Check Monitor Upgrade		Paul Haugan	2017
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$30,000	$0	Innovation & Technology	Innovation & Technology

Description of Improvement:

This request is to upgrade the monitors used by staff that are involved with electronic plan checking to larger, easier to read monitors. These new monitors will lower the visual stress from working at smaller, lower resolution monitors and will make it easier to conduct plan checks in a fully engaged electronic format. Electronic plan review has become the standard in most jurisdictions and most customers are seeking more ways to take advantage of this option since it allows for faster movement of information between the City and the customer, reduces the need to print multiple plan sets which can cost hundreds to thousands of dollars, and to eliminate the need to hire permit runners to deliver and pick up hard copy plan sets and comments.

Alternatives:

Continue to use lower resolution monitors, increased staff visual eye stress, lower productivity caused by more rest stops during working hours, loss of efficiency and increased printing to compare documents when needed.

Advantages of Approval:

Electronic plan review is the future direction of the department. Adding these larger, higher resolution monitors will help support better ergonomics for staff and assist in making the new plan check processes easier to adopt and less stressful.

Implications of Denial:

The City would not accrue the benefits of electronic plan review. Staff would need more breaks to rest their eyes. In effect, we would be going on a 500 mile road trip and stopping at the 400 mile marker. Full deployment of electronic plan review has become an expectation of the customer and the industry norm. Factors that limit the City's ability to fully utilize this technology hamper our ability to ensure fast and positive customer experiences.

2017 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		30,000
Other Funds		
Total Revenue:	$	30,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		30,000
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	30,000

2018 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

IS.0049

Program Title:		Contact Person:	For Year:
CRM System		Paul Haugan	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$50,000	$15,000	Innovation & Technology	Innovation & Technology

Description of Improvement:
This would be a system designed to manage citizen interactions including complaints, comments, requests and much more. This system (and strategy) would be a combination of a 311 system, a constituency tracking system and potentially tie into systems like GIS, Neighborhood Meeting tools and asset management. A system like this is designed around tracking, routing and enabling citizens and management with procedures to interact in a solution focused manner.

Alternatives:
Continue to use multiple systems to track data that do not talk with each other. Maintain the status quo.

Advantages of Approval:
The biggest advantages are a centralized system that integrates with existing systems and the ability to track data that would be used for action and decision making. In addition the system would provide Executive leadership a more real time insight into constituent issues and provide a methodology for Citizens to interact more closely with City staff.

Implications of Denial:
The City won't have the data needed to drive change and make decisions as it relates to citizens, businesses and partners.

2017 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		
Other		50,000
Total Cost:	$	50,000

2018 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		15,000
Other Funds		
Total Revenue:	$	15,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		15,000
Machinery & Equipment		
Other		
Total Cost:	$	15,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

IS.0050

Program Title:		Contact Person:	For Year:
eDocument Scanning and Workflow		Paul Haugan	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$40,000	$40,000	Innovation & Technology	Innovation & Technology

Description of Improvement:
Finance has asked IT to work with current enterprise systems to build an interface so documents can be scanned, processed through workflows, attached and quality controlled in an automated fashion. Implementing an enterprise document scanning solution not only fits with our IT strategic plan, but it also helps departments increase efficiency and productivity in their daily processes. This system and process will include, but not be limited to electronic forms, web-forms, digital signatures, workflows, task management, scanning and professional services.

Alternatives:
Continue the manual process of scanning and uploading documents into enterprise systems and/or department drives.

Advantages of Approval:
This process will automate a completely manual process. In addition, all documents will be centrally stored with their native application rather than spread across the network. This also provides document workflow, process automation and eliminates the need for paper. An example is the ability to scan invoices and attach them directly to Eden accounting software, thereby giving users the ability to immediately access actual invoices from Eden rather than searching through files.

Implications of Denial:
Staff continue to use old, manual processes to match their business needs.

2017 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		40,000
Other Funds		
Total Revenue:	$	40,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		40,000
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	40,000

2018 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		40,000
Other Funds		
Total Revenue:	$	40,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		40,000
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	40,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

IS.0053

Program Title:		Contact Person:	For Year:
Website Refresh		Paul Haugan	2017
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$25,000	$0	Innovation & Technology	Innovation & Technology

Description of Improvement:
A typical website refresh is done every five years and is usually done from the ground up. Our last redesign on auburnwa.gov was done in 2012 so it is time for a refresh. This refresh would include an updated layout, new images, re-organized content and a centralized portal for online services. This project would also include creating a website taskforce that includes citizens, business leaders and City staff.

Alternatives:
Delay the refresh for two years and make minor changes during that time.

Advantages of Approval:
As the City moves more towards Citizen integration and participation for various departments, this refresh will bring together these capabilities in a planned Citizen Portal-type of design while maintaining the excellent communication and information environment that the City website supports.

Implications of Denial:
The majority of the website stays the same and current staff work on minor changes like re-organizing content. However, in-house staff don't have the expertise to build a citizen portal, so the changes would be basic.

2017 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		25,000
Other Funds		
Total Revenue:	$	25,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		25,000
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		
Other		
Total Cost:	$	25,000

2018 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

IS.0060

Program Title:		Contact Person:	For Year:
SMART Board Interactive Display for Police		Paul Haugan	2017
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$10,000	$0	Innovation & Technology	Innovation & Technology

Description of Improvement:
A SMART board is an interactive whiteboard that uses touch detection for user input. The Police Department would like to install a unit in the Briefing room. This will allow for more interactive shift briefings.

Alternatives:
Police will continue to use the traditional whiteboard in the Briefing Room.

Advantages of Approval:
Collaboration and interaction are key elements in policing. SMART Board usage during daily briefings will greatly increase communication and collaboration between officers. During major investigations, collaboration sessions can be recorded and shared/reviewed by other personnel who were not present, increasing the flow of intelligence.

Implications of Denial:
None.

2017 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

2018 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

IS.0061

Program Title:		Contact Person:	For Year:
Cyber Security Management		Paul Haugan	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$60,000	$40,000	Innovation & Technology	Innovation & Technology

Description of Improvement:
Information Technology requests to add a Cyber Security service to our Information Security practice. A Information Security Management system will provide 24/7 monitoring of our network, communications and operating system and will provide actionable information on cyber threats in real time. This will assist in staying ahead of the advanced cyber threat landscape that is evolving.

Alternatives:
Continue to operate as we are.

Advantages of Approval:
Adding automated cyber threat intelligence and monitoring adds a very important piece to our Information Security needs. Currently we are in a completely reactive mode - if we get hacked or compromised in any fashion, the damage is already done and we are in a damage control mode. Adding automated cyber defense and threat management improves the 8 hours of current awareness time to 24-hour, around the clock, 7 days per week situational awareness. We can then be more responsive when dealing with threats - essentially proactive rather than reactive.

Implications of Denial:
The Information Technology world has been locked in a struggle for many years with multiple bad actors continually trying to break into our systems and gather data (both personal and company), steal banking information, and otherwise compromising essential equipment and services. This is not meant to portray a doom and gloom picture. The intent is to bring a level of awareness of the need for a higher level of information security. Not adding this service leaves us vulnerable.

2017 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		
Repairs & Maintenance		
Machinery & Equipment		60,000
Other		
Total Cost:	$	60,000

2018 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		40,000
Other Funds		
Total Revenue:	$	40,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		40,000
Machinery & Equipment		
Other		
Total Cost:	$	40,000

Conclusion:

REQUEST FOR PROGRAM IMPROVEMENT

IS.0065

Program Title:		Contact Person:	For Year:
Police - 800 MHz Coverage Expansion - Lea Hill Substation		Paul Haugan	2017
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$45,000	$0	Innovation & Technology	Innovation & Technology

Description of Improvement:
Auburn Police recently opened a substation in the Lea Hill area. It was discovered after opening that the location and general area are substantially subpar in radio coverage. This funding is to purchase and install equipment to boost the signal strength of the 800 MHz radio system so the area and substation have the coverage needed for effective Law Enforcement use.

Alternatives:
Leave the substation as is with no radio coverage. Officers would need to use their cell phones to communicate. The 800 MHz radio system is scheduled for upgrade in 2020, which could include the Lea Hill Substation.

Advantages of Approval:
Having effective and available radio coverage at the substation means officers would be able to receive dispatch and operational communications. It would eliminate the need to drive a patrol car to another area that has radio coverage. It would also negate the need for officers to use cell phones for dispatch and operational communication.

Implications of Denial:
Officers at the substation would not have 800 MHz radio coverage at the substation. Not receiving dispatch calls, emergency calls or operational communications would continue in the status quo. Continue to wait until 2020 to begin the process of upgrading the system at Lea Hill Substation.

2017 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		
Repairs & Maintenance		
Machinery & Equipment		45,000
Other		
Total Cost:	$	45,000

2018 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

IS.0066

Program Title:		Contact Person:	For Year:
Centralized Cash Receipting System Software		Paul Haugan	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$50,000	$0	Innovation & Technology	Innovation & Technology

Description of Improvement:
The City currently uses CLASS cash receipting software for licensing (pets and business), permit fees, and miscellaneous accounts receivable. This software will no longer be supported at the conclusion of 2017. The improvement sought is for a replacement cash receipting software system.

Alternatives:
There are two alternatives. The first option is to remain with the CLASS cash receipting software. The second option is to purchase a replacement cash receipting system software.

Advantages of Approval:
A new cash receipting software would be more technically up to date, offer technical support and the ability to integrate with multiple management systems (i.e. permitting, finance, clerk's office), and payment processing stations and devices.

Implications of Denial:
With the impending expiration of technical support and upgrades, the City runs the risk of a catastrophic loss of the cash receipting system with a server failure for the general government services identified above. Additionally functional operational integration with certain City management systems may cease to function as those management systems advance technologically.

2017 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		
Other		50,000
Total Cost:	$	50,000

2018 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

STM.0007

Program Title:		Contact Person:	For Year:
Mini Excavator Machine		Kevin Snyder	2017 & 2018
2017 Cost:	**2018 Cost:**	**Department Name:**	**Funding Source:**
$106,000	$19,058	Community Development & Public	Equipment Rental

Description of Improvement:
Mini excavator machine with trailer, buckets and a mower head. This type of machine will be used by many City divisions. Small excavators are easy to operate, and can maneuver in very small spaces allowing staff to be more efficient in completing tasks.

Alternatives:
We can continue to rent a machine day by day.

Advantages of Approval:
The advantages of owning our own mini excavator are that it will allow us to complete more work using in-house resources, to respond more quickly to emergencies and with the proper equipment, and provide us with more flexibility in completing projects. It can take additional time to schedule a rental machine during normal working conditions, but can be difficult to rent during emergency events.

Implications of Denial:
Crews will not be able to clean and clear some storm ditches in the right-of-way or in easements where space is severely restricted and/or due to soft ground conditions without this piece of equipment. We also will not be able to access some of our facilities during a storm event due to remote locations, limited access and fallen debris.

2017 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		106,000
Other Funds		
Total Revenue:	$	106,000
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		106,000
Other		
Total Cost:	$	106,000

2018 Cost of Improvement		
Revenues:		
General Fund		
Proprietary Funds		19,058
Other Funds		
Total Revenue:	$	19,058
Expenditures:		
Wages		
Benefits		
Supplies		
Minor Equipment		
Professional Services		
Other Services & Charges		
Repairs & Maintenance		
Machinery & Equipment		19,058
Other		
Total Cost:	$	19,058

Conclusion:

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 2017-2018 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 2017 and 2018 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 2017 and 2018, a six-year summary of projects showing the cost and funding source, and two graphs – one showing a comparison of revenue sources for 2017 vs. 2018, and another showing the projected six-year expenditure level.

For more detail, reference should be made to the Capital Facilities Plan (2017 – 2022) 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.

2017 / 2018 Capital Budget:

The following tables summarize the capital facility expenditures and planned funding sources in the 2017-2018 budget.

CAPITAL PROJECTS SUMMARY

2017

FUNDING SOURCES - 2017	Fund Balance	Federal Sources	State Sources	Local Sources	REET	Other Sources	Total Sources By Fund
Transportation Projects	$ 3,466,370	$ 2,537,065	$ -	$ -	$ 300,000	$ 3,318,511	$ 9,621,946
Water Projects	2,827,586	63,400	-	-	-	3,295,000	6,185,986
Sewer Projects	1,361,900	-	-	-	-	-	1,361,900
Storm Drainage Projects	2,619,200	-	-	-	-	-	2,619,200
Parks and Recreation Projects	95,000	250,000	268,100	681,906	290,000	993,100	2,578,106
General Municipal Projects and Community Improvements	326,251	-	93,000	200,000	1,787,547	516,570	2,923,368
Other Proprietary Fund Projects	46,667	300,000	16,667	-	-	-	363,334
Total Funding by Source	$ 10,742,974	$ 3,150,465	$ 377,767	$ 881,906	$ 2,377,547	$ 8,123,181	$ 25,653,840

EXPENDITURES - 2017	
Transportation Projects	$ 9,621,946
Water Projects	6,185,986
Sewer Projects	1,361,900
Storm Drainage Projects	2,619,200
Parks and Recreation Projects	2,578,106
General Municipal Projects and Community Improvements	2,923,368
Other Proprietary Fund Projects	363,334
Total Capital Projects	$ 25,653,840

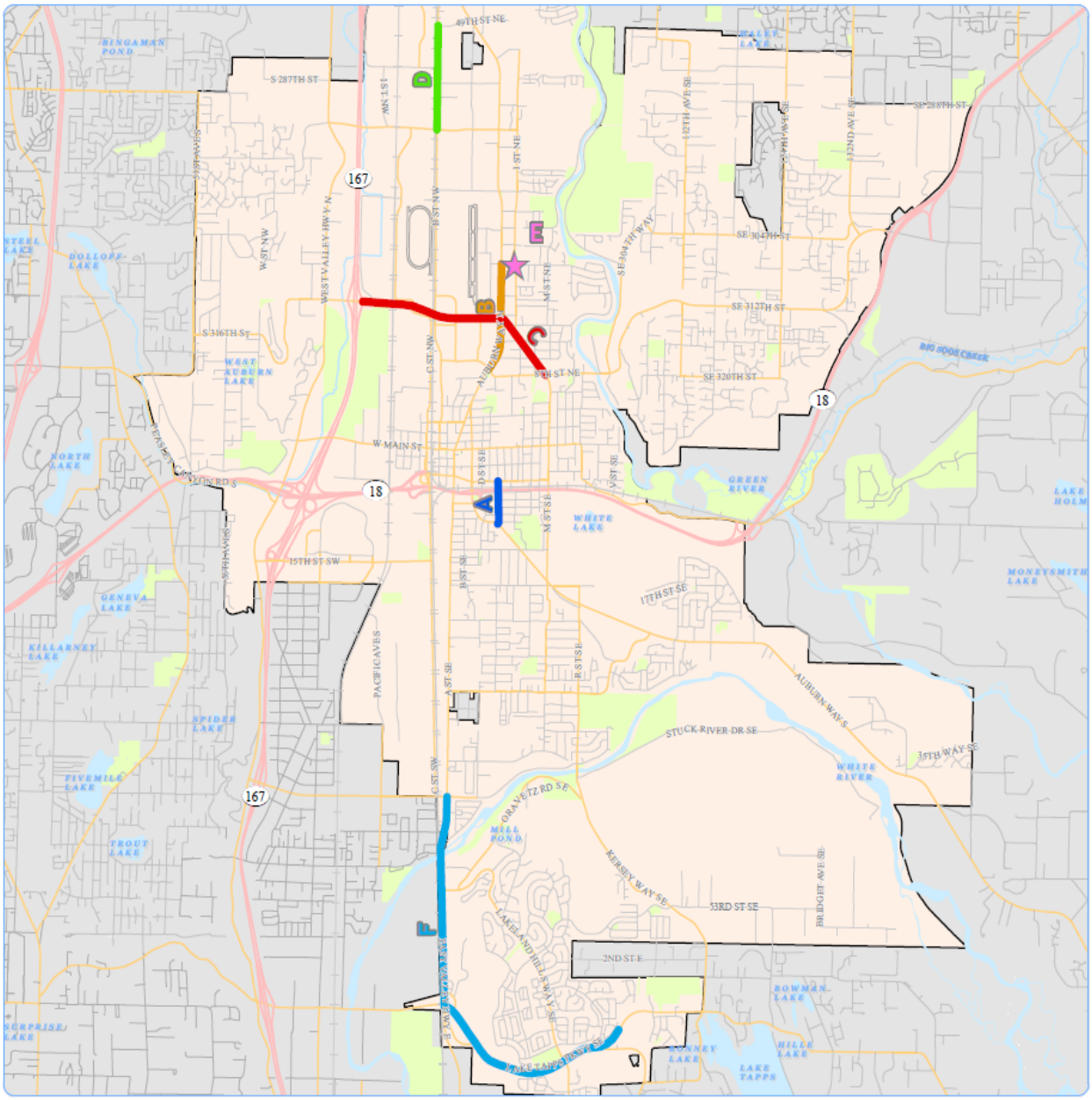
2018

FUNDING SOURCES - 2018	Fund Balance	Federal Sources	State Sources	Local Sources	REET	Other Sources	Total Funding By Fund
Transportation Projects	$ 1,902,500	$ 5,410,940	$ -	$ -	$ -	$ 4,117,818	$ 11,431,258
Water Projects	3,886,586	1,050,000	-	-	-	100,000	5,036,586
Sewer Projects	1,364,000	-	-	-	-	-	1,364,000
Storm Drainage Projects	1,486,000	-	-	-	-	-	1,486,000
Parks and Recreation Projects	125,000	-	50,000	-	307,000	380,000	862,000
General Municipal Projects and Community Improvements	-	-	1,147,000	290,000	2,266,148	470,000	4,173,148
Other Proprietary Fund Projects	111,667	1,650,000	91,667	-	-	-	1,853,334
Total Funding by Source	$ 8,875,753	$ 8,110,940	$ 1,288,667	$ 290,000	$ 2,573,148	$ 5,067,818	$ 26,206,326

EXPENDITURES - 2018	
Transportation Projects	$ 11,431,258
Water Projects	5,036,586
Sewer Projects	1,364,000
Storm Drainage Projects	1,486,000
Parks and Recreation Projects	862,000
General Municipal Projects and Community Improvements	4,173,148
Other Proprietary Fund Projects	1,853,334
Total Capital Projects	$ 26,206,326

CITY OF
AUBURN
WASHINGTON

Transportation Projects
2017-2018



A - F Street SE (4th to AWS)

D - B Street NW Reconstruction (37th ST NW to 49th ST NW)

City of Auburn

0 1,600 3,200 4,800 6,400 8,000
FEET

B - AWN Preservation Phase 2 (8th ST NE to 22nd ST NE)

F - Lake Tapps Parkway ITS Expansion

Parks

Printed On: 10/5/2016
Map ID: 4782

C - 15th Street NE/NW Preservation (SR167 to 8th ST NE)

E - 22nd Street NE & I Street NE Intersection

Water Features

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

Twenty-six capital projects totaling $9,621,946 are budgeted for 2017 and twenty-two capital projects totaling $11,431,258 are budgeted for 2018. The significant projects include the following:

- The F Street SE Non-Motorized Improvements project ($40,000 in 2017 and $2,502,000 in 2018) will improve 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. **(See Map – "A")**

- The Auburn Way North Preservation Phase 2 project ($120,000 in 2017 and $1,508,000 in 2018) will grind and overlay Auburn Way North from 22nd Street NE to 8th Street NE, remove unused driveways and upgrade all curb ramps and pedestrian signals to meet ADA requirements. **(See Map – "B")**

- The 15th Street NE/NW Preservation Project ($1,500,000 in 2017) will restore 7.57 lane miles of pavement, upgrade 30 curb ramps to meet current ADA standards, as well as remove unused driveway openings as an upgrade to non ADA compliant pedestrian facilities. **(See Map – "C")**

- The B Street NW Reconstruction project ($1,470,000 in 2017) will reconstruct the failed pavement section between 37th Street NW and North 49th Street NW. **(See Map – "D")**

- The 22nd Street NE & I Street NE Intersection project ($1,175,000 in 2018) will provide funding to construct a modern roundabout to replace the current 4-way stop controlled intersection. **(See Map – "E")**

- The Lake Tapps Parkway ITS Expansion project ($900,000 in 2017) will fund the design, coordination, permitting and construction of a new Intelligent Transportation System (ITS) infrastructure along Lake Tapps Parkway from Lakeland Hills Way to East Valley Highway. **(See Map – "F")**

- The "Save our Streets" (SOS) Program ($2,400,000 in 2017 and $2,400,000 in 2018) will consist of a number of different contracts focused on the preservation of local (unclassified) streets within the City. These contracts will include work such as crack sealing, asphalt patching, pre-leveling, and asphalt overlays and roadway reconstruction.

- The Annual Arterial Street Preservation Program ($500,000 in 2017 and $900,000 in 2018) will consist of regular pavement maintenance and/or rehabilitation of various classified streets citywide that may include a combination of overlays, rebuilds, and spot repairs.

