

CITY OF AUBURN

WASHINGTON

2009-2010 BIENNIAL BUDGET

For Fiscal Years January 1, 2009 to December 31, 2009
and January 1, 2010 to December 31, 2010

February 23, 2009

Prepared by Department of Finance



CITY OFFICIALS

MAYOR
Pete Lewis

CITY COUNCIL



Nancy Backus



Gene Cerino



Virginia Haugen



Lynn Norman



Bill Peloza



Sue Singer



Rich Wagner

DEPARTMENT DIRECTORS

Finance Director
City Attorney
Human Resources Director
Information Services Director
Parks Director
Planning Director
Chief of Public Safety
Public Works Director

Shelley Coleman
Dan Heid
Brenda Heineman
Lorrie Rempher
Daryl Faber
Cindy Baker
Jim Kelly
Dennis Dowdy

TABLE OF CONTENTS
2009– 2010 BIENNIAL BUDGET

TRANSMITTAL LETTER.....	1
The Budget Process.....	2
2009 – 2010 Biennial Budget Considerations.....	3
Our Fiscal Condition.....	3
Significant Budget Measures and Initiatives.....	4
Vision 2016.....	4
Closing Comments.....	6
Distinguished Budget Presentation Award.....	8
SECTION I: BUDGET SUMMARY.....	9
Reader’s Guide.....	9
Financial Structure of the City Budget.....	10
General Fiscal Environment.....	13
Key Issues Affecting the 2009 – 2010 Budget Process.....	14
2009 Budget Summary – All Funds.....	18
2010 Budget Summary – All Funds.....	20
Staffing Trends.....	26
SECTION II: PROCESS/POLICIES.....	31
Basis of Budgeting.....	31
Budget Purpose.....	35
Budget Process.....	35
Budget Structure.....	36
Components of the Budget.....	36
Capital Planning.....	37
Budget Policies.....	38
Citywide Goals and Strategies.....	41
2007 and 2008 Progress on Citywide Goals.....	43
2009 – 2010 Budget Strategy.....	45
SECTION III: FINANCIAL PLAN.....	49
Introduction.....	49
Analysis of 2009 – 2010 Revenues by Sources for All Funds.....	50
Analysis of 2009 – 2010 Budgeted Expenditures for All Funds.....	52
Revenue Analysis.....	54
General Fund.....	54
Special Revenue Funds.....	58
Capital Project Funds.....	60
Enterprise Funds.....	62
Internal Service Funds.....	64
Fiduciary Funds.....	65
Permanent Fund.....	66
General Fund Six-Year Forecast.....	67
Long-Term Debt Obligations and Debt Capacity.....	70
General Fund Fiscal Capacity.....	72
Working Capital.....	74
SECTION IV: OPERATING BUDGET.....	79
Introduction.....	79
Total Baseline Budget.....	80
Total General Fund.....	81
City Council.....	83
Mayor.....	84
Human Resources, Risk, and Property Management.....	87
Finance.....	95
Legal.....	121
Planning, Building and Community.....	125
Police Department.....	133

Public Works.....	139
Parks, Arts and Recreation.....	165
Information Services.....	181
SECTION V: DETAILS	185
2009 Revenue by Type – All Funds	186
2009 Expenditure by Object – All Funds.....	188
2010 Revenue by Type – All Funds.....	190
2010 Expenditure by Object – All Funds	192
Administrative Structure	195
Costs by Administrative Structure.....	196
Departmental Expenditures by Cost Center: General Fund	197
SECTION VI: PROGRAM IMPROVEMENTS AS PROPOSED BY CITY DEPARTMENTS.....	199
SECTION VII: CAPITAL PLANNING, PROGRAMMING, AND BUDGETING	225
2009 – 2010 Capital Budget.....	226
Capital Facility Items – Transportation Projects	228
Capital Facility Items – Water Utility Projects.....	240
Capital Facility Items – Sanitary Sewer Projects.....	248
Capital Facility Items – Storm Drainage Projects	256
Capital Facility Items – Parks and Recreation Projects	264
Capital Facility Items – General Municipal & Community Improvement Projects.....	272
Capital Facility Items – Other Proprietary Projects.....	280
SECTION VIII: APPENDICES	
Appendix A: Employee Position Classification Salary Schedule.....	287
Appendix B: Community.....	295
Appendix C: Glossary.....	311

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.



February 1, 2009

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

Re: Transmittal of the 2009-2010 Adopted Biennial Budget

Dear Citizens of Auburn:

It is a pleasure to present the City of Auburn's Adopted Biennial Budget for 2009-2010. The budget is a policy guide, operations plan and a communications tool that describes the overall vision of the Council and then allocates available City resources to a variety of community services and programs. Through the policy set by City Council it anticipates the basic needs of the City and our citizens' overall quality of life. Information included herein presents a course of action that facilitates the City's continuing development as a responsible, efficient and effective government.

The City continues to experience both opportunity and challenge. The current economic slowdown requires us to take a closer look at our business. Legislative enactments have resulted in limitations in revenue growth over the past decade. One of the more significant issues the City needs to address in the future is how to deal with the effects of voter-approved initiatives that limit future growth in revenues. The City has endeavored to maintain a positive development climate by living within its present revenue and by avoiding such additional taxes and fees as an employee head tax and local B&O taxes. Still, the basic economic formula remains the same. City income is divided into three primary revenue sources with property tax providing twenty percent, sales tax providing forty percent, and grants, fees and other income types just under forty percent. Economists state that because of voter approved measures, by State law property tax revenues will grow at a rate of less than one percent. Sales tax revenues are forecasted to increase through next year, and fees are at the maximum allowed by our Council. If income goes up less than the cost of living expenses, then the City must watch all revenues and expenditures closely.

The continued success of our many established businesses together with a variety of new businesses should continue to provide support for City services and public facilities in the coming years. Further reduction in revenues from other sources and the impact of voter-approved initiatives places a priority on preserving as many programs and services as possible. Local efforts, therefore, will be directed toward Public Safety and then exploring ways to maintain quality services. A major focus will be towards developing long-range forecasts of costs associated with City services that are presently supported by general tax revenues to project the long-term impacts of decreases in revenue. In addition, the City will continue supporting those economic development efforts that will show an economic benefit to the City in the form of new jobs and sales tax.

In 2006 the City of Auburn also took another step toward implementing the vision for quality, pedestrian oriented development, as outlined in the adopted Auburn Downtown Plan. Following a public hearing, the City Council adopted a Downtown Community Renewal Plan in September 2006. The Community Renewal Plan, which is authorized by State law, provides the City with another tool in promoting the redevelopment of the Auburn Downtown, particularly in the vicinity of the transit station. By adopting the Community Renewal Plan the City will have more flexibility to address impediments to the growth of the Auburn Downtown. Situations involving obsolete platting, multiple ownerships on a block or underutilization of land contribute to making the consolidation of property to achieve a larger high quality redevelopment project

difficult. The Community Renewal Plan provides a mechanism to help facilitate development in these situations if necessary.

The City's General Fund continues to be budgeted conservatively. Expenditure budgets are thoroughly reviewed to maintain levels of service needed by our citizens. A portion of the carry over from prior years has been used to sustain these service levels. At this time, it is anticipated that revenue will increase over 2008 but this increase is projected very conservatively due to the current state of the economy. Expenditures will have moderate increases over 2008. This is due to the City being tied into labor contracts that are rising at rates between 3.5% and 4.0%, despite the City cutting the General Fund expenditures by 2.5% and freezing 22 positions which are authorized, but not funded in this budget. The City will still need to utilize reserves to balance the budget. Every effort has been made to maintain an adequate ending fund balance in anticipation of continuing adverse impacts of economic trends and possible regulatory change.

The budget includes program improvements that, in most cases, are supported by offsetting revenue. Efforts are being made to preserve the current programs that have been adopted in previous years.

THE BUDGET PROCESS

The 2009-2010 Biennial Budget is the culmination of a detailed process involving both City staff and the City Council. Council has established a Citywide Vision and Goals. The departments, in developing the capital and program areas of the 2009-2010 Biennial Budget, used this vision. Budget requests were developed jointly by Department Directors and the Mayor, and presented to Council committees for review. The desire is to maintain essential programs at present levels of service, develop a workable strategy to achieve Council goals, recommend modifications to meet changes in the City's circumstances, and continue the responsible financial management of the City's resources.

THE BUDGET DOCUMENT

Auburn's Vision and Mission Statements are highlighted in the budget document. These statements, developed jointly by the Council and City staff, describe the City's direction and priorities. The statements provide a framework for action and direct future activities and development within the City.

The 2009-2010 Biennial Budget format presents the budget as a policy and fiscal planning tool as well as a plan for the wise commitment of available resources. As in the past, departmental quantitative and qualitative performance objectives are highlighted throughout the document. These objectives can be found in the Budget Policies (Section II) and by department in the Operating Budget (Section IV) of this document. Each department section contains three measures that best show the program performance of their department.

Organization of the budget is intended to focus on the key policy issues involved in its development and present financial data in meaningful detail while portraying the full scope of the budget and City operations.

This Letter of Transmittal presents an overview, serves as an introduction, and sets forth the policy and strategic considerations involved in the budget's preparation.

The Budget Summary (Section I) summarizes the 2009-2010 fiscal plan, presenting budget amounts as well as staffing trends by department.

The Budget Process - Policies (Section II) describes the purpose and process of the budget document. It also presents a summary of the policies implemented by the budget. This section identifies City issues, goals and planned initiatives. It includes policies and priorities that were employed in budget development along with funding requirements.

The Financial Plan (Section III) outlines the budget as a financial plan, focusing on and analyzing the budget's financial data to describe how City operations will be financed and how fiscal resources will be allocated to different functions and services. This section presents an overall summary of both revenues and expenditures, including a discussion of General Fund revenue estimates and the basis of these estimates. Also included is a five-year financial forecast of the General Fund based on the actions and policies of the budget.

The Operating Budget (Section IV) details City operations on a department-by-department, fund-by-fund basis. Each department includes an organizational chart, mission statement, current year accomplishments, and next year's objectives. Also included are historical, current and future financial data, staffing and performance measures by department.

The Details (Section V) depicts a more detailed view of City operations.

Program Improvements (Section VI) discusses the 2009-2010 program improvements that are included in the budget.

The Capital Program (Section VII) summarizes the City's 2009-2010 Capital Facilities Plan. This section provides an overview of those projects budgeted in 2009 and 2010. For future plans in more detail, see the City's 2009-2014 Capital Facilities Plan published as a separate document.

2009-2010 BIENNIAL BUDGET CONSIDERATIONS

This biennial budget builds upon past experience and past budgets to protect the sound financial condition of the City. It continues the initiatives of prior years with a priority placed on Public Safety and an array of programs responding to community needs and instituting modest baseline adjustments that form the basis for maintaining current levels of service as the community grows through natural expansion and annexation.

Our Fiscal Condition

The budget has been prepared with the objective of maintaining the City's financial condition and facilitating achievement of Council objectives. The General and Cumulative Reserve Funds include essential balances; other fund balances continue to be adequate. The Utility Funds have maintained healthy working capital balances needed to perform extensive upgrades to the systems.

Current economic conditions have impacted sales tax revenue estimates and are budgeted conservatively. The slight increase reflects anticipated revenues from the sales tax credit that Auburn receives from the State from the newly annexed area of Lea Hill. The City's sales tax revenues have also been negatively impacted by the Streamlined Sales Tax legislation and will continue to be closely monitored should the State not be able to mitigate the effect as originally anticipated. Property taxes reflect a decrease in the City's reduced levy rate due to the creation of the Valley Regional Fire Authority (VRFA). The VRFA is comprised of three cities (Auburn, Algona, and Pacific) and they levy their own property tax for their jurisdictions.

The City issued \$5,160,000 in limited tax general obligation (LTGO) bond debt in 2006 to construct a golf course clubhouse and complete a mausoleum/niche wall project. In 2005, the City refunded a portion of the 1997 revenue and 1999 general obligation bonds and effectively reduced the annual interest cost. Refunding utility revenue bonds were issued in the amount of \$2,765,000 and refunding Airport GO bonds were issued in the amount of \$1,375,000. Other unmatured bonds recently issued include: the 1999 utility revenue bonds, original issue \$8,350,000, which will reach full maturity in 2009; 1999 GO Bonds, original issue of \$2,551,600 for the Valley Com 911 Center, reaching maturity in 2015; the 1998 \$4,000,000 GO Bond for the library, maturing in 2018; and the 1997 utility revenue bonds in the amount of \$5,000,000 maturing in 2016. The utility bonds enabled continued development of infrastructure necessary for the City to provide utilities for growth and wholesale water to other communities in need of service, as well as to meet domestic water treatment standards and storm water treatment system requirements. Revenues from utility sales will be used to repay related bond debt. The Airport limited tax general obligation bond was issued for the construction of enclosed hangars and other improvements at the airport. All of the rental hangars were pre-leased prior to breaking ground. The City also participated jointly with four other cities in the construction of the Valley Communications Center and is responsible for 20% of the general obligation debt associated with the facility. The City enjoys an outstanding bond rating and a solid reputation within the financial community. Again, a fiscally responsible budget is proposed for 2009-2010 to anticipate substantial unknowns in revenue stability.

Sales tax revenue has been projected at \$17,795,000 in 2009, including the Criminal Justice distribution, which is an increase of 1.5% over 2008 budgeted sales tax revenue. The City has seen a steady increase in sales tax receipts over

the past few of years, due to retail and new construction. Due to the economic downturn and implementation of streamlined sales tax, the City has anticipated a lower increase in sales tax receipts than in past years.

Longer-term economic growth projections for the City continue to be positive, although reason for caution remains. The national financial crisis has affected the regional economy in recent months. To ensure stability and continuing economic security, the City has maintained adequate reserves. In accordance with this strategy, the Cumulative Reserve Fund is budgeted at \$5.3 million in 2009, and the General Fund 2009 fund balance is budgeted at \$5.8 million. Additionally, an insurance reserve of \$2.6 million is maintained to meet litigation claims and \$2.8 million for the City's obligations for health care and pension costs of firefighter LEOFF 1 retirees.

Significant Budget Measures and Initiatives

Careful financial planning and management allows the City to continue meeting its goals through implementation of a coordinated strategy by:

1. Limiting new staff and reviewing replacement staff for essential need, and limiting staff and new programs unless staff or program can fully support such growth either through new revenue generation or specific cost reductions.
2. Applying the fiscal capacity of the City to meet potential future needs.
3. Using fund balance or working capital to finance capital equipment that maintains or enhances productivity.
4. Controlling optional, discretionary expenses.
5. Providing adequate training, technology and tools to enhance productivity.
6. Maintaining a baseline of funding which continues to deliver high quality municipal services with special attention to:
 - a) Continuing support of growth management.
 - b) Supporting effective law, safety and justice services.
 - c) Delivering a diversity of recreational and cultural programs.
7. Providing staff support and funding for street maintenance, repair and improvements to meet planning requirements and benefit from available funding opportunities.
8. Enhancing the capacity of infrastructure where funding opportunities exist by assigning priority to providing necessary matching funds.
9. Continuing operation of the City's enterprise functions on a business basis.
10. Exploring all opportunities for economic development that will provide a return to the City of Auburn.
11. Exploring all opportunities for additional services that can be supplied by the City for a fee that will result in a net positive revenue to the City, including any required personnel to deliver the service.

Budget Status

Since effective fiscal planning is carried out on a multi-year basis, this budget should be viewed in the context of past budgets. Responsible fiscal management and the City's current revenue levels have enabled the City to support a baseline General Fund budget that responds to the City's need to provide quality community services at reasonable levels. The 2009 budget allocates \$164,720,600, and the 2010 budget allocates \$157,622,000 among all budget functions and funds. General Fund revenue is anticipated to remain stable from \$52,171,300 as budgeted for 2009, to \$52,522,400 in 2010 and anticipates that reserves will be reduced from previous high levels as revenues level off. A strong financial position is not the only objective of responsible city government. The Council has developed the future vision of the City.

VISION 2016

The goals set the overall direction for the City and priorities for program support and development. The 2009-2010 Biennial Budget allocates the City's resources to achieve citywide goals. This program is facilitated by the budget and administered by the Mayor. As such, the goals set the direction of activity for the various departments throughout the year. A ten year plan called "Vision 2016" was developed by the Mayor and City Council during the 2006 Council

Retreat. Overall goals to guide development and implementation of the 2009-2010 departmental objectives are presented as follows:

Encourage Economic Development

- Complete gateway projects
- Development of the Robertson/Valley Drive-in properties
- Build out I Street Corridor with appropriate buffers
- Development of Emerald Downs area
- Complete A/B Street Corridor and develop adjacent areas
- Develop the Airport area, including runway extension, new commercial area via land lease and new entrances on D Street
- Develop/improve Multicare site
- Develop environmental building, commercial and technology in the Green Zone adjacent to Auburn Environmental Park (AEP), including rezone
- Development of the Golden Triangle area
- Redevelopment of C Street SW and 15th Street SW properties
- Create Auburn Way South Redevelopment Plan
- Pursue joint economic development area with Muckleshoot Tribe
- Develop strategic plan for making Auburn a center for entertainment and arts
- Market Auburn as the regional entertainment center
- Develop criteria for reviewing City owned properties

Improve Designated Urban Center

- Improve B Street Plaza
- Revitalize and redevelop urban center with extended areas
- Create medical/hospital zone
- Complete City Hall Plaza
- Review zoning codes within Urban Center to allow increased development/density
- Continue efforts to make Auburn's Urban Center more pedestrian friendly
- Improve and expand public parking opportunities

Plan Future City Development

- Complete Thomas annexation
- Annex D St. (Stuck) neighborhood
- Complete Pierce County annexations

Provide for Public Safety

- Ensure that Auburn is a safe and secure place to live or have a business
- Provide adequate funding sources for public safety
- Relocate Emergency Operations Center
- Continue to provide for public safety by holding forums for community needs

Complete Public Works Projects

- Complete I St. Corridor from 40th Street to 277th Street
- Pursue street bond to bring all arterials to at least 70% condition index rating
- Rebuild 15th Street SW Bridge over rail yard
- Complete M St. Underpass
- Continued commitment to Save Our Streets (SOS) Program

Actively Support Regional Transportation Improvements

- Increase SR 167 to four lanes each side
- Complete SR 167/SR 18 interchange

- Complete SR 164 improvements
- Complete link road from SR 164 to SR 18

Enhance Quality of Life

- Complete Green River Trail
- Restore Mill Creek
- Develop Auburn Environmental Park
- Develop espresso/juice bar and possible bike/skate shop on Interurban Trail (seasonal concessions)
- Restore White Lake
- Proactively work with BNSF to encourage buffer zones at rail yard
- Build south end trail loop and horse trail
- Preserve former Carnegie Library and former Post Office
- Pursue opportunities for indoor and outdoor soccer facilities
- Institute inner-city shuttle service
- Develop one-stop multi-service center
- Complete connections from downtown to the Interurban and White River Trails
- Continue efforts to partner with, fund and enhance human services
- Encourage public art on downtown buildings
- Include the area on Auburn Way South from F Street to 12th Street in Les Gove Community Campus

Encourage Sense of Community

- Promote continuous community outreach by involving citizens and business in their City government
- Continue to seek opportunities to partner and work with the Muckleshoot Indian Tribe
- New Post Office
- Promote stability in neighborhoods and the downtown area
- Integrate public efforts with efforts of service clubs and faith community
- Develop Community Center at Les Gove Park
- Work toward unification of new communities with centralized communication and outreach to bring them into the existing community
- Promote pride in Auburn – “It’s More Than You Imagined”

Miscellaneous

Endangered Species Act

The City is represented on various WRIA (Watershed Resources Inventory Area) 9 (Green River) committees, and staff is also working with the WRIA 10 (White River) work group. The City continues to review development applications, policies and projects to ensure that damage to fish habitat is minimized and opportunities for enhancement are undertaken. The City’s Environmental Protection Manager is responsible for coordinating and implementing efforts to respond to Endangered Species Act issues and concerns.

Water Supply

The City has completed its years-long, intensive effort to characterize and model the hydrogeology underlying the city. This work has been at the center of the process necessary to pursue additional water rights for the City's water utility.

Partnering Opportunities

The City will continue to pursue opportunities to partner with the Muckleshoot Tribe, school districts, railroads, service organizations, private enterprises and the religious community to plan, develop and improve the Auburn area for the benefit of all concerned.

CLOSING COMMENTS

As Mayor, and as a citizen of Auburn, I am proud of the City's accomplishments. The City Council has established a vision for Auburn's future. Building a bridge to that vision is our challenge as we move into the 21st Century—and continuing dialogue with Auburn's citizens and businesses is a firm foundation for that bridge.

The 2009-2010 Biennial Budget for the City of Auburn represents a balanced approach to planning for Auburn's future. It continues a reasonable level of service while maintaining the financial integrity of the City. The increase in residential development and an increasing population are placing greater demands upon City services. Increases in programs must be managed carefully and brought on only as revenues become available. Every opportunity to increase revenue from sales tax must be explored and careful consideration given to each possibility. The City, businesses and individual citizens must work hand-in-hand for all of us to succeed.

The City is presenting a conservative, balanced budget that meets the basic service requirements for Auburn's citizens and businesses. The objective, as always, is to provide a reasonable level of service to the Auburn community within the framework of fiscal integrity and sound financial management.

Auburn is a special place to live, a home of over 67,000 people who still believe it is a small town. This is a challenge for all of us, and we will find solutions that make sense for Auburn by working together as we have always done.

Sincerely,

A handwritten signature in black ink, appearing to read 'P. Lewis', with a stylized flourish extending to the right.

Peter B. Lewis
Mayor



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Auburn, Washington for its annual budget for the fiscal year beginning January 1, 2007. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

SECTION I: BUDGET SUMMARY

This section summarizes the 2009-2010 Biennial Budget and provides comparisons to previous years' revenues and expenditures. The section begins with a Readers Guide which provides the reader with the general layout of the budget document; 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. This section continues with summarized budget data which shows 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.

Readers 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 nine major sections, the contents of which are explained below.

Transmittal Letter - The budget begins with a message from the Mayor of the City of Auburn presenting the biennial budget. The letter addresses major changes and upcoming issues that effected 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 divisions assigned to one of the City's eight directors. See the following table "Summary of Financial Structure" 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.

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.

Section VIII, Appendices – Includes employee salary schedules, "About Auburn" information, and a glossary of terms.

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 to' or 'transfer from'.

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.
Department	Department designates a major department of the City operations, e.g. Public Works and Parks and Recreation.
Program	A specific distinguishable line of work performed by the department, for the purpose of accomplishing a function for which government is responsible. For example, "Traffic Control" is included within the Street Funds.
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.

FUND DESCRIPTIONS

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 a 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 twelve 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 two Capital Project Funds.

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 Endowed Care.

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, or contracts for services. The City maintains eight Enterprise Funds to account for the operations of Water, Sewer, Storm, Solid Waste, Airport, Cemetery, Commercial Retail and the Golf Course.

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 four Internal Service funds to account for information services, facilities, fleet management and self-insurance activities.

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.

SUMMARY of FINANCIAL STRUCTURE

Fund	Responsibility	Budget Description
001 General Fund		
Mayor & Council	Mayor	Mayor & Council costs
Human Resources	HR Director	General government employment, safety, court and building maintenance
Finance	Finance Director	General government finance costs
City Attorney	City Attorney	General government legal costs
Planning	Planning Director	Planning, building permits and social service
Police	Police Chief	Direct police department costs
Public Works	Public Works Director	General engineering costs
Parks & Recreation	Parks Director	Park maintenance, recreational programs, arts and senior programs
Streets	Public Works Director	Street maintenance costs
Non-Departmental	Finance Director	Citywide expenditures, fund transfers, fund balance & one-time expenditures
Special Revenue Funds		
102 Arterial Street	Public Works Director	MVFT and grants for Arterial Street projects
103 Local Street	Public Works Director	Property Tax Levy Lift for Local Street projects
104 Hotel/Motel Tax	Finance Director	Lodging tax for promotion of tourism
105 Arterial Street Preservation	Public Works Director	Utility Tax
117 Drug Forfeiture	Police Chief	Forfeited drug money used for drug enforcement
118 Justice Assistance Grant	Finance Director	Police overtime
119 Housing/Comm'ty Development	Planning Director	Community Development Block Grants (CDBG)
120 Recreational Trails	Parks Director	Dedicated funds for recreational trails
121 Business Improvement Area	Planning Director	Financial activity of the downtown area
122 Cumulative Reserve	Finance Director	Governmental reserves
124 Mitigation Fees	Finance Director	Collection of mitigation & impact fees
125 Special Parks Projects	Finance Director	Donations and related expenditures
Debt Service Funds		
229 1998 Library Bond	Finance Director	Principal & Interest, 1998 bonds
249 LID Guarantee	Finance Director	Reserves for security of LID's
Capital Projects Funds		
321 Municipal Parks	Parks Director	Capital projects at municipal parks
328 Capital Improvements	Finance Director	Capital improvements - citywide projects
Enterprise Funds		
430 Water	Public Works Director	Operating fund for water utility
431 Sewer	Public Works Director	Operating fund for sewer utility
432 Storm Drainage	Public Works Director	Operating fund for storm water utility
434 Solid Waste	Finance Director	Operating fund for solid waste utility
435 Airport	Finance Director	Operating fund for municipal airport
436 Cemetery	Parks Director	Operating fund for municipal cemetery
437 Golf Course	Parks Director	Operating fund for municipal golf course
438 Commercial Retail	Planning Director	Operating fund for commercial retail
Internal Service Funds		
501 Insurance	Finance Director	Self-insurance reserves
505 Facilities	HR Director	Operating fund for facilities and property management
518 Information Services	IS Director	Operating fund for information services
550 Equipment Rental	Public Works Director	Operating fund for equipment rental
Fiduciary/Trust Funds		
611 Fire Pension	Finance Director	Pension fund for firemen's retirement system
Permanent Funds		
701 Cemetery Endowment	Finance Director	Long-term reserves for cemetery operations

All funds listed are appropriated.

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, framework has been developed in response to multi-year fiscal pressures.

General Fund

Auburn's economy is generally cyclical following the economic cycles of the surrounding region. However, the economic down periods in the cycles have generally been less severe for Auburn than for other municipalities in the region due to the relatively stable nature of Auburn's economy. Auburn's economy has grown much faster than the State of Washington as a whole over the past decade, and its basic industries have been somewhat insulated from the economic downturns.

Economic cycles are not the only determinants of revenues for municipal budgeting. Even with an up sloping economy, laws that determine who pays taxes and how much they pay can also have a major impact. The Washington State Legislature has adopted several pieces of legislation, which have limited the ability of local governments to increase revenues and future taxing ability. Most recently the State adopted Streamlined Sales Tax laws, which reallocates tax revenue from the source of the transaction to the destination. Auburn's economy remains diversified but these exemptions have impacted Auburn's revenues substantially. Although inflation is controlled these altered revenue sources are having, and will continue to have, a substantial impact on Auburn's budget.

Other significant concerns for the future are the demand for services. In particular, public safety services will increase dramatically with continued development and potential annexations. Residential construction continues, but at a much slower pace than in the previous years. Development continues in the Lakeland (South) area of the City and the newly incorporated areas of Lea and West Hills. Furthermore, due to mandatory sentencing guidelines required by the State, we have experienced over a 100% increase in the care and custody of prisoners in the past few years. Alternatives to incarceration are being used, such as increasing the Home Monitoring Program and utilizing drug and alcohol rehabilitation programs. These programs appear to be having a positive effect on incarceration costs.

The General Fund must be budgeted and monitored very carefully during this period. Passage of voter approved initiatives and other pending voter initiatives, can negatively impact the general fund. Severe downturns in the recent economy have drawn heavily on the reserves built in previous years. The City is employing strong fiscal management in this budget to maintain adequate reserves yet maintain levels of service to citizens. Service levels may need to be visited in the interim if the downturn in the economy continues or deepens.

Current and Potential Legislative Action

There have been several legislative actions at the state level that have permanently reduced sales tax revenues for the City of Auburn. This legislation and other pending legislation, including federal legislation, 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. The impact of this legislation had been offset by a local strong economy and low unemployment rates. Current sales tax revenues are anticipated to grow in spite of past legislative effects.

Initiative 695

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 the revenue losses. The City of Auburn received approximately \$200,000 in 2001 and 2002. Early in 2003, the State discontinued this funding assistance.

Initiative 747

One of the largest losses 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.

Initiative 776

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. The loss to the City street program is approximately \$450,000 annually.

Streamlined Sales and Use Tax (SST)

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. Analysis done on this has shown the City of Auburn could lose up to \$1.2 million per year.

Key Issues Affecting the 2009-2010 Budget Process

As is the case with most cities, one of the major issues is the funding of our streets transportation system. While the City has enjoyed an increase in population growth and commercial and residential construction projects, the ability to provide ongoing preservation and maintenance of our system becomes more difficult, due to the sizable investment needed on an ongoing basis. 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. Transit stations have been constructed in valley downtown areas to help alleviate transportation gridlock on our highways. The City placed a proposition on the November 2004 ballot asking voters to increase the property tax levy lid for six years. This proposition was successful and the additional funds are being used to support a local street improvement program.

The City's fiscal planning effort over the past several years has included efforts to accumulate reserves necessary for the City to weather a moderate recession. The increased revenues of the past few years should allow the Cumulative Reserve Fund to be maintained at around the \$5.5 million dollar level in the near future to hedge the City against continued revenue loss.

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 67,000 people within its incorporated limits, and another 25,000 to 30,000 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. According to the King County Assessor's Office the City's total assessed valuation for tax roll 2008 is \$6,526,294,998.

In 2008, the City employed 487 people (on a full-time equivalency basis) providing a full-range of municipal services. These services include: police protection, municipal court services, parks, arts & recreation services, land use management and development regulation, street maintenance and construction, water services, sanitary sewage collection, storm drainage management, solid waste collection, a general aviation airport, a municipal cemetery, and a golf course. The City's water and sewage utilities also serve large areas of the adjacent unincorporated area.

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

Retailing has also become a significant factor in Auburn's economy. Auburn has been a center for automotive sales for many years. Currently in 2008, automotive sales represent 20.9% of total sales tax collections. In previous years the City has experienced tremendous growth in the sale of wholesale durable goods, which currently represents 16.1% of total sales tax collection. Growth surrounding the SuperMall of the Great Northwest continues. Two of the major sources of sales tax in 2008 are from construction at 10.3% and services at 19.5% of total sales tax collections.

New home construction continues. Major developments are in the planning stages and include Kersey 3 near Lakeland with 400 homes; Robertson Properties on the current drive-in theater site, which will include a mix of retail, office and housing.

Other Funds

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

The Water Fund working capital has been reduced as capital construction projects are completed. Wholesaling water to neighboring communities is an important part of the water utility. The City fully supplies water to a neighboring city in addition to supplementing the supply of water for three other jurisdictions. The Water utility increase will take effect January 1, 2009.

The Sanitary Sewer Fund completed Auburn Way South Sanitary Sewer – Phase 2, and Sewer Relining on 19th Dr NE. Working Capital has been reduced as capital construction projects are completed. Sewer rates are evaluated to be sure future capital and operational costs are covered. A rate increase will take effect January 1, 2009.

The Storm Drainage Fund completed West Main Pump Station and has many projects proposed in the 09-10 Budget. Working Capital has been reduced as capital construction projects are completed. The storm drainage utility will continue to implement requirements of the NPDES phase II permit. A rate increase will take effect January 1, 2009.

The Golf Course Fund has reduced working capital while providing facility improvements and upgrades over the past several years. In 2007, construction of a new Clubhouse which includes a restaurant was completed. Greens fees were increased regularly over the last few years to cover the cost of operations.

Overview of Summary Section

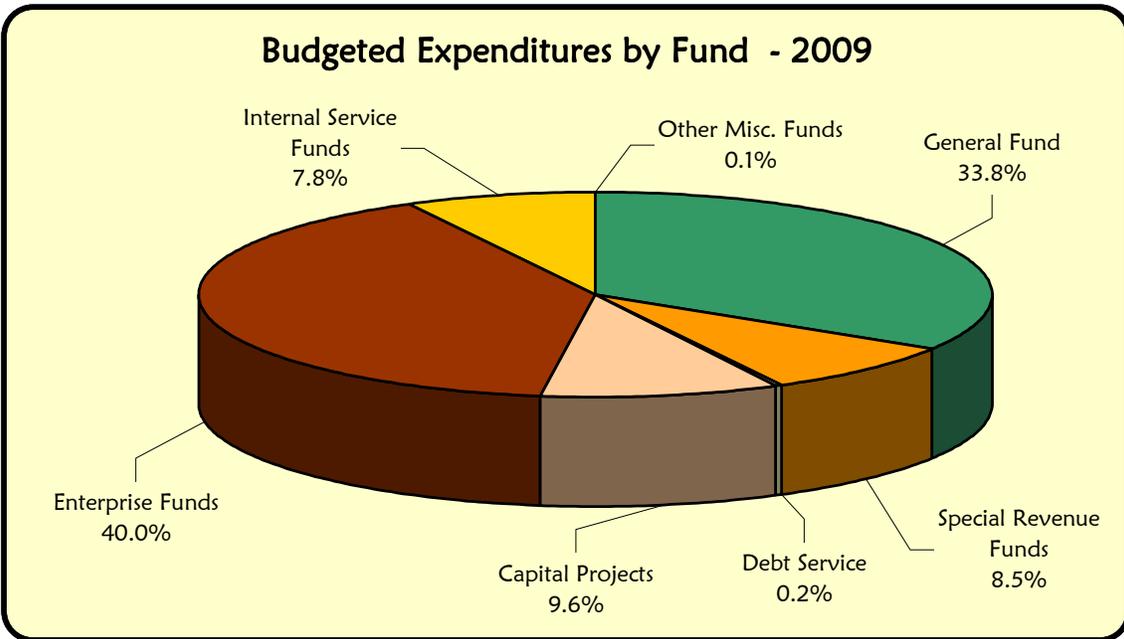
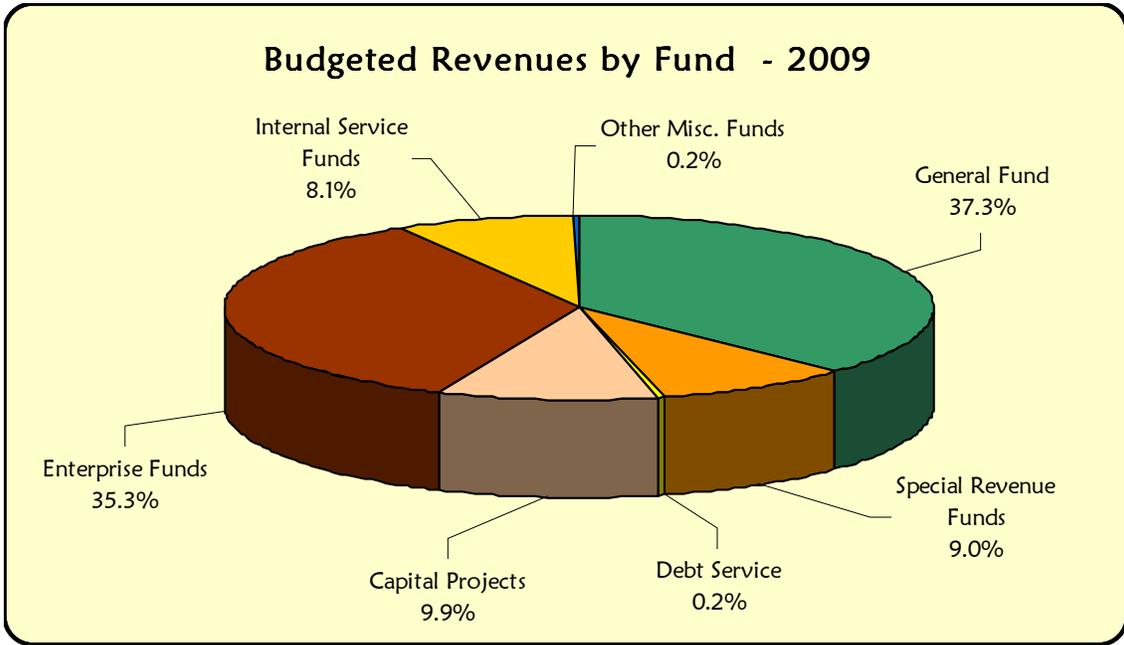
The tables and graphs on the following pages reflect summarized budget information for 2009 and 2010. Please keep in mind that the information presented here is intended for summary purposes only. For more detailed budget information, refer to Sections IV through VII of this budget document as well as the Capital Facilities Plan.

Tables and Graphs in Order of Presentation

- 2009 Budget Summary, All Funds (Table)
- 2009 Budgeted Revenues & Expenditures by Fund, % of Total (Graph)
- 2010 Budget Summary, All Funds (Table)
- 2010 Budgeted Revenues & Expenditures by Fund, % of Total (Graph)
- Comparative Budget Summary, 2007-2010 – All Funds (Table)
- 2009 & 2010 Budgeted Revenue – All Funds (Graph)
- 2009 & 2010 Budgeted Expenditures – All Funds (Graph)
- Comparative Budget Summary, 2007-2010 – General Fund (Table)
- 2009 & 2010 Budgeted Revenue – General Fund (Graph)
- 2009 & 2010 Budgeted Expenditures – General Fund (Graph)
- Staffing Trends, 2000-2010 (Graph)
- Position Allocation by Funding Source, 2006-2010 (Table)
- Position Allocation by Department, 2006-2010 (Table)

2009 BUDGET SUMMARY - ALL FUNDS

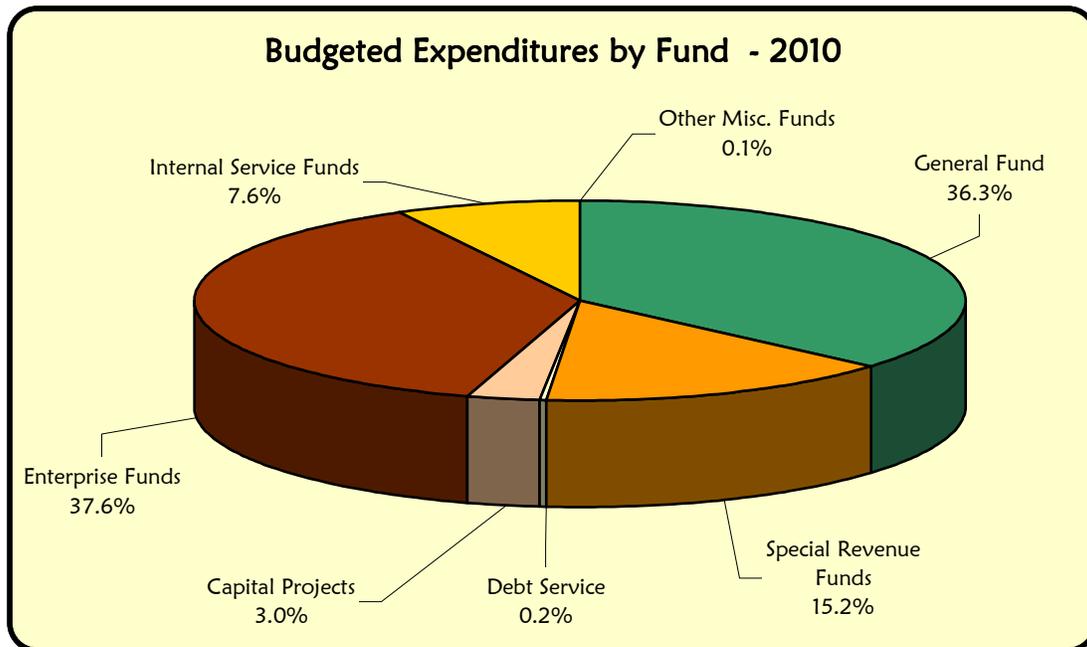
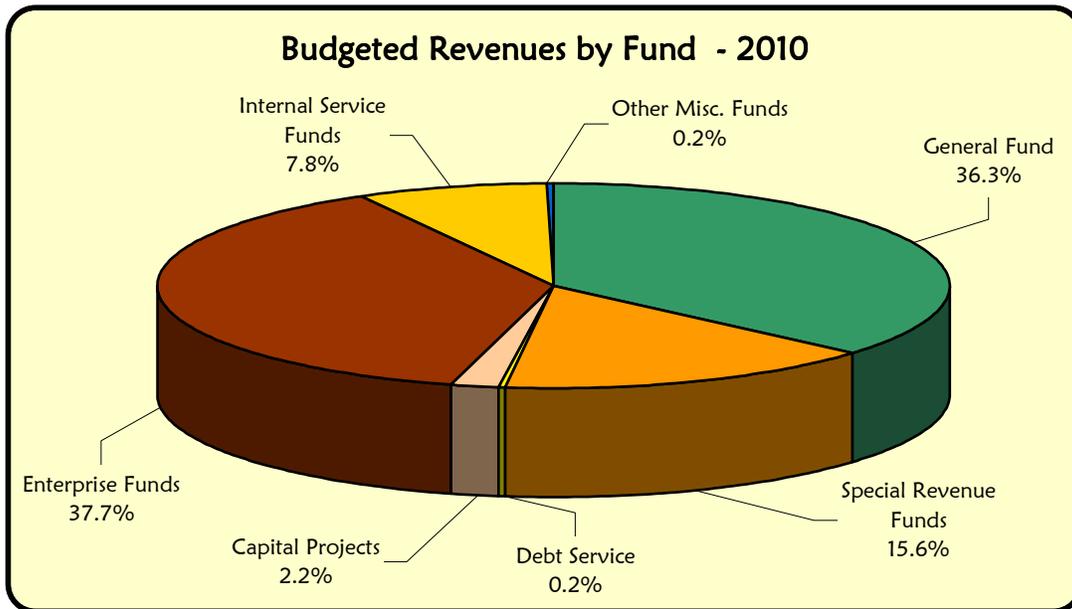
Fund		Beginning Fund Balance	2009 Resources	2009 Expenditures	Ending Fund Balance
GENERAL FUND		\$ 9,419,970	\$ 52,171,300	\$ 55,747,000	\$ 5,844,270
SPECIAL REVENUE FUNDS	Arterial Street	717,062	6,560,100	6,894,100	383,062
	Local Street	441,441	2,363,200	2,200,000	604,641
	Hotel/Motel Tax	98,000	87,600	153,000	32,600
	Arterial Street Preservation	-	1,527,000	1,500,000	27,000
	Drug Forfeiture	554,807	215,000	355,700	414,107
	Justice Assistance	12,261	14,400	14,400	12,261
	Housing & Community Development	10,231	600,900	600,900	10,231
	Recreational Trails	37,494	7,800	-	45,294
	Business Improvement Area	68,958	55,000	53,000	70,958
	Cumulative Reserve	5,703,268	156,000	488,000	5,371,268
	Mitigation Fees	5,309,345	952,000	1,673,200	4,588,145
	Parks & Recreation Special Projects	-	-	-	-
	DEBT SERVICE	1998 Library Bond	42,310	308,500	307,500
LID Guarantee		61,623	1,200	11,000	51,823
CAPITAL PROJECTS	Municipal Park Construction	129,079	11,663,800	9,063,900	2,728,979
	Capital Improvements	9,515,434	2,263,300	6,809,900	4,968,834
ENTERPRISE FUNDS	Water	7,149,566	9,840,200	15,483,000	1,506,766
	Sewer	10,325,392	15,510,100	20,216,800	5,618,692
	Storm Drainage	5,448,747	5,721,000	9,639,400	1,530,347
	Solid Waste	2,635,485	11,834,800	13,080,900	1,389,385
	Airport	871,886	3,698,800	3,853,500	717,186
	Cemetery	427,065	946,300	968,900	404,465
	Golf Course	192,300	1,938,000	2,068,400	61,900
	Commercial Retail	641,424	-	500,000	141,424
INTERNAL SERVICE FUNDS	Insurance	2,649,518	78,400	78,000	2,649,918
	Facilities	-	2,496,600	2,334,500	162,100
	Information Services	2,397,010	5,205,800	5,465,900	2,136,910
	Equipment Rental	5,162,356	3,626,700	4,943,700	3,845,356
FIDUCIARY FUNDS	Fire Pension	2,872,968	143,000	165,700	2,850,268
	Agency Disbursement	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	1,495,350	125,000	50,300	1,570,050
TOTAL BUDGET		\$ 74,390,350	\$ 140,111,800	\$ 164,720,600	\$ 49,781,550



2010 BUDGET SUMMARY - ALL FUNDS

Fund		Beginning Fund Balance	2010 Resources	2010 Expenditures	Ending Fund Balance
GENERAL FUND		\$ 10,844,270	\$ 52,522,400	\$ 57,184,700	\$ 6,181,970
SPECIAL REVENUE FUNDS	Arterial Street	383,062	16,730,000	16,753,000	360,062
	Local Street	604,641	2,363,600	2,200,000	768,241
	Hotel/Motel Tax	32,600	85,700	85,500	32,800
	Arterial Street Preservation	27,000	1,527,500	1,500,000	54,500
	Drug Forfeiture	414,107	215,000	237,300	391,807
	Justice Assistance	12,261	11,100	11,100	12,261
	Housing & Community Development	10,231	600,900	600,900	10,231
	Recreational Trails	45,294	7,900	-	53,194
	Business Improvement Area	70,958	55,100	54,000	72,058
	Cumulative Reserve	5,371,268	146,000	-	5,517,268
	Mitigation Fees	4,588,145	910,000	2,508,500	2,989,645
	Parks & Recreation Special Projects	-	-	-	-
DEBT SERVICE	1998 Library Bond	43,310	305,300	304,300	44,310
	LID Guarantee	51,823	1,200	11,000	42,023
CAPITAL PROJECTS	Municipal Park Construction	2,728,979	868,100	3,569,700	27,379
	Capital Improvements	4,968,834	2,314,600	1,130,100	6,153,334
ENTERPRISE FUNDS	Water	1,506,766	14,462,900	14,613,100	1,356,566
	Sewer	5,618,692	15,887,800	19,846,300	1,660,192
	Storm Drainage	1,530,347	8,589,000	8,702,500	1,416,847
	Solid Waste	1,389,385	11,954,400	12,246,100	1,097,685
	Airport	717,186	704,900	667,100	754,986
	Cemetery	404,465	968,300	995,400	377,365
	Golf Course	61,900	2,098,000	2,141,700	18,200
	Commercial Retail	141,424	-	-	141,424
INTERNAL SERVICE FUNDS	Insurance	2,649,918	78,400	78,000	2,650,318
	Facilities	162,100	2,591,200	2,425,500	327,800
	Information Services	2,136,910	5,270,900	5,546,500	1,861,310
	Equipment Rental	3,845,356	3,337,500	4,009,800	3,173,056
FIDUCIARY FUNDS	Fire Pension	2,850,268	147,000	169,600	2,827,668
	Agency Disbursement	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	1,570,050	127,000	30,300	1,666,750
TOTAL BUDGET		\$ 54,781,550	\$ 144,881,700	\$ 157,622,000	\$ 42,041,250

*\$5 million was added to the 2010 beginning fund balance to estimate one time revenue and unspent 2009 budget.



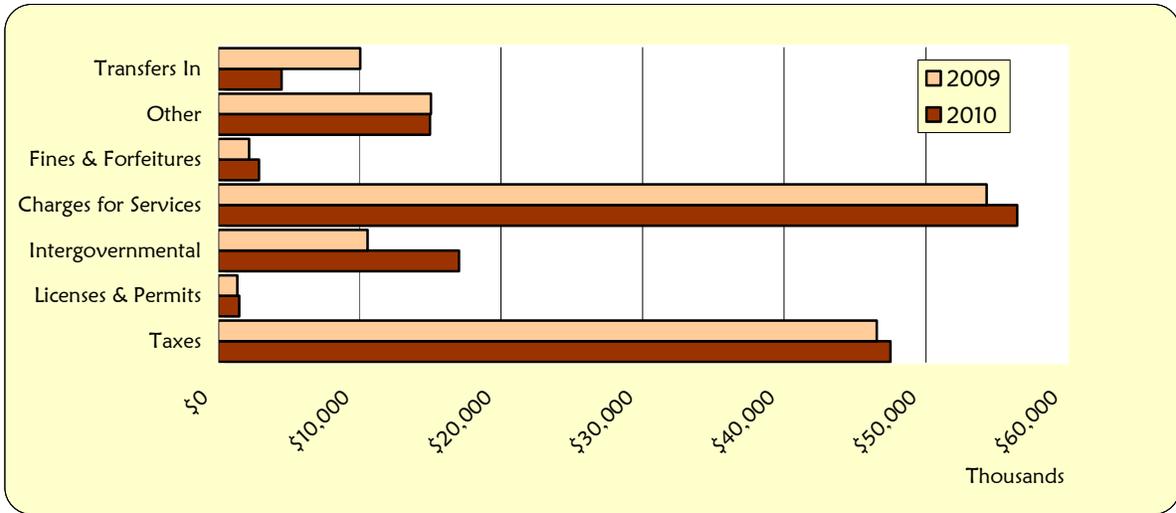
Budget Summary

	ALL FUNDS				
	2007 Actual	2008 Adj. Budget	2008 Estimated Actual	2009 Budget	2010 Budget
REVENUES					
Taxes	\$ 46,721,652	\$ 43,868,800	\$ 43,318,500	\$ 46,535,300	\$ 47,488,700
Licenses & Permits	1,606,950	1,295,000	1,110,000	1,380,500	1,497,500
Intergovernmental	5,979,338	13,733,300	9,178,249	10,572,000	17,023,500
Charges for Services	47,402,694	44,049,300	46,358,763	54,301,400	56,463,200
Fines & Forfeitures	2,155,330	1,871,000	1,940,029	2,233,000	2,929,700
Other Revenue	11,294,721	8,008,100	8,406,825	8,998,700	7,433,300
Total Revenues	115,160,685	112,825,500	110,312,366	124,020,900	132,835,900
EXPENDITURES					
Salaries & Wages	26,662,491	34,288,500	32,737,950	34,901,400	36,873,700
Personnel Benefits	9,199,493	11,303,400	10,803,800	12,958,400	13,772,900
Supplies	3,751,198	4,547,750	3,997,400	4,907,300	5,018,400
Other Services & Charges	25,393,862	29,597,550	27,380,249	31,645,600	31,863,400
Intergov't Services & Charges	22,924,022	14,318,400	13,755,614	14,491,700	14,663,400
Interfund Payments for Services	6,653,409	7,518,600	7,516,500	10,591,800	10,733,900
Debt Service	3,055,289	3,581,600	3,498,600	3,768,400	3,288,200
Capital Outlay	24,891,507	48,454,000	30,063,498	41,402,600	36,899,800
Total Expenditures	122,531,271	153,609,800	129,753,611	154,667,200	153,113,700
OTHER FINANCING SOURCES (USES)					
Debt Proceeds & Capital Leases	695,504	6,037,500	1,037,500	5,037,500	6,537,500
Intergov't Loan Proceeds	150,000	163,000	80,000	-	-
Proceeds from Sale of Fixed Assets	(459,449)	-	-	-	-
Transfers In	6,829,989	11,223,314	9,765,664	10,053,400	4,508,300
Transfers Out	(6,829,989)	(11,223,314)	(9,765,664)	(10,053,400)	(4,508,300)
Net Change in Restricted Assets	(6,288,586)	-	-	-	-
Contributed Capital	12,479,501	1,475,000	1,475,000	1,000,000	1,000,000
Total Financing Sources (Uses)	6,576,970	7,675,500	2,592,500	6,037,500	7,537,500
Net Change in Fund Balance	(793,616)	(33,108,800)	(16,848,745)	(24,608,800)	(12,740,300)
Fund Balances - Beginning	92,032,710	91,302,094	91,239,095	74,390,350	54,781,550
Fund Balances - Ending	\$ 91,239,094	\$ 58,193,294	\$ 74,390,350	\$ 49,781,550	\$ 42,041,250

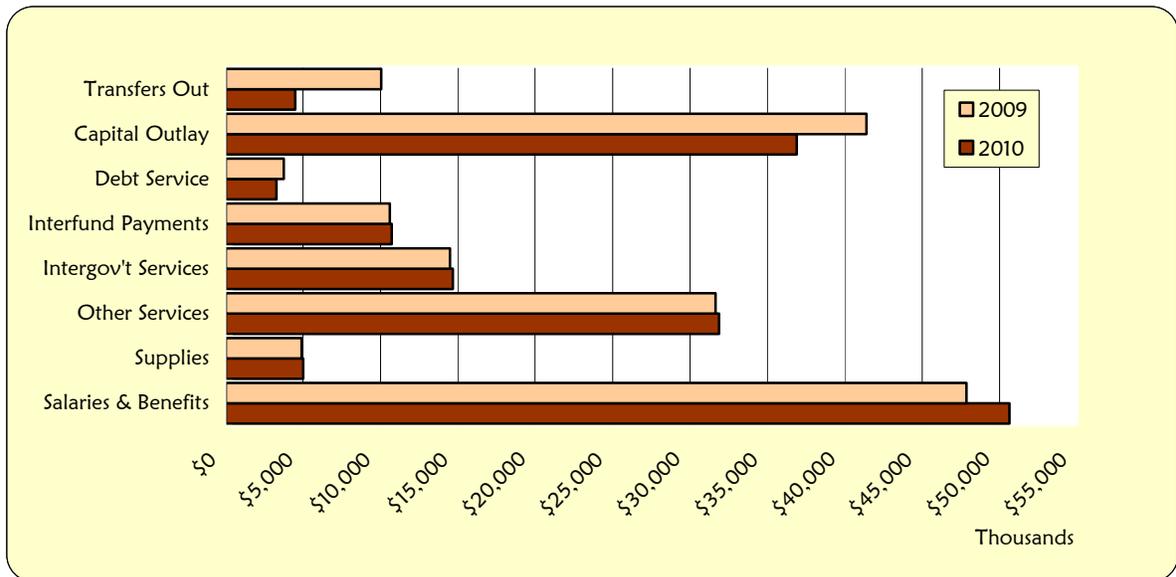
Notes:

Contributed Capital consists of contributions from outside developer's system development charges and area assessments.

2009 / 2010 Budgeted Revenue – All Funds



2009 / 2010 Budgeted Expenditures – All Funds

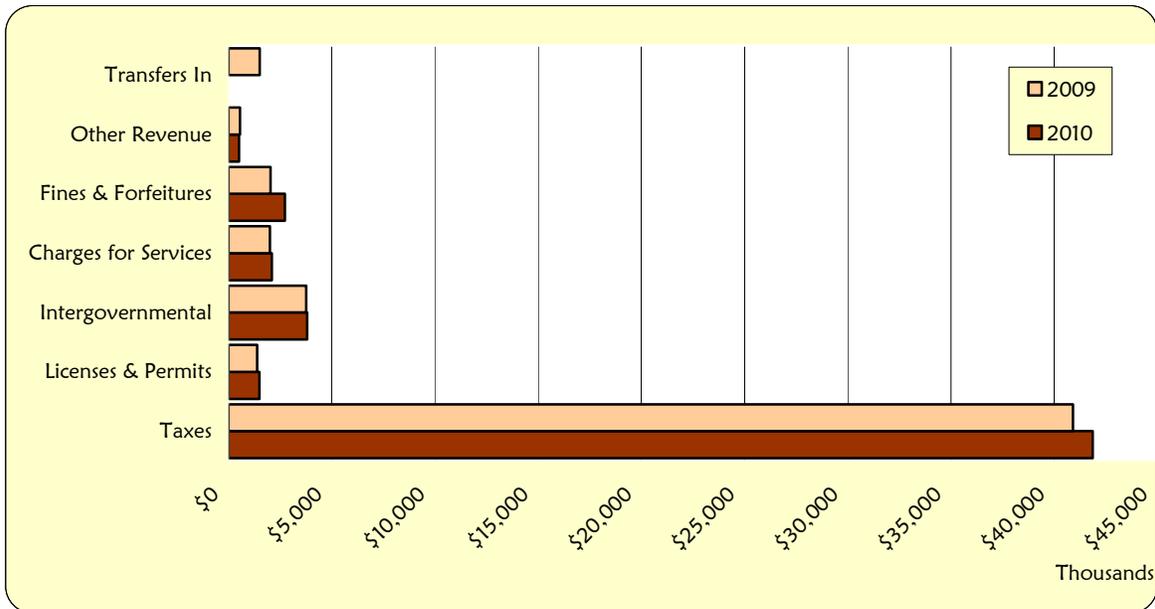


Budget Summary

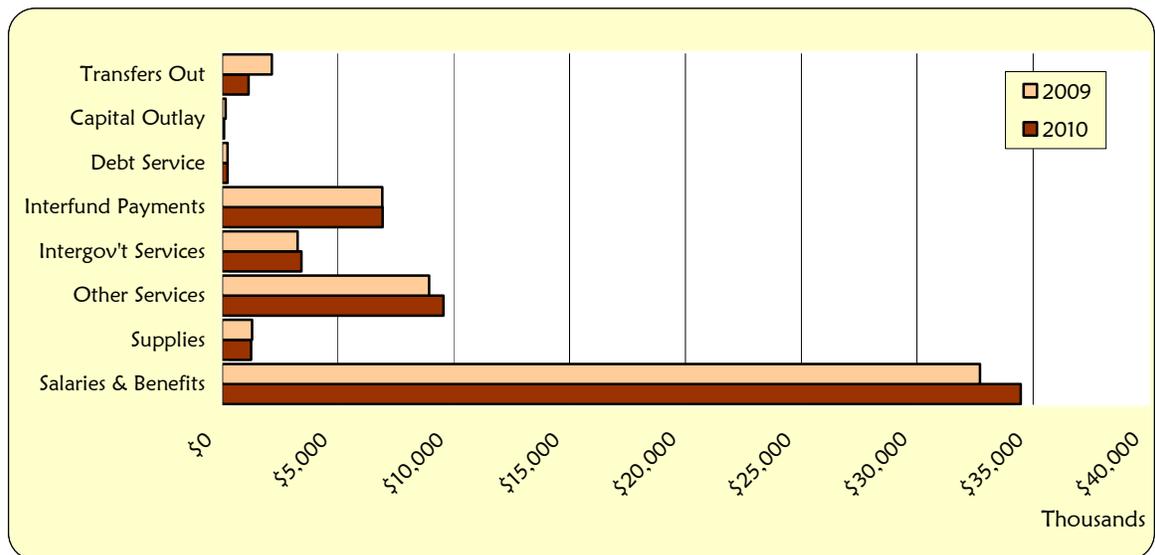
	GENERAL FUND				
	2007 Actual	2008 Adj. Budget	2008 Estimated Actual	2009 Budget	2010 Budget
REVENUES					
Taxes:					
Property	\$ 15,166,016	\$ 9,616,900	\$ 9,616,900	\$ 9,868,500	\$ 10,471,900
Sales & Use	18,680,374	18,254,700	18,427,000	19,895,000	21,055,400
Utility	2,095,901	2,000,400	2,039,000	3,152,700	2,215,800
Business	6,351,538	7,916,800	7,849,100	7,043,600	7,170,100
Excise	1,008,066	996,500	946,500	946,500	946,500
Licenses & Permits	1,606,950	1,295,000	1,110,000	1,380,500	1,497,500
Intergovernmental	3,451,594	4,460,600	5,271,724	3,776,000	3,816,300
Charges for Services	2,663,788	1,979,500	1,818,163	2,009,300	2,091,000
Fines & Forfeitures	1,930,389	1,671,000	1,740,029	2,033,000	2,729,700
Other Revenue	1,634,208	823,800	987,102	549,200	511,200
Total Revenues	54,588,824	49,015,200	49,805,518	50,654,300	52,505,400
EXPENDITURES					
Salaries & Wages	19,033,953	24,419,450	22,918,000	23,644,100	24,853,800
Personnel Benefits	6,895,147	8,294,800	7,803,100	9,067,300	9,618,800
Supplies	1,491,897	1,764,950	1,545,600	1,307,700	1,259,900
Other Services & Charges	8,142,173	10,809,350	9,703,655	8,946,800	9,567,500
Intergov't Services & Charges	13,085,563	4,034,700	3,302,714	3,280,400	3,439,300
Interfund Payments for Services	4,081,233	4,482,500	4,482,300	6,931,000	6,945,100
Debt Service	225,141	250,500	250,500	250,700	250,900
Capital Outlay	1,181,588	927,600	611,500	160,000	90,000
Total Expenditures	54,136,695	54,983,850	50,617,369	53,588,000	56,025,300
OTHER FINANCING SOURCES (USES)					
Debt Proceeds & Capital Leases	695,504	-	-	-	-
Intergov't'l Loan Proceeds	-	-	-	-	-
Transfers In	1,047,733	643,132	417,532	1,517,000	17,000
Transfers Out	(2,180,975)	(4,649,132)	(4,648,432)	(2,159,000)	(1,159,400)
Proceeds from Sale of Fixed Assets	-	-	-	-	-
Contributed Capital	-	-	-	-	-
Total Financing Sources (Uses)	(437,738)	(4,006,000)	(4,230,900)	(642,000)	(1,142,400)
Net Change in Fund Balance	14,391	(9,974,650)	(5,042,751)	(3,575,700)	(4,662,300)
Fund Balances - Beginning	14,448,328	14,462,720	14,462,721	9,419,970	10,844,270
Fund Balances - Ending	\$ 14,462,719	\$ 4,488,070	\$ 9,419,970	\$ 5,844,270	\$ 6,181,970

*\$5 million was added to the 2010 beginning fund balance to estimate one time revenue and unspent 2009 budget.

2009 / 2010 Budgeted Revenue – General Fund



2009 / 2010 Budgeted Expenditures – General Fund

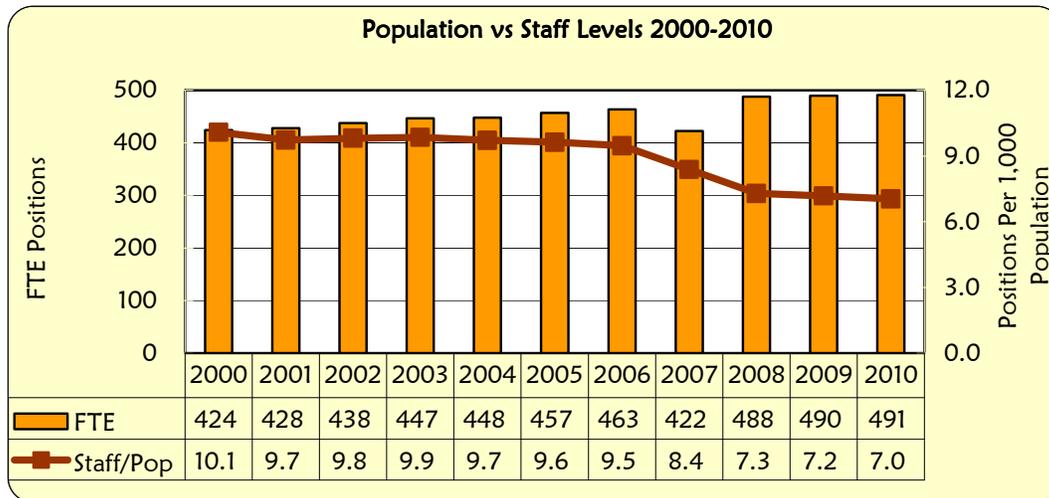


Staffing Trends

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

For 2009 the total increase over the 2008 staffing is 2.0 FTE’s. As seen in the following graph, the number of employees per 1,000 citizens has been reduced in recent years. This is due in part to revenue restrictions, and to improved operations.



POSITION ALLOCATION BY FUNDING						08-09	09-10
Department	2006	2007	2008	2009	2010	Changes	Changes
Mayor	3.20	3.70	3.50	3.50	3.50	0.00	0.00
Human Resources	12.82	15.24	16.44	6.45	6.45	-9.99	0.00
Municipal Court	14.20	17.20	21.20	21.20	21.20	0.00	0.00
Finance	8.88	8.40	9.32	9.32	9.32	0.00	0.00
Legal	11.49	11.99	13.98	14.22	14.22	0.24	0.00
Planning	26.00	30.00	37.80	38.00	38.00	0.20	0.00
Police	117.10	116.40	150.10	150.10	150.10	0.00	0.00
Fire	82.00	0.00	0.00	0.00	0.00	0.00	0.00
Emergency Medical Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PW Engineering	19.81	24.96	27.36	25.86	25.86	-1.50	0.00
Parks & Rec.	35.02	36.52	38.51	38.51	38.51	0.00	0.00
PW Street	11.52	15.68	17.57	16.52	16.52	-1.05	0.00
Non Dept	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sub-Total General Fund	342.04	280.09	335.78	323.68	323.68	-12.10	0.00
Water	30.09	33.58	36.05	37.27	37.27	1.22	0.00
Sewer	18.81	24.01	24.64	25.45	25.45	0.81	0.00
Storm Drainage	19.59	25.57	31.66	31.28	32.28	-0.38	1.00
Solid Waste	6.24	6.43	6.98	7.03	7.03	0.05	0.00
Airport	0.16	0.16	0.16	0.16	0.16	0.00	0.00
Cemetery	6.33	7.57	7.60	7.63	7.63	0.03	0.00
Golf Course	5.96	8.45	8.97	9.00	9.00	0.03	0.00
Facilities	0.00	0.00	0.00	9.68	9.68	9.68	0.00
Communications	7.80	6.30	4.50	4.50	4.50	0.00	0.00
Information Services	11.10	15.00	18.00	18.00	18.00	0.00	0.00
Equip. Rental	7.75	7.71	8.46	9.46	9.46	1.00	0.00
Other Funds	6.38	6.38	5.20	6.86	6.86	1.66	0.00
Sub-Total Other Funds	120.21	141.16	152.22	166.32	167.32	14.10	1.00
TOTAL FTE's	462.25	421.25	488.00	490.00	491.00	2.00	1.00

POSITION ALLOCATION BY DEPARTMENT						08-09	09-10
Department	2006	2007	2008	2009	2010	Changes	Changes
Mayor	10.50	11.00	12.00	12.00	12.00	0.00	0.00
Human Resources	15.00	17.50	18.50	8.50	8.50	-10.00	0.00
Municipal Court	14.00	16.00	21.00	21.00	21.00	0.00	0.00
Finance	23.00	24.00	25.00	25.00	25.00	0.00	0.00
Legal	13.00	14.00	16.00	16.00	16.00	0.00	0.00
Planning	25.00	29.00	34.00	34.00	34.00	0.00	0.00
Police	118.00	119.50	151.50	151.50	151.50	0.00	0.00
Fire	82.00	0.00	0.00	0.00	0.00	0.00	0.00
EMS	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PW Engineering	48.00	54.00	63.00	63.00	63.00	0.00	0.00
Parks & Rec.	35.75	37.75	40.00	40.00	40.00	0.00	0.00
PW Street	11.00	15.00	14.00	14.00	14.00	0.00	0.00
Dept 98	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sub-Total General Fund	395.25	337.75	395.00	385.00	385.00	-10.00	0.00
Water	16.00	19.00	20.00	20.00	20.00	0.00	0.00
Sewer	8.00	11.00	11.00	11.00	11.00	0.00	0.00
Storm Drainage	9.00	12.00	16.00	17.00	18.00	1.00	1.00
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	6.00	7.00	7.00	7.00	7.00	0.00	0.00
Golf Course	6.00	8.50	9.00	9.00	9.00	0.00	0.00
Facilities	0.00	0.00	0.00	10.00	10.00	10.00	0.00
Info Services	11.00	15.00	18.00	18.00	18.00	0.00	0.00
Equip. Rental	9.00	9.00	10.00	11.00	11.00	1.00	0.00
Sub-Total Other Funds	67.00	83.50	93.00	105.00	106.00	12.00	1.00
TOTAL FTE's	462.25	421.25	488.00	490.00	491.00	2.00	1.00

Changes in 2007 through 2009 Budget: (FTE – Full-time Equivalent)

Does not include seven elected Council positions and one elected Judge.

Positions listed below reflect changes made after the adoption of the 2007 budget.

Mayor/Communications & Community Relations: 0.5 FTE - Council Assistant was added in 2007. 1.0 FTE - Project

Human Resources: 1.0 FTE - Property & Facilities Manager was added in 2007. 1.0 FTE - HR Coordinator was added in late 2007 due to the annexations. 0.5 FTE was moved from Dept 98 to Human Resources as a Community Services Crew leader. 1.0 FTE - Project/Construction Manager was added in 2008.

Municipal Court: 1.0 FTE was moved from Dept 98 to Municipal Court as a Court Clerk II. 0.5 FTE - Probation Assistant was added in 2007. 2.0 FTE - Court Clerk II, 1 FTE - Probation Counselor and 1.0 FTE - Court Commissioner was added in 2008 due to the annexations. **1 FTE - Court Clerk I has been frozen in the 2009/2010 Budget.**

Finance: Added 2.0 FTE's due to the annexations: 1.0 FTE Financial Analyst in 2007, 1.0 FTE Accountant in 2008.

Legal: 2.0 FTE's were added in 2008 due to the annexations: 1.0 FTE City Prosecutor and 1.0 FTE Office Assistant.

Planning: 1.0 FTE was moved from Engineering to Planning in 2007. 1.0 FTE - Development Services Specialist was added in 2007. 2.0 FTE's were added in late 2007 due to the annexations: 1.0 FTE - Plans Examiner and 1.0 FTE - Permit Center Technician. 3.0 FTE's were added in 2008 due to the annexations: 1.0 FTE - Code Compliance Officer, 1.0 FTE - Building Inspector, 1.0 FTE - Planner. 2.0 FTE's - Planners were added in 2008. **3 FTE's - Principal Planner, Senior Planner and Building Inspector have been frozen in the 2009/2010 Budget.**

Police: 0.5 FTE was moved from Non-departmental to Police in 2007 to create an Office Assistant for Emergency Preparedness. 10.0 FTE's - Police Officers were added in the 2008 budget. In early 2008 as a result of the annexations, 22.0 FTE's were added: 10 FTE - Police Officers, 1.0 FTE - Traffic Officer, 2.0 FTE - Detectives, 2.0 FTE - Sergeants, 1.0 FTE - Commander, 1.0 FTE - Police Secretary, 2.0 FTE - Police Specialists, 1.0 FTE - Crime Analyst, 1.0 FTE - Parking Control Attendant, 1.0 FTE - Correction Officer. **12 FTE's - 1 Commander, 2 Sergeants, 1 Detective, 5 Police Officers, 1 Corrections Officer and 2 Police Specialists have been frozen in the 2009/2010 Budget.**

Fire: became it's own entity in 2007, the Valley Regional Fire Authority.

PW Engineering: 4.0 FTE's were added in early 2007: 2.0 FTE - Construction Inspectors, 1.0 FTE Development Review Engineer and 1.0 FTE Development Support Clerk. 1.0 FTE - Traffic Operations Technician was added in 2007. 1.0 FTE position was moved from Engineering to Planning in 2007. Added 2.0 FTE's in late 2007 due to the annexations: 1.0 FTE - Development Support Supervisor and 1.0 FTE - Project Surveyor. Added 6.0 FTE's in early 2008 due to the annexations: 1.0 FTE - Construction Inspector, 1.0 FTE - Traffic Engineer, 1.0 FTE - Utilities Engineer, 1.0 FTE - Storm Drainage Technician, 1.0 FTE - Contract Administration Specialist, 1.0 FTE - Construction Clerk. In 2008, 2.0 FTE's were moved to Engineering; 1.0 FTE from Water and 1.0 FTE from Storm. 1.0 FTE - Office Manager was added in 2008. **3 FTE's - Office Manager, Engineering CAD Manager and Construction Clerk have been frozen in the 2009/2010 budget.**

Parks: 1.0 FTE was moved from Non-departmental to Parks in 2007 for a Theater Operations Coordinator. 1.0 FTE - Maintenance Worker II was added in late 2007 due to the annexation. 2.0 FTE's were added in early 2008 due to the annexation: 1.0 FTE - Field Supervisor and 1.0 FTE - Maintenance Worker I. 0.25 FTE - Curator of Education was added in 2008 to make it a full time position. **1 FTE - Field Supervisor has been frozen in the 2009/2010 Budget.**

Street: 4.0 FTE's were added in late 2007 for the annexation: 1.0 FTE - Field Supervisor, 2.0 FTE - Maintenance Worker II, and 1 FTE - Maintenance Worker I. 1.0 FTE - Maintenance Worker I was added in early 2008 due to the annexation. 2.0 FTE' - Maintenance Worker I were moved from Street to Storm in 2008 for weed/vegetation control. **1 FTE - Maintenance Worker I has been frozen in the 2009/2010 Budget.**

Water: 2.0 FTE's were added in 2007: 1.0 FTE - Field Supervisor and 1.0 FTE - Maintenance Worker II. 2.0 FTE's - Maintenance Worker I were added in the 2008 budget. 1.0 FTE - Utility Technician was moved from Water to Engineering in 2008.

Sewer: 1.0 FTE - Maintenance Worker II was added in early 2007. 2.0 FTE's were added in 2007: 1.0 FTE - Field Supervisor and 1.0 FTE - Maintenance Worker II.

Storm: 1.0 FTE - Field Supervisor was added late in 2007 due to the annexation. 1.0 FTE - Maintenance Worker II was added in the 2008 budget. 2.0 FTE's were added due to the annexations - 1.0 FTE - Maintenance Worker II and 1.0 FTE - Maintenance Worker I. 2.0 FTE's were transferred from Street to Storm for weed/vegetation control. 1.0 FTE - Water Resources Technician was moved from Storm to Engineering in 2008. 1.0 FTE - Maintenance Worker I was added in the 2009 Budget.

Cemetery: 1.0 FTE - Maintenance Worker I was added in 2007.

Golf Course: 0.5 FTE - Golf Operations Assistant was added to create full time position in 2008. **1 FTE - Maintenance Worker I has been frozen in the 2009/2010 Budget.**

Information Services: 2.0 FTE's were added in 2007 due to the annexations: 1.0 FTE- GIS/Database Administrator and 1.0 FTE - Desktop support. 1.0 FTE - Desktop Support was added in the 2008 budget. 1.0 FTE - Network Administrator was added in 2008. 1.0 FTE position (Webmaster) was moved from Communications under the Mayor to Information Services in 2008.

Equipment Rental: 1.0 FTE - Maintenance Worker I was added in 2008 due to the annexations. 1.0 FTE - Equipment Rental Shop Supervisor added in the 2009 Budget.

Changes from the 2009 to 2010 Budget: (FTE – Full-time Equivalent)

Storm: 1.0 FTE - Maintenance Worker I added in the 2010 Budget.



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. Since 1998, the City has had an elected Judge. This position is also elected at large and serves a four-year term. 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 is true of 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. This time savings allows 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. This 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 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.

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 reviews budget requests



Property Tax Levy Established

Review/Development Phase

Preliminary Budget prepared & filed with City Clerk

City Clerk publishes notice of Preliminary Budget & public hearing

Copies of Preliminary Budget are made available to the public

Revisions/Adjustments made to 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

Council adopts final balanced budget

Budget document finalized

Adopted Budget document becomes available to the public



2009-2010 Budget Calendar	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2008											
Mayor and Council budget retreat to update the vision for the City.											
Mayor and Finance Director meet to discuss budget priorities.											
Budget instructions and forms are distributed to departments.											
Department Directors complete budget and return to Finance.											
Departments review budgets, goals, and accomplishments with the Finance Director.											
Departments review budgets, goals, and accomplishments with the Mayor.											
Finance department prepares preliminary revenue forecasts.											
Department budgets are adjusted based on the Mayor's recommendations.											
Department budgets are reviewed by Planning/Community Development & Municipal Services Committees.											
Notice of Public Budget Hearing #1 is published.											
Revenue forecast is finalized.											
Preliminary CFP and SEPA check list to Planning (Planning Commission, SEPA, State Overview).											
Department budgets are reviewed by Finance & Public Works Committees.											
Hold Public Budget Hearing #1 with revenue presentation.											
Preliminary budget is filed with the City Clerk, distributed to City Council and made available to the public.											
Public Notice of Preliminary Budget filing and of Public Hearing #2 is published.											
Council/Mayor Work Session on budget recommendations.											
Public Budget Hearing #2.											
Property tax levy is set by ordinance.											
Budget and Capital Facilities Plan are adopted by ordinance.											

2009-2010 Budget Calendar

Budget Process

Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

2009

Mayor and Council budget retreat to update the vision for the City.

2/12

Adopted budget published and distributed.

3/02

Instruction packet for Mid-biennial review and modification distributed to Departments.

7/06

Departments review budgets and prepare Budget modifications.

7/06-8/07

Department Directors return budget modification requests to Finance.

8/10

Departments review budget modifications with the Mayor.

9/1-9/11

Preliminary CFP and SEPA check list to Planning (Planning Commission, SEPA, State Overview)

9/01

Budget modifications adjusted based on Mayor's recommendations.

9/21

Department budget modification requests are reviewed by Planning/Community Development & Municipal Services Committees.

10/12

Department budget modification requests are reviewed by Finance & Public Works Committees.

10/19

Notice of public budget hearing #1 on proposed budget modification is published.

10/19

Proposed budget modification is filed with the City Clerk, distributed to City Council and made available to the public.

10/19

Public budget hearing #1.

11/02

Notice of public budget hearing #2 is published.

11/02

Public budget hearing #2 is held and Property tax levy is set by ordinance.

11/16

Council/Mayor Work Session on budget recommendations.

11/19

CFP Amendment and Mid-biennial budget modification are adopted by ordinance.

12/07

2010

Mayor and Council budget retreat to update the vision for the City.

3/4

Mid year Budget Amendment is adopted by ordinance.

7/19

Year-end Budget Amendment is adopted by ordinance.

12/06

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.

An Operations Guide

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

A Financial Plan

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

As a Communications Medium

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

Budget Process

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

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

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

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

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

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

Budget Structure

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

Budget and Accounting System

The official budget is maintained, both before and after adoption, on the City's financial management and accounting system at a very detailed line item level. Computerized reports may be generated at any time and at various levels of detail. Departments can also access these budgets at any time on a read-only inquiry basis to compare actual revenue and expenditures to their budgets. This computerized budget becomes the accounting system that controls expenditures after adoption of the final budget.

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 concept 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 by a monthly reporting system consisting of monthly reports to the Mayor from the department heads on the progress of departmental objectives and performance measures. The reports are then summarized into a monthly report by the Mayor to Council. In addition, each department prepares detailed quarterly and annual reports on their goals and performance measures. Implementation of the budget is further monitored by the oversight activities of various City Council committees, which meet twice monthly to not only consider proposals before the City Council, but also to review the activities of the various City departments. Both the report function of the Finance Department and the oversight function of the Finance Committee of the Council include the status of the fiscal management policies of the budget.

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

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

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

BUDGET POLICIES

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

Policy Context of the Budget

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

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

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

CITY POLICY FRAMEWORK

COMPREHENSIVE PLAN IMPLEMENTATION PROGRAM

COMPLETED ACTIONS (AS OF DECEMBER 2008)

Capital Facilities Plan Update (2009-2014)
 Comprehensive Plan Update
 Community Development Block Grant Consolidated Plan Update

SCHEDULED ACTIONS (2009-2010)

Comprehensive Plan Update
 Water Comprehensive Plan Update
 Sewer Comprehensive Plan Update
 Storm Comprehensive Plan Update
 Capital Facilities Plan Update (2010 – 2015)
 Comprehensive Transportation Plan Update including
 non-Motorized plan
 Parks, Arts & Recreation Plan Update

FUNDING PROGRAM

Biennial City Budget
 Community Development Consolidated Plan
 Capital Facilities Plan

Budget Policy Development

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

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

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

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.

Operating Policies

1. The City should accept ongoing service obligations in new areas of programming only when adequate funding is available.
2. Indirect administrative costs associated with the operation of funds should be identified and charged against the operation of those funds.
3. 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. The City shall continue to advocate that the responsibility for funding basic social service needs rests with regional (or broader) agencies that have access to a broader basis of funding and can more appropriately address needs on a regional basis.

Budgeting, Accounting, and Financial Reporting Policies

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.
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 and shall provide current financial data on request.

3. 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.
4. 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.
5. 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.
6. 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.
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 as a result 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 by rate income from new users.

Revenue Policies

1. The City will seek to avoid dependence on temporary or unstable revenues to fund mainstream municipal services.
2. The City should avoid dependence on federal revenues to fund ongoing mainstream municipal services.
3. General Fund services should be supported by user fees to the extent appropriate for the character of the service and its user.
4. 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.
5. Revenue estimates for budget purposes should be conservative yet realistic.

Reserve Policies

1. The City will maintain a Cumulative Reserve Fund to provide counter-cyclical balance, to protect the City from unforeseen contingencies and to allow an accumulation of resources to finance foreseeable general governmental capital projects.
2. Each enterprise fund and the General Fund should maintain adequate fund balances or working capital to meet unexpected contingencies. The General Fund balance is to be maintained at a level sufficient to meet the cash flow needs of the fund without borrowing, approximately eight percent of total expenditures. A \$1,000,000 minimum working capital balance will be maintained in each utility fund. Other enterprise funds should maintain working capital balances of 20% of their operating and capital expenses.

Cash Management and Investment Policies

1. The City investment practices will be developed in accordance with Municipal Treasurers' Association standards.
2. Ongoing operations of City government shall be funded from ongoing revenues. An appropriate Tax Anticipation Note or Revenue Anticipation Note may support funds experiencing temporary cash deficits due to cash flow. Interfund loans may be provided at interest rates determined by current outside investments. Such loans should be paid back during the fiscal year.

Capital Budget Policies

1. The burden for financing capital should be borne by the primary beneficiaries of the facility.
2. Long-term borrowing for capital facilities should be considered an appropriate method of financing large facilities that benefit more than one generation of users.

3. 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 will be updated annually and be financially constrained for the appropriated budget period.
4. 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. The budget will provide for the adequate maintenance and orderly replacement of capital and equipment from current revenues where possible.
5. The City will strive to rely on a strong 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.
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.

