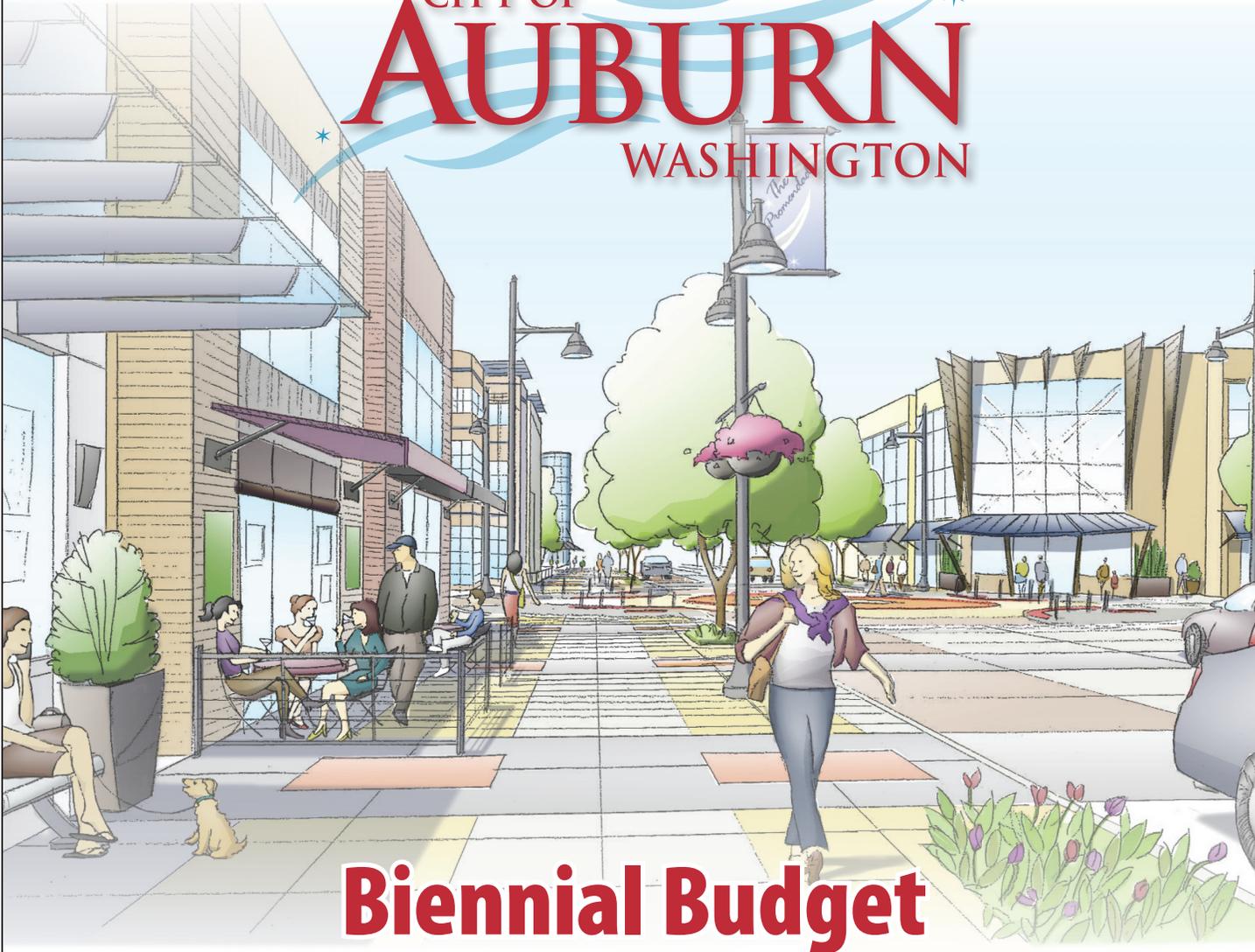


CITY OF
AUBURN
WASHINGTON



Biennial Budget
2011-2012





CITY OF AUBURN

WASHINGTON

2011-2012 BIENNIAL BUDGET

For Fiscal Years January 1, 2011 to December 31, 2011
and January 1, 2012 to December 31, 2012

February 28, 2011

Prepared by Department of Finance



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AUBURN'S VISION FOR THE FUTURE:

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

CITY OF AUBURN MISSION STATEMENT

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



CITY OF
AUBURN

* MORE THAN YOU IMAGINED

February 1, 2011

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

Re: Transmittal of the 2011-2012 Adopted Biennial Budget

Dear Citizens of Auburn:

It is a pleasure to present the City of Auburn's Adopted Biennial Budget for 2011-2012. 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 almost twenty five percent, sales tax providing nearly thirty percent, and grants, fees and other income types just under fifty 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 remain stable 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 decrease from 2010 due to the current state of the economy. Expenditures will have moderate decreases over 2010. The City froze 22 positions with the adoption of the 2009/2010 budget and cut an additional 63.5 positions during the 2009/2010 Biennial Budget cycle. This was accomplished by a hiring freeze and two reductions in force. The City is currently in negotiations with all of its unions and the budget assumes no wage increases over the next two years. 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 2011-2012 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 2011-2012 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 2011-2012 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 2011-2012 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 2011-2012 program improvements that are included in the budget.

The Capital Program (Section VII) summarizes the City's 2011-2012 Capital Facilities Plan. This section provides an overview of those projects budgeted in 2011 and 2012. For future plans in more detail, see the City's 2011-2016 Capital Facilities Plan published as a separate document.

2011-2012 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.

The City issued utility system revenue bonds totaling \$21,295,000 in 2010 for projects relating to the combined water supply and distribution system, the sanitary sewage system and the storm drainage system. Additionally, in 2010 the City issued \$31,990,000 in GO bonds to be used for refunding the 1998 Library bonds; funding downtown infrastructure improvements and to pay a portion of the City Hall Annex. In 2006, the City issued \$5,160,000 in limited tax general obligation (LTGO) bond debt 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. 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. Other unmatured bonds previously issued include: the 1999 GO Bonds, original issue of \$2,551,600 for the Valley Com 911 Center that was refunded in 2010, reaching maturity in 2015 and the 2009 GO Bond of \$26,732,850 used to construct the South Correctional Entity (SCORE) facility. The City 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. In addition, the City in conjunction with six other cities established the South Correctional Entity (SCORE) to provide correctional services and is responsible for 31% of SCORE debt service. The City enjoys an outstanding bond rating and a solid reputation within the financial community. Again, a fiscally responsible budget is proposed for 2011-2012 to anticipate substantial unknowns in revenue stability.

Sales tax revenue has been projected at \$15,472,600 in 2011, including the Criminal Justice distribution, which is a decrease of 0.48% over 2010 budgeted sales tax revenue. Due to the economic downturn and implementation of streamlined sales tax, the City has not projected an increase in sales tax receipts as 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 \$5.6 million in 2011, and the General Fund 2011 fund balance is budgeted at \$6.4 million. Additionally, an insurance reserve of \$2.3 million is maintained to meet litigation claims and \$2.7 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 2011 budget allocates \$203,375,808, and the 2012 budget allocates \$147,921,880 among all budget functions and funds. General Fund revenue is anticipated to remain stable from \$49,863,903 as budgeted for 2011, to \$49,252,800 in 2012 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 2011-2012 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 2011-2012 departmental objectives are presented as follows:

Encourage Economic Development

- Complete the Promenade project
- 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
- Construct the S Division Street Promenade
- 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 Phase 2 Code Update and Development of a Master Plan Code
- Develop a site plan review process
- 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
- 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 revenue sources to support bonding of Street Preservation
- Complete M St. Underpass
- Continue commitment to Save Our Streets (SOS) Program

Actively Support Regional Transportation Improvements

- 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
- 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
- Construct Community Center, Teen Center and Gymnasium 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 2011-2012 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 68,200 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. B. Lewis', written in a cursive style.

Peter B. Lewis
Mayor



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Auburn
Washington**

For the Biennium Beginning

January 1, 2009

President

Executive Director

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, 2009. 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



SECTION I: BUDGET SUMMARY

This section summarizes the 2011-2012 biennial budget and provides comparisons to previous years' revenues and expenditures. The section begins with a Reader's Guide which provides the reader with the general layout of the budget document; 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.

Reader's Guide

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

Budget Document Organization

This budget document contains legally required budget information, descriptive background information and various illustrative graphs and tables that will be helpful to the reader's understanding. It is divided into 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 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 eleven Special Revenue Funds. Examples of restricted revenues that must be spent on specific purposes are gas tax revenues, federal and state grants for transportation, community development block grants, forfeited drug funds, business improvement assessments, hotel/motel tax and mitigation fees.

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

Capital Project Funds – Capital Project Funds pay for major improvements and construction. Revenues for capital funds are derived from contributions from operating funds and bond proceeds. These revenues are usually dedicated to capital purposes and are not available to support operating costs. The City has three Capital Project Funds.

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
Jail	Police Chief	General government jail costs
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	Mayor	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
Debt Service Funds		
229 1998 Library Bond	Finance Director	Principal & Interest, 1998 bonds
230 City Hall Annex 2010 A&B Bond	Finance Director	Principal & Interest, 2010 bonds
231 Local Revitalization 2010 C&D Bond	Finance Director	Principal & Interest, 2010 bonds
249 LID Guarantee	Finance Director	Reserves for security of LID's
250 LID #250	Finance Director	Principal & Interest, Local Improvement District
275 LID #350	Finance Director	Principal & Interest, Local Improvement District
Capital Projects Funds		
321 Municipal Parks	Parks Director	Capital projects at municipal parks
328 Capital Improvements	Finance Director	Capital improvements - citywide projects
330 Local Revitalization	Finance Director	Capital improvements - downtown urban center
Enterprise Funds		
430 Water	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.

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. While Auburn's economy remains diversified, these exemptions have impacted Auburn's revenues. 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 with continued development and recent 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, yet come with cost themselves.

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.

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 shows the City of Auburn is losing \$2 million per year, which is currently mitigated by the State.

Key Issues Affecting the 2011-2012 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 City decreased staffing and reduced spending in order to maintain its reserves through this recession. This has allowed the Cumulative Reserve Fund to be maintained at around the \$5.6 million dollar level.

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 2011 is \$7,544,294,006. This is lower than 2010 assessed valuation mainly due to changes related to the Boeing Company's property valuations.

In 2010, the City employed 407.5 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 2010, automotive sales represent 20.4% of total sales tax collections. In previous years the City has experienced tremendous growth in the sale of wholesale durable goods, which currently represents 9.1% of total sales tax collection. Growth surrounding the SuperMall of the Great Northwest continues. Two of the major sources of sales tax in 2010 are from retail sales at 28.6% and services at 27.8% 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, Sewer and Storm funds are issuing revenue bonds in late 2010. This will increase their working capital temporarily until the construction projects associated with the bonding are completed. The Les Gove Neighborhood Improvements project was completed for all utilities in 2010.

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. Water utility rate increases will take effect each January 1, through 2014 to fund the capital program.

The Sanitary Sewer Fund 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. Sewer utility rate increases will take effect each January 1, through 2014 to fund the capital program.

The Storm Drainage Fund completed the Peasley Canyon Culver Replacement project and has many projects proposed in the 11-12 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. Storm utility rate increases will take effect each January 1, through 2014 to fund the capital program.

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

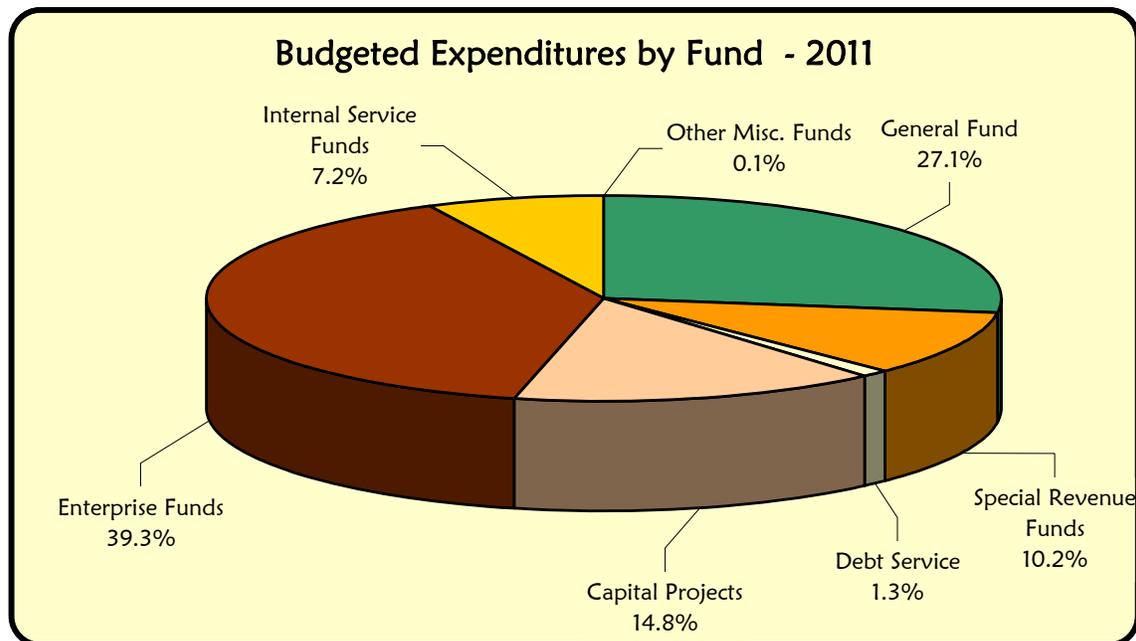
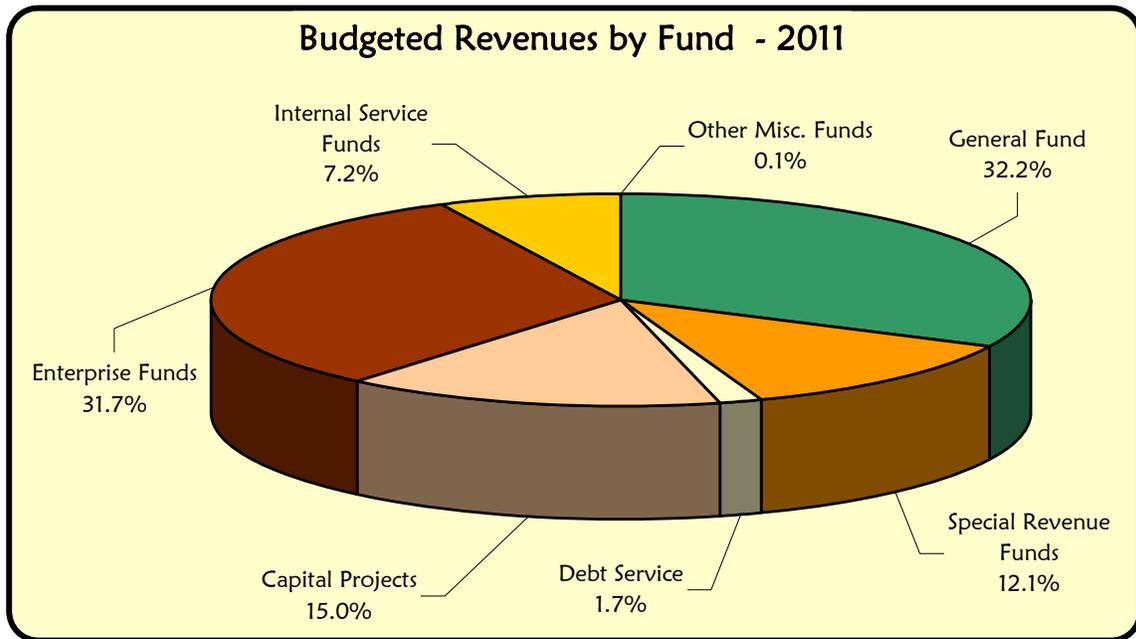
The tables and graphs on the following pages reflect summarized budget information for 2011 and 2012. Please keep in mind that the information presented here is intended for summary purposes only. For more detailed budget information, refer to Sections IV through VII of this budget document as well as the Capital Facilities Plan.

Tables and Graphs in Order of Presentation

- 2011 Budget Summary, All Funds (Table)
- 2011 Budgeted Revenues & Expenditures by Fund, % of Total (Graph)
- 2012 Budget Summary, All Funds (Table)
- 2012 Budgeted Revenues & Expenditures by Fund, % of Total (Graph)
- Comparative Budget Summary, 2009-2012 – All Funds (Table)
- 2011 & 2012 Budgeted Revenue – All Funds (Graph)
- 2011 & 2012 Budgeted Expenditures – All Funds (Graph)
- Comparative Budget Summary, 2009-2012 – General Fund (Table)
- 2011 & 2012 Budgeted Revenue – General Fund (Graph)
- 2011 & 2012 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)

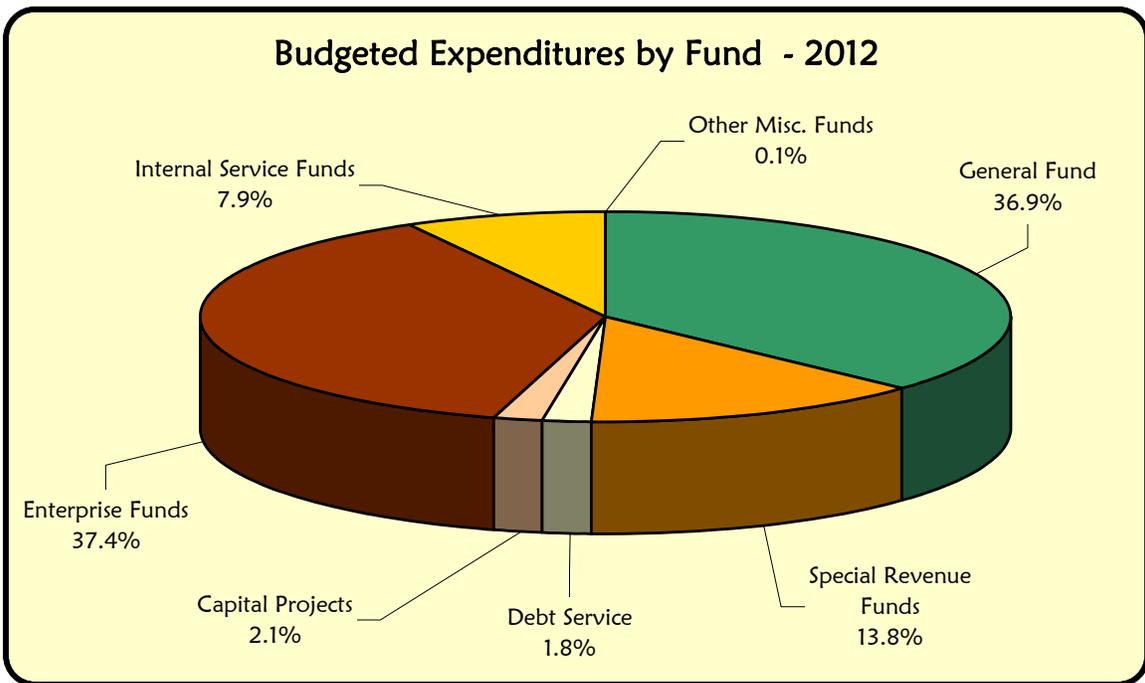
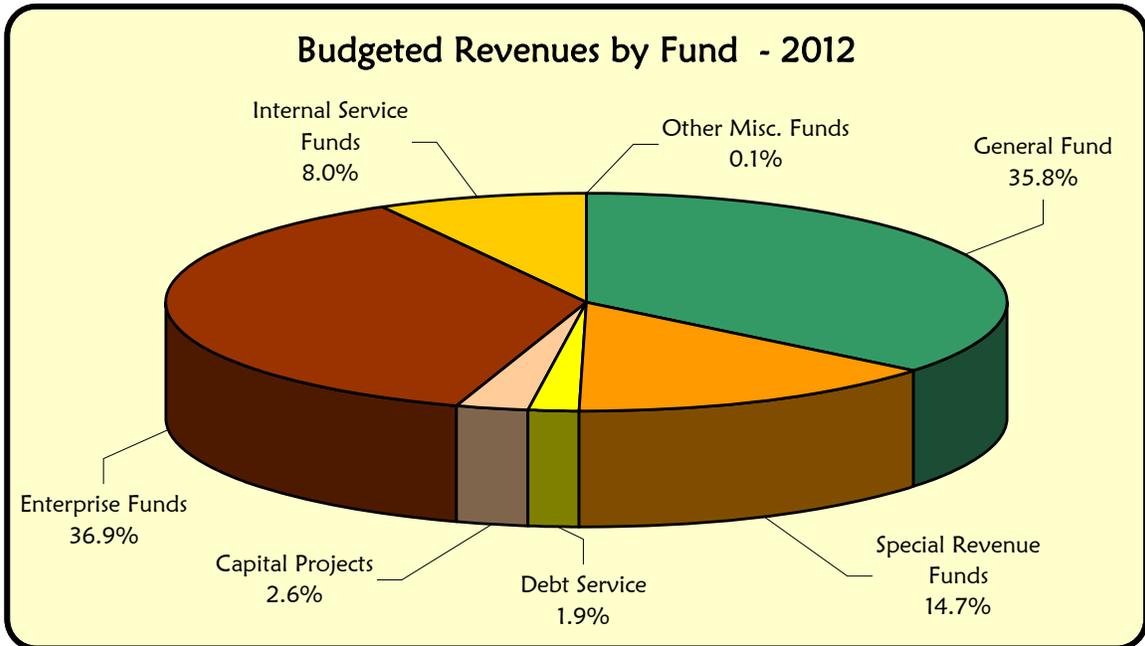
2011 BUDGET SUMMARY - ALL FUNDS

Fund		Beginning Fund Balance	2011 Resources	2011 Expenditures	Ending Fund Balance
GENERAL FUND		\$ 11,763,355	\$ 49,863,903	\$ 55,139,320	\$ 6,487,938
SPECIAL REVENUE FUNDS	Arterial Street	383,118	13,210,200	13,328,300	265,018
	Local Street	940,806	2,155,000	2,000,000	1,095,806
	Hotel/Motel Tax	118,126	106,600	209,000	15,726
	Arterial Street Preservation	33,589	1,501,500	1,500,000	35,089
	Drug Forfeiture	710,547	298,700	496,010	513,237
	Justice Assistance	16,468	-	16,468	-
	Housing & Community Development	99,286	510,000	542,410	66,876
	Recreational Trails	8,177	7,200	-	15,377
	Business Improvement Area	44,396	53,100	54,000	43,496
	Cumulative Reserve	5,623,464	23,000	44,900	5,601,564
	Mitigation Fees	3,444,973	900,000	2,679,200	1,665,773
DEBT SERVICE	1998 Library Bond	338,120	287,200	286,200	339,120
	LID Guarantee	63,200	300	11,000	52,500
	City Hall Annex 2010 A&B Bond	-	1,695,600	1,695,600	-
	Local Revitalization 2010 C&D Bond	62,500	594,500	594,300	62,700
	LID #250	347	56,500	56,400	447
	LID #350	-	7,300	7,300	-
CAPITAL PROJECTS	Municipal Park Construction	374,368	19,089,200	19,261,700	201,868
	Capital Improvements	3,792,206	1,571,000	2,972,500	2,390,706
	Local Revitalization	5,335,300	2,553,000	7,888,300	-
ENTERPRISE FUNDS	Water	19,168,199	10,918,400	27,509,320	2,577,279
	Sewer	10,818,244	17,956,300	25,602,100	3,172,444
	Storm Drainage	7,695,982	7,213,700	13,066,950	1,842,732
	Solid Waste	800,406	9,513,800	9,883,470	430,736
	Airport	708,342	639,380	769,190	578,532
	Cemetery	300,328	924,800	1,078,930	146,198
	Golf Course	228,668	1,806,200	1,939,380	95,488
	Commercial Retail	-	-	-	-
INTERNAL SERVICE FUNDS	Insurance	2,403,069	3,700	58,700	2,348,069
	Facilities	307,539	3,999,300	3,960,400	346,439
	Information Services	3,546,577	4,271,670	5,720,450	2,097,797
	Equipment Rental	4,857,654	2,827,100	4,825,800	2,858,954
FIDUCIARY FUNDS	Fire Pension	2,789,842	90,000	146,910	2,732,932
	Agency Disbursement	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	1,528,962	54,500	31,300	1,552,162
TOTAL BUDGET		\$ 88,306,158	\$ 154,702,653	\$ 203,375,808	\$ 39,633,003



2012 BUDGET SUMMARY - ALL FUNDS

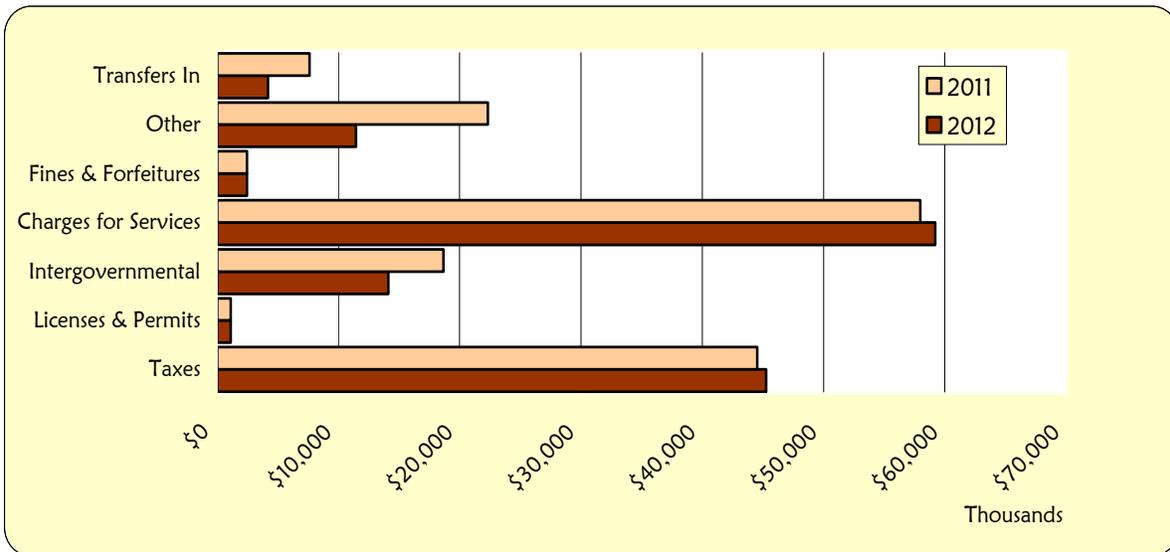
Fund		Beginning Fund Balance	2012 Resources	2012 Expenditures	Ending Fund Balance
GENERAL FUND		\$ 10,487,938	\$ 49,252,800	\$ 54,612,340	\$ 5,128,398
SPECIAL REVENUE FUNDS	Arterial Street	265,018	14,715,500	14,806,900	173,618
	Local Street	1,095,806	2,155,000	2,000,000	1,250,806
	Hotel/Motel Tax	15,726	79,400	85,000	10,126
	Arterial Street Preservation	35,089	1,501,500	1,500,000	36,589
	Drug Forfeiture	513,237	298,700	298,230	513,707
	Justice Assistance	-	-	-	-
	Housing & Community Development	66,876	450,000	439,220	77,656
	Recreational Trails	15,377	7,200	-	22,577
	Business Improvement Area	43,496	54,100	54,000	43,596
	Cumulative Reserve	5,601,564	24,000	-	5,625,564
	Mitigation Fees	1,665,773	902,000	1,120,700	1,447,073
	DEBT SERVICE	1998 Library Bond	339,120	288,100	286,900
LID Guarantee		52,500	500	11,000	42,000
City Hall Annex 2010 A&B Bond		-	1,696,100	1,696,100	-
Local Revitalization 2010 C&D Bond		62,700	595,600	595,400	62,900
LID #250		447	55,600	55,500	547
LID #350		-	7,200	7,200	-
CAPITAL PROJECTS	Municipal Park Construction	201,868	1,874,100	1,979,100	96,868
	Capital Improvements	2,390,706	1,737,700	1,159,100	2,969,306
	Local Revitalization	-	-	-	-
ENTERPRISE FUNDS	Water	2,577,279	11,624,400	12,867,420	1,334,259
	Sewer	3,172,444	18,361,600	20,472,820	1,061,224
	Storm Drainage	1,842,732	7,923,300	8,323,710	1,442,322
	Solid Waste	430,736	9,513,800	9,910,560	33,976
	Airport	578,532	652,380	738,610	492,302
	Cemetery	146,198	942,600	1,075,880	12,918
	Golf Course	95,488	1,877,700	1,943,550	29,638
	Commercial Retail	-	-	-	-
INTERNAL SERVICE FUNDS	Insurance	2,348,069	3,800	58,700	2,293,169
	Facilities	346,439	3,658,200	3,548,540	456,099
	Information Services	2,097,797	4,351,070	5,006,990	1,441,877
	Equipment Rental	2,858,954	3,073,250	3,098,660	2,833,544
FIDUCIARY FUNDS	Fire Pension	2,732,932	90,000	147,450	2,675,482
	Agency Disbursement	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	1,552,162	54,700	22,300	1,584,562
TOTAL BUDGET		\$ 43,633,003	\$ 137,821,900	\$ 147,921,880	\$ 33,533,023



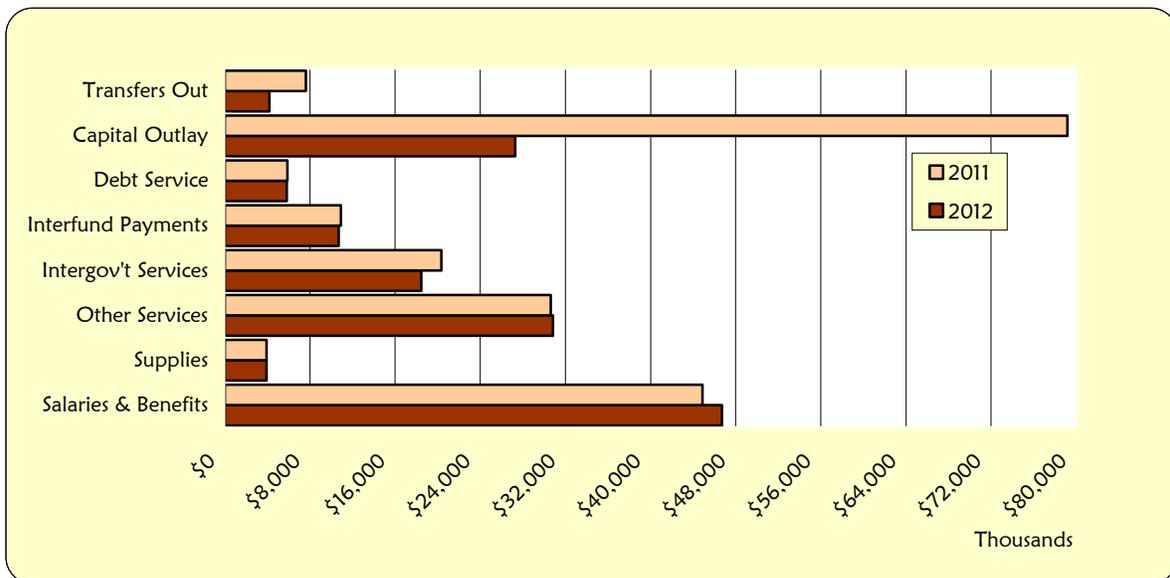
Budget Summary

	ALL FUNDS				
	2009 Actual	2010 Adj. Budget	2010 Estimated Actual	2011 Budget	2012 Budget
REVENUES					
Taxes	\$ 44,555,705	\$ 43,853,409	\$ 44,056,109	\$ 44,526,950	\$ 45,258,715
Licenses & Permits	1,326,875	1,128,800	1,081,000	1,129,000	1,129,000
Intergovernmental	11,401,444	18,992,520	12,013,403	18,644,905	14,123,505
Charges for Services	52,247,127	53,071,850	52,737,463	57,984,730	59,199,380
Fines & Forfeitures	2,215,960	2,327,400	2,537,375	2,458,500	2,458,500
Other Revenue	5,549,973	7,579,675	8,100,959	19,223,400	4,404,200
Total Revenues	117,297,083	126,953,654	120,526,309	143,967,485	126,573,300
EXPENDITURES					
Salaries & Wages	31,996,562	32,314,590	31,957,090	31,652,660	32,010,260
Personnel Benefits	11,931,134	12,453,590	12,438,990	13,229,890	14,699,770
Supplies	2,940,590	4,439,200	4,430,343	3,927,400	3,906,090
Other Services & Charges	26,692,145	31,695,105	31,417,555	30,628,550	30,840,560
Intergov't Services & Charges	15,834,368	16,170,799	15,116,799	20,349,760	18,454,540
Interfund Payments for Services	9,817,773	9,680,110	9,680,110	10,894,250	10,704,650
Debt Service	2,365,827	33,739,786	32,788,969	5,897,060	5,827,590
Capital Outlay	52,432,492	63,626,603	38,365,045	79,161,070	27,279,820
Total Expenditures	154,010,891	204,119,783	176,194,901	195,740,640	143,723,280
OTHER FINANCING SOURCES (USES)					
Debt Proceeds & Capital Leases	24,585,064	55,364,715	55,364,715	2,000,000	6,000,000
Intergov't Loan Proceeds	921,400	45,000	45,000	-	-
Proceeds from Sale of Fixed Assets	157,093	895,336	895,336	-	-
Transfers In	7,439,901	13,998,371	13,585,391	7,635,168	4,198,600
Transfers Out	(7,439,901)	(13,998,371)	(13,585,391)	(7,635,168)	(4,198,600)
Net Change in Restricted Assets	(747,550)	-	-	-	-
Contributed Capital	1,992,261	1,000,000	1,000,000	1,100,000	1,050,000
Total Financing Sources (Uses)	26,908,268	57,305,051	57,305,051	3,100,000	7,050,000
Net Change in Fund Balance	(9,805,540)	(19,861,078)	1,636,459	(48,673,155)	(10,099,980)
Fund Balances - Beginning	94,577,678	84,668,259	84,669,699	88,306,158	43,633,003
Fund Balances - Ending	\$ 84,772,139	\$ 64,807,181	\$ 86,306,158	\$ 39,633,003	\$ 33,533,023

2011 / 2012 Budgeted Revenue – All Funds



2011 / 2012 Budgeted Expenditures – All Funds

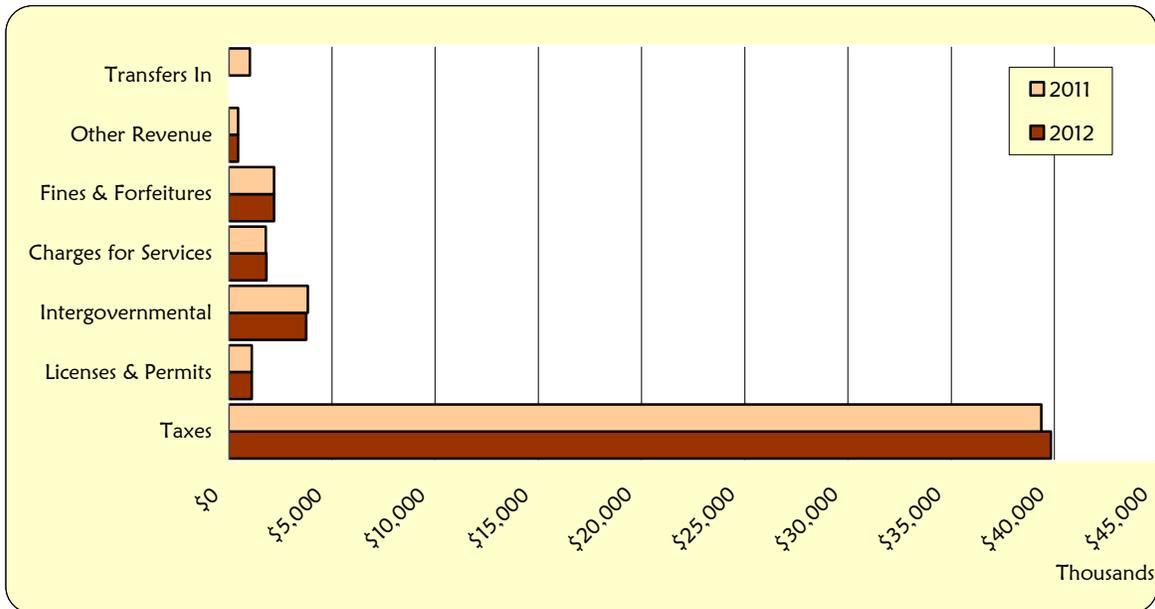


Budget Summary

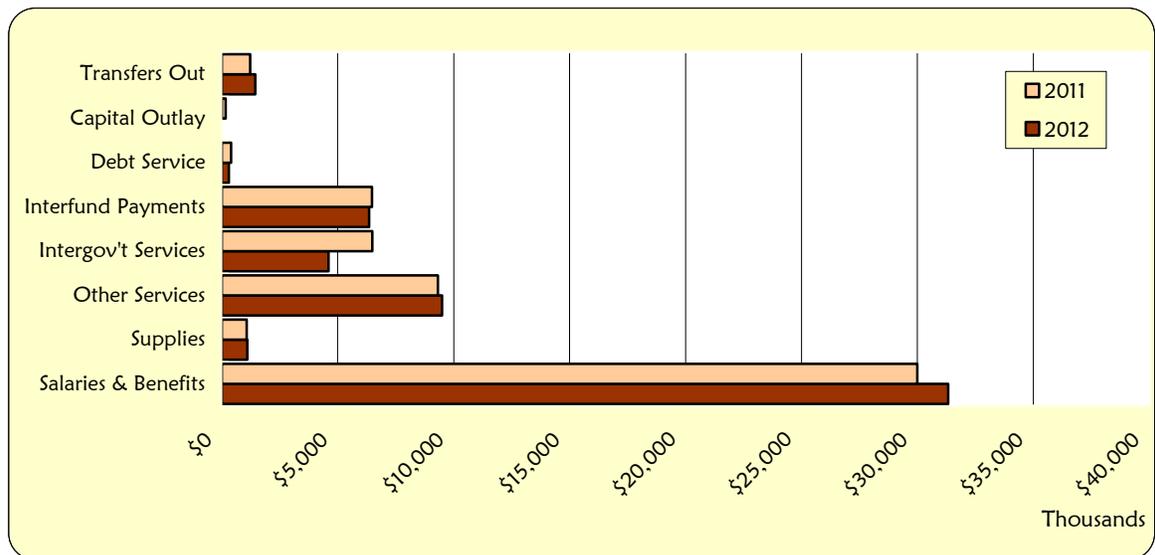
	GENERAL FUND				
	2009 Actual	2010 Adj. Budget	2010 Estimated Actual	2011 Budget	2012 Budget
REVENUES					
Taxes:					
Property	\$ 10,601,791	\$ 12,357,309	\$ 12,357,309	\$ 12,022,340	\$ 12,162,565
Sales & Use	16,769,195	17,111,800	17,082,400	17,089,200	17,151,630
Utility	3,042,567	2,140,200	2,208,100	2,522,800	2,620,200
Business	7,938,021	7,206,100	7,384,000	7,358,110	7,503,820
Excise	680,373	546,500	506,500	371,500	381,500
Licenses & Permits	1,326,875	1,128,800	1,081,000	1,129,000	1,129,000
Intergovernmental	5,629,055	4,536,100	3,999,953	3,841,685	3,756,285
Charges for Services	1,709,191	1,866,000	1,505,116	1,804,100	1,831,100
Fines & Forfeitures	1,911,034	2,107,400	2,237,375	2,208,500	2,208,500
Other Revenue	664,555	785,800	861,076	458,200	466,200
Total Revenues	<u>50,272,657</u>	<u>49,786,009</u>	<u>49,222,829</u>	<u>48,805,435</u>	<u>49,210,800</u>
EXPENDITURES					
Salaries & Wages	21,597,711	21,790,190	21,458,190	21,015,650	21,300,910
Personnel Benefits	7,892,393	8,749,750	8,739,750	8,975,230	10,023,260
Supplies	1,000,828	1,304,800	1,257,543	1,072,730	1,092,450
Other Services & Charges	7,518,263	9,389,495	9,299,545	9,322,690	9,489,270
Intergov't Services & Charges	4,425,063	3,916,700	2,882,700	6,492,670	4,597,450
Interfund Payments for Services	6,103,740	6,034,900	6,034,900	6,472,150	6,355,400
Debt Service	372,498	2,164,600	2,164,600	392,200	304,100
Capital Outlay	126,769	1,158,336	1,158,336	170,700	15,000
Total Expenditures	<u>49,037,265</u>	<u>54,508,771</u>	<u>52,995,564</u>	<u>53,914,020</u>	<u>53,177,840</u>
OTHER FINANCING SOURCES (USES)					
Debt Proceeds & Capital Leases	35,878	1,069,000	1,079,000	-	-
Insurance Recoveries	114,607	55,000	42,703	25,000	25,000
Transfers In	1,773,957	1,501,913	1,501,913	1,033,468	17,000
Transfers Out	(3,093,827)	(2,325,377)	(2,325,377)	(1,225,300)	(1,434,500)
Proceeds from Sale of Fixed Assets	100,754	-	-	-	-
Contributed Capital	-	-	-	-	-
Total Financing Sources (Uses)	<u>(1,068,631)</u>	<u>300,536</u>	<u>298,239</u>	<u>(166,832)</u>	<u>(1,392,500)</u>
Net Change in Fund Balance	166,761	(4,422,226)	(3,474,496)	(5,275,417)	(5,359,540)
Fund Balances - Beginning	<u>13,071,091</u>	<u>13,237,852</u>	<u>13,237,851</u>	<u>11,763,355</u>	<u>10,487,938</u>
Fund Balances - Ending	<u>\$ 13,237,852</u>	<u>\$ 8,815,626</u>	<u>\$ 9,763,355</u>	<u>\$ 6,487,938</u>	<u>\$ 5,128,398</u>

*\$4 million was added to the 2012 beginning fund balance to estimate one time revenue and unspent 2011 budget.

2011 / 2012 Budgeted Revenue – General Fund



2011 / 2012 Budgeted Expenditures – General Fund

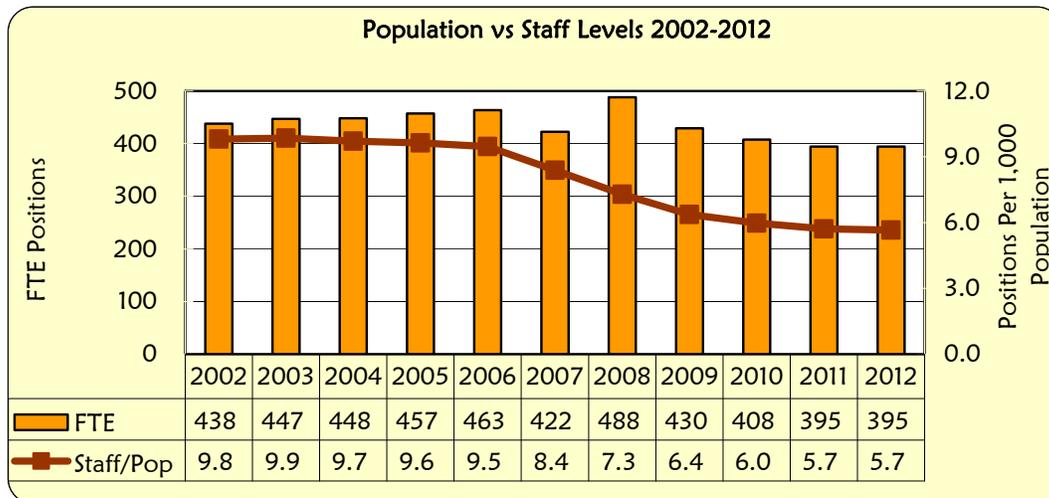


Staffing Trends

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 had steadily increased from 2002 to 2008. This increase was due to continued development and increased population. In 2007, two events took place that affected the staffing levels in Auburn. First was the creation of the Valley Regional Fire Authority. When the Authority was created the Fire and EMS personnel became Valley Regional Fire Authority personnel. This resulted in a decrease of 82 personnel. The second event that took place at the end of 2007 was the annexations of Lea Hill and West Hill into the City of Auburn. As a direct result of the annexations, the City added a total of 56 positions in the 2008 budget. As the population of Auburn increases, so does the demand for additional staffing in areas directly affected. The two areas that are most affected are public safety and some administrative service functions. In public safety, increased staffing is needed not only to keep up with increased call demand, but also to maintain the City’s existing level of service in police. With the increase in population due to the annexations and the increase of police officers, comes the increased caseload for the court, having an impact on both the court and legal department. Of the 56 positions, 22 positions were for police officers and support staff, 4 staff positions were Court and 2 staff positions were Legal. In 2009, staffing was decreased as a direct result of the recession by eliminating vacant positions and two reductions in force one in May and one in December.

The decrease in staffing levels in 2011 is due to the creation of the multi-jurisdictional South Correctional Entity (SCORE) in 2010. Effective January 1, 2011, all city correctional staff will become SCORE personnel. 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						10-11	11-12
Department	2008	2009	2010	2011	2012	Changes	Changes
Mayor	3.50	3.00	3.00	3.00	3.00	0.00	0.00
Human Resources	16.44	4.90	4.90	5.01	5.01	0.11	0.00
Municipal Court	21.20	18.20	17.20	17.13	17.13	-0.07	0.00
Finance	9.32	7.85	7.85	7.85	7.85	0.00	0.00
Legal	13.98	12.38	11.69	11.70	11.70	0.01	0.00
Planning	37.80	24.93	25.82	26.12	26.12	0.30	0.00
Police	150.10	132.20	128.20	115.20	115.20	-13.00	0.00
Fire	0.00	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	27.36	20.91	15.61	18.10	18.10	2.49	0.00
Parks & Rec.	38.51	36.01	33.01	33.01	33.01	0.00	0.00
PW Street	17.57	15.52	14.52	14.48	14.48	-0.04	0.00
Non Dept	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sub-Total General Fund	335.78	275.90	261.80	251.60	251.60	-10.20	0.00
Water	36.05	35.65	34.64	34.94	34.94	0.30	0.00
Sewer	24.64	23.91	22.87	23.25	23.25	0.38	0.00
Storm Drainage	31.66	28.25	27.23	27.49	27.49	0.26	0.00
Solid Waste	6.98	6.70	6.72	6.71	6.71	-0.01	0.00
Airport	0.16	0.16	0.16	0.16	0.16	0.00	0.00
Cemetery	7.60	7.54	7.54	7.51	7.51	-0.03	0.00
Golf Course	8.97	8.42	8.45	8.42	8.42	-0.03	0.00
Facilities	0.00	9.68	9.68	9.78	9.78	0.10	0.00
Communications	4.50	3.50	2.50	2.50	2.50	0.00	0.00
Information Services	18.00	15.00	14.00	14.00	14.00	0.00	0.00
Equip. Rental	8.46	6.97	5.16	5.55	5.55	0.39	0.00
Other Funds	5.20	7.57	6.75	2.59	2.59	-4.16	0.00
Sub-Total Other Funds	152.22	153.35	145.70	142.90	142.90	-2.80	0.00
TOTAL FTE's	488.00	429.25	407.50	394.50	394.50	-13.00	0.00

POSITION ALLOCATION BY DEPARTMENT						10-11	11-12
Department	2008	2009	2010	2011	2012	Changes	Changes
Mayor	12.00	11.25	9.50	9.50	9.50	0.00	0.00
Human Resources	18.50	6.50	6.50	6.50	6.50	0.00	0.00
Municipal Court	21.00	18.00	17.00	17.00	17.00	0.00	0.00
Finance	25.00	22.00	21.00	21.00	21.00	0.00	0.00
Legal	16.00	14.00	13.00	13.00	13.00	0.00	0.00
Planning	34.00	21.00	24.00	24.00	24.00	0.00	0.00
Police	151.50	134.50	130.50	117.50	117.50	-13.00	0.00
PW Engineering	63.00	52.00	43.00	43.00	43.00	0.00	0.00
Parks & Rec.	40.00	38.00	35.00	35.00	35.00	0.00	0.00
PW Street	14.00	13.00	12.00	12.00	12.00	0.00	0.00
Dept 98	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sub-Total General Fund	395.00	330.25	311.50	298.50	298.50	-13.00	0.00
Water	20.00	22.00	22.00	22.00	22.00	0.00	0.00
Sewer	11.00	11.00	11.00	11.00	11.00	0.00	0.00
Storm Drainage	16.00	16.00	16.00	16.00	16.00	0.00	0.00
Solid Waste	2.00	2.00	2.00	2.00	2.00	0.00	0.00
Airport	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cemetery	7.00	7.00	7.00	7.00	7.00	0.00	0.00
Golf Course	9.00	8.00	8.00	8.00	8.00	0.00	0.00
Facilities	0.00	10.00	10.00	10.00	10.00	0.00	0.00
Info Services	18.00	15.00	14.00	14.00	14.00	0.00	0.00
Equip. Rental	10.00	8.00	6.00	6.00	6.00	0.00	0.00
Sub-Total Other Funds	93.00	99.00	96.00	96.00	96.00	0.00	0.00
TOTAL FTE's	488.00	429.25	407.50	394.50	394.50	-13.00	0.00

Changes in 2009 through 2011 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 2009 budget.

Mayor/Communications & Community Services: .75 FTE was moved from Planning to create a Cultural Diversity Liaison in April 2009. 0.5 FTE - Council Assistant and 1.0 FTE - Communications Specialist Coordinator were part of reduction in force in May 2009. 1.0 FTE - Multimedia Manager and 1.0 FTE Economic Development Manager were part of reduction in force in December 2009. .25 FTE was moved from Finance to make the Cultural Diversity Liaison a full time position in early 2010.

Human Resources: 1.0 FTE - Recruitment and Employment Manager was frozen in 2009. 1.0 FTE - Human Resources Assistant was part of reduction in force in May 2009.

Municipal Court: 1.0 FTE - Court Clerk I was frozen with Original 2009/2010 Budget. 2.0 FTE - Court Clerk II were frozen in 2009. 1.0 FTE - Court Commissioner was frozen in 2010.

Finance: 1.0 FTE - Financial Analyst was part of reduction in force in May 2009. .75 FTE - Accounting Assistant was part of reduction in force in December 2009. .25 FTE was moved to Community Services to make the Cultural Diversity Liaison position full time. 2.0 FTE - Meter Readers were moved to Water Department in 2009.

Legal: 2.0 FTE's were part of reduction in force in May 2009: 1.0 FTE City Prosecutor and 1.0 FTE Office Assistant. 1.0 FTE - Associate City Attorney was part of reduction in force in December 2009.

Planning: 3 FTE's - Principal Planner, Senior Planner and Building Inspector were frozen in the 2009/2010 Budget. In early 2009, 3.25 FTE's were frozen: 2 Plans Examiners, 1 Planning Technician, .25 Building Inspector. .75 FTE was moved to Mayor to create a Cultural Diversity Liaison. 6 FTE's - 2 Senior Planners, 1 Assistant Planning Secretary, 1 Graphic Specialist/Planning Technician, 1 Permit Technician, 1 Code Compliance Officer were part of the reduction in force in May 2009. 3 FTE's - 1 Planner, 1 Senior Planner, 1 Development Services Specialist were part of the reduction in force in December 2009. In May 2010, 6 FTE's - 3 Development Review Engineers, 1 Support Clerk, 1 Development Administrative Specialist, 1 Engineering Permit Technician were moved from Engineering to Planning.

Police: 12 FTE's - 1 Commander, 2 Sergeants, 1 Detective, 5 Police Officers, 1 Corrections Officer and 2 Police Specialists were frozen in the 2009/2010 Budget. 4 FTE's - 2 Police Officer, 1 Police Secretary and 1 Corrections Officer were frozen in early 2009. 1.0 FTE Crime Analyst was part of the reduction in force in May 2009. 4 FTE's - 2 Police Officers, 1 Professional Standards Coordinator and 1 Police Receptionist were part of the reduction in force in December 2009. 13.0 FTE's - 2 Corrections Supervisors, 11 Corrections Officers are being eliminated in the 2011 budget as a result of the elimination of the City jail and formation of the multi-jurisdictional South Correctional Entity (SCORE).

PW Engineering: 3 FTE's - 1 Office Manager, 1 Engineering CAD Manager and 1 Construction Clerk were frozen in the 2009/2010 budget. 2.0 FTE's - 1 Transportation Manager, 1 Traffic Signal Technician were frozen in early 2009. 6.0 FTE's were part of the reduction in force in May 2009: 1 Construction Inspector, 1 Development Review Engineer, 1 Contract Administrator, 1 Engineering Design Technician, 1 Project Engineer and 1 Capital Projects Support Clerk. 3.0 FTE's were part of the reduction in force in December 2009: 1 Senior Project Engineer, 1 Senior Construction Coordinator, and 1 Administrative Support Supervisor. 6.0 FTE's were moved from Engineering to Planning in May 2010.

Parks: 1.0 FTE - Field Supervisor was frozen in the 2009/2010 Budget. 1.0 FTE - Maintenance Worker I was part of the reduction in force in May 2009. 3 FTE's - 1 Registration Clerk, 1 Cultural Arts Manager, 1 Parks Planning & Development Manager were part of the reduction in force in December 2009.

Street: 1 FTE - Maintenance Worker I was frozen in the 2009/2010 Budget. 1 FTE - Maintenance Worker I was part of reduction in force in December 2009.

Water: 2.0 FTE - Meter Readers were moved from Finance Department in 2009.

Storm: 1.0 FTE - Maintenance Worker I added in the 2009/2010 Budget was frozen in early 2009. 1.0 FTE - Maintenance Worker I position added in the 2009/2010 for 2010 was eliminated in December 2009.

Golf Course: 1 FTE - Maintenance Worker I was frozen in the 2009/2010 Budget.

Information Services: 1.0 FTE - Desktop Support was frozen in 2009. 2.0 FTE's were part of the reduction in force in May 2009: 1 Systems Analyst and 1 Technical Services Manager. 1.0 FTE - Webmaster was part of the reduction in force in December 2009.

Equipment Rental: 1.0 FTE - Equipment Rental Shop Supervisor added in the 2009/2010 Budget for 2009 was eliminated in early 2009. 1.0 FTE - Maintenance Worker I and 1.0 FTE - Custodial Helper were part of the reduction in force in May 2009. 1.0 FTE - Fleet & Warehouse Manager and 1.0 FTE - Office Assistant were part of the reduction in force in December 2009.

Changes from the 2011 to 2012 Budget: (FTE – Full-time Equivalent)

None.





Section II – Process Policies



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.

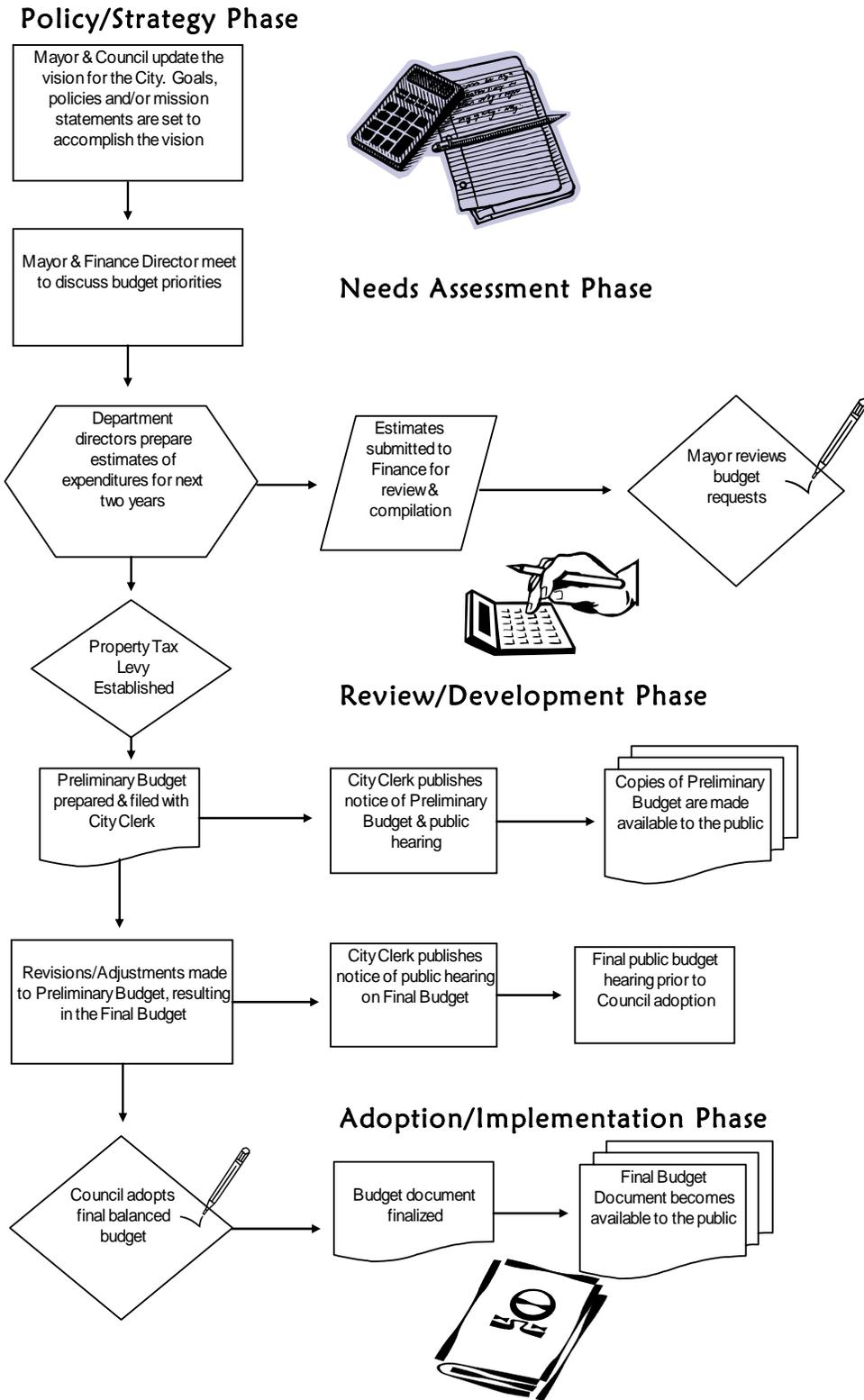
The most common reason for using a twenty-four month appropriation is the time savings in both the budget development and approval process. This is true of staff time invested in preparing the budget as well as the time Council spends during the approval and adoption phases. While it does take more time 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



2011-2012 Budget Calendar

Mar Apr May Jun Jul Aug Sep Oct Nov Dec

2010

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 CFP are adopted by ordinance.



2011-2012 Budget Calendar

Budget Process

Mar Apr May Jun Jul Aug Sep Oct Nov Dec

2011

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

3/17

Adopted budget published and distributed.

3/07

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

7/05

Departments review budgets and prepare Budget modifications.

7/05-8/05

Department Directors return budget modification requests to Finance.

8/08

Departments review budget modifications with the Mayor.

9/1-9/09

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

9/05

Budget modifications adjusted based on Mayor's recommendations.

9/19

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

9/19

Public budget hearing #1.

10/03

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

10/10

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

10/17

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

10/17

Notice of public budget hearing #2 is published.

11/07

Council/Mayor Work Session on budget recommendations.

11/17

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

11/21

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

12/05

2012

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

3/15

Mid year Budget Amendment is adopted by ordinance.

7/16

Year-end Budget Amendment is adopted by ordinance.

12/03

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. This 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. Final adoption of the budget, by ordinance, usually occurs in early December.

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

Budget Structure

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

Budget and Accounting System

The official budget is maintained, both before and after adoption, on the City's financial management and accounting system at a very detailed line item level. Computerized reports may be generated at any time and at various levels of detail. Departments can also access these budgets at any time on a read-only inquiry basis to compare actual revenue and expenditures to their budgets. 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 concert with the fiscal proposals in the budget, the budget documents themselves only summarize the individual objectives and performance measures. Generally, these programs are not finalized until the budget is in final form since the budget will determine the actual activities undertaken by each department.

Components of the Budget

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

Operating Budget

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

Program Improvements

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

Capital Budget

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

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

Capital Planning

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

Implementation, Monitoring and Amendment

The budget and its policies are implemented through the objectives of individual departments and accounting controls of the Finance Department. Progress in the implementation of the budget is monitored 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 final budget. These reports include an analysis of the City's financial condition.

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

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

BUDGET POLICIES

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

Policy Context of the Budget

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

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

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

CITY POLICY FRAMEWORK

<p>COMPREHENSIVE PLAN IMPLEMENTATION PROGRAM</p> <p>COMPLETED ACTIONS (AS OF DECEMBER 2009)</p> <p>Capital Facilities Plan Update (2010-2015) Comprehensive Plan Update</p> <p>Water Comprehensive Plan Update Sewer Comprehensive Plan Update Storm Comprehensive Plan Update</p> <p>SCHEDULED ACTIONS (2011-2012)</p> <p>Comprehensive Plan Update</p> <p>Capital Facilities Plan Update (2011 – 2016) Comprehensive Transportation Plan Update including non-Motorized plan</p> <p>Parks, Arts & Recreation Plan Update</p> <p>FUNDING PROGRAM</p> <p>Biennial City Budget Community Development Consolidated Plan Capital Facilities Plan</p>

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. Each utility will maintain a minimum balance equal to 1% of system fixed assets for fund emergency repairs and unanticipated capital expenditures. The General Fund balance is to be maintained at a level sufficient to meet the cash flow needs of the fund without borrowing. 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.
3. Each utility fund shall strive to ensure ongoing system integrity through reinvestment in the system by funding full depreciation net of debt.

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 ensure compliance with existing loan/bond covenants by having at least 1.25 times revenue bond debt service, including system development charge revenues.
3. The City will strive to maintain a ratio of 50% debt/50% equity (cash); achieved by debt-financing no more than 75% of Capital Facilities Plan in the utility funds.
4. The City will strive to improve its bond ratings by improving its financial stability.
5. 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 2011-2012 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 2011-2012 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 Department: Police)
2. Provide adequate funding sources for public safety (Lead Department: Finance)
3. 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

4. Promote continuous community outreach by involving citizens and business in their City Government (Lead Departments: All)
5. Continue to seek opportunities to partner and work with the Muckleshoot Indian Tribe (Lead Departments: All)
6. New Post Office (Lead Departments: Mayor and Planning)
7. Promote stability in neighborhoods and the downtown area (Lead Department: Community Services)
8. Integrate public efforts with the efforts of service clubs and the faith community (Lead Department: Community Services)
9. Construct a Community Center, Teen Center and Gymnasium at Les Gove Park (Lead Department: Parks)
10. Work toward unification of new communities with centralized communication and outreach to bring them into the existing community (Lead Departments: Mayor and Community Services)
11. Promote pride in Auburn—"It's More Than You Imagined" (Lead Departments: All)

III. Encourage Economic Development

12. Complete the Promenade Project in downtown (Lead Departments: Planning and Public Works)
13. Development of the Robertson/Valley Drive-In properties (Lead Department: Planning, Economic Development)
14. Build out I Street Corridor with appropriate buffers (Lead Department: Planning)
15. Development of Emerald Downs area (Lead Department: Planning, Economic Development)
16. Complete A/B Street Corridor and develop adjacent areas (Lead Department: Public Works)
17. 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)
18. Develop/improve Multicare site (Lead Department: Planning)
19. 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)
20. Development of the Golden Triangle area (Lead Department: Planning, Economic Development)
21. Redevelopment of C Street SW and 15th Street SW properties (Lead Department: Planning)
22. Create Auburn Way South Redevelopment Plan (Lead Department: Planning)
23. Pursue joint economic development area with Muckleshoot Tribe (Lead Department: Planning, Economic Development)
24. Develop strategic plan for making Auburn a center for entertainment and arts (Lead Department: Parks)
25. Market Auburn as the regional entertainment center (Lead Department: Planning, Economic Development)
26. Develop criteria for reviewing City owned properties (Lead Department: Planning)

IV. Improve Designated Urban Center

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

V. Complete Public Works Projects

34. Complete I Street Corridor from 40th to 277th Street (Lead Department: Public Works)

35. Continue to work on new revenue sources to support bonding of street preservation (Lead Departments: Public Works and Finance)
36. Complete M Street Underpass (Lead Department: Public Works)
37. Continued commitment to SOS program (Lead Department: Public Works)

VI. Plan Future City Development

38. Complete Phase 2 Code Update and development of a master plan code (Lead Department: Planning)
39. Develop a site plan review process (Lead Department: Planning)
40. Complete Pierce County annexations (Lead Department: Planning)

VII. Actively Support Regional Transportation Improvements

41. Work with the Muckleshoot Indian Tribe to coordinate and complete SR 164 improvements (Lead Departments: Public Works, Planning and Mayor)
42. Work with the Muckleshoot Indian Tribe to plan and coordinate remaining activities to complete the link road from SR 164 to SR 18 (Lead Departments: Public Works, Planning and Mayor)

VI. Enhance Quality of Life

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

2009 & 2010 Progress on Citywide Goals:

I. Provide for Public Safety

Accomplishments

- 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
- Relocated Emergency Operations Center
- Worked jointly with Green River cities to install a safety barrier on the Green River, conducted community meetings and worked with the federal government on the Howard Hanson Dam issues
- 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
- Co-authored the South Correctional Entity (SCORE) to create a south county regional jail for misdemeanants
- Installed additional street lighting along key corridors to improve driver and pedestrian safety
- Added technology for Public Safety including License Plate Recognition program that scans traffic for stolen plates, surveillance cameras for various City properties, conversion to new false alarm monitoring and creation of crime analysis tools

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 coordinated response to graffiti and gangs with Community Services, Police, Code Enforcement, and Planning
- Opened Auburn International Farmer's Market
- Implemented the Multi-Cultural Roundtable to bring our community together
- Through technology, enhanced communications with Auburn citizens including new websites and new email communications service to citizens

III. Encourage Economic Development

Accomplishments

- Facilitated the permitting and construction of the new Pick-Quik restaurant, One East Main Professional Plaza and Medical Office Building/Parking Garage projects, Super Wal-Mart, Mary Olson Farm parking area expansion, Salish Building at Green River Community College, King County Housing Authority major rebuild at Green River Homes and Activity Center at Les Gove Park
- Improved permit process through institution of Fast track review for small project permits, two iteration review for engineering permits, and early coordination efforts with applicants on project reviews
- Implemented department reorganization into 4 key service areas to enhance customer service, promote staff accountability, and clarify roles and responsibilities

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
- Received \$3 million Economic Development Administration Grant for the South Division Street Promenade project
- Completed design of the South Division Street Promenade project
- Completed design and began construction of the City Hall Plaza project

V. Complete Public Works Projects

Accomplishments

- Provided support to the fifth year of Save Our Streets program for local street projects
- Completed Urban Area Transportation System Management Improvements
- Secured funding for the South Division Street Promenade project

- Completed design and began construction of the City Hall Plaza project

VI. Plan Future City Development

Accomplishments

- Completed the update of the Comprehensive Plans for Arterial Streets, Storm Drainage, Water and Sewer of the Lea Hill annexation areas
- Undertook implementation of Economic Development Strategies
- Secured new water supply with settlement agreement with Cascade Water Alliance
- Worked with a citizens' bicycle task force to update the City's Non Motorized Plan
- Completed the update of the City's Transportation Comprehensive Plan
- Commissioned a storm water study of the Urban Center to determine innovative options to meet NPDES requirements

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
- Worked with the Association of Washington Cities to promote legislation for street maintenance utility

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
- Renovated, redeveloped use of, and began programming at the Auburn Ave Theater
- Secured water supply for the future of the City, secure Lake Tapps and completed the historic Lake Tapps Agreement in partnership with the Cities of the Lake and Cascade Water Alliance
- Implemented habitat improvements at Fenster Park and Olson Creek
- Enhanced communications with Auburn Citizens through technology, including new websites for booking golf tee times, crime statistics, downloading project bid documents and pay for business licensing online. Implemented new email communications service for citizens
- Completed one-stop multiservice center
- Completed Olson Canyon Farm Parking lot and trail access and opened the farm to the public.
- Opened new Discovery Playground at Les Gove Park and Dorothy Bothell Park

2011-2012 Budget Strategy

The 2011-2012 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 \$2.3 million in both 2011 and 2012, 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 over \$2.9 million of expenditures in 2011. 2012 is budgeted for almost \$1.16 million in expenditures with an ending fund balance over \$2.9 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 2009 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 new programs until new revenue sources to support them are identified
2. Protect the City's long-term fiscal integrity and Moody's bond rating
3. Maintain productivity
4. Enhance efficiency and effectiveness
5. Ensure adequate and ongoing support for City programs and activities
6. Provide training, adequate technology and tools to enhance productivity
7. Fund priority planning needs to enhance or promote economic development within the City and enforce code compliance
8. Maintain programs directed at protecting the quality of life in the community and its neighborhoods
9. Provide grant required matching funds for street improvements
10. Seek out additional sources of revenue for street improvement and construction
11. Fund continuing public safety needs; 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



SECTION III: FINANCIAL PLAN

Introduction

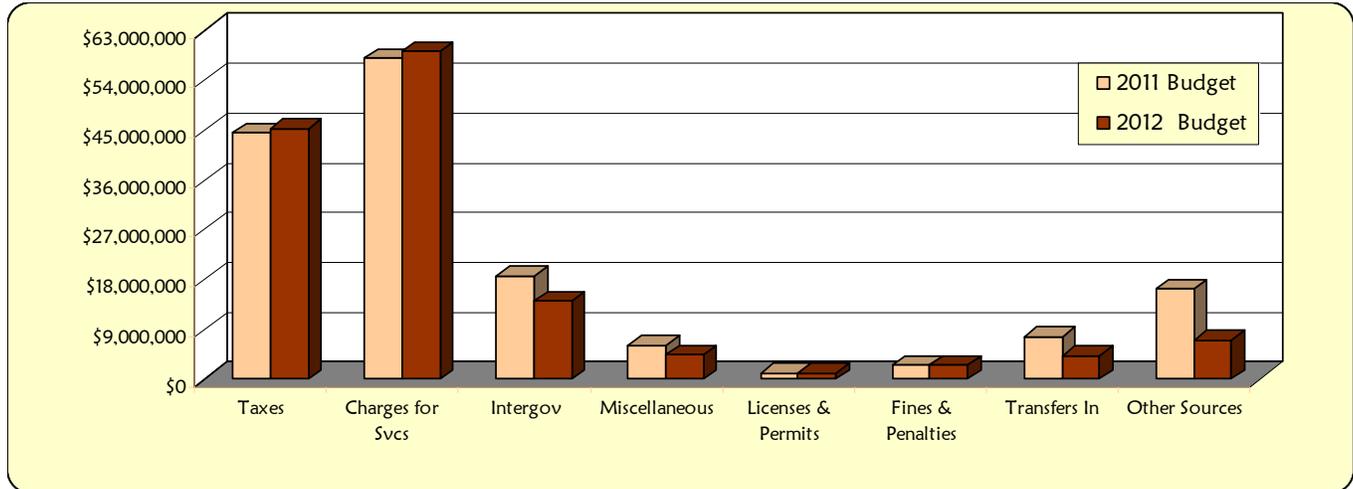
The National Advisory Council on State and Local Budgeting (NACSLB) endorses the forecasting of revenue and expenditures in their Recommended Budget Practices. This section of the budget provides a combined view of both past and anticipated future revenue and expenditures for all funds. A detailed revenue 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 2011-2012 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 2011-2012 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 2011 and 2012. The table shows the revenue by source of funds from 2009-2012. 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	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Taxes	\$ 44,555,705	\$ 43,853,409	\$ 44,056,109	\$ 44,526,950	\$ 45,258,715
Charges for Services	52,247,127	53,071,850	52,737,463	57,984,730	59,199,380
Intergovernmental	11,401,444	18,992,520	12,013,403	18,644,905	14,123,505
Miscellaneous	5,493,036	7,517,115	8,144,585	6,073,300	4,379,200
Licenses & Permits	1,326,875	1,128,800	1,081,000	1,129,000	1,129,000
Fines and Penalties	2,215,960	2,327,400	2,537,375	2,458,500	2,458,500
Transfers In	7,439,901	13,998,371	13,585,391	7,635,168	4,198,600
Other Sources	28,090,672	57,367,611	57,261,425	16,250,100	7,075,000
Total Revenues & Other					
Financing Sources	152,770,719	198,257,076	191,416,751	154,702,653	137,821,900
Beginning Fund Balance	94,577,678	84,668,259	84,669,699	88,306,158	43,633,003
TOTAL AVAILABLE RESOURCES	\$ 247,348,398	\$ 282,925,335	\$ 276,086,450	\$ 243,008,811	\$ 181,454,903

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 2011, 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 37.5% in 2011 and 42.9% in 2012 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 28.8% of total new revenue in 2011 and 32.8% in 2012. 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 12% in 2011 and 14.2% in 2012 of new revenue. This revenue type funds the construction of street projects, grants budgeted in the Local Revitalization fund to construct the downtown promenade project 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 2011-2012 biennial budget is based on the economy and construction of new homes being as slow as in the past two years. If the economy and/or construction slow 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.

Transfers

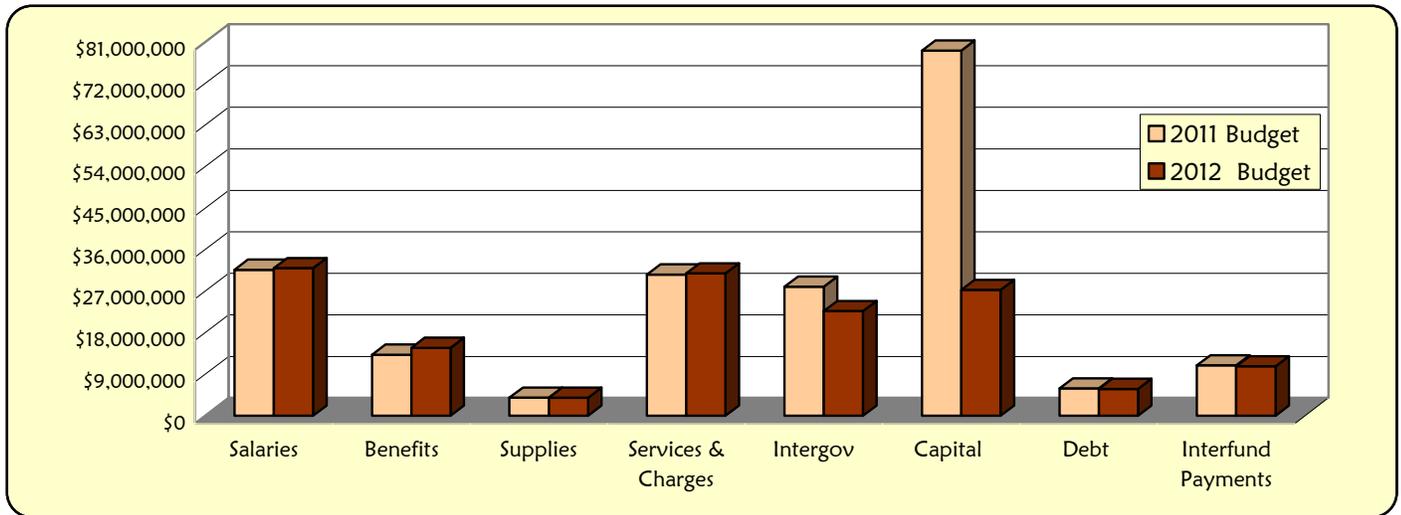
This revenue source is for transfers between funds and is budgeted at \$7.6 million in 2011 and \$4.2 million in 2012. Transfers include payments to other funds for debt service, capital construction projects, grant matches and interfund loans.

Other Sources

Other revenue sources include bonds, contributions and donations, and accounts for 10.5% in 2011 and 5.1% in 2012. 2011 includes \$16 million in various funding sources including a Housing and Urban Development (HUD) loan, New Market Tax Credit (NMTC) proceeds, Real Estate Excise Tax (REET) and other sources yet to be identified for construction of the Auburn Community Center at Les Gove Park. Also included under other sources are system development charges in the utility funds. Transfers have been separated in this table as to show actual new revenue.

Analysis of 2011-2012 Budgeted Expenditures for All Funds

The following graph presents the 2011 and 2012 budgeted expenditures of the City by object.



Total Baseline Budget	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Salaries	\$ 31,996,562	\$ 32,314,590	\$ 31,957,090	\$ 31,652,660	\$ 32,010,260
Benefits	11,931,134	12,453,590	12,438,990	13,229,890	14,699,770
Supplies	2,940,590	4,439,200	4,430,343	3,927,400	3,906,090
Services & Charges	26,692,145	31,695,105	31,417,555	30,628,550	30,840,560
Intergov	23,274,269	30,169,170	28,702,190	27,984,928	22,653,140
Capital	52,432,492	63,626,603	38,365,045	79,161,070	27,279,820
Debt	2,365,827	33,739,786	32,788,969	5,897,060	5,827,590
Interfund Payments	9,817,773	9,680,110	9,680,110	10,894,250	10,704,650
Other Uses	1,125,467	-	-	-	-
Designated Fund Balance	8,359,045	5,420,665	5,868,579	3,342,721	3,188,379
Undesignated Fund Balance	76,413,094	59,386,516	80,437,579	36,290,282	30,344,644
ALL FUNDS TOTAL	\$ 247,348,398	\$ 282,925,335	\$ 276,086,450	\$ 243,008,811	\$ 181,454,903

Salaries and Benefits

Salaries and Benefits are approximately \$44.8 million in 2011 and \$46.7 million in 2012. Salaries for 2011 have decreased slightly over the 2010 adjusted budget. With the establishment of the multi-jurisdictional South Correctional Entity (SCORE), the City is eliminating its jail facility. City corrections officers will be terminated from City employment and will be hired by SCORE.

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 \$7.6 million in 2011 and \$4.2 million in 2012. 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 \$79.2 million has been allocated for capital improvement and projects for 2011 and \$27.3 million in 2012. 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 \$10.9 million in 2011 and \$10.7 million in 2012. These are charges paid for equipment repair and replacement as well as software, hardware, technology, multimedia and facilities services.

Other Uses

The charges in 2009 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**

	2008 Actual	2009 Actual	2010 Est Actual	2011 Budget	2012 Budget
Beginning Fund Balances:					
Designated/Reserved	\$ 149,725	\$ 112,725	\$ 1,062,300	\$ 290,642	\$ 332,000
Undesignated	14,312,996	12,958,366	12,175,551	11,472,713	10,155,938
Total Fund Balances	14,462,721	13,071,091	13,237,851	11,763,355	10,487,938
Taxes:					
Property Taxes	9,757,999	10,601,791	12,357,309	12,022,340	12,162,565
Sales Tax	16,006,927	13,796,440	14,255,000	14,255,000	14,255,000
Other Tax	13,183,345	14,633,716	12,926,000	13,086,610	13,402,150
Licenses & Permits	1,110,722	1,326,875	1,081,000	1,129,000	1,129,000
Intergovernmental	5,191,832	5,629,055	3,999,953	3,841,685	3,756,285
Charges for Service	2,383,326	1,709,191	1,505,116	1,804,100	1,831,100
Fines	2,059,770	1,911,034	2,237,375	2,208,500	2,208,500
Miscellaneous	1,162,393	664,555	861,076	458,200	466,200
Other	883,653	2,025,196	2,623,616	1,058,468	42,000
Total General Fund	\$ 66,202,687	\$ 65,368,944	\$ 65,084,296	\$ 61,627,258	\$ 59,740,738

General Fund Tax Revenue

Current estimates indicate that the City will receive approximately \$39.5 million in tax revenue during 2010. Revenues from taxes are anticipated to decrease in 2011 to an estimated \$39.4 million. While overall property tax has increased, it has decreased within the General Fund due to more money being allocated to the Local Street fund. It is expected that economic growth will continue to be as slow as it has been in the past two years. Low interest rates have sustained the housing market in the region. 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 at least as slow as it has been in the past two years. If growth is slower than anticipated, revenues may have to be adjusted downward.

Property Taxes

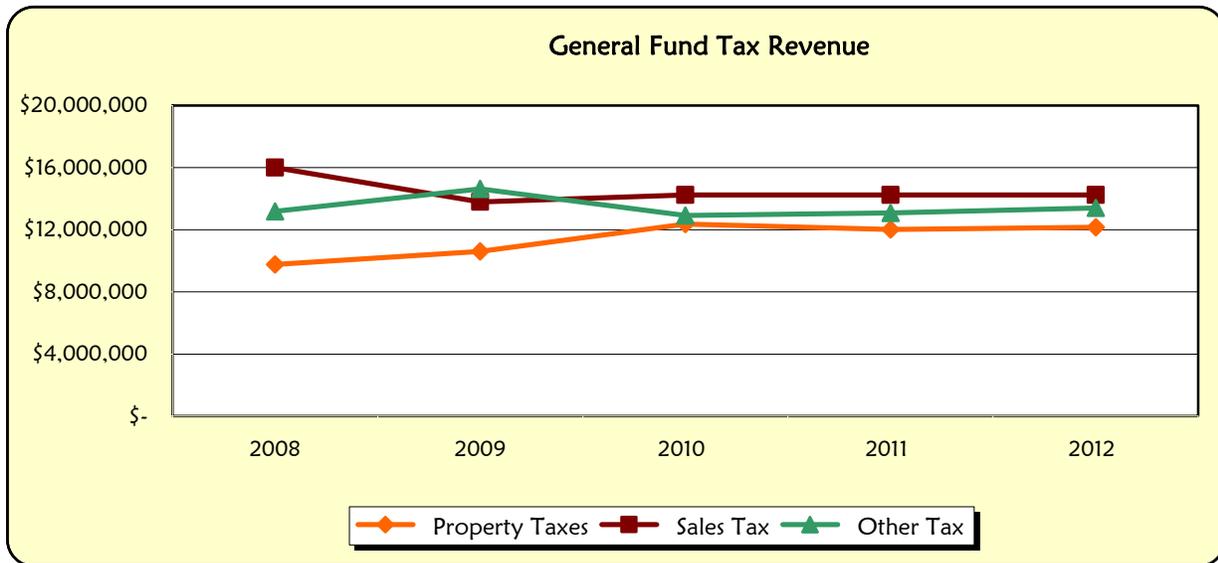
Over the past several years voters of the State of Washington have changed the property tax levying process through referenda and initiatives. Referendum 47, passed in 1997, changed the 106% limit to the lesser of six percent or inflation. There was a provision, however, that with a finding of substantial 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 overturned 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 City of Auburn 2011 levy rate is \$1.93. Legislation has significantly impacted the City as labor contracts have historically increased at an average rate of 3% and the tax authority that is used in the payment of those contracts is limited to 1%. The assessed property values for 2011 collections are anticipated to decrease approximately 4%. Property taxes constitute 24.1% of total General Fund revenue budgeted for 2011.