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 2022

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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund	123,276							-
Federal (Grants)	6,562,702							-
State	-							-
Traffic Impact Fees	1,269,853	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Other Sources	383,381							-
Subtotal	**8,339,212**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**150,000**
Capital Costs:								
Design	2,247,331							-
Right of Way	821,341							-
Environmental	269,900	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Construction	5,000,640							-
Subtotal	**8,339,212**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**150,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $25,830

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 2022

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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund	-							-
Federal (Grants)	862,016							-
State	8,834,297							-
Traffic Impact Fees	4,557,391	124,305	124,013	123,720	123,428	123,135	122,843	741,444
Traffic Mitigation Fees	660,000							-
REET	1,140,000							-
PWFT	3,284,857							-
Other (Other Agencies)	3,126,104							-
Subtotal	**22,464,665**	**124,305**	**124,013**	**123,720**	**123,428**	**123,135**	**122,843**	**741,444**
Capital Costs:								
Design	2,688,924							-
Right of Way	3,358,443							-
Construction	16,021,908							-
Long Term Debt	395,390	124,305	124,013	123,720	123,428	123,135	122,843	741,444
Subtotal	**22,464,665**	**124,305**	**124,013**	**123,720**	**123,428**	**123,135**	**122,843**	**741,444**

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: 2017

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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund	408,507							-
Federal (Grants)	1,020,701							-
State	4,000,000							-
Traffic Impact Fees	935,519							-
Street Preservation Fund 105	-	200,000						200,000
Other	2,300,000							-
Subtotal	**8,664,727**	**200,000**	**-**	**-**		**-**	**-**	**200,000**
Capital Costs:								
Design	1,415,300							-
Right of Way	1,336,870							-
Construction	5,912,557	200,000						200,000
Subtotal	**8,664,727**	**200,000**	**-**	**-**	**-**	**-**	**-**	**200,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $27,250

Project Name: Auburn Way S Improvements (Hemlock St SE to Academy Dr SE)

Project No: asbd02 (TIP#9) | Capacity Project: YES | Anticipated Year of Completion: 2022

Widen Auburn Way S between Hemlock St SE and Academy Dr SE to accommodate two general purpose lanes in each direction, center turn lanes, access management medians, U-turns, curb, gutter, sidewalk, illumination, transit stop improvements, new traffic signals, Intelligent Transportation Systems, streetscape and storm improvements. The project length is approximately two miles.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund								-
Federal (Grants)					1,720,000	4,580,000	8,650,000	14,950,000
State								-
Traffic Impact Fees	100,000	50,000			140,000	385,000	675,000	1,250,000
Other (MIT)	100,000	50,000			140,000	1,385,000	675,000	2,250,000
Subtotal	**200,000**	**100,000**	**-**	**-**	**2,000,000**	**6,350,000**	**10,000,000**	**18,450,000**
Capital Costs:								
Design	200,000	100,000			2,000,000	3,000,000	-	5,100,000
Right of Way						3,350,000	-	3,350,000
Construction						-	10,000,000	10,000,000
Subtotal	**200,000**	**100,000**	**-**	**-**	**2,000,000**	**6,350,000**	**10,000,000**	**18,450,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: F Street SE Non-Motorized Improvements (Downtown to Les Gove)

Project No: cp1416 (TIP#10) | Capacity Project: YES | Anticipated Year of Completion: 2018

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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund	40,000	-	150,000	-	-	-	-	150,000
Federal (Grants)	480,000	40,000	2,162,000					2,202,000
State								-
Traffic Impact Fees	130,000		190,000					190,000
Other Sources								-
Subtotal	**650,000**	**40,000**	**2,502,000**	**-**	**-**	**-**	**-**	**2,542,000**
Capital Costs:								
Design	600,000	40,000						40,000
Right of Way	50,000							-
Construction			2,502,000					2,502,000
Subtotal	**650,000**	**40,000**	**2,502,000**	**-**	**-**	**-**	**-**	**2,542,000**

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: asbd12 (TIP#11) | Capacity Project: YES | Anticipated Year of Completion: 2019

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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund	-	-	-	-	-	-	-	-
Federal (Grants)			280,000	1,000,000				1,280,000
State								-
Traffic Impact Fees		50,000	70,000	250,000				370,000
Other Sources								-
Subtotal	**-**	**50,000**	**350,000**	**1,250,000**	**-**	**-**	**-**	**1,650,000**
Capital Costs:								
Design		50,000	350,000					400,000
Right of Way				100,000				100,000
Construction				1,150,000				1,150,000
Subtotal	**-**	**50,000**	**350,000**	**1,250,000**	**-**	**-**	**-**	**1,650,000**

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 2022

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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund	-	-	-	-	-	-	-	-
Federal (Grants)								-
PWFT	1,527,300							-
Traffic Impact Fees	811,617	85,206	84,805	84,402	84,000	83,598	83,196	505,207
Other (Other Funds)								-
Subtotal	**2,338,917**	**85,206**	**84,805**	**84,402**	**84,000**	**83,598**	**83,196**	**505,207**
Capital Costs:								
Design	327,500							-
Right of Way	200,400							-
Construction	1,203,900							-
Long Term Debt	607,117	85,206	84,805	84,402	84,000	83,598	83,196	505,207
Subtotal	**2,338,917**	**85,206**	**84,805**	**84,402**	**84,000**	**83,598**	**83,196**	**505,207**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Auburn Way North / 1st St NE Signal Improvements

Project No: asbd05 (TIP#19) | Capacity Project: NO | Anticipated Year of Completion: 2019

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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund			50,000	125,000	-	-	-	175,000
Federal (Grants)			-	425,000	-	-	-	425,000
PWFT								-
Traffic Impact Fees								-
Other Sources								-
Subtotal	**-**	**-**	**50,000**	**550,000**	**-**	**-**	**-**	**600,000**
Capital Costs:								
Design			50,000					50,000
Right of Way				50,000				50,000
Construction				500,000				500,000
Subtotal	**-**	**-**	**50,000**	**550,000**	**-**	**-**	**-**	**600,000**

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: 2017

Reconstruct the existing traffic signals at C St NW and W Main Street . The new C St NW signal will provide protected left-turn phasing for C Street, and will provide additional safety related to the railroad pre-emption.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund	320,000	20,000						20,000
Federal (Grants)								-
State								-
Traffic Mitigation	150,000							-
Other (Other Agencies)								-
Subtotal	**470,000**	**20,000**	**-**	**-**	**-**	**-**	**-**	**20,000**
Capital Costs:								
Design	46,856							-
Right of Way								-
Construction	423,144	20,000						20,000
Subtotal	**470,000**	**20,000**	**-**	**-**	**-**	**-**	**-**	**20,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Riverwalk Drive SE Non-Motorized Improvements

Project No: asbd26 (TIP#23) | Capacity Project: NO | Anticipated Year of Completion: 2019

This project is planned as a partnership between the City of Auburn and the Muckleshoot Indian Tribe to improve pedestrian safety by constructing sidewalks, street lighting, and related storm improvements on Riverwalk Drive SE between Auburn Way S and Howard Road SE. This project will close a major gap in the sidewalk system and ties into the proposed improvements on Auburn Way South.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund			125,000	125,000				250,000
Federal (Grants)				1,250,000				1,250,000
State								-
Traffic Mitigation								-
Other (MIT)			125,000	125,000				250,000
Subtotal	**-**	**-**	**250,000**	**1,500,000**	**-**	**-**	**-**	**1,750,000**
Capital Costs:								
Design		-	250,000					250,000
Right of Way								-
Construction				1,500,000				1,500,000
Subtotal	**-**	**-**	**250,000**	**1,500,000**	**-**	**-**	**-**	**1,750,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $10,000

Project Name: A Street SE Safety Improvements Study

Project No: cp1110 (TIP#27) | Capacity Project: NO | Anticipated Year of Completion: 2017

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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund	51,230	5,000						5,000
Federal (Grants)								-
State								-
Traffic Mitigation								-
REET								-
Other Sources								-
Subtotal	**51,230**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**
Capital Costs:								
Design	51,230	5,000						5,000
Right of Way								-
Construction								-
Subtotal	**51,230**	**5,000**	**-**	**-**	**-**	**-**	**-**	**5,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: South 277th Wetland Mitigation

Project No: asbd27 (TIP#29) | Capacity Project: NO | Anticipated Year of Completion: Beyond 2022

This project will complete the environmental monitoring requirements related to the S 277th St corridor widening project between Auburn Way North and I St NE.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund								-
Federal (Grants)								-
State								-
Traffic Impact			20,000	20,000	20,000	20,000	20,000	100,000
REET								-
Other Sources								-
Subtotal	**-**	**-**		**20,000**	**20,000**	**20,000**	**20,000**	**100,000**
Capital Costs:								
Design								-
Right of Way								-
Environmental			20,000	20,000	20,000	20,000	20,000	100,000
Construction								-
Subtotal	**-**	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**100,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Citywide Pedestrian Accessibility and Safety Program

Project No: asbd08, cp1615 (TIP#30) | Capacity Project: NO | Anticipated Year of Completion: Beyond 2022

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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund	75,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Federal (Grants)								-
State								-
Local								-
REET								-
Other Sources								-
Subtotal	**75,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**600,000**
Capital Costs:								
Design	5,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Right of Way								-
Construction	70,000	90,000	90,000	90,000	90,000	90,000	90,000	540,000
Subtotal	**75,000**	**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 2022

This is a bi-annual program to fund bicycle and safety improvements on classified roadways. Projects are prioritized annually based upon field studies.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund	100,000		100,000		100,000		100,000	300,000
Federal (Grants)								-
State								-
Local								-
REET								-
Other Sources								-
Subtotal	**100,000**	**-**	**100,000**	**-**	**100,000**	**-**	**100,000**	**300,000**
Capital Costs:								
Design	10,000		10,000		10,000		10,000	30,000
Right of Way								-
Construction	90,000		90,000		90,000		90,000	270,000
Subtotal	**100,000**	**-**	**100,000**	**-**	**100,000**	**-**	**100,000**	**300,000**

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: 2017

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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund	2,910							-
Federal (Grants)	2,639,782							-
State								-
Traffic Impact Fees	304,455	20,000						20,000
REET								-
Other Sources								-
Subtotal	**2,947,147**	**20,000**	**-**	**-**	**-**	**-**	**-**	**20,000**
Capital Costs:								
Design	618,933							-
Right of Way	100,000							-
Construction	2,228,214	20,000						20,000
Subtotal	**2,947,147**	**20,000**	**-**	**-**	**-**	**-**	**-**	**20,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: ITS Dynamic Message Signs

Project No: asbd16 (TIP#50) | Capacity Project: NO | Anticipated Year of Completion: 2021

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 Plan 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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund		100,000	30,000	30,000	30,000	30,000		220,000
Federal (Grants)			120,000	120,000	120,000	120,000		480,000
State								-
Traffic Mitigation Fees								-
REET	100,000							-
Other Sources	50,000							-
Subtotal	**150,000**	**100,000**	**150,000**	**150,000**	**150,000**	**150,000**	**-**	**700,000**
Capital Costs:								
Design	15,000	10,000	15,000	15,000	15,000	15,000		70,000
Right of Way								-
Construction	135,000	90,000	135,000	135,000	135,000	135,000		630,000
Subtotal	**150,000**	**100,000**	**150,000**	**150,000**	**150,000**	**150,000**	**-**	**700,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $5,000

Project Name: Lake Tapps Parkway ITS Expansion

Project No: asbd17 (TIP#51) | Capacity Project: YES | Anticipated Year of Completion: 2017

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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**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: A Street SE & Lakeland Hills Way SE Intersection Safety & Capacity Imp.

Project No: asbd15 (TIP#52) | Capacity Project: YES | Anticipated Year of Completion: 2017

This project will study traffic operations, safety, and prepare a preliminary design for intersection improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund								-
Federal (Grants)								-
State								-
Traffic Impact Fees	50,000	25,000						25,000
REET								-
Other Sources								-
Subtotal	**50,000**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**
Capital Costs:								
Design	50,000	25,000						25,000
Right of Way								-
Construction								-
Subtotal	**50,000**	**25,000**	**-**	**-**	**-**	**-**	**-**	**25,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Auburn Way South and 12th Street SE Intersection Improvements

Project No: cp1114 (TIP#53) | Capacity Project: YES | Anticipated Year of Completion: 2017

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.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund	50,000	150,000						150,000
Federal (Grants)								-
State								-
Traffic Impact Fees								-
REET								-
Other Sources								-
Subtotal	**50,000**	**150,000**	**-**	**-**	**-**	**-**	**-**	**150,000**
Capital Costs:								
Design	50,000							-
Right of Way								-
Construction		150,000						150,000
Subtotal	**50,000**	**150,000**	**-**	**-**	**-**	**-**	**-**	**150,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Auburn Way South (SR-164) Sidewalk Improvements

Project No: asbd23 (TIP#55) | Capacity Project: YES | Anticipated Year of Completion: 2019

The project will construct missing sidewalks along both sides of Auburn Way South. The existing sidewalks currently end to the east of the intersection with 17th Street SE and restart to the west of the intersection with Muckleshoot Plaza. The sidewalk gap extends for approximately 1,700 feet.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund			52,000	238,000				290,000
Federal (Grants)			208,000	952,000				1,160,000
State								-
Traffic Impact Fees								-
REET								-
Street Preservation Fund 105								-
Subtotal	**-**	**-**	**260,000**	**1,190,000**	**-**	**-**	**-**	**1,450,000**
Capital Costs:								
Design			260,000					260,000
Right of Way								-
Construction				1,190,000				1,190,000
Subtotal	**-**	**-**	**260,000**	**1,190,000**	**-**	**-**	**-**	**1,450,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Evergreen Heights Safe Routes to School Improvements

Project No: asbd14 (TIP#56) | Capacity Project: YES | Anticipated Year of Completion: 2019

The project will widen S 316th Street from 52nd Avenue S to the west of the Evergreen Elementary School frontage to accommodate the addition of bike lanes and sidewalks along the north side of the street , matching the existing roadway cross-section to the east of the school. The S 316th Street improvements include the vertical realignment 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.
The 56th Avenue S approach to S 316th Street will be realigned to the east to remove the offset between the street approach and school driveway, and a roundabout will be constructed at the S 316th Street/56th Avenue S intersection replacing the existing all-way stop-control. Other project elements include street lighting and required storm water system improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund								-
Federal (Grants)		200,000	300,000	1,420,000				1,920,000
State								-
Traffic Impact Fees		50,000	57,000	400,033				507,033
REET								-
Other Sources		50,000	53,000	449,967				552,967
Subtotal	**-**	**300,000**	**410,000**	**2,270,000**	**-**	**-**	**-**	**2,980,000**
Capital Costs:								
Design		300,000	200,000					500,000
Right of Way			210,000					210,000
Construction				2,270,000				2,270,000
Subtotal	**-**	**300,000**	**410,000**	**2,270,000**	**-**	**-**	**-**	**2,980,000**

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: cp1511 (TIP#58) | Capacity Project: NO | Anticipated Year of Completion: 2017

In partnership with a city utility project, this project will complete pavement, sidewalk, and street lighting improvements on M St SE between 3rd St SE and E Main St.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund		125,000						125,000
Federal (Grants)								-
State								-
Traffic Impact Fees								-
REET	150,000							-
Street Preservation Fund 105	150,000	50,000						50,000
Subtotal	**300,000**	**175,000**	**-**	**-**	**-**	**-**	**-**	**175,000**
Capital Costs:								
Design	30,000							-
Right of Way								-
Construction	270,000	175,000						175,000
Subtotal	**300,000**	**175,000**	**-**	**-**	**-**	**-**	**-**	**175,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Auburn Regional Growth Center Access Improvements

Project No: asbd24 (TIP#59) | Capacity Project: YES | Anticipated Year of Completion: 2020

The project will improve the 3rd Street NW/NE/4th Street NE corridor through downtown Auburn. The project elements include the realignment of side street approaches, associated traffic signal upgrades, at the signalized intersections along the corridor, and illumination, ADA, and pavement rehabilitation along the corridor. The improvements will improve traffic operations at the intersection with A Street NW by removing the need to operate the north/south approaches with split phase due to the existing offset, will add a northbound left-turn movement at the intersection with Auburn Avenue, and realign the intersection of 4th St NE with Auburn Way North to eliminate another split phase operation signal, improving circulation and access.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund								-
Federal (Grants)			400,000	464,000	3,120,000			3,984,000
State								-
Traffic Impact Fees			100,000	116,000	780,000			996,000
REET								-
Other Sources								-
Subtotal	**-**	**-**	**500,000**	**580,000**	**3,900,000**	**-**	**-**	**4,980,000**
Capital Costs:								
Design			500,000	330,000				830,000
Right of Way				250,000				250,000
Construction					3,900,000			3,900,000
Subtotal	**-**	**-**	**500,000**	**580,000**	**3,900,000**	**-**	**-**	**4,980,000**

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: asbd18 (TIP#64) | Capacity Project: YES | Anticipated Year of Completion: 2021

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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund								-
Federal (Grants)					1,950,000	8,000,000		9,950,000
State								-
Traffic Impact Fees	580,000	100,000			500,000	2,000,000		2,600,000
REET								-
Other Sources								-
Subtotal	**580,000**	**100,000**	**-**	**-**	**2,450,000**	**10,000,000**	**-**	**12,550,000**
Capital Costs:								
Design	150,000	100,000			1,950,000			2,050,000
Right of Way	430,000				500,000			500,000
Construction						10,000,000		10,000,000
Subtotal	**580,000**	**100,000**	**-**	**-**	**2,450,000**	**10,000,000**	**-**	**12,550,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $18,300

Project Name: A Street SE & 37th Street SE Intersection Improvements

Project No: cp1502 (TIP#68) | Capacity Project: NO | Anticipated Year of Completion: 2017

Widen the intersection for a U-turn, install an interconnected traffic signal, overlay the intersection, and upgrade curb ramps.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund	55,000							-
Federal (Grants)	608,295	183,965						183,965
State								-
Traffic Mitigation Fees								-
Street Preservation Fund 105	87,240							-
Subtotal	**750,535**	**183,965**	**-**	**-**	**-**	**-**	**-**	**183,965**
Capital Costs:								
Design	145,500							-
Right of Way	66,400							-
Construction	538,635	183,965						183,965
Subtotal	**750,535**	**183,965**	**-**	**-**	**-**	**-**	**-**	**183,965**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $2,500

Project Name: 22nd Street NE & I St NE Intersection

Project No: cp1513 (TIP#69) | Capacity Project: YES | Anticipated Year of Completion: 2018

This project includes the design and construction of a modern roundabout at the 22nd Street NE and I Street NE intersection. This is currently a 4-way stop controlled intersection.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund	25,000							-
Federal (Grants)	200,000		940,000					940,000
State								-
Traffic Impact Fees	55,000		235,000					235,000
Other Sources (Fund 105)								-
Subtotal	**280,000**	**-**	**1,175,000**	**-**	**-**	**-**	**-**	**1,175,000**
Capital Costs:								
Design	280,000							-
Right of Way								-
Construction			1,175,000					1,175,000
Subtotal	**280,000**	**-**	**1,175,000**	**-**	**-**	**-**	**-**	**1,175,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: West Valley Highway Improvements (SR-18 to 15th Street NW)

Project No: asbd20 (TIP#72) | Capacity Project: YES | Anticipated Year of Completion: 2020

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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**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
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: Stewart Road (Lake Tapps Parkway Corridor)

Project No: asbd25 (TIP#73) | Capacity Project: YES | Anticipated Year of Completion: 2018

This is a City of Pacific project to widen the Stewart Road (Lake Tapps Parkway) Corridor. This is the final segment of widening in the City of Pacific which will tie in with the City of Sumner's planned final widening segment and new bridge over the White river. Completion of this corridor widening is expected to significantly relieve traffic congestion in Auburn along the A St SE and C St SE corridors.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Arterial Street Fund			66,000					66,000
Federal (Grants)								-
State								-
Traffic Mitigation Fees			34,000					34,000
Other Sources (Fund 105)								-
Subtotal	**-**	**-**	**100,000**	**-**	**-**	**-**	**-**	**100,000**
Capital Costs:								
Design								-
Right of Way								-
Construction			100,000					100,000
Subtotal	**-**	**-**	**100,000**	**-**	**-**	**-**	**-**	**100,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Lake Tapps Parkway Preservation

Project No: cp1523 (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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Street Preservation Fund 105	26,480	176,370						176,370
Federal (Grants)	97,900	652,100						652,100
Utility Tax								-
Other Sources								-
Subtotal	**124,380**	**828,470**	**-**	**-**	**-**	**-**	**-**	**828,470**
Capital Costs:								
Design	124,380							-
Right of Way								-
Construction		828,470						828,470
Subtotal	**124,380**	**828,470**	**-**	**-**	**-**	**-**	**-**	**828,470**

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 2022

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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Street Preservation Fund 105								-
Property Tax								-
Utility Tax	4,585,037	500,000	900,000	836,720	1,017,560	1,800,000	1,800,000	6,854,280
REET2								-
Other Sources	132,000							-
Subtotal	**4,717,037**	**500,000**	**900,000**	**836,720**	**1,017,560**	**1,800,000**	**1,800,000**	**6,854,280**
Capital Costs:								
Design	200,000	50,000	50,000	36,720	117,560	120,000	120,000	494,280
Right of Way								-
Construction	4,517,037	450,000	850,000	800,000	900,000	1,680,000	1,680,000	6,360,000
Subtotal	**4,717,037**	**500,000**	**900,000**	**836,720**	**1,017,560**	**1,800,000**	**1,800,000**	**6,854,280**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Annual Arterial Crack Seal Program								
Project No: various, spbd03 (TIP#36)		Capacity Project:		NO	Anticipated Year of Completion:			Beyond 2022
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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Street Preservation Fund 105	-							-
Property Tax								-
Utility Tax	274,318	100,000	100,000	100,000	100,000	100,000	100,000	600,000
REET2								-
Other Sources								-
Subtotal	**274,318**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**600,000**
Capital Costs:								
Design	23,738	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Right of Way								-
Construction	250,580	90,000	90,000	90,000	90,000	90,000	90,000	540,000
Subtotal	**274,318**	**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 Phase 2 (8th St NE to 22nd St NE)								
Project No: spbd04 (TIP#46)		Capacity Project:		NO	Anticipated Year of Completion:			2018
This project will grind and overlay Auburn Way N from 8th Street NE to 22nd Street NE, remove unused driveways, and upgrade all curb ramps and pedestrian signals to meet ADA requirements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Street Preservation Fund 105	-	120,000	618,280					738,280
Federal (Grants)			889,720					889,720
Utility Tax								-
Other Sources								-
Subtotal	**-**	**120,000**	**1,508,000**	**-**	**-**	**-**	**-**	**1,628,000**
Capital Costs:								
Design		120,000						120,000
Right of Way								-
Construction			1,508,000					1,508,000
Subtotal	**-**	**120,000**	**1,508,000**	**-**	**-**	**-**	**-**	**1,628,000**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: Auburn Way N Preservation Phase 3 (8th St NE to 4th St SE)								
Project No: spbd05 (TIP#47)		Capacity Project:		NO	Anticipated Year of Completion:			2019
This project will grind and overlay Auburn Way N from approximately 8th Street NE to approximately 4th St SE, remove unused driveways, and upgrade all curb ramps and pedestrian signals to meet ADA requirements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Street Preservation Fund 105	-		111,220	863,920				975,140
Federal (Grants)			111,220	863,920				975,140
Utility Tax								-
Other Sources								-
Subtotal	**-**	**-**	**222,440**	**1,727,840**	**-**	**-**	**-**	**1,950,280**
Capital Costs:								
Design			222,440					222,440
Right of Way								-
Construction				1,727,840				1,727,840
Subtotal	**-**	**-**	**222,440**	**1,727,840**	**-**	**-**	**-**	**1,950,280**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: B St NW Reconstruction (37th St NW to 49th St NW)

Project No: cp1520 (TIP#70) | Capacity Project: NO | Anticipated Year of Completion: 2017

The project will reconstruct the failed pavement section between 37th ST NW and north of 49th St NW.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Street Preservation Fund 105	300,734	1,470,000						1,470,000
Federal (Grants)								-
Utility Tax								-
Other Sources								-
Subtotal	**300,734**	**1,470,000**	**-**	**-**	**-**	**-**	**-**	**1,470,000**
Capital Costs:								
Design	300,734							-
Right of Way								-
Construction		1,470,000						1,470,000
Subtotal	**300,734**	**1,470,000**	**-**	**-**	**-**	**-**	**-**	**1,470,000**

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: cp1521 (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	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Street Preservation Fund 105	67,500	450,000						450,000
Federal (Grants)	67,500	750,000						750,000
Utility Tax								-
REET 2		300,000						300,000
Subtotal	**135,000**	**1,500,000**	**-**	**-**	**-**	**-**	**-**	**1,500,000**
Capital Costs:								
Design	135,000							-
Right of Way								-
Construction		1,500,000						1,500,000
Subtotal	**135,000**	**1,500,000**	**-**	**-**	**-**	**-**	**-**	**1,500,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Local Street Improvement Program

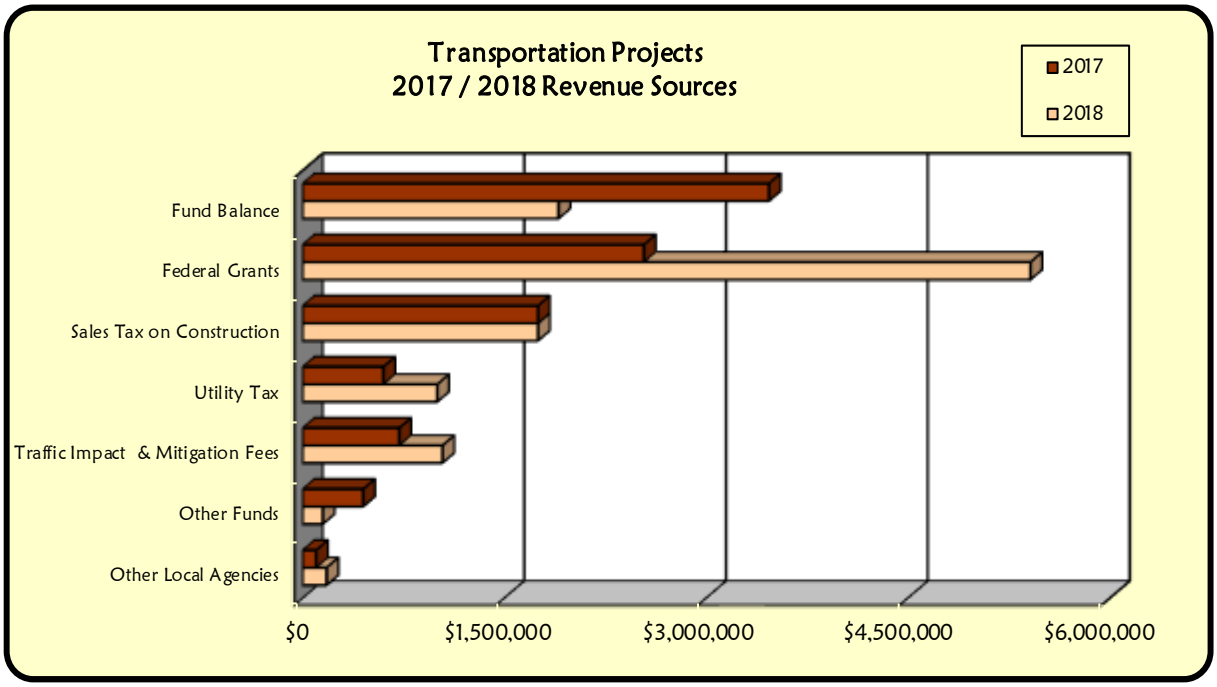
Project No: various (TIP#37) | Capacity Project: NO | Anticipated Year of Completion: Beyond 2022