Debt Policies

1. General Obligation (GO) Bond debt should be scheduled for repayment on the basis of the entire outstanding debt not just the individual issue; in a manner which seeks to reduce fluctuation in the total tax rate.
2. The City will strive to improve its bond ratings by improving its financial stability.
3. The City shall employ competent financial advisors and bond attorneys for all large bond issues.

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 2009-2010 Budget allocates City's resources through the development of departmental objectives. The department objectives are designed to implement the city-wide 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 the direction in 2006 for the City by establishing Vision 2016 which looks ahead and envisions what the City should look like in 10 years. The 2009-2010 budget continues to implement the vision that the City Council and Mayor developed.

Citywide Goals and Strategies

I. Provide for Public Safety

1. Ensure that Auburn is a safe place to live or have a business (Lead Departments: Police)
2. Provide adequate funding sources for public safety (Lead Department: Finance)
3. Relocate Emergency Operations Center (Lead Department: Mayor)
4. Continue to provide for public safety by holding forums for community needs (Lead Departments: Community Services and Public Works)

II. Encourage a Sense of Community

5. Promote continuous community outreach by involving citizens and business in their City Government (Lead Departments: All)
6. Continue to seek opportunities to partner and work with the Muckleshoot Indian Tribe (Lead Departments: All)
7. New Post Office (Lead Departments: Mayor and Planning)
8. Promote stability in neighborhoods and the downtown area (Lead Department: Community Services)
9. Integrate public efforts with the efforts of service clubs and the faith community (Lead Department: Community Services)

10. Construct a Community Center at Les Gove Park (Lead Department: Parks)
11. Work toward unification of new communities with centralized communication and outreach to bring them into the existing community (Lead Departments: Mayor and Community Services)
12. Promote pride in Auburn-“It’s More Than You Imagined” (Lead Departments: All)

III. Encourage Economic Development

13. Complete Gateway projects (Lead Departments: Planning and Public Works)
14. Development of the Robertson/Valley Drive-In properties (Lead Department: Planning, Economic Development)
15. Build out I Street Corridor with appropriate buffers (Lead Department: Planning)
16. Development of Emerald Downs area (Lead Department: Planning, Economic Development)
17. Complete A/B Street Corridor and develop adjacent areas (Lead Department: Public Works)
18. Develop the Airport area, including runway extension, new commercial area via land lease and new entrances on D Street (Lead Department: Finance, Public Works, and Planning)
19. Develop/improve Multicare site (Lead Department: Planning)
20. Develop environmental building, commercial and technology in the Green Zone adjacent to Auburn Environmental Park (AEP), including rezone (Lead Departments: Planning, Public Works, and Parks)
21. Development of the Golden Triangle area (Lead Department: Planning, Economic Development)
22. Redevelopment of C Street SW and 15th Street SW properties (Lead Department: Planning)
23. Create Auburn Way South Redevelopment Plan (Lead Department: Planning)
24. Pursue joint economic development area with Muckleshoot Tribe (Lead Department: Planning, Economic Development)
25. Develop strategic plan for making Auburn a center for entertainment and arts (Lead Department: Parks)
26. Market Auburn as the regional entertainment center (Lead Department: Planning, Economic Development)
27. Develop criteria for reviewing City owned properties (Lead Department: Planning)

IV. Improve Designated Urban Center

28. Improve B Street Plaza (Lead Departments: Parks and Planning)
29. Revitalize and redevelop urban center with extended areas (Lead Department: Planning)
30. Create medical/hospital zone (Lead Department: Planning)
31. Complete City Hall Plaza (Lead Department: Planning)
32. Review zoning codes within Urban Center to allow increased development/density (Lead Department: Planning)
33. Continue efforts to make Auburn’s Urban Center more pedestrian friendly (Lead Departments: Public Works and Planning, Economic Development)
34. Improve and expand public parking opportunities (Lead Departments: Public Works and Planning, Economic Development)

V. Complete Public Works Projects

35. Complete I Street Corridor from 40th to 277th Street (Lead Department: Public Works)
36. Pursue street bond to bring all non truck route arterials to at least 70% condition index rating (Lead Department: Public Works, Finance)
37. Rebuild 15TH Street SW Bridge across rail yard (Lead Department: Public Works)
38. Complete M Street Underpass (Lead Department: Public Works)
39. Continued commitment to SOS program (Lead Department: Public Works)

VI. Plan Future City Development

40. Complete Thomas annexation (Lead Department: Planning)
41. Annex D Street (Stuck) neighborhood (Lead Department: Planning)

42. Complete Pierce County annexations (Lead Department: Planning)

VII. Actively Support Regional Transportation Improvements

- 43. Increase SR 167 to four lanes each side (Lead Departments: Public Works, Planning and Mayor)
- 44. Complete SR 167/SR 18 interchange (Lead Departments: Public Works, Planning and Mayor)
- 45. Complete SR 164 improvements (Lead Departments: Public Works, Planning and Mayor)
- 46. Complete link road from SR 164 to SR 18 (Lead Departments: Public Works, Planning and Mayor)

VI. Enhance Quality of Life

- 47. Complete Green River Trail (Lead Department: Parks)
- 48. Restore Mill Creek (Lead Departments: Planning, Public Works and Parks)
- 49. Develop Auburn Environmental Park (Lead Departments: Planning, Public Works and Parks)
- 50. Develop seasonal concession espresso/juice bar and possible bike/skate shop on Interurban Trail (Lead Department: Parks)
- 51. Restore White Lake (Lead Departments: Public Works and Planning)
- 52. Proactively work with BNSF to encourage buffer zones at rail yard (Lead Department: Mayor)
- 53. Build south end trail loop and horse trail (Lead Departments: Public Works and Parks)
- 54. Preserve former Carnegie library and former post office (Lead Department: Planning)
- 55. Pursue opportunities for indoor and outdoor soccer facilities (Lead Department: Parks)
- 56. Institute inner city shuttle service (Lead Department: Public Works)
- 57. Develop one-stop multi-service center (Lead Department: Planning)
- 58. Complete connections from downtown to the Interurban and White River Trails (Lead Departments: Parks and Public Works)
- 59. Continue efforts to partner, fund and enhance human services (Lead Department: Planning)
- 60. Encourage public art on downtown buildings (Lead Departments: Parks and Planning)
- 61. Include the area on Auburn Way South from F Street to 12th Street in Les Gove Community Campus (Lead Departments: Parks and Planning)

2007 & 2008 Progress on Citywide Goals:

I. Provide for Public Safety

Accomplishments

- Completed lighting improvements in the downtown area
- Police reduced crime through community programs educating citizens on reducing crimes in their neighborhood and have maintained a response time of less than four minutes to all serious incidents
- Continued to fund and research alternatives for funding sources to provide for Public Safety
- Improved animal control
- Expanded the use of Photo Safe Red Light Enforcement and Speed Enforcement to enhance the public safety of our pedestrian and vehicular traffic
- Continued implementation of the neighborhood traffic calming program using revenues from the Photo Safe Red Light Enforcement program
- Installed additional street lighting along key corridors to improve driver and pedestrian safety

II. Encourage a Sense of Community

Accomplishments

- Citizens have many opportunities to become involved including council meetings and various committees
- Staff continues to work with and cooperate in multiple agreements with the Muckleshoot Tribe

- Continued to fund Neighborhood Revitalization Plan and made major strides in helping to bring about redevelopment of downtown Auburn
- Initiated Graffiti Removal program

III. Encourage Economic Development

Accomplishments

- The second Gateway project at M St and Auburn Way South has been completed
- Adopted the Environmental Park (EP) District rezone to encourage compatible development in the proximity of the Auburn Environmental Park
- Initiated Auburn Junction Downtown Plan
- Established Health Care District

IV. Improve Designated Urban Center

Accomplishments

- Continued pedestrian friendly crosswalk improvement assessments of the City
- Continued efforts to provide opportunities for remodeling, new construction and high-density housing in the designated Urban Center
- Completed Downtown Sidewalk Guidelines

V. Complete Public Works Projects

Accomplishments

- Provided support to the fourth year of Save Our Streets program for local street projects
- Completed Urban Area Transportation System Management Improvements
- Completed Auburn/Pacific Trail, Phase 1 (C Street SW from 15th Street SW to Ellingson Road)
- Completed West Main Street, Bike Trail & Streetscape Improvements incorporating public art
- Completed Auburn Way North and I Street NE Pedestrian Crossings
- Completed A Street SE Pedestrian Improvement
- Completed Olympic Middle School Safe routes to Schools Pathway project

VI. Plan Future City Development

Accomplishments

- Completed annexation of Lea and West hill areas and commenced the update of our Comprehensive Plans for Arterial Streets, Storm Drainage, Water and Sewer
- Undertook implementation of Economic Development Strategies

VII. Actively Support Regional Transportation Improvements

Accomplishments

- Continued Tri-Party Agreement with WSDOT and Muckleshoot Tribe for safety improvements to SR 164 and By Pass route planning for a link road from SR 18 to SR 164
- Completed the Route Development Plan for SR167 with WSDOT and other Valley Cities

VI. Enhance Quality of Life

Accomplishments

- Provided greater opportunity for citizens in need of human service agency services to use those services in a more coordinated manner
- Constructed bird viewing tower in Auburn Environmental Park

- Renovated , redeveloped use of, and began programming at the Auburn Ave Theater
- Completed new clubhouse at Auburn Golf Course, new Community Building at Veterans Memorial Park, and new Columbarium at Mountain View Cemetery
- Installed two new synthetic turf fields at Game Farm Park
- Implemented habitat improvements at Fenster Park and Olson Creek

2009-2010 Budget Strategy

The 2009-2010 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 expenses to support the position, and reviewing replacement staff for essential need. Limiting new programs until economic conditions or revenue streams capable of supporting them are in place
2. Conserve the fiscal capacity of the City to meet potential future needs
3. Use fund balance or working capital to finance capital equipment that maintains or enhances productivity
4. Control discretionary expenses
5. Provide adequate training, and increasing technology and tools to enhance productivity
6. Maintain a baseline of funding which continues to deliver high-quality municipal services with special attention to:
 - a. Continue support of growth management
 - b. Maintain effective law and justice services
 - c. Provide continued public safety
 - d. Support a diversity of recreational and cultural programs
 - e. Maintain existing facilities
7. Provide staff support and funding for street maintenance repairs and improvements to meet planning requirements and benefit from available funding opportunities
8. Enhancing the capacity of the infrastructure where funding opportunities exist by giving priority to providing necessary matching funds
9. Continuing operation of the City's enterprise functions on a business basis
10. Exploring all opportunities for economic development that will provide a return to the City of Auburn

Use of Budget Tools

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

Financial Measures

The City of Auburn 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. During a long period of economic growth, revenue increases allowed both the opportunity to fund additional programs and to set aside reserves. When new programs are added, each is closely evaluated to ensure that it can be supported over the long run after a growth cycle

ends. 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 for both building revenues for major capital needs and to provide a counter-cyclical balance.

Interest rates are being cut to stimulate economic growth. It is anticipated that the development of residential construction will continue due to current low interest rates, but at a much slower rate than the past two years. 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.

The City also maintains an insurance reserve to supplement its on-going insurance program to provide for the City’s obligation for lifetime health care for LEOFF 1 police and fire personnel, and to maintain independence in the insurance market. The Insurance Fund reserve is approximately \$2.6 million in both 2009 and 2010, and no additional contributions were budgeted for the next biennium.

Baseline Budget

The baseline budget funds the City’s ongoing operations. As such, it is an essential tool for implementing goals and elements of strategy directed at continuing the existing array of services at a high-level of effectiveness and efficiency.

The budget strategy places a high priority on continuing to fund programs that will protect the City’s ability to maintain and enhance quality of life and on programs that meet the continuing public safety needs of our neighborhoods. These needs will be funded by the appropriate use of the existing capacity of City programs.

Capital Budget

The Capital Improvement Fund is used to accumulate funds to finance large projects that could not otherwise be done in one year from General Fund revenues. Projects include major improvements, acquisition of new municipal facilities, and Downtown Revitalization. The fund is budgeted for \$6.8 million of expenditures in 2009. 2010 is budgeted for almost \$1.1 million in expenditures with an ending fund balance over \$6.1 million for future projects identified in the Capital Facilities Plan.

General Fund Priorities

City General Fund revenues are forecasted conservatively but realistically because of anticipated voter approved initiatives. 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 2006 revenue 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 of 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 required matching funds for street improvements
10. Seek out additional sources of revenue for street improvement and construction
11. Fund continuing public safety needs; especially increases in prisoner custody

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

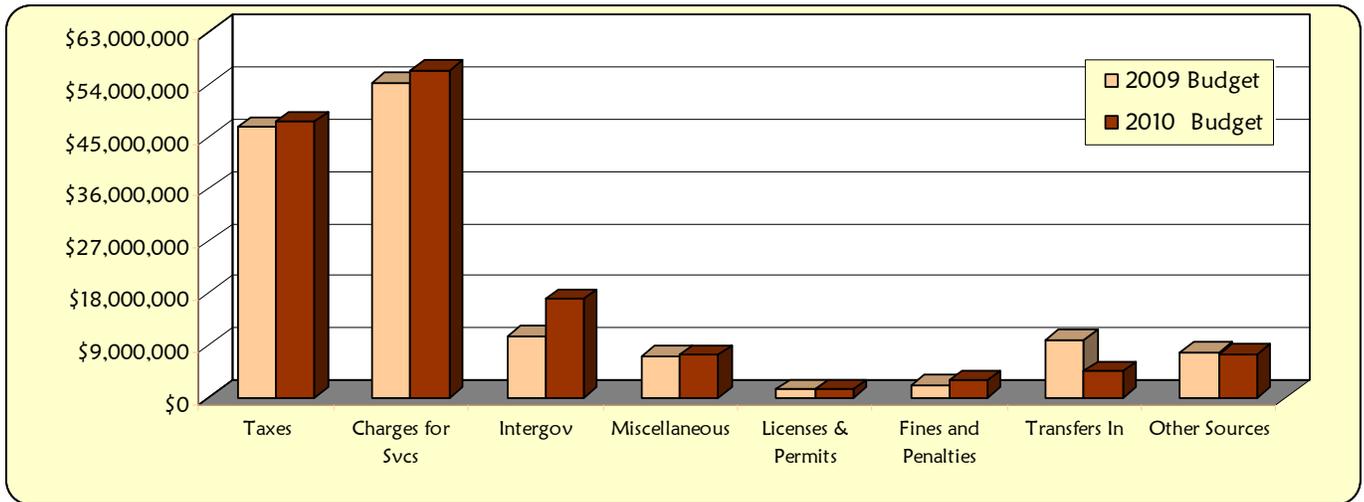
The National Advisory Council on State and Local Budgeting (NACSLB) endorses the forecasting of revenue and expenditures in their Recommended Budget Practices. This section of the budget provides a combined view of both past and anticipated future revenue and expenditures for all funds. A detailed revenue 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 is 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 chapter 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 future. The development and allocation of these resources is accomplished on the basis of the foregoing policies, goals and objectives addressing the requirements and needs of the City of Auburn. While the other sections of this document will present the budget in detail, this section provides an overview of the budget as a Financial Plan. As such, this section will focus 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 2009-2010 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 2009-2010 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 2009 and 2010. The table shows the revenue by source of funds from 2007-2010. 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	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Taxes	\$ 46,721,652	\$ 43,868,800	\$ 43,318,500	\$ 46,535,300	\$ 47,488,700
Charges for Services	47,402,694	44,049,300	46,358,763	54,301,400	56,463,200
Intergovernmental	5,979,338	13,733,300	9,178,249	10,572,000	17,023,500
Miscellaneous	10,150,018	6,405,600	6,608,302	7,278,700	7,433,300
Licenses & Permits	1,606,950	1,295,000	1,110,000	1,380,500	1,497,500
Fines and Penalties	2,155,330	1,871,000	1,940,029	2,233,000	2,929,700
Transfers In	6,829,989	11,223,314	9,765,664	10,053,400	4,508,300
Other Sources	14,010,259	9,278,000	4,391,023	7,757,500	7,537,500
Total Revenues & Other					
Financing Sources	134,856,230	131,724,314	122,670,530	140,111,800	144,881,700
Beginning Fund Balance	92,032,710	91,302,094	91,239,095	74,390,350	54,781,550
TOTAL AVAILABLE RESOURCES	\$226,888,940	\$223,026,408	\$213,909,625	\$214,502,150	\$199,663,250

Charges for Services

In the past the largest source of revenue to the City was taxes collected from businesses and citizens. New initiatives have limited the City's ability to collect taxes that were available or limited the amount they can be increased. In 2009 Charges for Services will be the largest source of revenue for the City. Charges for Services include user fees for utility services, recreational, planning and building activities and constitute 38.8% in 2009 and 39% in 2010 of total new revenue. These charges are primarily collected in the enterprise funds for services provided as stand alone business type activities. Service revenue is also charged to other funds by the Information Services Internal Service fund (IS) to recoup the cost of the technology services and hardware provided to other City departments. The new Facilities Internal Service fund has also increased this revenue source as the fund recoups costs to provide building and facility related support.

Tax Revenue

The second largest revenue source comes from taxes. These funds have been surpassed by service revenue due to initiatives limiting the collection of taxes by the City. Tax revenue constitutes 33.2% of total new revenue in 2009 and 32.8% in 2010. Almost all of these funds are received in the General Fund to support the ongoing operations of the City. Other tax receipts are in funds that are restricted for defined construction and infrastructure.

Intergovernmental Revenue

Intergovernmental revenue is primarily Federal and State grants, along with other governmental contributions, and is 7.5% in 2009 and 11.8% in 2010 of new revenue. This revenue type funds the construction of street projects, grants budgeted in the Airport fund to construct a parallel taxiway and grants budgeted for the Park Construction fund.

Miscellaneous Revenue

Miscellaneous revenue includes interest, rents and leases, 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.

License and Permit Revenue

Permit revenue is dependent on the economy as most of this revenue comes from new construction activity. The 2009-2010 biennial budget is based on the economy and construction of new homes being slower than in the past two years. If the economy and/or construction decline more than currently anticipated, this revenue source may need to be adjusted downward.

Fines and Penalties

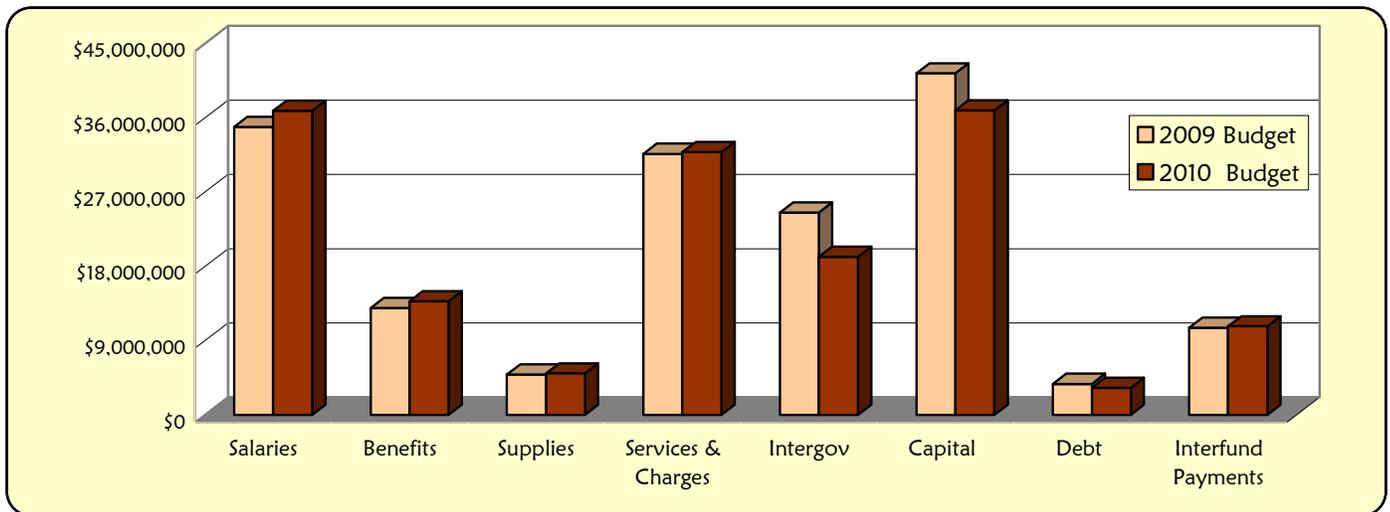
This revenue source has been and is projected to be relatively stable. It includes false alarms, traffic and parking fines.

Other Revenue

Other revenue sources include bonds, contributions, and donations and accounts for 5.5% in 2009 and 5.2% in 2010. 2009 includes \$1.7 million of public works trust fund loan for arterial streets, \$5 million in bond revenue for construction of the Auburn Community Center at Les Gove Park and \$6.5 million revenue bond funds for utility projects in 2010. Other sources also include system development charges in the utility funds. Transfers have been separated in this table as to show actual new revenue.

Analysis of 2009-2010 Budgeted Expenditures for All Funds

The following graph presents the 2009 and 2010 budgeted expenditures of the City by object.



Total Baseline Budget	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Salaries	\$ 26,662,491	\$ 34,288,500	\$ 32,737,950	\$ 34,901,400	\$ 36,873,700
Benefits	9,199,493	11,303,400	10,803,800	12,958,400	13,772,900
Supplies	3,751,198	4,547,750	3,997,400	4,907,300	5,018,400
Services & Charges	25,393,862	29,597,550	27,380,249	31,645,600	31,863,400
Intergov	29,754,011	25,541,714	23,521,278	24,545,100	19,171,700
Capital	24,891,507	48,454,000	30,063,498	41,402,600	36,899,800
Debt	3,055,289	3,581,600	3,498,600	3,768,400	3,288,200
Interfund Payments	6,653,409	7,518,600	7,516,500	10,591,800	10,733,900
Other Uses	6,288,586	-	-	-	-
Designated Fund Balance	6,368,965	5,803,970	6,685,645	6,110,945	4,396,145
Undesignated Fund Balance	84,870,129	52,389,324	67,704,705	43,670,605	37,645,105
ALL FUNDS TOTAL	\$ 226,888,940	\$ 223,026,408	\$ 213,909,625	\$ 214,502,150	\$ 199,663,250

Salaries and Benefits

Salaries and Benefits are approximately \$47.9 million in 2009 and \$50.6 million in 2010. Salaries and benefits have grown 5% over the 2008 adjusted budget due to an increase in staffing and cost of living increases.

Services and Charges

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

Intergovernmental Charges

Transfers between funds are budgeted at \$10 million in 2009 and \$4.5 million in 2010. Transfers include payments to other funds for debt service, capital construction, downtown revitalization, and street project funding. Intergovernmental expenditures also reflect the contractual cost for sewerage to Metro, who provides sewage treatment for Auburn and much of the region.

Capital Outlay

Approximately \$41.4 million has been allocated for capital improvement and projects for 2009 and \$36.9 million in 2010. Most of the capital expenses are budgeted in the Utility Funds. The balances of capital expenditures are primarily in the Arterial and Local Street construction funds and the 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.

Interfund Payments

Payments to the Internal Service Funds are budgeted at approximately \$10.6 million in 2009 and \$10.7 million in 2010. These are charges paid for equipment repair and replacement as well as software, hardware, technology, multimedia and facilities services.

Other Uses

The charges in 2007 are an offset to developer contributions in the Enterprise funds. These charges are not known in advance and therefore not budgeted in subsequent years.

REVENUE ANALYSIS**GENERAL FUND**

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

**General Fund Revenue
By Funding Source**

	2006 Actual	2007 Actual	2008 Est Actual	2009 Budget	2010 Budget
Beginning Fund Balances:					
Designated/Reserved	\$ 529,025	\$ 312,125	\$ 149,725	\$ 158,300	\$ 391,800
Undesignated	15,409,800	14,136,203	14,312,996	9,261,670	10,452,470
Total Fund Balances	15,938,825	14,448,328	14,462,721	9,419,970	10,844,270
Taxes:					
Property Taxes	13,946,323	15,166,016	9,616,900	9,868,500	10,471,900
Sales Tax	17,404,204	18,680,374	18,427,000	19,895,000	21,055,400
Other Tax	9,317,138	9,455,506	10,834,600	11,142,800	10,332,400
Licenses & Permits	1,683,320	1,606,950	1,110,000	1,380,500	1,497,500
Intergovernmental	3,645,992	3,451,594	5,271,724	3,776,000	3,816,300
Charges for Service	2,620,942	2,663,788	1,818,163	2,009,300	2,091,000
Fines	1,054,201	1,930,389	1,740,029	2,033,000	2,729,700
Miscellaneous	1,307,122	1,634,208	890,662	549,200	511,200
Other	48,060	1,743,237	513,972	1,517,000	17,000
Total General Fund	\$ 66,966,126	\$ 70,780,390	\$ 64,685,771	\$ 61,591,270	\$ 63,366,670

General Fund Tax Revenue

Current estimates indicate that the City will receive approximately \$38.9 million in tax revenue during 2008. Revenues from taxes are anticipated to increase in 2009 to an estimated \$40.9 million. The increase over previous years is related to sales tax revenue, mostly from a full years sales tax credit for the newly annexed Lea Hill area. It is expected that economic growth will be slower than in the past two years. Low interest rates have sustained the housing market in the region. New construction is ongoing, but a slowdown is expected due to the economy. The economic downturn will have a negative impact on new home sales. Voter initiatives have had a significant financial impact on General Fund revenue. Revenue budgeted for the next biennium is based on the assumption that the economy will be slower than in the past two years. If growth is slower than anticipated, revenues may have to be adjusted downward.

Property Taxes

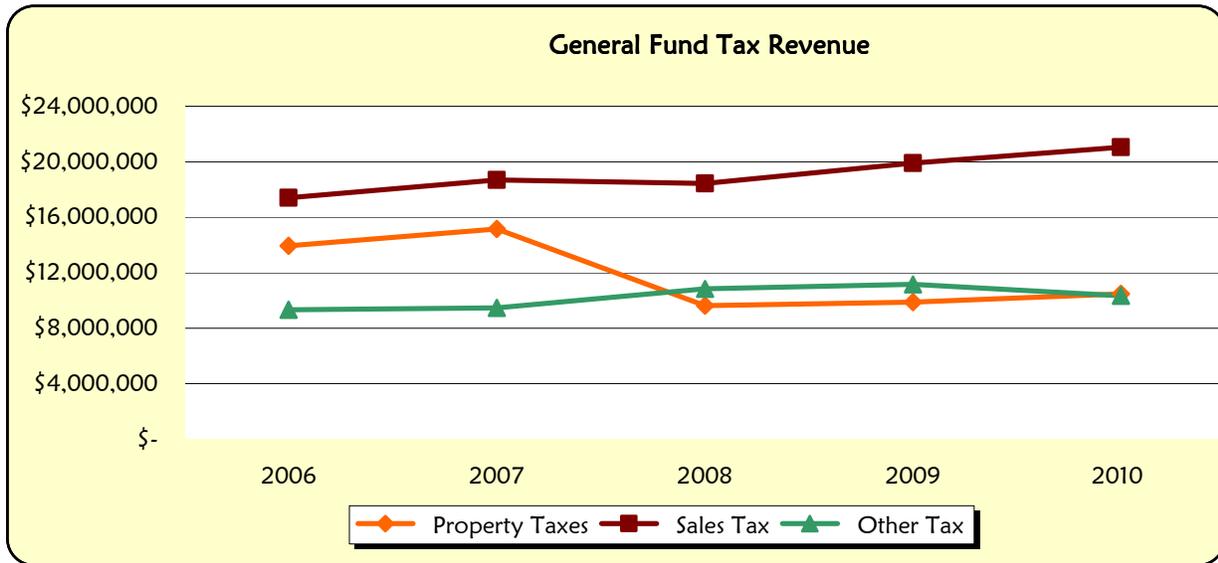
Over the past several years voters of the State of Washington have changed the property tax levying process through referenda and initiatives. Referendum 47, passed in 1997, changed the 106% limit to the lesser of six percent or inflation. There was a provision, however, that with a finding of substantial 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. 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. At this time, the 2009 preliminary projected levy rate is \$1.49. Legislation has significantly impacted the City as labor contracts increase at an average rate of 3% and the tax authority that assists in the payment of those contracts is limited to 1%. The assessed property values for 2009 collections are anticipated to increase approximately 7.9%. Property taxes constitute about 18.9% of total General Fund revenue budgeted for 2009.

Sales Tax

The City tax rate is 1% (of which the County receives a 15% share) on all retail sales. This leaves a net rate of .85% for the City. Sales tax receipts have fluctuated in Auburn because, historically, a large proportion of the receipts have been derived from construction and auto sales. A moderate increase is anticipated for both 2009 and 2010 based on a sales tax credit from the State due to the recent annexation. Should the State not be able to mitigate the effect of Streamline Sales Tax to the extent originally discussed, the City may have to reevaluate budgeted sales tax revenue and adjust accordingly. Sales tax remains the largest single source of General Fund revenue for the City and in 2009 will constitute 48.6% of tax revenue and 38% of total budgeted revenue.

Other Taxes

This category includes utility taxes, which are taxes applied to utilities providing services in the City, including City-owned and private utilities. 29% of utility tax revenue is derived from electric services. 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, and Solid Waste.



Other General Fund Revenue

Licenses and Permits

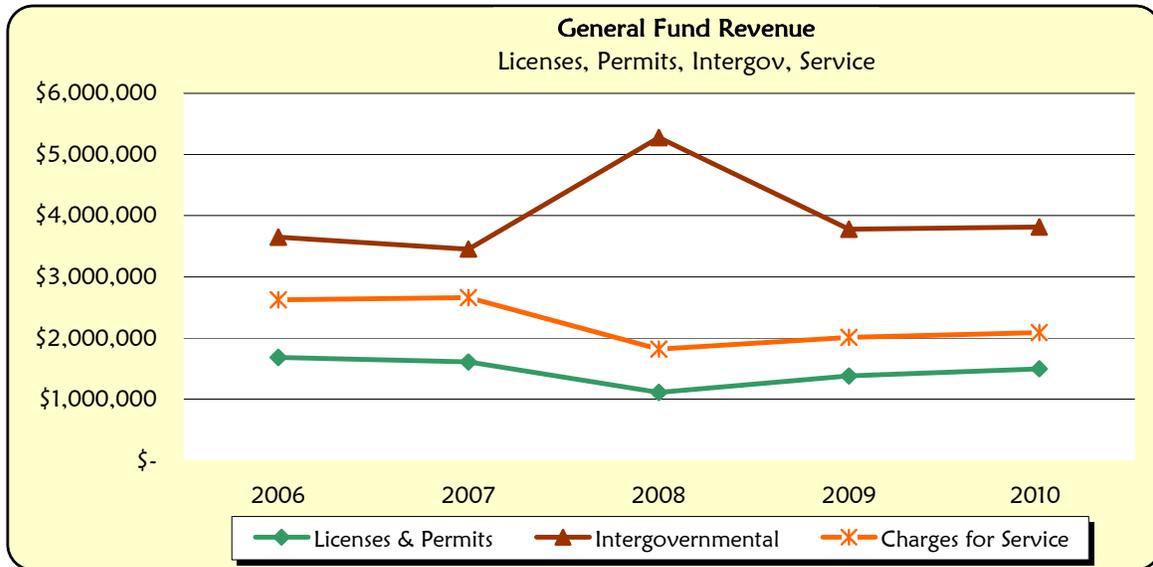
License and permit activities are user fees that are derived from various regulatory activities of the City. The bulk of this revenue is derived from building permit activities. Since this activity is dependent on new construction, it can fluctuate greatly depending on the economy, interest rates and available land. New construction has been strong for the past few years but is expected to slow due to the economic downturn. Licenses and permits are projected to be 2.6% of 2009 and 2.8% of 2010 budgeted revenue.

Intergovernmental

Various state-shared tax revenues, including liquor taxes and liquor profits, dominate this category. All of these revenues are provided on the basis of a state prescribed formula that is based on population. As such, these revenues tend to be rather predictable and constitute 7.2% of total new revenue in 2009 and 7.3% in 2010. However, since grants are also included in this category, the total amount is variable. State shared revenues have been flat in recent years, largely due to a change in sharing of revenue based on crime rates, and new city incorporations. Increase in this revenue source in 2008 is from the King County Annexation agreement. Revenue received from the Muckleshoot Tribe is based on the profits from the Casino. Every year the City negotiates with the Muckleshoot Tribe for the amount to be received.

Charges for Services

This category consists of user fees that are derived from a variety of activities. Revenue from recreational services tends to gradually increase with community growth and demand. Recreational fees support about 50% of the costs of the related services. Arts revenue is similar to grants, and additional revenue may be received, but expenses would offset such revenue. Another relatively large type of fee category is a plan check fee derived from the review of private construction plans. Plan checks are likely to hold steady in 2009 as they follow new construction and permitting activity. Charges for services constitute 3.9% of total 2009 revenue.

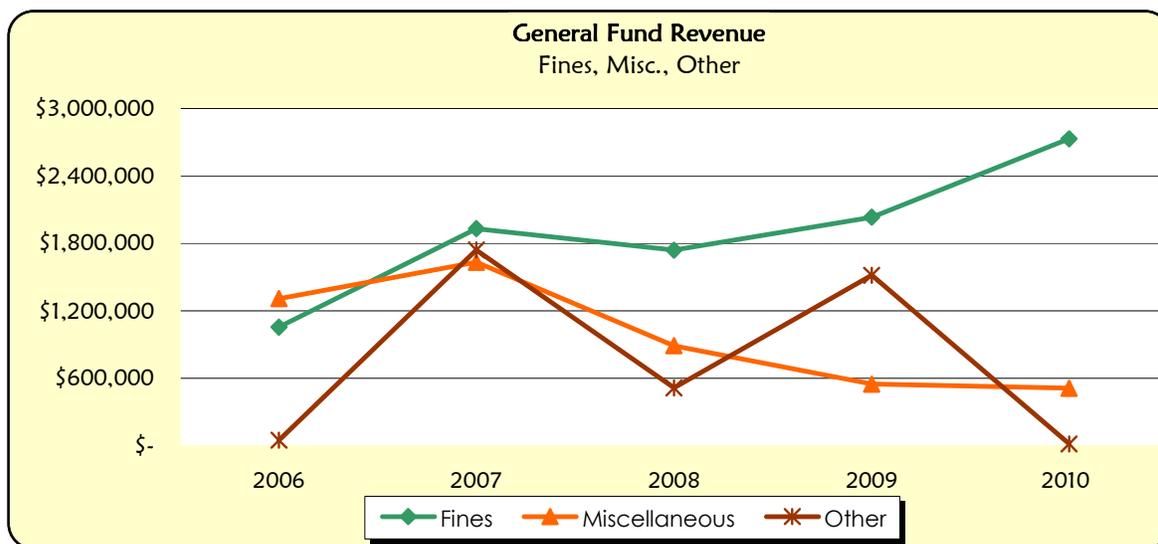


Fines and Forfeits

Fines and forfeits consist mainly of fines from law enforcement related activities. Increase in 2007 is mainly from photo enforcement revenue and is estimated conservatively in 2008. Overall fines and forfeits are budgeted to increase 17% in 2009 and increase 34% 2010.

Miscellaneous and Other Sources

Miscellaneous revenue consists primarily of interest revenue on idle treasurers' cash and investments. Estimated 2008 revenue has decreased from 2007 due to lower interest rates. Miscellaneous sources of revenue were reduced in 2009 and 2010 due to decline in interest rates and movement of rental revenue to the new facilities internal service fund created in 2009. Increase in "Other" revenue in 2007 reflects the transfer-in from Equipment Rental to the General Fund for the newly developed Valley Regional Fire Authority capital contribution. In 2009 the increase reflects a transfer back of excess fund balance that was originally given to the Capital Projects Fund by the General Fund.

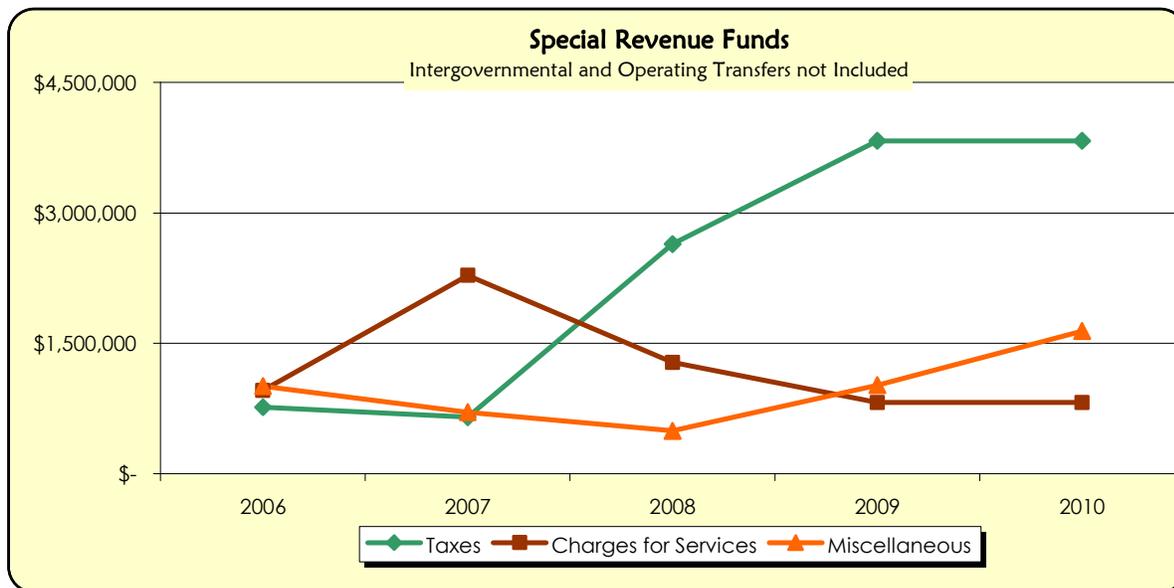


SPECIAL REVENUE FUNDS

The City has 12 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**

	2006 Actual	2007 Actual	2008 Est Actual	2009 Budget	2010 Budget
Beginning Fund Balances	\$ 8,967,039	\$ 10,738,431	\$ 13,124,661	\$ 12,952,867	\$ 11,559,567
Taxes	764,853	650,534	2,640,000	3,829,000	3,829,000
Intergovernmental	3,085,997	1,853,390	2,479,225	2,721,200	13,042,400
Charges for Services	958,638	2,279,710	1,279,100	819,100	819,100
Fines and Penalties	-	224,731	200,000	200,000	200,000
Miscellaneous	1,007,341	708,453	494,200	1,018,600	1,640,700
Other Sources	4,680,313	3,396,445	3,152,923	3,951,100	3,121,600
Total Revenue	\$ 19,464,181	\$ 19,851,694	\$ 23,370,109	\$ 25,491,867	\$ 34,212,367



Taxes

The main tax in the Special Revenue funds is a portion of property tax initially collected by a citizen approved Levy Lid Lift. The levy was approved for six years and began in 2005. Council has currently designated \$2.2 million (\$0.25/\$1,000 assessed value) of property tax levied to be placed in the Local Street Fund-103 and is restricted to the improvement of local streets. In 2008 the city increased the utility tax rates 1% to support Arterial Street Preservation. 2009 and 2010 reflect a full year's collection of this new tax. Another tax collected is the Business Improvement Assessment (BIA). The City levies a tax 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 288,800 square feet of service businesses and 238,100 square feet of retail space assessed annually. The Hotel/Motel Excise Tax is another source of revenue for this group

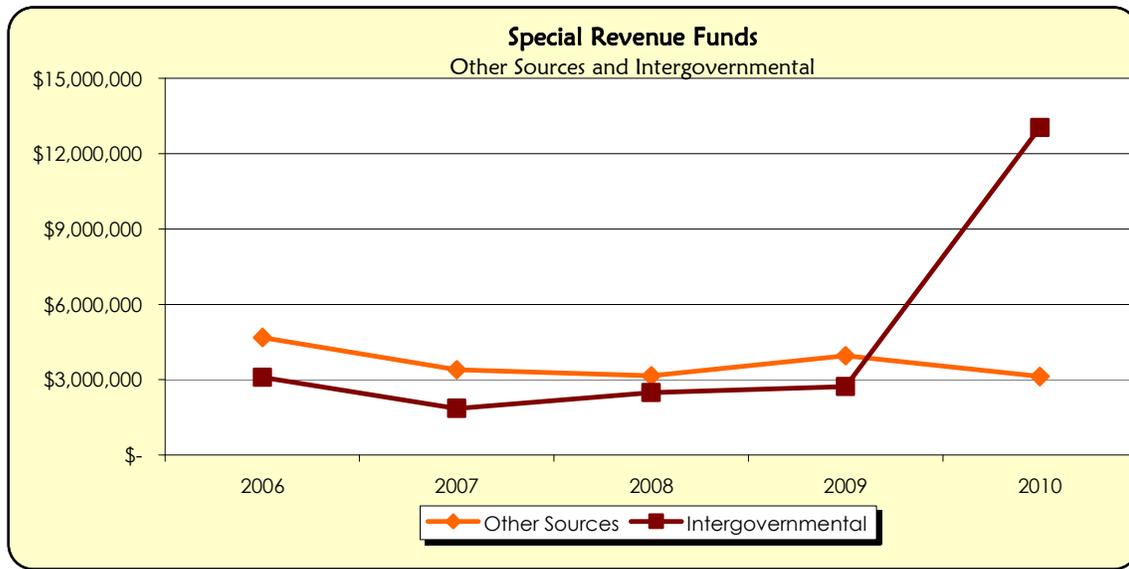
of funds. Levied at 2% of the charges for lodging at hotels, motels and campgrounds these funds are used to offset the cost of tourism promotion. 2009 - 2010 revenues have been budgeted to reflect anticipated collections. Other taxes which may support activities in Special Revenue funds include Real Estate Excise Tax (REET) and Motor Vehicle Fuel Tax (MVFT). However, these funds are receipted into other funds and are accounted for in Special Revenue funds as a transfer in under Other Sources. See discussion below of "Other Sources".

Charges for Service

Special Revenue funds "charges for services" is derived mainly from the Mitigation Fee fund. This revenue consists of miscellaneous service fees and mitigation fees paid by developers. The increase in 2007 is attributed to growth in transportation impact fees as a result of new construction. 2009-2010 are budgeted conservatively as this revenue source fluctuates based on local economic conditions.

Miscellaneous

Miscellaneous revenue consists primarily of developer contributions and interest income which is budgeted conservatively in 2009 and 2010. The increase in 2009 and 2010 is from anticipated developer contributions for capital projects in the Arterial Street fund.



Other Sources

This revenue source is primarily for transfers from other funds to the special revenue funds. The increase in 2006 reflects a \$900,000 transfer from the General Fund to the Cumulative Reserve Fund. Most of the budgeted transfers will be for the continued support of Arterial and Local Street projects identified in the Transportation Improvement Plan.

Intergovernmental

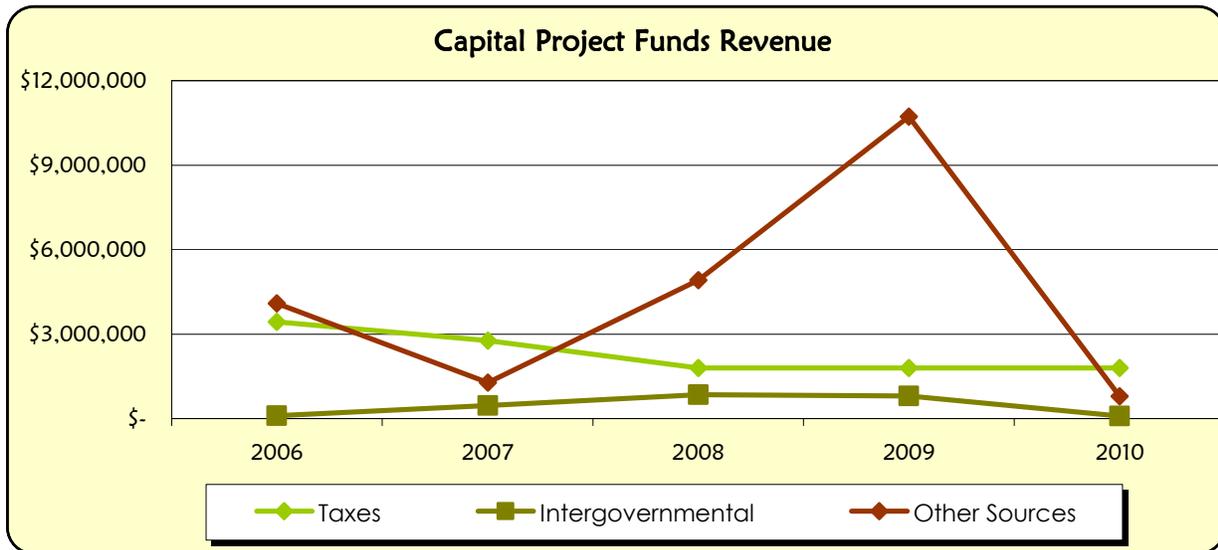
This funding source has traditionally been the largest of all categories in the Special Revenue Funds. Intergovernmental revenues are grants, entitlements, shared revenues and payments provided by one government to another. These funds include Federal, State and Local grants, state entitlements, and other contributions and donations. A majority of this funding is passed through the Washington State Department of Transportation (WSDOT) for Arterial Street projects. Fluctuations from year-to-year for this source of revenue can be directly related to project activity since a majority of this revenue is received on a reimbursement basis. The Arterial Street fund is anticipating approximately \$2 million of state and federal funding for 2009 and 12.4 million from federal, state and local grants in 2010. Major projects include "A" Street NW phase I, intersection improvements at Harvey Road and 8th St NE, and Citywide Intelligent Transportation System (ITS).

CAPITAL PROJECT FUNDS

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

**Capital Project Funds Revenue
By Funding Source**

	2006 Actual	2007 Actual	2008 Est Actual	2009 Budget	2010 Budget
Beginning Fund Balance	\$ 13,111,273	\$ 14,727,423	\$ 9,873,331	\$ 9,644,513	\$ 7,697,813
Taxes	3,434,644	2,769,222	1,800,000	1,800,000	1,800,000
Intergovernmental	99,250	461,500	852,100	798,300	85,000
Charges for Service	28,777	23,074	25,000	25,000	25,000
Miscellaneous	889,524	836,011	541,800	576,100	482,100
Other Sources	4,093,796	1,281,955	4,911,232	10,727,700	790,600
Total Revenue	\$ 21,657,264	\$ 20,099,185	\$ 18,003,463	\$ 23,571,613	\$ 10,880,513



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.

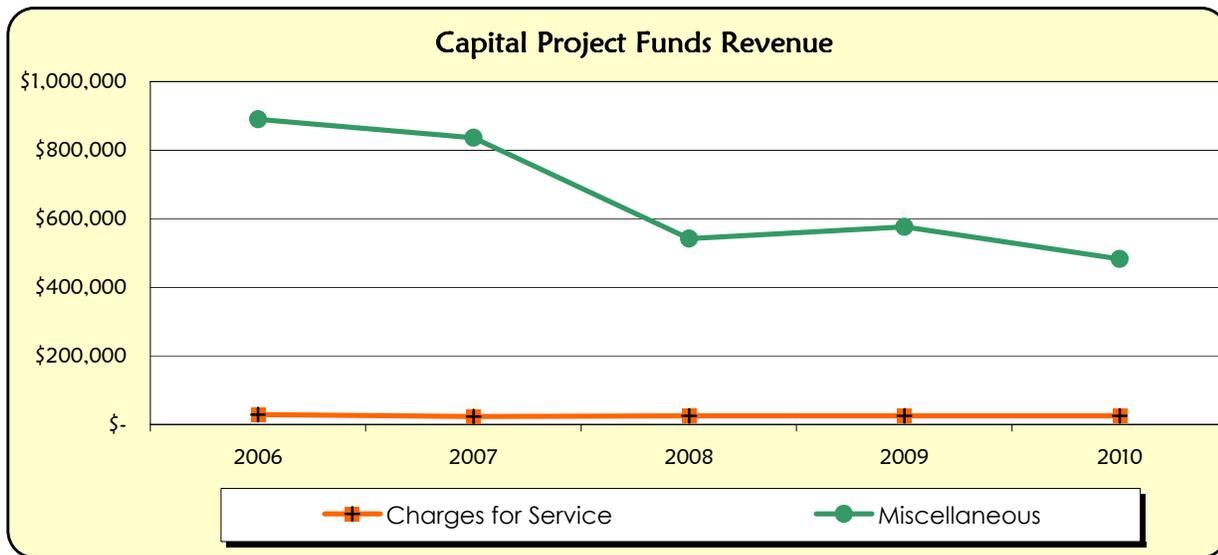
REET is divided into quarter percents. Both the first and second ¼% may be used for: streets, sidewalks, street lighting systems, traffic signals, bridges, domestic water systems, and storm and sanitary sewer systems. In addition, the first ¼% may be used to purchase park and recreational facilities, law enforcement facilities, fire protection facilities, trails, libraries, and administrative and judicial facilities. Due to strong construction activity in 2006 and 2007 this revenue source has exceeded expectations. With the current downturn in the economy REET is budgeted conservatively and held steady from 2008 thru 2010.

Intergovernmental

The parks construction fund anticipates the receipt of \$798,300 in grant revenue for 2009 to complete major park projects. These projects include Auburn Environmental Park and White River Trail Extension.

Other Funding Sources

Other funding sources consist of interfund operating transfers in from other funds and bond proceeds. These transfers are used to fund the capital projects to be determined by Council. The 2009 budget includes \$3.8 million REET1 and \$1 million from General fund transfer in for the Auburn Community Center. Transfers in also include \$147,000 REET1 transfer in for Olson Canyon Farm Restoration and \$488,000 transfer from Cumulative Reserve fund for the Auburn Environmental Park. \$5 million in bond proceeds is also included in 2009 for the Community Center.



Charges for Services

Portions of all adult team sport fees are put into the capital facility program in the Parks Construction Fund-321. These funds are then used to construct park facilities to benefit the users of the parks and fields.

Miscellaneous

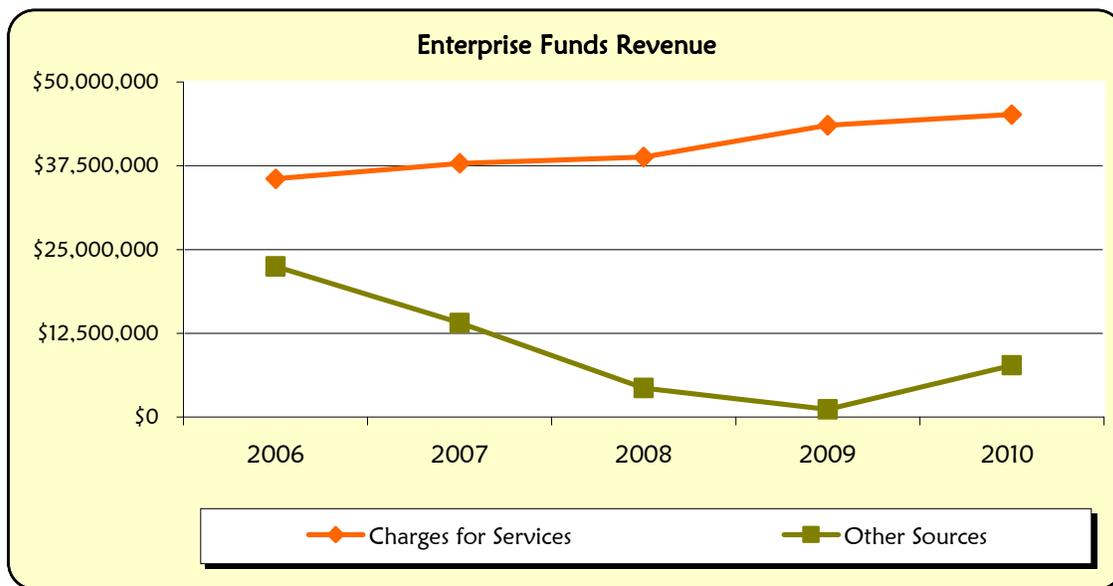
Miscellaneous revenue includes interest earnings on idle fund resources and contributions or donations from developers or other organizations for parks projects. Higher interest rates and greater fund balance in the Capital projects funds during 2006 and 2007 are reflected in this revenue. Investment income is budgeted conservatively from 2008 thru 2010.

ENTERPRISE FUNDS

The City presents eight enterprise funds in the budget used for the purpose of accounting for the revenues derived from services provided. The City enterprise funds include the following services: Water, Sanitary Sewer, Storm Drainage, Solid Waste, Golf Course, Airport, Commercial Retail and Cemetery. The next table and graph depicts the amount of revenues received by source.

**Enterprise Funds
Revenue By Funding Source**

	2006 Actual	2007 Actual	2008 Est Actual	2009 Budget	2010 Budget
Beg. Working Capital	\$ 30,784,106	\$ 36,742,089	\$ 38,415,547	\$ 27,691,865	\$ 11,370,165
Charges for Services	35,546,744	37,839,840	38,788,600	43,529,600	45,107,700
Other Sources	22,452,458	14,024,211	4,338,500	1,110,500	7,692,300
Miscellaneous	2,323,968	3,366,758	1,493,400	1,766,000	1,785,500
Intergovernmental	47,961	148,683	393,700	3,083,100	79,800
Total Revenue	\$ 91,155,237	\$ 92,121,581	\$ 83,429,747	\$ 77,181,065	\$ 66,035,465



Charges for Services

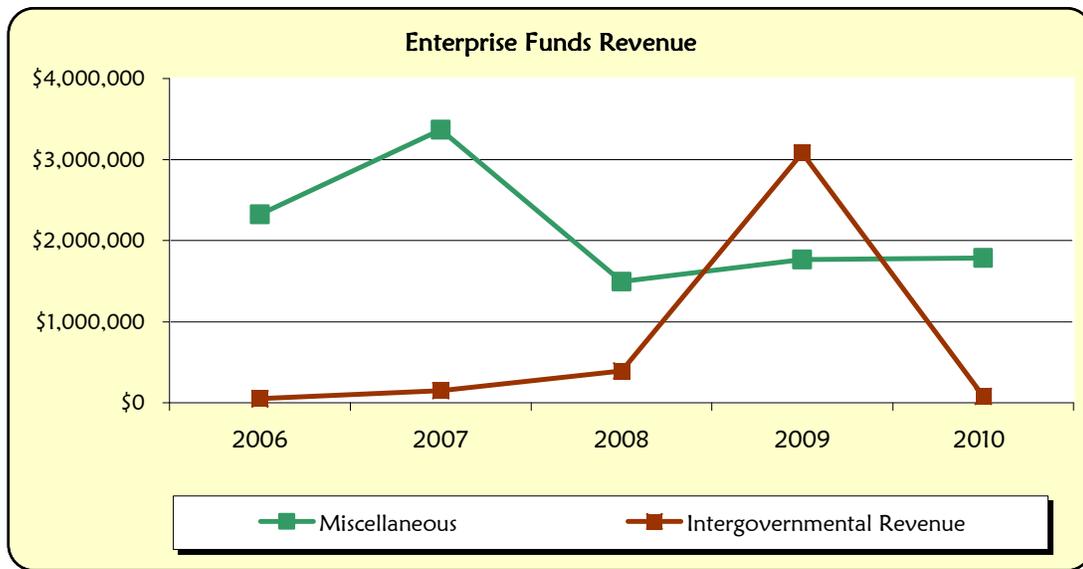
This revenue source represents fees charged by the City’s enterprise funds in return for a public service. Over 61.2% of the City’s enterprise fund charges for service revenue are collected in the sewer and solid waste funds. Approximately 72.2% of the sewer revenues are related to pass through charges from King County for Metro services, which is for the treatment and disposal of the City of Auburn’s sewage. Solid Waste collection is contracted through Waste Management Disposal Company and Allied Waste Services. Garbage rates are structured in a way that encourages participation in the recycling program. The utility revenues are directly affected by growth factors and rate increases. The City normally reviews the fees charged for utilities on an annual basis to ensure the fees charged cover the costs associated with providing the services. All fees and charges are adopted through the public process of an ordinance.

The Golf Course charges consist of green fees for the 18-hole championship course. With the completion of the new clubhouse this fund will also collect for lessons, power cart rentals, restaurant, banquet space and pro-shop sales. Golf course revenue has risen slightly over the past few years because of improved marketing plans and renovations of many holes increasing the number of rounds played during the winter months. In 2006 the City issued GO bonds (~\$4.7 million) to fund the construction of a new Clubhouse. 2009 and 2010 revenues are anticipated to increase with the new facility and the additional revenue sources it will provide.

Charges for services in the Cemetery fund are for lot sales and retail sales for burial related products. Completion of construction of the Mausoleum in 2007 is anticipated to increase revenue in future years.

Other Sources

This revenue source represents the resources available from Public Works Trust Fund loans (PWTF), Muckleshoot Indian Tribe contributions, developer contributions and bond proceeds. System capital contributions are paid by the developer during the permitting process and are used for capital improvements. Section VII of this budget summarizes the capital projects budgeted in 2009-2010. For more detailed information refer to the Capital Facilities Plan published as a separate document. Other contributions include non cash developer contributions as they build or improve system assets. 2006 actual revenues include \$1.5 million in MIT contributions to the Sewer fund, \$1.6 million in PWTF loan, and \$5.2 million in bond proceeds. In 2010 other sources include \$4 million revenue bond proceeds in the Water fund and \$2.5 million revenue bond proceeds in the Storm fund.



Miscellaneous Revenues

The majority of miscellaneous revenues are comprised of investment income earned on idle cash. This revenue source has decreased in 2008 due to falling interest rates. Airport property rentals make up 36.1% of the Enterprise funds miscellaneous revenue. Completion of new hangars, additional ground leases and improved marketing have increased revenue for the airport. The golf course revenue is anticipated to comprise 17.4% of miscellaneous funds in 2009 with the completion of the Clubhouse and its additional new revenue.

Intergovernmental Revenue

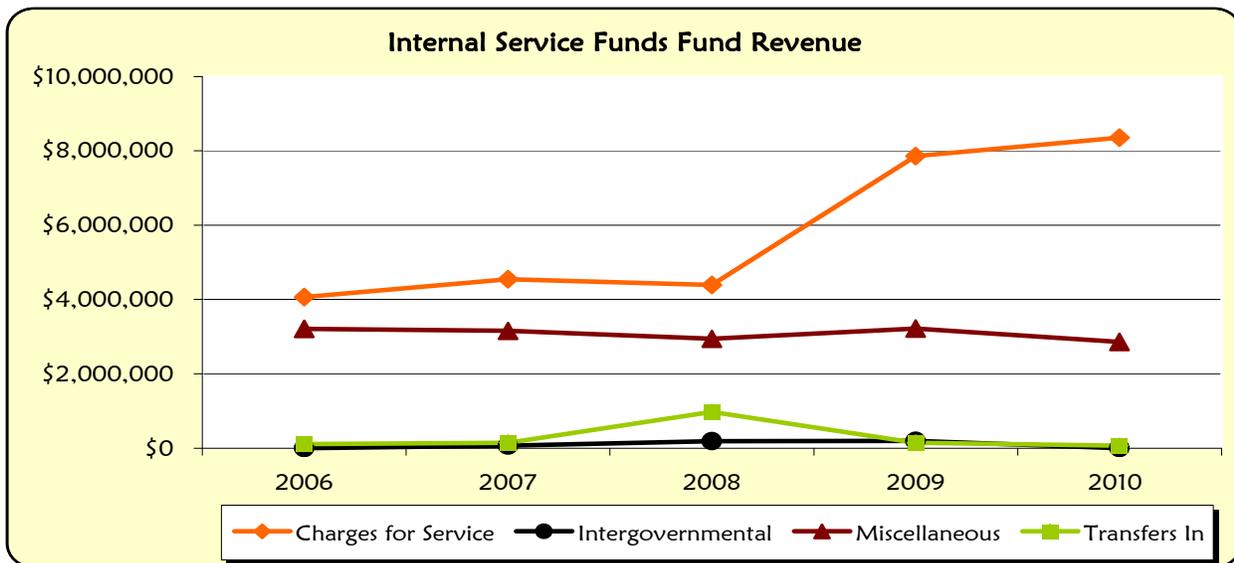
This revenue primarily represents grants received in the Airport Fund from the FAA for airport improvements to the taxiways and maintenance of the facility. \$2.65 Million is budgeted in 2009 to fund taxiway design and construction.

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 four internal service funds: Insurance, Facilities, Equipment Rental and the Information Services Fund.

**Internal Service Funds
By Funding Source**

	2006 Actual	2007 Actual	2008 Est Actual	2009 Budget	2010 Budget
Beg. Working Capital	\$ 9,397,626	\$ 11,051,484	\$ 10,822,684	\$ 10,208,884	\$ 8,794,284
Charges for Service	4,066,200	4,545,630	4,392,900	7,858,400	8,358,400
Intergovernmental	-	64,171	181,500	193,400	-
Miscellaneous & Other	3,207,851	3,153,086	2,937,900	3,211,600	2,854,600
Transfer In	107,629	145,000	973,300	144,100	65,000
Total Revenue	\$ 16,779,306	\$ 18,959,371	\$ 19,308,284	\$ 21,616,384	\$ 20,072,284



Charges for Service

The primary revenue source for charges is from Information Services. Each department is allocated a portion of the costs for Information and Multimedia services which is then paid into the Internal Service fund. The Facilities internal service fund was added in 2009 explaining the sharp increase in this revenue.

Miscellaneous Revenue

The Equipment Rental fund charges the departments for maintenance and replacement costs of City owned vehicles which is collected in the miscellaneous revenue category. This revenue source also includes Interest revenue which has been budgeted conservatively with the decline in interest rates. A slight decrease in interest income is projected for the Equipment Rental Fund as idle cash will be spent on construction projects.

Other Sources

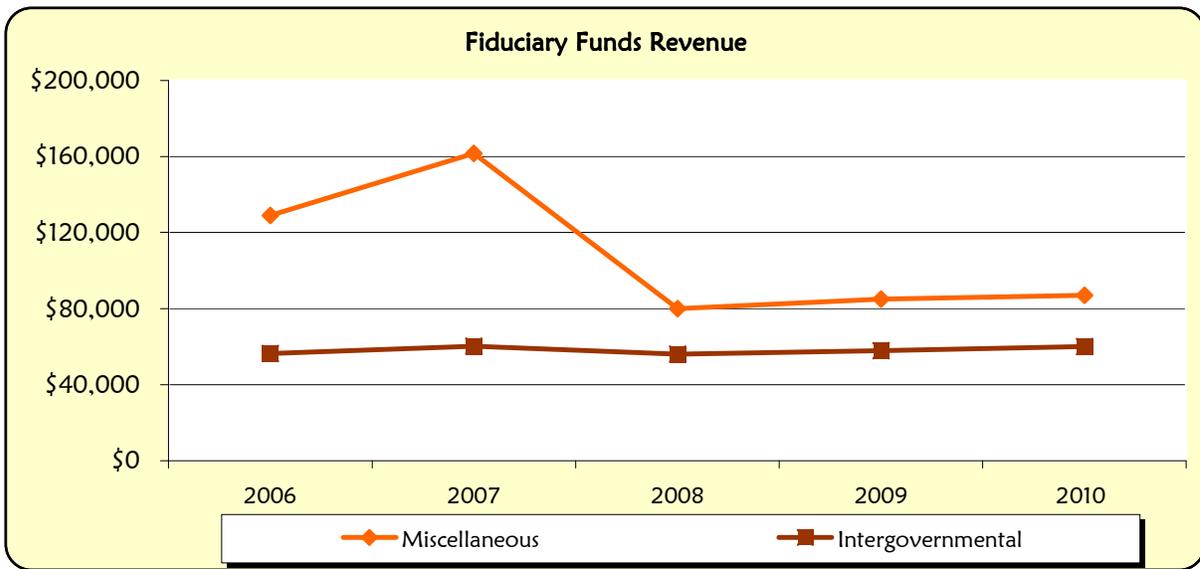
This revenue source is mainly for Transfers In from other funds. In 2008, transfers of \$273,900 were made to the Information Services fund and \$699,400 to Equipment Rental fund for increased expenses related to the annexation.

FIDUCIARY FUNDS

In the past the City had budgeted three trust funds: the Cemetery Endowed Care Fund; the Fire Relief and Pension Fund; and the Special Parks and Recreation Trust Fund. With the implementation of Governmental Accounting Standards Board (GASB) Statement 34, the reporting type and structure of these funds has been changed. The Cemetery Endowed Care fund is now classified as a “Permanent Fund” which is a new fund type under GASB 34. The Special Parks and Recreation Trust Fund is now reported as a special revenue fund. That leaves the City with 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**

	2006 Actual	2007 Actual	2008 Est Actual	2009 Budget	2010 Budget
Beginning Fund Balance	\$ 2,977,264	\$ 2,826,706	\$ 2,898,968	\$ 2,872,968	\$ 2,850,268
Miscellaneous	128,993	161,705	80,000	85,000	87,000
Other Sources	56,327	60,185	56,000	58,000	60,000
Total Revenue	\$ 3,162,584	\$ 3,048,596	\$ 3,034,968	\$ 3,015,968	\$ 2,997,268



Miscellaneous Revenue

Miscellaneous revenue primarily consists of investment income on idle cash investments which were greater than anticipated in 2007 as interest rates increased from 2006. With the current decline in interest rates, 2008 is estimated to decrease and investment income is budgeted conservatively in 2009 and 2010.

Intergovernmental

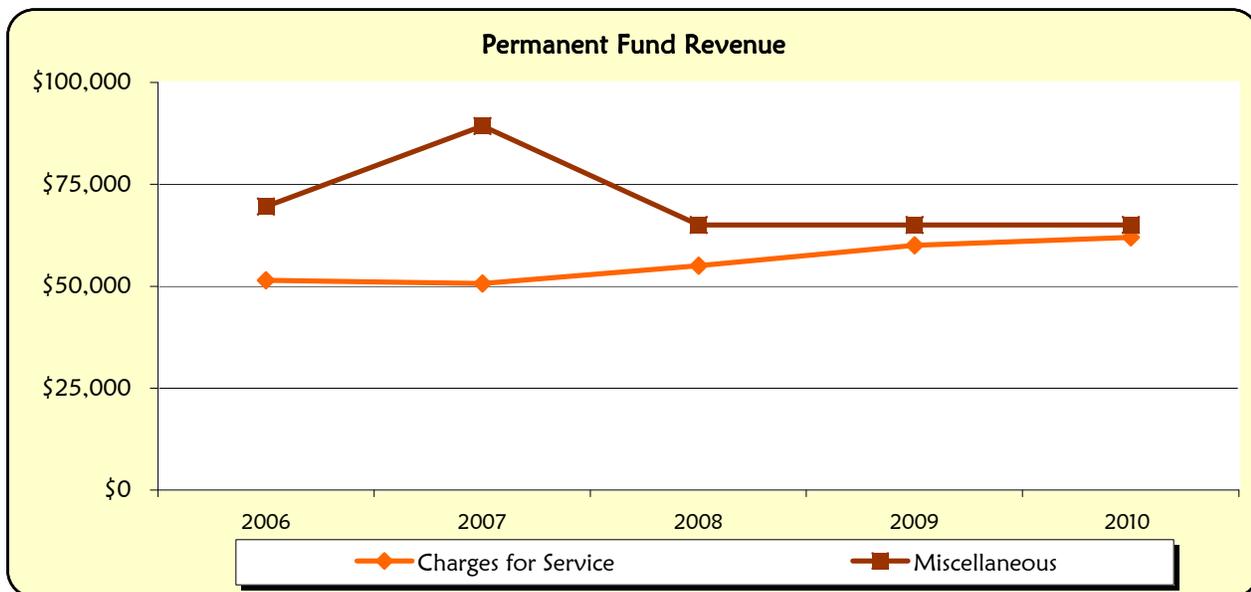
This revenue is from the fire insurance premium tax that is transferred into the Fire Relief and Pension Fund. The City receives this revenue from the State and it is allocated based on the number of firefighters employed by the City. The fund is scheduled for another actuarial evaluation during 2009. The General fund receipts this revenue and then transfers the funds into the Fire Relief and Pension Fund.

PERMANENT FUND

The City has one permanent fund, the Cemetery Endowed Care fund. This fund is used to account for resources that are legally restricted to the extent that only earnings, and not principal, may be used to support cemetery capital improvements.

**Permanent Fund
By Funding Source**

	2006 Actual	2007 Actual	2008 Est Actual	2009 Budget	2010 Budget
Beginning Fund Balance	\$ 1,389,925	\$ 1,420,874	\$ 1,490,350	\$ 1,495,350	\$ 1,570,050
Charges for Service	51,417	50,652	55,000	60,000	62,000
Miscellaneous	69,532	89,324	65,000	65,000	65,000
Total Revenue	\$ 1,510,874	\$ 1,560,850	\$ 1,610,350	\$ 1,620,350	\$ 1,697,050



Charges for Services

Funds are collected for future services to be provided by the Cemetery. These funds must be held in a permanent account and are not to be used for any purpose other than the one intended when paid to the City.

Miscellaneous Revenue

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.

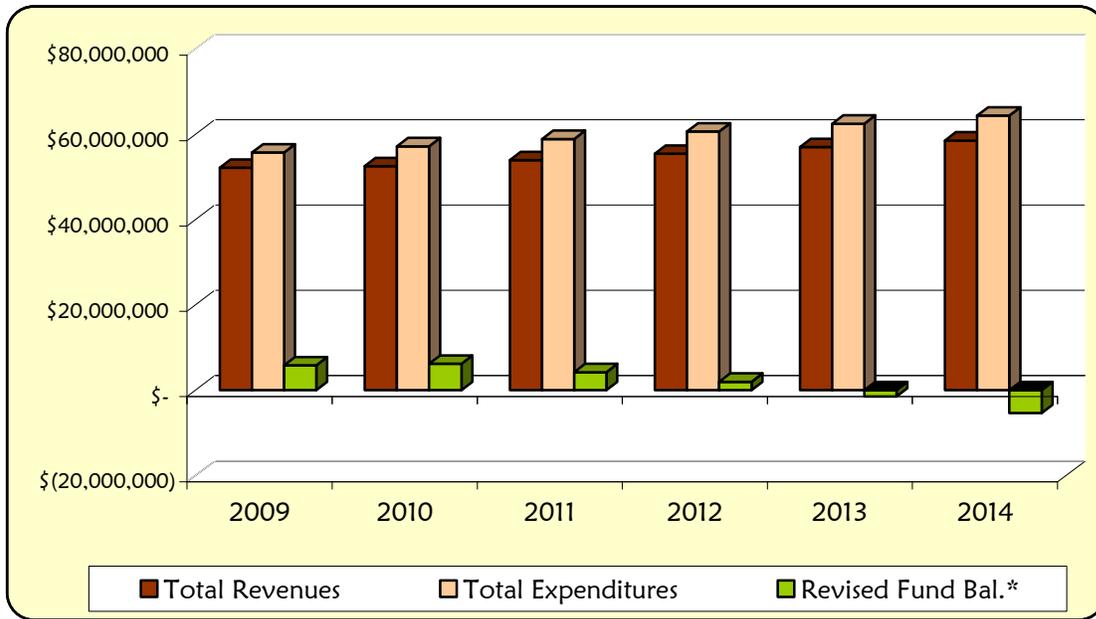
General Fund Revenue and Expenditure Forecast 2009 - 2014

	2009	2010	2011	2012	2013	2014
Total Taxes	\$40,906,300	\$ 41,859,700	\$ 43,213,200	\$ 44,465,400	\$45,690,900	\$ 46,942,800
Total Lic & Per	1,380,500	1,497,500	1,348,100	1,354,400	1,430,900	1,437,600
Total Intergovt	3,776,000	3,816,300	3,796,700	3,901,400	4,010,300	4,122,602
Total Chg/Serv	2,009,300	2,091,000	2,176,850	2,245,461	2,316,535	2,388,877
Total Fines	2,033,000	2,729,700	2,784,400	2,840,100	2,897,000	2,954,900
Total Misc Rev	549,200	511,200	571,480	588,883	606,810	625,163
Total Other Rev	1,517,000	17,000	50,000	50,000	50,000	50,001
Total Revenues	\$ 52,171,300	\$ 52,522,400	\$ 53,940,730	\$ 55,445,644	\$ 57,002,445	\$ 58,521,942
Mayor & Council	\$ 761,900	\$ 807,500	\$ 831,700	\$ 856,700	\$ 882,400	\$ 908,900
Human Resources	3,772,100	4,019,900	4,140,500	4,264,700	4,392,600	4,524,400
Finance	1,175,100	1,255,800	1,293,500	1,332,300	1,372,300	1,413,500
City Attorney	1,920,500	2,014,600	2,075,000	2,137,300	2,201,400	2,267,400
Planning	5,343,800	5,653,200	5,822,800	5,997,500	6,177,400	6,362,700
Police	23,822,900	25,052,300	25,803,900	26,578,000	27,375,300	28,196,600
Public Works	3,762,100	3,980,500	4,099,900	4,222,900	4,349,600	4,480,100
Parks & Rec	7,033,800	7,174,400	7,389,600	7,611,300	7,839,600	8,074,800
Street	3,268,100	3,246,500	3,343,900	3,444,200	3,547,500	3,653,900
Non-Departmental	4,886,700	3,980,000	4,099,400	4,222,400	4,349,100	4,479,600
Total Expenditures	\$55,747,000	\$57,184,700	\$58,900,200	\$60,667,300	\$62,487,200	\$64,361,900
New Rev. Balance	(3,575,700)	(4,662,300)	(4,959,470)	(5,221,656)	(5,484,755)	(5,839,958)
Residual/Unused Budget		5,000,000	3,000,000	3,000,000	2,000,000	2,000,000
Revised Fund Bal.*	5,844,270	6,181,970	4,222,500	2,000,844	(1,483,911)	(5,323,869)
% Fund Balance	9.49%	9.76%	6.69%	3.19%	-2.43%	-9.02%
Total	\$ 61,591,270	\$ 63,366,670	\$ 63,122,700	\$ 62,668,144	\$ 61,003,289	\$ 59,038,031

Key Assumptions:

Inflation Rate	3.0%
Population Growth Rate	2.0%
Estimated Personnel Increases	3.0-5.0% COLA
Property Tax Increase	1% , plus new construction

* Includes Designated Fund Balance for cash flow purposes and funding employee leave balances at retirement.



Revenues and expenditures are projected on the basis of assumed economic relationships. Revenues are forecast on the basis of future economic and demographic factors with little dependence on past trends. Expenditures are forecast 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.

The General Fund Revenue and Expenditure forecast reflects a moderate set of assumptions regarding revenues and expenditures. The Auburn economy is cyclical and the City enjoyed a strong economy in the past few years due to low unemployment coupled with significant retail and housing development. Some revenue losses from the recent legislative exemptions have been offset by the gains of economic development. However, decreases in the stock market, higher unemployment rates, and unfunded mandates by state and federal government for criminal justice, human services and the war on terrorism have all had a significant impact on the General Fund budget. Continued moderate economic growth is reflected in the revenue forecasts through 2014. Property assessed values have increased steadily during the past 10 years at an average of 6.0%. 2009 and 2010 increases in assessed valuation are anticipated to be approximately 5%. In the past, the forecast has relied on increases in assessed value for forecasting. However, with recent legislation and initiative activity, this forecast is relying on a 1% increase for property taxes plus an average factor for new construction. While estimated revenue growth has decreased over the past years, expenditures involving public safety and public services are expected to increase at a greater rate. New commercial development, several large residential developments, and new annexations are a few of the areas expected to increase the demand for public services. Based on the current trends, it is anticipated that fund balances will continue to decrease over the next few years as revenues subside and expenditures increase. It is necessary to reflect non-departmental costs so that estimated ending fund balances are not overstated. Expenditures in this area generally represent one-time payments or transfers for capital projects, employee retirements or debt service. The Finance Department will continue to study revenue options and enhancements to offset the decline in future revenues. Residual budget is unused budget rolled forward to be utilized in the subsequent year.

Forecasting models have been used to assist in fiscal planning for quite some time. Models have allowed analysis of alternative actions in funding programs during the development of the budget. The model accents the continuing need to control the per capita rate of expenditures reflected in the preceding pages. Continued caution will be required to anticipate and manage the effects of current and future legislative actions to avoid service reductions for budgetary reasons.

If current trends continue, fund balance will decrease to 3.2% by the end of 2012. Revenue has been estimated realistically based on anticipated economic growth, planned annexations, and considering the affects of voter initiatives. Should growth remain slower than anticipated the adverse affect on fund balance may be greater than predicted. Revenues from property taxes are increased at 1% plus the addition of new construction and annexations. Initiative 747 went before the voters in November 2001 and passed. The initiative limits the increase in property taxes to the lesser of 1% or inflation. Assessed valuation for the City is expected to grow by the rate of 7.5%. This initiative has been overturned by the Supreme Court. 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. Voters passed the "Save Our Streets" (SOS) levy in November 2004. This is a six-year levy lift for property taxes and all revenue gained from this measure will be dedicated to improve local streets and will not offset the erosion of fund balances in the General Fund. In 2007 the City lost a portion of the property tax levy (\$1.50) to the newly formed Valley Regional Fire Authority (VRFA). The fire department broke away from the City and a new taxing authority, the VRFA, was created. With that went the tax base that the City applied the levy lid lift to. Council has identified the portion of the levy that would have been used for the street program and has provided that levy in the 2009 and 2010 budget to continue the program.

This analysis reflects the position of the City if no adjustments are made on the expenditure side and other revenue does not grow at a rate necessary to offset the slower growth rate from property taxes. The City is addressing the long-term revenue short fall through concerted efforts with other jurisdictions. At this time, however, the exact adjustments that will be necessary are unknown.

As mentioned, the City has taken into account the statewide initiative in forecasting property taxes. The issue that develops when property tax increases are held to 1% is that costs are not. Costs such as employee benefits, negotiated labor contracts, services and supplies continue to increase at a greater rate. Fuel, professional services, and healthcare costs are good examples. The shortfall then has to be made up by increases in sales tax collection and population growth. The City has been able to maintain the existing level of service, in light of legislative action, because the economy was growing at rates sufficient to offset the limits placed on property taxes. Sales tax revenue needs to grow at a rate that will make up the revenues lost from property tax declines. If not, the City will then have to make some different choices in the delivery of basic levels of services.

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 means of credit ratings, 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 expense. Debt incurred by a 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.

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. The City has a LID Guarantee Fund; a reserve fund that guarantees LID Bonds. The City’s outstanding LID Bond debt currently amounts to \$36,826.

L.I.D. Bonds			
Year	Principal	Interest	Total
2009	\$ -	\$ 1,682	\$ 1,682
2010	-	1,261	1,261
2011	-	841	841
2012	36,827	420	37,247
2013+	-	-	-
Totals	\$ 36,826	\$ 4,205	\$ 41,029

General Obligation Bonds

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

The City debt obligations are well within the statutory limits for debt capacity. The following chart summarizes the City’s current debt obligations by type of debt and legal limit. The City issued \$5,160,000 of general obligation debt in 2006 to provide funds for the design and construction of a new Golf Course clubhouse and improvements at the Cemetery. The City has also issued \$1.655 million in general obligation debt in 1999 to pay the construction cost of

hangars at the Auburn Airport. In 2005 the City refunded \$1,375,000 of the 1999 general obligation bonds in order to lower the interest rate. Additional GO debt includes a bond issue from the Valley Communications Center Development Authority in 2000 and construction of the library in 1998. The City is contracted to pay 20% of the ValleyCom debt service over a 15-year period. The City currently has an A1 rating from Moody's.

General Obligation Bond Debt (In Thousands)					
	Without a Vote 1.50%	With a Vote 1.00%	Utility Purposes 2.50%	Open Space & Parks 2.50%	Total
Bonding Capacity	\$97,894	\$65,263	\$163,157	\$163,157	\$489,471
Bonds Outstanding	10,053	-	-	-	10,053
Net Capacity	\$87,841	\$65,263	\$163,157	\$163,157	\$479,418

Revenue Bonds

The City has approximately \$3.5 million of principal in utility revenue bonds outstanding that are being repaid by revenues from utility funds. All proceeds from the sale of bonds were used to improve and extend the existing municipal water and storm water systems. The water utility has used some of the bond proceeds to assist in the construction of facilities necessary to sell water to several neighboring communities thus increasing revenues. Other facilities constructed include reservoirs, wells, corrosion control facilities and water lines. The Storm Drainage Fund was created in 1988 and began collecting fees with the intent of creating infrastructure. The bond proceeds, along with working capital, were used for central storm drainage improvements identified in the plan.

In 2005 the City refunded \$2,855,000 of the 1997 revenue bonds in order to lower the interest rate. It is estimated the present value savings will be \$154,607.

The City has established a coverage ratio of 1.25 for the utility revenue bonds, where the net utility operating revenues will exceed 1.25 times the maximum annual utility revenue bond debt service cost. The annual debt service payment is paid from the utility user or system development fees. Moody's has rated utility revenue bonds A1.

The following debt payment schedules are for all outstanding debt including utility revenue bonds.

Year	Revenue Bonds			General Obligation Bonds		
	Principal	Interest	Total	Principal	Interest	Total
2009	\$ 1,295,000	\$ 158,218	\$ 1,453,218	\$ 625,000	\$ 469,878	\$ 1,094,878
2010	275,000	95,088	370,088	669,000	439,857	1,108,857
2011	290,000	84,088	374,088	718,000	408,540	1,126,540
2012	305,000	125,018	430,018	752,000	374,718	1,126,718
2013+	1,330,000	157,113	1,487,113	7,289,000	1,916,002	9,205,002
Total	\$3,495,000	\$619,523	\$4,114,523	\$10,053,000	\$3,608,993	\$13,661,993

Public Works Trust Fund Loan Debt			
Year	Principal	Interest	Total
2009	\$ 715,102	\$ 59,030	\$ 774,132
2010	715,102	58,964	774,066
2011	773,135	58,219	831,354
2012	773,135	53,311	826,446
2013	773,135	48,403	821,538
2014+	7,369,710	235,763	7,605,472
Total	\$ 11,119,317	\$ 513,690	\$ 11,633,007

General Fund Fiscal Capacity

The City utilizes 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 current year. This amounts to about 7% to 10% of the General Fund. 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 \$2,000,000 per year could be realistically achieved.