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. In addition, Washington State changed from a point of sale collection to a point of delivery collection process in July 2008. It is estimated that the City is losing approximately \$2 million per year that has been mitigated by the State. 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 2011 will constitute 36.2% of tax revenue and 28.6% 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. 1% of this utility tax is dedicated to fund Arterial Street Preservation.



Other General Fund Revenue

Licenses and Permits

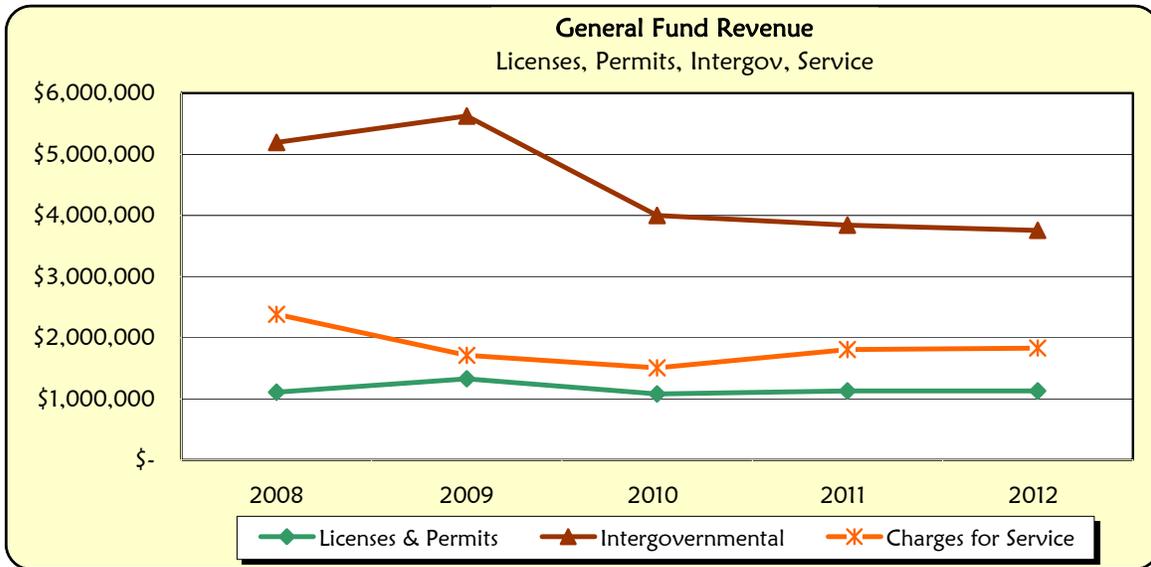
License and permit activities are user fees that are derived from various regulatory activities of the City. The bulk of this revenue is derived from building permit activities. Since this activity is dependent on new construction, it can fluctuate greatly depending on the economy, interest rates and available land. New construction had been strong prior to 2008 but has slowed due to the economic downturn. Licenses and permits are projected to be 2.3% of 2011 and 2012 budgeted revenue.

Intergovernmental

Various state-shared tax revenues, including liquor taxes and liquor profits, dominate this category. 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 7.7% of total new revenue in 2011 and 7.6% in 2012. 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. The increase in this revenue source in 2008 is from the King County Annexation agreement. In addition, this category also receives revenue from the Muckleshoot Tribe which is based on the profits from the Casino. Each year the City negotiates with the Muckleshoot Tribe for the amount to be received. Late in 2005 the State began distributing Motor Vehicle Fuel Tax (MVFT) directly to the General Fund. A portion of the MVFT funds are being transferred out to the Arterial Street fund through operating transfers.

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 2011 as they follow new construction and permitting activity. Charges for services constitute 3.6% of total 2011 revenue.

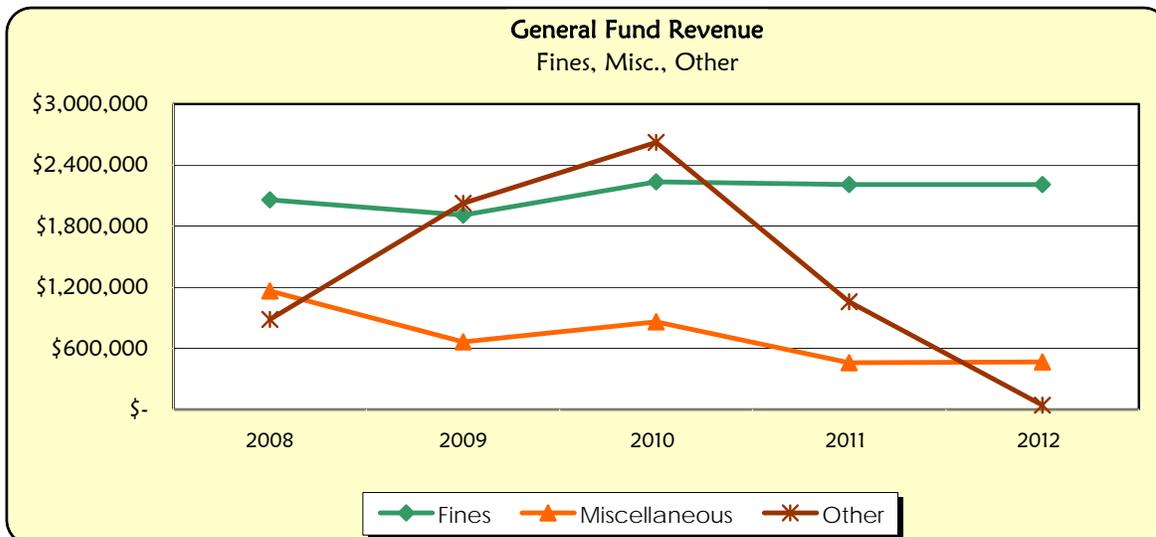


Fines and Forfeits

Fines and forfeits consist mainly of fines from law enforcement related activities. Fines and forfeits are projected to be 4.4% of the 2011 and 4.5% of 2012 total budgeted revenue.

Miscellaneous and Other Sources

Miscellaneous revenue consists primarily of interest revenue on idle treasurers’ cash and investments. Estimated 2010 revenue has decreased from 2008 due to lower interest rates. Miscellaneous sources of revenue were reduced in 2011 and 2012 due to decline in interest rates and movement of rental revenue to the new facilities internal service fund created in 2009. In 2009 the increase in “Other” reflects a transfer back of excess fund balance that was originally given to the Capital Projects Fund by the General Fund. Increase in revenue in 2010 from 2009 reflects the refinancing of Valley Communications Center Public Development Authority bonds, which the City is contracted to pay 20% of the debt service for 15 years.

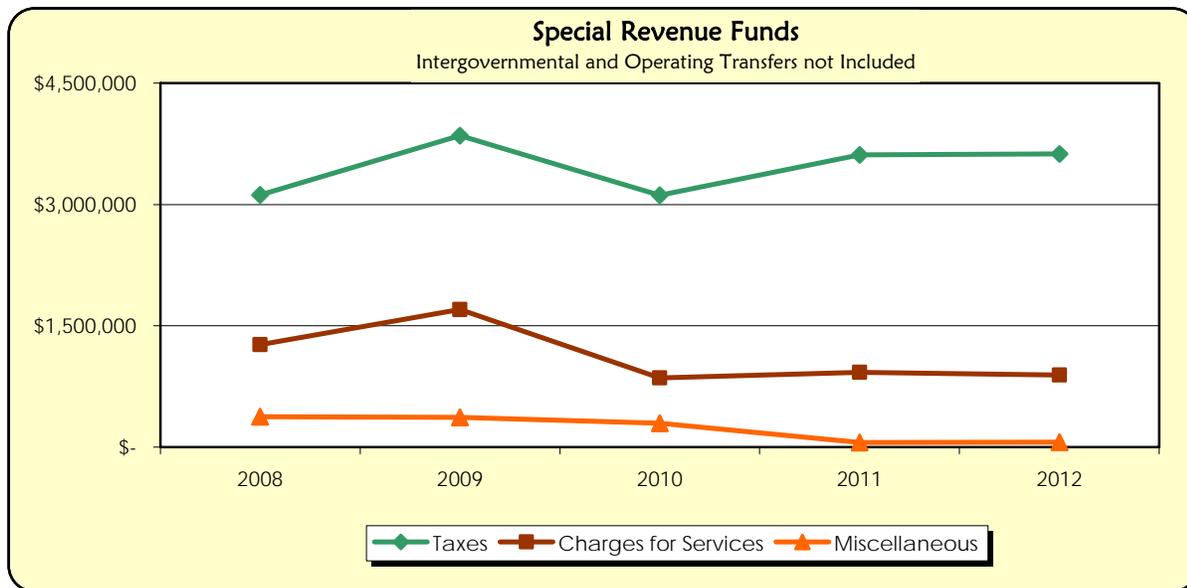


SPECIAL REVENUE FUNDS

The City has 11 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**

	2008 Actual	2009 Actual	2010 Est Actual	2011 Budget	2012 Budget
Beginning Fund Balances	\$ 13,124,660	\$ 14,463,371	\$ 15,184,062	\$ 11,422,950	\$ 9,317,962
Taxes	3,117,317	3,851,680	3,115,800	3,613,000	3,624,000
Intergovernmental	1,496,281	1,794,725	5,431,150	10,673,100	7,716,900
Charges for Services	1,268,048	1,700,823	857,137	926,300	889,100
Fines and Penalties	265,948	304,926	300,000	250,000	250,000
Miscellaneous	376,596	368,131	296,142	56,600	59,600
Other Sources	3,026,096	3,473,650	5,630,777	3,246,300	7,647,800
Total Revenue	\$ 22,674,946	\$ 25,957,306	\$ 30,815,068	\$ 30,188,250	\$ 29,505,362



Taxes

The main tax in the Special Revenue funds is a portion of property tax initially collected by a citizen approved Levy Lid Lift. This levy began in 2005 and was approved for six years. Up from \$1.5 million in 2010, Council has currently designated \$2.0 million (\$.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. 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 345,500 square feet of service businesses and 224,100 square feet of retail space assessed annually. The Hotel/Motel Excise Tax is another source of revenue for this group of funds. Levied at 1% of the charges for

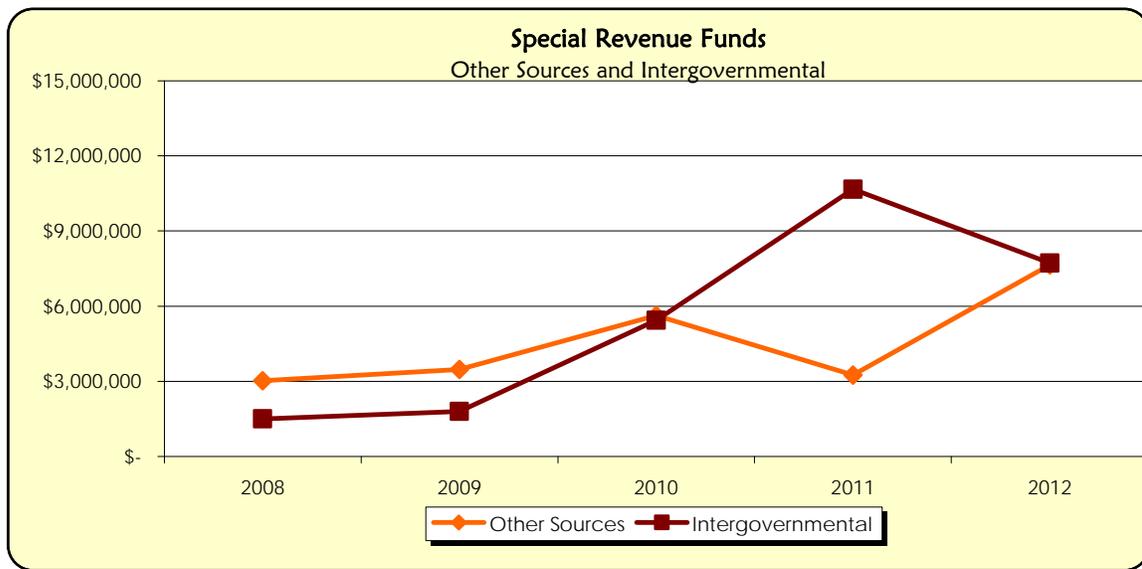
lodging at hotels, motels and campgrounds these funds are used to offset the cost of tourism promotion. 2011 - 2012 revenues have been budgeted to reflect anticipated collections. Other taxes which may support activities in Special Revenue funds include Real Estate Excise Tax (REET) and Motor Vehicle 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. 2011-2012 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 2011 and 2012.



Other Sources

This revenue source is primarily for transfers from other funds to the special revenue funds. Most of the budgeted transfers will be for the continued support of Arterial and Local Street projects identified in the Transportation Improvement Plan.

Intergovernmental

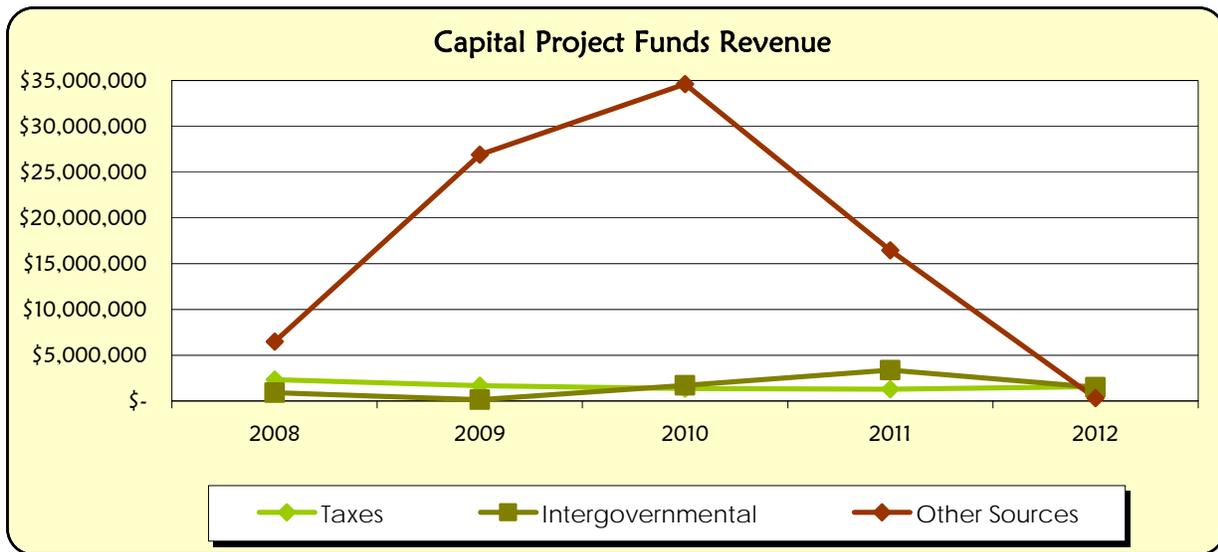
This funding source has traditionally been the largest of all categories in the Special Revenue Funds. Intergovernmental revenues are grants, entitlements, shared revenues and payments provided by one government to another. These funds include Federal, State and Local grants, state entitlements, and 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 \$10.1 million of state and federal funding for 2011 and 13.2 million from federal, state and local funding in 2012. Major projects include “A” Street NW phase I, West Valley Highway Improvements and M Street Grade Separation.

CAPITAL PROJECT FUNDS

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

**Capital Project Funds Revenue
By Funding Source**

	2008 Actual	2009 Actual	2010 Est Actual	2011 Budget	2012 Budget
Beginning Fund Balance	\$ 9,873,331	\$ 12,990,033	\$ 10,422,361	\$ 9,501,874	\$ 2,592,574
Taxes	2,312,405	1,672,078	1,339,500	1,300,000	1,565,000
Intergovernmental	896,498	150,588	1,700,000	3,373,900	1,494,100
Charges for Service	29,010	22,546	25,000	25,000	25,000
Miscellaneous	772,532	311,275	2,956,615	2,055,800	217,700
Other Sources	6,505,831	26,914,795	34,606,475	16,458,500	310,000
Total Revenue	\$ 20,389,607	\$ 42,061,315	\$ 51,049,951	\$ 32,715,074	\$ 6,204,374



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.

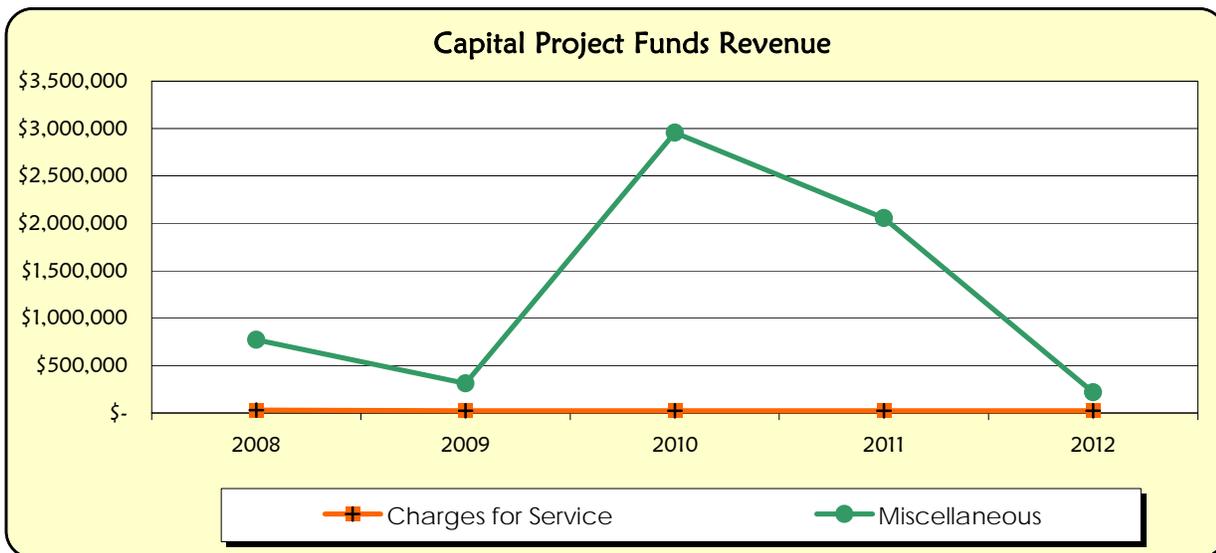
REET is divided into quarter percents. Both the first and second ¼% may be used for: streets, sidewalks, street lighting systems, traffic signals, bridges, domestic water systems, and storm and sanitary sewer systems. In addition, the first ¼% may be used to purchase park and recreational facilities, law enforcement facilities, fire protection facilities, trails, libraries, and administrative and judicial facilities. With the current downturn in the economy REET is budgeted conservatively and held steady from 2009 thru 2012.

Intergovernmental

The parks construction fund anticipates the receipt of \$629,900 in grant revenue for 2011 to complete major park projects and \$1.3 million in local funding in 2012. These projects include Auburn Environmental Park and Fenster Levee Setback and the Lea Hill Park replacement. The Local Revitalization fund anticipates \$2.5 million in a federal grant in 2011.

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 2010 estimated actual includes \$23 million in bond proceeds for the purchase of the City Hall Annex and \$7 million in bond proceeds for the Local Revitalization project. The 2011 budget includes \$652,500 REET1 transfer in for the Auburn Community Center and \$366,000 REET1 transfer in for the Activity Center. Transfers in also include a \$45,000 transfer from Cumulative Reserve fund for the Auburn Environmental Park.



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 fund park facilities projects to benefit the users of the parks and fields.

Miscellaneous

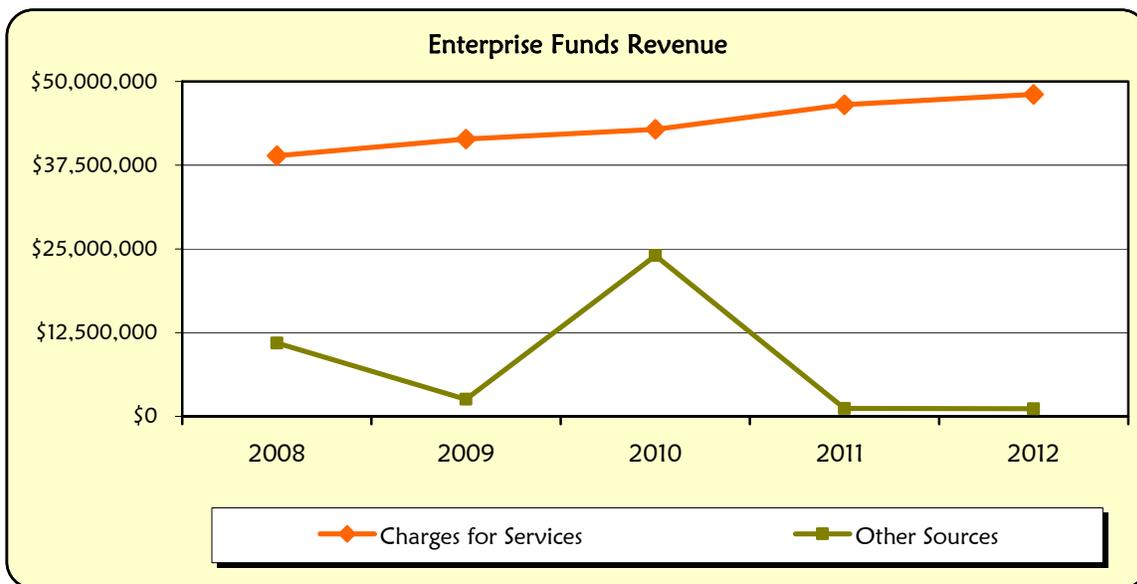
Miscellaneous revenue includes interest earnings on idle fund resources and contributions or donations from developers or other organizations for parks projects. Investment income is budgeted conservatively from 2010 thru 2012. The increase in 2010 is \$1.8 million in a developer contribution for the City Hall Annex project and budget for a \$780,000 contribution from the Boys and Girls Club for the Activity Center project.

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**

	2008 Actual	2009 Actual	2010 Est Actual	2011 Budget	2012 Budget
Beg. Working Capital	\$ 38,882,577	\$ 38,009,989	\$ 29,724,741	\$ 39,720,169	\$ 8,843,409
Charges for Services	38,937,510	41,390,099	42,851,600	46,530,980	48,091,580
Other Sources	10,932,349	2,545,374	23,982,636	1,193,300	1,134,300
Miscellaneous	2,247,985	1,380,677	1,854,400	1,055,300	1,076,900
Intergovernmental	315,566	3,626,869	528,000	193,000	593,000
Total Revenue	\$ 91,315,987	\$ 86,953,008	\$ 98,941,377	\$ 88,692,749	\$ 59,739,189



Charges for Services

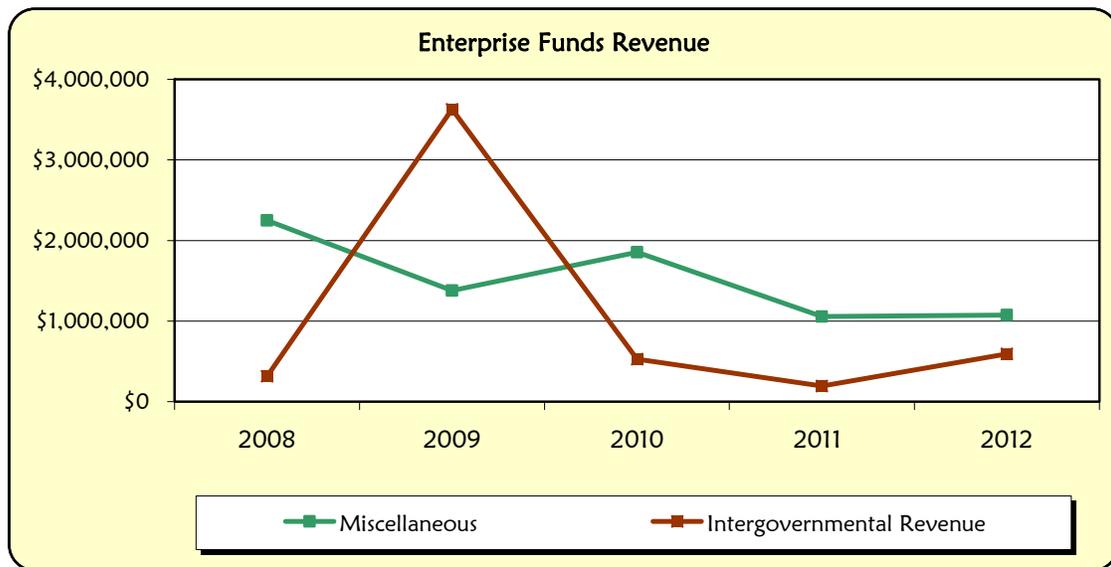
This revenue source represents fees charged by the City’s enterprise funds in return for a public service. Over 58% of the City’s enterprise fund charges for service revenue are collected in the sewer and solid waste funds. Approximately 75% of the sewer revenues are related to pass through charges from 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 in 2007 this fund also collects 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 2011 and 2012, revenues are anticipated to decrease due to the economic downturn.

Charges for services in the Cemetery fund are for lot sales and retail sales for burial related products. The economic downturn has also affected the revenues projected for this fund in 2011 and 2012.

Other Sources

This revenue source represents the resources available from Public Works Trust Fund loans (PWTF), developer contributions, bond proceeds, and in 2009, contributions from the Muckleshoot Indian Tribe. 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 2011-2012. 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. In 2010 other sources include \$12.1 million revenue bond proceeds in the Water fund, \$5.4 million revenue bond proceeds in the Sewer fund and \$4.5 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 since 2008 due to falling interest rates. Airport property rentals make up 58.1% 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 for cart rentals, banquet space and concessions is anticipated to comprise 28.7% of miscellaneous funds in 2011.

Intergovernmental Revenue

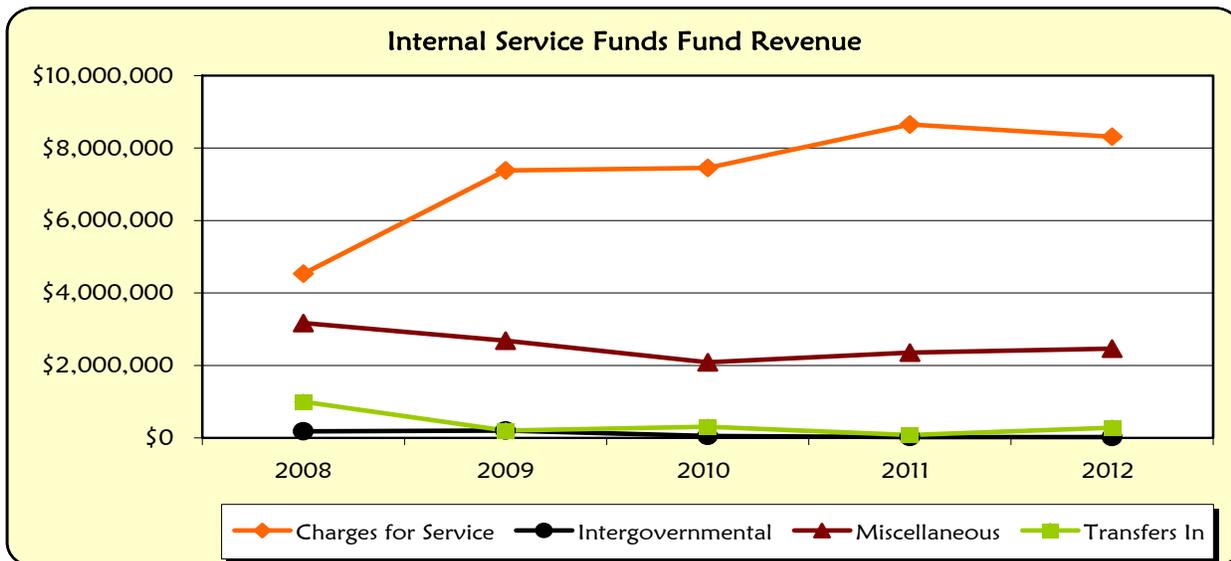
This revenue consists primarily of grants received in the Airport Fund from the FAA for airport improvements to the taxiways and maintenance of the facility. In 2009 \$2.47 million was to fund taxiway design and construction. The Storm Fund also includes intergovernmental revenue of \$100,000 in 2011 and \$500,000 in 2012 from the Port of Seattle to fund a mitigation project.

INTERNAL SERVICE FUNDS

The City’s Internal Service Funds are used to budget 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**

	2008 Actual	2009 Actual	2010 Est Actual	2011 Budget	2012 Budget
Beg. Working Capital	\$ 10,822,684	\$ 11,518,199	\$ 11,673,894	\$ 11,114,839	\$ 7,651,259
Charges for Service	4,536,262	7,383,828	7,449,610	8,648,350	8,312,600
Intergovernmental	181,250	200,207	58,800	25,820	25,820
Miscellaneous & Other	3,170,624	2,679,309	2,085,400	2,352,600	2,464,400
Transfer In	994,500	204,100	303,600	75,000	283,500
Total Revenue	\$ 19,705,320	\$ 21,985,643	\$ 21,571,304	\$ 22,216,609	\$ 18,737,579



Charges for Service

The primary revenue source for charges is from Facilities and Information Services. Each department is allocated a portion of the costs for Facilities, 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. In addition, a slight decrease in interest income is projected for the Information Services and Equipment Rental Fund as idle cash and will be spent on projects.

Other Sources

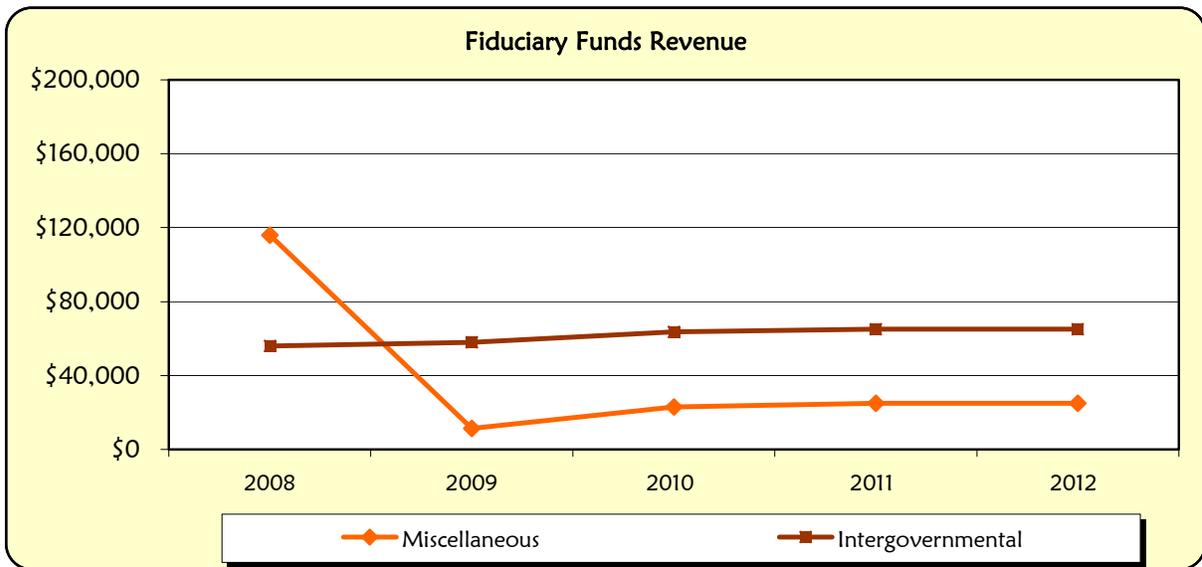
This revenue source is mainly for Transfers In from other funds. In 2008, transfers of \$273,900 were made to the Information Services fund and \$720,600 to Equipment Rental fund for increased expenses related to the annexation.

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 part of the general 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**

	2008 Actual	2009 Actual	2010 Est Actual	2011 Budget	2012 Budget
Beginning Fund Balance	\$ 2,898,968	\$ 2,940,766	\$ 2,828,642	\$ 2,789,842	\$ 2,732,932
Miscellaneous	115,948	11,455	23,000	25,000	25,000
Other Sources	56,000	58,000	63,600	65,000	65,000
Total Revenue	\$ 3,070,916	\$ 3,010,221	\$ 2,915,242	\$ 2,879,842	\$ 2,822,932



Miscellaneous Revenue

Miscellaneous revenue primarily consists of investment income on idle cash investments which were less than anticipated in 2009 as interest rates decreased from 2008. With the current decline in interest rates, 2010 is estimated to remain low and investment income is budgeted conservatively in 2011 and 2012.

Intergovernmental

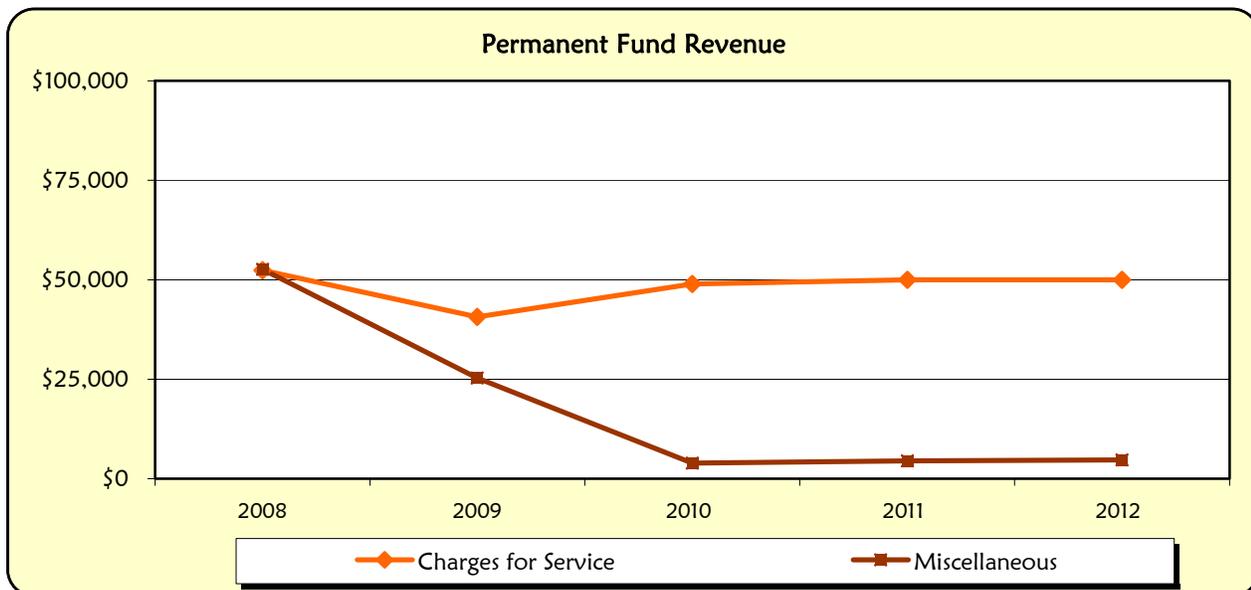
This revenue is from the fire insurance premium tax that is transferred into the Fire Relief and Pension Fund. The City receives this revenue from the State and it is allocated based on the number of firefighters serving the City. The fund is scheduled for another actuarial evaluation during 2011. The 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**

	2008 Actual	2009 Actual	2010 Est Actual	2011 Budget	2012 Budget
Beginning Fund Balance	\$ 1,490,350	\$ 1,480,396	\$ 1,506,362	\$ 1,528,962	\$ 1,552,162
Charges for Service	52,433	40,640	49,000	50,000	50,000
Miscellaneous	52,613	25,326	3,900	4,500	4,700
Total Revenue	\$ 1,595,396	\$ 1,546,362	\$ 1,559,262	\$ 1,583,462	\$ 1,606,862



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.

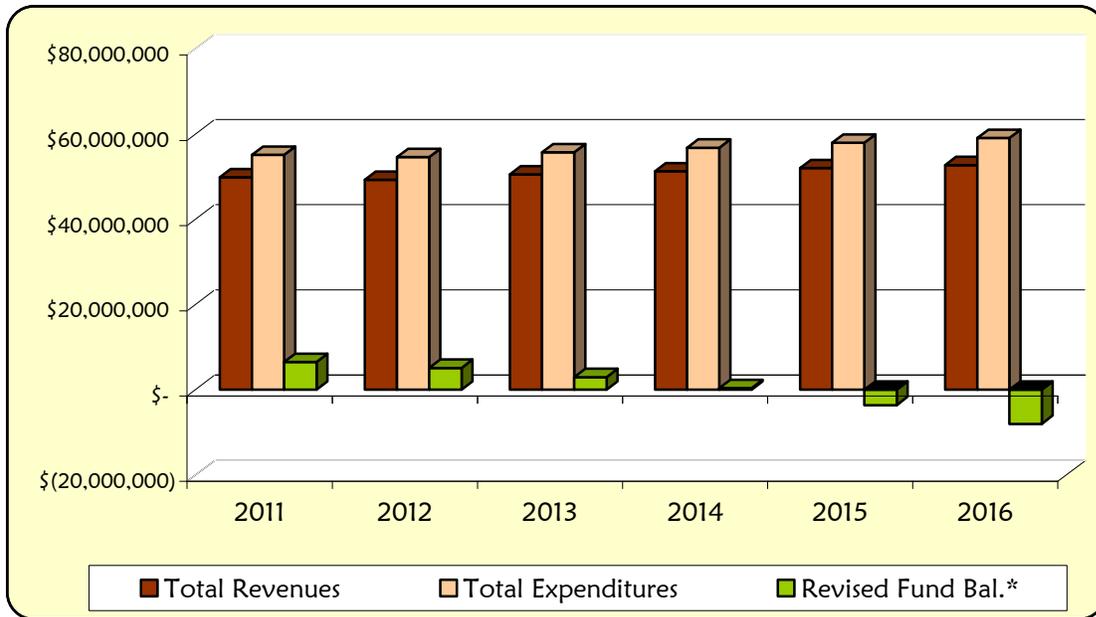
General Fund Revenue and Expenditure Forecast 2011 - 2016

	2011	2012	2013	2014	2015	2016
Total Taxes	\$ 39,363,950	\$ 39,819,715	\$ 41,263,391	\$ 41,876,133	\$ 42,500,703	\$ 43,137,014
Total Lic & Per	1,129,000	1,129,000	1,374,700	1,375,400	1,376,100	1,376,800
Total Intergovt	3,841,685	3,756,285	3,312,500	3,361,400	3,411,200	3,462,100
Total Chg/Serv	1,804,100	1,831,100	1,830,200	1,854,500	1,879,300	1,904,600
Total Fines	2,208,500	2,208,500	2,229,000	2,249,700	2,270,500	2,291,600
Total Misc Rev	458,200	466,200	472,576	478,980	485,512	492,075
Total Other Rev	1,058,468	42,000	50,000	50,001	50,000	50,001
Total Revenues	\$ 49,863,903	\$ 49,252,800	\$ 50,532,367	\$ 51,246,114	\$ 51,973,315	\$ 52,714,190
Mayor & Council	\$ 789,980	\$ 786,420	\$ 802,100	\$ 818,100	\$ 834,500	\$ 851,200
Community Services	1,092,980	1,102,050	1,124,100	1,146,600	1,169,500	1,192,900
Human Resources	4,031,820	4,133,320	4,216,000	4,300,300	4,386,300	4,474,000
Finance	1,159,740	1,188,550	1,212,300	1,236,500	1,261,200	1,286,400
City Attorney	1,659,560	1,702,570	1,736,600	1,771,300	1,806,700	1,842,800
Planning	3,721,770	3,800,330	3,876,300	3,953,800	4,032,900	4,113,600
Jail	6,087,470	4,106,250	4,188,400	4,272,200	4,357,600	4,444,800
Police	19,668,600	20,186,760	20,590,500	21,002,300	21,422,300	21,850,700
Public Works	2,415,200	2,497,000	2,546,900	2,597,800	2,649,800	2,702,800
Parks & Rec	7,279,570	7,392,970	7,540,800	7,691,600	7,845,400	8,002,300
Street	3,183,130	3,279,920	3,345,500	3,412,400	3,480,600	3,550,200
Non-Departmental	4,049,500	4,436,200	4,524,900	4,615,400	4,707,700	4,801,900
Total Expenditures	\$ 55,139,320	\$ 54,612,340	\$ 55,704,400	\$ 56,818,300	\$ 57,954,500	\$ 59,113,600
New Rev. Balance	(5,275,417)	(5,359,540)	(5,172,033)	(5,572,186)	(5,981,185)	(6,399,410)
Residual/Unused Budget		4,000,000	3,000,000	3,000,000	2,000,000	2,000,000
Revised Fund Bal.*	6,487,938	5,128,398	2,956,365	384,179	(3,597,006)	(7,996,416)
% Fund Balance	10.53%	8.58%	5.04%	0.67%	-6.62%	-15.64%
Total	\$ 61,627,258	\$ 59,740,738	\$ 58,660,765	\$ 57,202,479	\$ 54,357,494	\$ 51,117,184

Key Assumptions:

Inflation Rate	1.5%
Population Growth Rate	1.0%
Estimated Personnel Increases	1.5-2.0% steps, 5% Benefit increase
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. However, decreases in the stock market, higher unemployment rates, and unfunded mandates by the County, state and federal government for criminal justice and human services have all had a significant impact on the General Fund budget. Moderate economic growth is reflected in the revenue forecasts through 2016. Property assessed values have increased steadily during previous years at an average of 6.0%. Assessed valuation in 2010 decreased 10.5% overall and 2011 is anticipated to again decrease approximately 4%. 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 0.67% by the end of 2014. 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. 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. Assessed valuation for the City is expected to decline in 2011. Voters passed the "Save Our Streets" (SOS) levy in November 2004. This was 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 2011 and 2012 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 had 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. In 2009, due to the economic downturn the City made two reductions in force to reduce labor costs. Total salaries and benefits represent 54.1% of the 2011 General Fund budget.

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 internal LID Bond debt currently amounts to \$609,512.

L.I.D. Bonds			
Year	Principal	Interest	Total
2011	\$ 33,142	\$ 30,476	\$ 63,618
2012	34,800	28,818	63,618
2013	36,540	27,078	63,618
2014	38,367	25,251	63,618
2015+	466,663	133,290	599,953
Totals	\$ 609,512	\$ 244,913	\$ 854,425

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. In 2010, the City issued \$31,990,000 of general obligation bonds. The bonds were used for the following purposes: 1) refunding all of the City’s outstanding 1998 Library bonds; 2) to pay for downtown infrastructure improvements which includes utility relocation and upsizing, a

promenade with open plazas, and a new street surface; and 3) to pay for a portion of the cost of acquisition of certain condominium units to provide city office space near City Hall (City Hall Annex). 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 \$1,655,000 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 that was refinanced in 2010, a 2009 bond issue from the SCORE Public Development Authority. The City is contracted to pay 20% of the ValleyCom debt service over a 15-year period. The City is contracted to pay 31% of the SCORE debt service over a 30-year period. The City currently has an Aa3 rating from Moody's and an AA rating from Standard & Poor'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	\$113,164	\$75,443	\$188,607	\$188,607	\$565,822
Bonds Outstanding	64,817	-	-	-	64,817
Net Capacity	\$48,347	\$75,443	\$188,607	\$188,607	\$501,005

Revenue Bonds

The City has \$23.2 million outstanding utility revenue bonds that are being repaid by revenues from utility funds. This balance includes \$21.3 million issued in December 2010 and the remaining balance of \$1.9 million of the 2005 utility refunding bonds. 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.

In 2010, the City issued \$21.3 million in utility revenue bonds. The proceeds from the bond sale together with rate generated working capital will be used to construct new or replace utility infrastructure. In the Water Utility, the proceeds will be used to buy wholesale water contracts, build a new reservoir, replace two booster pump stations, and replace water mains and other water system equipment. In the Sewer Utility, bond proceeds will be used to replace two pump stations, replace damaged sewer pipe, and upgrade pump station control systems. Bond revenues will be used to improve Storm Drainage Utility infrastructure by replacing a pump station, enlarging a flood control pond, and installing new roadway drainage systems. The above projects are detailed in the 2009 comprehensive plan for each respective utility.

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 the outstanding 2005 utility revenue bonds Aa2.

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

Revenue Bonds				General Obligation Bonds		
Year	Principal	Interest	Total	Principal	Interest	Total
2011	\$ 290,000	\$ 1,194,593	\$ 1,484,593	\$ 1,386,000	\$ 3,592,121	\$ 4,978,121
2012	305,000	1,227,927	1,532,927	1,426,000	3,553,389	4,979,389
2013	885,000	1,215,727	2,100,727	2,073,650	3,495,405	5,569,055
2014	915,000	1,186,077	2,101,077	2,141,500	3,423,436	5,564,936
2015+	20,825,000	11,530,377	32,355,377	57,789,700	53,609,156	111,398,856
Total	\$23,220,000	\$16,354,701	\$39,574,701	\$64,816,850	\$67,673,507	\$132,490,357

Public Works Trust Fund Loan Debt			
Year	Principal	Interest	Total
2011	\$ 804,212	\$ 41,707	\$ 845,919
2012	804,213	38,728	842,941
2013	804,213	35,750	839,963
2014	804,213	32,770	836,983
2015+	7,079,173	174,013	7,253,186
Total	\$ 10,296,024	\$ 322,968	\$ 10,618,992

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

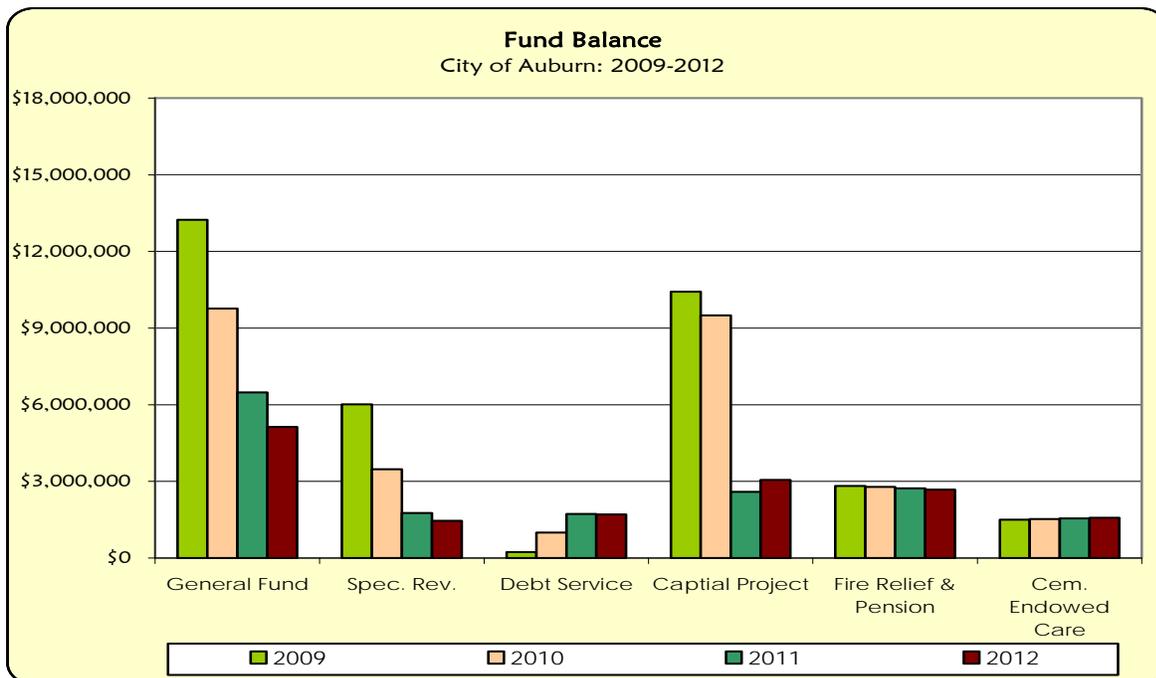
Some jurisdictions have used business licensing as a means of generating additional revenues. A very aggressive program could yield as much as \$750,000 per year.

Fund Balance Trends

Following is the fund balance trend for the City’s governmental, fiduciary and permanent funds from 2009 through 2012.

Fund Balance 2009-2012

	General Fund	Spec. Rev.	Debt Service	Capitol Project	Fire Relief & Pension	Cem. Endowed Care
Actual:						
2009	\$ 13,237,852	\$ 6,020,770	\$ 235,548	\$ 10,422,361	\$ 2,828,642	\$ 1,506,362
Est Actual:						
2010	9,763,355	3,471,220	997,795	9,501,874	2,789,842	1,528,962
Budget:						
2011	6,487,938	1,770,970	1,722,600	2,592,574	2,732,932	1,552,162
2012	5,128,398	1,464,470	1,703,200	3,066,174	2,675,482	1,584,562



The General Fund’s ending balance decreased from the 2009 actual amount to 2010 budget because of increased unemployment costs related to the reduction in force in 2009, capital lease payments related to the City Hall Annex and General Fund revenues have not kept pace with the increased costs of services. Fund balance is budgeted to

decrease 33.5% from 2010 to 2011 mainly due to the startup costs associated with the multi-jurisdictional South Correctional Entity.

Special Revenue fund balance decreased 18.4% from 2010 to 2011 primarily due to a \$2,559,200 budgeted transfer out from the Mitigation fund in 2011 to the Arterial Streets fund for various transportation projects.

The Capital Projects fund balance is budgeted to decrease 72.7% in 2011 due mainly from increased capital outlay in the Municipal Park Construction fund for construction of the Activity Center and Community Center and the in Local Revitalization fund for construction of the Promenade project and City Plaza.

Debt Service fund balances are budgeted to increase in 2011 due to the issuance of approximately \$31 million in new general obligation bonds in 2010.

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 cash flow for operations and maintenance
- 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 following page. It should be noted that data for 2010-2012 are budget figures while the data for previous years are actual figures.

The Water Fund continues with an aggressive capital program and the beginning working capital for the utility decreased slightly in 2010. In 2010, the City completed a rate study for the period of 2009 through 2014. The City Council agreed with the new financial plan and adopted a 6.5% annual rate increase through 2014. The utility requires approximately \$12.1 million to complete several capital improvements in 2011 and 2012. The utility will sell \$12.1 million in bonds to generate the required revenue to fund the projects.

The Sewer Fund ending working capital increased by approximately \$1.9 million during the last budget cycle. In 2010, the City completed a rate study for the period of 2009 through 2014. The City Council agreed with the new financial plan and adopted a 10% annual rate increase through 2014. The utility requires approximately \$5.4 million to complete several capital improvements in 2011 and 2012. The utility will sell \$5.4 million in bonds to generate the required revenues to fund the projects.

Storm Fund ending working capital increased by approximately \$3 million during the last budget cycle. Also in 2010, the City completed a rate study for the period of 2009 through 2014. The City Council agreed with the new financial plan and adopted a 5.4% annual rate increase through 2014. The utility requires approximately \$4.5 million to complete several capital improvements in 2011 and 2012. The utility will sell \$4.5 million in bonds to generate the required revenue to fund the projects.

Ending Working Capital in the Water, Sewer and Storm funds will decrease significantly from 2010 through 2011 as revenue bond proceeds are used to fund capital projects.

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. The City is currently in negotiations with the current garbage contractor. 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 2011 as funds will be used for hangar roof repairs.

The Cemetery completed construction of 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 is projected to decrease in 2011 and 2012 due to conservative revenue forecasts resulting from the economic downturn.

The Golf Course completed construction of a Clubhouse in 2007 funded by bond proceeds. The 2011 and 2012 working capital is projected to decrease as a result of conservative revenue forecasts due to the economic downturn 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 reflects the change in management of the property. In 2010, the fund was consolidated into the General Fund.

Equipment Rental fund working capital is projected to decrease in 2011 as replacement funds are being used and several construction projects are completed. The funds will be used to build a new vehicle bay and storage area.

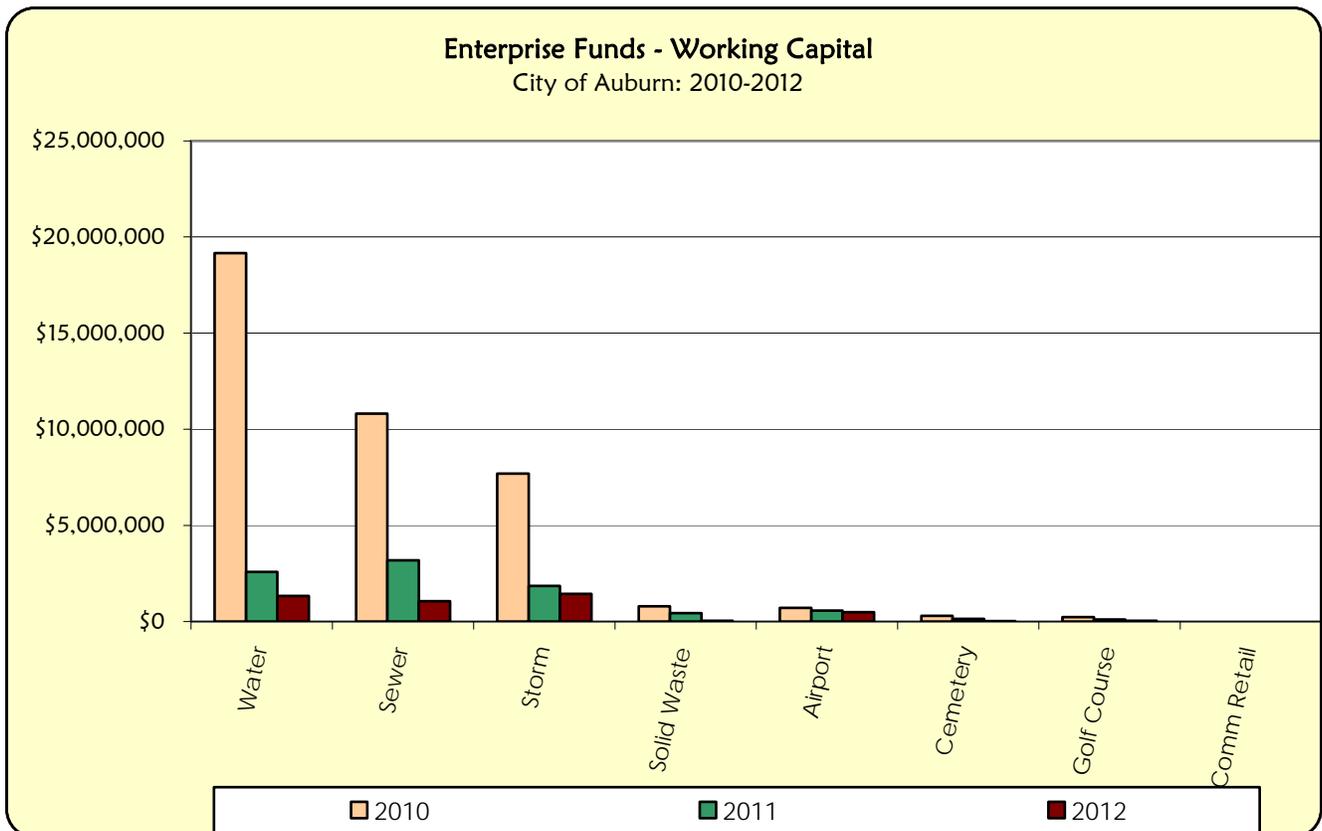
Information Services became an Internal Service fund in 2005. Charges to departments cover the full cost of operations and replacement of equipment. Working capital is expected to decrease in 2011 and 2012 as replacement funds are being used.

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 2002-2012

Enterprise Funds

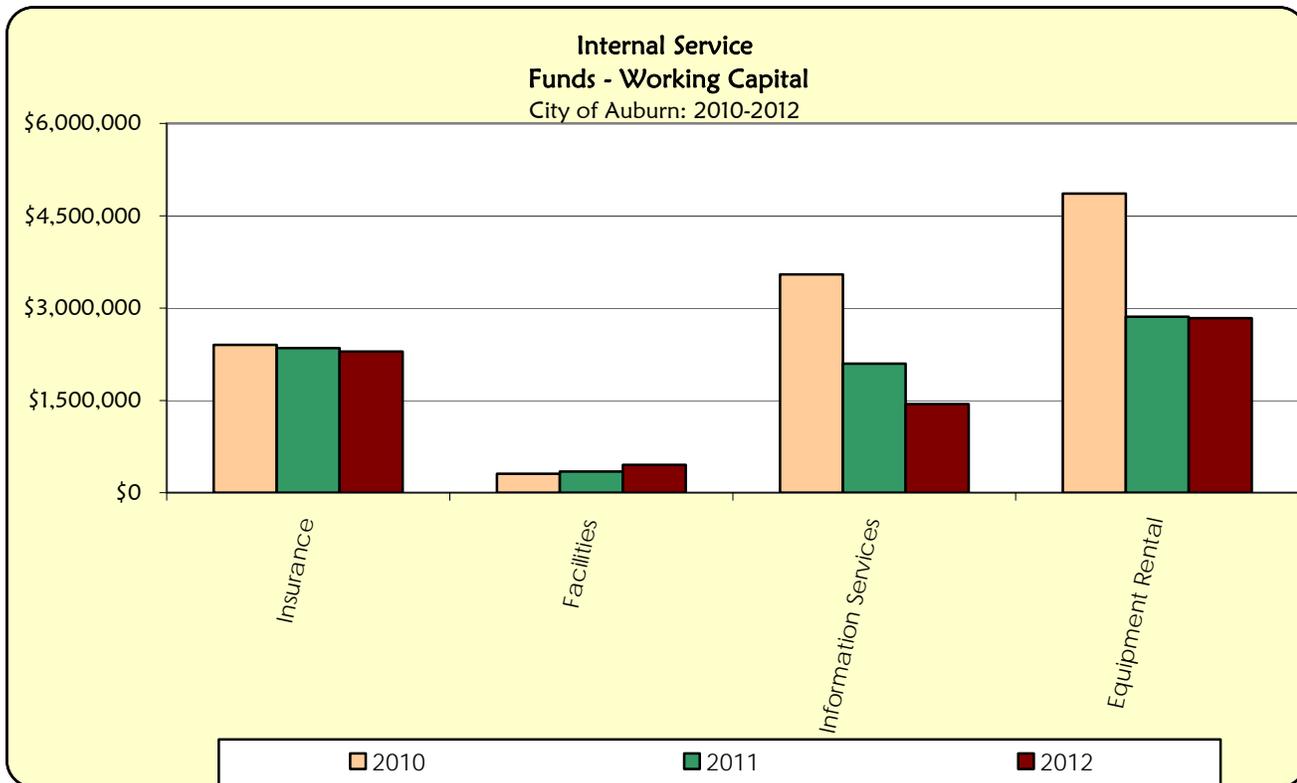
	Water	Sewer	Storm	Solid Waste	Airport	Cemetery	Golf Course	Comm Retail
Actual:								
2002	\$ 5,464,177	\$ 9,081,382	\$ 4,410,775	\$ 3,675,900	\$ 157,253	\$ 335,524	\$ 316,305	\$ -
2003	7,215,032	10,368,678	4,567,828	3,435,938	298,836	392,475	243,357	191,358
2004	8,554,976	11,903,336	5,111,165	3,289,301	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
2008	10,367,027	14,585,273	7,896,879	2,695,161	1,011,718	436,368	367,286	650,277
2009	9,715,479	10,751,024	5,758,187	1,399,901	937,942	316,498	195,433	650,277
Est Actual:								
2010	19,168,199	10,818,244	7,695,982	800,406	708,342	300,328	228,668	-
Budget:								
2011	2,577,279	3,172,444	1,842,732	430,736	578,532	146,198	95,488	-
2012	1,334,259	1,061,224	1,442,322	33,976	492,302	12,918	29,638	-

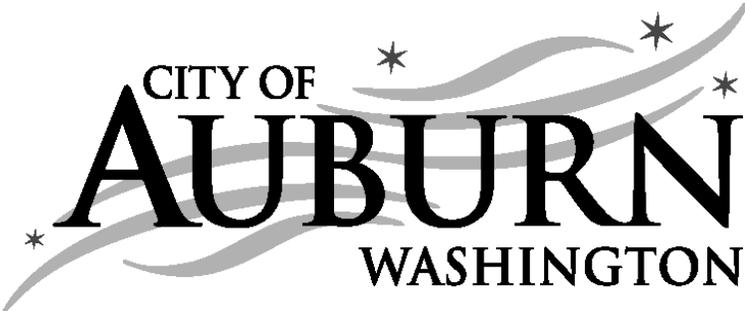


Working Capital 2002-2012

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
2008	2,481,572	-	2,932,485	6,104,142
2009	2,234,469	248,239	3,899,257	5,291,929
Est Actual:				
2010	2,403,069	307,539	3,546,577	4,857,654
Budget:				
2011	2,348,069	346,439	2,097,797	2,858,954
2012	2,293,169	456,099	1,441,877	2,833,544





Section IV – Operating Budget



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 2011-2012 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 2009, including general operations and obligation of the fund, and the objectives that the department will undertake in 2011-2012.

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.

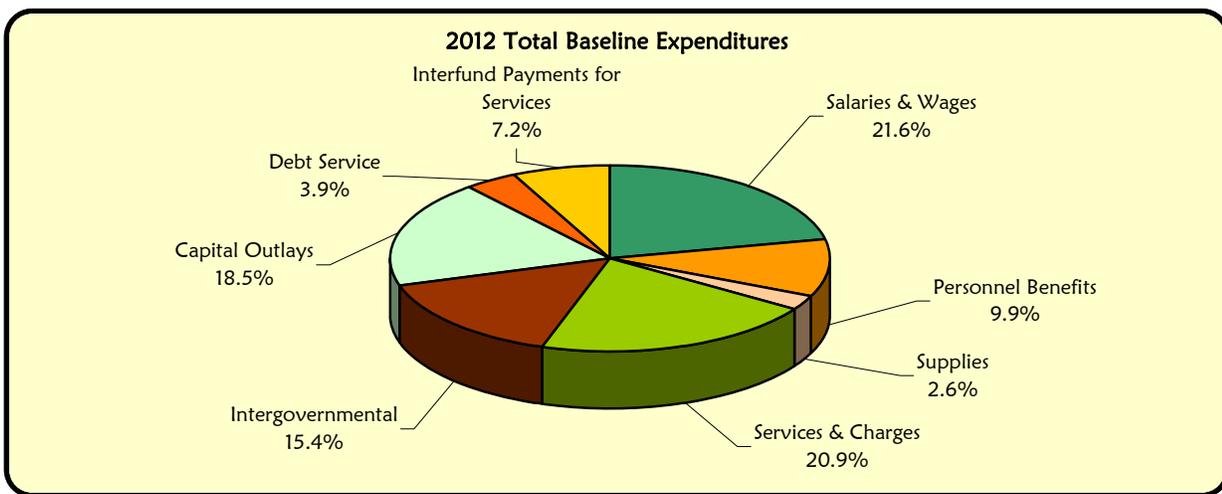
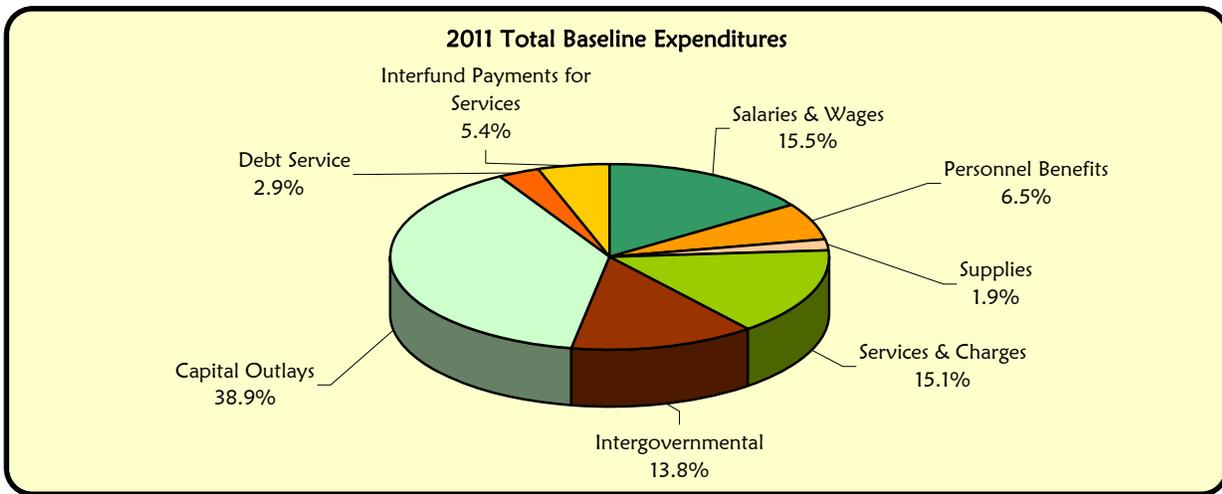
Department Employees

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

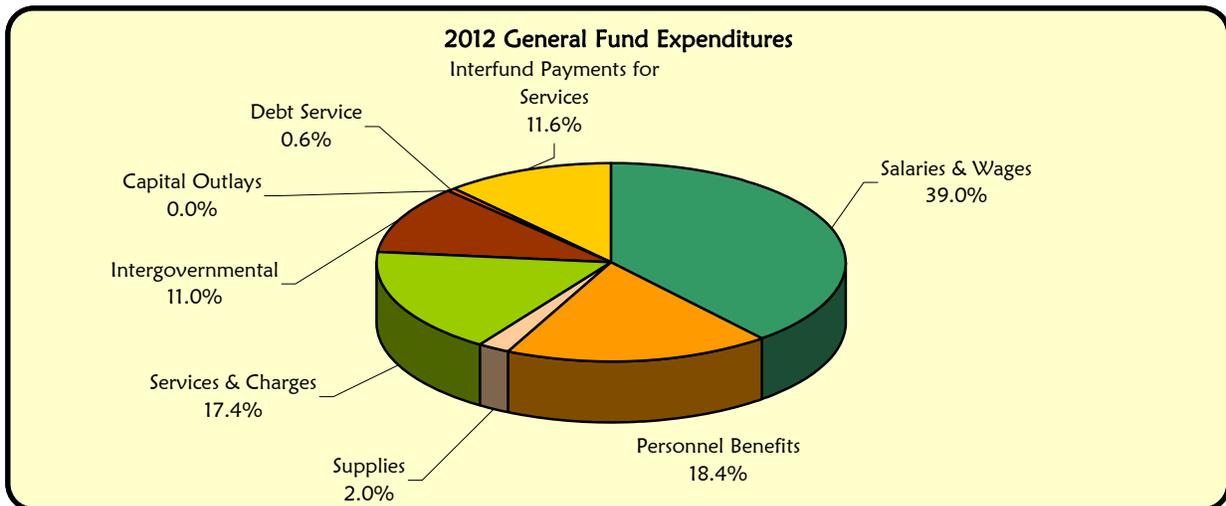
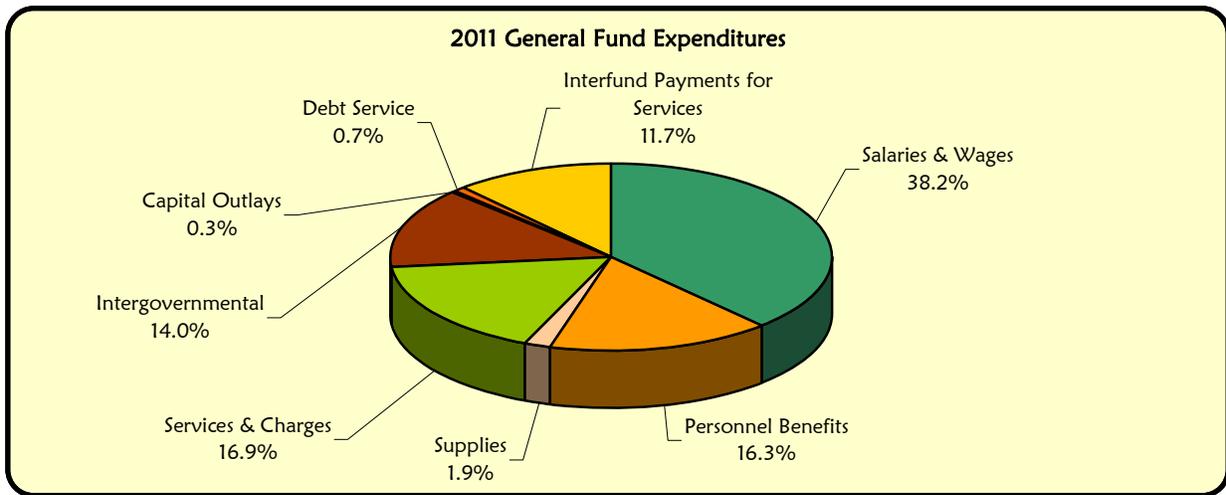
Performance Measures

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

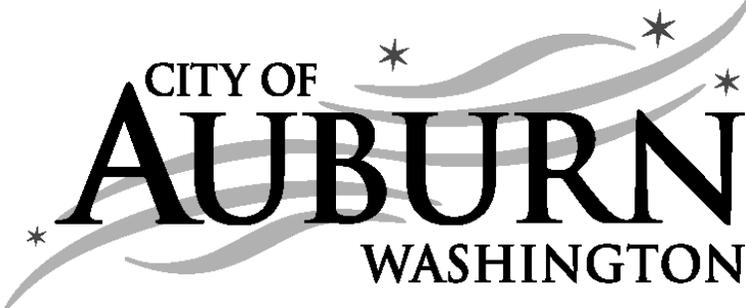
Total Baseline Budget	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Salaries & Wages	31,996,562	32,314,590	31,957,090	31,652,660	32,010,260
Personnel Benefits	11,931,134	12,453,590	12,438,990	13,229,890	14,699,770
Supplies	2,940,590	4,439,200	4,430,343	3,927,400	3,906,090
Services & Charges	26,692,145	31,695,105	31,417,555	30,628,550	30,840,560
Intergovernmental	23,274,269	30,169,170	28,702,190	27,984,928	22,653,140
Capital Outlays	52,432,492	63,626,603	38,365,045	79,161,070	27,279,820
Debt Service: Principal	1,504,520	30,167,686	29,984,374	2,515,900	2,614,600
Debt Service: Interest	861,307	3,572,100	2,804,595	3,381,160	3,212,990
Interfund Payments for Services	9,817,773	9,680,110	9,680,110	10,894,250	10,704,650
Other Uses	1,125,467	0	0	0	0
Designated Fund Balance	8,359,045	5,420,665	5,868,579	3,342,721	3,188,379
Undesignated Fund Balance	76,413,094	59,386,516	80,437,579	36,290,282	30,344,644
ALL FUNDS TOTAL	\$247,348,398	\$282,925,335	\$276,086,450	\$243,008,811	\$181,454,903



001 Total General Fund	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Salaries & Wages	21,597,711	21,790,190	21,458,190	21,015,650	21,300,910
Personnel Benefits	7,892,393	8,749,750	8,739,750	8,975,230	10,023,260
Supplies	1,000,828	1,304,800	1,257,543	1,072,730	1,092,450
Services & Charges	7,518,263	9,389,495	9,299,545	9,322,690	9,489,270
Intergovernmental	7,518,890	6,242,077	5,208,077	7,717,970	6,031,950
Capital Outlays	126,769	1,158,336	1,158,336	170,700	15,000
Debt Service: Principal	213,258	1,312,600	1,312,600	176,600	246,500
Debt Service: Interest	159,240	852,000	852,000	215,600	57,600
Interfund Payments for Services	6,103,740	6,034,900	6,034,900	6,472,150	6,355,400
Designated Fund Balance	1,062,300	1,062,300	1,062,300	290,642	332,000
Undesignated Fund Balance	12,175,552	7,753,326	8,701,055	6,197,296	4,796,398
GENERAL FUND TOTAL	\$65,368,944	\$65,649,774	\$65,084,296	\$61,627,258	\$59,740,738

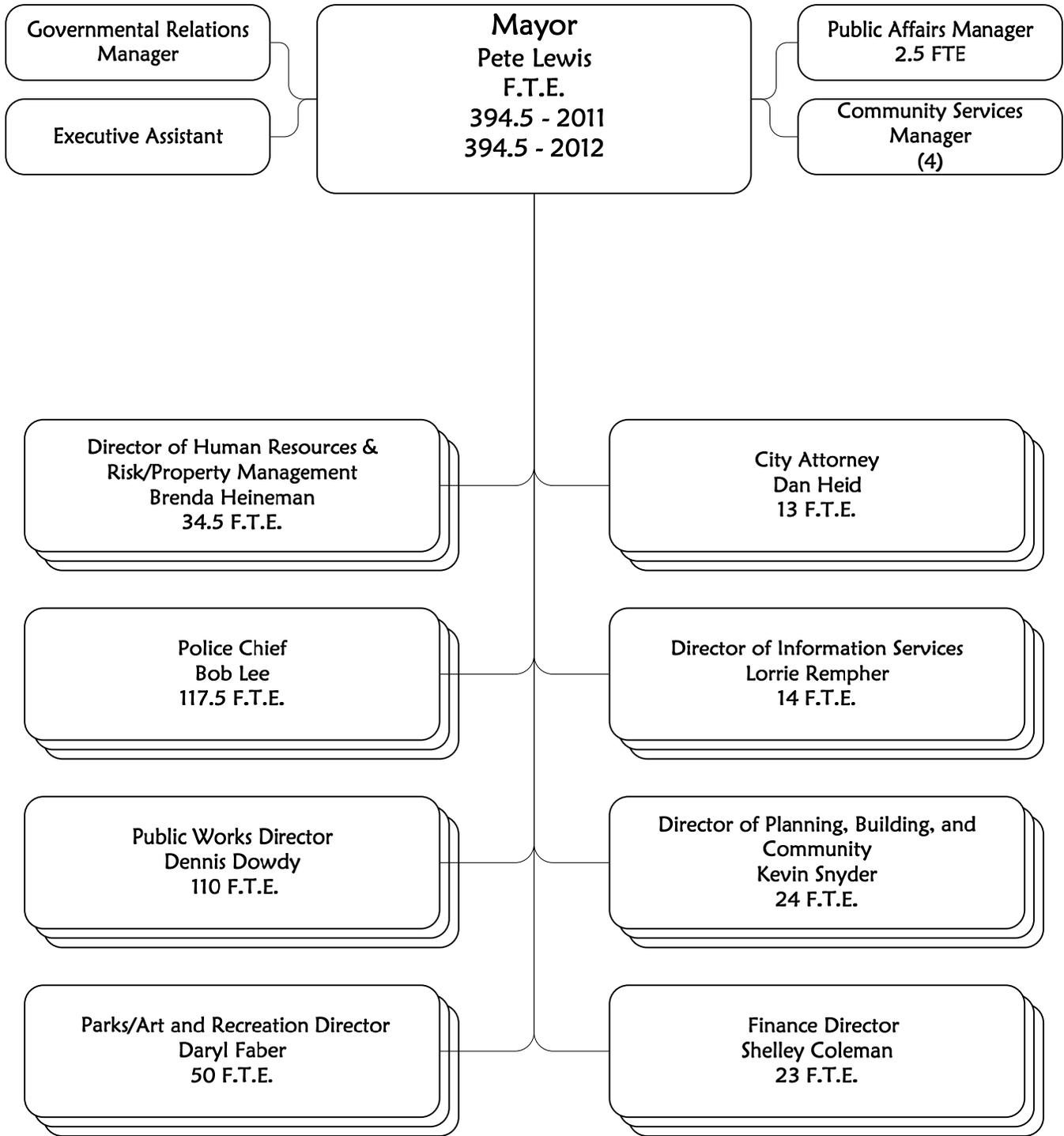






Council/Mayor

Organizational Chart



F.T.E. = Full Time Equivalent (does not include elected Municipal Court Judge)

Constant F.T.E. for both years when one number is displayed.

MAYOR and CITY COUNCIL

DEPARTMENT OVERVIEW

The Mayor and City Council are the legislative body representing the citizens of Auburn and 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: Public Affairs, Economic Development, 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.

2009-2010 Accomplishments

- Initiated coordinated response to graffiti and gangs with Community Services, Police, Code Enforcement, and Planning
- Completed over 60 home repair projects for low-income homeowners
- Initiated a nutrition program for our diverse populations that focuses on healthy food choices and preparation
- Opened Auburn International Farmer's Market
- Implemented Auburn Business Solutions Team to further involve all departments in Economic Development
- Increased downtown traffic through use of The Auburn Ave Theater
- Conducted three to five neighborhood meetings per month
- Created SEARCH in partnership with south county cities to manage emergency housing and affordable housing in South King County
- Promoted and completed Valley Cities Interlocal Agreement for the Tri-Trail Agreement to connect the Interurban, Foothills and Riverwalk trail systems for a regional trail connection
- Promoted and formed an Interlocal for the Valley Cities Broadband Development
- Implemented the Multi-Cultural Roundtable to bring our community together
- Instituted the Community Services Division to meeting the needs of our diverse community, work closer in the neighborhoods, provide for human service needs
- Successfully competed and received \$3 million Federal Economic Development Agency Grant for downtown redevelopment
- Successfully worked with the state legislature for over \$7 million in incentive financing for downtown redevelopment
- Completed the first two blocks of the six block downtown redevelopment area with approximately 200,000 square feet of new development
- Opened the Annex to provide for future city needs and the new Customer Service and Permit Center to provide for the needs of citizens and business
- Formalized the Green Zone Economic Development Area of the Environmental Park
- Created the Arterial Streets Task Force that formulated an action plan for future arterial connections
- Co-authored SCORE to create a south county regional jail for misdemeanants
- Worked jointly with Green River cities to install a safety barrier on the Green River, conducted community meetings and worked with the federal government on the Howard Hanson Dam Issues
- Built new components to the Les Gove Community Campus including the Spray Park, Discovery Park and the Activity Center
- Opened Bothell Park
- Repaired and resurfaced more than 30 miles of city streets

- Secured water supply for the future of the city, secure Lake Tapps and completed the historic Lake Tapps Agreement in partnership with the Cities of the Lake and Cascade Water Alliance
- Created the Citizen's Transportation, Transit and Trails Committee to work for improvements to our transportation system
- Reorganized city departments to provide for more efficient service

2011-2012 Objectives

- Work with Council to implement new Auburn Vision Map
- Implement an Auburn version of performance based budgeting
- Continue work for a community 'One Stop Shop' for Human Services
- Implement programs to celebrate Auburn's diversity
- Increase joint planning and activities with the Muckleshoot Indian Tribe
- Begin planning for new bridges in our annexation areas
- Work in partnership with Auburn School District to increase our children's future potential
- Open Activity Center for teens in Les Gove Community Campus
- Add Community Center to the Les Gove Community Campus
- Reduce reliance on property tax by increasing business and its additional sales tax receipts
- Complete the Promenade Project in downtown
- Complete four block downtown Catalyst project
- Add new business development projects for downtown, 15th Streets North and South and North Auburn
- Find funding solutions for Auburn's freight corridors
- Complete the M Street Underpass
- Complete the A/B Corridor for the first new north south route in recent history
- Complete and implement recommendations for Urban Task Force
- Complete and implement recommendations of Bicycle Task Force
- Continue to enhance relationships focusing on Economic Development with: Green River Community College, Auburn Area Chamber of Commerce, Auburn Downtown Association, etc.
- Create a Mayor's Round Table (monthly or quarterly) to bring business leaders from various industries together with city officials to improve business in Auburn
- Add new kiosk and Amtrak stop at Transit Center
- Continue to support southeast cities to develop rail transit program to Transit Center
- Strengthen partnerships in achieving strategic goals of SEARCH to achieve affordable housing goals
- Create system reporting and accountability of churches, service clubs and partnering philanthropic investment in meeting local needs
- Continue to increase market awareness of Auburn as a great place to do business
- Representing citizens of Auburn on city, regional, state and federal level.

Department Budget

001/11 Council/Mayor	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Salaries & Wages	355,948	356,900	356,900	361,020	362,570
Personnel Benefits	94,849	101,900	101,900	92,260	100,650
Supplies	7,876	15,200	15,200	16,700	16,700
Services & Charges	61,350	110,400	110,400	110,500	109,900
Intergovernmental	0	0	0	0	0
Capital Outlays	0	0	0	0	0
Interfund Payments for Services	134,504	154,500	154,500	209,500	196,600
DEPARTMENT TOTAL	\$654,527	\$738,900	\$738,900	\$789,980	\$786,420

Department Employees

001 Council-Elected	2008	2009	2010	2011	2012
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	2008	2009	2010	2011	2012
Mayor-Elected	1.00	1.00	1.00	1.00	1.00
Mayor FTE's	5.50	5.75	2.00	2.00	2.00
Community Services FTE's*	0.00	0.00	4.00	4.00	4.00
Communication FTE's **	5.50	4.50	2.50	2.50	2.50
TOTAL MAYOR FTE's	12.00	11.25	9.50	9.50	9.50

* Community Services Division was created in 2010 and reports to the Mayor.

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

0.75 FTE was moved from Planning to Mayor in early 2009 to become a Cultural Diversity Liaison.

1.5 FTE - .5 Council Assistant and 1 Communications Specialist Coordinator were part of the reduction in force in May 2009.

2.0 FTE - 1 Economic Development Manager and 1 Multimedia Manager were part of the reduction in force in December 2009.

0.25 FTE was moved from Finance to Mayor in early 2010 to make the Cultural Diversity Liaison a full time position.

3.0 FTE was moved from Mayor to Community Services in 2010.

1.0 FTE was moved from Communications to Community Services in 2010.

Full Time Equivalent (FTE)

COMMUNITY SERVICES DIVISION

MISSION STATEMENT

To initiate and support relevant services that provide effective and responsive programming to meet the essential needs of the residents of Auburn in connecting with their City and the community-at-large.

DIVISION OVERVIEW

Under the direction of the Mayor, COMMUNITY SERVICES is responsible for the following city efforts:

HOUSING & HUMAN SERVICES

Community Development Block Grant program (HUD)
 Human Services grants and support for local non-profits (30+)
 Neighborhood Matching Grant program
 Housing Repair program
 Graffiti Abatement program
 Emergency Housing program
 Human Services Committee

NEIGHBORHOODS

Block Watch program
 Neighborhood Safety Meetings (Home Owner Associations)
 National Night Out program
 Sister Cities Partnership

CULTURAL DIVERSITY

Multi-Cultural Roundtable
 Community Services Information Guide
 Cultural Programs and Services

2009 & 2010 ACCOMPLISHMENTS

- Provided housing repair funds to assist low-income homeowners with emergency and minor repairs to their homes
- Assisted in increasing the number of available transitional housing units available to domestic violence victims and crisis situations
- Continued development of the strategy and logistics of the Human Services One-Stop Center
- 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
- Cultural Diversity Liaison hired, started Multicultural Roundtable
- Developed 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
- Held at least three community meetings/month involving the Mayor and City Dept. representatives
- Established criteria for neighborhood needs and grant availability for all needs including, but not limited to, neighborhood improvements, traffic calming, art, public safety, infrastructure improvements, etc.