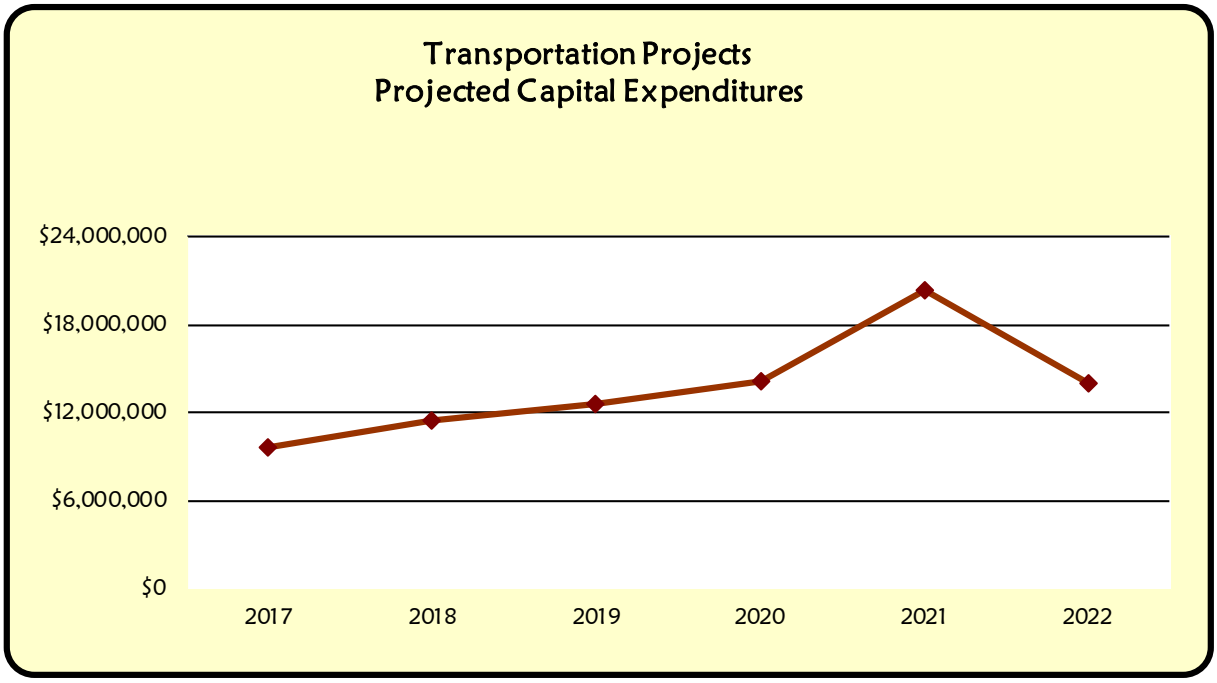
The program preserves local (unclassified) streets. The work includes crack sealing, asphalt patching, pre-leveling, asphalt overlays and roadway reconstruction. Beginning in 2013, funding sources include annual sales tax on construction.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Local Street Fund 103	226,768	500,000	500,000					1,000,000
Property Tax								-
Sales Tax on Construction	5,653,965	1,750,000	1,750,000	1,450,000	1,450,000	1,450,000	1,450,000	9,300,000
REET2								-
Other (Funds 430, 431, 432)	450,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Subtotal	**6,330,733**	**2,400,000**	**2,400,000**	**1,600,000**	**1,600,000**	**1,600,000**	**1,600,000**	**11,200,000**
Capital Costs:								
Design	900,000	300,000	300,000	250,000	250,000	250,000	250,000	1,600,000
Right of Way								-
Construction	5,430,733	2,100,000	2,100,000	1,350,000	1,350,000	1,350,000	1,350,000	9,600,000
Subtotal	**6,330,733**	**2,400,000**	**2,400,000**	**1,600,000**	**1,600,000**	**1,600,000**	**1,600,000**	**11,200,000**

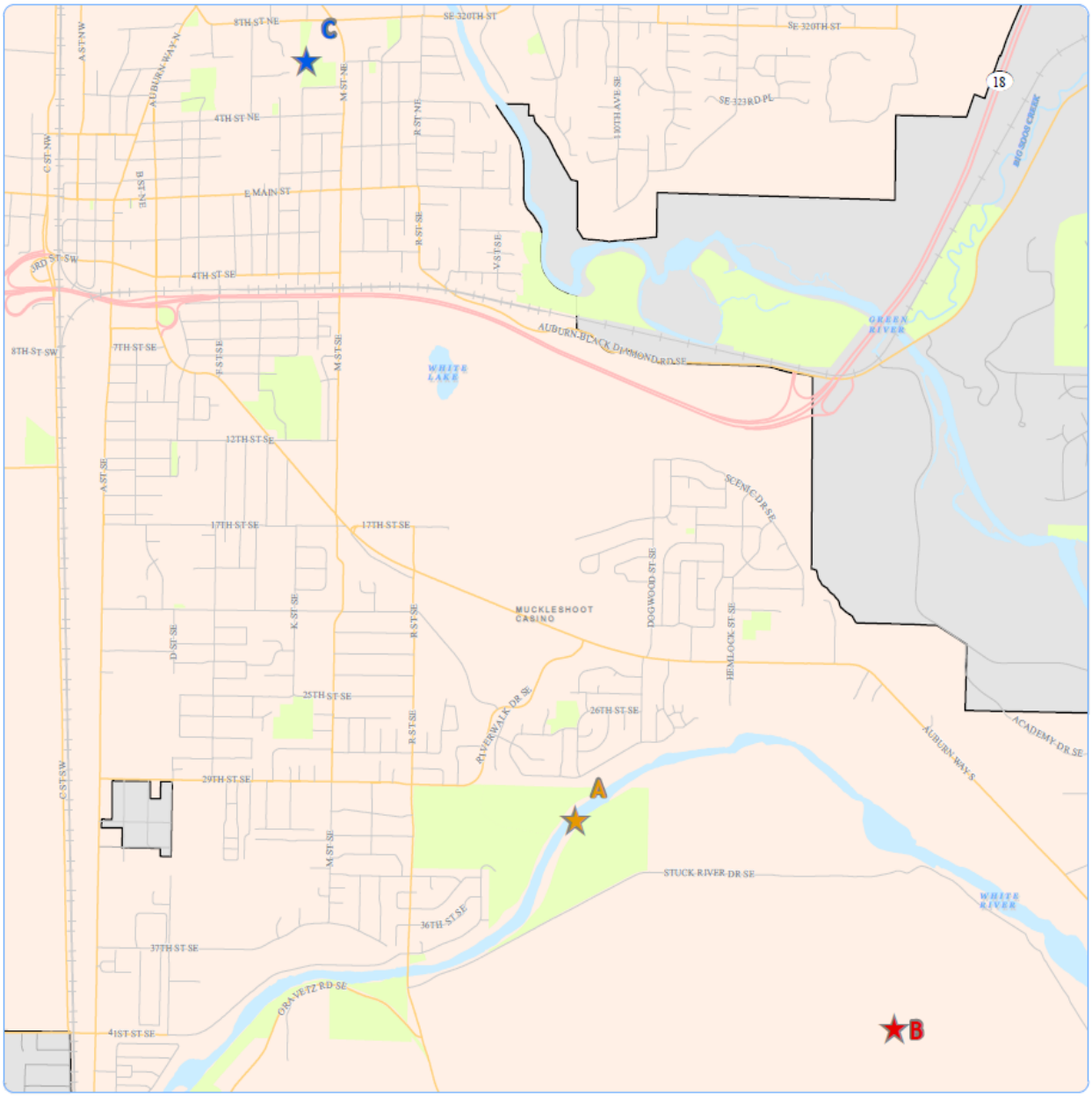
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

TOTAL CAPITAL COSTS and FUNDING SOURCES - TRANSPORTATION								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-2022
Funding Sources:	Years	2017	2018	2019	2020	2021	2022	Total
Arterial Street Fund (Fund 102)	1,250,923	500,000	673,000	618,000	230,000	130,000	200,000	2,351,000
Local Street Fund (Fund 103)	226,768	500,000	500,000	-	-	-	-	1,000,000
Street Preservation (Fund 105)	631,954	2,466,370	729,500	863,920	-	-	-	4,059,790
Federal (Grants)	12,621,846	2,537,065	5,410,940	6,894,920	8,910,000	12,700,000	8,650,000	45,102,925
State	12,834,297	-	-	-	-	-	-	-
REET	1,390,000	300,000	-	-	-	-	-	300,000
PWTFL	4,812,157	-	-	-	-	-	-	-
Property Tax (Fund 103)	-	-	-	-	-	-	-	-
Sales tax on Const. (Fund 103)	5,653,965	1,750,000	1,750,000	1,450,000	1,450,000	1,450,000	1,450,000	9,300,000
Utility Tax (Fund 105)	4,859,355	600,000	1,000,000	936,720	1,117,560	1,900,000	1,900,000	7,454,280
Other (Funds 430, 431, 432)	450,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Other (Other Agencies)	6,091,485	100,000	178,000	574,967	140,000	1,385,000	675,000	3,052,967
Other (Traffic Mitigation Fees)	810,000	-	34,000	-	-	-	-	34,000
Other (Traffic Impact Fees)	8,815,885	718,511	1,005,818	1,119,155	2,172,428	2,636,733	926,039	8,578,684
Subtotal	**60,448,635**	**9,621,946**	**11,431,258**	**12,607,682**	**14,169,988**	**20,351,733**	**13,951,039**	**82,133,646**
Capital Costs:								
Design	10,720,426	1,120,000	2,327,440	1,151,720	4,362,560	3,405,000	400,000	12,766,720
Right of Way	6,363,454	-	210,000	400,000	500,000	3,350,000	-	4,460,000
Environmental	269,900	25,000	45,000	45,000	45,000	45,000	45,000	250,000
Construction	42,092,348	8,267,435	8,640,000	10,802,840	9,055,000	13,345,000	13,300,000	63,410,275
Long Term Debt	1,002,507	209,511	208,818	208,122	207,428	206,733	206,039	1,246,651
Subtotal	**60,448,635**	**9,621,946**	**11,431,258**	**12,607,682**	**14,169,988**	**20,351,733**	**13,951,039**	**82,133,646**


Transportation Projects
2017 / 2018 Revenue Sources
2017
2018
Fund Balance
Federal Grants
Sales Tax on Construction
Utility Tax
Traffic Impact & Mitigation Fees
Other Funds
Other Local Agencies
$0
$1,500,000
$3,000,000
$4,500,000
$6,000,000


Transportation Projects
Projected Capital Expenditures
$24,000,000
$18,000,000
$12,000,000
$6,000,000
$0
2017
2018
2019
2020
2021
2022

Water Utility Projects
2017-2018



A - Coal Creek Springs Transmission Main Replacement

B - Coal Creek Springs Rehabilitation

C - Fulmer Well Field Improvements

City of Auburn

Parks

Water Features

0 700 1,400 2,100 2,800 3,500
FEET

Printed On: 9/21/2016
Map ID: 4783

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

Fifteen capital projects totaling $6,185,986 are budgeted for 2017 and fourteen capital projects totaling $5,036,586 are budgeted for 2018. The significant projects include the following:

- The Coal Creek Springs Transmission Main Replacement ($63,400 in 2017 and $1,300,000 in 2018) will provide full replacement of the 24" transmission main crossing the White River. **(See Map – "A")**

- Coal Creek Springs Rehabilitation project ($800,000 in 2018) will fund the design phase to rehabilitate the Coal Creek Springs middle collector to improve the capacity of the springs. **(See Map – "B")**

- Fulmer Well Field Improvements Project ($800,000 in 2017) will install new well pumps in Wells 2 and 6 and new Supervisory Control and Data Acquisition (SCADA) system. **(See Map – "C")**

- The Water Meter & Billing System Improvements Project ($3,095,000 in 2017 and $100,000 in 2018) will complete implementation and construction of 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: Fulmer Well Field Improvements

Project No: cp1107 | Capacity Project: YES | Anticipated Year of Completion: 2017

Phase 1: 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. Budget for 2017 will provide funding for Phase II: Install well pumps in Wells 2 and 6, new clearwell pumps, and new a Supervisory Control and Data Acquisition (SCADA) system.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund	520,422	800,000						800,000
Bond Proceeds	999,893							-
State								-
Local								-
Other (PWTF loan)								-
Subtotal	**1,520,315**	**800,000**	**-**	**-**	**-**	**-**	**-**	**800,000**
Capital Costs:								
Design	1,079,062							-
Right of Way								-
Construction	441,253	800,000						800,000
Subtotal	**1,520,315**	**800,000**	**-**	**-**	**-**	**-**	**-**	**800,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): Restoration of these wells to full productivity will reduce the need to purchase regional water from Tacoma, a significant annual operating savings.

Project Name: Cascade Water Alliance Water Purchase

Project No: wabd06 | Capacity Project: YES | Anticipated Year of Completion: Beyond 2022

Financing to purchase water from adjacent purveyors to meet projected demand based on agreements with Cascade Water Alliance. Council approved the agreements for permanent and reserve wholesale supply in September 2013. A new agreement with Tacoma was executed in 2014. Budget reflects purchase of permanent supply; reserve supply is not anticipated to be purchased and is not included.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund		252,586	252,586	252,586	934,805	934,805	934,805	3,562,173
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	**-**	**252,586**	**252,586**	**252,586**	**934,805**	**934,805**	**934,805**	**3,562,173**
Capital Costs:								
Water Supply Charges		252,586	252,586	252,586	934,805	934,805	934,805	3,562,173
Right of Way								-
Construction								-
Subtotal	**-**	**252,586**	**252,586**	**252,586**	**934,805**	**934,805**	**934,805**	**3,562,173**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Coal Creek Springs Rehabilitation

Project No: wabd07 | Capacity Project: YES | Anticipated Year of Completion: 2022

Rehabilitation of the Coal Creek Springs middle collector will improve capacity of the springs resulting in greater utilization of the water right.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund		-	800,000				2,600,000	3,400,000
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	**-**	**-**	**800,000**	**-**	**-**	**-**	**2,600,000**	**3,400,000**
Capital Costs:								
Design			800,000					800,000
Right of Way								-
Construction							2,600,000	2,600,000
Subtotal	**-**	**-**	**800,000**	**-**	**-**	**-**	**2,600,000**	**3,400,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Algona Well 1 Decommissioning

Project No: wabd08 | Capacity Project: YES | Anticipated Year of Completion: 2018

The Algona well has been temporarily abandoned and all related facilities removed. This project will have the well properly decommissioned by a State of Washington-licensed well driller, once the water rights have been transferred to an alternate source.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund			39,000					39,000
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	**-**	**-**	**39,000**	**-**	**-**	**-**	**-**	**39,000**
Capital Costs:								
Design			39,000					39,000
Right of Way								-
Construction								-
Subtotal	**-**	**-**	**39,000**	**-**	**-**	**-**	**-**	**39,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Annual Distribution System Improvements Program

Project No: wabd09 | Capacity Project: YES | Anticipated Year of Completion: Beyond 2022

Program to fund capacity-related improvements to the water distribution system to address low pressures during peak hour demand and fire flows. Design is expected to be completed in one year, followed by construction of those improvements in the subsequent year

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund		300,000	1,000,000	300,000	1,000,000	300,000	1,000,000	3,900,000
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	**-**	**300,000**	**1,000,000**	**300,000**	**1,000,000**	**300,000**	**1,000,000**	**3,900,000**
Capital Costs:								
Design		300,000		300,000		300,000		900,000
Right of Way								-
Construction			1,000,000		1,000,000		1,000,000	3,000,000
Subtotal	**-**	**300,000**	**1,000,000**	**300,000**	**1,000,000**	**300,000**	**1,000,000**	**3,900,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Green River Pump Station Emergency Power

Project No: wabd10 | Capacity Project: NO | Anticipated Year of Completion: 2019

Construction of facility improvements to house an emergency generator and associated electrical equipment.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund			90,000	600,000				690,000
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	**-**	**-**	**90,000**	**600,000**	**-**	**-**	**-**	**690,000**
Capital Costs:								
Design			90,000					90,000
Right of Way								-
Construction				600,000				600,000
Subtotal	**-**	**-**	**90,000**	**600,000**	**-**	**-**	**-**	**690,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $600

Project Name: Well Inspection and Redevelopment Program								
Project No: wabd11		Capacity Project:		NO	Anticipated Year of Completion:			2019
Program for inspection and redevelopment of supply wells and springs necessary to ensure production at maximum capacity for efficient utilization.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	Years	2017	2018	2019	2020	2021	2022	Total
Water Fund		150,000		150,000				300,000
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	-	150,000	-	150,000	-	-	-	300,000
Capital Costs:								
Design								-
Right of Way								-
Construction		150,000		150,000				300,000
Subtotal	-	150,000	-	150,000	-	-	-	300,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: Water Repair & Replacements								
Project No: wabd02		Capacity Project:		NO	Anticipated Year of Completion:			Beyond 2022
Program to fund distribution system repair and replacement projects required for meeting peak demands and reducing system losses. Projects will be coordinated with the Local Street Program and other utility projects.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	Years	2017	2018	2019	2020	2021	2022	Total
Water Fund			300,000	1,000,000	300,000	1,000,000	300,000	2,900,000
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	-	-	300,000	1,000,000	300,000	1,000,000	300,000	2,900,000
Capital Costs:								
Design			300,000		300,000		300,000	900,000
Right of Way								-
Construction	-			1,000,000		1,000,000		2,000,000
Subtotal	-	-	300,000	1,000,000	300,000	1,000,000	300,000	2,900,000
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:			2017
Install master meters at Muckleshoot Indian Tribe properties to ease account administration.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	Years	2017	2018	2019	2020	2021	2022	Total
Water Fund	519,430	10,000						10,000
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	519,430	10,000	-	-	-	-	-	10,000
Capital Costs:								
Design	46,260							-
Right of Way								-
Construction	473,170	10,000						10,000
Subtotal	519,430	10,000	-	-	-	-	-	10,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: Street Utility Improvements

Project No: wabd01 | Capacity Project: NO | Anticipated Year of Completion: Beyond 2022

Water main improvements in coordination with the Local Street Preservation Program and general arterial street improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Bond Proceeds								-
State								-
Local								-
Other-Transfers In (Sewer/Storm)								-
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: wabd03 | Capacity Project: NO | Anticipated Year of Completion: 2017

Replace 5 pressure reducing valve stations in the Lea Hill area. Existing stations are old, difficult to access and are typically flooded. They do not have sump pumps or proper drainage to remove water that enters the stations. Maintaining the stations is difficult. This is a potential safety and health issue.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund	75,000	625,000						625,000
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	**75,000**	**625,000**	**-**	**-**	**-**	**-**	**-**	**625,000**
Capital Costs:								
Design	75,000							-
Right of Way								-
Construction		625,000						625,000
Subtotal	**75,000**	**625,000**	**-**	**-**	**-**	**-**	**-**	**625,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Water Meter & Billing System Improvements

Project No: cp1317 | Capacity Project: NO | Anticipated Year of Completion: 2018

Complete the implementation and construction of 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	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund								-
Bond Proceeds	3,314,407	3,095,000	100,000					3,195,000
State								-
Local								-
Other								-
Subtotal	**3,314,407**	**3,095,000**	**100,000**	**-**	**-**	**-**	**-**	**3,195,000**
Capital Costs:								
Design	70,752							-
Right of Way								-
Construction	3,243,655	3,095,000	100,000					3,195,000
Subtotal	**3,314,407**	**3,095,000**	**100,000**	**-**	**-**	**-**	**-**	**3,195,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project should decrease the future operating budget through earlier leak detection, reduction in meter inaccuracies and increasing efficiency in billing operations.

Project Name: Utilities Field Operations Center								
Project No: wabd04		Capacity Project:		NO	Anticipated Year of Completion:			2017
Construct building for utilities field staff use and storage of field equipment.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund		100,000						100,000
Bond Proceeds								-
State								-
Local								-
Other		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: West Hill Springs Improvements								
Project No: cp1417		Capacity Project:		NO	Anticipated Year of Completion:			2017
Install flow control valve for automatic shutdown, replace meter, and upgrade reservoir hatches. This project was identified during the Department of Health Sanitary Survey as a health and safety concern.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund	595,000	10,000						10,000
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	**595,000**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**
Capital Costs:								
Design	140,000							-
Right of Way								-
Construction	455,000	10,000						10,000
Subtotal	**595,000**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**
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:			2017
Water main improvements constructed in conjunction with Auburn Way South Corridor Improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund	1,130,000	10,000						10,000
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	**1,130,000**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**
Capital Costs:								
Design	155,000							-
Right of Way								-
Construction	975,000	10,000						10,000
Subtotal	**1,130,000**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: Coal Creek Springs Transmission Main Replacement

Project No: cp1603 | Capacity Project: NO | Anticipated Year of Completion: 2018

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 potential leak. This project will provide for full replacement of the river crossing.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund			250,000					250,000
Bond Proceeds								-
State								-
Local								-
DWSRF Loan	200,000	63,400	1,050,000					1,113,400
Subtotal	**200,000**	**63,400**	**1,300,000**	**-**	**-**	**-**	**-**	**1,363,400**
Capital Costs:								
Design	200,000	63,400						63,400
Right of Way								-
Construction			1,300,000					1,300,000
Subtotal	**200,000**	**63,400**	**1,300,000**	**-**	**-**	**-**	**-**	**1,363,400**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: F Street SE Non-Motorized Improvements

Project No: cp1416 | Capacity Project: NO | Anticipated Year of Completion: 2018

Water main improvements constructed in conjunction with F Street SE street improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund	100,000		250,000					250,000
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	**100,000**	**-**	**250,000**	**-**	**-**	**-**	**-**	**250,000**
Capital Costs:								
Design	100,000							-
Right of Way								-
Construction			250,000					250,000
Subtotal	**100,000**	**-**	**250,000**	**-**	**-**	**-**	**-**	**250,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: M Street SE Storm Improvements

Project No: cp1511 | Capacity Project: NO | Anticipated Year of Completion: 2017

Water main improvements constructed in conjunction with Auburn Way South Corridor Improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund	460,216	10,000						10,000
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	**460,216**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**
Capital Costs:								
Design	48,046							-
Right of Way								-
Construction	412,170	10,000						10,000
Subtotal	**460,216**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