Business Licensing

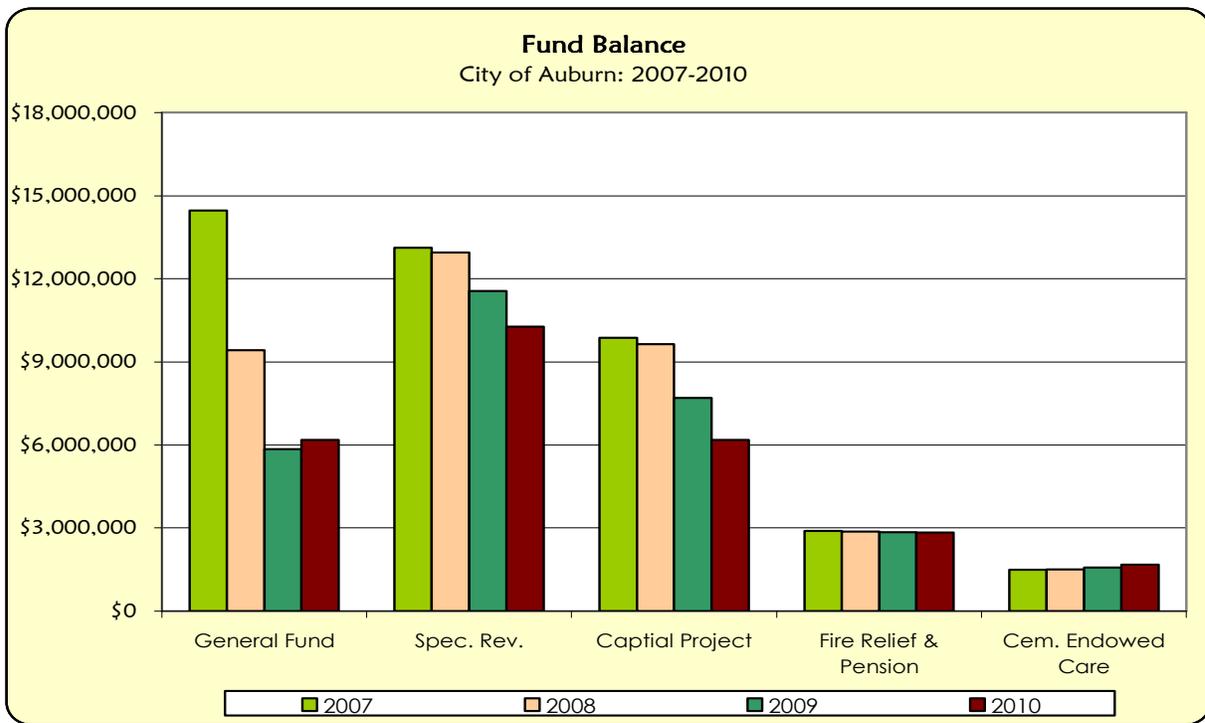
Some jurisdictions have used business licensing as a means of generating additional revenues. A very aggressive program could yield as much as \$750,000 per year.

Fund Balance Trends

Following is the fund balance trend for the City’s governmental, fiduciary and permanent funds from 2007 through 2010.

Fund Balance 2007-2010

	General Fund	Spec. Rev.	Capitol Project	Fire Relief & Pension	Cem. Endowed Care
Actual:					
2007	\$ 14,462,720	\$ 13,124,661	\$ 9,873,331	\$ 2,898,968	\$ 1,490,350
Est Actual:					
2008	9,419,970	12,952,867	9,644,513	2,872,968	1,495,350
Budget:					
2009	5,844,270	11,559,567	7,697,813	2,850,268	1,570,050
2010	6,181,970	10,262,067	6,180,713	2,827,668	1,666,750



The General Fund’s ending balance decreases significantly from the 2007 actual amount to 2008 budget because of large intergovernmental payments. During 2007, \$10,025,100 was paid to the newly formed Valley Regional Fire Authority for their first year of operations. Fund balance is budgeted to decrease 37.3% from 2008 to 2009 mainly due to transfers out. In 2008, transfers out include \$2,000,000 excess fund balance that was moved to the Capital Improvement projects fund for downtown revitalization.

Special Revenue fund balance decreased 9.9% from 2008 to 2009 primarily due to a \$791,400 budgeted transfer out from the Mitigation fund in 2008 to the Arterial Streets fund for various transportation projects.

The Capital Projects fund balance is budgeted to decrease 20.1% 2009 due mainly from increased capital outlay in the Municipal Park Construction fund for construction of the Community Center and a \$1,000,000 increase in transfers out to the General Fund from downtown revitalization.

Debt Service fund balances are not presented on the chart because budgeted fund balance from 2007-2010 are held steady at approximately \$90,000.

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 three purposes:

- Provide a cushion or a contingency for unforeseen needs and emergencies.
- Provide adequate security for long-term debt.
- 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 found on the page 76. It should be noted that data for 2008-2010 are budget figures while the data for previous years are actual figures.

The Water Fund continues with an aggressive capital program. A portion of the 1997 Revenue Bonds were refunded during 2005 in order to lower the interest rate. Most recently the Council approved interim rate increases for the fall of 2008 and January 2009 and 2010, the increases were put in place to ensure debt service requirements for the outstanding utility bonds will be met and to construct critical capital projects in the water utility. The utility is finalizing the comprehensive plan and a formal rate study based upon that plan should be complete in 2009. Future rate increases or adjustments will be predicated on the rate study applied to the completed comprehensive plan.

The Sewer Fund increased rates in January 2002 and 2003 at 3% each year. This increase was used to build up capital for upcoming projects. Sewer rates will increase in 2009 and 2010 to reflect costs in providing services. Ending working capital is estimated to decrease in 2009 and 2010 as major projects are completed.

Storm fund ending working capital has been increasing since 2001 in anticipation of funding capital improvement projects. 2009 and 2010 reflect significant decreases in working capital as scheduled projects are completed. Most recently the Council approved rate increases for the fall of 2008 and January 2009 and 2010 in order to meet debt service requirements and construct critical capital projects for the utility.

The City entered into a contract for garbage disposal services beginning January 2002. Rates are set to recover the cost of the service and encourage recycling efforts. Increasing costs in contracted services has caused a decrease in Solid Waste’s working capital in recent years. In the past there has been adequate fund balance so rates have not been increased for residential customers. Rates are presented to council during the 4th quarter each year and a decision is made at that time whether to increase rates.

The Airport entered into several long-term land leases in 2001 that has resulted in private development and increased revenue from the leases. Since 2004 the City has contracted the Airport to an outside manager. A slight decrease in working capital is projected in 2009 as funds will be used to match a federal grant for a parallel taxiway.

The Cemetery completed construction the Mausoleum and Niche Wall project in 2007. Landscaping and irrigation improvements to the Cemetery are ongoing. In 2006 GO Bonds were issued to fund this project. Working capital decreased in 2008 due to the purchase of property adjacent to the Cemetery for future expansion.

The Golf Course completed construction of a Clubhouse in 2007 funded by bond proceeds. The 2009 and 2010 working capital is projected to decrease due to conservative revenue forecasts and scheduled debt service payments on the bond.

The Commercial Retail fund was established in 2003 for the improvement, leasing and management of approximately 14,000 square feet of commercial space in the Auburn Station. The fund accounts for revenue and expenses to redevelop downtown through the creation of retail, office and educational space. In 2008 a long term lease for commercial space was entered into with one party who also took over the management of the space. Fund balance for 2009 and 2010 reflects a change in management of the property. Decreases in working capital in 2007-2008 are an indication of rental revenue being budgeted conservatively.

Equipment Rental fund working capital is projected to decrease in 2009 due to the higher cost of fuel and several construction projects. The funds will be used to complete a new vehicle bay and storage area and upgrade the VHF radio system.

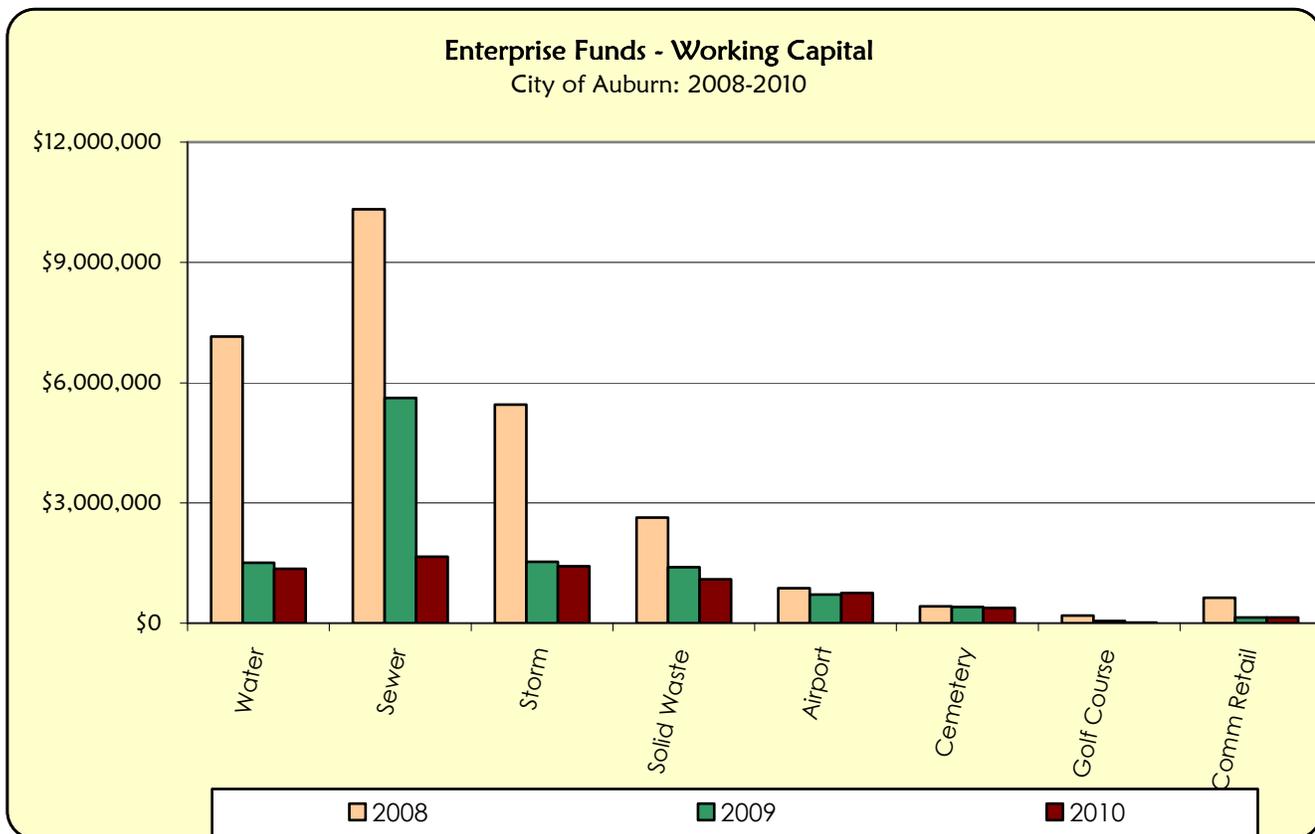
Information Services became an Internal Service fund in 2005. Charges to departments cover the full cost of operations and replacement of equipment. Working capital is expected to decrease in 2009 and 2010 as replacement funds are being used.

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 increase as the City continues to receive revenues from property rentals.

Working Capital 2002-2010

Enterprise Funds

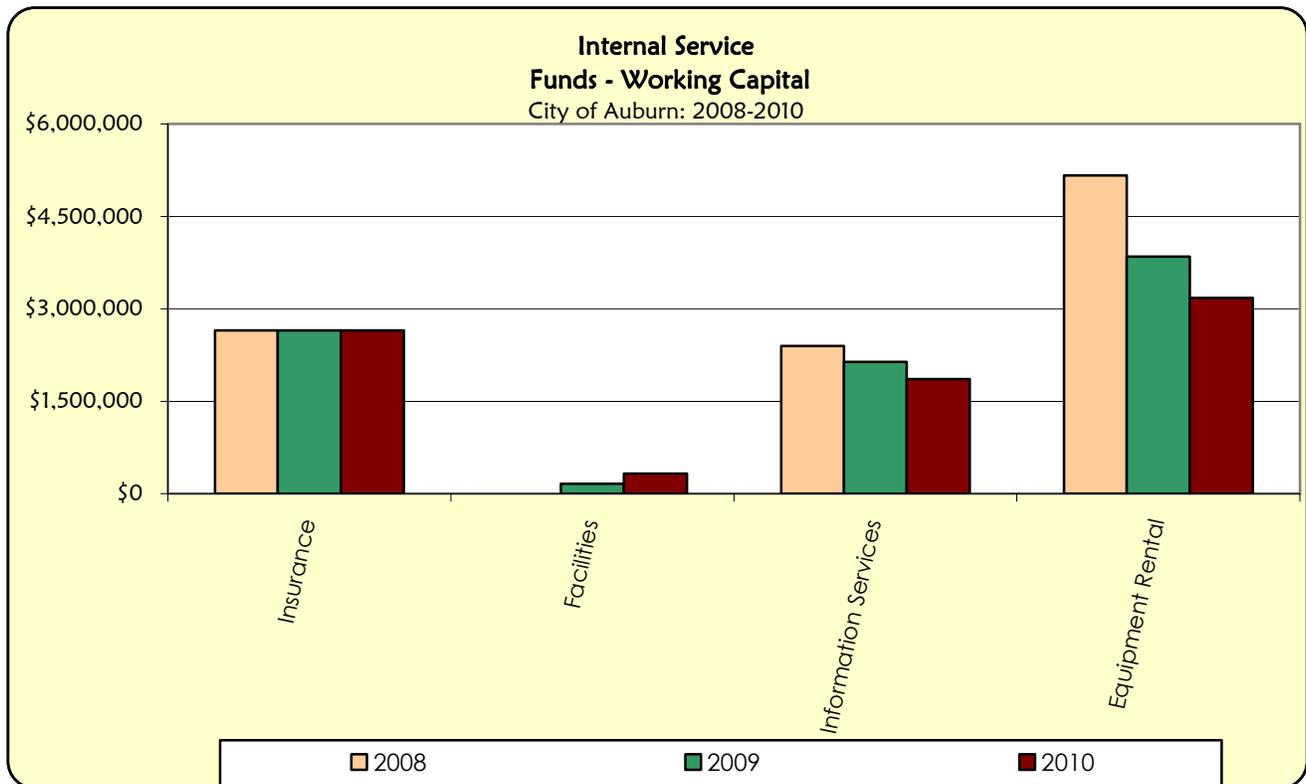
	Water	Sewer	Storm	Solid Waste	Airport	Cemetery	Golf Course	Comm Retail
Actual:								
2002	\$ 5,464,177	\$ 9,081,382	\$ 4,410,775	\$ 3,675,900	\$ 157,253	\$ 335,524	\$ 316,305	\$ -
2003	7,215,032	10,368,678	4,567,828	3,435,938	298,836	392,475	243,357	191,358
2004	8,554,976	11,903,336	5,111,165	3,289,301	334,315	425,945	90,114	46,655
2005	8,387,092	12,279,506	5,755,120	2,886,668	463,237	473,557	264,908	274,017
2006	9,623,966	12,399,324	6,744,361	2,746,031	644,590	609,812	204,408	302,380
2007	10,470,267	14,443,192	7,394,547	3,035,185	851,386	677,065	562,750	981,156
Est Actual:								
2008	7,149,566	10,325,392	5,448,747	2,635,485	871,886	427,065	192,300	641,424
Budget:								
2009	1,506,766	5,618,692	1,530,347	1,389,385	717,186	404,465	61,900	141,424
2010	1,356,566	1,660,192	1,416,847	1,097,685	754,986	377,365	18,200	141,424



Working Capital 2002-2010

Internal Service Funds

	Insurance	Facilities	Information Services	Equipment Rental
Actual:				
2002	\$ 2,902,440	\$ -	\$ -	\$ 3,671,788
2003	2,716,001	-	-	3,907,419
2004	2,693,180	-	-	4,508,076
2005	2,693,799	-	1,554,454	5,149,373
2006	2,742,617	-	2,479,575	5,863,063
2007	2,715,518	-	2,694,910	5,412,256
Est Actual:				
2008	2,649,518	-	2,397,010	5,162,356
Budget:				
2009	2,649,918	162,100	2,136,910	3,845,356
2010	2,650,318	327,800	1,861,310	3,173,056





SECTION IV: OPERATING BUDGET

Introduction

This section of the budget details the City's baseline budget. As such, department or fund delineates a complete discussion of City operations. This section also takes a detailed look at departments and divisions by providing both quantitative and qualitative performance measures. This enhanced presentation is designed to focus more attention 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 City Council and Mayor, followed by all funds for which each Department Director is responsible. For example, the Public Works Department will include budgets for Engineering and Street divisions in the General Fund as well as Transportation, Equipment Rental, and Utility Funds.

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 2009-2010 biennial budgets. 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 2008, including general operations and obligation of the fund, and the objectives that the department will undertake in 2009-2010.

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 govern 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.

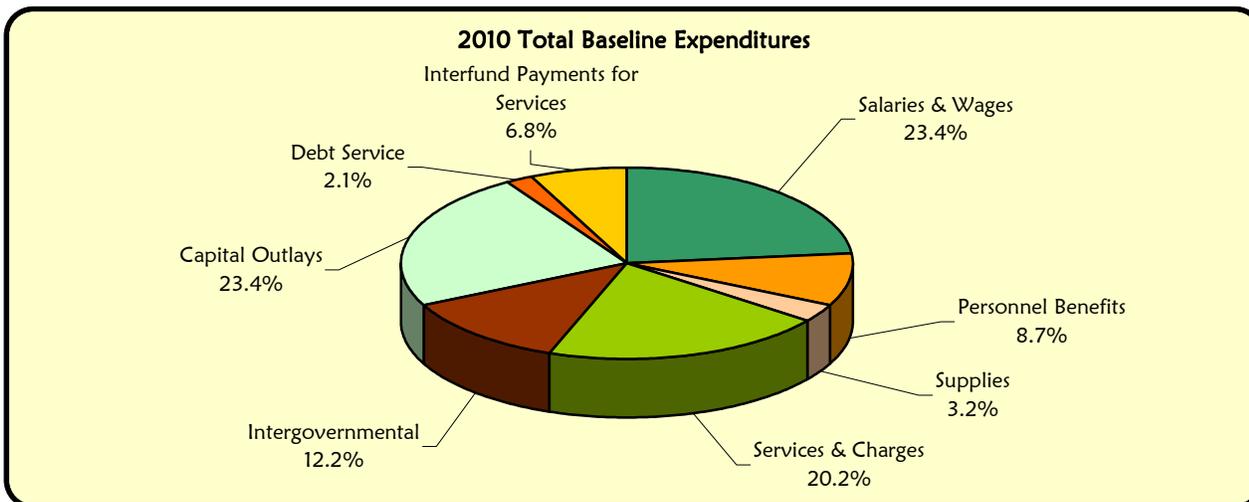
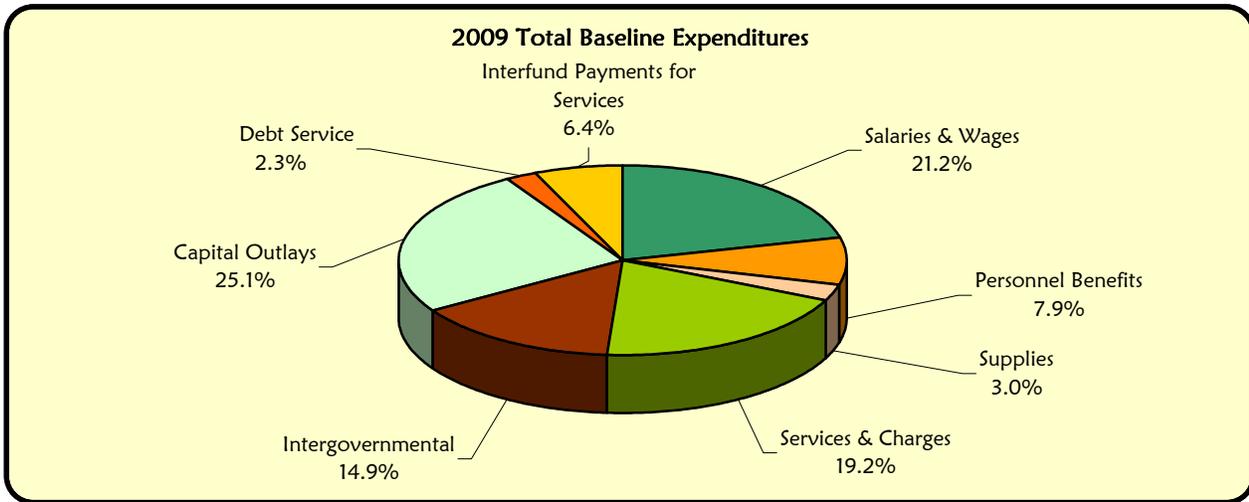
Department Employees

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

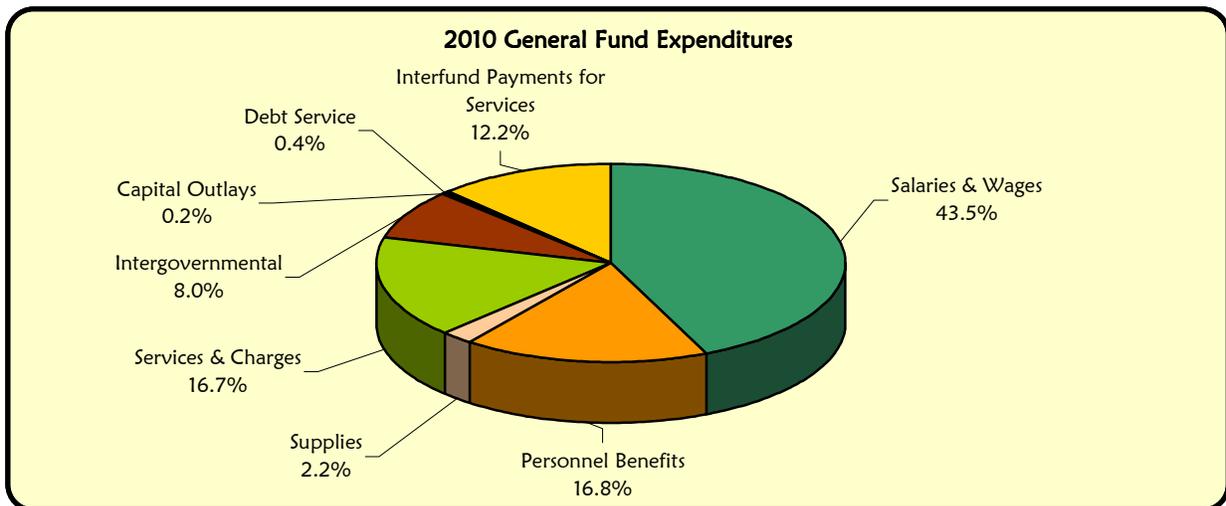
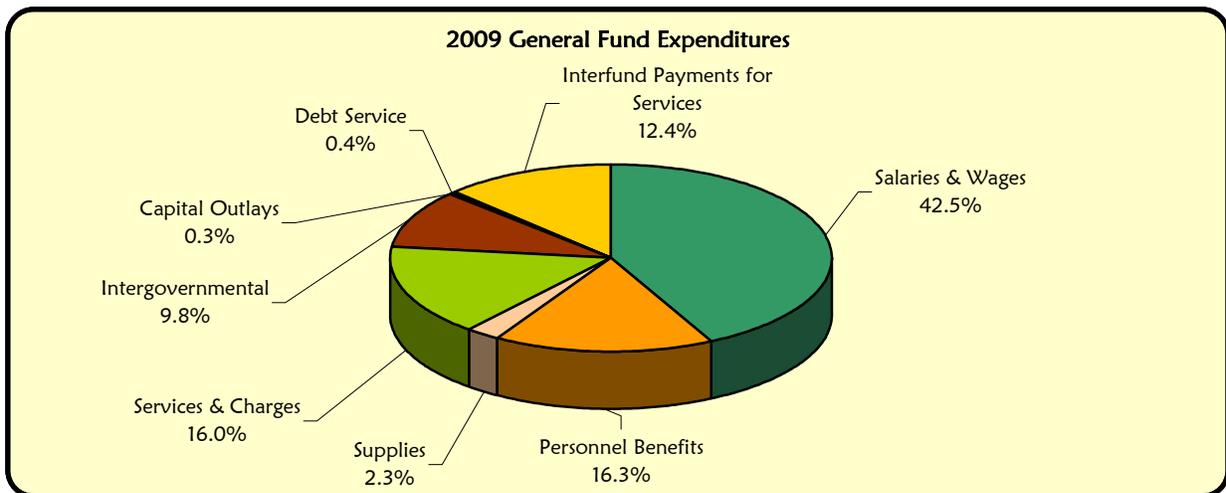
Performance Measures

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

Total Baseline Budget	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Salaries & Wages	26,662,491	34,288,500	32,737,950	34,901,400	36,873,700
Personnel Benefits	9,199,493	11,303,400	10,803,800	12,958,400	13,772,900
Supplies	3,751,198	4,547,750	3,997,400	4,907,300	5,018,400
Services & Charges	25,393,862	29,597,550	27,380,249	31,645,600	31,863,400
Intergovernmental	29,754,011	25,541,714	23,521,278	24,545,100	19,171,700
Capital Outlays	24,891,507	48,454,000	30,063,498	41,402,600	36,899,800
Debt Service: Principal	2,405,081	2,817,300	2,696,800	2,976,300	2,427,300
Debt Service: Interest	650,208	764,300	801,800	792,100	860,900
Interfund Payments for Services	6,653,409	7,518,600	7,516,500	10,591,800	10,733,900
Other Uses	6,288,586	0	0	0	0
Designated Fund Balance	6,368,965	5,803,970	6,685,645	6,110,945	4,396,145
Undesignated Fund Balance	84,870,129	52,389,324	67,704,705	43,670,605	37,645,105
ALL FUNDS TOTAL	\$226,888,940	\$223,026,408	\$213,909,625	\$214,502,150	\$199,663,250



001 Total General Fund	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Salaries & Wages	19,033,953	24,419,450	22,918,000	23,644,100	24,853,800
Personnel Benefits	6,895,147	8,294,800	7,803,100	9,067,300	9,618,800
Supplies	1,491,897	1,764,950	1,545,600	1,307,700	1,259,900
Services & Charges	8,142,173	10,809,350	9,703,655	8,946,800	9,567,500
Intergovernmental	15,266,538	8,683,832	7,951,146	5,439,400	4,598,700
Capital Outlays	1,181,588	927,600	611,500	160,000	90,000
Debt Service: Principal	191,091	167,000	167,000	175,000	184,000
Debt Service: Interest	34,050	83,500	83,500	75,700	66,900
Interfund Payments for Services	4,081,233	4,482,500	4,482,300	6,931,000	6,945,100
Designated Fund Balance	149,725	149,725	158,300	391,800	318,500
Undesignated Fund Balance	14,312,995	4,338,345	9,261,670	5,452,470	5,863,470
GENERAL FUND TOTAL	\$70,780,390	\$64,121,052	\$64,685,771	\$61,591,270	\$63,366,670





CITY COUNCIL

DEPARTMENT OVERVIEW

The Mayor and City Council, the legislative body representing the citizens of Auburn, is responsible for developing legislative policies of the City. Guidelines promulgated by the Council in the form of ordinances and resolutions are transmitted to the Mayor for implementation, follow-up and evaluation. The Council develops goals and provides a budget, which gives purpose and direction to City programs and initiatives.

2007 & 2008 ACCOMPLISHMENTS

- Annexation of Lea Hill and West Hill
- Improved Public Safety
- Provided adequate funding sources for public safety
- Opened Auburn Avenue Theatre
- Promoted continuous community outreach by involving citizens and business in their City government
- Continued to seek opportunities to partner and work with the Muckleshoot Indian Tribe
- Completed gateway project
- Rezoned and redeveloped A Street SE corridor to commercial, including professional and service oriented businesses
- Marketed Auburn as the regional entertainment center
- Completed first project in Auburn Environmental Park
- Remodeled Veterans Building
- Planned for Les Gove Community Campus
- Created Community Services Division
- Continued Redevelopment of B Street Plaza
- Designed Community Center

2009 & 2010 OBJECTIVES

- Create hospital/medical zone
- Continue redevelopment of B Street Plaza and designate B Street Plaza to a park
- Create special planning area west of C Street
- Update Zoning and Comprehensive Plan policies relating to single family and multi-family zones
- Establish criteria for neighborhood needs and funding including, but not limited to, neighborhood improvements, traffic calming, art, public safety, infrastructure improvements, etc.
- Redevelopment in Downtown Catalyst area
- Secure sustainable funding for arterial streets
- Increase the availability of emergency housing for residents in need
- Continue to find ways to reach out to Auburn's diverse communities
- Develop new gateway project
- Complete construction of Community Center, Phase 1
- Complete Girls & Boys Club Les Gove Agreement
- Work towards completing Phase 2 of Les Gove Campus improvements

MAYOR

DEPARTMENT OVERVIEW

The Mayor and City Council, the legislative body representing the citizens of Auburn, is responsible for developing legislative policies of the City. Guidelines promulgated by the Council in the form of ordinances and resolutions are transmitted to the Mayor for implementation, follow-up and evaluation. The Council develops goals and provides a budget, which gives purpose and direction to City programs and initiatives.

Under the direction of the Mayor, as Auburn's Chief Executive Officer, the department is made up of the following divisions: Economic Development, Communications and Government Relations, Community and Humans Services. The Mayor sees that the laws and ordinances of the City are faithfully enforced and has general supervision of the administration of City government and all City interests. In addition, the eight department directors -- the City Attorney, Chief of Police, Director of Public Works, Director of Planning, Building & Community, Director of Human Resources, Risk & Property Management, Director of Finance, Director of Information Services and Director of Parks, Arts & Recreation carry out the necessary activities of the City.

2007 & 2008 ACCOMPLISHMENTS

- Annexation of Lea Hill and West Hill.
- Improved Public Safety.
- Provided adequate funding sources for public safety.
- Opened Auburn Ave Theatre
- Promoted continuous community outreach by involving citizens and business in their City government.
- Continued to seek opportunities to partner and work with the Muckleshoot Indian Tribe.
- Completed gateway project.
- Rezoned and redeveloped A Street SE corridor to commercial, including professional and service oriented businesses.
- Marketed Auburn as the regional entertainment center.
- Completed first project in Auburn Environmental Park.
- Remodeled Veterans Building
- Planned for Les Gove Community Campus
- Created Community Services Division
- Continued Redevelopment of B Street Plaza
- Designed Community Center

2009 & 2010 OBJECTIVES

- Create hospital/medical zone
- Designation of B Street Plaza to a park
- Conduct three community meetings a month
- Create a housing development group to manage affordable housing in Auburn
- Create special planning area west of C Street
- Attract and recruit major employers to Auburn
- Develop master list of community contacts, including points of contact for all Auburn Home Owner's Associations, Block Watches, neighborhood groups, ethnic populations and faith communities
- Update Zoning and Comp. Plan policies relating to single family and multi-family zones

2009 & 2010 OBJECTIVES (cont.)

- Establish criteria for neighborhood needs and funding including, but not limited to, neighborhood improvements, traffic calming, art, public safety, infrastructure improvements, etc.
- Assist in development of an operational One-Stop Center for human service agencies
- Redevelopment in Downtown Catalyst area
- Secure sustainable funding for arterial streets
- Create action group of community, private, and public interest for start-up services
- Continue to find ways to reach out to Auburn's diverse communities
- Increase the availability of emergency housing for residents in need

Department Budget

001/11 Council/Mayor	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Salaries & Wages	350,284	428,900	386,000	385,400	407,600
Personnel Benefits	88,739	107,800	97,000	112,200	120,000
Supplies	10,963	15,000	17,000	15,200	15,200
Services & Charges	84,817	119,700	100,000	109,100	110,400
Intergovernmental	0	0	0	0	0
Capital Outlays	0	0	0	0	0
Interfund Payments for Services	47,508	41,200	41,200	140,000	154,300
DEPARTMENT TOTAL	\$582,311	\$712,600	\$641,200	\$761,900	\$807,500

Department Employees

001 Council-Elected	2006	2007	2008	2009	2010
Councilmember	7.00	7.00	7.00	7.00	7.00
TOTAL COUNCIL	7.00	7.00	7.00	7.00	7.00

001 Mayor FTE's	2006	2007	2008	2009	2010
Mayor-Elected	1.00	1.00	1.00	1.00	1.00
Mayor FTE's	3.00	3.50	5.50	5.50	5.50
Communication FTE's *	6.50	6.50	5.50	5.50	5.50
TOTAL MAYOR FTE's	10.50	11.00	12.00	12.00	12.00

* Communications & Community Relations Division was created in 2005 and reports to the Mayor.

0.5 FTE - Council Assistant was added during 2007.

1.0 FTE was moved from Communications to Information Systems in 2008.

2.0 FTE's - Principal Planner/Human Services and a Project Assistant were added at the beginning of 2008.

Full Time Equivalent (FTE)

HUMAN RESOURCES, RISK, AND PROPERTY 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, risk and property management related activities, using value-added tools, processes and services.

DEPARTMENT OVERVIEW

The Human Resources Department develops and administers personnel policies, recruits applicants for employment, assists in selecting and hiring employees, administers the compensation system and makes recommendations in employee compensation (including benefits), 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 Court personnel while functioning under the direction of the Judge. Oversees risk and property management programs, and ensures compliance with the City's safety program.

2007 & 2008 ACCOMPLISHMENTS

- Implemented 9x80 work schedule for City Hall and M&O to provide extended business hours to the community
- Transitioned unaffiliated employees, Teamster represented employees and police commanders from Regence Medical Plan A to Regence PPO Medical Plan
- Centralized the recruiting and hiring process for temporary employees to mirror the regular employee hiring process
- Added additional alternative to incarceration programs, saving jail costs and reducing recidivism.
- Negotiated and implement five collective bargaining agreements, covering 2008-2010
- Implemented a process that informs Directors of their liability claims in a timelier manner, thus effecting necessary changes to reduce exposures
- Trained court clerks on updated BRIO/Database Warehouse software in order to move from manual to electronic reporting through the State Judicial Information System (JIS)
- Developed macros and scripts to minimize key strokes for documenting court proceedings, thus saving court clerks' time

2009 & 2010 OBJECTIVES

- To implement a new online application and hiring program (NeoGov) that will allow applicants to apply and forward applications online, and allow electronic screening by hiring managers
- To use NeoGov to automatically produce reports that show application trend analysis, allowing the City to recruit more efficiently
- To create a web-based individual orientation program that allows new employees to review benefit information prior to their start date
- To develop and present a monthly citywide orientation for new employees to receive information about the City, individual departments and customer service training (3 C's)
- To minimize municipal court paper files by scanning closed infractions, parking citations and photo enforcement, and move to electronic filings of citations by 2010
- To rearrange court clerk responsibilities and update desk manual by the end of 2009
- To implement partially state-funded interpreter services program
- To analyze and develop risk management benchmarking and performance measures to reduce City exposures and associated costs
- To transition the City from the State Industrial Insurance program to a self insured program

Department Budget

001/13 Human Resources	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Salaries & Wages	1,761,554	2,333,400	2,200,100	1,761,500	1,887,100
Personnel Benefits	560,015	691,800	657,200	611,900	655,700
Supplies	121,819	240,100	216,100	23,600	21,300
Services & Charges	1,440,175	1,789,400	1,741,855	926,900	961,400
Intergovernmental	0	0	0	0	0
Capital Outlays	22,893	87,000	87,000	0	0
Interfund Payments for Services	308,811	296,550	296,550	448,200	494,400
DEPARTMENT TOTAL	\$4,215,267	\$5,438,250	\$5,198,805	\$3,772,100	\$4,019,900

Department Employees

001 Human Resources FTE's	2006	2007	2008	2009	2010
Judge-Elected	1.00	1.00	1.00	1.00	1.00
Human Resources FTE's	6.00	7.50	7.50	7.50	7.50
Court/Probation FTE's*	14.00	16.00	20.00	20.00	20.00
TOTAL HUMAN RESOURCES FTE's	21.00	24.50	28.50	28.50	28.50

* Does not include 1 elected Judge

1.0 FTE - HR Coordinator was added in late 2007.

0.5 FTE was moved from Non-Departmental to Human Resources in 2007 to become Community Services Crew Leader.

1.0 FTE was moved from Non-Departmental to Court in early 2007 to become Court Clerk II.

0.5 FTE Probation Counselor added in 2007 Budget.

0.5 FTE - added to 0.5 FTE Probation Counselor position added in 2007 Budget and reclassified to a Probation Assistant

3.0 FTE's - 2 Court Clerk II and 1 Probation Counselor were added in 2008.

1.0 FTE - Court Commissioner was added in 2008.

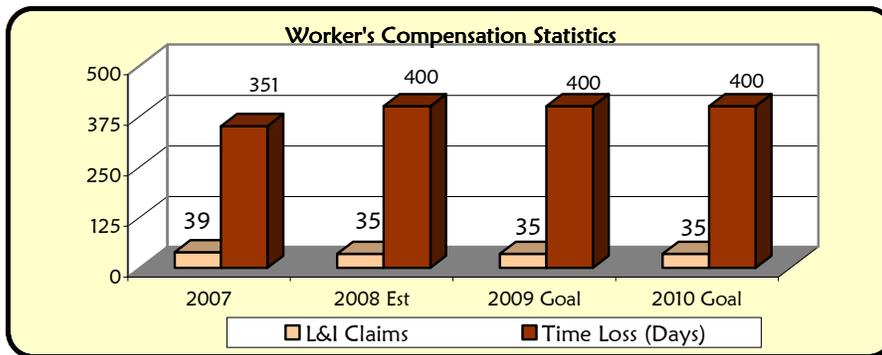
1.0 FTE - Court Clerk position has been frozen in the 2009/2010 budget.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - HUMAN RESOURCES, RISK, AND PROPERTY MANAGEMENT DEPARTMENT

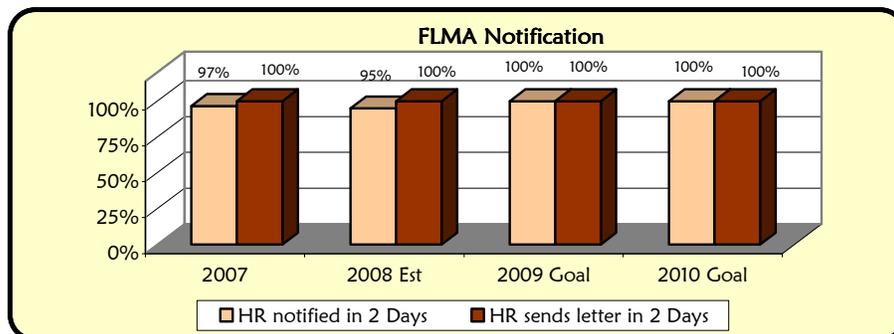
Worker's Compensation Statistics

Preventing workplace injuries is the best way to reduce industrial insurance costs. Time loss is one of the major factors that affect industrial insurance rates. Getting employees back to work as soon as possible after an injury helps reduce our premiums.



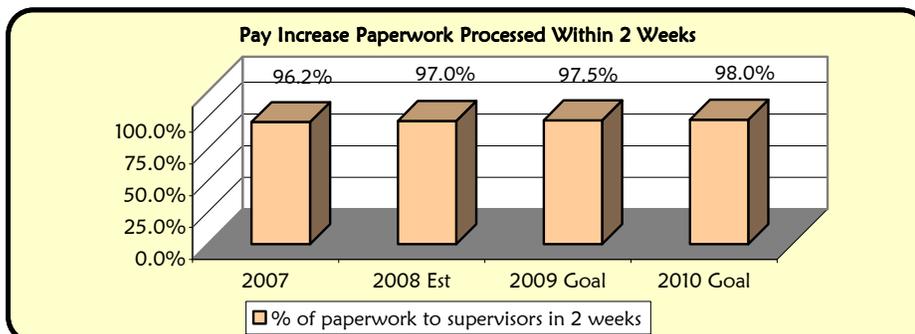
Family Medical Leave Act (FMLA) Notification

The City is responsible for notifying the employee of Family Medical Leave Act (FMLA) upon learning of the qualifying incident to meet legal compliance. The more timely the notification, the better the City can manage/minimize time loss for both work related and non-work related injuries/illness.



Pay Increase Paperwork Processed Within Two Weeks

The Human Resources department is responsible for initiating the paperwork for employee pay increases. This goal focuses on improving the process to ensure paperwork is received by the supervisors no later than two weeks prior to the effective date and pay increases are processed in a timely manner.



FACILITIES DEPARTMENT

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.

DEPARTMENT OVERVIEW

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

2007 & 2008 ACCOMPLISHMENTS

- Organized and consolidated files and processes for property management, contracting, leasing, acquisition, and sales activities.
- Developed a centralized access control program for all City-occupied facilities to enhance the security of those facilities through the use of key control policies and procedures, accurate tracking of keys issued, and standardized door hardware.

2009 & 2010 OBJECTIVES

- To increase productivity and reduce facilities costs by implementing a successful quarterly carpet and hard floor program; results tracked in CarteGraph.
- To reduce heating and cooling work orders by 10% through improved preventive maintenance, early detection of potential issues, and maintenance focused on long term problem elimination.
- To efficiently and effectively complete all project management activities that result in successful construction, within budget and on time, for the Community Center, Auburn Airport Taxiway and M&O facility.

**FACILITIES FUND
2009-2010 WORKING CAPITAL BUDGET**

Item	2007 Actual	2008 Budget	2008 Est. Actual	2009 Budget	2010 Budget
Operating Budget					
Operating Revenue					
348.920 Property Management Services	0	0	0	2,326,600	2,416,200
362.501 Rents Leases	0	0	0	105,000	105,000
362.600 Housing Rents	0	0	0	60,000	60,000
Total Operating Revenue	0	0	0	2,491,600	2,581,200
Operating Expense					
548.000.10 Salaries and Wages	0	0	0	(625,500)	(665,600)
548.000.20 Personnel Benefits	0	0	0	(218,400)	(232,600)
548.000.30 Supplies	0	0	0	(103,300)	(100,700)
548.000.40 Services & Charges	0	0	0	(1,191,800)	(1,140,900)
548.000.50 Intergovernmental	0	0	0	0	0
548.000.90 Interfund Payments for Services	0	0	0	(113,600)	(206,000)
548.000.00 Depreciation & Amortization	0	0	0	0	0
Total Operating Expenses	0	0	0	(2,252,600)	(2,345,800)
Operating Income (Loss)	0	0	0	239,000	235,400
Non Operating Revenue (Exp)					
361.110 Investment Income	0	0	0	5,000	10,000
369.900 Miscellaneous Revenue (Expense)	0	0	0	0	0
395.900 Gain on Sale of Fixed Assets	0	0	0	0	0
Total Non Oper. Rev (Exp)	0	0	0	5,000	10,000
Net Income (Loss)	0	0	0	244,000	245,400
Add/Deduct Items Not Affecting Working Capital (W/C)					
548.100.01 Depreciation & Amortization	0	0	0	0	0
590.100.83 Debt Service Interest	0	0	0	(39,200)	(41,100)
Net W/C From Operations	0	0	0	204,800	204,300
Other Resources and Uses Budget					
Resources Other Than Operations					
397.100 Transfer In	0	0	0	0	0
399.000 Other Sources	0	0	0	0	0
Total Resources	0	0	0	0	0
Uses Other Than Operations					
590.100. Other Uses	0	0	0	0	0
597.100.55 Transfer Out	0	0	0	0	0
590.100.63 Inc in Fixed Assets-Improvements	0	0	0	0	0
590.100.64 Inc in Fixed Assets-Equipment	0	0	0	(6,000)	0
590.100.75 Debt Service Principal	0	0	0	(36,700)	(38,600)
Total Uses	0	0	0	(42,700)	(38,600)
Net Change in W/C	0	0	0	162,100	165,700
Beginning W/C 1/1	0	0	0	0	162,100
Ending W/C 12/31	0	0	0	162,100	327,800
Net Change in W/C	\$ 0	\$ 0	\$ 0	\$ 162,100	\$ 165,700

Department Employees

505 Facilities FTE's	2006	2007	2008	2009	2010
Facilities/Property Management FTE's *	8.00	9.00	10.00	10.00	10.00
TOTAL FACILITIES FTE's	8.00	9.00	10.00	10.00	10.00

* Property Management division was moved from Planning to Human Resources in 2006 and became a separate Internal Service fund in 2009.

1.0 FTE - Property Manager was added in early 2007.

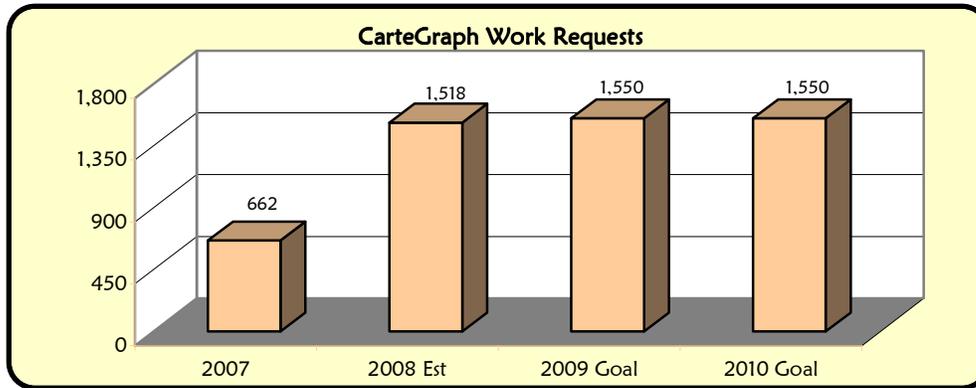
1.0 FTE - Project/Construction Manager was added in 2008.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - FACILITIES DEPARTMENT

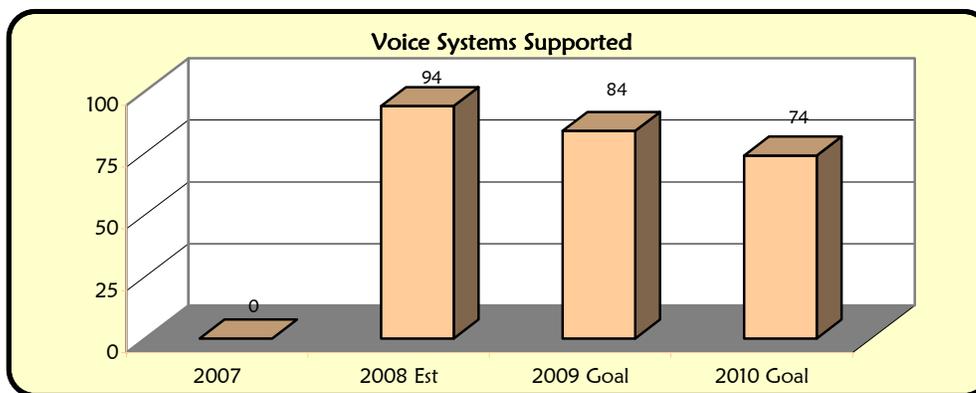
CarteGraph Work Requests

Facilities Maintenance provides 24/7 maintenance for City facilities. Requests are tracked through CarteGraph. Within 24 hours of receiving the work request (Monday-Friday) the customer will receive an email acknowledging receipt. If there are issues with completing any request in a timely manner, contact will be made with the customer and once it has been completed. Below is the actual number of work requests submitted in 2007 and an estimated amount for the remaining years.



HVAC Requests/Complaints

The Facilities Department will make every possible effort (within budget constraints) to reduce HVAC requests/complaints by 10% each year. Below you will find the estimated number for 2008 and the projected decline for 2009 and 2010. The actual number for 2007 is not available.





FINANCE DEPARTMENT

MISSION STATEMENT

The Finance Department supports City efforts by providing quality financial services.

DEPARTMENT OVERVIEW

Major responsibilities include: financial and budgetary policy development; long-term financing and cash management; the functions of utility billing, payroll, purchasing, and accounts payable. The department prepares a comprehensive annual financial report and a biennial budget document. Other duties include providing analytical support, accounting and budget advice to departments and overseeing contracted services of solid waste and airport management.

2007 & 2008 ACCOMPLISHMENTS

- Completed the 2007-2008 Biennial Budget and submitted documentation to Government Finance Officer's Association for the Distinguished Budget Presentation award
- Prepared the 2007 and 2008 Comprehensive Annual Financial Reports (CAFRs). Submitted documentation to the GFOA award program to receive the Certificate of Achievement for Excellence in Financial Reporting
- Updated the six-year Capital Facilities Plan as part of the Comprehensive Plan
- Continued to track performance measures to improve efficiency and effectiveness in providing customer service
- Prepared the 2009-2010 Biennial Budget consistent with best practices in budgeting
- Implemented monthly billings for utilities
- Developed Project Accounting to track revenue and expenses in newly annexed areas
- Prepared financial proformas for planned annexation areas
- Administered census for annexation areas
- Developed Request For Proposals for Cost of Service studies, Airport development, and bank services
- Determined other post-employment benefit liability for Governmental Accounting Standards Board (GASB) 45
- Worked with State Auditor's office for successful audit engagement

2009 & 2010 OBJECTIVES

- Complete the 2009-2010 Biennial Budget and submit documentation to GFOA for the Distinguished Budget Presentation award
- Prepare the 2009 and 2010 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
- Update and expand the 2009 and 2010 Revenue Manuals
- Prepare the Popular Annual Financial Report for year-end financial summary
- Continue to track performance measures to improve efficiency and effectiveness in providing customer service
- Streamline purchasing by using procurement cards
- Administer Cost of Service study for building and development activities
- Issue bonds as required for street programs, Community Center and Annex
- Administer Federal Aviation Administration grant for new Airport Taxiway
- Implement GASB 45 for other post-employment benefits
- Work with State Auditor's office for successful audit engagement
- Establish new internal service fund for facilities and property management

Department Budget

001/14 Finance	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Salaries & Wages	475,966	584,400	580,000	590,900	634,600
Personnel Benefits	141,219	196,400	174,000	205,300	220,600
Supplies	11,690	21,800	13,000	13,700	14,500
Services & Charges	160,989	254,900	248,000	222,300	214,900
Intergovernmental	0	0	0	0	0
Capital Outlays	2,287	0	0	0	0
Interfund Payments for Services	108,792	106,900	106,900	142,900	171,200
DEPARTMENT TOTAL	\$900,943	\$1,164,400	\$1,121,900	\$1,175,100	\$1,255,800

Department Employees

001 Finance FTE's	2006	2007	2008	2009	2010
Finance FTE's	23.00	24.00	25.00	25.00	25.00
TOTAL FINANCE FTE's	23.00	24.00	25.00	25.00	25.00

1.0 FTE - Financial Analyst was added in late 2007.

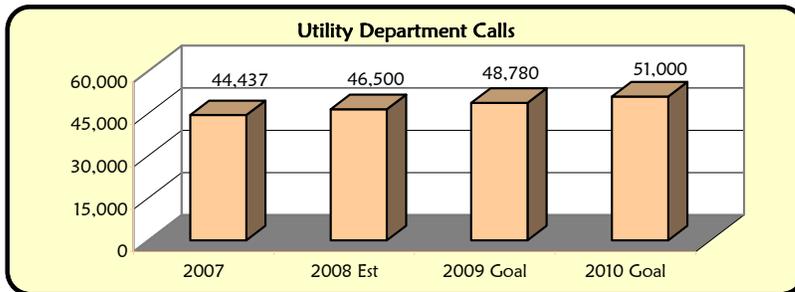
1.0 FTE - Accountant was added in early 2008.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - FINANCE DEPARTMENT

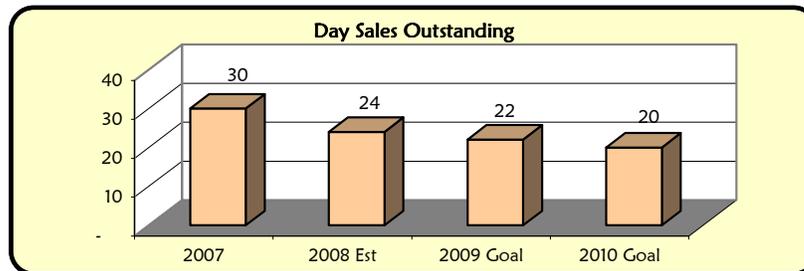
Total Utility Department Calls

The Utility billing division began receiving detailed statistical information on the number of phone calls into & out of the department in April 2004. These calls are logged by the hour and extension number & include the length of the call. Using this information, management can determine both individual and department performance, billing cycle relationships to peak hours or days in a month, and staff time spent on telephone calls. In the future, management can develop minimum standards for individual performance such as number of calls in a day or the minutes per call that should not be exceeded. Training can then be structured to increase the level of customer service and efficiency. In 2007, we changed to monthly billing in July which resulted in an increase in the number of phone calls. The 2008 annexation of Lea Hill and West Hill also increased the volume of inquiries to the Utility Department.



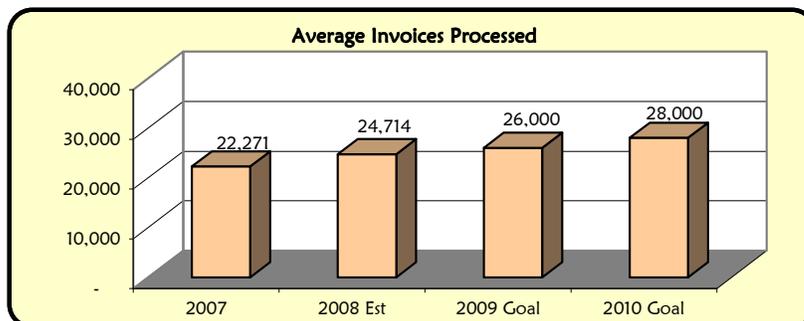
Days Sales Outstanding

“Days Sales Outstanding” is the City’s average collection period, which is now based on a 25 day billing cycle, for all its utilities. This reflects the change to a monthly billing cycle which was implemented in July 2007. It is an important financial indicator because it shows the age, in terms of days, of an organization’s accounts receivable and the average time it takes to turn receivables into cash. It provides insight into the changes that occur within the City’s receivable balance.



Average Invoices Processed - Per Month Per FTE Employee

This measurement is typically improved by reducing the number of invoices that have to be handled more than once. Thus, staff is constantly looking for ways to speed up the invoice approval process. This statistic is used to track the productivity of the accounts payable employees, and to insure staffing is at proper levels to meet the City’s ongoing legal disbursement commitments.



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 retiring employees are also budgeted in this department.

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

2007 & 2008 ACCOMPLISHMENTS

- Continued to fund Law Enforcement Officers and Firefighters (LEOFF) retiree medical and long-term care expenses
- Continued to fund retirement payoffs
- Continued to provide funding for general citywide services
- Provided funding for construction of Downtown Revitalization projects
- Funded debt payments for Valley Com and Library
- Financially supported the Local and Arterial Street funds

2009 & 2010 OBJECTIVES

- Continue to fund LEOFF retiree medical and long-term care expenses
- Continue to fund retirement payoffs
- Continue to provide funding for general citywide services
- Provide funding for construction of Downtown Revitalization projects
- Fund debt payment for Valley Com and Library
- Receipt in and distribute state Motor Vehicle Fuel Tax (MVFT) funds that support the Local and Arterial Street funds
- Support the Redflex program related to traffic calming projects

Department Budget

001/98 Non-Departmental	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Salaries & Wages	169,697	411,400	300,000	674,300	661,900
Personnel Benefits	1,029,854	1,115,000	1,115,000	1,218,000	1,336,400
Supplies	0	0	0	0	0
Services & Charges	477,923	870,345	685,700	484,700	486,400
Intergovernmental	12,727,574	4,979,132	4,648,432	2,159,000	1,159,400
Capital Outlays	724,079	562,000	300,000	100,000	85,000
Debt Service: Principal	159,141	167,000	167,000	175,000	184,000
Debt Service: Interest	0	83,500	83,500	75,700	66,900
Interfund Payments for Services	0	0	0	0	0
Designated Fund Balance	149,725	149,725	158,300	391,800	318,500
Undesignated Fund Balance	14,312,995	4,338,345	9,261,670	5,452,470	5,863,470
DEPARTMENT TOTAL	\$29,750,988	\$12,676,447	\$16,719,602	\$10,730,970	\$10,161,970

Department Employees

001 Nondepartmental FTE's	2006	2007	2008	2009	2010
Nondept FTE's	0.00	0.00	0.00	0.00	0.00
TOTAL NONDEPT FTE's	0.00	0.00	0.00	0.00	0.00

Full Time Equivalent (FTE)

SPECIAL REVENUE FUNDS

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

Fund 104

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

Fund 118

The Local Law Enforcement Block Grant (LLEBG) Fund accounts for money received from the Federal government that can only be used for criminal justice purposes.

Fund 122

The Cumulative Reserve Fund accumulates excess reserves for counter-cyclical purposes, capital purposes, and as a "Rainy Day" fund.

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.

Fund 125

Parks and Recreation Special Projects Fund accounts for donations and related expenses to fund special programs within the parks and recreation program. This fund is no longer being used as of 2008.

2007 & 2008 ACCOMPLISHMENTS

- Continued to collect, monitor and distribute legally restricted revenue sources
- Utilized grant options and maintained accountability of grant funds
- Administered use of mitigation fees to provide for City Infrastructure improvements
- Maintained Cumulative Reserve fund to provide stability during economic downturns and capital purposes

2009 & 2010 OBJECTIVES

- Continue to collect, monitor and distribute legally restricted revenue sources
- Utilize grant options and maintained accountability of grant funds
- Administer use of mitigation fees to provide for City Infrastructure improvements
- Maintain Cumulative Reserve fund to provide stability during economic downturns and capital purposes

Special Revenue Funds

104 Hotel Motel Tax	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Fund Balance	62,122	87,394	87,394	98,000	32,600
Hotel Motel Tax	85,405	76,000	87,000	76,000	76,000
Services & Charges	0	0	0	9,100	9,100
Investment Income	3,495	1,800	1,800	2,500	600
Transfers In	0	0	0	0	0
Total Revenue	\$151,022	\$165,194	\$176,194	\$185,600	\$118,300
Expenditures					
Services & Charges	63,628	122,000	78,194	153,000	85,500
Undesignated Fund Balance	87,394	43,194	98,000	32,600	32,800
Total Expenditures	\$151,022	\$165,194	\$176,194	\$185,600	\$118,300

118 Justice Assistance Grant	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Fund Balance	9,154	12,261	12,261	12,261	12,261
Bureau of Justice Assistance	29,000	26,300	19,000	13,000	10,000
Investment Income	507	100	100	100	100
Transfer In	2,600	2,600	1,900	1,300	1,000
Total Revenue	\$41,261	\$41,261	\$33,261	\$26,661	\$23,361
Expenditures					
Salaries & Wages	29,000	29,000	21,000	14,400	11,100
Undesignated Fund Balance	12,261	12,261	12,261	12,261	12,261
Total Expenditures	\$41,261	\$41,261	\$33,261	\$26,661	\$23,361

Special Revenue Funds

122 Cumulative Reserve	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Fund Balance	5,642,187	5,962,968	5,962,968	5,703,268	5,371,268
Investment Income	320,781	200,000	150,500	156,000	146,000
Transfer In	0	44,800	44,800	0	0
Total Revenue	\$5,962,968	\$6,207,768	\$6,158,268	\$5,859,268	\$5,517,268
Expenditures					
Transfer Out-321	0	1,036,200	455,000	488,000	0
Undesignated Fund Balance	5,962,968	5,171,568	5,703,268	5,371,268	5,517,268
Total Expenditures	\$5,962,968	\$6,207,768	\$6,158,268	\$5,859,268	\$5,517,268

124 Mitigation Fees	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Designated Beginning Fund Balance	2,396,952	4,960,078	4,960,078	5,152,978	4,284,778
Undesignated Beginning Fund Balance	944,960	159,967	159,967	156,367	303,367
Transportation Impact Fee	1,664,513	800,000	1,164,200	750,000	750,000
School Impact Fee	11,550	20,000	3,800	5,000	5,000
Fire Impact Fees	133,582	0	56,800	0	0
Transfer In-Fire Impact	12,967	0	0	0	0
Fire Mitigation	61,311	0	6,300	0	0
Transfer In-Fire Mitigation	53,330	0	0	0	0
Traffic Mitigation	122,920	200,000	38,000	50,000	50,000
Truck Impact	5,347	0	9,200	5,000	5,000
Parks Impact Fees	191,000	0	0	0	0
Parks Mitigation	89,487	0	800	0	0
Investment Income	234,133	50,000	135,000	142,000	100,000
Total Revenue	\$5,922,052	\$6,190,045	\$6,534,145	\$6,261,345	\$5,498,145
Expenditures					
Intergovernmental	443,633	264,200	264,200	98,100	0
Transfer Out	358,374	1,416,000	960,600	1,575,100	2,508,500
Designated Fund Balance	4,960,078	4,279,878	5,152,978	4,284,778	2,581,278
Undesignated Fund Balance	159,967	229,967	156,367	303,367	408,367
Total Expenditures	\$5,922,052	\$6,190,045	\$6,534,145	\$6,261,345	\$5,498,145

Special Revenue Funds

125 Parks & Recreation Special Projects	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Fund Balance	45,412	0	0	0	0
Contributions & Donations	14,616	0	0	0	0
Total Revenue	\$60,028	\$0	\$0	\$0	\$0
Expenditures					
Supplies	16,535	0	0	0	0
Services & Charges	12,760	0	0	0	0
Transfer Out	30,733	0	0	0	0
Undesignated Fund Balance	0	0	0	0	0
Total Expenditures	\$60,028	\$0	\$0	\$0	\$0

DEBT SERVICE FUNDS

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

2007 & 2008 ACCOMPLISHMENTS

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

2009 & 2010 OBJECTIVES

- Make timely payment of principal and interest on outstanding debt issues
- Continue accounting for existing LID funds including closing out funds for completed LIDs
- Coordinate new LIDs with other City departments
- Calculate yearly the net cash amount required in the LID guarantee fund by multiplying the total debt outstanding for all LID debt issues by ten percent, any excess may be transferred to the General Fund

Debt Service Funds

229 1998 GO Library Bond Debt	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Fund Balance	25,372	35,810	35,810	42,310	43,310
Investment Income	10,378	11,700	6,500	6,000	6,000
Transfer In	306,500	307,200	307,200	302,500	299,300
Total Revenue	\$342,250	\$354,710	\$349,510	\$350,810	\$348,610
Expenditures					
Debt Service Principal	185,000	195,000	195,000	205,000	210,000
Debt Service Interest	121,440	112,200	112,200	102,500	94,300
Undesignated Fund Balance	35,810	47,510	42,310	43,310	44,310
Total Expenditures	\$342,250	\$354,710	\$349,510	\$350,810	\$348,610
249 LID Guarantee	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Fund Balance	52,003	115,023	115,023	61,623	51,823
Investment Income	2,509	2,400	2,400	1,200	1,200
Transfer In	70,511	0	0	0	0
Total Revenue	\$125,023	\$117,423	\$117,423	\$62,823	\$53,023
Expenditures					
Transfer Out	10,000	54,800	54,800	10,000	10,000
Debt Service Interest	0	1,000	1,000	1,000	1,000
Undesignated Fund Balance	115,023	61,623	61,623	51,823	42,023
Total Expenditures	\$125,023	\$117,423	\$117,423	\$62,823	\$53,023

CAPITAL IMPROVEMENT PROJECTS 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.

2007 & 2008 ACCOMPLISHMENTS

- Maintained accounting for the Downtown revitalization program
- Transferred out Real Estate Excise Tax (REET) funds to support Local and Arterial Streets and Parks capital programs
- Continued to support public art projects
- Provided funding for traffic and sidewalk programs
- Continued to provide funding for facility repair and maintenance

2009 & 2010 OBJECTIVES

- Maintain accounting for Downtown revitalization program
- Transfer out Real Estate Excise Tax (REET) funds to support Parks capital programs
- Provide funding for traffic and sidewalk programs
- Continue to provide funding for facility repair and maintenance

Capital Projects Fund

328 Capital Improvement Projects	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Fund Balance	13,512,799	9,685,352	9,685,352	9,515,434	4,968,834
REET 1	1,384,611	1,100,000	900,000	900,000	900,000
REET 2	1,384,611	1,100,000	900,000	900,000	900,000
Investment Income	739,227	304,700	304,700	200,000	250,000
Interlocal Grants	30,000	0	0	0	0
Rents Leases & Concessions	2,481	0	0	0	0
Contributions & Donations	23,424	0	24,600	25,800	27,100
Interfund Loan	0	37,500	37,500	37,500	37,500
Transfer In	914,800	3,214,732	3,214,732	200,000	200,000
Total Revenue	\$17,991,953	\$15,442,284	\$15,066,884	\$11,778,734	\$7,283,434
Expenditures					
Unrestricted Capital Outlay	5,237,400	1,514,900	1,259,900	540,000	40,000
REET 1 Facilities Improvements	56,396	950,000	250,000	800,000	100,000
Building Maintenance	0	107,000	50,000	0	0
Public Works	0	213,800	213,800	200,000	200,000
REET 2 Public Works	190,909	585,350	585,350	200,000	200,000
REET 2 Planning	0	200,000	60,000	100,000	12,000
Unrestricted Transfer Out	12,967	0	0	1,000,000	100,000
REET 1 Transfer Out	67,155	1,784,950	1,579,000	3,969,900	478,100
REET 2 Transfer Out	2,741,774	1,553,400	1,553,400	0	0
Undesignated Fund Balance	9,685,352	8,532,884	9,515,434	4,968,834	6,153,334
Total Expenditures	\$17,991,953	\$15,442,284	\$15,066,884	\$11,778,734	\$7,283,434

SOLID WASTE UTILITY DIVISION

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

The City contracts with Waste Management to do collection and recycling, with City staff responsible for overall management and billings. The City also has a franchise agreement with Allied Waste in the recently annexed area of Lea 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.

2007 & 2008 ACCOMPLISHMENTS

- Maintained the measured rate of residential recycling (including yard waste) at 58% by volume.
- Measured the participation rate in residential recycling and maintained an average of 83%.
- Measured the volume-based rate of shifting from 30-gallon cans to 20-gallon and 10-gallon cans, as a result of residential recycling, and maintained the volume-based rate at 21%.
- Maintained multifamily complexes to 70% recycling participation.
- Worked with the Auburn School District and gave recycling and solid waste presentations to students through the 3rd grade. Also, assisted King County in implementing green schools in Auburn School District.
- Promoted Commercial Recycling and maintained a recycling participation rate of 60%.
- Maintained assessment of route checks within one day and 95% response within ten days.
- Provided citizens with recycling ability at all City facilities.
- Maintained recycling at all City special events and in parks in conjunction with the Parks department.
- Maintained the total diversion rate at 14%.
- Continued negotiations to deliver services in the Pierce County area.
- Reduced the rise in garbage collected by promoting recycling.

2009 & 2010 OBJECTIVES

- Continue to maintain the measured rate of residential recycling.
- Continue to measure the participation rate in residential recycling.
- Continue to measure volume-based rate of shifting from 30-gallon cans to 20-gallon and 10-gallon cans, as a result of residential recycling.
- Continue to maintain multifamily complexes recycling participation.
- Continue to promote Commercial recycling.
- Continue to maintain assessment of route checks within one day.
- Continue to provide citizens with recycling ability at all City facilities.
- Continue to maintain recycling at all City special events and in parks in conjunction with the Parks department.
- Continue negotiations to deliver services in the Pierce County area.
- Continue to reduce the rise in garbage collected by promoting recycling.
- Prepare to negotiate new solid waste contract in 2009, effective January 2011.

**SOLID WASTE FUND
2009-2010 WORKING CAPITAL BUDGET**

Item	2007 Actual	2008 Adj. Budget	2008 Est. Actual	2009 Budget	2010 Budget
Operating Budget					
Operating Revenue					
343.750 Garbage Service	9,178,216	9,350,000	9,350,000	10,555,400	10,661,000
343.770 Household Haz. Waste	306,500	306,000	306,000	284,500	287,400
343.780&90 Refuse, City, Excise Tax	956,857	588,000	588,000	847,700	856,200
Total Operating Revenue	10,441,573	10,244,000	10,244,000	11,687,600	11,804,600
Operating Expense					
537.000.10 Salaries and Wages	(342,134)	(416,600)	(416,600)	(403,900)	(429,900)
537.000.20 Personnel Benefits	(113,426)	(125,300)	(125,300)	(141,600)	(150,800)
537.000.30 Supplies	(22,643)	(33,900)	(21,900)	(31,200)	(34,100)
537.000.40 Services & Charges	(9,397,129)	(9,956,800)	(9,706,800)	(12,075,400)	(11,188,900)
537.000.50 Intergovernmental	(303,349)	(306,000)	(306,000)	(284,500)	(287,500)
537.000.90 Interfund Payments for Services	(152,112)	(196,700)	(196,700)	(144,300)	(154,900)
537.000.00 Depreciation & Amortization	(38,107)	(44,000)	(44,000)	(40,000)	(40,000)
Total Operating Expenses	(10,368,900)	(11,079,300)	(10,817,300)	(13,120,900)	(12,286,100)
Operating Income (Loss)	72,673	(835,300)	(573,300)	(1,433,300)	(481,500)
Non Operating Revenue (Exp)					
361.110 Investment Income	137,276	70,000	70,000	70,000	70,000
337.000 Interlocal Grants	43,263	59,600	59,600	77,200	79,800
537.800.80 Interest Expense	818	0	0	0	0
Total Non Oper. Rev (Exp)	181,357	129,600	129,600	147,200	149,800
Net Income (Loss)	254,030	(705,700)	(443,700)	(1,286,100)	(331,700)
Add/Deduct Items Not Affecting Working Capital (W/C)					
535.801.00 Depreciation & Amortization	38,107	44,000	44,000	40,000	40,000
Net W/C From Operations	292,137	(661,700)	(399,700)	(1,246,100)	(291,700)
Other Resources and Uses Budget					
Resources Other Than Operations					
397.100 Transfer In	0	0	0	0	0
399.000 Other Sources	2,163	0	0	0	0
Total Resources	2,163	0	0	0	0
Uses Other Than Operations					
590.100. Other Uses	0	0	0	0	0
590.100.64 Inc in Fixed Assets-Equipment	(5,146)	0	0	0	0
Total Uses	(5,146)	0	0	0	0
Net Change in W/C	289,154	(661,700)	(399,700)	(1,246,100)	(291,700)
Beginning W/C 1/1	2,746,031	3,035,185	3,035,185	2,635,485	1,389,385
Ending W/C 12/31	3,035,185	2,373,485	2,635,485	1,389,385	1,097,685
Net Change in W/C	\$ 289,154	\$ (661,700)	\$ (399,700)	\$ (1,246,100)	\$ (291,700)

Department Employees

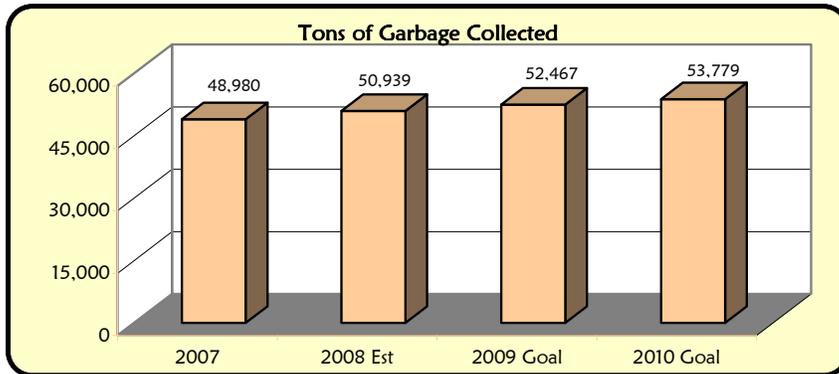
434 Solid Waste FTE's	2006	2007	2008	2009	2010
Solid Waste FTE's	2.00	2.00	2.00	2.00	2.00
TOTAL SOLID WASTE FTE's	2.00	2.00	2.00	2.00	2.00

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - SOLID WASTE FUND

Tons of Residential & Commercial Garbage Collected

The City of Auburn garbage tonnage is increasing in line with the County wide tonnage increases. An increase in recycling diversion slows the growth of the garbage increases.



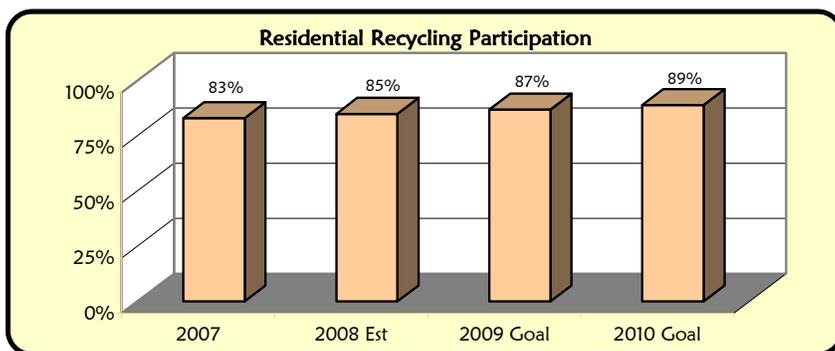
Tons of Recycling & Yard Waste Collected

We anticipate an increase in recycling by promoting "All-in-One" and "Food Scrap" recycling opportunities to residents and businesses in 2008 - 2009.



Residential Recycling Participation Percentage

With continued outreach and education of the "All-in-One" recycling program, we hope to increase participation.



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 370 aircraft. In addition, it leases space to Auburn Flight Service, Inc., an aircraft sale, charter, airplane rental and pilot training facility. Auburn Flight Service has expanded the space formerly leased by other tenants and now offers a full range of aircraft maintenance services. The City contracts with an Airport manager to manage aircraft tie-downs, hangars and facility leases, as well as the management, maintenance, and operation of the fuel facility.

2007 & 2008 ACCOMPLISHMENTS

- Implemented the Airport Master Business Plan
- Implemented Airport rules and regulations as adopted, among all airport users
- Implemented Minimum Standards for Commercial Operations at the Airport
- Designed and implemented new Airport rental agreements and other forms or permits
- Repair water problems in hangar rows 9 and 10
- Prepared and promoted an Request For Proposal (RFP) for aeronautical business development at the Airport
- Implemented an emergency contact information program to assist Fire, Police and King County Search and Rescue
- Assisted Storm Water Department in a maintenance and improvement plan for storm water holding ponds at the Airport to avoid Federal Aviation Administration (FAA) intervention
- Completed design and bid process for the Airport taxiway improvement project
- Designed, implemented and published an Auburn Airport Traffic Pattern
- Continued to campaign concerning the value of the airport to citizens and surrounding area
- Advertised regionally to promote the use of the Auburn Airport as an alternative to Boeing Field, Renton and Tacoma
- Pursued State and Federal grant opportunities for airport development and improvements
- Continued the process of identification and need for replacement of hangar headers which may fail
- Increased Airport security by re-authorization of the airport access card system
- Continued to increase services available at the Airport
- Replaced one of the two fuel terminals with new terminal
- Constructed a demonstration door that may be used to inexpensively upgrade open t-hangars
- Assisted the City in identification of land opportunities adjacent to the Airport
- Installed Airport information signs on Hwy 167
- Promoted Jet fuel installation

2009 & 2010 OBJECTIVES

- Continue implementation of the Airport Business Master Plan
- Update the Airport Business Master Plan
- Compliance of Airport rules and regulations as adopted, among all airport users
- Compliance of the Minimum Standards for Commercial Operations at the Airport

2009 & 2010 OBJECTIVES (cont.)

- Continue to promote an RFP for aeronautical business development at the Airport
- Complete construction process for the Airport taxiway improvement
- Repair, replace and/ or upgrade runway lighting system
- Repair, replace and/ or upgrade runway end identification lighting system
- Apply to FAA for replacement of obsolete Visual Approach Slope Indicator (VASI) with new FAA approved Precision Approach Path Indicator (PAPI) Systems
- Educate, distribute and enforce the Auburn Airport Traffic Pattern to all airport users
- Assist the City with the acquisition of the King County Park-and-Ride
- Continue to campaign concerning the value of the Airport to citizens and surrounding area
- Continue to advertise regionally to promote the use of the Auburn Airport as an alternative to Boeing, Renton and Tacoma
- Continue to pursue State and Federal grant opportunities for continued airport development and improvements
- Complete a condition assessment of hangar rows 2 through 8 for safety and soundness
- Install an airport video camera which may be viewed through the internet
- Replace obsolete fuel terminal on east side
- Inexpensively upgrade certain open t-hangars with doors and interior walls
- Establish program with FAA and/ or local investment in land opportunities adjacent to the Airport
- Upgrade and replace limited and obsolete airport security access system
- Begin process of FAA Airport Master Plan update
- Complete perimeter fencing of west side of Airport
- Begin process of development of the Westside Airport Property and access road
- Investigate opportunities for fuel vendors, branded or unbranded aviation fuels
- Continue to promote Jet fuel installation

**AIRPORT FUND
2009-2010 WORKING CAPITAL BUDGET**

Item	2007 Actual	2008 Adj. Budget	2008 Est. Actual	2009 Budget	2010 Budget
Operating Budget					
Operating Revenue					
341.930 Airport Security Service	10,540	9,500	9,500	13,500	13,500
344.604 Flowage Fee	13,262	10,400	10,400	10,400	10,400
362.501 Property Leases	190,835	152,900	152,900	195,000	195,000
362.502 Tie Down & Hangar Rent	427,390	431,600	431,600	425,000	435,000
362.503 Fuel Facility Rent	18,000	18,000	18,000	18,000	18,000
Total Operating Revenue	660,027	622,400	622,400	661,900	671,900
Operating Expense					
546.000.10 Salaries and Wages	(16,948)	(17,700)	(17,700)	(19,400)	(20,900)
546.000.20 Personnel Benefits	(4,371)	(5,100)	(5,100)	(6,800)	(7,300)
546.000.30 Supplies	0	(2,000)	(2,000)	(2,000)	(2,000)
546.000.40 Services & Charges	(336,454)	(358,900)	(358,900)	(403,000)	(412,800)
546.000.90 Interfund Payments for Services	0	(1,100)	0	0	0
546.800.01 Depreciation & Amortization	(246,349)	(265,000)	(265,000)	(270,000)	(300,000)
Total Operating Expenses	(604,122)	(649,800)	(648,700)	(701,200)	(743,000)
Operating Income (Loss)	55,905	(27,400)	(26,300)	(39,300)	(71,100)
Non Operating Revenue (Exp)					
361.110 Investment Income	44,816	26,000	26,000	30,000	32,000
369.900 Miscellaneous Revenue (Expense)	3,835	5,000	5,000	1,000	1,000
395.100 Gain/Loss Sale of Fixed Assets	(1,050)	0	0	0	0
546.100.80 Debt Service Interest	(76,463)	(32,100)	(32,100)	(69,400)	(64,100)
Total Non Oper. Rev (Exp)	(28,862)	(1,100)	(1,100)	(38,400)	(31,100)
Net Income (Loss)	27,043	(28,500)	(27,400)	(77,700)	(102,200)
Add/Deduct Items Not Affecting Working Capital (W/C)					
535.801.00 Depreciation & Amortization	246,349	265,000	265,000	270,000	300,000
Net W/C From Operations	273,392	236,500	237,600	192,300	197,800
Other Resources and Uses Budget					
Resources Other Than Operations					
333.201 Federal Aviation Grant	105,420	2,862,400	232,800	2,928,800	0
334.*** State Grant	0	0	6,100	77,100	0
399.000 Other Sources	11,638	0	0	0	0
Total Resources	117,058	2,862,400	238,900	3,005,900	0
Uses Other Than Operations					
590.100.05 Net Change in Restricted Assets	(615)	0	0	0	0
590.100.11 Inc in Fixed Assets-Benefits	(72)	0	0	0	0
590.100.21 Inc in Fixed Assets-Salaries	(11)	0	0	0	0
590.100.65 Inc in Fixed Assets-Construction	(132,956)	(3,110,400)	(396,000)	(3,287,900)	(75,000)
590.100.70 Debt Service Principal	(50,000)	(60,000)	(60,000)	(65,000)	(85,000)
Total Uses	(183,654)	(3,170,400)	(456,000)	(3,352,900)	(160,000)
Net Change in W/C	206,796	(71,500)	20,500	(154,700)	37,800
Beginning W/C 1/1	644,590	851,386	851,386	871,886	717,186
Ending W/C 12/31	851,386	779,886	871,886	717,186	754,986
Net Change in W/C	\$ 206,796	\$ (71,500)	\$ 20,500	\$ (154,700)	\$ 37,800

INSURANCE

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

In recent years, there has been a rapid increase in insurance premiums coupled with the decrease in coverage that has caused the City to continually re-evaluate its insurance program. In the 1987 budget process, the City decided to build its insurance reserve to a level sufficient to supplement existing insurance. The City currently meets its insurance needs by participating in the Washington Cities Insurance Authority's Insurance Pool (WCIA). No contributions have been made to this fund since 1994. Interest earnings have been sufficient to cover the annual cost of operations.