2011 & 2012 OBJECTIVES

- Continue to find ways to reach out to Auburn's diverse communities and involve them in the community at large, i.e. development of a cultural connections program
- Development of a Welcome Brochure/Package
- Begin development of an Auburn Citizens University
- Continue to develop a housing coalition to address and strategically plan for the transitional and affordable housing goals of the City
- Continue support and development of the Human Services One-Stop Center
- Develop an integrated referral and communications source for human services in the City of Auburn
- Improve the availability of emergency housing for crisis situations of residents
- Work to develop a short-term diversion center to alleviate the burden of service on emergency responders (Police, Fire, etc.) and the hospital in addressing mental disability and substance abuse

Division Budget

001/17 Community & Human Services	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Salaries & Wages	203,104	313,400	313,400	219,540	227,140
Personnel Benefits	65,148	90,400	90,400	93,140	106,110
Supplies	1,105	11,000	11,000	5,500	5,500
Services & Charges	475,587	597,500	597,500	605,800	605,800
Intergovernmental	0	0	0	0	0
Capital Outlays	0	0	0	0	0
Interfund Payments for Services	42,108	58,100	58,100	169,000	157,500
DEPARTMENT TOTAL	\$787,052	\$1,070,400	\$1,070,400	\$1,092,980	\$1,102,050

SPECIAL REVENUE FUNDS

Special revenue funds account for the proceeds of specific revenue sources whose expenditures are legally restricted. The Community Division of the Mayor's 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.

2009 & 2010 ACCOMPLISHMENTS

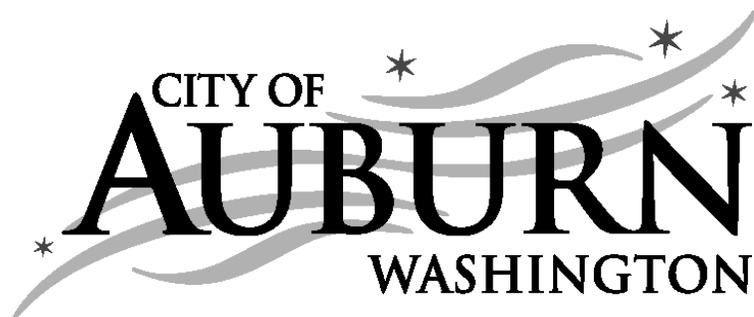
- Supported construction of the Valley Cities Landing project
- Developed beginning infrastructure and operations board for One-Stop Center for social and human services
- Auburn's Human Services activities, including management/oversight of Community Development Block Grant (CDBG) and City human services funding, grants and support for City Human Services Committee
- Managed the City's Housing Repair program for lower income households
- Neighborhood planning efforts to strengthen and enhance preservation, investment and sense of community
- Supported small businesses with counseling and start-up assistance through the Small Business Assistance Center
- Supported employment training for low-income residents
- Provided medical and dental services for low-income residents

2011 & 2012 OBJECTIVES

- Support development of service enhancements for residents around the Les Gove Community Campus
- 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

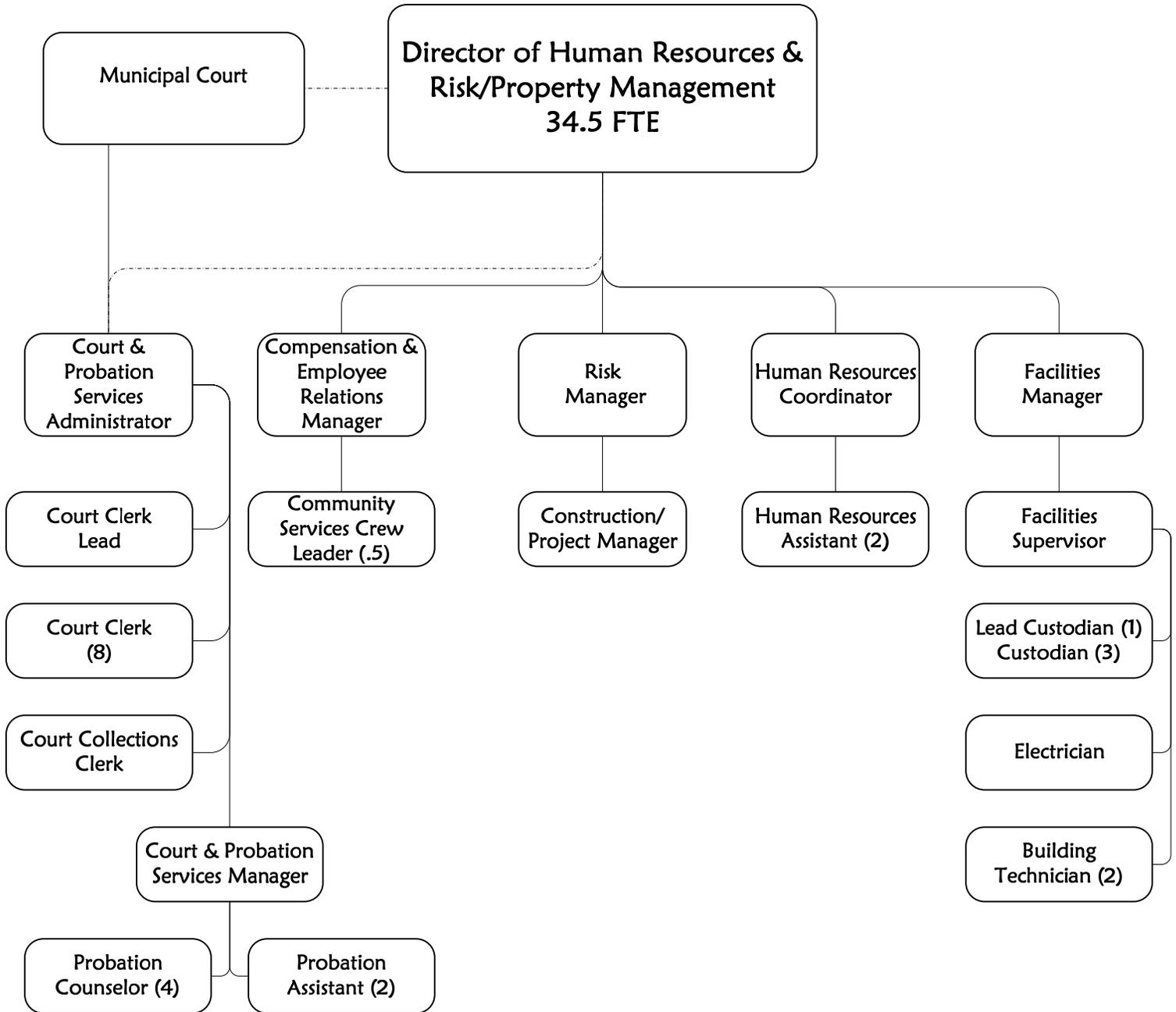
Special Revenue Funds

119 Housing & Community Development	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	31,242	33,809	33,809	99,286	66,876
HCDA Grant	572,699	400,900	400,900	450,000	450,000
HCDA Banked funds	0	200,000	200,000	0	0
CDBG-ARRA	0	0	48,877	60,000	0
Miscellaneous Revenue	0	0	10,100	0	0
Total Revenue	\$603,941	\$634,709	\$693,686	\$609,286	\$516,876
Expenditures					
Salaries & Wages	70,822	88,500	88,500	72,960	70,510
Personnel Benefits	20,730	25,000	25,000	28,140	30,010
Services & Charges	130,783	140,000	140,000	99,500	99,500
Capital Outlays	347,797	340,900	340,900	341,810	239,200
Undesignated Fund Balance	33,809	40,309	99,286	66,876	77,656
Total Expenditures	\$603,941	\$634,709	\$693,686	\$609,286	\$516,876



Human Resources

Human Resources, Risk and Property Management Department



FTE = Full-Time Equivalent (does not include elected Municipal Court Judge)

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

DEPARTMENT OVERVIEW

The Human Resources and Risk/Property 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 management programs, and ensures compliance with the City's safety program. In addition, the department is responsible for property management, to include rental, leasing, sales, and purchasing of City properties with incumbent contract preparation, review and administration requirements.

2009 & 2010 ACCOMPLISHMENTS

- Implemented a new on-line application and hiring program (NeoGov) that will allow applicants to apply and forward applications on line, and allow electronic screening by hiring managers
- Used NeoGov to automatically produce reports that show application trend analysis, allowing the City to recruit more efficiently
- Developed and presented a monthly City-wide orientation for new employees to receive information about the City, individual departments and customer service training (3 C's)
- Rearranged court clerk responsibilities, set up new training program, and updated desk manual
- Implemented partially state-funded interpreter services program
- Analyzed and developed risk management benchmarking and performance measures to reduce City exposures and associated costs
- Placed Electronic Home Monitoring under Probation supervision to increase the number of participants, thus reducing incarceration costs
- Added a second weekly in-custody calendar to reduce incarceration costs for those inmates awaiting arraignment
- Prepared and implemented an unpaid furlough plan that minimized the financial impacts on employees to support budget reduction requirements
- Supported budget reduction program by preparing and implementing a plan to reduce the number of filled City positions, while maintaining the same high level of customer service to citizens
- Coordinated an Inter-local Agreement with King County Animal Care and Control for animal services through 2012
- Coordinated City requirements for building the Auburn Professional Plaza (City Hall Annex) and Auburn Regional Medical Center parking garage

2011 & 2012 OBJECTIVES

- To develop and present a City-wide orientation for all City employees focusing on internal customer services (service among co-workers)
- To reduce City-paid medical premium costs
- To efficiently and effectively transition non-commissioned corrections officers pay, work conditions and benefits to the new South Corrections Entity (SCORE)
- To minimize municipal court paper files by scanning closed infractions, parking citations and photo enforcement, and move to electronic filings of citations by 2011

- To complete building the Community Center on time and within budget
- To complete Activity Center on time and within budget
- To create a web-based individual orientation program that allows new employees to review benefit information prior to their start date
- Complete remodel of City Hall
- Negotiate and implement collective bargaining agreements for 2011 thru 2013
- To efficiently and effectively complete all project management activities that result in successful reduction in energy consumption in City facilities
- Research and recommend future animal care and control services upon expiration of the agreement with King County

Department Budget

001/13 Human Resources	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Salaries & Wages	1,617,927	1,596,430	1,596,430	1,653,420	1,682,710
Personnel Benefits	509,753	545,200	545,200	627,840	700,710
Supplies	14,352	16,900	16,650	17,600	18,180
Services & Charges	945,646	1,221,200	1,221,450	1,252,560	1,281,320
Intergovernmental	0	0	0	0	0
Capital Outlays	0	0	0	0	0
Interfund Payments for Services	425,208	411,700	411,700	480,400	450,400
DEPARTMENT TOTAL	\$3,512,886	\$3,791,430	\$3,791,430	\$4,031,820	\$4,133,320

Department Employees

001 Human Resources FTE's	2008	2009	2010	2011	2012
Judge-Elected	1.00	1.00	1.00	1.00	1.00
Human Resources FTE's	18.50	6.50	6.50	6.50	6.50
Court/Probation FTE's*	21.00	18.00	17.00	17.00	17.00
TOTAL HUMAN RESOURCES FTE's	40.50	25.50	24.50	24.50	24.50

* Does not include 1 elected Judge

1.0 FTE - Recruitment and Employment Manager was frozen as part of the 2009/2010 Budget.

1.0 FTE - HR Assistant was part of the reduction in force in May 2009.

1.0 FTE - Court Clerk I was frozen as part of the 2009/2010 Budget.

2.0 FTE - Court Clerk II positions were frozen in early 2009.

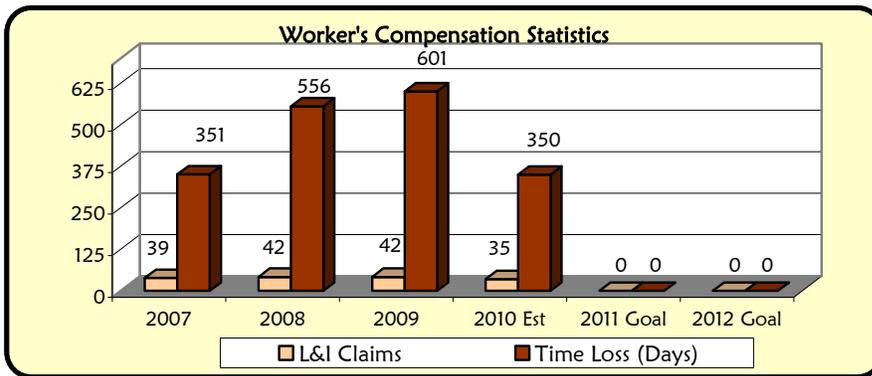
1.0 FTE - Court Commissioner was frozen in 2010.

Full Time Equivalent (FTE)

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

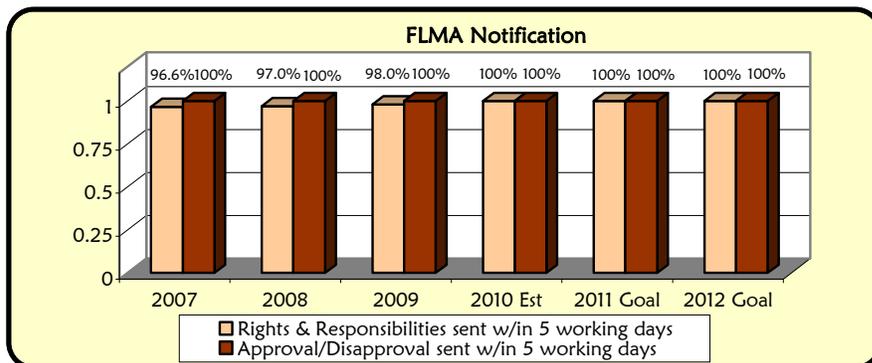
Worker's Compensation Statistics

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.



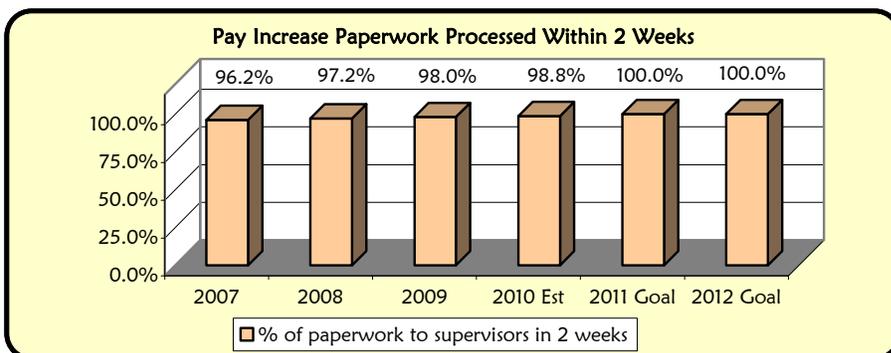
Family Medical Leave Act (FMLA) Notification

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, safety, security, custodial, space planning, construction, facility renovation, energy management, management of Graffiti Abatement Program and real estate. Facilities department is responsible for procuring, storing, and distributing supplies and materials for daily operations in a cost effective manner.

2009 & 2010 ACCOMPLISHMENTS

- Reduced heating and cooling work orders by 10% through improved preventive maintenance, early detection of potential issues, and maintenance focused on long-term problem elimination
- Increased productivity and reduced facilities costs by implementing a successful quarterly carpet and hard floor program; results tracked in CarteGraph
- Efficiently and effectively completed all project management activities that resulted in successful construction, within budget and on time, for the Annex and the Airport Parallel Taxiway Improvements
- Developed and launched the Graffiti Abatement Program
- Reduced outsourcing of window cleaning by providing training to City employees and appropriate equipment
- Sold manufactured home on the Smith property
- Installed two generators at Les Gove
- Added generator power at the Justice Center for the Courts and Probation

2011 & 2012 OBJECTIVES

- To efficiently and effectively complete all project management activities that result in successful construction, within budget and on time, for the Community Center, Activity Center, Auburn Airport Runway Lighting Improvements and the North Hanger Roof Replacement
- To efficiently and effectively complete all project management activities that result in successful reduction in energy consumption in City facilities
- To abate and demolish the structures at the Jacobson Tree Farm and the Fields property
- To repair atrium at City Hall
- To replace generator at City Hall

**FACILITIES FUND
2011-2012 WORKING CAPITAL BUDGET**

Item	2009 Actual	2010 Adj.Budget	2010 Est. Actual	2011 Budget	2012 Budget
Operating Budget					
Operating Revenue					
348.920 Property Management Services	2,178,888	3,047,510	3,047,510	3,883,300	3,542,100
362.501 Rents Leases	50,322	78,600	78,600	78,600	78,600
362.600 Housing Rents	43,630	42,200	42,200	35,800	35,800
Total Operating Revenue	2,272,840	3,168,310	3,168,310	3,997,700	3,656,500
Operating Expense					
548.000.10 Salaries and Wages	(598,544)	(650,700)	(636,300)	(666,330)	(667,120)
548.000.20 Personnel Benefits	(257,979)	(216,000)	(213,400)	(277,570)	(307,350)
548.000.30 Supplies	(74,137)	(105,700)	(115,700)	(100,490)	(105,510)
548.000.40 Services & Charges	(1,026,046)	(1,617,710)	(1,607,710)	(1,738,490)	(1,619,860)
548.000.50 Intergovernmental	0	(5,700)	(5,700)	(5,700)	(5,700)
548.000.90 Interfund Payments for Services	(113,592)	(82,200)	(82,200)	(90,400)	(93,000)
548.000.00 Depreciation & Amortization	0	0	0	0	0
Total Operating Expenses	(2,070,298)	(2,678,010)	(2,661,010)	(2,878,980)	(2,798,540)
Operating Income (Loss)	202,542	490,300	507,300	1,118,720	857,960
Non Operating Revenue (Exp)					
361.110 Investment Income	2,827	2,000	2,000	1,600	1,700
369.900 Miscellaneous Revenue (Expense)	2,268	0	0	0	0
395.900 Gain on Sale of Fixed Assets	0	0	0	0	0
Total Non Oper. Rev (Exp)	5,095	2,000	2,000	1,600	1,700
Net Income (Loss)	207,637	492,300	509,300	1,120,320	859,660
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	0	0
Net W/C From Operations	207,637	492,300	509,300	1,120,320	859,660
Other Resources and Uses Budget					
Resources Other Than Operations					
397.100 Transfer In	0	0	0	0	0
399.000 Other Sources	34,877	0	0	0	0
Total Resources	34,877	0	0	0	0
Uses Other Than Operations					
590.100. Other Uses	5,725	0	0	0	0
597.100.55 Transfer Out	0	(450,000)	(450,000)	(750,000)	(750,000)
590.100.63 Inc in Fixed Assets-Improvements	0	0	0	(106,810)	0
590.100.64 Inc in Fixed Assets-Equipment	0	0	0	(224,610)	0
590.100.75 Debt Service Principal	0	0	0	0	0
Total Uses	5,725	(450,000)	(450,000)	(1,081,420)	(750,000)
Net Change in W/C	248,239	42,300	59,300	38,900	109,660
Beginning W/C 1/1	0	248,239	248,239	307,539	346,439
Ending W/C 12/31	248,239	290,539	307,539	346,439	456,099
Net Change in W/C	\$ 248,239	\$ 42,300	\$ 59,300	\$ 38,900	\$ 109,660

Department Employees

505 Facilities FTE's	2008	2009	2010	2011	2012
Facilities/Property Management FTE's *	0.00	10.00	10.00	10.00	10.00
TOTAL FACILITIES FTE's	0.00	10.00	10.00	10.00	10.00

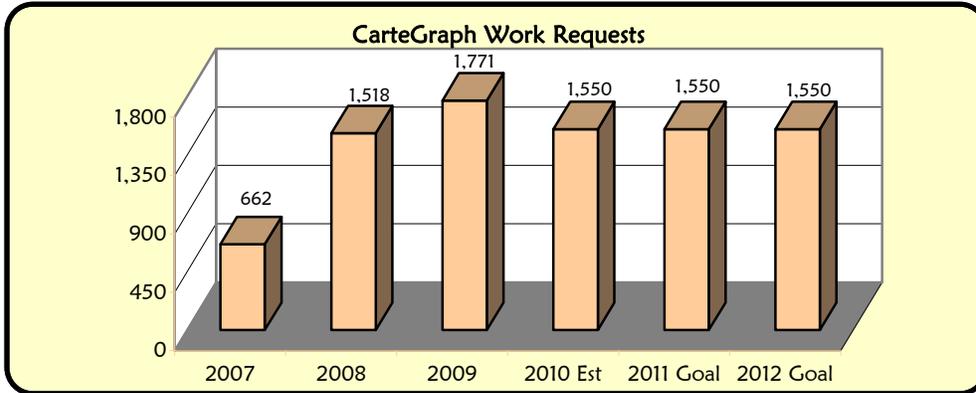
* Property Management division became a separate Internal Service fund in 2009.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - FACILITIES DEPARTMENT

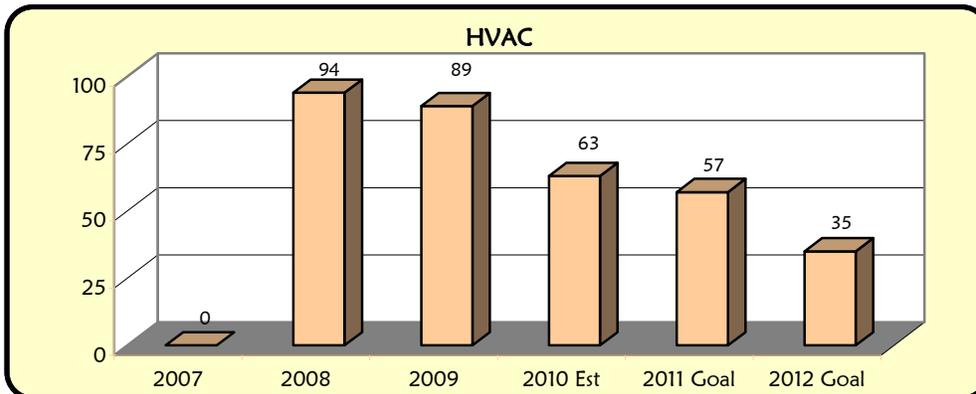
CarteGraph Work Requests

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 and also contacted once request is completed. If there are issues with completing any request in a timely manner, contact will be made with the customer.



HVAC Requests/Complaints

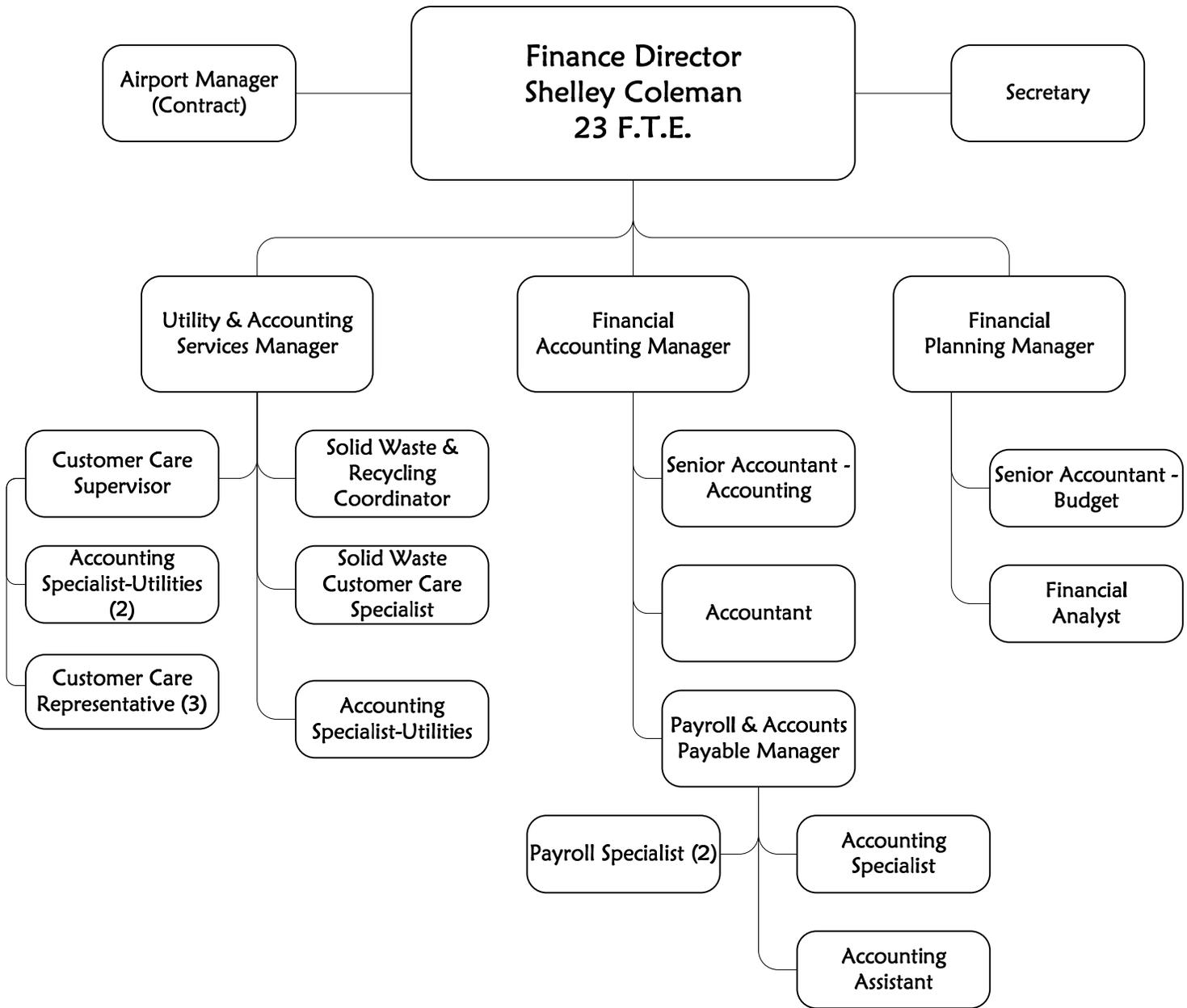
The Facilities Department will make every possible effort (within budget constraints) to reduce HVAC requests/complaints by 10% each year. The actual number for 2007 is not available.





Finance

Finance Department



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.

2009 & 2010 ACCOMPLISHMENTS

- Completed the 2009-2010 Final Budget and submitted documentation to GFOA for the Distinguished Budget Presentation award
- Prepared the 2009 and 2010 Comprehensive Annual Financial Reports (CAFR's). 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
- Applied for and received Local Revitalization Financing through the year 2034
- Issued bonds for City Hall annex and Downtown Local Revitalization Financing Improvements
- Issued bonds to refinance 1998 Library bonds
- Created month end financial report providing year to date detail on General Fund revenues and summarizing the City revenues and expenditures
- Administered FAA grant for new Airport Taxiway & Runway Lighting System
- Implemented GASB 45 for other post-employment benefits
- Worked with State Auditor's office for successful audit engagement
- Established new internal service fund for facilities and property management
- Implemented internet-based system to assist Escrow companies in the preparation of closing cost statements
- Updated Utility Billing Online Bill Pay Service
- Participated in selection and implementation of new Call Center phones & software
- Began streamlining workflow business process between M&O and Finance through the implementation of CarteGraph
- Issued Utility Revenue Bonds
- Implemented Advanced Budgeting module, which is part of the City's financial software

2011 & 2012 OBJECTIVES

- Complete the 2011-2012 Final Budget and submit documentation to GFOA for the Distinguished Budget Presentation award
- Prepare the 2011 and 2012 Comprehensive Annual Financial Reports (CAFR's). 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 2011 Revenue Manuals
- Secure new garbage contract for the City

- Streamline purchasing, using procurement cards
- Work with State Auditor's office for successful audit engagement
- Upgrade Utility Billing Software from version 6.05 to version 7 with IS Department
- Work with IS Department to upgrade computer system to facilitate scanning of all utility related documentation and attaching documentation to the account electronically
- Work with Utility customers to convert more accounts to online bill pay service
- Implement Tyler Output Processor and Laserfiche Integration
- Begin new budget process – budgeting for outcome
- Continue to seek New Market Tax Credit opportunities for Community Center
- Update Airport Capital Plan
- Implement electronic payroll time entry system

Department Budget

001/14 Finance	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Salaries & Wages	552,232	565,300	565,300	582,170	589,250
Personnel Benefits	190,936	196,500	196,500	226,470	252,900
Supplies	5,048	23,300	20,300	11,000	11,000
Services & Charges	105,355	175,200	158,200	174,100	174,900
Intergovernmental	0	0	0	0	0
Capital Outlays	0	24,600	24,600	0	0
Interfund Payments for Services	134,704	186,060	186,060	166,000	160,500
DEPARTMENT TOTAL	\$988,275	\$1,170,960	\$1,150,960	\$1,159,740	\$1,188,550

Department Employees

001 Finance FTE's	2008	2009	2010	2011	2012
Finance FTE's	25.00	22.00	21.00	21.00	21.00
TOTAL FINANCE FTE's	25.00	22.00	21.00	21.00	21.00

1.0 FTE - Financial Analyst was part of the reduction in force in May 2009.
 2.0 FTE's - 2 Meter Readers were moved to the Water Department in 2009.
 0.75 FTE - Accounting Assistant was part of the reduction in force in December 2009.
 0.25 FTE was moved from Finance to the Mayor in early 2010.

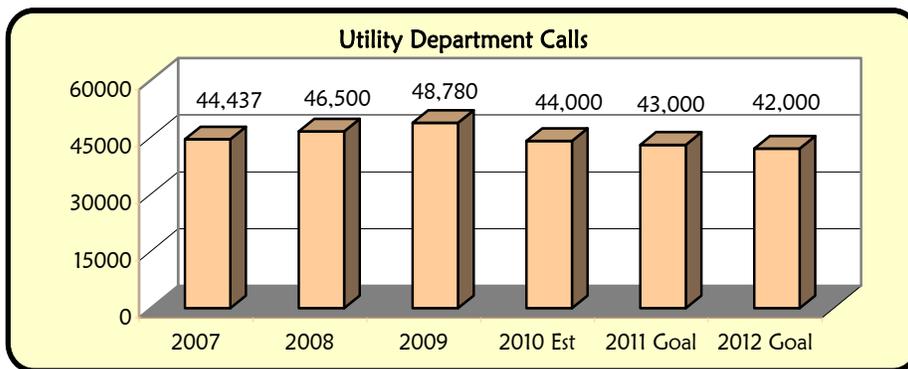
Full Time Equivalent (FTE)

PERFORMANCE MEASURES - FINANCE DEPARTMENT

Total Utility Department Calls

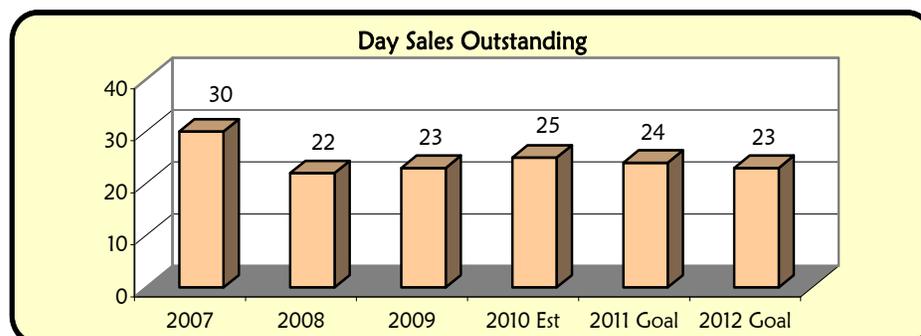
The Utility Billing Department tracks the incoming and outgoing phone activity for the department through Cisco call center software. Using this information, management can determine both individual and overall department performance, the billing cycle relationship compared to peak hours or days in a month, and staff time spent on telephone calls. In the future, management will 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 will be structured to increase the level of customer service and efficiency. In 2007, the City 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.

In 2010, the department implemented a new phone system with new reporting software that enhances our ability to monitor this data better. The department goal is to decrease the number of calls as technology improves and customer utilization of web based services such as Online Bill Pay and Webcheck Escrow Services are increased. This technology is currently in place and the staff will continue to promote these services by informing and educating our customers.



Days Sales Outstanding

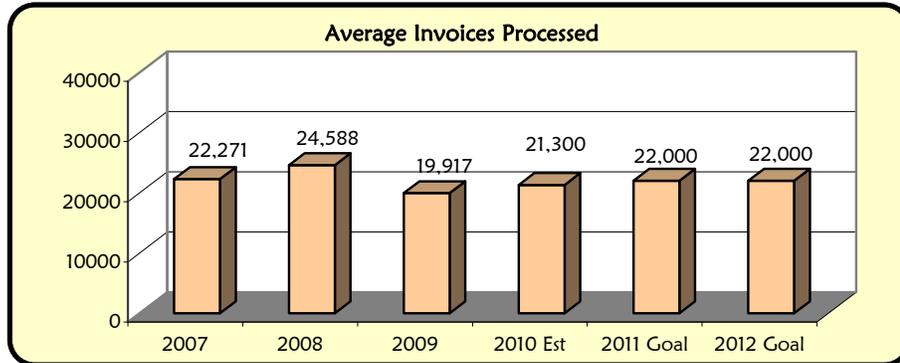
“Days Sales Outstanding” is the City’s average collection period, which is now based on a 25 day billing cycle, for all its utilities. This reflects the change to a monthly billing cycle which was implemented in July 2007. It is an important financial indicator because it shows the age, in terms of days, 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. Experienced a slight upswing in the number of days outstanding, beginning in 2009, due to the economic conditions.



PERFORMANCE MEASURES - FINANCE DEPARTMENT

Average Annual Invoices Processed

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 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. The ending fund balance reflects the target figure for the ending balance. Since the budget will be adopted before the actual current year ending figure is known, the amount has been estimated.

2009 & 2010 ACCOMPLISHMENTS

- Continued to fund LEOFF retiree medical and long-term care expenses
- Continued to fund retirement payoffs
- Continued to provide funding for general citywide services
- Funded debt payments for Valley Com and Library
- Supported the Local and Arterial Street funds with MVFT revenue
- Supported the Redflex program related to traffic calming projects

2011 & 2012 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
- Continue to support Neighborhood Improvement Program
- Fund debt payment for Valley Com and Library
- Receipt in and distribute state MVFT funds that support the Local and Arterial Street funds
- Support traffic calming projects with the Redflex Program

Department Budget

001/98 Non-Departmental	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Salaries & Wages	69,971	449,680	117,680	589,000	615,700
Personnel Benefits	992,354	1,336,400	1,326,400	1,423,900	1,615,200
Supplies	0	16,500	16,493	0	0
Services & Charges	487,834	588,520	588,520	484,600	527,900
Intergovernmental	3,423,827	2,975,377	2,325,377	1,225,300	1,434,500
Capital Outlays	55,203	1,113,736	1,113,736	155,700	10,000
Debt Service: Principal	175,000	1,274,000	1,274,000	133,200	201,000
Debt Service: Interest	125,974	810,900	810,900	37,800	31,900
Interfund Payments for Services	0	0	0	0	0
Designated Fund Balance	1,062,300	1,062,300	1,062,300	290,642	332,000
Undesignated Fund Balance	12,175,552	7,753,326	8,701,055	6,197,296	4,796,398
DEPARTMENT TOTAL	\$18,568,015	\$17,380,739	\$17,336,461	\$10,537,438	\$9,564,598

Department Employees

001 Nondepartmental FTE's	2008	2009	2010	2011	2012
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 ("Rainy Day") and capital purposes.
- ◆ Fund 124-Mitigation Fees Fund accounts for fees paid by developers toward the cost of future improvements to City infrastructure, which are required to provide for additional demands generated by new development.

2009 & 2010 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.

2011 & 2012 OBJECTIVES

- Continue to collect, monitor and distribute legally restricted revenue sources.
- Utilize grant options and maintain 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	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	102,036	100,676	100,676	118,126	15,726
Hotel Motel Tax	70,777	76,000	62,800	60,000	70,000
Services & Charges	1,350	57,640	52,400	46,300	9,100
Investment Income	672	500	250	300	300
Transfers In	0	0	0	0	0
Total Revenue	\$174,835	\$234,816	\$216,126	\$224,726	\$95,126
Expenditures					
Services & Charges	74,159	171,380	98,000	209,000	85,000
Undesignated Fund Balance	100,676	63,436	118,126	15,726	10,126
Total Expenditures	\$174,835	\$234,816	\$216,126	\$224,726	\$95,126
118 Justice Assistance Grant					
	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	28,919	15,418	15,418	16,468	0
Bureau of Justice Assistance	0	10,000	0	0	0
Investment Income	180	100	50	0	0
Transfer In	0	1,000	1,000	0	0
Total Revenue	\$29,099	\$26,518	\$16,468	\$16,468	\$0
Expenditures					
Salaries & Wages	13,681	11,100	0	0	0
Transfer Out	0	0	0	16,468	0
Undesignated Fund Balance	15,418	15,418	16,468	0	0
Total Expenditures	\$29,099	\$26,518	\$16,468	\$16,468	\$0

Special Revenue Funds

122 Cumulative Reserve	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	5,866,566	5,360,687	5,360,687	5,623,464	5,601,564
Investment Income	37,949	40,000	22,500	23,000	24,000
Transfer In	756,957	650,277	650,277	0	0
Total Revenue	\$6,661,472	\$6,050,964	\$6,033,464	\$5,646,464	\$5,625,564
Expenditures					
Transfer Out-001	1,300,785	453,500	410,000	44,900	0
Undesignated Fund Balance	5,360,687	5,597,464	5,623,464	5,601,564	5,625,564
Total Expenditures	\$6,661,472	\$6,050,964	\$6,033,464	\$5,646,464	\$5,625,564
124 Mitigation Fees					
2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget	
Revenue					
Designated Beginning Fund Balance	5,504,961	5,943,886	5,943,886	3,404,420	1,600,220
Undesignated Beginning Fund Balance	-36,541	27,708	27,708	40,553	65,553
Transportation Impact Fee	1,377,251	750,000	750,000	800,000	800,000
School Impact Fee	5,428	5,000	5,304	5,000	5,000
Fire Impact Fees	224,623	0	35,433	50,000	50,000
Transfer In-Fire Impact	0	0	0	0	0
Fire Mitigation	0	0	0	0	0
Transfer In-Fire Mitigation	0	0	0	0	0
Traffic Mitigation	0	0	0	0	0
Truck Impact	4,671	5,000	0	5,000	5,000
Parks Impact Fees	87,500	0	14,000	20,000	20,000
Parks Mitigation	0	0	0	0	0
Investment Income	40,402	44,000	7,542	20,000	22,000
Total Revenue	\$7,208,295	\$6,775,594	\$6,783,873	\$4,344,973	\$2,567,773
Expenditures					
Intergovernmental	98,100	114,000	114,000	50,000	50,000
Transfer Out	1,138,601	3,641,380	3,224,900	2,629,200	1,070,700
Designated Fund Balance	5,943,886	2,943,506	3,404,420	1,600,220	1,354,520
Undesignated Fund Balance	27,708	76,708	40,553	65,553	92,553
Total Expenditures	\$7,208,295	\$6,775,594	\$6,783,873	\$4,344,973	\$2,567,773

DEBT SERVICE FUNDS

Debt Service Funds account for payment of outstanding long-term general obligations of the City. The City has six Debt Service funds; the 1998 Limited Tax General Obligation (LTGO) bond fund, the City Hall Annex bond fund, the Local Revitalization bond fund, Local Improvement District (LID) 350 and 250 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 LID bonds and interest. Its purpose is to provide adequate security in order to maintain top ratings by bond raters.

2009 & 2010 ACCOMPLISHMENTS

- Made timely payment of principal and interest on outstanding debt issues.
- Continued accounting for existing LID funds including closing out funds for completed LIDs.
- Coordinated new LIDs with other City departments.
- Established new Debt Service funds for LID 350, and for bonds issued related to the City Hall Annex and Local Revitalization.

2011 & 2012 OBJECTIVES

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

Debt Service Funds

229 1998 GO Library Bond Debt	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	41,603	37,746	37,746	338,120	339,120
Investment Income	1,083	1,200	600	1,000	1,200
Bond Proceeds of Refund of GO Debt	0	2,301,500	2,306,511	0	0
Transfer In	302,500	299,300	299,300	286,200	286,900
Total Revenue	\$345,186	\$2,639,746	\$2,644,157	\$625,320	\$627,220
Expenditures					
Services & Charges	0	16,200	0	0	0
Debt Service Principal	205,000	2,445,000	2,235,000	215,000	220,000
Debt Service Interest	102,440	144,600	71,037	71,200	66,900
Undesignated Fund Balance	37,746	33,946	338,120	339,120	340,320
Total Expenditures	\$345,186	\$2,639,746	\$2,644,157	\$625,320	\$627,220

230 City Hall Annex 2010 A&B Bond Debt	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	0	0	0	0	0
Investment Income	0	0	0	0	0
Bond B Subsidy	0	223,400	223,400	406,300	406,300
Transfer In	0	710,800	710,800	1,289,300	1,289,800
Total Revenue	\$0	\$934,200	\$934,200	\$1,695,600	\$1,696,100
Expenditures					
Debt Service Principal	0	260,000	260,000	475,000	485,000
Debt Service Interest	0	674,200	674,200	1,220,600	1,211,100
Undesignated Fund Balance	0	0	0	0	0
Total Expenditures	\$0	\$934,200	\$934,200	\$1,695,600	\$1,696,100

Debt Service Funds

231 Local Revitalization 2010 C&D Bond Debt	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	0	0	0	62,500	62,700
LRF Sales Tax Credit	0	62,500	62,500	250,000	250,000
Investment Income	0	0	0	200	200
Bond D Subsidy	0	72,100	72,100	131,100	131,100
Transfer In	0	253,700	253,700	213,200	214,300
Total Revenue	\$0	\$388,300	\$388,300	\$657,000	\$658,300
Expenditures					
Debt Service Principal	0	105,000	105,000	195,000	200,000
Debt Service Interest	0	220,800	220,800	399,300	395,400
Undesignated Fund Balance	0	62,500	62,500	62,700	62,900
Total Expenditures	\$0	\$388,300	\$388,300	\$657,000	\$658,300

249 LID Guarantee	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	62,230	52,599	52,599	63,200	52,500
Investment Income	369	300	100	300	500
Transfer In	0	65,801	65,801	0	0
Total Revenue	\$62,599	\$118,700	\$118,500	\$63,500	\$53,000
Expenditures					
Transfer Out	10,000	54,300	54,300	10,000	10,000
Debt Service Interest	0	1,000	1,000	1,000	1,000
Undesignated Fund Balance	52,599	63,400	63,200	52,500	42,000
Total Expenditures	\$62,599	\$118,700	\$118,500	\$63,500	\$53,000

Debt Service Funds

250 LID #250	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	0	0	247	347	447
Investment Income	247	0	100	100	100
Special Assessment Interest & Penalties	30,548	0	29,256	27,900	26,500
Special Assessment Principal	25,825	0	27,116	28,500	29,000
Total Revenue	\$56,620	\$0	\$56,719	\$56,847	\$56,047
Expenditures					
Special Assessment Principal	25,825	0	27,116	28,500	29,000
Special Assessment Interest	30,548	0	29,256	27,900	26,500
Undesignated Fund Balance	247	0	347	447	547
Total Expenditures	\$56,620	\$0	\$56,719	\$56,847	\$56,047
275 LID #350					
	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	0	0	1,194	0	0
Investment Income	54	0	6	0	0
Special Assessment Interest & Penalties	24	0	1,418	2,600	2,300
Special Assessment Principal	1,116	0	5,456	4,700	4,900
Total Revenue	\$1,194	\$0	\$8,074	\$7,300	\$7,200
Expenditures					
Special Assessment Principal	0	0	6,572	4,700	4,900
Special Assessment Interest	0	0	1,502	2,600	2,300
Undesignated Fund Balance	1,194	0	0	0	0
Total Expenditures	\$1,194	\$0	\$8,074	\$7,300	\$7,200

CAPITAL IMPROVEMENT FUND

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

2009 & 2010 ACCOMPLISHMENTS

- Provided funding for Traffic Calming Program which successfully completed numerous neighborhood traffic improvements including installing new speed radar signs, school zone flashing beacons, speed cushions and upgraded signing & striping improvements
- Provided funding for sidewalk improvement program which successfully completed sidewalk and curb access ramp repairs and replacements citywide
- Provided funding for Traffic Signal Improvements at various intersections citywide
- Maintained accounting for Downtown revitalization program
- Provided funding for City Hall Annex Building construction and purchase

2011 & 2012 OBJECTIVES

- Maintain accounting for Downtown revitalization program
- Transfer out Real Estate Excise Tax (REET2) funds to support Local and Arterial Streets programs and transfer of REET1 funds for debt services on Annex bonds
- Provide funding for traffic and sidewalk programs
- Continue to provide funding for facility improvements

Capital Projects Fund

328 Capital Improvement Projects	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	12,705,204	9,770,693	9,770,693	3,792,206	2,390,706
REET 1	779,463	600,000	600,000	600,000	700,000
REET 2	779,463	600,000	600,000	600,000	700,000
Investment Income	140,770	134,100	70,000	65,000	65,000
Grant Revenue	0	73,200	73,200	0	0
Rents Leases & Concessions	-5,132	0	0	0	0
Contributions & Donations	25,825	1,805,415	1,805,415	63,700	62,700
Special Assessment	56,129	0	0	0	0
Interfund Loan	0	37,500	37,500	22,300	0
Bond Proceeds	0	22,701,275	22,701,275	0	0
Sales of Fixed Assets	10	0	0	0	0
Capital Lease	24,549,186	0	0	0	0
Transfer In	1,195,158	760,880	635,000	220,000	210,000
Total Revenue	\$40,226,076	\$36,483,063	\$36,293,083	\$5,363,206	\$4,128,406
Expenditures					
Unrestricted Capital Outlay	434,194	88,000	624,100	20,000	10,000
REET 1 Facilities Improvements	69,763	253,100	253,100	626,500	0
Property Acquisition	461,305	150,000	150,000	0	0
Annex Capital Lease	24,549,186	0	0	0	0
City Hall Annex	3,237,805	25,580,053	25,401,977	0	0
Public Works	108,842	379,400	379,400	380,000	220,000
REET 2 Public Works	77,567	198,700	175,000	175,000	175,000
REET 2 Planning	216,275	112,000	112,000	0	0
Debt Service & Issue Costs	0	197,600	197,600	0	0
Unrestricted Transfer Out	1,089,425	770,500	770,500	0	0
REET 1 Transfer Out	55,617	2,905,000	2,948,500	1,557,800	539,800
REET 2 Transfer Out	155,404	1,485,200	1,488,700	213,200	214,300
Undesignated Fund Balance	9,770,693	4,363,510	3,792,206	2,390,706	2,969,306
Total Expenditures	\$40,226,076	\$36,483,063	\$36,293,083	\$5,363,206	\$4,128,406

LOCAL REVITALIZATION FUND

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

2009 & 2010 ACCOMPLISHMENTS

- Completed the design, permitting, and began construction of the City Hall Plaza and Expanded Plaza project
- Completed the demolition of structures within the downtown catalyst area for future redevelopment
- Completed the grant obligation for the Economic Development Administration funding for the South Division St. Promenade
- Began Design and permitting of the South Division Street Promenade project
- Completed the analysis of the potential for additional storm drainage system capacity beneath the City Hall Plaza and within the Promenade project locations to serve other areas of potential Downtown re-development

2011 & 2012 OBJECTIVES

- Complete the construction of the City Hall Plaza and the Expanded Plaza Project
- Complete the construction of the South Division Street Promenade Project
- Complete the construction of additional storm drainage facilities to accommodate some portion of the capacity needed for future re-development in the downtown

LOCAL REVITALIZATION FUND

330 Local Revitalization Fund	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	0	0	0	5,335,300	0
Federal Grant	0	3,000,000	456,000	2,544,000	0
Investment Income	0	0	11,000	9,000	0
Bonds Proceeds	0	7,293,000	7,283,700	0	0
Transfer In	0	670,500	670,500	0	0
Total Revenue	\$0	\$10,963,500	\$8,421,200	\$7,888,300	\$0
Expenditures					
Salaries & Wages	0	0	0	58,600	0
Personnel Benefits	0	0	0	20,500	0
Other Services & Charges	0	90,400	81,000	20,000	0
Capital Outlays	0	10,264,900	3,004,900	7,789,200	0
Undesignated Fund Balance	0	608,200	5,335,300	0	0
Total Expenditures	\$0	\$10,963,500	\$8,421,200	\$7,888,300	\$0

SOLID WASTE UTILITY DIVISION

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

2009 & 2010 ACCOMPLISHMENTS

- Maintained the residential recycling rate (including yard waste) at 53% by volume
- Measured the participation rate in residential recycling and maintained an average of 88%
- Measured the rate of shifting from 30-gallon or higher cans to 10-gallon or 20-gallon cans as a result of residential recycling, and increased to 13%
- Implemented "Multifamily Recycling Program" and maintained multifamily complexes at 81% recycling participation
- Promoted commercial recycling and maintained a recycling participation rate of 80%
- Increased the total diversion rate to 22%
- Maintained assessment of route checks within 48 hours and 95% response within ten days
- Worked with the Auburn School District and gave recycling and solid waste presentations to students and continued P.S.E "Powerful Choices" presentations to all Auburn middle schools
- Provided Natural Yard Care Workshops to the Lea Hill and central neighborhoods
- Continued to promote reuse by sponsoring an annual "Community Yard Sale" event
- Continued to promote the "Food Scrap Recycling Program" to residential homes
- Designed and implemented a "Commercial Food Scrap Recycling Program" for businesses
- Organized the City's "Going Green Team"
- Continued to provide citizens with recycling ability at all City facilities
- Introduced food scrap recycling at all City facilities
- Added recycling in 13 parks to make recycling available in all City parks
- Provided recycling at all City special events in conjunction with the Parks Department
- Reduced the rise in garbage collected by promoting waste reduction and recycling

2011 & 2012 OBJECTIVES

- Continue to measure the residential recycling rate and maintain a rate over 50%
- Continue to measure shifting from 30-gallon cans to 20-gallon and 10-gallon cans, as a result of residential recycling
- Promote the "Multifamily Recycling Program" and increase the multifamily recycling and participation rates
- Continue to promote commercial recycling and increase participation rate to an average of 83%
- Continue to maintain assessment of route checks within 48 hours

- Continue to provide citizens with recycling ability at all City facilities
- Continue to maintain recycling at all City special events and all parks in conjunction with the Parks Department
- Continue to reduce the rise in garbage collected by promoting waste reduction and recycling
- Prepare to negotiate new solid waste contract in 2011, effective January 2013

**SOLID WASTE FUND
2011-2012 WORKING CAPITAL BUDGET**

Item	2009 Actual	2010 Adj. Budget	2010 Est. Actual	2011 Budget	2012 Budget
Operating Budget					
Operating Revenue					
343.750 Garbage Service	8,386,525	8,766,500	8,766,500	9,136,500	9,136,500
343.770 Household Haz. Waste	284,874	282,000	282,000	282,000	282,000
343.780&90 Refuse, City, Excise Tax	927,837	0	0	0	0
Total Operating Revenue	9,599,236	9,048,500	9,048,500	9,418,500	9,418,500
Operating Expense					
537.000.10 Salaries and Wages	(399,831)	(412,900)	(412,900)	(430,350)	(438,510)
537.000.20 Personnel Benefits	(146,115)	(145,495)	(145,495)	(174,370)	(195,120)
537.000.30 Supplies	(32,015)	(35,800)	(34,100)	(39,500)	(39,600)
537.000.40 Services & Charges	(9,992,028)	(8,692,920)	(8,681,700)	(8,770,250)	(8,770,830)
537.000.50 Intergovernmental	(284,808)	(287,500)	(287,500)	(282,000)	(282,000)
537.000.90 Interfund Payments for Services	(144,276)	(175,200)	(175,200)	(187,000)	(184,500)
537.000.00 Depreciation & Amortization	(20,534)	(40,000)	(40,000)	(21,000)	(21,000)
Total Operating Expenses	(11,019,606)	(9,789,815)	(9,776,895)	(9,904,470)	(9,931,560)
Operating Income (Loss)	(1,420,370)	(741,315)	(728,395)	(485,970)	(513,060)
Non Operating Revenue (Exp)					
361.110 Investment Income	12,488	10,000	10,000	2,300	2,300
337.000 Interlocal Grants	87,696	92,720	79,800	93,000	93,000
537.800.80 Interest Expense	0	0	0	0	0
Total Non Oper. Rev (Exp)	100,185	102,720	89,800	95,300	95,300
Net Income (Loss)	(1,320,185)	(638,595)	(638,595)	(390,670)	(417,760)
Add/Deduct Items Not Affecting Working Capital (W/C)					
535.801.00 Depreciation & Amortization	20,534	40,000	40,000	21,000	21,000
Net W/C From Operations	(1,299,651)	(598,595)	(598,595)	(369,670)	(396,760)
Other Resources and Uses Budget					
Resources Other Than Operations					
397.100 Transfer In	0	0	0	0	0
399.000 Other Sources	4,391	0	0	0	0
Total Resources	4,391	0	0	0	0
Uses Other Than Operations					
590.100 Other Uses	0	0	0	0	0
597.100.55 Transfer Out	0	(900)	(900)	0	0
590.100.64 Inc in Fixed Assets-Equipment	0	0	0	0	0
Total Uses	0	(900)	(900)	0	0
Net Change in W/C	(1,295,260)	(599,495)	(599,495)	(369,670)	(396,760)
Beginning W/C 1/1	2,695,161	1,399,901	1,399,901	800,406	430,736
Ending W/C 12/31	1,399,901	800,406	800,406	430,736	33,976
Net Change in W/C	\$ (1,295,260)	\$ (599,495)	\$ (599,495)	\$ (369,670)	\$ (396,760)

Department Employees

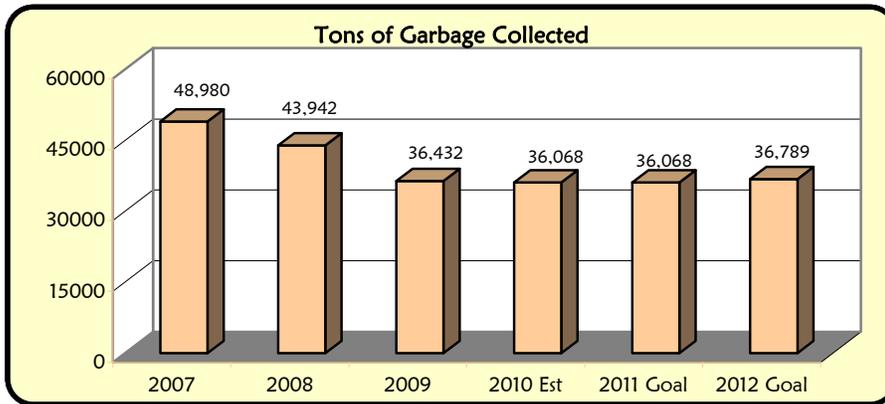
434 Solid Waste FTE's	2008	2009	2010	2011	2012
Solid Waste FTE's	2.00	2.00	2.00	2.00	2.00
TOTAL SOLID WASTE FTE's	2.00	2.00	2.00	2.00	2.00

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - SOLID WASTE FUND

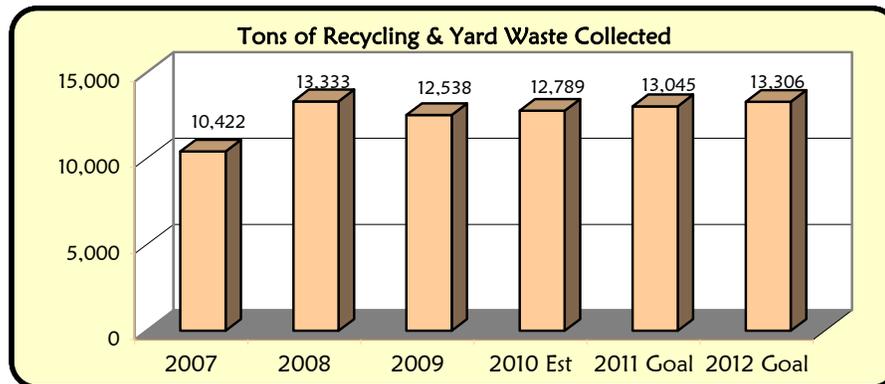
Tons of Residential & Commercial Garbage Collected

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.



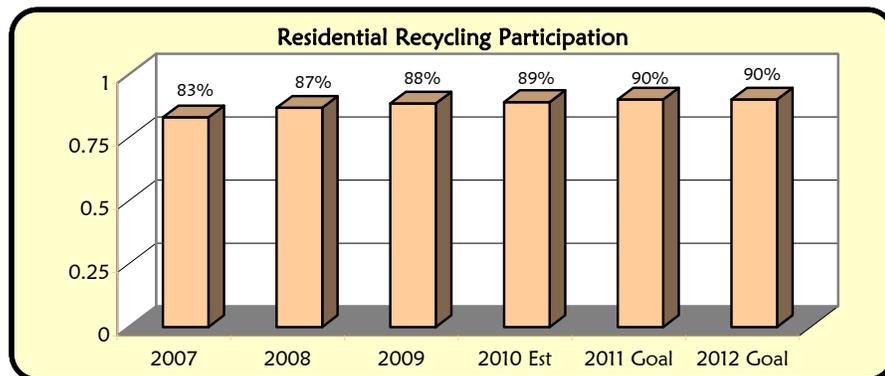
Tons of Recycling & Yard Waste Collected

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

2009 & 2010 ACCOMPLISHMENTS

- Continued implementation of 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
- Completed and installed Airport Information Center and Emergency Contact List
- Completed construction of the Airport taxiway to meet FAA requirements
- Completed taxiway lighting and airport signage to meet FAA regulations
- Replaced lighting in hangar row 2-8 with new high efficient low energy lights
- Educated, distributed and enforced the Auburn Airport Traffic Pattern to all airport users
- Assisted the City with the acquisition of the King County Park & Ride
- Continued to campaign concerning the value of the Airport to citizens and surrounding area
- Continued to advertise regionally to promote the use of the Auburn Airport as an alternative to Boeing, Renton and Tacoma
- Continued to pursue State and Federal grant opportunities for continued airport development and improvements
- Completed a condition assessment of hangar rows 2 through 8 for safety and soundness
- Replaced 12 deteriorated hangar header beams as a result of condition assessment
- Cleaned, sealed and painted hangar rows 2-8 to increase useful life
- Installed an airport video camera which may be viewed through the internet
- Replaced obsolete fuel terminal on east side with new terminal from west side
- Began process of FAA Airport Master Plan update
- Completed Airport Storm Water Drainage inventory (as built) to assist in future development opportunities
- Completed roofing project for City hangars rows 9 and 10 with single seam roofing system over the existing roof
- Investigated opportunities for fuel vendors, branded or unbranded aviation fuels
- Continued to promote Jet fuel installation
- Repaired, replaced and/ or upgraded runway lighting system
- Repaired, replaced and/ or upgraded runway end identification lighting system

2011 & 2012 OBJECTIVES

- Update the Airport Business Master Plan
- Establish program with FAA and/ or local investment in land opportunities adjacent to the Airport
- Continue to promote an RFP for aeronautical business development at the Airport
- Apply to FAA for replacement of obsolete Visual Approach Slope Indicator (VASI) with new FAA approved Precision Approach Path Indicator (PAPI) Systems
- Upgrade and replace limited and obsolete airport security access system
- Complete perimeter fencing of west side of Airport
- Crack sealing of airport apron areas
- Complete FAA Airport Master Plan update
- Design and publish new updated website for the Airport

**AIRPORT FUND
2011-2012 WORKING CAPITAL BUDGET**

Item	2009 Actual	2010 Adj. Budget	2010 Est. Actual	2011 Budget	2012 Budget
Operating Budget					
Operating Revenue					
341.930 Airport Security Service	16,845	13,500	13,500	12,500	13,500
344.604 Flowage Fee	11,015	10,400	10,400	10,380	10,380
362.501 Property Leases	202,318	195,000	195,000	200,000	205,000
362.502 Tie Down & Hangar Rent	412,020	435,000	435,000	395,000	402,000
362.503 Fuel Facility Rent	17,365	18,000	18,000	18,000	18,000
Total Operating Revenue	659,563	671,900	671,900	635,880	648,880
Operating Expense					
546.000.10 Salaries and Wages	(18,403)	(19,100)	(19,100)	(19,620)	(19,700)
546.000.20 Personnel Benefits	(3,988)	(6,700)	(6,700)	(4,670)	(5,010)
546.000.30 Supplies	0	(2,000)	(2,000)	(2,000)	(2,000)
546.000.40 Services & Charges	(400,686)	(537,800)	(537,800)	(454,100)	(424,100)
546.000.90 Interfund Payments for Services	0	0	0	0	0
546.800.01 Depreciation & Amortization	(224,392)	(300,000)	(300,000)	(218,000)	(218,000)
Total Operating Expenses	(647,469)	(865,600)	(865,600)	(698,390)	(668,810)
Operating Income (Loss)	12,094	(193,700)	(193,700)	(62,510)	(19,930)
Non Operating Revenue (Exp)					
361.110 Investment Income	7,844	4,000	4,000	3,000	3,000
369.900 Miscellaneous Revenue (Expense)	11,224	1,000	1,000	500	500
395.100 Gain/Loss Sale of Fixed Assets	0	0	0	0	0
546.100.80 Debt Service Interest	(70,963)	(64,100)	(64,100)	(62,800)	(58,800)
Total Non Oper. Rev (Exp)	(51,895)	(59,100)	(59,100)	(59,300)	(55,300)
Net Income (Loss)	(39,801)	(252,800)	(252,800)	(121,810)	(75,230)
Add/Deduct Items Not Affecting Working Capital (W/C)					
535.801.00 Depreciation & Amortization	224,392	300,000	300,000	218,000	218,000
Net W/C From Operations	184,591	47,200	47,200	96,190	142,770
Other Resources and Uses Budget					
Resources Other Than Operations					
333.201 Federal Aviation Grant	2,439,158	349,800	349,800	0	0
334.*** State Grant	34,877	8,400	8,400	0	0
399.000 Other Sources	(9,905)	0	0	0	0
Total Resources	2,464,130	358,200	358,200	0	0
Uses Other Than Operations					
590.100.05 Net Change in Restricted Assets	38	0	0	0	0
590.100.11 Inc in Fixed Assets-Benefits	0	0	0	0	0
590.100.21 Inc in Fixed Assets-Salaries	0	0	0	0	0
590.100.65 Inc in Fixed Assets-Construction	(2,657,536)	(650,000)	(550,000)	(126,000)	(124,000)
590.100.70 Debt Service Principal	(65,000)	(85,000)	(85,000)	(100,000)	(105,000)
Total Uses	(2,722,498)	(735,000)	(635,000)	(226,000)	(229,000)
Net Change in W/C	(73,776)	(329,600)	(229,600)	(129,810)	(86,230)
Beginning W/C 1/1	1,011,718	937,942	937,942	708,342	578,532
Ending W/C 12/31	937,942	608,342	708,342	578,532	492,302
Net Change in W/C	\$ (73,776)	\$ (329,600)	\$ (229,600)	\$ (129,810)	\$ (86,230)

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. The City currently meets its insurance needs by participating in the Washington Cities Insurance Authority's Insurance Pool (WCIA). From 1994 through 2009 no contributions have been made to this fund since interest earnings have been sufficient to cover the annual cost of operations. In 2010, inter-fund transfers were made to the insurance fund to offset increased unemployment insurance claims.

2009 & 2010 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

2011 & 2012 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
2011-2012 WORKING CAPITAL BUDGET**

Item	2009 Actual	2010 Adj. Budget	2010 Est. Actual	2011 Budget	2012 Budget
Operating Budget					
Operating Revenue					
361.110 Investment Income	11,025	8,000	8,000	3,700	3,800
397.100 Miscellaneous Revenue	0	238,600	238,600	0	0
Total Operating Revenue	11,025	246,600	246,600	3,700	3,800
Operating Expense					
517.700.20 Personnel Benefits	(252,570)	(70,000)	(70,000)	(55,000)	(55,000)
517.700.40 Services & Charges	(5,557)	(8,000)	(8,000)	(3,700)	(3,700)
Total Operating Expenses	(258,128)	(78,000)	(78,000)	(58,700)	(58,700)
Operating Income (Loss)	(247,102)	168,600	168,600	(55,000)	(54,900)
Net Change in W/C	(247,102)	168,600	168,600	(55,000)	(54,900)
Beginning W/C 1/1	2,481,572	2,234,469	2,234,469	2,403,069	2,348,069
Ending W/C 12/31	2,234,469	2,403,069	2,403,069	2,348,069	2,293,169
Net Change in W/C	\$ (247,102)	\$ 168,600	\$ 168,600	\$ (55,000)	\$ (54,900)

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.

2009 & 2010 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

2011 & 2012 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	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	2,940,766	2,828,642	2,828,642	2,789,842	2,732,932
Investment Income	11,455	30,000	23,000	25,000	25,000
Transfer In	58,000	63,600	63,600	65,000	65,000
Total Revenue	\$3,010,221	\$2,922,242	\$2,915,242	\$2,879,842	\$2,822,932
Expenditures					
Salaries & Wages	171,521	121,400	121,400	139,300	139,460
Personnel Benefits	2,708	4,000	2,000	3,610	3,990
Services & Charges	7,350	4,000	2,000	4,000	4,000
Undesignated Ending Fund Balance	2,828,642	2,792,842	2,789,842	2,732,932	2,675,482
Total Expenditures	\$3,010,221	\$2,922,242	\$2,915,242	\$2,879,842	\$2,822,932

PERMANENT FUNDS

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

2009 & 2010 ACCOMPLISHMENTS

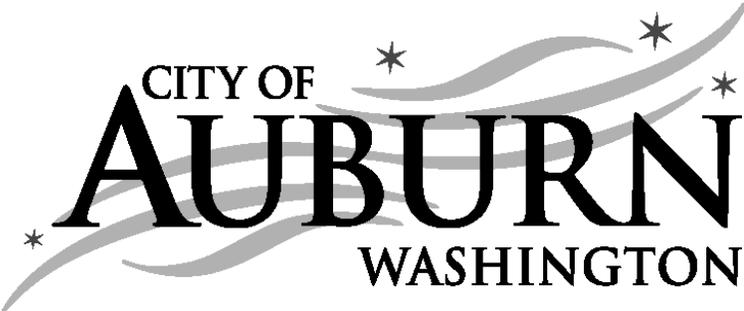
- Transferred earnings to the Cemetery operating fund for capital improvements
- Transferred interest earnings to provide payment of debt service should the Cemetery borrow construction funds
- Provided accountability for resources held in trust by the City
- Continued to maximize interest earnings

2011 & 2012 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

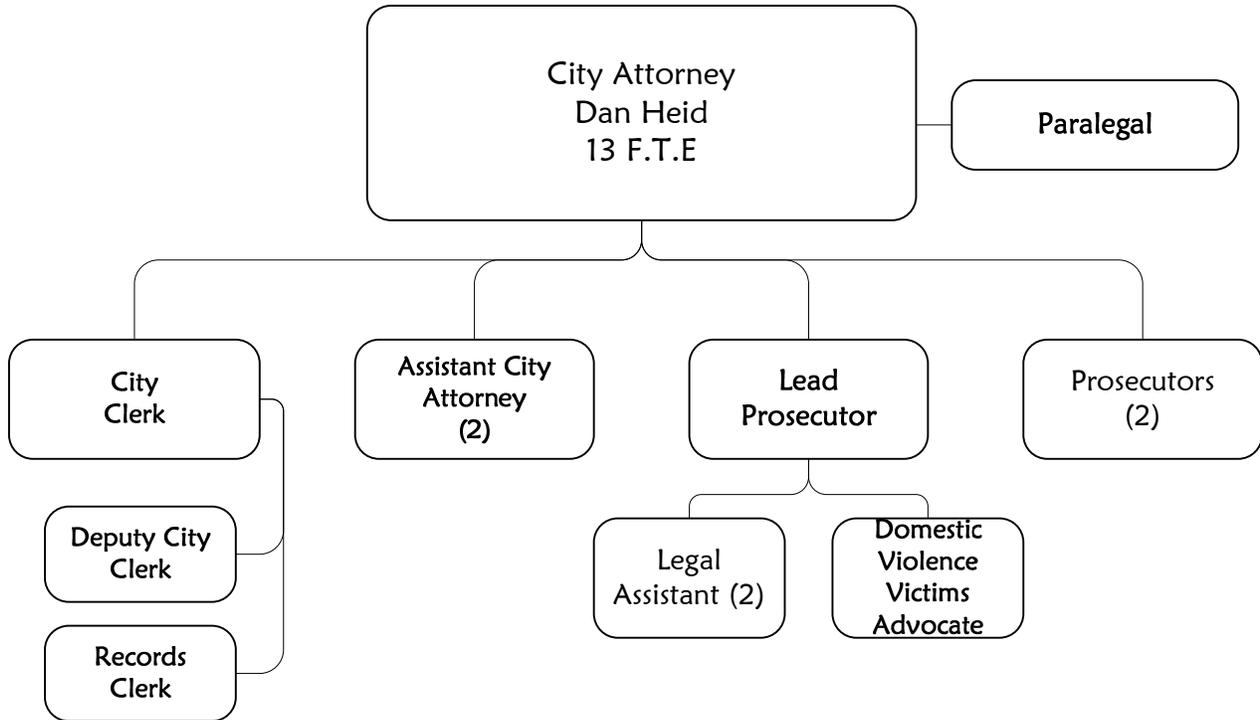
Permanent Fund

701 Cemetery Endowed Care	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Reserved Fund Balance	1,374,367	1,352,859	1,352,859	1,401,859	1,451,859
Unreserved Fund Balance	106,029	153,503	153,503	127,103	100,303
Charges for Goods and Services	40,640	62,000	49,000	50,000	50,000
Investment Income	25,326	15,000	3,900	4,500	4,700
Total Revenue	\$1,546,362	\$1,583,362	\$1,559,262	\$1,583,462	\$1,606,862
Expenditures					
Intergovernmental	40,000	30,300	30,300	31,300	22,300
Designated Ending Fund Balance	1,352,859	1,414,859	1,401,859	1,451,859	1,501,859
Undesignated Ending Fund Balance	153,503	138,203	127,103	100,303	82,703
Total Expenditures	\$1,546,362	\$1,583,362	\$1,559,262	\$1,583,462	\$1,606,862



Legal

Legal Department



LEGAL DEPARTMENT

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

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

2009 & 2010 ACCOMPLISHMENTS

- Focused on and strived for courteous, prompt and responsible customer service to those with whom we come in contact in our city responsibilities
- 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
- Provided legal updates to City departments and employees on public records
- Provided updates and training to the police department on new laws and case decisions to enhance effective prosecution and to assist police on ever-changing legal issues
- Continued work with City departments to develop procedures to enhance effective representation of legal issues on the City's behalf
- Continued work with the court and public defender (and defense bar) to better handle caseload management and streamline court processes to improve public access to the courts and adjudication of cases
- Worked with the Mayor and the City's Intergovernmental Services Coordinator, as well as the regional and state participants, to review proposed legislative bills and to develop strategies for and responses to legislative bills to enhance the ability of Auburn and 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 prepare for implementation of automated agenda preparation software
- Worked with Washington State Regional Archivist to relocate archived records to locations outside the Green River flood threat area
- 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

2011 & 2012 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 and refine prosecution strategies, including standard dispositional recommendations, to approach cases in the municipal court and to enhance prosecution effectiveness
- Continue working with local and regional service providers to assemble a support network to address needs of victims of domestic violence, including pursuit of the one-stop concept
- Work with the Mayor, Council and City departments to proactively develop recommended language for updating and amending ordinances and city code sections to assure that the codes are as useful as they can be to meet the needs of the city within the parameters of state law
- Work with the Mayor, City departments and risk management to develop procedures to enhance effective representation of legal issues on the City's behalf
- Continue the level of customer service by responding to public disclosure requests within five business days
- Continue working with attorneys and city clerks from neighboring cities, as well as municipal associations, to address regional and statewide municipal issues
- Continue work with the Mayor and 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	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Salaries & Wages	960,118	886,700	886,700	906,470	920,080
Personnel Benefits	291,980	310,300	310,300	299,740	331,240
Supplies	7,457	8,700	8,700	11,200	11,200
Services & Charges	89,219	109,350	109,350	112,150	113,150
Intergovernmental	81,610	127,900	127,900	137,200	137,200
Capital Outlays	0	0	0	0	0
Interfund Payments for Services	245,204	232,100	232,100	192,800	189,700
DEPARTMENT TOTAL	\$1,675,588	\$1,675,050	\$1,675,050	\$1,659,560	\$1,702,570

Department Employees

001 Legal FTE's	2008	2009	2010	2011	2012
Legal FTE's	16.00	14.00	13.00	13.00	13.00
TOTAL LEGAL FTE's	16.00	14.00	13.00	13.00	13.00

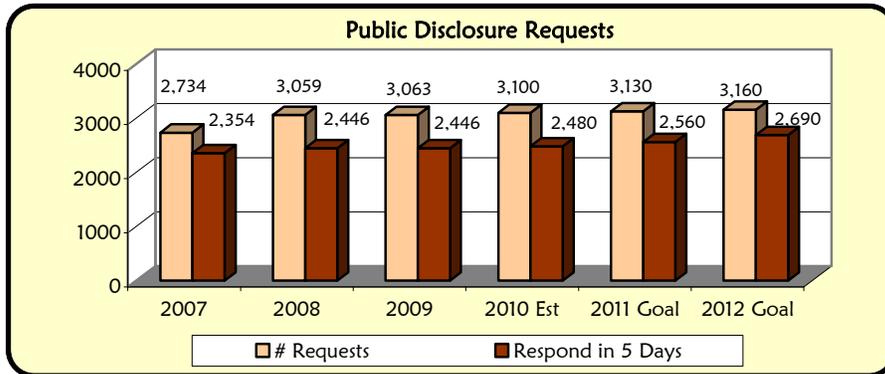
2.0 FTE's - 1 City Prosecutor and 1 Office Assistant were part of the reduction in force in May 2009.
 1.0 FTE - Associate City Attorney was part of the reduction in force in December 2009.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - LEGAL DEPARTMENT

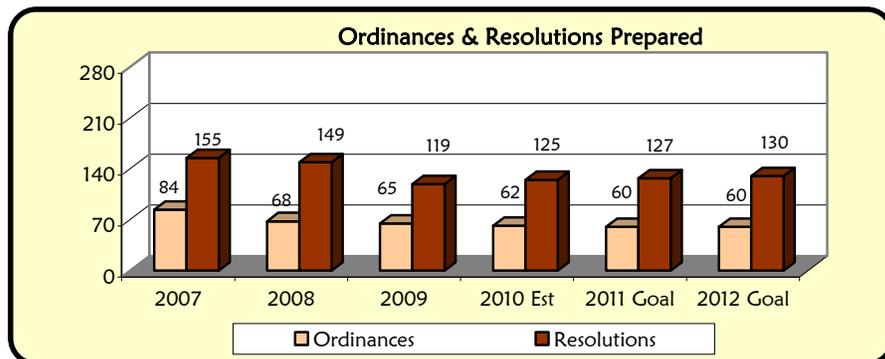
Public Disclosure Requests - Responded to Within 5 Business Days

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.



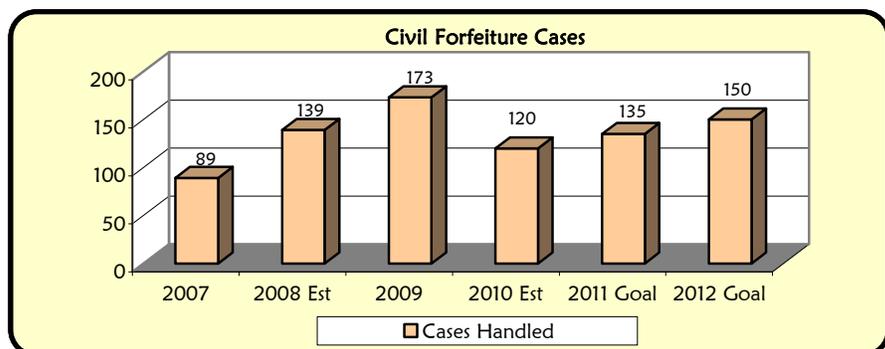
Ordinances & Resolutions Prepared

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

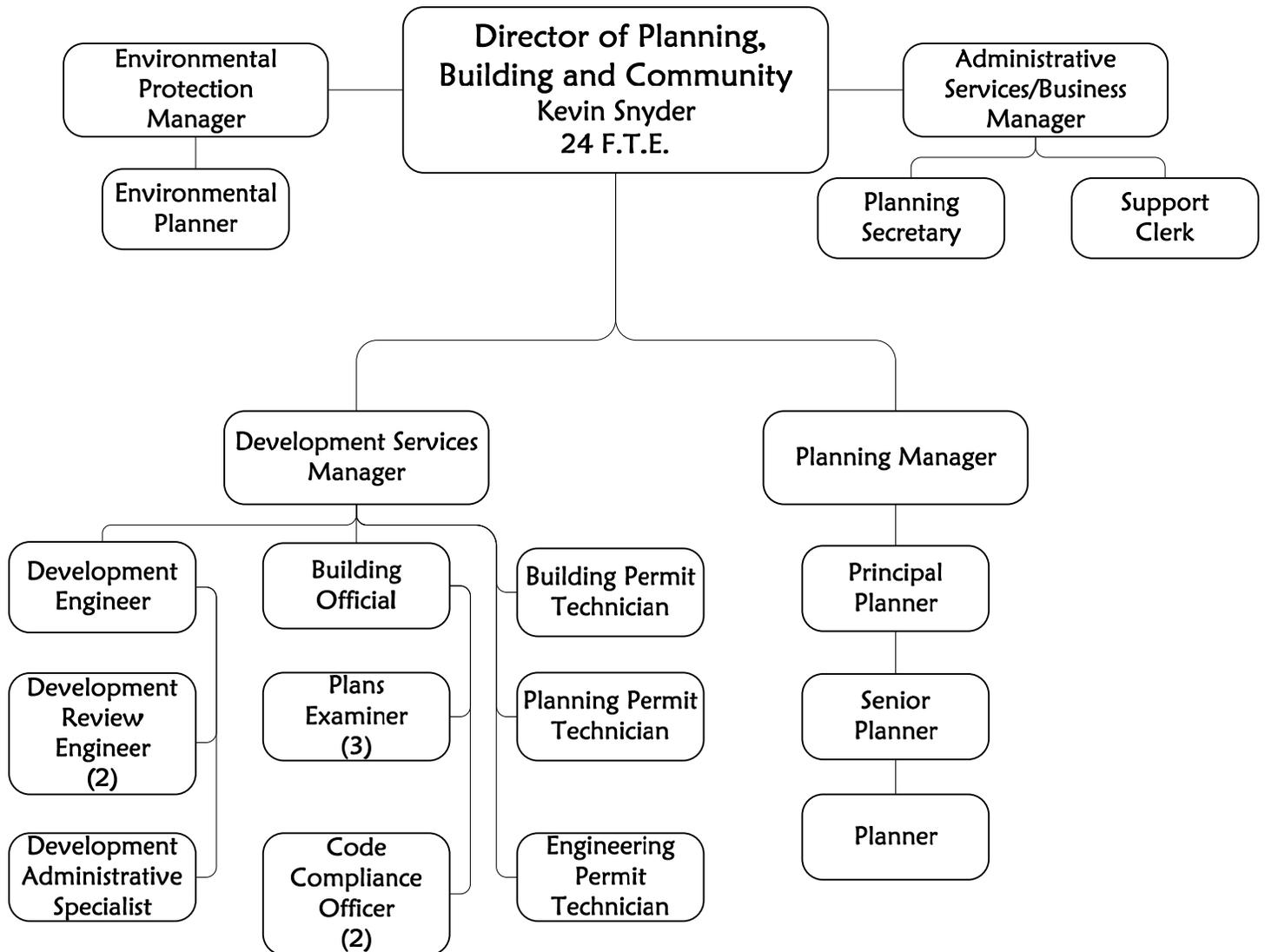
Civil forfeiture cases involve property and assets seized by the police department in relation to criminal activity, usually narcotic sales. In addition to any criminal prosecution, each seizure requires that a file be opened and judicial administrative action taken in order to forfeit the seized property 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

Planning, Building and Community Department



PLANNING & DEVELOPMENT DEPARTMENT

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

The Planning and Development Department is responsible for the following city programs:

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

2009 and 2010 ACCOMPLISHMENTS

- Received \$3 million Economic Development Administration Grant for the South Division Street Promenade project
- Managed other planning and environmental grants in excess of \$1.2 million
- Completed design of the South Division Street Promenade project
- Completed design and construction of the City Hall Plaza
- Facilitated the permitting and construction of the new 89,000 One East Main Professional Plaza and 40,000 Medical Office Building/Parking Garage projects, 210,000 square foot Super Wal-Mart, Mary Olson Farm parking area expansion, new 80,000 square foot Salish Building at Green River Community College, King County Housing Authority major rebuild of Green River Homes; and Activity Center at Les Gove
- Improved permit process through institution of Fast track review for small project permits, two iteration review for engineering permits, and early coordination efforts with applicants on project reviews
- Implemented department reorganization into 4 key service areas to enhance customer service, promote staff accountability, and clarify roles and responsibilities
- Completed Phase 1 of the Subdivision and Zoning Code updates as well as temporary sign code, addressed temporary use permits, and revised conditional/administrative use permits

- Provided staff support for the repeal of 3 moratoriums consisting of the Multi-family development, floodplain development, and West Hill development
- Coordinated final plats for Jovita Heights, Auburn 40, Trail Run and Kersey 3
- Managed construction of bird observation tower at Auburn Environmental Park and Coal Creek stream restoration at Ballard Park
- Completed Phase 1 environmental site assessment at base of Peasley Canyon in coordination with King County
- Established an inter-department and urban tree board committee to establish a program to address tree issues within the Auburn community
- Facilitated adoption of new floodplain regulations
- Participated in city wide effort to respond to Green River potential flooding as a result of Howard Hanson Dam
- Coordinated the update of the City's Shoreline Master Program
- Coordinated the adoption of the 2009 International Building Codes
- Participated in the multi-department effort to update and enhance the City's graffiti program
- Developed and council adopted Mixed-Use/Multi-Family Design Standards
- Completed a municipal and community green house gas inventory

2011-2012 OBJECTIVES

- Construct the South Division Street Promenade project
- Complete design of Mill Creek, Wetland 5K reach in partnership with the Army Corps of Engineers
- Construct Fenster Levee Setback Phase 2B and restoration and development elements in the Auburn Environmental Park
- Update the Auburn Environmental Park Master Plan
- Work with City Council on climate action planning and policy development
- Prepare City Environmental Protection Plan
- Establish quantitative and qualitative performance measures for all department services and functions
- Complete update of all customer service handouts
- Complete Phase 2 Code Update and development of a master plan code
- Develop a site plan review process
- Continue support of the City's Economic Development initiatives and programs
- Participate in multi-department efforts to implement electronic permit processing
- Begin in 2012 the 7-year major update to the City's Comprehensive Plan
- Continue improvements in the provision of building review and inspection services
- Implement work flow efficiencies for improved code enforcement response times and reduce open case files

Department Budget

001/17 Planning & Development	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Salaries & Wages	1,859,479	1,782,700	1,782,700	1,847,370	1,872,540
Personnel Benefits	541,239	644,700	644,700	615,650	677,490
Supplies	10,677	23,000	23,000	24,000	33,200
Services & Charges	407,503	481,600	471,600	444,450	516,100
Intergovernmental	104,159	125,000	125,000	243,000	169,000
Capital Outlays	0	0	0	0	0
Interfund Payments for Services	521,404	530,170	530,170	547,300	532,000
DEPARTMENT TOTAL	\$3,444,461	\$3,587,170	\$3,577,170	\$3,721,770	\$3,800,330

Department Employees

001 Planning & Development FTE's	2008	2009	2010	2011	2012
Planning & Community FTE's	34.00	21.00	24.00	24.00	24.00
TOTAL PLANNING FTE's	34.00	21.00	24.00	24.00	24.00

3.0 FTE's - Building Inspector, Principal Planner and Senior Planner positions were frozen in the 2009/2010 budget.

3.25 FTE's - 2 Plans Examiners, 1 Planning Technician, and .25 Building Inspector were frozen in early 2009.

0.75 FTE was moved from Planning to the Mayor in 2009.

6.0 FTE's - 2 Senior Planners, 1 Assistant Planning Secretary, 1 Graphic Specialist/Planning Technician, 1 Permit Technician, and 1 Code Compliance Officer were part of the reduction in force in May 2009.