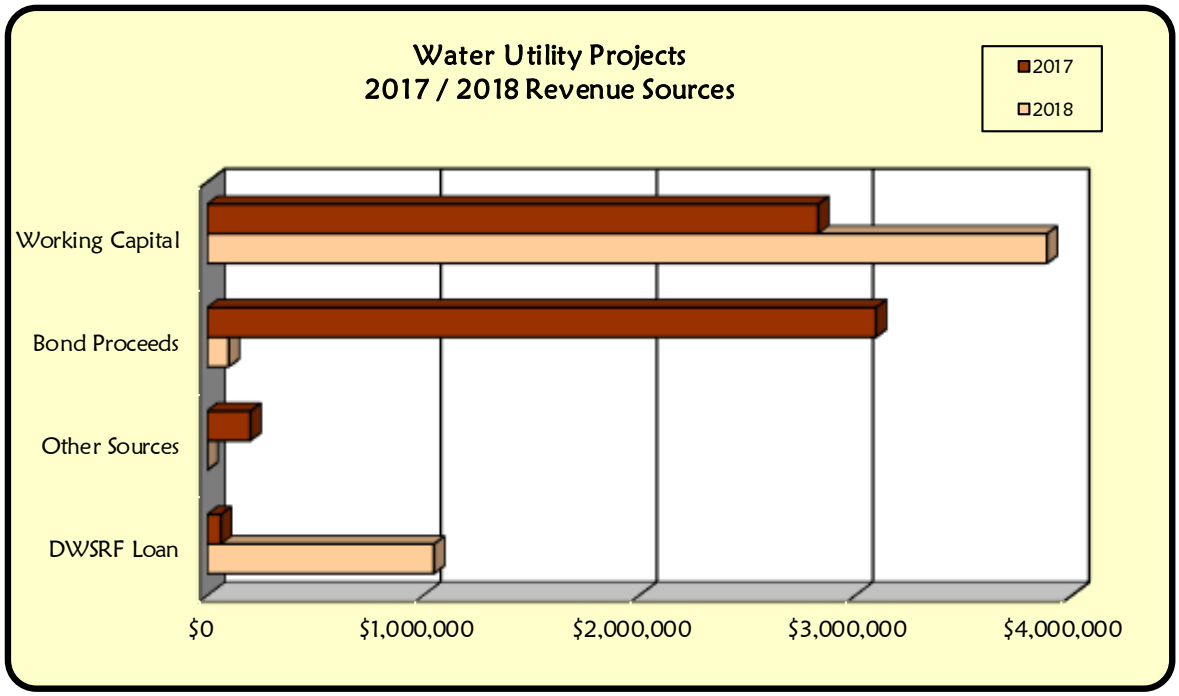
Project Name: Reservoir Repair and Replacements								
Project No: wabd12		Capacity Project:		NO	Anticipated Year of Completion:			Beyond 2022
General reservoir maintenance and minor improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund		50,000	50,000	50,000	50,000	50,000	50,000	300,000
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	**-**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**300,000**
Capital Costs:								
Design								-
Right of Way								-
Construction		50,000	50,000	50,000	50,000	50,000	50,000	300,000
Subtotal	**-**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**	**300,000**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

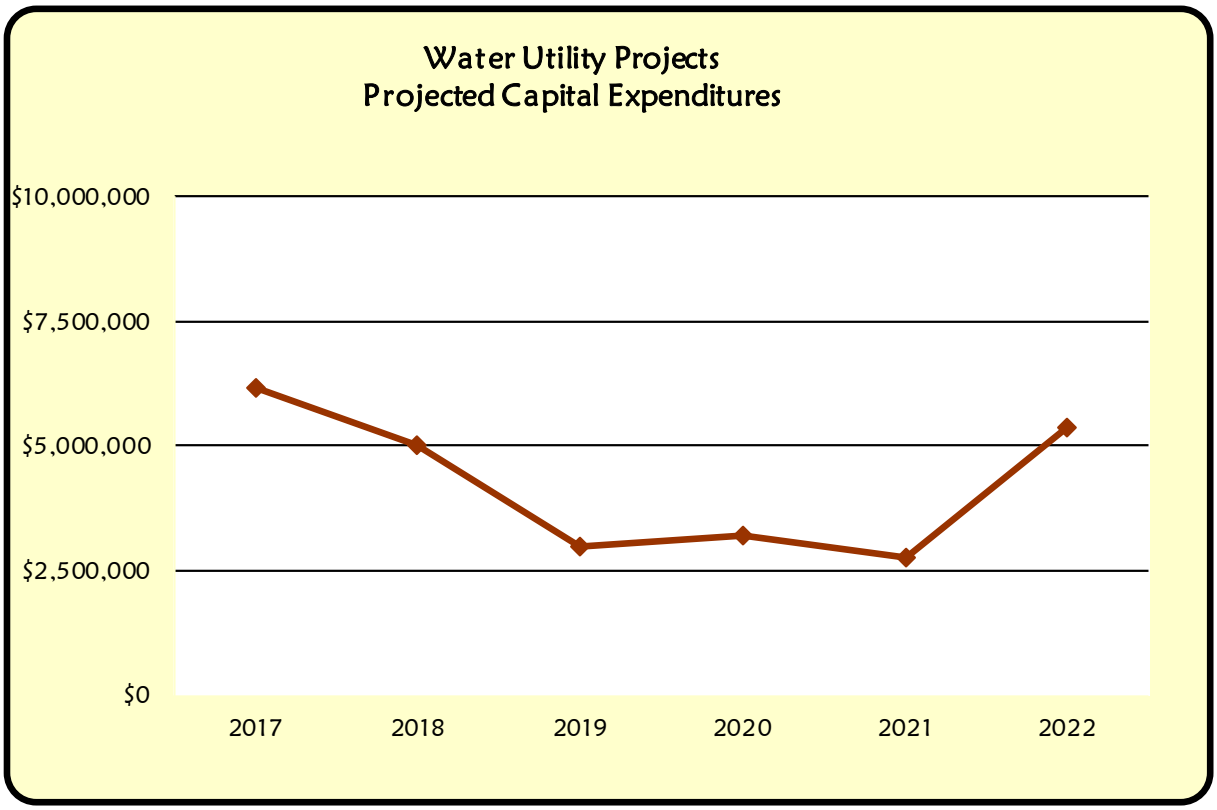
Project Name: 22nd Street NE & I Street NE Intersection								
Project No: cp1513		Capacity Project:		NO	Anticipated Year of Completion:			2018
Water main improvements constructed in conjunction with 22nd Street NE and I Street NE intersection improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund	40,000		285,000					285,000
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	**40,000**	**-**	**285,000**	**-**	**-**	**-**	**-**	**285,000**
Capital Costs:								
Design	40,000							-
Right of Way								-
Construction			285,000					285,000
Subtotal	**40,000**	**-**	**285,000**	**-**	**-**	**-**	**-**	**285,000**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: Auburn Regional Growth Center Access Improvements								
Project No: wabd14		Capacity Project:		NO	Anticipated Year of Completion:			2020
Water main improvements constructed in conjunction with Urban Center Access Improvements to address water system needs on A Street NW.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund			50,000		430,000			480,000
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	**-**	**-**	**50,000**	**-**	**430,000**	**-**	**-**	**480,000**
Capital Costs:								
Design			50,000					50,000
Right of Way								-
Construction					430,000			430,000
Subtotal	**-**	**-**	**50,000**	**-**	**430,000**	**-**	**-**	**480,000**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: M Street NE Widening								
Project No: wabd13		Capacity Project:		NO	Anticipated Year of Completion:			2019
Water main improvements constructed in conjunction with M ST NE widening.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund		10,000	20,000	125,000				155,000
Bond Proceeds								-
State								-
Local								-
Other								-
Subtotal	**-**	**10,000**	**20,000**	**125,000**	**-**	**-**	**-**	**155,000**
Capital Costs:								
Design		10,000	20,000					30,000
Right of Way								-
Construction				125,000				125,000
Subtotal	**-**	**10,000**	**20,000**	**125,000**	**-**	**-**	**-**	**155,000**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

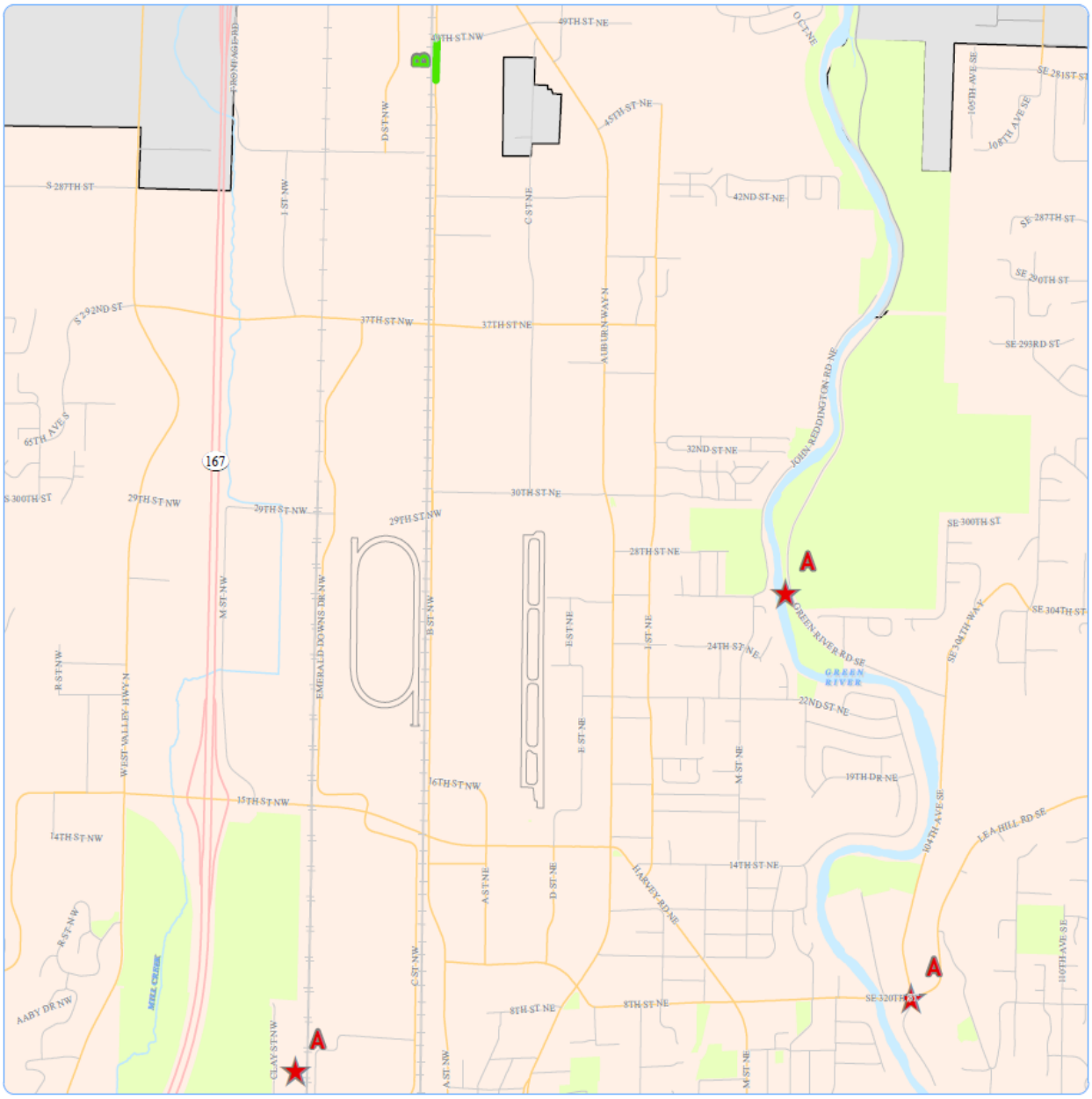
TOTAL CAPITAL COSTS and FUNDING SOURCES - WATER								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Water Fund	3,940,068	2,827,586	3,886,586	2,977,586	3,214,805	2,784,805	5,384,805	21,076,173
Bond Proceeds	4,314,300	3,095,000	100,000	-	-	-	-	3,195,000
State	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
DWSRF Loan	200,000	63,400	1,050,000	-	-	-	-	1,113,400
Other	-	200,000	-	-	-	-	-	200,000
Subtotal	**8,454,368**	**6,185,986**	**5,036,586**	**2,977,586**	**3,214,805**	**2,784,805**	**5,384,805**	**25,584,573**
Capital Costs:								
Design	1,954,120	373,400	1,299,000	300,000	300,000	300,000	300,000	2,872,400
Water Supply Charges	-	252,586	252,586	252,586	934,805	934,805	934,805	3,562,173
Right of Way	-	-	-	-	-	-	-	-
Construction	6,500,248	5,560,000	3,485,000	2,425,000	1,980,000	1,550,000	4,150,000	19,150,000
Subtotal	**8,454,368**	**6,185,986**	**5,036,586**	**2,977,586**	**3,214,805**	**2,784,805**	**5,384,805**	**25,584,573**


Water Utility Projects
2017 / 2018 Revenue Sources
2017
2018
Working Capital
Bond Proceeds
Other Sources
DWSRF Loan
$0
$1,000,000
$2,000,000
$3,000,000
$4,000,000


Water Utility Projects
Projected Capital Expenditures
$10,000,000
$7,500,000
$5,000,000
$2,500,000
$0
2017
2018
2019
2020
2021
2022

CITY OF
AUBURN
WASHINGTON

Sanitary Sewer Utility Projects
2017-2018



A - Siphon Assessment

B - B Street NW Reconstruction Project

City of Auburn

Parks

Water Features

0 600 1,200 1,800 2,400 3,000
FEET

Printed On: 9/20/2016
Map ID: 4784

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

Eight capital projects totaling $1,361,900 are budgeted for 2017 and eight capital projects totaling $1,364,000 are budgeted for 2018. The significant projects include the following:

- The Siphon Assessment project ($524,000 in 2017) will inspect each of the three sewer siphons to determine its condition and help set future inspection and cleaning protocols. **(See Map – "A")**

- The Large Diameter Pipe Assessment Project ($400,000 in 2018) will clean and internally inspect all pipe owned by the City that is larger than 18 inches in diameter.

- The Street Utility Improvements Project ($200,000 in both 2017 and 2018) will replace sewer lines in coordination with the Local Street Preservation program and the Arterial Street Preservation program.

- The B Street NW Reconstruction project ($360,000 in 2017) will install approximately 1200 LF of 12" sewer line and associated manholes. **(See Map – "B")**

Project Name: B Street NW Reconstruction Project

Project No: cp1520 | Capacity Project: YES | Anticipated Year of Completion: 2017

As part of the reconstruction of the street, install approximately 1200 LF of 12" sewer line and associated manholes. Connect a system currently served by a small pump station to the extension and eliminate the station.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Sewer Fund	60,000	360,000						360,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**60,000**	**360,000**	**-**	**-**	**-**	**-**	**-**	**360,000**
Capital Costs:								
Design	60,000	30,000						30,000
Right of Way								-
Construction		330,000						330,000
Subtotal	**60,000**	**360,000**	**-**	**-**	**-**	**-**	**-**	**360,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Sanitary Sewer Repair & Replacement

Project No: sebd01 | Capacity Project: NO | Anticipated Year of Completion: Beyond 2022

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	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Sewer Fund	3,750,502	-	300,000	1,500,000	300,000	1,500,000	300,000	3,900,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**3,750,502**	**-**	**300,000**	**1,500,000**	**300,000**	**1,500,000**	**300,000**	**3,900,000**
Capital Costs:								
Design	502,575	-	200,000	150,000	200,000	150,000	200,000	900,000
Right of Way								-
Construction	3,247,927	-	100,000	1,350,000	100,000	1,350,000	100,000	3,000,000
Subtotal	**3,750,502**	**-**	**300,000**	**1,500,000**	**300,000**	**1,500,000**	**300,000**	**3,900,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This should decrease the operating budget by correcting the problems that require operation staff's attention.

Project Name: Street Utility Improvements

Project No: sebd02 | Capacity Project: NO | Anticipated Year of Completion: Beyond 2022

Sewer line replacement in coordination with the Local street Preservation Program and Arterial Preservation Program improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Sewer Fund	600,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**600,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,200,000**
Capital Costs:								
Design	90,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Right of Way								-
Construction	510,000	170,000	170,000	170,000	170,000	170,000	170,000	1,020,000
Subtotal	**600,000**	**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: sebd03 | Capacity Project: NO | Anticipated Year of Completion: 2018

This project consists of a study/analysis to assess the City's vactor disposal method and identify a cost-effective alternative to the status quo.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Sewer Fund			150,000					150,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**-**	**-**	**150,000**	**-**	**-**	**-**	**-**	**150,000**
Capital Costs:								
Design			150,000					150,000
Right of Way								-
Construction								-
Subtotal	**-**	**-**	**150,000**	**-**	**-**	**-**	**-**	**150,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project could decrease the future operating budget by reducing the expenses associated with hauling saturated waste to the County landfill.

Project Name: 2015 Sewer Repair and Replacement

Project No: cp1512 | Capacity Project: NO | Anticipated Year of Completion: 2017

This project consists of the replacement of aging or problematic sewer lines at nine different sites throughout the City.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Sewer Fund	1,177,904	10,000					350,000	360,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**1,177,904**	**10,000**	**-**	**-**	**-**	**-**	**350,000**	**360,000**
Capital Costs:								
Design	107,904	1,000					350,000	351,000
Right of Way								-
Construction	1,070,000	9,000						9,000
Subtotal	**1,177,904**	**10,000**	**-**	**-**	**-**	**-**	**350,000**	**360,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project could decrease the future operating budget by reducing the number of sewer lines that require frequent maintenance staff attention.

Project Name: Manhole Ring and Cover Replacement

Project No: sebd04 | Capacity Project: NO | Anticipated Year of Completion: Beyond 2022

As manholes and roads age and their condition deteriorates, access covers and the rings in which they sit can become loose and/or misoriented, and can become a road hazard requiring maintenance staff attention and increasing the City's liability. This annual project will replace approximately 50 sewer manhole rings and covers to maintain access to the sewer system and to decrease the likelihood of the manholes becoming road hazards. Some of these replacements may be in conjunction with other City capital projects.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Sewer Fund	20,000	80,000	80,000	80,000	80,000	80,000	80,000	480,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**20,000**	**80,000**	**80,000**	**80,000**	**80,000**	**80,000**	**80,000**	**480,000**
Capital Costs:								
Design	1,000	8,000	8,000	8,000	8,000	8,000	8,000	48,000
Right of Way								-
Construction	19,000	72,000	72,000	72,000	72,000	72,000	72,000	432,000
Subtotal	**20,000**	**80,000**	**80,000**	**80,000**	**80,000**	**80,000**	**80,000**	**480,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project could decrease the future operating budget by reducing the need for staff to respond to loose manholes or lids.

Project Name: Sewer Pump Station Replacement/Improvement

Project No: sebd05 | Capacity Project: NO | Anticipated Year of Completion: Beyond 2022

Three sewer pump stations, the 8th Street Pump Station, Valley Meadows Pump Station, and 22nd Street Pump Station have been identified as needing renovation, replacement, and/or relocation based on condition, safety concerns, and to accommodate growth. The scope of these improvements has not yet been developed, but will be based on the Pump Station Condition Assessment project scheduled for 2016. Rehabilitation costs for the 3 pump stations have been estimated over a 6-year period.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Sewer Fund			141,000	500,000	168,000	900,000	141,000	1,850,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**-**	**-**	**141,000**	**500,000**	**168,000**	**900,000**	**141,000**	**1,850,000**
Capital Costs:								
Design			141,000	50,000	168,000	90,000	141,000	590,000
Right of Way								-
Construction				450,000		810,000		1,260,000
Subtotal	**-**	**-**	**141,000**	**500,000**	**168,000**	**900,000**	**141,000**	**1,850,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Siphon Assessment

Project No: sebd06 | Capacity Project: NO | Anticipated Year of Completion: 2017

Currently, the City does not have the required equipment to complete inspections of the three sewer siphons (2 across the Green River, 1 under the railroad tracks at H and 6th NW) located within its collection system. Their condition is unknown. This project would inspect each siphon to determine its condition and help set future inspection/cleaning protocols. The siphons would be inspected prior to cleaning to determine what their in situ condition is, then if required the lines would be cleaned and re-inspected. Based on the debris level and condition of the pipes, future activities can be planned.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Sewer Fund		524,000						524,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**-**	**524,000**	**-**	**-**	**-**	**-**	**-**	**524,000**
Capital Costs:								
Design		524,000						524,000
Right of Way								-
Construction								-
Subtotal	**-**	**524,000**	**-**	**-**	**-**	**-**	**-**	**524,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Pump Station Condition Assessment

Project No: cp1609 | Capacity Project: NO | Anticipated Year of Completion: 2017

The assessment will evaluate the physical condition of existing sewage pump stations and equipment. The purpose of the assessment is to predict future serviceability and anticipated longevity for development of future CIPs and the City's asset management program. This assessment will also be used to further define the scope of the Pump Station Replacement/Improvement project.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Sewer Fund	177,000	10,000						10,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**177,000**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**
Capital Costs:								
Design	177,000	10,000						10,000
Right of Way								-
Construction								-
Subtotal	**177,000**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Large Diameter Pipe Assessment

Project No: sebd07 | Capacity Project: NO | Anticipated Year of Completion: 2018

City staff is not equipped to efficiently clean and inspect sewer pipes with a diameter larger than 18 inches. This project would clean and internally inspect all pipe owned by the City that is larger than 18 inches in diameter. This is approximately 39,300 feet, ranging in diameter from 20 inches up to 36 inches.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Sewer Fund			400,000					400,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**-**	**-**	**400,000**	**-**	**-**	**-**	**-**	**400,000**
Capital Costs:								
Design			400,000					400,000
Right of Way								-
Construction								-
Subtotal	**-**	**-**	**400,000**	**-**	**-**	**-**	**-**	**400,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: F Street SE Non-Motorized Improvements

Project No: cp1416 | Capacity Project: NO | Anticipated Year of Completion: 2018

Replace approximately 420 LF of 15"-18" diameter clay pipe as part of the F Street SE Non-Motorized Improvements project. Constructing this project in association with a road improvement project saves money and avoids damage to the new roadway that could occur if the pipe was not replaced and experienced a failure or blockage.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Sewer Fund	24,000		88,000					88,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**24,000**	**-**	**88,000**	**-**	**-**	**-**	**-**	**88,000**
Capital Costs:								
Design	24,000		8,800					8,800
Right of Way								-
Construction			79,200					79,200
Subtotal	**24,000**	**-**	**88,000**	**-**	**-**	**-**	**-**	**88,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project saves money and avoids damage to the new roadway that could occur if the pipe was not replaced and experienced a failure of blockage.

Project Name: M Street SE Storm Improvements

Project No: cp1511 | Capacity Project: NO | Anticipated Year of Completion: 2017

Replace approximately 800 LF of aging sewer pipe with root intrusion issues with new 8" PVC in conjunction with storm and road improvements. Constructing this project in association with a road improvement project saves money and avoids damage to the new roadway that could occur if the pipe was not replaced and experienced a failure or blockage.