2007 & 2008 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

2009 & 2010 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

**INSURANCE FUND
2009-2010 WORKING CAPITAL BUDGET**

Item	2007 Actual	2008 Adj. Budget	2008 Est. Actual	2009 Budget	2010 Budget
Operating Budget					
Operating Revenue					
361.110 Investment Income	113,901	74,000	74,000	78,400	78,400
369.400 Miscellaneous Revenue	100,000	0	0	0	0
Total Operating Revenue	213,901	74,000	74,000	78,400	78,400
Operating Expense					
517.700.20 Personnel Benefits	(37,804)	(132,000)	(132,000)	(70,000)	(70,000)
517.700.40 Services & Charges	(203,196)	(261,600)	(8,000)	(8,000)	(8,000)
Total Operating Expenses	(241,000)	(393,600)	(140,000)	(78,000)	(78,000)
Operating Income (Loss)	(27,099)	(319,600)	(66,000)	400	400
Net Change in W/C	(27,099)	(319,600)	(66,000)	400	400
Beginning W/C 1/1	2,742,617	2,715,518	2,715,518	2,649,518	2,649,918
Ending W/C 12/31	2,715,518	2,395,918	2,649,518	2,649,918	2,650,318
Net Change in W/C	\$ (27,099)	\$ (319,600)	\$ (66,000)	\$ 400	\$ 400

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.

2007 & 2008 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

2009 & 2010 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 Relief & Pension	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Fund Balance	2,826,706	2,898,968	2,898,968	2,872,968	2,850,268
Investment Income	161,705	120,000	80,000	85,000	87,000
Transfer In	60,185	56,000	56,000	58,000	60,000
Total Revenue	\$3,048,596	\$3,074,968	\$3,034,968	\$3,015,968	\$2,997,268
Expenditures					
Salaries & Wages	140,517	146,900	146,900	148,300	151,200
Personnel Benefits	8,803	11,100	11,100	13,400	14,400
Services & Charges	308	4,000	4,000	4,000	4,000
Undesignated Ending Fund Balance	2,898,968	2,912,968	2,872,968	2,850,268	2,827,668
Total Expenditures	\$3,048,596	\$3,074,968	\$3,034,968	\$3,015,968	\$2,997,268

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 City's programs. The City has one permanent fund; Fund 701-Cemetery Endowed Fund accounts for non-expendable investments held by the City's trustee. The interest earned on investments can only be used for preservation and capital projects at the cemetery.

2007 & 2008 ACCOMPLISHMENTS

- Transferred earnings to the Cemetery operating fund for capital improvements
- Transferred interest earnings to provide payment of debt service should the Cemetery borrow construction funds
- Provided accountability for resources held in trust by the City
- Continued to maximize interest earnings

2009 & 2010 OBJECTIVES

- Transfer earnings to the Cemetery operating fund for capital improvements
- Transfer interest earnings to provide payment of debt service should the Cemetery borrow construction funds
- Provide accountability for resources held in trust by the City
- Continue to maximize interest earnings

Permanent Fund

701 Cemetery Endowed Care	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Reserved Fund Balance	1,232,350	1,259,162	1,259,162	1,374,367	1,434,367
Unreserved Fund Balance	188,524	231,188	231,188	120,983	135,683
Charges for Goods and Services	50,652	55,000	55,000	60,000	62,000
Investment Income	89,324	65,000	65,000	65,000	65,000
Total Revenue	\$1,560,850	\$1,610,350	\$1,610,350	\$1,620,350	\$1,697,050
Expenditures					
Intergovernmental	70,500	115,000	115,000	50,300	30,300
Designated Ending Fund Balance	1,259,162	1,374,367	1,374,367	1,434,367	1,496,367
Undesignated Ending Fund Balance	231,188	120,983	120,983	135,683	170,383
Total Expenditures	\$1,560,850	\$1,610,350	\$1,610,350	\$1,620,350	\$1,697,050

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; provides legal counsel and advice to the City. The department responds to citizen inquiries concerning City matters, and prosecutes criminal cases in Auburn Municipal Court. Prosecutes and/or defends all civil actions brought by or against the City. Responsibilities of the City Clerk Division include monitoring various legal matters; issuing pet licenses; acting as a central repository for all municipal records; processing insurance claims and requests for public information; ordinance codification, City Council agendas and minutes, and LEOFF Board agendas and minutes.

2007 & 2008 ACCOMPLISHMENTS

- Continued level of customer service by responding to public disclosure requests within five business days
- Continued work with police department and municipal court to develop procedures to enhance effective pursuit of prosecution cases
- Continued work with city departments to develop procedures to enhance effective representation of legal issues on the City's behalf
- Continued work with the court and public defender (and defense bar) to better handle caseload management and streamline court processes to improve public access to the courts and adjudication of cases
- Worked with the Mayor and the City's Intergovernmental Services Coordinator, as well as the regional and state participants to develop strategies for legislative bills to enhance the ability of Auburn and 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
- Worked with Information Services and Communication staff to investigate feasibility of web casting Council meetings
- 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

2009 & 2010 OBJECTIVES

- Apply for Washington State's Electronic Imaging Systems certification which will allow creation of microfilm from scanned images
- Implement Agenda Manager program to provide faster agenda preparation and improve work flow
- Develop prosecution strategies, including standard dispositional recommendations, to approach cases in the municipal court and to enhance prosecution effectiveness
- Work 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 city departments 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 disclosure requests within five business days
- Continue working with attorneys and city clerks from neighboring cities to address regional and statewide municipal issues

2009 & 2010 OBJECTIVES (cont.)

- Continue developing and proposing new ordinances, for adoption by the City Council, to address the on-going needs of the City and its citizens
- Continue work with the Mayor and the City's Intergovernmental Services Coordinator, as well as the regional and state participants to develop strategies for legislative bills to enhance the ability of Auburn and cities in the State to carry out their municipal responsibilities
- Continue work with 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 police department and municipal court to develop procedures to enhance effective pursuit of prosecution cases
- Continuing work with local and regional service providers to address needs of victims of domestic violence

Department Budget

001/15 Legal	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Salaries & Wages	720,650	908,700	817,800	1,026,500	1,100,100
Personnel Benefits	218,372	272,400	260,000	359,300	385,100
Supplies	11,760	14,600	12,000	10,700	10,700
Services & Charges	111,084	189,875	120,000	150,500	147,200
Intergovernmental	108,522	81,200	110,000	88,900	88,900
Capital Outlays	0	0	0	0	0
Interfund Payments for Services	135,696	99,000	99,000	284,600	282,600
DEPARTMENT TOTAL	\$1,306,084	\$1,565,775	\$1,418,800	\$1,920,500	\$2,014,600

Department Employees

001 Legal FTE's	2006	2007	2008	2009	2010
Legal FTE's	13.00	14.00	16.00	16.00	16.00
TOTAL LEGAL FTE's	13.00	14.00	16.00	16.00	16.00

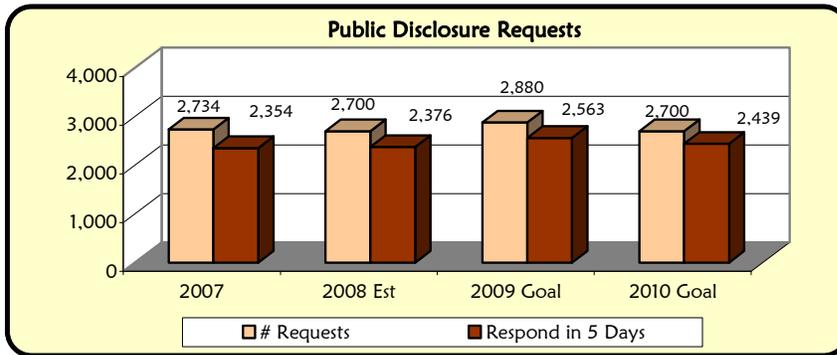
1.0 FTE Assistant City Attorney added in 2007 Budget.
 1.0 FTE - City Prosecutor was added in early 2008.
 1.0 FTE - Office Assistant was added in early 2008.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - LEGAL DEPARTMENT

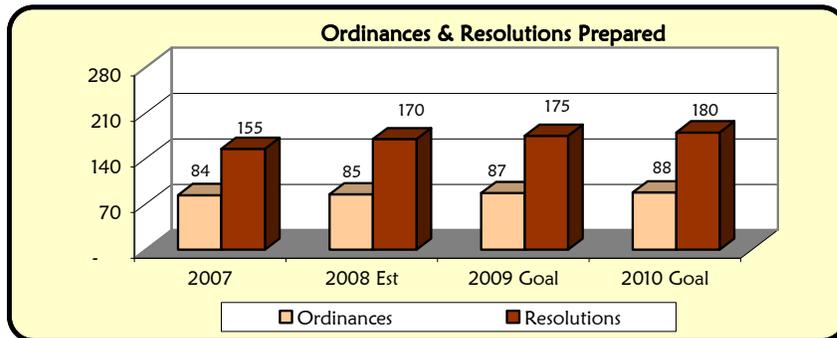
Public Disclosure Requests - Responded to Within 5 Business Days

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.



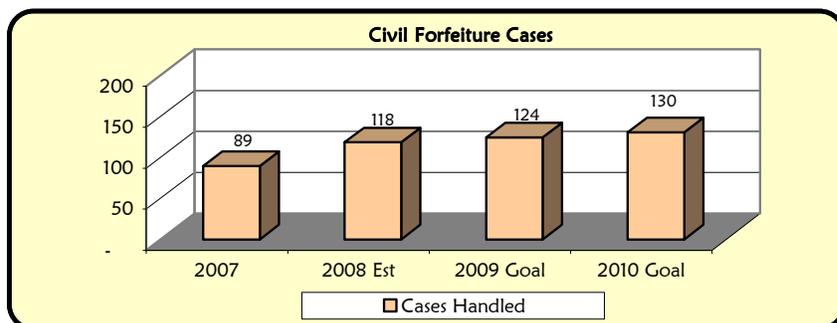
Ordinances & Resolutions Prepared

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.



Civil Forfeiture Cases

Civil forfeiture cases involve property and assets seized by the police department in relation to criminal activity, usually narcotic sales. In addition to any criminal prosecution, each seizure requires that a file be opened and judicial administrative action taken in order to forfeit the seized property to the City. Often the forfeiture of involved property is the primary form of punishment imposed upon the criminal defendant. This graph illustrates the number of forfeiture cases handled by the City Attorney's Office.



PLANNING, BUILDING AND COMMUNITY DEPARTMENT

MISSION STATEMENT

To serve the Auburn community by providing professional services which promote excellence in Planning, Building, and Community (PBC), the environment, and implement the goals of the City Council.

DEPARTMENT OVERVIEW

The Planning, Building and Community Department is responsible for the following city programs:

- Management of the City Comprehensive Plan and Growth Management activities
- Management of the City's Zoning, Environmental, Subdivision Codes, and Critical Areas Ordinance
- Application of State's Environmental Policy Act (SEPA) and Mining
- Long-range planning for downtown and greater Auburn
- Hearing Examiner, Planning Commissions, & City Council reviews/decisions
- Permit Center operation and function
- Code Enforcement on zoning and nuisances
- Building plan reviews & inspections from application through occupancy
- Supporting City's economic development and community services outreach
- Reporting City development activities to state and federal agencies

2007 & 2008 ACCOMPLISHMENTS

- The department recognized large changes, including organizing into 5 divisions and hiring ten new staff, which created promotional opportunities, staff accountability, and clarity of roles and responsibilities.
- Completed Downtown Urban Center Zone & Design Standards
- Completed Downtown Sidewalk Guidelines
- Received "first" ranking from Economic Development District (EDD) Board on proposed Promenade project (\$2 m)
- Agreement with King County on long-standing West Hill drainage problem
- Issued Request For Proposal (RFP) for Auburn Junction redevelopment of four blocks in downtown
- Major projects: Demolition of Old Police station; plan review of City Hall Annex building; Trail Run Final Plat; Negotiating agreement with Robertson Properties Group & adopted Special Area Plan, comprehensive plan amendments & zoning amendments to foster redevelopment of Drive-in Theater site
- Completed city-wide address verification (~ 25,000) in cooperation with Information Services (IS) & Finance; saved \$130,000 by hiring extra help & not using consultant
- Completed 2007-08 Comp Plan Amendments, including zoning Annexation areas
- Completed land use allocation for traffic model (years 2005, 2015, and 2030)
- Completed King and Pierce County Buildable Lands reporting
- Completed State Office Financial Management population estimates
- Completed Development Agreements (Sunndalen Condominiums & Utility Vault)
- Applied for & received admittance into State of Washington's Wetland Mitigation Bank Program in Auburn Environmental Park. Awarded \$580,000
- Adopted update of Shoreline Master Program and Ordinance
- Developed paid parking plan for city-owned lots within Downtown
- Completed Lea Hill & West Hill Annexations
- Completed ~5600 address verifications in cooperation with IS, Finance, & Human Resources (HR) for use by Valley Regional Fire Authority (VRFA), ValleyCom, E911, & utility companies
- Created/presented public outreach for 6 major public & 15 small-groupings
- Prepared 4 King County Boundary Review Board Applications

2007 & 2008 ACCOMPLISHMENTS (cont.)

- Prepared renderings & advertised Request For Qualifications (RFQ) for Youth Sports Arena to support Public Facilities District initiative
- Concluded Port of Seattle Right-of-Way (ROW) exchange agreement for local roads
- Cooperated with Public Works Department on new floodplain management
- Reviewed Community Center plans
- Created/Established Residential and Commercial; Building Permit Checklist
- Formed “Joint Meeting” between Public Works and Planning, and Building Departments
- Created “Central File Room” for plan check-out, minimizing losses and staff time
- Developed new scanning and Laserfische procedures
- Tracked business square footage in BusinessTrak for future use
- Hired new Hearing Examiner, resulting in approximately 40% cost savings
- Began Code and Development Standards update with planning consultant
- Oversaw Shockey-Brent report regarding permitting process
- Finalized City Council approved code amendments, including updating, home electronic message sign, supportive housing, school impact fees and senior parking standards
- Completed Clay Street restoration project (Campbell/Litowitz Properties)
- Completed pre-design work for 15th Street Culvert Replacement Project
- Completed design and construction of Upper Mill Creek Restoration Project
- Continued design/construction wetland mitigation project at Goedeke South
- Applied for & gained approval from King County Brownfield’s Program to investigate potential contamination at former gas stations (Peasley Canyon)
- Construction of a bird viewing tower within the Auburn Environmental Park
- Adopted 2006 State Building & International Property Maintenance Codes
- Forced demolition of two blighted homes
- Issued 98 new commercial properties certificate of occupancy
- Planner Borland received Institute of American Certified Planners (AICP); Building Official Tinner appointed to State Emergency Management Council; Inspector
- Schoenberg obtained Commercial Mechanical Code certification.

2009 & 2010 OBJECTIVES

- Improve permit process, establish better grants program
- Advance Sound Transit’s Phase II parking garage upon funding package
- Support redevelopment of Downtown through design & construction of expanded City Hall Plaza, growth of Medical District, development of urban center master plan, & redevelopment of 4-block catalyst area
- Move forward with overall update of zoning, subdivision, and Title 14 codes
- Initiate plan for Auburn Way South Redevelopment area
- Focus on Environmental Park District & Green Zone development leading business development incentive program, prepare model resolution for sustainable Focus on Environmental Park District & Green Zone development leading business
- Foster construction of Auburn Gateway Project
- Complete process for Final Plats of Auburn 40, Jovita Heights and Kersey 3
- Identify emerging issues in annexation areas

Department Budget

001/17 Planning, Building & Community	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Salaries & Wages	1,783,927	2,514,100	2,462,700	2,539,800	2,730,200
Personnel Benefits	486,656	697,100	627,400	872,900	937,800
Supplies	49,170	74,600	55,000	31,200	32,300
Services & Charges	798,989	1,418,400	1,350,000	1,205,400	1,204,800
Intergovernmental	81,276	97,000	97,000	96,000	110,000
Capital Outlays	0	0	0	0	0
Interfund Payments for Services	284,505	284,600	284,600	598,500	638,100
DEPARTMENT TOTAL	\$3,484,523	\$5,085,800	\$4,876,700	\$5,343,800	\$5,653,200

Department Employees

001 Planning & Community FTE's	2006	2007	2008	2009	2010
Planning & Community FTE's	25.00	29.00	34.00	34.00	34.00
TOTAL PLANNING FTE's	25.00	29.00	34.00	34.00	34.00

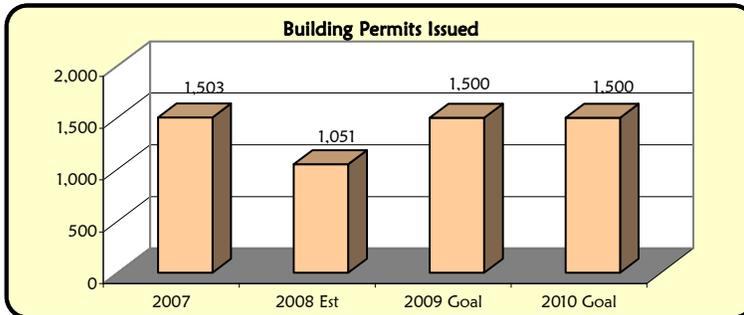
- 1.0 FTE was moved from Public Works Engineering in 2007.
- 1.0 FTE - Development Services Specialist was added in early 2007.
- 2.0 FTE's - Plans Examiner and Permit Center Technician were added in late 2007.
- 3.0 FTE's - Code Compliance Officer, Building Inspector, Planner were added in earlier 2008.
- 2.0 FTE's - both Planner positions were added in 2008.
- 3.0 FTE's - Building Inspector, Principal Planner and Senior Planner positions have been frozen in the 2009/2010 budget.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - PLANNING, BUILDING AND COMMUNITY DEVELOPMENT

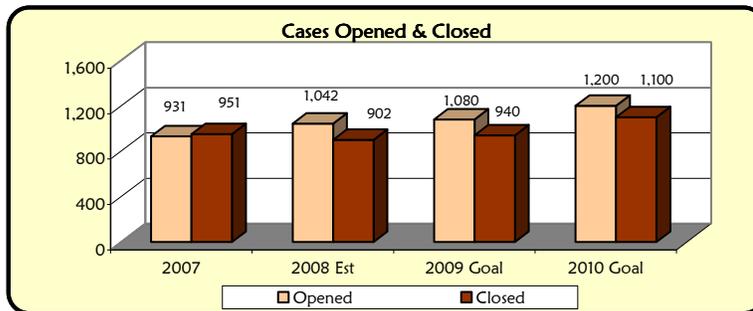
Number of Building Permits Issued

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.



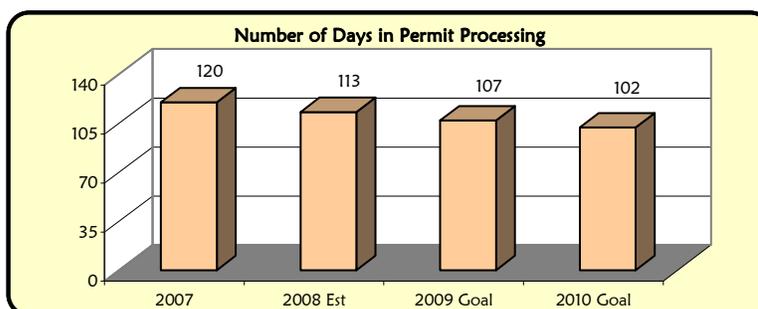
Code Enforcement - Cases Opened & Closed

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.



SPECIAL REVENUE FUNDS

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

Fund 119

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

Fund 121

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

2007 & 2008 ACCOMPLISHMENTS

CDBG

- Completed the neighborhood improvements in the Terminal Park Neighborhood
- Began neighborhood improvements in the SE Main Street Neighborhood
- Undertook on-going neighborhood revitalization efforts through selection of a third neighborhood
- Developed beginning infrastructure and operations board for One-Stop Center for social and human services
- 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. The Department also manages the City's Housing Repair program for lower income households
- Neighborhood planning efforts to strengthen and enhance preservation, investment and sense of community

BIA

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

2009 & 2010 OBJECTIVES

- Continue to support development of One-Stop Center for social and human services coordination in Auburn
- Identify historic property 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	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Fund Balance	11,147	10,231	10,231	10,231	10,231
HCDA Grant	173,151	409,800	409,800	400,900	400,900
HCDA Banked funds	0	0	0	200,000	200,000
Miscellaneous Revenue	0	0	0	0	0
Total Revenue	\$184,298	\$420,031	\$420,031	\$611,131	\$611,131
Expenditures					
Salaries & Wages	0	40,300	40,300	94,100	94,100
Personnel Benefits	0	11,700	11,700	25,900	25,900
Services & Charges	155,944	69,000	69,000	140,000	140,000
Capital Outlays	18,123	288,800	288,800	340,900	340,900
Undesignated Fund Balance	10,231	10,231	10,231	10,231	10,231
Total Expenditures	\$184,298	\$420,031	\$420,031	\$611,131	\$611,131

121 Business Improvement Area	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Fund Balance	12,379	46,558	46,558	68,958	70,958
Business Improvement Assessment	65,129	53,000	53,000	53,000	53,000
Investment Income	1,325	500	1,000	2,000	2,100
Total Revenue	\$78,833	\$100,058	\$100,558	\$123,958	\$126,058
Expenditures					
Supplies	6,437	7,000	7,000	8,000	8,000
Services & Charges	25,838	66,500	24,600	45,000	46,000
Undesignated Fund Balance	46,558	26,558	68,958	70,958	72,058
Total Expenditures	\$78,833	\$100,058	\$100,558	\$123,958	\$126,058

COMMERCIAL RETAIL FUND

MISSION STATEMENT

Included in the economic development function of the Planning & Community Development Department is the improvement of approximately 14,000 square feet of commercial space in the Auburn Station. The Commercial Retail Fund provides the financial support necessary to implement this function, utilizing public reinvestment in the downtown as a tool to stimulate private sector initiatives to redevelop downtown through the creation of new retail, office and residential space.

2007 & 2008 ACCOMPLISHMENTS

- Brought additional consumers to the area in an effort to encourage adjacent residential and retail development
- Leased 2,901.5 sq. ft. of available space to a coffee shop/restaurant to help support the activities of GRCC and other retail space tenants
- Improved the space in such a manner as to attract a coffee shop/restaurant

2009 & 2010 OBJECTIVES

- Bring additional consumers to the area in an effort to encourage adjacent residential and retail development

**COMMERCIAL RETAIL FUND
2009-2010 WORKING CAPITAL BUDGET**

Item	2007 Actual	2008 Adj. Budget	2008 Est. Actual	2009 Budget	2010 Budget
Operating Budget					
Operating Revenue					
343.500 Rents & Leases	54,091	0	0	0	0
Total Operating Revenue	54,091	0	0	0	0
Operating Expense					
538.900.30 Supplies	(65)	0	0	0	0
538.900.40 Services & Charges	(32,675)	0	0	0	0
538.910.01 Depreciation & Amortization	(119,327)	0	0	0	0
Total Operating Expenses	(152,067)	0	0	0	0
Operating Income (Loss)	(97,976)	0	0	0	0
Non Operating Revenue (Exp)					
361.110 Investment Income	16,581	0	0	0	0
Total Non Oper. Rev (Exp)	16,581	0	0	0	0
Net Income (Loss)	(81,395)	0	0	0	0
Add/Deduct Items Not Affecting Working Capital (W/C)					
538.911.01 Depreciation & Amortization	119,327	0	0	0	0
Net W/C From Operations	37,932	0	0	0	0
Other Resources and Uses Budget					
Resources Other Than Operations					
397.100 Transfer In	0	0	0	0	0
399.000 Other Sources	0	0	0	0	0
Total Resources	0	0	0	0	0
Uses Other Than Operations					
Net Change in Restricted Assets	640,844	0	0	0	0
597.100.55 Operating Transfer Out	0	(339,732)	(339,732)	(500,000)	0
Total Uses	640,844	(339,732)	(339,732)	(500,000)	0
Net Change in W/C	678,776	(339,732)	(339,732)	(500,000)	0
Beginning W/C 1/1	302,380	981,156	981,156	641,424	141,424
Ending W/C 12/31	981,156	641,424	641,424	141,424	141,424
Net Change in W/C	\$ 678,776	\$ (339,732)	\$ (339,732)	\$ (500,000)	\$ 0

POLICE DEPARTMENT

VISION

To be a professional law enforcement agency that is trusted, respected and supported by the citizens of Auburn.

MISSION STATEMENT

To provide professional policing to our community that allows our citizens to be safe and enjoy a quality of life.

2007 & 2008 ACCOMPLISHMENTS

- Provided Professional Police Services to Six Reporting Districts in order to ensure that Auburn is a safe and secure place to live and/or have a business
- Prepared workload staffing plans for 2007 and 2008 in anticipation of increases in population demands within current financial constraints
- Performed annual review of workload staffing plans for 2007 and 2008 in order to efficiently identify enforcement trends & staffing needs
- Expanded the use of Photo Safe Red Light Enforcement and Speed Enforcement within the City of Auburn to enhance the public safety of our pedestrian and vehicular traffic
- Transitioned our COPPS philosophy (Community Oriented Policing and Problem Solving) into a more directed Problem Oriented Policing (POP) philosophy
- Continued to look at alternatives toward reducing costs associated with outside jail services
- Maintained a response time of less than four minutes to all Priority One calls
- Since January 1, 2007 through November 14, 2008, we have hired 36 officers, to fill the approved new positions and replacement officers through attrition

2009 & 2010 OBJECTIVES

- Continue to provide professional Police Services to Six Reporting Districts in order to ensure that Auburn is a safe and secure place to live and/or have a business
- Prepare timely crime analysis data that assists officer's in the field in the prevention of crime and the detection, and apprehension of persons responsible for crime
- Continue to perform annual review of workload staffing plans for 2009 and 2010 in order to efficiently identify enforcement trends & staffing needs
- Continue to expand the use of Photo Safe Red Light Enforcement and Speed Enforcement within the City of Auburn in order to enhance the public safety of our pedestrian and vehicular traffic
- Continue to expand and direct CRT officer's toward the Problem Oriented Policing (POP) philosophy
- Continue to look at alternatives toward reducing costs associated with outside jail services
- Maintain a response time of less than four minutes to all Priority One calls

Department Budget

001/21 Police	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Salaries & Wages	9,207,102	11,534,650	11,000,000	11,002,000	11,456,900
Personnel Benefits	2,963,443	3,443,300	3,300,000	3,833,500	4,000,800
Supplies	521,180	483,950	350,000	350,300	332,400
Services & Charges	2,375,113	3,258,330	2,790,000	3,228,600	3,643,500
Intergovernmental	2,332,086	3,363,300	2,950,714	2,914,500	3,059,400
Capital Outlays	245,476	127,100	65,000	0	0
Interfund Payments for Services	1,843,368	2,101,700	2,101,700	2,494,000	2,559,300
DEPARTMENT TOTAL	\$19,487,768	\$24,312,330	\$22,557,414	\$23,822,900	\$25,052,300

Department Employees

001 Police FTE's	2006	2007	2008	2009	2010
Police FTE's	118.00	119.50	151.50	151.50	151.50
TOTAL POLICE FTE's	118.00	119.50	151.50	151.50	151.50

0.5 position was moved from Non-Departmental in 2007 to create Office Assistant for Emergency Preparedness.

1.0 FTE - Emergency Preparedness Manager was added in the 2007 budget.

1.0 FTE - Assistant Police Chief was added early in 2007.

10.0 FTE's - 10 Police Officer positions were added in the 2008 budget.

22.0 FTE's - 10 Police Officers, 1 Traffic Officer, 1 Commander, 2 Sergeants, 2 Detectives, 1 Police Secretary, 2 Police Specialists, 1 Crime Analyst, 1 Parking Control Attendant, and 1 Correction Officer were added in early 2008.

12.0 FTE's - 1 Commander, 2 Sergeants, 1 Detective, 5 Police Officers, 1 Corrections Officer and 2 Police Specialists positions have been frozen in the 2009/2010 budget.

Full Time Equivalent (FTE)

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.

2007 & 2008 ACCOMPLISHMENTS

- Continued to provide a detective position to Tacoma Drug Enforcement Agency (DEA) task force
- Increased the number of arrests for drug sales by 5%

2009 & 2010 OBJECTIVES

- Continue to provide a detective position to the Tacoma DEA Task Force
- Install a drying cabinet in the large evidence room in order to process items more efficiently
- Remodel the current drying room to become long term evidence, increasing our maximum storage capabilities of the facility by 23%
- Install additional rolling shelving with the remodel to increase storage space by 23%
- Increase the number of arrests for drug sales by 5%
- Replace the existing evidence van with a new fully equipped evidence/processing vehicle
- Provide additional evidence storage (shelving) for drug evidence in the evidence room

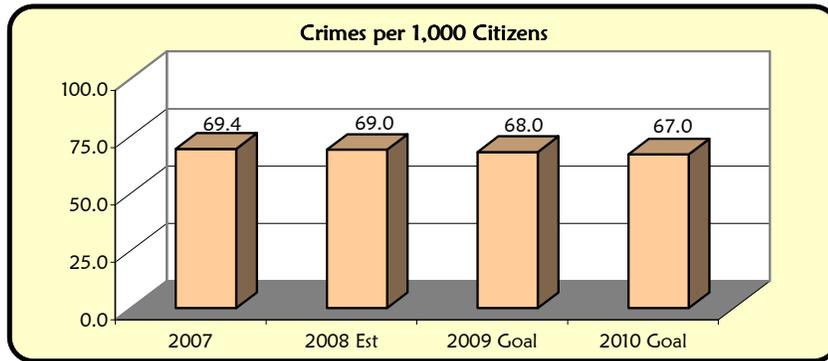
SPECIAL REVENUE FUND

117 Drug Forfeiture	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Fund Balance	542,632	570,707	570,707	554,807	414,107
Intergovernmental	15,573	15,000	0	0	0
Investment Income	28,044	15,000	15,000	15,000	15,000
Confiscated/Forfeited Property	224,731	200,000	200,000	200,000	200,000
Total Revenue	\$810,980	\$800,707	\$785,707	\$769,807	\$629,107
Expenditures					
Salaries & Wages	89,048	94,900	83,800	96,400	100,000
Personnel Benefits	27,716	22,700	20,500	27,100	28,100
Supplies	16,125	34,400	40,000	44,600	20,000
Services & Charges	42,602	45,100	80,100	55,100	57,900
Capital Outlay	57,073	56,200	0	122,400	20,900
Interfund Payments for Services	7,709	7,300	6,500	10,100	10,400
Undesignated Fund Balance	570,707	540,107	554,807	414,107	391,807
Total Expenditures	\$810,980	\$800,707	\$785,707	\$769,807	\$629,107

PERFORMANCE MEASURES - POLICE DEPARTMENT

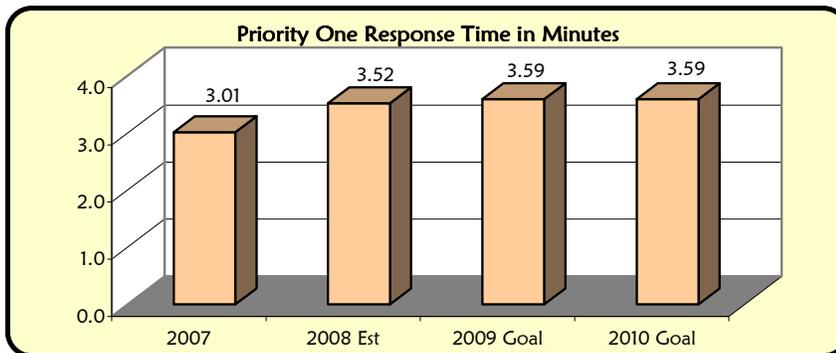
Auburn Crime Rankings

The 2007 Washington Association of Sheriffs & Police Chiefs (WASPC) annual report showed a 12.6% reduction in Part 1 & Part 2 crimes in the City of Auburn over 2006. The Auburn Police Department's goal is to continue our reduction in Part 1 & 2 crimes into 2009 & 2010.



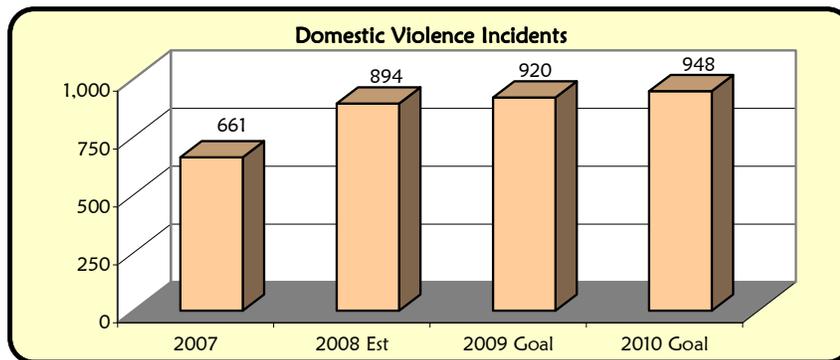
Priority One Response Time in Minutes

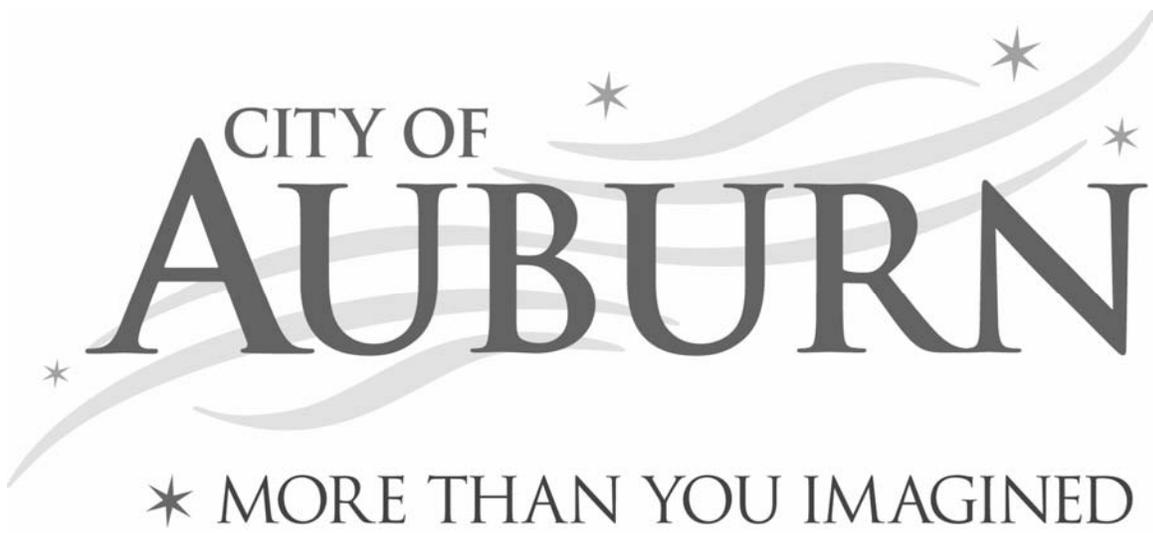
The department continues to maintain an excellent response time to priority one calls (Life threatening/serious bodily injury). We will strive to maintain a response time of less than four minutes to all serious incidents.



Domestic Violence Incidents

The City offers various programs that provide assistance to victims of domestic violence. A dedicated full time DV 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. In 2007 we experienced a 3.8% increase in domestic violence cases over 2006. We will strive to have a 0% increase in 2009 & 2010 based on incidents per 1000 citizens. 2007 = 1.32 DV incidents per 1000.





PUBLIC WORKS DEPARTMENT

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

The Public Works Department is functionally divided into the Administrative Services, Engineering & Development Management, Utility Planning & Management, Equipment Rental, Street, Sewer, Storm, and Water Divisions. The Department is responsible for review, approval and management 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 acquisition, construction, operations and maintenance of City's infrastructure including utilities and public streets. The Department provides survey services, property and right-of-way records management; and equipment rental and maintenance support for all departments. Public Works is responsible for administering standards for all City-owned utility and street infrastructure construction quality for development and land use throughout the City. The Department also manages City owned utilities to include water, sewer and storm drainage and associated real property assets.

2007 & 2008 ACCOMPLISHMENTS

- Reconstructed 2nd St SE by Transit Center
- Completed the construction of Phases 1 and 2 of the Auburn Way South Sewer Improvements
- Completed the reconstruction of 2nd Street SE/SW by the Transit Center
- Completed the reconstruction of 6th Street SE between Auburn Way and A Street SE
- Completed the overlay of Auburn Way from 4th Street SE to 4th Street NE
- Completed an full update to the City's Construction Standards
- Reduce permit review times through additional resources including, new staff, implementation of peer review consultants and process improvements
- Managed the permitting and construction of the new signal on Auburn Way South at the Muckleshoot Plaza entrance
- Completed non-motorized improvements in the Terminal Park neighborhood
- Completed the West Main Street Improvement project from C Street SW to the Union Pacific Railroad tracks
- Completed the reconstruction of M Street SE from 29th to 37th Streets SE
- Completed the design & construction of the first 2 Gateway Sign projects
- Completed the procurement for the City's Wayfinding Signage project
- Completed the first installation of the City's annual pedestrian crossing program
- Completed the M Street SE Sidewalk LID formation and construction
- Completed the Olympic Middle School Safe Walking routes project on H Street SE
- Completed revisions to the City's Grading and land clearing codes to better facilitate processing these permits
- Completed Downtown Sidewalk Guidelines for use in redevelopment of the downtown core area

2009 & 2010 OBJECTIVES

- Complete design, permitting & construction of A Street NW from 14th NW to 3rd Street NW
- Complete the final phase of the Auburn Way South Sewer Improvement Project
- Complete the environmental and begin final design of the M Street SE Grade Separation Project
- Complete construction of street and utility improvements in the Les Gove neighborhood

2009 & 2010 OBJECTIVES (cont.)

- Complete the decommissioning of the White Mountain Trails and the Rainier Shadows sewer lift stations with the completion of the new Verdana sewer lift station
- Continue to implement the Save Our Streets preservation program
- Implement a new arterial streets pavement preservation program
- Complete the formation of an LID on H Street SE and complete construction of the improvements
- Work with Council to complete updates to the City's Design Standards in coordination with the overall Development Code revision project
- Design Phase IB of the Intelligent Transportation System
- Develop & implement a phased improvement plan for City utilities Supervisory Control and Data Acquisition (SCADA) System
- Determine & adopt a long range program to secure financing Arterial Street System preservation with emphasis on regional & state assistance and appropriate fees to support future truck routes
- Pursue preliminary engineering study of the by-pass options for SR 164 with Washington State Department of Transportation (WSDOT)
- Continue all options to develop or secure water rights and firm supply
- Complete implementation of the City Maintenance Management System (CarteGraph)
- Coordinate with the City of Kent the annexation/de-annexation of boundary right-of-way for public safety and continuity of responsibility

Department Budget

001/32 Engineering	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Salaries & Wages	1,590,542	2,005,900	1,700,000	1,957,100	2,079,600
Personnel Benefits	477,523	600,400	550,000	678,600	718,800
Supplies	75,807	82,800	70,000	61,400	62,600
Services & Charges	498,600	390,100	270,000	281,700	350,900
Intergovernmental	17,080	53,200	45,000	31,000	21,000
Capital Outlays	63,862	41,500	39,500	0	0
Interfund Payments for Services	451,479	479,150	479,150	752,300	747,600
DEPARTMENT TOTAL	\$3,174,893	\$3,653,050	\$3,153,650	\$3,762,100	\$3,980,500

Department Employees

001 Public Works-Engineering FTE's	2006	2007	2008	2009	2010
Engineering FTE's	48.00	54.00	63.00	63.00	63.00
TOTAL PUBLIC WORKS FTE's	48.00	54.00	63.00	63.00	63.00

4.0 FTE's - 2 Construction Inspectors, Development Review Engineer and Development Support Clerk were added in early 2007.

1.0 FTE - Traffic Operations Technician was added in 2007.

1.0 FTE position was moved from Engineering to Planning in 2007.

2.0 FTE's - Development Support Supervisor and Project Surveyor were added in late 2007.

6.0 FTE's - Construction Inspector, Traffic Engineer, Utilities Engineer, Storm Drainage Technician, Contract Administration Specialist and Construction Clerk were added in early 2008.

1.0 FTE - Office Manager was added in 2008.

1.0 FTE position was moved to Engineering from Water in 2008.

1.0 FTE position was moved to Engineering from Storm in 2008.

3.0 FTE's - 1 Engineering CAD Manager, 1 Office Manager and 1 Construction Clerk have been frozen in the 2009/2010 budget.

Full Time Equivalent (FTE)

STREET DIVISION

MISSION STATEMENT

The Street 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 and the Transportation Section of the Engineering Division.

The City's Street Division has over 216 centerline miles of roadways to maintain. Some of the key maintenance duties include pavement patching, crack sealing, roadside vegetation management, snow and ice removal, alley and shoulder grading, street lighting and traffic markings.

The Transportation Section is responsible for the key administrative and engineering duties including the Transportation Comprehensive System Planning, traffic signal maintenance and operations, budget management and regulation of development. They are also responsible for the management of all assets within the public right-of-way as well as the use of them.

2007 & 2008 ACCOMPLISHMENTS

- Continued to look for ways to improve customer service while sustaining or increasing routine maintenance programs
- Expanded the Intelligent Transportation System to S. 277th Street including Auburn Way North and other major arterials
- Established new funding mechanism and program to maintain the City's classified street system
- Developed a plan to construct a freight route network of streets built to truck standards
- Refreshed striping on all classified streets within the City limits
- Developed a schedule to maintain existing crosswalks, stop bars, and other thermo plastic channelization throughout the City
- Continued to maintain streets in fair to good condition by crack sealing to prolong the need of overlays
- Provided transportation data in a usable form on the City's webpage for the public's use including traffic camera images for drivers to assess the level of congestion on arterials
- Continued to expand the City's neighborhood traffic calming program
- Completed the update to the Comprehensive Transportation Plan

2009 & 2010 OBJECTIVES

- Continue to expand and implement the traffic calming program
- Begin the first year of the 3 year program to replace the LED signal heads
- Complete the next bi-annual sidewalk repair and replacement program
- Refresh striping on all classified streets within the City limits
- Develop a formal policy related to the implementation of the pedestrian crossing program
- Expand the Intelligent Transportation System to S. 277th Street including Auburn Way North and other major arterials
- Develop a system to maintain the City's gravel streets and alleys
- Develop a snow and ice standard operating procedure
- Improve tracking system for street sign inventory

Department Budget

001/42 Street	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Salaries & Wages	526,837	878,100	790,000	848,500	903,100
Personnel Benefits	194,324	261,500	261,500	293,800	313,100
Supplies	136,094	256,400	221,400	239,000	242,000
Services & Charges	764,731	916,800	800,000	953,700	1,053,600
Intergovernmental	0	110,000	100,000	150,000	160,000
Capital Outlays	10,000	60,000	60,000	0	0
Interfund Payments for Services	411,330	432,200	432,000	783,100	574,700
DEPARTMENT TOTAL	\$2,043,316	\$2,915,000	\$2,664,900	\$3,268,100	\$3,246,500

Department Employees

001 Public Works-Street FTE's	2006	2007	2008	2009	2010
Street FTE's	11.00	15.00	14.00	14.00	14.00
TOTAL PUBLIC WORKS FTE's	11.00	15.00	14.00	14.00	14.00

4.0 FTE's - Field Supervisor, 2 Maintenance Worker II, Maintenance Worker I were added late in 2007.

1.0 FTE - Maintenance Worker I added in early 2008.

2.0 FTE positions moved from Street to Storm in 2008.

1.0 FTE - Maintenance Worker I has been frozen in the 2009/2010 budget.

Full Time Equivalent (FTE)

SPECIAL REVENUE FUNDS

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

Fund 102

Arterial Street Fund-accounts for all funds used for Arterial Street construction projects including a portion of the gas tax transferred from the General fund.

Fund 103

Local Street Fund-created in 2005, budgets Levy Lid Lift for Local Street repair.

Fund 105

Arterial Street Preservation Fund accounts for bond receipts that will be issued in 2009 to repair classified arterial streets. The bond debt service will be repaid using the receipts from a 1% utility tax increase that was adopted by Council in 2008.

2007 & 2008 ACCOMPLISHMENTS

- Implemented the year three and four of the Save Our Streets program
- Completed construction of the following capital projects:
 - 1) Urban Area Transportation System Management Improvements
 - 2) Auburn/Pacific Trail, Phase 1 (C Street SW from 15th Street SW to Ellingson Road)
 - 3) West Main Street Streetscape
 - 4) Auburn Way North Pedestrian Crossing
 - 5) A Street SE Pedestrian Improvement (Stairs bypass for ADA accessibility)
 - 6) Olympic Middle School Safe Routes to Schools
- Completed the pre-design report for the widening of Kersey Way from Oravetz Road to City limits

2009 & 2010 OBJECTIVES

- Implement years five and six of the Save our Streets Program
- Implement the first year of the Arterial Preservation Program
- Complete construction on the following capital projects:
 - 1) Intelligent Transportation System (ITS), Phase 2
 - 2) 8th Street NE/R Street NE Traffic Signal
 - 3) Harvey/8th Street NE Capacity Improvement
 - 4) West Valley Highway Improvements (SR18 to West Main Street)
 - 5) Auburn Way North/1st Street NE Signal Improvements
 - 6) F Street SE Improvements (4th Street SE to Auburn Way South)
- Continue design, environmental and property acquisition phases of the M Street SE Grade Separation Project
- Begin construction of A Street NW, Phase 1 (3rd St. NW to 14th St. NW) (A/B Corridor)
- Continued to apply for grants to help fund projects programmed in our 6 year Transportation Improvement Plan

Special Revenue Funds

102 Arterial Street	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Fund Balance	824,331	841,462	841,462	717,062	383,062
Federal Grants	1,303,975	3,422,400	1,258,525	1,982,300	4,463,000
State Funds	27,353	517,300	702,300	125,000	4,335,000
Interfund & Utility Taxes	0	554,500	300,000	0	0
Other Governmental Agency	304,338	225,600	89,600	0	3,633,500
Investment Income	63,434	25,000	20,000	20,000	20,000
Contributions & Donations	0	0	150,000	500,000	1,075,000
Intergovernmental PWTF	0	80,000	193,023	1,720,000	0
Miscellaneous Revenue	14,153	0	0	140,000	240,000
Transfer In	1,736,348	3,015,300	2,533,100	2,072,800	2,963,500
Total Revenue	\$4,273,932	\$8,681,562	\$6,088,010	\$7,277,162	\$17,113,062
Expenditures					
Salaries & Wages	243,513	292,200	292,200	422,500	454,300
Personnel Benefits	95,891	87,700	87,700	147,900	159,000
Services & Charges	43,880	100,000	0	140,000	240,000
Capital Outlays	2,974,911	7,179,000	4,868,848	6,075,200	15,691,700
Interfund Payments for Services	38,400	73,900	73,900	63,500	68,400
Debt Service Principal	35,578	47,500	47,500	35,600	130,400
Debt Service Interest	297	800	800	9,400	9,200
Undesignated Fund Balance	841,462	900,462	717,062	383,062	360,062
Total Expenditures	\$4,273,932	\$8,681,562	\$6,088,010	\$7,277,162	\$17,113,062

Special Revenue Funds

103 Local Street	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Fund Balance	222,158	441,441	441,441	441,441	604,641
Property Taxes	500,000	2,200,000	2,200,000	2,200,000	2,200,000
Investment Income	26,468	20,000	20,000	13,200	13,600
Contributions & Donations	0	0	0	0	0
Miscellaneous Revenue	0	0	0	0	0
Bond Proceeds	0	0	0	0	0
Transfer In	1,586,100	375,000	375,000	150,000	150,000
Total Revenue	\$2,334,726	\$3,036,441	\$3,036,441	\$2,804,641	\$2,968,241
Expenditures					
Salaries & Wages	59,195	55,400	55,400	72,300	77,700
Personnel Benefits	13,950	16,700	16,700	25,400	27,200
Supplies	0	1,900	1,900	500	500
Services & Charges	262	300	300	300	300
Capital Outlays	1,812,774	2,508,000	2,508,000	2,088,100	2,079,800
Debt Service Principal	0	0	0	0	0
Debt Service Interest	0	0	0	0	0
Interfund Payments for Services	7,104	12,700	12,700	13,400	14,500
Undesignated Fund Balance	441,441	441,441	441,441	604,641	768,241
Total Expenditures	\$2,334,726	\$3,036,441	\$3,036,441	\$2,804,641	\$2,968,241

Special Revenue Funds

105 Arterial Street Preservation	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Fund Balance	0	0	0	0	27,000
Interfund & Utility taxes	0	0	0	1,500,000	1,500,000
Federal Grants	0	0	0	0	0
State Funds	0	0	0	0	0
Investment Income	0	0	0	27,000	27,500
Bond Proceeds	0	0	0	0	0
Miscellaneous Revenue	0	0	0	0	0
Transfer In	0	0	0	0	0
Total Revenue	\$0	\$0	\$0	\$1,527,000	\$1,554,500
Expenditures					
Salaries & Wages	0	0	0	44,500	44,500
Personnel Benefits	0	0	0	15,500	15,500
Supplies & Minor Equipment	0	0	0	0	0
Services & Charges	0	0	0	0	0
Capital Outlays	0	0	0	1,440,000	1,440,000
Interfund Payments for Services	0	0	0	0	0
Debt Service Principal	0	0	0	0	0
Debt Service Interest	0	0	0	0	0
Undesignated Fund Balance	0	0	0	27,000	54,500
Total Expenditures	\$0	\$0	\$0	\$1,527,000	\$1,554,500

WATER UTILITY DIVISION

MISSION STATEMENT

Provide for the efficient, environmentally sound and safe management of 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 recognized standards of today and will continue to in 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.

2007 & 2008 ACCOMPLISHMENTS

- Completed the 2007 Comprehensive Water Plan
- Supported the Downtown vision by offering System Development Charge credits where appropriate for redeveloping properties that upgrade the water system
- Developer designed the Lakeland Hills West (aka Terrace View) Pump Station
- Constructed the East Valley Transmission Pipeline
- Continued to implement conservation initiatives
- Began Supervisory Control and Data Acquisition (SCADA) system design and to improve communication between facilities and M&O, enhance worker safety, and security
- Continued to replace malfunctioning meters with radio read meters
- Continued to replace undersized pipes for fire flow improvements giving consideration to the location of other transportation and utility projects
- Completed the project for installing blow-off assemblies on dead end lines
- Implemented Infrastructure Management Software
- Improved customer service and core utility services by tracking and responding appropriately to customer complaints
- Continued system improvements by monitoring system losses
- Continued consultant study and mitigation plan to support water rights application with Ecology
- Designed Lakehaven Waterline to comply with the water service boundary agreement
- Completed security plan for water utility assets
- Continued coordination with other programs capital improvement plans

2009 & 2010 OBJECTIVES

- Construct the Lakeland Hills West (aka Terrace View) Pump Station
- Complete Well 5 pump station improvement design
- Conduct feasibility study for improvements to the Lakeland Hills Booster Pump Station
- Initiate preliminary design for improvements to the Lakeland Hills Booster Pump Station
- Initiate Well Inspection and Redevelopment Program.
- Install emergency generation at Well 4 and Lea Hill Intertie Booster Pump station
- Install SCADA equipment and communication upgrades at water facilities
- Initiate unidirectional flushing program
- Continue dead end main flushing program
- Initiate system-wide installation of radio read meters in concert with district and route realignment
- Complete facilities evaluation study
- Continue to implement conservation initiatives
- Analyze revenue and expenses to determine if rate adjustments are necessary

**WATER FUND
2009-2010 WORKING CAPITAL BUDGET**

Item	2007 Actual	2008 Adj. Budget	2008 Est. Actual	2009 Budget	2010 Budget
Operating Budget					
Operating Revenue					
343.400 Water Sales	7,771,130	7,136,400	7,772,000	8,937,300	9,556,800
343.431 Unmetered Water Sales	35,609	15,000	44,700	46,100	49,300
343.433 Water Application	127,191	70,000	116,900	106,800	106,800
359.900 Water Fines	210	0	0	0	0
Total Operating Revenue	7,934,140	7,221,400	7,933,600	9,090,200	9,712,900
Operating Expense					
534.000.10 Salaries and Wages	(1,650,648)	(2,070,300)	(2,061,200)	(2,150,100)	(2,294,900)
534.000.20 Personnel Benefits	(439,053)	(619,000)	(616,200)	(740,100)	(788,600)
534.000.30 Supplies	(263,795)	(336,800)	(216,800)	(483,900)	(523,600)
534.000.40 Services & Charges	(2,359,647)	(2,877,000)	(2,898,700)	(3,285,900)	(3,577,200)
534.000.50 Intergovernmental	0	0	0	0	0
534.000.90 Interfund Payments for Services	(778,674)	(871,000)	(871,000)	(934,800)	(904,700)
534.000.00 Depreciation & Amortization	(2,008,907)	(2,090,000)	(2,090,000)	(2,102,100)	(2,117,100)
Total Operating Expenses	(7,500,724)	(8,864,100)	(8,753,900)	(9,696,900)	(10,206,100)
Operating Income (Loss)	433,416	(1,642,700)	(820,300)	(606,700)	(493,200)
Non Operating Revenue (Exp)					
361.110 Investment Income	599,674	300,000	300,000	300,000	300,000
369.900 Miscellaneous Revenue (Expense)	(93,844)	35,000	35,000	0	0
534.100.80 Debt Service Interest	(214,721)	(196,700)	(196,700)	(173,900)	(228,300)
Total Non Oper. Rev (Exp)	291,109	138,300	138,300	126,100	71,700
Net Income (Loss)	724,525	(1,504,400)	(682,000)	(480,600)	(421,500)
Add/Deduct Items Not Affecting Working Capital (W/C)					
535.801.00 Depreciation & Amortization	2,008,907	2,090,000	2,090,000	2,102,100	2,117,100
Net W/C From Operations	2,733,432	585,600	1,408,000	1,621,500	1,695,600
Other Resources and Uses Budget					
Resources Other Than Operations					
337.069 Interlocal Grants	0	0	0	0	0
396.101 Contributed Cap-Sys Dev	551,341	450,000	450,000	450,000	450,000
396.102 Contributed Cap-Area Assmts	0	10,000	10,000	0	0
396.104 Contributed Cap-Outside Dev	5,027,226	0	0	0	0
382.200 Revenue Bond Proceeds	0	0	0	0	4,000,000
397.100 Transfer In	0	0	0	0	0
399.500 Net Change in Restricted Assets	738,407	0	0	0	0
399.000 Other Sources	(124,010)	0	0	0	0
Total Resources	6,192,964	460,000	460,000	450,000	4,450,000
Uses Other Than Operations					
590.100.00 Other Uses	(5,409,242)	0	0	0	0
590.100.11 Inc in Fixed Assets-Salaries/Wages	(94,033)	(165,200)	(165,200)	(189,900)	(211,500)
590.100.21 Inc in Fixed Assets-Benefits	(17,032)	(49,600)	(49,600)	(66,500)	(74,000)
597.100.55 Transfer Out	(50,000)	(50,000)	(50,000)	(106,100)	(50,000)
590.100.63 Inc in Fixed Assets-Improvements	(54,341)	0	0	0	0
590.100.64 Inc in Fixed Assets-Equipment	(40,384)	(64,800)	(60,000)	0	0
590.100.65 Inc in Fixed Assets-Construction	(1,124,395)	(6,127,200)	(3,531,700)	(6,019,600)	(5,014,500)
590.100.66 Inc in Fixed Assets-Capital Lease	0	0	0	0	(250,000)
590.100.70 Debt Service Principal	(1,290,668)	(1,332,200)	(1,332,200)	(1,332,200)	(695,800)
Total Uses	(8,080,095)	(7,789,000)	(5,188,700)	(7,714,300)	(6,295,800)
Net Change in W/C Beginning W/C 1/1	9,623,966	10,470,266	10,470,266	7,149,566	1,506,766
Ending W/C 12/31	10,470,267	3,726,866	7,149,566	1,506,766	1,356,566
Net Change in W/C	\$ 846,301	\$ (6,743,400)	\$ (3,320,700)	\$ (5,642,800)	\$ (150,200)

Department Employees

430 Water FTE's	2006	2007	2008	2009	2010
Water FTE's	16.00	19.00	20.00	20.00	20.00
TOTAL WATER FTE's	16.00	19.00	20.00	20.00	20.00

1.0 FTE - Utility Technician was added in the 2007 budget.

2.0 FTE's - Field Supervisor and Maintenance Worker II were added in 2007.

2.0 FTE's - Maintenance Worker I were added to the 2008 budget.

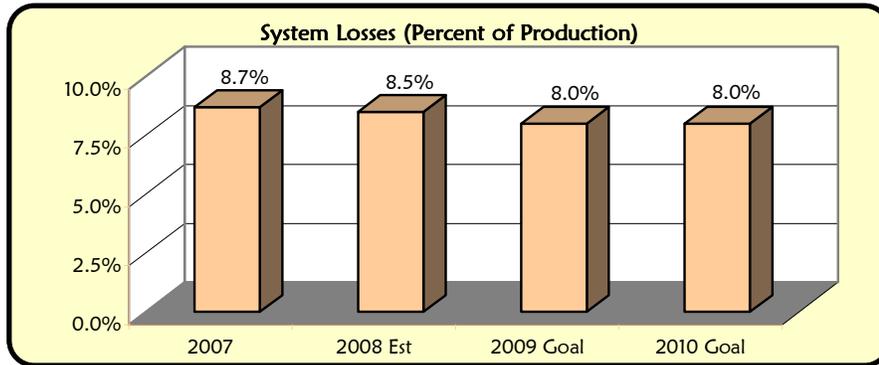
1.0 FTE position was moved from Water to Engineering in 2008.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - WATER FUND

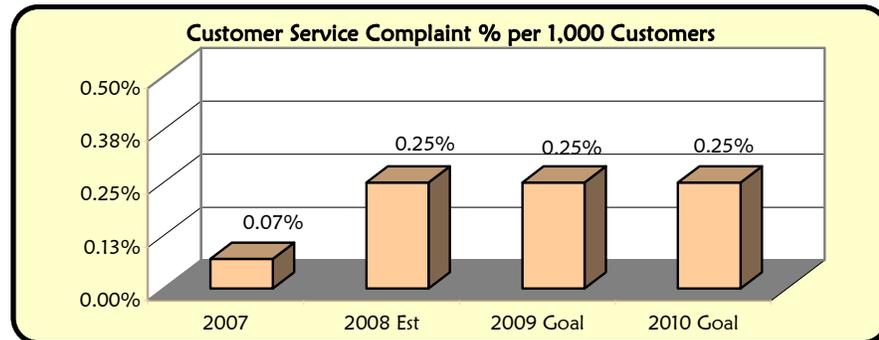
System Losses

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.



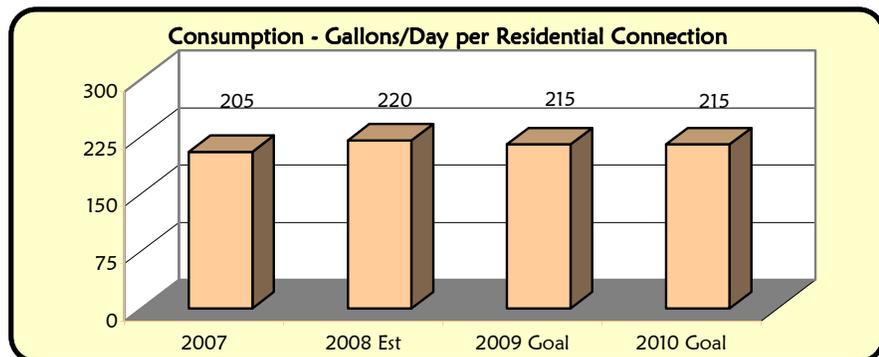
Customer Service Complaints per 1,000 Population

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.



SANITARY SEWER UTILITY DIVISION

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

Some of the key administrative and engineering duties include comprehensive system planning, interaction and regulation of development, implementing Capital Improvement Projects, 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.

2007 & 2008 ACCOMPLISHMENTS

- Established a new sanitary sewer boundary with approval of Bonney Lake, Pierce County, and Sumner for the Kersey Way and North Lake Tapps basins
- Completed construction on the second phase of Auburn Way South sanitary sewer replacement program
- Completed construction of the gravity sanitary sewer system to support the development of the Kersey Way basin, eliminating the need for the proposed pump station
- Updated the comprehensive sewer plan
- Developed and implement lift station improvement plans to bring our existing pump stations up to current standards and safety requirements
- Designed and built a major sewer repair and replacement and a manhole replacement project
- Began evaluating and designing a new Supervisory Control and Data Acquisition (SCADA) system to improve communication between facilities and the Maintenance and Operations, and enhance worker safety
- Established a service contract for the routine maintenance of generators at our sanitary sewer facilities in conjunction to the contract that exists for routine service of generators elsewhere in the City

2009 & 2010 OBJECTIVES

- Replace Dogwood and Ellingson Pump Stations as recommend by Lift Station Evaluation Report
- Continue pump station improvements such as updating electrical mechanical systems and worker safety
- Install SCADA equipment and communication upgrades at sewer facilities
- Construct third phase of the Auburn Way South sewer trunk line aka R Street Project. This final phase will provide the connection to the King County trunk line
- Complete Lea Hill and White Mountain Trails Pump Station decommissioning project
- Implement fats, oils, and grease (FOG) inspection and tracking program
- Use CarteGraph together with Flexi data and GIS to create an infrastructure management system
- Continue with the annual ring and cover replacement program
- Complete utility revenue and expense analysis to determine if rate adjustments are needed

**SEWER FUND
2009-2010 WORKING CAPITAL BUDGET**

Item	2007 Actual	2008 Adj. Budget	2008 Est. Actual	2009 Budget	2010 Budget
Operating Budget					
Operating Revenue					
343.500 Services	13,352,474	12,269,800	13,552,700	14,960,100	15,337,800
Total Operating Revenue	13,352,474	12,269,800	13,552,700	14,960,100	15,337,800
Operating Expense					
535.000.10 Salaries and Wages	(1,090,840)	(1,490,700)	(1,478,800)	(1,519,900)	(1,616,400)
535.000.20 Personnel Benefits	(330,771)	(439,500)	(439,500)	(527,700)	(560,900)
535.000.30 Supplies	(85,028)	(66,900)	(70,900)	(161,600)	(128,600)
535.000.40 Services & Charges	(1,342,512)	(1,403,700)	(1,324,200)	(1,697,500)	(1,757,400)
535.000.50 Intergovernmental	(9,147,084)	(9,703,500)	(9,703,500)	(10,803,700)	(10,911,600)
535.000.90 Interfund Payments for Services	(569,335)	(584,000)	(584,000)	(656,100)	(638,800)
535.000.00 Depreciation & Amortization	(986,668)	(1,096,000)	(1,096,000)	(1,099,000)	(1,102,000)
Total Operating Expenses	(13,552,238)	(14,784,300)	(14,696,900)	(16,465,500)	(16,715,700)
Operating Income (Loss)	(199,764)	(2,514,500)	(1,144,200)	(1,505,400)	(1,377,900)
Non Operating Revenue (Exp)					
361.110 Investment Income	706,993	200,000	200,000	200,000	200,000
379.100 MIT Contributions	0	1,602,500	1,602,500	0	0
369.900 Miscellaneous Revenue (Expense)	118,919	0	0	0	0
535.100.80 Debt Service Interest	(20,433)	(27,200)	(27,200)	(20,300)	(23,600)
Total Non Oper. Rev (Exp)	805,479	1,775,300	1,775,300	179,700	176,400
Net Income (Loss)	605,715	(739,200)	631,100	(1,325,700)	(1,201,500)
Add/Deduct Items Not Affecting Working Capital (W/C)					
535.801.00 Depreciation & Amortization	986,668	1,096,000	1,096,000	1,099,000	1,102,000
Net W/C From Operations	1,592,383	356,800	1,727,100	(226,700)	(99,500)
Other Resources and Uses Budget					
Resources Other Than Operations					
391.800 Public works Trust Fund Loan	875,000	1,000,000	1,000,000	0	0
396.101 Contributed Cap-Sys Dev	354,501	600,000	600,000	350,000	350,000
396.102 Contributed Cap-Area Assmts	23,737	15,000	15,000	0	0
396.104 Contributed Cap-Outside Dev	4,322,009	0	0	0	0
397.100 Transfer In	0	0	0	0	0
399.500 Increase in Restricted Net Assets	1,074,332	0	0	0	0
399.000 Other Sources	281,968	0	0	0	0
Total Resources	6,931,547	1,615,000	1,615,000	350,000	350,000
Uses Other Than Operations					
590.100. Other Uses	(3,585,143)	0	0	0	0
590.100.11 Inc in Fixed Assets-Salaries/Wages	(154,553)	(144,600)	(144,600)	(159,400)	(171,500)
590.100.21 Inc in Fixed Assets-Benefits	(48,810)	(43,400)	(43,400)	(55,800)	(60,000)
597.100.55 Transfer Out	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
590.100.63 Inc in Fixed Assets-Improvements	0	(27,600)	0	(68,000)	(5,000)
590.100.64 Inc in Fixed Assets-Equipment	(105,901)	(49,800)	(24,000)	(16,000)	0
590.100.65 Inc in Fixed Assets-Construction	(2,427,811)	(8,309,600)	(6,900,000)	(4,236,800)	(3,428,500)
590.100.66 Inc in Fixed Assets-Capital Lease	0	0	0	0	(250,000)
590.100.78 Debt Service Principal	(107,844)	(297,900)	(297,900)	(244,000)	(244,000)
Total Uses	(6,480,062)	(8,922,900)	(7,459,900)	(4,830,000)	(4,209,000)
Net Change in W/C	2,043,868	(6,951,100)	(4,117,800)	(4,706,700)	(3,958,500)
Beginning W/C 1/1	12,399,324	14,443,192	14,443,192	10,325,392	5,618,692
Ending W/C 12/31	14,443,192	7,492,092	10,325,392	5,618,692	1,660,192
Net Change in W/C	\$ 2,043,868	\$ (6,951,100)	\$ (4,117,800)	\$ (4,706,700)	\$ (3,958,500)

Department Employees

431 Sewer FTE's	2006	2007	2008	2009	2010
Sewer FTE's	8.00	11.00	11.00	11.00	11.00
TOTAL SEWER FTE's	8.00	11.00	11.00	11.00	11.00

1.0 FTE - Maintenance Worker II was added in early 2007.

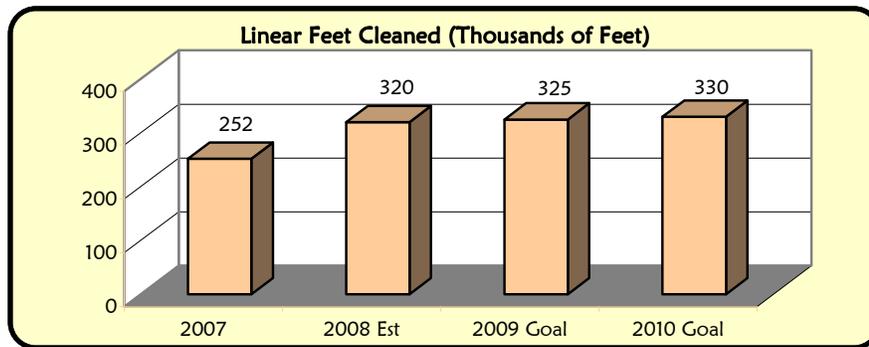
2.0 FTE's - Field Supervisor and Maintenance Worker II were added in 2007.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - SEWER FUND

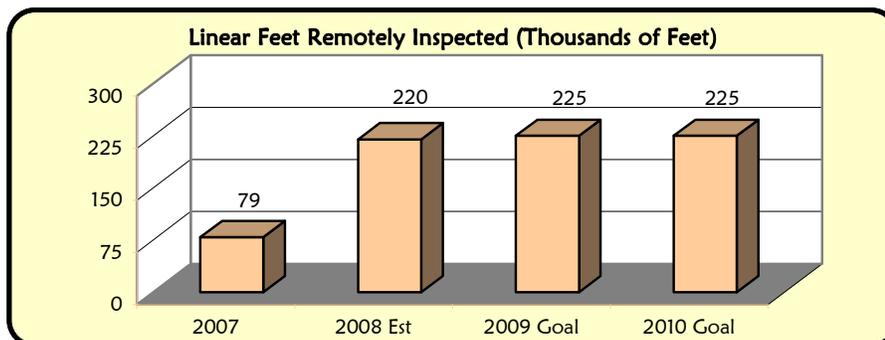
Linear Feet of Sanitary Sewer Pipe Cleaned

Pipe cleaning is conducted using a high-pressure sewer jet to scour & remove debris from the inside of the pipelines. A plan to clean the entire sewer system in the next seven years is being established.



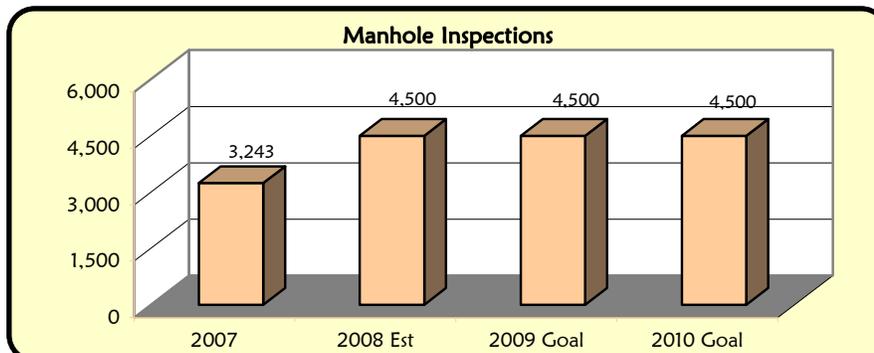
Linear Feet of Sanitary Sewer Remotely Inspected

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.



STORM DRAINAGE UTILITY DIVISION

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

2007 & 2008 ACCOMPLISHMENTS

- Began the initial implementation requirements of the National Pollution Discharge Elimination System (NPDES) Phase II permit elements.
- Began the update to the City of Auburn's Comprehensive Drainage Plan.
- Developed the storm pump station upgrade program and begin implementation of the recommendations.
- Installed the West Main Street storm lift station.
- Continued to update the storm drainage model to improve coordination with development applications and to prioritize capital improvements.
- Created a vegetation management for ditch cleaning, right of way mowing, and pond maintenance.
- Continued the Sense of Community Vision to enhance neighborhoods through capital investment/maintenance and tree planting by retrofitting storm drainage facilities.
- Replaced the waterfowl control netting on two storm ponds at the Auburn Airport.
- Completed the design of the 2008 Local Storm Drainage Improvement project.

2009 & 2010 OBJECTIVES

- Complete replacement of the waterfowl control netting at the remaining three Auburn Airport detention ponds.
- Complete the update to the City of Auburn's Comprehensive Drainage Plan.
- Continue to phase compliance of the National Pollution Discharge Elimination System (NPDES) Phase II permit elements.
- Adopt a new drainage manual consistent with the (NPDES) Phase II permit requirements, and modify the Design and Construction standards to apply.
- Complete the construction of the 2008 Local Storm Drainage Improvement project and complete the design and construction of the 2010 Local Storm Drainage Improvement project.
- Complete the design and construct the Auburn Way South (AWS) conveyance improvement to reduce flooding at the Burlington Northern Railroad (BNRR) underpass.
- Implement initial storm pump station upgrade program recommendation to rebuild the White River storm pump station.

**STORM DRAINAGE FUND
2009-2010 WORKING CAPITAL BUDGET**

Item	2007 Actual	2008 Adj. Budget	2008 Est. Actual	2009 Budget	2010 Budget
Operating Budget					
Operating Revenue					
343.830 Storm Drainage Services	4,196,564	4,606,200	4,644,300	5,321,000	5,689,000
Total Operating Revenue	4,196,564	4,606,200	4,644,300	5,321,000	5,689,000
Operating Expense					
535.000.10 Salaries and Wages	(1,155,677)	(1,660,700)	(1,651,700)	(1,823,700)	(1,984,900)
535.000.20 Personnel Benefits	(365,523)	(495,900)	(493,000)	(633,000)	(689,400)
535.000.30 Supplies	(34,603)	(102,000)	(72,000)	(140,900)	(154,100)
535.000.40 Services & Charges	(670,635)	(992,600)	(769,600)	(1,144,900)	(1,151,500)
535.000.50 Intergovernmental	(14,904)	(10,000)	(10,000)	(25,000)	(25,000)
535.000.90 Interfund Payments for Services	(938,565)	(1,027,200)	(1,027,200)	(1,068,900)	(1,059,700)
535.000.00 Depreciation & Amortization	(951,898)	(990,000)	(990,000)	(1,018,600)	(1,033,600)
Total Operating Expenses	(4,131,805)	(5,278,400)	(5,013,500)	(5,855,000)	(6,098,200)
Operating Income (Loss)	64,759	(672,200)	(369,200)	(534,000)	(409,200)
Non Operating Revenue (Exp)					
361.110 Investment Income	416,141	190,000	190,000	200,000	200,000
369.900 Miscellaneous Revenue (Expense)	756	0	0	0	0
535.100.80 Debt Service Interest	(68,440)	(62,700)	(62,700)	(53,000)	(96,700)
Total Non Oper. Rev (Exp)	348,457	127,300	127,300	147,000	103,300
Net Income (Loss)	413,216	(544,900)	(241,900)	(387,000)	(305,900)
Add/Deduct Items Not Affecting Working Capital (W/C)					
535.801.00 Depreciation & Amortization	951,898	990,000	990,000	1,018,600	1,033,600
Net W/C From Operations	1,365,114	445,100	748,100	631,600	727,700
Other Resources and Uses Budget					
Resources Other Than Operations					
331.156 Direct Federal Grant	0	95,200	95,200	0	0
396.101 Contributed Cap-Sys Dev	762,394	400,000	400,000	200,000	200,000
396.102 Contributed Cap-Area Assmts	2,001	0	0	0	0
396.104 Contributed Cap-Outside Dev	1,436,292	0	0	0	0
382.200 Revenue Bond Proceeds	0	0	0	0	2,500,000
397.100 Transfer In	0	0	0	0	0
399.500 Inc in Restricted Assets	1,480,629	0	0	0	0
399.610 Inc in Compensated Absences	(17,262)	0	0	0	0
399.000 Other Sources	0	0	0	0	0
Total Resources	3,664,054	495,200	495,200	200,000	2,700,000
Uses Other Than Operations					
590.100.05 Net Change in Restricted Assets	(2,671,458)	0	0	0	0
590.100.11 Inc in Fixed Assets-Salaries/Wages	(71,994)	(149,600)	(149,600)	(168,000)	(180,700)
590.100.21 Inc in Fixed Assets-Benefits	(14,453)	(44,900)	(44,900)	(58,900)	(63,300)
597.100.55 Transfer Out	(50,000)	(159,100)	(113,900)	(138,000)	(115,000)
590.100.61 Inc in Fixed Assets-Land	0	0	0	0	0
590.100.64 Inc in Fixed Assets-Equipment	(217,730)	(109,800)	(105,000)	(6,500)	0
590.100.65 Inc in Fixed Assets-Construction	(973,447)	(3,418,000)	(2,377,200)	(3,980,100)	(2,826,000)
590.100.66 Inc in Fixed Assets-Capital Lease	0	0	0	0	(250,000)
590.100.70 Debt Service Principal	(379,900)	(398,500)	(398,500)	(398,500)	(106,200)
Total Uses	(4,378,982)	(4,279,900)	(3,189,100)	(4,750,000)	(3,541,200)
Net Change in W/C	650,186	(3,339,600)	(1,945,800)	(3,918,400)	(113,500)
Beginning W/C 1/1	6,744,361	7,394,547	7,394,547	5,448,747	1,530,347
Ending W/C 12/31	7,394,547	4,054,947	5,448,747	1,530,347	1,416,847
Net Change in W/C	\$ 650,186	\$ (3,339,600)	\$ (1,945,800)	\$ (3,918,400)	\$ (113,500)

Department Employees

432 Storm FTE's	2006	2007	2008	2009	2010
Storm FTE's	9.00	12.00	16.00	17.00	18.00
TOTAL STORM FTE's	9.00	12.00	16.00	17.00	18.00

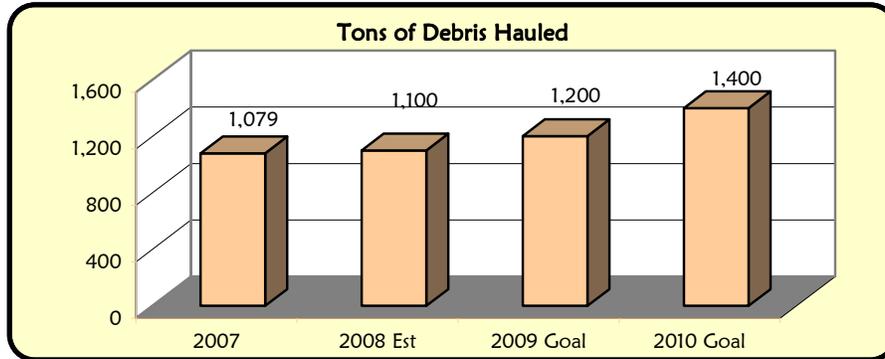
- 2.0 FTE's - Water Resource Technician and Maintenance Worker II were added in the 2007 Budget.
- 1.0 FTE - Field Supervisor was added in late 2007.
- 1.0 FTE - Maintenance Worker II was added in the 2008 Budget.
- 2.0 FTE's - Maintenance Worker II and Maintenance Worker I were added in early 2008.
- 2.0 FTE's - positions were transferred from Street to Storm in 2008.
- 1.0 FTE position was moved from Storm to Engineering in 2008.
- 1.0 FTE - Maintenance Worker I was added in the 2009 Budget.
- 1.0 FTE - Maintenance Worker I was added in the 2010 Budget.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - STORM DRAINAGE FUND

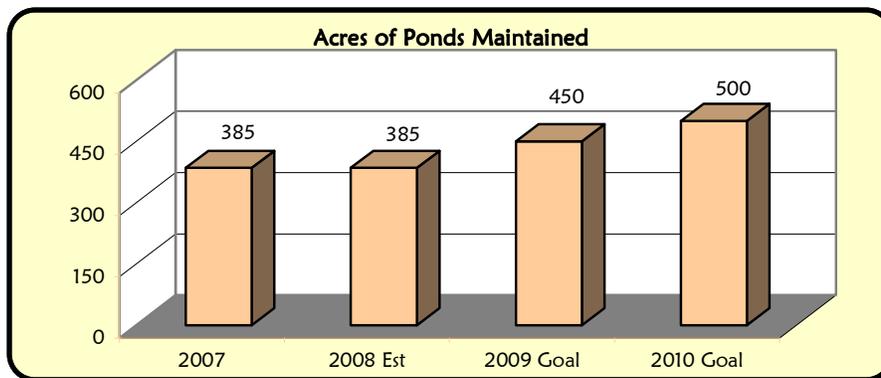
Tons of Debris Hauled

Keeping city streets swept and catch basins free of debris helps ensure system conveyance capacity.



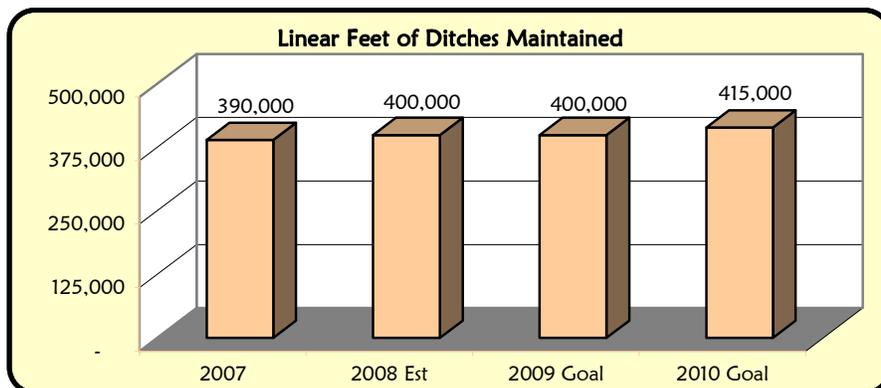
Acres of Storm Drainage Ponds Maintained

Storm drainage ponds and vacant city lots are maintained by power mower and hand tools to ensure function and maintain the aesthetic appearance of the properties.



Linear Feet of Storm Drainage Ditches Maintained

Storm drainage ditch cleaning is performed using heavy equipment (backhoe, dump truck & mower) to remove debris and re-establish the flow line of storm drainage ditches. This program ensures that the existing ditches are maintained to provide maximum capacity and collect polluted sediment and vegetation when cleaned.



EQUIPMENT RENTAL DIVISION

MISSION STATEMENT

The mission of the Equipment Rental Division 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/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.