3.0 FTE's - 1 Senior Planner, 1 Planner, and 1 Development Services Specialist were part of the reduction in force in December 2009.

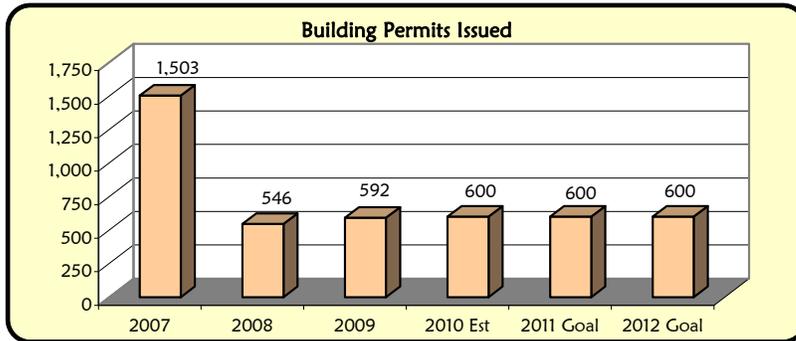
6.0 FTE's were moved from Engineering to Planning in May 2010.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - PLANNING & DEVELOPMENT

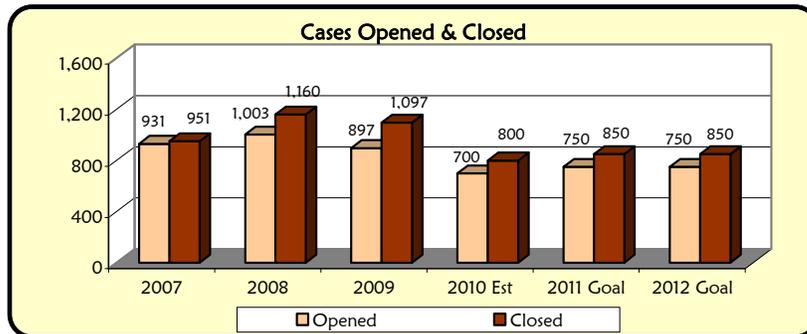
Number of Building Permits Issued

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.



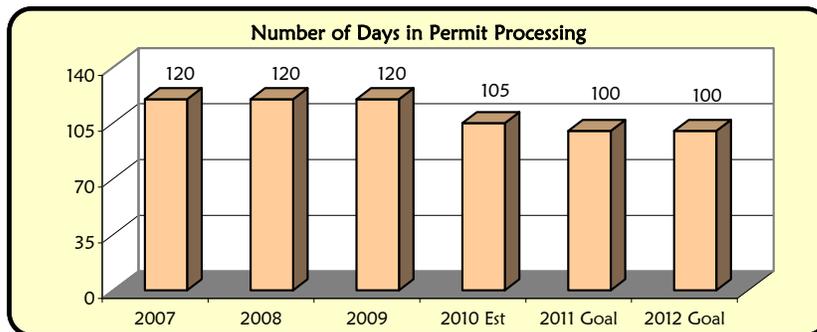
Code Enforcement - Cases Opened & Closed

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 & Development department is responsible for the budget in the following special revenue fund:

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

2009 & 2010 ACCOMPLISHMENTS

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

2011 & 2012 OBJECTIVES

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

Special Revenue Funds

121 Business Improvement Area	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	35,506	45,296	45,296	44,396	43,496
Business Improvement Assessment	52,480	53,000	53,000	53,000	54,000
Investment Income	405	400	100	100	100
Total Revenue	\$88,391	\$98,696	\$98,396	\$97,496	\$97,596
Expenditures					
Supplies	8,267	8,000	8,000	8,000	8,000
Services & Charges	34,828	59,300	46,000	46,000	46,000
Undesignated Fund Balance	45,296	31,396	44,396	43,496	43,596
Total Expenditures	\$88,391	\$98,696	\$98,396	\$97,496	\$97,596

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. This fund was closed in 2010 because the city has sublet its rights to the commercial space in the Auburn Station. The assets were moved to the General Fund.

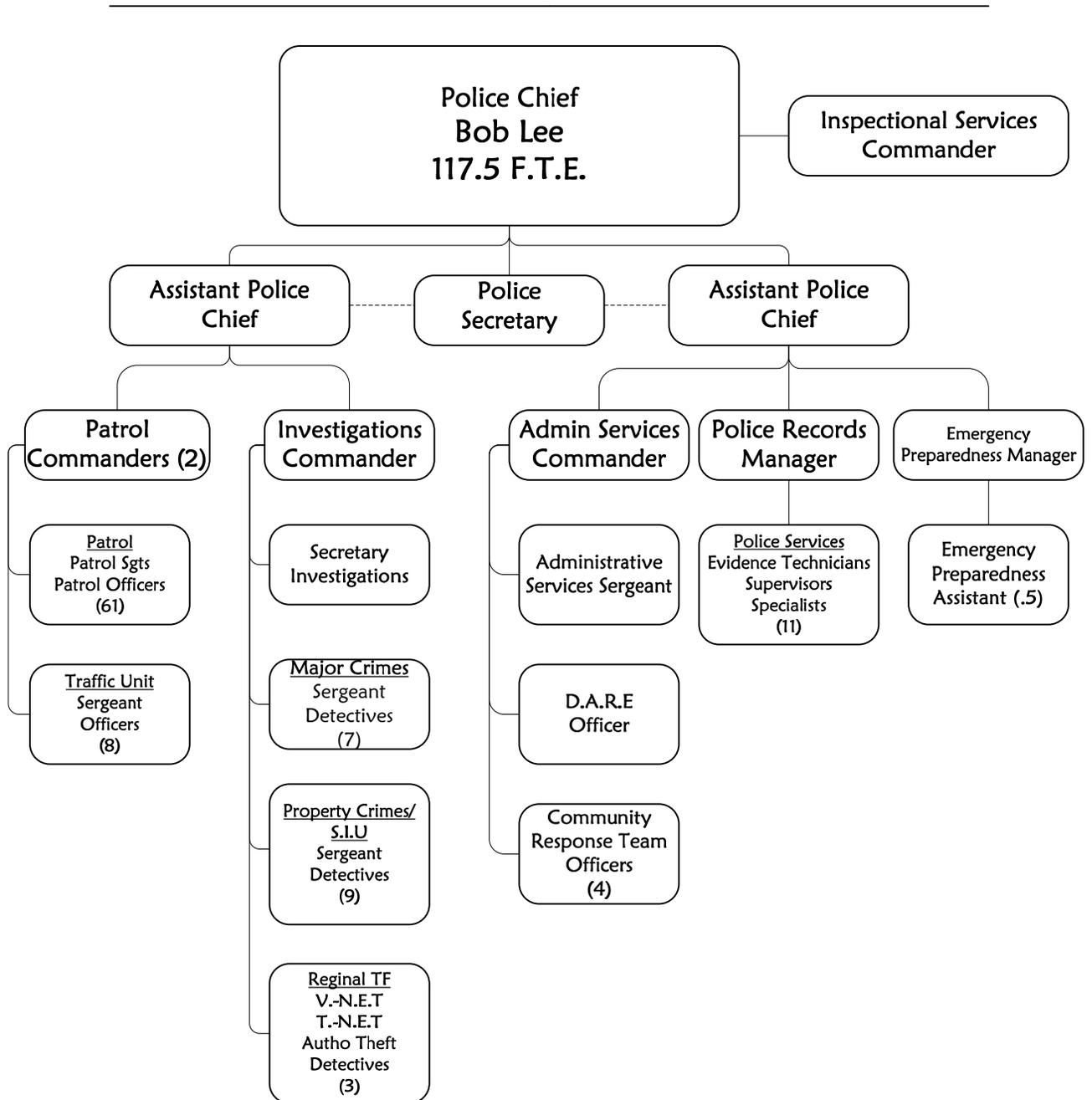
**COMMERCIAL RETAIL FUND
2011-2012 WORKING CAPITAL BUDGET**

Item	2009 Actual	2010 Adj. Budget	2010 Est. Actual	2011 Budget	2012 Budget
Operating Budget					
Operating Revenue					
343.500 Rents & Leases	0	0	0	0	0
Total Operating Revenue	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Operating Expense					
538.900.30 Supplies	0	0	0	0	0
538.900.40 Services & Charges	0	0	0	0	0
538.910.01 Depreciation & Amortization	(42,238)	(61,000)	0	0	0
Total Operating Expenses	<u>(42,238)</u>	<u>(61,000)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Operating Income (Loss)	<u>(42,238)</u>	<u>(61,000)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Non Operating Revenue (Exp)					
361.110 Investment Income	0	0	0	0	0
Total Non Oper. Rev (Exp)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net Income (Loss)	<u>(42,238)</u>	<u>(61,000)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Add/Deduct Items Not Affecting Working Capital (W/C)					
538.911.01 Depreciation & Amortization	42,238	61,000	0	0	0
Net W/C From Operations	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Other Resources and Uses Budget					
Resources Other Than Operations					
397.100 Transfer In	0	0	0	0	0
399.000 Other Sources	0	790,336	790,336	0	0
Total Resources	<u>0</u>	<u>790,336</u>	<u>790,336</u>	<u>0</u>	<u>0</u>
Uses Other Than Operations					
Net Change in Restricted Assets	0	0	0	0	0
597.100.55 Operating Transfer Out	0	(1,440,613)	(1,440,613)	0	0
Total Uses	<u>0</u>	<u>(1,440,613)</u>	<u>(1,440,613)</u>	<u>0</u>	<u>0</u>
Net Change in W/C	<u>0</u>	<u>(650,277)</u>	<u>(650,277)</u>	<u>0</u>	<u>0</u>
Beginning W/C 1/1	650,277	650,277	650,277	0	0
Ending W/C 12/31	650,277	0	0	0	0
Net Change in W/C	<u>\$ 0</u>	<u>\$ (650,277)</u>	<u>\$ (650,277)</u>	<u>\$ 0</u>	<u>\$ 0</u>



Police

Police Department



F.T.E. = Full-Time Equivalent

SCORE

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

2009 & 2010 ACCOMPLISHMENTS

- Established SCORE through a “Formation Interlocal Agreement”
- SCORE PDA issued \$86 million in special obligation bonds for facility development
- Track one time start-up costs

2011 & 2012 OBJECTIVES

- Continue to track start up costs and on-going operations expenses

Department Budget

001/20 Jail- SCORE	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Salaries & Wages	0	0	0	0	0
Personnel Benefits	0	0	0	0	0
Supplies	0	0	0	0	0
Services & Charges	0	0	0	0	0
Intergovernmental	0	0	0	5,937,470	4,106,250
Capital Outlays	0	0	0	0	0
Debt Service: Interest	0	0	0	150,000	0
Interfund Payments for Services	0	0	0	0	0
DEPARTMENT TOTAL	\$0	\$0	\$0	\$6,087,470	\$4,106,250

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.

2009 & 2010 ACCOMPLISHMENTS

- Provided professional Police Services to Six Reporting Districts. All six Districts are staffed 24/7, officers have the responsibility of having a project in their District that targets specific issues. Community Response Team officers continued to develop information and assist all city departments and provide Blockwatch programs in our neighborhoods
- Prepared timely crime analysis data that assisted officers in the field in the prevention of crime and the detection, and apprehension of persons responsible for crime. Weekly reports go out on crimes stats and detectives route information/probable cause bulletins to the patrol division
- Continued to perform annual review of workload staffing plans for 2009 and 2010 in order to efficiently identify enforcement trends & staffing needs
- Continued 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. In 2009, two school zones were added and surveys throughout the city were completed to identify future intersections that would be appropriate for photo enforcement
- Continued to expand and direct CRT officer's toward the Problem Oriented Policing (POP) philosophy. CRT officers continued to provide directed policing, target gangs, handle the Rental Housing Program and Blockwatch presentations
- Continued to look at alternatives toward reducing costs associated with outside jail services. S.COR.E. is building a facility and may take over the City of Auburn jail operations as soon as January 1, 2011. Negotiations are on-going with Yakima and a possible contract with Snohomish County is being examined
- Maintained a response time of less than four minutes to all Priority One calls
- Spent 230 hours in 2009 and 288 in 2010 verifying the address and residency of registered sex offenders (RSO) funded by a grant through King County Sheriff's Office
- Provided professional Police Services for the Special Emphasis Gang Initiative Program funded through a Justice Assistance grant
- Participated in several coordinated nighttime seat belt patrols funded by a grant received through The Washington Traffic Safety Commission
- Participated in "Drive Hammered Get Nailed" Multi-jurisdictional DUI Patrols funded by a grant received through The Washington Traffic Safety Commission
- Provided professional Police Services for the Auto Theft Prevention Grant Program funded through Washington Association of Sheriffs and Police Chiefs
- Applied for, and was awarded an equipment grant through the US Department of Justice, Edward Byrne Memorial Justice Assistance (JAG) in the amount of \$43,417
- Applied for, and was awarded a grant (CHRP) through US Department of Justice, Office of Community Oriented Policing Services (COPS) in the amount of \$1,290,880 for the retention of 5 commissioned police officers from 2010 – 2012

2011 & 2012 OBJECTIVES

- 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
- When supported by traffic analysis patterns we will expand the use of Photo Safe Red Light Enforcement and School Zone Speed Enforcement within the City of Auburn to enhance the public safety of our pedestrian and vehicular traffic
- Create efficiencies utilizing technology to include implementation of SECTOR (e-ticketing) in our patrol fleet as well as a new Computer Aided Dispatch system
- Develop succession plan that includes training and education opportunities for promotions and career development
- Improve traffic safety by increasing DUI arrests by 5%
- Maintain a response time of less than four minutes to all Priority One calls
- Secure grant funding for the 2010/2011 RSO program
- Continue to participate in coordinated nighttime seat belt and DUI patrols
- Secure grant funding for the 2010/2011 Auto Theft Prevention Grant Program

Department Budget

001/21 Police	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Salaries & Wages	10,617,808	10,984,380	10,984,380	10,001,720	10,105,810
Personnel Benefits	3,416,004	3,867,200	3,867,200	3,699,520	4,117,660
Supplies	275,606	400,400	360,400	204,930	212,570
Services & Charges	2,739,711	3,505,625	3,529,625	3,446,030	3,453,420
Intergovernmental	3,788,174	2,837,800	2,453,800	16,500	16,500
Capital Outlays	0	15,000	15,000	0	0
Interfund Payments for Services	2,296,715	2,039,810	2,039,810	2,299,900	2,280,800
DEPARTMENT TOTAL	\$23,134,018	\$23,650,215	\$23,250,215	\$19,668,600	\$20,186,760

Department Employees

001 Police FTE's	2008	2009	2010	2011	2012
Police FTE's	151.50	134.50	130.50	117.50	117.50
TOTAL POLICE FTE's	151.50	134.50	130.50	117.50	117.50

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

4.0 FTE's - 2 Police Officers, 1 Police Secretary, and 1 Corrections Officer were frozen in early 2009.

1.0 FTE - Crime Analyst was part of the reduction in force in May 2009.

4.0 FTE's - 2 Police Officers, 1 Professional Standards Coordinator, and 1 Police Receptionist were part of the reduction in force in December 2009.

13.0 FTE's - 2 Corrections Supervisors, 11 Corrections Officers are being eliminated in the 2011 budget as a result of the elimination of the City jail and formation of the multi-jurisdictional South Correctional Entity (SCORE).

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.

2009 & 2010 ACCOMPLISHMENTS

- Continued to provide a detective position to the Tacoma DEA Task Force. In 2009, TNET (Tahoma Narcotics Enforcement Team) arrested 50 suspects, confiscated 31 pounds of various drugs and received \$1,039,120 in forfeited assets. In 2009, Seattle/VNET (Valley Narcotics Enforcement Team) received \$782,101 in forfeited assets. In 2010, VNET received the DEA international award for Top Interdiction Group. In addition, they received a separate award for successful large scale marijuana grow investigations
- Installed a drying cabinet in the large evidence room in order to process items more efficiently. Completed in December of 2009
- Increased the number of arrests for drug sales by 5%. In 2009, there was a 23% increase in drug arrests and a 22% increase in search warrants

2011 & 2012 OBJECTIVES

- Replace the existing evidence van with a new fully equipped evidence/processing vehicle
- Continue to provide a detective position to the Tahoma DEA Task Force and the Seattle/VNET Task Force
- Increase the number of arrests for drug sales by 5%
- The on-line NARS (Narcotic Activity Reporting System) has been a successful tool. Continue to investigate tips from the public
- Continue to train and educate patrol officers in authorizing search warrants related to drug related traffic stops

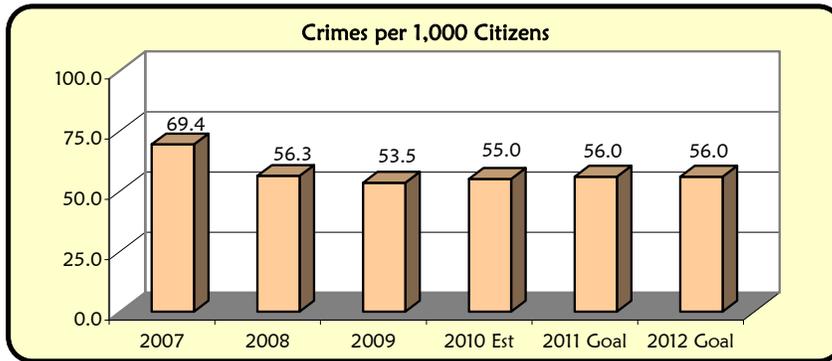
SPECIAL REVENUE FUND

117 Drug Forfeiture	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	673,890	745,747	745,747	710,547	513,237
Intergovernmental	56,318	0	53,200	46,100	46,100
Investment Income	4,662	5,000	2,500	2,600	2,600
Confiscated/Forfeited Property	304,926	220,000	300,000	250,000	250,000
Total Revenue	\$1,039,796	\$970,747	\$1,101,447	\$1,009,247	\$811,937
Expenditures					
Salaries & Wages	90,364	100,000	100,000	99,970	99,970
Personnel Benefits	25,790	28,100	28,100	31,450	34,460
Supplies	26,857	34,400	34,400	17,000	17,000
Services & Charges	36,710	68,100	68,100	92,400	98,850
Intergovernmental	0	20,000	0	0	0
Capital Outlay	114,328	149,900	149,900	148,740	0
Interfund Payments for Services	0	10,400	10,400	106,450	47,950
Undesignated Fund Balance	745,747	559,847	710,547	513,237	513,707
Total Expenditures	\$1,039,796	\$970,747	\$1,101,447	\$1,009,247	\$811,937

PERFORMANCE MEASURES - POLICE DEPARTMENT

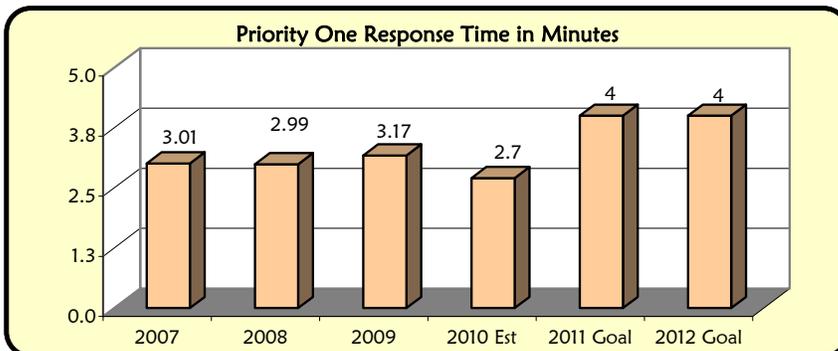
Auburn Crime Rankings

The 2009 Washington Association of Sheriffs & Police Chiefs (WASPC) annual report showed a 8.3% reduction in Part 1 & Part 2 violent crimes and an 8.8% reduction in Part 1 & 2 property crime in the City of Auburn over 2008. The Auburn Police Department's goal is to continue the current trend of reductions in Part 1 & 2 crimes into 2011 & 2012.



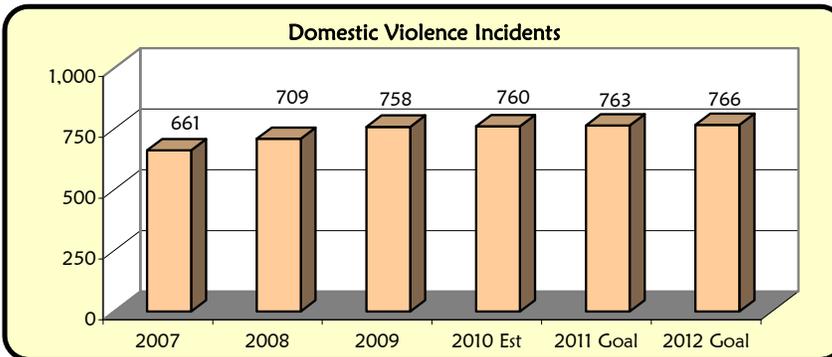
Priority One Response Time in Minutes

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

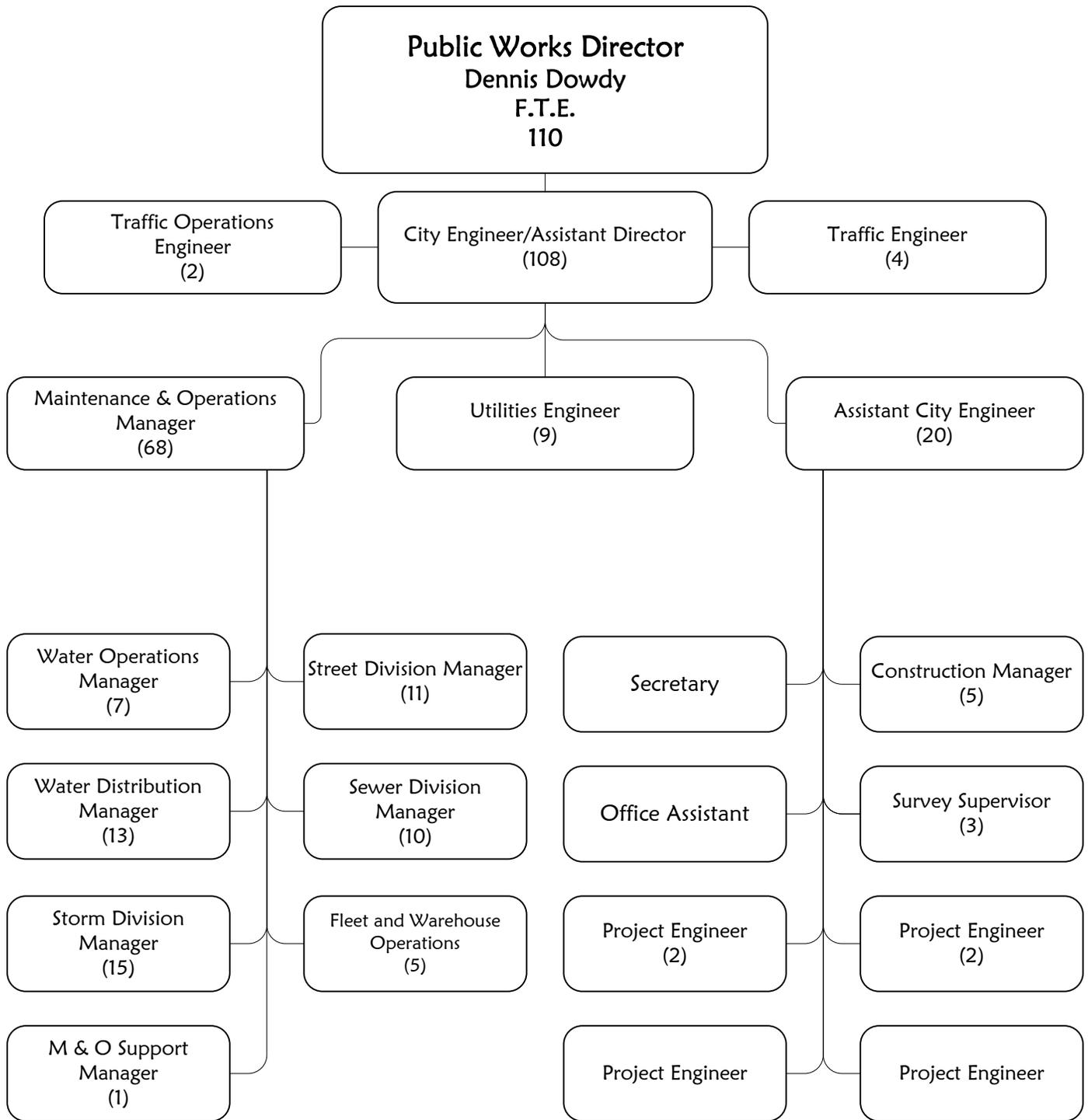
The City offers various programs that provide assistance to victims of domestic violence. A dedicated full time DV detective works collaboratively with members of the prosecutor's office, domestic violence advocates and the victim's assistance programs to reduce the cycle of violence. In 2009 we experienced a 6.9% increase in domestic violence cases over 2008. We will continue to work with victims of domestic violence so that they feel comfortable in reporting these often unreported acts of violence.





Public Works

Public Works Department



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 Services & Management, Transportation Planning & Management, and Utility Planning & Management sections located in the Customer Service Center and Equipment Rental, Street, Sewer, Storm, Water Divisions located at the Maintenance & Operations building. The Department is responsible for review, approval and management of the construction of capital improvements for streets and utilities constructed by new development for public dedication and ownership. The Department manages the City's public works capital improvement program for design, right-of-way acquisition, construction, and 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.

2009 & 2010 ACCOMPLISHMENTS

- Continued the design & permitting and began property acquisition of A Street NW from 14th NW to 3rd Street NW
- Completed the final phase of the Auburn Way South Sewer Improvement Project
- Completed the environmental and began final design and property acquisition of the M Street SE Grade Separation Project
- Completed construction of street and utility improvements in the Les Gove neighborhood
- Continued to Implement the Save Our Streets preservation program
- Implemented a new arterial streets pavement preservation program
- Worked with Council to complete updates to the City's Design Standards in coordination with the overall Development Code revision project
- Completed a complete revision of the Engineering Construction Standards and Standard Details
- Completed Phase IB of the Intelligent Transportation System and began design on the South Auburn ITS project
- Completed design of the South Division Promenade project
- Completed design and construction of the Harvey and 8th Street NE Improvements
- Completed the replacement of the Peasley Canyon Culvert
- Completed construction of the 8th and R Street NE and the 4th and F Street SE traffic signals
- Completed temporary levee protection measures for both the Green River and the Mill Creek basin areas related to the issues with the Howard Hanson Dam
- Completed the 2007 Gateway Project located at the intersection of M Street SE and Auburn Way south
- Completed the biennial sidewalk repair and replacement program
- Completed the construction of the Auburn Way North Pedestrian Crossing in the vicinity of 42nd Street NE
- Developed & implemented a phased improvement plan for City utilities SCADA System
- Participated in WSDOT funded preliminary engineering study of the By-Pass options for SR 164 with Corridor Working Group
- Continued to pursue all options to develop or secure water rights and firm supply
- Completed implementation of the City Maintenance Management System (CarteGraph)

- Coordinated with Kent the annexation/de-annexation of boundary ROW's for public safety and continuity of responsibility
- Continued to apply for grants & loans to help fund projects programmed in our 6 year Transportation Improvement Plan including successfully securing grants for a new traffic signal, ITS expansion and battery back-up installations
- Completed annual Traffic Signal safety testing and general maintenance
- Completed Traffic Signal safety improvements at 37th St NW & West Valley Highway, M St SE & Auburn Way South and 15th St NW & C St NW
- Continued monitoring and implementing updates to Traffic Signal intersection timing plans, peak hour coordination plans and special event corridor timing plans
- Continued coordinating with Auburn schools and updated all School Zone Flashing Beacon timings
- Completed annual Citywide Traffic Calming Program Improvements

2011 & 2012 OBJECTIVES

- Complete design, permitting, property acquisition & construction of A Street NW from 14th NW to 3rd Street NW
- Complete design, property acquisition and construction of the M Street SE Grade Separation Project
- 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
- Complete the construction of the South Division Street Promenade Improvements
- Complete the reconstruction of the Dogwood, Ellingson and White River pump stations
- Complete the design and construction of the West Valley Highway Improvements between Main Street and SR18
- Continue to implement the Save Our Streets preservation program
- Continue to implement the Arterial streets pavement preservation program
- Complete the implementation of the phased improvement plan for City utilities SCADA System
- Continue to implement and monitor annual SWIBS Bridge Inspection Program
- Complete annual Citywide Traffic Counting Program
- Develop Street Maintenance Utility funding program pending Legislative approval
- Continue all options to develop or secure water rights and firm supply
- Complete implementation of the City Maintenance Management System (CarteGraph)
- Coordinate with Kent the annexation/de-annexation of boundary ROW's for public safety and continuity of responsibility
- Work with Mayor & Council on budgeting desired signage improvements recommended by the Bike Task Force
- Continue to apply for grants and loans to help fund projects programmed in our 6 year Transportation Improvement Plan
- Complete the biennial sidewalk repair and replacement program
- Complete annual Traffic Signal safety testing and general maintenance
- Continue to monitor Traffic Signal safety issues and complete improvements
- Continue to monitor and implement updates to Traffic Signal intersection timing plans, peak hour coordination plans and special event corridor timing plans
- Continue coordinating with Auburn schools and update all School Zone Flashing Beacon timings
- Complete annual Citywide Traffic Calming Program Improvements

Department Budget

001/32 Engineering	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Salaries & Wages	1,714,569	1,291,200	1,291,200	1,251,210	1,264,870
Personnel Benefits	550,836	467,300	467,300	457,490	519,980
Supplies	28,834	37,400	37,400	25,650	25,650
Services & Charges	163,300	201,750	135,550	141,500	142,100
Intergovernmental	23,582	16,000	16,000	8,500	8,500
Capital Outlays	0	0	0	0	0
Interfund Payments for Services	703,696	651,560	651,560	530,850	535,900
DEPARTMENT TOTAL	\$3,184,817	\$2,665,210	\$2,599,010	\$2,415,200	\$2,497,000

Department Employees

001 Public Works-Engineering FTE's	2008	2009	2010	2011	2012
Engineering FTE's	63.00	52.00	43.00	43.00	43.00
TOTAL PUBLIC WORKS FTE's	63.00	52.00	43.00	43.00	43.00

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

2.0 FTE's - Transportation Manager and Traffic Signal Technician were frozen in early 2009.

6.0 FTE's - 1 Construction Inspectors, 1 Development Review Engineer, 1 Contract Administrator, 1 Engineering Design Technician, 1 Project Engineer and 1 Capital Project Support Clerk were part of the reduction in force in May 2009.

3.0 FTE's - 1 Senior Project Engineer, 1 Senior Construction Coordinator, and 1 Administrative Support Supervisor were part of the reduction in force in December 2009.

6.0 FTE's were moved from Engineering to Planning in May 2010.

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, signs 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 interaction and regulation of development. They are also responsible for the management of all assets within the public Right of Way (ROW) as well as the use of them.

2009 & 2010 ACCOMPLISHMENTS

- Developed a system and improved procedures for maintaining the cities gravel streets and alleys
- Developed a snow and ice standard operating procedure to include the use of salt brine which is made in-house
- Continued crack sealing program to prolong the life of local street pavements through-out the city
- Continued to support the implementation of the City's traffic calming program
- Continued implementing annual Pothole Patrol program pavement repairs
- Completed citywide repairs or replacement of damaged and worn street signs
- Completed guardrail repairs and roadside safety improvements
- Completed annual citywide striping and pavement marking program
- Performed city-wide roadside vegetation management

2011 & 2012 OBJECTIVES

- Continue to maintain local streets in fair to good condition by crack sealing to increase the life of the street and postpone the need for overlays
- Develop and implement street sign inventory and minimum reflectivity level maintenance program
- Develop and implement a standard program for tracking tree related issues in right- of way
- Refresh striping on public roads and continue to refresh thermoplastic pavement markings and legends as needed
- Continue to support the implementation of the City's traffic calming program
- Continue to familiarize new street light system in newly annexed areas
- Continue implementing annual Pothole Patrol program pavement repairs
- Complete citywide repairs or replacement of damaged and worn street signs
- Continue making guardrail repairs and other roadside safety improvements
- Complete annual citywide striping and pavement marking program
- Perform city-wide roadside vegetation management

Department Budget

001/42 Street	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Salaries & Wages	867,640	863,800	863,800	875,000	895,820
Personnel Benefits	362,933	318,600	318,600	423,330	475,200
Supplies	151,871	242,000	242,000	230,300	230,300
Services & Charges	800,338	1,050,400	1,050,400	1,030,500	1,042,400
Intergovernmental	97,538	160,000	160,000	150,000	160,000
Capital Outlays	0	0	0	10,000	0
Interfund Payments for Services	480,793	458,700	458,700	464,000	476,200
DEPARTMENT TOTAL	\$2,761,113	\$3,093,500	\$3,093,500	\$3,183,130	\$3,279,920

Department Employees

001 Public Works-Street FTE's	2008	2009	2010	2011	2012
Street FTE's	14.00	13.00	12.00	12.00	12.00
TOTAL PUBLIC WORKS FTE's	14.00	13.00	12.00	12.00	12.00

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

1.0 FTE - Maintenance Worker I was part of the reduction in force in December 2009.

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 gas tax receipts that are restricted to arterial streets, as well as other funding sources for street capital construction projects.
- ◆ Fund 103-Local Street Fund created in 2005, budgets a portion of property tax for Local Street repair.
- ◆ Fund 105-Arterial Street Preservation Fund accounts for a 1% utility tax increase that was adopted by Council in 2008 restricted for Arterial Street repairs.

2009 & 2010 ACCOMPLISHMENTS

- Completed major update to the Comprehensive Transportation Plan focused on the annexation areas
- Completed annual improvements under the Save our Streets Program
- Completed annual improvements under the Arterial Street Preservation Program
- Implemented the first year of the Annual Bridge Maintenance Project
- Implemented the Lakeland Hills Transit Shuttle and Community Circulator Transit Service
- Completed construction on the following capital projects:
 - 1) Intelligent Transportation System (ITS), Phase 1B
 - 2) 8th Street NE & R Street NE Traffic Signal
 - 3) Harvey Rd NE & 8th Street NE Capacity Improvements
 - 4) F Street SE & 4th St SE Traffic Signal
 - 5) A Street SE Pedestrian Improvement
 - 6) Les Gove Neighborhood Street Improvements
 - 7) Auburn Way North Pedestrian Crossing Signal near 42nd Street NE
 - 8) Mary Olson Farm Improvements
 - 9) 37th St SE Pedestrian Connector
 - 10) Auburn –Pacific Trail Phase 2
- Completed design of the South Division St Promenade project
- Continued design, permitting and began property acquisition of A Street NW from 14th NW to 3rd Street NW
- Continued design, completed environmental review and began property acquisition phase of the M Street SE Grade Separation Project
- Began design on the South Auburn ITS Expansion project

2011 & 2012 OBJECTIVES

- Develop Street Maintenance Utility funding program
- Continue to fund Lakeland Hills and Community Circulator Shuttle programs
- Implement the annual Save our Streets Program
- Implement the annual Arterial Preservation Program
- Implement the annual Bridge Maintenance Program
- Implement years one and two of the Citywide Arterial Bicycle and Safety Improvements Program
- Implement the biennial Pedestrian Crossing Improvement Program
- Complete various programmed preliminary studies
- Complete construction on the following capital projects:
 - 1) West Valley Highway Improvements (SR18 to West Main Street)
 - 2) A Street NW, Phase 1 Improvements (3rd St NW to 10th St NW)
 - 3) South Division Street Promenade Project

- Begin construction of the M Street SE Grade Separation Project
- Begin Design on the following capital projects:
 - 1) Auburn Way North & 1st Street NE Signal Improvements
 - 2) S 277th St Widening Project (AWN to Green River Bridge)
 - 3) 124th Ave SE Corridor Improvements
- Complete Pre-design for M St SE & Auburn Way South Intersection Improvements
- Continue S 277th Project Wetland Mitigation Monitoring Program

Special Revenue Funds

102 Arterial Street	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	1,551,737	1,240,663	1,240,663	383,118	265,018
Federal Grants	858,169	3,060,100	4,133,300	7,387,000	6,005,800
State Funds	266,860	895,500	364,273	2,730,000	0
Interfund & Utility Taxes	0	0	0	0	0
Other Governmental Agency	40,679	4,322,600	230,600	0	1,215,000
Investment Income	14,994	16,000	5,000	4,000	4,000
Contributions & Donations	0	0	0	0	0
Intergovernmental PWTF	921,400	45,000	20,400	0	6,000,000
Miscellaneous Revenue	257,620	240,000	240,000	0	0
Transfer In	1,524,151	5,089,100	4,802,000	3,089,200	1,490,700
Total Revenue	\$5,435,610	\$14,908,963	\$11,036,236	\$13,593,318	\$14,980,518
Expenditures					
Salaries & Wages	250,903	351,100	351,100	311,500	315,800
Personnel Benefits	84,110	123,000	123,000	108,900	110,500
Services & Charges	100,778	240,000	240,000	220,000	220,000
Transfer Out -105	114,142	0	0	0	0
Capital Outlays	3,544,488	13,000,300	9,751,818	12,548,100	14,023,000
Interfund Payments for Services	63,492	47,600	47,600	52,100	50,300
Debt Service Principal	35,578	137,400	130,400	80,400	80,400
Debt Service Interest	1,456	9,200	9,200	7,300	6,900
Undesignated Fund Balance	1,240,663	1,000,363	383,118	265,018	173,618
Total Expenditures	\$5,435,610	\$14,908,963	\$11,036,236	\$13,593,318	\$14,980,518

Special Revenue Funds

103 Local Street	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	667,394	1,488,606	1,488,606	940,806	1,095,806
Property Taxes	2,200,000	1,500,000	1,500,000	2,000,000	2,000,000
Investment Income	7,574	9,000	6,000	5,000	5,000
Contributions & Donations	0	0	0	0	0
Miscellaneous Revenue	0	0	0	0	0
Bond Proceeds	0	0	0	0	0
Transfer In	150,000	150,000	150,000	150,000	150,000
Total Revenue	\$3,024,968	\$3,147,606	\$3,144,606	\$3,095,806	\$3,250,806
Expenditures					
Salaries & Wages	54,159	76,000	76,000	76,000	78,240
Personnel Benefits	13,145	26,600	26,600	18,130	19,680
Supplies	0	500	500	500	500
Services & Charges	252	300	300	300	300
Capital Outlays	1,455,414	2,091,600	2,091,600	1,892,870	1,889,580
Debt Service Principal	0	0	0	0	0
Debt Service Interest	0	0	0	0	0
Interfund Payments for Services	13,392	8,800	8,800	12,200	11,700
Undesignated Fund Balance	1,488,606	943,806	940,806	1,095,806	1,250,806
Total Expenditures	\$3,024,968	\$3,147,606	\$3,144,606	\$3,095,806	\$3,250,806

Special Revenue Funds

105 Arterial Street Preservation	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	0	136,589	136,589	33,589	35,089
Interfund & Utility taxes	1,528,423	1,500,000	1,500,000	1,500,000	1,500,000
Federal Grants	0	0	0	0	0
State Funds	0	0	0	0	0
Investment Income	3,357	5,000	2,000	1,500	1,500
Bond Proceeds	0	0	0	0	0
Miscellaneous Revenue	0	0	0	0	0
Transfer In	114,142	0	0	0	0
Total Revenue	\$1,645,922	\$1,641,589	\$1,638,589	\$1,535,089	\$1,536,589
Expenditures					
Salaries & Wages	51,123	44,500	44,500	21,200	22,000
Personnel Benefits	14,803	15,500	15,500	7,400	7,700
Supplies & Minor Equipment	0	0	0	0	0
Services & Charges	0	0	0	0	0
Capital Outlays	1,443,407	1,545,000	1,545,000	1,471,400	1,470,300
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	136,589	36,589	33,589	35,089	36,589
Total Expenditures	\$1,645,922	\$1,641,589	\$1,638,589	\$1,535,089	\$1,536,589

WATER UTILITY DIVISION

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

2009 & 2010 ACCOMPLISHMENTS

- Completed the update to the City of Auburn's Comprehensive Water Plan
- Completed Utility Rate Study
- Completed construction of the Les Gove Neighborhood Improvements project
- Developed construction of the Lakeland Hills West (aka Terrace View) Booster Pump Station
- Completed design and construction of the B Street NW Intertie to Tacoma Pipeline 5
- Completed design of the Lakeland Hills Booster Pump Station project
- Completed design of the Well 1 Improvements project
- Completed design of the 2009 AC Watermain Replacement project
- Completed SCADA system design to improve communication between facilities and M&O, and to enhance worker safety and security
- Initiated design of the Lakeland Hills Reservoir 6 project
- Initiated design of the Academy Booster Pump Station project
- Initiated design of the Well 4 Improvements project
- Initiated design of the Green River Pump Station Emergency Power project
- Initiated facilities evaluation study
- Initiated design of the Lea Hill PRV Station Improvements project
- Initiated design of the Deduct Meter Replacement project
- Continued to implement conservation initiatives such as the toilet rebate program
- Continued coordination with other programs capital improvement plans
- Continued to replace undersized pipes for fire flow improvements in conjunction with transportation and utility projects
- Continued monitoring system losses and fixing leaks when found

2011 & 2012 OBJECTIVES

- Implement projects and programs identified in the Comprehensive Water Plan
- Implement the use of CarteGraph as a work order management system and continue to develop SOP's for updating databases in CarteGraph and GIS and Springbrook
- Complete construction of Well 1 Improvements project
- Complete construction of the Lakeland Hills Booster Pump Station project
- Complete construction of the Green River Pump Station Emergency Power project
- Complete design and construction of the Lakeland Hills Reservoir 6 project
- Complete design and construction of the 132nd Ave SE Intertie to Tacoma Pipeline 5
- Complete design and construction of the Academy Booster Pump Station project
- Complete design and construction of the Lea Hill PRV Station Improvements project
- Complete design and construction of the Deduct Meter Replacement project
- Complete utility revenue and expense analysis to determine if rate adjustments are needed

- Continue to upgrade the asset management databases through records evaluation and field investigation
- Continue planning and preparation for emergencies including potential flooding due to Howard Hanson Dam issues
- Continue to implement conservation initiatives
- Continue coordination with other programs capital improvement plans
- Continue to replace undersized pipes for fire flow improvements in conjunction with transportation and utility projects
- Continue system improvements by monitoring system losses
- Review all city properties with Finance & IS to assure each developed property connected to the system has a water billing in Springbrook and that the status of use is accurately reflected as the occupancy status changes to address issues such as foreclosure, fire, meth house, etc.
- Enhance billing process and policies to ensure consistent revenue collection for the Utilities
- Engage in regular preventive maintenance activities

**WATER FUND
2011-2012 WORKING CAPITAL BUDGET**

Item	2009 Actual	2010 Adj. Budget	2010 Est. Actual	2011 Budget	2012 Budget	
Operating Budget						
Operating Revenue						
343.400	Water Sales	8,717,191	9,556,800	9,556,800	10,288,400	10,988,000
343.431	Unmetered Water Sales	26,582	49,300	49,300	31,400	33,500
343.433	Water Application	82,151	106,800	106,800	47,100	50,400
343.440	Payback Admin Fee	0	0	0	41,500	41,500
362.500	Rents & Leases	0	46,000	46,000	0	0
	Total Operating Revenue	8,825,924	9,758,900	9,758,900	10,408,400	11,113,400
Operating Expense						
534.000.10	Salaries and Wages	(2,127,253)	(2,238,500)	(2,238,500)	(2,242,940)	(2,276,900)
534.000.20	Personnel Benefits	(848,934)	(777,100)	(777,100)	(922,440)	(1,030,850)
534.000.30	Supplies	(188,196)	(498,600)	(498,600)	(516,900)	(521,300)
534.000.40	Services & Charges	(2,630,781)	(3,542,300)	(3,542,300)	(3,672,890)	(3,916,020)
534.000.50	Intergovernmental	0	0	0	0	0
534.000.90	Interfund Payments for Services	(955,508)	(929,180)	(929,180)	(1,051,750)	(1,066,100)
534.000.00	Depreciation & Amortization	(2,104,554)	(2,117,100)	(2,117,100)	(2,117,000)	(2,117,000)
	Total Operating Expenses	(8,855,226)	(10,102,780)	(10,102,780)	(10,523,920)	(10,928,170)
	Operating Income (Loss)	(29,302)	(343,880)	(343,880)	(115,520)	185,230
Non Operating Revenue (Exp)						
361.110	Investment Income	88,079	120,000	120,000	60,000	61,000
369.900	Miscellaneous Revenue (Expense)	92,604	0	0	0	0
534.100.80	Debt Service Interest	(114,306)	(790,500)	(395,900)	(656,400)	(667,450)
	Total Non Oper. Rev (Exp)	66,377	(670,500)	(275,900)	(596,400)	(606,450)
	Net Income (Loss)	37,075	(1,014,380)	(619,780)	(711,920)	(421,220)
Add/Deduct Items Not Affecting Working Capital (W/C)						
535.801.00	Depreciation & Amortization	2,104,554	2,117,100	2,117,100	2,117,000	2,117,000
	Net W/C From Operations	2,141,629	1,102,720	1,497,320	1,405,080	1,695,780
Other Resources and Uses Budget						
Resources Other Than Operations						
337.069	Interlocal Grants	0	0	0	0	0
396.101	Contributed Cap-Sys Dev	323,764	450,000	450,000	450,000	450,000
396.102	Contributed Cap-Area Assmts	0	0	0	0	0
396.104	Contributed Cap-Outside Dev	325,978	0	0	0	0
382.200	Revenue Bond Proceeds	0	12,100,000	12,100,000	0	0
397.100	Transfer In	0	0	0	0	0
399.500	Net Change in Restricted Assets	112,561	0	0	0	0
399.000	Other Sources	65,329	0	0	0	0
	Total Resources	827,632	12,550,000	12,550,000	450,000	450,000
Uses Other Than Operations						
590.100.00	Other Uses	(307,478)	0	0	0	0
590.100.11	Inc in Fixed Assets-Salaries/Wages	(141,346)	(150,400)	(150,400)	(153,100)	(154,700)
590.100.21	Inc in Fixed Assets-Benefits	(44,806)	(53,900)	(53,900)	(53,500)	(54,200)
597.100.55	Transfer Out	(166,100)	(58,600)	(58,600)	(50,000)	(50,000)
590.100.63	Inc in Fixed Assets-Improvements	(173,268)	0	0	0	0
590.100.64	Inc in Fixed Assets-Equipment	(20,484)	0	0	(227,000)	(55,000)
590.100.65	Inc in Fixed Assets-Construction	(2,128,258)	(12,377,800)	(3,635,900)	(17,312,200)	(2,413,600)
590.100.70	Debt Service Principal	(639,068)	(695,800)	(695,800)	(650,200)	(661,300)
	Total Uses	(3,620,808)	(13,336,500)	(4,594,600)	(18,446,000)	(3,388,800)
	Net Change in W/C	(651,548)	316,220	9,452,720	(16,590,920)	(1,243,020)
	Beginning W/C 1/1	10,367,027	9,715,479	9,715,479	19,168,199	2,577,279
	Ending W/C 12/31	9,715,479	10,031,699	19,168,199	2,577,279	1,334,259
	Net Change in W/C	\$ (651,548)	\$ 316,220	\$ 9,452,720	\$ (16,590,920)	\$ (1,243,020)

Department Employees

430 Water FTE's	2008	2009	2010	2011	2012
Water FTE's	20.00	22.00	22.00	22.00	22.00
TOTAL WATER FTE's	20.00	22.00	22.00	22.00	22.00

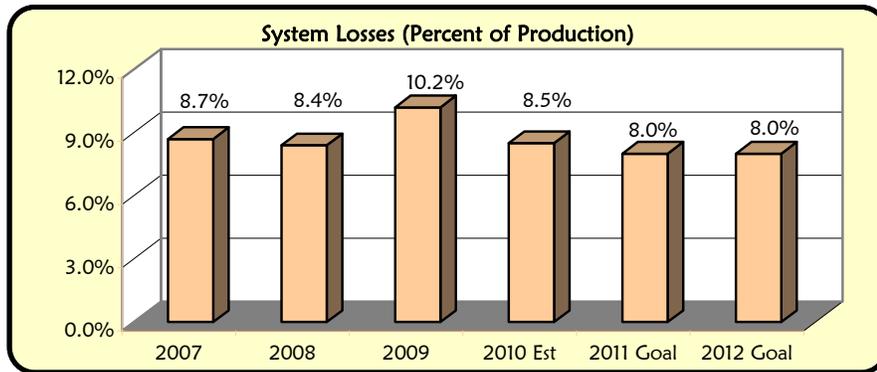
2.0 FTE's were moved from Finance to Water in 2009.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - WATER FUND

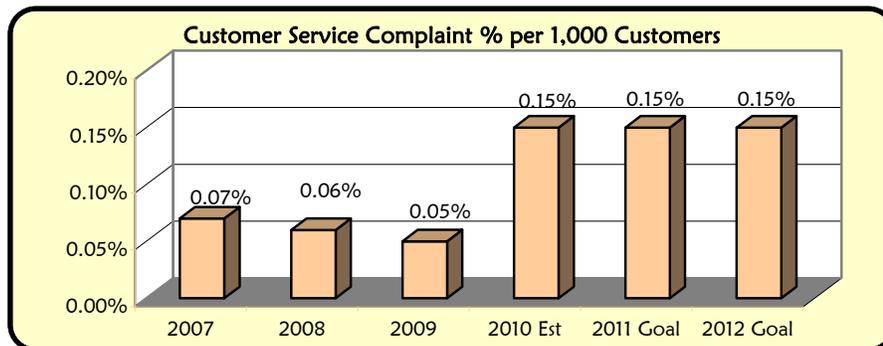
System Losses

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.



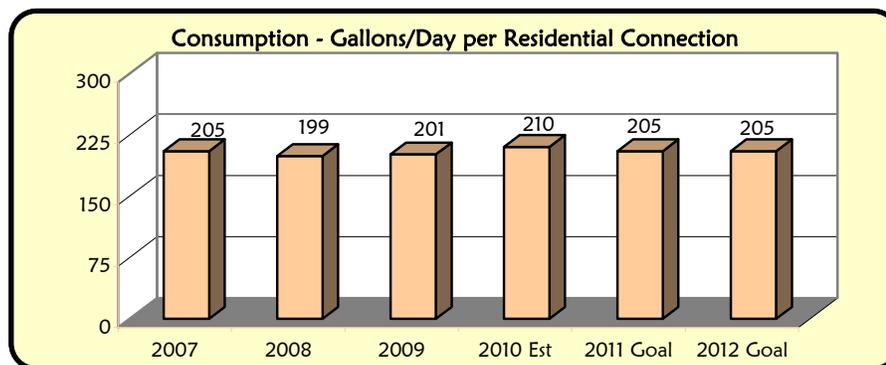
Customer Service Complaints per 1,000 Population

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.

2009 & 2010 ACCOMPLISHMENTS

- Completed and adopted the updated Sanitary Sewer Comprehensive Plan in December, 2009
- Completed construction on the third phase of the Auburn Way South sanitary sewer replacement program
- Replaced the Dogwood Pump Station
- Completed plans for the replacement of the Ellingson Pump station
- Began the installation of upgrades to the SCADA system
- Continued to establish the use of Flexidata to manage remote CCTV inspection videos and information
- Implemented the use of CarteGraph as a work order management systems and continued to develop SOP's for updating databases for CarteGraph and GIS
- Continued to implement the fats, oils, and grease (FOG) reduction program
- Completed utility revenue and expense analysis

2011 & 2012 OBJECTIVES

- Complete Rainier Shadows and White Mountain Trails Pump Station decommissioning project
- Complete replacement of the Ellingson Pump Station
- Continue to upgrade the asset management databases through records evaluation and field investigation
- Add backup power to four additional pump stations
- Continue planning and preparation for emergencies including potential flooding due to Howard Hanson Dam
- Complete manhole ring and cover replacement project
- Complete 2011-12 repair and replacement project
- Complete the replacement of the Dogwood Pump Station
- Review all city properties with Finance & IS to assure each developed property connected to the system has a sewer billing in Springbrook
- Enhance utility business practices and policies to insure consistent revenue collection for the sewer utility
- Engage in regular preventive maintenance activities.

**SEWER FUND
2011-2012 WORKING CAPITAL BUDGET**

Item	2009 Actual	2010 Adj. Budget	2010 Est. Actual	2011 Budget	2012 Budget
Operating Budget					
Operating Revenue					
343.500 Services	14,902,464	15,337,800	15,337,800	17,570,300	17,978,600
Total Operating Revenue	14,902,464	15,337,800	15,337,800	17,570,300	17,978,600
Operating Expense					
535.000.10 Salaries and Wages	(1,481,407)	(1,524,900)	(1,524,900)	(1,505,590)	(1,524,310)
535.000.20 Personnel Benefits	(545,539)	(535,700)	(535,700)	(628,520)	(695,290)
535.000.30 Supplies	(95,981)	(158,100)	(158,100)	(98,700)	(103,800)
535.000.40 Services & Charges	(1,727,288)	(2,998,400)	(2,998,400)	(1,939,190)	(2,008,900)
535.000.50 Intergovernmental	(11,015,596)	(11,200,000)	(11,200,000)	(13,493,390)	(13,493,390)
535.000.90 Interfund Payments for Services	(677,538)	(739,280)	(739,280)	(788,650)	(794,000)
535.000.00 Depreciation & Amortization	(1,390,660)	(1,102,000)	(1,102,000)	(1,378,000)	(1,378,000)
Total Operating Expenses	(16,934,009)	(18,258,380)	(18,258,380)	(19,832,040)	(19,997,690)
Operating Income (Loss)	(2,031,545)	(2,920,580)	(2,920,580)	(2,261,740)	(2,019,090)
Non Operating Revenue (Exp)					
361.110 Investment Income	137,796	135,000	135,000	36,000	33,000
379.100 MIT Contributions	0	0	0	0	0
369.900 Miscellaneous Revenue (Expense)	17,048	0	500,000	0	0
535.100.80 Debt Service Interest	(21,255)	(275,000)	(86,400)	(273,260)	(282,030)
Total Non Oper. Rev (Exp)	133,589	(140,000)	548,600	(237,260)	(249,030)
Net Income (Loss)	(1,897,956)	(3,060,580)	(2,371,980)	(2,499,000)	(2,268,120)
Add/Deduct Items Not Affecting Working Capital (W/C)					
535.801.00 Depreciation & Amortization	1,390,660	1,102,000	1,102,000	1,378,000	1,378,000
Net W/C From Operations	(507,296)	(1,958,580)	(1,269,980)	(1,121,000)	(890,120)
Other Resources and Uses Budget					
Resources Other Than Operations					
382.200 Revenue Bond Proceeds	0	5,400,000	5,400,000	0	0
396.101 Contributed Cap-Sys Dev	583,614	350,000	350,000	350,000	350,000
396.102 Contributed Cap-Area Assmts	8,763	0	0	0	0
396.104 Contributed Cap-Outside Dev	0	0	0	0	0
397.100 Transfer In	89,425	0	0	0	0
399.500 Increase in Restricted Net Assets	19,235	0	0	0	0
399.000 Other Sources	22,500	0	0	0	0
Total Resources	723,537	5,750,000	5,750,000	350,000	350,000
Uses Other Than Operations					
590.100. Other Uses	(437,223)	0	0	0	0
590.100.11 Inc in Fixed Assets-Salaries/Wages	(154,504)	(109,700)	(109,700)	(151,500)	(153,600)
590.100.21 Inc in Fixed Assets-Benefits	(50,948)	(41,400)	(41,400)	(53,100)	(53,800)
597.100.55 Transfer Out	(50,000)	(58,200)	(58,200)	(50,000)	(50,000)
590.100.63 Inc in Fixed Assets-Improvements	(15,543)	(55,400)	(57,400)	(30,000)	0
590.100.64 Inc in Fixed Assets-Equipment	(20,481)	(18,000)	(16,000)	0	0
590.100.65 Inc in Fixed Assets-Construction	(3,084,999)	(6,120,200)	(3,886,100)	(6,302,000)	(1,025,500)
590.100.66 Inc in Fixed Assets-Capital Lease	0	0	0	0	0
590.100.78 Debt Service Principal	(236,791)	(244,000)	(244,000)	(288,200)	(288,200)
Total Uses	(4,050,490)	(6,646,900)	(4,412,800)	(6,874,800)	(1,571,100)
Net Change in W/C	(3,834,249)	(2,855,480)	67,220	(7,645,800)	(2,111,220)
Beginning W/C 1/1	14,585,273	10,751,024	10,751,024	10,818,244	3,172,444
Ending W/C 12/31	10,751,024	7,895,544	10,818,244	3,172,444	1,061,224
Net Change in W/C	\$ (3,834,249)	\$ (2,855,480)	\$ 67,220	\$ (7,645,800)	\$ (2,111,220)

Department Employees

431 Sewer FTE's	2008	2009	2010	2011	2012
Sewer FTE's	11.00	11.00	11.00	11.00	11.00
TOTAL SEWER FTE's	11.00	11.00	11.00	11.00	11.00

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

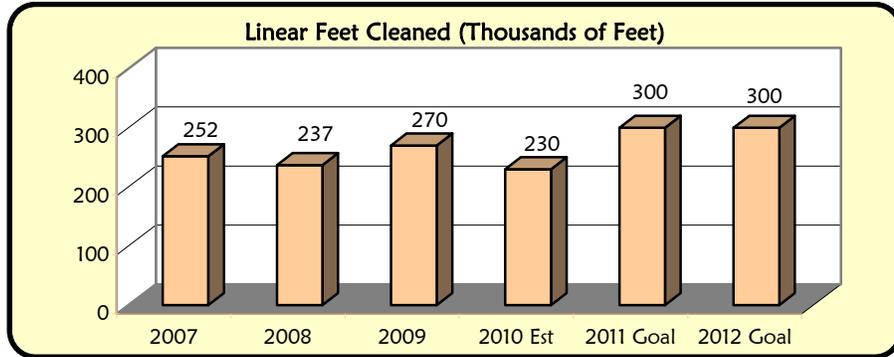
2.0 FTE's - Field Supervisor and Maintenance Worker II were added in 2007.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - SEWER FUND

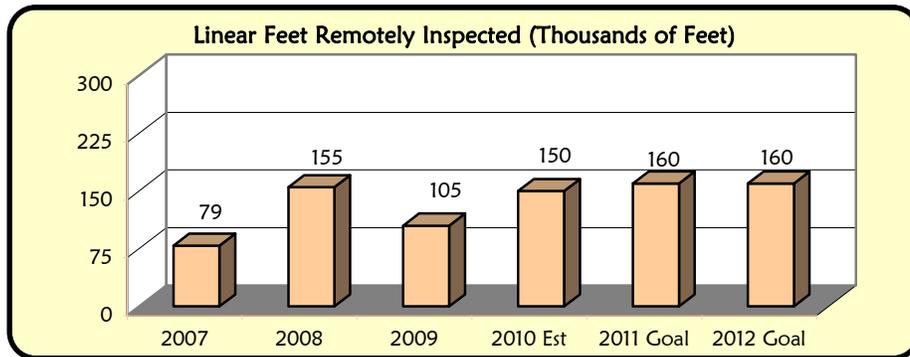
Linear Feet of Sanitary Sewer Pipe Cleaned

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



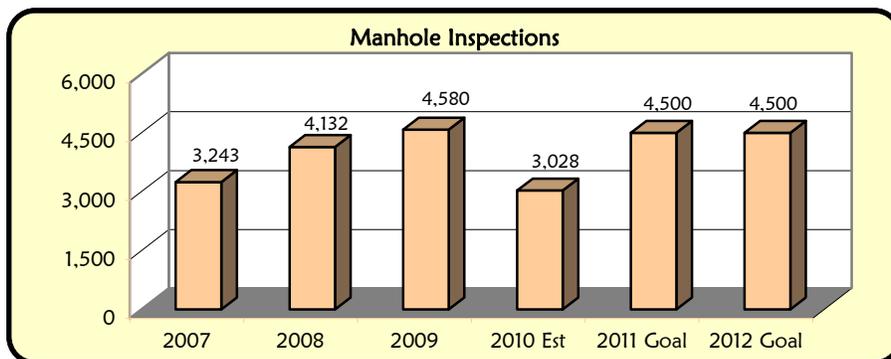
Linear Feet of Sanitary Sewer Remotely Inspected

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.

2009 & 2010 ACCOMPLISHMENTS

- Completed replacement of the waterfowl control netting for the Auburn Airport detention ponds
- Completed the update to the City of Auburn's Comprehensive Stormwater Drainage Plan
- Continued to phase compliance of the National Pollution Discharge Elimination System (NPDES) Phase II permit elements
- Adopted a new drainage manual consistent with the (NPDES) Phase II permit requirements, and modified the Auburn City Code and Design and Construction standards to apply
- Complete the construction of the 2008 Local Storm Drainage Improvement project and completed the design and construction of the 2010 Local Storm Drainage Improvement project
- Completed the design and construction of Phase I of the AWS conveyance improvement to reduce flooding at the BNRR underpass
- Implemented initial storm pump station upgrade program recommendation to rebuild the White River storm pump station. Construction began in the fall of 2010
- Completed the design and construction of the R Street SE thereby routing additional street drainage to the 21st Street SE infiltration facility, away from AWS at the BNRR underpass
- Completed the design and construction of the Peasely Canyon Road culvert replacement project
- Began the storm water flow monitoring at key points in drainage system
- Replaced and/or installed new storm drainage conveyance improvements in support of the Les Gove Neighborhood Improvement project and the Arterial Street and SOS Improvement projects
- Implemented the use of CarteGraph as a work order management systems and continued to develop SOP's for updating databases for CarteGraph and GIS
- Completed utility revenue and expense analysis to determine if rate adjustments are needed
- Three Utility staff members completed the Low Impact Development Technical Training Program and received certificates of completion

2011 & 2012 OBJECTIVES

- Install SCADA equipment and communication upgrades at storm facilities
- Continue to phase compliance of the National Pollution Discharge Elimination System (NPDES) Phase II permit elements
- Perform storm water flow monitoring at key points in drainage system
- Complete the design and construction of the South 296th and Bry's Cove storm pond improvement
- Complete the design and construction of Phase 2 of the AWS conveyance improvement to continue the reduction of flooding at the BNRR underpass
- Install new storm drainage facilities in support of the West Valley Highway Improvement

- Replace and/or install new storm drainage conveyance improvements in support of the Arterial Street and SOS Improvement projects
- Continue to upgrade the asset management databases through records evaluation and field investigation
- Continue planning and preparation for emergencies including potential flooding due to Howard Hanson Dam issues and Flood Control District coordination
- Review all city properties with Finance & IS to assure each developed property has a storm billing in Springbrook
- Enhance billing process and policies to ensure consistent revenue collection for the Utilities
- Engage in regular preventive maintenance activities
- Cooperate with the Washington State University Integrated Design Experience (IDeX) project in the Auburn Environmental Park District Area

**STORM DRAINAGE FUND
2011-2012 WORKING CAPITAL BUDGET**

Item	2009 Actual	2010 Adj. Budget	2010 Est. Actual	2011 Budget	2012 Budget
Operating Budget					
Operating Revenue					
343.830 Storm Drainage Services	6,000,761	6,289,000	6,289,000	6,777,700	7,140,300
Total Operating Revenue	6,000,761	6,289,000	6,289,000	6,777,700	7,140,300
Operating Expense					
535.000.10 Salaries and Wages	(1,814,037)	(1,793,000)	(1,793,000)	(1,783,460)	(1,805,540)
535.000.20 Personnel Benefits	(737,922)	(629,025)	(629,025)	(732,150)	(816,560)
535.000.30 Supplies	(329,958)	(153,200)	(153,200)	(145,700)	(145,800)
535.000.40 Services & Charges	(1,037,827)	(1,592,400)	(1,592,400)	(1,529,490)	(1,528,500)
535.000.50 Intergovernmental	(10,801)	(692,700)	(692,700)	(26,000)	(26,000)
535.000.90 Interfund Payments for Services	(1,090,045)	(1,065,080)	(1,065,080)	(1,334,350)	(1,365,900)
535.000.00 Depreciation & Amortization	(1,087,555)	(1,033,600)	(1,033,600)	(1,095,000)	(1,095,000)
Total Operating Expenses	(6,108,145)	(6,959,005)	(6,959,005)	(6,646,150)	(6,783,300)
Operating Income (Loss)	(107,384)	(670,005)	(670,005)	131,550	357,000
Non Operating Revenue (Exp)					
361.110 Investment Income	60,479	75,000	75,000	36,000	33,000
369.900 Miscellaneous Revenue (Expense)	(1,113,203)	0	0	0	0
535.100.80 Debt Service Interest	(25,120)	(307,000)	(165,500)	(232,200)	(237,610)
Total Non Oper. Rev (Exp)	(1,077,844)	(232,000)	(90,500)	(196,200)	(204,610)
Net Income (Loss)	(1,185,228)	(902,005)	(760,505)	(64,650)	152,390
Add/Deduct Items Not Affecting Working Capital (W/C)					
535.801.00 Depreciation & Amortization	1,087,555	1,033,600	1,033,600	1,095,000	1,095,000
Net W/C From Operations	(97,673)	131,595	273,095	1,030,350	1,247,390
Other Resources and Uses Budget					
Resources Other Than Operations					
331.156 Direct Federal Grant	0	90,000	90,000	0	0
337.069 Interlocal Grant	1,019,200	0	0	0	0
396.101 Contributed Cap-Sys Dev	745,606	200,000	200,000	300,000	250,000
396.102 Contributed Cap-Area Assmts	4,535	0	0	0	0
396.104 Contributed Cap-Outside Dev	0	0	0	0	0
382.200 Revenue Bond Proceeds	0	4,500,000	4,500,000	0	0
397.100 Transfer In	0	0	0	0	0
399.500 Inc in Restricted Assets	54,383	0	0	0	0
399.610 Inc in Compensated Absences	86,350	0	0	0	0
337.010 Port of Seattle Interlocal Agrmnt.	0	0	0	100,000	500,000
Total Resources	1,910,075	4,790,000	4,790,000	400,000	750,000
Uses Other Than Operations					
590.100.05 Net Change in Restricted Assets	(404,945)	0	0	0	0
590.100.11 Inc in Fixed Assets-Salaries/Wages	(150,393)	(125,000)	(125,000)	(154,500)	(156,400)
590.100.21 Inc in Fixed Assets-Benefits	(50,433)	(45,800)	(45,800)	(54,000)	(54,700)
597.100.55 Transfer Out	(138,000)	(162,800)	(162,800)	(50,000)	(50,000)
590.100.61 Inc in Fixed Assets-Land	0	0	0	0	0
590.100.64 Inc in Fixed Assets-Equipment	(117,079)	0	0	0	0
590.100.65 Inc in Fixed Assets-Construction	(3,018,744)	(6,121,700)	(2,685,500)	(6,949,700)	(2,057,400)
590.100.66 Inc in Fixed Assets-Capital Lease	0	0	0	0	0
590.100.70 Debt Service Principal	(71,500)	(106,200)	(106,200)	(75,400)	(79,300)
Total Uses	(3,951,094)	(6,561,500)	(3,125,300)	(7,283,600)	(2,397,800)
Net Change in W/C	(2,138,692)	(1,639,905)	1,937,795	(5,853,250)	(400,410)
Beginning W/C 1/1	7,896,879	5,758,187	5,758,187	7,695,982	1,842,732
Ending W/C 12/31	5,758,187	4,118,282	7,695,982	1,842,732	1,442,322
Net Change in W/C	\$(2,138,692)	\$(1,639,905)	\$ 1,937,795	\$(5,853,250)	\$(400,410)

Department Employees

	2008	2009	2010	2011	2012
432 Storm FTE's					
Storm FTE's	16.00	16.00	16.00	16.00	16.00
TOTAL STORM FTE's	16.00	16.00	16.00	16.00	16.00

1.0 FTE - Maintenance Worker I was added in the 2009 Budget was frozen in early 2009.

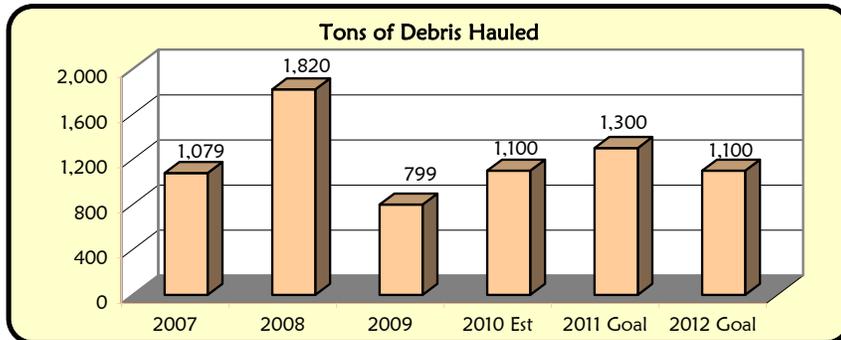
1.0 FTE - Maintenance Worker I was added in the 2010 Budget was frozen in December 2009.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - STORM DRAINAGE FUND

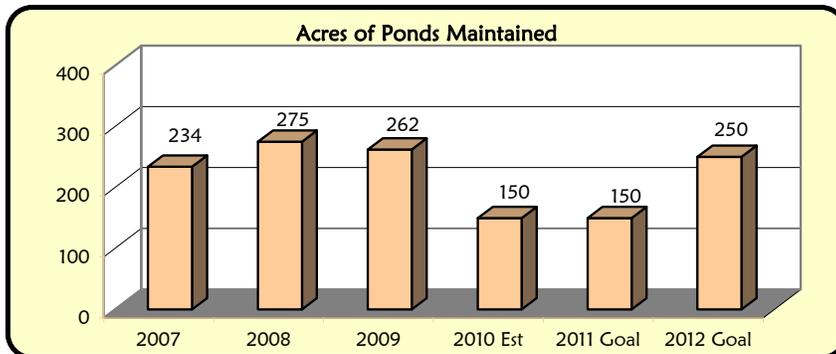
Tons of Debris Hauled

Initial projected increase due to NPDES requirements to inspect and clean, as necessary, all catch basins within the City during the remaining permit cycle period. Initial permit ends February 2012. The 2012 estimate is based on the annual average required to meet permit conditions.



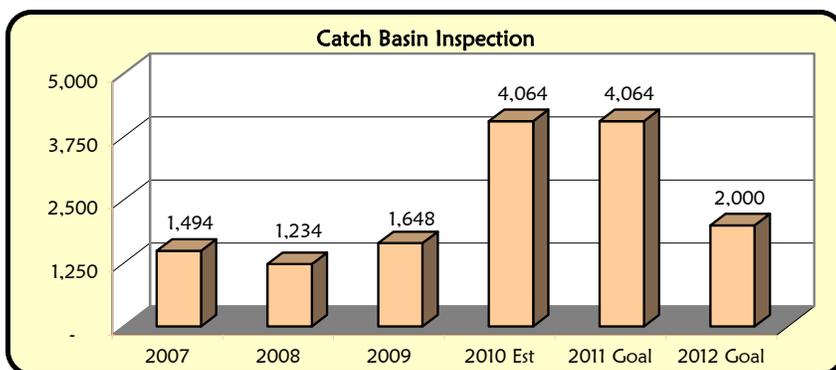
Acres of Storm Drainage Ponds Maintained

The fluctuation in this performance measure reflect a reprioritization of existing work forces to meet NPDES requirements to inspect and clean as necessary all catch basins within the City during the remaining permit cycle period.



Catch Basin Inspection

Initial projected increase due to NPDES requirements to inspect all catch basins within the City during the remaining permit cycle period. Initial permit ends February 2012. The 2012 estimate is based on the anticipated annual average required to meet permit conditions.



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 materiel for many City operations. Central Stores also maintains the City's fuel storage and access system.

2009 & 2010 ACCOMPLISHMENTS

- Upgraded the central lift to improve equipment rental shop efficiency
- Completed VHF radio system upgrade for daily and emergency communication
- Completed the installation of CarteGraph for Fleet and Central Stores
- Implemented idle reduction ideas to all division
- Began converting vehicle emergency lighting to LED to reduce fuel usage

2011 & 2012 OBJECTIVES

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

**EQUIPMENT RENTAL FUND
2011-2012 WORKING CAPITAL BUDGET**

Item	2009 Actual	2010 Adj.Budget	2010 Est. Actual	2011 Budget	2012 Budget
Operating Budget					
Operating Revenue					
348.100 Fuel Sales	575,107	500,000	500,000	605,200	635,500
365.100 Interfund Equipment Rental	1,371,014	900,300	900,300	981,700	1,030,800
365.400 Interfund Building Rental	0	0	0	0	0
Total Operating Revenue	1,946,121	1,400,300	1,400,300	1,586,900	1,666,300
Operating Expense					
548.000.10 Salaries and Wages	(458,476)	(366,600)	(366,600)	(391,980)	(397,640)
548.000.20 Personnel Benefits	(151,242)	(132,975)	(132,975)	(152,300)	(168,490)
548.000.30 Supplies	(697,639)	(1,207,100)	(1,207,100)	(966,200)	(996,200)
548.000.40 Services & Charges	(420,976)	(533,800)	(533,800)	(543,700)	(547,900)
548.000.51 Intergovernmental Services	0	0	0	0	0
548.000.90 Interfund Payments for Services	(211,590)	(185,500)	(185,500)	(233,500)	(213,700)
548.680.01 Depreciation & Amortization	(1,034,255)	(850,000)	(850,000)	(1,042,000)	(1,042,000)
Total Operating Expenses	(2,974,180)	(3,275,975)	(3,275,975)	(3,329,680)	(3,365,930)
Operating Income (Loss)	(1,028,059)	(1,875,675)	(1,875,675)	(1,742,780)	(1,699,630)
Non Operating Revenue (Exp)					
361.100 Investment Income	42,406	35,000	35,000	9,000	10,000
369.900 Miscellaneous Revenue (Expense)	11,621	0	0	0	0
395.900 Gain on Sale of Fixed Assets	(12,790)	0	0	0	0
Total Non Oper. Rev (Exp)	41,237	35,000	35,000	9,000	10,000
Net Income (Loss)	(986,822)	(1,840,675)	(1,840,675)	(1,733,780)	(1,689,630)
Add/Deduct Items Not Affecting Working Capital (W/C)					
548.100.01 Depreciation & Amortization	1,034,255	850,000	850,000	1,042,000	1,042,000
Net W/C From Operations	47,434	(990,675)	(990,675)	(691,780)	(647,630)
Other Resources and Uses Budget					
Resources Other Than Operations					
365.110 Vehicle Replacement Revenue	1,053,072	996,800	996,800	1,231,200	1,292,700
365.600 Inc. in Contributions-Other funds	61,445	0	0	0	0
397.100 Transfer In	204,100	65,000	65,000	0	104,250
399.000 Other Sources	3,020	0	0	0	0
Total Resources	1,321,637	1,061,800	1,061,800	1,231,200	1,396,950
Uses Other Than Operations					
590.100. Other Uses	(18,249)	0	0	0	0
597.100.55 Transfer Out	(7,000)	(22,400)	(22,400)	(507,000)	(7,000)
590.100.64 Inc in Fixed Assets-Equipment	(1,962,600)	(450,000)	(450,000)	(1,721,120)	(417,730)
590.100.65 Inc in Fixed Assets-Construction	(193,435)	(33,000)	(33,000)	(310,000)	(350,000)
Total Uses	(2,181,284)	(505,400)	(505,400)	(2,538,120)	(774,730)
Net Change in W/C	(812,213)	(434,275)	(434,275)	(1,998,700)	(25,410)
Beginning W/C 1/1	6,104,142	5,291,929	5,291,929	4,857,654	2,858,954
Ending W/C 12/31	5,291,929	4,857,654	4,857,654	2,858,954	2,833,544
Net Change in W/C	\$ (812,213)	\$ (434,275)	\$ (434,275)	\$ (1,998,700)	\$ (25,410)

Department Employees

550 Equipment Rental FTE's	2008	2009	2010	2011	2012
Equipment Rental FTE's	10.00	8.00	6.00	6.00	6.00
TOTAL EQUIPMENT RENTAL FTE's	10.00	8.00	6.00	6.00	6.00

1.0 FTE - Equipment Rental Shop Supervisor added in the original 2009/2010 Budget was eliminated in early 2009..

2.0 FTE's - 1 Maintenance Worker 1 and 1 Custodial Helper were part of the reduction in force in May 2009.

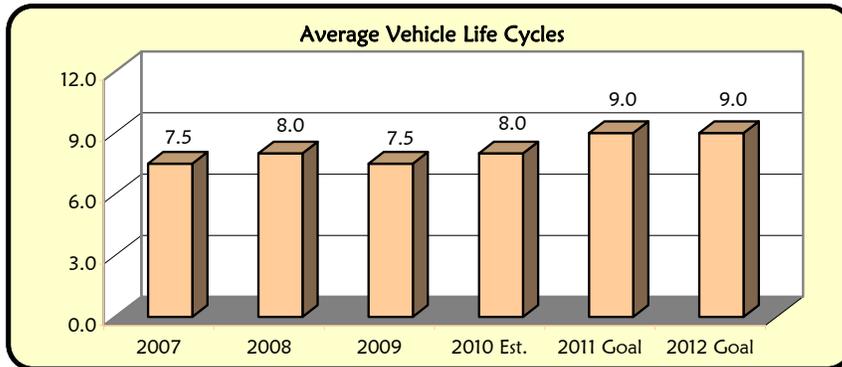
2.0 FTE's - 1 Fleet & Warehouse Manager and 1 Office Assistant were part of the reduction in force in December 2009.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - EQUIPMENT RENTAL FUND

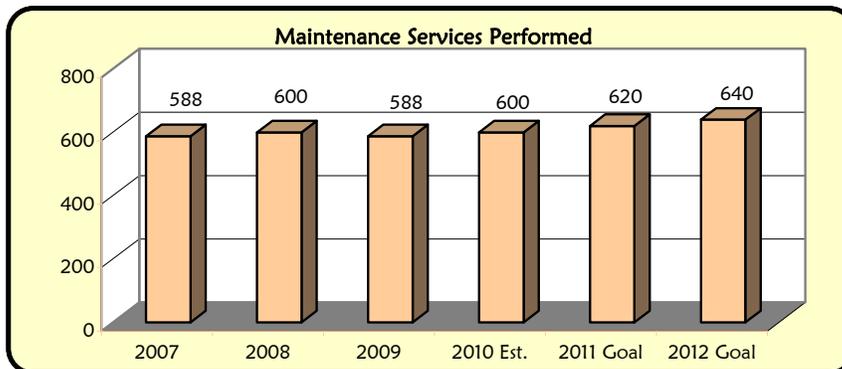
Vehicle Life Cycle Averages

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.



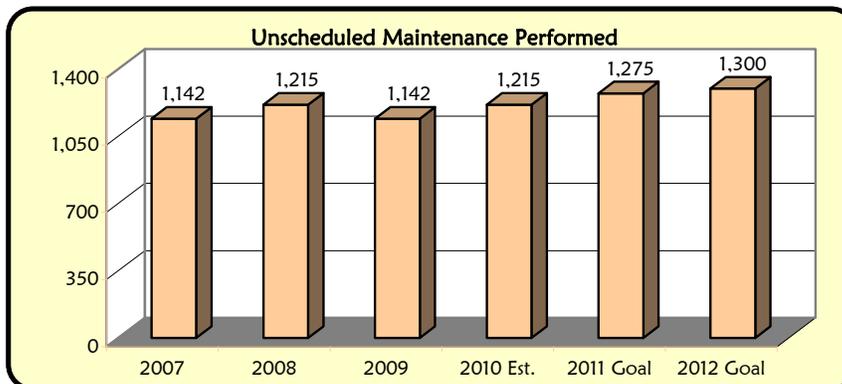
Number of Preventative Maintenance Services Performed

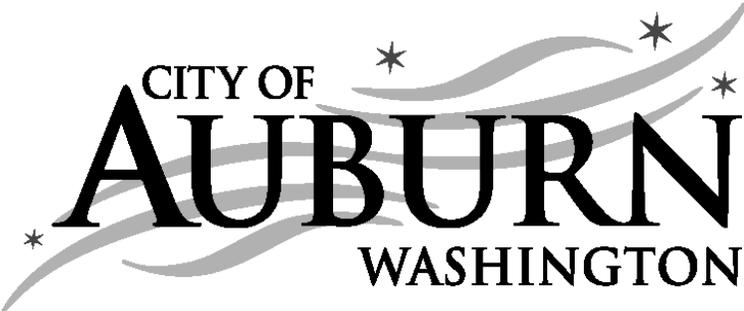
A preventative maintenance service is a systematic inspection and service of vehicles and equipment, completed at predetermined intervals, to detect mechanical problems prior to system failures, resulting in extended lifecycles.