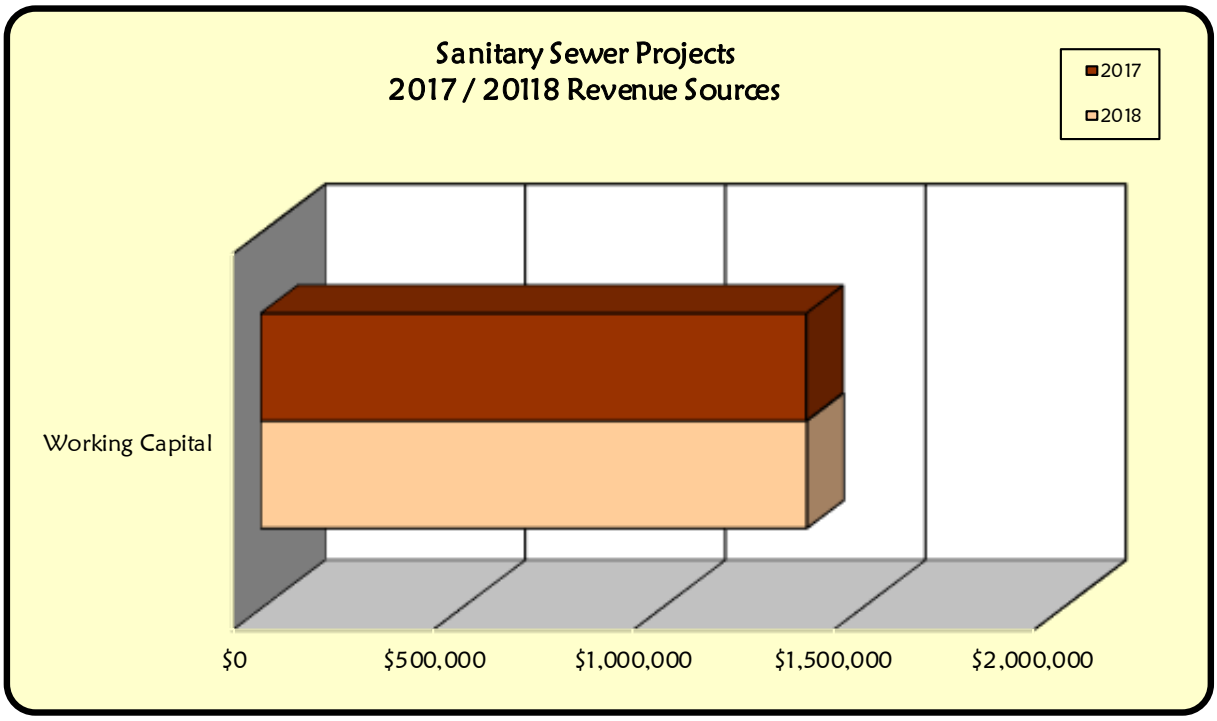
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Sewer Fund	388,283	27,900						27,900
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	**388,283**	**27,900**	**-**	**-**	**-**	**-**	**-**	**27,900**
Capital Costs:								
Design	55,000	1,000						1,000
Right of Way								-
Construction	333,283	26,900						26,900
Subtotal	**388,283**	**27,900**	**-**	**-**	**-**	**-**	**-**	**27,900**

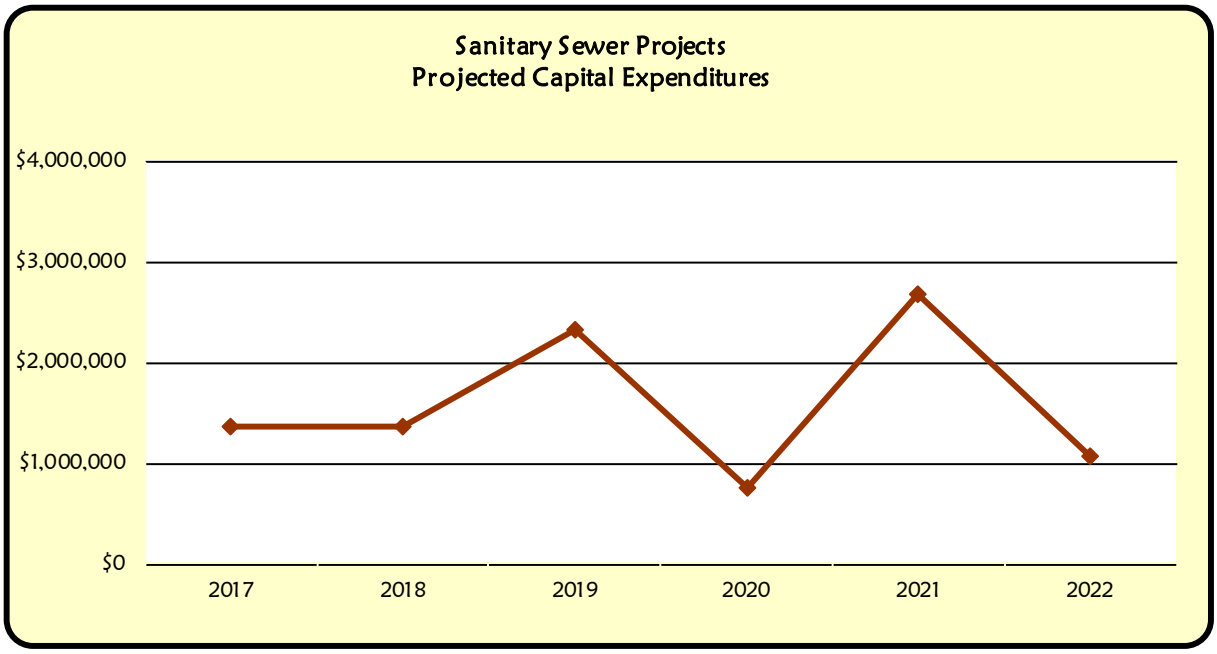
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project saves money and avoids damage to the new roadway that could occur if the pipe was not replaced and experienced a failure of blockage.

Project Name: M Street NE Widening								
Project No: sebd08		Capacity Project:		NO	Anticipated Year of Completion:			2019
Sewer line replacements in conjunction with street improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	Years	2017	2018	2019	2020	2021	2022	Total
Sewer Fund			5,000	45,000				50,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	-	-	**5,000**	**45,000**	-	-	-	**50,000**
Capital Costs:								
Design			5,000	5,000				10,000
Right of Way								-
Construction				40,000				40,000
Subtotal	-	-	**5,000**	**45,000**	-	-	-	**50,000**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

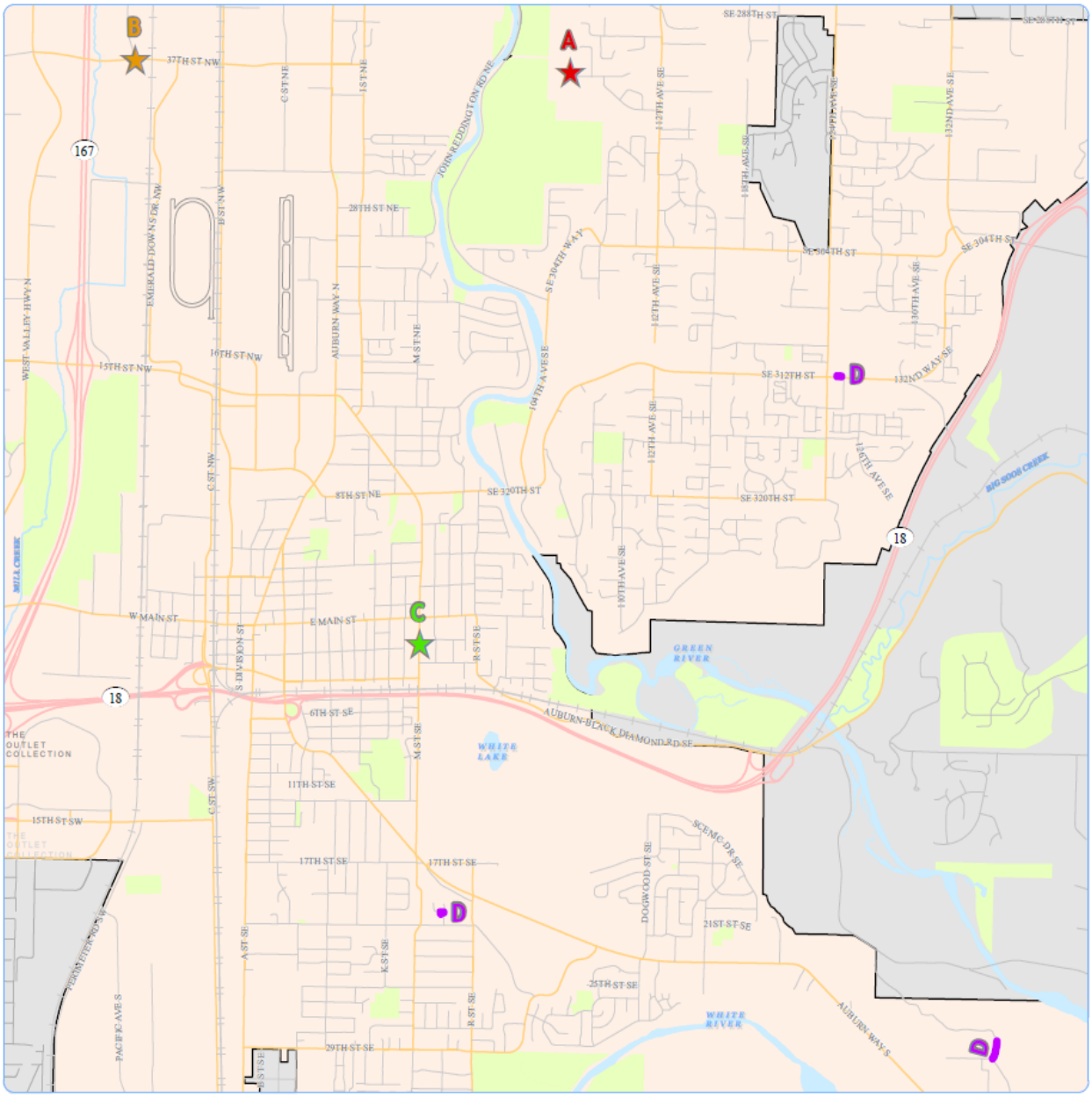
Project Name: Pump Station Telemetry Improvements								
Project No: sebd09		Capacity Project:		NO	Anticipated Year of Completion:			2017
Install new SCADA and communication equipment for the 22nd Street and R Street Pump Station.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	Years	2017	2018	2019	2020	2021	2022	Total
Sewer Fund		150,000						150,000
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
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								

TOTAL CAPITAL COSTS and FUNDING SOURCES - SEWER								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	Years	2017	2018	2019	2020	2021	2022	Total
Sewer Fund	6,197,689	1,361,900	1,364,000	2,325,000	748,000	2,680,000	1,071,000	9,549,900
Federal	-	-	-	-	-	-	-	-
Bond Proceeds	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Subtotal	**6,197,689**	**1,361,900**	**1,364,000**	**2,325,000**	**748,000**	**2,680,000**	**1,071,000**	**9,549,900**
Capital Costs:								
Design	1,017,479	629,000	942,800	243,000	406,000	278,000	729,000	3,227,800
Right of Way	-	-	-	-	-	-	-	-
Construction	5,180,210	732,900	421,200	2,082,000	342,000	2,402,000	342,000	6,322,100
Subtotal	**6,197,689**	**1,361,900**	**1,364,000**	**2,325,000**	**748,000**	**2,680,000**	**1,071,000**	**9,549,900**


Sanitary Sewer Projects
2017 / 20118 Revenue Sources
2017
2018
Working Capital
$0
$500,000
$1,000,000
$1,500,000
$2,000,000


Sanitary Sewer Projects
Projected Capital Expenditures
$4,000,000
$3,000,000
$2,000,000
$1,000,000
$0
2017
2018
2019
2020
2021
2022

Storm Drainage Utility Projects
2017-2018



A - Eastridge Manor Outfall Replacement

B - 37th Street Nw Storm Improvements

C - M Street SE Storm Improvements

D - Pipeline Repair Replacement Program

City of Auburn

Parks

Water Features

0 1,000 2,000 3,000 4,000 5,000
FEET

Printed On: 9/21/2016
Map ID: 4787

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

Eight capital projects totaling $2,619,200 are budgeted for 2017 and nine capital projects totaling $1,486,000 are budgeted for 2018. The most significant projects are as follows:

- The Eastridge Manor Outfall Replacement Project ($315,000 in 2017 and $700,000 in 2018) 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 – "A")**

- The 37th Street NW Storm Improvement Project ($40,000 in 2017 and $251,000 in 2018) will increase existing pipes to provide additional capacity to alleviate current periodic flooding conditions the vicinity of "I" St. NW. This would also provide relief to the flooding experienced on the Interurban Bike Trail. **(See Map – "B")**

- The M Street Storm Improvement Project ($265,200 in 2017) will install a replacement pipe with greater capacity from 3rd Street SE to Main Street to alleviate periodic flooding in this area. **(See Map – "C")**

- The Pipeline Repair and Replacement Project ($1,000,000 in 2017 and $100,000 in 2018) will include projects identified as those requiring replacement of existing infrastructure. These projects support street repairs and other utility replacement programs requiring coordination. **(See Map – "D")**

Project Name: M Street SE Storm Improvement

Project No: cp1511 | Capacity Project: YES | Anticipated Year of Completion: 2017

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 conveyed in replaced lines upstream associated with earlier projects.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Storm Drainage Fund	399,452	265,200						265,200
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	**399,452**	**265,200**	**-**	**-**	**-**	**-**	**-**	**265,200**
Capital Costs:								
Design	90,000							-
Right of Way								-
Construction	309,452	265,200						265,200
Subtotal	**399,452**	**265,200**	**-**	**-**	**-**	**-**	**-**	**265,200**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: 37th St. NW Storm Improvement

Project No: sdbd05 | Capacity Project: YES | Anticipated Year of Completion: 2018

This project will increase existing pipes to provide additional capacity to alleviate current periodic flooding conditions in the vicinity of "I" St. NW. This will also provide relief to the flooding experienced on the Interurban Bike Trail.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Storm Drainage Fund		40,000	251,000					291,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	**-**	**40,000**	**251,000**	**-**	**-**	**-**	**-**	**291,000**
Capital Costs:								
Design		40,000	20,000					60,000
Right of Way								-
Construction			231,000					231,000
Subtotal	**-**	**40,000**	**251,000**	**-**	**-**	**-**	**-**	**291,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Pipeline Repair & Replacement Program

Project No: sdbd03 | Capacity Project: NO | Anticipated Year of Completion: Beyond 2022

This program provides funding for projects involving replacement of existing infrastructure. These projects support street repairs and other utility replacement programs, requiring coordination. Typically, design for R&R projects is completed in one year, followed by construction the following year.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Storm Drainage Fund	559,000	1,000,000	100,000	844,000	100,000	1,000,000	100,000	3,144,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other (Other Agency)								-
Subtotal	**559,000**	**1,000,000**	**100,000**	**844,000**	**100,000**	**1,000,000**	**100,000**	**3,144,000**
Capital Costs:								
Design		75,000	100,000	75,000	100,000	75,000	100,000	525,000
Right of Way								-
Construction	559,000	925,000		769,000		925,000		2,619,000
Subtotal	**559,000**	**1,000,000**	**100,000**	**844,000**	**100,000**	**1,000,000**	**100,000**	**3,144,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): Repair and replacement of aging infrastructure should reduce operating costs

Project Name: Street Utility Improvements

Project No: sdbd04 | Capacity Project: NO | Anticipated Year of Completion: Beyond 2022

Storm drainage conveyance improvements in coordination with Arterial Preservation and Local Street Preservation improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Storm Drainage Fund	158,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	**158,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**600,000**
Capital Costs:								
Design	5,000							-
Right of Way								-
Construction	153,000	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Subtotal	**158,000**	**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: Eastridge Manor Outfall Replacement

Project No: cp1316 | Capacity Project: NO | Anticipated Year of Completion: 2018

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	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Storm Drainage Fund	44,489	315,000	700,000					1,015,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	**44,489**	**315,000**	**700,000**	**-**	**-**	**-**	**-**	**1,015,000**
Capital Costs:								
Design	44,489	130,000	40,000					170,000
Right of Way		185,000						185,000
Construction			660,000					660,000
Subtotal	**44,489**	**315,000**	**700,000**	**-**	**-**	**-**	**-**	**1,015,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Vegetation Sorting Facility

Project No: sdbd12 | Capacity Project: NO | Anticipated Year of Completion: 2018

Evaluation to determine benefits and costs of acquiring property to use as a vegetation sorting facility prior to disposal or reuse of materials from storm drainage maintenance activities (e.g., pond and ditch cleaning). In addition, evaluate potential for use by other City departments and by neighboring jurisdictions as a regional facility. If evaluation shows a reasonable benefit/cost ratio, budget includes property acquisition and site improvements to construct the vegetation sorting facility.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Storm Drainage Fund		750,000	75,000					825,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	**-**	**750,000**	**75,000**	**-**	**-**	**-**	**-**	**825,000**
Capital Costs:								
Design								-
Right of Way		750,000						750,000
Construction			75,000					75,000
Subtotal	**-**	**750,000**	**75,000**	**-**	**-**	**-**	**-**	**825,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Hillside Drainage Assessment

Project No: sdbd07 | Capacity Project: NO | Anticipated Year of Completion: 2018

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	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Storm Drainage Fund		139,000	150,000					289,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	**-**	**139,000**	**150,000**	**-**	**-**	**-**	**-**	**289,000**
Capital Costs:								
Design		139,000	150,000					289,000
Right of Way								-
Construction								-
Subtotal	**-**	**139,000**	**150,000**	**-**	**-**	**-**	**-**	**289,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: S. 330th St. & 46th Pl. S. Storm Improvement

Project No: sdbd13 | Capacity Project: NO | Anticipated Year of Completion: 2020

Improve existing drainage conditions for the West Hill annexation areas. This project includes improvements near 330th St. and 46th Pl. S. where public storm drainage currently discharges within a large open ditch. The improvement will re-route the drainage within the right-of-way to the existing outfall.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Storm Drainage Fund			20,000	53,000	244,000			317,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	**-**	**-**	**20,000**	**53,000**	**244,000**	**-**	**-**	**317,000**
Capital Costs:								
Design			20,000	53,000				73,000
Right of Way								-
Construction					244,000			244,000
Subtotal	**-**	**-**	**20,000**	**53,000**	**244,000**	**-**	**-**	**317,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: 30th Street NE Area Flooding, Phase 1B

Project No: cp1522 | Capacity Project: NO | Anticipated Year of Completion: 2017

This project will complete the Phase 1 project by completing the downstream system not completed in Phase 1A. Phase 1A replaced the existing 30-inch diameter pipe generally located along the 30th St. NE alignment toward I St. NE to improve drainage conditions in and around the north end of the Auburn Municipal Airport. Phase 1B will complete the remainder of the project by constructing the downstream system to the existing Brannan Park pump station.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Storm Drainage Fund	1,294,241	10,000						10,000
Bond Proceeds	599,583							-
Federal								-
State								-
Local	300,000							-
Other								-
Subtotal	**2,193,824**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**
Capital Costs:								
Design	204,932							-
Right of Way								-
Construction	1,988,902	10,000						10,000
Subtotal	**2,193,834**	**10,000**	**-**	**-**	**-**	**-**	**-**	**10,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Academy Drive, SE 312th St. SE, & D St. SE Storm Improvements

Project No: cp1312 | Capacity Project: NO | Anticipated Year of Completion: 2019

Project replaces existing storm system infrastructure. Funding is from the 2015-2016 Pipeline Repair and Replacement Program. Project includes pipeline replacement in Academy Drive, a new pipeline within 312th St. SE to provide a "missing link", and the extension of a pipeline to the Velvet Square storm pond to allow the pond to be abandoned.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Storm Drainage Fund	48,970		40,000	400,000				440,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	**48,970**	**-**	**40,000**	**400,000**	**-**	**-**	**-**	**440,000**
Capital Costs:								
Design	48,970		40,000	20,000				60,000
Right of Way								-
Construction				380,000				380,000
Subtotal	**48,970**	**-**	**40,000**	**400,000**	**-**	**-**	**-**	**440,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Riverwalk Drive SE Non-Motorized Improvements

Project No: sdbd14 | Capacity Project: NO | Anticipated Year of Completion: 2019

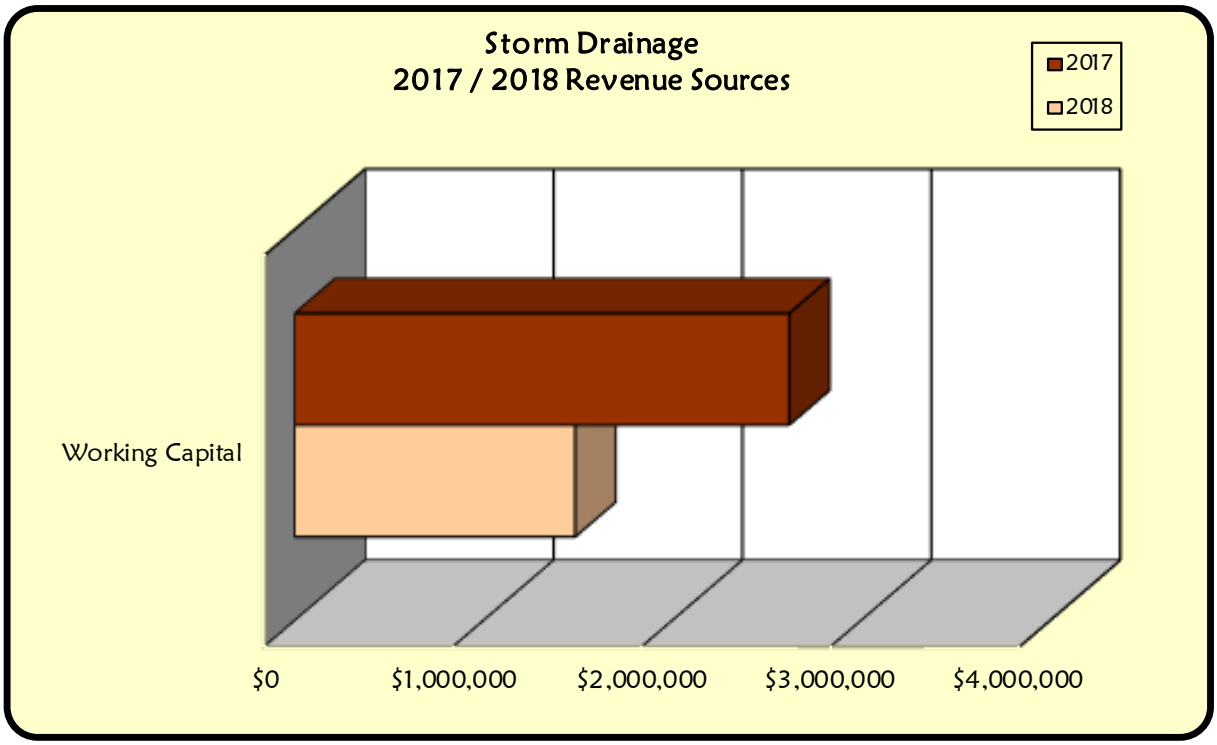
As part of a non-motorized improvement project along Riverwalk Drive SE between Howard Road and Auburn Way South, construct large diameter storm piping to replace existing ditch, and expand Riverwalk ponds to accommodate increased capacity.

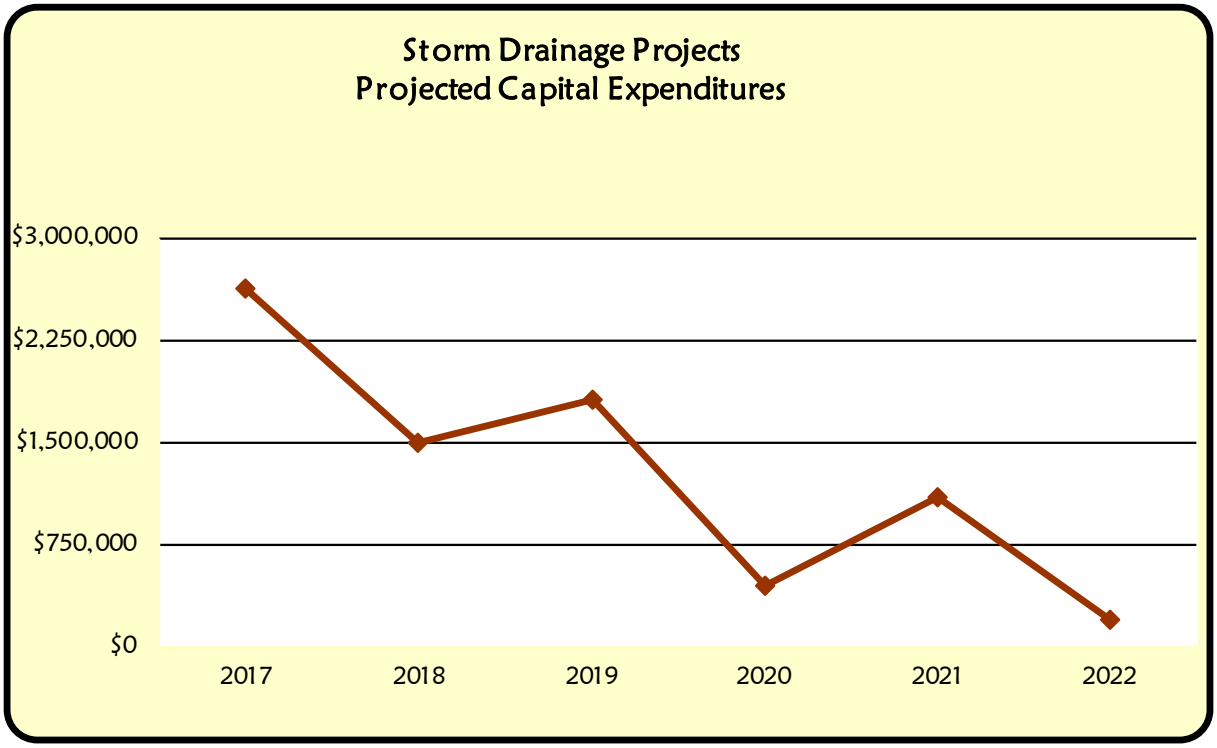
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Storm Drainage Fund			50,000	405,000				455,000
Bond Proceeds								-
Federal								-
State								-
Local								-
Other								-
Subtotal	**-**	**-**	**50,000**	**405,000**	**-**	**-**	**-**	**455,000**
Capital Costs:								
Design			50,000	55,000				105,000
Right of Way								-
Construction				350,000				350,000
Subtotal	**-**	**-**	**50,000**	**405,000**	**-**	**-**	**-**	**455,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): Maintenance should decrease as a result of this project.