2007 & 2008 ACCOMPLISHMENTS

- Improved operational and workspace efficiency in Equipment Rental
- Continued Maintenance and Operations facility reorganization, improving space utilization and traffic flow
- Continued to improve radio communication infrastructure
- Implemented fuel saving initiatives wherever possible
- Provided more training opportunities for Equipment Rental Mechanics
- Continued looking for innovative ways to improve vehicle utilization

2009 & 2010 OBJECTIVES

- Continue to improve fleet fuel economy
- Look for ways to extend vehicle life above industry standard
- Implement asset tracking for Equipment Rental and Central Stores
- Develop an overall level of service / customer service plan for Equipment Rental and Central Stores
- Look at innovative and emerging technologies in fleet operations to reduce citywide fleet costs

**EQUIPMENT RENTAL FUND
2009-2010 WORKING CAPITAL BUDGET**

Item	2007 Actual	2008 Adj. Budget	2008 Est. Actual	2009 Budget	2010 Budget
Operating Budget					
Operating Revenue					
348.100 Fuel Sales	389,730	413,600	413,600	604,400	756,300
365.100 Interfund Equipment Rental	1,336,176	1,341,100	1,341,100	1,529,100	1,050,300
365.400 Interfund Building Rental	151,500	151,500	151,500	0	0
365.600 Interfund Capital Contribution	280,189	0	0	0	0
Total Operating Revenue	2,157,595	1,906,200	1,906,200	2,133,500	1,806,600
Operating Expense					
548.000.10 Salaries and Wages	(419,020)	(515,700)	(515,700)	(613,400)	(643,100)
548.000.20 Personnel Benefits	(108,450)	(152,500)	(152,500)	(211,700)	(222,300)
548.000.30 Supplies	(775,851)	(1,102,300)	(843,300)	(1,483,500)	(1,617,100)
548.000.40 Services & Charges	(543,383)	(532,200)	(497,200)	(512,800)	(540,300)
548.000.51 Intergovernmental Services	(130,000)	0	0	0	0
548.000.90 Interfund Payments for Services	(29,265)	(37,100)	(37,100)	(211,500)	(223,700)
548.680.01 Depreciation & Amortization	(817,259)	(881,000)	(881,000)	(840,000)	(850,000)
Total Operating Expenses	(2,823,228)	(3,220,800)	(2,926,800)	(3,872,900)	(4,096,500)
Operating Income (Loss)	(665,633)	(1,314,600)	(1,020,600)	(1,739,400)	(2,289,900)
Non Operating Revenue (Exp)					
361.100 Investment Income	259,447	180,000	180,000	175,000	180,000
369.900 Miscellaneous Revenue (Expense)	7,848	0	0	0	0
395.900 Gain on Sale of Fixed Assets	(442,194)	0	0	0	0
Total Non Oper. Rev (Exp)	(174,899)	180,000	180,000	175,000	180,000
Net Income (Loss)	(840,532)	(1,134,600)	(840,600)	(1,564,400)	(2,109,900)
Add/Deduct Items Not Affecting Working Capital (W/C)					
548.100.01 Depreciation & Amortization	817,259	881,000	881,000	840,000	850,000
548.681.02 Non Cash Gain/Loss	0	0	0	0	0
Net W/C From Operations	(23,273)	(253,600)	40,400	(724,400)	(1,259,900)
Other Resources and Uses Budget					
Resources Other Than Operations					
365.110 Vehicle Replacement Revenue	928,524	1,106,300	1,106,300	1,174,100	1,285,900
396.108 Non Cash Contribution	269,703	0	0	0	0
397.100 Transfer In	130,000	744,600	699,400	144,100	65,000
399.000 Other Sources	(32,935)	0	0	0	0
Total Resources	1,295,292	1,850,900	1,805,700	1,318,200	1,350,900
Uses Other Than Operations					
590.100. Other Uses	(79,770)	0	0	0	0
597.100.55 Transfer Out	(1,007,000)	(7,000)	(7,000)	(7,000)	(7,000)
590.100.64 Inc in Fixed Assets-Equipment	(636,056)	(1,961,200)	(1,739,000)	(1,353,800)	(756,300)
590.100.65 Inc in Fixed Assets-Construction	0	(700,000)	(350,000)	(550,000)	0
Total Uses	(1,722,826)	(2,668,200)	(2,096,000)	(1,910,800)	(763,300)
Net Change in W/C	(450,807)	(1,070,900)	(249,900)	(1,317,000)	(672,300)
Beginning W/C 1/1	5,863,063	5,412,256	5,412,256	5,162,356	3,845,356
Ending W/C 12/31	5,412,256	4,341,356	5,162,356	3,845,356	3,173,056
Net Change in W/C	\$ (450,807)	\$ (1,070,900)	\$ (249,900)	\$ (1,317,000)	\$ (672,300)

Department Employees

550 Equipment Rental FTE's	2006	2007	2008	2009	2010
Equipment Rental FTE's	9.00	9.00	10.00	11.00	11.00
TOTAL EQUIPMENT RENTAL FTE's	9.00	9.00	10.00	11.00	11.00

1.0 FTE - Maintenance Worker I was added in early 2008.

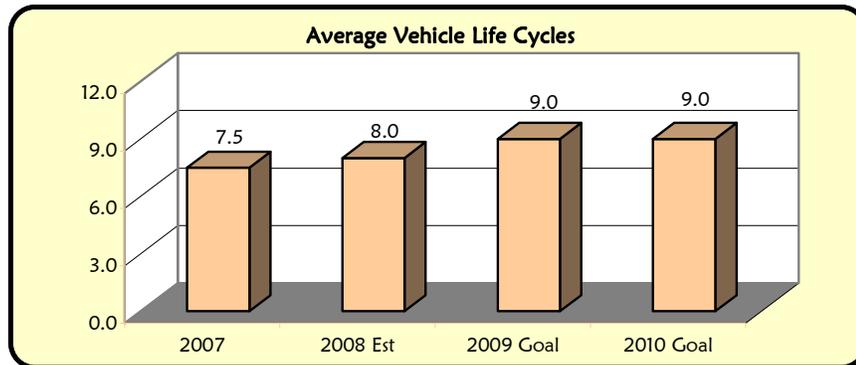
1.0 FTE - Equipment Rental Shop Supervisor was added in the 2009 Budget.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - EQUIPMENT RENTAL FUND

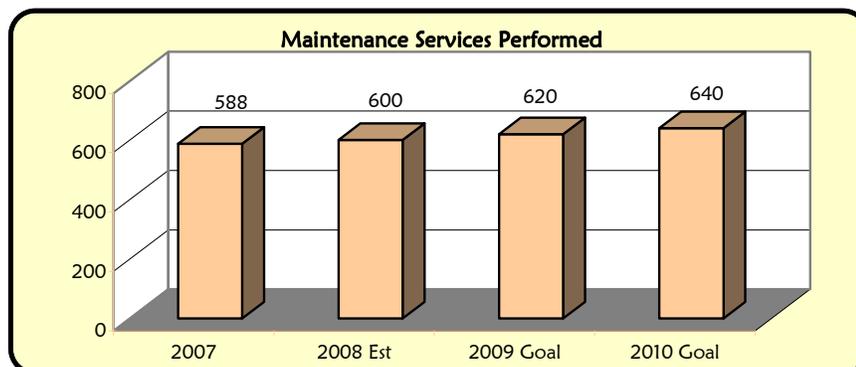
Vehicle Life Cycle Averages

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. Industry standard is 6.9 years.



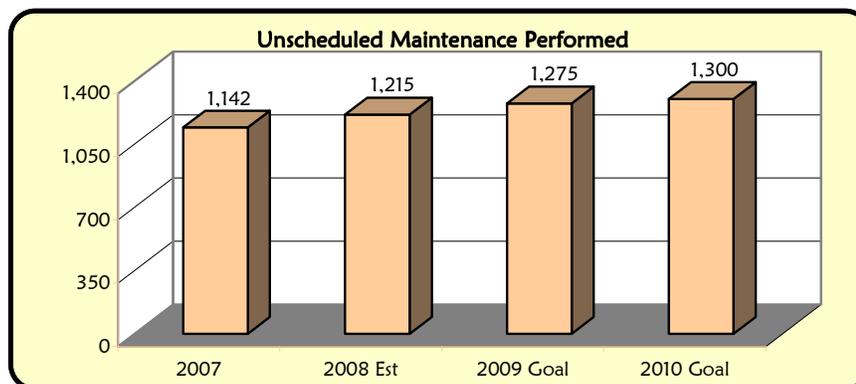
Number of Preventative Maintenance Services Performed

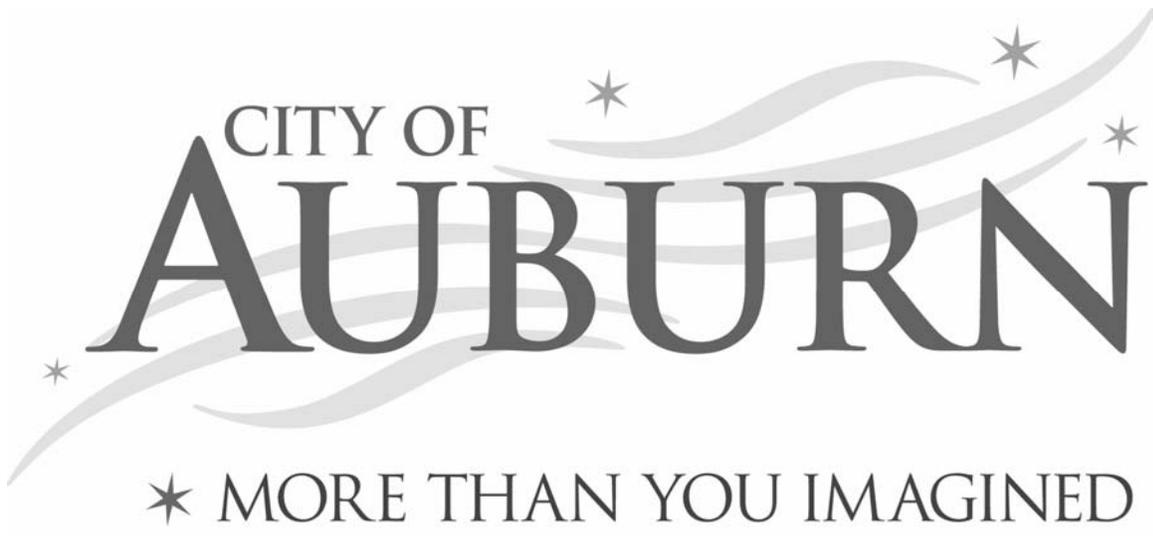
A preventative maintenance service is a systematic inspection and service of vehicles and equipment, completed at predetermined intervals, to detect mechanical problems prior to system failures, resulting in extended lifecycles.



Number of Unscheduled Maintenance Services Performed

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





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. Parks, recreation programs, arts and cultural activities, senior center services, a museum, cemetery, golf course, and working with the King County Library System to provide library services are the department's areas of responsibility. The department works closely with the Auburn School District, Green River Community College, and other cultural and youth serving agencies in Auburn to provide facilities and services to citizens. We continue to focus on providing programs and facilities, protecting our environment, and preserving historical and cultural opportunities in our community.

2007 & 2008 ACCOMPLISHMENTS

- Expanded before and after school programming
- Offered additional family-oriented recreation programs
- Increased marketing, usage and revenue for rental facilities
- Enhanced and increased participation in the Senior Wellness Program
- Developed sponsorship and in-kind opportunities to generate new revenue for large scale special events
- Completed Olson Farm stream/orchard improvements
- Secured grant funding to support restoration of historic Mary Olson Farm and for BRAVO! series
- Increased BRAVO revenue by 30% over 2005-2006
- Renovated, redeveloped use of, and began programming at the Auburn Ave Theater
- Established a Percent for Art Public Art policy, installed new public art on W. Main Street, and commissioned art project for Golf Course Clubhouse and Community Center

2009 & 2010 OBJECTIVES

- Expand recreation program offerings in Lakeland Hills community
- Increase marketing, usage and revenue for recreation programs
- Expand recreation programs and offerings for preschool, youth-aged children and adults
- Pilot Classroom Based Heritage Learning Kits with Auburn School District
- Expand sponsorship opportunities for special events and cultural arts programs
- Construct parking lot and restrooms at Mary Olson Farm and open the farm to the public
- Initiate operations in a new Auburn Community Center, remodeled Youth/Teen Center and Gymnasium
- Expand community use of and programming of the Auburn Ave Theater
- Complete long-range Public Art plan in conjunction with new 1% of Art policy
- Reorganize performing art programs to increase attendance and sponsorship

Department Budget

001/33 Parks, Arts & Recreation	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Salaries & Wages	2,447,392	2,819,900	2,681,400	2,858,100	2,992,700
Personnel Benefits	735,002	909,100	761,000	881,800	930,500
Supplies	553,415	575,700	591,100	562,600	528,900
Services & Charges	1,429,752	1,601,500	1,598,100	1,383,900	1,394,400
Intergovernmental	0	0	0	0	0
Capital Outlays	112,990	50,000	60,000	60,000	5,000
Debt Service: Principal	31,950	0	0	0	0
Debt Service: Interest	34,050	0	0	0	0
Interfund Payments for Services	489,744	641,200	641,200	1,287,400	1,322,900
DEPARTMENT TOTAL	\$5,834,295	\$6,597,400	\$6,332,800	\$7,033,800	\$7,174,400

Department Employees

001 Parks, Art & Recreation FTE's	2006	2007	2008	2009	2010
Parks FTE's	35.75	37.75	40.00	40.00	40.00
TOTAL PARKS, ART & RECREATION FTE's	35.75	37.75	40.00	40.00	40.00

1.0 FTE - position was moved from Nondepartmental to Parks in 2007 for a Theater Operations Coordinator.

1.0 FTE - Maintenance Worker II added in late 2007.

2.0 FTE's - Field Supervisor and Maintenance Worker I were added in earlier 2008.

0.25 FTE - Curator of Education was added in 2008 to make it a full time position.

1.0 FTE - Field Supervisor position has been frozen in the 2009/2010 budget.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - PARKS, ARTS & RECREATION DEPARTMENT

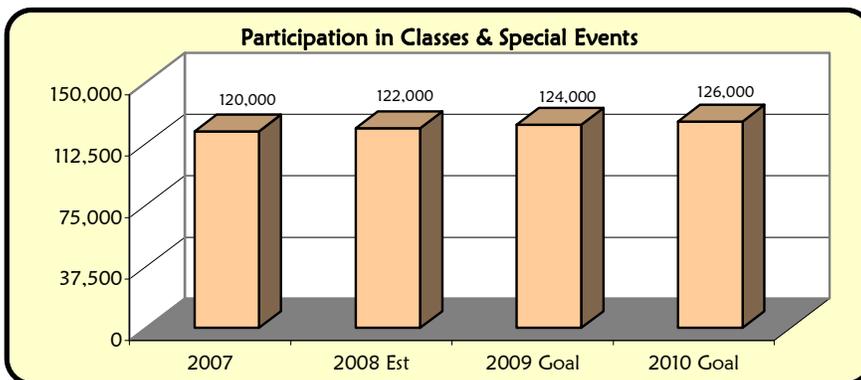
Volunteer Hours

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.



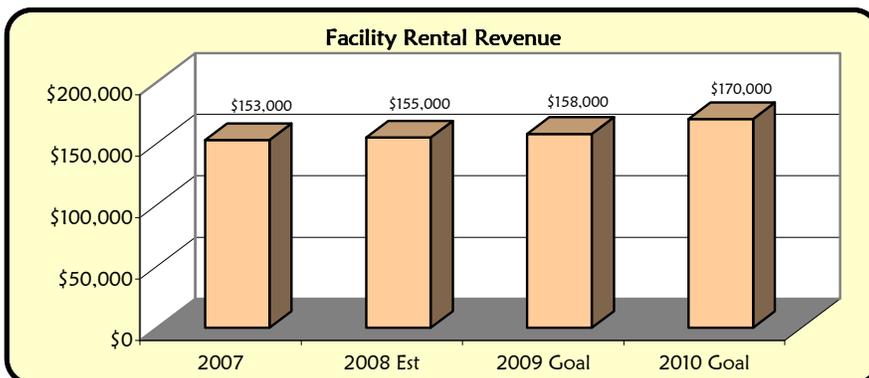
Classes & Special Events - Number of Participants

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 Community Center in 2010 will continue to increase both usage and revenue.



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 funds restricted to trail improvements. Since September 2005 this gas tax has been deposited directly to the General fund and is transferred to the Recreational Trails fund.

2007 & 2008 ACCOMPLISHMENTS

- Accounted for Motor Vehicle Fuel tax funds to pay for future trail improvements

2009 & 2010 OBJECTIVES

- Accumulate funds to provide for trail improvements

Special Revenue Fund

120 Recreational Trails	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Fund Balance	24,997	31,594	31,594	37,494	45,294
Investment Income	1,497	800	800	800	800
Transfer In	5,100	5,100	5,100	7,000	7,100
Total Revenue	\$31,594	\$37,494	\$37,494	\$45,294	\$53,194
Expenditures					
Transfer Out	0	0	0	0	0
Undesignated Fund Balance	31,594	37,494	37,494	45,294	53,194
Total Expenditures	\$31,594	\$37,494	\$37,494	\$45,294	\$53,194

MUNICIPAL PARK CONSTRUCTION FUND

The Parks Capital Improvement Fund-321 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.

2007 & 2008 ACCOMPLISHMENTS

- Installed additional field lighting at GSA Park
- Replaced ball-field lighting on Brannan Park Fields #2 and #3
- Completed and opened new Veterans Park Memorial Building
- Provided funding for and installed new artificial turf at Game Farm Park
- Completed design and construction of park, playground, plaza and trail at new park in Lakeland Hills
- Completed improvements to Olson Creek Habitat
- Completed the Rotary Park Spray Pool coating
- Provided grant match for Olson Farm
- Provided irrigation and installed landscaping at Shaughnessy Park
- Installed new play toy, irrigation and landscaping at Rotary Park

2009 & 2010 OBJECTIVES

- Complete Les Gove Community Center, Teen Center and Gymnasium
- Develop natural habitat at Fenster Park
- Develop Master Plan for Jacobson Tree Farm and Auburndale Park II
- Develop Master Plan for Fulmer Park and acquire land for additional parking
- Improve parking lot, sidewalks and park amenities at Veteran's Park
- Build parking lot and restrooms at Mary Olson Farm
- Add a new trail and improve fields and courts at Shaughnessy Park
- Add a new trail to Rotary Park
- Add new playground suitable for all disabilities and replace restroom building at Les Gove Park
- Add fencing to Brannan Park Fields #3 and #4 and new bleachers to #4
- Complete the White River Trail from Roegner Park to "A" Street
- Develop a Trail Plan for the Bonneville Power Administration (BPA) corridor on Lea Hill

Capital Projects Fund

321 Municipal Park Construction	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Revenue					
Beginning Fund Balance	1,214,624	187,979	187,979	129,079	2,728,979
Interlocal Grants	431,500	1,457,600	852,100	798,300	85,000
Recreational Classes	23,074	25,000	25,000	25,000	25,000
Investment Income	34,226	25,000	3,000	105,000	80,000
Contributions & Donations	0	0	146,500	107,300	0
Bonds	0	5,000,000	0	5,000,000	0
Miscellaneous Revenue	36,653	40,000	63,000	138,000	125,000
Transfer In	367,155	2,362,950	1,659,000	5,490,200	553,100
Total Revenue	\$2,107,232	\$9,098,529	\$2,936,579	\$11,792,879	\$3,597,079
Expenditures					
Capital Outlays	1,919,253	9,029,150	2,807,500	8,824,800	3,091,600
Debt Service Principal	0	0	0	89,100	184,800
Debt Service Interest	0	0	0	150,000	293,300
Undesignated Fund Balance	187,979	69,379	129,079	2,728,979	27,379
Total Expenditures	\$2,107,232	\$9,098,529	\$2,936,579	\$11,792,879	\$3,597,079

CEMETERY DIVISION

MISSION

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

To fulfill this we will:

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

2007 & 2008 ACCOMPLISHMENTS

- Completed construction of Columbarium Building (Chapel of Memories)
- Expanded marketing plan for sales of plots and products
- Expanded Memorial Day and Veterans Day events
- Acquired a 5-acre parcel of property on the cemetery's west boundary

2009 & 2010 OBJECTIVES

- Complete repairs to the Cascadia Columbarium Wall and to the Mausoleum
- Complete construction of north burial area "Memory Heights" (450 full size graves)
- Work on strengthening working relationships to area funeral homes and how to better serve them
- Upgrade cemetery software to better serve the public and safeguard records
- Expand our advertising efforts in the cremation market
- Begin development of the 10th addition (800 full size graves and 800 cremation plots)

**CEMETERY FUND
2009-2010 WORKING CAPITAL BUDGET**

Item	2007 Actual	2008 Adj. Budget	2008 Est. Actual	2009 Budget	2010 Budget
Operating Budget					
Operating Revenue					
343.601	Settings	42,415	45,000	45,000	47,800
343.602	Openings and Closings	161,036	180,000	180,000	194,300
343.603	Recordings	3,875	5,200	5,200	6,300
343.604	Liners	55,249	70,000	70,000	73,500
343.605	Resale Settings	1,740	4,800	4,800	5,800
343.606	Resale Vases	0	0	0	0
343.607	Vases	17,562	21,000	21,000	25,200
343.609	Lot Sales/Niches	295,700	320,000	320,000	341,300
343.610	Vault Installation	0	0	0	15,800
343.611	Other	44,295	33,000	33,000	35,000
343.612	Marker Sales	118,170	150,000	150,000	168,000
343.620	Interest/Penalties	2,471	5,000	5,000	5,000
	Total Operating Revenue	742,513	834,000	834,000	918,000
Operating Expense					
536.000.10	Salaries & Wages	(366,857)	(426,400)	(426,400)	(473,200)
536.000.20	Personnel Benefits	(141,910)	(124,600)	(124,600)	(158,900)
536.000.30	Supplies	(176,553)	(165,800)	(165,800)	(191,000)
536.000.40	Services & Charges	(103,276)	(101,600)	(101,600)	(71,200)
536.000.90	Interfund Payments for Services	(17,508)	(47,100)	(47,100)	(69,600)
536.000.00	Depreciation & Amortization	(78,330)	(103,000)	(103,000)	(92,000)
	Total Operating Expenses	(884,434)	(968,500)	(968,500)	(1,055,900)
	Operating Income (Loss)	(141,921)	(134,500)	(134,500)	(137,900)
Non Operating Revenue (Exp)					
361.110	Investment Income	40,770	22,000	22,000	20,000
369.900	Miscellaneous Revenue (Expense)	33,591	0	0	0
536.100.81	Debt Service Interest	(15,336)	(24,500)	(24,500)	(23,500)
	Total Non Oper. Rev (Exp)	59,025	(2,500)	(2,500)	(3,500)
	Net Income (Loss)	(82,896)	(137,000)	(137,000)	(141,400)
Add/Deduct Items Not Affecting Working Capital (W/C)					
536.000.01	Depreciation & Amortization	78,330	103,000	103,000	90,000
	Net W/C From Operations	(4,566)	(34,000)	(34,000)	(49,400)
Other Resources and Uses Budget					
Resources Other Than Operations					
397.100	Transfer In	70,500	115,000	115,000	50,300
399.000	Other Sources	7,410	0	0	0
	Total Resources	77,910	115,000	115,000	50,300
Uses Other Than Operations					
590.100.05	Net Change in Restricted Assets	410,746	0	0	0
590.100.61	Inc in Fixed Assets-Land	0	(300,000)	(300,000)	0
590.100.64	Inc in Fixed Assets-Equipment	(20,793)	0	0	0
590.100.65	Inc in Fixed Assets-Construction	(396,044)	(15,000)	(15,000)	(28,000)
590.100.71	Debt Service Principal	0	(16,000)	(16,000)	0
	Total Uses	(6,091)	(331,000)	(331,000)	(28,000)
	Net Change in W/C	67,253	(250,000)	(250,000)	(27,100)
	Beginning W/C 1/1	609,812	677,065	677,065	404,465
	Ending W/C 12/31	677,065	427,065	427,065	377,365
	Net Change in W/C	\$ 67,253	\$ (250,000)	\$ (250,000)	\$ (27,100)

Department Employees

436 Cemetery FTE's	2006	2007	2008	2009	2010
Cemetery FTE's	6.00	7.00	7.00	7.00	7.00
TOTAL CEMETERY FTE's	6.00	7.00	7.00	7.00	7.00

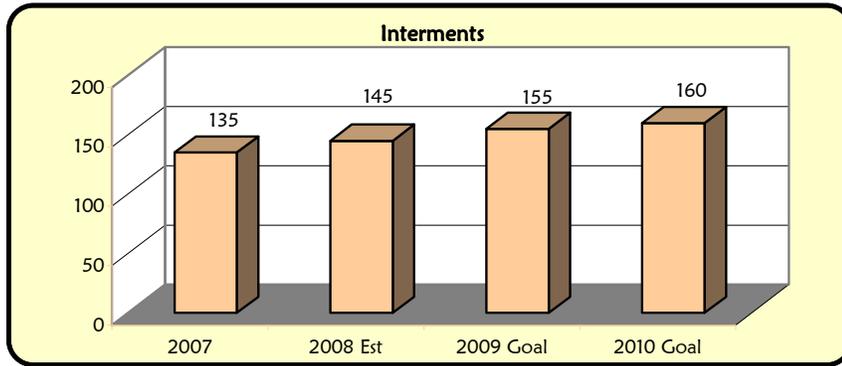
1.0 FTE - Maintenance Worker I was added in 2007.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - CEMETERY FUND

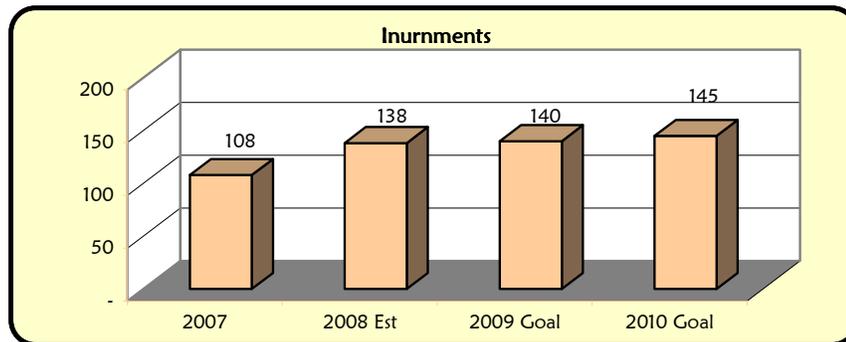
Interments

Over the past decade, cremation rates continued to rise. This trend necessitated more options for casket burials. Double depth burial and upright monument plots have proven successful. As development continues, other options will be explored.



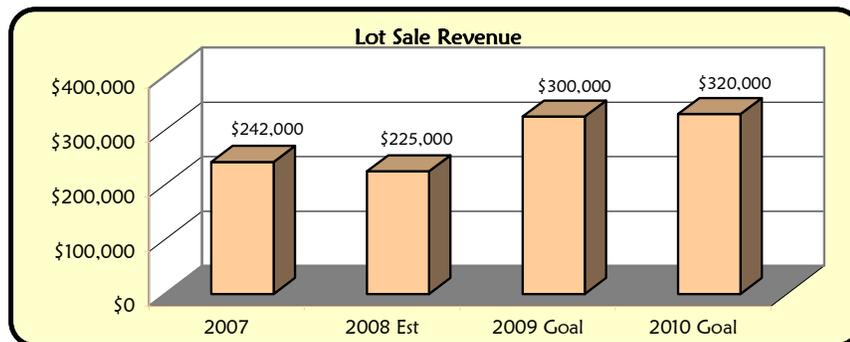
Inurnments

The recent completion of "ForestWalk" and "Chapel of Memories" has expanded the options for urn placement. As the cremation rates continue to rise it becomes important to offer more placement choices to our cremation families.



Revenue From Lot Sales

Newly developed property will have to be more creative and supported by local advertising to sustain lot sales. Development that takes advantage of views and allowing more upright monument space will help sales revenue.



GOLF COURSE DIVISION

MISSION STATEMENT

The mission of the Auburn Golf Course is to provide all ages and abilities an affordable, high-quality golf experience.

DEPARTMENT OVERVIEW

The Auburn Golf Course provides golfing services to over 50,000 golfers a year on a challenging 6,200-yard layout. The course is an enterprise function with greens fee revenue covering all course maintenance, operations expenses, and capital improvements. Staff continues to make improvements each year to improve the playability, drainage, and safety of the course.

2007 & 2008 ACCOMPLISHMENTS

- Began operation of full service Golf Complex
- Oversaw a smooth transition to contracted restaurant operation
- Increased tournament help at course by 20% in 2007 and an additional 20% in 2008
- Increased the number of tournaments hosted (with over 72 participants) by 25% in 2008
- Expanded the lesson program by 100% over previous year
- In 2007, increased play by over 3,000 rounds over 2006
- In 2007, increased Green Fee revenue by almost \$110,000 over 2006, and in 2008 increased Green Fee Revenue by over \$90,000 (from 1/1 - 5/31/08) over 2007
- Increased men's club membership by over 50% from 2005-2006 and increased ladies' club membership by over 30% during that same time period

2009 & 2010 OBJECTIVES

- Continue drainage improvements to holes 1, 2 and 10
- Begin a fairway aeration and topdressing program
- Increase membership in the men's club by 5% in 2009 and again in 2010
- Increase membership in the ladies' club by 15% in 2009 and again in 2010
- Grow our e-mail database by 10% in 2009 and again in 2010
- Increase play by 5% in 2009 and again in 2010
- Increase participation in our customer appreciation events by 10% in 2009 and again in 2010
- Develop large amateur golfing event at the course
- Increase the number of tournaments hosted by 25% in 2009 and 15% in 2010

**GOLF COURSE FUND
2009-2010 WORKING CAPITAL BUDGET**

Item	2007 Actual	2008 Adj. Budget	2008 Est. Actual	2009 Budget	2010 Budget
Operating Budget					
Operating Revenue					
347.300 Green Fees	1,035,772	1,118,700	1,118,700	1,303,000	1,340,000
347.600 Lessons	0	0	0	5,000	5,000
347.910 Pro Shop Sales	71,416	145,400	145,400	155,000	165,000
347.920 Restaurant & Lounge	0	62,500	62,500	50,000	51,000
362.100 Power Cart Rental	238,952	268,500	178,500	269,000	279,000
362.200 Rental Income	7,904	5,000	5,000	0	0
362.400 Banquet Space	1,126	29,900	29,900	27,000	27,500
362.801 Concessions	0	0	0	3,000	3,000
Total Operating Revenue	1,355,170	1,630,000	1,540,000	1,812,000	1,870,500
Operating Expense					
576.600.10 Salaries and Wages	(502,858)	(597,750)	(597,750)	(585,200)	(619,700)
576.600.20 Personnel Benefits	(171,426)	(169,900)	(169,900)	(188,700)	(199,500)
576.600.30 Supplies	(406,813)	(407,400)	(412,800)	(301,100)	(313,600)
576.600.40 Services & Charges	(243,167)	(213,500)	(199,000)	(209,200)	(216,700)
576.600.90 Interfund Payments for Services	(10,200)	(52,100)	(52,100)	(175,800)	(185,800)
576.600.00 Depreciation & Amortization	(142,634)	(250,000)	(250,000)	(264,700)	(292,500)
Total Operating Expenses	(1,477,098)	(1,690,650)	(1,681,550)	(1,724,700)	(1,827,800)
Operating Income (Loss)	(121,928)	(60,650)	(141,550)	87,300	42,700
Non Operating Revenue (Exp)					
361.110 Investment Income	136,167	8,000	8,000	8,000	5,000
369.400 Miscellaneous Revenue (Expense)	4,792	0	0	0	0
395.900 Gain on Sale of Fixed Assets	(900)	0	0	0	0
576.600.80 Debt Service Interest	(99,027)	(223,600)	(261,100)	(224,200)	(212,200)
Total Non Oper. Rev (Exp)	41,032	(215,600)	(253,100)	(216,200)	(207,200)
Net Income (Loss)	(80,896)	(276,250)	(394,650)	(128,900)	(164,500)
Add/Deduct Items Not Affecting Working Capital (W/C)					
534.801.01 Depreciation & Amortization	142,634	250,000	250,000	264,700	292,500
Net W/C From Operations	61,738	(26,250)	(144,650)	135,800	128,000
Other Resources and Uses Budget					
Resources Other Than Operations					
347.301 Reserved for Capital	451,160	55,000	55,000	57,800	60,500
382.200 GO Bond Proceeds	150,000	83,000	83,000	0	0
397.100 Transfer In	41,795	63,000	63,000	60,200	162,000
399.600 Other Sources	11,942	0	0	0	0
Total Resources	654,897	201,000	201,000	118,000	222,500
Uses Other Than Operations					
590.100.00 Net Change in Restricted Assets	4,390,748	0	0	0	0
590.100.00 Inc in Fixed Assets- Benefits	(6,660)	0	0	0	0
590.100.64 Inc in Fixed Assets-Equipment	(51,502)	(42,900)	(52,000)	(139,000)	(139,000)
590.100.65 Inc in Fixed Assets-Construction	(4,525,879)	(192,100)	(192,100)	0	0
590.100.70 Debt Service Principal	(165,000)	(303,200)	(182,700)	(245,200)	(255,200)
Total Uses	(358,293)	(538,200)	(426,800)	(384,200)	(394,200)
Net Change in W/C	358,342	(363,450)	(370,450)	(130,400)	(43,700)
Beginning W/C 1/1	204,408	562,750	562,750	192,300	61,900
Ending W/C 12/31	562,750	199,300	192,300	61,900	18,200
Net Change in W/C	\$ 358,342	\$ (363,450)	\$ (370,450)	\$ (130,400)	\$ (43,700)

Department Employees

437 Golf Course FTE's	2006	2007	2008	2009	2010
Golf Course FTE's	6.00	8.50	9.00	9.00	9.00
TOTAL GOLF COURSE FTE's	6.00	8.50	9.00	9.00	9.00

2.5 FTE's were added in the 2007 budget to support operations at the new Clubhouse.

0.5 FTE - Golf Operations Assistant to create full time FTE position in 2008.

1.0 FTE - Maintenance Worker I position has been frozen in the 2009/2010 budget.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - GOLF COURSE FUND

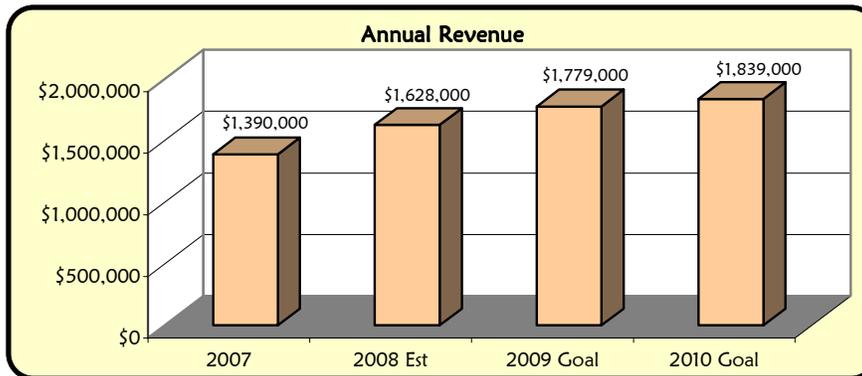
Number of Winter Rounds Played

The Auburn Golf Course has been considered a very wet course during the off-season due to poor drainage and poor soils. Recent work on the drainage system has increased the number of rounds played during the rainy months - November to March. Winter activity should remain stable until holes 1, 2 and 10 are improved.



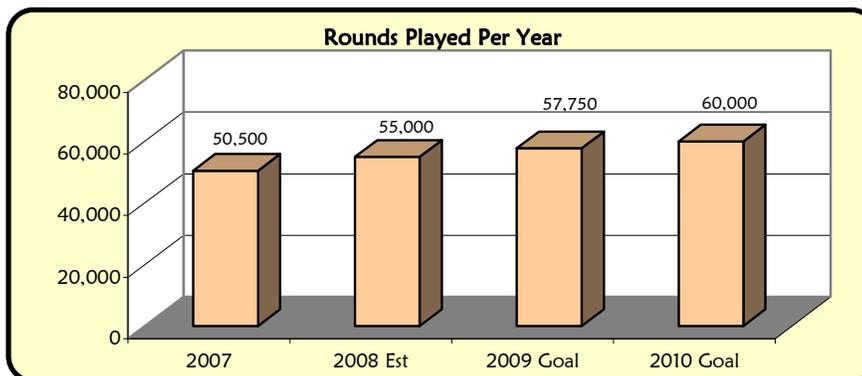
Annual Revenue

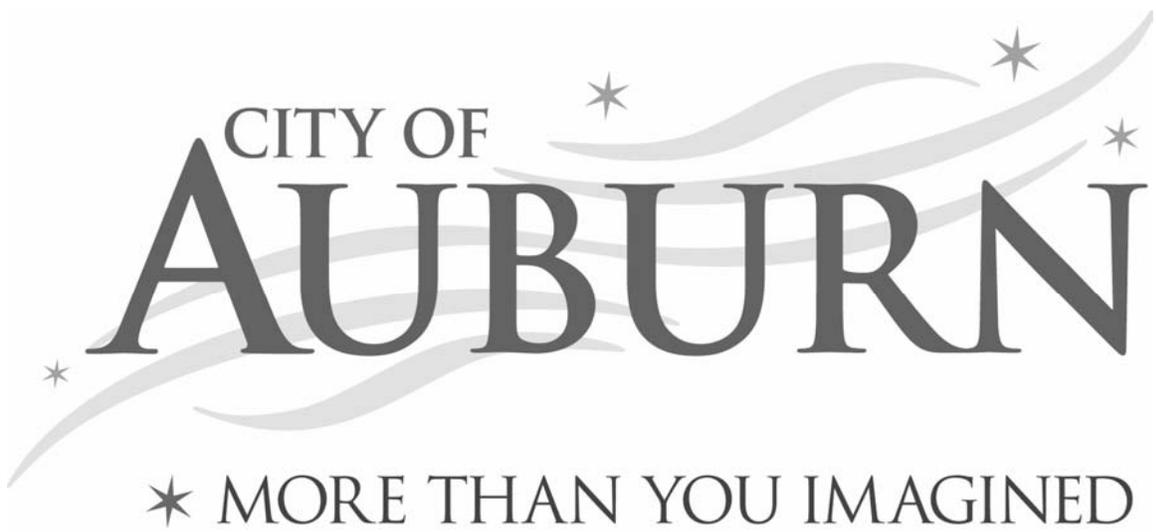
Completion of the Golf Course Clubhouse has resulted in increased revenues in 2008. A slight increase is projected for 2009. 2008 revenue has increased significantly with new revenue sources such as power cart rental, pro shop sales and the restaurant contract.



Total Rounds Played Per Year

Play during 2007 stayed consistent inspite of the construction of the clubhouse and will increase significantly in 2008.





INFORMATION SERVICES

MISSION STATEMENT

Information Services provides excellent technical services for all internal and external customers.

DEPARTMENT OVERVIEW

The Information Services Department oversees all technology for the City. This includes computers, telephones, software applications, video conferencing systems, technology in our police and fire vehicles, and City communication systems. Enterprise Geographic Information Services are provided by the Information Services Department.

2007 & 2008 ACCOMPLISHMENTS

- Researched and recommended fiber infrastructure to support business core beginning with Auburn Environmental Park
- Continued to enhance customer request management and facilities maintenance system to provide more timely and efficient services
- Supported new Golf Clubhouse and enhanced technology services including automated tee time system and connectivity to City phone and data systems
- Worked with public safety to research automation of citations and continued to enhance online report generation
- Worked with Valley Communications to research and recommend replacement computer aided dispatch and public safety records management systems
- Continued to work on regional wireless and fiber projects to promote public safety and economic development opportunities
- Continued to development e-Gov interactive services including over the counter permit issuance and payment, online utility payments, online job applications and mapping products

2009 & 2010 OBJECTIVES

- Increase fiber optic opportunities by ensuring that all open roads have conduit installed for future use
- Expand fiber optic network to further enhance the Intelligent Transportation System (ITS) and other city infrastructure needs
- Continue to use new and existing fiber and wireless infrastructure to provide more efficient operations and services
- Through technology, enhance communications with Auburn Citizens
- Work with Valley Communications to implement new computer aided dispatch system
- Continue to enhance the City's Geographic Information System (GIS)
- Support Nations Pollution Discharge Elimination System requirements
- Maintain and upgrade City technology to maintain an efficient and productive work environment that enhances staff's ability to deliver excellent customer service

**INFORMATION SERVICES FUND
2009-2010 WORKING CAPITAL BUDGET**

Item	2007 Actual	2008 Adj. Budget	2008 Est. Actual	2009 Budget	2010 Budget	
Operating Budget						
Operating Revenue						
348.800	Interfund Operating Charges	2,758,500	2,524,100	2,524,100	3,425,300	3,597,200
348.801	Interfund Communications Charges	1,056,096	1,113,900	1,113,900	1,041,000	1,127,900
348.810	Interfund Equipment Replacement	341,304	341,300	341,300	461,100	460,800
	Total Operating Revenue	<u>4,155,900</u>	<u>3,979,300</u>	<u>3,979,300</u>	<u>4,927,400</u>	<u>5,185,900</u>
Operating Expense						
518.000.10	Salaries and Wages	(1,195,543)	(1,555,100)	(1,555,100)	(1,661,400)	(1,774,700)
518.000.20	Personnel Benefits	(364,371)	(457,000)	(457,000)	(566,800)	(606,400)
518.000.30	Supplies	(420,534)	(465,300)	(540,300)	(648,000)	(665,200)
518.000.40	Services & Charges	(1,364,737)	(1,516,400)	(1,441,400)	(1,534,900)	(1,617,300)
518.000.90	Interfund Payments for Services	(23,304)	(125,900)	(125,900)	(195,300)	(252,300)
518.000.00	Depreciation & Amortization	(280,581)	(202,000)	(202,000)	(300,000)	(310,000)
	Total Operating Expenses	<u>(3,649,070)</u>	<u>(4,321,700)</u>	<u>(4,321,700)</u>	<u>(4,906,400)</u>	<u>(5,225,900)</u>
	Operating Income (Loss)	<u>506,830</u>	<u>(342,400)</u>	<u>(342,400)</u>	<u>21,000</u>	<u>(40,000)</u>
Non Operating Revenue (Exp)						
361.110	Investment Income	163,297	85,000	85,000	85,000	85,000
369.900	Miscellaneous Revenue (Expense)	(15,305)	0	0	0	0
	Total Non Oper. Rev (Exp)	<u>147,992</u>	<u>85,000</u>	<u>85,000</u>	<u>85,000</u>	<u>85,000</u>
	Net Income (Loss)	<u>654,822</u>	<u>(257,400)</u>	<u>(257,400)</u>	<u>106,000</u>	<u>45,000</u>
Add/Deduct Items Not Affecting Working Capital (W/C)						
518.801.00	Depreciation & Amortization	280,581	202,000	202,000	300,000	310,000
	Net W/C From Operations	<u>935,403</u>	<u>(55,400)</u>	<u>(55,400)</u>	<u>406,000</u>	<u>355,000</u>
Other Resources and Uses Budget						
Resources Other Than Operations						
338.190	Intergovernmental Service	0	181,500	181,500	193,400	0
397.100	Transfer In	15,000	273,900	273,900	0	0
399.000	Other Sources	63,334	0	0	0	0
	Total Resources	<u>78,334</u>	<u>455,400</u>	<u>455,400</u>	<u>193,400</u>	<u>0</u>
Uses Other Than Operations						
590.100.05	Net Change in Restricted Assets	15,305	0	0	0	0
597.100.55	Operating Transfers Out	0	(8,000)	(8,000)	0	0
590.100.64	Inc in Fixed Assets-Equipment	(753,664)	(655,400)	(655,400)	(859,500)	(630,600)
590.100.65	Inc in Fixed Assets-Construction	(60,043)	(34,500)	(34,500)	0	0
	Total Uses	<u>(798,402)</u>	<u>(697,900)</u>	<u>(697,900)</u>	<u>(859,500)</u>	<u>(630,600)</u>
	Net Change in W/C	<u>215,335</u>	<u>(297,900)</u>	<u>(297,900)</u>	<u>(260,100)</u>	<u>(275,600)</u>
	Beginning W/C 1/1	<u>2,479,575</u>	<u>2,694,910</u>	<u>2,694,910</u>	<u>2,397,010</u>	<u>2,136,910</u>
	Ending W/C 12/31	<u>2,694,910</u>	<u>2,397,010</u>	<u>2,397,010</u>	<u>2,136,910</u>	<u>1,861,310</u>
	Net Change in W/C	<u>\$ 215,335</u>	<u>\$ (297,900)</u>	<u>\$ (297,900)</u>	<u>\$ (260,100)</u>	<u>\$ (275,600)</u>

Department Employees

518 Information Services FTE's	2006	2007	2008	2009	2010
Information Services FTE's *	11.00	15.00	18.00	18.00	18.00
TOTAL INFORMATION SERVICES FTE's	11.00	15.00	18.00	18.00	18.00

2.0 FTE's - Network Administrator and Desktop Support were added in the 2007 Budget.

2.0 FTE's - Desktop Support and GIS/Database Specialist were added in late 2007.

1.0 FTE - Desktop Support was added in the 2008 Budget.

1.0 FTE - Network Administrator was added in 2008.

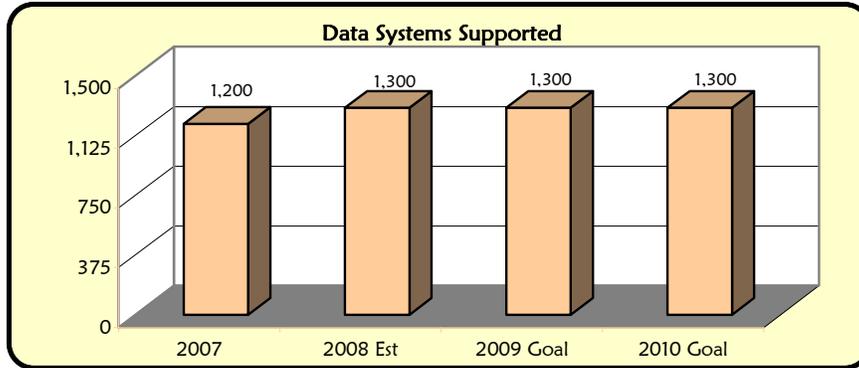
1.0 FTE position was moved from Communications under the Mayor to Information Services in 2008.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - INFORMATION SERVICES DEPARTMENT

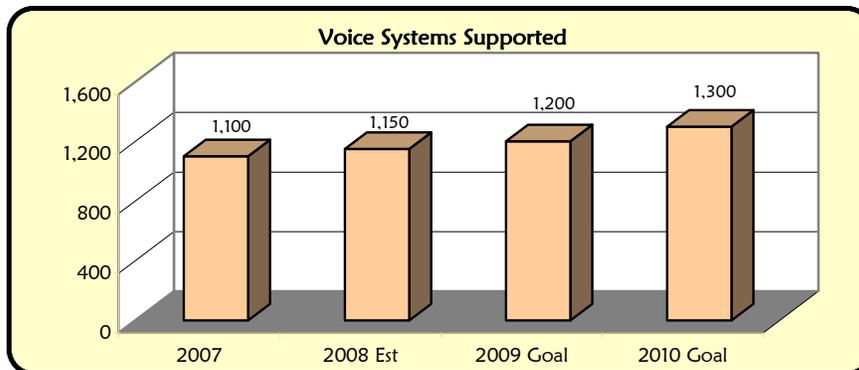
Data Systems Supported

Information Services supports all technology initiatives in the City. Our goal is to provide technology that will enhance our services and result in efficiencies throughout the City.



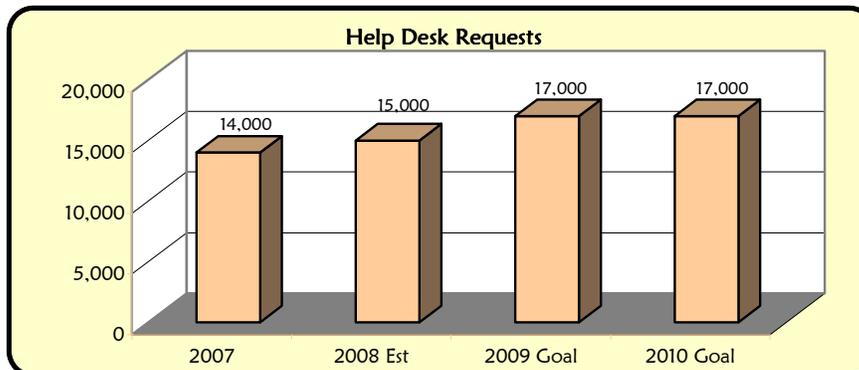
Voice Systems Supported

Information Services researches, recommends and delivers communications systems that enhance our ability to communicate with citizens, customers and each other.



Help Desk Requests

Information Services provides 24/7 support on City computer systems. Requests for service are tracked through our Help Desk. We strive to respond within 30-minutes during regular business hours of 7am-5pm. Off hours, we provide assistance as soon as possible for emergent issues.



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

- 2009 Budgeted Revenue by Type, All Funds (Table)
- 2009 Budgeted Expenditures by Object, All Funds (Table)
- 2010 Budgeted Revenue by Type, All Funds (Table)
- 2010 Budgeted Expenditures by Object, All Funds (Table)
- Relationship between Fund and City Structure (Table)
- 2009 & 2010 – Budgeted Expenditures by Administrative Structure (Table)
- 2009 & 2010 – Budgeted Expenditures by Cost Center (Graph)
- 2009 & 2010 – Budgeted Expenditures by Cost Center (Table)

2009 Revenue by Type – All Funds

Fund		Taxes	Licenses & Permits	Intergov't	Charges for Services	Fines & Forfeitures
GENERAL FUND		\$ 40,906,300	\$ 1,380,500	\$ 3,776,000	\$ 2,009,300	\$ 2,033,000
SPECIAL REVENUE FUNDS	Arterial Street	-	0	2,107,300	-	-
	Local Street	2,200,000	-	-	-	-
	Hotel/Motel Tax	76,000	-	-	9,100	-
	Arterial Street Preservation	1,500,000	-	-	-	-
	Drug Forfeiture	-	-	-	-	200,000
	Justice Assistance	-	-	13,000	-	-
	Housing & Community Development	-	-	600,900	-	-
	Recreational Trails	-	-	-	-	-
	Business Improvement Area	53,000	-	-	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	810,000	-
	Parks & Recreation Special Projects	-	-	-	-	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	LID Guarantee	-	-	-	-	-
CAPITAL PROJECTS	Municipal Park Construction	-	-	798,300	25,000	-
	Capital Improvements	1,800,000	-	-	-	-
ENTERPRISE FUNDS	Water	-	-	-	9,090,200	-
	Sewer	-	-	-	14,960,100	-
	Storm Drainage	-	-	-	5,321,000	-
	Solid Waste	-	-	77,200	11,687,600	-
	Airport	-	-	3,005,900	23,900	-
	Cemetery	-	-	-	876,000	-
	Golf Course	-	-	-	1,570,800	-
	Commercial Retail	-	-	-	-	-
INTERNAL SERVICE FUNDS	Insurance	-	-	-	-	-
	Facilities	-	-	-	2,326,600	-
	Information Services	-	-	193,400	4,927,400	-
	Equipment Rental	-	-	-	604,400	-
FIDUCIARY FUNDS	Fire Pension	-	-	-	-	-
	Agency Disbursement	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	-	-	-	60,000	-
TOTAL BUDGET		\$ 46,535,300	\$ 1,380,500	\$ 10,572,000	\$ 54,301,400	\$ 2,233,000

2009 Revenue by Type – All Funds (continued)

Fund		Other Revenue	Interfund Transfers	Other Financing Sources	Beginning Fund Balance	Total Resources
GENERAL FUND		\$ 549,200	\$ 1,517,000	\$ -	\$ 9,419,970	\$ 61,591,270
SPECIAL REVENUE FUNDS	Arterial Street	660,000	2,072,800	1,720,000	717,062	7,277,162
	Local Street	13,200	150,000	-	441,441	2,804,641
	Hotel/Motel Tax	2,500	-	-	98,000	185,600
	Arterial Street Preservation	27,000	-	-	-	1,527,000
	Drug Forfeiture	15,000	-	-	554,807	769,807
	Justice Assistance	100	1,300	-	12,261	26,661
	Housing & Community Development	-	-	-	10,231	611,131
	Recreational Trails	800	7,000	-	37,494	45,294
	Business Improvement Area	2,000	-	-	68,958	123,958
	Cumulative Reserve	156,000	-	-	5,703,268	5,859,268
	Mitigation Fees	142,000	-	-	5,309,345	6,261,345
	Parks & Recreation Special Projects	-	-	-	-	-
DEBT SERVICE	1998 Library Bond	6,000	302,500	-	42,310	350,810
	LID Guarantee	1,200	-	-	61,623	62,823
CAPITAL PROJECTS	Municipal Park Construction	350,300	5,490,200	5,000,000	129,079	11,792,879
	Capital Improvements	225,800	200,000	37,500	9,515,434	11,778,734
ENTERPRISE FUNDS	Water	300,000	-	450,000	7,149,566	16,989,766
	Sewer	200,000	-	350,000	10,325,392	25,835,492
	Storm Drainage	200,000	-	200,000	5,448,747	11,169,747
	Solid Waste	70,000	-	-	2,635,485	14,470,285
	Airport	669,000	-	-	871,886	4,570,686
	Cemetery	20,000	50,300	-	427,065	1,373,365
	Golf Course	307,000	60,200	-	192,300	2,130,300
	Commercial Retail	-	-	-	641,424	641,424
INTERNAL SERVICE FUNDS	Insurance	78,400	-	-	2,649,518	2,727,918
	Facilities	170,000	-	-	-	2,496,600
	Information Services	85,000	-	-	2,397,010	7,602,810
	Equipment Rental	2,878,200	144,100	-	5,162,356	8,789,056
FIDUCIARY FUNDS	Fire Pension	85,000	58,000	-	2,872,968	3,015,968
	Agency Disbursement	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	65,000	-	-	1,495,350	1,620,350
TOTAL BUDGET		\$ 7,278,700	\$ 10,053,400	\$ 7,757,500	\$ 74,390,350	\$ 214,502,150

2009 Expenditure by Object – All Funds

Fund		(10,20)	(30)	(40)	(50)	(60)
		Personnel	Supplies	Services	Intergov't	Capital
GENERAL FUND		\$ 32,711,400	\$ 1,307,700	\$ 8,946,800	\$ 3,280,400	\$ 160,000
SPECIAL REVENUE FUNDS	Arterial Street	570,400	-	140,000	-	6,075,200
	Local Street	97,700	500	300	-	2,088,100
	Hotel/Motel Tax	-	-	153,000	-	-
	Arterial Street Preservation	60,000	-	-	-	1,440,000
	Drug Forfeiture	123,500	44,600	55,100	-	122,400
	Justice Assistance	14,400	-	-	-	-
	Housing & Community Development	120,000	-	140,000	-	340,900
	Recreational Trails	-	-	-	-	-
	Business Improvement Area	-	8,000	45,000	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	98,100	-
	Parks & Recreation Special Projects	-	-	-	-	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	LID Guarantee	-	-	-	-	-
CAPITAL PROJECTS	Municipal Park Construction	-	-	-	-	8,824,800
	Capital Improvements	-	-	40,000	-	1,800,000
ENTERPRISE FUNDS	Water	3,146,600	483,900	3,285,900	-	6,019,600
	Sewer	2,262,800	161,600	1,697,500	10,803,700	4,320,800
	Storm Drainage	2,683,600	140,900	1,144,900	25,000	3,986,600
	Solid Waste	545,500	31,200	12,075,400	284,500	-
	Airport	26,200	2,000	403,000	-	3,287,900
	Cemetery	594,900	191,000	58,000	-	28,000
	Golf Course	773,900	301,100	209,200	-	139,000
	Commercial Retail	-	-	-	-	-
INTERNAL SERVICE FUNDS	Insurance	70,000	-	8,000	-	-
	Facilities	843,900	103,300	1,191,800	-	6,000
	Information Services	2,228,200	648,000	1,534,900	-	859,500
	Equipment Rental	825,100	1,483,500	512,800	-	1,903,800
FIDUCIARY FUNDS	Fire Pension	161,700	-	4,000	-	-
	Agency Disbursement	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	-	-	-	-	-
TOTAL BUDGET		\$ 47,859,800	\$ 4,907,300	\$ 31,645,600	\$ 14,491,700	\$ 41,402,600

2009 Expenditure by Object – All Funds (continued)

Fund		(70,80) Debt Svc	(90) Interfund Svcs	Interfund Transfers	Ending Fund Balance	Total Budget
GENERAL FUND		\$ 250,700	\$ 6,931,000	\$ 2,159,000	\$ 5,844,270	\$ 61,591,270
SPECIAL REVENUE FUNDS	Arterial Street	45,000	63,500	-	383,062	7,277,162
	Local Street	-	13,400	-	604,641	2,804,641
	Hotel/Motel Tax	-	-	-	32,600	185,600
	Arterial Street Preservation	-	-	-	27,000	1,527,000
	Drug Forfeiture	-	10,100	-	414,107	769,807
	Justice Assistance	-	-	-	12,261	26,661
	Housing & Community Development	-	-	-	10,231	611,131
	Recreational Trails	-	-	-	45,294	45,294
	Business Improvement Area	-	-	-	70,958	123,958
	Cumulative Reserve	-	-	488,000	5,371,268	5,859,268
	Mitigation Fees	-	-	1,575,100	4,588,145	6,261,345
	Parks & Recreation Special Projects	-	-	-	-	-
	DEBT SERVICE	1998 Library Bond	307,500	-	-	43,310
LID Guarantee		1,000	-	10,000	51,823	62,823
CAPITAL PROJECTS	Municipal Park Construction	239,100	-	-	2,728,979	11,792,879
	Capital Improvements	-	-	4,969,900	4,968,834	11,778,734
ENTERPRISE FUNDS	Water	1,506,100	934,800	106,100	1,506,766	16,989,766
	Sewer	264,300	656,100	50,000	5,618,692	25,835,492
	Storm Drainage	451,500	1,068,900	138,000	1,530,347	11,169,747
	Solid Waste	-	144,300	-	1,389,385	14,470,285
	Airport	134,400	-	-	717,186	4,570,686
	Cemetery	23,500	73,500	-	404,465	1,373,365
	Golf Course	469,400	175,800	-	61,900	2,130,300
Commercial Retail	-	-	500,000	141,424	641,424	
INTERNAL SERVICE FUNDS	Insurance	-	-	-	2,649,918	2,727,918
	Facilities	75,900	113,600	-	162,100	2,496,600
	Information Services	-	195,300	-	2,136,910	7,602,810
	Equipment Rental	-	211,500	7,000	3,845,356	8,789,056
FIDUCIARY FUNDS	Fire Pension	-	-	-	2,850,268	3,015,968
	Agency Disbursement	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	-	-	50,300	1,570,050	1,620,350
TOTAL BUDGET		\$ 3,768,400	\$ 10,591,800	\$ 10,053,400	\$ 49,781,550	\$ 214,502,150

2010 Revenue by Type – All Funds

Fund		Taxes	Licenses & Permits	Intergov't	Charges for Services	Fines & Forfeitures
GENERAL FUND		\$ 41,859,700	\$ 1,497,500	\$ 3,816,300	\$ 2,091,000	\$ 2,729,700
SPECIAL REVENUE FUNDS	Arterial Street	-	-	12,431,500	-	-
	Local Street	2,200,000	-	-	-	-
	Hotel/Motel Tax	76,000	-	-	9,100	-
	Arterial Street Preservation	1,500,000	-	-	-	-
	Drug Forfeiture	-	-	-	-	200,000
	Justice Assistance	-	-	10,000	-	-
	Housing & Community Development	-	-	600,900	-	-
	Recreational Trails	-	-	-	-	-
	Business Improvement Area	53,000	-	-	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	810,000	-
	Parks & Recreation Special Projects	-	-	-	-	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	LID Guarantee	-	-	-	-	-
CAPITAL PROJECTS	Municipal Park Construction	-	-	85,000	25,000	-
	Capital Improvements	1,800,000	-	-	-	-
ENTERPRISE FUNDS	Water	-	-	-	9,712,900	-
	Sewer	-	-	-	15,337,800	-
	Storm Drainage	-	-	-	5,689,000	-
	Solid Waste	-	-	79,800	11,804,600	-
	Airport	-	-	-	23,900	-
	Cemetery	-	-	-	918,000	-
	Golf Course	-	-	-	1,621,500	-
	Commercial Retail	-	-	-	-	-
INTERNAL SERVICE FUNDS	Insurance	-	-	-	-	-
	Facilities	-	-	-	2,416,200	-
	Information Services	-	-	-	5,185,900	-
	Equipment Rental	-	-	-	756,300	-
FIDUCIARY FUNDS	Fire Pension	-	-	-	-	-
	Agency Disbursement	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	-	-	-	62,000	-
TOTAL BUDGET		\$ 47,488,700	\$ 1,497,500	\$ 17,023,500	\$ 56,463,200	\$ 2,929,700

2010 Revenue by Type – All Funds (continued)

Fund		Other Revenue	Interfund Transfers	Other Financing Sources	Beginning Fund Balance	Total Resources
GENERAL FUND		\$ 511,200	\$ 17,000	\$ -	\$ 10,844,270	\$ 63,366,670
SPECIAL REVENUE FUNDS	Arterial Street	1,335,000	2,963,500	-	383,062	17,113,062
	Local Street	13,600	150,000	-	604,641	2,968,241
	Hotel/Motel Tax	600	-	-	32,600	118,300
	Arterial Street Preservation	27,500	-	-	27,000	1,554,500
	Drug Forfeiture	15,000	-	-	414,107	629,107
	Justice Assistance	100	1,000	-	12,261	23,361
	Housing & Community Development	-	-	-	10,231	611,131
	Recreational Trails	800	7,100	-	45,294	53,194
	Business Improvement Area	2,100	-	-	70,958	126,058
	Cumulative Reserve	146,000	-	-	5,371,268	5,517,268
	Mitigation Fees	100,000	-	-	4,588,145	5,498,145
	Parks & Recreation Special Projects	-	-	-	-	-
DEBT SERVICE	1998 Library Bond	6,000	299,300	-	43,310	348,610
	LID Guarantee	1,200	-	-	51,823	53,023
CAPITAL PROJECTS	Municipal Park Construction	205,000	553,100	-	2,728,979	3,597,079
	Capital Improvements	277,100	200,000	37,500	4,968,834	7,283,434
ENTERPRISE FUNDS	Water	300,000	-	4,450,000	1,506,766	15,969,666
	Sewer	200,000	-	350,000	5,618,692	21,506,492
	Storm Drainage	200,000	-	2,700,000	1,530,347	10,119,347
	Solid Waste	70,000	-	-	1,389,385	13,343,785
	Airport	681,000	-	-	717,186	1,422,086
	Cemetery	20,000	30,300	-	404,465	1,372,765
	Golf Course	314,500	162,000	-	61,900	2,159,900
	Commercial Retail	-	-	-	141,424	141,424
INTERNAL SERVICE FUNDS	Insurance	78,400	-	-	2,649,918	2,728,318
	Facilities	175,000	-	-	162,100	2,753,300
	Information Services	85,000	-	-	2,136,910	7,407,810
	Equipment Rental	2,516,200	65,000	-	3,845,356	7,182,856
FIDUCIARY FUNDS	Fire Pension	87,000	60,000	-	2,850,268	2,997,268
	Agency Disbursement	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	65,000	-	-	1,570,050	1,697,050
TOTAL BUDGET		\$ 7,433,300	\$ 4,508,300	\$ 7,537,500	\$ 54,781,550	\$ 199,663,250

2010 Expenditure by Object – All Funds

Fund		(10,20)	(30)	(40)	(50)	(60)
		Personnel	Supplies	Services	Intergov't	Capital
GENERAL FUND		\$ 34,472,600	\$ 1,259,900	\$ 9,567,500	\$ 3,439,300	\$ 90,000
SPECIAL REVENUE FUNDS	Arterial Street	613,300	-	240,000	-	15,691,700
	Local Street	104,900	500	300	-	2,079,800
	Hotel/Motel Tax	-	-	85,500	-	-
	Arterial Street Preservation	60,000	-	-	-	1,440,000
	Drug Forfeiture	128,100	20,000	57,900	-	20,900
	Justice Assistance	11,100	-	-	-	-
	Housing & Community Development	120,000	-	140,000	-	340,900
	Recreational Trails	-	-	-	-	-
	Business Improvement Area	-	8,000	46,000	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	-	-
	Parks & Recreation Special Projects	-	-	-	-	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	LID Guarantee	-	-	-	-	-
CAPITAL PROJECTS	Municipal Park Construction	-	-	-	-	3,091,600
	Capital Improvements	-	-	40,000	-	512,000
ENTERPRISE FUNDS	Water	3,369,000	523,600	3,577,200	-	5,264,500
	Sewer	2,408,800	128,600	1,757,400	10,911,600	3,683,500
	Storm Drainage	2,918,300	154,100	1,151,500	25,000	3,076,000
	Solid Waste	580,700	34,100	11,188,900	287,500	-
	Airport	28,200	2,000	412,800	-	75,000
	Cemetery	632,100	191,000	71,200	-	8,000
	Golf Course	819,200	313,600	216,700	-	139,000
	Commercial Retail	-	-	-	-	-
INTERNAL SERVICE FUNDS	Insurance	70,000	-	8,000	-	-
	Facilities	898,200	100,700	1,140,900	-	-
	Information Services	2,381,100	665,200	1,617,300	-	630,600
	Equipment Rental	865,400	1,617,100	540,300	-	756,300
FIDUCIARY FUNDS	Fire Pension	165,600	-	4,000	-	-
	Agency Disbursement	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	-	-	-	-	-
TOTAL BUDGET		\$ 50,646,600	\$ 5,018,400	\$ 31,863,400	\$ 14,663,400	\$ 36,899,800

2010 Expenditure by Object – All Funds (continued)

Fund		(70,80) Debt Svc	(90) Interfund Svcs	Interfund Transfers	Ending Fund Balance	Total Budget
GENERAL FUND		\$ 250,900	\$ 6,945,100	\$ 1,159,400	\$ 6,181,970	\$ 63,366,670
SPECIAL REVENUE FUNDS	Arterial Street	139,600	68,400	-	360,062	17,113,062
	Local Street	-	14,500	-	768,241	2,968,241
	Hotel/Motel Tax	-	-	-	32,800	118,300
	Arterial Street Preservation	-	-	-	54,500	1,554,500
	Drug Forfeiture	-	10,400	-	391,807	629,107
	Justice Assistance	-	-	-	12,261	23,361
	Housing & Community Development	-	-	-	10,231	611,131
	Recreational Trails	-	-	-	53,194	53,194
	Business Improvement Area	-	-	-	72,058	126,058
	Cumulative Reserve	-	-	-	5,517,268	5,517,268
	Mitigation Fees	-	-	2,508,500	2,989,645	5,498,145
	Parks & Recreation Special Projects	-	-	-	-	-
DEBT SERVICE	1998 Library Bond	304,300	-	-	44,310	348,610
	LID Guarantee	1,000	-	10,000	42,023	53,023
CAPITAL PROJECTS	Municipal Park Construction	478,100	-	-	27,379	3,597,079
	Capital Improvements	-	-	578,100	6,153,334	7,283,434
ENTERPRISE FUNDS	Water	924,100	904,700	50,000	1,356,566	15,969,666
	Sewer	267,600	638,800	50,000	1,660,192	21,506,492
	Storm Drainage	202,900	1,059,700	115,000	1,416,847	10,119,347
	Solid Waste	-	154,900	-	1,097,685	13,343,785
	Airport	149,100	-	-	754,986	1,422,086
	Cemetery	23,500	69,600	-	377,365	1,372,765
	Golf Course	467,400	185,800	-	18,200	2,159,900
	Commercial Retail	-	-	-	141,424	141,424
INTERNAL SERVICE FUNDS	Insurance	-	-	-	2,650,318	2,728,318
	Facilities	79,700	206,000	-	327,800	2,753,300
	Information Services	-	252,300	-	1,861,310	7,407,810
	Equipment Rental	-	223,700	7,000	3,173,056	7,182,856
FIDUCIARY FUNDS	Fire Pension	-	-	-	2,827,668	2,997,268
	Agency Disbursement	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	-	-	30,300	1,666,750	1,697,050
TOTAL BUDGET		\$ 3,288,200	\$ 10,733,900	\$ 4,508,300	\$ 42,041,250	\$ 199,663,250

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.

Relationship between Fund and City Structure

	General Fund	Water Fund	Sewer Fund	Storm Fund	Solid Waste Fund	Airport Fund	Cemetery Fund	Golf Course Fund	Facilities Fund	Info. Svcs. Fund	Equip. Rental Fund
Human Resources	♦	♦	♦	♦	♦		♦	♦	♦		♦
Finance	♦	♦	♦	♦	♦	♦	♦	♦			♦
Legal	♦	♦	♦	♦	♦						♦
Engineering	♦	♦	♦	♦							♦
Police	♦	♦	♦	♦							
Parks & Recreation	♦	♦		♦			♦	♦			
Facilities Services	♦	♦	♦	♦	♦		♦	♦		♦	♦
Information Services	♦	♦	♦	♦	♦		♦	♦	♦		♦
Equipment Rental	♦	♦	♦	♦	♦				♦	♦	

Administrative Structure

Perhaps the most common way of viewing the organization of the City is by administrative structure. The opposite page presents the budget from this perspective.

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 the City 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 nine department heads. The larger departments are then subdivided into divisions. The nine departments are:

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. The Communications and Community Relations division provides central administrative services such as communication, printing and mailing services.

Human Resources

This department provides centralized personnel services to all City services, administers the Auburn Municipal Court, and provides risk management services throughout the City. Human Resources also include the Civil Service Division, which applies to Police and Fire services. Property Management oversight is also provided.

Finance

Provides centralized budgeting and financial reporting services to all City departments. Finance also provides other central administrative services such as billing of City utilities.

City Attorney

Provides centralized legal and City Clerk services to all City Departments.

Information Services

Provides oversight for all technology and media production for the City.

Line Departments:

Planning and Community Development

Planning and Community Development administers the City's Community Development Block Grant. The Permitting and Inspections division are also centralized in the Planning department.

Public Safety

Provides all police, emergency management services and Auburn jail services.

Public Works

Includes engineering, all utilities, equipment rental and streets.

Parks

Provides recreational services and maintains park facilities. Parks includes providing senior citizen services and the management of the Cemetery and Golf Course.

Costs are allocated to the departments on the facing page. Expenditures are accounted for on the basis of where the authority for the expenditure lies rather than by the fund or function.

Costs by Administrative Structure

	2007 Actual	2008 Adj Budget	2008 Est Actual	2009 Budget	2010 Budget
Mayor & Council	\$ 582,311	\$ 712,600	\$ 641,200	\$ 761,900	\$ 807,500
Human Resources	4,215,267	5,438,250	5,198,805	3,772,100	4,019,900
Facilities	-	-	-	2,334,500	2,425,500
Finance Dept	900,943	1,164,400	1,121,900	1,175,100	1,255,800
Solid Waste Utility	10,335,939	11,035,300	10,773,300	13,080,900	12,246,100
Airport	617,890	3,587,300	871,800	3,853,500	667,100
City Attorney	1,306,084	1,565,775	1,418,800	1,920,500	2,014,600
Planning & Community Dev					
Planning	3,484,523	5,085,800	4,876,700	5,343,800	5,653,200
Comm Devl Block	174,067	409,800	409,800	600,900	600,900
Commercial Retail	32,740	-	-	-	-
Police	19,728,041	24,572,930	22,788,314	24,178,600	25,289,600
Public Works Dept:					
Public Works	3,174,893	3,653,050	3,153,650	3,762,100	3,980,500
Street	2,043,316	2,915,000	2,664,900	3,268,100	3,246,500
Street Construction *	5,325,755	10,376,100	7,965,948	10,594,100	20,453,000
Water Utility	13,894,380	14,709,800	11,999,300	15,376,900	14,563,100
Sewer Utility	19,119,281	22,588,400	21,038,000	20,166,800	19,796,300
Storm Drainage Utility	7,577,329	8,471,900	7,161,400	9,501,400	8,587,500
Parks Dept:					
Parks & Recreation Op.	5,834,295	6,597,400	6,332,800	7,033,800	7,174,400
Parks Construction	1,919,253	9,029,150	2,807,500	9,063,900	3,569,700
Cemetery	827,532	1,221,000	1,221,000	968,900	995,400
Golf Course	1,791,784	2,202,450	2,119,450	2,068,400	2,141,700
Total Operations	102,885,623	135,336,405	114,564,567	138,826,200	139,488,300
Other Funds:					
Non-Departmental	13,107,293	3,539,245	2,651,200	2,727,700	2,820,600
Transfers	6,629,478	11,223,314	9,934,864	10,053,400	4,508,300
Other Special Revenue	597,831	488,700	394,994	318,500	150,600
Debt Service	306,440	308,200	308,200	308,500	305,300
Capital Improvements	5,484,705	3,571,050	2,419,050	1,840,000	552,000
Internal Service	7,129,688	10,204,200	9,084,400	10,480,600	9,627,300
Fiduciary/Trust	149,628	162,000	162,000	165,700	169,600
Reserves:					
General Fund	14,462,720	4,488,070	9,419,970	5,844,270	6,181,970
Airport W/C	851,387	779,887	871,886	717,186	754,986
Utilities W/C	35,343,190	17,647,390	25,559,190	10,045,190	5,531,290
Facilities	-	-	-	162,100	327,800
Information Services	2,694,910	2,397,010	2,397,010	2,136,910	1,861,310
Equipment Rental W/C	5,412,256	4,341,356	5,162,356	3,845,356	3,173,056
Cemetery W/C	677,064	490,064	427,065	404,465	377,365
Golf Course W/C	562,750	199,300	192,300	61,900	18,200
Commercial Retail W/C	981,156	641,424	641,424	141,424	141,424
Construction Reserves	9,873,331	8,602,263	9,644,513	7,697,813	6,180,713
Other	20,380,330	18,606,530	20,074,636	18,724,936	17,493,136
Total Funds	\$ 227,529,780	\$ 223,026,408	\$ 213,909,625	\$ 214,502,150	\$ 199,663,250

* Street Construction includes Fund 105 for Arterial Street Preservation beginning in 2009.

Departmental Expenditures by Cost Center: General Fund

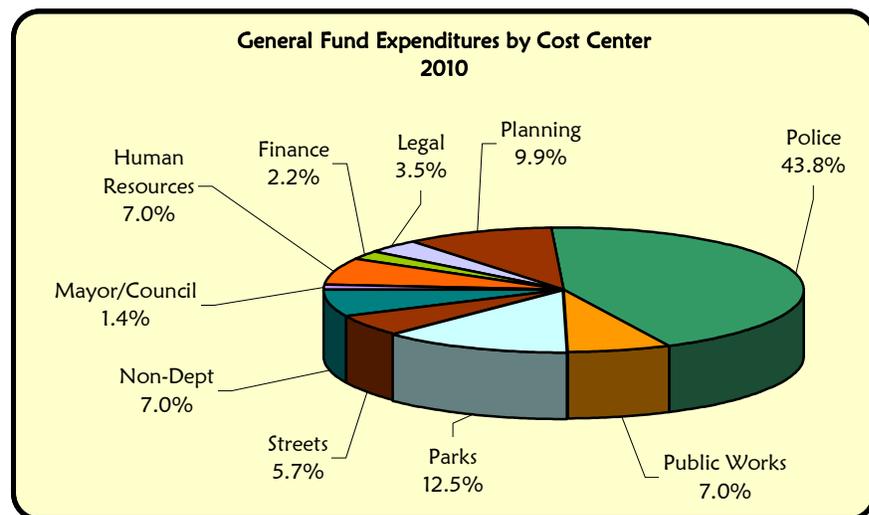
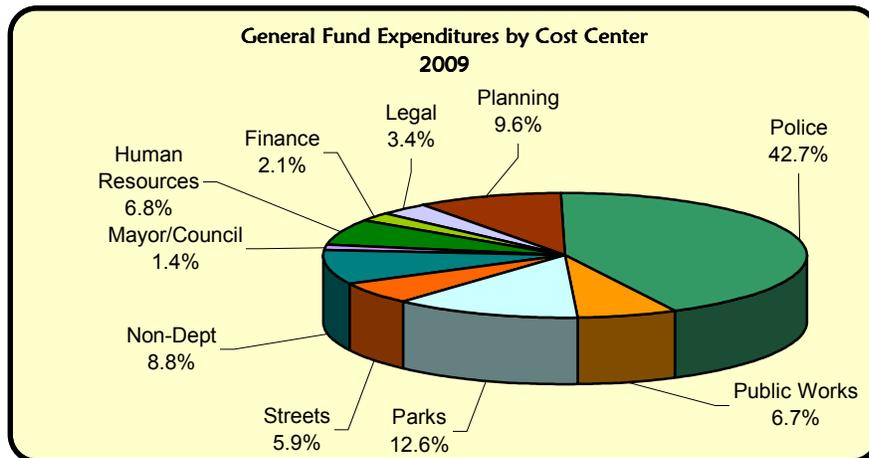
The next table presents a summary of General Fund expenditures by cost center. A cost center identifies specific activities within an administrative unit of the City. Since these cost centers correspond to specific programs operated by the City, this page summarizes the program budgets of the General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

The total public safety budget, which includes Police, Court, Probation and Civil Service, is 48% of the General Fund. Police services are 35% of the General Fund, of which the largest police program is operations. Jail services are 7.8% of the total General Fund, while Municipal Court, Probation and Civil Services are 5.1%.

Parks, Arts and Recreation account for 12.6% of the General Fund with 7.9% dedicated to Recreation and Park Facilities and 1.3% to Senior Services.

The remainder of the General Fund is dispersed among a variety of services. Approximately 5.9% is allocated for street maintenance, 6.8% for engineering, and 9.4% for planning, building code administration, permitting and community development.

The pie charts below depict General Fund expenditures for 2009 and 2010 by department and cost center.



General Fund-Cost Center (Includes fund balance)	2007 Actual	2008 Adj. Budget	2008 Est Actual	2009 Budget	2010 Budget
Mayor & Council:					
City Council Operations	\$ 236,857	\$ 291,200	\$ 262,020	\$ 263,400	\$ 274,100
Mayor	345,454	421,400	379,180	498,500	533,400
Total Mayor & Council	582,311	712,600	641,200	761,900	807,500
Human Resources:					
Court	1,368,131	1,589,200	1,519,230	1,877,800	2,008,800
Probation	667,128	871,000	832,650	941,800	989,500
Administration	825,401	881,000	842,210	873,800	933,300
Civil Service Comm.	80,465	69,800	66,725	78,700	88,300
Building/Maintenance (1)	1,274,143	2,027,250	1,937,990	-	-
Total Human Resources	4,215,268	5,438,250	5,198,805	3,772,100	4,019,900
Finance:					
Administration	219,408	328,600	322,820	305,800	321,300
Budget, Accounting, Audit	681,535	813,400	799,080	869,300	934,500
Total Finance	900,943	1,142,000	1,121,900	1,175,100	1,255,800
City Attorney:					
City Attorney	930,670	1,198,575	1,086,070	1,405,100	1,476,100
City Clerk	375,415	367,200	332,730	515,400	538,500
Total City Attorney	1,306,085	1,565,775	1,418,800	1,920,500	2,014,600
Planning:					
Property Management	1,810,013	2,575,700	2,469,800	2,360,100	2,452,300
Permits & Inspection	1,192,852	1,652,300	1,584,370	2,047,000	2,193,400
Community Services (2)	-	39,600	37,970	344,800	361,700
Social Services & Health	481,658	818,200	784,560	591,900	645,800
Total Planning	3,484,523	5,085,800	4,876,700	5,343,800	5,653,200
Police					
Administration	3,749,876	4,311,680	4,005,890	4,580,300	4,852,700
Operations	8,505,739	11,159,700	10,368,240	10,842,200	11,403,100
Investigation	2,198,365	2,478,000	2,302,260	2,487,800	2,592,200
Comm. Programs Unit	592,446	573,900	533,200	611,600	638,100
Support	756,845	874,300	812,290	920,300	979,200
Jail	3,684,497	4,740,700	4,404,484	4,313,400	4,516,200
Emergency Services (2)	-	141,050	131,050	67,300	70,800
Total Police	19,487,768	24,279,330	22,557,414	23,822,900	25,052,300
Public Works:					
Engineering	3,174,893	3,653,050	3,153,650	3,762,100	3,980,500
Total Public Works	3,174,893	3,653,050	3,153,650	3,762,100	3,980,500
Parks:					
Administration	543,862	664,300	664,300	803,300	849,100
Senior Citizen Services	555,071	603,800	603,800	715,900	747,700
Recreation & Facilities	3,953,555	4,168,000	4,168,000	4,381,700	4,428,100
Special Events (3)	-	-	-	200,100	210,600
Theater	121,374	244,600	244,600	188,900	195,100
Arts Comm & Museum	660,433	652,100	652,100	743,900	743,800
Total Parks	5,834,295	6,332,800	6,332,800	7,033,800	7,174,400
Streets:					
Maintenance & Operations	1,776,570	2,527,900	2,311,010	2,758,500	2,695,400
Administration	266,746	387,100	353,890	509,600	551,100
Total Streets	2,043,316	2,915,000	2,664,900	3,268,100	3,246,500
Non-Departmental:					
Transfers & Misc.	15,288,268	8,448,377	7,299,632	4,886,700	3,980,000
Ending Fund Balance	14,462,719	4,488,070	9,419,970	5,844,270	6,181,970
Total Non-Depart.	29,750,987	12,936,447	16,719,602	10,730,970	10,161,970
Total General Fund	\$ 70,780,389	\$ 64,061,052	\$ 64,685,771	\$ 61,591,270	\$ 63,366,670

Notes:

- (1) Moved budget to new Facilities Internal Service Fund in 2009
- (2) Added Community Services Division to Planning Department and Emergency Services Division to Police Department in 2008
- (3) Added Special Events Division in 2009

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. They are presented in the format originally proposed by the departments.