Number of Unscheduled Maintenance Services Performed

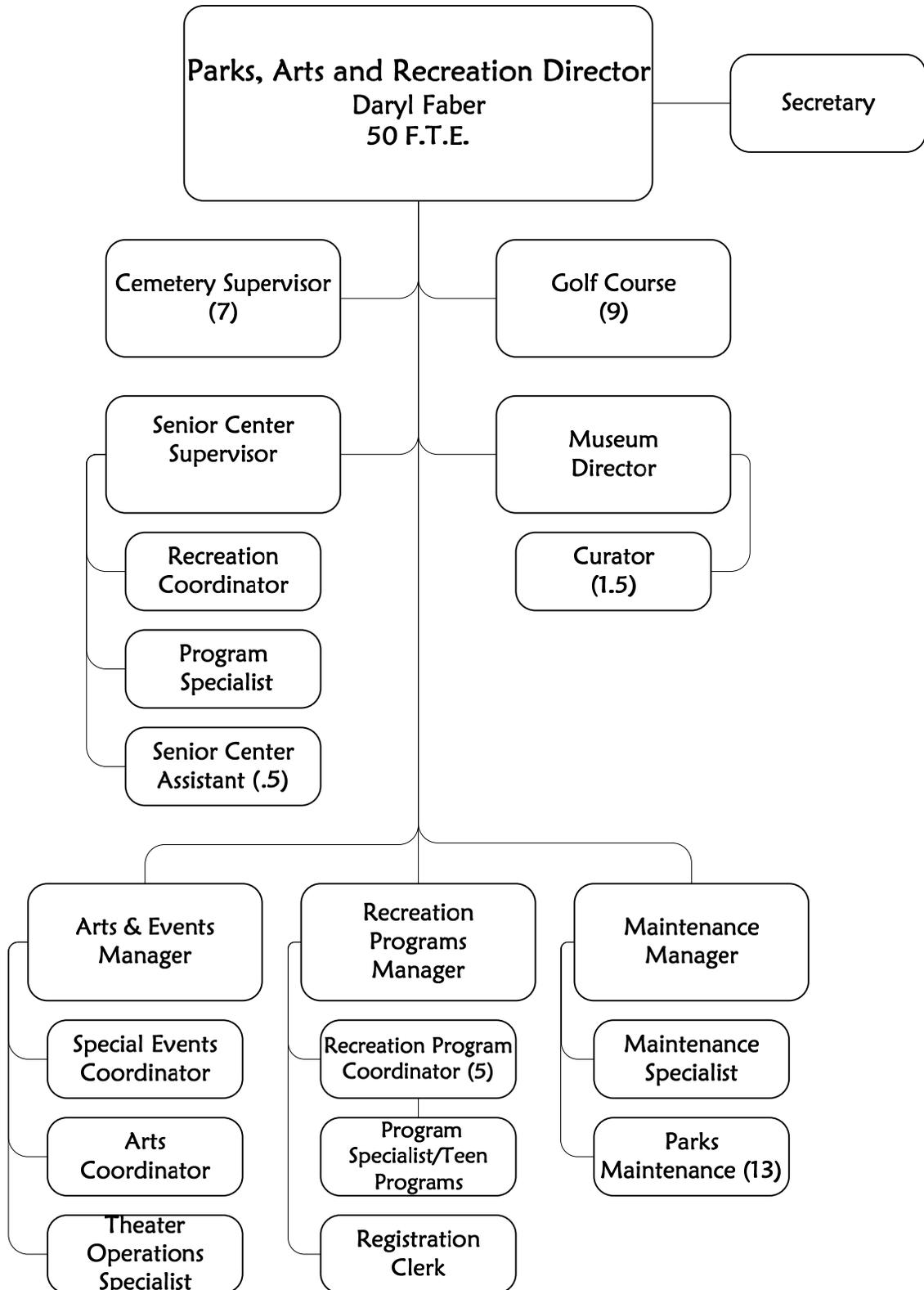
Unscheduled maintenance are repairs that were not planned. The majority of these repairs take place following a Preventative Maintenance inspection, thereby preventing a more costly repair due to system failures.





Parks

Parks, Arts and Recreation Department



PARKS, ARTS AND RECREATION DEPARTMENT

MISSION STATEMENT

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

DEPARTMENT OVERVIEW

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

2009 & 2010 ACCOMPLISHMENTS

- Increased marketing, usage and revenue for recreation programs
- Expanded recreation programs and offerings for preschool, youth-aged children, and adults
- Piloted Classroom Based Heritage Learning Kits with Auburn School District
- Expanded sponsorship opportunities for special events
- Constructed parking lot and restrooms at Mary Olson Farm and opened the farm to the public
- Expanded community use of and programming of the Auburn Ave Theater
- Reorganized performing art programs to increase attendance
- Implemented revised 1% for Art Resolution
- Opened new 32,000 sf Discovery Playground at Les Gove Park
- Added energy efficient lighting at Game Farm Turf fields
- Completed White River trail extension
- Started master planning efforts for Lea Hill Park and Jacobsen Tree Farm
- Opened Dorothy Bothell Park
- Opened and expanded Community Garden
- Named "Playful City USA"

2011 & 2012 OBJECTIVES

- Expand recreation program offerings in Lakeland Hills community
- Initiate operations in a new Auburn Activity Center/Gymnasium
- Complete long-range Public Art plan
- Expand youth & teen offerings at new activity center / gymnasium
- Add wheelchair accessible plots at Community Garden
- Expand youth & adult sports opportunities in the new activity center/ gymnasium
- Preliminary programming for the upcoming community center
- Construct new Lea Hill park
- Initiate funding program for Jacobsen Tree Farm
- Expand before & after school activities with Auburn School District
- Update Parks, Arts & Recreation Open-Space Six Year Plan

Department Budget

001/33 Parks, Arts & Recreation	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Salaries & Wages	2,778,915	2,699,700	2,699,700	2,728,730	2,764,420
Personnel Benefits	876,361	871,250	871,250	1,015,890	1,126,120
Supplies	498,002	510,400	506,400	525,850	528,150
Services & Charges	1,242,420	1,347,950	1,326,950	1,520,500	1,522,280
Intergovernmental	0	0	0	0	0
Capital Outlays	71,566	5,000	5,000	5,000	5,000
Debt Service: Principal	38,258	38,600	38,600	43,400	45,500
Debt Service: Interest	33,266	41,100	41,100	27,800	25,700
Interfund Payments for Services	1,119,404	1,312,200	1,312,200	1,412,400	1,375,800
DEPARTMENT TOTAL	\$6,658,192	\$6,826,200	\$6,801,200	\$7,279,570	\$7,392,970

Department Employees

001 Parks, Art & Recreation FTE's	2008	2009	2010	2011	2012
Parks FTE's	40.00	38.00	35.00	35.00	35.00
TOTAL PARKS, ART & RECREATION FTE's	40.00	38.00	35.00	35.00	35.00

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

1.0 FTE - Maintenance Worker I was part of the reduction in force in May 2009.

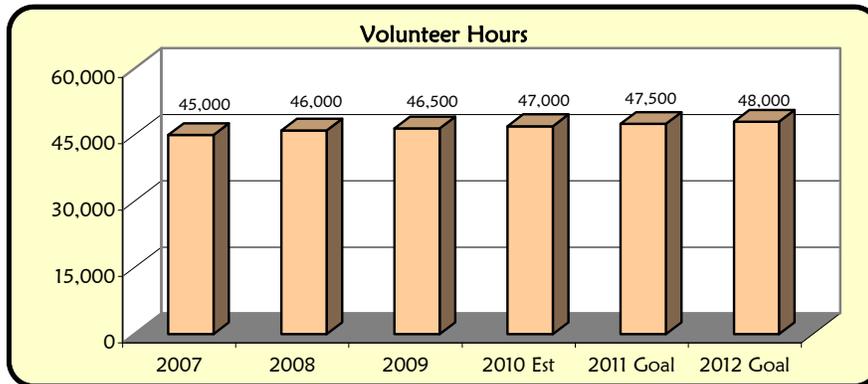
3.0 FTE's - 1 Cultural Arts Manager, 1 Registration Clerk, and 1 Parks Planning & Development Manager were part of the reduction in force in December 2009.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - PARKS, ARTS & RECREATION DEPARTMENT

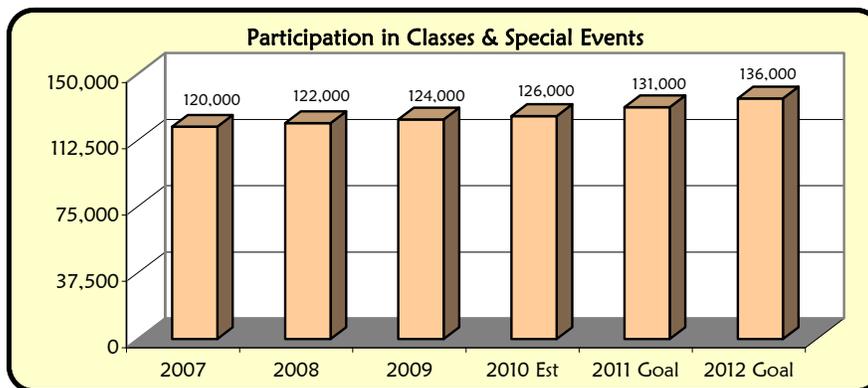
Volunteer Hours

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.



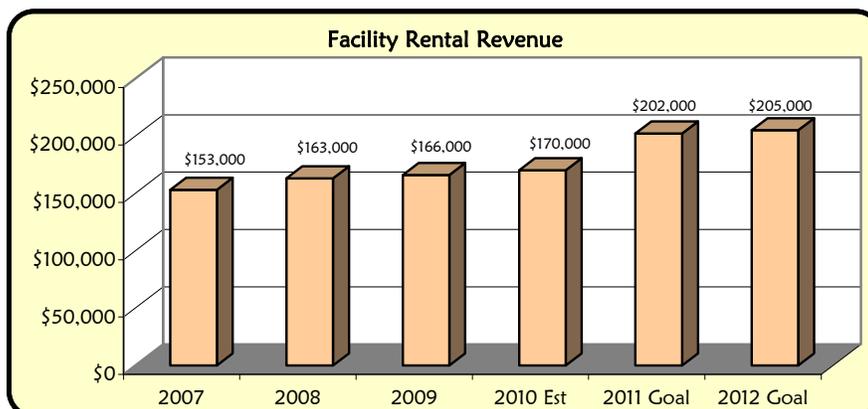
Classes & Special Events - Number of Participants

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 Gymnasium 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.

2009 & 2010 ACCOMPLISHMENTS

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

2011 & 2012 OBJECTIVES

- Accumulate funds to provide for trail improvements

Special Revenue Fund

120 Recreational Trails	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	37,661	44,977	44,977	8,177	15,377
Investment Income	316	300	100	100	100
Transfer In	7,000	7,100	7,100	7,100	7,100
Total Revenue	\$44,977	\$52,377	\$52,177	\$15,377	\$22,577
Expenditures					
Transfer Out	0	44,000	44,000	0	0
Undesignated Fund Balance	44,977	8,377	8,177	15,377	22,577
Total Expenditures	\$44,977	\$52,377	\$52,177	\$15,377	\$22,577

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.

2009 & 2010 ACCOMPLISHMENTS

- Developed Master Plan for Jacobson Tree Farm and Auburndale Park II
- Built parking lot and restrooms at Mary Olson Farm
- Added new playground suitable for all disabilities and made restroom building at Les Gove Park ADA compliant
- Added fencing to Brannan Park Fields #4 and new bleachers to #4
- Completed the White River Trail from Roegner Park to "A" Street
- Replaced lights at Game Farm Park soccer fields with energy efficient "green" lights
- Built Dorothy Bothell Park in Lakeland Hills

2011 & 2012 OBJECTIVES

- Complete Les Gove Community Center, Teen Center and Gymnasium
- Develop natural habitat at Fenster Park
- Develop Master Plan for Fulmer Park and acquire land for additional parking
- Improve parking lot, sidewalks and park amenities at Veteran's Park
- Add a new trail to Rotary Park
- Resurface tennis courts and add a practice wall at Game Farm Park
- Replace playgrounds at Game Farm Park

Capital Projects Fund

321 Municipal Park Construction	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Revenue					
Beginning Fund Balance	284,829	651,668	651,668	374,368	201,868
Property Taxes	113,152	100,000	139,500	100,000	165,000
Federal Grants	0	210,500	198,400	150,000	79,100
State Grants	143,176	757,700	560,000	44,900	115,000
Interlocal Grants	7,411	396,600	412,400	435,000	0
Intergovernmental Service	0	0	0	200,000	1,300,000
Recreational Classes	22,546	25,000	25,000	25,000	25,000
Investment Income	2,626	2,200	2,200	2,000	2,000
Rentals & Leases	38,840	38,000	38,000	38,000	38,000
Contributions & Donations	16,139	780,000	830,000	0	50,000
New Market Tax Credit	0	0	0	5,102,800	0
HUD 108 Loan	0	0	0	2,000,000	0
Proceeds from Sale (QALICB)	0	0	0	8,000,000	0
Miscellaneous Revenue	36,077	200,000	200,000	1,878,100	0
Transfer In	1,170,441	3,278,500	3,278,500	1,113,400	100,000
Total Revenue	\$1,835,239	\$6,440,168	\$6,335,668	\$19,463,568	\$2,075,968
Expenditures					
Capital Outlays	1,183,571	6,098,400	5,886,300	19,241,700	1,959,100
Other Services & Charges	0	75,000	75,000	20,000	20,000
Debt Service Principal	0	0	0	0	0
Debt Service Interest	0	0	0	0	0
Undesignated Fund Balance	651,668	266,768	374,368	201,868	96,868
Total Expenditures	\$1,835,239	\$6,440,168	\$6,335,668	\$19,463,568	\$2,075,968

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

2009 & 2010 ACCOMPLISHMENTS

- Completed repairs to the Cascadia Columbarium Wall and to the Mausoleum
- Expanded our advertising efforts in the cremation market
- Strengthened working relationships with area funeral homes to better serve them
- Completed construction of a 70 foot water feature and redesign of the landscape in front office and parking areas
- Repaired roof on lower shop and painted lower shop, mausoleum and office

2011 & 2012 OBJECTIVES

- Complete development of north burial area "Memory Heights" (450 full size graves)
- Strengthen after marketing plan
- Begin expansion of ForestWalk cremation area
- Improve revenue from plot, niche and marker sales

**CEMETERY FUND
2011-2012 WORKING CAPITAL BUDGET**

Item	2009 Actual	2010 Adj. Budget	2010 Est. Actual	2011 Budget	2012 Budget	
Operating Budget						
Operating Revenue						
343.601	Settings	42,476	47,800	47,800	46,500	47,900
343.602	Openings and Closings	189,549	194,300	194,300	215,000	221,500
343.603	Recordings	6,480	6,300	6,300	8,000	8,200
343.604	Liners	61,189	73,500	73,500	78,000	80,300
343.605	Resale Settings	2,630	5,800	5,800	0	0
343.607	Vases	20,322	25,200	25,200	25,500	26,300
343.609	Lot Sales/Niches	225,886	341,300	341,300	330,000	339,900
343.610	Vault Installation	13,430	15,800	15,800	16,000	16,500
343.611	Other	9,830	35,000	35,000	8,500	8,800
343.612	Marker Sales	122,896	168,000	168,000	165,000	169,900
343.620	Interest/Penalties	1,471	5,000	5,000	0	0
	Total Operating Revenue	696,159	918,000	918,000	892,500	919,300
Operating Expense						
536.000.10	Salaries & Wages	(374,768)	(458,400)	(458,400)	(469,870)	(477,920)
536.000.20	Personnel Benefits	(158,989)	(155,570)	(155,570)	(208,660)	(233,060)
536.000.30	Supplies	(164,325)	(191,000)	(191,000)	(191,000)	(191,000)
536.000.40	Services & Charges	(46,078)	(71,200)	(71,200)	(73,800)	(75,500)
536.000.90	Interfund Payments for Services	(73,500)	(53,600)	(53,600)	(69,300)	(66,100)
536.000.00	Depreciation & Amortization	(66,648)	(92,000)	(92,000)	(58,000)	(58,000)
	Total Operating Expenses	(884,308)	(1,021,770)	(1,021,770)	(1,070,630)	(1,101,580)
	Operating Income (Loss)	(188,149)	(103,770)	(103,770)	(178,130)	(182,280)
Non Operating Revenue (Exp)						
361.110	Investment Income	2,914	2,300	2,300	1,000	1,000
369.900	Miscellaneous Revenue (Expense)	3,596	0	0	0	0
536.100.81	Debt Service Interest	(21,776)	(23,500)	(23,500)	(22,300)	(22,300)
	Total Non Oper. Rev (Exp)	(15,266)	(21,200)	(21,200)	(21,300)	(21,300)
	Net Income (Loss)	(203,415)	(124,970)	(124,970)	(199,430)	(203,580)
Add/Deduct Items Not Affecting Working Capital (W/C)						
536.000.01	Depreciation & Amortization	66,648	92,000	92,000	58,000	58,000
	Net W/C From Operations	(136,767)	(32,970)	(32,970)	(141,430)	(145,580)
Other Resources and Uses Budget						
Resources Other Than Operations						
397.100	Transfer In	40,000	30,300	30,300	31,300	22,300
399.000	Other Sources	8,613	0	0	0	0
	Total Resources	48,613	30,300	30,300	31,300	22,300
Uses Other Than Operations						
590.100.05	Net Change in Restricted Assets	(2,844)	0	0	0	0
590.100.61	Inc in Fixed Assets-Land	0	0	0	0	0
590.100.64	Inc in Fixed Assets-Equipment	(14,427)	(8,000)	(8,000)	(9,000)	0
590.100.65	Inc in Fixed Assets-Construction	(14,444)	(5,500)	(5,500)	(35,000)	(10,000)
590.100.71	Debt Service Principal	0	0	0	0	0
	Total Uses	(31,715)	(13,500)	(13,500)	(44,000)	(10,000)
	Net Change in W/C	(119,870)	(16,170)	(16,170)	(154,130)	(133,280)
	Beginning W/C 1/1	436,368	316,498	316,498	300,328	146,198
	Ending W/C 12/31	316,498	300,328	300,328	146,198	12,918
	Net Change in W/C	\$ (119,870)	\$ (16,170)	\$ (16,170)	\$ (154,130)	\$ (133,280)

Department Employees

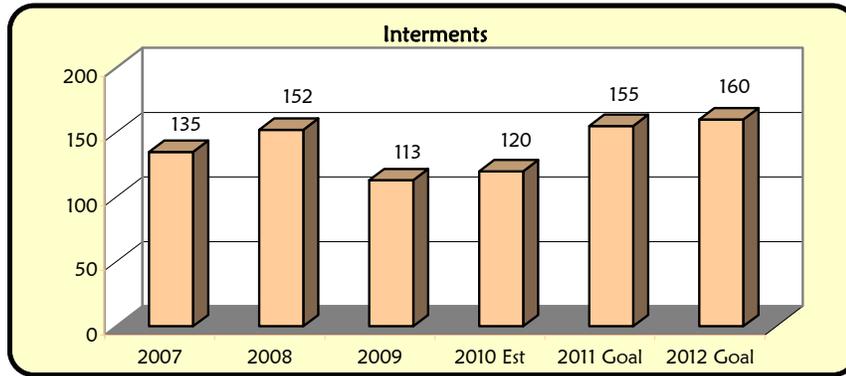
436 Cemetery FTE's	2008	2009	2010	2011	2012
Cemetery FTE's	7.00	7.00	7.00	7.00	7.00
TOTAL CEMETERY FTE's	7.00	7.00	7.00	7.00	7.00

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - CEMETERY FUND

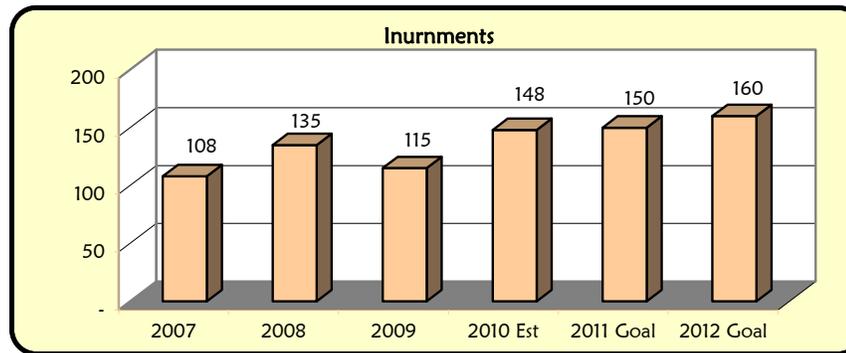
Interments

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.



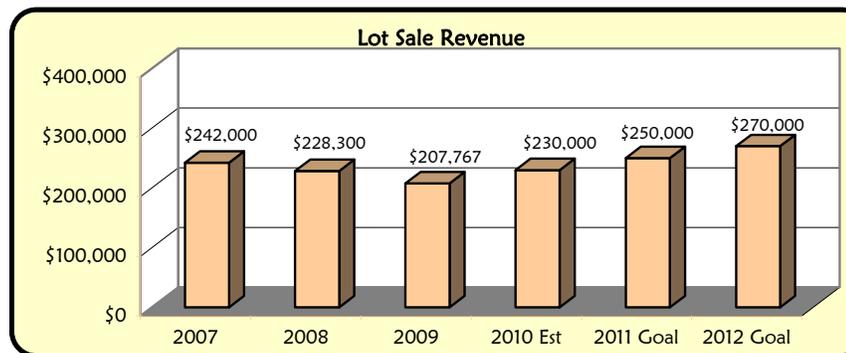
Inurnments

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.

2009 & 2010 ACCOMPLISHMENTS

- Increased our e-mail database by 10% in 2009 and again in 2010
- Increased men's & ladies' club membership by 20% over 2 year period
- Increased participation in our customer appreciation events by 10% in 2009 and again in 2010
- Increased the number of tournaments hosted by 5% in 2009 and 10% in 2010
- Increased number of rounds played by 18% for Winter 2009/2010
- Increased Pro Shop merchandise sales in 2009 and again in 2010
- Hosted 2009 Regional Finals for the ESPN National Golf Championship
- Added 2 additional golf clinics for students with "Intermediate" skills
- Developed a league for (44) beginner golfers week nights May - August
- Finished club house and parking lot landscaping
- Finished drainage system from fourteen fairway, to eleven, to ten retention area
- Installed a replacement computer for the irrigation pump house

2011 & 2012 OBJECTIVES

- Continue drainage improvements to holes 1, 2, & 10
- Begin a fairway aeration and topdressing program
- Continue to grow e-mail database by 10% in 2011 & again in 2012
- Increase men's club membership by 10% in 2011 and again in 2012
- Increase ladies' club membership by 15% in 2011 and again in 2012
- Increase outside tournament play by 10% in 2011 and again in 2012
- Increase total rounds played by 5% in 2011 and again in 2012
- Increase green fee revenue by 10% in 2011 and by 5% in 2012
- Increase cart fee revenue by 10% in 2011 and by 5% in 2012
- Increase merchandise sales revenue by 25% in 2011 and by 15% in 2012
- Increase participation in our customer appreciation events by 10% in 2011 and again in 2012
- Develop large amateur golfing event at the course
- Develop a summer weekly merchant's league for 120-160 players
- Develop and implement an e-mail marketing program for 2011/2012
- Develop a web based pro shop for online sales of merchandise and gift cards
- Develop an integrated website for club membership and tournament online registrations

**GOLF COURSE FUND
2011-2012 WORKING CAPITAL BUDGET**

Item	2009 Actual	2010 Adj. Budget	2010 Est. Actual	2011 Budget	2012 Budget
Operating Budget					
Operating Revenue					
347.300 Green Fees	1,112,664	1,240,000	1,240,000	1,150,000	1,191,500
347.600 Lessons	2,531	5,000	5,000	7,500	8,000
347.910 Pro Shop Sales	152,356	165,000	165,000	178,000	187,700
347.920 Restaurant & Lounge	26,349	51,000	51,000	51,000	53,600
362.100 Power Cart Rental	257,041	279,000	279,000	272,500	285,400
362.400 Banquet Space	19,503	27,500	27,500	27,500	28,900
362.801 Concessions	3,000	3,000	3,000	3,000	3,200
Total Operating Revenue	1,573,444	1,770,500	1,770,500	1,689,500	1,758,300
Operating Expense					
576.600.10 Salaries and Wages	(549,528)	(588,200)	(588,200)	(604,110)	(608,030)
576.600.20 Personnel Benefits	(203,040)	(195,265)	(195,265)	(257,120)	(285,570)
576.600.30 Supplies	(219,973)	(276,100)	(276,100)	(282,100)	(288,100)
576.600.40 Services & Charges	(215,748)	(203,400)	(203,400)	(203,850)	(207,750)
576.600.90 Interfund Payments for Services	(175,800)	(148,700)	(148,700)	(176,600)	(162,000)
576.600.00 Depreciation & Amortization	(334,026)	(292,500)	(292,500)	(341,000)	(341,000)
Total Operating Expenses	(1,698,116)	(1,704,165)	(1,704,165)	(1,864,780)	(1,892,450)
Operating Income (Loss)	(124,672)	66,335	66,335	(175,280)	(134,150)
Non Operating Revenue (Exp)					
361.110 Investment Income	3,018	3,600	3,600	500	600
369.400 Miscellaneous Revenue (Expense)	51,878	0	0	0	0
395.900 Gain on Sale of Fixed Assets	4,626	0	0	0	0
576.600.80 Debt Service Interest	(211,642)	(210,200)	(210,200)	(188,700)	(177,100)
Total Non Oper. Rev (Exp)	(152,120)	(206,600)	(206,600)	(188,200)	(176,500)
Net Income (Loss)	(276,792)	(140,265)	(140,265)	(363,480)	(310,650)
Add/Deduct Items Not Affecting Working Capital (W/C)					
534.801.01 Depreciation & Amortization	334,026	292,500	292,500	341,000	341,000
Net W/C From Operations	57,234	152,235	152,235	(22,480)	30,350
Other Resources and Uses Budget					
Resources Other Than Operations					
347.301 Reserved for Capital	43,795	60,500	60,500	54,200	56,800
382.200 GO Bond Proceeds	0	0	0	0	0
397.100 Transfer In	54,070	162,000	162,000	62,000	62,000
399.600 Other Sources	(4,226)	0	0	0	0
Total Resources	93,639	222,500	222,500	116,200	118,800
Uses Other Than Operations					
590.100.00 Net Change in Restricted Assets	39,510	0	0	0	0
590.100.00 Inc in Fixed Assets- Benefits	0	0	0	0	0
590.100.64 Inc in Fixed Assets-Equipment	(144,736)	(114,000)	(114,000)	0	0
590.100.65 Inc in Fixed Assets-Construction	0	0	0	0	0
590.100.70 Debt Service Principal	(217,500)	(227,500)	(227,500)	(226,900)	(215,000)
Total Uses	(322,726)	(341,500)	(341,500)	(226,900)	(215,000)
Net Change in W/C	(171,853)	33,235	33,235	(133,180)	(65,850)
Beginning W/C 1/1	367,286	195,433	195,433	228,668	95,488
Ending W/C 12/31	195,433	228,668	228,668	95,488	29,638
Net Change in W/C	\$ (171,853)	\$ 33,235	\$ 33,235	\$ (133,180)	\$ (65,850)

Department Employees

437 Golf Course FTE's	2008	2009	2010	2011	2012
Golf Course FTE's	9.00	8.00	8.00	8.00	8.00
TOTAL GOLF COURSE FTE's	9.00	8.00	8.00	8.00	8.00

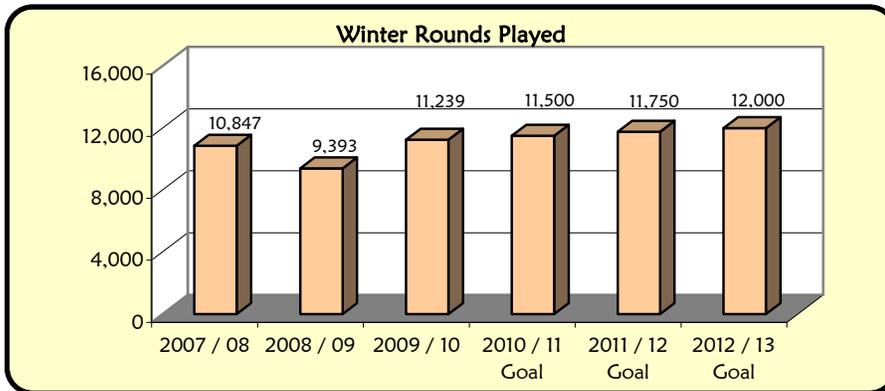
1.0 FTE - Maintenance Worker I position was frozen in the 2009/2010 budget.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - GOLF COURSE FUND

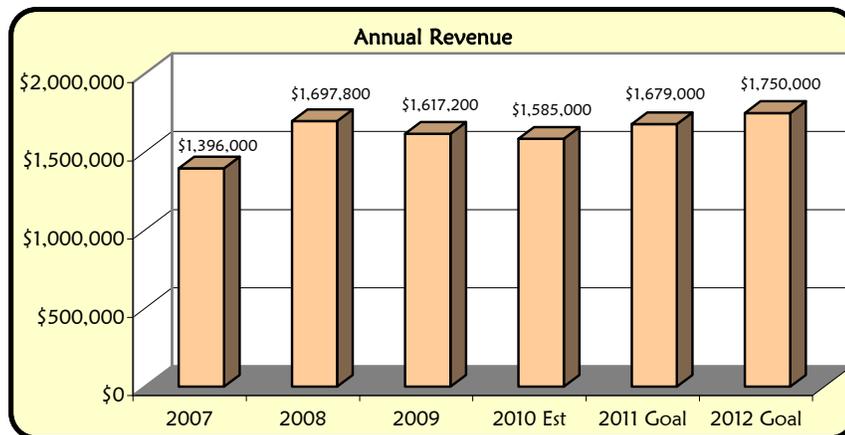
Number of Winter Rounds Played

Winter play November through March makes up approximately 12-15% of our annual green fee revenue. The number of rounds played during this part of the season has increased due to improvements that have made the course drier and more playable during these months. People who play winter golf are a small percentage of people who play summer golf. During the past two winters, this number has been impacted further by a difficult economy and below average weather. Through our special Winter Tournament Series and our E-Mail Marketing Campaigns, we intend to increase our market share of winter golfers by offering competitive rates while spreading the word about our drier conditions.



Annual Revenue

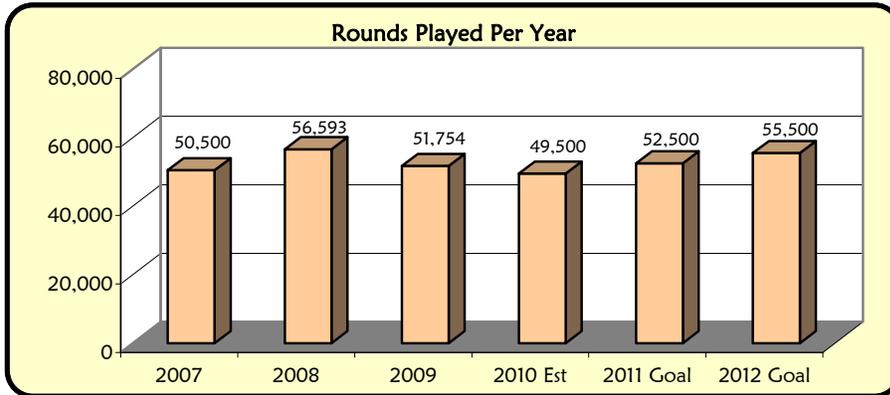
Facility revenues increased dramatically in 2007 and again in 2008 due to the addition of power cart rentals, pro shop sales, and restaurant concessions. During this same period, green fee revenue increased by \$110,00 in 2007 and by an additional \$120,000 in 2008. This was due to an increase in rounds played as well as an increase in the green fee rate structure. In order to remain competitive in our local market, rates have been held constant for the 2009 and 2010 seasons. The combination of the difficult economy and below average weather conditions resulted in a decrease of total rounds played over the past two seasons. With the economy beginning to stabilize, average weather conditions, and a slight increase in our rates, revenues should increase significantly over the next two seasons.



PERFORMANCE MEASURES - GOLF COURSE FUND

Total Rounds Played Per Year

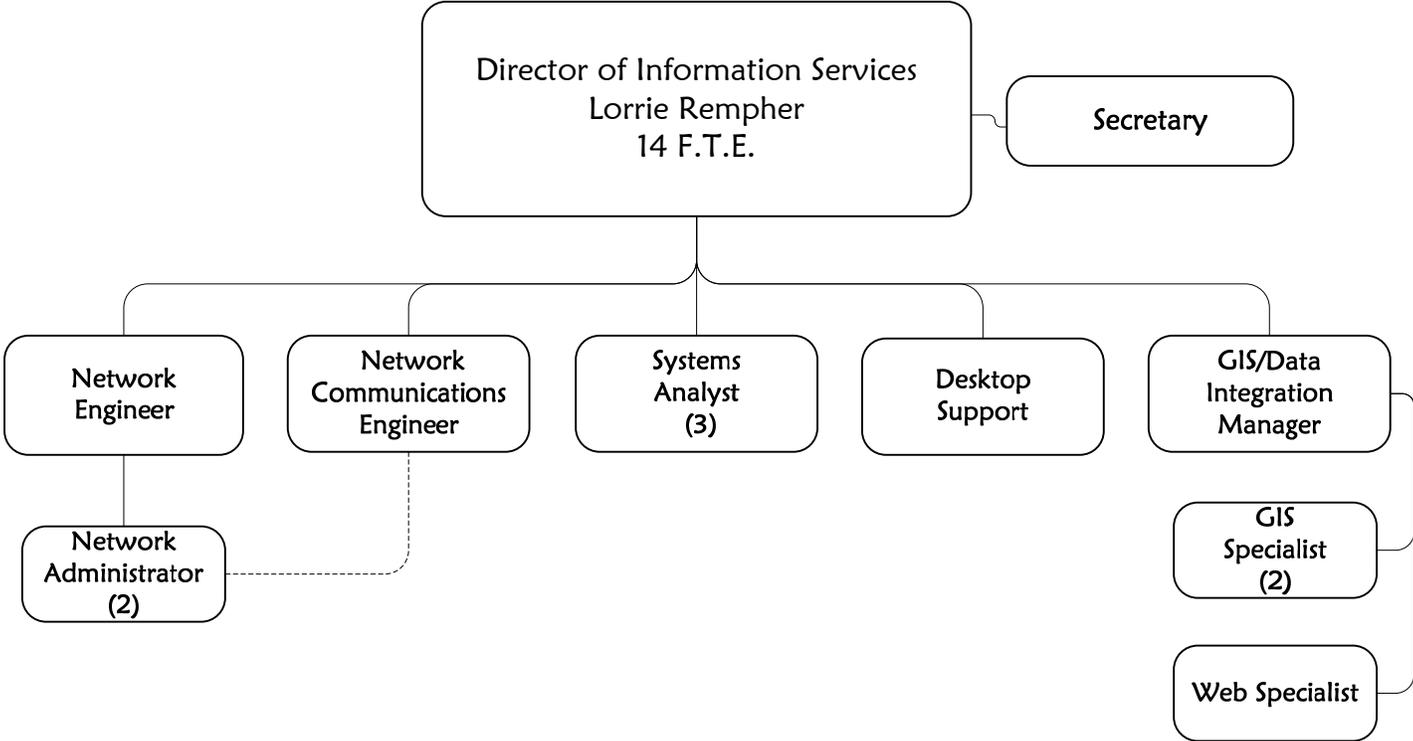
During the 2007 & 2008 seasons, rounds played continued to rise to a high just over 56,000 rounds. The economic downturn and below average weather since the beginning of 2009 have caused rounds played to decrease approximately 12% during this period. With improved economic activity and average weather, rounds are expected to return the 2008 level over the next two seasons.





Information Services

Information Services



F.T.E. = Full Time Equivalent

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 field maintenance vehicles, Geographic Information Systems (GIS), Web services and City communication systems. The Information Services Director also coordinates grant activities for the City.

2009 & 2010 ACCOMPLISHMENTS

- Increased fiber optic opportunities by ensuring that all open roads have conduit installed for future use
- Expanded fiber optic network to further enhance the Intelligent Transportation System (ITS) and other city infrastructure needs. Currently the City owns and maintains over 22 miles of fiber.
- Continued to work on regional projects to expand broadband infrastructure including securing \$150,000 funding for the broadband connection between the Valley at 277th Street and Valley Communications 911 Center
- Continued to use new and existing fiber and wireless infrastructure to provide more efficient operations and services including outfitting all maintenance crews with laptops to be more efficient in the field with maintenance documentation and work orders
- Through technology, enhanced communications with Auburn Citizens including new websites for booking golf tee times, crime statistics, downloading project bid documents and pay for business licensing online. Implemented new email communications service for citizens
- Worked with Valley Cities and Valley Communications to implement the first private fiber connection between a VCC agency and the VCC center for secure communications.
- Worked with Valley Communications on the plan to implement new computer aided dispatch system including serving as the pilot agency for HAWC (high availability wireless/wired communications network)
- Continued to enhance the city's geographic information system (GIS)
- Supported NPDES requirements and Howard Hanson Dam emergency planning
- Maintained and upgraded City technology to maintain an efficient and productive work environment that enhances staffs ability to deliver excellent customer service. This included adding a new website content management system for website maintenance and Microsoft Sharepoint for better internal communications between project teams such as the Emergency Management Committee, Economic Development Committee and Grant Writing Committee
- Added technology for Public Safety including License Plate Recognition program that scans traffic for stolen plates, surveillance cameras for various city properties, conversion to new false alarm monitoring and creation of crime analysis tools
- Renegotiated cable franchise
- Provided all technical support for the design, implementation and move into the new City Hall Annex building

2011 & 2012 OBJECTIVE

- Continue to expand the Valley Cities Network as funding becomes available.
- Renew technology associated with Cable Television and Council Chambers remodel.
- Work with the School District and other regional partners to increase partnerships on technology to benefit the community
- Continue to expand the Intelligent Transportation System and City Wireless systems.
- Support technology improvements in the downtown redesign

- Continue to maintain, upgrade and enhance City technology to maintain an efficient and productive work environment that improves staffs ability to deliver excellent customer service
- Continue to look for Federal, State and Private funding solutions to enhance City projects and programs (Other People's Money)
- Support Auburn Public Safety systems to communicate with Valley Communications 911 System conversion to new technology.
- Support transition of Auburn Jail to the SCORE facility including researching, recommending and implementing data sharing between Auburn Courts and Public Safety and the SCORE facility. This includes processes such as paperless bookings, video arraignment, file sharing and other daily operational issues.
- Continue to build the City fiber network completing the north to south backbone for the city fiber network.
- Enhance security throughout the City by expanding video security systems.

**INFORMATION SERVICES FUND
2011-2012 WORKING CAPITAL BUDGET**

Item	2009 Actual	2010 Adj. Budget	2010 Est. Actual	2011 Budget	2012 Budget
Operating Budget					
Operating Revenue					
348.800 Interfund Operating Charges	3,127,712	2,517,600	2,517,600	3,285,250	3,250,400
348.801 Interfund Communications Charges	1,041,000	923,700	923,700	874,600	884,600
348.810 Interfund Equipment Replacement	461,076	460,800	460,800	0	0
338.190 Intergovernmental Service	195,428	24,300	24,300	25,820	25,820
Total Operating Revenue	4,825,216	3,926,400	3,926,400	4,185,670	4,160,820
Operating Expense					
518.000.10 Salaries and Wages	(1,421,165)	(1,294,400)	(1,294,400)	(1,284,130)	(1,303,000)
518.000.20 Personnel Benefits	(423,107)	(476,710)	(476,710)	(463,130)	(515,170)
518.000.30 Supplies	(101,319)	(463,000)	(494,000)	(486,580)	(394,830)
518.000.40 Services & Charges	(1,281,507)	(1,408,300)	(1,355,300)	(1,665,200)	(1,674,580)
518.000.90 Interfund Payments for Services	(195,300)	(199,670)	(199,670)	(319,800)	(294,000)
518.000.00 Depreciation & Amortization	(498,973)	(310,000)	(310,000)	(498,000)	(498,000)
Total Operating Expenses	(3,921,371)	(4,152,080)	(4,130,080)	(4,716,840)	(4,679,580)
Operating Income (Loss)	903,845	(225,680)	(203,680)	(531,170)	(518,760)
Non Operating Revenue (Exp)					
361.110 Investment Income	25,466	22,500	22,500	11,000	11,000
369.900 Miscellaneous Revenue (Expense)	3,141	0	0	0	0
Total Non Oper. Rev (Exp)	28,607	22,500	22,500	11,000	11,000
Net Income (Loss)	932,452	(203,180)	(181,180)	(520,170)	(507,760)
Add/Deduct Items Not Affecting Working Capital (W/C)					
518.801.00 Depreciation & Amortization	498,973	310,000	310,000	498,000	498,000
Net W/C From Operations	1,431,425	106,820	128,820	(22,170)	(9,760)
Other Resources and Uses Budget					
Resources Other Than Operations					
331.167 Direct Federal Grant	0	255,600	34,500	0	0
397.100 Transfer In	0	0	0	75,000	179,250
399.000 Other Sources	(19,212)	0	0	0	0
Total Resources	(19,212)	255,600	34,500	75,000	179,250
Uses Other Than Operations					
590.100.05 Net Change in Restricted Assets	0	0	0	0	0
597.100.55 Operating Transfers Out	(81,000)	(29,500)	(29,500)	(500,000)	0
590.100.64 Inc in Fixed Assets-Equipment	(189,845)	(628,100)	(452,000)	(1,001,610)	(825,410)
590.100.65 Inc in Fixed Assets-Construction	(174,597)	(221,500)	(34,500)	0	0
Total Uses	(445,442)	(879,100)	(516,000)	(1,501,610)	(825,410)
Net Change in W/C	966,772	(516,680)	(352,680)	(1,448,780)	(655,920)
Beginning W/C 1/1	2,932,485	3,899,257	3,899,257	3,546,577	2,097,797
Ending W/C 12/31	3,899,257	3,382,577	3,546,577	2,097,797	1,441,877
Net Change in W/C	\$ 966,772	\$ (516,680)	\$ (352,680)	\$ (1,448,780)	\$ (655,920)

Department Employees

518 Information Services FTE's	2008	2009	2010	2011	2012
Information Services FTE's *	18.00	15.00	14.00	14.00	14.00
TOTAL INFORMATION SERVICES FTE's	18.00	15.00	14.00	14.00	14.00

1.0 FTE - Desktop Support was was frozen in 2009.

2.0 FTE's - 1 Technical Services Manager and 1 Systems Analyst were part of the reduction in force in May 2009.

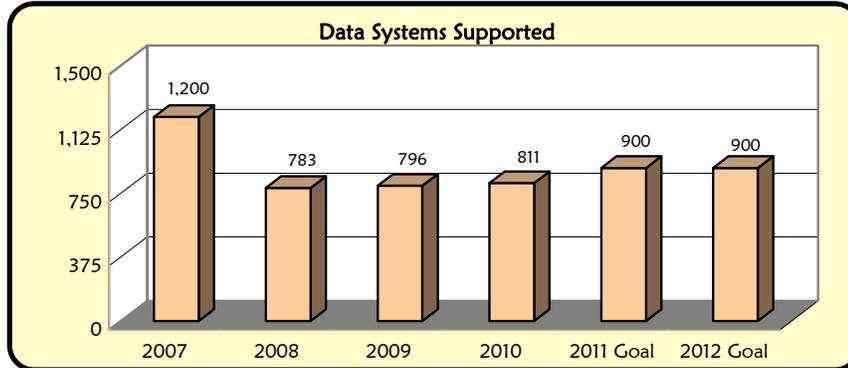
1.0 FTE - Webmaster was part of the reduction in force in December 2009.

Full Time Equivalent (FTE)

PERFORMANCE MEASURES - INFORMATION SERVICES DEPARTMENT

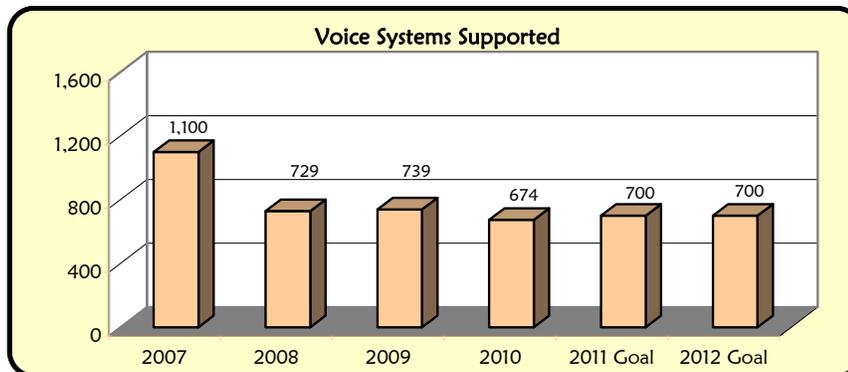
Data Systems Supported

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.



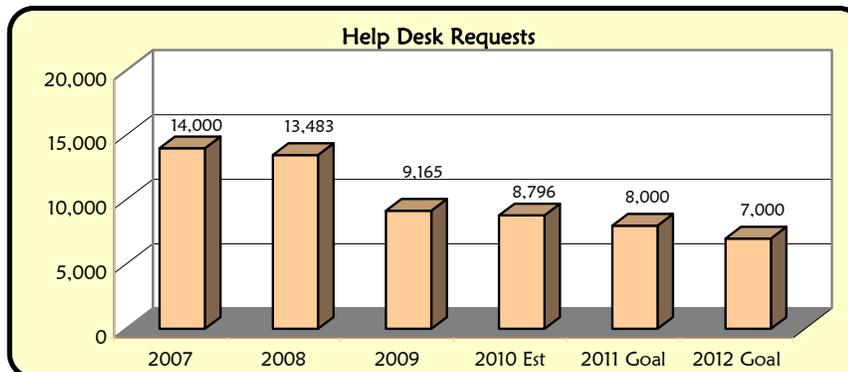
Voice Systems Supported

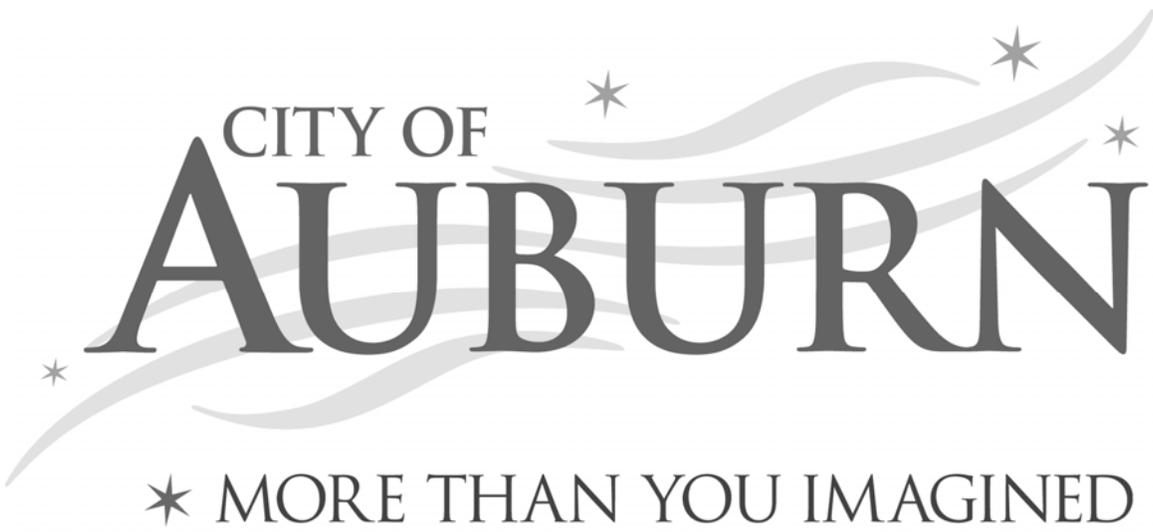
Information Services researches, recommends and delivers communications systems that enhance our ability to communicate with citizens, customers and each other.

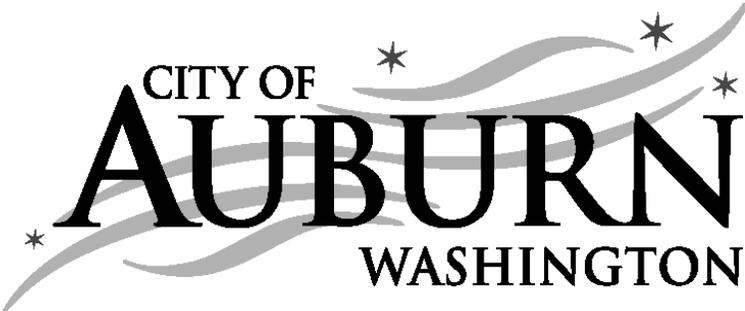


Help Desk Requests

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 – Details



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

- 2011 Budgeted Revenue by Type, All Funds (Table)
- 2011 Budgeted Expenditures by Object, All Funds (Table)
- 2012 Budgeted Revenue by Type, All Funds (Table)
- 2012 Budgeted Expenditures by Object, All Funds (Table)
- Relationship between Fund and City Structure (Table)
- 2011 & 2012 – Budgeted Expenditures by Administrative Structure (Table)
- 2011 & 2012 – Budgeted Expenditures by Cost Center (Graph)
- 2011 & 2012 – Budgeted Expenditures by Cost Center (Table)

2011 Revenue by Type – All Funds

Fund		Taxes	Licenses & Permits	Intergov't	Charges for Services	Fines & Forfeitures
GENERAL FUND		\$ 39,363,950	\$ 1,129,000	\$ 3,841,685	\$ 1,804,100	\$ 2,208,500
SPECIAL REVENUE FUNDS	Arterial Street	-	0	10,117,000	-	-
	Local Street	2,000,000	-	-	-	-
	Hotel/Motel Tax	60,000	-	-	46,300	-
	Arterial Street Preservation	1,500,000	-	-	-	-
	Drug Forfeiture	-	-	46,100	-	250,000
	Justice Assistance	-	-	-	-	-
	Housing & Community Development	-	-	510,000	-	-
	Recreational Trails	-	-	-	-	-
	Business Improvement Area	53,000	-	-	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	880,000	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	LID Guarantee	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	406,300	-	-
	Local Revitalization 2010 C&D Bond	250,000	-	131,100	-	-
	LID #250	-	-	-	-	-
	LID #350	-	-	-	-	-
CAPITAL PROJECTS	Municipal Park Construction	100,000	-	829,900	25,000	-
	Capital Improvements	1,200,000	-	-	-	-
	Local Revitalization	-	-	2,544,000	-	-
ENTERPRISE FUNDS	Water	-	-	-	10,408,400	-
	Sewer	-	-	-	17,570,300	-
	Storm Drainage	-	-	100,000	6,777,700	-
	Solid Waste	-	-	93,000	9,418,500	-
	Airport	-	-	-	22,880	-
	Cemetery	-	-	-	892,500	-
	Golf Course	-	-	-	1,440,700	-
	Commercial Retail	-	-	-	-	-
INTERNAL SERVICE FUNDS	Insurance	-	-	-	-	-
	Facilities	-	-	-	3,883,300	-
	Information Services	-	-	25,820	4,159,850	-
	Equipment Rental	-	-	-	605,200	-
FIDUCIARY FUNDS	Fire Pension	-	-	-	-	-
	Agency Disbursement	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	-	-	-	50,000	-
TOTAL BUDGET		\$ 44,526,950	\$ 1,129,000	\$ 18,644,905	\$ 57,984,730	\$ 2,458,500

2011 Revenue by Type – All Funds (continued)

Fund		Other Revenue	Interfund Transfers	Other Financing Sources	Beginning Fund Balance	Total Resources
GENERAL FUND		\$ 458,200	\$ 1,033,468	\$ 25,000	\$ 11,763,355	\$ 61,627,258
SPECIAL REVENUE FUNDS	Arterial Street	4,000	3,089,200	-	383,118	13,593,318
	Local Street	5,000	150,000	-	940,806	3,095,806
	Hotel/Motel Tax	300	-	-	118,126	224,726
	Arterial Street Preservation	1,500	-	-	33,589	1,535,089
	Drug Forfeiture	2,600	-	-	710,547	1,009,247
	Justice Assistance	-	-	-	16,468	16,468
	Housing & Community Development	-	-	-	99,286	609,286
	Recreational Trails	100	7,100	-	8,177	15,377
	Business Improvement Area	100	-	-	44,396	97,496
	Cumulative Reserve	23,000	-	-	5,623,464	5,646,464
	Mitigation Fees	20,000	-	-	3,444,973	4,344,973
DEBT SERVICE	1998 Library Bond	1,000	286,200	-	338,120	625,320
	LID Guarantee	300	-	-	63,200	63,500
	City Hall Annex 2010 A&B Bond	-	1,289,300	-	-	1,695,600
	Local Revitalization 2010 C&D Bond	200	213,200	-	62,500	657,000
	LID #250	56,500	-	-	347	56,847
	LID #350	7,300	-	-	-	7,300
CAPITAL PROJECTS	Municipal Park Construction	1,918,100	1,113,400	15,102,800	374,368	19,463,568
	Capital Improvements	128,700	220,000	22,300	3,792,206	5,363,206
	Local Revitalization	9,000	-	-	5,335,300	7,888,300
ENTERPRISE FUNDS	Water	60,000	-	450,000	19,168,199	30,086,599
	Sewer	36,000	-	350,000	10,818,244	28,774,544
	Storm Drainage	36,000	-	300,000	7,695,982	14,909,682
	Solid Waste	2,300	-	-	800,406	10,314,206
	Airport	616,500	-	-	708,342	1,347,722
	Cemetery	1,000	31,300	-	300,328	1,225,128
	Golf Course	303,500	62,000	-	228,668	2,034,868
	Commercial Retail	-	-	-	-	-
INTERNAL SERVICE FUNDS	Insurance	3,700	-	-	2,403,069	2,406,769
	Facilities	116,000	-	-	307,539	4,306,839
	Information Services	11,000	75,000	-	3,546,577	7,818,247
	Equipment Rental	2,221,900	-	-	4,857,654	7,684,754
FIDUCIARY FUNDS	Fire Pension	25,000	65,000	-	2,789,842	2,879,842
	Agency Disbursement	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	4,500	-	-	1,528,962	1,583,462
TOTAL BUDGET		\$ 6,073,300	\$ 7,635,168	\$ 16,250,100	\$ 88,306,158	\$ 243,008,811

2011 Expenditure by Object – All Funds

Fund		(10,20) Personnel	(30) Supplies	(40) Services	(50) Intergov't	(60) Capital
GENERAL FUND		\$ 29,990,880	\$ 1,072,730	\$ 9,322,690	\$ 6,492,670	\$ 170,700
SPECIAL REVENUE FUNDS	Arterial Street	420,400	-	220,000	-	12,548,100
	Local Street	94,130	500	300	-	1,892,870
	Hotel/Motel Tax	-	-	209,000	-	-
	Arterial Street Preservation	28,600	-	-	-	1,471,400
	Drug Forfeiture	131,420	17,000	92,400	-	148,740
	Justice Assistance	-	-	-	-	-
	Housing & Community Development	101,100	-	99,500	-	341,810
	Recreational Trails	-	-	-	-	-
	Business Improvement Area	-	8,000	46,000	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	50,000	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	LID Guarantee	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	-	-	-
	Local Revitalization 2010 C&D Bond	-	-	-	-	-
	LID #250	-	-	-	-	-
	LID #350	-	-	-	-	-
CAPITAL PROJECTS	Municipal Park Construction	-	-	20,000	-	19,241,700
	Capital Improvements	-	-	-	-	1,201,500
	Local Revitalization	79,100	-	20,000	-	7,789,200
ENTERPRISE FUNDS	Water	3,371,980	516,900	3,672,890	-	17,539,200
	Sewer	2,338,710	98,700	1,939,190	13,493,390	6,332,000
	Storm Drainage	2,724,110	145,700	1,529,490	26,000	6,949,700
	Solid Waste	604,720	39,500	8,770,250	282,000	-
	Airport	24,290	2,000	454,100	-	126,000
	Cemetery	678,530	191,000	73,800	-	44,000
	Golf Course	861,230	282,100	203,850	-	-
	Commercial Retail	-	-	-	-	-
INTERNAL SERVICE FUNDS	Insurance	55,000	-	3,700	-	-
	Facilities	943,900	100,490	1,738,490	5,700	331,420
	Information Services	1,747,260	486,580	1,665,200	-	1,001,610
	Equipment Rental	544,280	966,200	543,700	-	2,031,120
FIDUCIARY FUNDS	Fire Pension	142,910	-	4,000	-	-
	Agency Disbursement	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	-	-	-	-	-
TOTAL BUDGET		\$ 44,882,550	\$ 3,927,400	\$ 30,628,550	\$ 20,349,760	\$ 79,161,070

2011 Expenditure by Object – All Funds (continued)

Fund		(70,80) Debt Svc	(90) Interfund Svcs	Interfund Transfers	Ending Fund Balance	Total Budget
GENERAL FUND		\$ 392,200	\$ 6,472,150	\$ 1,225,300	\$ 6,487,938	\$ 61,627,258
SPECIAL REVENUE FUNDS	Arterial Street	87,700	52,100	-	265,018	13,593,318
	Local Street	-	12,200	-	1,095,806	3,095,806
	Hotel/Motel Tax	-	-	-	15,726	224,726
	Arterial Street Preservation	-	-	-	35,089	1,535,089
	Drug Forfeiture	-	106,450	-	513,237	1,009,247
	Justice Assistance	-	-	16,468	-	16,468
	Housing & Community Development	-	-	-	66,876	609,286
	Recreational Trails	-	-	-	15,377	15,377
	Business Improvement Area	-	-	-	43,496	97,496
	Cumulative Reserve	-	-	44,900	5,601,564	5,646,464
Mitigation Fees	-	-	2,629,200	1,665,773	4,344,973	
DEBT SERVICE	1998 Library Bond	286,200	-	-	339,120	625,320
	LID Guarantee	1,000	-	10,000	52,500	63,500
	City Hall Annex 2010 A&B Bond	1,695,600	-	-	-	1,695,600
	Local Revitalization 2010 C&D Bond	594,300	-	-	62,700	657,000
	LID #250	56,400	-	-	447	56,847
	LID #350	7,300	-	-	-	7,300
CAPITAL PROJECTS	Municipal Park Construction	-	-	-	201,868	19,463,568
	Capital Improvements	-	-	1,771,000	2,390,706	5,363,206
	Local Revitalization	-	-	-	-	7,888,300
ENTERPRISE FUNDS	Water	1,306,600	1,051,750	50,000	2,577,279	30,086,599
	Sewer	561,460	788,650	50,000	3,172,444	28,774,544
	Storm Drainage	307,600	1,334,350	50,000	1,842,732	14,909,682
	Solid Waste	-	187,000	-	430,736	10,314,206
	Airport	162,800	-	-	578,532	1,347,722
	Cemetery	22,300	69,300	-	146,198	1,225,128
	Golf Course	415,600	176,600	-	95,488	2,034,868
	Commercial Retail	-	-	-	-	-
INTERNAL SERVICE FUNDS	Insurance	-	-	-	2,348,069	2,406,769
	Facilities	-	90,400	750,000	346,439	4,306,839
	Information Services	-	319,800	500,000	2,097,797	7,818,247
	Equipment Rental	-	233,500	507,000	2,858,954	7,684,754
FIDUCIARY FUNDS	Fire Pension	-	-	-	2,732,932	2,879,842
	Agency Disbursement	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	-	-	31,300	1,552,162	1,583,462
TOTAL BUDGET		\$ 5,897,060	\$ 10,894,250	\$ 7,635,168	\$ 39,633,003	\$ 243,008,811

2012 Revenue by Type – All Funds

Fund		Taxes	Licenses & Permits	Intergov't	Charges for Services	Fines & Forfeitures
GENERAL FUND		\$ 39,819,715	\$ 1,129,000	\$ 3,756,285	\$ 1,831,100	\$ 2,208,500
SPECIAL REVENUE FUNDS	Arterial Street	-	-	7,220,800	-	-
	Local Street	2,000,000	-	-	-	-
	Hotel/Motel Tax	70,000	-	-	9,100	-
	Arterial Street Preservation	1,500,000	-	-	-	-
	Drug Forfeiture	-	-	46,100	-	250,000
	Justice Assistance	-	-	-	-	-
	Housing & Community Development	-	-	450,000	-	-
	Recreational Trails	-	-	-	-	-
	Business Improvement Area	54,000	-	-	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	880,000	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	LID Guarantee	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	406,300	-	-
	Local Revitalization 2010 C&D Bond	250,000	-	131,100	-	-
	LID #250	-	-	-	-	-
	LID #350	-	-	-	-	-
CAPITAL PROJECTS	Municipal Park Construction	165,000	-	1,494,100	25,000	-
	Capital Improvements	1,400,000	-	-	-	-
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	-	-	-	11,113,400	-
	Sewer	-	-	-	17,978,600	-
	Storm Drainage	-	-	500,000	7,140,300	-
	Solid Waste	-	-	93,000	9,418,500	-
	Airport	-	-	-	23,880	-
	Cemetery	-	-	-	919,300	-
	Golf Course	-	-	-	1,497,600	-
	Commercial Retail	-	-	-	-	-
INTERNAL SERVICE FUNDS	Insurance	-	-	-	-	-
	Facilities	-	-	-	3,542,100	-
	Information Services	-	-	25,820	4,135,000	-
	Equipment Rental	-	-	-	635,500	-
FIDUCIARY FUNDS	Fire Pension	-	-	-	-	-
	Agency Disbursement	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	-	-	-	50,000	-
TOTAL BUDGET		\$ 45,258,715	\$ 1,129,000	\$ 14,123,505	\$ 59,199,380	\$ 2,458,500

2012 Revenue by Type – All Funds (continued)

Fund		Other Revenue	Interfund Transfers	Other Financing Sources	Beginning Fund Balance	Total Resources
GENERAL FUND		\$ 466,200	\$ 17,000	\$ 25,000	\$ 10,487,938	\$ 59,740,738
SPECIAL REVENUE FUNDS	Arterial Street	4,000	1,490,700	6,000,000	265,018	14,980,518
	Local Street	5,000	150,000	-	1,095,806	3,250,806
	Hotel/Motel Tax	300	-	-	15,726	95,126
	Arterial Street Preservation	1,500	-	-	35,089	1,536,589
	Drug Forfeiture	2,600	-	-	513,237	811,937
	Justice Assistance	-	-	-	-	-
	Housing & Community Development	-	-	-	66,876	516,876
	Recreational Trails	100	7,100	-	15,377	22,577
	Business Improvement Area	100	-	-	43,496	97,596
	Cumulative Reserve	24,000	-	-	5,601,564	5,625,564
	Mitigation Fees	22,000	-	-	1,665,773	2,567,773
	DEBT SERVICE	1998 Library Bond	1,200	286,900	-	339,120
LID Guarantee		500	-	-	52,500	53,000
City Hall Annex 2010 A&B Bond		-	1,289,800	-	-	1,696,100
Local Revitalization 2010 C&D Bond		200	214,300	-	62,700	658,300
LID #250		55,600	-	-	447	56,047
LID #350		7,200	-	-	-	7,200
CAPITAL PROJECTS	Municipal Park Construction	90,000	100,000	-	201,868	2,075,968
	Capital Improvements	127,700	210,000	-	2,390,706	4,128,406
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	61,000	-	450,000	2,577,279	14,201,679
	Sewer	33,000	-	350,000	3,172,444	21,534,044
	Storm Drainage	33,000	-	250,000	1,842,732	9,766,032
	Solid Waste	2,300	-	-	430,736	9,944,536
	Airport	628,500	-	-	578,532	1,230,912
	Cemetery	1,000	22,300	-	146,198	1,088,798
	Golf Course	318,100	62,000	-	95,488	1,973,188
	Commercial Retail	-	-	-	-	-
INTERNAL SERVICE FUNDS	Insurance	3,800	-	-	2,348,069	2,351,869
	Facilities	116,100	-	-	346,439	4,004,639
	Information Services	11,000	179,250	-	2,097,797	6,448,867
	Equipment Rental	2,333,500	104,250	-	2,858,954	5,932,204
FIDUCIARY FUNDS	Fire Pension	25,000	65,000	-	2,732,932	2,822,932
	Agency Disbursement	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	4,700	-	-	1,552,162	1,606,862
TOTAL BUDGET		\$ 4,379,200	\$ 4,198,600	\$ 7,075,000	\$ 43,633,003	\$ 181,454,903

2012 Expenditure by Object – All Funds

Fund		(10,20)	(30)	(40)	(50)	(60)
		Personnel	Supplies	Services	Intergov't	Capital
GENERAL FUND		\$ 31,324,170	\$ 1,092,450	\$ 9,489,270	\$ 4,597,450	\$ 15,000
SPECIAL REVENUE FUNDS	Arterial Street	426,300	-	220,000	-	14,023,000
	Local Street	97,920	500	300	-	1,889,580
	Hotel/Motel Tax	-	-	85,000	-	-
	Arterial Street Preservation	29,700	-	-	-	1,470,300
	Drug Forfeiture	134,430	17,000	98,850	-	-
	Justice Assistance	-	-	-	-	-
	Housing & Community Development	100,520	-	99,500	-	239,200
	Recreational Trails	-	-	-	-	-
	Business Improvement Area	-	8,000	46,000	-	-
	Cumulative Reserve	-	-	-	-	-
	Mitigation Fees	-	-	-	50,000	-
DEBT SERVICE	1998 Library Bond	-	-	-	-	-
	LID Guarantee	-	-	-	-	-
	City Hall Annex 2010 A&B Bond	-	-	-	-	-
	Local Revitalization 2010 C&D Bond	-	-	-	-	-
	LID #250	-	-	-	-	-
	LID #350	-	-	-	-	-
CAPITAL PROJECTS	Municipal Park Construction	-	-	20,000	-	1,959,100
	Capital Improvements	-	-	-	-	405,000
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	3,516,650	521,300	3,916,020	-	2,468,600
	Sewer	2,427,000	103,800	2,008,900	13,493,390	1,025,500
	Storm Drainage	2,833,200	145,800	1,528,500	26,000	2,057,400
	Solid Waste	633,630	39,600	8,770,830	282,000	-
	Airport	24,710	2,000	424,100	-	124,000
	Cemetery	710,980	191,000	75,500	-	10,000
	Golf Course	893,600	288,100	207,750	-	-
	Commercial Retail	-	-	-	-	-
INTERNAL SERVICE FUNDS	Insurance	55,000	-	3,700	-	-
	Facilities	974,470	105,510	1,619,860	5,700	-
	Information Services	1,818,170	394,830	1,674,580	-	825,410
	Equipment Rental	566,130	996,200	547,900	-	767,730
FIDUCIARY FUNDS	Fire Pension	143,450	-	4,000	-	-
	Agency Disbursement	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	-	-	-	-	-
TOTAL BUDGET		\$ 46,710,030	\$ 3,906,090	\$ 30,840,560	\$ 18,454,540	\$ 27,279,820

2012 Expenditure by Object – All Funds (continued)

Fund		(70,80) Debt Svc	(90) Interfund Svcs	Interfund Transfers	Ending Fund Balance	Total Budget
GENERAL FUND		\$ 304,100	\$ 6,355,400	\$ 1,434,500	\$ 5,128,398	\$ 59,740,738
SPECIAL REVENUE FUNDS	Arterial Street	87,300	50,300	-	173,618	14,980,518
	Local Street	-	11,700	-	1,250,806	3,250,806
	Hotel/Motel Tax	-	-	-	10,126	95,126
	Arterial Street Preservation	-	-	-	36,589	1,536,589
	Drug Forfeiture	-	47,950	-	513,707	811,937
	Justice Assistance	-	-	-	-	-
	Housing & Community Development	-	-	-	77,656	516,876
	Recreational Trails	-	-	-	22,577	22,577
	Business Improvement Area	-	-	-	43,596	97,596
	Cumulative Reserve	-	-	-	5,625,564	5,625,564
	Mitigation Fees	-	-	1,070,700	1,447,073	2,567,773
	DEBT SERVICE	1998 Library Bond	286,900	-	-	340,320
LID Guarantee		1,000	-	10,000	42,000	53,000
City Hall Annex 2010 A&B Bond		1,696,100	-	-	-	1,696,100
Local Revitalization 2010 C&D Bond		595,400	-	-	62,900	658,300
LID #250		55,500	-	-	547	56,047
LID #350		7,200	-	-	-	7,200
CAPITAL PROJECTS	Municipal Park Construction	-	-	-	96,868	2,075,968
	Capital Improvements	-	-	754,100	2,969,306	4,128,406
	Local Revitalization	-	-	-	-	-
ENTERPRISE FUNDS	Water	1,328,750	1,066,100	50,000	1,334,259	14,201,679
	Sewer	570,230	794,000	50,000	1,061,224	21,534,044
	Storm Drainage	316,910	1,365,900	50,000	1,442,322	9,766,032
	Solid Waste	-	184,500	-	33,976	9,944,536
	Airport	163,800	-	-	492,302	1,230,912
	Cemetery	22,300	66,100	-	12,918	1,088,798
	Golf Course	392,100	162,000	-	29,638	1,973,188
	Commercial Retail	-	-	-	-	-
INTERNAL SERVICE FUNDS	Insurance	-	-	-	2,293,169	2,351,869
	Facilities	-	93,000	750,000	456,099	4,004,639
	Information Services	-	294,000	-	1,441,877	6,448,867
	Equipment Rental	-	213,700	7,000	2,833,544	5,932,204
FIDUCIARY FUNDS	Fire Pension	-	-	-	2,675,482	2,822,932
	Agency Disbursement	-	-	-	-	-
PERMANENT FUNDS	Cemetery Endowment	-	-	22,300	1,584,562	1,606,862
TOTAL BUDGET		\$ 5,827,590	\$ 10,704,650	\$ 4,198,600	\$ 33,533,023	\$ 181,454,903

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 division provides central administrative services such as communication, printing and mailing services. The Community Services division provides human services grants for local non profit agencies, neighborhood outreach and cultural diversity programs. This division also administers the City's Community Development Block Grant.

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 Development

Planning and Development provides City wide land use planning and environmental protection. 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

Costs by Administrative Structure

	2009 Actual	2010 Adj Budget	2010 Est Actual	2011 Budget	2012 Budget
Mayor & Council	\$ 654,527	\$ 738,900	\$ 738,900	\$ 789,980	\$ 786,420
Community & Human Svcs	787,052	1,070,400	1,070,400	1,092,980	1,102,050
Comm Devl Block	570,132	594,400	594,400	542,410	439,220
Human Resources	3,512,886	3,791,430	3,791,430	4,031,820	4,133,320
Facilities	2,064,573	2,678,010	2,661,010	3,210,400	2,798,540
Finance Dept	988,275	1,170,960	1,150,960	1,159,740	1,188,550
Solid Waste Utility	10,999,072	9,749,815	9,736,895	9,883,470	9,910,560
Airport	3,216,538	1,364,700	1,264,700	769,190	738,610
City Attorney	1,675,588	1,675,050	1,675,050	1,659,560	1,702,570
Planning & Community Dev					
Planning	3,444,461	3,587,170	3,577,170	3,721,770	3,800,330
Commercial Retail	-	-	-	-	-
Jail-SCORE	-	-	-	6,087,470	4,106,250
Police	23,428,067	24,061,115	23,641,115	20,164,610	20,484,990
Public Works Dept:					
Public Works	3,184,817	2,665,210	2,599,010	2,415,200	2,497,000
Street	2,761,113	3,093,500	3,093,500	3,183,130	3,279,920
Street Construction	7,126,500	17,717,400	14,461,918	16,828,300	18,306,900
Water Utility	10,320,368	22,054,080	12,917,580	27,459,320	12,817,420
Sewer Utility	19,567,967	24,020,080	21,597,380	25,552,100	20,422,820
Storm Drainage Utility	10,000,612	12,631,105	9,053,405	13,016,950	8,273,710
Parks Dept:					
Parks & Recreation Op.	6,658,192	6,826,200	6,801,200	7,279,570	7,392,970
Parks Construction	1,183,571	6,173,400	5,961,300	19,261,700	1,979,100
Cemetery	871,151	966,770	966,770	1,078,930	1,075,880
Golf Course	1,898,457	1,963,365	1,963,365	1,939,380	1,943,550
Total Operations	114,913,919	148,593,060	129,317,458	171,127,980	129,180,680
Other Funds:					
Non-Departmental	2,236,336	6,239,736	5,247,729	2,824,200	3,001,700
Transfers	7,439,901	13,998,371	13,585,391	7,635,168	4,198,600
Other Special Revenue	229,035	363,780	266,000	313,000	189,000
Debt Service	261,373	3,800,999	3,565,682	2,640,800	2,642,100
Capital Improvements	29,154,937	37,314,153	30,379,077	9,089,800	405,000
Internal Service	8,159,176	7,678,655	7,293,555	9,597,950	8,157,350
Fiduciary/Trust	181,579	129,400	125,400	146,910	147,450
Reserves:					
General Fund	13,237,852	8,815,626	9,763,355	6,487,938	5,128,398
Airport W/C	937,941	608,342	708,342	578,532	492,302
Utilities W/C	27,624,591	22,845,931	38,482,831	8,023,191	3,871,781
Facilities	248,239	303,539	307,539	346,439	456,099
Information Services	3,899,257	3,382,577	3,546,577	2,097,797	1,441,877
Equipment Rental W/C	5,291,929	4,857,654	4,857,654	2,858,954	2,833,544
Cemetery W/C	316,498	300,328	300,328	146,198	12,918
Golf Course W/C	195,433	228,668	228,668	95,488	29,638
Commercial Retail W/C	650,277	-	-	-	-
Construction Reserves	10,422,361	5,238,478	9,501,874	2,592,574	3,066,174
Other	21,947,761	18,226,038	18,608,990	16,405,892	16,200,292
Total Funds	\$ 247,348,398	\$ 282,925,335	\$ 276,086,450	\$ 243,008,811	\$ 181,454,903

Departmental Expenditures by Cost Center: General Fund

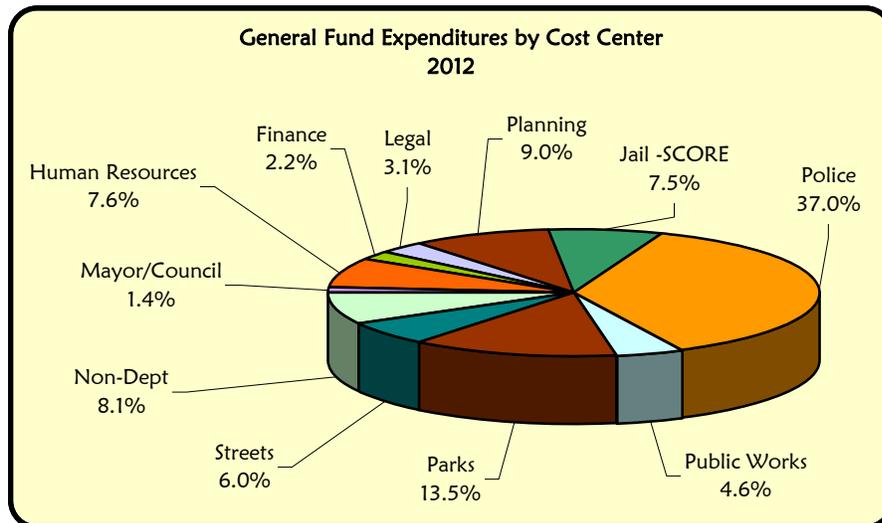
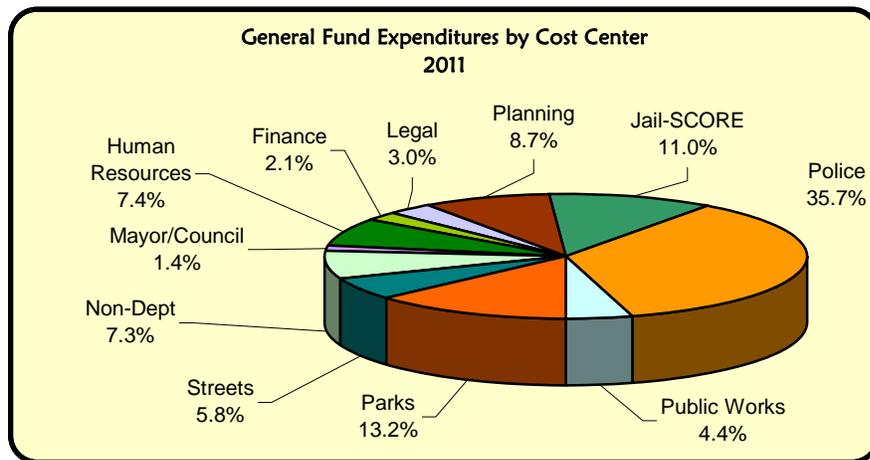
The next table presents a summary of General Fund expenditures by cost center. A cost center identifies specific activities within an administrative unit of the City. Since these cost centers correspond to specific programs operated by the City, this page summarizes the program budgets of the General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

The total public safety budget, which includes Police, Jail Court, Probation and Civil Service, is 52.6% of the General Fund. Police services are 35.7% of the General Fund, of which the largest police program is operations. Jail services are 11% of the total General Fund, while Municipal Court, Probation and Civil Services are 5.9%.

Parks, Arts and Recreation account for 13.2% of the General Fund with 7.7% dedicated to Recreation and Park Facilities and 1.4% to Senior Services.

The remainder of the General Fund is dispersed among a variety of services. Approximately 5.8% is allocated for street maintenance, 4.4% for engineering, and 8.7% for planning, building code administration, permitting, animal control and community & human services.

The pie charts below depict General Fund expenditures for 2011 and 2012 by department and cost center.



General Fund-Cost Center (Includes fund balance)	2009 Actual	2010 Adj. Budget	2010 Est Actual	2011 Budget	2012 Budget
Mayor & Council:					
City Council Operations	\$ 205,164	\$ 232,700	\$ 232,700	\$ 267,530	\$ 260,830
Mayor	449,362	506,200	506,200	522,450	525,590
Total Mayor & Council	654,526	738,900	738,900	789,980	786,420
Human Resources:					
Court	1,703,244	1,824,080	1,824,080	1,916,850	1,943,370
Probation	1,018,762	1,231,200	1,231,200	1,299,610	1,329,030
Administration	759,174	686,450	686,450	771,000	794,500
Civil Service Comm.	31,706	49,700	49,700	44,360	66,420
Total Human Resources	3,512,886	3,791,430	3,791,430	4,031,820	4,133,320
Finance:					
Administration	220,819	275,500	255,500	282,530	289,840
Budget, Accounting, Audit	767,456	895,460	895,460	877,210	898,710
Total Finance	988,275	1,170,960	1,150,960	1,159,740	1,188,550
City Attorney:					
City Attorney	1,174,704	1,134,400	1,134,400	1,159,680	1,192,900
City Clerk	500,884	540,650	540,650	499,880	509,670
Total City Attorney	1,675,588	1,675,050	1,675,050	1,659,560	1,702,570
Planning:					
Property Management	1,995,993	1,883,935	1,873,935	1,746,310	1,845,300
Permits & Inspection	1,448,467	1,703,235	1,703,235	1,774,510	1,832,880
Animal Control (1)	-	-	-	200,950	122,150
Community Services	260,023	433,400	433,400	379,570	380,130
Human Services	527,030	637,000	637,000	713,410	721,920
Total Planning	4,231,513	4,657,570	4,647,570	4,814,750	4,902,380
Jail -SCORE:					
Jail SCORE (2)	-	-	-	6,087,470	4,106,250
	-	-	-	6,087,470	4,106,250
Police:					
Administration	4,014,486	4,330,695	4,330,695	4,291,190	4,264,650
Operations	9,841,650	10,869,460	10,869,460	11,029,360	11,425,400
Investigation	2,375,342	2,607,660	2,607,660	2,514,910	2,606,240
Comm. Programs Unit	614,830	540,710	540,710	636,460	659,850
Support	881,358	844,280	844,280	971,380	1,013,960
Jail	5,242,171	4,204,700	3,804,700	67,450	60,000
Emergency Services	164,181	252,710	252,710	157,850	156,660
Total Police	23,134,018	23,650,215	23,250,215	19,668,600	20,186,760
Public Works:					
Engineering	3,184,820	2,665,210	2,599,010	2,415,200	2,497,000
Total Public Works	3,184,820	2,665,210	2,599,010	2,415,200	2,497,000
Parks:					
Administration	694,097	681,200	681,200	702,090	660,340
Senior Citizen Services	720,956	719,300	719,300	788,420	789,130
Recreation & Facilities	4,059,431	4,106,450	4,081,450	4,245,010	4,348,930
Special Events	244,815	254,400	254,400	292,900	316,710
Theater	241,939	377,100	377,100	493,510	496,970
Arts Comm & Museum	696,953	687,750	687,750	757,640	780,890
Total Parks	6,658,191	6,826,200	6,801,200	7,279,570	7,392,970
Streets:					
Maintenance & Operations	2,251,459	2,595,000	2,595,000	2,704,480	2,790,630
Administration	509,654	498,500	498,500	478,650	489,290
Total Streets	2,761,113	3,093,500	3,093,500	3,183,130	3,279,920
Non-Departmental:					
Transfers & Misc.	5,330,163	8,565,113	7,573,106	4,049,500	4,436,200
Ending Fund Balance	13,237,851	8,815,626	9,763,355	6,487,938	5,128,398
Total Non-Depart.	18,568,014	17,380,739	17,336,461	10,537,438	9,564,598
Total General Fund	\$ 65,368,944	\$ 65,649,774	\$ 65,084,296	\$ 61,627,258	\$ 59,740,738

Notes:

- (1) Added Animal Control Division under Planning Department in 2011
(2) Added Jail SCORE Department in 2011



Section VI – Program Improvements



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.