TOTAL CAPITAL COSTS and FUNDING SOURCES - STORM DRAINAGE

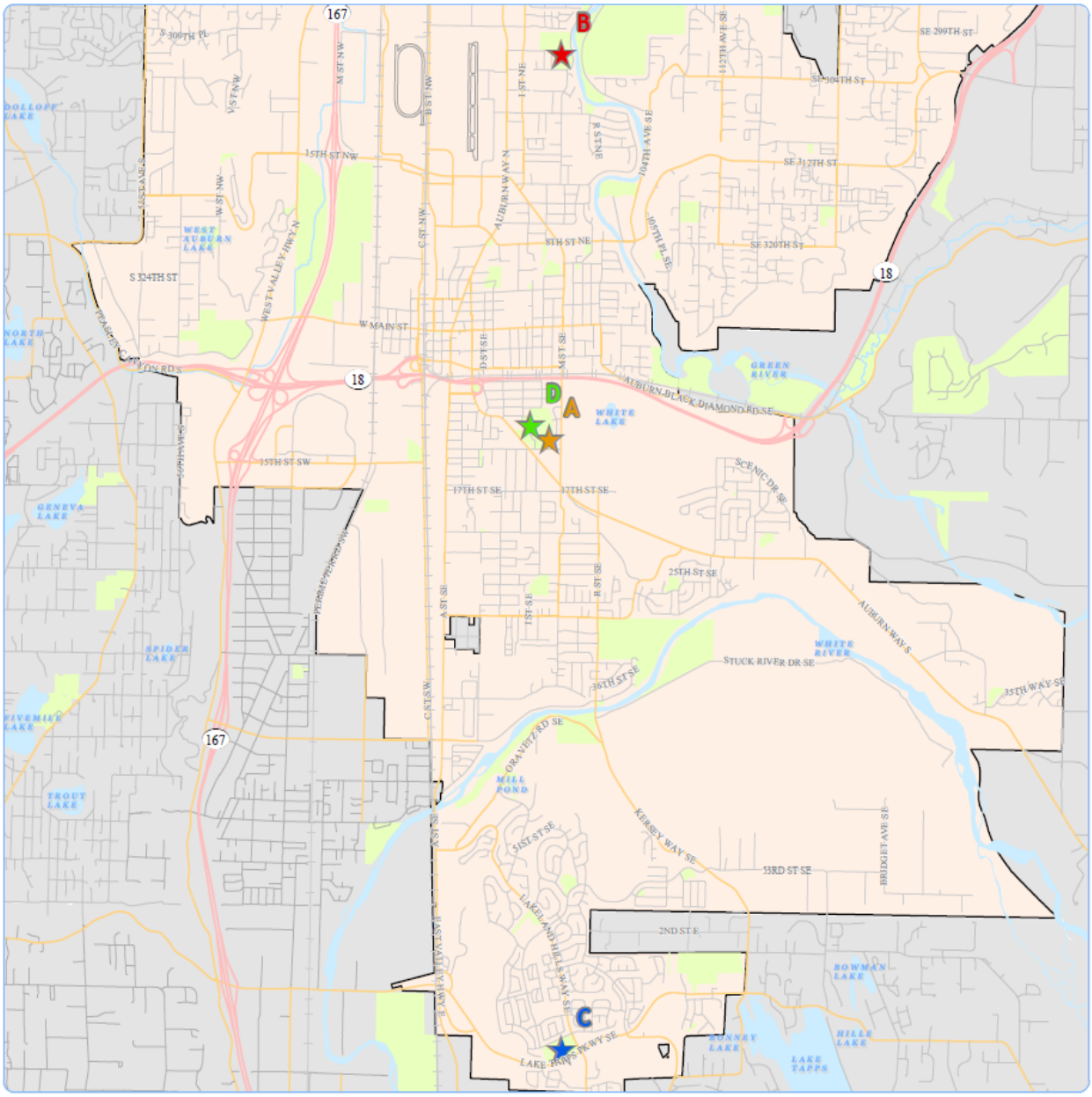
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Storm Drainage Fund	2,504,152	2,619,200	1,486,000	1,802,000	444,000	1,100,000	200,000	7,651,200
Bond Proceeds	599,583	-	-	-	-	-	-	-
Federal	-	-	-	-	-	-	-	-
State	-	-	-	-	-	-	-	-
Local	300,000	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Subtotal	**3,403,735**	**2,619,200**	**1,486,000**	**1,802,000**	**444,000**	**1,100,000**	**200,000**	**7,651,200**
Capital Costs:								
Design	393,391	384,000	420,000	203,000	100,000	75,000	100,000	1,282,000
Right of Way	-	935,000	-	-	-	-	-	935,000
Construction	3,010,354	1,300,200	1,066,000	1,599,000	344,000	1,025,000	100,000	5,434,200
Subtotal	**3,403,745**	**2,619,200**	**1,486,000**	**1,802,000**	**444,000**	**1,100,000**	**200,000**	**7,651,200**


Storm Drainage
2017 / 2018 Revenue Sources
2017
2018
Working Capital
$0
$1,000,000
$2,000,000
$3,000,000
$4,000,000


Storm Drainage Projects
Projected Capital Expenditures
$3,000,000
$2,250,000
$1,500,000
$750,000
$0
2017
2018
2019
2020
2021
2022

CITY OF
AUBURN
WASHINGTON

Parks, Arts and Recreation Projects
2017-2018



A - Les Gove Park Improvements

C - Sunset Park Improvements

City of Auburn

B - Brannan Park Synthetic Infield

D - Les Gove Restroom Facility

Parks

Water Features

0 1,500 3,000 4,500 6,000 7,500
FEET

Printed On: 9/20/2016
Map ID: 4785

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.

Parks, Arts and Recreation Projects

Sixteen projects totaling $2,578,106 are budgeted for 2017 and nine capital projects totaling $862,000 are budgeted for 2018.

The most significant projects include following:

- The Les Gove Park Improvements Project ($481,906 in 2017 and $100,000 in 2018) 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 – "A")**

- The Brannan Park Synthetic Infield Project ($436,200 in 2017) will upgrade the existing dirt infield to synthetic turf to increase playability during inclement weather. **(See Map – "B")**

- The Sunset Park Project ($400,000 in 2017) will expand the playground area to include a spray park and additional play activities. **(See Map – "C")**

- The Les Gove Restroom Facility Project ($400,000 in 2017) will provide funding to construct a new restroom facility at Les Gove Park. **(See Map – "D")**

Project Name: Park Acquisitions/Development

Project No: gpbd04 | Capacity Project: YES | Anticipated Year of Completion: Beyond 2022

Land acquisitions to occur based on demand and deficiencies including parks, open space, trails and corridors.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund								-
Federal								-
State								-
Other (KC Prop 2)	64,614	125,000	125,000	125,000	125,000	125,000	125,000	750,000
REET 1								-
Other -Park Impact Fee								-
Subtotal	**64,614**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**750,000**
Capital Costs:								
Design								-
Acquisition	46,414	125,000	125,000	125,000	125,000	125,000	125,000	750,000
Construction	18,200							-
Subtotal	**64,614**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**125,000**	**750,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Brannan Park Synthetic Infield

Project No: gpbd02 | Capacity Project: YES | Anticipated Year of Completion: 2019

Upgrade the existing dirt infield to synthetic turf to increase playability during inclement weather. The Parks Department submitted an application for a Youth Sports Facilities Grant (YAF) from RCO in May 2016 for the synthetic infield. In addition, a King County Youth Athletic Facilities Grant application was submitted to cover City matching funds for the YAF grant. Additional improvements to the park include replacing the degraded concrete curbing around the perimeter of the parking lot.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund								-
Federal								-
State		218,100						218,100
Local		75,000						75,000
Other (KC Prop 2)		48,100						48,100
Other -Park Impact Fee		75,000		60,000				135,000
Other (Donations)		20,000						20,000
Subtotal	**-**	**436,200**	**-**	**60,000**	**-**	**-**	**-**	**496,200**
Capital Costs:								
Design		18,500						18,500
Right of Way								-
Construction		417,700		60,000				477,700
Subtotal	**-**	**436,200**	**-**	**60,000**	**-**	**-**	**-**	**496,200**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Mary Olson Farm - Watts Property Acquisition

Project No: gpbd13 | Capacity Project: YES | Anticipated Year of Completion: 2017

Acquire approximately 16 acres in the southern portion of tax parcel which is located east of the Mary Olson Farm property. The purpose of the acquisition is to create interpretive and educational opportunities in a plateau area that has historical significance within the steep forested ravine. The area was once a gathering place for Native Americans preparing to embark on fishing expeditions. The City was recently awarded a King County Conservation Futures grant to acquire the property.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local		125,000						125,000
REET 1		125,000						125,000
Other (KC Prop 2)								-
Subtotal	**-**	**250,000**	**-**	**-**	**-**	**-**	**-**	**250,000**
Capital Costs:								
Design								-
Property Acquisition		250,000						250,000
Construction								-
Subtotal	**-**	**250,000**	**-**	**-**	**-**	**-**	**-**	**250,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Les Gove Park Improvements

Project No: cp1605 | Capacity Project: NO | Anticipated Year of Completion: 2018

Based on 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	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local	115,000	431,906						431,906
Other (KC Prop 2)	260,000		100,000					100,000
Other (Parks Impact Fee)		50,000						50,000
Subtotal	**375,000**	**481,906**	**100,000**	**-**	**-**	**-**	**-**	**581,906**
Capital Costs:								
Design	15,000							-
Property Acquisition								-
Construction	360,000	481,906	100,000					581,906
Subtotal	**375,000**	**481,906**	**100,000**	**-**	**-**	**-**	**-**	**581,906**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $5,000

Project Name: Rotary Park Improvements

Project No: gpbd07 | Capacity Project: NO | Anticipated Year of Completion: 2018

Coordinate improvements with neighborhood and Rotary Club of Auburn to add walking path.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
Other (KC Prop 2)		30,000	30,000					60,000
Other (Park Impact & Mitigation)								-
Subtotal	**-**	**30,000**	**30,000**	**-**	**-**	**-**	**-**	**60,000**
Capital Costs:								
Design		5,000	5,000					10,000
Right of Way								-
Construction		25,000	25,000					50,000
Subtotal	**-**	**30,000**	**30,000**	**-**	**-**	**-**	**-**	**60,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Miscellaneous Parks Improvements

Project No: gpbd03 | Capacity Project: NO | Anticipated Year of Completion: Beyond 2022

Minor park improvements including shelters, roofs, playgrounds, irrigation and restrooms.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund		50,000	50,000	50,000	50,000	50,000	50,000	300,000
Federal								-
State		50,000	50,000	50,000	50,000	50,000	50,000	300,000
Local								-
REET 2								-
Other (Parks Impact Fee)	10,922	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Subtotal	**10,922**	**150,000**	**150,000**	**150,000**	**150,000**	**150,000**	**150,000**	**900,000**
Capital Costs:								
Design								-
Right of Way								-
Construction	10,922	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Subtotal	**10,922**	**150,000**	**150,000**	**150,000**	**150,000**	**150,000**	**150,000**	**900,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Game Farm Park Improvements

Project No: gpbd08 | Capacity Project: NO | Anticipated Year of Completion: 2019

Improve interior lighting and pathways and provide access from the newly acquired property on southwest corner of the park. Replace synthetic turf on two full sized soccer fields.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund								-
Federal								-
State				1,500,000				1,500,000
Local								-
Other (Park Impact Fee)		20,000						20,000
REET 2		20,000						20,000
Subtotal	**-**	**40,000**	**-**	**1,500,000**	**-**	**-**	**-**	**1,540,000**
Capital Costs:								
Design				40,000				40,000
Right of Way								-
Construction		40,000		1,460,000				1,500,000
Subtotal	**-**	**40,000**	**-**	**1,500,000**	**-**	**-**	**-**	**1,540,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Roegner Park

Project No: gpbd10 | Capacity Project: NO | Anticipated Year of Completion: 2017

This project will provide for trail system maintenance, play structure replacement and riverbank stabilization.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund		25,000						25,000
Federal								-
State								-
Local		50,000						50,000
Other (KC Prop 2)		25,000						25,000
Other (Contribution)								-
Subtotal	**-**	**100,000**	**-**	**-**	**-**	**-**	**-**	**100,000**
Capital Costs:								
Design		5,000						5,000
Right of Way								-
Construction		95,000						95,000
Subtotal	**-**	**100,000**	**-**	**-**	**-**	**-**	**-**	**100,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Sunset Park

Project No: gpbd06 | Capacity Project: NO | Anticipated Year of Completion: 2017

This project will provide for trail system maintenance, play structure replacement and riverbank stabilization.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
Other (Park Impact Fee)		200,000						200,000
Other (Contribution)		200,000						200,000
Subtotal	**-**	**400,000**	**-**	**-**	**-**	**-**	**-**	**400,000**
Capital Costs:								
Design		15,000						15,000
Right of Way								-
Construction		385,000						385,000
Subtotal	**-**	**400,000**	**-**	**-**	**-**	**-**	**-**	**400,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $10,000

Project Name: Lakeland Hills Nature Area

Project No: gpbd11 | Capacity Project: NO | Anticipated Year of Completion: 2018

Complete Master Plan to include the development and construction of an environmental community park. Trails, fencing, parking and visitor amenities are included in the project.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
REET 2		25,000	150,000					175,000
Other (Contribution)								-
Subtotal	**-**	**25,000**	**150,000**	**-**	**-**	**-**	**-**	**175,000**
Capital Costs:								
Design		25,000						25,000
Right of Way								-
Construction			150,000					150,000
Subtotal	**-**	**25,000**	**150,000**	**-**	**-**	**-**	**-**	**175,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $5,000

Project Name: Les Gove Restroom Facility

Project No: gpbd14 | Capacity Project: NO | Anticipated Year of Completion: 2017

Construct new restroom to replace the dated facility at Les Gove Park.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund								-
Federal		250,000						250,000
State								-
Local								-
Other (KC Prop 2)								-
Other (Park Impact Fee)		150,000						150,000
Subtotal	**-**	**400,000**	**-**	**-**	**-**	**-**	**-**	**400,000**
Capital Costs:								
Design		50,000						50,000
Right of Way								-
Construction		350,000						350,000
Subtotal	**-**	**400,000**	**-**	**-**	**-**	**-**	**-**	**400,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Lakeland Hills Playground Replacement

Project No: gpbd15 | Capacity Project: NO | Anticipated Year of Completion: 2018

Replace aging playground at Lakeland Hills.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund			75,000					75,000
Federal								-
State								-
Local								-
Other (KC Prop 2)								-
Other (Park Impact Fee)			75,000					75,000
Subtotal	**-**	**-**	**150,000**	**-**	**-**	**-**	**-**	**150,000**
Capital Costs:								
Design			10,000					10,000
Right of Way								-
Construction			140,000					140,000
Subtotal	**-**	**-**	**150,000**	**-**	**-**	**-**	**-**	**150,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Game Farm Drainage Improvements								
Project No: gpbd16		Capacity Project:	NO		Anticipated Year of Completion:			2018
Improve drainage at the entrance and in the parking lot at Game Farm Park. For years the entrance to the park and parking lots have flooded during heavy rain events. Alternatives need to be explored to divert stormwater in the necessary direction to avoid flooding these areas and affecting access to the park and sports complex.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	Years	2017	2018	2019	2020	2021	2022	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
REET 2			100,000					100,000
Other (Park Impact Fee)								-
Subtotal	-	-	100,000	-	-	-	-	100,000
Capital Costs:								
Design			20,000					20,000
Right of Way								-
Construction			80,000					80,000
Subtotal	-	-	100,000	-	-	-	-	100,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: First Green & Surrounds Rebuild								
Project No: gpbd17		Capacity Project:	NO		Anticipated Year of Completion:			2017
Eliminate closed contours through the design and installation of drainage improvements. Drainage improvements will include cutting and filling the site to proper grades, installing subsurface drainage, and grading all imported materials to a finished product. Sod will be cut and saved, and irrigation will be installed by golf course staff.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	Years	2017	2018	2019	2020	2021	2022	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
REET 2		25,000						25,000
Other (Park Impact Fee)								-
Subtotal	-	25,000	-	-	-	-	-	25,000
Capital Costs:								
Design								-
Right of Way								-
Construction		25,000						25,000
Subtotal	-	25,000	-	-	-	-	-	25,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: 10th Green & Surrounds Rebuild								
Project No: gpbd18		Capacity Project:	NO		Anticipated Year of Completion:			2018
Install drainage improvements to remedy poor surface and subsurface drainage. Drainage improvements will include cutting and filling the site to proper grades, installing subsurface drainage, and grading all imported materials to a finished product. Sod will be cut and saved, and irrigation will be installed by golf course staff.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	Years	2017	2018	2019	2020	2021	2022	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
REET 2			27,000					27,000
Other (Park Impact Fee)								-
Subtotal	-	-	27,000	-	-	-	-	27,000
Capital Costs:								
Design								-
Right of Way								-
Construction			27,000					27,000
Subtotal	-	-	27,000	-	-	-	-	27,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: Fairway Drainage Improvement

Project No: gpbd19 | Capacity Project: NO | Anticipated Year of Completion: 2018

Apply top dressing sand to the first five fairways in order to firm up these landing areas so that the holes are playable year round. Sand will be applied with a three yard topdressing machine. Sand will be applied bi/weekly at a tenth of an inch of sand throughout the fairways. Fairways will start to show improvements once four inches of sand are applied.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
REET 2		30,000	30,000					60,000
Other (Park Impact Fee)								-
Subtotal	**-**	**30,000**	**30,000**	**-**	**-**	**-**	**-**	**60,000**
Capital Costs:								
Design								-
Right of Way								-
Construction		30,000	30,000					60,000
Subtotal	**-**	**30,000**	**30,000**	**-**	**-**	**-**	**-**	**60,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Chemical Storage Container

Project No: gpbd20 | Capacity Project: NO | Anticipated Year of Completion: 2017

Replace the existing chemical storage container with a new Occupational Safety and Health Administration (OSHA) approved container. The new container will be 8-feet wide by 20-feet long.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
REET 2		20,000						20,000
Other (Park Impact Fee)								-
Subtotal	**-**	**20,000**	**-**	**-**	**-**	**-**	**-**	**20,000**
Capital Costs:								
Design								-
Right of Way								-
Construction		20,000						20,000
Subtotal	**-**	**20,000**	**-**	**-**	**-**	**-**	**-**	**20,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Topdressing Sand Storage Cover Structure

Project No: gpbd21 | Capacity Project: NO | Anticipated Year of Completion: 2017

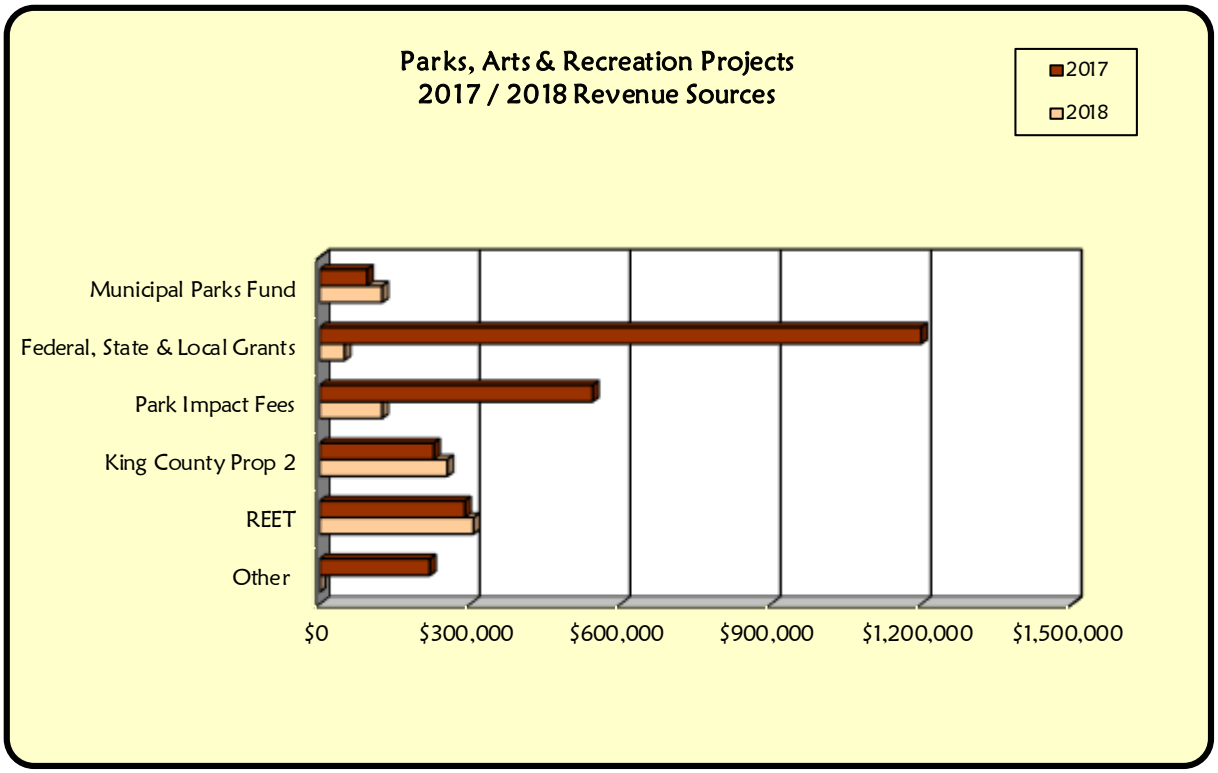
Construct a structure for topdressing material, which is currently being stored in outdoor bunkers. The new structure will be similar to what Public Works M&O uses for their sanding and asphalt materials. The structure will be approximately 60-feet wide X 35-feet deep X 16-feet tall.