These program improvements are presented in a consistent format, which consists of the following:

Title

The name of the improvement as proposed by the department

Priority

The priority assigned by the department for each project (e.g. first priority among all public works proposals, not first priority among all city improvements)

Cost

Estimated cost by the department to implement the program improvement

Person Responsible

The individual who would be responsible for the improvements' implementation

Department

The Department responsible for implementation

Description

A brief summary of the program improvement

Alternatives

This portion of the proposal describes potential alternatives to the proposed program or improvement to assist in evaluating the proposals' merits

Advantages of the Proposal

The advantages of the proposal relative to the alternatives

Implications of Denial

A description of what will occur if the proposal is not approved

Resources Required and Source of Funds

A budget or cost distribution of the proposal by line item or source of revenue

The last portion of each proposal (Conclusion) is added after the budget is approved to summarize the manner in which the proposal was approved.

2009-2010 Program Improvements by Department

The following table lists program improvements that have been included in the 2009-2010 budget. The recommended levels of funding are indicated on the table.

PROGRAM IMPROVEMENTS				
Department	FTE	New Program Title	2009 Costs	2010 Costs
GENERAL FUND				
GF FTE's	0.00	Sub-Total GF FTE'S	0	0
1	Police	Motorcycle	32,000	12,400
2	Parks	Riding Mower and Trailer	68,000	1,500
3	Parks	CLASS Membership Module	15,000	500
4	Parks	Utility Trailer	8,500	2,300
5	Parks	Battery Operated Utility Vehicle	23,000	1,500
6	Parks	Battery Operated Utility Vehicle		23,000
7	Street	Roller and Trailer	73,000	16,900
8	Street	Truck with Sander and Plow	207,000	47,800
Total General Fund			\$426,500	\$105,900
OTHER FUNDS				
9	Storm	1.00 Maintenance Worker 1 with CDL	64,800	66,900
10	Storm	1.00 Maintenance Worker 1 with CDL		133,000
11	Equipment Rental	1.00 Equipment Rental Shop Supervisor	86,000	88,600
Other Funds FTE's	3.00	Sub-Total Other Fund FTE'S	150,800	288,500
12	Police- Fund 117	Expand Secure Parking for Police Vehicles	9,800	
13	Police- Fund 117	Secure Employee Parking Lot	33,500	
14	Police- Fund 117	Security Camera Coverage to Justice Center South Lot	14,300	
15	Police- Fund 117	Electronics Upgrade for SWAT Van and Armor	25,000	
16	Police- Fund 117	SWAT Sniper Rifle and Optics	16,400	
17	Police- Fund 117	Police Flashlights	16,800	
18	Police- Fund 117	Drying Cabinet	17,600	
19	Police- Fund 117	Rolling Shelving for Evidence Room		20,900
20	Water	Water Valve Exerciser Machine/Excavator	56,100	13,500
21	Storm	Chemical Injection Sprayer	60,000	14,500
22	Storm	Weather Station	15,000	
23	Storm	Storm Drainage Technician Vehicle	28,000	6,200
Total New FTE's			3.00	Total Other Funds
			\$443,300	\$343,600
TOTAL GENERAL AND OTHER FUNDS			\$869,800	\$449,500

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Police Motorcycle (1)		Priority #: 2	For Year: 2009
Cost: \$32,000	Person(s) Responsible: Commander Sidell	Department Name: Police	

Description of Improvement:
 This motorcycle will be assigned to the Traffic Unit and support the authorized staffing. This motorcycle was swapped out in 2008 for the second Parking Control Officer position. The cost of the motorcycle represents a fully equipped unit including lights and radio. The motorcycle has a 5 year life cycle.

Alternatives:
 Maintain size of current Traffic Unit fleet. Traffic Officer will have to locate an unused vehicle in patrol fleet.

Advantages of Approval:
 Greater flexibility and enforcement options. More efficient response to collisions and citizen complaints.

Implications of Denial:
 The currently funded Traffic Officer will not have a motorcycle to ride.

2009 Cost of Improvement	
Revenue Source:	
General fund	\$ 32,000
Proprietary funds	
Equipment Rental Fund	
Total Revenue:	\$ 32,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	\$ 32,000
Total Cost:	\$ 32,000

2010 Cost of Improvement	
Revenue Source:	
General fund	\$ 12,400
Proprietary funds	
Equipment Rental Fund	
Total Revenue:	\$ 12,400
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle (M & O Replace)	\$ 12,400
Total Cost:	\$ 12,400

Conclusion: \$32,000 has been added to the 2009 General Fund budget to purchase a police motorcycle. Replacement costs are budgeted in 2010.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: New Riding Mower and Trailer		Priority #: 1	For Year: 2009
Cost: \$60,000 for mower and \$8,000 for trailer	Contact Person: Mike Miller	Department Name: Parks, Arts and Recreation	

Description of Improvement:
 Replace oldest mower with a new mower and a bigger trailer will be needed to haul it with. Mower was purchased in 1994. Industry standard is 10 years and 3,000 hours; we've exceeded both by 3500 hours already.

Alternatives:
 Continue to mow with a mower past its recommended useful life.

Advantages of Approval:
 Cut down on maintenance costs. With fewer break downs both operator and mechanic can increase their productivity time.

Implications of Denial:
 Continue to make repairs as needed and be less efficient with time spent bringing mower back to shop to be repaired.

2009 Cost of Improvement	
Revenue Source:	
General fund	\$ 68,000
Proprietary funds	
Other fund	
Total Revenue:	\$ 68,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	\$ 68,000
Total Cost:	\$ 68,000

2010 Cost of Improvement	
Revenue Source:	
General fund	\$ 1,500
Proprietary funds	
Other fund	
Total Revenue:	\$ 1,500
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other (M& O Replace)	\$ 1,500
Total Cost:	\$ 1,500

Conclusion: \$68,000 has been added to the General Fund in 2009 to purchase a mower and trailer. Replacement costs are included in the 2010 budget.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: CLASS Membership Module		Priority #: 5	For Year: 2009
Cost: \$15,000	Person(s) Responsible: BrianPetty/Radine Lozier	Department Name: Parks, Arts & Recreation	

Description of Improvement:
 CLASS Membership is a comprehensive customer tracking, identification and access system. The software prints photo identification cards, tracks client usage and generates usage reports. This will computerize the process for tracking users of the Senior Activity Center drop-in activities. The module will alleviate the need for staff to gather, monitor and hand tally each individual visitor.

Alternatives:

Advantages of Approval:
 Currently, user information is gathered by staff and volunteers, is often inaccurate, and very labor intensive for volunteers and staff. An accurate accounting of Senior Activity Center users is needed for reporting purposes and is extremely useful in grant applications.

Implications of Denial:
 Inefficient use of staff and volunteer time to monitor the drop-in program. Inaccurate numbers will continue to be reported.

2009 Cost of Improvement	
Revenue Source:	
Information Services fund	\$ 15,000
Total Revenue:	<u>\$ 15,000</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	\$ 15,000
Total Cost:	<u>\$ 15,000</u>

2010 Cost of Improvement	
Revenue Source:	
Information Services fund	\$ 500
Total Revenue:	<u>\$ 500</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	\$ 500
Total Cost:	<u>\$ 500</u>

Conclusion: \$15,000 has been added to the Information Services Fund to purchase the CLASS membership module. Yearly maintenance fee has been budgeted in 2010.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Utility Trailer		Priority #: 7	For Year: 2009
Cost: \$8,500	Contact Person: Brian Petty	Department Name: Parks, Arts & Recreation	

Description of Improvement:
Purchase of an enclosed 7 x 20 utility trailer for storage and transportation of bicycles for the Special Olympics Cycling program. Currently, 30-40 bicycles are stored in the upstairs of the fertilizer shed at the parks maintenance location. The cycling program runs for 12 consecutive weeks each spring, which requires staff to transfer the bicycles each time from the storage location to the staging area for the program. On several instances, staff has to load them onto a truck for transportation to the cycling competition location. In initial conversations with the Boeing Recycling program, they may be interested in a donation to pay for up to one-half of the cost of a trailer.

Alternatives:
Possibly purchase a used trailer at a lesser cost.

Advantages of Approval:
Allow for permanent storage of the bicycles in a dry, safe and hazard free environment. Staff would have to only unload and load the bicycles once for each event. Bicycles would already be loaded for transportation to cycling competition locations.

Implications of Denial:
The current storage location is not practical or safe. An alternative must be found or the program may need to be eliminated.

2009 Cost of Improvement		
Revenue Source:		
General fund	\$	4,250
Proprietary funds		
Other fund: (Donation)	\$	4,250
Total Revenue:	\$	8,500
Expenditures:		
Pay Grade/Step		
Wages		
Benefits (35%)		
Supplies		
Phone		
Cell phone		
Computer (\$2,500)		
Furniture		
Vehicle (Trailer)	\$	8,500
Other (M&O & Replace)		
Total Cost:	\$	8,500

2010 Cost of Improvement		
Revenue Source:		
General fund	\$	2,300
Proprietary funds		
Other fund: (Donation)		
Total Revenue:	\$	2,300
Expenditures:		
Pay Grade/Step		
Wages		
Benefits (35%)		
Supplies		
Phone		
Cell phone		
Computer (\$2,500)		
Furniture		
Vehicle		
Other (M&O & Replace)	\$	2,300
Total Cost:	\$	2,300

Conclusion: \$8,500 has been budgeted in the 2009 General Fund budget to purchase a utility trailer. Replacement costs have been budgeted in 2010.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Battery operated utility vehicle		Priority #:	For Year: 2009
Cost: \$23,000	Contact Person: Mike Miller	Department Name: Park Maintenance	

Description of Improvement:
Store a small utility vehicle in the chase at Sunset park, that could be used for prepping baseball fields, picking up garbage and litter, cleaning flower beds, and just about all of the maintenance required to maintain this park besides the large riding mowing.

Alternatives:
Continue to use a small pick up truck or trailer one of our existing utility vehicles, we currently have one at GSA shop and one at Game Farm shop.

Advantages of Approval:
By having a small vehicle at Sunset Park we could actually have someone report directly to Sunset Park every day cutting down on fuel charges and time driving from Game Farm Park shop to Sunset Park.

Implications of Denial:
Continue doing business as usual.

2009 Cost of Improvement	
Revenue Source:	
General fund	\$ 23,000
Proprietary funds	
Other fund:	
Total Revenue:	<u>\$ 23,000</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	\$ 23,000
Other	
Total Cost:	<u>\$ 23,000</u>

2010 Cost of Improvement	
Revenue Source:	
General fund	\$ 1,500
Proprietary funds	
Other fund:	
Total Revenue:	<u>\$ 1,500</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	\$ 1,500
Other	
Total Cost:	<u>\$ 1,500</u>

Conclusion: \$23,000 has been budgeted in the 2009 General Fund budget to purchase a battery operated utility vehicle. Replacement costs have been budgeted in 2010.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Battery operated utility vehicle		Priority #:	For Year: 2010
Cost: \$23,000	Contact Person: Mike Miller	Department Name: Park Maintenance	

Description of Improvement:
Store a small utility vehicle in the chase at Sunset park, that could be used for prepping baseball fields, picking up garbage and litter, cleaning flower beds, and just about all of the maintenance required to maintain this park besides the large riding mowing.

Alternatives:
Continue to use a small pick up truck or trailer one of our existing utility vehicles, we currently have one at GSA shop and one at Game Farm shop.

Advantages of Approval:
By having a small vehicle at Sunset Park we could actually have someone report directly to Sunset Park every day cutting down on fuel charges and time driving from Game Farm Park shop to Sunset Park.

Implications of Denial:
Continue doing business as usual.

2009 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund:	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	
Total Cost:	\$ -

2010 Cost of Improvement	
Revenue Source:	
General fund	\$ 23,000
Proprietary funds	
Other fund:	
Total Revenue:	\$ 23,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	\$ 23,000
Other	
Total Cost:	\$ 23,000

Conclusion: \$23,000 has been budgeted in the 2010 General Fund budget to purchase a battery operated utility vehicle.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Vibratory roller and trailer		Priority #: 2	For Year: 2009
Cost: \$73,000	Person(s) Responsible: Carlene Teterud	Department Name: Street	

Description of Improvement:
 Acquire a vibratory roller for compaction during grading operations. Currently the street division relies on a single asphalt roller to compact gravel surfaces after grading alleys, roads and shoulders. Generally asphalt paving and grading occur at the same time during favorable weather. This creates a challenge juggling one piece of equipment between two concurrent operations. This improvement would also provide the right piece of equipment for gravel surfaces, preventing higher wear on a roller designed for asphalt as well as improve the efficiency of each crew dispatched to perform concurrent tasks requiring compaction.

Alternatives:
 Continue transporting the existing roller around various locations between different jobs which is an inefficient way to utilize resources. Rent a roller which is costly and may sit idle due to weather conditions.

Advantages of Approval:
 Our street crews will have the correct piece of equipment for the task at hand improving not only the efficiency of the task, but saving fuel to haul a single roller back & forth between sites. Our ability to execute a paving job and a grading job concurrently will be more productive.

Implications of Denial:
 Possible lower level of service and inefficient time driving equipment from one jobsite to another; or operating one of the two tasks (paving vs. grading).

2009 Cost of Improvement	
Revenue Source:	
General fund	\$ 73,000
Proprietary funds	
Other fund:	
Total Revenue:	<u>\$ 73,000</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	\$ 73,000
Total Cost:	<u>\$ 73,000</u>

2010 Cost of Improvement	
Revenue Source:	
General fund	\$ 16,900
Proprietary funds	
Other fund:	
Total Revenue:	<u>\$ 16,900</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle (M & O Replace)	\$ 16,900
Total Cost:	<u>\$ 16,900</u>

Conclusion: \$73,000 has been budgeted in the 2009 General Fund budget to purchase a vibratory roller and trailer. Replacement costs have been budgeted in 2010.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Truck with sander and plow		Priority #: 1	For Year: 2009
Cost: \$207,000	Person(s) Responsible: Carlene Teterud	Department Name: Street	

Description of Improvement:
Add an additional truck with a plow/sander unit to allow the Street Division to enhance their current coverage and have better control in a snow/ice event. Currently there are just enough plows/sanders to cover the four designated areas in the city. If there is a mechanical failure to one of the units, staff needs to wait until the repairs are completed to resume sanding/plowing service since these types of vehicles are not typically available for lease. The truck will be utilized in other maintenance operations during the rest of the year.

Alternatives:
Continue to use sanders/plows that are available with the possibility of our level of service going down during a winter event. This type of equipment is not available to rent or lease. Rely on contracts with county as equipment is available.

Advantages of Approval:
Expand the Street Division's level of service in providing snow and ice control during a winter event to keep motorists moving safely in all the priority areas. It will also provide back up equipment to maintain coverage of the four designated areas if there is a mechanical failure to an existing piece of equipment.

Implications of Denial:
With the additional lane miles added from annexation and the terrain that came with it, the level of service may drop with existing equipment.

2009 Cost of Improvement	
Revenue Source:	
General fund	\$ 207,000
Proprietary funds	
Other fund:	
Total Revenue:	\$ 207,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	\$ 207,000
Total Cost:	\$ 207,000

2010 Cost of Improvement	
Revenue Source:	
General fund	\$ 47,800
Proprietary funds	
Other fund:	
Total Revenue:	\$ 47,800
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle (M & O Replace)	\$ 47,800
Total Cost:	\$ 47,800

Conclusion: \$207,000 has been budgeted in the 2009 General Fund budget to purchase a truck with sander and plow. Replacement costs have been budgeted in 2010.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Maintenance Worker I with CDL		Priority #: 4	For Year: 2009
Cost: \$64,800	Person(s) Responsible: Jesse Mitchell	Department Name: Storm M & O	

<p>Description of Improvement:</p> <p>1.0 FTE Maintenance Worker I CDL to address the increase in storm facilities found in the City's newly annexed areas. Original estimates provided by King County were that the City would acquire approximately 15 storm drainage ponds following the annexation of West Hill and Lea Hill. With the actual number at 56 ponds, an additional position would allow the Storm Division to continue the level of service we provide throughout the rest of the City.</p>
<p>Alternatives:</p> <p>Continue to utilize the existing staff and accept a decline in the level of service that is currently provided. To assure the critical work is performed staff would review priorities with the Director.</p>
<p>Advantages of Approval:</p> <p>Additional personnel will allow the division to continue the existing standard of vegetation maintenance work the residents of the City are accustomed to while maintaining properly functioning storm drainage facilities. With less staff, crews are not able to regularly maintain the storm drainage ponds and right-of-way vegetation on the same schedule. Understaffing the requirement may result in facilities falling into disrepair. When ponds fall in disrepair, it takes longer to perform a basic maintenance program, putting the crews at an even bigger disadvantage often resulting in a need for capital projects to reduce maintenance requirements.</p>
<p>Implications of Denial:</p> <p>With the addition of the annexation area (ponds and right-of-way) service levels will decline throughout the City as we try to keep maintaining more facilities with current staff levels. Our current effort to rebuild two facilities each year will take several years to meet community expectations.</p>

2009 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds - Storm	\$ 64,800
Other fund:	
Total Revenue:	\$ 64,800
Expenditures:	
Pay Grade/Step	T21A/3
Wages	\$ 47,600
Benefits (35%)	\$ 16,700
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	\$ 500
Vehicle	
Total Cost:	\$ 64,800

2010 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds - Storm	\$ 66,900
Other fund:	
Total Revenue:	\$ 66,900
Expenditures:	
Pay Grade/Step	T21A/3
Wages	\$ 49,600
Benefits (35%)	\$ 17,300
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Total Cost:	\$ 66,900

Conclusion: The 2009 budget adds 1.0 FTE based in the Storm Fund.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Maintenance Worker I with CDL - Annex		Priority #: 2	For Year: 2010
Cost: \$133,000	Person(s) Responsible: Jesse Mitchell	Department Name: Storm M & O	

Description of Improvement:
 At the time of annexation, there was not current information on the storm system in those areas. We are currently compiling a database of pipes, culverts, structures, ditch, vaults and other infrastructure. Currently, all of the annexation positions are used to maintain the vegetation in and around the holding ponds. This crew will be assigned to do the storm maintenance in the annexation areas. Much of the area is comprised of ditch that will need to be dug out occasionally and driveway culverts that will need to be repaired/replaced as needed. This crew would be assigned to do such tasks.

Alternatives:
 Continue to utilize the existing staff and have the level of service that is currently provided decline.

Advantages of Approval:
 The additional crew will allow for preventive maintenance in the annex area while keeping up the high standard of service throughout the City.

Implications of Denial:
 With the addition of the annexation area (ditch and culverts) service will decline as we try to keep maintaining the system with current staff levels.

2009 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds - Storm	
Other fund:	
Total Revenue:	_____
Expenditures:	
Pay Grade/Step	_____
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Total Cost:	_____

2010 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds - Storm	\$ 133,000
Other fund:	
Total Revenue:	\$ 133,000
Expenditures:	
Pay Grade/Step	T21A/3
Wages	\$ 49,600
Benefits (35%)	\$ 17,400
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	\$ 1,000
Vehicle	\$ 65,000
Total Cost:	\$ 133,000

Conclusion: The 2010 budget adds 1.0 FTE to the Storm Fund.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Equipment Rental Shop Supervisor		Priority #: 1	For Year: 2009
Cost: \$86,000	Contact Person: Randy Bailey	Department Name: Public Works/Equipment Rental	

Description of Improvement:
 Add a supervisory position to Equipment Rental to supervise activities in the shop area. The fleet has grown by 40% in the past 12 years with no additional management staffing. Yet the logistical effort required to plan much of our more complex support to departments such as Police has increased dramatically to meet the needs of installed special high tech communications equipment in over 30 patrol cars. This position would perform supervisory level work in the Equipment Rental shop, managing mechanics and scheduling services and assuring quality control of critical tasks. This position will also be responsible for improving efficiency of work flow within the shop. This position will work very closely with the Fleet Manager to allow fill-in during absences and also allow the Fleet Manager to concentrate on the logistical support areas to better meet needs of each department.

Alternatives:
 We will have to lower service level to all vehicles in the fleet to accommodate the increase in fleet size.

Advantages of Approval:
 A Shop Supervisor would improve efficiency, productivity, and subsequent customer service. This position would allow the 3 existing mechanics to spend all of their time working on the vehicles while the supervisor can research parts, schedule vendor repairs and plan vehicle maintenance. We would gain a considerable amount of shop time from each mechanic, this could be 500 to 600 hours per year plus additional shop efficiencies. This position would also act as a backup to the Fleet Manager.

Implications of Denial:
 We will continue to use mechanic staff to talk with vendors about repairs, researching repair parts and scheduling repairs with vendors. Each mechanic spends about 25% of his time doing this research.

2009 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Equipment Rental	\$ 86,000
Total Revenue:	\$ 86,000
Expenditures:	
Pay Grade/Step	N06/4
Wages	\$ 63,700
Benefits (35%)	\$ 22,300
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	
Total Cost:	\$ 86,000

2010 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Equipment Rental	\$ 88,600
Total Revenue:	\$ 88,600
Expenditures:	
Pay Grade/Step	N06/4
Wages	\$ 65,600
Benefits (35%)	\$ 23,000
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	
Total Cost:	\$ 88,600

Conclusion: The 2009 budget adds 1.0 FTE to the Equipment Rental Fund.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Expand Secure Parking for Police Vehicles		Priority #: 1	For Year: 2009
Cost: \$9,800	Person(s) Responsible: Asst Chief Larry Miller	Department Name: Police	

Description of Improvement:

Expand the current police secure parking lot by installing a 5' high black plastic coated chain link fence around the perimeter of the parking lot adjacent to the west-side of the Evidence building. The current vehicle gate will be repositioned along the alley way. A main gate will be installed to facilitate secure access from the PD public entrance. The parking scheme will be reconfigured and re-striped to accommodate 8 detective vehicles from the current 15 stalls. A 30 square foot section of landscaping will be eliminated. The security camera on the west side of the Evidence building will be repositioned to provide complete coverage of the expanded secure lot. Redesign the South lot to add 5 Command staff parking stalls and reduce permit parking by 4 stalls. Public parking would also be reduced by 4 stalls.

Alternatives:
Park police vehicles in an unsecured lot overnight on weekends and holidays.

Advantages of Approval:
The annexations have increased both the Patrol and Investigations vehicle fleet in number. This improvement will ensure secure parking for police vehicles that would otherwise be left unattended overnight.

Implications of Denial:
Police vehicles may be vandalized, stolen and/or prowled.

2009 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund: 117 Drug	\$ 9,800
Total Revenue:	\$ 9,800
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	\$ 9,800
Total Cost:	\$ 9,800

2010 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund:	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	
Total Cost:	\$ -

Conclusion: \$9,800 has been budgeted in the 2009 Drug Forfeiture Fund budget to expand secure parking for Police Department vehicles.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Secure Parking for Employee Lot		Priority #: 1	For Year: 2009
Cost: \$33,500	Person(s) Responsible: Asst Chief Larry Miller	Department Name: Police	

Description of Improvement:
 Install a 5' high black plastic coated chain link fence around the perimeter of the employee parking lot on D St SE. The parking scheme will be reconfigured and restriped to add one additional parking stall. An additional 10' curb cut on D Street SE will be required and removal and reconfiguration of some of the landscape planters will have to be eliminated and/or re-located. Install four (4) warning signs (Area Under Video Surveillance) on the security fence, two signs at the entrance/exit on D SE and 2 signs on near the corners on the alley side of the lot. Reposition the pan zoom security camera on the east side of the Evidence Bldg to capture the entire employee lot. Add one fixed camera and realign the other fixed camera on the Evidence Bldg to focus on the two entrances/exits to the employee lot.

Alternatives:
 Install upgraded camera system as described above and/or install warning signs.

Advantages of Approval:
 This improvement will increase employee morale and allow officers less concern for their privately owned cars while they are working. There has been a number of reported incidents of vandalism to employee's cars during hours of darkness. Some unscrupulous people are aware that police employees park their POV's in the lot and therefore target them for vandalism and or theft. The current camera system is not sophisticated enough to capture suspects and/or illegal activity in the lot during hours of darkness.

Implications of Denial:
 Lack of confidence and low morale from employees concerning the security of the privately owned vehicles.

2009 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund: 117 Drug	\$ 33,500
Total Revenue:	\$ 33,500
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	\$ 33,500
Total Cost:	\$ 33,500

2010 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund:	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Total Cost:	\$ -

Conclusion: \$33,500 has been budgeted in the 2009 Drug Forfeiture Fund budget to secure parking for Police Department employees parking lot.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Add Security Camera Coverage to Justice Center South Lot		Priority #: 1	For Year: 2009
Cost: \$14,300	Person(s) Responsible: Asst Chief Larry Miller	Department Name: Police	

Description of Improvement:
Install three security cameras on the south side of the Evidence Bldg to capture the entire Justice Center south parking lot.

Alternatives:
Staus Quo

Advantages of Approval:
This parking lot's direct view by PD personnel is obstructed by the Evidence building. The lot provides parking for both public and city owned vehicles. A small number of City owned (seized vehicles) are parked overnight. The additional cameras will provide enhanced security for those cars.

Implications of Denial:
Potential theft of and/or from vehicles and vandalism to same may occur without the enhanced security. Loss of good source of evidence if a crime does occur in the lot.

2009 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund: 117 Drug	\$ 14,300
Total Revenue:	\$ 14,300
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	\$ 14,300
Total Cost:	\$ 14,300

2010 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund:	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	
Total Cost:	\$ -

Conclusion: \$14,300 has been budgeted in the 2009 Drug Forfeiture Fund budget to add security camera coverage to the Justice Center South parking lot.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Electronics Upgrade for SWAT Van and Armor		Priority #: 4	For Year: 2009
Cost: \$25,000	Contact Person: Will Lathrop	Department Name: Police	

<p>Description of Improvement: Upgrade of video recording equipment in the SWAT van from analog to digital capabilities. Replacement of camera on telescopic boom and digital recording with capabilities to transmit wirelessly. Dedicated computer for data management and recording. Recording of video from SWAT armor and wireless transfer to command post.</p> <p>Alternatives: Continue to use the existing equipment with limitations of recording, storage, and transmittal.</p> <p>Advantages of Approval: Digital recording of video from SWAT command van and SWAT armor would allow for ease of storage and transmittal of data. Live video relayed to the command van would assist incident commanders and team leaders in decision making.</p> <p>Implications of Denial: Video from the command van will continue to be stored on analog tapes. Video from SWAT armor will either not be stored or hand held cameras will be used. Real time video will not be available for Incident commanders.</p>
--

2009 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund: 117	\$ 25,000
Total Revenue:	\$ 25,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	\$ 2,500
Furniture	
Capital Equipment	\$ 22,500
Other	
Total Cost:	\$ 25,000

2010 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund: 117	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Capital Equipment	
Other	
Total Cost:	\$ -

Conclusion: \$25,000 has been budgeted in the 2009 Drug Forfeiture Fund budget to purchase an electronics upgrade for the SWAT van and armor.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Sniper rifle, day and night optics		Priority #: 5	For Year: 2009
Cost: \$16,400	Person(s) Responsible: CMDR Willard Lathrop	Department Name: Police	

Description of Improvement:
 Replace 1 1980's Sako .308 rifle with 1990's Leupold Mk 4 scope with 1 Accuracy International AE with adjustable cheek piece, Harris 6x9 bipod, Badger Ordinance rings and mounts, 1 Night force Scope 5.5x22 with illuminating redicle RD1, 1 Magnum Universal Night Sight (M.U.N.S.).

Alternatives:
 N/A

Advantages of Approval:
 The current used weapon system has no qualified technician to work. With this upgrade, the Auburn SWAT Sniper will be able to increase his capabilities in critical incidents during low levels of light and from greater distances. This is a one time purchase.

Implications of Denial:
 Currently the weapons system is reaching the point of needing significant repairs. The current barrel has reached it life expectancy and the current technology limits what operations the weapon can be safely deployed in.

2009 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund: 117	\$ 16,400
Total Revenue:	\$ 16,400
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Capital Equipment	\$ 16,400
Total Cost:	\$ 16,400

2010 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund:	\$ -
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Capital Equipment	\$ -
Total Cost:	\$ -

Conclusion: \$16,400 has been budgeted in the 2009 Drug Forfeiture Fund budget to purchase a sniper rifle and day and night optics.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Police Flashlights (114)		Priority #: 8	For Year: 2009
Cost: \$16,800	Person(s) Responsible: Commander Pierson	Department Name: Police	

Description of Improvement:
 These flashlights would replace the current issue aluminum flashlights. They were designed and endorsed by the Los Angeles Police Department. They are constructed of a polymer and have a lifetime replacement warranty. The design produces more light and increases officer safety. The design also decreases the potential for the light to be used as an impact device. If an officer has to defend him/herself with this flashlight, it will reduce injury to the perpetrator.

Alternatives:
 Continue use of current aluminum flashlight.

Advantages of Approval:
 Greater light source, increased officer safety, reduction in injury.

Implications of Denial:

2009 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund: 117 Drug	\$ 16,800
Total Revenue:	\$ 16,800
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Minor Equipment	\$ 16,800
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Total Cost:	\$ 16,800

2010 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund:	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Minor Equipment	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Total Cost:	\$ -

Conclusion: \$16,800 has been budgeted in the 2009 Drug Forfeiture Fund budget to purchase flashlights for the Police Department.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Drying Cabinet		Priority #: 9	For Year: 2009
Cost: \$17,600	Person(s) Responsible: CMDR Willard Lathrop	Department Name: Police	

Description of Improvement:
Add a drying cabinet to reduce drying time for items that are wet with biologic material or cannot be placed into evidence until dried.

Alternatives:
Continue to use available space with racks.

Advantages of Approval:
A drying cabinet will reduce drying time of days to hours and allow the space currently set aside for drying to be used for long term evidence storage. There is a reduced risk of cross contamination for evidence and reduced chance that evidence personnel might be exposed to airborne biohazards.

Implications of Denial:
Currently wet items are placed on racks in a separate room until dry. The room has no filters and air movement is directly into the evidence working area. The time it takes to dry drugs or wet items is significant and limits the amount of cases that can be properly dried at any given time.

2009 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund: 117	\$ 17,600
Total Revenue:	\$ 17,600
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Capital Equipment	\$ 17,600
Total Cost:	\$ 17,600

2010 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund:	\$ -
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Capital Equipment	
Total Cost:	\$ -

Conclusion: \$17,600 has been budgeted in the 2009 Drug Forfeiture Fund budget to purchase an evidence drying cabinet.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Rolling Shelving for Evidence Room		Priority #: 2	For Year: 2010
Cost: \$20,900	Person(s) Responsible: CMDR Willard Lathrop	Department Name: Police	

Description of Improvement:
Additional rolling shelving for evidence room.

Alternatives:
Continue to use available space with racks.

Advantages of Approval:
Additional rolling shelving will utilize the full space of the existing evidence room. The current space is nearly full and the additional shelves will increase the available space by 23 percent. This will keep our evidence room as a model of efficiency and organization.

Implications of Denial:
The evidence room is currently at capacity and the full impacts of annexation have not been felt. Overload of the current storage areas will make it more difficult to properly track and account for the evidence in our custody.

2009 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund: 117	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Capital Equipment	
Total Cost:	\$ -

2010 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund: 117	\$ 20,900
Total Revenue:	\$ 20,900
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Capital Equipment	\$ 20,900
Total Cost:	\$ 20,900

Conclusion: \$20,900 has been budgeted in the 2010 Drug Forfeiture Fund budget to purchase rolling shelving for the Evidence Room.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Valve Exerciser Machine/Excavator		Priority #: 2	For Year: 2009
Cost: \$56,100	Person's) Responsible: Chad Jordison	Department Name: Water Distribution	

Description of Improvement:
 This specific machine requested is equipped with a valve exerciser, a suction vacuum system and debris tank, a large flushing diffuser and an onboard, fully equipped GPS control box for calculating and measuring flow, locations, valve turns, etc. The GPS control box is compatible with the City's maintenance management software. The Exerciser machine will help us with our day to day maintenance programs such as valve maintenance, hydrant maintenance, unidirectional flushing and our service leaks. This machine will also be able to substitute as a vactor when required. During the summer of 2007 staff has worked with vendors to test three different models to ensure that the components required function is reliable.

Alternatives:
 The denial of this equipment would require crews to continue to use manual tools and staff to exercise valves. This will limit our efficiency in getting through the system on a periodic basis and may result in the valves not getting exercised and maintained as frequently as they should be. Consequently, in the event of an emergency such as a water main break, they may not perform.

Advantages of Approval:
 The advantages of this type of equipment will allow us to properly maintain our water valve and clean valve boxes, flushing and responding to small leaks if other equipment is down to ensure when the flow is needed for fire emergencies the system will perform as expected.

Implications of Denial:
 Staff will not have the most reliable and efficient equipment available to perform proper and efficient maintenance of critical water system components (valves). System reliability for fire emergencies will be limited to what we can service with current manual methods.

2009 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds (430)	\$ 56,100
Other fund:	
Total Revenue:	<u>\$ 56,100</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Capital Equipment	\$ 56,100
Total Cost:	<u>\$ 56,100</u>

2010 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	\$ 13,500
Other fund:	
Total Revenue:	<u>\$ 13,500</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Other (M & O Replace)	\$ 13,500
Total Cost:	<u>\$ 13,500</u>

Conclusion: \$56,100 has been budgeted in the 2009 Water Fund budget to purchase a valve exerciser machine/excavator. Replacement costs have been budgeted in 2010.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Chemical Injection Sprayer		Priority #: 1	For Year: 2009
Cost: \$60,000	Person(s) Responsible: Jesse Mitchell	Department Name: Storm M & O	

<p>Description of Improvement:</p> <p>To achieve the City's goal of maintaining the right-of-way and storm drainage ponds at a high standard, an injection spray machine is requested. An injection spray system would allow crews to safely spray guardrails, fence lines and noxious weeds in the right-of-way more quickly and efficiently. A injection system mixes the chemicals as they are sprayed; therefore, only the needed chemicals are used.</p>
<p>Alternatives:</p> <p>Continue to use the City's current system of hand mixing chemicals and spraying with a hand nozzle.</p>
<p>Advantages of Approval:</p> <p>Safety: Crews will not be required to hand mix chemicals every morning, reducing the chance of splash back and exposure. Crews will be able to spray the right-of-way from inside the cab, not exposing them to the hazards of traffic. Cost: Because chemicals will be "on demand," only the exact amount/type of chemical will be used and there will be no left over "mix" that needs to be disposed of at the end of the day. Time: Crews currently average 1 hour per day mixing chemicals in the morning. This time would instead be spent on spraying, and providing a better service to the public. Spraying will also be able to be done at "driving speeds" rather the current "walking speeds". Currently, one crew members walks along the side of the truck with the hose while the other drives along at a slow pace. The new system will allow the crew to spray right-of-way at the rate they are driving which will triple the speed that chemical is applied.</p>
<p>Implications of Denial:</p> <p>With the addition of the West Hill and Lea Hill annexation areas (ponds and right-of-way) service levels will decline if we continue with current practice & equipment.</p>

2009 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds - 432	\$ 60,000
Other fund:	
Total Revenue:	\$ 60,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Capital Equipment	\$ 60,000
Total Cost:	\$ 60,000

2010 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	\$ 14,500
Other fund:	
Total Revenue:	\$ 14,500
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Equipment (M & O Replace)	\$ 14,500
Total Cost:	\$ 14,500

Conclusion: \$60,000 has been budgeted in the 2009 Storm Fund budget to purchase a chemical injection sprayer. Replacement costs have been budgeted in 2010.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Weather Station with remote sensors		Priority #: 5	For Year: 2009
Cost: \$15,000	Contact Person: Randy Bailey	Department Name: Storm drainage	

Description of Improvement:
Install a new weather station at M&O with four remote sensors in different areas of the city, to monitor wind, rainfall, temperature, humidity and road surface temperature.

Alternatives:
Continue to use local news information

Advantages of Approval:
Would allow use more accurate weather information to better understand what is happening in different areas of the city. This system is also Ethernet based so all staff could have access to this system and could be used by all departments as well as the residents

Implications of Denial:
We will continue to use staff to go to these areas to see what is occurring.

2009 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services Fund	\$ 15,000
Total Revenue:	\$ 15,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Capital Equipment	\$ 15,000
Other	
Total Cost:	\$ 15,000

2010 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services Fund	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	
Total Cost:	\$ -

Conclusion: \$15,000 has been budgeted in the 2009 Storm Fund budget to purchase a weather station with remote sensors.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: New Vehicle for Storm Drainage Tech (Annexation)		Priority #: 2	For Year: 2009
Cost: \$28,000	Person(s) Responsible: Dan Repp	Department Name: Public Works/Storm	

Description of Improvement:
A new Storm Drainage Technician was added in 2008 to support the annexations and the requirements of NPDES. A designated vehicle equipped with the necessary tools is needed to conduct field activities such as, the storm system inventory, NPDES required inspections, and flow and water quality monitoring.

Alternatives:
Continue to share the work vehicle currently assigned to the Water Resources Technician, or use a pool vehicle. The Water Resources Technician performs tasks such as Fats, Oils & Grease (FOG) inspections of the sanitary sewer, spill response, and private storm system inspections that require different equipment than that needed for the Storm Drainage Technician tasks. Simultaneous deployment of both employees for different tasks to different areas of the city makes a shared vehicle unfeasible. The use of a pool vehicle does not allow for the proper storage and organization of equipment and requires that the employee transport equipment to and from the office. These options limit the efficiency of the work force.

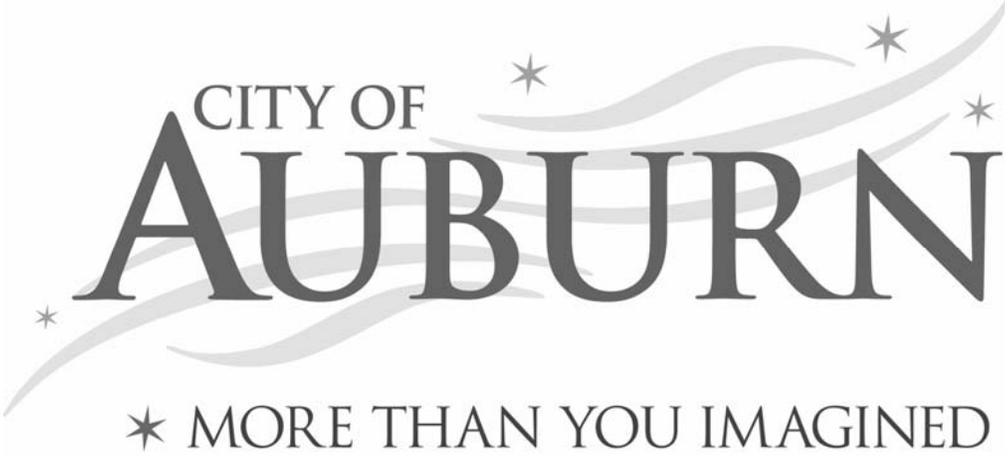
Advantages of Approval:
The requested vehicle will allow staff to more efficiently schedule & complete the tasks that are required.

Implications of Denial:
The Technicians will continue to share the single work vehicle assigned to the Utilities Section, or utilize a pool vehicle to complete the tasks. This will require the employee to carry equipment to and from the vehicle limiting an efficient use of time.

2009 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds-Storm	\$ 28,000
Other fund:	
Total Revenue:	<u>\$ 28,000</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	\$ 28,000
Total Cost:	<u>\$ 28,000</u>

2010 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds-Storm	\$ 6,200
Other fund:	
Total Revenue:	<u>\$ 6,200</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (35%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Replacement cost	\$ 6,200
Total Cost:	<u>\$ 6,200</u>

Conclusion: \$28,000 has been budgeted in the 2009 Storm Fund budget to purchase a vehicle for the Storm Drainage Technician. Replacement costs have been budgeted in 2010.



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 2009-2010 Budget 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 and a cost of \$5,000 or greater.

The City of Auburn maintains a comprehensive six-year Capital Facilities Plan (CFP) which is updated annually and is incorporated 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 2009 and 2010 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 and Recreation projects, General Municipal projects, 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 2009 and 2010, a six-year summary of projects showing the cost and funding source, and two graphs – one showing a comparison of revenue sources for 2009 vs. 2010, and another showing the projected six-year expenditure level.

For more detail, reference should be made to the Capital Facilities Plan (2009 – 2014) that is printed as a separate document. It contains an executive summary along with three chapters. Chapter One explains the purpose of the CFP, statutory requirements, and methodology. Chapter Two outlines the Goals and Policies related to the provision of capital facilities. Chapter Three 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.

2009 / 2010 Capital Budget:

The following tables summarize the capital facility expenditures and planned funding sources in this budget. The tables outlining individual projects are all shown in thousands.

CAPITAL PROJECTS SUMMARY

2009

FUNDING SOURCES - 2009 (in thousands)	Fund Balance	Federal Sources	State Sources	Local Sources	REET	Other Sources	Total Sources By Fund
Transportation Projects	\$ 775	\$ 1,982	\$ 125	\$ -	\$ -	\$ 7,464	\$ 10,346
Water Projects	6,276	-	-	-	-	-	6,276
Sewer Projects	4,452	-	-	-	-	-	4,452
Storm Drainage Projects	4,207	-	-	-	-	-	4,207
Parks and Recreation Projects	565	310	-	-	3,731	4,218	8,824
General Municipal Projects and Community Improvements	1,250	-	-	-	1,000	200	2,450
Other Proprietary Fund Projects	302	3,006	-	-	-	-	3,308
Total Funding by Source	\$ 17,827	\$ 5,298	\$ 125	\$ -	\$ 4,731	\$ 11,882	\$ 39,863

EXPENDITURES - 2009

Transportation Projects	\$ 10,345,600
Water Projects	6,276,000
Sewer Projects	4,452,000
Storm Drainage Projects	4,207,000
Parks and Recreation Projects	8,824,800
General Municipal Projects and Community Improvements	2,450,000
Other Proprietary Fund Projects	3,307,900
Total Capital Projects	\$ 39,863,300

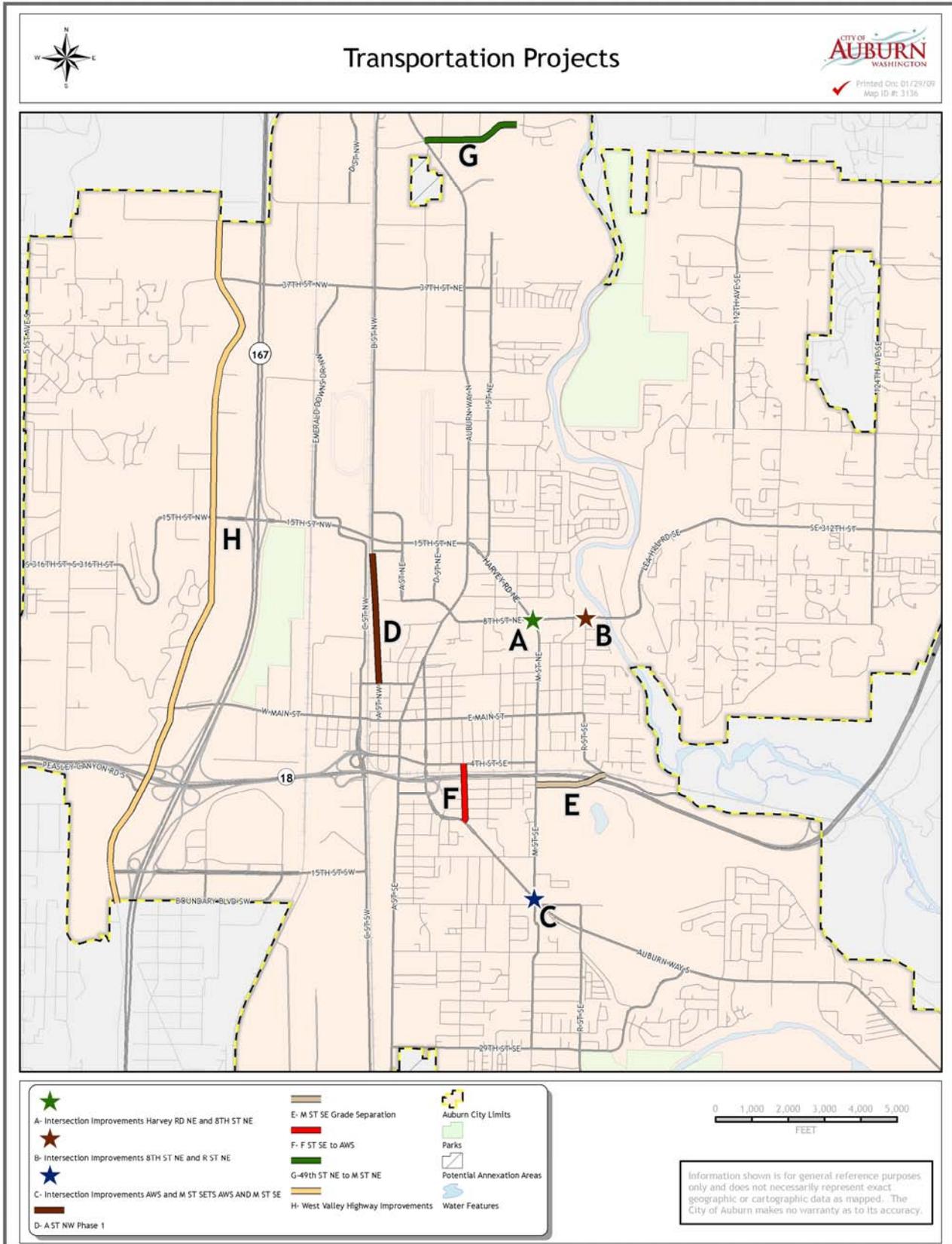
2010

FUNDING SOURCES - 2010 (in thousands)	Fund Balance	Federal Sources	State Sources	Local Sources	REET	Other Sources	Total Funding By Fund
Transportation Projects	\$ 365	\$ 4,463	\$ 4,335	\$ 3,634	\$ -	\$ 7,209	\$ 20,005
Water Projects	1,550	-	-	-	-	4,000	5,550
Sewer Projects	3,910	-	-	-	-	-	3,910
Storm Drainage Projects	820	-	-	-	-	2,500	3,320
Parks and Recreation Projects	260	-	-	85	-	2,747	3,092
General Municipal Projects and Community Improvements	185	-	-	-	212	200	597
Other Proprietary Fund Projects	-	-	-	-	-	-	-
Total Funding by Source	\$ 7,090	\$ 4,463	\$ 4,335	\$ 3,719	\$ 212	\$ 16,655	\$ 36,474

EXPENDITURES - 2010

Transportation Projects	\$ 20,005,000
Water Projects	5,550,000
Sewer Projects	3,910,000
Storm Drainage Projects	3,320,000
Parks and Recreation Projects	3,091,600
General Municipal Projects and Community Improvements	597,000
Other Proprietary Fund Projects	-
Total Capital Projects	\$ 36,473,600





Transportation Projects

Seventeen capital projects totaling \$10,345,600 are budgeted for 2009 and eighteen capital projects totaling \$20,005,000 are budgeted for 2010. The significant projects include the following:

- Intersection improvements at Harvey Road and 8th Street NE (\$1,758,500 in 2009) will add one eastbound lane on 8th Street NE approaching Harvey Road. Traffic signals and channelization will be modified to accommodate this new lane. **(See Map – “A”)**
- Addition of a traffic signal at 8th Street NE and “R” Street NE (\$541,000 in 2009). The improvements to this intersection will include crosswalks and pedestrian signals. **(See Map – “B”)**
- Auburn Way South and “M” Street SE Intersection Improvements Project (\$100,000 in 2009 and \$650,000 in 2010) will construct a westbound to northbound right turn lane at the intersection of Auburn Way South and “M” Street SE. **(See Map – “C”)**
- The “A” Street NW, Phase 1 Project (\$2,350,000 in 2009 and \$4,643,000 in 2010) will construct a 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 contributes to the completion of a North-South arterial corridor. **(See Map – “D”)**
- The “M” Street Grade Separation Project (\$527,500 in 2009 and \$4,572,500 in 2010) will construct a grade separation railroad crossing of “M” Street SE at the BNSF Stampede Pass tracks and will include construction of the bypass and road connection between “M” Street SE and Auburn/Black Diamond Road. **(See Map – “E”)**
- The “F” Street SE/4th to Auburn Way South Project (\$200,000 in 2009 and \$999,500 in 2010) includes pavement reconstruction, installation of curbs, gutters, an 8-foot wide sidewalk (on both sides), parking (on one side), and a center turn-lane, as well as crash attenuation at the supports for the BNSF railroad bridge. **(See Map – “F”)**
- The Citywide Intelligent Transportation System Project (\$388,600 in 2009) includes interconnect and coordination for all traffic signals. It also includes traffic management cameras, fiber optic interconnect and related hardware between strategic intersections on SR 164 and the City Traffic Management Center (M&O Facility). This project is required for efficient special event traffic management and incident management.
- The 49th Street NE, Auburn Way North to “M” Street NE Project (\$850,000 in 2010) will construct east/west corridor from Auburn Way North to “M” Street NE. The existing 49th Street NE extends westerly to “B” Street NE. This project also includes a traffic signal at the intersection of Auburn Way North and 49th Street NE. **(See Map – “G”)**
- The West Valley Highway Improvements Project (\$150,000 in 2009 and \$3,480,000 in 2010) includes widening the roadway to accommodate a two way left turn lane, installation of a traffic median, adding curb, gutter and storm drainage, repair failing roadway surface, installing sidewalk along east side of the roadway, illumination for bicycle usage and the installation of a new traffic signal and improvements at the intersection of West Main Street and West Valley Highway. **(See Map – “H”)**
- The “Save our Streets” (SOS) Program (\$2,200,000 in both 2009 and 2010) will consist of a number of different contracts focused on the preservation of local streets (unclassified streets) within the City. These contracts will include work such as crack sealing, asphalt patching, pre-leveling, and thin asphalt overlays.
- The Annual Arterial Street Preservation Program (\$1,400,000 in both 2009 and 2010) will consist of regular pavement maintenance and/or rehabilitation of various classified streets citywide that may include overlays, rebuilds, spot repairs, or a combination of these.

Project Name: A Street NW, Phase 1								
Project No: c207a0 (TIP#1)			Capacity Project: YES			Anticipated Year of Completion: 2011		
Construct a multi-lane arterial from 3rd St. NW to 14th St. NW. This project will improve mobility and is tied to corridor development. It is consistent with the Comprehensive Plan and contributes to the completion of a north/south arterial corridor. The project length is approximately three-quarters of a mile. The City purchased ROW 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	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Arterial Street Fund	327							-
Federal (Grants)	371	1,480	4,463	3,192				9,135
State								-
Traffic Impact Fees	428	370	180					550
REET								-
Other Sources	381	500						500
Subtotal	1,507	2,350	4,643	3,192	-	-	-	10,185
Capital Costs:								
Design	867	275	80					355
Right of Way	259	2,075	1,371					3,446
Construction	381		3,192	3,192				6,384
Subtotal	1,507	2,350	4,643	3,192	-	-	-	10,185
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$17,568								

Project Name: Citywide Intelligent Transportation System (ITS) - Phase 2								
Project No: c307b0 (TIP#2)			Capacity Project: YES			Anticipated Year of Completion: 2009		
This project includes interconnect and coordination for traffic signals in the city. The project also includes traffic management cameras, fiber optic interconnect and related hardware along Auburn Way North and So. 277th St. corridors. Other corridors that may be connected as funding allows are 15th Street NE/NW; Harvey Road/M Street and 37th Street NE/NW. This project is the second phase of the Intelligent Transportation System building off of Phase 1, which included SR164 (Auburn Way South). It is important to note that additional staff time outside of regular business hours to monitor traffic on the cameras associated with events at the amphitheater is reimbursed by the Muckleshoot Tribe.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Arterial Street Fund								-
Federal (Grants)	350	362						362
State								-
Traffic Mitigation	25	27						27
REET								-
Other (Other Agencies, KC)	143							-
Subtotal	518	389	-	-	-	-	-	389
Capital Costs:								
Design	143							-
Right of Way								-
Construction	375	389						389
Subtotal	518	389	-	-	-	-	-	389
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$5,000								

Project Name: I Street NE Corridor								
Project No: c415a0 (TIP#4)			Capacity Project: YES			Anticipated Year of Completion: 2013		
The final alignment of the I Street Corridor is being analyzed as part of the Northeast Auburn Special Area Plan Environmental Impact Study. A portion of the ROW and Construction will be developer funded. The cross section will likely be a 5-lane arterial per the city's Comprehensive Plan. The project length is approximately three-quarters of a mile. This project may be split into two phases. Phase 1 would be 40th Street NE to 45th Street NE. Phase 2 would be 45th Street NE to 52nd Street NE (S. 277th Street).								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Arterial Street Fund	12							-
Federal (Grants)								-
State								-
Traffic Impact Fees		5	5					10
REET								-
Other (Other Agencies, KC)				460	1,020	4,280		5,760
Subtotal	12	5	5	460	1,020	4,280	-	5,770
Capital Costs:								
Design	11	5	5	460				470
Right of Way	1				1,020			1,020
Construction						4,280		4,280
Subtotal	12	5	5	460	1,020	4,280	-	5,770
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$17,568								

Project Name: M Street Grade Separation (E. Main to Auburn Way So.)								
Project No: c201a0 (TIP#5)		Capacity Project: YES			Anticipated Year of Completion: 2013			
Construction of a grade separated railroad crossing at M Street SE at the BNSF Stampede tracks. Project also includes construction of the bypass and road connection between M Street SE and Auburn/Black Diamond Road.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Arterial Street Fund			150					150
Federal (Grants)	123			6,627	4,192	4,120		14,939
State								-
Traffic Impact Fees		528	789					1,317
REET								-
Other (Other Agencies, KC)	373		3,633	1,000	3,675	1,030		9,338
Subtotal	496	528	4,572	7,627	7,867	5,150	-	25,744
Capital Costs:								
Design	496	528	1,100	250				1,878
Right of Way			3,472	4,635				8,107
Construction				2,742	7,867	5,150		15,759
Subtotal	496	528	4,572	7,627	7,867	5,150	-	25,744
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$21,827								

Project Name: South 277th (AWN to Green River Bridge)								
Project No: cp0714 (TIP#6)		Capacity Project: YES			Anticipated Year of Completion: 2011			
This project includes major widening on S. 277th Street, including the addition of three lanes, one westbound and two eastbound, plus a Class 1 trail. The project length is nine-tenths of a mile. The final configuration will include three lanes eastbound and two lanes westbound.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Arterial Street Fund	19							-
Federal (Grants)				1,362				1,362
State								-
Traffic Impact Fees			100					100
REET								-
Other (Other Agencies, KC)			225	1,363				1,588
Subtotal	19	-	325	2,725	-	-	-	3,050
Capital Costs:								
Design	18		325					325
Right of Way	1			319				319
Construction				2,406				2,406
Subtotal	19	-	325	2,725	-	-	-	3,050
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$10,541								

Project Name: A Street NW, Phase 2 (W. Main to 3rd St. NW)								
Project No: cpxxxx (TIP#8)		Capacity Project: YES			Anticipated Year of Completion: 2012			
Construct a multi-lane arterial from W. Main to 3rd St. NW. This project will connect A Street NW, Phase 1 to the Sound Transit Station and the Central Business District. This project may end up being funded in all or part by developers. The project length is one fifth of a mile.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Arterial Street Fund								-
Federal (Grants)				1,038	1,081			2,119
State								-
Traffic Impact Fees			200	162	169			531
REET								-
Other (Other Agencies, KC)	150							-
Subtotal	150	-	200	1,200	1,250	-	-	2,650
Capital Costs:								
Design			200					200
Right of Way				1,200				1,200
Construction	150				1,250			1,250
Subtotal	150	-	200	1,200	1,250	-	-	2,650
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$1,405								

Project Name: F Street SE (4th St. SE to Auburn Way So.)								
Project No: cpxxxx (TIP#10)		Capacity Project:	YES	Anticipated Year of Completion:	2010			
The F Street SE project includes pavement reconstruction, installation of curbs, gutters, an 8-foot wide sidewalk on both sides, parking on one side, and a center turn-lane, as well as crash attenuation at the supports for the BNSF railroad bridge. This project improves mobility and safety and provides an alternate route to mitigate traffic impacts during construction of the M Street SE Grade Separation project. The project length is approximately 0.3 miles. The streetscape will match the newly constructed West Main Street and be consistent with improvements already constructed.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Arterial Street Fund								-
Federal (Grants)								-
State			780					780
Traffic Impact Fees		200	220					420
REET								-
Other (Other Agencies, KC)								-
Subtotal	-	200	1,000	-	-	-	-	1,200
Capital Costs:								
Design		200	60					260
Right of Way			940					940
Construction								-
Subtotal	-	200	1,000	-	-	-	-	1,200
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$851								

Project Name: M Street NE (E. Main St. to 8th St. NE)								
Project No: cpxxxx (TIP#11)		Capacity Project:	YES	Anticipated Year of Completion:	2012			
This project will construct a right turn lane heading southbound on Kersey Way at the intersection of Oravetz Road. This project will include accommodations for non-motorized traffic.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Arterial Street Fund								-
Federal (Grants)				644	1,500			2,144
State								-
Traffic Impact Fees		150		161	300			611
REET								-
Other (Other Agencies, KC)								-
Subtotal	-	150	-	805	1,800	-	-	2,755
Capital Costs:								
Design		150						150
Right of Way				480				480
Construction				325	1,800			2,125
Subtotal	-	150	-	805	1,800	-	-	2,755
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$3,514								

Project Name: Kersey Way from Oravetz to the Southern City limit								
Project No: cpxxxx (TIP#13)		Capacity Project:	YES	Anticipated Year of Completion:	2013			
This project will widen the existing roadway from 2 lanes (1 in each direction) to 4 lanes (2 in each direction). The project will also include left turn lanes at intersections and a non-motorized trail on the west side of the roadway. It is necessary to complete a pre-design to determine more accurate cost figures. The project length is approximately two miles.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Arterial Street Fund						500		500
Federal (Grants)				625	1,200	9,000		10,825
State								-
Traffic Impact Fees	50	200	5	125	300	1,000		1,630
REET								-
Other (Other Agencies, KC)						500		500
Subtotal	50	200	5	750	1,500	11,000	-	13,455
Capital Costs:								
Design	50	200	5	750				955
Right of Way					1,500			1,500
Construction						11,000		11,000
Subtotal	50	200	5	750	1,500	11,000	-	13,455
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$14,056								

Project Name: West Valley Hwy Improvements (SR18 to West Main Street)								
Project No: cpxxxx (TIP#14)		Capacity Project: NO		Anticipated Year of Completion: 2011				
Widen roadway to accommodate a two way left turn lane; install a traffic median to prohibit traffic from driving into on coming lanes; add curb, gutter, and storm drainage; repair failing roadway surface; install sidewalk along the east side of the roadway; install illumination; accommodate bicycle usage with 3 foot shoulder on both sides of the roadway; and install a new traffic signal at and improve the intersection of West Main Street and West Valley Highway. This project will improve efficiency, safety, and driving comfort, as well as reduce the amount of time maintenance staff has to spend doing temporary repairs that do not last.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Arterial Street Fund								-
Federal (Grants)								-
State		125	2,875					3,000
Traffic Mitigation Fees		25	605					630
REET	150							-
Other (Other Agencies, KC)				1,220				1,220
Subtotal	150	150	3,480	1,220	-	-	-	4,850
Capital Costs:								
Design	150	150						150
Right of Way								-
Construction			3,480	1,220				4,700
Subtotal	150	150	3,480	1,220	-	-	-	4,850
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 49th Street NE from Auburn Way North to M Street NE								
Project No: cpxxxx (TIP#16)		Capacity Project: YES		Anticipated Year of Completion: 2011				
Construct east/west corridor from Auburn Way North to M Street NE. The existing 49th Street NE extends westerly to B Street NE. This project also includes a traffic signal at the intersection of Auburn Way North and 49th Street NE. This roadway was evaluated and recommended in the NE Special Planning Area. It is anticipated that this will be constructed by future development. It is approximately 3/4 of a mile in length.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Arterial Street Fund								-
Federal (Grants)								-
State								-
Local								-
REET								-
Other (Other Agencies, KC)			850	1,150				2,000
Subtotal	-	-	850	1,150	-	-	-	2,000
Capital Costs:								
Design								-
Right of Way			200					200
Construction			650	1,150				1,800
Subtotal	-	-	850	1,150	-	-	-	2,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$2,306								

Project Name: Intersection Improvements, Harvey Rd. & 8th St. NE								
Project No: cp0611 (TIP#17)		Capacity Project: YES		Anticipated Year of Completion: 2009				
Add one East bound lane, combined through lane & right turn lane on 8th Street NE approaching Harvey Road. Modify traffic signals and traffic channelization to accommodate the new lane. The additional lane will improve traffic delays and vehicle queuing at the intersection of Harvey Road and 8th Street NE in all directions. This project will reconstruct M Street NE from 4th Street NE to 8th Street NE, a segment of roadway approximately 0.3 miles in length with four travel lanes. The reconstruction will fix the existing poor pavement condition and fill in any gaps in the sidewalk network.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Arterial Street Fund								-
Federal (Grants)								-
PWFT	80	1,720						1,720
Traffic Impact Fees	200	38						38
REET								-
Other (Other Agencies, KC)								-
Subtotal	280	1,758	-	-	-	-	-	1,758
Capital Costs:								
Design	230							-
Right of Way	50							-
Construction		1,758						1,758
Subtotal	280	1,758	-	-	-	-	-	1,758
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$703								

Project Name: 8th Street and R Street NE Traffic Signal								
Project No: cp0701 (TIP#18)			Capacity Project: NO			Anticipated Year of Completion: 2009		
This project includes the construction of new traffic signal at the intersection of 8th Street NE and R Street NE. Intersection improvements will include crosswalks and pedestrian signals. This project was selected based on accident history, surrounding land uses, and pedestrian flow patterns.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Arterial Street Fund		400						400
Federal (Grants)	109							-
State		141						141
Local								-
REET								-
Other (Other Agencies, KC)								-
Subtotal	109	541	-	-	-	-	-	541
Capital Costs:								
Design	109							-
Right of Way		15						15
Construction		526						526
Subtotal	109	541	-	-	-	-	-	541
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$5,643								

Project Name: Auburn Way North / 1st ST NE Signal Improvements								
Project No: cpxxxx (TIP#19)			Capacity Project: NO			Anticipated Year of Completion: 2010		
Add left turn phasing to the north and south bound directions including new mast arms to accommodate the necessary length. Replace damaged signal poles. New controller and vehicle detection, modify signal heads.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Arterial Street Fund			40					40
Federal (Grants)								-
State			160					160
Local								-
REET								-
Other (Other Agencies, KC)								-
Subtotal	-	-	200	-	-	-	-	200
Capital Costs:								
Design			15					15
Right of Way								-
Construction			185					185
Subtotal	-	-	200	-	-	-	-	200
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Way South and M Street SE Intersection Improvements								
Project No: cpxxxx (TIP#20)			Capacity Project: YES			Anticipated Year of Completion: 2010		
Construct a westbound to northbound right turn lane at the intersection of Auburn Way South and M Street SE. This project would also improve the turning radius at this same corner allowing drivers to make a safe right turn on red (after stopping and yielding to oncoming vehicles). Currently the intersection geometry has necessitated the City placing a legal restriction on this movement.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Arterial Street Fund		100						100
Federal (Grants)								-
State			520					520
Traffic Mitigation			130					130
REET								-
Other (Other Agencies, KC)								-
Subtotal	-	100	650	-	-	-	-	750
Capital Costs:								
Design		100						100
Right of Way			130					130
Construction			520					520
Subtotal	-	100	650	-	-	-	-	750
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$703								

Project Name: R Street Corridor Study								
Project No: cpxxxx (TIP#25)			Capacity Project: NO			Anticipated Year of Completion: 2010		
This corridor defining study will examine two segments of R Street and identify improvements for future capacity, safety, and other elements. This effort will identify a corridor vision and include all the necessary public involvement. This project is identified in the Comprehensive Plan. The first segment is from the intersection of 8th Street NE and R ST NE to approximately 4th ST SE. The second segment is from the intersection of 17th ST SE and R ST SE to approximately 37th ST SE.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Arterial Street Fund			50					50
Federal (Grants)								-
State								-
Local								-
REET								-
Other (Other Agencies, KC)								-
Subtotal	-	-	50	-	-	-	-	50
Capital Costs:								
Design			50					50
Right of Way								-
Construction								-
Subtotal	-	-	50	-	-	-	-	50
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 41st Street SE and A Street SE Access Management Study								
Project No: cpxxxx (TIP#27)			Capacity Project: NO			Anticipated Year of Completion: 2009		
Study the area from 37th Street SE to the White River on A Street SE including 41st Street SE from D Street SE to C Street SE. The study to should review the safety and access needs of the traveling public and the adjacent properties.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Arterial Street Fund		50						50
Federal (Grants)								-
State								-
Local								-
REET								-
Other (Other Agencies, KC)								-
Subtotal	-	50	-	-	-	-	-	50
Capital Costs:								
Design		50						50
Right of Way								-
Construction								-
Subtotal	-	50	-	-	-	-	-	50
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Lea Hill Road and 8th Street NE Bridge Widening Study								
Project No: cpxxxx (TIP#28)			Capacity Project: YES			Anticipated Year of Completion: 2010		
Review the feasibility, capacity benefits, and required scope to widen Lea Hill Road and 8th Street NE Bridge or identify other means to gain needed vehicular capacity.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Arterial Street Fund								-
Federal (Grants)								-
State								-
Traffic Impact Fees			200					200
REET								-
Other (Other Agencies, KC)								-
Subtotal	-	-	200	-	-	-	-	200
Capital Costs:								
Design			200					200
Right of Way								-
Construction								-
Subtotal	-	-	200	-	-	-	-	200
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: South 277th - Wetland Mitigation								
Project No: cp410a0 (TIP#29)			Capacity Project: NO			Anticipated Year of Completion: 2013		
Wetland mitigation for the 277th Street Grade Separation project.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Arterial Street Fund	93	25	25	25	25	25		125
Federal (Grants)								-
State								-
Local								-
REET								-
Other (Other Agencies, KC)								-
Subtotal	93	25	25	25	25	25	-	125
Capital Costs:								
Design	40	10	10	10	10	10		50
Right of Way								-
Construction	53	15	15	15	15	15		75
Subtotal	93	25	25	25	25	25	-	125
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Citywide Pedestrian Crossing Program								
Project No: cp0627 (TIP#30)			Capacity Project: NO			Anticipated Year of Completion: 2014		
This project provides for pedestrian safety studies at various locations citywide. Projects are prioritized annually based on safety issues and pedestrian demands. This is an annual level of effort project used to fund small pedestrian safety studies and improvement projects.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Arterial Street Fund	100		100		100		100	300
Federal (Grants)								-
State								-
Local								-
REET								-
Other (Other Agencies, KC)								-
Subtotal	100	-	100	-	100	-	100	300
Capital Costs:								
Design	10		10		10		10	30
Right of Way								-
Construction	90		90		90		90	270
Subtotal	100	-	100	-	100	-	100	300
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

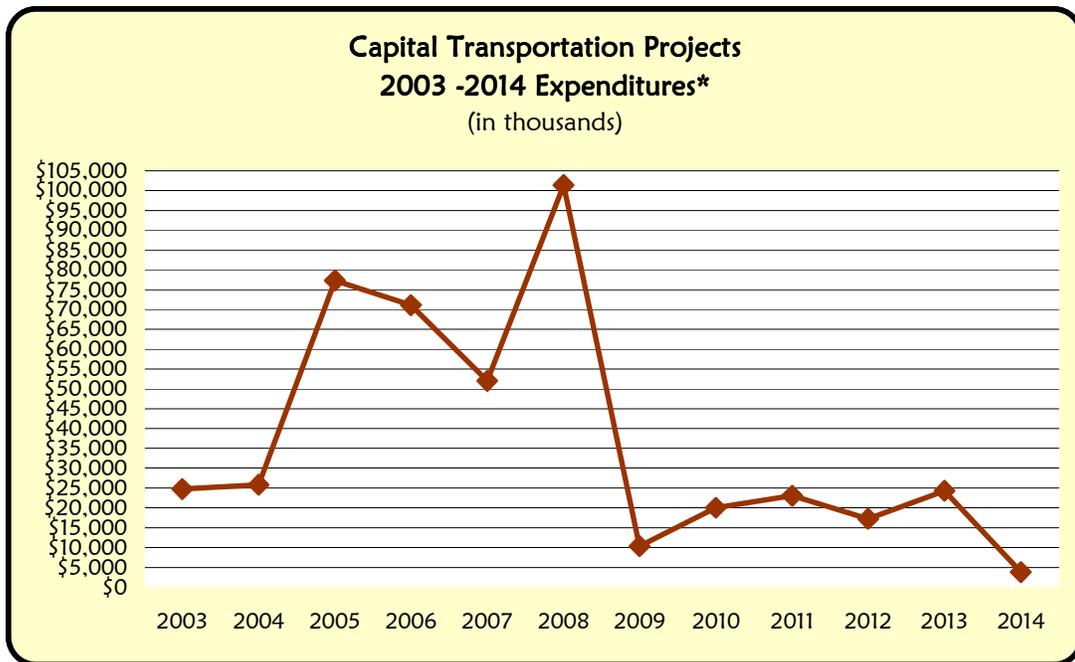
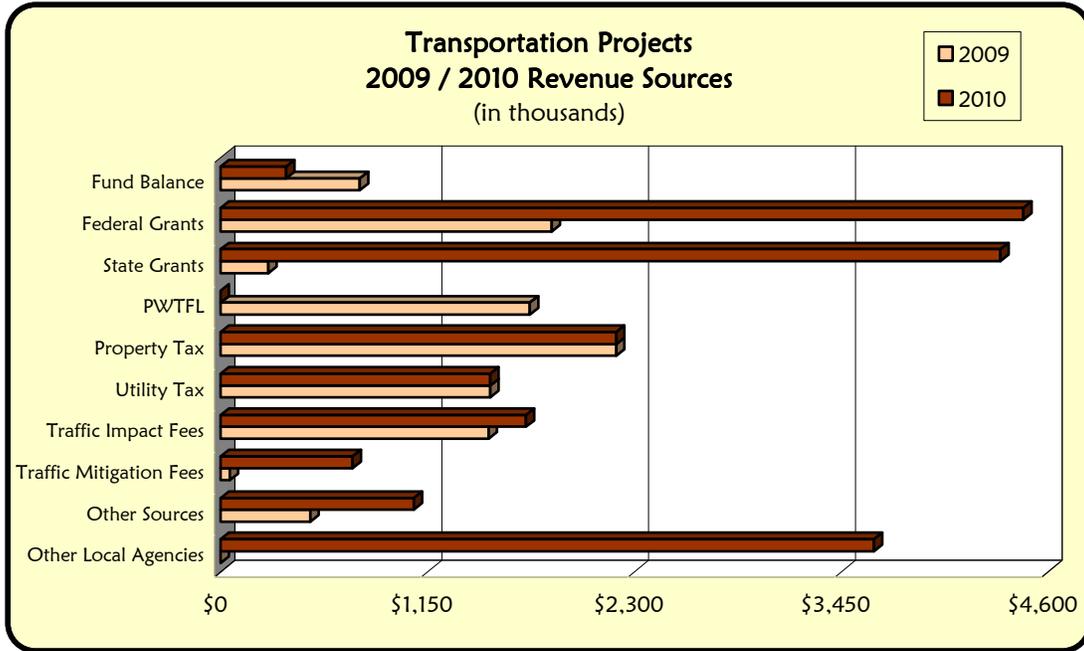
Project Name: Citywide Roadway Safety Infrastructure Improvements								
Project No: cp102a (TIP#31)			Capacity Project: NO			Anticipated Year of Completion: 2013		
This project provides for infrastructure improvements to enhance traffic safety. Projects are prioritized annually based upon field studies.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Arterial Street Fund		200		200		200		600
Federal (Grants)								-
State								-
Local								-
REET								-
Other (Other Agencies, KC)								-
Subtotal	-	200	-	200	-	200	-	600
Capital Costs:								
Design		15		15		15		45
Right of Way								-
Construction		185		185		185		555
Subtotal	-	200	-	200	-	200	-	600
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 2014			
Description: Implement regular pavement maintenance and/or rehabilitation of various classified streets citywide. These projects may include overlays, rebuilds, spot repairs, or a combination these. It is anticipated that this program will be funded through bond proceeds that will be repaid by the 1% utility tax that was adopted by Council in 2008.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Street Fund								-
Property Tax								-
Utility Tax		1,400	1,400	1,400	1,400	1,400	1,400	8,400
REET2								-
Bond Proceeds								-
Subtotal	-	1,400	1,400	1,400	1,400	1,400	1,400	8,400
Capital Costs:								
Design		50	50	50	50	50	50	300
Right of Way								-
Construction		1,350	1,350	1,350	1,350	1,350	1,350	8,100
Subtotal	-	1,400	1,400	1,400	1,400	1,400	1,400	8,400
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

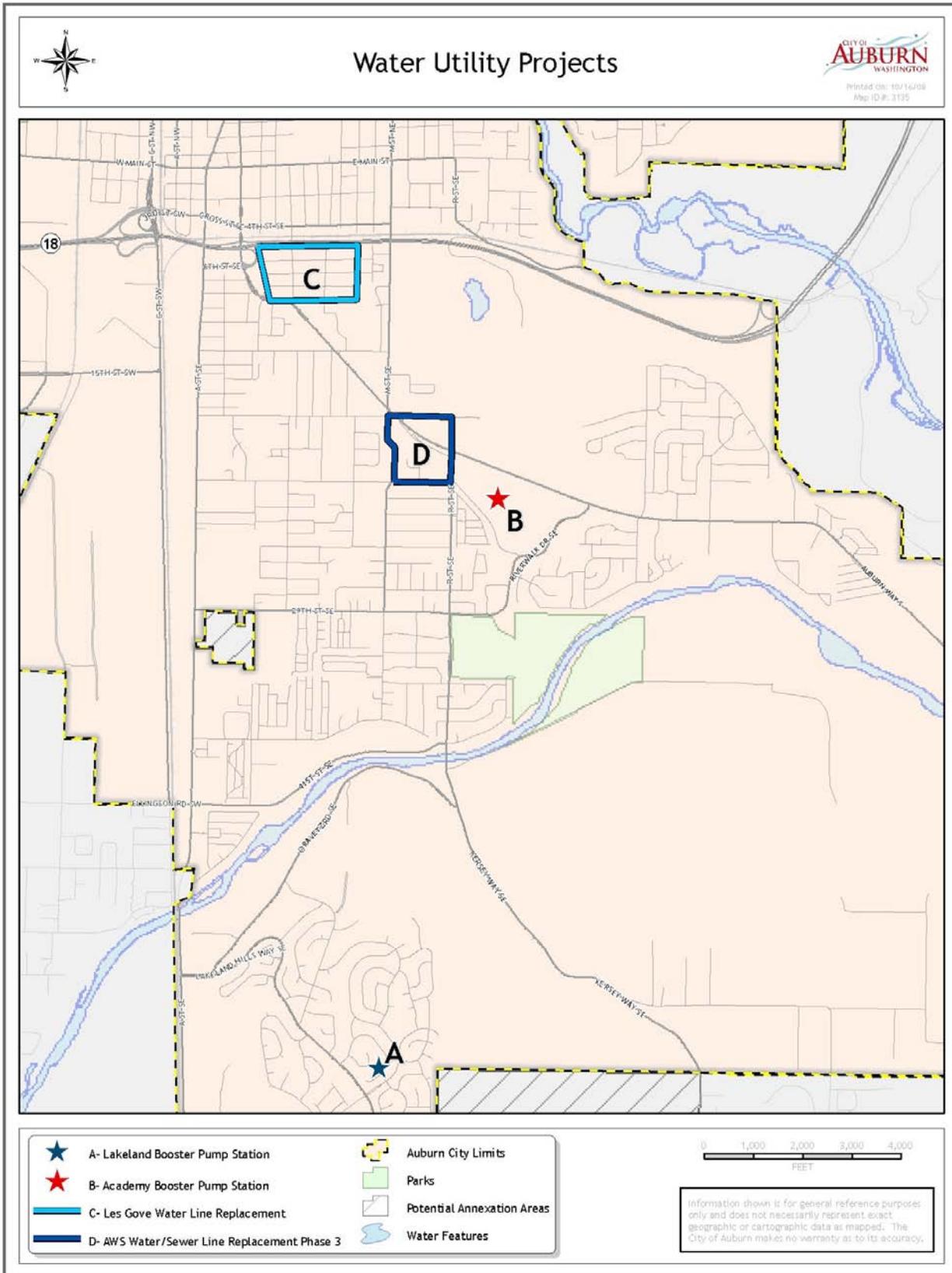
Project Name: Annual Arterial Crack Seal Program								
Project No: various (TIP#36)			Capacity Project: NO		Anticipated Year of Completion: beyond 2014			
Implement regular maintenance of various classified streets by sealing newly formed cracks. Sealing the cracks will prolong the life of the pavement by stopping water from draining into the subbase of the road.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Street Fund								-
Property Tax								-
Utility Tax		100	100	100	100	100	100	600
REET2								-
Bond Proceeds								-
Subtotal	-	100	100	100	100	100	100	600
Capital Costs:								
Design		10	10	10	10	10	10	60
Right of Way								-
Construction		90	90	90	90	90	90	540
Subtotal	-	100	100	100	100	100	100	600
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 2014			
This program was created after passage of Proposition 1 on the November '04 ballot, setting the City's property tax levy limits and creating a dedicated local street fund to be used solely for local street improvements. The program will consist of a number of different contracts focused on the preservation of local streets (unclassified streets) within the City of Auburn. These contracts will include work such as crack sealing, asphalt patching, pre-leveling, asphalt overlays and roadway reconstruction. The property tax levy lift that was voted in in 2004 will be used to repay the bonds that are anticipated to complete the program.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Street Fund	40							-
Property Tax	2,393	2,200	2,200	2,200	2,200	2,200	2,200	13,200
Utility Tax	675							-
REET2								-
Bond Proceeds								-
Other	4,200							-
Subtotal	7,308	2,200	2,200	2,200	2,200	2,200	2,200	13,200
Capital Costs:								
Design	680	300	300	300	300	300	300	1,800
Right of Way								-
Construction	6,628	1,900	1,900	1,900	1,900	1,900	1,900	11,400
Subtotal	7,308	2,200	2,200	2,200	2,200	2,200	2,200	13,200
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

TOTAL CAPITAL COSTS and FUNDING SOURCES - TRANSPORTATION								
Funding Sources:	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Arterial Street Fund (Fund 102)	551	775	365	225	125	725	100	2,315
Local Street Fund (Fund 103)	40	-	-	-	-	-	-	-
Federal (Grants)	953	1,842	4,463	13,488	7,973	13,120	-	40,886
State	-	266	4,335	-	-	-	-	4,601
REET	150	-	-	-	-	-	-	-
PWTFLL	80	1,720	-	-	-	-	-	1,720
Property Tax (Fund 103)	2,393	2,200	2,200	2,200	2,200	2,200	2,200	13,200
Utility Tax (Fund 103)	675	-	-	-	-	-	-	-
Utility Tax (Fund 105)	-	1,500	1,500	1,500	1,500	1,500	1,500	9,000
Other (Fund 103)	4,200	-	-	-	-	-	-	-
Other (Other Agencies)	1,047	500	4,708	5,193	4,695	5,810	-	20,906
Other (Traffic Mitigation Fees)	25	52	735	-	-	-	-	787
Other (Traffic Impact Fees)	678	1,491	1,699	448	769	1,000	-	5,407
Subtotal	10,792	10,346	20,005	23,054	17,262	24,355	3,800	98,822
Capital Costs:								
Design	2,804	2,043	2,420	1,845	380	385	370	7,443
Right of Way	311	2,090	6,113	6,634	2,520	-	-	17,357
Construction	7,677	6,213	11,472	14,575	14,362	23,970	3,430	74,022
Subtotal	10,792	10,346	20,005	23,054	17,262	24,355	3,800	98,822
* Amounts shown in thousands								



* 2003 - 2007 Represents Total Actual Expenditures
 2008 Represents 2008 Total Budgeted Capital Expenditures
 2009 - 2014 Represents Projects Budgeted in the 2009/2010 Budget



Water Utility Projects

Ten capital projects totaling \$6,276,000 are budgeted for 2009 and nine capital projects totaling \$5,550,000 are budgeted for 2010. The significant projects include the following:

- The Arterial Utility Improvements Program (\$500,000 in both 2009 and 2010) will make water main improvements in coordination with arterial street improvements.
- The Lakeland Hills Booster Pump Station Project (\$500,000 in 2009 and \$900,000 in 2010) will increase the pump station capacity to meet fire flow requirements and provide emergency power for reliability. **(See Map – “A”)**
- The Academy Booster Pump Station Project (\$500,000 in 2009 and \$1,000,000 in 2010) will construct a new booster pump station to meet fire flow demands and provide emergency power for reliability. **(See Map – “B”)**
- The Annual Repair and Replacement Program (\$500,000 in both 2009 and 2010) will replace waterlines as determined by the water utility. Projects will be coordinated with the Local Street Program and other utility projects.
- The Les Gove Waterline Replacement Project (\$2,100,000 in 2009 and \$900,000 in 2010) will replace aging waterlines in the area northwest of Les Gove Park which extends from 9th Street to 5th Street SE between D Street SE and K Street SE. Project includes replacing approximately 10,000 linear feet of old cast iron waterlines which will improve fire flow and reduce maintenance needs and losses. **(See Map – “C”)**
- The Save Our Streets (SOS) Utility Improvements Project (\$500,000 in both 2009 and 2010) consists of replacing aging waterlines in coordination with the SOS Program for those areas identifies in the proposed 2009 and 2010 SOS program.
- The Water Supply Charges Project (\$500,000 in 2010) will provide funding to purchase water from adjacent purveyors to meet projected demand.
- Well Inspection and Redevelopment Program (\$500,000 in both 2009 and 2010) will develop a maintenance and rehabilitation process to keep water sources operating at or near their design capacity.
- The Auburn Way South Sanitary Sewer Replacement – Phase 3 (\$968,000 in 2009) will replace aging water mains in conjunction with the sewer replacement on portions of R Street SE, M Street SE, 21st Street SE and 17th Street SE. **(See Map – “D”)**