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 improvement's 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 proposal's 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.

2011-2012 Program Improvements by Department

The following table lists program improvements that have been included in the 2011-2012 budget. The recommended levels of funding are indicated on the table.

PROGRAM IMPROVEMENTS				
Department	FTE	New Program Title	2011 Costs	2012 Costs
GENERAL FUND				
GF FTE's	0.00	Sub-Total GF FTE'S	0	0
1 Planning		Contract Animal Services Coordinator	(8,050)	(138,850)
2 Police		Blackberry Devices Detective Unit	440	440
3 Parks		Petpalooza Two-Day Event		16,530
4 Parks		Auburn Community Players	26,000	26,000
5 Parks		Tree Removal - Pioneer Cemetery	30,000	
6 Parks		Overlay Trail at Les Gove Park		25,000
7 Parks		Elimination of ACTIVE On-line Convenience Fees	26,500	26,500
8 Street		Concrete Core Drill	10,000	
Total General Fund			\$84,890	-\$44,380
OTHER FUNDS				
Other Funds FTE's	0.00	Sub-Total Other Fund FTE'S	0	0
2 Police- Fund 117		Blackberry Devices Detective Unit	2,050	
9 Police- Fund 117		Spillman Imaging	45,000	9,000
10 Police- Fund 117		Crime Scene Response Van	148,740	35,650
11 Police- Fund 117		Justice Center Video Camera System	49,000	10,000
12 Water		Vactor Upgrade	171,000	
13 Cemetery		Roll Around Cemetery Canopy	9,000	
14 Facilities		City Hall Generator Replacement	75,000	
15 Facilities		McKinstry Energy Conservation Audit List	223,940	(47,000)
16 Facilities		Jacobsen Tree Farm & Fields Property Structure Demo	73,000	
17 Information Services		CAD Replacement Project	30,000	30,000
18 Information Services		On-line Payroll & HR	19,400	1,780
19 Information Services		Automate Report Distribution	48,500	6,800
20 Information Services		Electronic Plan Review Program	40,000	40,000
21 Information Services		AutoCAD/Civil 3D Upgrade		45,000
22 Information Services		Aerial Orthos - Orthophotography		20,000
23 Information Services		Additional CarteGraph Licensing	10,000	10,000
24 Information Services		Survey GPS Equipment Replacement	25,000	
25 Information Services		Springbrook .NET Upgrade		65,000
26 Information Services		Spillman Superforms Interface with SCORE	50,000	
27 Information Services		Sign Retroreflectometer		12,000
28 Information Services		SCORE Communications Interface	25,000	
29 Information Services		Records Management & Workflow Program Software	63,000	7,200
30 Information Services		Phone System Upgrades	50,000	
31 Information Services		Multimedia Refresh for Council Chambers	75,000	75,000
32 Information Services		Golf Course Irrigation Central Computer		38,000
33 Equipment Rental - Street		Used Vibratory Roller and Trailer	45,000	
Total New FTE's	0.00	Total Other Funds	\$1,277,630	\$358,430
TOTAL GENERAL AND OTHER FUNDS			\$1,362,520	\$314,050

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Contract Animal Services Coordinator		Priority #:	For Year: 2011-2012
Cost: (8,050) 2011 (138,850) 2012	Contact Person: Kevin Snyder	Department Name: Planning	

Description of Improvement:
Contract position (30 hours/week) to coordinate marketing and public education within the City of Auburn to increase the current percentage of licensed dogs and cats - estimated to be approx 18% which is currently funded in the 2010 Budget. This request is funded by additional licensing fees generated by this position and will be credited to the City by King County (KC) in the form of reduced animal control payments. The anticipated net impact to the General Fund is a reduction of \$8,050 in 2011 and \$138,850 in 2012.

Alternatives:
The alternative for the City is to rely upon KC's marketing and public education efforts to support increased licensing in the City. As a countywide effort, the City will likely see a lower level of service within the city limits. This approach does not provide the City with direct control over marketing and education efforts, methods, times and messages and limits the City's ability to establish performance measures and track individual and collective performance against City needs and goals.

Advantages of Approval:
The City has entered into a 2.5 year contract with KC for the provision of animal control services. The fees for this service are attributed to the percentage of licensed dogs and cats with the result that the higher the licensing percentage the lower the cost of service to the City. The contract Animal Services Coordinator will provide the City with a position that is focused exclusively on significantly increasing this percentage.

Implications of Denial:
This Program Improvement request for the 2011-2012 budget cycle will correspond to all but six months of the animal services contract with KC. The substantive efforts of this contract position is to significantly increase the current low licensing percentage within the City and will provide the Mayor/Council with the ability to evaluate future animal services opportunities from a different and more positive financial perspective. Specific tasks, timeframes and performance measures will be established to track efforts and gauge success. For the 2011 budget year, a performance measure of a 10% increase in the current citywide pet licensing percentage is estimated and for the 2012 budget year, a 15% increase is proposed. The proposed performance measures will constitute a 25% increase in the percentage (43%) of licensed pets in the City over the biennial budget period. The percentage increase in licensed pets will directly correspond to the amount the City is required to pay KC during the contract period because as the percentage of licensed pets increase the City sees a corresponding credit on the costs of services from KC.

2011 Cost of Improvement	
Revenue Source:	
General fund	\$ (8,050)
Proprietary funds	
Other fund:	
Total Revenue:	<u>\$ (8,050)</u>
Expenditures:	
Pay Grade/Step	
Wages	\$ 50,390
Benefits (15%)	7,560
Supplies	9,000
Minor Equipment	1,000
Advertising	12,000
Computer (\$2,500)	
Intergovernmental Service	(88,000)
Vehicle	
Other	
Total Cost:	<u>\$ (8,050)</u>

2012 Cost of Improvement	
Revenue Source:	
General fund	\$ (138,850)
Proprietary funds	
Other fund:	
Total Revenue:	<u>\$ (138,850)</u>
Expenditures:	
Pay Grade/Step	
Wages	\$ 33,000
Benefits (15%)	4,950
Supplies	18,000
Minor Equipment	1,200
Advertising	24,000
Computer (\$2,500)	
Intergovernmental Service	(220,000)
Vehicle	
Other	
Total Cost:	<u>\$ (138,850)</u>

Conclusion: Budget has been added to the General Fund for the Animal Services Coordinator in 2011 and 2012 along with budget reductions for a net impact of \$8,050 and \$138,850 reductions for both years respectively.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Blackberry Devices for Detective Unit		Priority #: 4	For Year: 2011
Cost: \$2,490	Contact Person: Bob Lee	Department Name: Police	

Description of Improvement:
 To upgrade the Investigations Unit to BlackBerry devices. The upgrade will affect 10 detectives. The devices will allow detectives to have access to important information in a timely manner. Detectives in the field will have the ability to receive suspect photos sent from the station or another detective. Current yearly recurring costs for the Nextel communication devices are approximately \$1,240, this will increase by \$440 annually. This request will be funded by fund balance in the Drug Forfeiture Fund and will have a \$440 annual net effect on the General Fund

Alternatives:
 Maintain current cell phone plan.

Advantages of Approval:
 Ability to receive important information while in the field, increasing officer safety. With today's technology, suspect photos and information is learned at a very rapid pace. It is critical that the investigator in the field receive the information in a timely manner.

Implications of Denial:
 Certain information can be given to investigators via telephone. However, suspect photos and bulletins will require another person to hand deliver them in the field.

2011 Cost of Improvement	
Revenue Source:	
General fund	\$ 440
Proprietary funds	
Drug Forfeiture fund:	2,050
Total Revenue:	\$ 2,490
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Minor Equipment	\$ 2,050
Communication	440
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	
Total Cost:	\$ 2,490

2012 Cost of Improvement	
Revenue Source:	
General fund	\$ 440
Proprietary funds	
Drug Forfeiture fund:	
Total Revenue:	\$ 440
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Minor Equipment	
Communication	\$ 440
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	
Total Cost:	\$ 440

Conclusion: \$2,050 has been added to the 2011 Drug Forfeiture Fund budget to purchase Blackberry devices for the detective unit. Annual communication charges has been budgeted in the General Fund for 2011 and 2012 .

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Petpalooza two-day event		Priority #: 4	For Year: 2012
Cost: \$16,530	Contact Person: Daryl Faber	Department Name: Parks, Arts & Recreation	

Description of Improvement:
 Since its inception in 2008, Petpalooza has grown into a regional special event. In its current state, the event includes a registration-based 3K/5K Dog Trot pet/owner fun run, animal-related entertainment, children's activities, unleashed pet contests, a petting zoo, over 150 vendor booths, Skyhoundz Disc Dog Championships, Seattle Fly Dog demonstrations, three agility areas, a pet parade and food concessions. In 2009, Petpalooza was awarded LERN'S Int'l Award for "Best New Program", as well as several awards from WA Festival and Events (WFEA) including a Gold Medal in the Community Service Program category, a Silver Medal for Best Overall Promotion Campaign, and Silver for the bookmark in the specialty print category, and a Gold medal for the t-shirt.
 The event raises awareness of pets, generates visibility of pet-related services in the area and draws people from throughout the region to the City of Auburn. In 2012, staff is proposing to create a two-day event for Petpalooza. Additional expenditures would be required for overnight security for vendors and the park; one day of additional stage entertainment, inflatables and other activities, overtime for Park Maintenance staff; equip. rentals and the potential for a two-day Dock Dogs event which would also need the additional rental of bleachers. It is anticipated that a two-day Petpalooza would attract over 16,000 people to Game Farm Park. This request will be funded by increased sponsorships and will have a \$8,000 net effect on the General Fund.

Alternatives:
 Petpalooza could still be hosted as a two-day event and we could remove the Dock Dogs (\$6,000) and rental of bleachers (\$2,000) for a savings of \$8,000 and the two day event could still go forward without this dog related piece. If this piece would be removed, the cost of the two day event would be \$8,530.

Advantages of Approval:
 The advantage of hosting a two day event would be to attract more people to the City of Auburn and to expose more of the pet related services to more people. A two-day event could spur hotel stays from vendors who travel to the event from out of the area. The event may also appeal to more sponsors as it has more exposure to more people.

Implications of Denial:
 We anticipate raising vendor fees slightly and with a two-day event, should be able to attract more event sponsors. Net revenue for Petpalooza in 2010 was \$17,835. It is anticipated that in 2012, a two-day event would have a net revenue of \$10,000.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Sponsorship	
Total Revenue:	<u>\$ -</u>
Expenditures:	
Pay Grade/Step	
Wages-Overtime	
Benefits (29%)	
Supplies	
Professional Services	
Rentals & Leases	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	
Total Cost:	<u>\$ -</u>

2012 Cost of Improvement	
Revenue Source:	
General fund	\$ 8,000
Proprietary funds	
Sponsorship	8,530
Total Revenue:	<u>\$ 16,530</u>
Expenditures:	
Pay Grade/Step	
Wages-Overtime	\$ 2,000
Benefits (29%)	
Supplies	400
Professional Services	8,500
Rentals & Leases	5,630
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	
Total Cost:	<u>\$ 16,530</u>

Conclusion: \$16,530 has been added to the 2012 General Fund budget for the Petpalooza two-day event.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Auburn Community Players		Priority #: 2	For Year: 2011-2012
Cost: \$26,000	Contact Person: Daryl Faber	Department Name: Parks, Arts & Recreation	

Description of Improvement:
 The Cultural Arts Division is proposing to develop the Auburn Community Players (ACP) as a means to enhance and contribute to the cultural life and downtown vitality of Auburn. An active community based theatrical troupe not only brings quality live theater to local audiences, but provides valuable experiences and opportunities for local aspiring actors, musicians and theater professionals. Presenting theater through an out of area travelling troupe, often proves financially over-burdensome, and being able to foster and promote local talent and create a quality theater experience locally is beneficial to all citizens. A regular commitment to partner and support this project would potentially allow two musical plays per year, in spring and fall, and would present 8 shows per play for a total of 16 shows a year. The ACP debuted in 2010 at the Auburn Avenue Theater with their inaugural production of "Into the Woods". This request will be funded by additional ticket sales and will have a zero net effect on the General Fund.

Alternatives:
 The alternative would be to fund one production a year at a cost of \$12,000, or to not fund any productions by the ACP in 2011 or 2012.

Advantages of Approval:
 The advantage of funding the ACP in the 2011 & 2012 budget cycle would be to continue to provide this unique opportunity for individuals interested in participating locally in performing art opportunities and expanding the offerings at the Auburn Avenue Theater. The excitement and passion generated by the inaugural production of ACP would be carried into further years.

Implications of Denial:
 The ACP was conducted on a trial basis at the Auburn Avenue Theater in 2010 and turned out to be a complete success, with ticket sales covering the production costs and hundreds of people supporting the production. If it is not funded in 2011 or 2012, the community would lose the energy created in 2010 by the cast, crew, musicians, and producers who want to see and participate in high quality performances at the Auburn Avenue Theater and audience members who will generate attendance for both ACP performances and other performances at the Auburn Avenue Theater.

2011 Cost of Improvement		
Revenue Source:		
General fund	\$	26,000
Proprietary funds		
Drug Forfeiture fund:		
Total Revenue:	<u>\$</u>	<u>26,000</u>
Expenditures:		
Pay Grade/Step		
Wages	\$	3,000
Benefits (29%)		500
Supplies		2,000
Professional Services		13,000
Advertising		1,000
Computer (\$2,500)		
Rentals & Leases		6,000
Other charges		500
Capital Equipment		
Total Cost:	<u>\$</u>	<u>26,000</u>

2012 Cost of Improvement		
Revenue Source:		
General fund	\$	26,000
Proprietary funds		
Drug Forfeiture fund:		
Total Revenue:	<u>\$</u>	<u>26,000</u>
Expenditures:		
Pay Grade/Step		
Wages	\$	3,000
Benefits (29%)		500
Supplies		2,000
Professional Services		13,000
Advertising		1,000
Computer (\$2,500)		
Rentals & Leases		6,000
Other charges		500
Capital Equipment		
Total Cost:	<u>\$</u>	<u>26,000</u>

Conclusion: \$26,000 has been added to the 2011 and 2012 General Fund budget for the Auburn Community Players program.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Tree Removal - Pioneer Cemetery		Priority #: 1	For Year: 2011
Cost: \$30,000	Contact Person: Daryl Faber	Department Name: Parks	

Description of Improvement:
Removal of 8 dangerous trees at Pioneer Cemetery, grind stumps and replace with new 6 inch caliper Maple trees. This request will be funded by the General Fund and will have a \$30,000 net effect on the General Fund in 2011.

Alternatives:
The trees are dangerous and it is no longer a question of "if" they will fail, but "when" they will fail. The trees are approximately 60 feet tall. 40 years ago they were topped which has caused a slow decay from the top down. We have had the trees pruned so that more weight on the trees is on the side of the tree facing into the cemetery and away from Auburn Way North. In the last ten years, two of the trees have failed and fallen on their own, both fell into the cemetery only causing minimal damage and fortunately no injuries or deaths to people. The trees have been rated by the city arborist, as well as an independent arborist, and they are both in agreement that they need to come down as soon as possible. There is only about 3 to 5 inches of hard wood holding these trees upright, the center of the trees are completely rotten from the ground up. The alternative is to leave them standing and hope we get through another two year cycle without having another tree fail.

Advantages of Approval:
Will prevent potential liability if trees fail and injure someone or cause damage to personal property.

Implications of Denial:
If trees fail, may cause harm to persons or personal property.

2011 Cost of Improvement	
Revenue Source:	
General fund	\$ 30,000
Proprietary funds	
Other fund:	
Total Revenue:	<u>\$ 30,000</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Professional Services	\$ 30,000
Total Cost:	<u>\$ 30,000</u>

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund:	
Total Revenue:	<u>\$ -</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Professional Services	
Total Cost:	<u>\$ -</u>

Conclusion: \$30,000 has been added to the 2011 General Fund budget for tree removal at Pioneer Cemetery.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Overlay trail at Les Gove Park		Priority #: 3	For Year: 2012
Cost: \$25,000	Contact Person: Daryl Faber	Department Name: Parks, Arts & Recreation	

Description of Improvement:
 The existing half mile asphalt trail is 30+ years old and has had a lot of truck traffic on it with all of the different construction in the park in the last 10 years. It would coincide with the opening of the new Community Center and would be the final phase of construction at this park. This request will be funded by the General Fund and will have a \$25,000 net effect on the General Fund in 2012.

Alternatives:
 Leave existing trail as is and repair as needed for safety reasons.

Advantages of Approval:
 We would have a nice, new smooth surface for park users. It would be the final phase of completing construction at the park.

Implications of Denial:
 Over time it will cost more to replace as prices increase.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Maintenance	
Vehicle	
Capital Equipment	
Total Cost:	\$ -

2012 Cost of Improvement	
Revenue Source:	
General fund	\$ 25,000
Proprietary funds	
Information Services fund:	
Total Revenue:	\$ 25,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Maintenance	\$ 25,000
Vehicle	
Capital Equipment	
Total Cost:	\$ 25,000

Conclusion: \$25,000 has been added to the 2012 General Fund budget for the Les Gove Park Trail overlay project.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Elimination of ACTIVE On-Line Convenience Fees		Priority #: 1	For Year: 2011-2012
Cost: \$26,500	Contact Person: Daryl Faber	Department Name: Parks	

Description of Improvement:
 Currently, the Parks, Arts & Recreation Dept processes approx. 19,000 transactions annually. Of those transactions, only 2.4% are conducted on-line at Auburn At Play. The customer pays an average convenience fee of \$5.57 based on an average transaction amount of \$78.00 when registering on-line. This request would eliminate the convenience fee to the customer and the cost of the fee would be incurred by the city. By eliminating the fee to the customer, we believe that on-line registrations would increase to approximately 25% of total registrations, resulting in approx. \$4,750 annual on-line transactions. The cost to the city would be approx. \$26,500 (4,750 x \$5.57) that it would pay directly to Active, the third party vendor. The Parks, Arts & Recreation Department would increase its fees by \$1.40 per transaction to offset this cost to the city resulting in an increase in revenue of approx. \$26,500 (19,000 x \$1.40). This request will be funded by increased revenues in the General Fund and will have a zero net effect on the General Fund.

Alternatives:
 Continue to offer on-line registration with convenience fees with a greater emphasis on advertising this feature.

Advantages of Approval:
 By increasing on-line transactions to the 25% level, we would experience an equivalent decrease in over the phone and front counter transactions. This would result in the one full-time Registration Clerk being able to respond to phone calls and front desk customers in a more timely manner. In addition, our customers would now have the ability and convenience of registering for a program on-line without having to pay any additional fees, the primary reason is that only 2.4% or our total registrations are currently conducted on-line.

Implications of Denial:
 With the removal of convenience fees our customers are more likely to use the on-line feature resulting in fewer phone calls and front counter transactions. Feedback we have received from our customers has told us that they do not use the on-line feature because of the fees associated with it.

2011 Cost of Improvement	
Revenue Source:	
General fund	\$ 26,500
Proprietary funds	
Other fund:	
Total Revenue:	<u>\$ 26,500</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Communication	\$ 26,500
Total Cost:	<u>\$ 26,500</u>

2012 Cost of Improvement	
Revenue Source:	
General fund	\$ 26,500
Proprietary funds	
Other fund:	
Total Revenue:	<u>\$ 26,500</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Communication	\$ 26,500
Total Cost:	<u>\$ 26,500</u>

Conclusion: \$26,500 has been added to the 2011 and 2012 General Fund budget for the elimination of Active On-line Convenience Fees.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Concrete Core Drill		Priority #: 1	For Year: 2011
Cost: \$10,000	Contact Person: Dennis Dowdy	Department Name: Public Works -Street Division	

Description of Improvement:
 Acquire a machine that can easily core through concrete and auger through hard soils for street sign installation. Currently when new street signs need to be installed in existing sidewalk the hole for the post is jack hammered out risking the possibility of damaging the sidewalk beyond the scope of the hole. The auger system would increase efficiency in digging holes for posts outside the valley floor area where hard pack soil and rocks are likely to be found. The annex area, acquired from the county, has wood posts for street signs that are rotting away and need to be replaced with city standard metal posts. This request will be funded by reducing intergovernmental services for one year to pay for the cost of this equipment and will have a zero net effect on the General Fund.

Alternatives:
 There are sign post brackets that can be roto-hammered and bolted into concrete sidewalks. Continue jack-hammering the holes in the sidewalks. Continue hand digging hard packed areas with post hole digger.

Advantages of Approval:
 The City's one sign crew will be able to efficiently core a clean cut hole for posts being installed in existing sidewalks, without risking damage to the sidewalk which would add costs for sidewalk repairs. The auger bit will decrease the time it takes to dig a hole on the hills where the ground is extremely hard to dig through.

Implications of Denial:
 Risk damaging the sidewalk during a sign installation by either using a jack hammer to dig the hole or from roto-hammering the bolts for a bracket. It will take longer to hand dig holes in areas of hard pack and rocks, more specifically the hills around the valley floor.

2011 Cost of Improvement	
Revenue Source:	
General fund	\$ 10,000
Proprietary funds	
Other fund:	
Total Revenue:	<u>\$ 10,000</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Equipment	\$ 10,000
Total Cost:	<u>\$ 10,000</u>

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund:	
Total Revenue:	<u>\$ -</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Equipment	
Total Cost:	<u>\$ -</u>

Conclusion: \$10,000 has been added to the 2011 General Fund budget to purchase a concrete core drill.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Spillman Imaging		Priority #: 2	For Year: 2011
Cost: \$45,000	Contact Person: Bob Lee	Department Name: Police	

Description of Improvement:
 Spillman Imaging to replace Dynamic Imaging product. Spillman has developed an imaging system that is superior in performance to our current Dynamic Imaging product. The imaging system is used by both the PD and Jail staff for booking photos as well as staff photos for security purposes. The Dynamic Imaging Product does not 'mesh" very well with Spillman as it requires extra steps to incorporate photos and offers limited capabilities than the new Spillman Imaging System. Additionally, the Spillman Records Management System (RMS) will require costly upgrades to ensure it continues to work with the Dynamic Imaging System when the Spillman 6 upgrade is completed later in 2010. The Spillman Imaging System will allow a more "seamless" integration and use with our RMS. The proposed annual maintenance fee is consistent with the current annual maintenance fee charged by Dynamic Imaging.

Alternatives:
 Status Quo and less efficiency and effectiveness

Advantages of Approval:
 The new Spillman Imaging System is designed to work with our Spillman 6.0 upgraded RMS and offers seamless and more efficient and effective use of internal photos for crime solving and administrative uses. The current Dynamic Imaging System is "wieldy" and requires extra steps to enter photos and establish montages, etc.

Implications of Denial:
 Continue to use Dynamic Imaging Product

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Drug Forfeiture fund:	\$ 45,000
Total Revenue:	\$ 45,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	\$ 45,000
Total Cost:	\$ 45,000

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Drug Forfeiture fund:	\$ 9,000
Total Revenue:	\$ 9,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Professional Services	\$ 9,000
Vehicle	
Capital Equipment	
Total Cost:	\$ 9,000

Conclusion: \$45,000 has been added to the 2011 Drug Forfeiture Fund budget for the Spillman Imaging System. Annual maintenance has been budgeted in 2012.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Crime Scene Response Van		Priority #:	For Year: 2011-2012
Cost: \$148,740	Contact Person: Bob Lee	Department Name: Police	

Description of Improvement:
 The Crime Scene Response Team is in need of a new Crime Scene Response Vehicle. The current vehicle is in disrepair and does not allow for the proper transportation of tools and supplies necessary to process major crime scenes. Currently, the CSRT/Traffic Investigators respond to crime scenes and fatality/serious injury collisions with as many as 10 or more vehicles to handle various responsibilities. This vehicle would enable all the necessary supplies to be stored in one central location, allow for the transporting of numerous CSRT investigators, and also allow for "real time" processing and storage of evidence in a secure, climate controlled, and professionally maintained unit. The current crime scene vehicle is in disrepair and if there is a need for any major repair, M&O will surplus. An improvement in this area would be consistent with our mission statement to provide professional police services to our citizens by using the latest in modern technology to properly and accurately document and process crime scenes. This request will be funded by fund balance in the Drug Forfeiture Fund and will have a zero net effect on the General Fund.

Alternatives:
 1. Keep the current CSRT van and multiple vehicle response system. 2. Decommission the van altogether and leave the response based on individual/situational needs. 3. Contract with WSP Crime Lab or private vendor for outside services that can be expensive and come with extensive time delays.

Advantages of Approval:
 Maintains the integrity and chain of custody for our investigations; allows the team to be self-sufficient and saves space, time, staffing and fuel; greater reliability of transportation; increases the professionalism and credibility of our crime scene program with the public; and allows us to assist other agencies on complex crime scenes in a professional manner. This will improve our ability to dedicate a fully staffed team and resources to professional and critical aspects of crime scene processing. The ability to field a team with all the tools needed for any crime scene allows the scene to be processed completely, professionally and accurately, with greater credibility and integrity consistent with the mission and vision statement of the department and City.

Implications of Denial:
 Currently, the crime scene van is in disrepair and in need of replacement. The value is less than \$500 and will not be fixed should any major issue/breakdown occur. The van hauls hundreds of supplies that would have to be removed to dry storage and then re-packed into several cars for major crime scene call-outs. The packing/unpacking and re-packing would be never ending and leads to the duplication of effort by every team member and at every scene the team would assist at.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Drug Forfeiture	\$ 148,740
Total Revenue:	\$ 148,740
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Communications	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	\$ 148,740
Other	
Total Cost:	\$ 148,740

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Drug Forfeiture	\$ 35,650
Total Revenue:	\$ 35,650
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Communications	\$ 600
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	35,050
Total Cost:	\$ 35,650

Conclusion: \$148,750 has been added to the 2011 Drug Forfeiture Fund budget to purchase a crime scene response van. Communications and replacement costs have been budgeted in 2012.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Justice Center Video Camera System		Priority #: 3	For Year: 2011
Cost: \$49,000	Contact Person: Bob Lee	Department Name: Police	

Description of Improvement:
 Replace the current analog camera and software capture program with a high tech megapixel IP Camera Surveillance system. This request will be funded by fund balance in the Drug Forfeiture Fund and will have a zero net effect on the General Fund.

Alternatives:
 Status Quo

Advantages of Approval:
 The current system does not provide enough resolution capability to identify suspect faces or license plates. Therefore, it only records crimes without providing crime solving capabilities. The mega pixel IP system will provide enhanced identification capabilities that will enable the police to identify suspects and vehicles that are involved in crimes in the area around the Justice Center. The City is planning to use a similar system in the downtown corridor which will allow the entire system to be linked together for greater effectiveness, efficiency and crime solving capabilities.

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

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Drug Forfeiture fund:	\$ 49,000
Total Revenue:	\$ 49,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	\$ 49,000
Total Cost:	\$ 49,000

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Drug Forfeiture fund:	\$ 10,000
Total Revenue:	\$ 10,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Professional Services	\$ 10,000
Vehicle	
Capital Equipment	
Total Cost:	\$ 10,000

Conclusion: \$49,000 has been added to the 2011 Drug Forfeiture Fund budget to purchase the Justice Center video camera system. Annual service fees have been budgeted in 2012.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Vactor Upgrade		Priority #: 1	For Year: 2011
Cost: \$171,000	Contact Person: Dennis Dowdy	Department Name: Public Works -Water Utility	

<p>Description of Improvement: Our current Vactor is scheduled for replacement in 2011; this request is to upgrade our vactor from a standard duty machine to a hydro excavator which is a heavy duty machine designed to process large abrasive debris (rock) without damage to the suction fan. This feature is not included in a conventional vactor because most users do not attempt to utilize a conventional vactor to dig trenches. The cost for the new machine is approx. \$550,000 which is considerably higher than the available \$320,000 in the equipment rental fund for this replacement. The additional cost of a hydro excavator will be offset using the following funding sources: Hydro Excavator Price \$550,000, Vactor Replace \$292,000 Equip. Rental Fund, truck not replaced \$87,000 ER&R Fund and \$171,000 Water Fund.</p> <p>Alternatives: Purchase a standard duty vactor, which is not designed for excavation tasks and wears out much faster resulting in extensive down time for repairs and reduces work crew production rates. Additionally, the repairs often involve replacing specialized vacuum pump and piping equip which are typically very expensive.</p> <p>Advantages of Approval: Obtain proper type of equip for the type of work intended to be performed. The City's conventional vactors are not designed to excavate trenches, which saves time and often avoids damage to other underground utilities during an emergency repair of water, sewer or storm facilities. A vactor is safer for our crews while exposing an underground utility than with back hoes & shovels due to possible natural gas or energized electrical conduits. We have retained one of the city's oldest vactors for this purpose; however, due to its design it is often in the shop and not 100% available as we would expect the new type of excavator to be. Having a better built excavator will help reduce down time, save money on restoration of other utilities in the trench and on maintenance of the vactor and will be more efficient on jobs. New hydro excavator trucks are built stronger and are designed to be used as trench excavators. Most work will be performed by City utilities when performing emergency trench excavation if it is procured, this will extend the life of our other three conventional vactors by freeing them of this type of work that they are not designed to perform.</p> <p>Implications of Denial: Purchasing a Hydro-Excavator that is designed for excavation will cut down on vehicle repairs and will be more efficient on projects as they are built stronger and are more durable. Continuing to rely on older vactors will defer an improvement in productivity that is now made feasible by this new type of excavator that is intentionally designed for the purpose of performing emergency trench excavation.</p>

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	\$ 171,000
Other fund:	
Total Revenue:	<u>\$ 171,000</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	\$ 171,000
Professional Services	
Total Cost:	<u>\$ 171,000</u>

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund:	
Total Revenue:	<u>\$ -</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Professional Services	
Total Cost:	<u>\$ -</u>

Conclusion: \$171,000 has been added to the 2011 Water Fund budget for the Vactor upgrade.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Roll around cemetery canopy (shelter)		Priority #:	For Year: 2011
Cost: \$9,000	Contact Person: Daryl Faber	Department Name: Parks - Cemetery	

Description of Improvement:
19 X 17 canopy on larger wheels to provide shelter during graveside services and protects families from rain, snow and sun. This request will be funded by the Cemetery Endowed Fund and will have zero net effect on the General Fund.

Alternatives:
Continue to use old canopy which is in ill repair with a leaky roof, rusty broken welds, and small inadequate wheels that damage the turf as we pull them into position for services throughout the cemetery.

Advantages of Approval:
We can continue to provide families with quality equipment and service by providing shelter and protection from the elements during graveside services.

Implications of Denial:
Complaints because of water leaking through the canopy top on caskets and people during wet, rainy days. Old canopy wheels leave marks in turf which requires maintenance.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	\$ 9,000
Other fund:	
Total Revenue:	<u>\$ 9,000</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	\$ 9,000
Total Cost:	<u>\$ 9,000</u>

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Other fund:	
Total Revenue:	<u>\$ -</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	
Total Cost:	<u>\$ -</u>

Conclusion: \$9,000 has been added to the 2011 Cemetery Fund budget to purchase a roll around canopy.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: City Hall generator replacement		Priority #: 2	For Year: 2011
Cost: \$75,000	Contact Person: Brenda Heineman	Department Name: Human Resources -Facilities	

Description of Improvement:
To replace the over 30-year old generator at City Hall which has received no upgrades during that time. This request will be funded by interfund payments to the Facilities Fund and will have a \$42,750 net effect on the General Fund.

Alternatives:
Continue with "band-aid" fixes and live with unpredictable power outages; some parts are obsolete from the manufacturer and require re-make of the part, which costs a great deal of money.

Advantages of Approval:
A new piece of equipment with warranties for a period of time and one in which the City can implement a preventive maintenance plan to preserve its life, as well as being able to keep track of maintenance activities and easy availability of necessary replacement parts.

Implications of Denial:
Continued unpredictable failure during power outages. Repair issues due to inability to find many controls and switch replacement parts because they are antiquated and cannot be retrofit.

2011 Cost of Improvement	
Revenue Source:	
General fund	\$ 42,750
Proprietary funds	
Facilities fund:	32,250
Total Revenue:	<u>\$ 75,000</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	\$ 75,000
Total Cost:	<u>\$ 75,000</u>

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Facilities fund:	
Total Revenue:	<u>\$ -</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	
Total Cost:	<u>\$ -</u>

Conclusion: \$75,000 has been added to the 2011 Facilities Fund budget to purchase a new generator for City Hall. The Facilities Fund will receive \$42,750 from the General Fund as interfund payment in 2011.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: McKinstry Energy Conservation Audit List		Priority #:	For Year: 2011
Cost: \$223,940	Contact Person: Brenda Heineman	Department Name: Human Resources - Facilities	

Description of Improvement:
 Complete correcting the items listed on the Facility Improvement List identified during the facilities audit conducted by McKinstry with the purpose of increasing the life of a system/piece of equipment and/or reducing utility costs. The estimated cost is \$273,923 excluding sales tax. These include control upgrade (City Hall), lighting upgrade (City Hall), demand controlled ventilation (Justice Center), air handler unit set back (Justice Center), re-commissioning (Justice Center), off hours timers for HVAC and override control for a portion of City Hall. This request will be funded by interfund payments to the Facilities Fund and will have a \$127,600 net effect on the General Fund in 2011 and reduction of \$26,300 net effect on the General Fund in 2012.

Alternatives:
 Reject the project; complete only selected portions of the audit; complete selected portions of the audit checklist each of the two years of the budget, where possible.

Advantages of Approval:
 Completion of the projects will increase the life of the equipment and lower utility costs (going green and focusing on the Resource Conservation Project in which the City is partnering with PSE and WSU). This is a self-paying project with an estimated average of 10.6% return on investment over 11.7 years. In addition, there is a potential savings from a \$54,000 contribution for the Auburn Police Department for the work on the Justice Center; money available from cp0716 for City Hall and grants and rebates/incentives from PSE. Completion of portions of the audit check list each year, where possible, might increase the overall cost of the project, but reduces the budget impact each year.

Implications of Denial:
 The City will be replacing equipment/systems at the end of their useful life with no return on investment. The City will continue to repair equipment/systems in a "band-aid" fashion as they breakdown. In addition, the longer the City waits to make full upgrades/complete repairs the more labor and equipment costs will become, ultimately costing more than currently projected. There also is a loss of potential funding/grant/rebate incentives from PSE; PSE estimates up to \$100,000.

2011 Cost of Improvement		
Revenue Source:		
General fund	\$	127,600
Proprietary funds		
Other fund:		96,340
Total Revenue:	\$	223,940
Expenditures:		
Pay Grade/Step		
Wages		
Benefits (29%)		
Supplies		
Phone		
Cell phone		
Improvements	\$	106,810
Repairs & Maintenance		14,520
Utilities		(47,000)
Capital Equipment		149,610
Total Cost:	\$	223,940

2012 Cost of Improvement		
Revenue Source:		
General fund	\$	(26,320)
Proprietary funds		
Other fund:		(20,680)
Total Revenue:	\$	(47,000)
Expenditures:		
Pay Grade/Step		
Wages		
Benefits (29%)		
Supplies		
Phone		
Cell phone		
Improvements		
Repairs & Maintenance		
Utilities	\$	(47,000)
Capital Equipment		
Total Cost:	\$	(47,000)

Conclusion: \$223,940 has been added to the 2011 Facilities Fund budget for the McKinstry Energy Conservation Audit list program. 2012 budget for utilities have been reduced by the anticipated cost savings from this program.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Jacobsen Tree Farm & Fields Property Structure Demo		Priority #: 8	For Year: 2011
Cost: \$73,000	Contact Person: Brenda Heineman	Department Name: Human Resources -Facilities	

Description of Improvement:
Demolition of two houses and out buildings on the Jacobsen Tree Farm property and one house and detached garage on the Fields Property.

Alternatives:
Reject the project. Phase the demolition over the two year budget cycle.

Advantages of Approval:
Combining projects will reduce cost of performing demolition one location at a time. Reduce the time and cost of City maintenance staff from performing weekly checks and re-boarding the properties due to vandalism. Eliminate/minimize trespassing on the property (inside the structures) and reduce risk of injury to the trespassers. Eliminate potential illegal dumping and "tagging" of the structures.

Implications of Denial:
Increased cost by not combining projects. Continue to use valuable staff time to perform weekly checks and re-boarding the properties due to vandalism. Continued trespassing on the property (inside the structures) and risk of injury to the trespassers. Continued illegal dumping and the cost of cleanup and "tagging" of the structures.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Facilities fund:	\$ 73,000
Total Revenue:	\$ 73,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Maintenance	\$ 73,000
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	
Total Cost:	\$ 73,000

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Facilities fund:	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Maintenance	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	
Total Cost:	\$ -

Conclusion: \$73,000 has been added to the 2011 Facilities Fund budget for the Jacobsen Tree Farm and Fields Property Structure demolition.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: CAD Replacement Project		Priority #:	For Year: 2011-2012
Cost: \$30,000	Contact Person: Lorrie Rempher	Department Name: Information Services	

Description of Improvement:
ValleyCom is replacing their aging CAD (Computer-Aided Dispatch) system with one from a different vendor called Tiburon. The City will need an interface built to receive data from the new CAD system and populate into our RMS (Records Management System). In addition, there will be AVL (Automatic Vehicle Locator) systems installed in patrol cars that will help to automate unit routing to enhance response times by sending the closest available vehicle to the incident. This request will be funded by fund balance in the Information Services Fund and will have a zero net effect on the General Fund.

Alternatives:
The records staff could go back to the procedures of the 1980's and hand enter each case manually but this would be very time consuming and detail and accuracy would be lost. CAD system enhancements such as automated routing could be turned off for Auburn increasing our response times and our cost of service.

Advantages of Approval:
The advantage of the interface is when an officer finishes the report in the field, the case data is automatically sent to our RMS system from ValleyCom and there is no need to enter the data manually. The officer or records personnel can then look up and modify the case immediately without having to wait for manual data entry. Faster, more efficient response for public safety.

Implications of Denial:
If we do not do this it will slow down the time it takes to create and report on cases. It will require staff to hand enter the case data from officers hand written notes. This would require additional staff in the Police Records Management section to enter data into the Spillman Police Records Management System which creates state and federally mandated criminal justice reporting and statistics.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services	\$ 30,000
Total Revenue:	\$ 30,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	\$ 30,000
Total Cost:	\$ 30,000

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services	\$ 30,000
Total Revenue:	\$ 30,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	\$ 30,000
Total Cost:	\$ 30,000

Conclusion: \$30,000 has been added to the 2011 & 2012 Information Services Fund budget for the Computer Aided Dispatch replacement project.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: On-line Payroll & HR		Priority #:	For Year: 2011
Cost: \$19,400	Contact Person: Shelley Coleman	Department Name: Finance	

Description of Improvement:
 Allow employee time entry via web data entry. Using a phased in approach, payroll time entry can be shifted from a paper time sheet system with centralized time entry data input to an electronic time entry system where each employee can enter their own payroll activity. This system also allows access through a web page for an employee to view their own various human resource and payroll related information. The employee can view or reprint tax withholding information, current and past pay check stub information, employee leave usage, etc. Supervisors can view their employees' leave usage information while access to the other employee personal information is blocked. This request will be funded by fund balance in the Information Services Fund and will have a zero net effect on the General Fund.

Alternatives:
 Remain with the current paper based system.

Advantages of Approval:
 Provide easy self-service access for employees to view their personal payroll and human resource information which reduces work load in Human Resources and Payroll by no longer needing to provide copies of this information to meet employee requests. Electronic time sheets changes duplicative entry (once on paper and once for computer entry) to single entry (once for computer entry). Time consuming batch balancing currently required by paper time sheets would also be eliminated.

Implications of Denial:
 Possible work load efficiencies will be foregone.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services	\$ 19,400
Total Revenue:	\$ 19,400
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Minor Equipment	\$ 1,100
Professional Services	5,300
Repairs & Maintenance	1,800
Computer (\$2,500)	
Capital Equipment	11,200
Vehicle	
Other	
Total Cost:	\$ 19,400

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services	\$ 1,780
Total Revenue:	\$ 1,780
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Minor Equipment	
Professional Services	
Repairs & Maintenance	\$ 1,780
Computer (\$2,500)	
Capital Equipment	
Vehicle	
Other	
Total Cost:	\$ 1,780

Conclusion: \$19,400 has been added to the 2011 Information Services Fund budget for the On-line Payroll and Human Resources system. Annual maintenance has been budgeted in 2012.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Automate Report Distrib/Laserfiche Integration		Priority #: 2	For Year: 2011-2012
Cost: \$48,500	Contact Person: Shelley Coleman	Department Name: Finance	

Description of Improvement:
 TOP software provides an automated paperless distribution system that reduces printing and mailing costs of Eden financial information. Eden/Laserfiche interface allows for electronic archival/retrieval of scanned documents without adding to the Eden financial database. For example, batch processed forms such as paychecks can be sent off to multiple recipients in multiple fashions. When running checks, each individual employee could have their delivery preference set to hardcopy printer and/or email. Copies of payroll stubs could automatically be stored in Laserfiche with easy electronic retrieval months later to provide copies per employee requests. Purchase orders could be sent electronically to user areas (and/or vendors) rather than printing centrally in Finance, sorting and interoffice delivery to various user departments. Permanent invoice and other record retention information for fixed assets could be stored electronically for the life of the asset in Laserfiche. Information from adjusting journal entries could be available in current and future years with a click of a button rather than going to find a manual copy in a file cabinet or archive box. Immediate availability of information enhances financial analysis and promotes availability of accurate, more extensive information. Time and money spent on manual boxing, filing, managing and disposing of archive is avoided. This request will be funded by fund balance in the Information Services Fund and will have a zero net effect on the General Fund.

Alternatives:
 Continue current paper based distribution and filing processes and no purchase of any decision package components. There are three components in this package which can be purchased/approved separately: 1. Laser fiche attachment (documents stored in Laserfiche/ view in Eden) integration \$16,500 software; \$2,900 annual maintenance, 2. TOP Laserfiche Output (report archive copies stored automatically in Laserfiche) \$2,800 software; \$500 annual maintenance, 3. Tyler TOP Output Eden (reports such as purchase orders, direct deposit stubs, etc. can be pre-set for distribution to printers or e-mail) \$18,700 software; \$1,300 training; \$1,300 consulting; \$3,400 annual maintenance.

Advantages of Approval:
 Save man hours as manual paper processes are transformed into faster and more efficient handling—thus enhancing how staff manages, generates, stores, and delivers forms and reports. Actual paper handling is reduced, thereby lowering overhead to print, fax, e-mail, fold, stuff, and physically mail documents. A Laserfiche permanent archive report can be created automatically at the same time a regular Eden processing report is created. Readily provide information for past years without additional man hours for retrieving information from archives. If Laserfiche becomes certified by the State Archivist then this purchase can reduce the amount of hard copy archive storage space, boxes, and man-hours required to maintain state mandated information storage/retrieval. It can also assist in automation of document retrieval for public record requests if documents are electronically stored. Immediate availability of information enhances financial analysis and promotes availability of accurate, more extensive information for decision making. Time and money spent on manual boxing, filing, managing and disposing of archive records are avoided.

Implications of Denial:
 Continue status quo use of man-hours, storage space, more time consuming access to historical information.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	\$ 48,500
Total Revenue:	\$ 48,500
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Minor Equipment	\$ 1,100
Phone	
Cell phone	
Computer (\$2,500)	
Professional Services	2,600
Annual Maintenance	6,800
Software	38,000
Total Cost:	\$ 48,500

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	\$ 6,800
Total Revenue:	\$ 6,800
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Annual Maintenance	\$ 6,800
Software	
Total Cost:	\$ 6,800

Conclusion: \$48,500 has been added to the 2011 Information Services Fund budget to automate report distribution and laserfiche intergration. Annual maintenance has been budgeted in 2012.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Electronic Plan Review Program		Priority #:	For Year: 2011-2012
Cost: \$40,000	Contact Person: Kevin Snyder	Department Name: Planning	

Description of Improvement:
Electronic Plan Review software to allow electronic submittal of plans for applications to the City and also allows development review staff to review plans electronically. This request will be funded by fund balance in the Information Services Fund and will have a zero net effect on the General Fund.

Alternatives:
Continue current hard copy plan submittal and review process that is cumbersome and costly and less efficient for staff and clients.

Advantages of Approval:
To provide an easy, efficient way to allow the public to submit plans for review and corrections, while maintaining short turnaround times and improving efficiency of revisions and inter-departmental reviews. Reviewers are easily able to make notes or revision requests with the built-in markup tools, then send notice to the submitter to come view their corrections online and upload their own revised drawings. Departmental reviewers can also attach direct links to their corrections for the project. The submitter gets this same form with direct links to the pages needing revision. When the Project is complete, the submitter is given access to download and print from the 'Finals' folder. Fast, efficient way to provide plan submittals, reviews, and permit issuance, 25% reduction in plan review time, reduces/eliminates paper waste (GREEN!), ensures authenticity of altered documents, maintains consistent revision history, customizable eForms & Workflows, allows self-serve access 24/7 to submitters' own plans while securing everyone else's, and improves archiving.

Provides an Economic Development tool to be marketed as an advantage over competing adjacent jurisdictions, eliminates time associated with printing, fewer trips to Permit Center for clients, no waiting in line, parallel reviews and immediate access for all reviewers. So far other jurisdictions (such as Mercer Island WA, Bend OR, Osceola County FL) have reported significant cost and environmental savings including but not limited to: 450 pounds of hydrocarbons from the air, \$10,000 in fuel costs savings to customers, over 3,000 pounds of Carbon Monoxide from being released, and 75 trees from being harvested for paper.

Implications of Denial:
Economic recovery and increased business activity may increase plan submittals that with current staffing and resource levels may lead to longer review times impacting customer costs and time.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services	\$ 40,000
Total Revenue:	\$ 40,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	\$ 40,000
Total Cost:	\$ 40,000

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services	\$ 40,000
Total Revenue:	\$ 40,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	\$ 40,000
Total Cost:	\$ 40,000

Conclusion: \$40,000 has been added to the 2011 & 2012 Information Services Fund budget for the Electronic Plan Review program.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: AutoCAD/Civil 3D Upgrade		Priority #: 3	For Year: 2012
Cost: \$45,000	Contact Person: Dennis Dowdy	Department Name: Public Works -Engineering	

Description of Improvement:
 Upgrade the existing AutoCAD and Civil 3D software to current versions in 2012. This software is used primarily by Public Works but is also used by Planning & Development, Facilities, Parks & Recreation, and Information Services departments in the completion of capital project design and mapping. This request will be funded by fund balance in the Information Services Fund and will have a zero net effect on the General Fund

Alternatives:
 Continue with the current versions and upgrade at a later date. An upgrade after April 2012 will increase the cost of the upgrade from \$45,000 to approximately \$92,000.

Advantages of Approval:
 Upgrading the software in 2012 takes advantage of a price discount that will not be available to the City after April 2012. Upgrading the software also allows staff to more easily work with our consultants and other agencies as their software is upgraded.

Implications of Denial:
 Not upgrading in 2012 will increase the cost of a future upgrade to approximately \$92,000. Each additional year the upgrade is prolonged, the costs will increase.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	
Total Cost:	\$ -

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	\$ 45,000
Total Revenue:	\$ 45,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Professional Services	
Vehicle	
Capital Equipment	\$ 45,000
Total Cost:	\$ 45,000

Conclusion: \$45,000 has been added to the 2012 Information Services Fund budget to upgrade the AutoCAD and Civil 3D software.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Aerial Orthos - Orthophotography		Priority #: 3	For Year: 2012
Cost: \$20,000	Contact Person: Lorrie Rempher	Department Name: Information Services	

Description of Improvement:
Aerial orthophotography is an image of Auburn that is created from an airplane flyover of the City. GIS, Utilities and Public Safety use this in map making, data analysis, presentation materials, and as a control point in data entry. This request will be funded by fund balance in the Information Services Fund and will have a zero net effect on the General Fund.

Alternatives:
Continue to use the imagery taken in 2007.

Advantages of Approval:
With the advancement of orthophotography and technology, the City can acquire better imagery and data with newer orthophotography.

Implications of Denial:
Maps and data are made from old 2007 images. If we do not update the orthophotography, the construction and infrastructure (road) changes are not current causing extra verification work in the field.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	
Total Cost:	\$ -

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	\$ 20,000
Total Revenue:	\$ 20,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Professional Services	
Vehicle	
Capital Equipment	\$ 20,000
Total Cost:	\$ 20,000

Conclusion: \$20,000 has been added to the 2012 Information Services Fund budget to purchase Aerial orthophotography.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Additional CarteGraph Licensing		Priority #: 4	For Year: 2011-2012
Cost: \$10,000	Contact Person: Lorrie Rempher	Department Name: Information Services	

Description of Improvement:
 Every time a user goes into CarteGraph they check out a license. The City owns 42 CarteGraph licenses, meaning 42 people can be in the system at the same time. As we bring additional staff online using CarteGraph, integrate CarteGraph with other City applications and find more uses for the system, we need additional licenses. This request will be funded by fund balance in the Information Services Fund and will have a zero net effect on the General Fund.

Alternatives:
 Do not add additional licenses, leaving our current license level at 42 concurrent users at one time.

Advantages of Approval:
 More users can be in the system at the same time and eliminate the need to print work orders and other materials.

Implications of Denial:
 Users may have to wait until a license is free when they need to get into the system. We will not be able to expand the system to include signs, lights, etc.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	\$ 10,000
Total Revenue:	\$ 10,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	\$ 10,000
Total Cost:	\$ 10,000

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	\$ 10,000
Total Revenue:	\$ 10,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	\$ 10,000
Total Cost:	\$ 10,000

Conclusion: \$10,000 has been added to the 2011 and 2012 Information Services Fund budget to purchase additional CarteGraph Licensing

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Survey GPS Equipment Replacement		Priority #: 4	For Year: 2011
Cost: \$25,000	Contact Person: Dennis Dowdy	Department Name: Public Works - Engineering	

Description of Improvement:
 The replacement of the existing Survey GPS Equipment to protect against equipment failure and allow additional efficiencies in work performance and staff time. The GPS equipment is nearly 7 years old and is relied upon to provide survey grade positions for many types of survey control on multiple city projects each week. Since the original purchase of the existing equipment, GPS technology has continued to advance and now includes the ability to use additional satellites through the Russian Glonass system in addition to the US Satellite system. The use of the existing GPS equipment is hindered during certain times of the year and certain times of the day due to the lack of a sufficient number of satellites to reference to. New equipment will have the ability to access the Glonass system providing additional satellites reducing the times when the GPS equipment can not be used due to insufficient satellite information.
 In addition, the City uses the Washington State Reference Network operated by the City of Seattle who has recently completed upgrades to their system to incorporate the Glonass information. The City can not make use of this information with the existing equipment. This request will be funded by fund balance in the Information Services Fund and will have a zero net effect on the General Fund.

Alternatives:
 Continue with the existing equipment and run time consuming conventional terrestrial surveys when GPS equipment is not available.

Advantages of Approval:
 Increase in the duration of time that the GPS equipment can be used reducing staff time needed to complete tasks in areas where existing survey control is non-existent. Improves reliability of the equipment and allows the City to take advantage of new technology.

Implications of Denial:
 If the GPS equipment is not replaced, the City will not realize the efficiency gain by having the GPS equipment more readily available through out a normal work day. In addition, as the GPS equipment continues to age, equipment failure becomes more likely.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	\$ 25,000
Total Revenue:	<u>\$ 25,000</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	\$ 25,000
Total Cost:	<u>\$ 25,000</u>

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	
Total Revenue:	<u>\$ -</u>
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	
Total Cost:	<u>\$ -</u>

Conclusion: \$25,000 has been added to the 2011 Information Services Fund budget for the Survey GPS Equipment Replacement.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Springbrook .NET upgrade		Priority #: 4	For Year: 2012
Cost: \$65,000	Contact Person: Lorrie Rempher	Department Name: Information Services	

Description of Improvement:
Upgrade our current utility software to the latest version that was rewritten in Microsoft .NET technologies. This request will be funded by fund balance in the Information Services Fund and will have a zero net effect on the General Fund.

Alternatives:
Stay on this version of software without support and service from our vendor.

Advantages of Approval:
Use features of the system that have been enhanced by using new (Microsoft .NET) technology. This will enhance customer service and allow more flexibility in customer care.

Implications of Denial:
Do nothing. At some point the system will cease to work and we will not be able to bill for utility services.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	
Total Cost:	\$ -

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	\$ 65,000
Total Revenue:	\$ 65,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	\$ 65,000
Total Cost:	\$ 65,000

Conclusion: \$65,000 has been added to the 2012 Information Services Fund budget for the Springbrook .NET upgrade.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Spillman Superforms Interface with SCORE		Priority #: 2	For Year: 2011
Cost: \$50,000	Contact Person: Lorrie Rempher	Department Name: Information Services	

Description of Improvement:
An interface between the SCORE Jail booking system and our Jail system which will automate the flow of data between the Valley Communications 911 center that takes the initial call, our Police Records System that tracks the offense and officer interaction and the SCORE jail booking system where the individual will ultimately be held. This request will be funded by fund balance in the Information Services Fund and will have a zero net effect on the General Fund.

Alternatives:
Manually enter the data three separate times (CAD, Spillman Records Management, SCORE Jail) to accommodate all three systems that need to have the data for reporting and tracking purposes.

Advantages of Approval:
The booking information would be waiting for them at both the Jail and SCORE facilities from a single electronic entry using the King County eSuperforms.

Implications of Denial:
It would require additional staff on both ends to hand enter in the booking information for each facility.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	\$ 50,000
Total Revenue:	\$ 50,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	\$ 50,000
Total Cost:	\$ 50,000

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	
Total Cost:	\$ -

Conclusion: \$50,000 has been added to the 2011 Information Services Fund budget for the Spillman Superforms Interface with SCORE.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Sign Retroreflectorometer		Priority #: 2	For Year: 2012
Cost: \$12,000	Contact Person: Dennis Dowdy	Department Name: Public Works -Street Division	

Description of Improvement:
Handheld equipment that can be used to check retro reflectivity of traffic signs and inventory them into a database. The Manual on Traffic Control Devices (MUTCD) has established minimum levels of retro reflectivity that must be maintained for signs. We have until 2012 to implement a sign assessment and management program to maintain signs at or above minimum specified levels. Retroreflectometers are capable of evaluating levels of retro reflectivity and providing sign management capabilities that are compatible with City of Auburn software. This request will be funded by fund balance in the Information Services Fund and will have a zero net effect on the General Fund.

Alternatives:
Continue subjective visual inspections using control signs for comparisons and implementing a program to inventory signs in the field using other handheld equipment such as computer tablets.

Advantages of Approval:
Will get accurate information of levels of retro reflectivity in one reading, eliminating the subjectivity from visual inspections. Inspections can be done during the day, eliminating the need for overtime to complete the night inspections. Capable of GPS mapping for inventory management which can be done simultaneously with each reading and will put us in compliance with national requirements.

Implications of Denial:
Continue to visually inspect signs which is the most subjective method and will require overtime funding for night time inspections.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	
Total Cost:	\$ -

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	\$ 12,000
Total Revenue:	\$ 12,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Professional Services	
Vehicle	
Capital Equipment	\$ 12,000
Total Cost:	\$ 12,000

Conclusion: \$12,000 has been added to the 2012 Information Services Fund budget to implement the Sign Retroreflectorometer program.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: SCORE Communications Interface		Priority #: 2	For Year: 2011
Cost: \$25,000	Contact Person: Lorrie Rempher	Department Name: Information Services	

Description of Improvement:
 The new South Corrections Entity (SCORE) is being designed as a state of the art, high tech, paperless facility. Therefore, some electronic adjustments (hardware and software) are needed for the court to interface with SCORE. Information Services estimates the costs to be \$25,000, although total requirements are not yet known. This request will be funded by fund balance in the Information Services Fund and will have a zero net effect on the General Fund.

Alternatives:
 There appear to be few alternatives since the decision has been made as to the SCORE configuration. Paperwork could be transported by vehicle through out the day from the Court to SCORE. Faxing might be a consideration, but does not fit into the high tech, paperless IT vision.

Advantages of Approval:
 Allow for seamless transition of court/jail interaction upon opening of SCORE. Allow efficiency of court operations. Allow a more timely process.

Implications of Denial:
 If this decision package is not approved the municipal court will not be able to operate within the configuration of the SCORE / IT plan .

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	\$ 25,000
Total Revenue:	\$ 25,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Hardware & Software	\$ 25,000
Total Cost:	\$ 25,000

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Hardware & Software	
Total Cost:	\$ -

Conclusion: \$25,000 has been added to the 2011 Information Services Fund budget for the SCORE Communications Interface.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Records Management & Workflow Program Software		Priority #:	For Year: 2011
Cost: \$63,000	Contact Person: Dan Heid	Department Name: Legal - City Clerk	

Description of Improvement:
 Purchase and implement electronic record management software to meet the standards set by WA State for electronic imaging systems that may legally be used for recording, producing, reproducing, maintaining, and storing public records and allow the early destruction of source paper documents after digitization. The City uses Laserfiche software for electronic document imaging; but conversion to an imaging system does not automatically authorize the destruction of the source documents for which images have been created. In order to receive WA State certification of the City's electronic imaging system, the City will need to upgrade our current system with Laserfiche Records Management module and Workflow. State certification will allow electronic images to serve as primary record copies. To obtain certification, the City must be able to perform the same essential records management functions with the electronic images as are performed with paper records. Per WAC 434-663-705, the system used to store and access the imaged records must allow classification by record series, ensure their proper retention and transfer or disposal per approved schedules, and protect from unauthorized access to the records. Laserfiche Records Management module includes an audit trail feature to ensure the continued authenticity of the records, by keeping a record of the circumstances of their creation, alteration and disposition. Laserfiche Workflow enables the abilities such as approvals or routing based on conditions retaining to the record series. Workflow transforms the static Laserfiche repository into a dynamic content management solution that ensures the records processes are performed consistently and efficiently. Once a record series has been approved and certified by the State, the City can image the documents and paper copies of that record series can be destroyed. This request will be funded by fund balance in the Information Services Fund and will have a zero net effect on the General Fund.

Alternatives:
 Continue with existing practice of retaining paper records/documents for the full retention period per the WA State Local Government Records Retention Schedule.

Advantages of Approval:
 Provide improved access and better control over the records. Currently, staff must manually retrieve records from active records storage or non-active records in the archives. Enable staff to conduct record searches and retrieve records from their desktops and will improve the identification of records that no longer have retention value and ensure their legal destruction in a timely manner. The project will provide: 1) Decreased physical storage space requirement 2) More efficient retrieval of records electronically 3) Ensure that the City is meeting the legal requirements for authenticity and retention of public records. 4) Improve access to records/information for internal/external customers. 5) Improve use of current Laserfiche Records Mgmt system 6) In case of disaster, electronic storage ensures records will be protected 7) Minimize discovery costs (Failure to meet public disclosure requirements) resulting in penalties of up to \$100 per document per day 8) Meets the requirements of the US Mayors Climate Protection Agreement as endorsed by the 73rd annual US Conference of Mayors meeting and ratified by City of Auburn Council.

Implications of Denial:
 More staff time retrieving records from off-site records locations. There is no ability to reduce facilities expenses and the cost of off-site storage of paper records. There is an increased potential for loss of paper records during disaster, such as flooding. Potential for increased discovery costs.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services	\$ 63,000
Total Revenue:	\$ 63,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	\$ 63,000
Total Cost:	\$ 63,000

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services	\$ 7,200
Total Revenue:	\$ 7,200
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	\$ 7,200
Total Cost:	\$ 7,200

Conclusion: \$63,000 has been added to the 2011 Information Services Fund budget for the Records Management & Workflow Program software. Annual maintenance has been budgeted in 2012.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Phone System Upgrades		Priority #:	For Year: 2011
Cost: \$50,000	Contact Person: Lorrie Rempher	Department Name: Information Services	

Description of Improvement:
Implementation of Cisco's Emergency Responder and Unity Connection for voicemail services and 911 location information. This request will be funded by fund balance in the Information Services Fund and will have a zero net effect on the General Fund.

Alternatives:
Stay on existing systems

Advantages of Approval:
The City of Auburn is in the process of converting all desk phones to Cisco's VoIP solution. By end of 2010 we will have completed over 50% of system upgrades city-wide. We will continue this process in 2011 and as part of this upgrade to Cisco phones we will also need to implement the associated voicemail system which includes other features that can significantly enhance voice services and worker productivity such as one-number reach (a single number for cellular/wifi/desk phones), voicemail integration in email, fax in/out of mailbox, etc.
In addition to Unity, we will need to upgrade to Emergency Responder for 911 location services. The current system, Intrado, is nearing end of life. Additionally, Emergency Responder which is required by State law for 911 location services, will greatly improve system management thus reducing man-hours needed for maintenance and updates. Emergency Responder, in conjunction with CallManager and Cisco's network infrastructure, will allow us to build intelligence into the desk phones so they will recognize when they've been moved to a new zone and will automatically update 911 information. This eliminates the need for staff to manually update 911 information with the current system Intrado.

Implications of Denial:
State Law requires that we have a 911 locator service associated with our in-house phone system. If we do not implement this system or spend equivalent funding to upgrade the existing system which has less flexibility, we will be out of compliance. As phone systems become more tightly integrated with computer systems, we risk not being able to implement efficiencies in communications and office productivity tools that will enhance our ability to support the citizens of Auburn.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services	\$ 50,000
Total Revenue:	\$ 50,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	\$ 50,000
Total Cost:	\$ 50,000

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	
Total Cost:	\$ -

Conclusion: \$50,000 has been added to the 2011 Information Services Fund budget for phone system upgrades.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Multimedia Refresh for Council Chambers		Priority #:	For Year: 2011-2012
Cost: \$75,000	Contact Person: Lorrie Rempher	Department Name: Information Services	

Description of Improvement:
Move existing AV equipment, and incorporate some equipment upgrades to support new floor plan during City Hall remodel project. In year two, we will work to expand systems to allow for filming of committee and special meetings and events. This request will be funded by a transfer out from the General Fund from the new Comcast franchise user fee (.35 per customer per month) to the Information Services Fund and will have a zero net effect on the General Fund.

Alternatives:
Move and re-use existing equipment with no upgrades which will result in lower quality government access cable television services to citizens. Do not expand broadcast capabilities.

Advantages of Approval:
The City Hall remodel project calls for significant changes in the Council Chambers to increase square footage, increased audience seating, incorporate a Council recess room, moves and increases the layout of the Mayor & Council bench and staff seating areas. This will require moving the AV control room and equipment to accommodate the new space. Given the significant increase in the size of the room; and the new seating arrangements, it will be important to upgrade some existing AV equipment to support these changes. New cameras, projection equipment, sound equipment, and audio/video inputs will need to be installed to ensure we have the capability to record & broadcast meetings and events in the Council Chambers with the best possible sound and image quality. The system upgrades will also allow us to integrate the TV21 broadcasts into the control equipment.

Implications of Denial:
If we do not upgrade the equipment as requested, we cannot provide the room coverage and broadcast quality that presents Auburn's government and public functions in the best possible light. The existing systems are now more than seven years old and have started to fail.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services	\$ 75,000
Total Revenue:	\$ 75,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	\$ 75,000
Total Cost:	\$ 75,000

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services	\$ 75,000
Total Revenue:	\$ 75,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Other	\$ 75,000
Total Cost:	\$ 75,000

Conclusion: \$75,000 has been added to the 2011 & 2012 Information Services Fund budget for the Multimedia refresh of Council Chambers project.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Irrigation Central Computer		Priority #: 2	For Year: 2012
Cost: \$38,000	Contact Person: Daryl Faber	Department Name: Parks - Golf Course	

Description of Improvement:
A central computer that programs the satellite controllers for the irrigation system. This request will be funded by fund balance in the Information Services Fund and will have a zero net effect on the General Fund.

Alternatives:
Continue to manually input weather data in each satellite (23) through-out the course as the weather changes.

Advantages of Approval:
Will save one to two hours of programming each time the weather changes. Will be able to change programs to proper settings with a push of a key. Will be able to operate the irrigation system on site or remote during weather changes.

Implications of Denial:
Manual operations will continue.

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	
Total Cost:	\$ -

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Information Services fund:	\$ 38,000
Total Revenue:	\$ 38,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	\$ 38,000
Total Cost:	\$ 38,000

Conclusion: \$38,000 has been added to the 2012 Information Services Fund budget to purchase the irrigation central computer system.

REQUEST FOR PROGRAM IMPROVEMENT

Program Title: Used Vibratory Roller and Trailer		Priority #: 3	For Year: 2011
Cost: \$45,000	Contact Person: Dennis Dowdy	Department Name: Public Works - Street Division	

Description of Improvement:
 Acquire a "used" vibratory roller for compaction during grading operations in lieu of "new" equipment. 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 between various 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 and forth between sites. Our ability to execute a paving and grading job concurrently will be more productive.

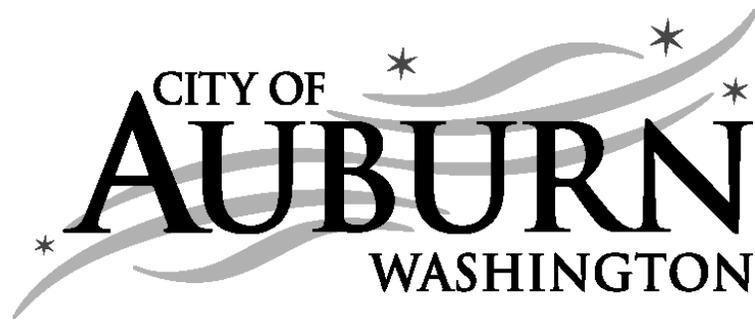
Implications of Denial:
 Possible lower level of service and inefficient time driving equipment from one jobsite to another; or operating one of the two tasks (paving vs. grading).

2011 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Equipment Rental fund:	\$ 45,000
Total Revenue:	\$ 45,000
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Furniture	
Vehicle	
Capital Equipment	\$ 45,000
Total Cost:	\$ 45,000

2012 Cost of Improvement	
Revenue Source:	
General fund	
Proprietary funds	
Equipment Rental fund:	
Total Revenue:	\$ -
Expenditures:	
Pay Grade/Step	
Wages	
Benefits (29%)	
Supplies	
Phone	
Cell phone	
Computer (\$2,500)	
Professional Services	
Vehicle	
Capital Equipment	
Total Cost:	\$ -

Conclusion: \$45,000 has been added to the 2011 Equipment Rental Fund budget to purchase a used Vibratory Roller and Trailer.





Section VII – Capital Budget



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 2011-2012 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.

The City of Auburn maintains a comprehensive six-year Capital Facilities Plan (CFP) which is updated annually and incorporates the capital facility improvements in the City's biennial budget process. It is considered a companion document to the budget document.

This section of the budget summarizes the Capital Facilities Plan (CFP) showing capital projects budgeted for 2011 and 2012 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 2011 and 2012, a six-year summary of projects showing the cost and funding source, and two graphs – one showing a comparison of revenue sources for 2011 vs. 2012, and another showing the projected six-year expenditure level.

For more detail, reference should be made to the Capital Facilities Plan (2011 – 2016) 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.

2011 / 2012 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**2011**

FUNDING SOURCES - 2011 (in thousands)	Fund	Federal	State	Local	REET	Other	Total
	Balance	Sources	Sources	Sources		Sources	Sources
Transportation Projects	\$ 380	\$ 7,387	\$ 2,730	\$ -	\$ -	\$ 6,059	\$ 16,556
Water Projects	8,293	-	-	-	-	10,532	18,825
Sewer Projects	2,348	-	-	-	-	4,720	7,068
Storm Drainage Projects	3,458	-	-	-	-	4,008	7,466
Parks and Recreation Projects	218	150	45	435	1,019	17,376	19,242
General Municipal Projects and Community Improvements	500	2,605	-	85	1,554	5,544	10,288
Other Proprietary Fund Projects	161	-	-	-	-	-	161
Total Funding by Source	\$ 15,358	\$ 10,142	\$ 2,775	\$ 520	\$ 2,573	\$ 48,239	\$ 79,606

EXPENDITURES - 2011	
Transportation Projects	\$ 16,556,200
Water Projects	18,825,400
Sewer Projects	7,068,060
Storm Drainage Projects	7,465,800
Parks and Recreation Projects	19,241,700
General Municipal Projects and Community Improvements	10,288,000
Other Proprietary Fund Projects	161,000
Total Capital Projects	\$ 79,606,160

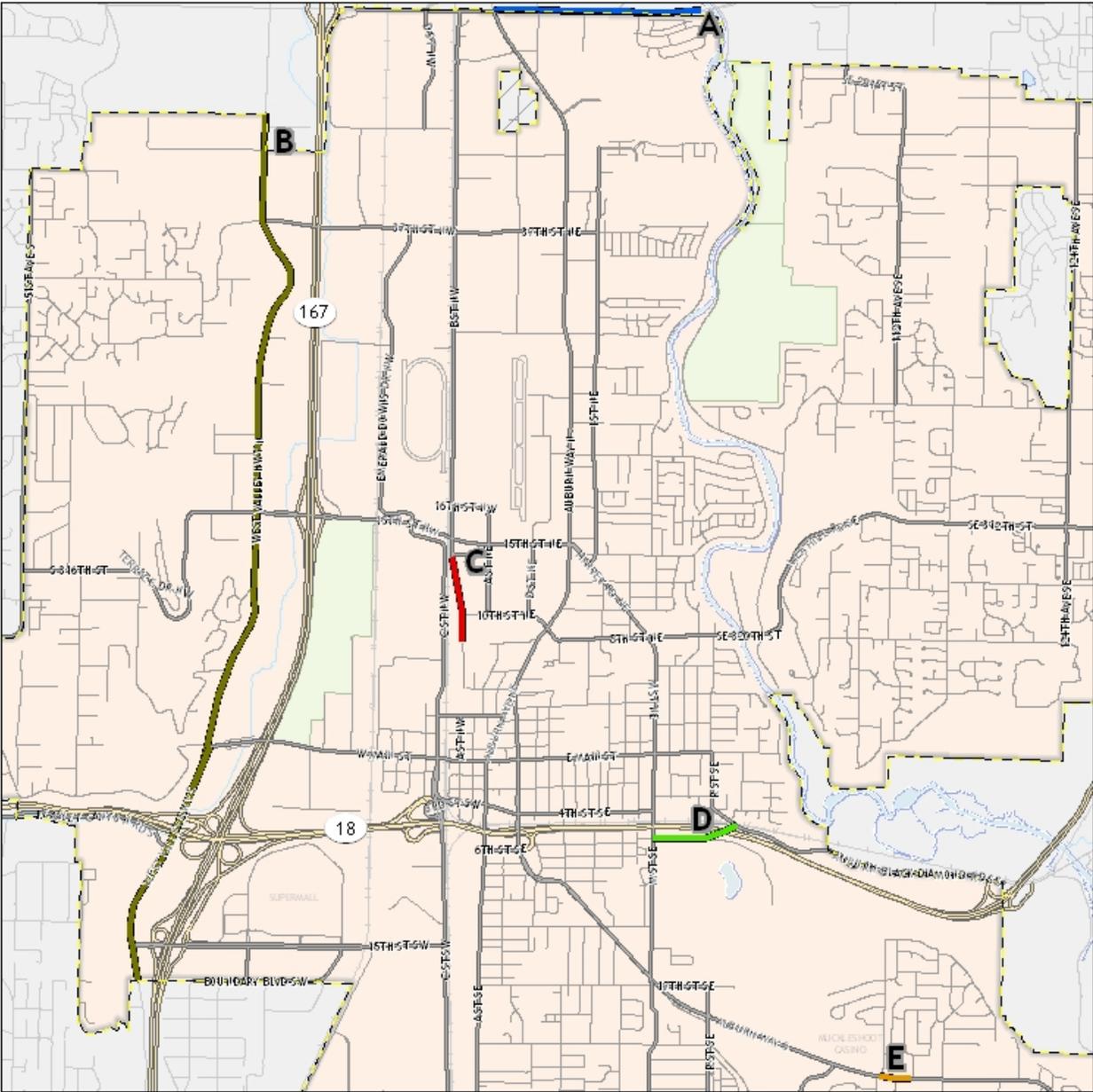
2012

FUNDING SOURCES - 2012 (in thousands)	Fund	Federal	State	Local	REET	Other	Total
	Balance	Sources	Sources	Sources		Sources	Funding By Fund
Transportation Projects	\$ 355	\$ 6,006	\$ -	\$ -	\$ -	\$ 11,676	\$ 18,037
Water Projects	3,951	-	-	-	-	-	3,951
Sewer Projects	1,613	-	-	-	-	190	1,803
Storm Drainage Projects	1,885	-	-	-	-	700	2,585
Parks and Recreation Projects	150	79	115	-	-	1,615	1,959
General Municipal Projects and Community Improvements	380	-	-	-	929	210	1,519
Other Proprietary Fund Projects	134	-	-	-	-	-	134
Total Funding by Source	\$ 8,469	\$ 6,085	\$ 115	\$ -	\$ 929	\$ 14,390	\$ 29,988

EXPENDITURES - 2012	
Transportation Projects	\$ 18,036,600
Water Projects	3,951,250
Sewer Projects	1,803,130
Storm Drainage Projects	2,585,410
Parks and Recreation Projects	1,959,100
General Municipal Projects and Community Improvements	1,519,100
Other Proprietary Fund Projects	134,000
Total Capital Projects	\$ 29,988,590



Transportation Projects 2011-2012



 A - South 277th Auburn Way North to Green River Bridge	 Auburn City Limits
 B - West Valley Highway Improvements	 Parks
 C - A Street NW Phase 1	 Water Features
 D - M Street Grade Separation	
 E - Auburn Way South Corridor Improvements	

0 1000 2000 3000 4000 5000
FEET

Printed On: 10/07/10
Map ID: 3592



Information shown is for general reference purposes only and does not necessarily represent exact geographic or cartographic data as mapped. The City of Auburn makes no warranty as to its accuracy.