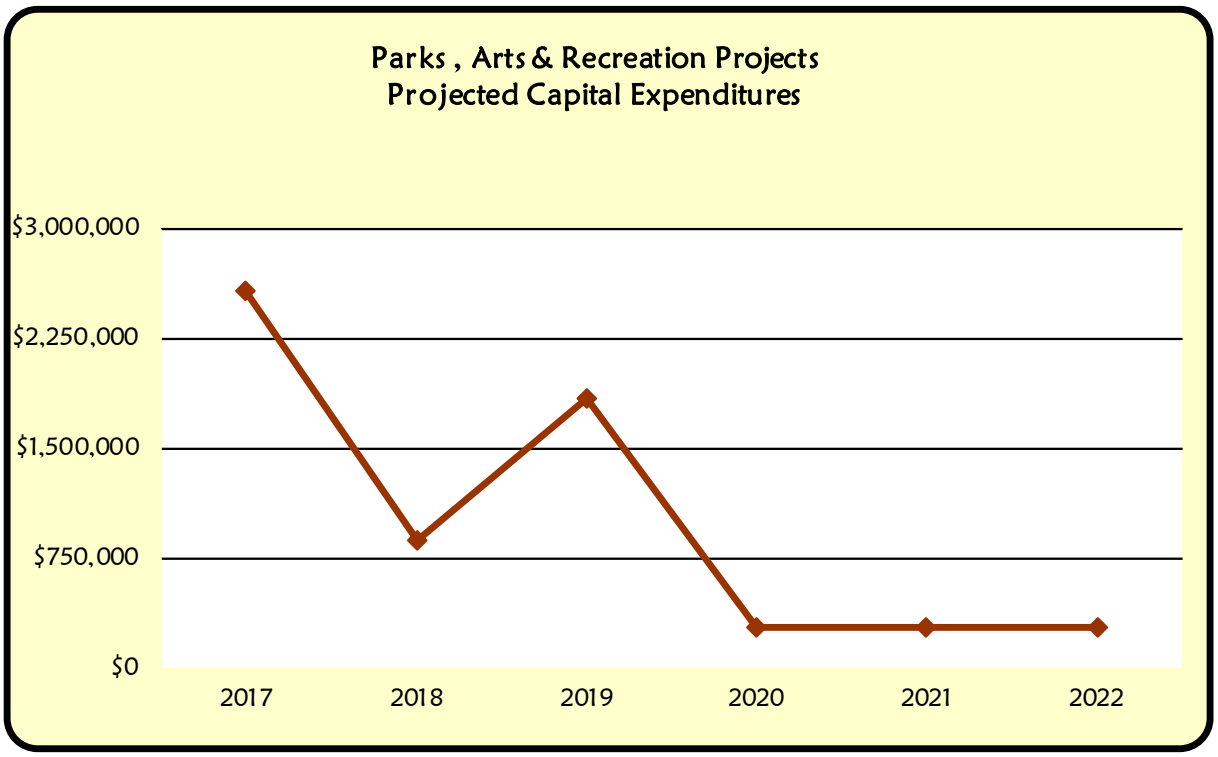
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
REET 2		45,000						45,000
Other (Park Impact Fee)								-
Subtotal	**-**	**45,000**	**-**	**-**	**-**	**-**	**-**	**45,000**
Capital Costs:								
Design								-
Right of Way								-
Construction		45,000						45,000
Subtotal	**-**	**45,000**	**-**	**-**	**-**	**-**	**-**	**45,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

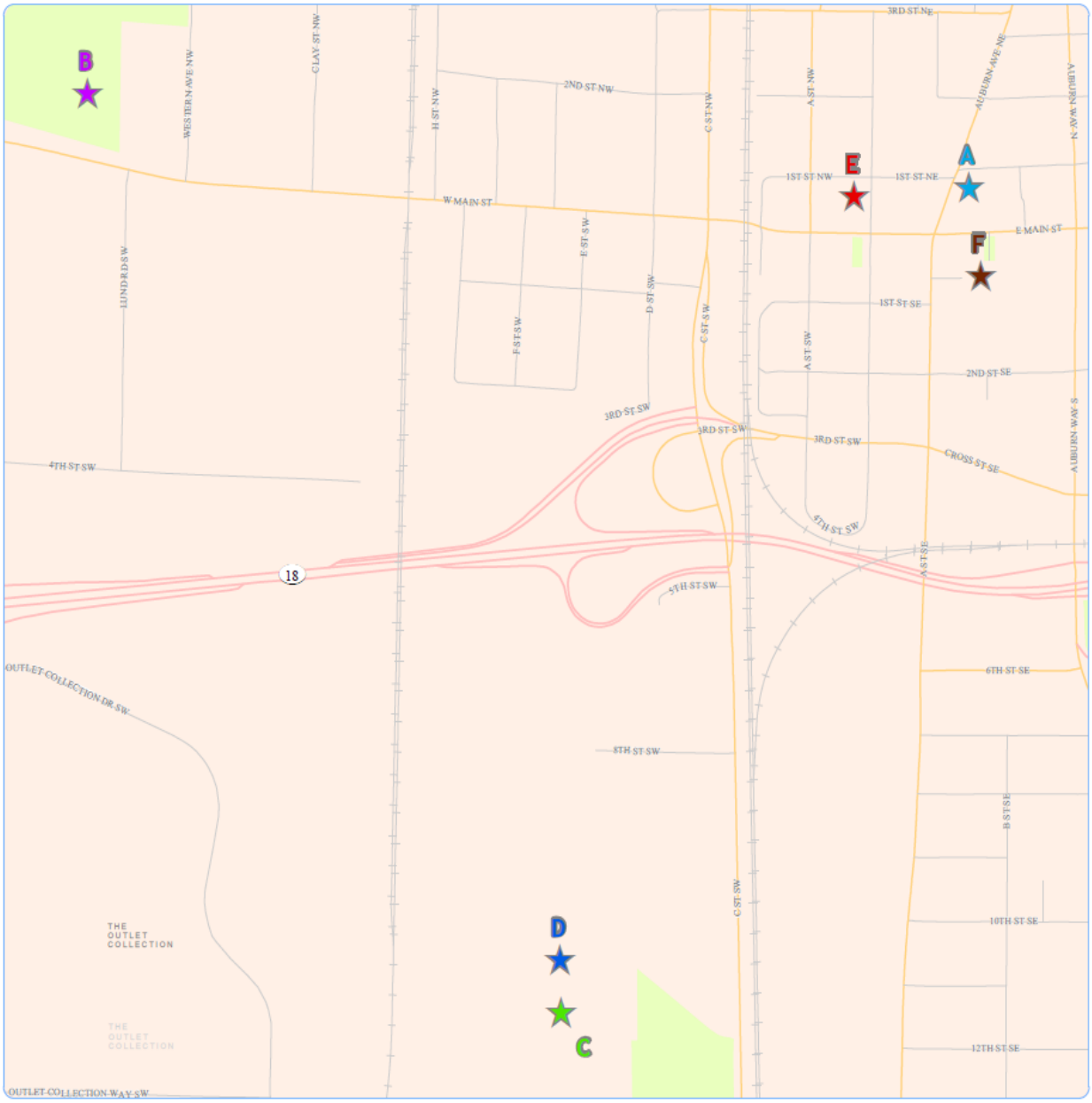
Project Name: Les Gove Campus Security Cameras								
Project No: gpbd22		Capacity Project:	NO		Anticipated Year of Completion:		2017	
Install infrared security cameras to both the interior areas of the park, and the northern parking lots. There will be three observations areas that will cover a majority of the approximate 25 -acres of park area. The system has off-site monitoring capabilities, which includes both web and smartphone viewing. The HD level cameras has zoom technology that will aid the Police Department, improve public safety, and decrease crime in and around the Les Gove Community Campus.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund		20,000						20,000
Federal								-
State								-
Local								-
REET 2								-
Other (Park Impact Fee)								-
Subtotal	**-**	**20,000**	**-**	**-**	**-**	**-**	**-**	**20,000**
Capital Costs:								
Design								-
Right of Way								-
Construction		20,000						20,000
Subtotal	**-**	**20,000**	**-**	**-**	**-**	**-**	**-**	**20,000**
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	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Municipal Parks Constr. Fund	-	95,000	125,000	50,000	50,000	50,000	50,000	420,000
Federal	-	250,000	-	-	-	-	-	250,000
Local	115,000	681,906	-	-	-	-	-	681,906
State	-	268,100	50,000	1,550,000	50,000	50,000	50,000	2,018,100
Other (Park Impact Fee)	10,922	545,000	125,000	110,000	50,000	50,000	50,000	930,000
Other (KC Prop 2)	324,614	228,100	255,000	125,000	125,000	125,000	125,000	983,100
REET 1	-	125,000	-	-	-	-	-	125,000
REET 2	-	165,000	307,000	-	-	-	-	472,000
Other TBD & Contributions	-	220,000	-	-	-	-	-	220,000
Subtotal	**450,536**	**2,578,106**	**862,000**	**1,835,000**	**275,000**	**275,000**	**275,000**	**6,100,106**
Capital Costs:								
Design	15,000	118,500	35,000	40,000	-	-	-	193,500
Property Acquisition	46,414	375,000	125,000	125,000	125,000	125,000	125,000	1,000,000
Right of Way	-	-	-	-	-	-	-	-
Construction	389,122	2,084,606	702,000	1,670,000	150,000	150,000	150,000	4,906,606
Subtotal	**450,536**	**2,578,106**	**862,000**	**1,835,000**	**275,000**	**275,000**	**275,000**	**6,100,106**


Parks, Arts & Recreation Projects
2017 / 2018 Revenue Sources
2017
2018
Municipal Parks Fund
Federal, State & Local Grants
Park Impact Fees
King County Prop 2
REET
Other
$0
$300,000
$600,000
$900,000
$1,200,000
$1,500,000


Parks , Arts & Recreation Projects
Projected Capital Expenditures
$3,000,000
$2,250,000
$1,500,000
$750,000
$0
2017
2018
2019
2020
2021
2022

General Municipal and Community Improvement Projects 2017-2018



A - Downtown Auburn Arts Center

B - Auburn Environmental Park Boardwalk Phase 2

C - Equipment Rental Vehicle Maintenance

D - M&O Fuel Tank Replacement

E - City Hall Exterior Structural Repairs

F - City Downtown Public Parking Lot Reconfiguration

City of Auburn

Parks

Water Features

0 225 450 675 900 1,125
FEET

Printed On: 9/21/2016
Map ID: 4786

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.

General Municipal and Community Improvement Projects

Twelve Community Improvement Projects totaling $1,365,331 are budgeted for 2017 and ten projects totaling $1,821,109 are budgeted for 2018. Seven General Municipal Building Projects totaling $1,558,037 are budgeted for 2017 and eight projects totaling $2,352,039 are budgeted for 2018.

The "Community Improvement Projects" include the following:

- The Auburn Environmental Park Boardwalk –Phase 2 project ($35,000 in 2017 and $800,000 in 2018) will construct a combination of surface trail and elevated boardwalk trail from the current terminus at the Bird Viewing Tower to a connection with the Interurban Trail. **(See Map – "B")**

- The Citywide ADA & Sidewalk Improvements Project ($200,000 in both 2017 and 2018) will fund citywide accessibility improvements to the public right-of way sidewalk system including adding/upgrading curb ramps, removing barriers to access and completing gaps.

- Annual Traffic Signal Replacement & Improvements ($175,000 in both 2017 and 2018) will fund replacement for traffic signal and Intelligent Transportation System equipment. This project will also fund minor safety improvements, operations improvements and Accessible Pedestrian Signal improvements.

- Local Revitalization Debt Service ($222,510 in 2017 and $226,109 in 2018) for GO Bonds issued for the Downtown Promenade Improvements.

- The City Downtown Public Parking Lot Reconfiguration Project ($326,251 in 2017) will reconfigure the City owned public parking lot between Safeway and Main Street to address pedestrian and vehicular circulation. **(See Map – "F")**

The "General Municipal Building Projects" include the following:

- The Downtown Auburn Arts Center Project ($293,000 in 2017 and $637,000 in 2018) will fund renovation of the property and building located at Auburn Avenue to create a dedicated Art Center in the downtown area. This project would increase access to the arts for all Auburn residents and visitors. **(See Map – "A")**

- Construction of a Vehicle Maintenance Bay ($250,000 in 2017 and $220,000 2018) 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 – "C")**

- The M&O Fuel Tank Replacement Project ($70,000 in 2017 and $250,000 in 2018) 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 – "D")**

- City Hall Exterior Structural Repairs ($250,000 in 2018) will provide funding to repair structural deterioration. **(See Map – "E")**

- City Hall Annex Debt Service ($645,037 in 2017 and $645,039 in 2018) for GO Bonds issued for the City Hall Annex.

Project Name: Citywide ADA & Sidewalk Improvements

Project No: various, gcbd01	Capacity Project: NO	Anticipated Year of Completion:	Beyond 2022

This project funds citywide accessibility improvements to the public right-of-way sidewalk system including adding/upgrading curb ramps, removing barriers to access and completing gaps. Improvements are programmed annually based on the criteria adopted in the City's Public Right-of-Way Accessibility Transition Plan.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Capital Improvement Fund 328	172,493							-
Federal								-
State								-
Local								-
REET	400,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Other								-
Subtotal	**572,493**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,200,000**
Capital Costs:								
Design								-
Right of Way								-
Construction	572,493	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Subtotal	**572,493**	**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: Annual Traffic Signal Replacement & Improvements

Project No: various, gcbd07	Capacity Project: NO	Anticipated Year of Completion:	Beyond 2022

This project funds end of life capital replacement for traffic signal and Intelligent Transportation System equipment including cabinets, video detection cameras, field network devices, traffic cameras, battery backup components, and other related equipment. This project also funds minor safety improvements, operations improvements, and Accessible Pedestrian Signal Improvements based on the criteria adopted in the City's Public Right-of-Way Accessibility Transition Plan.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET	175,000	175,000	175,000	200,000	200,000	200,000	200,000	1,150,000
Other								-
Subtotal	**175,000**	**175,000**	**175,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,150,000**
Capital Costs:								
Design								-
Right of Way								-
Construction	175,000	175,000	175,000	200,000	200,000	200,000	200,000	1,150,000
Subtotal	**175,000**	**175,000**	**175,000**	**200,000**	**200,000**	**200,000**	**200,000**	**1,150,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Mohawks Plastics Site Mitigation Project

Project No: cp0767	Capacity Project: NO	Anticipated Year of Completion:	2017

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 the loss of approximately 1.6-acre wetlands 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. Staff anticipates to receive early release from the monitoring period in 2016 or 2017.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET	78,283							-
Other (Traffic Impact)	516,106	20,000						20,000
Subtotal	**594,389**	**20,000**	**-**	**-**	**-**	**-**	**-**	**20,000**
Capital Costs:								
Design	170,706							-
Right of Way								-
Construction	423,683	20,000						20,000
Subtotal	**594,389**	**20,000**	**-**	**-**	**-**	**-**	**-**	**20,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Neighborhood Traffic Calming Program

Project No: gcbd06 | Capacity Project: NO | Anticipated Year of Completion: Beyond 2022

This project will implement neighborhood traffic calming strategies including street lighting, speed cushions, signage, speed radar signs, mini roundabouts, chicanes, traffic circles, and other approved traffic calming devices. Projects will be selected annually based on neighborhood meetings, public surveys, and engineering studies.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET	194,000	100,000	150,000	150,000	150,000	150,000	150,000	850,000
Other (Traffic Impact)								-
Subtotal	**194,000**	**100,000**	**150,000**	**150,000**	**150,000**	**150,000**	**150,000**	**850,000**
Capital Costs:								
Design								-
Right of Way								-
Construction	194,000	100,000	150,000	150,000	150,000	150,000	150,000	850,000
Subtotal	**194,000**	**100,000**	**150,000**	**150,000**	**150,000**	**150,000**	**150,000**	**850,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Public Art

Project No: gcbd05 | Capacity Project: NO | Anticipated Year of Completion: Beyond 2022

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	2017-22
Funding Sources:	**2 Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET	133,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Other								-
Subtotal	**133,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**180,000**
Capital Costs:								
Design								-
Right of Way								-
Construction	133,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Subtotal	**133,000**	**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: City Wetland Mitigation Projects

Project No: cp1315 | Capacity Project: NO | Anticipated Year of Completion: 2021

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	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Federal								-
State								-
Local								-
REET								-
Other -Wetland Mitigation	4,355	31,570	5,000	5,000	5,000	5,000		51,570
Subtotal	**4,355**	**31,570**	**5,000**	**5,000**	**5,000**	**5,000**	**-**	**51,570**
Capital Costs:								
Design		10,000						10,000
Right of Way								-
Construction	4,355	21,570	5,000	5,000	5,000	5,000		41,570
Subtotal	**4,355**	**31,570**	**5,000**	**5,000**	**5,000**	**5,000**	**-**	**51,570**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Auburn Environmental Park Boardwalk -Phase 2

Project No: cp1611	Capacity Project: NO	Anticipated Year of Completion:	2018

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	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Capital Improvement Fund 328								-
Federal								-
State			550,000					550,000
Local			250,000					250,000
REET	40,000	35,000						35,000
Other								-
Subtotal	**40,000**	**35,000**	**800,000**	**-**	**-**	**-**	**-**	**835,000**
Capital Costs:								
Design	40,000	35,000						35,000
Right of Way								-
Construction			800,000					800,000
Subtotal	**40,000**	**35,000**	**800,000**	**-**	**-**	**-**	**-**	**835,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $10,000

Project Name: Wayfinding Program

Project No: gcbd03	Capacity Project: NO	Anticipated Year of Completion:	2018

Phase 1: Develop a citywide wayfinding design and strategy. This phase will include a pedestrian strategy for downtown and a vehicular strategy that would be deployed citywide. The design effort will include identification of key locations to install wayfinding signage as well as the look and appearance of signage.
Phase 2: Produce and deploy wayfinding signage consistent with the design developed in phase 1.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET		25,000	35,000					60,000
Other								-
Subtotal	**-**	**25,000**	**35,000**	**-**	**-**	**-**	**-**	**60,000**
Capital Costs:								
Design		25,000						25,000
Right of Way			35,000					35,000
Construction								-
Subtotal	**-**	**25,000**	**35,000**	**-**	**-**	**-**	**-**	**60,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Citywide Bridge Railing Replacements

Project No: gcbd08	Capacity Project: NO	Anticipated Year of Completion:	2019

This project will fund the refinishing/replacement of bridge railings for the 15th ST NW Bridges over the BNSF and UP Railroads and the Auburn Way South Bridge over R Street SE.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET		100,000	100,000	100,000				300,000
Other								-
Subtotal	**-**	**100,000**	**100,000**	**100,000**	**-**	**-**	**-**	**300,000**
Capital Costs:								
Design								-
Right of Way								-
Construction		100,000	100,000	100,000				300,000
Subtotal	**-**	**100,000**	**100,000**	**100,000**	**-**	**-**	**-**	**300,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Citywide Street Lighting Improvements

Project No: gcbd09 | Capacity Project: NO | Anticipated Year of Completion: Beyond 2022

This project will fund street lighting improvements in neighborhoods without existing infrastructure. Projects will be selected from prioritized list developed with neighborhood input.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET		100,000	100,000	100,000	100,000	100,000	100,000	600,000
Other								-
Subtotal	**-**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**600,000**
Capital Costs:								
Design								-
Right of Way								-
Construction		100,000	100,000	100,000	100,000	100,000	100,000	600,000
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: Downtown Auburn Arts Center

Project No: cp1612 | Capacity Project: NO | Anticipated Year of Completion: 2018

Renovation to the property and building located at 20 Auburn Avenue (100 Auburn Avenue)Building for the creation of a Downtown Arts Center. The renovation of this building will allow increased access to the arts for Auburn residents and visitors. Having a dedicated Art Center alongside the Auburn Avenue Theater performing arts series has the potential to transform Auburn into an arts tourism destination within the South Puget Sound. This project is a high priority for the City of Auburn and the purchase of this important building was completed in 2016.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Local Revitalization Fund 330								-
Federal								-
State		93,000	597,000					690,000
Local		200,000	40,000					240,000
REET								-
Other								-
Subtotal	**-**	**293,000**	**637,000**	**-**	**-**	**-**	**-**	**930,000**
Capital Costs:								
Design		93,000						93,000
Right of Way								-
Construction		200,000	637,000					837,000
Subtotal	**-**	**293,000**	**637,000**	**-**	**-**	**-**	**-**	**930,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $95,000

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	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Local Revitalization Fund 330	30,000	326,251						326,251
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	**30,000**	**326,251**	**-**	**-**	**-**	**-**	**-**	**326,251**
Capital Costs:								
Design								-
Right of Way								-
Construction	30,000	326,251						326,251
Subtotal	**30,000**	**326,251**	**-**	**-**	**-**	**-**	**-**	**326,251**

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 2022

To pay debt service costs on 2010 General Obligation bonds issued for the Downtown Promenade Improvements.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**3 Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Federal								-
State								-
Local								-
REET	653,200	222,510	226,109	220,500	220,300	224,700	223,400	1,337,519
Other								-
Subtotal	**653,200**	**222,510**	**226,109**	**220,500**	**220,300**	**224,700**	**223,400**	**1,337,519**
Capital Costs:								
Design								-
Right of Way								-
Long-Term Debt Service	653,200	222,510	226,109	220,500	220,300	224,700	223,400	1,337,519
Subtotal	**653,200**	**222,510**	**226,109**	**220,500**	**220,300**	**224,700**	**223,400**	**1,337,519**

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:	2018

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	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Equipment Rental Fund	5,451							-
Federal								-
State								-
Local								-
REET		25,000	25,000					50,000
Other (Water, Sewer & Storm Funds)		75,000	75,000					150,000
Subtotal	**5,451**	**100,000**	**100,000**	**-**	**-**	**-**	**-**	**200,000**
Capital Costs:								
Design		10,000	10,000					20,000
Right of Way								-
Construction	5,451	90,000	90,000					180,000
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:	2018

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	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Equipment Rental Fund	29,276							-
Federal								-
State								-
Local								-
REET		62,500	55,000					117,500
Other (Water, Sewer & Storm Funds)		187,500	165,000					352,500
Subtotal	**29,276**	**250,000**	**220,000**	**-**	**-**	**-**	**-**	**470,000**
Capital Costs:								
Design		25,000	22,000					47,000
Right of Way								-
Construction	29,276	225,000	198,000					423,000
Subtotal	**29,276**	**250,000**	**220,000**	**-**	**-**	**-**	**-**	**470,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: M & O Fuel Tank Replacement

Project No: erbd01 | Capacity Project: NO | Anticipated Year of Completion: 2018

Replace three 10,000 gallon underground tanks with new above ground tanks. The existing tanks were installed in 1989 and are single wall fiberglass tanks. 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	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Equipment Rental Fund								-
Federal								-
State								-
Local								-
REET		17,500	62,500					80,000
Other (Water, Sewer & Storm Funds)		52,500	187,500					240,000
Subtotal	**-**	**70,000**	**250,000**	**-**	**-**	**-**	**-**	**320,000**
Capital Costs:								
Design		7,000	25,000					32,000
Right of Way								-
Construction		63,000	225,000					288,000
Subtotal	**-**	**70,000**	**250,000**	**-**	**-**	**-**	**-**	**320,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): This project should reduce the operating budget due to lower maintenance and inspection costs.