Project Name: Arterial Utility Improvements								
Project No: cpXXXX			Capacity Project: YES			Anticipated Year of Completion: beyond 2014		
Water main improvements in coordination with arterial street improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Water Fund		500	500	300	300	300	300	2,200
Bond Proceeds								-
State								-
Local								-
REET								-
Other (PWTFLL)								-
Subtotal	-	500	500	300	300	300	300	2,200
Capital Costs:								
Design		50	50					100
Right of Way								-
Construction		450	450	300	300	300	300	2,100
Subtotal	-	500	500	300	300	300	300	2,200
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Lakeland Hills Booster Pump Station								
Project No: cpXXXX			Capacity Project: YES			Anticipated Year of Completion: 2011		
Pump Station improvements to meet maximum day demand, fire flow, and provide emergency power. The project will include new larger pumps, a back-up generator and a new or expanded building.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Water Fund		500						500
Bond Proceeds			900					900
State								-
Local								-
REET								-
Other (PWTFLL)								-
Subtotal	-	500	900	-	-	-	-	1,400
Capital Costs:								
Design		150						150
Right of Way								-
Construction		350	900					1,250
Subtotal	-	500	900	-	-	-	-	1,400
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Academy Booster Pump Station								
Project No: cpXXXX			Capacity Project: YES			Anticipated Year of Completion: 2010		
Pump Station improvements to meet maximum day demand, fire flow, and provide emergency power. The project will include new pumps, a back-up generator and a new building.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Water Fund		500						500
Bond Proceeds			1,000					1,000
State								-
Local								-
REET								-
Other (PWTFLL)								-
Subtotal	-	500	1,000	-	-	-	-	1,500
Capital Costs:								
Design		150						150
Right of Way								-
Construction		350	1,000					1,350
Subtotal	-	500	1,000	-	-	-	-	1,500
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Annual Repair & Replacements								
Project No: rphydr, rpsrvc, rpvive			Capacity Project: NO			Anticipated Year of Completion: beyond 2014		
Funding set aside for replacing water lines as determined by the Water Utility. Projects will be coordinated with the Local Street Program and other utility projects.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	3-Years	2009	2010	2011	2012	2013	2014	Total
Water Fund	1,878	500	500	500	500	500	500	3,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other (PWTFI)								-
Subtotal	1,878	500	500	500	500	500	500	3,000
Capital Costs:								
Design	200	75	75	75	75	75	75	450
Right of Way								-
Construction	1,678	425	425	425	425	425	425	2,550
Subtotal	1,878	500	500	500	500	500	500	3,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: SCADA Upgrades								
Project No: c524a0			Capacity Project: NO			Anticipated Year of Completion: 2011		
The existing Supervisory Control and Data Acquisition system (also known as the "Telemetry" system) is in need of upgrading. The existing system has numerous obsolete components and does not allow for control of the sewer and storm utility stations.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Water Fund	405	168	-	58				226
Bond Proceeds								-
State								-
Local								-
REET								-
Other (PWTFI)								-
Subtotal	405	168	-	58	-	-	-	226
Capital Costs:								
Design								-
Right of Way								-
Construction	405	168		58				226
Subtotal	405	168	-	58	-	-	-	226
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Comprehensive Water Plan								
Project No: cp0704			Capacity Project: NO			Anticipated Year of Completion: 2009		
Update Comprehensive Water Plan as required by Washington State Department of Health.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Water Fund	420	40						40
Bond Proceeds								-
State								-
Local								-
REET								-
Other (PWTFI)								-
Subtotal	420	40	-	-	-	-	-	40
Capital Costs:								
Design	420	40						40
Right of Way								-
Construction								-
Subtotal	420	40	-	-	-	-	-	40
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Les Gove Waterline Replacement								
Project No: cp0762			Capacity Project: NO			Anticipated Year of Completion: 2010		
Replace aging waterlines in area northwest of Les Gove Park. Replacing the existing lines will improve fire flow and reduce maintenance needs and water losses. This project will be completed ahead of the SOS Overlay Program.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Water Fund	295	2,100						2,100
Bond Proceeds			900					900
State								-
Local								-
REET								-
Other (PWTFLL)								-
Subtotal	295	2,100	900	-	-	-	-	3,000
Capital Costs:								
Design	295							-
Right of Way								-
Construction		2,100	900					3,000
Subtotal	295	2,100	900	-	-	-	-	3,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: SOS Utility Improvements								
Project No: cpXXXX			Capacity Project: NO			Anticipated Year of Completion: beyond 2014		
This project will consist of replacing aging waterlines in coordination with the Save Our Streets (SOS) Program. Projects include replacement of mains in those areas identified in the proposed 2009 and 2010 SOS Program.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Water Fund		500		300	300	300	300	1,700
Bond Proceeds			500					500
State								-
Local								-
REET								-
Other (PWTFLL)								-
Subtotal	-	500	500	300	300	300	300	2,200
Capital Costs:								
Design		50	50	100	100	100	100	500
Right of Way								-
Construction		450	450	200	200	200	200	1,700
Subtotal	-	500	500	300	300	300	300	2,200
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

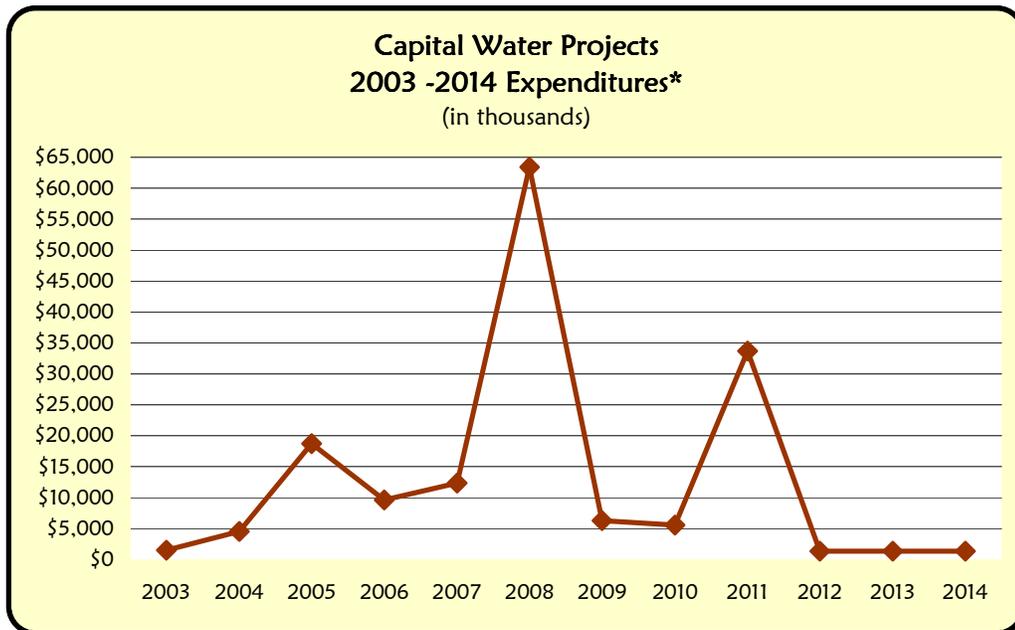
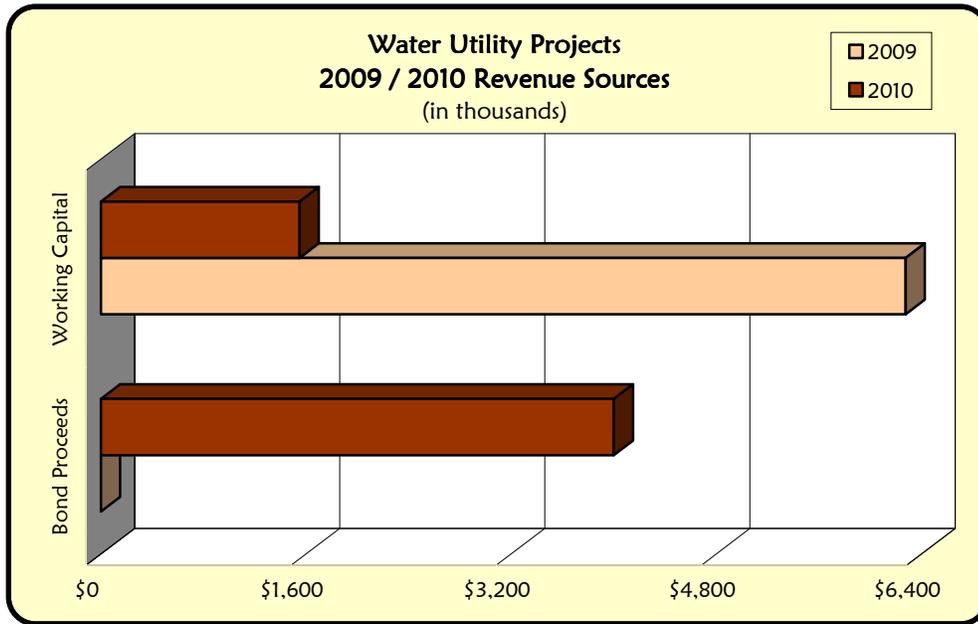
Project Name: Water Supply Charges								
Project No: cpXXXX			Capacity Project: NO			Anticipated Year of Completion: 2011		
This project will provide financing to purchase water from adjacent purveyors to meet projected demand.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Water Fund			500					500
Bond Proceeds				32,300				32,300
State								-
Local								-
REET								-
Other (PWTFLL)								-
Subtotal	-	-	500	32,300	-	-	-	32,800
Capital Costs:								
Water Supply Charges			500	32,300				32,800
Right of Way								-
Construction								-
Subtotal	-	-	500	32,300	-	-	-	32,800
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Well Inspection and Redevelopment Program								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2010		
Develop and implement a program to maximize production from city water sources. The program will include all city owned and operated well and spring sources.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Water Fund		500						500
Bond Proceeds			500					500
State								-
Local								-
REET								-
Other (PWTFL)								-
Subtotal	-	500	500	-	-	-	-	1,000
Capital Costs:								
Design		100	100					200
Right of Way								-
Construction		400	400					800
Subtotal	-	500	500	-	-	-	-	1,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

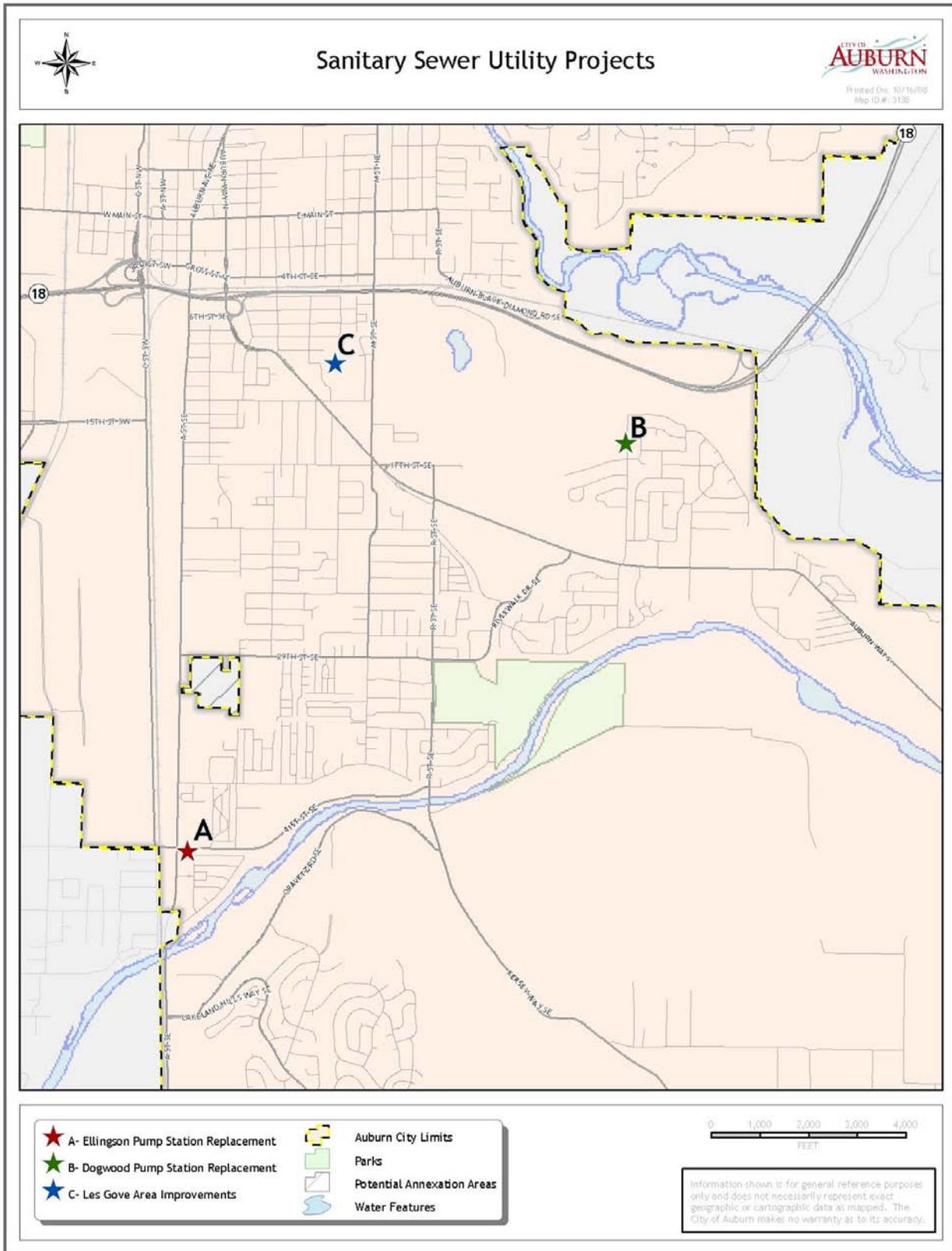
Project Name: AWS Sanitary Sewer Replacement - Phase 3								
Project No: c504a0			Capacity Project: NO			Anticipated Year of Completion: 2009		
To replace aging water mains.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Water Fund		968						968
Bond Proceeds								-
State								-
Local								-
REET								-
Other (PWTFL)								-
Subtotal	-	968	-	-	-	-	-	968
Capital Costs:								
Design								-
Bond Proceeds								-
Right of Way								-
Construction		968						968
Subtotal	-	968	-	-	-	-	-	968
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: City Hall Annex Lease								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: beyond 2014		
The capital lease for the City Hall Annex.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Water Fund			50	250	250	250	250	1,050
Bond Proceeds			200					200
State								-
Local								-
REET								-
Other (PWTFL)								-
Subtotal	-	-	250	250	250	250	250	1,250
Capital Costs:								
Capital Lease			250	250	250	250	250	1,250
Right of Way								-
Construction								-
Subtotal	-	-	250	250	250	250	250	1,250
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

TOTAL CAPITAL COSTS and FUNDING SOURCES - WATER								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Water Fund	2,998	6,276	1,550	1,408	1,350	1,350	1,350	13,284
Bond Proceeds	-	-	4,000	32,300	-	-	-	36,300
State	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other (PWTFL)	-	-	-	-	-	-	-	-
Subtotal	2,998	6,276	5,550	33,708	1,350	1,350	1,350	49,584
Capital Costs:								
Design	915	615	275	175	175	175	175	1,590
Water Supply Charges	-	-	500	32,300	-	-	-	32,800
Capital Lease	-	-	250	250	250	250	250	1,250
Construction	2,083	5,661	4,525	983	925	925	925	13,944
Subtotal	2,998	6,276	5,550	33,708	1,350	1,350	1,350	49,584
* Amounts shown in thousands								



* 2003 - 2007 Represents Total Actual Expenditures
 2008 Represents 2008 Total Budgeted Capital Expenditures
 2009 - 2014 Represents Projects Budgeted in the 2009/2010 Budget



Sanitary Sewer Projects

Ten capital projects totaling \$4,452,000 are budgeted for 2009 and nine capital projects totaling \$3,910,000 are budgeted for 2010. The significant projects include the following:

- The Sewer Facility Improvements Program (\$500,000 in 2009 and \$400,000 in 2010) includes proposed projects, primarily to pump stations which do not have an approved project management plan. Typical projects may include pump station backup power upgrades, general pump station safety improvements, and force main upgrades.
- The SOS Utility Improvements Project (\$500,000 in both 2009 and 2010) consists of replacing aging sewer lines in coordination with the SOS Program for those areas identifies in the proposed 2009 and 2010 SOS program.
- The Arterial Street Utility Improvements Project (\$400,000 in both 2009 and 2010) will construct sewer main improvements in coordination with arterial street improvements.
- The Sanitary Sewer Replacement Program (\$900,000 in 2009 and \$100,000 in 2010) is an annual program for the repair and replacement of broken sewer mains and facilities.
- The Ellingson Pump Station Replacement Project (\$600,000 in 2009 and \$1,100,000 in 2010) will replace the Ellingson Pump Station. **(See Map – “A”)**
- The Dogwood Pump Station Replacement Project (\$150,000 in 2009 and 2010) will replace the Dogwood Pump Station. **(See Map – “B”)**
- The Les Gove Area Improvements Project (\$610,000 in 2009 and \$10,000 in 2010) will replace sewer lines in coordination with the SOS Program and other utility work in that area. **(See Map – “C”)**
- Power Generators Project (\$500,000 in 2009 and \$1,000,000 in 2010) will provide back-up power for all sewer pump station.

Project Name: Sewer Facility Improvements								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: beyond 2014			
This particular program includes proposed projects, primarily upgrades to pump stations and other facilities, which do not have an approved project management plan or are not accounted for elsewhere in the Capital Facilities Plan. Typical projects may include pump station safety improvements, and force main upgrades.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Sewer Fund		500	400	100	100	100	100	1,300
Federal								-
State								-
Local (MIT)								-
REET								-
Other (PWTFL)								-
Subtotal	-	500	400	100	100	100	100	1,300
Capital Costs:								
Design		40	40	10	10	10	10	120
Right of Way								-
Construction		460	360	90	90	90	90	1,180
Subtotal	-	500	400	100	100	100	100	1,300
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: SOS Utility Improvements								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: beyond 2014			
Sewer line replacement in coordination with SOS improvements.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Sewer Fund		500	500	300	300	300	300	2,200
Federal								-
State								-
Local (MIT)								-
REET								-
Other (PWTFL)								-
Subtotal	-	500	500	300	300	300	300	2,200
Capital Costs:								
Design		50	50	80	80	80	80	420
Right of Way								-
Construction		450	450	220	220	220	220	1,780
Subtotal	-	500	500	300	300	300	300	2,200
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Arterial Street Utility Improvements								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: beyond 2014			
Sewer line replacement in coordination with Arterial Transportation improvements.								
	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Funding Sources:								
Sewer Fund	25	400	400	300	300	300	300	2,000
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	25	400	400	300	300	300	300	2,000
Capital Costs:								
Design	25	50	50	80	80	80	80	420
Right of Way								-
Construction		350	350	220	220	220	220	1,580
Subtotal	25	400	400	300	300	300	300	2,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$ offset by increased customer base								

Project Name: Lea Hill Pump Station Decommissioning								
Project No: cp0724 & cp0756			Capacity Project: NO			Anticipated Year of Completion: 2009		
This project allows two existing City wastewater pump stations to be decommissioned. Gravity sewer lines have been extended from the two existing stations to the Verdana Pump Station (under construction) which has been designed to pump sewage from the existing stations as well as the New Verdana (aka "Bridges") development.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Sewer Fund	1,258	125						125
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	1,258	125	-	-	-	-	-	125
Capital Costs:								
Design	51							-
Right of Way								-
Construction	1,207	125						125
Subtotal	1,258	125	-	-	-	-	-	125
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: SCADA System Upgrades								
Project No: c524a0			Capacity Project: NO			Anticipated Year of Completion: 2011		
The existing SCADA system (also known as the "Telemetry" system) is in need of upgrading. The current system has numerous obsolete components and does not allow for control of the sewer and storm utility stations.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Sewer Fund	765	167	-	65				232
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	765	167	-	65	-	-	-	232
Capital Costs:								
Design	183							-
Right of Way								-
Construction	582	167	-	65				232
Subtotal	765	167	-	65	-	-	-	232
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Sanitary Sewer Replacement Program								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: beyond 2014		
Repair and replacement of broken sewer mains and 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 (PMP), or are not associated with the SOS or other transportation improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Sewer Fund	1,680	900	100	1,200	160	1,300	170	3,830
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	1,680	900	100	1,200	160	1,300	170	3,830
Capital Costs:								
Design	368	50	-	100	125	100	135	510
Right of Way								-
Construction	1,312	850	100	1,100	35	1,200	35	3,320
Subtotal	1,680	900	100	1,200	160	1,300	170	3,830
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Ellingson Pump Station Replacement								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2011		
The Ellingson Pump Station is an aging pump station with concerns related to general condition, structural integrity, capacity, reliability, and operator safety. This project will construct a replacement station.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Sewer Fund	100	600	1,100	100				1,800
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	100	600	1,100	100	-	-	-	1,800
Capital Costs:								
Design	100	150	50					200
Right of Way		30						30
Construction		420	1,050	100				1,570
Subtotal	100	600	1,100	100	-	-	-	1,800
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

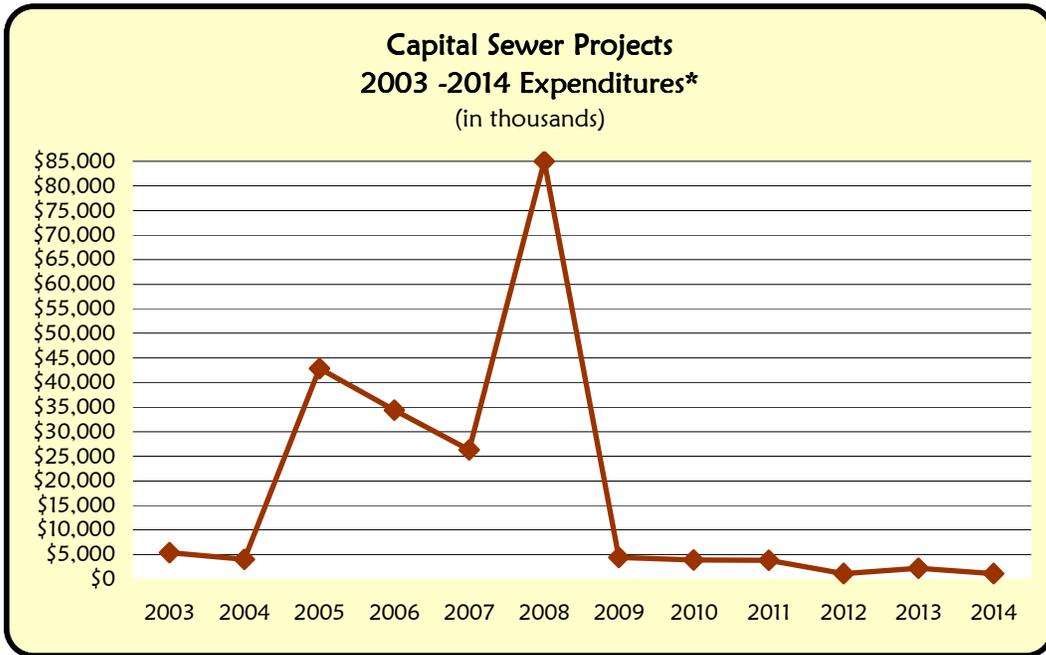
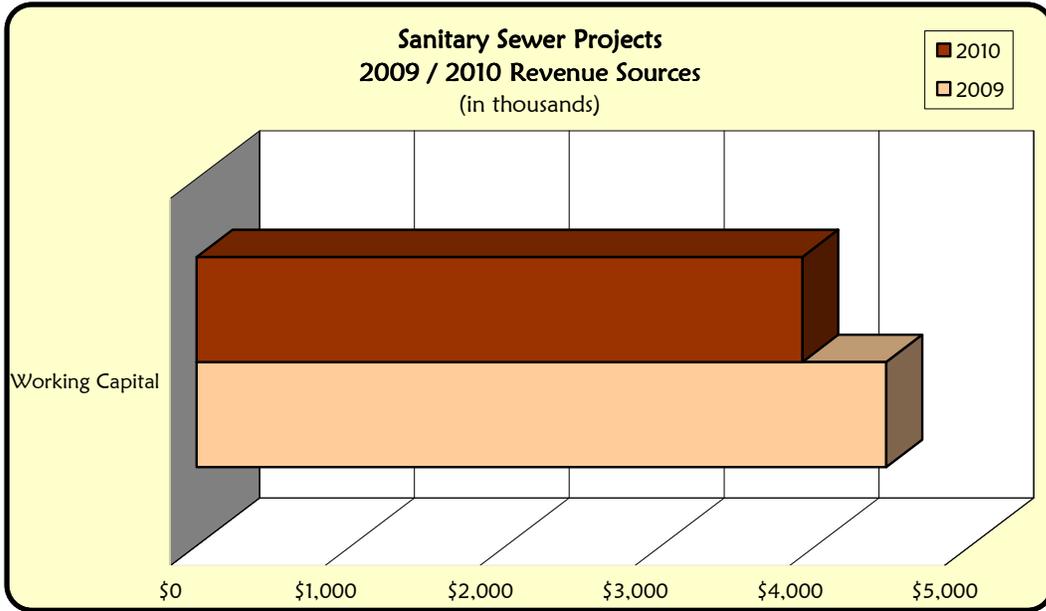
Project Name: Dogwood Pump Station Replacement								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2011		
The Dogwood Pump Station is an aging pump station with concerns related to general condition, structural integrity, capacity, reliability, and operator safety. This project will construct a replacement station.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Sewer Fund	100	150	150	1,500				1,800
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	100	150	150	1,500	-	-	-	1,800
Capital Costs:								
Design	100	100	50	20				170
Right of Way								-
Construction		50	100	1,480				1,630
Subtotal	100	150	150	1,500	-	-	-	1,800
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Les Gove Area Improvements								
Project No: cp0762			Capacity Project: NO			Anticipated Year of Completion: 2010		
The project will replace aging sewer pipes in the Les Gove area in conjunction with SOS improvements and other utility work. While most of the original clay pipes in this area have been replaced, there are several places where the original pipes are still in service, but have significant cracks and root intrusion.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Sewer Fund	75	610	10					620
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	75	610	10	-	-	-	-	620
Capital Costs:								
Design	75	10						10
Right of Way								-
Construction		600	10					610
Subtotal	75	610	10	-	-	-	-	620
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Power Generators								
cpxxxx	Capacity Project:		NO	Anticipated Year of Completion:			2010	
This project will provide back-up power for all sewer pump stations to improve system reliability. Due to their typical location in residential neighborhoods, the generators will be acoustically quiet. In some locations additional right-of-way or easements will be required, and/or the equipment may be located in an enclosure or vault.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Sewer Fund		500	1,000					1,500
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	500	1,000	-	-	-	-	1,500
Capital Costs:								
Design		50	50					100
Right of Way								-
Construction		450	950					1,400
Subtotal	-	500	1,000	-	-	-	-	1,500
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

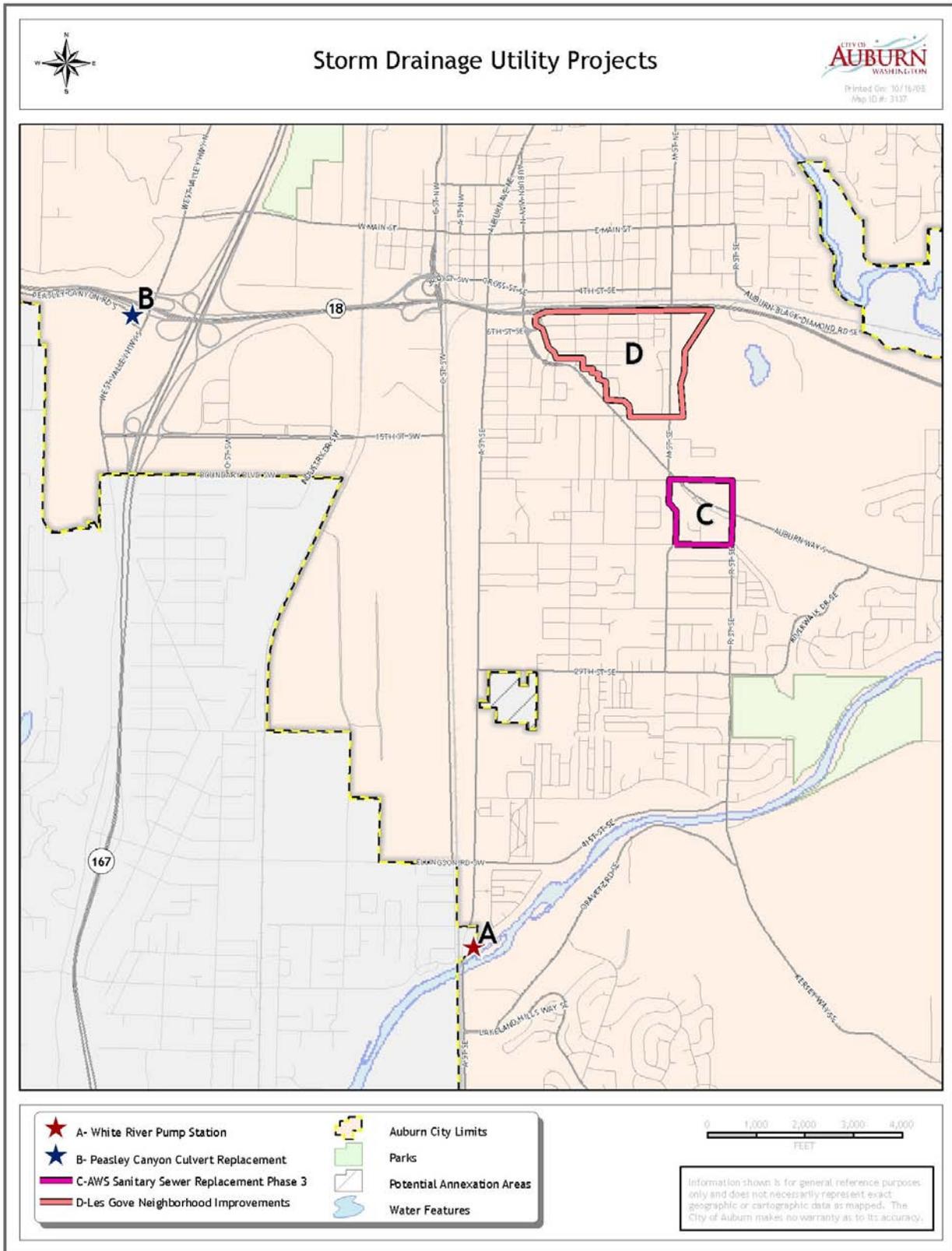
Project Name: City Hall Annex Lease								
Project No: cpxxxx	Capacity Project:		NO	Anticipated Year of Completion:			beyond 2014	
The capital lease for the City Hall Annex								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Sewer Fund			250	250	250	250	250	1,250
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	-	250	250	250	250	250	1,250
Capital Costs:								
Design								-
Capital Lease			250	250	250	250	250	1,250
Construction								-
Subtotal	-	-	250	250	250	250	250	1,250
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

TOTAL CAPITAL COSTS and FUNDING SOURCES - SEWER								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Sewer Fund	4,003	4,452	3,910	3,815	1,110	2,250	1,120	16,657
Federal	-	-	-	-	-	-	-	-
State	-	-	-	-	-	-	-	-
Local (MIT)	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other (PWTFL)	-	-	-	-	-	-	-	-
Subtotal	4,003	4,452	3,910	3,815	1,110	2,250	1,120	16,657
Capital Costs:								
Design	902	500	290	290	295	270	305	1,950
Right of Way	-	30	-	-	-	-	-	30
Capital Lease	-	-	250	250	250	250	250	1,250
Construction	3,101	3,922	3,370	3,275	565	1,730	565	13,427
Subtotal	4,003	4,452	3,910	3,815	1,110	2,250	1,120	16,657
* Amounts shown in thousands								



* 2003 - 2007 Represents Total Actual Expenditures
 2008 Represents 2008 Total Budgeted Capital Expenditures
 2009 - 2014 Represents Projects Budgeted in the 2009/2010 Budget





Storm Drainage Projects

Twelve capital projects totaling \$4,207,000 are budgeted for 2009 and eight capital projects totaling \$3,320,000 are budgeted for 2010. The most significant projects are as follows:

- The White River Storm Pump Station Replacement Project (\$500,000 in 2009 and \$1,500,000 in 2010) consists of replacing the existing stormwater pump station to address structural and safety concerns, include new water quality features and meet pumping demand. **(See Map – “A”)**
- The Peasley Canyon Culvert Replacement Project (\$1,000,000 in 2009) will replace the failing existing culvert. **(See Map – “B”)**
- The Auburn Way South Sanitary Sewer Replacement – Phase 3 Project (\$770,000 in 2009) will make new conveyance improvements within 21st Street from K Street SE to R Street SE, then south on R Street to 25th Street SW, and M Street SE from 17th Street to 21st Street . **(See Map – “C”)**
- The Arterial Utility Improvements Project (\$300,000 in 2009 and \$400,000 in 2010) will include storm drainage conveyance improvements in coordination with arterial street improvements.
- The Local Storm Drainage Improvements Project (\$200,000 in both 2009 and 2010) include various unidentified storm drainage improvements.
- The Pipeline Repair and Replacement Project (\$200,000 in both 2009 and 2010) includes projects identified as those requiring replacement of existing infrastructure. These projects support street repairs and other utility replacement programs requiring coordination.
- The SOS Utility Improvements Project (\$500,000 in 2009 and \$700,000 in 2010) consists of storm drainage conveyance improvements in coordination with the SOS Program.
- The Les Gove Neighborhood Improvements Project (\$350,000 in 2009 and \$20,000 in 2010) consists of drainage improvements associated with the overall neighborhood improvement project. **(See Map – “D”)**

Project Name: AWS Sanitary Sewer Replacement - Phase 3								
Project No: c504a0			Capacity Project: YES			Anticipated Year of Completion: 2009		
New conveyance improvement within 21st Street from K Street SE to R Street SE, then south on R Street to 25th Street SW. Flow contributed to 21st Street Infiltration Facility. Closing cost in 2009.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Storm Drainage Fund	900	770						770
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	900	770	-	-	-	-	-	770
Capital Costs:								
Design	50							-
Right of Way								-
Construction	850	770						770
Subtotal	900	770	-	-	-	-	-	770
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Arterial Utility Improvements								
Project No: cpxxxx			Capacity Project: YES			Anticipated Year of Completion: beyond 2014		
Storm drainage conveyance improvements in coordination with arterial street improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Storm Drainage Fund		300	300	300	300	300	300	1,800
Bond Proceeds			100					100
State								-
Local								-
REET								-
Other								-
Subtotal	-	300	400	300	300	300	300	1,900
Capital Costs:								
Design		30	40	100	100	100	100	470
Right of Way								-
Construction		270	360	200	200	200	200	1,430
Subtotal	-	300	400	300	300	300	300	1,900
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Local Storm Drainage Improvements								
Project No: cpxxxx			Capacity Project: YES			Anticipated Year of Completion: beyond 2014		
This project includes various unidentified storm drainage improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Storm Drainage Fund		200	200	100	100	100	100	800
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	200	200	100	100	100	100	800
Capital Costs:								
Design		30	30	20	20	20	20	140
Right of Way								-
Construction		170	170	80	80	80	80	660
Subtotal	-	200	200	100	100	100	100	800
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: AWS and Hwy 18 Improvements								
Project No: cpxxxx			Capacity Project: YES			Anticipated Year of Completion: 2009		
Reconfigure the existing local conveyance system to deliver additional flow to the existing storm pump station and reduce flows into the gravity mainline. The pump station currently discharges to the mainline at a point downstream where there is greater capacity.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Storm Drainage Fund		75						75
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	75	-	-	-	-	-	75
Capital Costs:								
Design								-
Right of Way								-
Construction		75						75
Subtotal	-	75	-	-	-	-	-	75
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Regulatory Improvements								
Project No: cp0636			Capacity Project: NO			Anticipated Year of Completion: beyond 2014		
Storm Drainage Comprehensive Plan revisions or regulatory responses. Storm Drainage Comprehensive Plan is reviewed and updated every 5 years.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Storm Drainage Fund	250	50	50	50	50	50	50	300
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	250	50	50	50	50	50	50	300
Capital Costs:								
Design	250	50	50	50	50	50	50	300
Right of Way								-
Construction								-
Subtotal	250	50	50	50	50	50	50	300
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: SCADA System Upgrades								
Project No: c524a0			Capacity Project: NO			Anticipated Year of Completion: 2011		
The existing SCADA system (also known as the "Telemetry" system) is in need of upgrading. The current system has numerous obsolete components and does not allow for control of the sewer and storm utility stations.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Storm Drainage Fund	172	162		58				220
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	172	162	-	58	-	-	-	220
Capital Costs:								
Design	172							-
Right of Way								-
Construction		162		58				220
Subtotal	172	162	-	58	-	-	-	220
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Pipeline Repair & Replacement Program								
Project No: c515a0		Capacity Project: NO			Anticipated Year of Completion: beyond 2014			
Projects identified as those requiring repair or replacement of existing infrastructure. These projects support street and other utility replacement programs, requiring project coordination.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	3 Years	2009	2010	2011	2012	2013	2014	Total
Storm Drainage Fund	105,821	200		100	100	100	100	600
Bond Proceeds			200					200
State								-
Local								-
REET								-
Other								-
Subtotal	105,821	200	200	100	100	100	100	800
Capital Costs:								
Design	105,821	20	20	20	20	20	20	120
Right of Way								-
Construction		180	180	80	80	80	80	680
Subtotal	105,821	200	200	100	100	100	100	800
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: White River Pump Station Replacement								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: 2010			
Replace existing storm water pumping station. Recent conditions assessment indicates this building should be demolished and current pumping capacity is marginal to meet pumping demand. The replaced pump station will incorporate water quality mitigation to remove floatable debris, improving discharge to the White River and preserving the pumps. Long term maintenance issues such as pump replacement/servicing, electrical deficiencies and lack of potable water service can be addressed through construction of a new station.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Storm Drainage Fund		500						500
Bond Proceeds			1,500					1,500
State								-
Local								-
REET								-
Other								-
Subtotal	-	500	1,500	-	-	-	-	2,000
Capital Costs:								
Design		50	300					350
Right of Way								-
Construction		450	1,200					1,650
Subtotal	-	500	1,500	-	-	-	-	2,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: SOS Utility Improvements								
Project No: cp432b		Capacity Project: NO			Anticipated Year of Completion: beyond 2014			
Storm drainage conveyance improvements in coordination with SOS improvements. Approximately 10,780 lineal feet in 2009-2010.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Storm Drainage Fund		500		300	300	300	300	1,700
Bond Proceeds			700					700
State								-
Local								-
REET								-
Other								-
Subtotal	-	500	700	300	300	300	300	2,400
Capital Costs:								
Design		50	70	100	100	100	100	520
Right of Way								-
Construction		450	630	200	200	200	200	1,880
Subtotal	-	500	700	300	300	300	300	2,400
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

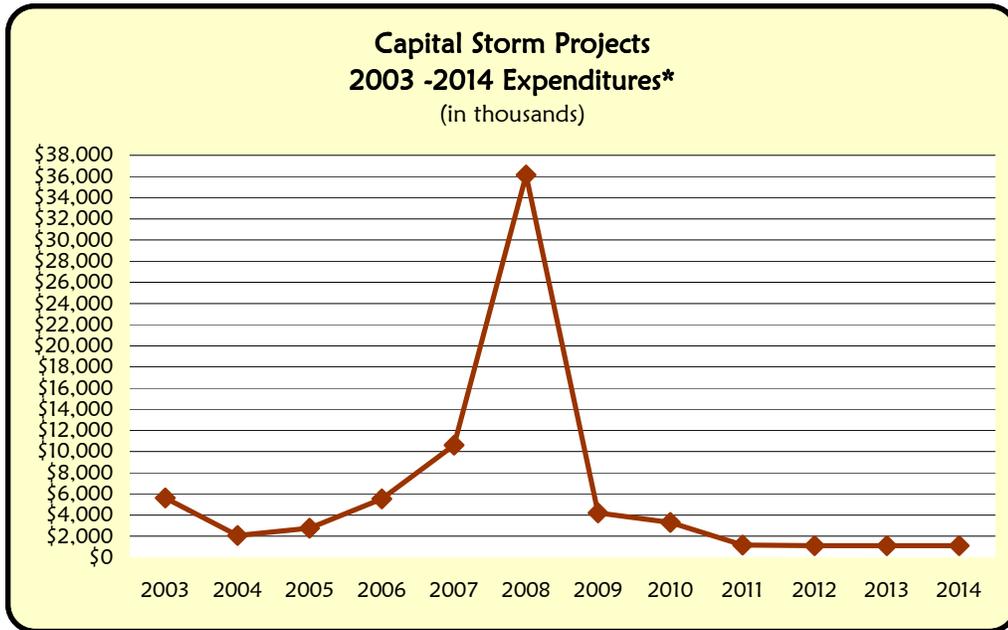
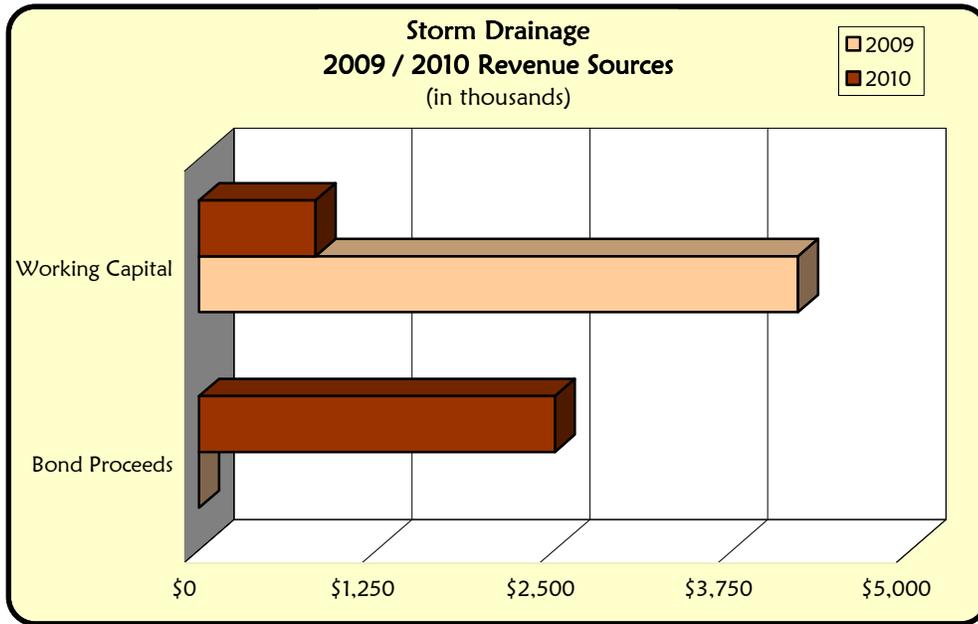
Project Name: M Street NE/ Harvey Road & 8th Street								
Project No: cp0611			Capacity Project: NO			Anticipated Year of Completion: 2009		
The project will replace the existing deteriorated brick manholes associated with the street project.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Storm Drainage Fund	15	100	-					100
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	15	100	-	-	-	-	-	100
Capital Costs:								
Design	15							-
Right of Way								-
Construction		100						100
Subtotal	15	100	-	-	-	-	-	100
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Les Gove Neighborhood Improvement								
Project No: cp0762			Capacity Project: NO			Anticipated Year of Completion: 2010		
This project will replace portions of the old drainage system at locations within the overall neighborhood improvement project. A new conveyance improvement will also be installed in 5th Street SE from F Street to G Street.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Storm Drainage Fund	30	350	20					370
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	30	350	20	-	-	-	-	370
Capital Costs:								
Design								-
Right of Way	5							-
Construction	25	350	20					370
Subtotal	30	350	20	-	-	-	-	370
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

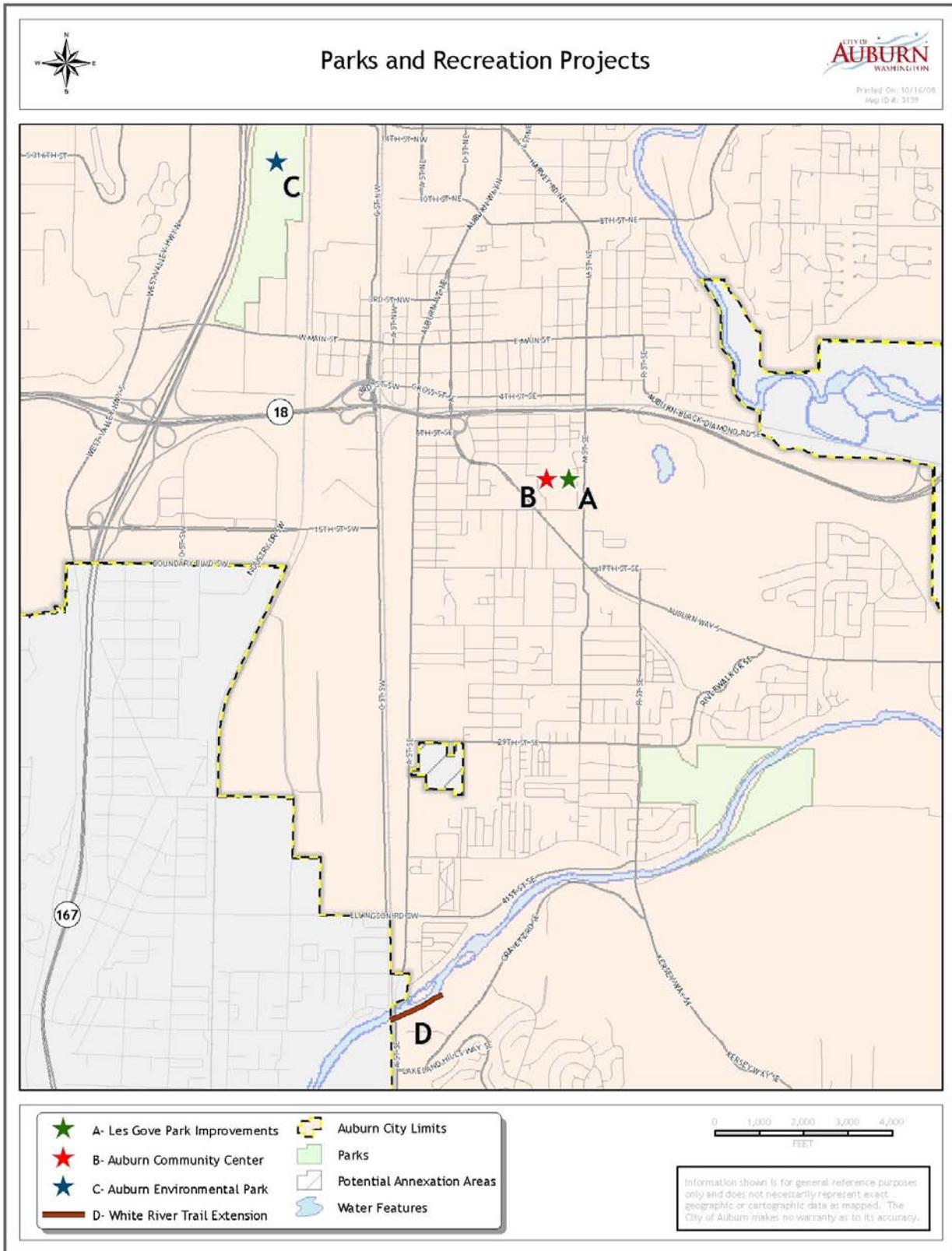
Project Name: Peasley Canyon Culvert Replacement								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2009		
This is a replacement of the existing Mill Creek culvert underneath Peasley Canyon Road. Recent roadway settlements and subsequent low flow inspection of the culvert has revealed that there are severe structural deficiencies in the corrugated culvert. The replaced culvert will be designed to current environmental requirements for fish passage.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	3 Years	2009	2010	2011	2012	2013	2014	Total
Storm Drainage Fund		1,000						1,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	1,000	-	-	-	-	-	1,000
Capital Costs:								
Design		150						150
Right of Way								-
Construction		850						850
Subtotal	-	1,000	-	-	-	-	-	1,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: City Hall Annex Lease								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: beyond 2014		
The capital lease for the City Hall Annex								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	3 Years	2009	2010	2011	2012	2013	2014	Total
Storm Drainage Fund			250	250	250	250	250	1,250
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	-	250	250	250	250	250	1,250
Capital Costs:								
Capital Lease			250	250	250	250	250	1,250
Right of Way								-
Construction								-
Subtotal	-	-	250	250	250	250	250	1,250
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

TOTAL CAPITAL COSTS and FUNDING SOURCES - STORM DRAINAGE								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Storm Drainage Fund	107,188	4,207	820	1,158	1,100	1,100	1,100	9,485
Bond Proceeds	-	-	2,500	-	-	-	-	2,500
State	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Subtotal	107,188	4,207	3,320	1,158	1,100	1,100	1,100	11,985
Capital Costs:								
Design	106,308	380	510	290	290	290	290	2,050
Capital Lease	-	-	250	250	250	250	250	1,250
Right of Way	5	-	-	-	-	-	-	-
Construction	875	3,827	2,560	618	560	560	560	8,685
Subtotal	107,188	4,207	3,320	1,158	1,100	1,100	1,100	11,985
* Amounts shown in thousands								



* 2003 - 2007 Represents Total Actual Expenditures
 2008 Represents 2008 Total Budgeted Capital Expenditures
 2009 - 2014 Represents Projects Budgeted in the 2009/2010 Budget



Parks and Recreation Projects

Ten projects totaling \$8,824,800 are budgeted for 2009 and five capital projects totaling \$3,091,600 are budgeted for 2010.

The most significant projects include following:

- The Les Gove Park Improvements Project (\$400,000 in 2010) includes the replacement of existing playground equipment, the demolition and replacement of building and restroom facilities. **(See Map – “A”)**
- The Auburn Community Center (\$7,037,200 in 2009 and \$2,546,600 in 2010) will construct a new community center and associated site improvements at Les Gove Park. The project will be partially funded by bond proceeds in 2009. **(See Map – “B”)**
- The Auburn Environmental Park Project (\$976,000 in 2009) will create a vegetated open space within the urbanized area just off of highway 167 south of 15th Street NW. The park will provide opportunities for local economic development, water quality improvement, storm water detention, flood control, fish & wildlife enhancement, public education, walking trails and bird viewing amenities. **(See Map – “C”)**
- The White River Trail Extension Project (\$270,300 in 2009) will construct the last leg of the White River Trail. **(See Map – “D”)**

Project Name: Park Acquisitions/Development								
Project No: cpxxxx			Capacity Project: YES			Anticipated Year of Completion: 2014		
Land acquisitions to occur based on demand and deficiencies including trails and corridors. 2009 budget includes purchase of Fenster 1b project (Smith property) adjacent to Fenster 1a. This parcel is critical for proper levee setback hydraulic functions.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Other Local Agencies	130	100	100	100	100	100	100	600
REET								-
Other								-
Subtotal	130	100	100	100	100	100	100	600
Capital Costs:								
Design								-
Right of Way								-
Construction	130	100	100	100	100	100	100	600
Subtotal	130	100	100	100	100	100	100	600
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Les Gove Park Improvements								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2010		
Project to include replacement of existing playground with "Boundless" Inclusive Playground suitable for those with disabilities. Demolish existing Les Gove Building and Restroom facility and replace with new restroom facility and replace with new facility. This improvement will provide for increased visibility of children by guardians as well as a state of the art playground for kids of all abilities.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Municipal Parks Constr. Fund			250					250
Federal			75					75
State								-
Local								-
REET								-
Other (Park Impact & Mitigation)			75					75
Subtotal	-	-	400	-	-	-	-	400
Capital Costs:								
Design								-
Right of Way								-
Construction			400					400
Subtotal	-	-	400	-	-	-	-	400
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Brannan Park Fence and Bleachers								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2009		
This project proposes to use grants and King County matching funds to make field improvements (fencing, bleachers and turf renovations) to Field #4, and, capital funds for fencing of Field #3.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Municipal Parks Constr. Fund		22						22
Federal								-
State								-
Other Local Agencies		65						65
REET								-
Other								-
Subtotal	-	87	-	-	-	-	-	87
Capital Costs:								
Design								-
Right of Way								-
Construction		87						87
Subtotal	-	87	-	-	-	-	-	87
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Jacobsen Tree Farm Site Plan								
Project No: cp0609			Capacity Project: NO			Anticipated Year of Completion: 2011		
Coordinate with Auburn School District on Master Site Plan for this 29 acre site. This project site was annexed into the City and the project is contingent on City Council direction. Lea Hill area is deficient in park activities.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Municipal Parks Constr. Fund		30						30
Federal				2,000				2,000
State								-
Local								-
REET								-
Other				4,000				4,000
Subtotal	-	30	-	6,000	-	-	-	6,030
Capital Costs:								
Design		30		100				130
Right of Way								-
Construction				5,900				5,900
Subtotal	-	30	-	6,000	-	-	-	6,030
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Community Center								
Project No: cp0607			Capacity Project: NO			Anticipated Year of Completion: 2010		
Construction of a new Community Center and associated site improvements at Les Gove Park.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
Bond Proceeds		2,453	2,547					
REET	1,100	3,584						3,584
Other		1,000						1,000
Subtotal	1,100	7,037	2,547	-	-	-	-	4,584
Capital Costs:								
Design	820	168	33					201
Right of Way								-
Construction	280	6,869	2,514					9,383
Subtotal	1,100	7,037	2,547	-	-	-	-	9,584
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Olson Canyon Farm Restoration								
Project No: cp0715			Capacity Project: NO			Anticipated Year of Completion: 2009		
Project is restoration and preparation for public use of the Mary Olson Farm. A Washington State Heritage Capital Projects grant has been awarded, \$245,000. It will be used to fully restore the farmhouse, inside and out (2007, 2008 & 2009) and other buildings and landscape. The grant is awarded to the Museum (non-profit) and as such will not show up on the city's records. The cash match provided by the city will be used for design and construction of public parking, restrooms and other parks amenities. Upon completion of the parking, restrooms and park amenities, the Farm will be approximately 90% complete and available for public use.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Municipal Parks Constr. Fund	12							-
Federal								-
State								-
Local								-
REET	54	147						147
Other (Park Impact & Mitigation)		32						32
Subtotal	66	179	-	-	-	-	-	179
Capital Costs:								
Design	36	20						20
Right of Way								-
Construction	30	159						159
Subtotal	66	179	-	-	-	-	-	179
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Environmental Park								
Project No: c412a0			Capacity Project: NO			Anticipated Year of Completion: 2009		
The Auburn Environmental Park (AEP) Project seeks to create vegetated open space within an urbanized area, which will provide many mutual benefits. The park will provide opportunities for local economic development, water quality improvement, storm water detention, flood control, fish and wildlife enhancement, visual resource, public education and passive recreation, including walking trails and bird viewing amenities.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Municipal Parks Constr. Fund	80							-
Federal								-
State		488						488
Local								-
REET								-
Cumulative Reserve Fund	80	488						488
Other	757							-
Subtotal	917	976	-	-	-	-	-	976
Capital Costs:								
Design	168	300						300
Right of Way	589							-
Construction	160	676						676
Subtotal	917	976	-	-	-	-	-	976
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Shaughnessy Park Improvements								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2009		
Based on the completed Master Plan, coordinate improvements with neighborhood, Muckleshoot Tribe and service club(s). Improvements will include new playground, improved entrance, soccer/baseball field development, hard court improvements and new loop trail.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
REET								-
Other		100						100
Subtotal	-	100	-	-	-	-	-	100
Capital Costs:								
Design								-
Right of Way								-
Construction		100						100
Subtotal	-	100	-	-	-	-	-	100
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$6,000								

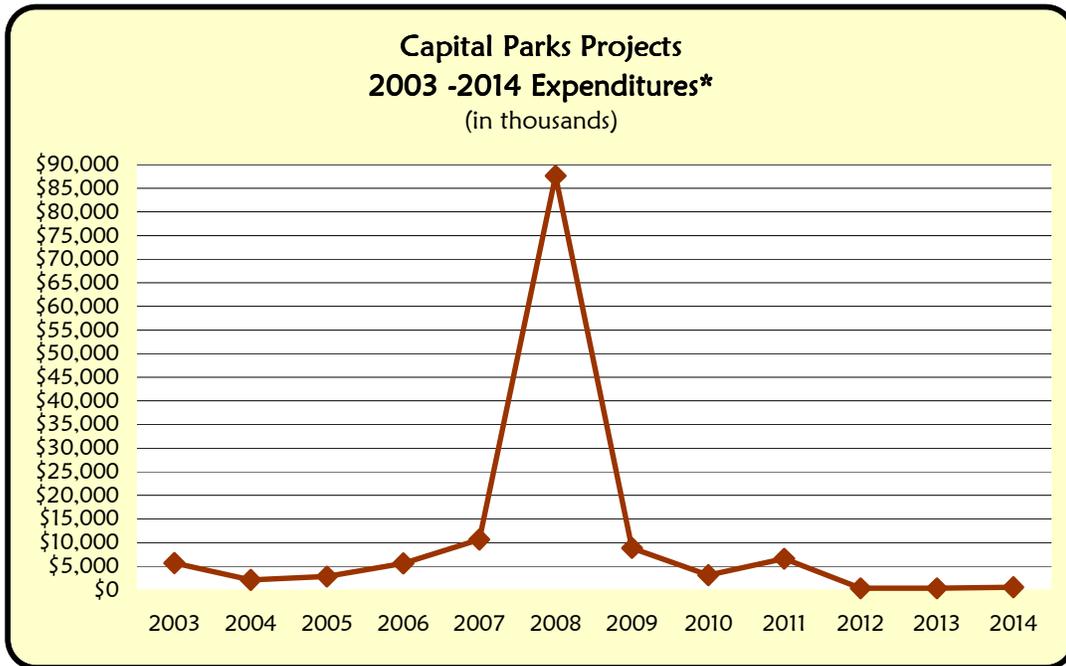
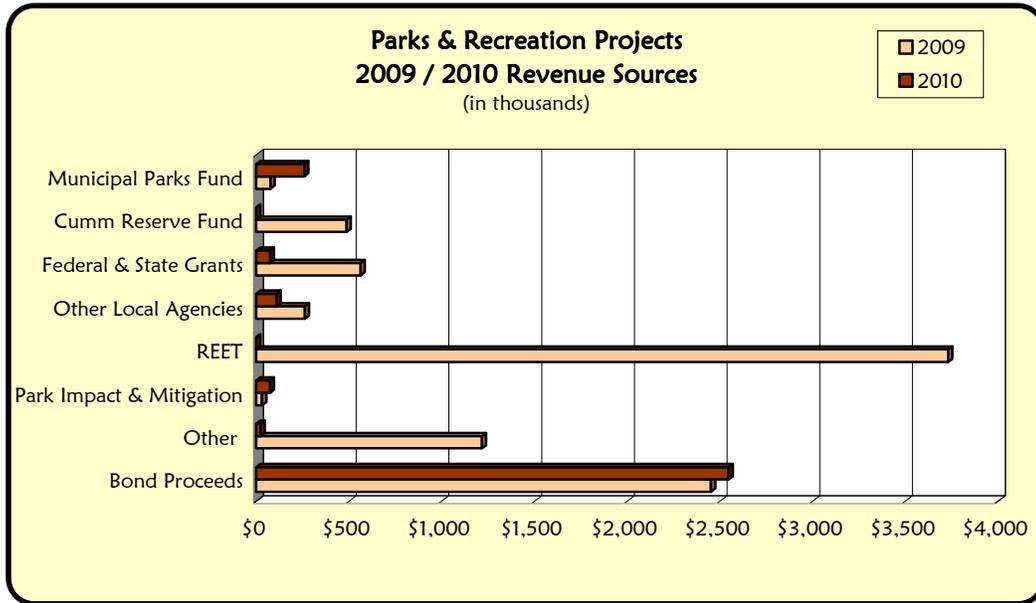
Project Name: Misc. Parks Improvements								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2014		
Minor park improvements including shelters, roofs, playgrounds, irrigation and restrooms as denoted in the Parks Master Plan.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Municipal Parks Constr. Fund		25					200	225
Federal							100	100
State								-
Local								-
REET								-
Other				50	100	50		200
Subtotal	-	25	-	50	100	50	300	525
Capital Costs:								
Design								-
Right of Way								-
Construction		25		50	100	50	300	525
Subtotal	-	25	-	50	100	50	300	525
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: White River Trail Extension								
Project No: cp0745			Capacity Project: NO			Anticipated Year of Completion: 2009		
This project will construct the last leg of the White River Trail before it reaches the City of Pacific. It requires a 1:1 grant match from the Washington Wildlife and Recreation Program and use of the 1989 Open Space Bond issue fund, as well as money from the City's own Fund 102 for Pedestrian crossings.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
	Years	2009	2010	2011	2012	2013	2014	Total
Funding Sources:								
Municipal Parks Constr. Fund								-
Federal								-
State		75						75
Other Local Agencies		98						98
Bond Proceeds	38							
REET								-
Other		97						97
Subtotal	38	270	-	-	-	-	-	270
Capital Costs:								
Design	38							-
Right of Way								-
Construction		270						270
Subtotal	38	270	-	-	-	-	-	270
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

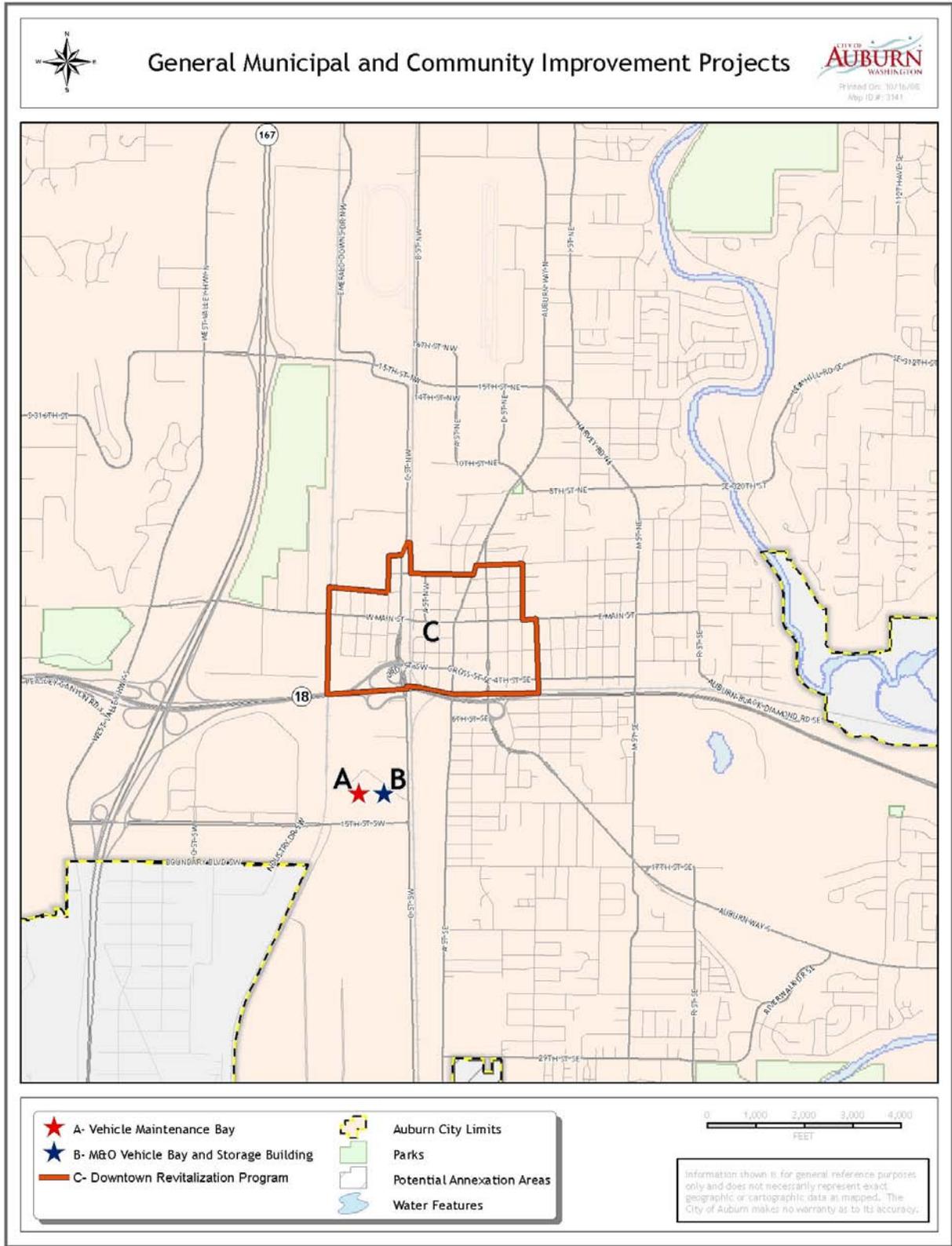
Project Name: Auburndale Park II								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2011		
Develop a Master Plan in 2010; improve the existing trail system and install signage and play structure.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
	Years	2009	2010	2011	2012	2013	2014	Total
Funding Sources:								
Municipal Parks Constr. Fund			10	50				60
Federal								-
State								-
Other Local Agencies			10	50				60
REET								-
Other								-
Subtotal	-	-	20	100	-	-	-	120
Capital Costs:								
Design			20					20
Right of Way								-
Construction				100				100
Subtotal	-	-	20	100	-	-	-	120
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$2,000								

Project Name: BPA Trail Lea Hill								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2014		
Develop a feasibility/Due diligence Study to determine the extent of issue with trail design and alignments along the BPA corridor on Lea Hill between 132nd Ave SE and 108th Ave SE, from Jacobson Tree Farm to the east line of the Auburn Golf Course. Construct the Trail in subsequent phases.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
	Years	2009	2010	2011	2012	2013	2014	Total
Funding Sources:								
Municipal Parks Constr. Fund							100	100
Federal				150				150
State								-
Local								-
REET								-
Other		20	25	150	100	100		395
Subtotal	-	20	25	300	100	100	100	645
Capital Costs:								
Design		20	25					45
Right of Way								-
Construction				300	100	100	100	600
Subtotal	-	20	25	300	100	100	100	645
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

TOTAL CAPITAL COSTS and FUNDING SOURCES - MUNICIPAL PARKS								
Funding Sources:	Prior Years	Budget 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014	2009-14 Total
Municipal Parks Constr. Fund	92	77	260	50	-	-	300	687
Cumulative Reserve Fund	80	488	-	-	-	-	-	488
Federal	-	-	75	2,150	-	-	100	2,325
State	-	563	-	-	-	-	-	563
Other (Park Impact & Mitigation)	-	32	75	-	-	-	-	107
Other Local Agencies	130	263	110	150	100	100	100	823
REET	1,154	3,731	-	-	-	-	-	3,731
Bond Proceeds	38	2,453	2,547	-	-	-	-	5,000
Other	757	1,217	25	4,200	200	150	-	5,792
<i>Subtotal</i>	2,251	8,824	3,092	6,550	300	250	500	19,516
Capital Costs:								
Design	1,062	538	78	100	-	-	-	716
Right of Way	589	-	-	-	-	-	-	-
Construction	600	8,286	3,014	6,450	300	250	500	18,800
<i>Subtotal</i>	2,251	8,824	3,092	6,550	300	250	500	19,516
* Amounts shown in thousands								



* 2003 - 2007 Represents Total Actual Expenditures
 2008 Represents 2008 Total Budgeted Capital Expenditures
 2009 - 2014 Represents Projects Budgeted in the 2009/2010 Budget



General Municipal and Community Improvement Projects

Six Community Improvement Projects totaling \$1,200,000 are budgeted for 2009 and five projects totaling \$597,000 are budgeted for 2010. Four General Municipal Building Projects totaling \$1,250,000 are budgeted in 2009. There are no projects currently planned for.

The “Community Improvement Projects” include the following:

- The Annual Sidewalk Improvements Project (\$200,000 in 2009) is a semi-annual program for sidewalk repair and improvements throughout the City.
- The Traffic Calming Improvements Project (\$200,000 in both 2009 and 2010) will use various treatments to slow and reduce traffic in residential areas.
- The Traffic Signal Improvements Project (\$200,000 in 2010) is a semi-annual program for signal and intersection improvements.
- The Downtown Revitalization Program (\$500,000 in 2009) sets aside annual funding for property acquisitions, new construction and renovations. **(See Map – “C”)**
- The Mohawks Plastics Site Mitigation Project (\$100,000 in 2009 and \$12,000 in 2010) consists of developing a wetland mitigation plan and conducting construction within the Auburn Environmental Park in order to compensate for wetland loss on the Mohawk Plastics property.
- The M&O Satellite Facility Project (\$100,000 in both 2009 and 2010) includes construction of satellite facilities to support M&O operational activities.
- The Gateway Program (\$100,000 in 2009 and \$85,000 in 2010) is an ongoing program to market the City by designing and constructing gateways throughout the City.

The “General Municipal Building Projects” include the following:

- Construction of a Vehicle Maintenance Bay (\$250,000 in 2009) **(See Map – “A”)**
- Construction of an M&O Vehicle Bay and Storage Building (\$100,000 in 2009) **(See Map – “B”)**
- VHF Radio System Upgrade (\$200,000 in 2009)
- City Hall HVAC System Upgrade Project (\$700,000 in 2009)

Project Name: Annual Sidewalk Improvements								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: Bi-Annual		
Project will fund sidewalk improvements to a variety of locations throughout the City. A sidewalk inventory was completed in 2004. Annual projects are selected based upon criteria such as: gap closure, safe walking routes to schools, completion of downtown pedestrian corridor or "linkage", connectivity to transit services, American Disabilities Act (ADA) requirements, and "Save our Streets" (SOS) project locations.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
General Fund								-
Federal								-
State								-
Local								-
REET		200		200		200		600
Other								-
Subtotal	-	200	-	200	-	200	-	600
Capital Costs:								
Design		20		20		20		60
Right of Way								-
Construction		180		180		180		540
Subtotal	-	200	-	200	-	200	-	600
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Traffic Calming Improvements								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: Annual		
The City's Neighborhood Traffic Calming Program was adopted in November of 2005. Based on complaints received from citizens, the City gathers data to confirm that speeding or cut-through traffic issues are present. Street improvements may include items such as speed bumps, speed tables, chicanes, round-abouts and median treatments. 2006 was the first year of implementation.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
General Fund								-
Federal								-
State								-
Local								-
REET	200							-
Other		200	200	200	200	200	200	1,200
Subtotal	200	200	200	200	200	200	200	1,200
Capital Costs:								
Design	20	20	20	20	20	20	20	120
Right of Way								-
Construction	180	180	180	180	180	180	180	1,080
Subtotal	200	200	200	200	200	200	200	1,200
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Traffic Signal Improvements								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: Bi-Annual		
The City analyzes accident data and identifies locations that have higher than acceptable rates. Signals that have accident patterns that are correctable are identified and the modifications are implemented. Signals are also evaluated annually for potential capacity enhancements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
General Fund								-
Federal								-
State								-
Local								-
REET			200		200		200	600
Other								-
Subtotal	-	-	200	-	200	-	200	600
Capital Costs:								
Design			20		20		20	60
Right of Way								-
Construction			180		180		180	540
Subtotal	-	-	200	-	200	-	200	600
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Downtown Revitalization								
Project No: cp328e			Capacity Project: NO			Anticipated Year of Completion: beyond 2014		
Ongoing program to purchase property, construct new buildings and renovate existing structures.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
General Fund	500	500		500	500	500	500	2,500
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	500	500	-	500	500	500	500	2,500
Capital Costs:								
Design	100							-
Right of Way								-
Construction	400	500		500	500	500	500	2,500
Subtotal	500	500	-	500	500	500	500	2,500
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Mohawks Plastic Site Mitigation Project								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: beyond 2014		
The project consists of developing a wetland mitigation plan and conducting construction within the Auburn Environmental Park in order to compensate for approximately 1.6-acre wetland loss on the Mohawk Plastics property (Parcel # 1321049056). The project was approved under an existing agreement approved by Resolution No. 4196, June 2007.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
General Fund								-
Federal								-
State								-
Local								-
REET	83	100	12	10	8	5	5	140
Other (Fund 328 T1)								-
Subtotal	83	100	12	10	8	5	5	140
Capital Costs:								
Design	83							-
Right of Way								-
Construction		100	12	10	8	5	5	140
Subtotal	83	100	12	10	8	5	5	140
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: City Hall HVAC System Upgrade								
Project No: cp0716			Capacity Project: NO			Anticipated Year of Completion: 2009		
Design and implementation of upgrades to the City Hall heating, ventilating, and air-conditioning (HVAC) system. Improvements will allow for upgrades to the controls, air distribution and air handling components. It will also provide a systematic, phased implementation plan that can be put in place over the next several years.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
General Fund								-
Federal								-
State								-
Local								-
REET		700						700
Other								-
Subtotal	-	700	-	-	-	-	-	700
Capital Costs:								
Design		100						100
Right of Way								-
Construction		600						600
Subtotal	-	700	-	-	-	-	-	700
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: M&O Satellite Facilities								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2010		
Construction of satellite facilities to support M&O operational activities including vector waste solids transfer.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
General Fund								-
Federal								-
State								-
Local								-
REET		100	100					200
Other								-
Subtotal	-	100	100	-	-	-	-	200
Capital Costs:								
Design		100	100					200
Right of Way								-
Construction								-
Subtotal	-	100	100	-	-	-	-	200
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Vehicle Maintenance Bay								
Project No: cp0710			Capacity Project: YES			Anticipated Year of Completion: 2009		
Construction of additional vehicle bay at Equipment Rental shop for heavy equipment and large vehicles to improve efficiency and remove choke points.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Equipment Rental Fund	250	250						250
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	250	250	-	-	-	-	-	250
Capital Costs:								
Design	25							-
Right of Way								-
Construction	225	250						250
Subtotal	250	250	-	-	-	-	-	250
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

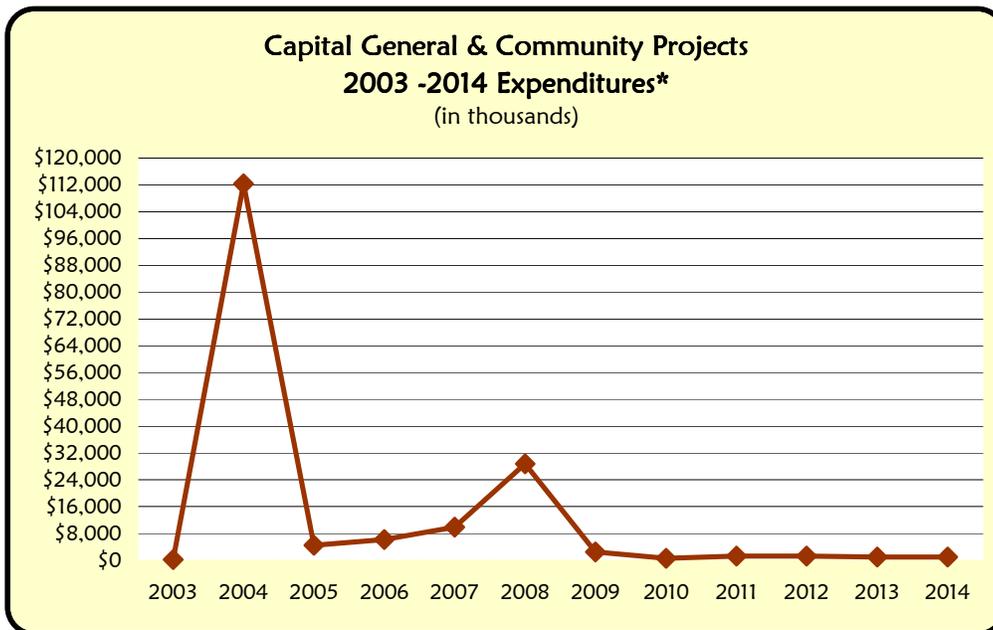
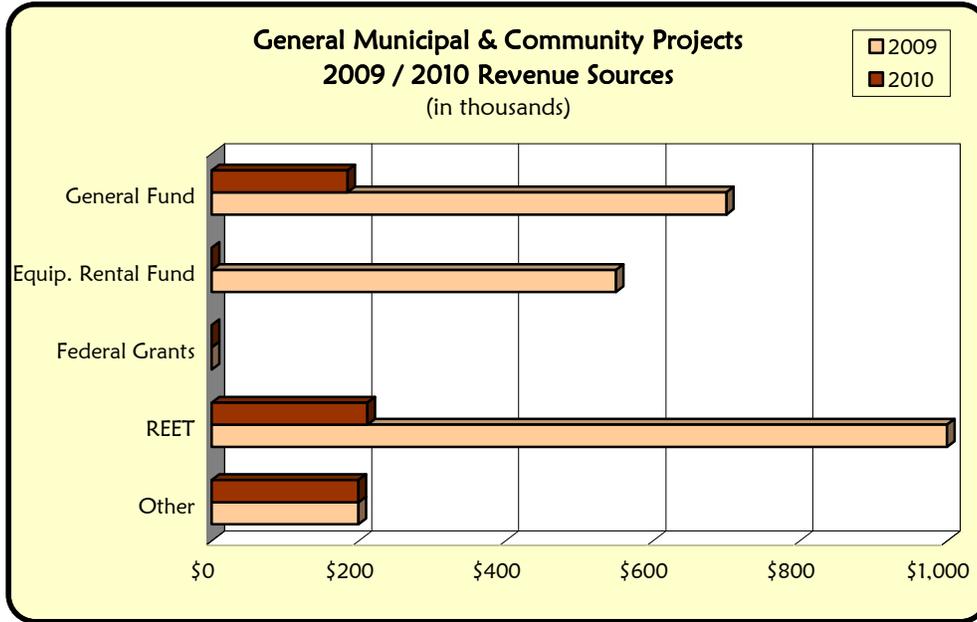
Project Name: M&O Vehicle Bay and Storage								
Project No: cp0710			Capacity Project: YES			Anticipated Year of Completion: 2007		
Addition of three insulated vehicle bays for vector storage, providing year-round protection. Construction of storage shed to improve space utilization and traffic flow throughout the M&O facility.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Equipment Rental Fund	100	100						100
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	100	100	-	-	-	-	-	100
Capital Costs:								
Design								-
Right of Way								-
Construction	100	100						100
Subtotal	100	100	-	-	-	-	-	100
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: VHF Radio System Upgrade								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2009		
Replace existing phone system based VHF radio system with a repeater based system, the existing system is dependant on the phone company lines to transmit and if during an event the phone system stops working our radio system does not work. The proposed system is a stand alone repeater based system with back-up power that we will control all links of the communication.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Equipment Rental Fund		200						200
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	200	-	-	-	-	-	200
Capital Costs:								
Design								-
Right of Way								-
Construction		200						200
Subtotal	-	200	-	-	-	-	-	200
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

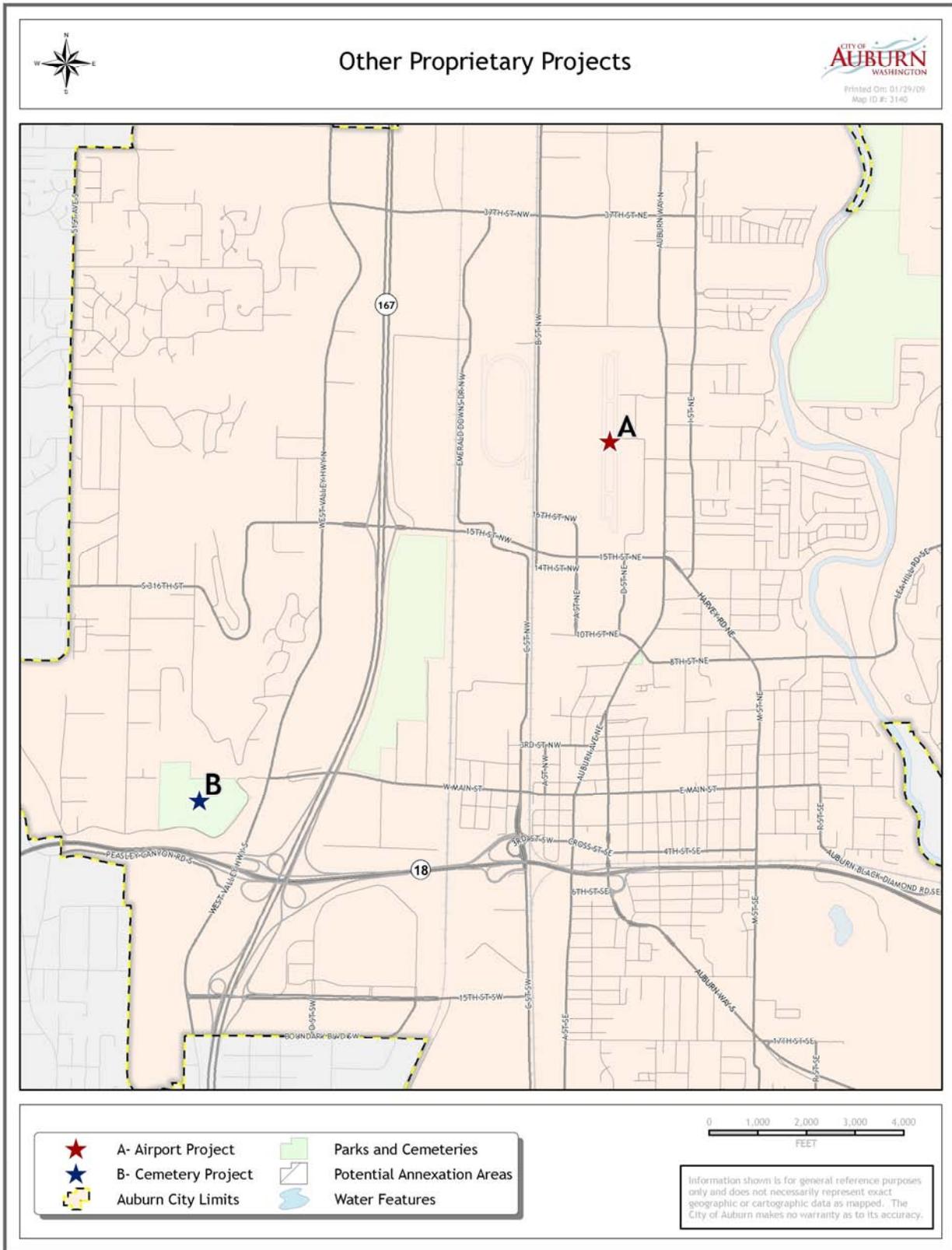
Project Name: M&O Expansion								
Project No: cpxxxx			Capacity Project: YES			Anticipated Year of Completion: 2012		
Funds allocated to remodel the existing M&O building into a more functional and maintainable facility.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Equipment Rental Fund				350	350			700
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	-	-	350	350	-	-	700
Capital Costs:								
Design								-
Right of Way								-
Construction				350	350			700
Subtotal	-	-	-	350	350	-	-	700
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Gateway Program								
Project No: c221a0			Capacity Project: NO			Anticipated Year of Completion: 2011		
Ongoing project to market the City and to design and initiate construction of gateways throughout the city. Gateway sign designs have been developed and the first one has been completed at Peasley Canyon and W. Valley Highway. Future sites may include 277th at Auburn Way So., Lakeland Hills, and SR-164 near M Street.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
General Fund 98	270	100	85	15				200
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	270	100	85	15	-	-	-	200
Capital Costs:								
Design	47	15	10					25
Right of Way	223							-
Construction		85	75	15				175
Subtotal	270	100	85	15	-	-	-	200
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	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
General Fund	770	600	85	515	500	500	500	2,700
Equipment Rental Fund	350	550	-	350	350	-	-	1,250
Federal	-	-	-	-	-	-	-	-
State	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	283	1,100	312	210	208	205	205	2,240
Other (Bond Proceeds)	-	200	200	200	200	200	200	1,200
<i>Subtotal</i>	1,403	2,450	597	1,275	1,258	905	905	7,390
Capital Costs:								
Design	275	255	150	40	40	40	40	565
Right of Way	223	-	-	-	-	-	-	-
Construction	905	2,195	447	1,235	1,218	865	865	6,825
<i>Subtotal</i>	1,403	2,450	597	1,275	1,258	905	905	7,390
* Amounts shown in thousands								



* 2003 - 2007 Represents Total Actual Expenditures
 2008 Represents 2008 Total Budgeted Capital Expenditures
 2009 - 2014 Represents Projects Budgeted in the 2009/2010 Budget



Other Proprietary Fund Projects**Airport Projects:** (See Map – “A”)

Five capital projects totaling \$3,308,000 are budgeted for 2009 and three capital projects totaling \$75,000 are budgeted for 2010.