Transportation Projects

Twenty-five capital projects totaling \$16,556,200 are budgeted for 2011 and fourteen capital projects totaling \$18,036,600 are budgeted for 2012. The significant projects include the following:

- The “A” Street NW, Phase 1 Project (\$6,868,500 in 2011) 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 – “C”)**
- The “M” Street Grade Separation Project (\$2,115,000 in 2011 and \$12,985,000 in 2012) will construct a grade separation railroad crossing of “M” Street SE at the BNSF Stampede Pass. **(See Map – “D”)**
- The South 277th Auburn Way North to Green River Bridge Project (\$276,500 in 2012) includes major widening on S. 277th St, including the addition of three lanes, one westbound and two eastbound, a Class 1 trail, storm, sewer and water improvements. The project length is nine-tenths of a mile. The final configuration will include three lanes eastbound and two lanes westbound. **(See Map – “A”)**
- The Auburn Way South Corridor Improvements, Phase 1 Project (\$160,000 in 2011 and \$680,800 in 2012) will construct pedestrian improvements along Auburn Way South between Dogwood St SE and Fir St SE that are consistent with WSDOT’s SR-164 Route Development Plan. This project includes sidewalk improvements, access management, a mid-block pedestrian crossing, construction of a u-turn wedge at Fir St SE and street lighting. **(See Map – “E”)**
- The West Valley Highway Improvements Project (\$3,315,000 2011) 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 – “B”)**
- The Citywide Bicycle & Safety Improvements Project (\$100,000 in both 2011 and 2012) is an annual level of effort project focused on funding bicycle and safety improvements on classified roadways. Projects are prioritized annually based upon field studies.
- The “Save our Streets” (SOS) Program (\$2,000,000 in both 2011 and 2012) 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 2011 and 2012) 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 (3rd St NW to 14th St NW)								
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	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund	277							-
Federal (Grants)	3,128	6,652						6,652
State								-
Traffic Impact Fees	709	217						217
REET								-
Other Sources								-
Subtotal	4,114	6,869	-	-	-	-	-	6,869
Capital Costs:								
Design	1,376	254						254
Right of Way	2,648							-
Construction	90	6,615						6,615
Subtotal	4,114	6,869	-	-	-	-	-	6,869
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$25,830								

Project Name: Auburn Way South Corridor Improvements, Phase 1								
Project No: cpxxxx (TIP#2)			Capacity Project: NO			Anticipated Year of Completion: 2012		
This project will construct pedestrian improvements along Auburn Way South between Dogwood St SE and Fir St SE that are consistent with WSDOT's SR-164 Route Development Plan. This project includes sidewalk improvements, access management, a mid-block pedestrian crossing, construction of a u-turn wedge at Fir St SE and street lighting.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund		40	60					100
Federal (Grants)		120	621					741
State								-
Traffic Impact Fees								-
REET								-
Other Sources								-
Subtotal	-	160	681	-	-	-	-	841
Capital Costs:								
Design		157	6					163
Right of Way		3						3
Construction			675					675
Subtotal	-	160	681	-	-	-	-	841
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: M Street Grade Separation (3rd St SE to 8th St SE)								
Project No: c201a0 (TIP#5)			Capacity Project: YES			Anticipated Year of Completion: 2013		
Construction of a grade separated railroad crossing of M St SE at the BNSF Stampede Pass tracks.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund	150							-
Federal (Grants)	873	615	5,385					6,000
State								-
Traffic Impact Fees	2,441	1,500	661					2,161
Traffic Mitigation Fees	660							-
REET	1,140							-
Other (Other Agencies)	235		6,939	1,800				8,739
Subtotal	5,499	2,115	12,985	1,800	-	-	-	16,900
Capital Costs:								
Design	2,181	248						2,48
Right of Way	3,318	1,252						1,252
Construction		615	12,985	1,800				15,400
Subtotal	5,499	2,115	12,985	1,800	-	-	-	16,900
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$21,827								

Project Name: South 277th (AWN to Green River Bridge)								
Project No: c222a0 (TIP#6)		Capacity Project: YES	Anticipated Year of Completion: 2014					
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 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Funding Sources:								
Arterial Street Fund	19							-
Federal (Grants)					1,500			1,500
State								-
Traffic Impact Fees								-
REET								-
Other (Port of Seattle)			276	804				1,080
Subtotal	19	-	276	804	1,500	-	-	2,580
Capital Costs:								
Design	18		276	204				480
Right of Way	1			350				350
Construction				250	1,500			1,750
Subtotal	19	-	276	804	1,500	-	-	2,580
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$27,250								

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: 2013					
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 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Funding Sources:								
Arterial Street Fund								-
Federal (Grants)				2,119				2,119
State								-
Traffic Impact Fees	25	75	162	169				406
REET								-
Other Sources								-
Subtotal	25	75	162	2,288	-	-	-	2,525
Capital Costs:								
Design	25	75	162					237
Right of Way								-
Construction				2,288				2,288
Subtotal	25	75	162	2,288	-	-	-	2,525
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: M Street NE (E. Main St. to 4th St. NE)								
Project No: cpxxxx (TIP#11)		Capacity Project: YES	Anticipated Year of Completion: 2015					
This project will construct a complete 4 lane street section on M St NE between E Main St and 4th St NE.								
	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Funding Sources:								
Arterial Street Fund								-
Federal (Grants)					225	898		1,123
State								-
Traffic Impact Fees		50			50	103		203
REET								-
Other Sources								-
Subtotal	-	50	-	-	275	1,000	-	1,325
Capital Costs:								
Design		50			75			125
Right of Way					200			200
Construction						1,000		1,000
Subtotal	-	50	-	-	275	1,000	-	1,325
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$1,500								

Project Name: South Auburn Intelligent Transportation System (ITS) Expansion								
Project No: cp1004 (TIP#13)		Capacity Project: YES			Anticipated Year of Completion: 2011			
The S Auburn ITS Expansion project includes connecting and providing new ITS infrastructure on 15th St SW, C St SW and A St SE. It also includes 6th St SE, A St SE and 41st St SE, (Ellingson Road). This ITS expansion will be accomplished through existing conduits recently installed under capital improvement projects, and with wireless line of sight options. With this extension and additional equipment the project adds an additional 14 signals to the existing central signal system and brings back new cameras along three heavily congested corridors.								
	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Funding Sources:								
Arterial Street Fund		1						1
Federal (Grants)	693							-
Traffic Impact Fees	110							-
REET								-
Other Sources								-
Subtotal	803	1	-	-	-	-	-	1
Capital Costs:								
Design	41							-
Right of Way								-
Construction	763	1						1
Subtotal	803	1	-	-	-	-	-	1
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$5,000								

Project Name: West Valley Hwy Improvements (SR18 to West Main Street)								
Project No: cp0916 (TIP#14)		Capacity Project: YES			Anticipated Year of Completion: 2011			
This project will widen the roadway to accommodate an extension of the two way left turn lane, add curb & gutter, storm drainage, repair failing roadway surface; install sidewalk on one side of the roadway; install city standard street lighting, improve bicycle accommodations, and install a new traffic signal at the intersection of W Main St and W Valley Highway. This project will improve the capacity, safety, and driving comfort of the corridor as well as reduce the amount of time maintenance staff spends doing temporary repairs.								
	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Funding Sources:								
Arterial Street Fund		55						55
Federal (Grants)	270							-
State		2,730						2,730
Traffic Impact Fees	25	530						530
Traffic Mitigation Fees	75							-
REET	95							-
Other Sources								-
Subtotal	465	3,315	-	-	-	-	-	3,315
Capital Costs:								
Design	410	117						117
Right of Way	55							-
Construction		3,198						3,198
Subtotal	465	3,315	-	-	-	-	-	3,315
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Harvey Rd. & 8th St. NE Intersection Improvements								
Project No: cp0611 (TIP#17)		Capacity Project: YES			Anticipated Year of Completion: Beyond 2016			
Project was completed in 2010. Ongoing budget is for PWTFLL debt payments.								
	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Funding Sources:								
Arterial Street Fund							86	86
Federal (Grants)								-
PWFTL	1,527							-
Traffic Impact Fees	291	88	87	87	87	86		435
REET								-
Other (Other Funds)	310							-
Subtotal	2,128	88	87	87	87	86	86	521
Capital Costs:								
Design	326							-
Right of Way	196							-
Construction	1,519							-
Long Term Debt	86	88	87	87	87	86	86	521
Subtotal	2,128	88	87	87	87	86	86	521
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 8th St and R St NE Traffic Signal								
Project No: cp0701 (TIP#18)			Capacity Project: NO			Anticipated Year of Completion: 2011		
Project was completed in 2010. Ongoing budget is for PWTFL debt payments.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund	397	1						1
Federal (Grants)	250							-
PWFT								-
Traffic Impact Fees								-
REET								-
Other Sources								-
Subtotal	647	1	-	-	-	-	-	1
Capital Costs:								
Design	204							-
Right of Way	3							-
Construction	440	1						1
Subtotal	647	1	-	-	-	-	-	1
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$6,600								

Project Name: Auburn Way North / 1st St NE Signal Improvements								
Project No: cpxxxx (TIP#19)			Capacity Project: NO			Anticipated Year of Completion: 2013		
This project will construct a new complete traffic signal with controller cabinet and battery backup along with necessary intersection improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund			20	130				150
Federal (Grants)				450				450
PWFT								-
Traffic Impact Fees								-
REET								-
Other Sources								-
Subtotal	-	-	20	580	-	-	-	600
Capital Costs:								
Design			20	80				100
Right of Way				50				50
Construction				450				450
Subtotal	-	-	20	580	-	-	-	600
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Way South and M St SE Intersection Improvements								
Project No: cpxxxx (TIP#20)			Capacity Project: YES			Anticipated Year of Completion: 2013		
Construct a westbound to northbound right turn pocket at the intersection of Auburn Way S and M St 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	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund	25	75						75
Federal (Grants)				765				765
State								-
Traffic Mitigation Fees				135				135
Other Sources								-
Subtotal	25	75	-	900	-	-	-	975
Capital Costs:								
Design	25	75						75
Right of Way				100				100
Construction				800				800
Subtotal	25	75	-	900	-	-	-	975
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Pacific Trail, Phase 2 (Skinner Rd to 3rd Ave)								
Project No: c507b0 (TIP#22)			Capacity Project: YES			Anticipated Year of Completion: 2011		
The project will connect to the Phase 1 improvements constructed in Auburn in 2007. This project will construct a 10-foot wide non-motorized trail on Skinner Road from Ellingson Road SW to approximately 2nd Ave NE. A striped bike lane will be constructed on Skinner Road from approximately 2nd Ave NE to 3rd Ave SE. This project will sign 2nd Ave SE and Alder Lane as bike routes. A 5-foot wide trail will be constructed on 3rd Ave SE from Alder Lane to Pacific Trail.								
	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Funding Sources:								
Arterial Street Fund	7	1						1
Federal (Grants)	111							-
State								-
Traffic Mitigation								-
REET	8							-
Other (Other Agencies)	36							-
Subtotal	162	1	-	-	-	-	-	1
Capital Costs:								
Design	31							-
Right of Way								-
Construction	131	1						1
Subtotal	162	1	-	-	-	-	-	1
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: F Street SE & 4th Street SE Traffic Signal								
Project No: cp0914 (TIP#25)			Capacity Project: NO			Anticipated Year of Completion: 2011		
This project includes the construction of a new traffic signal at the intersection of 4th St SE and F St SE. Intersection improvements will include crosswalks and pedestrian signals. This project was selected based on accident history, traffic volumes, and pedestrian flow patterns.								
	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Funding Sources:								
Arterial Street Fund		1						1
Federal (Grants)	397							-
State								-
Traffic Mitigation								-
REET								-
Other Sources								-
Subtotal	397	1	-	-	-	-	-	1
Capital Costs:								
Design	60							-
Right of Way								-
Construction	337	1						1
Subtotal	397	1	-	-	-	-	-	1
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$6,600								

Project Name: 41st Street SE and A Street SE Access Management Study								
Project No: cpxxxx (TIP#27)			Capacity Project: NO			Anticipated Year of Completion: 2011		
Study the area from 37th St SE to the White River on A St SE including 41st St SE from D St SE to C St SE. The study should review the safety and access needs of the traveling public and the adjacent properties.								
	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Funding Sources:								
Arterial Street Fund		10						10
Federal (Grants)								-
State								-
Traffic Mitigation								-
REET								-
Other Sources								-
Subtotal	-	10	-	-	-	-	-	10
Capital Costs:								
Design		10						10
Right of Way								-
Construction								-
Subtotal	-	10	-	-	-	-	-	10
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Annual Bridge Preservation Project								
Project No: cpxxxx (TIP#28)			Capacity Project: NO			Anticipated Year of Completion: Beyond 2016		
This is an annual level of effort project used to fund bridge improvements as identified by the city's annual bridge inspection program.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund	-	50	50	50	50	50	50	300
Federal (Grants)								-
State								-
Traffic Mitigation								-
REET								-
Other Sources								-
Subtotal	-	50	50	50	50	50	50	300
Capital Costs:								
Design								-
Right of Way								-
Construction		50	50	50	50	50	50	300
Subtotal	-	50	50	50	50	50	50	300
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: South 277th Wetland Mitigation								
Project No: c410a0 (TIP#29)			Capacity Project: NO			Anticipated Year of Completion: 2013		
Wetland mitigation for the 277th St Grade Separation project.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund	204	25	25	25				75
Federal (Grants)								-
State								-
Traffic Mitigation								-
REET								-
Other Sources								-
Subtotal	204	25	25	25	-	-	-	75
Capital Costs:								
Design	152	15	15	15				45
Right of Way								-
Construction	52	10	10	10				30
Subtotal	204	25	25	25	-	-	-	75
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Citywide Pedestrian Crossing Program								
Project No: cpxxxx (TIP#30)			Capacity Project: NO			Anticipated Year of Completion: Beyond 2016		
This is a bi-annual level of effort project used to fund small pedestrian safety studies and improvement projects. This project provides for pedestrian safety studies and improvements at various locations citywide. Projects are prioritized annually based on safety issues and pedestrian demands.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund	100		100		100		100	300
Federal (Grants)								-
State								-
Local								-
REET								-
Other Sources								-
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 Arterial Bicycle & Safety Improvements								
Project No: cpxxxx (TIP#31)			Capacity Project: NO			Anticipated Year of Completion: Beyond 2016		
This is an annual level of effort project focused on funding bicycle and safety improvements on classified roadways. Projects are prioritized annually based upon field studies. Project was previously called "Citywide Roadway Safety Infrastructure Improvements."								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund	19	100	100	100	100	100	100	600
Federal (Grants)								-
State								-
Local								-
REET								-
Other Sources								-
Subtotal	19	100	100	100	100	100	100	600
Capital Costs:								
Design	19	10	10	10	10	10	10	60
Right of Way								-
Construction		90	90	90	90	90	90	540
Subtotal	19	100	100	100	100	100	100	600
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 124th Ave SE Corridor Improvements, Phase 1								
Project No: cpxxxx (TIP#40)			Capacity Project: YES			Anticipated Year of Completion: 2014		
This project will fund the design, right of way acquisition, and construction of a 4-lane section with bicycle and pedestrian facilities on 124th Ave SE between SE 318th St and SE 312th St.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund								-
Federal (Grants)				125	1,565			1,690
State								-
Traffic Impact Fees			50	25	185			260
REET								-
Other Sources								-
Subtotal	-	-	50	150	1,750	-	-	1,950
Capital Costs:								
Design			50	150				200
Right of Way					250			250
Construction					1,500			1,500
Subtotal	-	-	50	150	1,750	-	-	1,950
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 104th Ave SE & Green River Road Study								
Project No: cpxxxx (TIP#46)			Capacity Project: NO			Anticipated Year of Completion: 2011		
This project will fund a pre-design study to determine the right of way, environmental and construction requirements for intersection safety improvements. This safety project scope will include sight distance improvements, constructing turn lanes, channelization, environmental mitigation, signage and clear zone improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund	2	3						3
Federal (Grants)								-
State								-
Traffic Impact Fees								-
REET								-
Other Sources								-
Subtotal	2	3	-	-	-	-	-	3
Capital Costs:								
Design	2	3						3
Right of Way								-
Construction								-
Subtotal	2	3	-	-	-	-	-	3
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Environmental Park Roadway Improvements Study								
Project No: cpxxxx (TIP#47)			Capacity Project: YES			Anticipated Year of Completion: 2011		
This project will fund a study to determine the feasibility, scope and cost of low impact roadway, bicycle and pedestrian improvements in the Environmental Park area. Included in this study scope is a connection between Clay St NW and Western St NW.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund		5						5
Federal (Grants)								-
State								-
Local								-
REET								-
Other Sources								-
Subtotal	-	5	-	-	-	-	-	5
Capital Costs:								
Design		5						5
Right of Way								-
Construction								-
Subtotal	-	5	-	-	-	-	-	5
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Downtown to Les Gove Non-Motorized Improvements Study								
Project No: cpxxxx (TIP#48)			Capacity Project: YES			Anticipated Year of Completion: 2011		
This project provides funding to complete a study of the 2nd St SE & F St SE corridor between Les Gove Park and Downtown Auburn. Improvements may include pavement reconstruction, sidewalks, access ramps, signal modifications and route signing.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund	2	8						8
Federal (Grants)								-
State								-
Traffic Impact Fees								-
REET								-
Other Sources								-
Subtotal	2	8	-	-	-	-	-	8
Capital Costs:								
Design	2	8						8
Right of Way								-
Construction								-
Subtotal	2	8	-	-	-	-	-	8
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: S 316th Street Bicycle & Pedestrian Improvement Study								
Project No: cpxxxx (TIP#49)			Capacity Project: YES			Anticipated Year of Completion: 2011		
This project provides funding for completing a study to add bicycle and pedestrian facilities on S 316th St from east of Evergreen Heights Elementary to 51st Ave S.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund	1	4						4
Federal (Grants)								-
State								-
Traffic Impact Fees								-
REET								-
Other Sources								-
Subtotal	1	4	-	-	-	-	-	4
Capital Costs:								
Design	1	4						4
Right of Way								-
Construction								-
Subtotal	1	4	-	-	-	-	-	4
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: 37th Street SE & R St SE Pedestrian Connector								
Project No: cp0803 (TIP#53)			Capacity Project: YES			Anticipated Year of Completion: 2011		
This project will construct a pedestrian connection between 37th ST SE & R St providing a link between south Auburn and the White River Trail and Game Farm Park.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund		1						1
Federal (Grants)	124							-
State								-
Traffic Impact Fees								-
REET								-
Other Sources								-
Subtotal	124	1	-	-	-	-	-	1
Capital Costs:								
Design	36							-
Right of Way								-
Construction	88	1						1
Subtotal	124	1	-	-	-	-	-	1
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

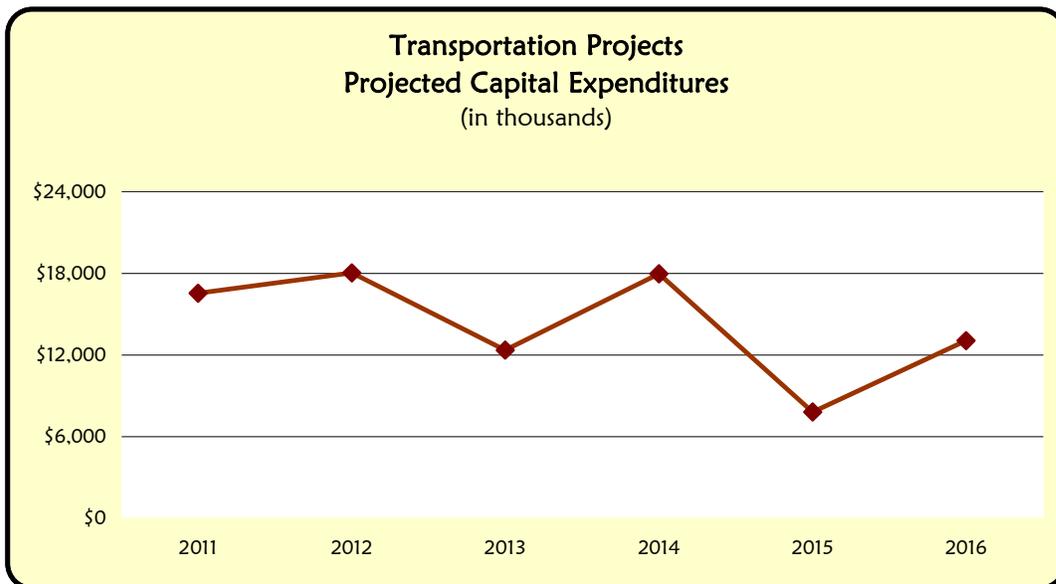
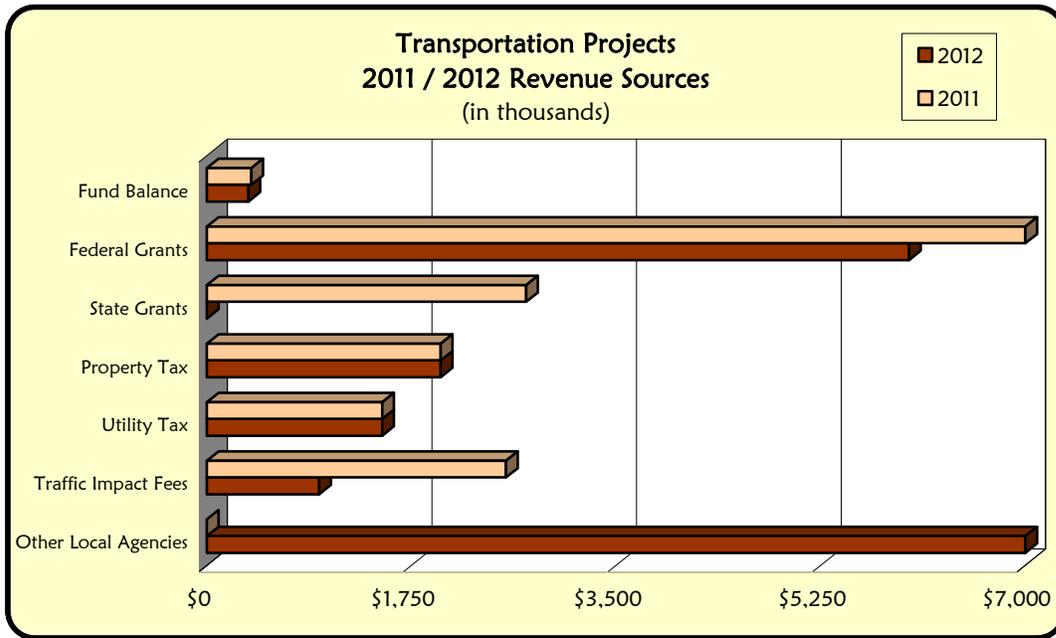
Project Name: Kersey Way Study								
Project No: cpxxxx (TIP#54)			Capacity Project: YES			Anticipated Year of Completion: 2011		
This project will study improvements to the Kersey Way SE corridor from the White River Bridge to the southern city limits. The study will develop the scope and costs for horizontal/vertical geometric roadway improvements, roadside hazard mitigation, street lighting and non-motorized trail construction. The project length is approximately two miles.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund								-
Federal (Grants)								-
State								-
Traffic Impact Fees		100						100
REET								-
Other Sources								-
Subtotal	-	100	-	-	-	-	-	100
Capital Costs:								
Design		100						100
Right of Way								-
Construction								-
Subtotal	-	100	-	-	-	-	-	100
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 2016		
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	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Street Fund								-
Property Tax								-
Utility Tax	1,505	1,400	1,400	1,400	1,400	1,400	1,400	8,400
REET2								-
Other Sources								-
Subtotal	1,505	1,400	1,400	1,400	1,400	1,400	1,400	8,400
Capital Costs:								
Design	85	50	50	50	50	50	50	300
Right of Way								-
Construction	1,420	1,350	1,350	1,350	1,350	1,350	1,350	8,100
Subtotal	1,505	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 2016		
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	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Street Fund								-
Property Tax								-
Utility Tax		100	100	100	100	100	100	600
REET2								-
Other Sources								-
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								

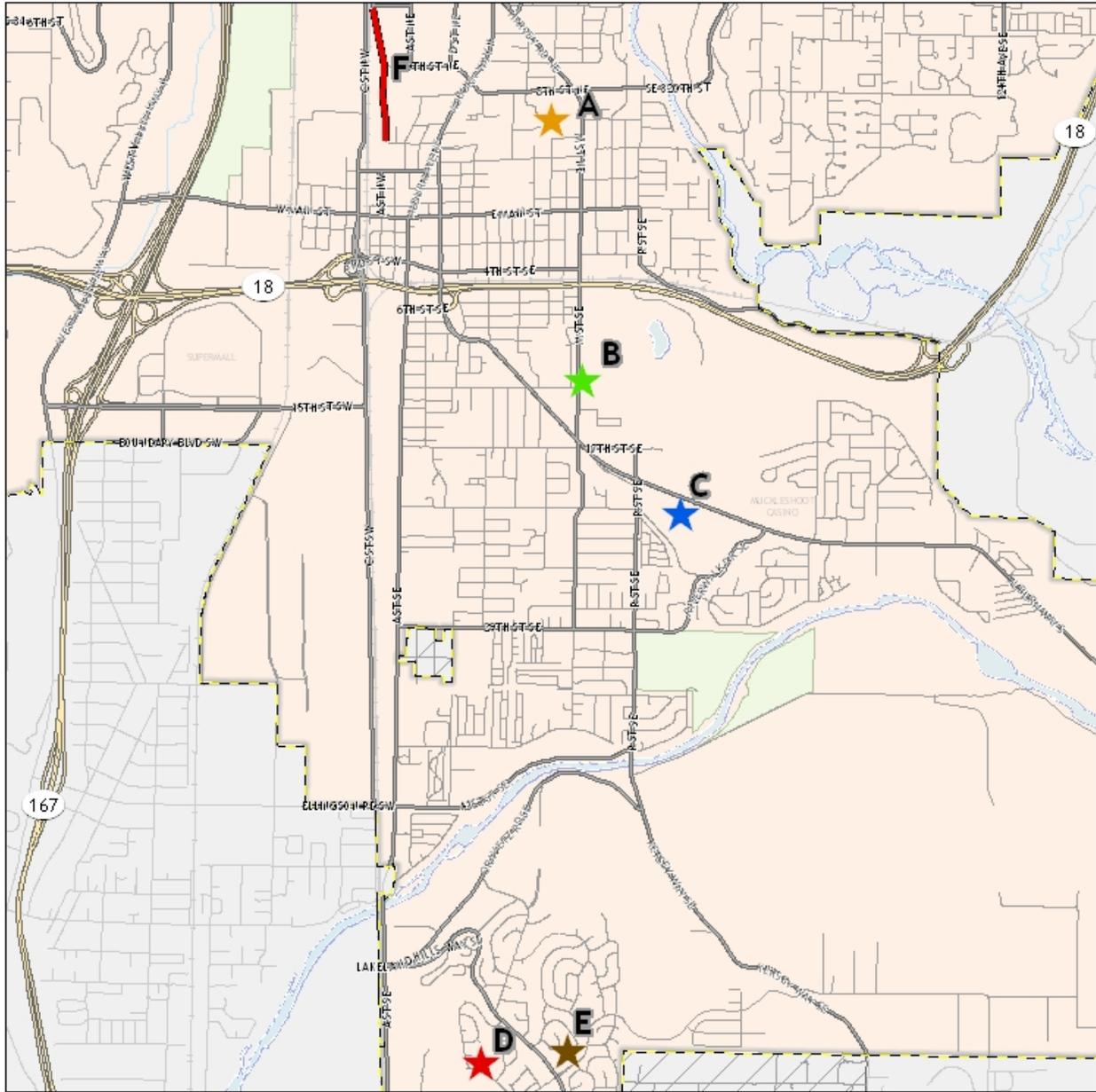
Project Name: Local Street Improvement Program								
Project No: various (TIP#37)			Capacity Project: NO			Anticipated Year of Completion: Beyond 2016		
This program was created after passage of Proposition 1 on the November '04 ballot, setting the City's property tax levy limits and creating a dedicated local street fund to be used solely for local street improvements. The program will focus on the preservation of local streets (unclassified streets) within the City of Auburn. The work will include crack sealing, asphalt patching, pre-leveling, asphalt overlays and roadway reconstruction. The property tax levy lift may also be used to repay bonds should they be utilized to fund this program.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Street Fund	704							-
Property Tax	5,405	2,000	2,000	2,000	2,000	2,000	2,000	12,000
Utility Tax								-
REET2								-
Other								-
Subtotal	6,109	2,000	2,000	2,000	2,000	2,000	2,000	12,000
Capital Costs:								
Design	646	180	180	180	180	180	180	1,080
Right of Way								-
Construction	5,463	1,820	1,820	1,820	1,820	1,820	1,820	10,920
Subtotal	6,109	2,000	2,000	2,000	2,000	2,000	2,000	12,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

TOTAL CAPITAL COSTS and FUNDING SOURCES - TRANSPORTATION								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Arterial Street Fund (Fund 102)	1,204	380	355	305	250	150	336	1,776
Local Street Fund (Fund 103)	704	-	-	-	-	-	-	-
Street Preservation (Fund 105)	-	-	-	-	-	-	-	-
Federal (Grants)	5,847	7,387	6,006	3,459	3,290	898	-	21,040
State	-	2,730	-	-	-	-	-	2,730
REET	1,243	-	-	-	-	-	-	-
PWTFL	1,527	-	-	-	-	-	-	-
Property Tax (Fund 103)	5,405	2,000	2,000	2,000	2,000	2,000	2,000	12,000
Utility Tax (Fund 105)	1,505	1,500	1,500	1,500	1,500	1,500	1,500	9,000
Other (Funds 430, 431, 432)	310	-	-	-	-	-	-	-
Other (Other Agencies)	271	-	7,215	2,604	-	-	-	9,818
Other (Traffic Mitigation Fees)	735	-	-	135	-	-	-	135
Other (Traffic Impact Fees)	3,600	2,559	960	281	322	189	-	4,311
Subtotal	22,351	16,556	18,036	10,284	7,362	4,736	3,836	60,810
Capital Costs:								
Design	5,651	1,370	789	699	335	250	260	3,703
Right of Way	6,221	1,255	-	500	450	-	-	2,205
Construction	10,393	13,843	17,160	8,998	6,490	4,400	3,490	54,381
Long Term Debt	86	88	87	87	87	86	86	521
Subtotal	22,351	16,556	18,036	10,284	7,362	4,736	3,836	60,810
<i>* Amounts shown in thousands</i>								





Water Utility Projects 2011-2012



A - Fulmer Well Field Improvements	D - Lake Lanier Hills Booster Pump Station	Auburn City Limits
B - Well 1 Improvements	E - Lake Lanier Hills Reservoir 6	Parks
C - Academy Booster Pump Station	F - A Street NW Corridor	Water Features

0 1,000 2,000 3,000 4,000 5,000
FEET

Printed On: 10/07/10
Map ID: 3593

Information shown is for general reference purposes only and does not necessarily represent exact geographic or cartographic data as mapped. The City of Auburn makes no warranty as to its accuracy.

Water Utility Projects

Seventeen capital projects totaling \$18,825,400 and Long-term debt totaling \$1,306,600 are budgeted for 2011 and seven capital projects totaling \$3,951,250 and Long-term debt totaling \$1,328,750 are budgeted for 2012. The significant projects include the following:

- The Well 1 Improvements Project (\$1,400,000 in 2011 and \$1,300,000 in 2012) will provide hydro geologic evaluation of existing well conditions, rehabilitation or re-drilling of the well to maximum well production, and construction of building improvements to house chlorine disinfection equipment and an emergency generator. **(See Map – “B”)**
- The Intertie Infrastructure Project (\$490,000 in 2011) will construct two intertie infrastructures required for purchased water and for long term emergency interties.
- The Water Supply Charges Project (\$3,000,000 in 2011) will provide funding to purchase water from adjacent purveyors to meet projected demand.
- The Lakeland Hills Reservoir 6 Project (\$2,500,000 in 2011) will construct a second reservoir in the Lakeland Hills area to meet peak hour demand and fire protection. **(See Map – “E”)**
- The Lakeland Hills Booster Pump Station Project (\$2,032,000 in 2011) will construct a new booster pump station to replace the Janssen’s Addition pump station, to meet fire flow demands and provide emergency power. **(See Map – “D”)**
- The Academy Booster Pump Station Project (\$2,800,000 in 2011) will construct a new booster pump station to replace the Janssen’s Addition pump station, to meet fire flow demands and provide emergency power. **(See Map – “C”)**
- The Well 4 and Intertie Pump Station Improvements (\$700,000 in 2012) will construct a new building at the Well 4 site to house a diesel-fueled standby generator, new hypochlorite disinfection equipment, and restroom facilities.
- The SCADA Upgrades Project (\$2,034,900 in 2011 and \$350,000 in 2012) will upgrade the existing Supervisory Control and Data Acquisition (SCADA) system, also known as the Telemetry system, to replace obsolete components and allow for control of the water utilities facilities.
- The Fulmer Well Field Improvements Project (\$400,000 in 2011 and \$600,000 in 2012) will conduct an evaluation of the wells 2, 6 and 7 facilities and the Fulmer Field Corrosion Control Treatment Facility to assess the supply and treatment capacity of the existing facilities and infrastructure. The evaluation will include an assessment of individual and total well supply capacities, a review of the treatment facility operating and control parameters, and recommendations for facility and control improvements based on the evaluation. **(See Map – “A”)**
- The Deduct Meter Replacement Project (\$300,000 in 2011) will replace meters, associated piping and surface restoration at high volume services where domestic water is currently used for irrigation purposes.
- The A Street NW Corridor Project (\$350,000 in 2011) will construct water system improvements in conjunction with the new arterial street corridor of A Street NW between 14th Street NW and 3rd Street NW. **(See Map – “F”)**
- The 2009 AC Main Replacement Project (\$1,020,000 in 2011) will replace existing asbestos cement water main with ductile iron pipe and associated appurtenances in the Lea Hill service area.

Project Name: Well 1 Improvements								
Project No: cp0915			Capacity Project: YES			Anticipated Year of Completion: 2011		
Hydrogeologic evaluation of existing well conditions, rehabilitation or re-drilling of the well to maximum well production, and construction of building improvements to house chlorine disinfection equipment and an emergency generator.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund	121	1,400	1,300					2,700
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	121	1,400	1,300	-	-	-	-	2,700
Capital Costs:								
Design	121	200						200
Right of Way			100					100
Construction	-	1,200	1,200					2,400
Subtotal	121	1,400	1,300	-	-	-	-	2,700
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Intertie Infrastructure								
Project No: cp1011			Capacity Project: YES			Anticipated Year of Completion: 2011		
Construction of two intertie infrastructures required for purchased water and for long term emergency interties.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund	600	490						490
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	600	490	-	-	-	-	-	490
Capital Costs:								
Design	105	80						80
Right of Way								-
Construction	495	410						410
Subtotal	600	490	-	-	-	-	-	490
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Water Supply Charges								
Project No: cpxxxx			Capacity Project: YES			Anticipated Year of Completion: 2011		
Financing to purchase water from adjacent purveyors to meet projected demand.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund								-
Bond Proceeds		3,000						3,000
State								-
Local								-
REET								-
Other								-
Subtotal	-	3,000	-	-	-	-	-	3,000
Capital Costs:								
Water Supply Charges		3,000						3,000
Right of Way								-
Construction								-
Subtotal	-	3,000	-	-	-	-	-	3,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Lakeland Hills Reservoir 6								
Project No: cp1006			Capacity Project: NO			Anticipated Year of Completion: 2011		
Construct a second reservoir in the Lakeland Hills area to meet peak hour demand and fire demand.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund	215							-
Bond Proceeds		2,500						2,500
State								-
Local								-
REET								-
Other								-
Subtotal	215	2,500	-	-	-	-	-	2,500
Capital Costs:								
Design	215	142						142
Right of Way								-
Construction		2,358						2,358
Subtotal	215	2,500	-	-	-	-	-	2,500
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Lakeland Hills Booster Pump Station								
Project No: cp0909			Capacity Project: NO			Anticipated Year of Completion: 2012		
Construct a new Lakeland Hills station to replace the Janssen's Addition pump station, to meet fire flow demands and provide emergency power.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund	349							-
Bond Proceeds	300	2,032						2,032
State								-
Local								-
REET								-
Other								-
Subtotal	649	2,032	-	-	-	-	-	2,032
Capital Costs:								
Design	394							-
Right of Way								-
Construction	255	2,032						2,032
Subtotal	649	2,032	-	-	-	-	-	2,032
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Academy Booster Pump Station								
Project No: cp0909			Capacity Project: NO			Anticipated Year of Completion: 2012		
Construct a new Academy station to replace the Janssen's Addition pump station, to meet fire flow demands and provide emergency power.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund	314	2,300						2,300
Bond Proceeds		500						500
State								-
Local								-
REET								-
Other								-
Subtotal	314	2,800	-	-	-	-	-	2,800
Capital Costs:								
Design	314	300						300
Right of Way								-
Construction		2,500						2,500
Subtotal	314	2,800	-	-	-	-	-	2,800
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Well 4 and Intertie Pump Station Improvements								
Project No: c512a0		Capacity Project: NO			Anticipated Year of Completion: 2011			
Construct a new building at the Well 4 site to house a diesel-fueled standby generator, new hypochlorite disinfection equipment, and restroom facilities accessible from inside and outside the building. Determine the cost and feasibility of installing standby power to the Lea Hill Booster Pump Station.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund	7	700						700
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<i>Subtotal</i>	<i>7</i>	<i>700</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>700</i>
Capital Costs:								
Design	7	100						100
Right of Way								-
Construction		600						600
<i>Subtotal</i>	<i>7</i>	<i>700</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>700</i>
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Street Utility Improvements								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: Beyond 2016			
Water main improvements in coordination with SOS and general arterial street improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund	50	100	100	200	200	200	200	1,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<i>Subtotal</i>	<i>50</i>	<i>100</i>	<i>100</i>	<i>200</i>	<i>200</i>	<i>200</i>	<i>200</i>	<i>1,000</i>
Capital Costs:								
Design	50	15	15	20	20	20	20	110
Right of Way								-
Construction	-	85	85	180	180	180	180	890
<i>Subtotal</i>	<i>50</i>	<i>100</i>	<i>100</i>	<i>200</i>	<i>200</i>	<i>200</i>	<i>200</i>	<i>1,000</i>
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Water Resources Protection Program								
Project No: c10130		Capacity Project: NO			Anticipated Year of Completion: Beyond 2016			
Implement strategies identified in the Wellhead Protection Program to protect City water sources.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund	36	22	22	23	24	25	25	141
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<i>Subtotal</i>	<i>36</i>	<i>22</i>	<i>22</i>	<i>23</i>	<i>24</i>	<i>25</i>	<i>25</i>	<i>141</i>
Capital Costs:								
Design	36							-
Right of Way								-
Construction		22	22	23	24	25	25	141
<i>Subtotal</i>	<i>36</i>	<i>22</i>	<i>22</i>	<i>23</i>	<i>24</i>	<i>25</i>	<i>25</i>	<i>141</i>
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Annual Reservoir Repair & Replacement Program								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: Beyond 2016			
Perform reservoir maintenance such evaluation of facility condition and installation sample ports and seismic isolation valves on inlet/outlet piping.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund		50	50	56	58	60	62	336
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	50	50	56	58	60	62	336
Capital Costs:								
Design		10	10	9	10	10	11	60
Right of Way								-
Construction		40	40	47	48	50	51	276
Subtotal	-	50	50	56	58	60	62	336
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: SCADA Upgrades								
Project No: c524a0		Capacity Project: NO			Anticipated Year of Completion: 2012			
Upgrade the existing Supervisory Control and Data Acquisition (SCADA) system, also known as the Telemetry system, to replace obsolete components and allow for control of the water utility facilities.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund	371	885	350					1,235
Bond Proceeds		1,150						1,150
State								-
Local								-
REET								-
Other								-
Subtotal	371	2,035	350	-	-	-	-	2,385
Capital Costs:								
Design	139							-
Right of Way								-
Construction	232	2,035	350					2,385
Subtotal	371	2,035	350	-	-	-	-	2,385
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Fulmer Well Field Improvements								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: 2012			
Conduct an evaluation of the Wells 2, 6 and 7 facilities and the Fulmer Field Corrosion Control Treatment Facility to assess the supply and treatment capacity of the existing facilities and infrastructure. The evaluation will include an assessment of individual and total well supply capacities, a review of the treatment facility operating and control parameters, and recommendations for facility and control improvements based on the evaluation.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund		400	600					1,000
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	400	600	-	-	-	-	1,000
Capital Costs:								
Design		100						100
Right of Way								-
Construction		300	600					900
Subtotal	-	400	600	-	-	-	-	1,000
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: M Street Grade Separation								
Project No: c201a0			Capacity Project: NO			Anticipated Year of Completion: 2011		
Construct distribution system improvements identified in the 2009 Comprehensive Water Plan Capital Improvements Program in conjunction with the M Street Grade Separation project.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund		120						120
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	120	-	-	-	-	-	120
Capital Costs:								
Design								-
Right of Way								-
Construction		120						120
Subtotal	-	120	-	-	-	-	-	120
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Lea Hill PRV Station Improvements								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2011		
Replace pressure reducing valve stations in the Lea Hill area.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund	-	200	200					400
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	200	200	-	-	-	-	400
Capital Costs:								
Design	-	70						70
Right of Way								-
Construction	-	130	200					330
Subtotal	-	200	200	-	-	-	-	400
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

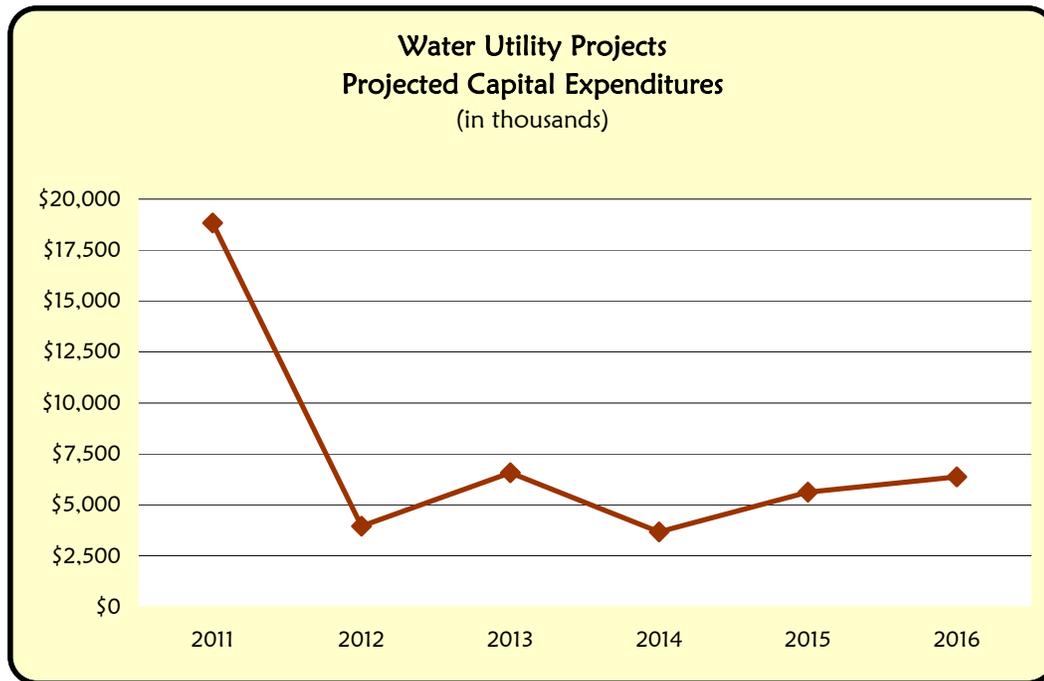
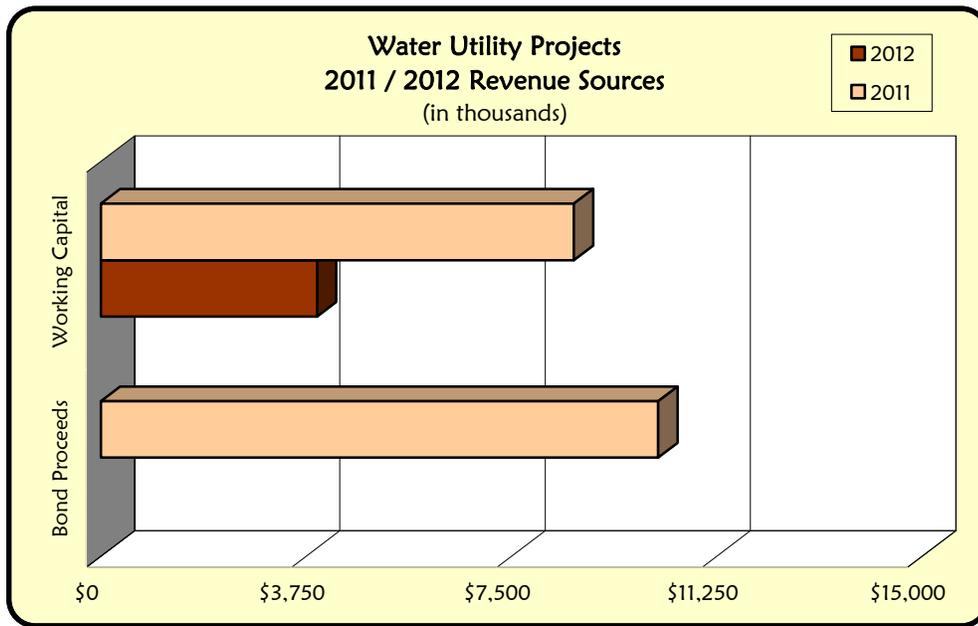
Project Name: Deduct Meter Replacement Project								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2011		
Replace meters, associated piping and surface restoration at high volume services where domestic water is currently used for irrigation purposes.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund	-	300						300
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	300	-	-	-	-	-	300
Capital Costs:								
Design	-	50						50
Right of Way								-
Construction	-	250						250
Subtotal	-	300	-	-	-	-	-	300
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: A Street NW Corridor								
Project No: c207a0			Capacity Project: NO			Anticipated Year of Completion: 2011		
Construct water system improvements in conjunction with the new arterial street corridor of A Street NW between 14th Street NW and 3rd Street NW.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund	50	350						350
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<i>Subtotal</i>	50	350	-	-	-	-	-	350
Capital Costs:								
Design	50							-
Right of Way								-
Construction		350						350
<i>Subtotal</i>	50	350	-	-	-	-	-	350
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

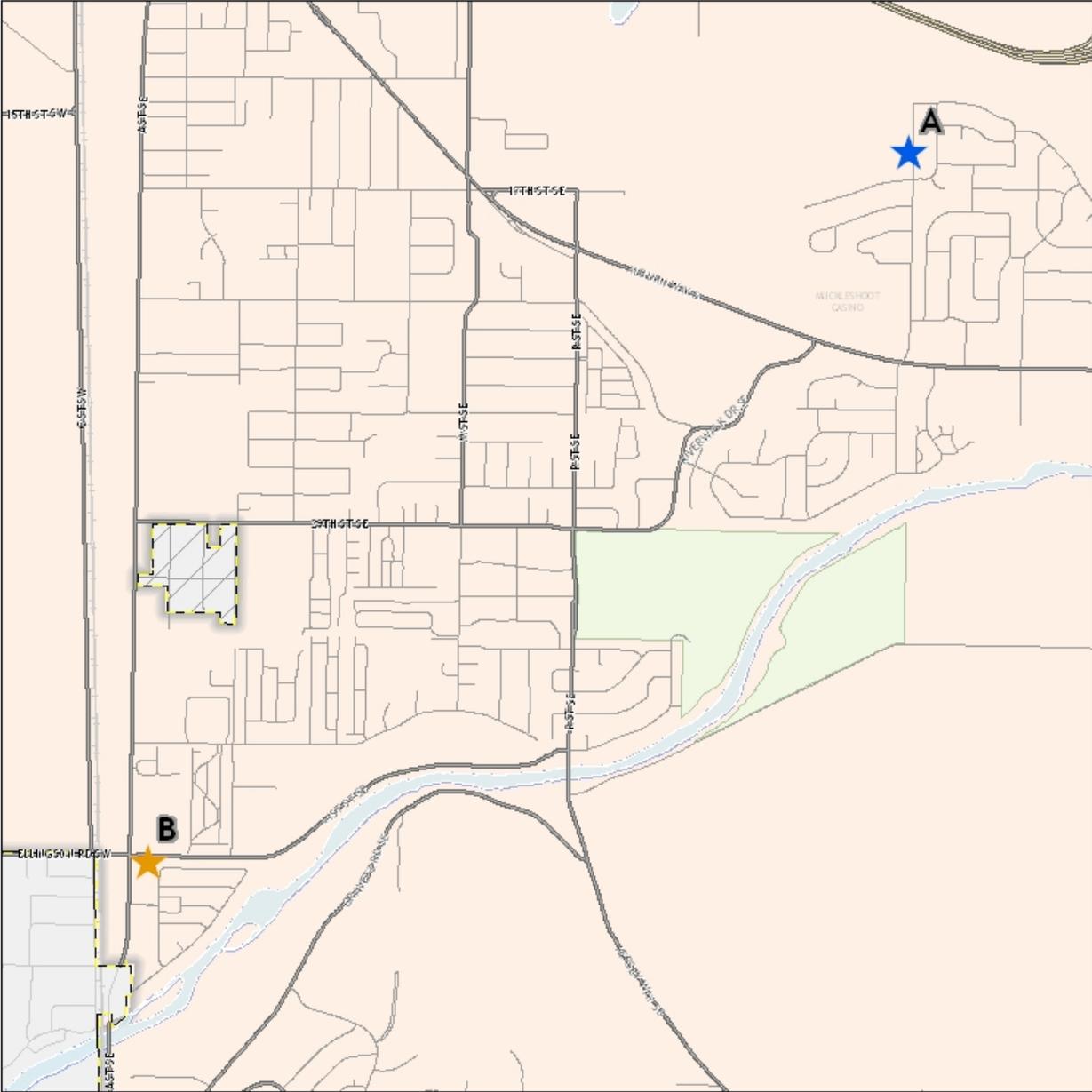
2009 AC Main Replacement								
Project No: cp0920			Capacity Project: NO			Anticipated Year of Completion: 2011		
Replace existing asbestos cement water main with ductile iron pipe and associated appurtenances along streets in the Lea Hill service area.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund	67	20						20
Bond Proceeds		1,000						1,000
State								-
Local								-
REET								-
Other								-
<i>Subtotal</i>	67	1,020	-	-	-	-	-	1,020
Capital Costs:								
Design	67							-
Right of Way								-
Construction		1,020						1,020
<i>Subtotal</i>	67	1,020	-	-	-	-	-	1,020
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Water Long-term Debt Service								
Project No:			Capacity Project: NO			Anticipated Year of Completion: Beyond 2016		
Construct water system improvements in conjunction with the new arterial street corridor of A Street NW between 14th Street NW and 3rd Street NW.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund		1,307	1,329	1,400	1,396	1,393	1,390	8,215
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<i>Subtotal</i>		1,307	1,329	1,400	1,396	1,393	1,390	8,215
Capital Costs:								
Design								-
Right of Way								-
Long-term Debt Service		1,307	1,329	1,400	1,396	1,393	1,390	8,215
<i>Subtotal</i>		1,307	1,329	1,400	1,396	1,393	1,390	8,215
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

TOTAL CAPITAL COSTS and FUNDING SOURCES - WATER								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Water Fund	2,180	8,644	3,951	1,679	1,678	1,678	1,677	19,307
Bond Proceeds	300	10,182	-	-	-	-	-	10,182
State	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Subtotal	2,480	18,826	3,951	1,679	1,678	1,678	1,677	29,489
Capital Costs:								
Design	1,498	1,067	25	29	30	30	31	1,212
Water Supply Charges	-	3,000	-	-	-	-	-	3,000
Right of Way	-	-	100	-	-	-	-	100
Construction	982	13,452	2,497	250	252	255	256	16,962
Long-term Debt Service	-	1,307	1,329	1,400	1,396	1,393	1,390	8,215
Subtotal	2,480	18,826	3,951	1,679	1,678	1,678	1,677	29,489
<i>* Amounts shown in thousands</i>								



Sanitary Sewer Utility Projects 2011-2012



0 600 1,200 1,800 2,400 3,000
FEET

Printed On: 10/07/10
Map ID: 3594

Information shown is for general reference purposes only and does not necessarily represent exact geographic or cartographic data as mapped. The City of Auburn makes no warranty as to its accuracy.

- ★ A - Dogwood Pump Station Replacement
- ★ B - Ellingson Pump Station Replacement
- ▭ Parks
- ▭ Water Features
- ▭ Auburn City Limits

Sanitary Sewer Projects

Seven capital projects totaling \$6,506,600 and Long-term debt totaling \$561,460 are budgeted for 2011 and four capital projects totaling \$1,232,900 and Long-term debt totaling \$570,230 are budgeted for 2012. The significant projects include the following:

- The Sanitary Sewer Replacement Program (\$1,020,100 in 2011 and \$590,100 in 2012) is an annual program for the repair and replacement of broken sewer mains and facilities. Additionally, system improvements which enhance the ability to maintain services are included.
- The Street Utility Improvements Project (\$115,000 in both 2011 and 2012) will replace sewer lines in coordination with SOS and arterial street improvements.
- The Power Generators Project (\$318,300 in 2011 and \$327,800 in 2012) will provide back-up power for all sewer pump stations.
- The Lea Hill Pump Station Decommissioning Project (\$469,700 in 2011) will allow two existing wastewater pump stations to be decommissioned.
- The SCADA Upgrade Project (\$1,000,000 in 2011 and \$200,000 in 2012) will upgrade the existing Supervisory Control and Data Acquisition (SCADA), also known as the Telemetry system, to replace obsolete components.
- The Ellingson and Dogwood Pump Station Replacement Projects (\$2,798,400 in 2011) will replace the Ellingson and Dogwood Pump Stations. **(See Map – “B” Ellingson and “A” Dogwood)**
- The 2009-2010 Sanitary Sewer Repair & Replacement Project (\$785,100 in 2011) will replace or repair existing sewer lines and manholes that are identified as defective. The projects include small project sites located throughout the City’s sewer service area.

Project Name: Sanitary Sewer Repair & Replacement								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: Beyond 2016			
Repair and replace broken sewer mains and other facilities. These lines will be identified through television inspection and routine cleaning. This particular program includes proposed projects which do not have an approved Project Management Plan, or are not associated with the SOS or other transportation improvements. Anticipated projects include bi-annual, stand-alone, repair and replacement projects for sewer lines which are broken, misaligned, "bellied" or otherwise require an inordinate amount of maintenance effort or present a risk of backup or trench failure. Additionally, system improvements which enhance the ability to maintain service are included here.								
Funding Sources:	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Sewer Fund	2,379	1,020	590	1,891	2,724	1,480	1,680	9,385
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	2,379	1,020	590	1,891	2,724	1,480	1,680	9,385
Capital Costs:								
Design	434	198	88	284	408	222	252	1,452
Right of Way								-
Construction	1,945	822	502	1,607	2,316	1,258	1,428	7,933
Subtotal	2,379	1,020	590	1,891	2,724	1,480	1,680	9,385
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Street Utility Improvements								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: Beyond 2016			
Sewer line replacement in coordination with SOS and Arterial improvements.								
Funding Sources:	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Sewer Fund	200	115	115	115	115	115	115	690
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	200	115	115	115	115	115	115	690
Capital Costs:								
Design	30	15	15	15	15	15	15	90
Right of Way								-
Construction	170	100	100	100	100	100	100	600
Subtotal	200	115	115	115	115	115	115	690
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Power Generators								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: 2013			
The purpose of this program is to systematically install backup power for all of Auburn's sewer pump stations. Installation at individual stations may be separate projects, may be in conjunction with other upgrades to the pump station, or may be included with another City project.								
Funding Sources:	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Sewer Fund	309	318	328	338				984
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	309	318	328	338	-	-	-	984
Capital Costs:								
Design	50	50	50	50				150
Right of Way	50	50	50	50				150
Construction	209	218	228	238				684
Subtotal	309	318	328	338	-	-	-	984
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: 2011		
This project allows two existing City wastewater pump stations (Rainier Shadows and White Mountain Trails) to be decommissioned. Phase 1 (CP0724) is complete and extended gravity sewer lines from the existing pump stations towards the Verdana Pump Station. Phase 2 (CP0756) will complete the connections to the Verdana Pump Station and decommission the Rainier Shadows and White Mountain Trails pump stations. The Verdana Pump Station has been designed to pump sewage from the two existing stations as well as the new Verdana (aka "Bridges") development.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Sewer Fund	892	80						80
Federal								-
Bond Proceeds		390						390
Local								-
REET								-
Other								-
Subtotal	892	470	-	-	-	-	-	470
Capital Costs:								
Design	61							-
Right of Way								-
Construction	831	470						470
Subtotal	892	470	-	-	-	-	-	470
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

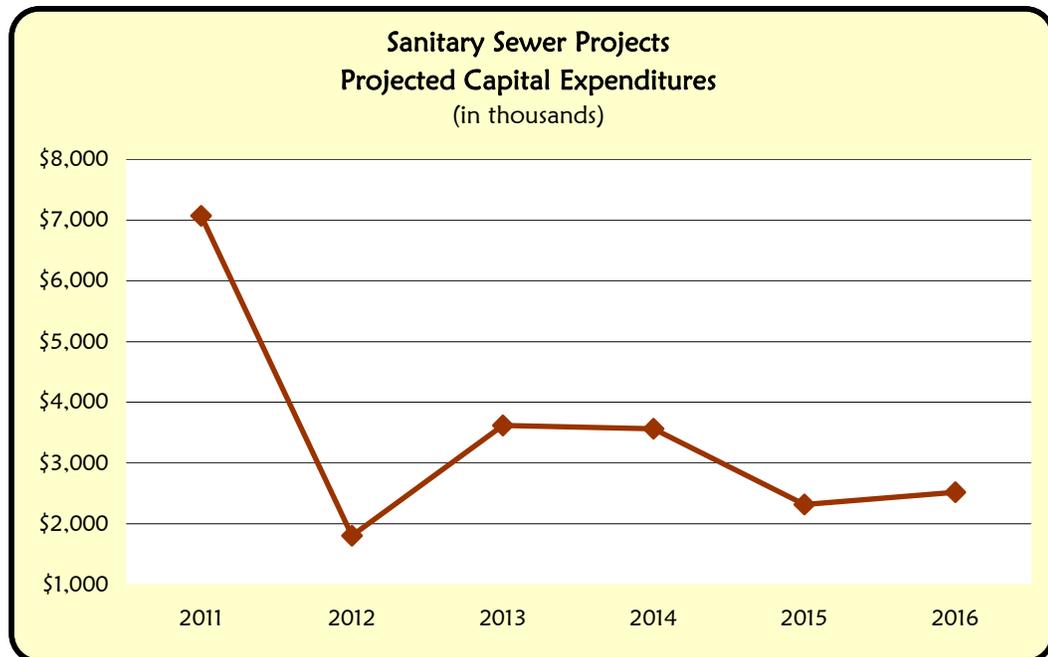
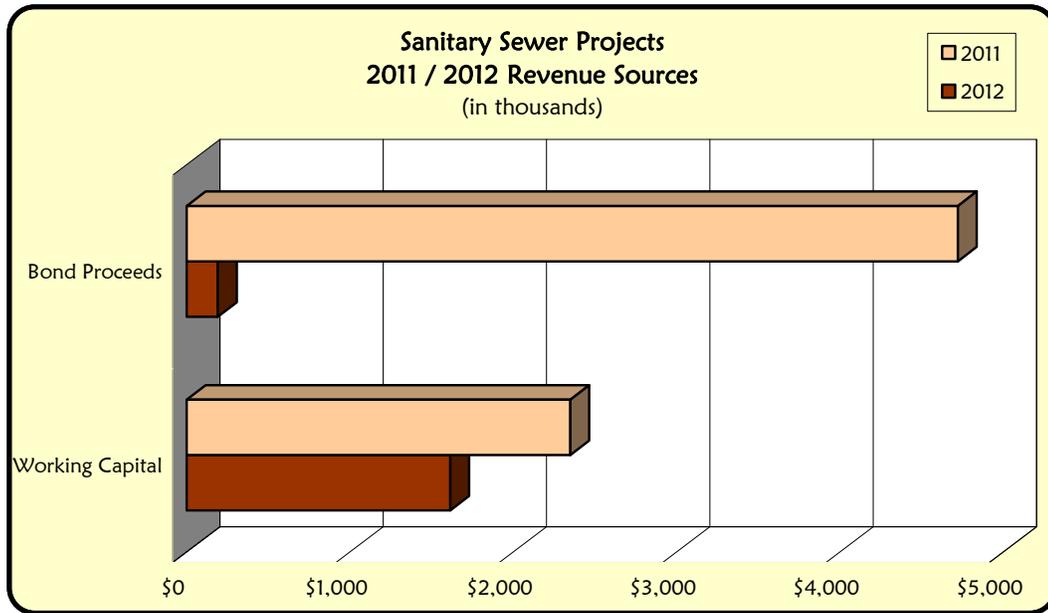
Project Name: SCADA System Upgrades								
Project No: c524a0			Capacity Project: NO			Anticipated Year of Completion: 2012		
The Supervisory Control and Data Acquisition (SCADA also known as the "Telemetry" system) is in need of upgrading. The existing system, based on an independent SCADA Assessment Study and the vulnerability study, has numerous obsolete components and does not allow control of the Sewer and Storm Utility stations. The new system will utilize an open architecture so the City is no longer reliant on one vendor for repairs and maintenance.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Sewer Fund	670		10					10
Federal								-
Bond Proceeds		1,000	190					1,190
Local								-
REET								-
Other								-
Subtotal	670	1,000	200	-	-	-	-	1,200
Capital Costs:								
Design	431							-
Right of Way								-
Construction	239	1,000	200					1,200
Subtotal	670	1,000	200	-	-	-	-	1,200
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Ellingson & Dogwood Pump Station Replacement								
Project No: cp0817			Capacity Project: NO			Anticipated Year of Completion: 2011		
Project to replace the Ellingson and Dogwood Pump Stations.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Sewer Fund	1,908	230						230
Federal								-
Bond Proceeds		2,568						2,568
Local								-
REET								-
Other								-
Subtotal	1,908	2,798	-	-	-	-	-	2,798
Capital Costs:								
Design	1,026							-
Right of Way	50							-
Construction	832	2,798						2,798
Subtotal	1,908	2,798	-	-	-	-	-	2,798
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

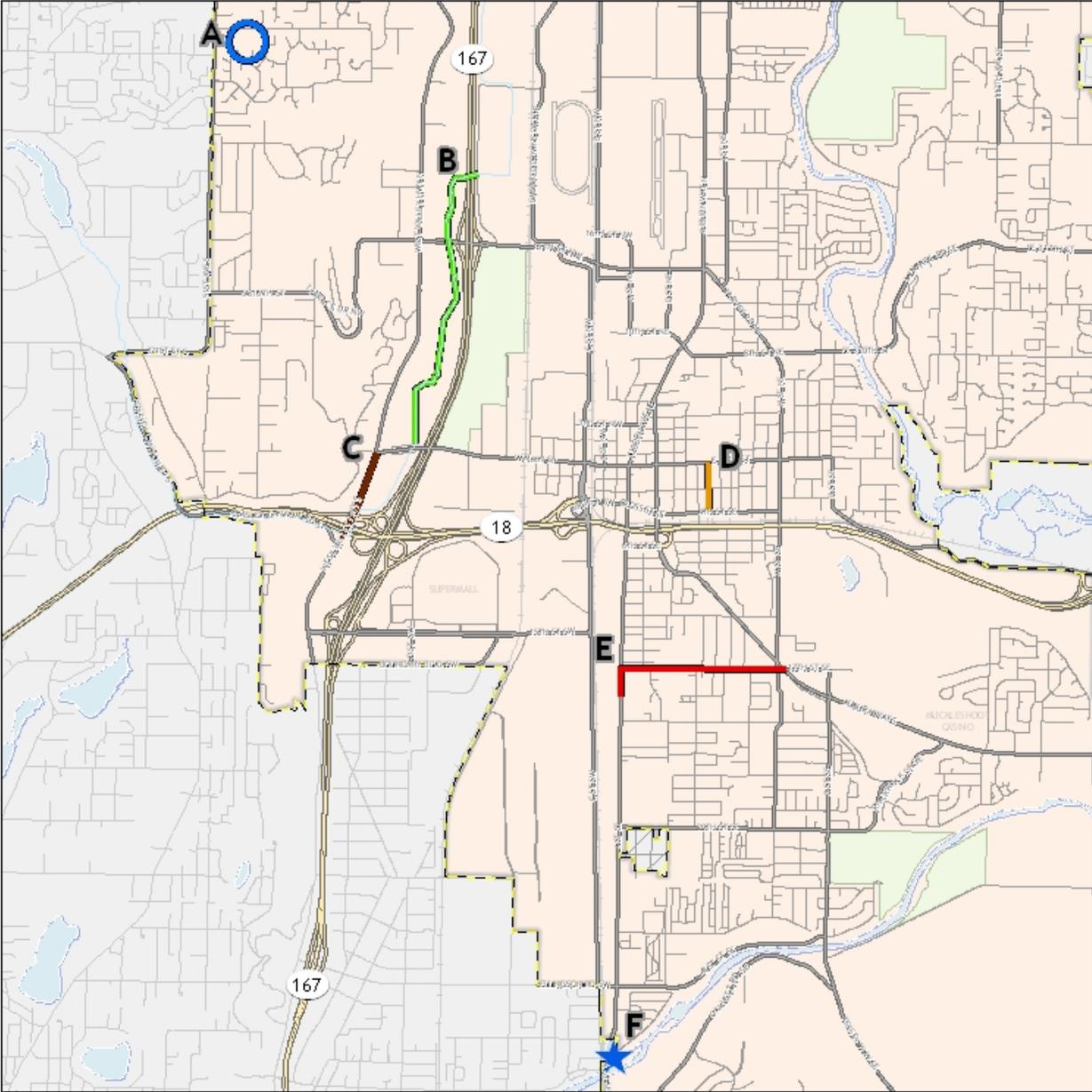
Project Name: 2009 - 2010 Sanitary Sewer & Replacement								
cp0921	Capacity Project:		NO	Anticipated Year of Completion:			2011	
Replace or repair existing sewer main lines and manholes that are identified as defective. The project includes small project sites located throughout the City's sewer service area.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Sewer Fund	115	23						23
Federal								-
Bond Proceeds		762						762
Local								-
REET								-
Other								-
Subtotal	115	785	-	-	-	-	-	785
Capital Costs:								
Design	115	35						35
Right of Way								-
Construction		750						750
Subtotal	115	785	-	-	-	-	-	785
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Sewer Long-term Debt Service								
cpxxxx	Capacity Project:		NO	Anticipated Year of Completion:			Beyond 2016	
Funding allocated to pay for long-term debt 2011 through 2016 includes; PW-04-691-001 Auburn Way South Sanitary Sewer Replacement (\$684,300), PW-06962-003 Auburn Way South Sanitary Replacement (\$1,155,600 and 2010 Bond Revenue (\$2,190,850).								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Sewer Fund	308	562	570	727	725	724	723	4,031
Federal								-
Bond Proceeds								-
Local								-
REET								-
Other								-
Subtotal	308	562	570	727	725	724	723	4,031
Capital Costs:								
Design								-
Right of Way								-
Long-term Debt	308	562	570	727	725	724	723	4,031
Subtotal	308	562	570	727	725	724	723	4,031
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

TOTAL CAPITAL COSTS and FUNDING SOURCES - SEWER								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Sewer Fund	6,781	2,348	1,613	3,071	3,564	2,319	2,518	15,433
Federal	-	-	-	-	-	-	-	-
Bond Proceeds	-	4,720	190	-	-	-	-	4,910
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Subtotal	6,781	7,068	1,803	3,071	3,564	2,319	2,518	20,343
Capital Costs:								
Design	2,147	298	153	349	423	237	267	1,727
Right of Way	100	50	50	50	-	-	-	150
Construction	4,226	6,158	1,030	1,945	2,416	1,358	1,528	14,435
Long-term Debt	308	562	570	727	725	724	723	4,031
Subtotal	6,781	7,068	1,803	3,071	3,564	2,319	2,518	20,343
* Amounts shown in thousands								



Storm Drainage Utility Project 2011-2012



A - S 296th Street Pond Expansion	F - White River Storm Pump Station Replacement	 0 1,000 2,000 3,000 4,000 5,000 FEET
B - Mill Creek Wetland 5K Restoration	Auburn City Limits	
C - West Valley Highway Improvements	Parks	Printed On: 10/07/10 Map ID: 3603
D - Bypass at 2nd and G Street SE	Water Features	
E - Auburn Way South Flooding Phase 1 & 2		Information shown is for general reference purposes only and does not necessarily represent exact geographic or cartographic data as mapped. The City of Auburn makes no warranty as to its accuracy.

Storm Drainage Projects

Ten capital projects totaling \$7,158,200 and Long-term Debt totaling \$307,600 are budgeted for 2011 and six capital projects totaling \$2,268,500 and Long-term Debt totaling \$316,910 are budgeted for 2012. The most significant projects are as follows:

- The S 296th Street Pond Expansion, Phase 1 & 2 Project (\$600,000 in 2011) will include phase 1 - to expand the current detention capacity from 4 ac-ft to 8 ac-ft of storage and phase 2 – to further expand the capacity to 15 ac-ft of storage. **(See Map – “A”)**
- The Port of Seattle Mitigation Project (\$100,000 in 2011 and \$500,000 in 2012) will include future I Street NE improvements.
- The SCADA Upgrades Project (\$458,000 in 2011 and \$200,000 in 2012) will upgrade the existing Supervisory Control and Data Acquisition (SCADA) system; also known as the Telemetry system, to replace obsolete components.
- The White River Storm Pump Station Replacement Project (\$2,650,000 in 2011) consists of replacing the existing stormwater pump station to address structural and safety concerns. **(See Map – “F”)**
- The Pipeline Repair and Replacement Project (\$650,000 in 2011 and 2012) will include projects identified as those requiring replacement of existing infrastructure. These projects support street repairs and other utility replacement programs requiring coordination.
- The Auburn Way S Flooding, Phase 1 & 2 Project (\$1,638,000 in 2011) will construct conveyance improvements to 17th Street SE as part of the Metro Realignment project. The project will replace conveyance line from A Street SE to K Street SE and add an additional 7 ac-ft of storage within the existing A Street SE detention pond. **(See Map – “E”)**
- The Street Utility Improvements Project (\$112,200 in 2011 and \$118,500 in 2012) will include storm drainage conveyance improvements in coordination with SOS and arterial street improvements.
- The West Valley Highway Improvements Project (\$800,000 in 2011) consists of storm drainage improvements associated with the West Valley Highway street project. **(See Map – “C”)**
- The Mill Creek Wetland 5K Restoration Project (\$750,000 in 2012) is a restoration project that includes invasive species removal, stream channel restoration for improved conveyance and habitat, and native plantings along Mill Creek between Main Street and stream crossing at SR 167. **(See Map – “B”)**

Project Name: S 296th Street Pond Expansion, Phase 1 & 2								
Project No: cp1013			Capacity Project: YES			Anticipated Year of Completion: 2015		
Phase I of this project will expand the current detention capacity from 4 ac-ft to 8 ac-ft of storage. Phase II will further expand the capacity to 15 ac-ft of storage.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Storm Drainage Fund	74	600				1,171		1,771
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	74	600	-	-	-	1,171	-	1,771
Capital Costs:								
Design	74					100		100
Right of Way						150		150
Construction		600				921		1,521
Subtotal	74	600	-	-	-	1,171	-	1,771
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Bry's Cove Expansion, Phase 1 & 2								
Project No: cp1013			Capacity Project: YES			Anticipated Year of Completion: 2014		
Phase I of this project will expand the current detention capacity from 0 ac-ft to 1 ac-ft of storage. Phase II will further expand the capacity to 2.3 ac-ft of storage.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Storm Drainage Fund	44	100			445			545
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	44	100	-	-	445	-	-	545
Capital Costs:								
Design	44				75			75
Right of Way								-
Construction		100			370			470
Subtotal	44	100	-	-	445	-	-	545
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Port of Seattle Mitigation Project								
Project No: cpxxxx			Capacity Project: YES			Anticipated Year of Completion: 2012		
Unidentified Project for future I St NE Improvement. Project initiated through Port of Seattle agreement.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Storm Drainage Fund								-
Bond Proceeds								-
State								-
Local								-
REET								-
Other (Other Agency)		100	500					600
Subtotal	-	100	500	-	-	-	-	600
Capital Costs:								
Design		100						100
Right of Way								-
Construction			500					500
Subtotal	-	100	500	-	-	-	-	600
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: 2012		
The Supervisory Control and Data Acquisition (SCADA also known as the "Telemetry" system) is in need of upgrading. The existing system, based on an independent SCADA Assessment Study and the vulnerability study, has numerous obsolete components and does not allow control of the Sewer and Storm Utility stations. The new system will utilize an open architecture so the City is no longer reliant on one vendor for repairs and maintenance.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Storm Drainage Fund	102							-
Bond Proceeds		458	200					658
State								-
Local								-
REET								-
Other								-
Subtotal	102	458	200	-	-	-	-	658
Capital Costs:								
Design	102							-
Right of Way								-
Construction		458	200					658
Subtotal	102	458	200	-	-	-	-	658
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: White River Pump Station Replacement								
Project No: cp0817			Capacity Project: NO			Anticipated Year of Completion: 2011		
The existing storm water pumping station built in 1981, is in need of replacement. A recent conditions assessment of all five storm water pumping stations indicates that this building is in very poor condition and should be demolished. The current pumping capacity is marginal to meet the pumping demand. 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	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Storm Drainage Fund	556							-
Bond Proceeds		2,650						2,650
State								-
Local								-
REET								-
Other								-
Subtotal	556	2,650	-	-	-	-	-	2,650
Capital Costs:								
Design	556							-
Right of Way								-
Construction		2,650						2,650
Subtotal	556	2,650	-	-	-	-	-	2,650
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Pipeline Repair & Replacement Program								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: Beyond 2016		
Projects identified as those requiring replacement of existing infrastructure. These projects support street repairs and other utility replacement programs, requiring coordination.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Storm Drainage Fund	680	650	650	450	464	478	492	3,184
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	680	650	650	450	464	478	492	3,184
Capital Costs:								
Design	318	100	100	50	50	50	50	400
Right of Way								-
Construction	362	550	550	400	414	428	442	2,784
Subtotal	680	650	650	450	464	478	492	3,184
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburn Way South Flooding, Phase 1 & 2								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: 2011			
Construct conveyance improvement to 17th Street SE as part of Metro realignment project. Replace existing conveyance line from A Street SE to K Street SE and add an additional 7 ac-ft of storage within the existing A Street SE detention pond.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Storm Drainage Fund	484	1,638						1,638
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<i>Subtotal</i>	484	1,638	-	-	-	-	-	1,638
Capital Costs:								
Design	73	246						246
Right of Way								-
Construction	411	1,392						1,392
<i>Subtotal</i>	484	1,638	-	-	-	-	-	1,638
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Street Utility Improvements								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: Beyond 2016			
Storm drainage conveyance improvements in coordination with Arterial and SOS improvements. Approximately 10,780 linear feet in 2009 - 2010.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Storm Drainage Fund	250	112	119	225	232	239	246	1,173
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
<i>Subtotal</i>	250	112	119	225	232	239	246	1,173
Capital Costs:								
Design	50	25	25	50	50	50	50	250
Right of Way								-
Construction	200	87	94	175	182	189	196	923
<i>Subtotal</i>	250	112	119	225	232	239	246	1,173
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

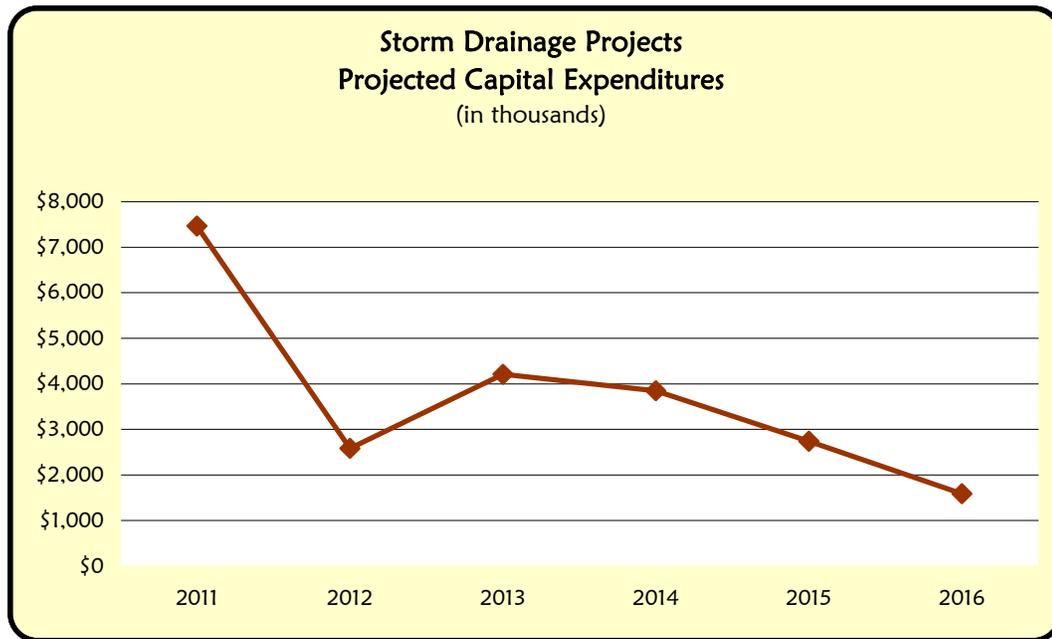
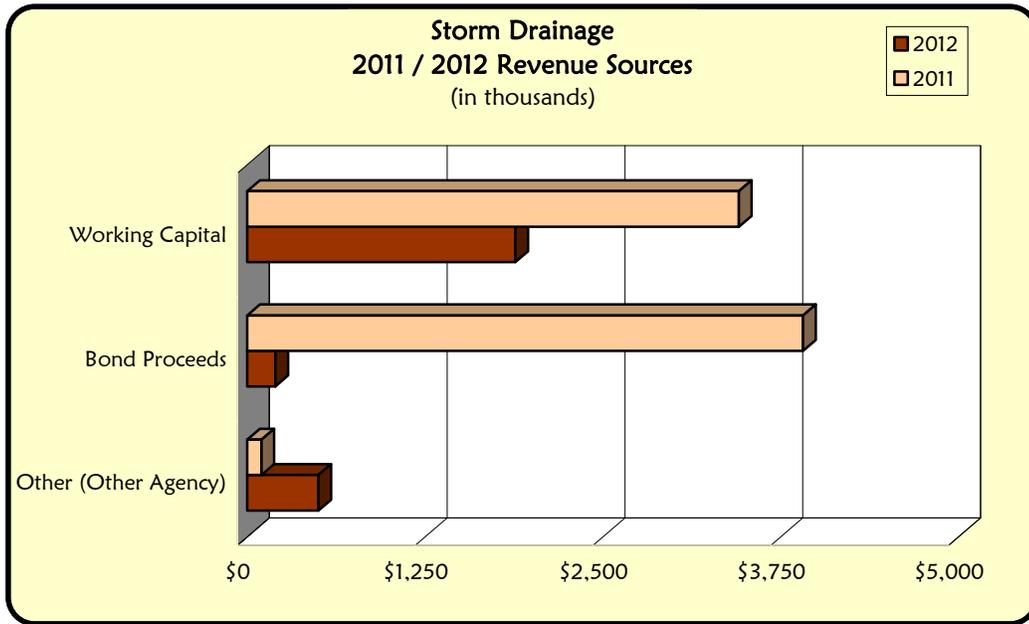
Project Name: West Valley Highway Improvements								
Project No: cp0916		Capacity Project: NO			Anticipated Year of Completion: 2011			
Storm Drainage improvements associated with Street project.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Storm Drainage Fund			-					-
Bond Proceeds		800						800
State								-
Local								-
REET								-
Other								-
<i>Subtotal</i>	-	800	-	-	-	-	-	800
Capital Costs:								
Design		100						100
Right of Way								-
Construction		700						700
<i>Subtotal</i>	-	800	-	-	-	-	-	800
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Brannan Park Pump Station Relocation								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2012		
Relocation of the existing Brannan Park Pump Station and treatment swale to accommodate the Reddington Levee Relocation project by King County. The project will include rerouting of conveyance facilities to route to the relocated pump station on the Christa Ministries property.								
	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Funding Sources:								
Storm Drainage Fund		50	50					100
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	50	50	-	-	-	-	100
Capital Costs:								
Design		50	50					100
Right of Way								-
Construction								-
Subtotal	-	50	50	-	-	-	-	100
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

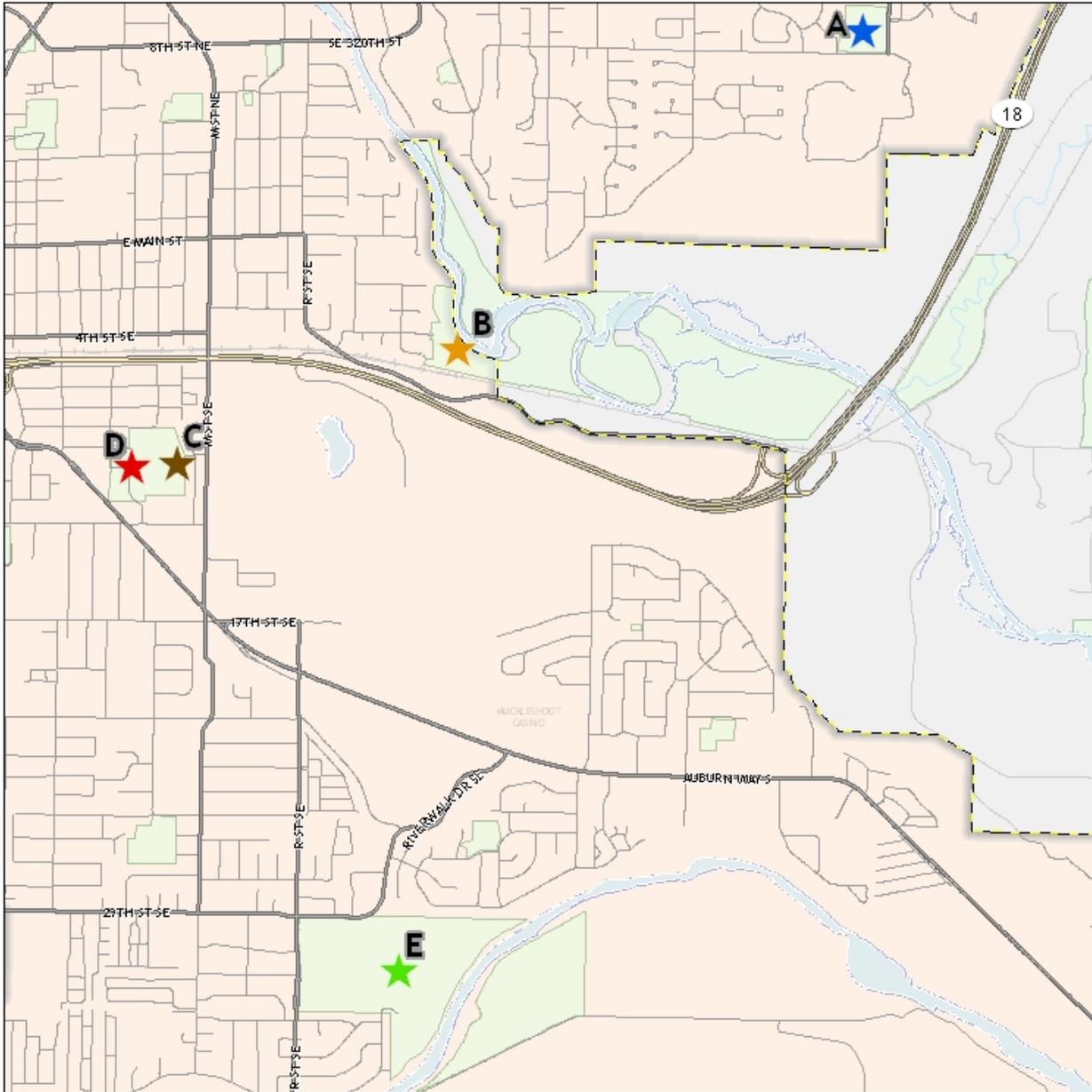
Project Name: Mill Creek Wetland 5K Restoration								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2012		
Stream restoration project that includes invasive species removal, stream channel restoration for improved conveyance and habitat, and native plantings along Mill Creek between Main Street and stream crossing at SR 167. Project includes design evaluation and potential capacity improvements at the 15th Street NW road culvert for Mill Creek.								
	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Funding Sources:								
Storm Drainage Fund			750					750
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	-	750	-	-	-	-	750
Capital Costs:								
Design								-
Right of Way								-
Construction			750					750
Subtotal	-	-	750	-	-	-	-	750
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Storm Long-term Debt Service								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: Beyond 2016		
Funding allocated to pay for long-term debt 2011 - 2016 is as follows:								
2005 Bond Revenue \$582,060								2010
Revenue Bond \$1,446,600								
	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Funding Sources:								
Storm Drainage Fund		308	317	351	351	351	351	2,029
Bond Proceeds								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	308	317	351	351	351	351	2,029
Capital Costs:								
Design								-
Right of Way								-
Long-term Debt		308	317	351	351	351	351	2,029
Subtotal	-	308	317	351	351	351	351	2,029
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

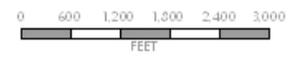
TOTAL CAPITAL COSTS and FUNDING SOURCES - STORM DRAINAGE								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Storm Drainage Fund	2,190	3,458	1,886	1,026	1,492	2,239	1,089	11,190
Bond Proceeds	-	3,908	200	-	-	-	-	4,108
State	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-
Other	-	100	500	-	-	-	-	600
<i>Subtotal</i>	2,190	7,466	2,586	1,026	1,492	2,239	1,089	15,898
Capital Costs:								
Design	1,217	621	175	100	175	200	100	1,371
Right of Way	-	-	-	-	-	150	-	150
Construction	973	6,537	2,094	575	966	1,538	638	12,348
Long-Term Debt	-	308	317	351	351	351	351	2,029
<i>Subtotal</i>	2,190	7,466	2,586	1,026	1,492	2,239	1,089	15,898
<i>* Amounts shown in thousands</i>								



Parks and Recreation Projects 2011-2012



- ★ A - Lee Hill Park Improvement
- ★ B - Fernster Levee Setback Improvements
- ★ C - Auburn Activity Center
- ★ D - Auburn Community Center
- ★ E - Game Farm Park Improvements
- Parks
- Water Features
- Auburn City Limits



Printed On: 10/04/10
Map ID: 3591



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Parks and Recreation Projects

Fifteen projects totaling \$19,241,700 are budgeted for 2011 and eight capital projects totaling \$1,959,100 are budgeted for 2012.