Project Name: M & O Lunchroom Expansion

Project No: erbd02 | Capacity Project: NO | Anticipated Year of Completion: 2017

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 will include sliding doors which will 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	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Equipment Rental Fund								-
Federal								-
State								-
Local								-
REET		37,500						37,500
Other (Water, Sewer & Storm funds)		112,500						112,500
Subtotal	**-**	**150,000**	**-**	**-**	**-**	**-**	**-**	**150,000**
Capital Costs:								
Design		15,000						15,000
Right of Way								-
Construction		135,000						135,000
Subtotal	**-**	**150,000**	**-**	**-**	**-**	**-**	**-**	**150,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

Project Name: Maintenance and Operations Master Planning

Project No: erbd03 | Capacity Project: NO | Anticipated Year of Completion: 2018

Use consulting services to look at current and future space needs for maintenance activities. This will encompass land, building and access needs at the existing site or other locations.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Equipment Rental Fund								-
Federal								-
State								-
Local								-
REET		12,500	12,500					25,000
Other (Water, Sewer & Storm funds)		37,500	37,500					75,000
Subtotal	**-**	**50,000**	**50,000**	**-**	**-**	**-**	**-**	**100,000**
Capital Costs:								
Design		50,000	50,000					100,000
Right of Way								-
Construction								-
Subtotal	**-**	**50,000**	**50,000**	**-**	**-**	**-**	**-**	**100,000**

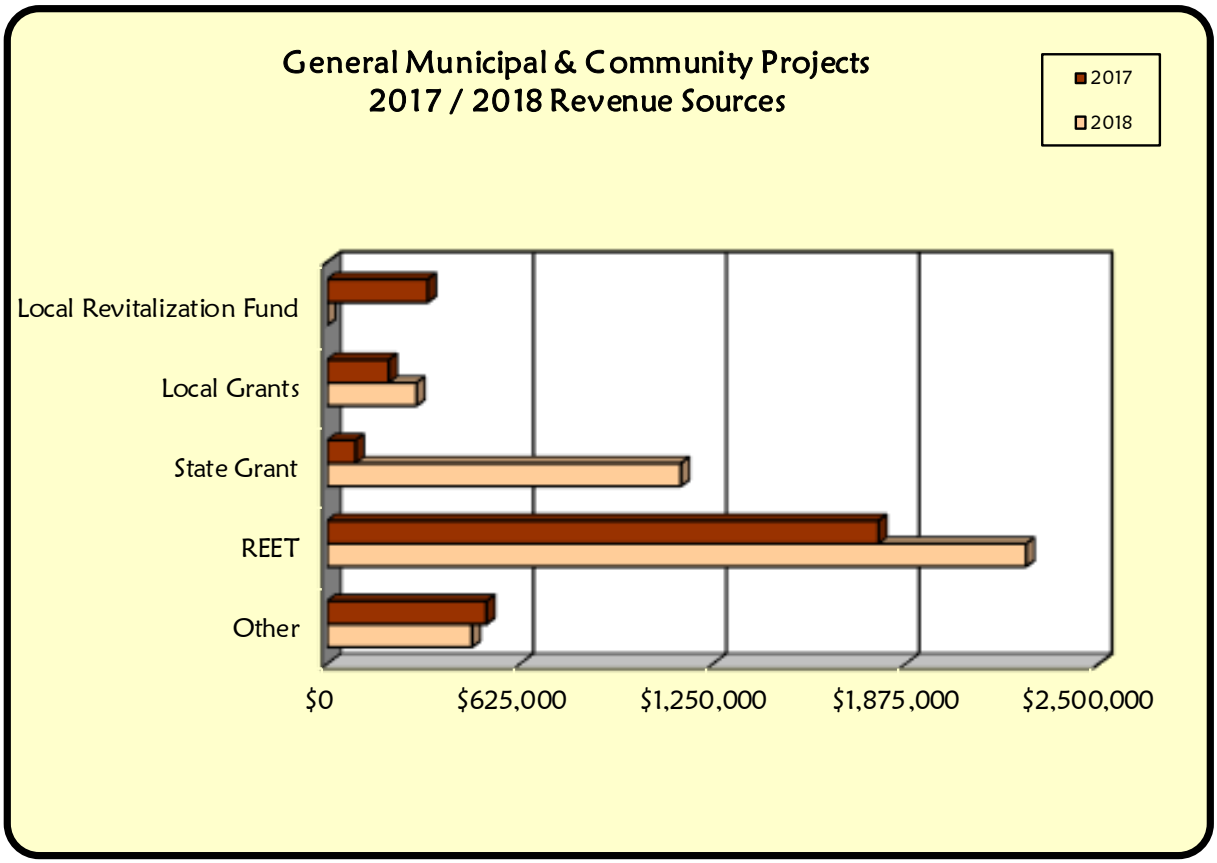
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

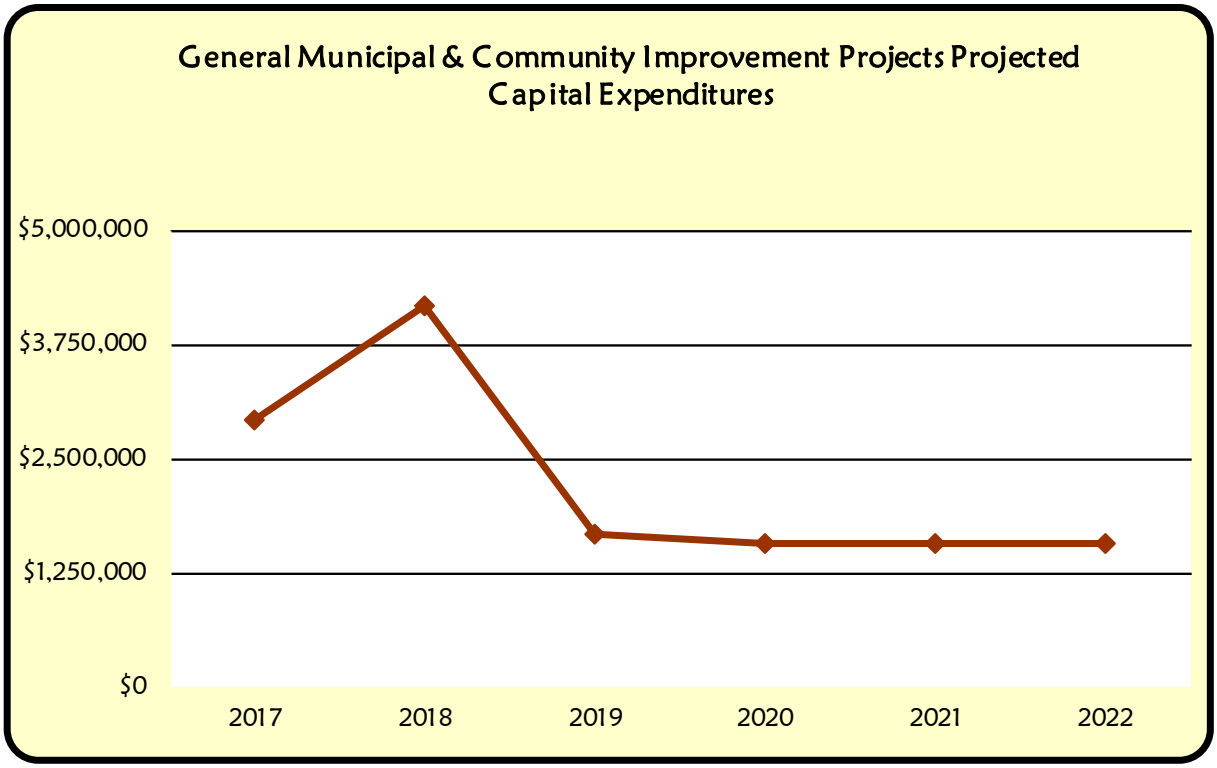
Project Name: City Hall Exterior Structural Repairs								
Project No: msxxxx		Capacity Project:		NO	Anticipated Year of Completion:			2018
This project will fund City Hall exterior structural repairs.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Equipment Rental Fund								-
Federal								-
State								-
Local								-
REET			250,000					250,000
Other								-
Subtotal	**-**	**-**	**250,000**	**-**	**-**	**-**	**-**	**250,000**
Capital Costs:								
Design								-
Right of Way								-
Construction			250,000					250,000
Subtotal	**-**	**-**	**250,000**	**-**	**-**	**-**	**-**	**250,000**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

Project Name: City Hall Roof Replacement								
Project No: msxxxx		Capacity Project:		NO	Anticipated Year of Completion:			2018
This project will replace the existing roof at City Hall.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Equipment Rental Fund								-
Federal								-
State								-
Local								-
REET			200,000					200,000
Other								-
Subtotal	**-**	**-**	**200,000**	**-**	**-**	**-**	**-**	**200,000**
Capital Costs:								
Design								-
Right of Way								-
Construction			200,000					200,000
Subtotal	**-**	**-**	**200,000**	**-**	**-**	**-**	**-**	**200,000**
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	2017-22
Funding Sources:	**3 Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Capital Improvement Fund 328								-
Federal								-
State								-
Local								-
REET	1,947,750	645,037	645,039	657,100	658,200	656,250	674,150	3,935,776
Other								-
Subtotal	**1,947,750**	**645,037**	**645,039**	**657,100**	**658,200**	**656,250**	**674,150**	**3,935,776**
Capital Costs:								
Design								-
Right of Way								-
Long-Term Debt Service	1,947,750	645,037	645,039	657,100	658,200	656,250	674,150	3,935,776
Subtotal	**1,947,750**	**645,037**	**645,039**	**657,100**	**658,200**	**656,250**	**674,150**	**3,935,776**
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0								

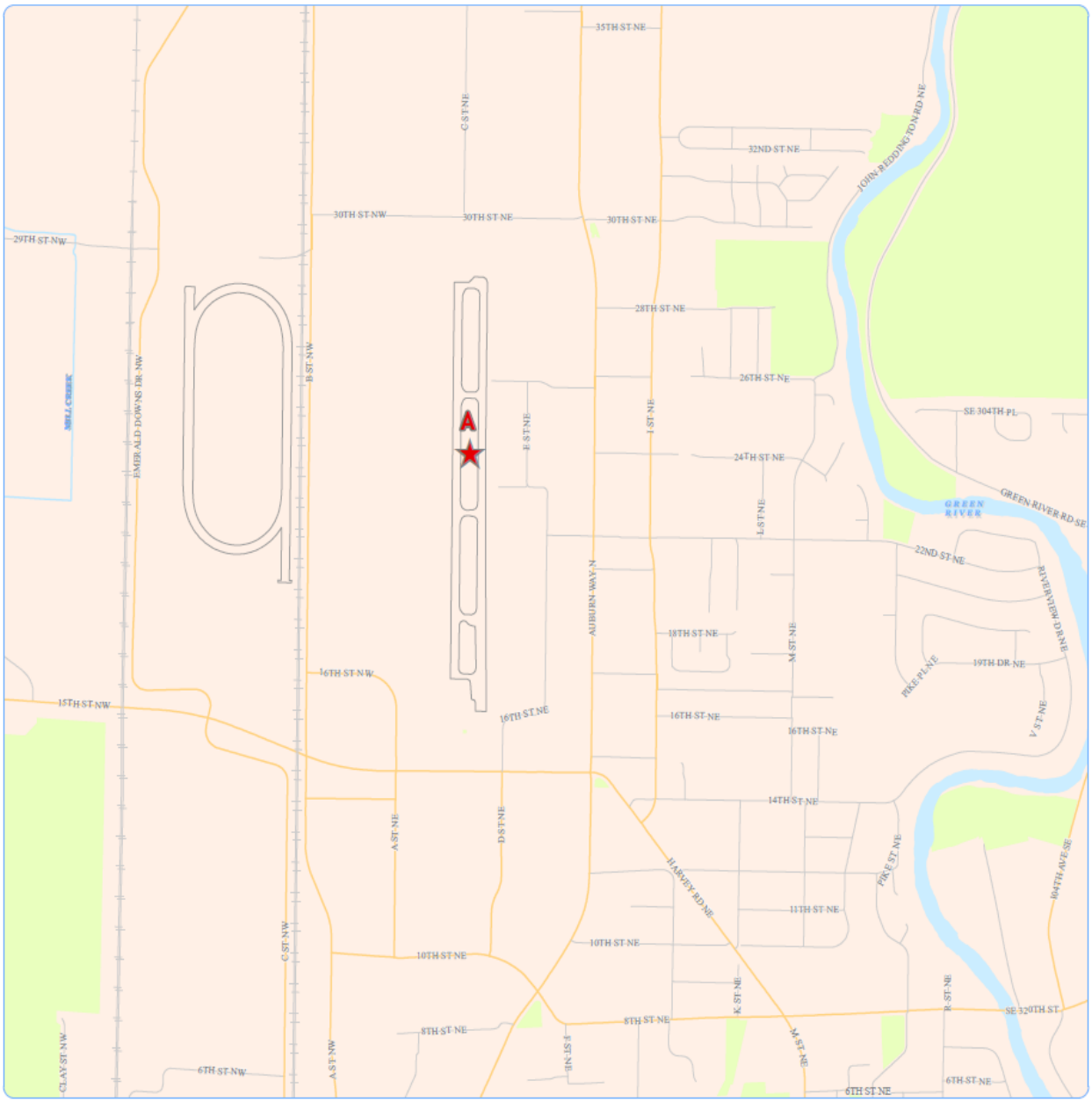
TOTAL CAPITAL COSTS and FUNDING SOURCES - GENERAL GOVERNMENTAL PROJECTS								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	Years	2017	2018	2019	2020	2021	2022	Total
Capital Improvements Fund 328	172,493	-	-	-	-	-	-	-
Equipment Rental Fund 560	34,727	-	-	-	-	-	-	-
Local Revitalization Fund 330	30,000	326,251	-	-	-	-	-	326,251
Federal	-	-	-	-	-	-	-	-
State	-	93,000	1,147,000	-	-	-	-	1,240,000
Local	-	200,000	290,000	-	-	-	-	490,000
REET	3,621,233	1,787,547	2,266,148	1,657,600	1,558,500	1,560,950	1,577,550	10,408,295
Other	520,461	516,570	470,000	5,000	5,000	5,000	-	1,001,570
Subtotal	**4,378,914**	**2,923,368**	**4,173,148**	**1,662,600**	**1,563,500**	**1,565,950**	**1,577,550**	**13,466,116**
Capital Costs:								
Design	210,706	270,000	107,000	-	-	-	-	377,000
Right of Way	-	-	35,000	-	-	-	-	35,000
Construction	4,168,208	2,653,368	4,031,148	1,662,600	1,563,500	1,565,950	1,577,550	13,054,116
Long-Term Debt Service	2,600,950	867,547	871,148	877,600	878,500	880,950	897,550	5,273,295
Subtotal	**4,378,914**	**2,923,368**	**4,173,148**	**1,662,600**	**1,563,500**	**1,565,950**	**1,577,550**	**13,466,116**


General Municipal & Community Projects
2017 / 2018 Revenue Sources
2017
2018
Local Revitalization Fund
Local Grants
State Grant
REET
Other
$0
$625,000
$1,250,000
$1,875,000
$2,500,000


General Municipal & Community Improvement Projects Projected
Capital Expenditures
$5,000,000
$3,750,000
$2,500,000
$1,250,000
$0
2017
2018
2019
2020
2021
2022

CITY OF
AUBURN
WASHINGTON

Other Proprietary Projects
2017-2018



A - Airport Fund Projects

City of Auburn

Parks

Water Features

0 360 720 1,080 1,440 1,800
FEET

Printed On: 9/16/2016
Map ID: 4781

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.

Other Proprietary Fund Projects

Airport Fund: (See Map – "A")

Three capital projects totaling $363,334 are budgeted for 2017 and two capital project totaling $1,853,334 is budgeted for 2018.

The Airport Projects includes the following:

- The Runway Enhancement Project ($333,334 in 2017 and $1,833,334 in 2018) will provide funding the enhancement of Runway 16/34 per the Airport Layout Plan and the Master Plan Update for increased safety and utilization

- The Jet Fueling Facility Project ($10,000 in 2017) will construct the necessary site improvements for a temporary 2,200 gallon fueling truck for Jet A fuel on site in 2017.

- The Annual Repair and Replacement of Airport Facilities Project ($20,000 in 2017 and $20,000 in 2018) will provide funding for completing various capital repairs at the Airport.

Cemetery Fund:

- There are no capital projects currently planned for 2017/2018.

Project Name: Runway Enhancements

Project No: cp1516 | Capacity Project: NO | Anticipated Year of Completion: 2018

Enhance Runway 16/34 per Airport Layout Plan & Master Plan Update for increased safety and utilization. This also includes the As-built AGIS Survey that is required following the runway construction.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Airport Fund	19,488	16,667	91,667					108,334
Federal	220,253	300,000	1,650,000					1,950,000
State	12,161	16,667	91,667					108,334
Local								-
REET								-
Other								-
Subtotal	**251,902**	**333,334**	**1,833,334**	**-**	**-**	**-**	**-**	**2,166,668**
Capital Costs:								
Design		333,334						333,334
Environmental Assessment	251,902							-
Construction			1,833,334					1,833,334
Subtotal	**251,902**	**333,334**	**1,833,334**	**-**	**-**	**-**	**-**	**2,166,668**

Anticipated Impact on Future Operating Budgets: $0

Project Name: Jet A Fueling Facility

Project No: apbd04 | Capacity Project: NO | Anticipated Year of Completion: 2021

Construct any necessary site improvements to accommodate a temporary 2,200 gallon fueling truck for Jet A fuel on site in 2017. Design and Construct a permanent 12,000 gallon Fuel Tank for Jet A service at Airport in 2020 and 2021 after the runway extension is complete and demand for Jet A fuel is established.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Airport Fund		10,000			50,000			60,000
Federal								-
State								-
Local								-
REET								-
Other						350,000		350,000
Subtotal	**-**	**10,000**	**-**	**-**	**50,000**	**350,000**	**-**	**410,000**
Capital Costs:								
Design					50,000			50,000
Right of Way								-
Construction		10,000				350,000		360,000
Subtotal	**-**	**10,000**	**-**	**-**	**50,000**	**350,000**	**-**	**410,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $5,000/month to be offset by fuel sale revenues

Project Name: Annual Repair and Replacement of Airport Facilities

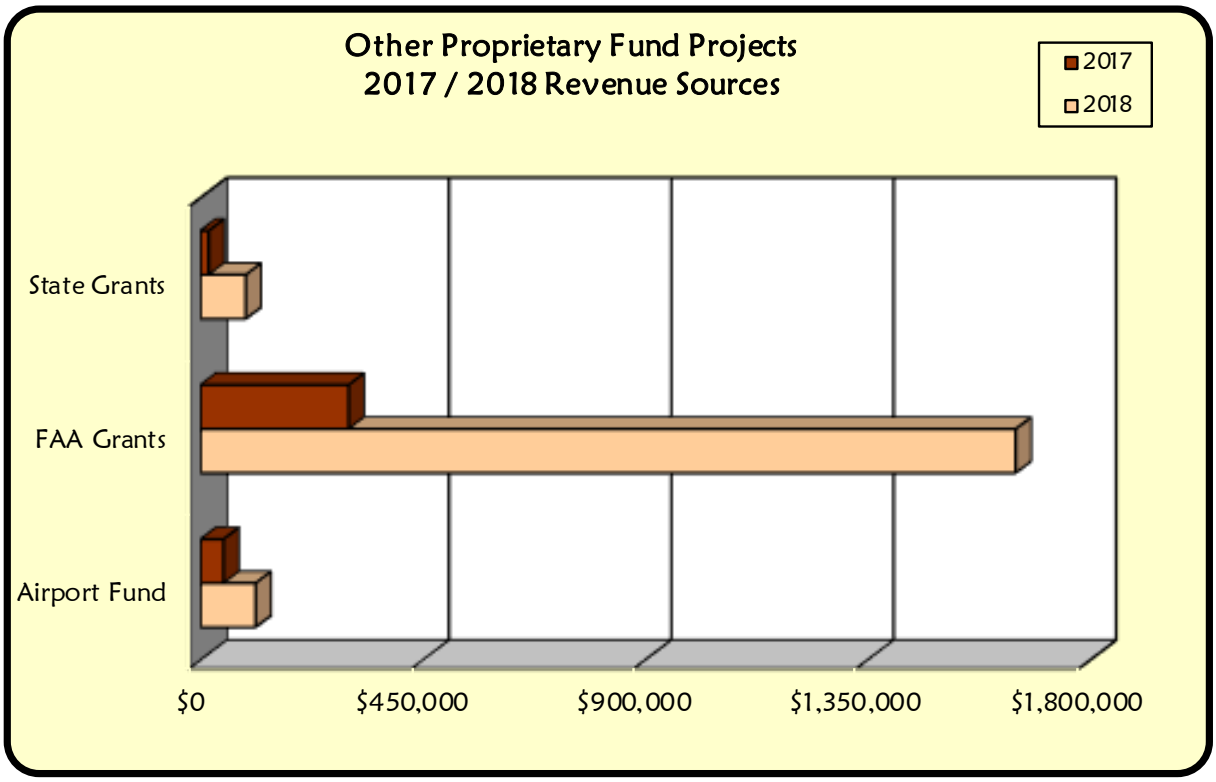
Project No: apbd05 | Capacity Project: NO | Anticipated Year of Completion: Beyod 2022

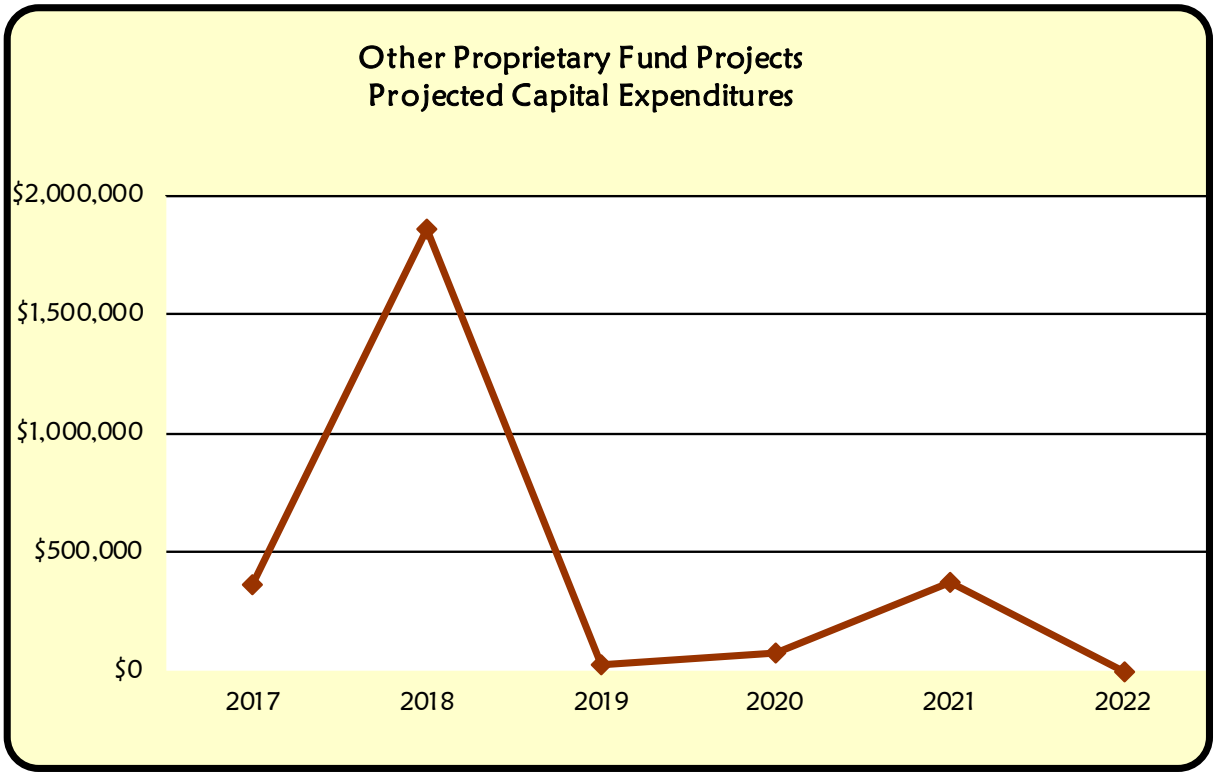
This is an annual repair and replacement program for the purpose of completing repairs to site fencing, hanger doors, fueling facilities, roof repairs, etc.

	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Airport Fund		20,000	20,000	20,000	20,000	20,000	20,000	120,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**120,000**
Capital Costs:								
Design								-
Right of Way								-
Construction		20,000	20,000	20,000	20,000	20,000	20,000	120,000
Subtotal	**-**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**120,000**

Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): $0

TOTAL CAPITAL COSTS and FUNDING SOURCES - AIRPORT								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2017-22
Funding Sources:	**Years**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**Total**
Airport Fund	19,488	46,667	111,667	20,000	70,000	20,000	20,000	288,334
Federal	220,253	300,000	1,650,000	-	-	-	-	1,950,000
State	12,161	16,667	91,667	-	-	-	-	108,334
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	350,000	-	350,000
Subtotal	**251,902**	**363,334**	**1,853,334**	**20,000**	**70,000**	**370,000**	**20,000**	**2,696,668**
Capital Costs:								
Design	-	333,334	-	-	50,000	-	-	383,334
Environmental Assessment	251,902	-	-	-	-	-	-	-
Right of Way	-	-	-	-	-	-	-	-
Construction	-	30,000	1,853,334	20,000	20,000	370,000	20,000	2,313,334
Subtotal	**251,902**	**363,334**	**1,853,334**	**20,000**	**70,000**	**370,000**	**20,000**	**2,696,668**


Other Proprietary Fund Projects
2017 / 2018 Revenue Sources
2017
2018
State Grants
FAA Grants
Airport Fund
$0
$450,000
$900,000
$1,350,000
$1,800,000


Other Proprietary Fund Projects
Projected Capital Expenditures
$2,000,000
$1,500,000
$1,000,000
$500,000
$0
2017
2018
2019
2020
2021
2022