Three of the five projects planned for 2009 will be partially funded through FAA grants, and are included in the following:

- Parallel Taxiway Construction/Improvements (\$2,647,400 in 2009)
- Taxiway Lighting & Signage (\$262,000 in 2009)
- General Repair and Maintenance projects (\$150,000 annually)

Cemetery Projects: (See Map – “B”)

One capital project for general facility repair and maintenance totaling \$20,000 is budgeted for 2009. There are no projects currently planned for 2010.

Golf Course Projects:

- There are no capital projects currently planned for 2009/2010.

Project Name: Airport Security Projects								
Project No: cp0713			Capacity Project: NO			Anticipated Year of Completion: 2010		
Increased security has been identified as one of the highest priority needs for the airport in the 2005 Development Plan.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Airport Fund	51	5	5					10
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	51	5	5	-	-	-	-	10
Capital Costs:								
Design								-
Right of Way								-
Construction	51	5	5					10
Subtotal	51	5	5	-	-	-	-	10
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Hangar Header Beam Evaluation, Repair and Replacement								
Project No: cp0717			Capacity Project: NO			Anticipated Year of Completion: 2010		
Evaluate and structurally test suspected failing header beams on hangars 2 through 8. Once the headers are identified, they will be prioritized and scheduled for replacement. Following evaluation, repair and/or replacement will begin. Those beams in the worst condition will be repaired and/or replaced first, proceeding with less critical repairs.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Airport Fund	70	50	50					100
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	70	50	50	-	-	-	-	100
Capital Costs:								
Design								-
Right of Way								-
Construction	70	50	50					100
Subtotal	70	50	50	-	-	-	-	100
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$6,000								

Project Name: Parallel East Taxiway Design & Construction								
Project No: cp0720			Capacity Project: NO			Anticipated Year of Completion: 2009		
Removal of current east taxiway and replace with new taxiway which will meet current FAA design modifications.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Airport Fund	5	71						71
Federal	215	2,750						2,750
State								-
Local								-
REET								-
Other								-
Subtotal	220	2,821	-	-	-	-	-	2,821
Capital Costs:								
Design	220							-
Right of Way								-
Construction		2,821						2,821
Subtotal	220	2,821	-	-	-	-	-	2,821
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

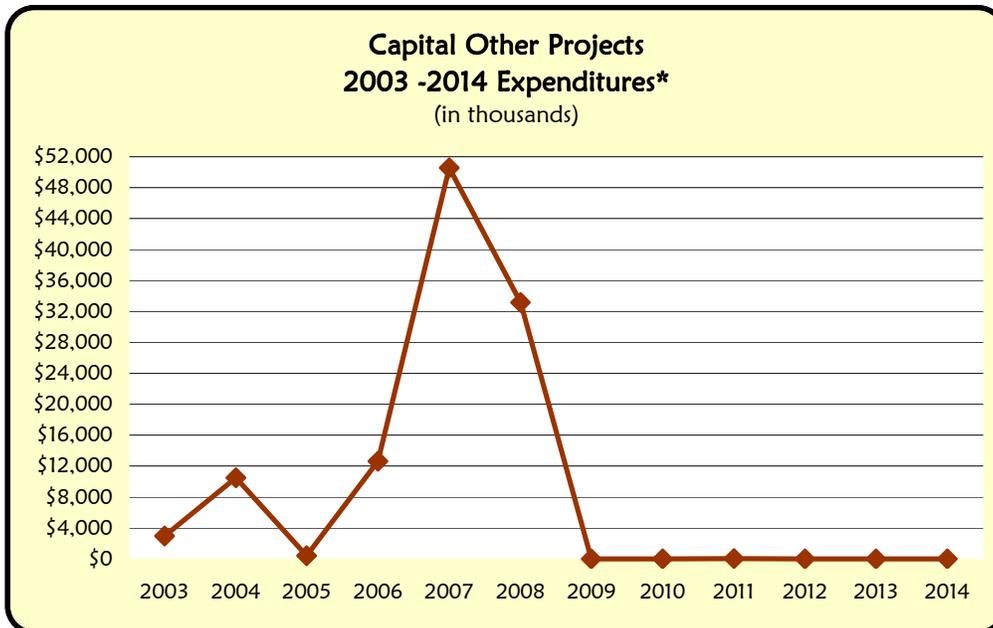
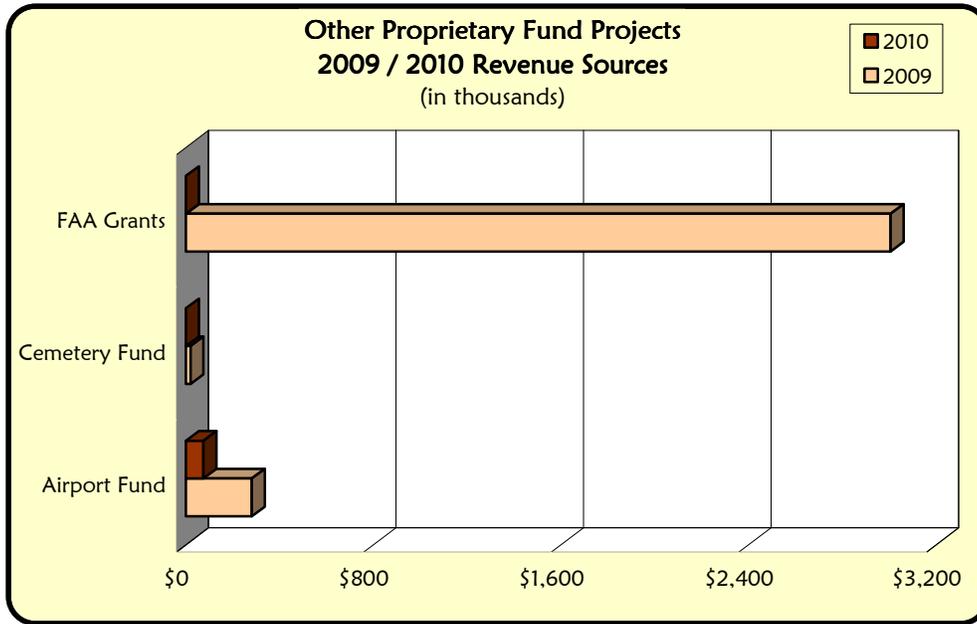
Project Name: Taxiway Lighting and Airport Signage								
Project No: cp0719			Capacity Project: NO			Anticipated Year of Completion: 2009		
Update airport lighting and signage to meet current FAA standards.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Airport Fund		6						6
Federal		256						256
State								-
Local								-
REET								-
Other								-
Subtotal	-	262	-	-	-	-	-	262
Capital Costs:								
Design								-
Right of Way								-
Construction		262						262
Subtotal	-	262	-	-	-	-	-	262
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Airport Projects - General Repairs and Maintenance								
Project No: cp435a			Capacity Project: NO			Anticipated Year of Completion: 2014		
Various airport projects will be identified and prioritized on an annual basis as grant funding is secured.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Airport Fund	30	150	20	175	175	175	175	870
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	30	150	20	175	175	175	175	870
Capital Costs:								
Design	3	15	2	17	17	17	17	85
Right of Way								-
Construction	27	135	18	158	158	158	158	785
Subtotal	30	150	20	175	175	175	175	870
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

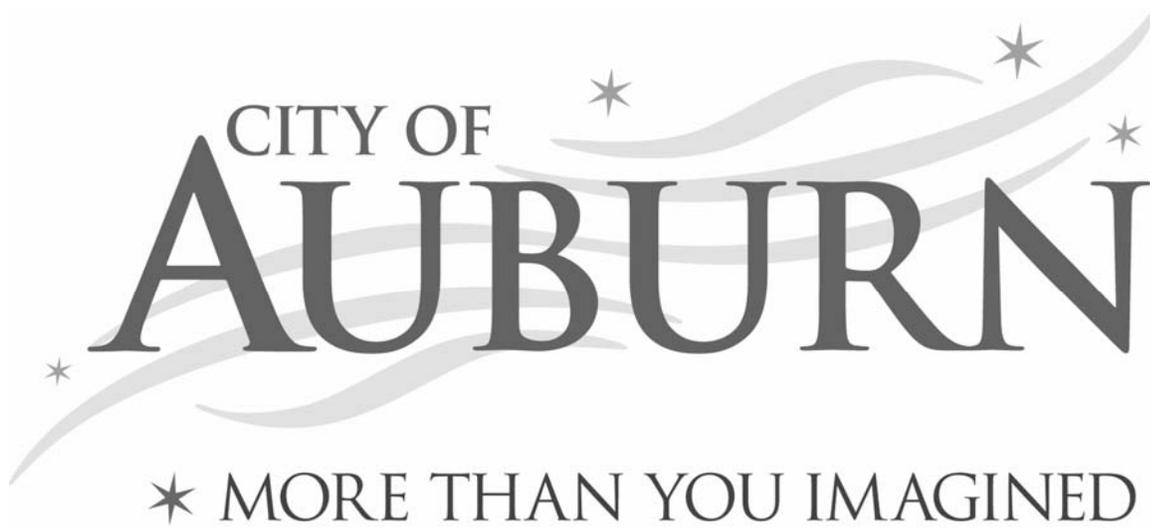
TOTAL CAPITAL COSTS and FUNDING SOURCES - AIRPORT								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Airport Fund	156	282	75	175	175	175	175	1,057
Federal	215	3,006	-	-	-	-	-	3,006
State	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Subtotal	371	3,288	75	175	175	175	175	4,063
Capital Costs:								
Design	223	15	2	17	17	17	17	85
Right of Way	-	-	-	-	-	-	-	-
Construction	148	3,273	73	158	158	158	158	3,978
Subtotal	371	3,288	75	175	175	175	175	4,063
* Amounts shown in thousands								

Project Name: Cemetery Facilities - General Repair & Maintenance								
Project No: cp436a		Capacity Project: NO		Anticipated Year of Completion: 2013				
Mausoleum Repair: Repair and replace niche and crypt fasteners which are failing; Cascadia Columbarium: Replace broken and deteriorating top caps (2009). New Development - Phase 1: Irrigation, top soil and sod (2009). New Development - Phase 2 (2011). Repairs and Maintenance (2013).								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Cemetery Fund		20		45		20		85
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	20	-	45	-	20	-	85
Capital Costs:								
Design								-
Right of Way								-
Construction		20		45		20		85
Subtotal	-	20	-	45	-	20	-	85
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

TOTAL CAPITAL COSTS and FUNDING SOURCES - CEMETERY								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2009-14
Funding Sources:	Years	2009	2010	2011	2012	2013	2014	Total
Cemetery Fund	-	20	-	45	-	20	-	85
Federal	-	-	-	-	-	-	-	-
State	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other (Bond Proceeds)	-	-	-	-	-	-	-	-
Subtotal	-	20	-	45	-	20	-	85
Capital Costs:								
Design	-	-	-	-	-	-	-	-
Right of Way	-	-	-	-	-	-	-	-
Construction	-	20	-	45	-	20	-	85
Subtotal	-	20	-	45	-	20	-	85
* Amounts shown in thousands								



* 2003 - 2007 Represents Total Actual Expenditures
 2008 Represents 2008 Total Budgeted Capital Expenditures
 2009 - 2014 Represents Projects Budgeted in the 2009/2010 Budget



APPENDIX A**POSITION SALARY SCHEDULE**

The following pages in this appendix detail the compensation ranges for all City of Auburn employees, both affiliated and non-affiliated. The amounts listed include only base salaries, excluding benefits such as retirement, health insurance, etc.

Elected Officials		
	Minimum	Maximum
Mayor	N/A	\$120,353.76
Council members	N/A	\$11,700.00
Mayor Pro Tem	N/A	\$16,500.00
Municipal Court Judge	N/A	\$141,708.00

Department Directors		
	Minimum	Maximum
City Attorney	\$114,683.52	\$140,975.28
Finance Director	\$114,683.52	\$140,975.28
Information Services Director	\$114,683.52	\$140,975.28
Human Resources/Risk Management Director	\$114,683.52	\$140,975.28
Parks, Art and Recreation Director	\$114,683.52	\$140,975.28
Planning, Building and Community Director	\$114,683.52	\$140,975.28
Police Chief	N/A	\$145,521.12
Public Works Director	\$114,683.52	\$140,975.28

POSITION SALARY SCHEDULE**Auburn Police Department**

The police department has both affiliated and unaffiliated positions. The charts on this page represent the positions organized by the bargaining units. Wages reflected here are base wages only and do not include longevity, education or other premiums. Contract periods are listed below each chart. All unaffiliated positions under the direction of the Chief of Public Safety are included with all of the City's unaffiliated positions later in this appendix.

Commanders		
	Minimum	Maximum
Police Commander	N/A	\$106,986.96

Contract Period: January 2008 – December 2010

Commissioned		
	Minimum	Maximum
Police Officer	\$55,424.64	\$70,086.96
Police Sergeant	N/A	\$81,580.56

Contract Period: January 2008 – December 2010

Non-Commissioned		
	Minimum	Maximum
Correctional Officers	\$45,121.68	\$55,669.20
Correctional Supervisor	\$59,743.68	\$62,193.84
Evidence/Identification Technician	\$44,675.04	\$55,117.44
Parking Control Attendant	\$36,454.32	\$45,924.96
Police Services Receptionist	\$34,176.24	\$41,573.52
Police Services Specialist	\$38,093.76	\$47,989.20
Police Services Supervisor	\$44,904.96	\$55,401.60

Contract Period: January 2008 – December 2010

POSITION SALARY SCHEDULE

Other affiliated positions within the City are represented by Teamster Local No. 117. As with some of the non-affiliated positions, the positions classified below may have positions in more than one department.

Outside Workers		
	Minimum	Maximum
Building Technician	\$48,400.08	\$63,691.20
Electrician	\$50,293.20	\$66,182.64
Maintenance Specialist	\$51,551.28	\$59,055.36
Maintenance Worker I	\$41,313.60	\$50,578.80
Maintenance Worker II	\$48,834.72	\$56,237.76
Mechanic	\$51,551.28	\$59,055.36
Meter Reader	\$37,327.44	\$45,699.84

Contract Period: January 2008 – December 2010

Courthouse Clerical and Custodian Unit		
	Minimum	Maximum
Custodian	\$34,314.24	\$40,449.36
Custodian Lead	\$39,461.28	\$46,516.80
Court Clerk I	\$36,607.68	\$44,438.40
Court Clerk II	\$41,485.44	\$49,452.24
Court Clerk Lead	\$47,771.52	\$56,945.28
Court Collections Clerk	\$41,485.44	\$49,452.24

Contract Period: January 2008 – December 2010

POSITION SALARY SCHEDULE

Non-Affiliated Employees		
	Minimum	Maximum
Accountant	\$52,071.12	\$64,038.96
Accounting Assistant	\$39,557.28	\$48,400.56
Accounting Specialist	\$47,141.76	\$57,950.16
Assistant Chief of Police	\$121,494.96	\$124,882.08
Assistant City Attorney	\$89,770.56	\$110,351.04
Assistant City Engineer	\$89,770.56	\$110,351.04
Assistant Finance Director	\$103,434.96	\$127,148.16
Assistant Planning Director	\$103,434.96	\$127,148.16
Assistant Planning Secretary	\$42,699.12	\$52,489.20
Associate City Attorney	\$72,689.04	\$89,352.00
Building Division Manager	\$79,793.76	\$98,087.52
Building Inspector	\$57,696.00	\$70,921.68
Capital Projects Support Clerk	\$39,557.28	\$48,400.56
Cemetery Supervisor	\$62,664.48	\$77,031.60
City Clerk	\$62,664.48	\$77,031.60
City Engineer/Asst Public Works Director	\$103,434.96	\$127,148.16
City Prosecutor	\$67,269.60	\$82,690.56
Civil Engineer - Utilities	\$69,960.24	\$85,998.48
Codes Compliance Officer	\$57,696.00	\$70,921.68
Communications Manager	\$67,269.60	\$82,690.56
Communication Support Coordinator	\$52,071.12	\$64,038.96
Community Service Crew Leader (PT)	\$21,349.56	\$26,244.60
Community Services Manager	\$78,228.96	\$96,164.40
Construction Clerk	\$39,557.28	\$48,400.56
Construction Inspector	\$57,696.00	\$70,921.68
Construction Manager	\$67,296.60	\$82,690.56
Contract Administration Specialist	\$47,141.76	\$57,950.16
Contract Administrator	\$62,664.48	\$77,031.60
Council Assistant (PT)	\$21,349.56	\$26,244.60
Court Commissioner	N/A	\$96,876.00
Court & Probation Services Administrator	\$72,689.04	\$89,352.00
Court & Probation Services Manager	\$67,269.60	\$82,690.56
Crime Analyst	\$52,071.12	\$64,038.96
Cultural Arts Manager	\$62,664.48	\$77,031.60
Curator of Collections (PT)	\$23,570.88	\$28,975.08
Curator of Education	\$52,071.12	\$64,038.96
Custodial Helper	\$35,770.56	\$43,576.32
Customer Care Representative - Utilities	\$39,557.28	\$48,400.56
Customer Care Supervisor - Utilities	\$62,664.48	\$77,031.60
Department Secretary	\$47,141.76	\$57,950.16
Deputy City Clerk	\$52,071.12	\$64,038.96
Deputy Police Chief	N/A	\$141,708.00
Desktop Support Specialist	\$54,153.60	\$66,569.76

POSITION SALARY SCHEDULE

Non-Affiliated Employees (cont.)		
	Minimum	Maximum
Development Administration Specialist	\$47,141.76	\$57,950.16
Development Engineer	\$79,793.76	\$98,087.52
Development Review Coordinator	\$57,696.00	\$70,921.68
Development Review Engineer	\$69,690.24	\$85,998.48
Development Services Specialist	\$47,141.76	\$57,950.16
Development Support Clerk	\$39,557.28	\$48,400.56
Development Support Supervisor	\$62,664.48	\$77,031.60
Domestic Violence Victim Advocate	\$52,071.12	\$64,038.96
Economic Development Manager	\$89,770.56	\$110,351.04
Emergency Preparedness Manager	\$62,664.48	\$77,031.60
Employee Relations & Compensation Manager	\$89,770.56	\$110,351.04
Engineering Aide	\$54,153.60	\$66,569.76
Engineering CADD Manager	\$67,269.60	\$82,690.56
Engineering Design Tech	\$62,664.48	\$77,031.60
Engineering Survey Tech I	\$54,153.60	\$66,569.76
Engineering Technician	\$47,141.76	\$57,950.16
Environmental Planner	\$57,695.76	\$70,921.68
Environmental Protection Manager	\$67,269.60	\$82,690.56
Executive Assistant to the Mayor	\$57,695.76	\$70,921.68
Facilities Manager	\$72,689.04	\$89,352.00
Facilities Supervisor	\$62,664.48	\$77,031.60
Field Supervisor	\$62,664.48	\$77,031.60
Financial Analyst	\$62,664.48	\$77,031.60
Financial Planning Manager	\$89,770.56	\$110,351.04
Fleet & Central Stores Manager	\$67,269.60	\$82,690.56
GIS & Data Integration Manager	\$69,960.24	\$85,998.48
GIS & Database Specialist	\$54,153.60	\$66,569.76
Golf Operations Assistant	\$39,557.28	\$48,400.56
Golf Professional	\$57,695.76	\$70,921.68
Government Relations Manager	\$57,695.76	\$70,921.68
Graphic Specialist / Planning Technician	\$47,141.76	\$57,950.16
Greens Superintendent	\$62,664.48	\$77,031.60
Human Resources Assistant	\$47,141.76	\$57,950.16
Human Resources Coordinator	\$57,695.76	\$70,921.68
Human Services Manager	\$72,689.04	\$89,352.00
Legal Assistant	\$47,141.76	\$57,950.16
Lead City Prosecutor	\$72,689.04	\$89,352.00
Maintenance & Operations Manager	\$79,793.76	\$98,087.52
Maintenance & Operations Support Manager	\$67,269.60	\$82,690.56
Multimedia Assistant (PT)	\$17,885.28	\$21,788.16
Multimedia Manager	\$62,664.48	\$77,031.60
Multimedia Video Technician	\$54,153.60	\$66,569.76
Museum Director	\$67,269.60	\$82,690.56

POSITION SALARY SCHEDULE

Non-Affiliated Employees (cont.)		
	Minimum	Maximum
Network Communications Engineer	\$67,269.60	\$82,690.56
Network Administrator	\$62,664.48	\$77,031.60
Network Engineer	\$67,269.60	\$82,690.56
Office Assistant	\$39,557.28	\$48,400.56
Office Manager	\$67,269.60	\$82,690.56
Paralegal	\$52,071.12	\$64,038.96
Parks Maintenance Manager	\$67,269.60	\$82,690.56
Parks Planning & Development Manager	\$67,269.60	\$82,690.56
Payroll & Accounting Manager	\$67,269.60	\$82,690.56
Payroll Specialist	\$47,141.76	\$57,950.16
Permit Center Technician	\$47,141.76	\$57,950.16
Permits & Administrative Manager	\$72,689.04	\$89,352.00
Planner	\$57,695.76	\$70,921.68
Planning Technician	\$52,071.12	\$64,038.96
Plans Examiner	\$62,664.48	\$77,031.60
Police Records Manager	\$62,664.48	\$77,031.60
Principal Planner	\$72,689.04	\$89,352.00
Probation Assistant	\$47,141.76	\$57,950.16
Probation Counselor	\$57,695.76	\$70,921.68
Professional Standards Coordinator	\$57,695.76	\$70,921.68
Program Specialists	\$47,141.76	\$57,950.16
Project Assistant	\$42,699.12	\$52,489.20
Project/Construction Manager	\$78,228.96	\$96,164.40
Project Engineer	\$79,793.76	\$98,087.52
Project Surveyor	\$67,269.60	\$82,690.56
Records & Registration/Licensing Clerk	\$42,699.12	\$52,489.20
Recreation Program Coordinator	\$57,695.76	\$70,921.68
Recreation Programs Manager	\$67,269.60	\$82,690.56
Recreation Special Programs & Marketing Supervisor	\$62,664.48	\$77,031.60
Recruitment & Employment Manager	\$72,689.04	\$89,352.00
Registration Clerk/Office Assistant	\$39,557.28	\$48,400.56
Risk Manager	\$89,770.56	\$110,351.04
Sanitary Sewer Utility Engineer	\$79,793.76	\$98,087.52
Sanitary Sewer Manager	\$67,269.60	\$82,690.56
Senior Accountant	\$62,664.48	\$77,031.60
Senior Center Supervisor	\$62,664.48	\$77,031.60
Senior Center Assistant (PT)	\$17,885.28	\$21,788.16
Senior Construction Coordinator	\$62,664.48	\$77,031.60
Senior Permit Center Tech	\$54,153.60	\$66,569.76
Senior Planner	\$67,269.60	\$82,690.56
Senior Planner-Human & Economic Services	\$67,269.60	\$82,690.56
Senior Project Engineer	\$85,477.92	\$105,073.68
Solid Waste Customer Care Specialist	\$47,141.76	\$57,950.16

POSITION SALARY SCHEDULE

Non-Affiliated Employees (cont.)		
	Minimum	Maximum
Solid Waste & Recycling Coordinator	\$57,695.76	\$70,921.68
Special Events Coordinator	\$57,695.76	\$70,921.68
Storm Drainage Manager	\$67,269.60	\$82,690.56
Storm Drainage Technician	\$57,696.00	\$70,921.68
Storm Drainage Utility Engineer	\$79,793.76	\$98,087.52
Street Division Manager	\$67,269.60	\$82,690.56
Street Systems Engineer (SOS)	\$69,960.24	\$85,998.48
Survey Party Chief	\$57,696.00	\$70,921.68
Survey Supervisor	\$72,689.04	\$89,352.00
Systems Analyst	\$62,664.48	\$77,031.60
Technical Services Manager	\$67,269.60	\$82,690.56
Teen Coordinator	\$57,695.76	\$70,921.68
Theater Operations Specialist	\$47,141.76	\$57,950.16
Traffic Engineer	\$79,793.76	\$98,087.52
Traffic Operations Engineer	\$79,793.76	\$98,087.52
Traffic Operations Technician	\$67,269.60	\$82,690.56
Traffic Signal Technician	\$57,696.00	\$70,921.68
Transportation Manager	\$89,770.56	\$110,351.04
Transportation Planner	\$69,960.24	\$85,998.48
Transportation Planner/Grants Manager	\$69,960.24	\$85,998.48
Utilities Engineer	\$89,770.56	\$110,351.04
Utilities Maintenance Engineer	\$79,793.76	\$98,087.52
Utilities & Accounting Services Manager	\$78,228.96	\$96,164.40
Utilities Technician	\$47,141.76	\$57,950.16
Visual/Public Arts Coordinator	\$57,695.76	\$70,921.68
Water Distribution Manager	\$67,269.60	\$82,690.56
Water Operations Manager	\$67,269.60	\$82,690.56
Water Quality Program Coordinator	\$67,269.60	\$82,690.56
Water Resources Technician	\$57,696.00	\$70,921.68
Water Utility Engineer	\$79,793.76	\$98,087.52
Webmaster	\$57,696.00	\$70,921.68





Auburn Hardware Store, 1915, White River Valley Museum

History of Auburn

The city of Auburn, located 20 miles south of Seattle, was home to some of the earliest white settlers in King County. Nestled in a fertile river valley, Auburn has been both a farm community and a center of business and industry for more than 150 years. Auburn is located near the original confluence of the Green and White rivers, both of which contain runoff water from the Cascade Mountain range. The valley was originally the home of the Skopamish, Smalhkamish, and Stkamish Indian tribes. The first white men in the region were explorers and traders who arrived in the 1830s.

Settlers first came to the valley in the 1850s. On October 27, 1855, an Indian ambush killed nine people, including women and children. In November, a military unit led by Lieutenant William Slaughter camped near what is now present-day Auburn. On December 4, 1855, a group of Indians attacked, killing Lt. Slaughter and two other men.

A new treaty was written which provided the establishment of the Muckleshoot reservation, which is the only Indian reservation now within the boundaries of King County. The White River tribes collectively became known as the Muckleshoot tribe.

White settlers, the Neely and Ballard families began returning to the area. In 1891, the town of Slaughter incorporated. Although many older citizens considered the town's name as a memorial, many newer residents understandably felt uncomfortable with it. Within two years, the town was renamed Auburn, taken from the first line of Oliver Goldsmith's poem, *The Deserted Village*: "Sweet Auburn! Loveliest village of the plain."

Auburn had been a bustling center for hop farming until 1890 when the crops were destroyed by aphids. After that, the farms were mostly dairy farms and berry farms. Nevertheless, flooding was still a problem for Auburn farmers up until the Howard Hanson Dam was built in 1962. This dam on the Green River, along with the Mud Mountain Dam on the White River, provided controlled river management, which left the valley nearly flood-free.

Another impetus to Auburn's growth was the railroad. The Northern Pacific Railroad put a rail line through town in 1883, but it was the Seattle-Tacoma Interurban line that allowed easy access to both cities starting in 1902. The Interurban allowed farmers to get their product to the markets within hours after harvest. The railroad, along with better roads, caused many new companies to set up business in Auburn, among them the Borden Condensery (which made Borden's Condensed Milk) and the Northern Clay Company.

Auburn grew through the twentieth century like many American towns. The 1920s were prosperous for citizens, but the Great Depression of the 1930s left many in need. World War II brought great hardship to many local Japanese farmers when they were moved to internment camps and their land taken from them. At the same time, local boys were sent to fight in the Pacific, and some died in battle.

The postwar era was prosperous to Auburn, bringing more businesses and a community college to the city. In 1963, The Boeing Company built a large facility to mill sheet metal skin for jet airliners. As time went on, many farms disappeared as the land was converted to industrial use. In the 1990s, a large super-mall was built in the valley, enticing consumers from all over the Puget Sound region.

Auburn has made the transition from small farms to large industries, but much of the city's history remains. A monument in the memory of Lieutenant Slaughter, erected in 1918, still stands in a local park. The Neely Mansion, built by the son of a pioneer in 1891, has been refurbished and is listed on the National Register of Historic Places. Auburn's downtown still maintains a "Main Street U.S.A" appearance.

Sources:

Clarence B. Bagley, *History of King County* (Chicago: S. J. Clarke Publishing Co, 1929) Vol. 1, 712-727.
Also see: Josephine Emmons Vine, *Auburn – A Look Down Main Street* (City of Auburn, 1990).

About Auburn

For over 100 years the city of Auburn has been providing visitors and residents with the opportunity to discover why this town is like no other. Auburn is the land of two rivers, home to two nations and spread across two counties. Located between Seattle and Tacoma in the shadow of Mt. Rainier, Auburn is the perfect place to work, play and spend a lifetime. It is a warm, embracing community where people still stop to say hello. Auburn is a community rich in history where you'll find new businesses mingling with old and a historic downtown getting acquainted with a new, modern facade.

Auburn is strategically close to Seattle and Tacoma

Auburn is centrally located between Seattle and Tacoma in the heart of the Green River Valley with easy access to the best of both cities. Auburn is a quick 30 minute drive to all Seattle has to offer and more, and a 20 minute drive to Tacoma. Amenities like Pike Place Market, Benaroya Hall, Seattle Art Museum and Tacoma Chihully Museum of Glass are all within easy reach.



Sustainable Business Prices

Auburn, with its close proximity and all the advantages of Seattle and Tacoma, still has sustainable business prices. And although there is an influx of people into the Auburn community, housing prices are still affordable.

Mt. Rainier and Outdoor Lifestyle

Auburn is about one hour from Mt. Rainier, Crystal Mountain and Snoqualmie Ski Area. It is also home to several biking and walking trails, including the White and Green River trails and the Interurban Trail. Auburn has approximately 30 parks of all sizes for the whole family to enjoy. There are three golf courses in Auburn: the Auburn Golf Course, Washington National Golf Club, and Jade Green Golf Course & Driving Range.

Education

Auburn has reason to be proud of its schools. They pride themselves in providing an excellent education that produces students who have a love of learning and a sense of responsibility. Auburn boasts over two dozen elementary, middle, and high schools, each one unique, but all offering a supportive learning environment designed to foster each student's natural abilities. Green River Community College, the city's "Harvard on the Hill," provides the serious student a quiet, natural environment in which to study. This is a community that puts learning and education first.

Urban Transportation

Take the Sounder Train to Seattle. Avoid the traffic and rest, read or log onto your laptop as you take the 20 minute ride from Auburn to Seattle to work, shop, or do business. Sound Transit recently added another train and has six morning and six evening trains traveling from Auburn into Seattle and back. Eventually, there will be nine trains in the morning and nine in the evening. With South King County's rapid growth, morning trains from Seattle to Auburn will be added soon.

Sense of Community in Historic Downtown

Come establish a sense of community in one of the oldest cities in the state of Washington. With unique architecture, combined with historic preservation and renovations, Auburn has retained the look and feel of a real downtown. Auburn's unique historic downtown still provides a gathering place for numerous events.

ARTS AND CULTURE

City of Auburn Arts Commission

Founded in 1985, the City of Auburn Arts Commission fosters cultural and economic growth in Auburn through its various arts and education programs, including a growing public art collection, the City Hall Gallery and the Cheryl Sallee Gallery at the Senior Activity Center featuring emerging regional artists, and the popular BRAVO Performing Arts Series, presenting national and internationally acclaimed touring shows, from dance, theatre and music to amazing circus acts and children's shows.

Auburn Symphony Orchestra

Auburn's professional symphony includes 65-70 orchestra members, and has received wide press coverage for its superb performances. Auburn's symphony ranks second only to the Seattle Symphony. The Auburn Symphony Orchestra is conducted by internationally known Stewart Kershaw, former music director of Pacific Northwest Ballet. He has conducted at the Seattle Opera House for the last twenty seasons. For more information visit www.auburnsymphony.org

Auburn Performing Arts Center

The Performing Arts Center is an eleven-hundred seat state-of-the-art venue conveniently located in downtown Auburn. The facility has been named in publication listings of the top acoustical halls for music performance in the nation.

Auburn Avenue Theater

For over 30 years, the Auburn Avenue Theater has presented a diversity of live performances, including Broadway musicals, mystery theater, children's theater, and concerts. The Douglas family, producers of the fine dinner theater featured at the Auburn Avenue Theater for over 20 years, leased the venue to the City of Auburn to continue operating as a performing arts space. In 2007, The City of Auburn reopened the venue, expanding this time-honored tradition of live, quality performing arts, variety entertainment, children's shows, dance and music, right in the heart of downtown.

The theater building itself is over 80-years-old, however, the first structure to occupy the property over 100 years ago was a carriage house for horses. When the automobile replaced horses as the major mode of transportation, the building was entirely reconstructed as the city's bus depot. New owners converted it to a movie house in the 1940s and continued operating it as such until the mid-70s, when it underwent yet another conversion, this time as a performing arts theater venue. Since then, The Auburn Avenue Theater has presented 27 seasons of dinner theater, the last of its kind in Western Washington.

White River Valley Museum

The White River Valley Museum is a partnership with the City of Auburn and combines history and culture to create an exciting and educational experience for visitors. Museum collections focus on local Puget Sound history, Northwest Indian culture, Japanese immigration and the Northern Pacific Railroad.

The White River Valley Museum is working with the City of Auburn to restore Mary Olson Farm, the most intact 1880s family farm in King County. It opens in late 2009 as a living history and environmental learning site. The farm is a King County Landmark and on the National Register of Historic Places. Significant features include an 1897 barn, a 1902 farmhouse and two salmon runs in Olson Creek. For more information visit www.wrvmuseum.org

WHAT'S HAPPENING IN AUBURN

Year 'Round

Second Saturday Family Fun

Second Saturday each month, 12 to 4 p.m.
White River Valley Museum
253-288-7433 www.wrvmuseum.org

Teen Late Night

Call 253-931-3043 for dates, times and locations

BRAVO Performing Arts Series

September - April
Auburn Performing Arts Center
Call 253-931-3043 for full schedule

Avenue Kids

Auburn Avenue Theater
Call 253-931-3043 for full schedule

Comedy Night at The Ave

Auburn Avenue Theater
Call 253-931-3043 for full schedule

Auburn Symphony Orchestra

Call 253-939-8509 for concert information

JANUARY

Miss Auburn Scholarship Show

www.missauburn.org
Largest local program of Miss America in the United States.

Uniquely Auburn

Last Sunday of January, 2 p.m.
Auburn Performing Arts Center
206-349-3061
Stories, Entertainment, Art & Poetry Show, Free Dinner

FEBRUARY

Daddy Daughter Date Night

Senior Activity Center
Call 253-931-3043 for dates and times

MARCH

Auburn Senior Activity Center Rummage Sale

Call 253-931-3016 for dates, times or to donate

APRIL

City of Auburn Residential Garage Sale

Call 253-931-3048 for dates, times and participation information

Community Volunteer Luncheon

Auburn Senior Activity Center
Call 253-931-3016 for dates, times and registration information

Mountainview Cemetery Sunrise Service

Easter morning
Call 253-931-3028 for more information

MAY

Tamba Kent-Auburn Sister City Dinner-Dance-Auction

Auburn Senior Center
Annual fundraiser for the Sister City Committee.
Call 253-931-3099 for more information

Auburn's Clean Sweep

A perfect opportunity to give back to your community
Call 253-931-3043 for more information

Auburn's Memorial Day Service

Mountainview Cemetery
Call 253-931-3028 for time and more information

Petpalooza

Auburn's award-winning pet-friendly event
Call 253-931-3043 for dates, times and information

JUNE

Pioneer Queen of Good Ol' Days Coronation

Auburn Senior Center
Dinner and an evening of fun and laughter as over 80 year old ladies compete for the title of Pioneer Queen
253-931-3016

KidsDay

Game Farm Park
Day after last day of school for Auburn School District
Children's summer kickoff celebration includes entertainment, information fair, arts and crafts and other fun activities. Call 253-931-3043 for date, time and more information

JULY**Fourth of July Festival**

Les Gove Park
253-931-3043

Come out and enjoy Auburn's 4th of July Festival! Activities include a kid's parade, games and crafts as well as bingo, a vintage car show, book sale, and free Museum admission for everyone.

Summer Fun in Auburn's Parks – call 253-931-3043 for more details

Kids SummerStage, Les Gove Park, Wednesdays at 12 p.m., July - August
Shades of Summer Outdoor Concert, Wednesdays at 7:30 p.m., July – August
Summer Sounds & Cinema, various parks, music begins at 7 p.m., movie at dusk

AUGUST**Auburn Good Ol' Days**

Downtown Auburn and various locations
253-939-3389

The annual Auburn Good Ol' Days Festival is a community celebration that will feature art, music, crafts, bocce, parade, food, entertainment, railroad display, a fun run, all-school class reunion, car show, Young Uns Square, boat display and model airplanes.

SEPTEMBER**Disaster Preparedness Fair**

Les Gove Park
The City of Auburn Emergency Preparedness Division hosts this fun and informative fair to assist in educating citizens on preparing for emergencies.
Call 253-876-1925 for more information

OCTOBER**Auburn's S'more Than You Imagined Festival**

Game Farm Wilderness Park
Enjoy an evening of storytelling, s'mores, and entertainment around a campfire.
Call 253-931-3043 for more information

Harvest Masquerade Ball

Dinner and dancing fundraiser to support the educational programs at the While River Valley Museum.
Call 253-288-7433 or www.wrvmuseum.org for more information





Halloween Harvest Festival and Downtown Trick or Treating

Washington Elementary and downtown Auburn
Come out and celebrate with games and activities at Washington Elementary School. Then trick or treat at the shops in downtown Auburn.
Call 253-931-3043 for more information

NOVEMBER

Auburn’s Veterans Day Observance & Parade

Main Street
Auburn’s annual Veterans Day observance features one of the largest sanctioned Veterans Day parade west of the Mississippi along with a static display exhibit, a luncheon, military display and flyover followed by one of the state’s largest marching band competitions.
Call 253-931-3043 for more information

Auburn Senior Activity Center Thanksgiving Dinner

Call 253-931-3016 for more information

DECEMBER

Santa Parade/City Hall Tree Lighting

Main St., City Hall Plaza and B St. Plaza
253-931-3043
A fun-filled parade celebrating the holidays. Parade on Main Street, immediately followed by the Tree Lighting Ceremony at City Hall. The Optimist Santa House opens immediately following the tree lighting.

Breakfast with Santa

Auburn Senior Activity Center
Join Santa and his elves for breakfast and special holiday entertainment.
Call 253-931-3016 for registration information

Auburn Senior Activity Center Holiday Dinner

Call 253-931-3016

Tree of Giving Program

November - December
Trees with stockings at Auburn City Hall and various locations around Auburn.
Gift giving for the disadvantaged and disabled in the community.
Call 253-931-3043 for more information



Pictured left to right (front row): Nancy Backus, Pete Lewis, Mayor; Sue Singer, Deputy Mayor.
 (back row): Bill Peloz, Gene Cerino, Lynn Norman, Virginia Haugen, Rich Wagner

The Mayor and the Auburn City Councilmembers are serving locally, regionally and nationally in the following organizations:

Elected Official	Local Involvement	Regional/National Involvement
Mayor Pete Lewis	Valley Regional Fire Authority Board, Auburn Downtown Association Board, Chamber of Commerce Board, Business Improvement Area Board and Auburn Noon Lions Club	President of Suburban Cities Association Board & a member of Public Issues Committee, Valley Communication Center, SKC Human Services Forum, Green River Flood Control District, South King County Transportation Committee, King County Regional Policy Committee, Pierce County Cities & Towns
Deputy Mayor Sue Singer	Deputy Mayor, Public Works Committee, Vice Chair of Committee on Committees, Auburn Soroptimist International of Auburn, Chair of Auburn Tourism Board	Puget Sound Regional Council (PSRC) President, Suburban Cities Association Chair of the PSRC Operations Committee
Councilmember Nancy Backus	Vice Chair Planning & Community Development Committee, Chair of Finance Committee, President of the Miss Auburn Scholarship Program	King County Growth Management Planning Council, NLC Finance, Administration & Governmental Relations (FAIR) Policy Committee
Councilmember Gene Cerino	Chair of Municipal Services, Vice Chair of Public Works Committee, Committee on Committees, Valley Regional Fire Authority Board	Pierce County Cities & Towns Regional Council, Lake Tapps Task Force, Pierce County Review Committee
Councilmember Virginia Haugen	Municipal Services Committee, LEOFF Board	
Councilmember Lynn Norman	Chair Planning & Community Development Committee, Vice Chair Finance Committee, Chair of Downtown Redevelopment Committee, LEOFF Board, Auburn Soroptimist International of Auburn	Puget Sound Regional Council's Growth Management Policy Board
Councilmember Bill Peloz	Vice Chair of Municipal Services, Finance Committee, Auburn Farmer's Market, Auburn Rotary Club	King County's Metropolitan Regional Water Quality, Solid Waste Advisory Committee, Water Pollution Abatement and Green/Duwamish & Central Puget Sound Watershed (WIRA 9) Management National League of Cities Energy, Environment and Natural Resources Steering Committee
Councilmember Rich Wagner	Chair of Public Works Committee, Planning & Community Development Committee, Chair of Committee on Committees, Valley Regional Fire Authority	Pierce County Puyallup River Watershed, Regional Access & Mobility Project (RAMP), Lake Tapps Task Force, King County Metropolitan Solid Waste Management Advisory Committee

Peter B. Lewis, Mayor
25 West Main Street
Auburn, WA 98001-4998
Web Page: www.auburnwa.gov

City of Auburn Council Meetings & Member Information

City Council meetings are held the first and third Mondays of each month at 7:30 pm in the City of Auburn Council Chambers, 25 West Main. If Monday is a holiday, the meeting is then held Tuesday.

Term Expires	Pos #	Name	E-Mail Address	Home Phone
MAYOR				
12/31/2009		Peter B. Lewis	plewis@auburnwa.gov	(253) 833-2409
CITY COUNCIL				
			Councilmembers are listed in order of tenure.	
12/31/2009	6	Rich Wagner	rwagner@auburnwa.gov	(253) 261-3263
12/31/2011	1	Sue Singer	ssinger@auburnwa.gov	(253) 939-6180
12/31/2009	2	Gene Cerino	gcerino@auburnwa.gov	(253) 939-6889
12/31/2009	4	Nancy Backus	nbackus@auburnwa.gov	(253) 887-1292
12/31/2011	3	Bill Peloza	bpeloza@auburnwa.gov	(253) 939-1478
12/31/2011	7	Lynn Norman	lnorman@auburnwa.gov	(253) 833-4991
12/31/2011	5	Virginia Haugen	vhaugen@auburnwa.gov	(253) 261-1991

Sue Singer is the Deputy Mayor and alternate to all Council Committees.

Auburn City Council Standing Committees

Committee	Meeting Time	Members	Date & Location
Finance	6:30 p.m.	*Nancy Backus **Bill Peloza Lynn Norman	Council Conference Room 1st & 3rd Monday of Each Month
Municipal Services	4:00 p.m.	*Gene Cerino **Bill Peloza Virginia Haugen	Conference Room #3 2 nd & 4 th Monday of Each Month
Planning & Community Development	5:00 p.m.	*Lynn Norman **Nancy Backus Rich Wagner	Council Chambers 2nd & 4th Monday of Each Month
Public Works	3:00 p.m.	*Rich Wagner **Gene Cerino Sue Singer	Council Chambers 1st & 3rd Monday of Each Month

* Chairman
 **Vice Chairman

WHO TO CALL**City Government:**

Mayor's Office	253-931-3041
City Attorney's Office	253-931-3030
Communications & Community Relations	253-931-4009
Finance Department	253-931-3033
Human Resources and Risk Management	253-931-3040
Information Services	253-804-5078
Parks, Arts and Recreation	253-931-3043
Planning, Building and Community	253-931-3090
Public Works	253-931-3010

Public Safety

Fire Department(Valley Regional Fire Authority)	253-931-3060
Municipal Court	253-931-3076
Police Department	253-931-3080
Detention Facility	253-931-3085

City Resources

Airport	253-333-6821
Cemetery	253-931-3028
Golf Course	253-833-2350
Museum	253-288-7433
Senior Center	253-931-3016

Community Resources:

Auburn Chamber of Commerce	253-833-0700
Auburn Downtown Association	253-939-3982
Auburn School District	253-931-4900
Animal Control	206-296-7387
Drivers' Licensing	253-931-3940
Employment Security	253-833-0102
Food Bank	253-833-8925
General Services Administration	253-931-7000
King County Justice Center Kent Location	206-205-2501
King County Tax Assessor	206-296-7300
Language Line	1-800-823-1786
Library	253-931-3018
Post Office	253-333-1377
Puget Sound Energy	1-888-225-5773
Waste Management (Residential)	253-833-3333
SuperMall	253-833-9500
Vehicle Registration	253-833-9696
Voter Registration	206-296-8683

COMMUNITY STATISTICS

This section of the budget contains a synopsis of data regarding the Auburn community. This data is presented both to provide background information to the reader and to add insight to some of the budget goals and policies addressed in this document.

2008 INFORMATION

Date of Incorporation	June 13, 1891
Form of Government	Mayor-Council
Type of Government	Non-Charter Code City
Population	67,005
Rank in Size - Washington State	13 th
Assessed Valuation	6,556,690,535
Area	29.83 Square Miles
Auburn Median Age	34 Years Old
Registered Voters	32,278
Miles of Streets	577 Miles

FIRE PROTECTION

Beginning January 1, 2007, the Valley Regional Fire Authority began providing fire protection services for the Cities of Auburn, Algona and Pacific.

Number of Stations (4 in Auburn, 1 in Pacific)	5
Number of Commissioned Fire Fighting Personnel	101
Number of Non-Commissioned Personnel	9
Total Number of Personnel and Firefighters	104
Fire Responses	349
Emergency Medical Service Responses	7,137
All Other Responses	2,208
Total Number of Responses	9,694

POLICE PROTECTION

Number of Stations/Precincts	2
Number of Commissioned Police Personnel	105
Number of Non-Commissioned Personnel	33
Total Number of Personnel and Officers	138
Number of Calls for Service (2008 estimated)	75,000

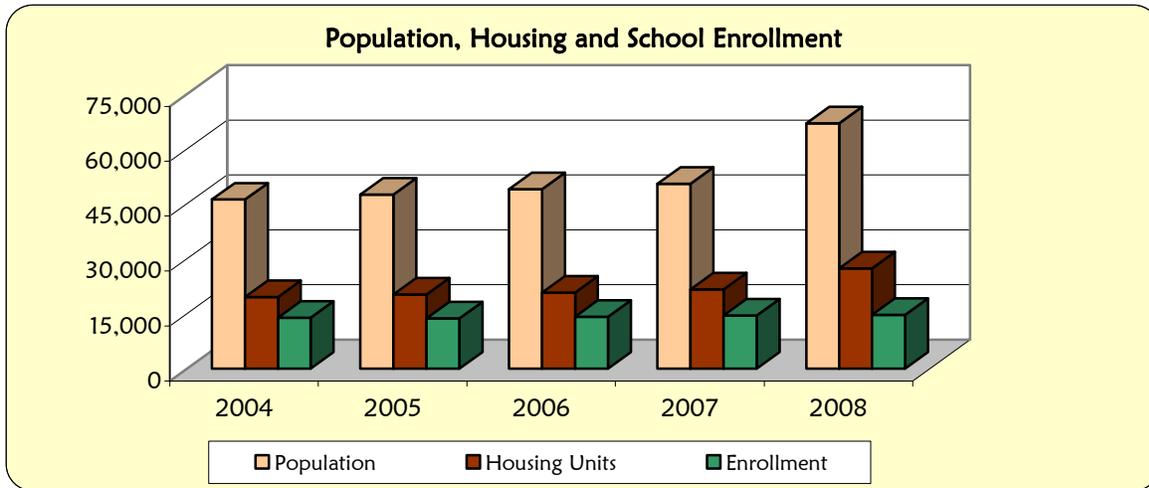
2009 Utility Rates: Reduced rates for low-income senior citizens and disabled persons available.

WATER SERVICE

Basic Service Charge	\$9.08/Month
Commodity Rate:	
0-7	\$1.80/ccf
7.01-15	\$2.21/ccf
15.01-9999	\$2.50/ccf
Total Water Customers	12,986
Gallons of Water Produced	3,144,879,000
Average Daily Consumption	7.89 million Gallons
Miles of Water Main	262 Miles

SEWER	
City Sewer - Single Family Residence	\$11.02/Month
Metro Sewer - Single Family Residence	\$31.90/Month
Total Sanitary Sewer Customers	13,249
Sanitary Sewers	178 Miles
STORM	
Single Family Residence	\$13.38/Month
Number of Accounts	17,607
Storm Pipes	195 Miles
SOLID WASTE (Contracted Services)	
1 can (32 gal)/week, curbside	\$11.30/Month
Number of Residential Accounts	13,953
BUSINESS LICENSES	
Fee per Year	\$50
Business Licenses Issued	3,500
VALUE OF BUILDING PERMITS ISSUED IN 2008	\$49,934,966
PARKS, RECREATION AND CULTURE	
Developed Park Acreage	255
Total Park Acreage	596
Number of Developed Parks	34
Number of Cemetery Interments	300
Number of Rounds Played (Golf Course)	55,000
Athletic Teams	479
Recreation Activities	2,719
Senior Center Visits	37,728
Cultural Activities (Arts)	58
Audience Served by Cultural Events	14,560
Museum Audience Served	12,700
SALES TAX RATE:	
State	6.50%
King County Metro	0.60%
Transit and Traffic Congestion (effective 4/1/01)	0.30%
RTA (effective 4/1/97)	0.40%
City of Auburn Local Option	1.00%
City of Auburn Local Option-Criminal Justice	0.10%
King County Option	0.10%
TOTAL SALES TAX RATE	9.00%

Sources: City of Auburn GIS, Finance, Building, Fire, Police, Parks & Recreation Departments, King & Pierce County Elections Office, and WA State Office of Financial Management

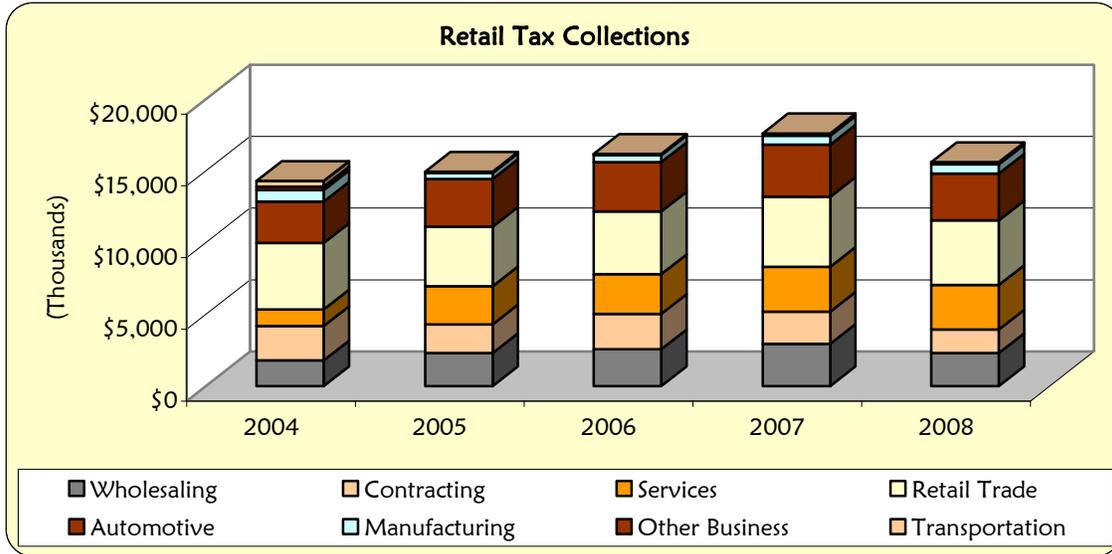


Population, Housing and School Enrollment Trends

	2004	2005	2006	2007	2008
School Enrollment (1)	13,910	13,760	14,185	14,519	14,716
Rate of Unemployment (2)	6.3%	5.5%	4.9%	4.5%	5.7%
Population (3)	46,135	47,470	48,955	50,470	67,005
Housing Units (4)					
One Unit	8,990	9,107	9,402	9,625	14,186
Two or More	8,078	8,655	8,943	9,623	10,375
Mobile Home or Special	2,469	2,438	2,377	2,382	2,761
Total Housing Units	19,537	20,200	20,722	21,630	27,322

Source:

- (1) Auburn School District No. 48
- (2) U.S. Department of Labor
- (3) WA State Office of Financial Management
- (4) WA State Office of Financial Management

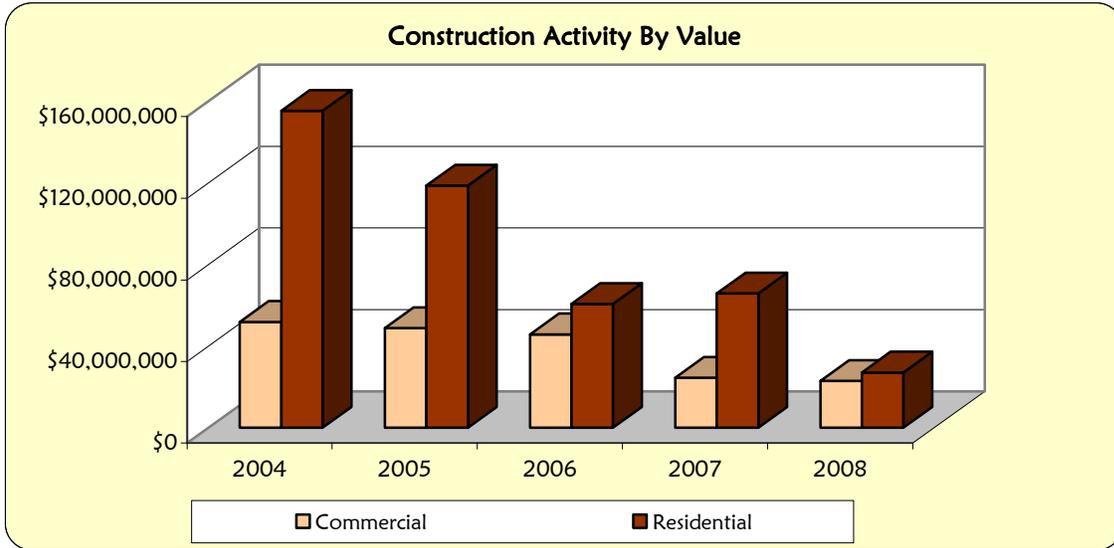


Sales Tax Collections by Sector (in thousands)

	2004	2005	2006	2007	2008
Retail Trade					
Apparel	765	836	874	899	873
Auto & Gas	2,893	3,326	3,428	3,643	3,255
Building Material	479	487	594	615	521
Food Stores	395	352	344	378	360
Non-Store Retailers	651	270	316	306	323
Furniture & Electronics	438	669	551	530	483
General Merchandise	990	970	941	974	872
Miscellaneous Retail Trade	905	571	753	1,170	1,062
Retail Trade	7,516	7,480	7,802	8,515	7,749
Services	1,152	2,665	2,779	3,128	3,107
Contracting	2,402	1,980	2,453	2,240	1,647
Manufacturing	793	413	486	625	643
Transportation	401	31	26	23	76
Wholesaling	1,795	2,312	2,571	2,943	2,306
Other Business	235	72	73	143	72
Grand Total	\$ 14,294	\$ 14,954	\$ 16,189	\$ 17,617	\$ 15,600

Source:
City of Auburn Finance Department
Actual receipts Jan-Dec

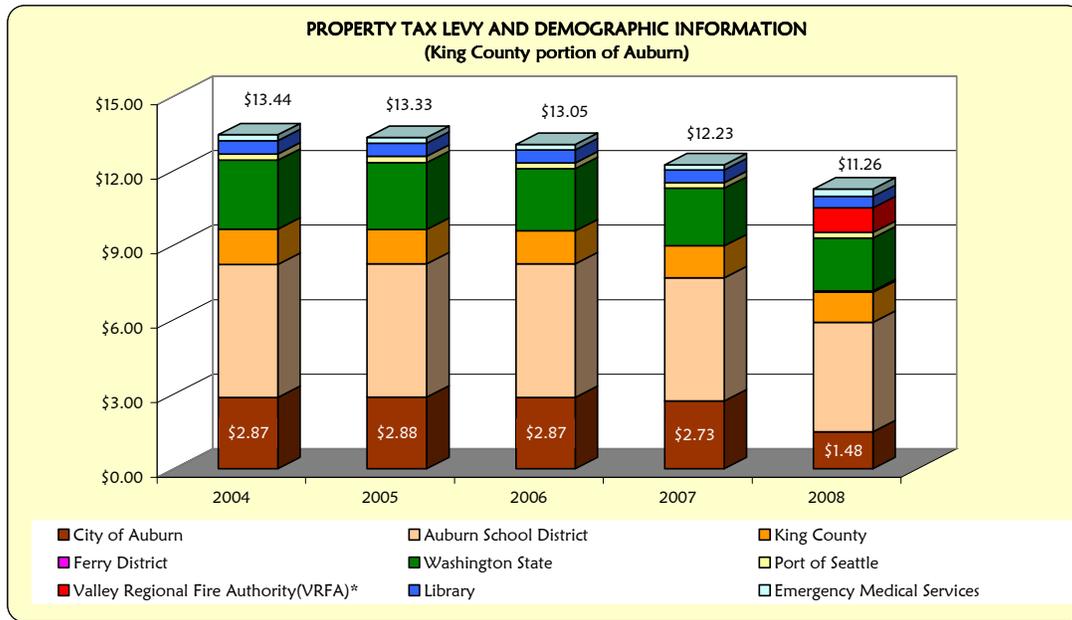
Note: Starting in March 2005, the State of Washington switched from classifying retail sales using the Standard Industrial Classification (SIC) code to the North American Industry Classification System (NAICS). Therefore some industries' prior year results may not be comparable to 2005 and 2006.



Building Permits and Construction Values

Year	Commercial Building		Residential Building	
	Permits	Value	Permits	Value
2004	42	\$51,820,170	489	\$155,142,658
2005	51	48,772,846	424	118,503,904
2006	41	45,723,019	284	60,659,482
2007	32	24,421,841	351	65,743,944
2008	40	22,886,856	165	27,048,110

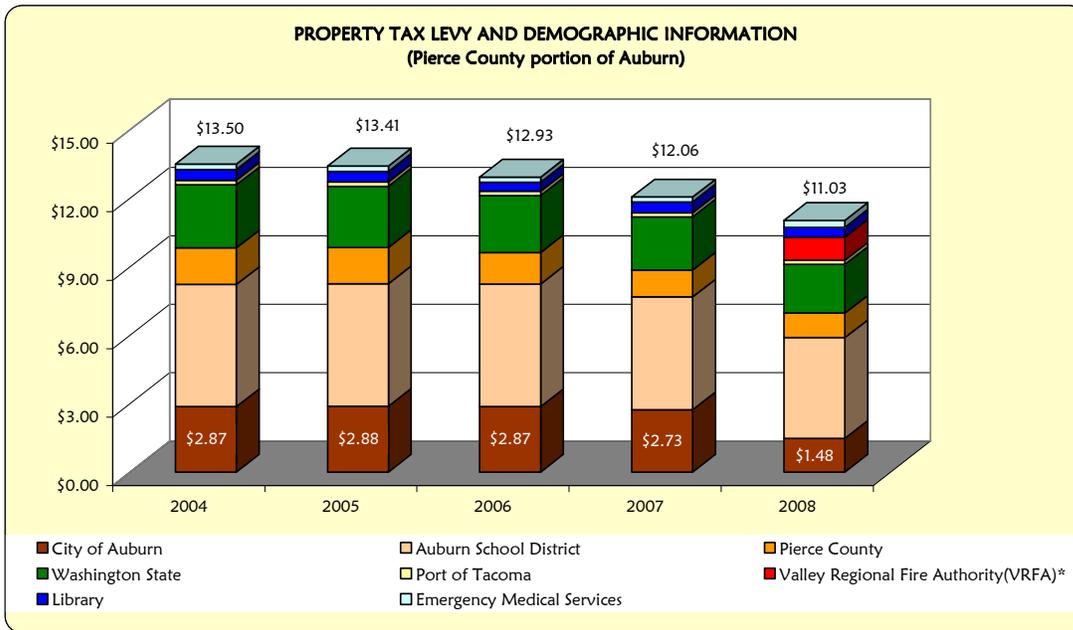
Source: City of Auburn Building Division



Property Tax Levy						Change	
	2004	2005	2006	2007	2008	\$	%
City of Auburn	\$ 2.87	\$ 2.88	\$ 2.87	\$ 2.73	\$ 1.48	\$ (1.25)	-46%
Auburn School District	5.35	5.37	5.37	4.95	4.41	(0.54)	-11%
King County	1.43	1.38	1.33	1.29	1.21	(0.08)	-6%
Ferry District	-	-	-	-	0.055	0.055	100%
Washington State	2.76	2.69	2.50	2.32	2.13	(0.19)	-8%
Port of Seattle	0.25	0.25	0.23	0.23	0.22	(0.01)	-4%
Valley Regional Fire Authority (VRFA)*	n/a	n/a	n/a	n/a	1.00	1.00	100%
Library	0.54	0.53	0.53	0.50	0.45	(0.05)	-10%
Emergency Medical Services	0.24	0.23	0.22	0.21	0.30	0.09	43%
Total Levy Rate	\$ 13.44	\$ 13.33	\$ 13.05	\$ 12.23	\$ 11.26	\$ (0.98)	-8%
Auburn % to Total Levy	21.35%	21.61%	21.99%	22.32%	13.15%		

* Valley Regional Fire Authority was created 1/1/2007. Prior to 2007, Fire Services were funded from a portion of the City Property Tax. This figure does not include the Fire Benefit Service Charge. This charge varies depending on residence type, square footage, etc. A 2000 square foot single family

Demographic Information (King & Pierce County)						Change	
	2004	2005	2006	2007	2008	\$	%
Assessed Valuation (in 000's)	\$ 4,495,618	\$ 4,676,992	\$ 5,099,795	\$ 5,759,528	\$ 6,526,967	\$ 767,439	13%
Average Homeowner Assessed Value	\$ 189,400	\$ 201,500	\$ 217,100	\$ 230,300	\$ 259,000	\$ 28,700	12%
City Tax on an Average Home	\$ 555	\$ 580	\$ 622	\$ 629	\$ 384	\$ (245)	-39%
Population	46,135	47,470	48,955	50,470	67,005	16,535	33%
Add'l Population from Annexation	0	20	6	0	15,748	15,748	100%
School Enrollment	13,910	13,760	14,185	14,519	14,716	197	1%
CPI-W/Seattle, Midyear	1.3%	2.9%	3.5%	3.8%	4.9%	1.1%	29%
IPD/Implicit Price Deflator	2.4%	2.5%	3.4%	2.1%	4.5%	2.4%	114%



Property Tax Levy	2004					2005					2006					2007					2008					Change		
	\$					\$					\$					\$					\$				\$	%		
<i>City of Auburn</i>	\$	2.87				\$	2.88				\$	2.87				\$	2.73				\$	1.48				\$	(1.25)	-46%
Auburn School District		5.35					5.37					5.37					4.95					4.41					(0.54)	-11%
Pierce County		1.61					1.59					1.38					1.18					1.08					(0.10)	-8%
Washington State		2.76					2.69					2.50					2.32					2.13					(0.19)	-8%
Port of Tacoma		0.19					0.19					0.19					0.19					0.19					0.00	0%
Valley Regional Fire Authority (VRFA)*		n/a					1.00					1.00	100%															
Library		0.48					0.46					0.40					0.48					0.44					(0.04)	-8%
Emergency Medical Services		0.24					0.23					0.22					0.21					0.30					0.09	43%
Total Levy Rate	\$	13.50				\$	13.41				\$	12.93				\$	12.06				\$	11.03				\$	(1.03)	-9%
Auburn % to Total Levy		21.26%					21.48%					22.20%					22.64%					13.42%						

* Valley Regional Fire Authority was created 1/1/2007. Prior to 2007, Fire Services were funded from a portion of the City Property Tax. This figure does not include the Fire Benefit Service Charge. This charge varies depending on residence type, square footage, etc. A 2000 square foot single family

Demographic Information (King & Pierce County)	2004					2005					2006					2007					2008					Change		
	\$					\$					\$					\$					\$				\$	%		
Assessed Valuation (in 000's)	\$	4,495,618				\$	4,676,992				\$	5,099,795				\$	5,759,528				\$	6,526,967				\$	767,439	13%
Average Homeowner Assessed Value	\$	189,400				\$	201,500				\$	217,100				\$	230,300				\$	259,000				\$	28,700	12%
City Tax on an Average Home	\$	555				\$	580				\$	622				\$	629				\$	384				\$	(245)	-39%
Population		46,135					47,470					48,955					50,470					67,005					16,535	33%
Add'l Population from Annexation		0					20					6					0					15,748					15,748	100%
School Enrollment		13,910					13,760					14,185					14,519					14,716					197	1%
CPI-W/Seattle, Midyear		1.3%					2.9%					3.5%					3.8%					4.9%					1.1%	29%
IPD/Implicit Price Deflator		2.4%					2.5%					3.4%					2.1%					4.5%					2.4%	114%

APPENDIX C

GLOSSARY OF TERMS

This glossary identifies terms used in this budget. Accounting terms are defined in general, non-technical terms. For more precise definitions of these terms, the reader should refer to the State BARS manual.

Account

A record of additions, deletions, and balances of individual assets, liabilities, equity, revenues and expenses.

Accrual Basis

Refers to the accounting of revenues and expenditures on the basis of when they are incurred or committed, rather than when they are made or received. All funds except the governmental funds are accounted on this basis and the governmental funds are accounted on a modified accrual basis.

Administrative or Support Departments

Refers to the organizational units or departments that primarily provide services to other departments or divisions.

These departments include:

- Mayor and Council: Provides overall administration to the entire City. Also includes expenses related to the operation of the Council.
- Human Resources: Provides centralized personnel services to all City services. Also includes Civil Service which applies to Police and Fire Services.
- Finance: Provides centralized financial services to all City departments. Also provides a variety of other central administrative service including printing, data processing, and billing of City utilities.
- City Attorney: Provides centralized legal services to all City services.

Appropriation

Legal authorization granted by ordinance of the City Council that approves budgets for individual funds.

Arbitrage

The interest revenue earned in excess of interest costs from the investment of proceeds from the sale of bonds. Federal law requires that earnings over a certain rate be repaid to the federal government and is called arbitrage rebate.

Assessed Valuation

A valuation set upon real estate or other property by a government (King County or Pierce County Tax Assessor) as a basis for levying taxes.

B & O Tax

Business and Occupation tax is a gross receipts tax levied on businesses. It is based on the value of products, gross proceeds of sales or gross income of the business.

Balanced Budget

A budget is considered balanced when the fund's total resources of beginning fund balance, revenues and other financing sources is equal to the total of expenditures, other financing uses and ending fund balance.

BARS

Budgeting, Accounting & Reporting System (BARS); refers to the accounting rules established by the State Auditor's Office.

Baseline Budget

The baseline budget consists of budget proposals that would be sufficient to maintain the operation of programs that had been previously, in earlier budgets, authorized.

Bond

A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter runs for a longer period of time and requires greater legal formality.

Budget Amendment

The method used to make revisions to the adopted budget. Adjustments are made via an ordinance approved by the city council.

Capital Assets

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 and a cost of \$5,000 or greater.

Capital Facilities Plan (CFP)

A plan that studies the manner in which the capital needs of the City can be met and establishes policies and management programs to address those needs. A published six-year plan document is one element of the comprehensive plan required by Washington's Growth Management Act. Capital facilities generally have long useful lives, significant costs and tend not to be mobile.

Capital Expenditures

Expenditures that result in the acquisition of, or addition to, capital assets.

Capital Project Construction Funds

A type of fund which accounts for major general government construction projects financed by long-term general obligations.

Community Development Block Grant (CDBG)

A grant received annually by the City from the Department of Housing and Urban Development. While included in the budget for accounting purposes, specific allocation of these funds occurs in a separate process.

Comprehensive Plan

A long-range policy adopted by the City to guide decisions affecting the community's physical development.

Consumer Price Index (CPI)

Consumer Price Index measures a price change for a constant market basket of goods and services from one period to the next within the same city (or in the Nation). The CPI is not a true cost of living index and should not be used for place-to-place comparisons.

Councilmanic Bonds

General Obligation bonds authorized by the City Council.

Current Expense Fund

See General Fund

Debt Service

Interest and principal payments on debt.

Debt Service Funds

A type of fund that accounts for the payment of outstanding long-term general obligations of the City.

Department

Refers to an organizational unit. In Auburn, it refers to eight such units: Mayor & Council, Human Resources Department, Finance Department, Legal Department (or City Attorney), Planning and Community Development, Police Department, Public Works Department, and Parks and Recreation Department (see administrative and line departments for descriptions). May be composed of one or more organizational units referred to as Divisions. (This term may also be found to include Divisions which previously were Departments although now should be divisions. There are two such units that are budgeted as though they were departments; the Library and Street Departments).

Depreciation

(1) Expiration in the service life of capital assets. (2) The portion of the cost of a capital asset that is charged as an expense during a particular period.

Division

Refers to an organizational unit below that of Department. All of the proprietary funds are administered as a Division, although sometimes referred to as Departments because of their status as such in a previous administration.

Enterprise Funds

A type of proprietary fund which contains activities which are operated in a manner similar to private businesses. In Auburn, the Enterprise Funds account for the City's utilities, the Cemetery, the Golf Course, and the Airport.

Endangered Species Act (ESA)

The Endangered Species Act provides for the designation and protection of invertebrates, wildlife, fish and plant species that are in danger of becoming extinct and mandate conservation of the ecosystems in which endangered species depend.

Expenditures

The cost of goods or services that use current assets. When accounts are kept on the accrual or modified accrual basis, expenditures are recognized at the time the goods are delivered or services rendered.

Full-Time Equivalent Position (FTE)

Refers to budgeted employee positions based on the number of hours for each position. A full-time position is 1.00 FTE and equals 2080 hours per year and a .50 position is 1040 hours.

Fund

A self-balancing group of accounts which includes both revenues and expenditures.

Fund Balance

The difference between assets and liabilities reported in a governmental fund. Fund balances are either designated or undesignated.

Designated: Funds that have been dedicated to a particular purpose.

Undesignated: The remaining un-appropriated balance of the fund after accounting for the designated funds.

Fiduciary Funds

A group of funds which accounts for funds held by the City as a trustee.

GAAP

Generally Accepted Accounting Principles are standards used for accounting and reporting for both private industry and governments.

General Fund

A specific fund which accounts tax supported activities of the City and other types of activities not elsewhere accounted. In the City budget, this fund is divided into departments. Sometimes it may be referred to as the Current Expense Fund. The General Fund is a Governmental Fund.

General Obligations (Debt)

Refers to a type of debt that is secured by means of the tax base of the City or obligations against which the full faith and credit of the City was pledged. Includes debt incurred by three different circumstances:

- 1) Debt incurred by the vote of the people and retired by means of a separate property tax levy,
- 2) debt approved by the City Council to be retired out of the proceeds of the regular levy (referred to as either councilmanic bonds or an inside levy), and
- 3) debt, which while secured by taxing authority, is retired by means of other revenue.

Governmental Fund Types

A group of funds that account the activities of the City that are of a governmental character, as distinguished from activities which are of a business character.

Indirect Charges or Cost Allocation

Refers to the process of accounting costs between funds

Usually applied to determining the costs of administrative services provided to Non-General Fund divisions

Inside Levy

The dedication of a portion of the regular property tax levy to retire council-manic bonds.

Interfund Payments

Expenditures made to other funds for services rendered.

Internal Service Funds

A type of proprietary fund that accounts for goods and services that are provided as internal services of the City. Internal service funds include the equipment rental, information services, facilities, and insurance funds.

Line Departments

Line departments are those that provide services directly to the public and consist of the following departments:

- Planning and Community Development: Includes several divisions and a special activity; Planning, Airport, Building, and Community Development Block Grant.
- Police: Provides all Police Services, including the jail.
- Public Works: Consists of several divisions or services, including engineering, all utilities, equipment rental and streets.
- Parks: Provides recreational services and maintains park facilities. Includes senior services and the management of the cemetery and golf course.

Local Improvement Districts (LIDs)

A LID is a legal mechanism that finances specific capital improvements which benefit specific properties. A LID places a special assessment against the benefited property to repay debt incurred to finance the improvements.

METRO (Municipality of Metropolitan Seattle)

Conveyance, treatment and disposal of all sanitary sewage collected within the Auburn sanitary sewer service area is provided by King County based on a contract signed in 1974 with Municipality of Metropolitan Seattle. The County and Metro consolidated effective January 1, 1994. The County now performs the services formerly performed by Metro. The county has assumed all obligations and contracts with Metro.

Mill

The property tax rate that is based on the valuation of property. A tax rate of one mill produces \$1 of taxes on each \$1,000 of property valuation.

Mission Statement

A declaration of a unit or of the overall organization's goal or purpose

The City of Auburn's Mission Statement can be found immediately following the Table of Contents in the Final Budget document.

Mitigation Fees

Fees paid by developers to equitably share the cost of infrastructure improvements required for supporting the development project.

Modified Accrual Basis of Accounting

Refers to the method of accounting in which (a) revenues are recognized in the accounting period of which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due.

Object (as defined by the State Auditor's BARS manual)

As used in expenditure classification, this term applies to the type of item purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personal services, contractual services, and materials and supplies.

Potential Annexation Area (PAA)

Those currently unincorporated areas the city intends to annex within the 20-year time frame in the Comprehensive Plan.

Program Improvements

Program improvements are a type of budgetary action which consists of new initiatives or substantial changes to existing programs.

Proprietary Funds

A group of funds which account for the activities of the City which are of a proprietary or "business" character.

Public Safety

A term used to identify Police services.

Public Works Trust Fund (PWTF)

A state program that makes available low-interest loans to help local governments with public works projects.

Regular Levy

The portion of the property tax that supports the General Fund.

Revenue

Refers to income from all sources, i.e. property taxes, fines and fees, permits, etc.

Revenue Bonds

Bonds that are retired by means of revenue, usually a proprietary fund. In a strict sense, these bonds are not secured by the tax base of the full faith and credit of the City, although sometimes general obligation bonds which are being retired by revenue may be referred inaccurately to as revenue bonds. While the full faith and credit of the City is not pledged as security, the revenue of a utility often is.

Special Assessments

An assessment similar to a tax (but legally distinct and is separately billed), applied to property participating in a Local Improvement District (LID) to retire the LID debt.

Special Levy

Separate property tax levies authorized by the voters for specific purposes.

Special Revenue

A type of governmental fund that accounts for the proceeds of specific revenue sources that are legally restricted for expenditures.

Tax Base

The wealth of the community available to be taxed by various forms of City taxes; commonly thought of as the assessed value of the community.

Working Capital

Working Capital is generally defined as current assets minus current liabilities. Working capital measures how much in liquid assets less short-term obligations is available to be used for budgeted expenditures.

LIST OF ACRONYMS**ADA**

Auburn Downtown Association

BARS

Budgeting, Accounting & Reporting System (BARS); refers to the accounting rules established by the State Auditor's Office.

CFP

Capital Facilities Plan

CPI

Consumer Price Index

EIS

Environmental Impact Study

ESA

The Endangered Species Act

FTE

Full-Time Equivalent Position

GAAP

Generally Accepted Accounting Principles

GMA

Growth Management Act

LED

Light Emitting Diode (street signals)

LEOFF

Washington's Law Enforcement Officers' and Fire Fighters' Retirement System

LID

Local Improvement District

MIT

Muckleshoot Indian Tribe

NPDES

National Pollution Discharge Elimination System

PAA

Potential Annexation Area

PERS

Washington's Public Employees' Retirement System

PWTF

Public Works Trust Fund

RTID

Regional Transportation Improvement District

SOS

Save Our Streets program

TIP

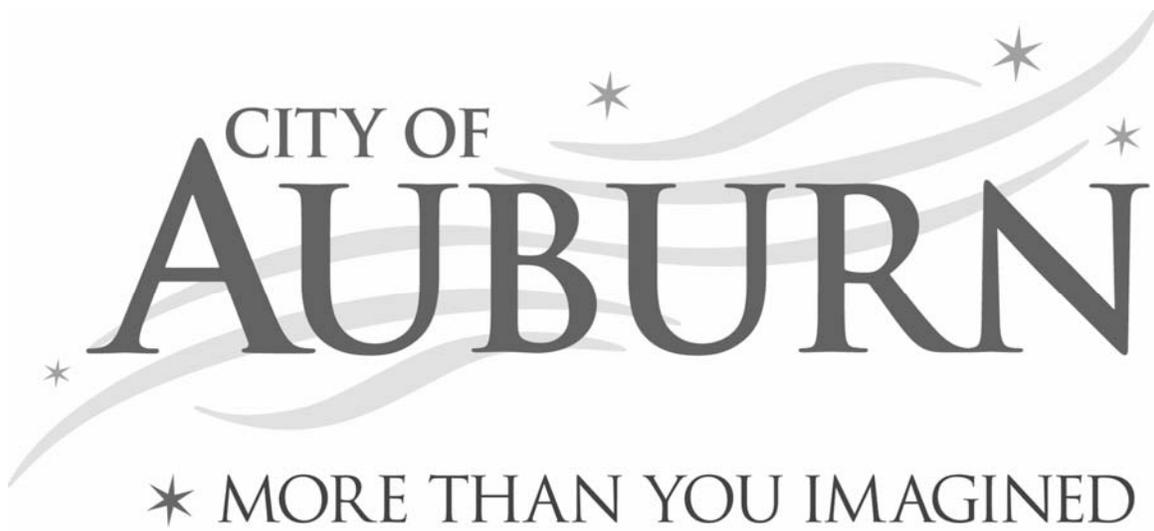
Transportation Improvement Program

UTGO

Unlimited tax general obligation bonds

WRIA

Water Resources Inventory Area



DOCUMENT AND FINANCIAL DATA PREPARED BY:

Shelley R. Coleman
Finance Director

Karen Jester
Financial Planning Manager

Michelle Surdez
Senior Accountant-Budget

Consuelo Rogel
Financial Analyst

Nick Leuthold
Financial Analyst

Maggie Coleman
Assistant Finance Director

Teri Ashton
Accountant

Kristen Hollis
Finance Secretary

LEGAL PROCEDURES:

Danielle Daskam
City Clerk

COVER DESIGN:

Jason Jones
Multimedia Specialist