The most significant projects include following:

- The Auburn Community Center (\$17,633,400 in 2011) will construct a new 20,100 s.f. Community Center and associated site improvements at Les Gove Park. **(See Map – “D”)**
- The Auburn Activity Center (\$366,000 in 2011) will construct a new 10,000 s.f. Activity Center and associated site improvements to the existing Parks and Administration Building at the Les Gove Park Campus. **(See Map – “C”)**
- The Game Farm Park Project (\$87,500 in 2011 and 100,000 in 2012) will include the demolition of 10 poles and lights at the soccer fields to be replaced with six new poles and green lights. **(See Map – “E”)**
- The Fenster Levee Setback, Phase2B Project (\$275,000 in 2011 and 79,100 in 2012) will construct approximately 880 feet of levee setback along the left bank of the Green River at the City’s Fenster Nature Park property. The project is intended to improve fish habitat and create additional flood storage capacity. **(See Map – “B”)**
- The Lea Hill Park Replacement Project (\$200,000 in 2011 and 1,300,000 in 2012)) will replace the existing park to meet the needs of the Lea Hill Community. **(See Map – “A”)**

Project Name: Park Acquisitions/Development								
Project No: cpxxxx			Capacity Project: YES			Anticipated Year of Completion: Beyond 2016		
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	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Municipal Parks Constr. Fund								-
Federal								-
State	130							-
Other Local Agencies	130	100	100	100	100	100	100	600
REET								-
Other								-
Subtotal	260	100	100	100	100	100	100	600
Capital Costs:								
Design								-
Right of Way								-
Construction	260	100	100	100	100	100	100	600
Subtotal	260	100	100	100	100	100	100	600
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Isaac Evans Park								
Project No: cpxxxx			Capacity Project: YES			Anticipated Year of Completion: 2013		
Repair trail throughout park, develop reforestation plan.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Municipal Parks Constr. Fund		25		50				75
Federal								-
State								-
Local		100						100
REET								-
Other (Park Impact)				20				20
Subtotal	-	125	-	70	-	-	-	195
Capital Costs:								
Design								-
Right of Way								-
Construction		125		70				195
Subtotal	-	125	-	70	-	-	-	195
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$6,000								

Project Name: Fulmer Park Improvements								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2013		
Develop Master Plan for additional parking and park amenities on land exchanged with the Water Utility, and construct planned improvements.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Municipal Parks Constr. Fund		20		30				50
Federal								-
State								-
Local		70						70
REET								-
Other								-
Subtotal	-	90	-	30	-	-	-	120
Capital Costs:								
Design								-
Right of Way								-
Construction		90		30				120
Subtotal	-	90	-	30	-	-	-	120
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$10,000								

Project Name: Auburn Community Center								
Project No: cp0925			Capacity Project: NO			Anticipated Year of Completion: 2011		
Construction of a new 20,100 s.f. Community Center facility and associated site improvements at Les Gove Park campus. The project includes 3,500 s.f. of administrative space of the Parks Department and numerous public meeting and activity spaces. All funding will go into an investment fund controlled by a community development entity and all funds will be drawn from that fund as the project is constructed.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
HUD 108 Loan		2,000						2,000
NMTC		5,102						5,102
REET	97	653						653
Local								-
Other (Proceeds from QALICB)		8,000						8,000
Other (Solid Waste Fees)	1,000							-
Other (TBD)		1,878						1,878
Subtotal	1,097	17,633	-	-	-	-	-	17,633
Capital Costs:								
Design	1,092	2,519						2,519
Property Acquisition		8,000						8,000
Construction	5	7,114						7,114
Subtotal	1,097	17,633	-	-	-	-	-	17,633
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$200,000								

Project Name: Auburn Activity Center								
Project No: cp1015			Capacity Project: NO			Anticipated Year of Completion: 2011		
Construction of a new 10,000 s.f. Activity Center/Gymnasium addition and associated site improvements to the existing Parks and Administration Building at the Les Gove Park Campus. Project includes life safety upgrades and a replacement roof at the existing 7,000 s.f. facility.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
Bond Proceeds								-
REET	3,185	366						366
Other Boys & Girls Club)	780							-
Subtotal	3,965	366	-	-	-	-	-	366
Capital Costs:								
Design	1,074	76						76
Property Acquisition	265							-
Construction	2,626	290						290
Subtotal	3,965	366	-	-	-	-	-	366
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$101,000								

Project Name: Veteran's Park Improvements, Phase 1 & 2								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2012		
Phase 1 (2009): Add new concrete pathways along parking lot and overlay existing parking lot. This project is referred to in the Parks, Arts and Recreation Plan. Phase 2 (2010): Replace existing concrete paths, add a climbing toy with safety surfacing, upgrade spray pool or expand playground, improve irrigation coverage, selective tree removal and turf renovation.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Municipal Parks Constr. Fund		50	50					100
Federal								-
State								-
Local								-
REET								-
Other (Park Impact & Mitigation)								-
Subtotal	-	50	50	-	-	-	-	100
Capital Costs:								
Design								-
Right of Way								-
Construction		50	50					100
Subtotal	-	50	50	-	-	-	-	100
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: 2011			
The Auburn Environmental Park (AEP) project seeks to create vegetated natural 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 resources, public education, and passive recreation, including walking trails and bird viewing amenities. Improvement activities include the construction of surface trails and elevated boardwalks, educational signage, and wetland habitat restoration.								
Funding Sources:	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Municipal Parks Constr. Fund								-
Federal								-
State	527	45						45
Local								-
REET								-
Cumulative Reserve Fund	527	45						45
Other								-
Subtotal	1,054	90	-	-	-	-	-	90
Capital Costs:								
Design	104	10						10
Right of Way	650							-
Construction	300	80						80
Subtotal	1,054	90	-	-	-	-	-	90
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Rotary Park Improvements								
Project No: cp0807		Capacity Project: NO			Anticipated Year of Completion: 2011			
Based on completed Master Plan, coordinate improvements with neighborhood and Rotary Club of Auburn to add walking path (2011), new playground, irrigation, landscaping and signage to Rotary Park (2008).								
Funding Sources:	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Municipal Parks Constr. Fund	28	30						30
Federal								-
State								-
Local								-
REET								-
Other	25							-
Subtotal	53	30	-	-	-	-	-	30
Capital Costs:								
Design								-
Right of Way								-
Construction	53	30						30
Subtotal	53	30	-	-	-	-	-	30
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: Beyond 2016			
Minor park improvements including shelters, roofs, playgrounds, irrigation and restrooms as denoted in the Parks Master Plan.								
Funding Sources:	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Municipal Parks Constr. Fund	68				200			200
Federal					100			100
State								-
Local								-
REET								-
Other (Park Impact)		50	100	50		50		250
Subtotal	68	50	100	50	300	50	-	550
Capital Costs:								
Design								-
Right of Way								-
Construction	68	50	100	50	300	50		550
Subtotal	68	50	100	50	300	50	-	550
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Game Farm Park								
Project No: cp1001		Capacity Project: NO			Anticipated Year of Completion: 2013			
ARRA Energy Grant (2010) for Demolition of 10 poles and lights at the soccer fields to be replaced with six new poles and green lights. KC Youth Sports Grant (2011) for Tennis court and miscellaneous improvements. Project(s) is programmed in the 2005 adopted six-year Parks Improvement Plan.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Municipal Parks Constr. Fund	32	13	100	80				193
Federal	198							-
State								-
Local		75						75
Bond Proceeds								-
REET								-
Other								-
Subtotal	230	88	100	80	-	-	-	268
Capital Costs:								
Design								-
Right of Way								-
Construction	230	88	100	80				268
Subtotal	230	88	100	80	-	-	-	268
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Roegner Park								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: 2012			
This project requires trail system maintenance, play structure replacement and riverbank stabilization.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Municipal Parks Constr. Fund								-
Federal								-
State			65					65
Other Local Agencies								-
REET								-
Other (Prop Levy 2)			65					65
Subtotal	-	-	130	-	-	-	-	130
Capital Costs:								
Design								-
Right of Way								-
Construction			130					130
Subtotal	-	-	130	-	-	-	-	130
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Auburdale Park								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: 2012			
Develop a Master Plan for the Park in 2011; install an irrigation system, new play structure and improve signage in 2012.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Municipal Parks Constr. Fund		25						25
Federal								-
State			50					50
Local								-
REET								-
Other (Other Agency)			50					50
Subtotal	-	25	100	-	-	-	-	125
Capital Costs:								
Design		25						25
Right of Way								-
Construction			100					100
Subtotal	-	25	100	-	-	-	-	125
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$2,000								

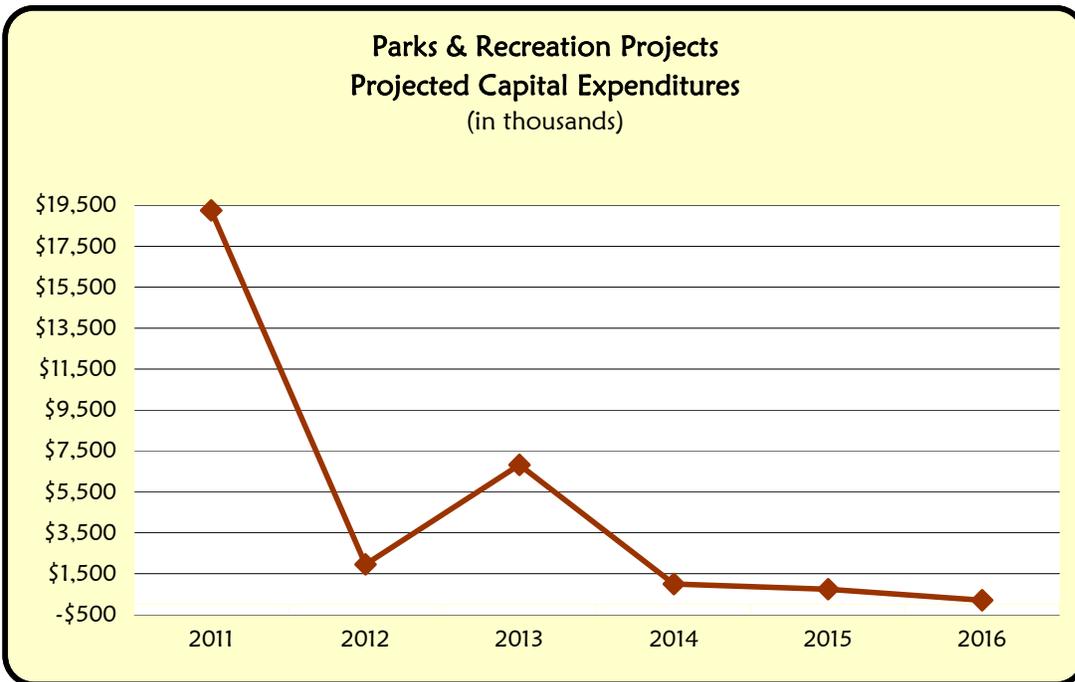
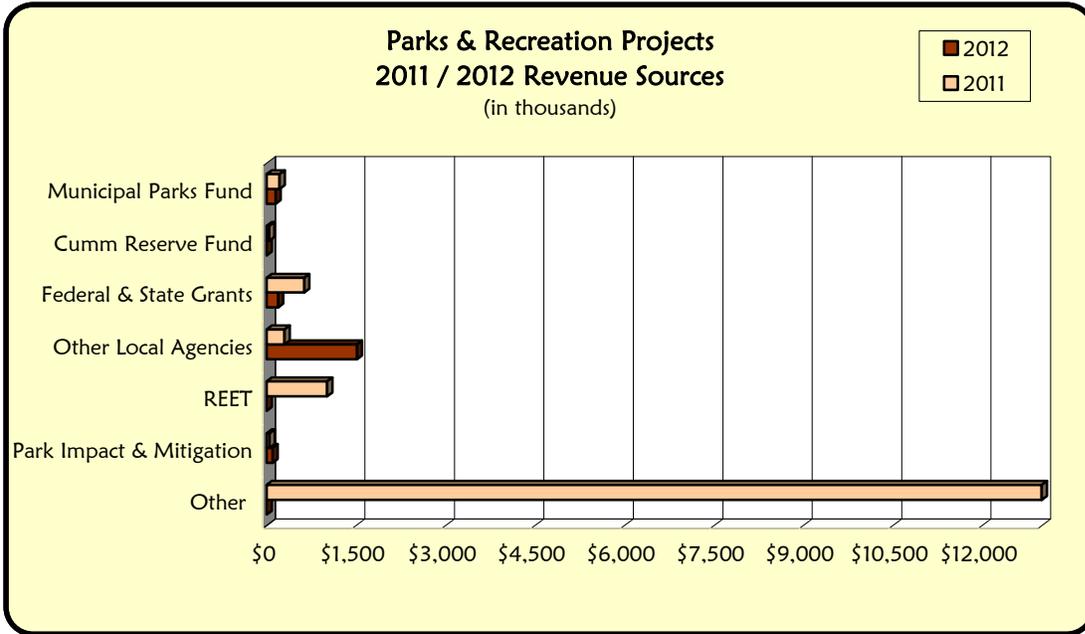
Project Name: Auburndale Park II								
Project No: cpxxxx			Capacity Project: NO		Anticipated Year of Completion: 2011			
Develop a Master Plan in 2010; improve the existing trail system and install signage and play structure.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Municipal Parks Constr. Fund	10	50						50
Federal	10							-
State								-
Local		50						50
REET								-
Other								-
Subtotal	20	100	-	-	-	-	-	100
Capital Costs:								
Design	20							-
Right of Way								-
Construction		100						100
Subtotal	20	100	-	-	-	-	-	100
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$2,000								

Project Name: Fenster Levee Setback								
Project No: cpxxxx			Capacity Project: NO		Anticipated Year of Completion: 2012			
Project to construct approximately 880 feet of levee setback along the left bank of the Green River at the City's Fenster Nature Park property. This project is intended to improve fish habitat and create additional flood storage capacity.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Municipal Parks Constr. Fund								-
Federal	150	150	79					229
State								-
Local		125						125
REET								-
Other	35							-
Subtotal	185	275	79	-	-	-	-	354
Capital Costs:								
Design	75	25						25
Right of Way								-
Construction	110	250	79					329
Subtotal	185	275	79	-	-	-	-	354
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Lea Hill Park Replacement								
Project No: cp1014			Capacity Project: NO		Anticipated Year of Completion: 2012			
In coordination with the Community and Green River Community College, design and construct a new community park to meet the needs of the Lea Hill Community. This park will replace the existing Lea Hill Park.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Municipal Parks Constr. Fund								-
Federal								-
State								-
Local								-
REET								-
Other (Other Agency)		200	1,300					1,500
Subtotal	-	200	1,300	-	-	-	-	1,500
Capital Costs:								
Design		200						200
Right of Way								-
Construction			1,300					1,300
Subtotal	-	200	1,300	-	-	-	-	1,500
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$6,000								

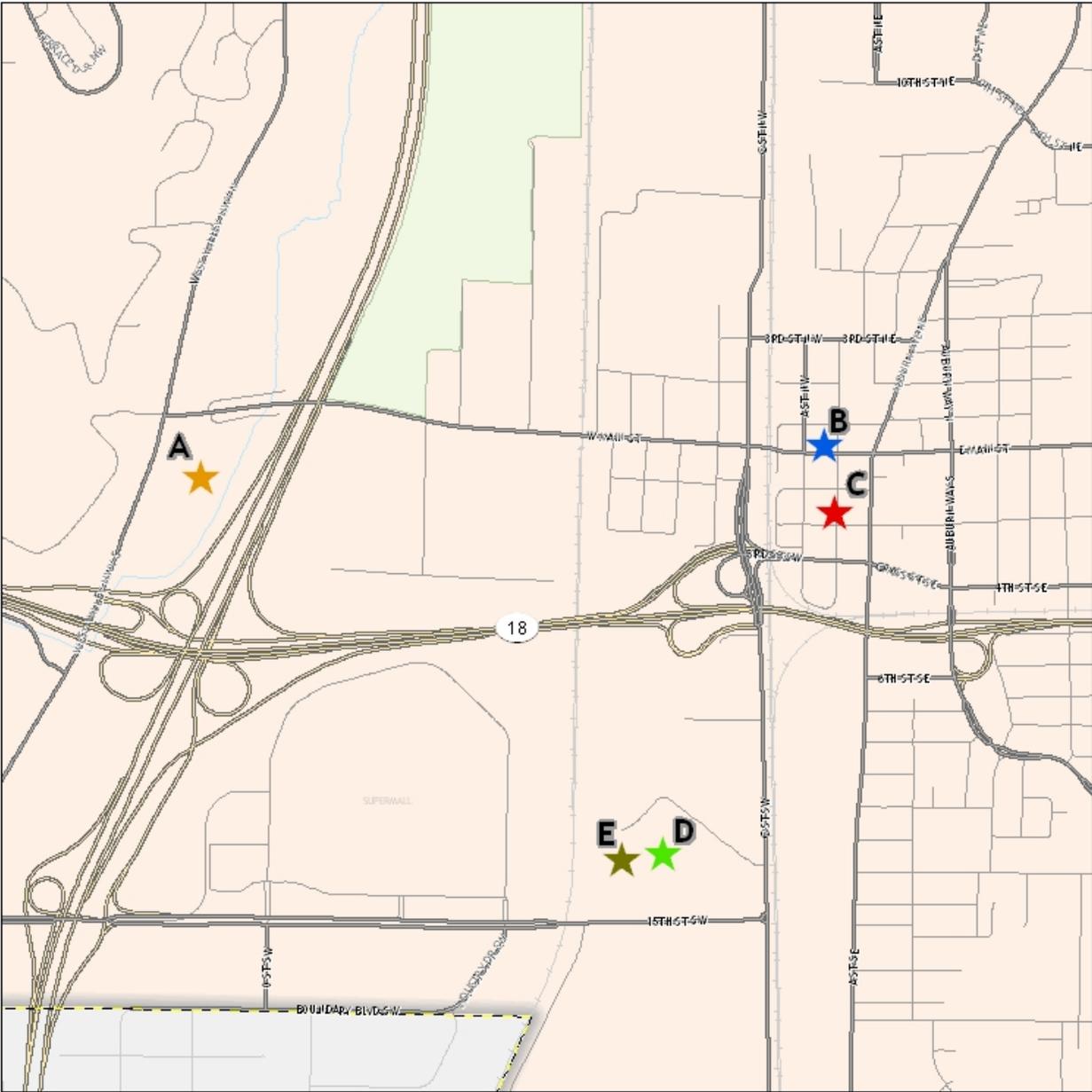
Project Name: Game Farm Park Tennis Court Improvements								
Project No: cpxxxx			Capacity Project: NO		Anticipated Year of Completion: 2011			
Project to repair root damage, replace chain link fence, add practice wall and resurface courts.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Municipal Parks Constr. Fund		5						5
Federal								-
State								-
Local		15						15
REET								-
Other								-
Subtotal	-	20	-	-	-	-	-	20
Capital Costs:								
Design								-
Right of Way								-
Construction		20						20
Subtotal	-	20	-	-	-	-	-	20
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

TOTAL CAPITAL COSTS and FUNDING SOURCES - MUNICIPAL PARKS								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Municipal Parks Constr. Fund	138	218	150	160	200	-	-	728
Cumulative Reserve Fund	527	45	-	-	-	-	-	45
Federal	358	150	79	-	100	-	-	329
Local	-	435	-	-	-	-	-	435
State	657	45	115	-	-	-	-	160
Other (Park Impact & Mitigation)	-	50	100	70	-	50	-	270
Other (Local Agencies)	910	300	1,450	100	100	100	100	2,150
REET	3,282	1,019	-	-	-	-	-	1,019
Bond Proceeds	-	-	-	-	-	-	-	-
Other	1,060	16,980	65	-	-	-	-	17,045
Subtotal	6,932	19,242	1,959	330	400	150	100	22,181
Capital Costs:								
Design	2,365	2,855	-	-	-	-	-	2,855
Property Acquisition	265	8,000	-	-	-	-	-	8,000
Right of Way	650	-	-	-	-	-	-	-
Construction	3,652	8,387	1,959	330	400	150	100	11,326
Subtotal	6,932	19,242	1,959	330	400	150	100	22,181
* Amounts shown in thousands								





General Municipal and Community Improvement Projects 2011-2012



<ul style="list-style-type: none"> ★ A - Mohawks Plastics Site Mitigation ★ B - City Hall Plaza ★ C - Downtown Promenade Improvements ★ D - M&O Vehicle Bay and Storage Building ★ E - Vehicle Maintenance Bay 	<ul style="list-style-type: none"> Auburn City Limits Parks 	<div style="text-align: right;"> <p>0 400 800 1,200 1,600 2,000 FEET</p> <p>Printed On: 10/07/10 Map ID: 3607</p> </div> <p style="font-size: small; text-align: right;">Information shown is for general reference purposes only and does not necessarily represent exact geographic or cartographic data as mapped. The City of Auburn makes no warranty as to its accuracy.</p>
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General Municipal and Community Improvement Projects

Eight Community Improvement Projects totaling \$8,812,200 and Long-term Debt totaling \$213,200 are budgeted for 2011 and five projects totaling \$415,000 and Long-term debt totaling \$214,300 are budgeted for 2012. Three General Municipal Building Projects totaling \$936,500 and Long-term Debt totaling \$539,300 are budgeted for 2011 and two projects totaling \$350,000 and Long-term Debt totaling \$539,800 are budgeted for 2012.

The “Community Improvement Projects” include the following:

- The Annual Sidewalk Improvements Project (\$180,000 in 2011 and \$20,000 in 2012) is a program for sidewalk repair and improvements throughout the City.
- The Traffic Calming Improvements Project (\$200,000 in both 2011 and 2012) will use various treatments to slow and reduce traffic in residential areas.
- The Traffic Signal Improvements Project (\$175,000 in both 2011 and 2012) is a program for signal equipment and intersection improvements.
- The City Hall Plaza Project (\$585,800 in 2011) is for the redevelopment of the City Hall Plaza into a Town Center Plaza for the area which will provide a public square with improved aesthetics for people to gather. **(See Map – “B”)**
- The Downtown Promenade Improvements Project (\$7,282,500 in 2011) will fund the design, coordination, permitting and construction of downtown Promenade improvements. The Project includes water, sewer, storm and roadway improvements of Division Street between Main Street and 3rd Street SW/SE. **(See Map – “C”)**
- The Mohawks Plastics Site Mitigation Project (\$20,000 in 2011 and \$10,000 in 2012) consists of developing a wetland mitigation plan and conducting construction within the Goedecke South Property in order to compensate for wetland loss on the Mohawk Plastics property. **(See Map – “A”)**
- Local Revitalization Debt Service (\$213,200 in 2011 and \$214,300 in 2012) for GO Bonds issued for the Downtown Promenade Improvements.
- The Citywide Wayfinding Signage Project (\$61,000 in 2011) will install vehicular guidance signs throughout the City that provide direction to common city destinations. The project will also install kiosks in the downtown area to provide directions guidance for pedestrians.
- The Mill Creek Restoration Project (\$94,700 in 2011 and \$10,000 in 2012) is a restoration project that includes invasive species removal, stream channel restoration for improved conveyance and habitat, and native plantings along Mill Creek. Project includes design evaluation and potential capacity improvements at the 15th Street NW road culvert for Mill Creek.

The “General Municipal Building Projects” include the following:

- Construction of an M&O Vehicle Bay and Storage Building (\$60,000 in 2011 and \$100,000 2012) **(See Map – “D”)**
- Construction of a Vehicle Maintenance Bay (\$250,000 in 2011 and 2012) **(See Map – “E”)**
- City Hall HVAC System Upgrade Project (\$626,500 in 2011)
- City Hall Annex Debt Service (\$539,300 in 2011 and \$539,300 in 2012)

Project Name: Annual Sidewalk Improvements								
Project No: cpxxxx		Capacity Project: NO			Anticipated Year of Completion: Beyond 2016			
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, ADA requirements, and "Save our Streets" (SOS) project locations.								
Funding Sources:	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
Capital Improvement Fund 328	225	180	20	180	20	180	20	600
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	225	180	20	180	20	180	20	600
Capital Costs:								
Design		10	2	10	2	10	2	36
Right of Way								-
Construction	225	170	18	170	18	170	18	564
Subtotal	225	180	20	180	20	180	20	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: Beyond 2016			
The City's Neighborhood Traffic Calming Program was adopted by City Council in November of 2005. Staff receives complaints from citizens and then gathers data to confirm that a speeding issue and/or cut through traffic issue is present. This money is for physical improvements to the streets once all other options have been exhausted. Physical improvements may include items such as lighting, signing, striping, speed humps, speed tables, chicanes, traffic circles, and median treatments.								
Funding Sources:	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
General Fund								-
Federal								-
State								-
Local								-
REET								-
Other (Redflex)	643	200	200	200	200	200	200	1,200
Subtotal	643	200	200	200	200	200	200	1,200
Capital Costs:								
Design	67	20	20	20	20	20	20	120
Right of Way								-
Construction	576	180	180	180	180	180	180	1,080
Subtotal	643	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: Beyond 2016			
This project includes procuring and installing traffic signal equipment upgrades for existing signals as well as safety/capacity improvements for existing and/or new signals. The City uses accident and traffic count data to identify intersections in need of improvements.								
Funding Sources:	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total
General Fund								-
Federal								-
State								-
Local								-
REET	175	175	175	175	175	175	175	1,050
Other								-
Subtotal	175	175	175	175	175	175	175	1,050
Capital Costs:								
Design	10	10	10	10	10	10	10	60
Right of Way								-
Construction	165	165	165	165	165	165	165	990
Subtotal	175	175	175	175	175	175	175	1,050
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: City Hall Plaza								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2011		
The redevelopment of the City Hall Plaza into a Town Center Plaza for the area which will provide a public square with improved aesthetics for people to gather.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Local Revitalization Fund 330	689							-
Federal								-
State								-
Local								-
REET								-
Other (GO Bond)	1,215	586						586
Subtotal	1,904	586	-	-	-	-	-	586
Capital Costs:								
Design	388							-
Right of Way								-
Construction	1,516	586						586
Subtotal	1,904	586	-	-	-	-	-	586
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Downtown Promenade Improvements								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: 2011		
This project will fund the design, coordination, permitting and construction of Downtown Promenade improvements. Project includes storm, sewer, water and roadway improvements of Division Street between Main St and 3rd St SW/SE.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Local Revitalization Fund 330								-
Federal	456	2,544						2,544
State								-
Local								-
REET								-
Other (GO Bond)	744	4,739						4,739
Subtotal	1,200	7,283	-	-	-	-	-	7,283
Capital Costs:								
Design	1,200	131						131
Right of Way								-
Construction		7,152						7,152
Subtotal	1,200	7,283	-	-	-	-	-	7,283
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Mohawks Plastic Site Mitigation Project								
Project No: cp0767			Capacity Project: NO			Anticipated Year of Completion: Beyond 2016		
The project consists of developing a wetland mitigation plan and conducting construction within the Goedecke South Property owned by the Sewer Utility in order to compensate for approximately 1.6-acre wetland loss on the Mohawk Plastics property (Parcel # 1321049056). The project was approved under an existing agreement approved by Resolution No. 4196, June 2007.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
General Fund								-
Federal								-
State								-
Local								-
REET	176							-
Other (Traffic Impact)	455	20	10	10	10	10	40	100
Subtotal	631	20	10	10	10	10	40	100
Capital Costs:								
Design	148							-
Right of Way								-
Construction	483	20	10	10	10	10	40	100
Subtotal	631	20	10	10	10	10	40	100
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Local Revitalization								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: Beyond 2016		
To pay debt service costs on GO bonds issued for the Downtown Promenade Improvements. Local Revitalization financing is a credit on the State's portion of sales tax that the City will receive over the next 25 years.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
General Fund								-
Federal								-
State								-
Local								-
REET	254	213	214	213	217	137	135	1,129
Other								-
<i>Subtotal</i>	254	213	214	213	217	137	135	1,129
Capital Costs:								
Design								-
Right of Way								-
Long-Term Debt Service	254	213	214	213	217	137	135	1,129
<i>Subtotal</i>	254	213	214	213	217	137	135	1,129
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Citywide Wayfinding Signage								
Project No: cp0616			Capacity Project: NO			Anticipated Year of Completion: 2011		
The Citywide Wayfinding Signage project has installed vehicular guidance signs throughout the City that provide direction to common city destinations. The project will also install kiosks in the downtown area to provide directional guidance for pedestrians.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
General Fund (Non-Dept)	37							-
Federal	34	61						61
State								-
Local								-
REET								-
Other								-
<i>Subtotal</i>	71	61	-	-	-	-	-	61
Capital Costs:								
Design	32							-
Right of Way								-
Construction	39	61						61
<i>Subtotal</i>	71	61	-	-	-	-	-	61
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: Mill Creek Restoration								
Project No: cp0716			Capacity Project: NO			Anticipated Year of Completion: 2012		
Stream restoration project that includes invasive species removal, stream channel restoration for improved conveyance and habitat, and native plantings along Mill Creek between Main Street and stream crossing at SR 167. Project includes design evaluation and potential capacity improvements at the 15th Street NW road culvert for Mill Creek.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
General Fund (Non-Dept)		10	10					20
Federal	115	85						85
State								-
Local								-
REET								-
Other								-
<i>Subtotal</i>	115	95	10	-	-	-	-	105
Capital Costs:								
Design	115	3	3					6
Right of Way								-
Construction		92	7					99
<i>Subtotal</i>	115	95	10	-	-	-	-	105
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

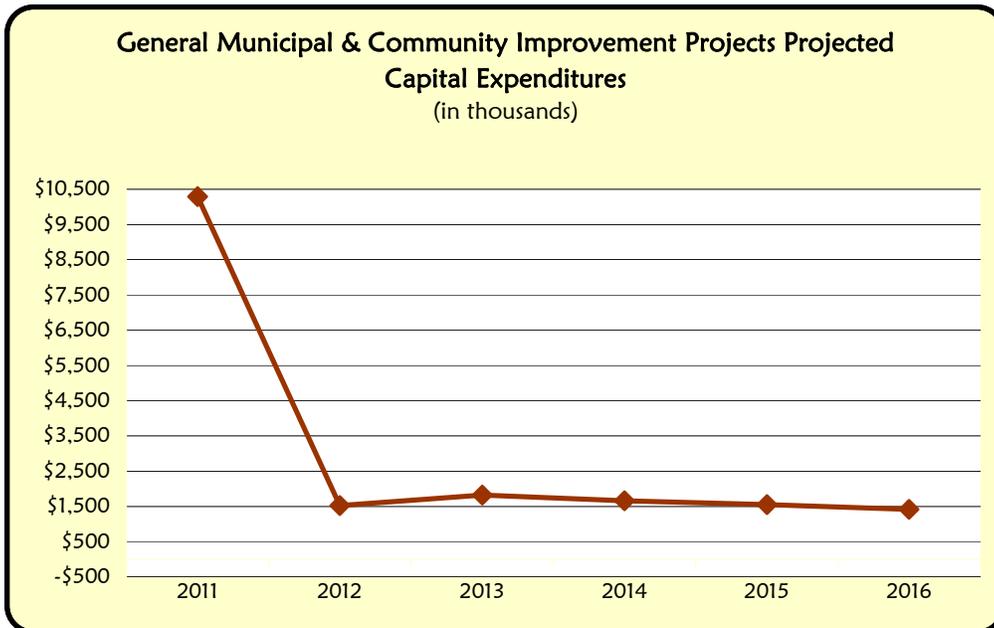
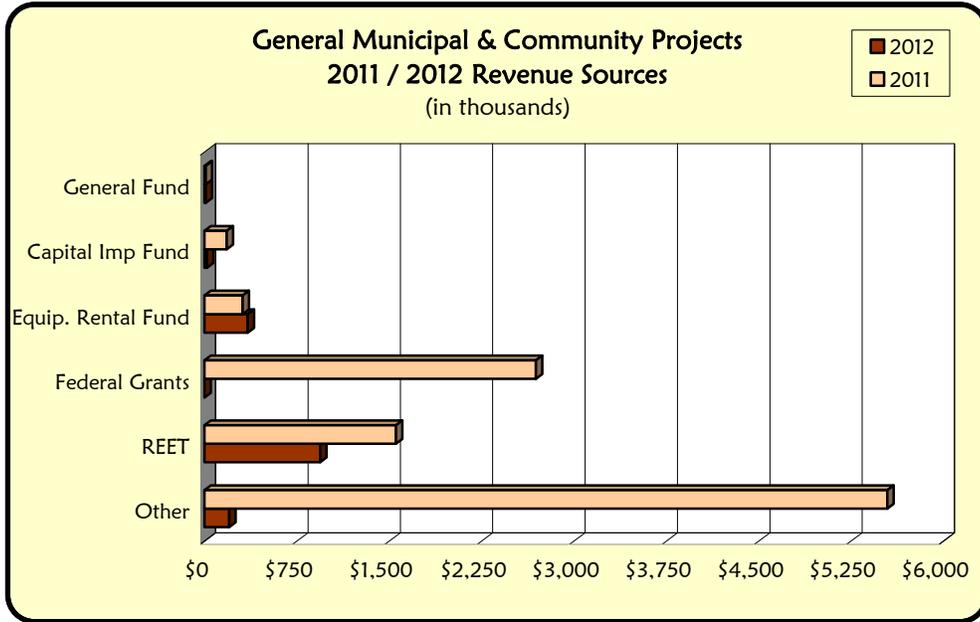
Project Name: M&O Vehicle Bay and Storage								
Project No: cp0711			Capacity Project: YES			Anticipated Year of Completion: 2012		
Add three insulated vehicle bays for Vector storage to provide year-round protection. These vehicles hold large quantities of water on board at all times enabling them to be immediately dispatched in the event of an emergency. This requires them to be protected from freezing temperatures. Draining their large tanks each day would cause a dispatch delay while refilling, that could result in extraordinary damage to public and private property in an emergency situation. Enclose existing bays to provide necessary weather protection for street sweepers, sanding, and snow plow equipment. Construct storage shed to facilitate removal of portable containers, improving space utilization and traffic flow throughout M&O.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Equipment Rental Fund	40	60	100					160
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	40	60	100	-	-	-	-	160
Capital Costs:								
Design								-
Right of Way								-
Construction	40	60	100					160
Subtotal	40	60	100	-	-	-	-	160
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: ER&R Vehicle Maintenance Bay								
Project No: cp0710			Capacity Project: YES			Anticipated Year of Completion: 2012		
Add additional vehicle bay at Equipment Rental shop for heavy equipment and large vehicles to improve efficiency and remove choke points. Adding a large vehicle bay with a maintenance pit will enable us to perform inspections and maintenance on more than one large vehicle at a time, and while loaded with product, i.e. sand, water, debris, sewage. Currently several hours of work have to be undone and then repeated due to our limitations. Not only is this counterproductive, but it can be catastrophic during critical operations.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Equipment Rental Fund		250	250					500
Federal								-
State								-
Local								-
REET								-
Other								-
Subtotal	-	250	250	-	-	-	-	500
Capital Costs:								
Design		25						25
Right of Way								-
Construction		225	250					475
Subtotal	-	250	250	-	-	-	-	500
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

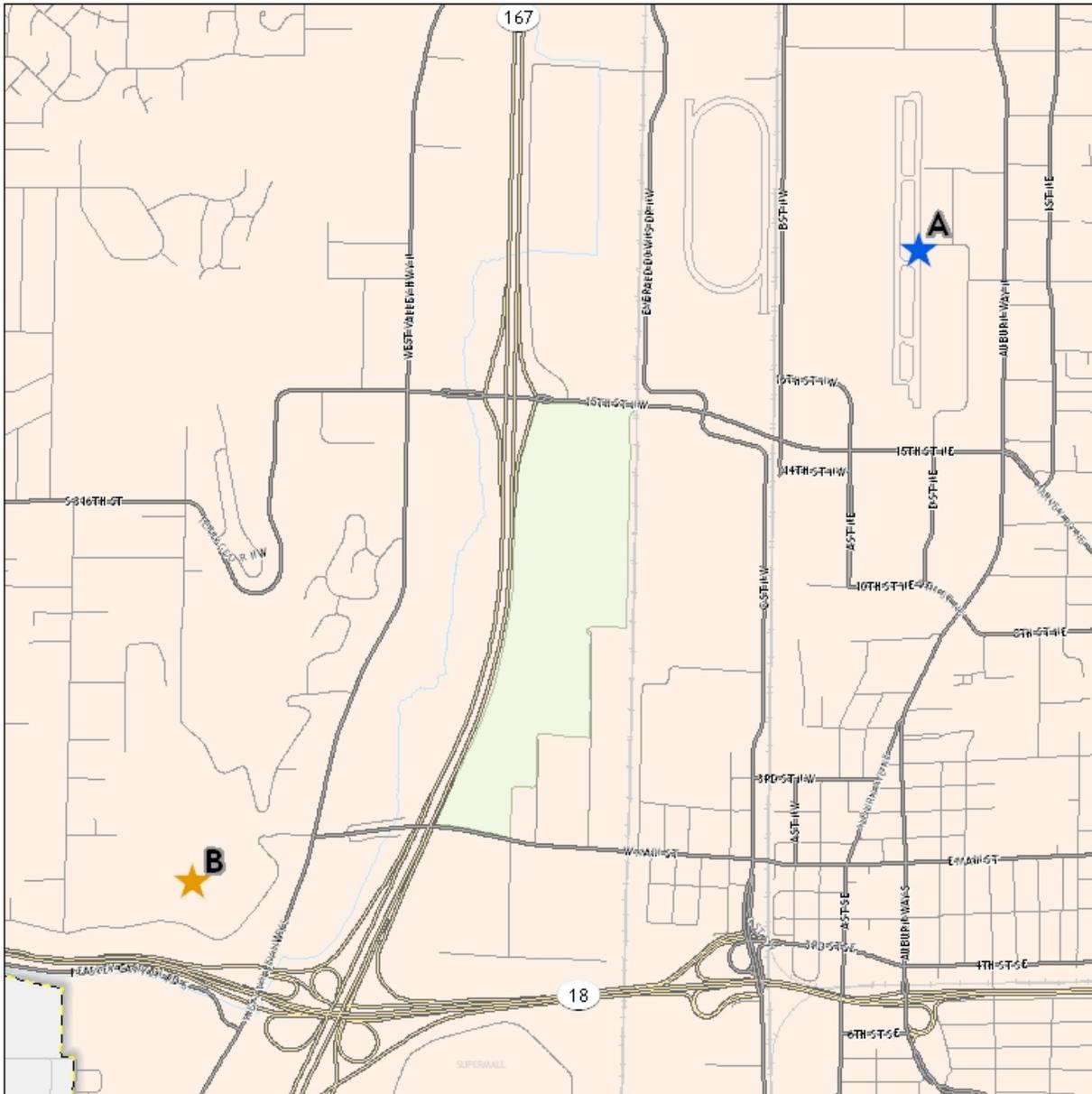
Project Name: City Hall HVAC System Upgrade								
Project No: cp0716			Capacity Project: NO			Anticipated Year of Completion: 2011		
Design and implementation of upgrades to the City Hall heating, ventilating, and air-conditioning (HVAC) system. Improvements will allow for upgrades to the controls, 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	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
General Fund								-
Federal								-
State								-
Local								-
REET	74	626						626
Other								-
Subtotal	74	626	-	-	-	-	-	626
Capital Costs:								
Design								-
Right of Way								-
Construction	74	626						626
Subtotal	74	626	-	-	-	-	-	626
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

Project Name: City Hall Annex Debt Service								
Project No: cpxxxx			Capacity Project: NO		Anticipated Year of Completion: Beyond 2016			
To Pay debt service costs on Go bonds issued for the City Hall Annex.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
General Fund								-
Federal								-
State								-
Local								-
REET	711	539	540	540	540	352	348	2,859
Other								-
Subtotal	711	539	540	540	540	352	348	2,859
Capital Costs:								
Design								-
Right of Way								-
Long-Term Debt Service	711	539	540	540	540	352	348	2,859
Subtotal	711	539	540	540	540	352	348	2,859
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

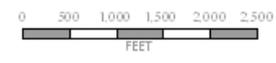
TOTAL CAPITAL COSTS and FUNDING SOURCES - GENERAL GOVERNMENTAL PROJECTS								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
General Fund 98	37	10	10	-	-	-	-	20
Capital Improvements Fund 328	225	180	20	180	20	180	20	600
Local Revitalization Fund 330	689	-	-	-	-	-	-	-
Equipment Rental Fund 550	40	310	350	-	-	-	-	660
Federal	605	2,690	-	-	-	-	-	2,690
State	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-
REET	1,390	1,553	929	928	932	664	658	5,664
Other	3,057	5,545	210	210	210	210	240	6,625
Subtotal	6,043	10,288	1,519	1,318	1,162	1,054	918	16,259
Capital Costs:								
Design	1,960	199	35	40	32	40	32	378
Right of Way	-	-	-	-	-	-	-	-
Construction	4,083	10,089	1,484	1,278	1,130	1,014	886	15,881
Long-Term Debt Service	965	752	754	753	757	489	483	3,988
Subtotal	6,043	10,288	1,519	1,318	1,162	1,054	918	16,259
<i>* Amounts shown in thousands</i>								



Other Proprietary Projects 2011-2012



-  A - Airport Fund
-  B - Cemetery Fund
-  Parks
-  Auburn City Limits



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Map ID: 3393



Information shown is for general reference purposes only and does not necessarily represent exact geographic or cartographic data as mapped. The City of Auburn makes no warranty as to its accuracy.

Other Proprietary Fund Projects**Airport Fund:** (See Map – “A”)

Three capital projects totaling \$126,000 are budgeted for 2011 and one capital project totaling \$124,000 is budgeted for 2012.

The Airport Projects included in the following:

- Airport Security (\$5,000 in 2011)
- Hanger Repair (\$50,000 in 2011)
- General Repair and Maintenance projects (\$71,000 in 2011 and \$124,000 in 2012)

Cemetery Fund: (See Map – “B”)

One capital project for general facility repair and maintenance totaling \$35,000 is budgeted for 2011 and \$10,000 for 2012.

Golf Course Fund:

- There is no capital projects currently planned for 2011/2012.

Project Name: Airport Security Projects								
Project No: cp0713			Capacity Project: NO			Anticipated Year of Completion: 2011		
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	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Airport Fund	5	5						5
Federal								-
State								-
Local								-
REET								-
Other								-
<i>Subtotal</i>	5	5	-	-	-	-	-	5
Capital Costs:								
Design								-
Right of Way								-
Construction	5	5						5
<i>Subtotal</i>	5	5	-	-	-	-	-	5
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: 2011		
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	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Airport Fund	50	50						50
Federal								-
State								-
Local								-
REET								-
Other								-
<i>Subtotal</i>	50	50	-	-	-	-	-	50
Capital Costs:								
Design								-
Right of Way								-
Construction	50	50						50
<i>Subtotal</i>	50	50	-	-	-	-	-	50
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$6,000								

Project Name: General Repairs and Maintenance								
Project No: cpxxxx			Capacity Project: NO			Anticipated Year of Completion: Beyond 2016		
Various Airport projects will be identified and prioritized on an annual basis as grant funding is secured.								
	Prior	Budget	Budget	Estimate	Estimate	Estimate	Estimate	2011-16
Funding Sources:	Years	2011	2012	2013	2014	2015	2016	Total
Airport Fund	120	71	124	9	9	9	9	231
Federal				166	166	166	166	664
State								-
Local								-
REET								-
Other								-
<i>Subtotal</i>	120	71	124	175	175	175	175	895
Capital Costs:								
Design	12	10	8	18	18	18	18	90
Right of Way								-
Construction	108	61	116	157	157	157	157	805
<i>Subtotal</i>	120	71	124	175	175	175	175	895
Anticipated Impact on Future Operating Budgets (Annual Maintenance Cost): \$0								

TOTAL CAPITAL COSTS and FUNDING SOURCES - AIRPORT									
Funding Sources:	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total	
Airport Fund	175	126	124	9	9	9	9	9	286
Federal	-	-	-	166	166	166	166	166	664
State	-	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
Subtotal	175	126	124	175	175	175	175	175	950
Capital Costs:									
Design	12	10	8	18	18	18	18	18	90
Right of Way	-	-	-	-	-	-	-	-	-
Construction	163	116	116	157	157	157	157	157	860
Subtotal	175	126	124	175	175	175	175	175	950

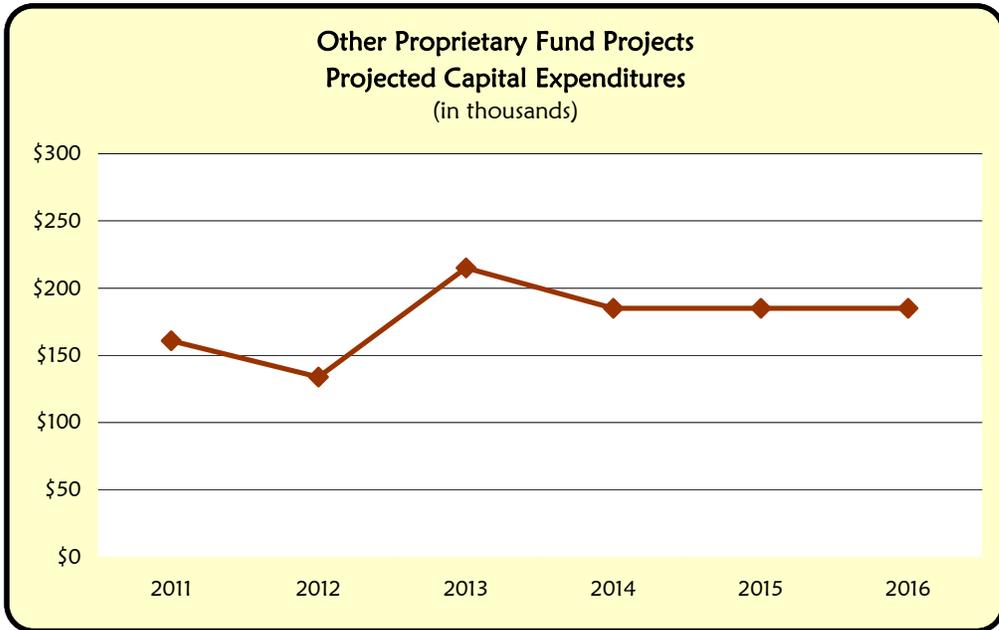
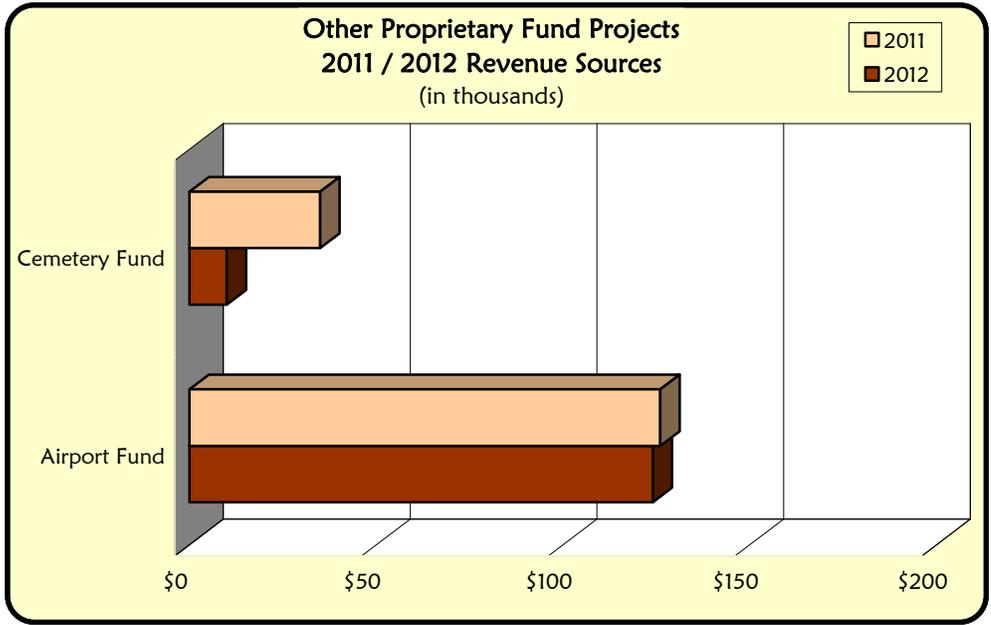
** Amounts shown in thousands*

Project Name: Cemetery Facilities - General Repair & Maintenance									
Project No: cp436a		Capacity Project: NO			Anticipated Year of Completion: Beyond 2016				
New Development (2011) - 35K for Memory Heights new development, rock wall and expansion of ForestWalk. Repairs and Maintenance (2013) 30K Failed storm drainage system. (2012 - 2016) - Columbarium niche caps 10K									
Funding Sources:	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total	
Cemetery Fund	20	35	10	40	10	10	10	10	115
Federal									-
State									-
Local									-
REET									-
Other									-
Subtotal	20	35	10	40	10	10	10	10	115
Capital Costs:									
Design									-
Right of Way									-
Construction	20	35	10	40	10	10	10	10	115
Subtotal	20	35	10	40	10	10	10	10	115

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

TOTAL CAPITAL COSTS and FUNDING SOURCES - CEMETERY									
Funding Sources:	Prior Years	Budget 2011	Budget 2012	Estimate 2013	Estimate 2014	Estimate 2015	Estimate 2016	2011-16 Total	
Cemetery Fund	20	35	10	40	10	10	10	10	115
Federal	-	-	-	-	-	-	-	-	-
State	-	-	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-	-	-
REET	-	-	-	-	-	-	-	-	-
Other (Bond Proceeds)	-	-	-	-	-	-	-	-	-
Subtotal	20	35	10	40	10	10	10	10	115
Capital Costs:									
Design	-	-	-	-	-	-	-	-	-
Right of Way	-	-	-	-	-	-	-	-	-
Construction	20	35	10	40	10	10	10	10	115
Subtotal	20	35	10	40	10	10	10	10	115

** Amounts shown in thousands*





Section VIII – Appendices



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	\$123,964.32
Council members	N/A	\$11,700.00
Deputy Mayor	N/A	\$16,500.00
Municipal Court Judge	N/A	\$141,708.00

Department Directors		
	Minimum	Maximum
City Attorney	\$115,918.56	\$142,493.52
Finance Director	\$115,918.56	\$142,493.52
Information Services Director	\$115,918.56	\$142,493.52
Human Resources/Risk Management Director	\$115,918.56	\$142,493.52
Parks, Art and Recreation Director	\$115,918.56	\$142,493.52
Planning and Building Director	\$115,918.56	\$142,493.52
Police Chief	N/A	\$146,500.08
Public Works Director	\$115,918.56	\$142,493.52

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	\$111,266.40

Contract Period: January 2008 – December 2010 with 2 year roll over Memorandum of Understanding for 2011 – 2012.

Commissioned		
	Minimum	Maximum
Police Officer	\$57,641.52	\$72,890.40
Police Sergeant	N/A	\$84,843.84

Contract Period: January 2008 – December 2010

New collective bargaining agreement has not been negotiated at publication of this budget. The figures contained herein are 2010 salaries that will be continued in 2011 until a new collective bargaining agreement has been reached.

Non-Commissioned		
	Minimum	Maximum
Evidence/Identification Technician	\$46,238.64	\$57,046.56
Parking Control Attendant	\$37,730.16	\$47,532.24
Police Services Specialist	\$39,426.96	\$49,668.72
Police Services Supervisor	\$46,476.72	\$57,340.56

Contract Period: January 2008 – December 2010 with 2 year roll over Memorandum of Understanding for 2011 – 2012.

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	\$49,163.28	\$64,695.60
Electrician	\$51,086.40	\$67,226.40
Maintenance Specialist	\$52,364.16	\$59,986.56
Maintenance Worker I	\$41,965.20	\$51,376.32
Maintenance Worker II	\$49,604.88	\$57,124.56
Mechanic	\$52,364.16	\$59,986.56
Meter Reader	\$37,729.44	\$46,192.08

Contract Period: January 2008 – December 2010 with 2 year roll over Memorandum of Understanding for 2011 – 2012.

Courthouse Clerical and Custodian Unit		
	Minimum	Maximum
Custodian	\$35,515.20	\$41,865.12
Custodian Lead	\$40,842.48	\$48,144.96
Court Clerk I	\$37,889.04	\$45,993.84
Court Clerk II	\$42,937.44	\$51,183.12
Court Clerk Lead	\$49,443.60	\$58,938.48
Court Collections Clerk	\$42,937.44	\$51,183.12

Contract Period: January 2008 – December 2010 with 2 year roll over Memorandum of Understanding for 2011 – 2012.

POSITION SALARY SCHEDULE

Non-Affiliated Employees		
	Minimum	Maximum
Accountant	\$52,632.00	\$64,728.72
Accounting Assistant	\$39,983.28	\$48,921.84
Accounting Specialist	\$47,649.36	\$58,574.40
Administrative Services & Business Manager	\$67,994.16	\$83,581.20
Arts & Events Manager	\$67,994.16	\$83,581.20
Arts Coordinator	\$58,317.12	\$71,685.60
Assistant Chief of Police	N/A	\$128,627.20
Assistant Chief of Police	N/A	\$127,344.00
Assistant City Attorney	\$90,737.28	\$111,539.52
Building Division Manager	\$80,653.20	\$99,144.00
Building Inspector	\$58,317.36	\$71,685.60
Cemetery Supervisor	\$63,339.36	\$77,861.28
City Clerk	\$63,339.36	\$77,861.28
City Engineer/Asst Public Works Director	\$104,549.04	\$128,517.60
City Prosecutor	\$67,994.16	\$83,581.20
Civil Engineer - Utilities	\$70,713.60	\$86,924.64
Codes Compliance Officer	\$58,317.36	\$71,685.60
Community Service Crew Leader (PT)	\$25,896.00	\$31,836.48
Community Services Manager	\$79,071.60	\$97,200.00
Construction Inspector	\$58,317.36	\$71,685.60
Construction Manager	\$67,994.16	\$83,581.20
Contract Administration Specialist	\$47,649.36	\$58,574.40
Court & Probation Services Administrator	\$73,471.92	\$90,314.40
Court & Probation Services Manager	\$67,994.16	\$83,581.20
Curator of Collections (PT)	\$23,826.40	\$29,286.40
Curator of Education	\$52,632.00	\$64,728.72
Customer Care Representative - Utilities	\$39,983.28	\$48,921.84
Customer Care Supervisor - Utilities	\$63,339.36	\$77,861.28
Department Secretary	\$47,649.36	\$58,574.40
Deputy City Clerk	\$52,632.00	\$64,728.72
Desktop Support Specialist	\$54,736.80	\$67,286.64
Development Administration Specialist	\$47,649.36	\$58,574.40
Development Engineer	\$80,653.20	\$99,144.00
Development Review Engineer	\$70,713.60	\$86,924.64
Development Services Manager	\$90,737.28	\$111,539.52
Domestic Violence Victim Advocate	\$52,632.00	\$64,728.72
Emergency Preparedness Manager	\$63,339.36	\$77,861.28
Employee Relations & Compensation Manager	\$90,737.28	\$111,539.52
Engineering Aide	\$54,736.80	\$67,286.64
Engineering Design Tech	\$63,339.36	\$77,861.28
Engineering Survey Tech	\$54,736.80	\$67,286.64
Environmental Planner	\$58,317.12	\$71,685.60
Environmental Protection Manager	\$67,994.16	\$83,581.20

POSITION SALARY SCHEDULE

Non-Affiliated Employees (cont.)		
	Minimum	Maximum
Executive Assistant to the Mayor	\$58,317.12	\$71,685.60
Facilities Manager	\$73,471.92	\$90,314.40
Facilities Supervisor	\$63,339.36	\$77,861.28
Financial Analyst	\$63,339.36	\$77,861.28
Financial Planning Manager	\$90,737.28	\$111,539.52
Financial Services Manager	\$104,549.04	\$128,517.60
GIS & Data Integration Manager	\$70,713.60	\$86,924.64
GIS & Database Specialist	\$54,736.80	\$67,286.64
Golf Operations Assistant	\$39,983.28	\$48,921.84
Golf Professional	\$58,317.12	\$71,685.60
Government Relations Manager	\$58,317.12	\$71,685.60
Greens Superintendent	\$63,339.36	\$77,861.28
Human Resources Assistant	\$47,649.36	\$58,574.40
Human Resources Coordinator	\$58,317.12	\$71,685.60
Lead City Prosecutor	\$73,471.92	\$90,314.40
Legal Assistant	\$47,649.36	\$58,574.40
Maintenance & Operations Manager	\$80,653.20	\$99,144.00
Maintenance & Operations Support Manager	\$67,994.16	\$83,581.20
Multimedia Assistant (PT)	\$18,075.20	\$22,027.20
Multimedia Video Technician	\$54,736.80	\$67,286.64
Museum Director	\$67,994.16	\$83,581.20
Neighborhood Programs Manager	\$67,994.16	\$83,581.20
Network Administrator	\$63,339.36	\$77,861.28
Network Communications Engineer	\$67,994.16	\$83,581.20
Network Engineer	\$70,713.60	\$86,924.64
Office Assistant	\$39,983.28	\$48,921.84
Paralegal	\$52,632.00	\$64,728.72
Parks Maintenance Manager	\$67,994.16	\$83,581.20
Payroll & Accounting Manager	\$67,994.16	\$83,581.20
Payroll Specialist	\$47,649.36	\$58,574.40
Permit Technician	\$47,649.36	\$58,574.40
Planner	\$58,317.12	\$71,685.60
Planning Manager	\$79,071.60	\$97,200.00
Plans Examiner	\$63,339.36	\$77,861.28
Police Records Manager	\$63,339.36	\$77,861.28
Principal Planner	\$73,471.92	\$90,314.40
Probation Assistant	\$47,649.36	\$58,574.40
Probation Counselor	\$58,317.12	\$71,685.60
Program Specialist	\$47,649.36	\$58,574.40
Project Assistant	\$43,158.96	\$53,054.40
Project/Construction Manager	\$79,071.60	\$97,200.00
Project Engineer	\$80,653.20	\$99,144.00
Project Surveyor	\$67,994.16	\$83,581.20

POSITION SALARY SCHEDULE

Non-Affiliated Employees (cont.)		
	Minimum	Maximum
Public Affairs Manager	\$67,994.16	\$83,581.20
Records Clerk	\$43,158.96	\$53,054.40
Recreation Program Coordinator	\$58,317.12	\$71,685.60
Recreation Programs Manager	\$67,994.16	\$83,581.20
Registration Clerk/Office Assistant	\$39,983.28	\$48,921.84
Risk Manager	\$90,737.28	\$111,539.52
Sanitary Sewer Utility Engineer	\$80,653.20	\$99,144.00
Senior Accountant	\$63,339.36	\$77,861.28
Senior Center Assistant (PT)	\$18,075.20	\$22,027.20
Senior Center Supervisor	\$63,339.36	\$77,861.28
Senior Construction Coordinator	\$63,339.36	\$77,861.28
Senior Planner	\$67,994.16	\$83,581.20
Sewer Supervisor	\$63,339.36	\$77,861.28
Sewer/Storm Manager	\$67,994.16	\$83,581.20
Solid Waste Customer Care Specialist	\$47,649.36	\$58,574.40
Solid Waste & Recycling Coordinator	\$58,317.12	\$71,685.60
Special Events Coordinator	\$58,317.12	\$71,685.60
Storm Drainage Technician	\$58,317.36	\$71,685.60
Storm Drainage Utility Engineer	\$80,653.20	\$99,144.00
Storm Supervisor	\$63,339.36	\$77,861.28
Street Supervisor	\$63,339.36	\$77,861.28
Street Systems Engineer (SOS)	\$80,653.20	\$99,144.00
Street/Vegetation Manager	\$67,994.16	\$83,581.20
Support Clerk	\$39,983.28	\$48,921.84
Survey Party Chief	\$58,317.36	\$71,685.60
Survey Supervisor	\$73,471.92	\$90,314.40
Systems Analyst	\$63,339.36	\$77,861.28
Teen Coordinator	\$58,317.12	\$71,685.60
Theater Operations Specialist	\$47,649.39	\$58,574.60
Traffic Engineer	\$80,653.20	\$99,144.00
Traffic Operations Engineer	\$80,653.20	\$99,144.00
Traffic Operations Technician	\$67,994.16	\$83,581.20
Traffic Signal Technician	\$58,317.36	\$71,685.60
Transportation Planner	\$70,713.60	\$86,924.64
Transportation Planner/Grants Manager	\$70,713.60	\$86,924.64
Utilities & Accounting Services Manager	\$79,071.60	\$97,200.00
Utilities Engineer	\$90,737.28	\$111,539.52
Utilities Technician	\$47,649.36	\$58,574.40
Vegetation Supervisor	\$63,339.36	\$77,861.28
Water Distribution Supervisor	\$63,339.36	\$77,861.28
Water Manager	\$67,994.16	\$83,581.20
Water Operations Supervisor	\$63,339.36	\$77,861.28
Water Quality Program Coordinator	\$67,994.16	\$83,581.20

POSITION SALARY SCHEDULE

Non-Affiliated Employees (cont.)		
	Minimum	Maximum
Water Resources Technician	\$58,317.36	\$71,685.60
Water Utility Engineer	\$80,653.20	\$99,144.00
Web Specialist	\$58,317.36	\$71,685.60





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 Chihuly 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 seven morning and seven 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 opened 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

White River Valley Museum

Exhibits open Wednesday through Sunday, 12:00 to 4:00 pm. Call 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

Senior Fishing Day

Mill Pond

The Senior Center is hosting a Senior Fishing Derby along with the Green River Steelhead Trout Club.

Call 253-931-3016 for date, times and information

KidsDay

Les Gove 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
Summer Sounds & Cinema, various parks, music begins at 7 p.m., movie at dusk
Hooked on History Kids Program, Free, White River Valley Museum, 10:30 to 11:30 –call 253-288-7433

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 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

Hops & Crops Festival

Mary Olson Farm
Call 253-288-7433 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): Virginia Haugen, Rich Wagner, Lynn Norman, John Partridge, Bill Peloz.

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	Chair of Valley Regional Fire Authority Board, Valley Communications Center and Auburn Noon Lions Club	US Conference of Mayor's Standing Committees: Transportation Communications and Tourism, Arts, Parks & Entertainment, Suburban Cities Association PIC member, PRSC Executive Board & Operations Board, Green River Flood Control District, South King County Transportation Committee, Chair of King County Regional Policy Committee & Caucus Chair, Pierce County Cities & Towns, Chair Association of Washington Cities Sub Committee on Transportation, SCORE, SEARCH & Valley Cities
Deputy Mayor Sue Singer	Deputy Mayor, Chair of Committee of the Whole, Vice Chair of Committee on Committees, Vice Chair Municipal Services, Member of Downtown Redevelopment, Chair of Auburn Tourism Board, Lodging Tax Advisory Board, Soroptimist International of Auburn	Puget Sound Regional Council Economic Development District Policy Board, Transportation Priorities Task Force, Alternate to South King County Transportation Committee
Councilmember Nancy Backus	Chair of Finance Committee, Vice Chair Planning & Community Development Committee, Vice Chair of Downtown Redevelopment Committee and Member of Committee on Committees, Valley Regional Fire Authority Board and President of the Miss Auburn Scholarship Program	NLC Finance, Administration & Governmental Relations (FAIR) Policy Committee, Pierce County Regional Council, JDA (Joint Determining Authority) Pierce County
Councilmember Virginia Haugen	Public Works Committee, LEOFF Board	
Councilmember Lynn Norman	Chair Planning & Community Development Committee, Vice Chair Finance Committee, Chair of Downtown Redevelopment Committee, Community Center Committee, LEOFF Board, President of GRCC Foundation, Secretary of the Pediatric Interim Care Center (PICC) and Trillium Board	Puget Sound Regional Council's Growth Management Policy Board and Transportation Prioritization Committee; JDA (Joint Determining Authority) Pierce County
Councilmember John Partridge	Planning & Community Development Committee, Municipal Services, Auburn Noons Lions Club, Sons of Italy chapter	Regional Law, Safety and Justice Committee
Councilmember Bill Peloz	Chair of Municipal Services Committee, Vice Chair of Public Works, Les Gove Community Campus, Auburn Farmer's Market representative, Auburn Airport Advisory Board, Auburn Rotary Club, Sons of Italy chapter	King County's Metropolitan Regional Water Quality Caucus Chair, Solid Waste Advisory Committee, Water Pollution Abatement and Green/Duwamish & Central Puget Sound Watershed (WIRA 9) and Watershed Ecosystem Forum Co-Chair, National League of Cities, Energy, Environment and Natural Resources Steering Committee, KC Flood Control District
Councilmember Rich Wagner	Chair of Public Works Committee, Finance Committee, Chair of Les Gove Community Campus Committee, Chair of Council Operations, Valley Regional Fire Authority, Arts Commission	Pierce County Puyallup River Watershed, Regional Access & Mobility Project (RAMP), Lake Tapps Task Force, King County Metropolitan Solid Waste Management Advisory Committee, JDA (Joint Determining Authority) Pierce County

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.

<u>Term Expires</u>	<u>Pos #</u>	<u>Name</u>	<u>E-Mail Address</u>	<u>Home Phone</u>
		MAYOR		
12/31/2013		Peter B. Lewis	plewis@auburnwa.gov	(253) 833-2409
		CITY COUNCIL		
		Councilmembers are listed in order of tenure.		
12/31/2013	6	Rich Wagner	rwagner@auburnwa.gov	(253) 261-3263
12/31/2011	1	Sue Singer	ssinger@auburnwa.gov	(253) 939-6180
12/31/2013	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
12/31/2013	2	John Partridge	jpartridge@auburnwa.gov	(253) 804-8671

Sue Singer is the Mayor Pro Tem and alternate to all Council Committees.

Councilmembers are listed above in order of tenure.

Sue Singer is the Deputy Mayor and alternate to all Council Committees.

Auburn City Council Standing Committees

<u>Committee</u>	<u>Meeting Time</u>	<u>Members</u>	<u>Date & Location</u>
Finance	6:00 p.m.	*Nancy Backus **Lynn Norman Rich Wagner	Rm 1, 2 nd Fl, City Hall Annex 1st & 3rd Monday of Each Month
Municipal Services	3:30 p.m.	*Bill Peloza **Sue Singer John Partridge	Conference Room #3, City Hall 2 nd & 4 th Monday of Each Month
Planning & Community Development	5:00 p.m.	*Lynn Norman **Nancy Backus John Partridge	Rm 2, 2 nd Fl, City Hall Annex 2nd & 4th Monday of Each Month
Public Works	3:30 p.m.	*Rich Wagner **Bill Peloza Virginia Haugen	Rm 2, 2 nd Fl, City Hall Annex 1st & 3rd Monday of Each Month

Les Gove Community Campus Committee	*Rich Wagner ** Lynn Norman Bill Pelosa	As needed/called by the Chair
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Downtown Redevelopment Committee 4:00 p.m.	*Lynn Norman **Nancy Backus Sue Singer	Rm 2, 2 nd Fl, City Hall Annex 2 nd & 4 th Tuesday of Each Month
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Council Operations Committee	*Rich Wagner **Sue Singer Nancy Backus	As needed/called by the Chair
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* 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.

2010 INFORMATION

Date of Incorporation	June 13, 1891
Form of Government	Mayor-Council
Type of Government	Non-Charter Code City
Population	68,270
Rank in Size - Washington State	14 th
Assessed Valuation	\$7,809,499,809
Area	29.83 Square Miles
Auburn Median Age	36 Years Old
Registered Voters	31,043
Miles of Streets	598 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)	6
Number of Commissioned Fire Fighting Personnel	107
Number of Non-Commissioned Personnel	13
Total Number of Personnel and Firefighters	120
Fire Responses	246
Emergency Medical Service Responses	6,799
All Other Responses	2,203
Total Number of Responses	9,248

POLICE PROTECTION

Number of Stations/Precincts	2
Number of Commissioned Police Personnel	100
Number of Non-Commissioned Personnel	30
Total Number of Personnel and Officers	130
Number of Calls for Service (2010 estimated)	73,000

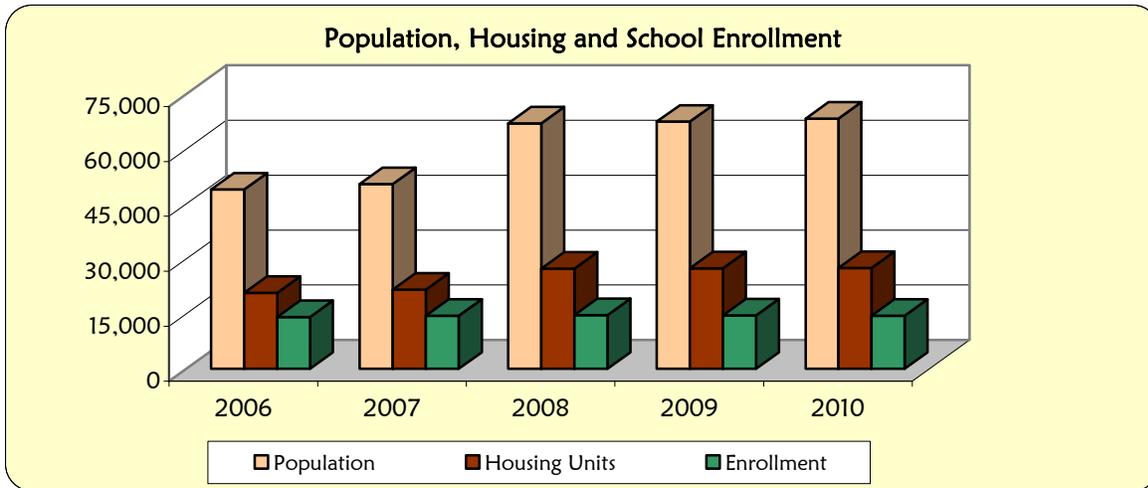
2010 Utility Rates: Reduced rates for low-income senior citizens and disabled persons available.

WATER SERVICE

Basic Service Charge	\$9.71/Month
Commodity Rate:	
0-7	\$1.93/ccf
7.01-15	\$2.36/ccf
15.01-9999	\$2.67/ccf
Total Water Customers	13,372
Gallons of Water Produced	2,788,042,000
Average Daily Consumption	7.64 million Gallons
Miles of Water Main	267 Miles

SEWER	
City Sewer - Single Family Residence	\$12.15/Month
Metro Sewer - Single Family Residence	\$31.90/Month
Total Sanitary Sewer Customers	13,531
Sanitary Sewers	189 Miles
STORM	
Single Family Residence	\$14.18/Month
Number of Accounts	16,252
Storm Pipes	226 Miles
SOLID WASTE (Contracted Services)	
1 can (32 gal)/week, curbside	\$11.30/Month
Number of Residential Accounts	14,403
BUSINESS LICENSES	
Fee per Year	\$50
Business Licenses Issued	3,584
VALUE OF BUILDING PERMITS ISSUED IN 2010	\$46,716,673
PARKS, RECREATION AND CULTURE	
Developed Park Acreage	251
Total Park Acreage	602
Number of Developed Parks	36
Number of Cemetery Interments	280
Number of Rounds Played (Golf Course)	55,220
Athletic Teams	439
Recreation Activities	3,457
Senior Center Visits	41,350
Cultural Arts & Major Special Events	101
Audience Served by Cultural Arts & Major Special Events	79,222
Museum Audience Served	12,570
SALES TAX RATE:	
State	6.50%
King County Metro	0.60%
Transit and Traffic Congestion (effective 4/1/01)	0.30%
RTA (effective 4/1/09)	0.90%
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	9.50%

Sources: City of Auburn GIS, Finance, Building, Fire, Police, Parks & Recreation Departments, King & Pierce County Elections Office, and WA State Office of Financial Management

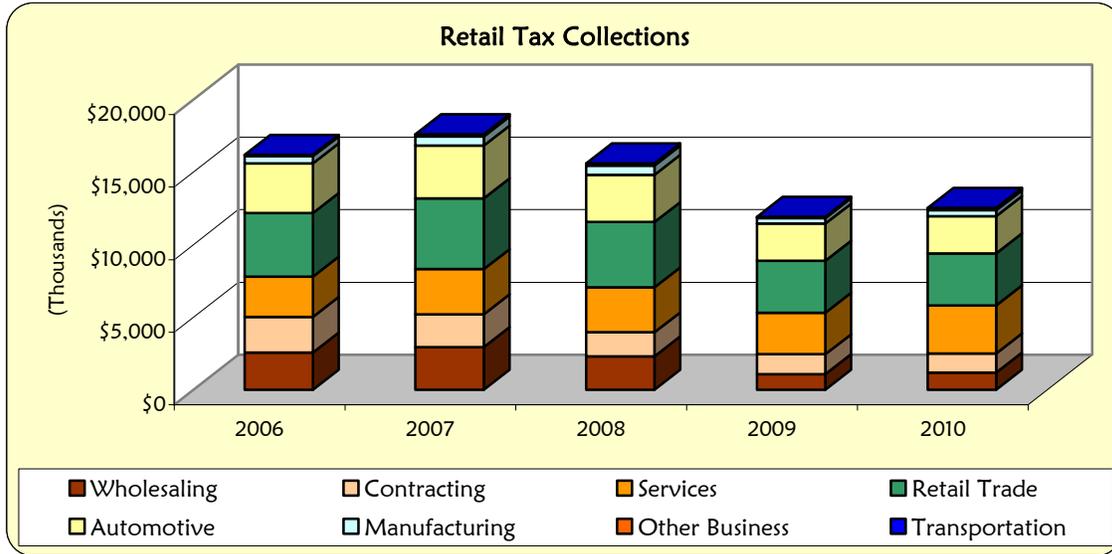


Population, Housing and School Enrollment Trends

	2006	2007	2008	2009	2010
School Enrollment (1)	14,185	14,519	14,716	14,589	14,482
Rate of Unemployment (2)	4.9%	4.5%	5.7%	8.4%	8.7%
Population (3)	48,955	50,470	67,005	67,485	68,270
Housing Units (4)					
One Unit	9,402	9,625	14,186	14,235	14,333
Two or More	8,943	9,623	10,375	10,391	10,426
Mobile Home or Special	2,377	2,382	2,761	2,782	2,794
Total Housing Units	20,722	21,630	27,322	27,408	27,553

Source:

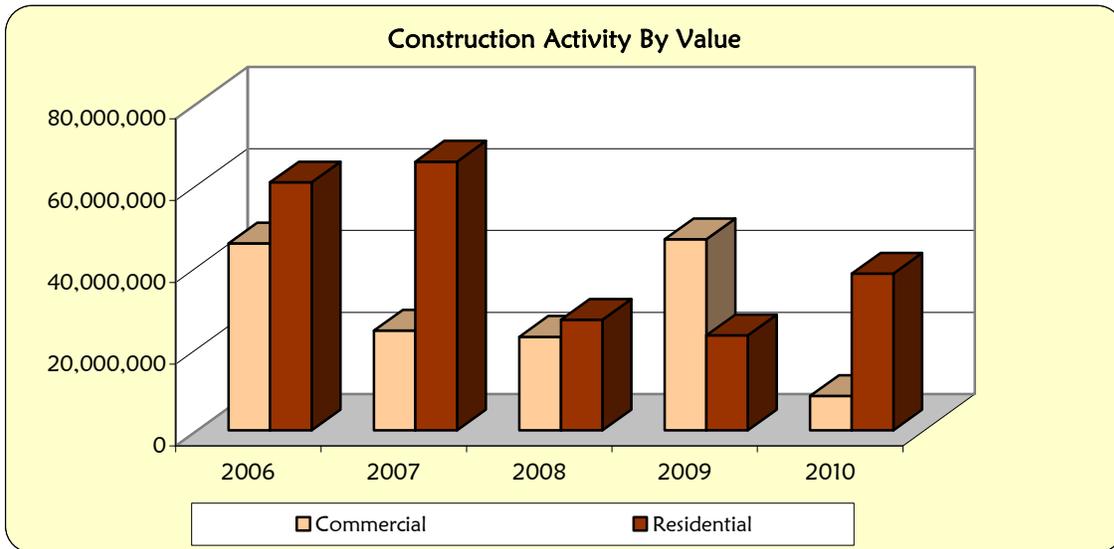
- (1) Auburn School District No. 48
- (2) U.S. Department of Labor
- (3) WA State Office of Financial Management
- (4) WA State Office of Financial Management



Sales Tax Collections by Sector (in thousands)

	2006	2007	2008	2009	2010
Retail Trade					
Apparel	874	899	873	781	752
Auto & Gas	3,428	3,643	3,255	2,559	2,553
Building Material	594	615	521	358	389
Food Stores	344	378	360	352	354
Non-Store Retailers	316	306	323	228	236
Furniture & Electronics	551	530	483	352	315
General Merchandise	941	974	872	833	801
Miscellaneous Retail Trade	753	1,170	1,062	676	743
Retail Trade	7,802	8,515	7,749	6,140	6,142
Services	2,779	3,128	3,107	2,867	3,310
Contracting	2,453	2,240	1,647	1,368	1,322
Manufacturing	486	625	643	383	411
Transportation	26	23	76	31	29
Wholesaling	2,571	2,943	2,306	1,073	1,180
Other Business	73	143	72	46	128
Grand Total	\$ 16,189	\$ 17,617	\$ 15,600	\$ 11,909	\$ 12,522

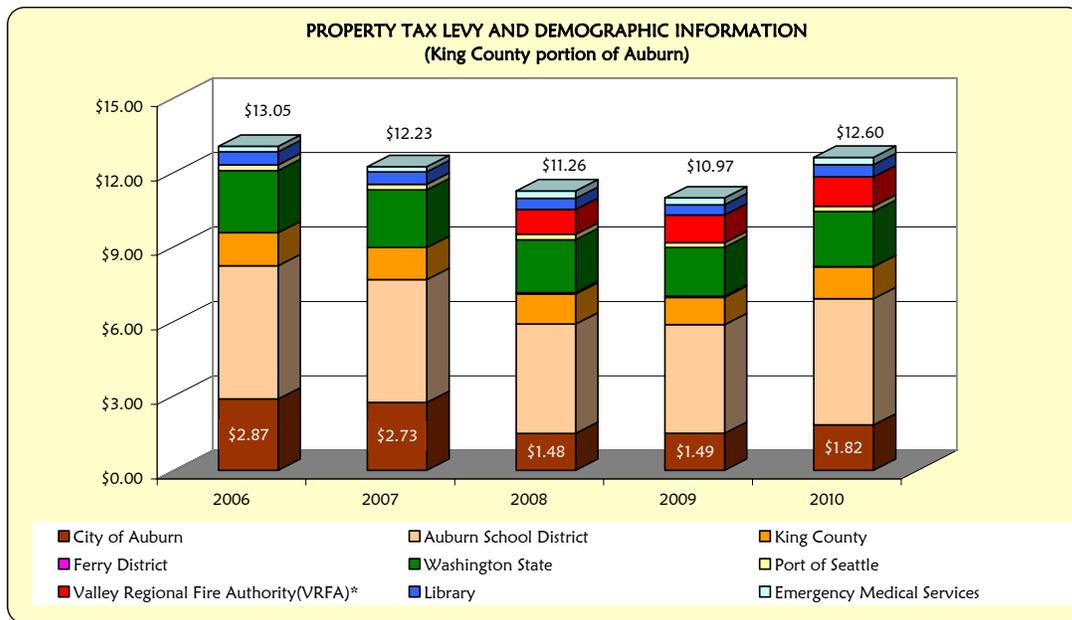
Source:
 City of Auburn Finance Department
 Actual receipts Jan-Dec



Building Permits and Construction Values

Year	Commercial Building		Residential Building	
	Permits	Value	Permits	Value
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
2009	36	46,743,035	124	23,227,980
2010	18	8,386,343	206	38,330,330

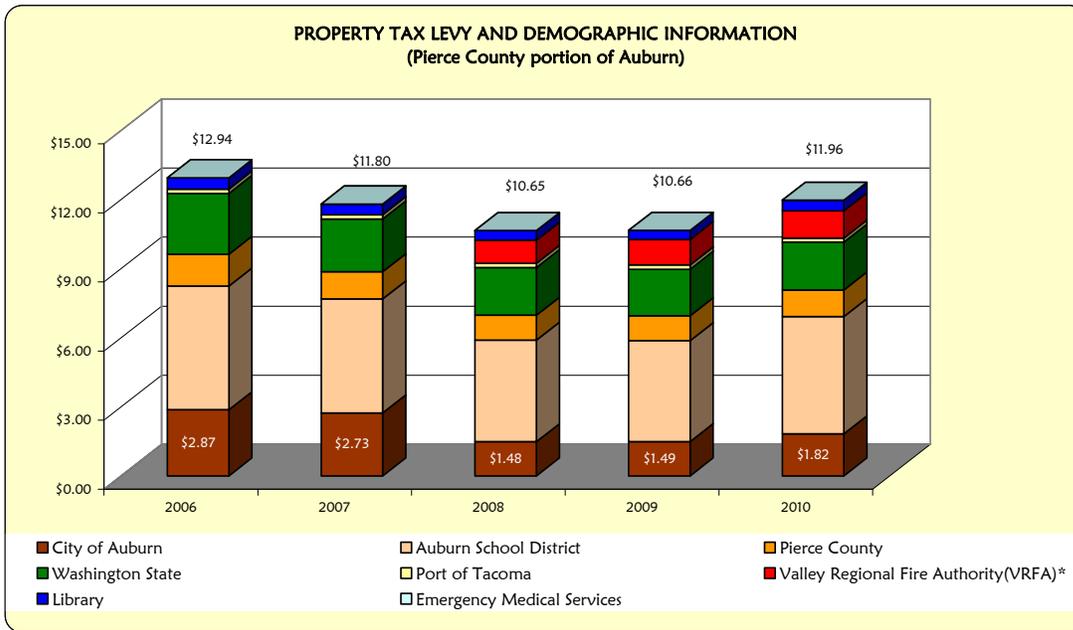
Source: City of Auburn Building Division



Property Tax Levy	2006	2007	2008	2009	2010	Change \$	%
City of Auburn	\$ 2.87	\$ 2.73	\$ 1.48	\$ 1.49	\$ 1.82	\$ 0.34	23%
Auburn School District	5.37	4.95	4.41	4.38	5.09	0.71	16%
King County	1.33	1.29	1.21	1.10	1.28	0.19	17%
Ferry District	-	-	0.055	0.05	0.003	-0.047	100%
Washington State	2.50	2.32	2.13	1.96	2.22	0.26	13%
Port of Seattle	0.23	0.23	0.22	0.20	0.22	0.02	9%
Valley Regional Fire Authority(VRFA)*	n/a	n/a	1.00	1.11	1.18	0.07	6%
Library	0.53	0.50	0.45	0.42	0.49	0.07	16%
Emergency Medical Services	0.22	0.21	0.30	0.27	0.30	0.03	9%
Total Levy Rate	\$ 13.05	\$ 12.23	\$ 11.26	\$ 10.97	\$ 12.60	\$ 1.63	15%
Auburn % to Total Levy	21.99%	22.32%	13.15%	13.55%	14.47%		

* 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 residence pays \$215.14 in 2008.

Demographic Information (King & Pierce County)	2006	2007	2008	2009	2010	Change \$	%
Assessed Valuation(in 000's)	\$ 5,099,795	\$ 5,759,528	\$ 6,526,967	\$ 8,713,853	\$ 7,809,500	\$ (904,353)	-10%
Average Homeowner Assessed Value	\$ 217,100	\$ 230,300	\$ 259,000	\$ 213,900	\$ 202,600	\$ (11,300)	-5%
City Tax on an Average Home	\$ 622	\$ 629	\$ 384	\$ 317	\$ 301	\$ (17)	-5%
Population	48,955	50,470	67,005	67,485	68,270	785	1%
Add'l Population from Annexation	6	0	15,748	0	0	0	N/A
School Enrollment	14,185	14,519	14,716	14,589	14,482	(107)	-1%
CPI-W/Seattle, Annual growth rate	3.7%	3.8%	4.5%	0.4%	0.8%	0.4%	100%
IPD/Implicit Price Deflator	3.4%	2.1%	4.5%	-0.8%	1.5%	2.4%	281%



Property Tax Levy	2006					2007					2008					2009					2010					Change	
	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	%			
<i>City of Auburn</i>	\$	2.87	\$	2.73	\$	1.48	\$	1.49	\$	1.82	\$	0.34		23%													
Auburn School District		5.37		4.95		4.41		4.38		5.09		0.71		16%													
Pierce County		1.38		1.18		1.08		1.08		1.16		0.08		7%													
Washington State		2.64		2.29		2.07		2.02		2.07		0.04		2%													
Port of Tacoma		0.19		0.19		0.19		0.18		0.18		0.00		1%													
Valley Regional Fire Authority(VRFA)*		n/a		n/a		1.00		1.11		1.18		0.07		6%													
Library		0.49		0.46		0.42		0.40		0.46		0.07		17%													
Emergency Medical Services		0.00		0.00		0.00		0.00		0.00		0.00		n/a													
Total Levy Rate	\$	12.94	\$	11.80	\$	10.65	\$	10.66	\$	11.96	\$	1.31		12%													
Auburn % to Total Levy		22.18%		23.14%		13.90%		13.95%		15.24%																	

* 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)	2006					2007					2008					2009					2010					Change	
	\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$		\$	%			
Assessed Valuation(in 000's)	\$	5,099,795	\$	5,759,528	\$	6,526,967	\$	8,713,853	\$	7,809,500	\$	(904,353)		-10%													
Average Homeowner Assessed Value	\$	217,100	\$	230,300	\$	259,000	\$	213,900	\$	202,600	\$	(11,300)		-5%													
City Tax on an Average Home	\$	622	\$	629	\$	384	\$	318	\$	369	\$	51		16%													
Population		48,955		50,470		67,005		67,485		68,270		785		1%													
Add'l Population from Annexation		6		0		15,748		0		0		0		N/A													
School Enrollment		14,185		14,519		14,716		14,589		14,482		(107)		-1%													
CPI-W/Seattle, Annual growth rate		3.7%		3.8%		4.5%		0.4%		0.8%		0.4%		100%													
IPD/Implicit Price Deflator		3.4%		2.1%		4.5%		-0.8%		1.5%		2.4%		281%													

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:

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PROJECT: South Division Street Promenade Project

The South Division Street Promenade project involves the reconstruction of South Division Street including roadway pavement utilizing pervious concrete, wider sidewalks, landscaping, pedestrian lighting, utility infrastructure upgrades, and urban streetscape design creating a pedestrian promenade. The project is being funded through a three million dollar Economic Development Administration grant and five million dollars by Local Revitalization Funding through the State of Washington.